

ExPLoRE 2017 REPORT

EXAMINATION OF PLACES AND LOCATIONS THROUGH RESEARCH AND EVALUATION

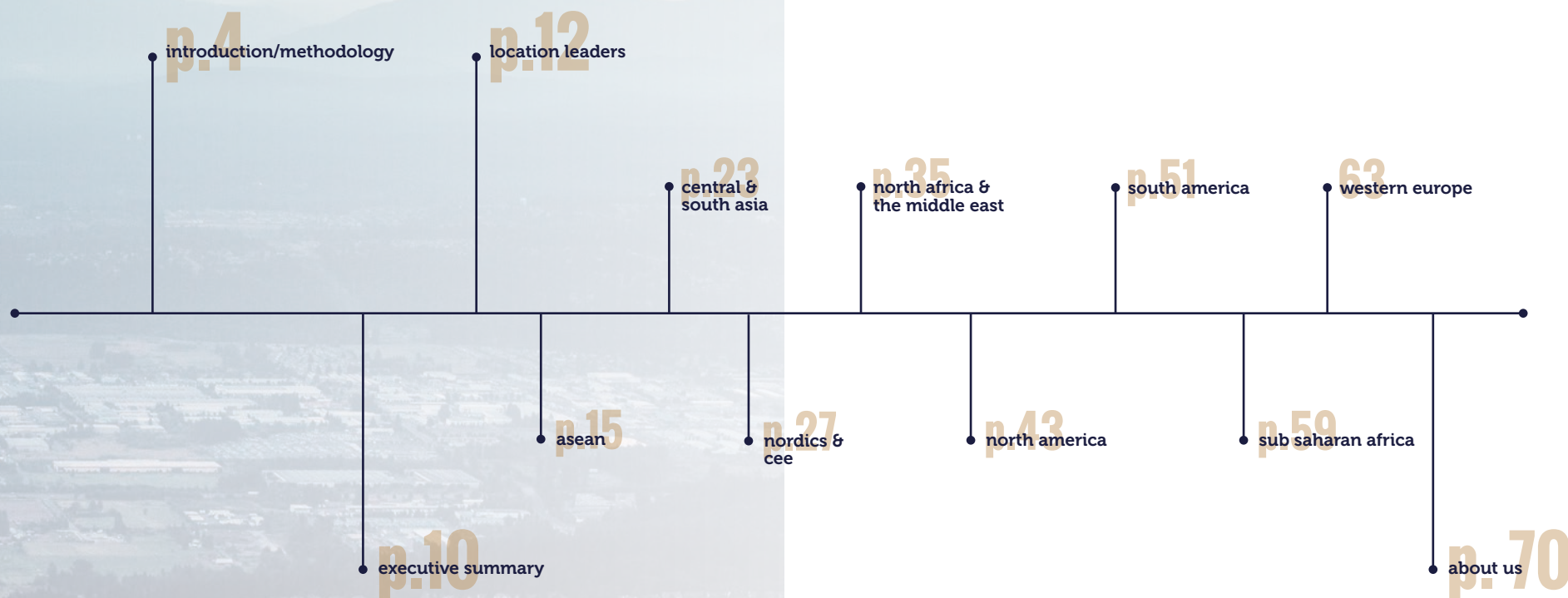




Photo credit: Unsplash.com

ExPLoRE OPPORTUNITIES

NAVIGATING THIS REPORT



EXPLORE THE BUSINESS CLIMATE

GOOD FOR BUSINESS



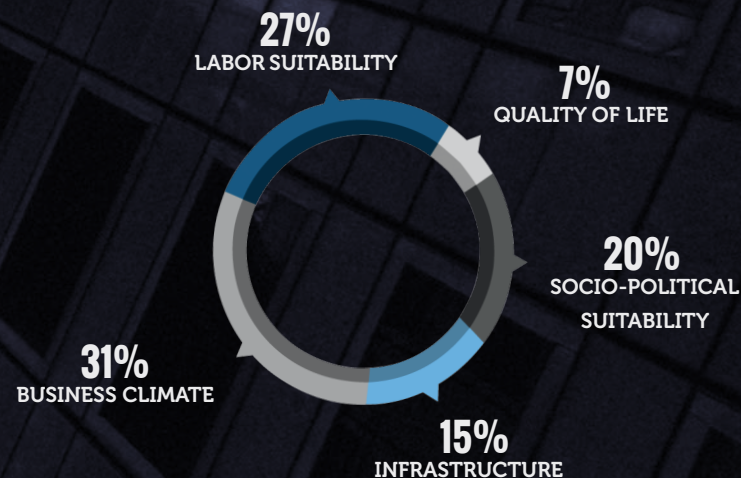
The ability to quantify and evaluate cities is a tremendous first step in determining future suitability of business operations in any site selection process. This document came to fruition to begin that conversation. It will identify merits of key regional cities of commerce and establish empirical reasoning towards leveraging the benefits of location in our global economy.

Hickey & Associates is proud to present the ExPLoRE 2017 report. The ExPLoRE report series is defined by our site selection methodology, the cornerstone of which is thorough Examination of Places and Locations through Research and Evaluation (EXPLoRE). We evaluate site selection suitability for all of our projects. The locations in this report represent 469 cities with populations of at least 500,000 in 2015. While not every country is represented, a healthy cross section of global cities is carefully examined to determine their suitability in the global economy. This report serves

as a gauge for that suitability by comparing cities on both an international and regional (continental) level.

Cities are evaluated on five primary domain attributes. Each domain consists of six to eight measures based on gold standard sources. Each measure and evaluative domain is weighted to give a realistic representation of the economic suitability of a city compared to other similar cities. The domains and assigned weights for each include:

socio-political



INTERNATIONAL INDEX

METHODOLOGY



PROCESS

Individual measures comprising domain areas were captured for all cities. At times, these measures are countrywide statistics, but whenever possible, they are specific to the city alone. There are 35 individual measures comprising the five domain areas. Additional measures were explored, but when a variable was unable to represent at least 90% of all cities, the measure was removed from the evaluation. Therefore, data for some cities may be incomplete when no consistent data source is able to

model that variable and, in this case, the score is registered as zero or average. An example being North Korea; very little comparable information is available and in this case, scores for these cities may be higher than expected.

Evaluative measures for each city were compared directly against the other 468 peers in the sample for a total of 16,415 independent comparisons. Average values received a weighted score of zero and more suitable cities received positive scores, whereas less suitable cities received negative scores. Weighted scores are variable and based on the weight applied to each evaluative measure.

DEFINING THE REGIONS

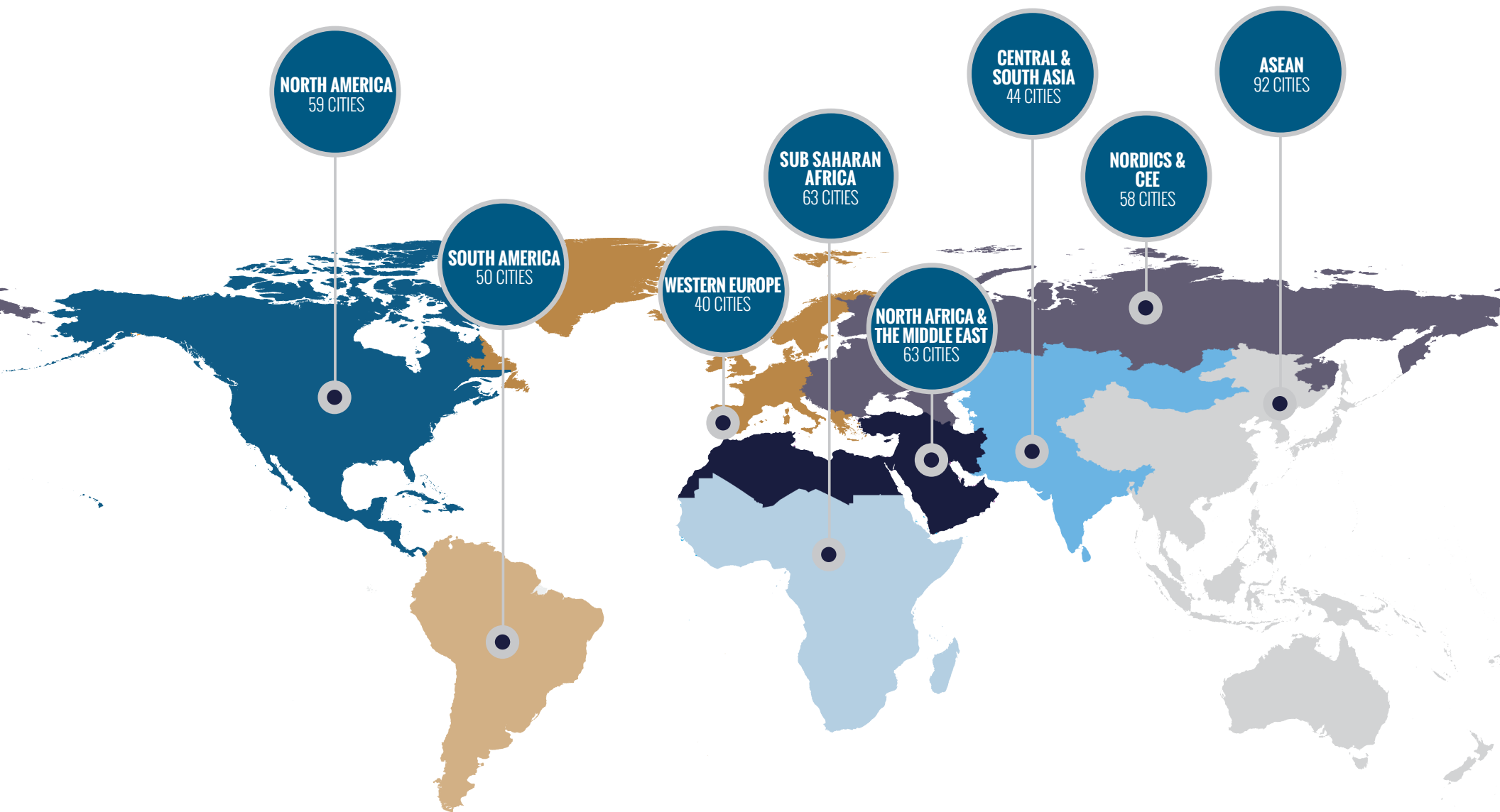
Cities are compared both internationally and separately within eight regions of the world. Effort was made to reflect the contemporary regions of the modern global economy while also ensuring that no region consisted of significantly fewer cities

than any other region. Regions of the world are defined as:

- ASEAN – 92 cities in 12 countries
- Central & South Asia – 44 cities in 13 countries
- Nordics & CEE – 58 cities in 17 countries
- North Africa and the Middle East – 63 cities in 16 countries
- North America – 59 cities in 11 countries
- South America – 50 cities in 10 countries
- Sub Saharan Africa – 63 cities in 35 countries
- Western Europe – 40 cities in 14 countries

NEXT STEPS

H&A continues to track these measures annually and will be able to detect longitudinal changes within variables over time and as data becomes available.



North America South America Western Europe North Africa and the Middle East Sub Saharan Africa Nordics & CEE Central & South Asia ASEAN

COPENHAGEN, DENMARK LONDON, UNITED KINGDOM BERLIN, GERMANY LOS ANGELES, CALIFORNIA, UNITED STATES SEOUL, SOUTH KOREA **SAN FRANCISCO, UNITED STATES** PARIS, FRANCE **SINGAPORE, SINGAPORE** STUTTGART, GERMANY AMSTERDAM, NETHERLANDS **SAN JOSE, UNITED STATES** TOKYO, JAPAN **BIRMINGHAM, UNITED KINGDOM** TORONTO, CANADA **BOSTON, UNITED STATES** DENVER, COLORADO, UNITED STATES MARSEILLE, FRANCE **NASHVILLE, UNITED STATES** PERTH, AUSTRALIA **PHOENIX, UNITED STATES** HAMBURG, GERMANY PRAGUE, CZECH REPUBLIC **SEATTLE, UNITED STATES** DUSSELDORF, GERMANY MEMPHIS, UNITED STATES **WASHINGTON D.C., UNITED STATES** KWANGJU, SOUTH KOREA **MILWAUKEE, UNITED STATES** BALTIMORE, UNITED STATES **OSAKA, JAPAN** CHONJU, SOUTH KOREA OTTAWA, CANADA **DORTMUND, GERMANY** DUISBURG, GERMANY **LISBON, PORTUGAL** TAIPEI, TAIWAN BREMEN, GERMANY CH'UNGJU, SOUTH KOREA **EL PASO, UNITED STATES** DUBAI, UNITED ARAB EMIRATES KUALA LUMPUR, MALAYSIA **EDMONTON, CANADA** STOCKHOLM, SWEDEN **SOFIA, BULGARIA** TEL AVIV, ISRAEL **ABU DHABI, UNITED ARAB EMIRATES** NAGOYA, JAPAN **WINNIPEG, CANADA** GLASGOW, UNITED KINGDOM **LEIPZIG, GERMANY** BUCHAREST, ROMANIA **KYOTO, JAPAN** YOKOHAMA, JAPAN JERUSALEM, ISRAEL

UNITED STATES **CHARLOTTE, UNITED STATES** HOUSTON, UNITED STATES **NEW YORK, UNITED STATES**
SINGAPORE BUSAN, SOUTH KOREA **HELSINKI, FINLAND** MUNICH, GERMANY **MONTREAL, CANADA**
JAPAN **FRANKFURT, GERMANY** SYDNEY, AUSTRALIA **VIENNA, AUSTRIA** CHICAGO, UNITED STATES
R, UNITED STATES **MELBOURNE, AUSTRALIA** VILNIUS, LITHUANIA **BRISBANE, AUSTRALIA**
UNITED STATES DUBLIN, IRELAND **PHILADELPHIA, UNITED STATES** HANNOVER, GERMANY
RF, GERMANY **BRUSSELS, BELGIUM** SAN DIEGO, UNITED STATES **INCHEON, SOUTH KOREA**
RIGA, LATVIA ADELAIDE, AUSTRALIA **OKLAHOMA CITY, UNITED STATES** QUEBEC, CANADA
H KOREA **TAEGU, SOUTH KOREA** JACKSONVILLE, UNITED STATES **SAN ANTONIO, UNITED STATES**
EJON, SOUTH KOREA **DETROIT, UNITED STATES** INDIANAPOLIS, UNITED STATES
ARAB EMIRATES **CALGARY, CANADA** VANCOUVER, CANADA **COLOGNE, GERMANY**
RIA BUDAPEST, HUNGARY **ESSEN, GERMANY** BARCELONA, SPAIN **MADRID, SPAIN**
ADA OSLO, NORWAY **GOTEBORG, SWEDEN** KOBE, JAPAN **ROTTERDAM, NETHERLANDS**
VALENCIA, SPAIN **KAWASAKI, JAPAN** KRAKOW, POLAND **MOSCOW, RUSSIA** SEVILLE, SPAIN

TOP 100 CITIES TO CONDUCT BUSINESS IN

TOP 10 CITIES RANKED REGIONALLY

ASEAN

1. Seoul, Korea
2. Singapore, Singapore
3. Busan, Korea
4. Tokyo, Japan
5. Sydney, Australia
6. Melbourne, Australia
7. Brisbane, Australia
7. Perth, Australia
9. Incheon, South Korea
10. Kwangju, South Korea

TOP 10 CITIES RANKED REGIONALLY

CENTRAL & SOUTH ASIA

1. Mumbai, India
2. Hyderabad, India
3. Bangalore, India
4. Delhi, India
5. Chennai, India
6. Almaty, Kazakhstan
7. Pune, India
8. Ashgabat, Turkmenistan
9. Trivandrum, India
10. Lucknow, India

TOP 10 CITIES RANKED REGIONALLY

NORDICS & CEE

1. Helsinki, Finland
2. Vienna, Austria
3. Vilnius, Lithuania
4. Prague, Czech Republic
5. Riga, Latvia
6. Warsaw, Poland
7. Sofia, Bulgaria
8. Budapest, Hungary
9. Bucharest, Romania
10. Krakow, Poland

TOP 10 CITIES RANKED REGIONALLY

NORTH AFRICA & MIDDLE EAST

1. Dubai, United Arab Emirates
2. Tel Aviv, Israel
3. Abu Dhabi, United Arab Emirates
4. Jerusalem, Israel
5. Istanbul, Turkey
6. Sharjah, United Arab Emirates
7. Muscat, Oman
8. Mecca, Saudi Arabia
9. Ankara, Turkey
10. Tunis, Tunisia

TOP 10 CITIES RANKED REGIONALLY

NORTH AMERICA

1. Los Angeles, United States
2. Charlotte, United States
2. Houston, United States
4. New York, United States
5. San Francisco, United States
6. Montreal, Canada
7. San Jose, United States
8. Chicago, United States
9. Toronto, Canada
10. Boston, United States

TOP 10 CITIES RANKED REGIONALLY

SOUTH AMERICA

1. Buenos Aires, Argentina
2. São Paulo, Brazil
3. Santiago, Chile
4. Lima, Peru
5. Montevideo, Uruguay
6. Brasilia, Brazil
7. Recife, Brazil
8. Rio de Janeiro, Brazil
9. Mendoza, Argentina
10. Medellin, Colombia

TOP 10 CITIES RANKED REGIONALLY

SUB SAHARAN AFRICA

1. Cape Town, South Africa
2. Johannesburg, South Africa
3. Durban, South Africa
4. Port Elizabeth, South Africa
5. Pietermaritzburg, South Africa
6. Pretoria, South Africa
7. Accra, Ghana
8. Mombassa, Kenya
9. Kumasi, Ghana
10. Nairobi, Kenya

TOP 10 CITIES RANKED REGIONALLY

WESTERN EUROPE

1. Copenhagen, Denmark
2. London, United Kingdom
3. Berlin, Germany
4. Paris, France
5. Munich, Germany
6. Stuttgart, Germany
6. Amsterdam, Netherlands
8. Frankfurt, Germany
9. Birmingham, United Kingdom
10. Marseille, France

The global economy is a dynamic competitive environment. New regions, countries, and cities are open to trade while at the same time, other cities are emerging from economic stagnation caused by the global economic crisis. Businesses today have more location options in which to conduct business than any time in the history of the world. In conjunction, some areas are experiencing rapid change and with it new social movements, uncertainty, and other challenges for businesses.

This report is designed to evaluate the general business environment of global cities. The aim of the analysis is to begin the conversation surrounding questions such as:

- How might the workforce be described?
- What sort of local and national policies support business development?
- Which cities can move both workers and goods effectively?
- Are legal mechanisms in place to ensure business interests are protected?
- How educated is the workforce?
- How well does a society take care of its populace?
- Is there a way to gauge operating costs?

These questions may be relatively easy to answer in many places but as new markets open, the potential advantages of those cities need to be identified and evaluated. In quantifying cities on an international basis, common metrics must be adopted to ensure comparability. H&A developed measures consistent with our existing site selection methodology in order to evaluate these global markets.

In any site selection model we approach the challenge by first examining the macro level business conditions. This broad, wide angle view is designed to identify suitable regions and down select to a handful of market leaders as quickly as possible. Thereafter, an intensive micro economic analysis is conducted where specific properties are evaluated and the model is tuned to local conditions such as commute time, wage modeling, property costs and a host of other variables custom-designed around the project. The analysis conducted in this report is a preface to the macro level analysis. It is designed to give businesses basic site selection information with which to build a framework around that custom site selection project.

TOP 20 CITIES RANKED INTERNATIONALLY

- | | |
|---------------------------------|-----------------------------|
| 1. Copenhagen, Denmark, | 11. Singapore, Singapore |
| 2. London, United Kingdom | 12. Busan, South Korea |
| 3. Berlin, Germany | 13. Helsinki, Finland |
| 4. Los Angeles, United States | 14. Munich, Germany |
| 5. Charlotte, United States | 15. Montreal, Canada |
| 6. Houston, United States | 16. Stuttgart, Germany |
| 7. New York, United States | 17. Amsterdam, Netherlands |
| 8. Seoul, South Korea | 18. San Jose, United States |
| 9. San Francisco, United States | 19. Tokyo, Japan |
| 10. Paris, France | 20. Frankfurt, Germany |

EXECUTIVE SUMMARY

RECAP OF RESEARCH

LOCATION LEADERS

RANKINGS OF MAJOR REGIONS

MUMBAI

CENTRAL & SOUTH ASIA



COPENHAGEN

WESTERN EUROPE



SEOUL

ASEAN



BUENOS AIRES

SOUTH AMERICA



LOS ANGELES

NORTH AMERICA



DUBAI
NORTH AFRICA & MIDDLE EAST



CAPE TOWN
SUB-SAHARAN AFRICA




HELSINKI
NORDICS & CEE



Many of the cities identified in this report will not be surprising, while others may begin a dialogue about what makes a city a good place to do business. Some traditional business strongholds are experiencing change while other cities, previously much in the background because globalization had yet to embrace them, are emerging as potentially new markets in the global economy. In any event, the practice of critically evaluating these locations begins when process and data meet opportunity.

Photo credits: Copenhagen - Bob Collowan CC-BY-SA 4.0, San Francisco - Unsplash.com, Sydney - Unsplash.com, Dubai - Unsplash.com, Helsinki - Pixabay.com





East Asia and Australia is a region of the world dominated by distances. Global coastal cities are capitalizing on recovery from the world economic crisis, but also acknowledge that any slowdown from the Chinese economy may affect the region as a whole. The region is expected to have decent growth between 2016 and 2020 even with a controlled Chinese economic slowdown.

Regional leading cities have very large populations with policies in place to engage those larger workforces. Challenges exist in bringing economic development to rural and inland populations as well as improving fiscal and credit concerns in some economies.

ASEAN

SOUTH KOREA ARRIVES

1 SEOUL SOUTH KOREA

Photo credit: Pixabay.com

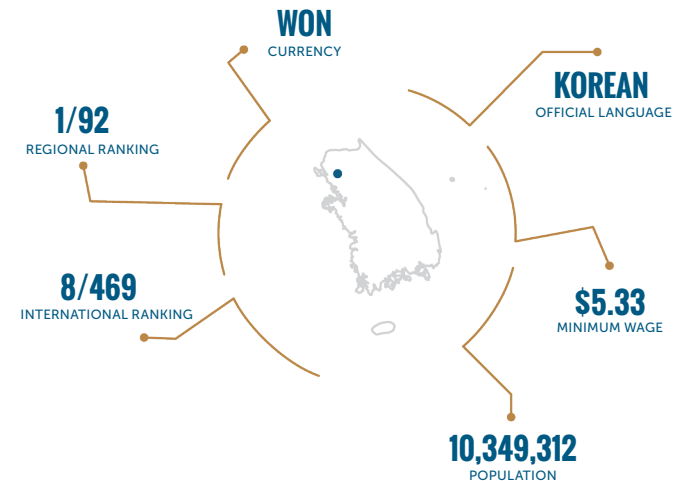
QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
EXCELLENT

LABOR PROFILE
GOOD



Seoul is the political/social capital and most populated city in South Korea. Seoul ranks behind Asian leader Tokyo in several categories including quality of life, infrastructure, and the socio-political policy environment and in many ways South Korea is still an emerging economy. However, South Korea is capitalizing on policies designed to foster business development. The business climate in Seoul is now more favorable than Tokyo and is built around lower corporate income taxes, greater legal protections for businesses, and enhanced emphasis on trade. Seoul is consistently ranked highly in many premier

competitiveness reports including the UN, the World Bank, and many independent publications.

To become the premier Asian trade city, Seoul will need to manage corruption, invest in infrastructure, and lower costs associated with doing business. There are strong indications that South Korea is investing in many of these endeavors, including outspending most other Asian countries in education, an effort that will reap rewards as a more educated workforce becomes available within the next decade.

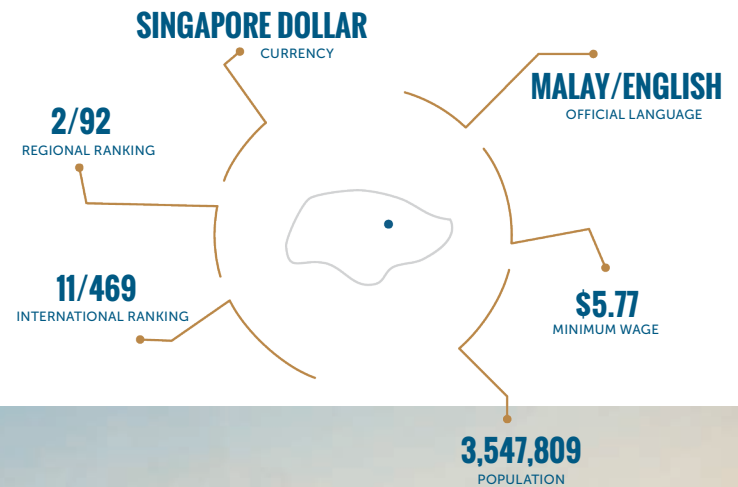
SINGAPORE

SINGAPORE

Singapore residents enjoy a high quality of life, low personal taxes and excellent personal freedoms which spill over to private sector business. Infrastructure costs are expectedly high from this small country on the tip of the Malaysian Peninsula. What Singapore lacks in size, it makes up for by creating a business friendly environment that fosters trade and the proper policy and legal framework necessary for businesses to flourish. Residents enjoy high incomes with access to a mature consumer economy. Singapore will need to continue to invest in education in order to compete with other Asian rivals or risk being further eclipsed by South Korea and other emerging Asian economies.



Photo credit: Peter Nguyen, Unsplash.com



QUALITY OF LIFE
EXCELLENT

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

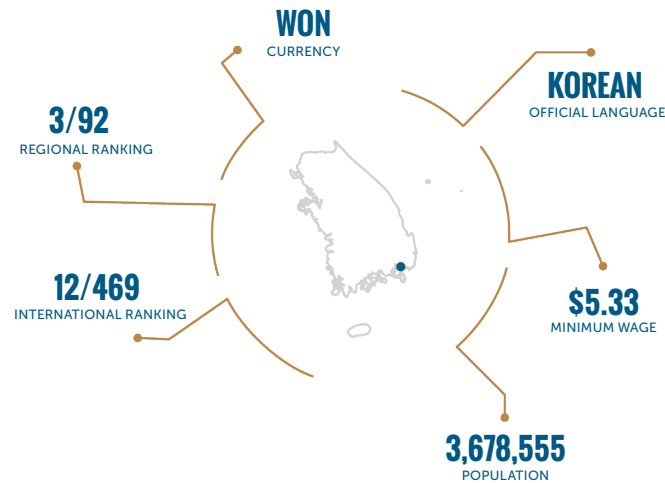
BUSINESS CLIMATE
EXCELLENT

LABOR PROFILE
AVERAGE



BUSAN

SOUTH KOREA



Busan is the second South Korean city in the top five list for ASEAN. Although living costs are higher than most Asian competitors, Busan's cost of living is much lower than Seoul and this translates to a more favorable consumer profile for Busan residents.

Again, much of this city's success is the result of intentional efforts to improve trade and streamline business regulation. Busan,

like Seoul, suffers from higher infrastructure costs but investment in its seaport with better access to international markets is a significant advantage over competitors. Recent investment in high tech zones and diversification into the semiconductor industry by both domestic and Japanese businesses will further transform aging production and transportation infrastructure.

Photo credit: Seoul - Maria Sánchez Prada CC-BY-SA 2.0, Busan - Manseok

QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
EXCELLENT

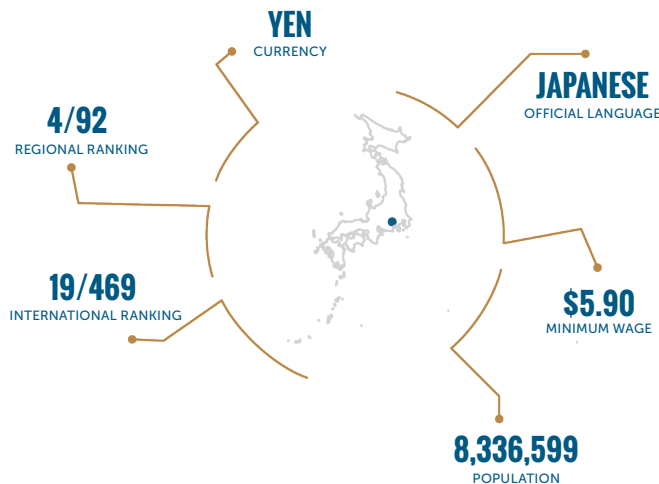
LABOR PROFILE
GOOD

TOKYO JAPAN

Tokyo is the political and social capital and most populated city in Japan. As the most populated city and one of the most expensive cities in the world, resident income and GDP is also very high. Good access to a robust health care system and low crime equate to a long life expectancy.

Japan maintains a low personal tax environment with little corruption and well-protected personal freedoms. Public transportation, roadway development and other infrastructure is considered first rate, though the use costs for these services along with other costs are consistent with the high cost of doing business in Tokyo.

Tokyo is ranked number two in the world for cities with the most Fortune 500 headquarters with 38 companies. The business environment in Tokyo, while strongly competitive, is not as optimal as South Korea both in terms of corporate tax and legal protections. Labor costs are sustainable but high and personal income is eroded by high costs of living. These are the challenges faced by Tokyo in an era when growth in South Korea and China will compete with Japanese cities.



QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

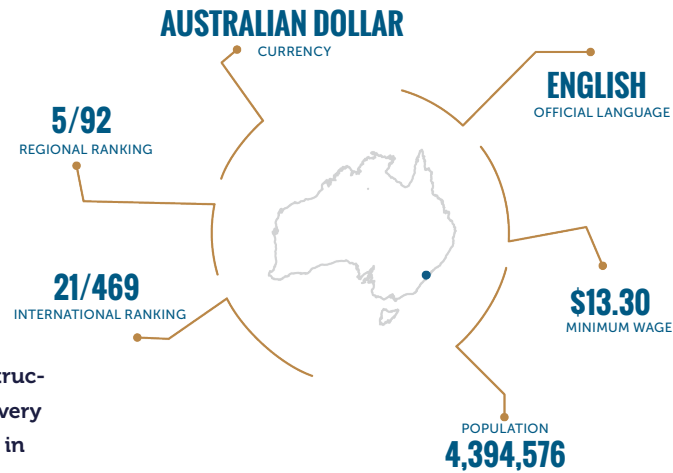
LABOR PROFILE
AVERAGE

SYDNEY

AUSTRALIA

As the economic capital of Australia, Sydney's business environment is founded in banking, finance, and manufacturing, which was diverse enough to actually add jobs during the global economic crisis. This diversity translates culturally as well and

the population enjoys excellent infrastructure, high education standards, and a very good quality of life. While competitive in Asian markets, Sydney is also able to function as an overnight resource for English speaking services.



QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
EXCELLENT

INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
GOOD

LABOR PROFILE
EXCELLENT

Sydney Skyline

Photo credit: Pixabay.com





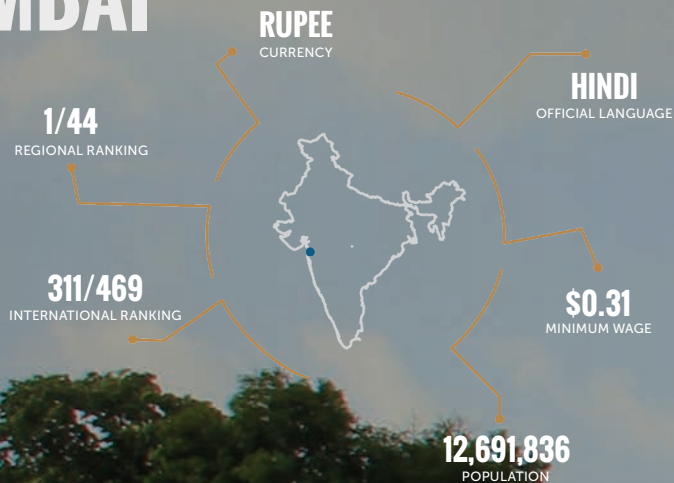
Central & South Asia are dominated by India. With a growing economy in technology, pharmaceuticals, and services, India seeks to continue to transform its traditional agrarian economy to a modern, high-tech culture. India is a diverse landscape with seaport access and rail into the interior. Indian cities are massive; in fact, of the 22 Indian cities represented in this evaluation, all have populations over 1 million persons and in total these Indian cities represent nearly 70 million persons.

CENTRAL & SOUTH ASIA

INDIA POWERHOUSE

MUMBAI

INDIA

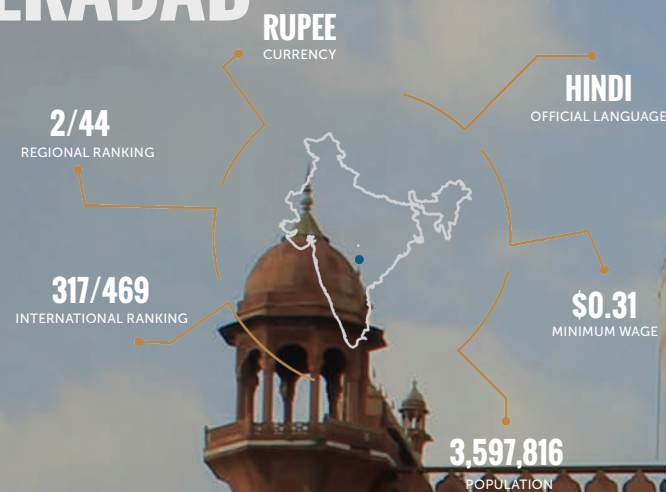


Since the election of Prime Minister Narendra Modi in 2014, many are optimistic about the future of the Indian economy. After taking office, the Prime Minister introduced several new growth policies and traveled the world as an economic ambassador for the nation. India's labor force, second only to China, is more than three times the size of the United States. Traditionally defined by the agricultural sector's informal shadow labor market, many Indian states implemented recent policy reforms relaxing and modernizing laws in support of business development, most positively impacting the country's service sector.

Several key cities dominate the IT sector, led by Bangalore, considered the "Silicon Valley" of India. Many multinational companies have a presence in these cities, including Accenture, Amazon, eBay, Facebook, Google, and Microsoft, and those ties steadily increase India's relationship with the United States and Europe. Projects undertaken in India seek to leverage the availability and affordability of its labor. The biotech markets in India expect to see a massive growth spurt in 2017 due to increased government investment and consumer demand driven by India's expanding middle class. Internationally, India's bio-pharma is seen as a source of low-cost generic drugs.

HYDERABAD

INDIA



To encourage capital investment and job creation throughout the country, the central government of India offers a number of different economic development incentives for investors. These programs include investment allowances for certain industries, Special Economic Zones (SEZs), export opportunities, R&D incentives, and workforce training support. Under Prime Minister Narendra Modi's 'Make in India' initiative, additional economic development incentives are in effect throughout the country. State governments also offer their own investment incentives, which target specific sectors and often provide tax and duty exemptions.

BANGALORE

INDIA

3/44
REGIONAL RANKING

325/469
INTERNATIONAL RANKING

RUPEE
CURRENCY

HINDI
OFFICIAL LANGUAGE

\$0.31
MINIMUM WAGE

5,104,047
POPULATION

DELHI

INDIA

4/44
REGIONAL RANKING

331/469
INTERNATIONAL RANKING

RUPEE
CURRENCY

HINDI
OFFICIAL LANGUAGE

\$0.31
MINIMUM WAGE

10,927,986
POPULATION

CHENNAI

INDIA

5/44
REGIONAL RANKING

354/469
INTERNATIONAL RANKING

RUPEE
CURRENCY

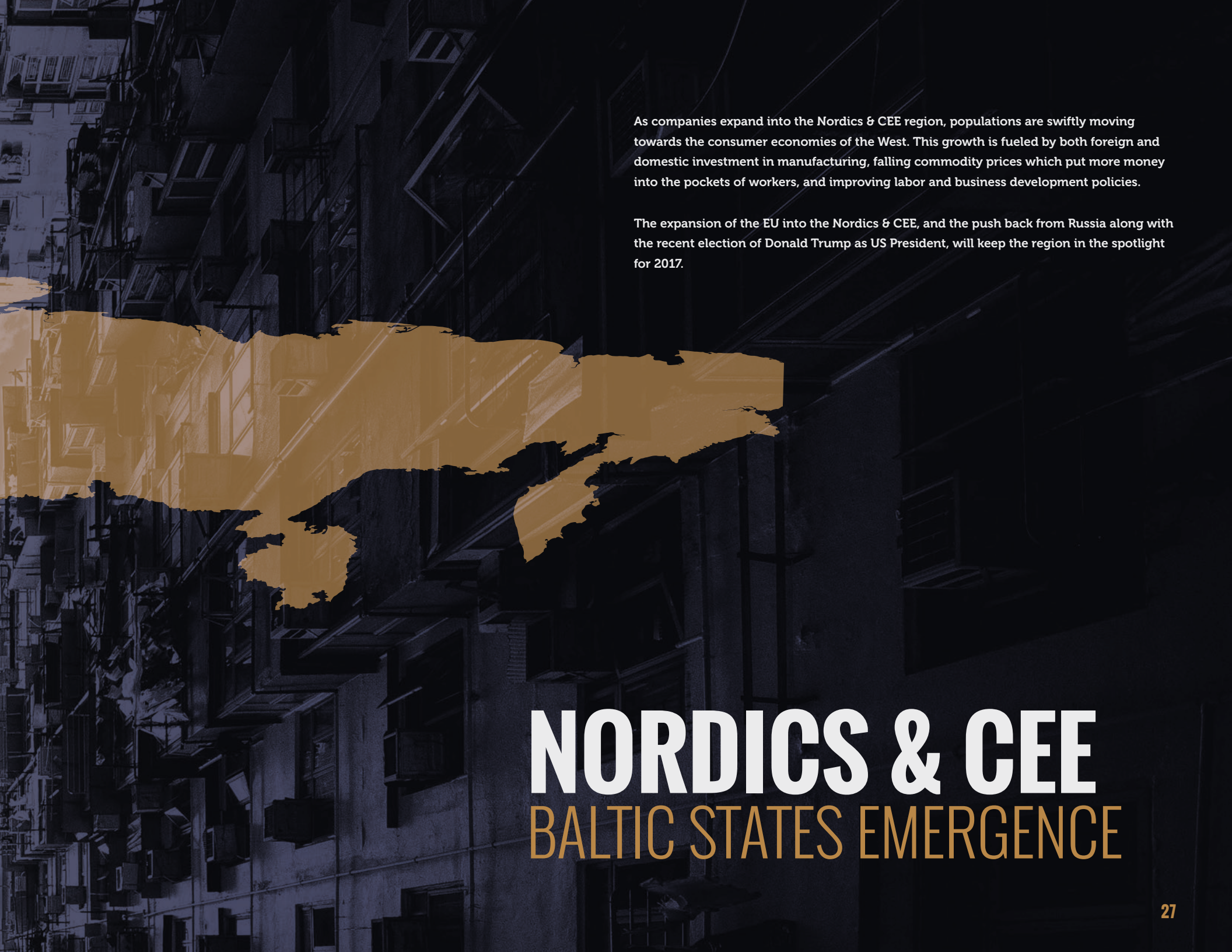
HINDI
OFFICIAL LANGUAGE

\$0.31
MINIMUM WAGE

4,328,063
POPULATION

Photo credit: Neel Kapur CC-BY-SA 3.0





As companies expand into the Nordics & CEE region, populations are swiftly moving towards the consumer economies of the West. This growth is fueled by both foreign and domestic investment in manufacturing, falling commodity prices which put more money into the pockets of workers, and improving labor and business development policies.

The expansion of the EU into the Nordics & CEE, and the push back from Russia along with the recent election of Donald Trump as US President, will keep the region in the spotlight for 2017.

NORDICS & CEE

BALTIC STATES EMERGENCE

1 HELSINKI

FINLAND



Photo credit: Pixabay.com

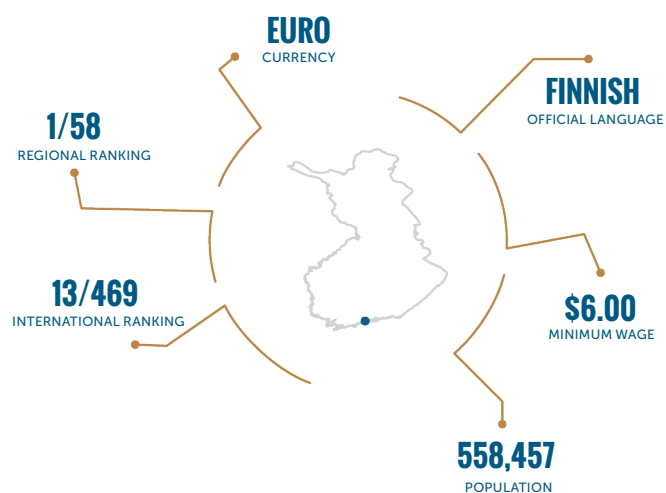
QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD



Helsinki has many elements of a Western European economy and a GDP similar to German or French cities. In fact, Helsinki residents enjoy a better quality of life and socio-political environment than other cities in Western Europe, including more generous funding toward education and infrastructure. This investment in education is a clear workforce advantage and ranks Helsinki in the top tier of global cities. While personal taxes are higher than other Western European cities, corporate taxes are much less. This policy decision allowed

the Finnish economy to add service sector and manufacturing jobs to better compete with counterparts across Europe.

Finland has long been an advocate of free trade and is the only Nordic country belonging to the Eurozone. Helsinki remains a bridge between east and west and maintains many trade ties to Germany, Russia, Sweden, the United Kingdom, the United States, Netherlands, and other global economies.

VIENNA AUSTRIA

Schönbrunn Palace
Photo credit: Thomas Wolf (www.foto-tw.de)
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Vienna, Austria's imperial capital, ranks first in the Nordics & CEE and 38th internationally. Although the smallest city-state in Austria, Vienna is the most populated city in the country.

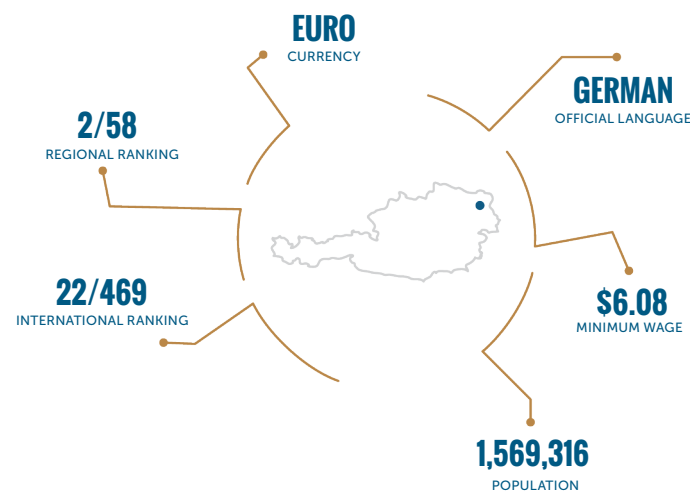
The Viennese experience fairly low crime, high disposable income, and moderate weather. The socio-political advantages are excellent due to low poverty rates and personal income tax, and well-funded health-care and educational institutions.

The business climate in Vienna is excellent due to policies which promote a healthy business environment and trade. Though other cities in this region have lower

corporate income taxes, Vienna's lending rate is very competitive. Major industries include food and luxury commodities, manufacturing, banking, and tourism.

The population in Vienna is well educated, with a high percentage of residents reaching University level. Wages and per capita income lean high in relation to the rest of the region, and average internationally.

Within the region, Vienna leads for infrastructure but ranks average internationally. Roadways are well maintained in relation to the region and public transportation is good.



QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD

Uptown Vilnius

Photo credit: Lestat (Jan Mehlich) CC-BY-SA 3.0



EURO
CURRENCY

LITHUANIAN
OFFICIAL LANGUAGE

3/58
REGIONAL RANKING

29/469
INTERNATIONAL RANKING

\$2.41
MINIMUM WAGE

542,366
POPULATION

VILNIUS

LITHUANIA

Lithuania joined the EU in 2004, and while the economy slowed in 2016, exports and investment from the EU continue to boost the economy. Vilnius, the capital of Lithuania, has placed great effort in adopting policies to foster business development, many of which are more supportive than any other country in Eastern Europe. These include low corporate income tax and policies designed to engage trade.

The economy of Vilnius is swiftly becoming a desirable high-tech center including solar, laser, and biotech industries. As one of the largest financial capitals of the Baltic States, the city's population represents 20% of Lithuania's population but over 30% of the country's GDP.

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
EXCELLENT

INFRASTRUCTURE
AVERAGE

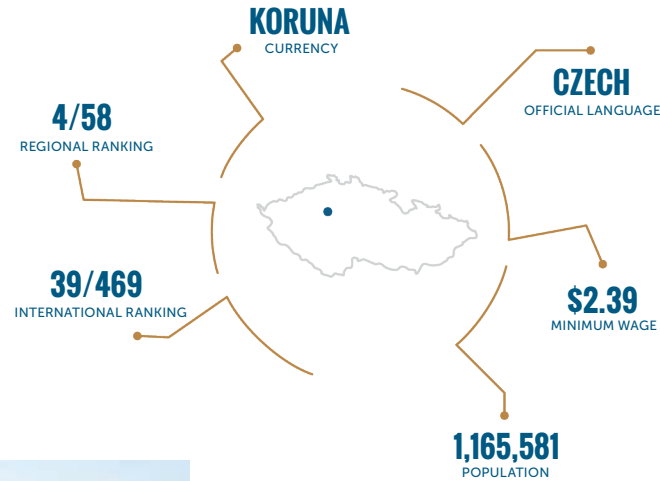
BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD



PRAGUE

CZECH REPUBLIC



Charles Bridge

Photo credit: Moyan Brenn CC-BY-2.0

Prague residents enjoy a high quality of life including low poverty, crime, excellent health care and generous personal freedoms. Local infrastructure isn't as developed as cities in Western Europe and legal protections for businesses are still lagging behind other regional cities. While labor affordability in Prague is better than in Germany or France it remains a more expensive Eastern European city. Investment in education will be necessary

for Prague and the rest of the Czech Republic to compete with other Eastern European cities.

Prague has many trade ties to Germany, exporting manufactured goods such as metal products and textiles in addition to agricultural produce west. The city has very low unemployment and poverty. Local investment in natural resources R&D is designed to reduce dependence on Russia.

Tourism expanded in the past 20 years and now accounts for 60% of the city's income. In part because of this outward marketing, Prague has been able to attract investment from international companies, some of which relocated headquarters to the city.

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
GOOD

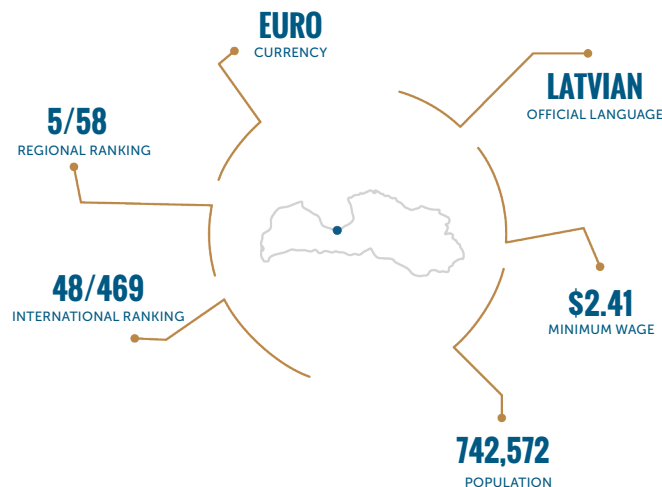
INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
AVERAGE

LABOR PROFILE
AVERAGE

RIGA

LATVIA



Latvia joined the EU in 2004. Socio-political reforms have also been successful but not as dramatic as those undertaken in Lithuania. This includes some legal protections such as contract enforcement and property ownership. Previously high unemployment dating back to turmoil from 2008-2010 is now half of what it was during that period and economic growth is projected to continue.

Riga is a transportation hub for Russia and the former Soviet Republics including three seaports and a modern airport. These infrastructure assets support a dynamic export economy where wood, petroleum, metals, and pharmaceuticals are transported to the rest of Europe.



QUALITY OF LIFE
AVERAGE


SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD





North Africa and the Middle East is a region where conflict and change is occurring on a seemingly daily basis. But this is not true for every city in the region. There are locations which offer relatively stable environments, an educated workforce, and competitive costs.

NORTH AFRICA & THE MIDDLE EAST

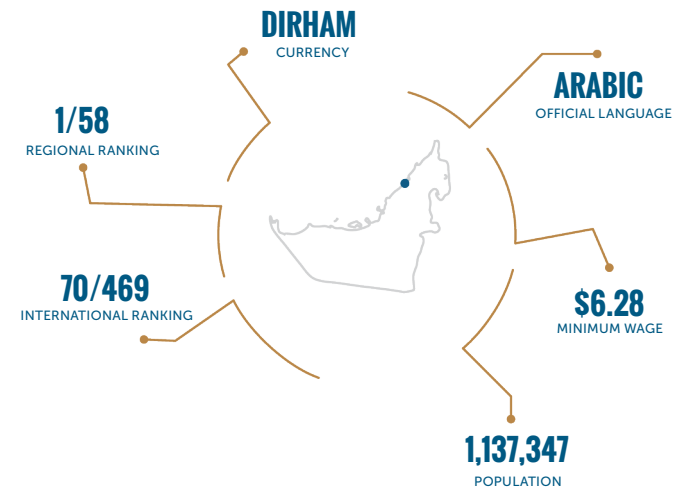
GLOBAL PRESENCE

1 DUBAI

UNITED ARAB EMIRATES



Dubai, aerial
Photo credit: Unsplash.com



Dubai is the lower cost alternative to Abu Dhabi and is the financial and international trade capital of the UAE. Foreign investment has been made possible through laws protecting personal and real property as well as contract protections to ensure continued investment. In contrast to Abu Dhabi, government investment

in infrastructure and development is less common in Dubai. When thinking of the skyscrapers and massive development taking place in the UAE, Dubai is the place.

QUALITY OF LIFE
EXCELLENT

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
EXCELLENT

LABOR PROFILE
AVERAGE



TEL AVIV

ISRAEL

Tel Aviv is Israel's high tech, financial, and business services center, but it also has a significant manufacturing focus including chemical processing and textile and food production. The city has a successful tech center investment zone specifically designed to attract IT start ups. Residents enjoy a high quality of life, freedoms unprecedented in the rest of the region, excellent infrastructure, and an optimism for business that is strictly a Tel Aviv brand. Costs, however, are high and the city's reputation as an expensive place to live and do business need to be considered.



Photo credit: Shmulika CC-BY-SA 3.0

QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
POOR

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD

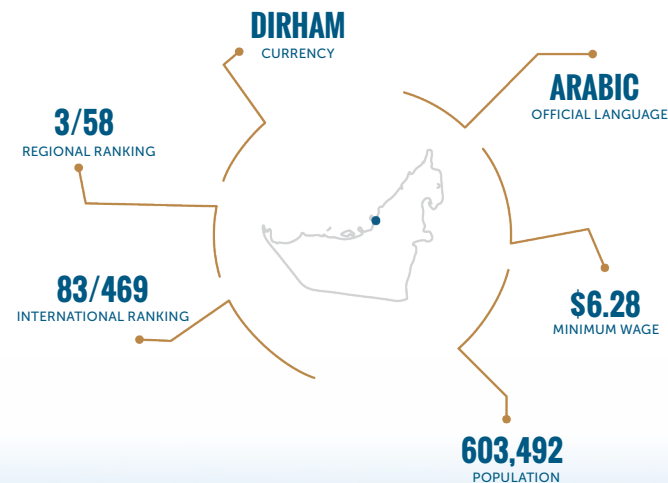
ABU DHABI

UNITED ARAB EMIRATES

As the capital of the UAE, Abu Dhabi's oil wealth and government investment ranks the city highly within the region of North Africa and the Middle East for quality of life, the socio-political environment, and business climate including such measures as, low personal income tax rates and corruption, low cost of living, and high GDP. However, high corporate income taxes, lower personal freedoms, and low investment in education and lower educational attainment are all challenges faced by the country.

Abu Dhabi skyline

Photo credit: FritzDaCat CC-BY-SA 3.0



QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

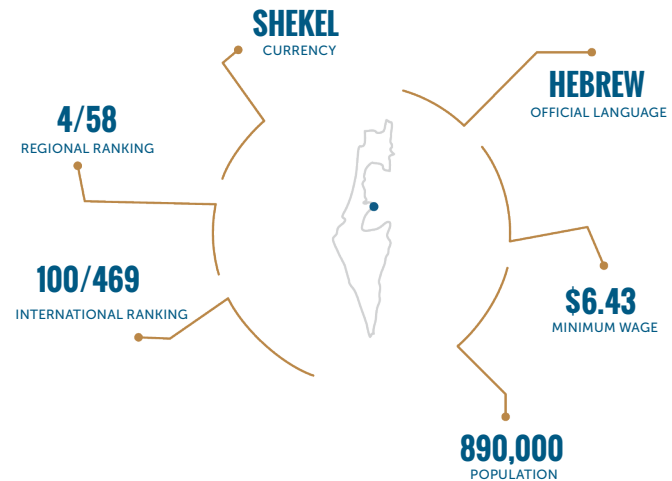
INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
EXCELLENT

LABOR PROFILE
AVERAGE

JERUSALEM

ISRAEL



The national government has invested heavily in Jerusalem specifically in tourism and technology companies. Policy also steers financial companies and heavy industrial industries to other parts of the country, specifically Tel Aviv.

Some disparities between West and East Jerusalem are evident in demographics such as age which is much lower in East Jerusalem and unemployment much higher. Jerusalem has better than average

quality of life, socio-political environment, business climate, and labor environment. The population is better educated and funding for education is high, though the workforce is also more highly compensated.

Property ownership is somewhat more challenging than other cities in the region and while infrastructure is rated lower than average, businesses find conducting business is relatively easy.

QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
POOR

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD

ISTANBUL

TURKEY



Istanbul, the traditional cross roads between Europe and Asia is the only city in the world officially located on two continents. Even though the capital of Turkey is Ankara, Istanbul continues to be the key economic center of the country. Istanbul is an established textile center and many well-known financial institutions have significant operations in the city's financial center.

Quality of life in Istanbul is average compared to other cities in the region. Where the city excels is in the business climate and labor domains. Not surprisingly, trade is ranked highly for this city that bridges worlds. Labor is well educated given regional standards despite lower government investment in education. Incomes may be more comparable to Eastern Europe with greater stability than other cities in the region.

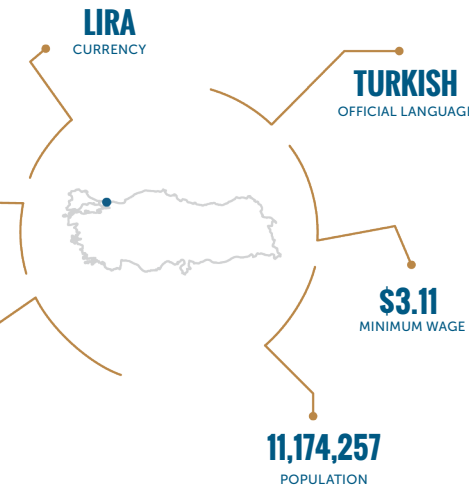


Photo credit: Unsplash.com

Tourism is a large contributor to the economy but with regional instability and national policy leaning towards the conservative while at the same time embracing the EU, 2017 may prove to be a less stable environment than in the past.

QUALITY OF LIFE
AVERAGE


SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD





While North American cities include Canada, Mexico, the United States, the Caribbean nations and Central American republics leaders come strictly from Canada and the United States. However, this isn't to say, opportunities are limited to these countries. The automotive industry in Mexico is certainly an example of successful growth outside of the United States and the diversification of the North American economy.

NORTH AMERICA

NEW DIRECTIONS

1 LOS ANGELES

CALIFORNIA



Photo credit: Unsplash.com

QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
GOOD

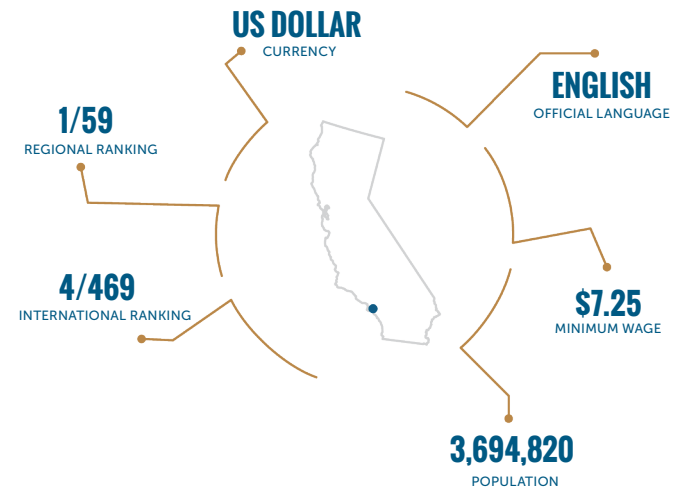
BUSINESS CLIMATE
GOOD

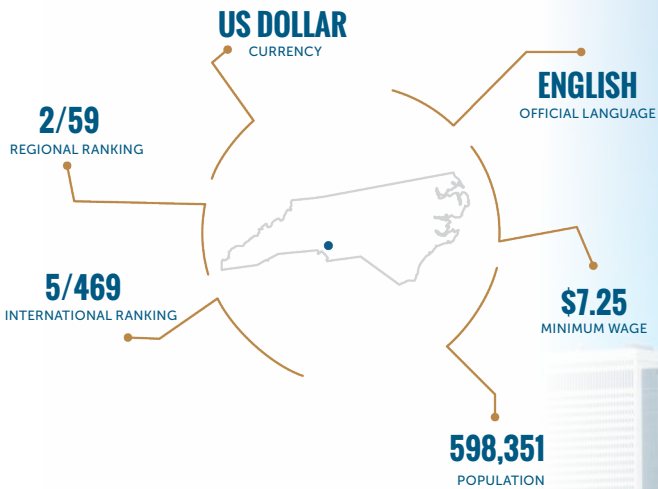
LABOR PROFILE
GOOD



Los Angeles, the second most populated city in the US, is a trade and transportation hub for the West Coast. Construction and healthcare sectors are expected to perform better than other parts of the local economy in 2017. The city experienced significant job growth in 2015, but is showing signs of slowing in 2017 to return to more sustainable levels. Lower unemployment, mirroring other US cities, occurred in 2016 and if the country's economy continues to expand, this trend would be continued into 2017.

Costs of living are higher in Los Angeles than other US cities, especially housing which is a predictor of wage costs. Los Angeles real estate continues to recover from the 2008-2010 recession at a rapid pace and labor costs for most jobs are more expensive than the US average, continuing a trend of outpacing other US cities since 2014.





Skyline of Charlotte
Photo credit: Brandon Walker CC 1.0

QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD

CHARLOTTE

NORTH CAROLINA

Lower unemployment and high job growth along with changes in the banking industry have positioned the Charlotte economy for continued growth into 2017. This will have a spillover effect into construction and tourism with employment double that of other industries. Efficient government with low growth will continue to keep costs down and drive the area's competitiveness.

Wages in the financial sector are higher than the US average due to regional competition

but other services, construction, and health-care wages are lower than the US average, a trend expected to continue into 2017.

Controversial legislative policies have placed an unpleasant eye on the state from many in the international business community, which will place a spotlight on the city in 2017.

HOUSTON

TEXAS



Houston is experiencing increased unemployment and lower job growth into 2017 as construction, manufacturing, information technology, and service sectors slow. Some of this is related to the energy industry cycle which is the dominant business sector. Hospitality, health care, and government employment is growing. Wages

for professional jobs are higher than the US average while pay for lower skilled workers is below other cities. Houston, being tied closely to the oil and gas industry may see benefits from the recent presidential election as policy shifts towards production, research and development, and distribution of those resources.

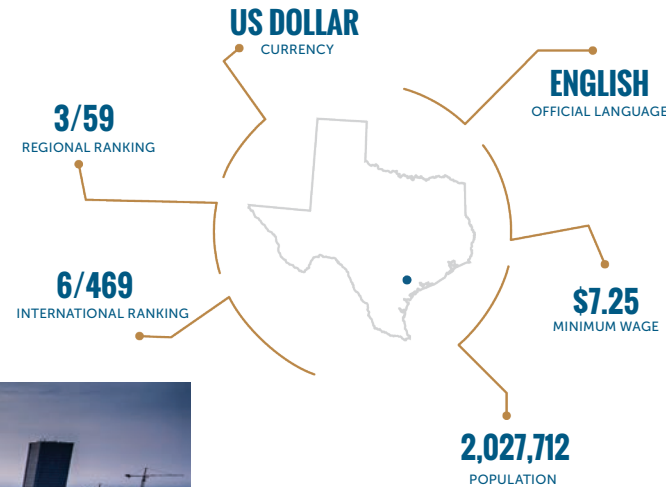


Photo credit: Unsplash.com

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
GOOD

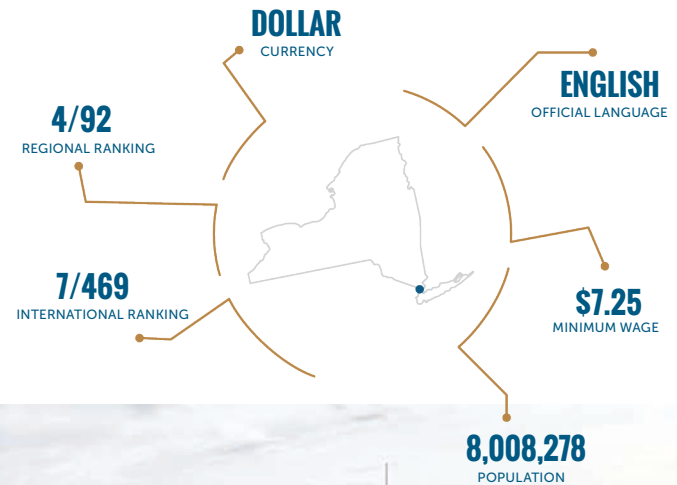
LABOR PROFILE
GOOD

NEW YORK CITY

NEW YORK

The financial capital of not only the United States but of the world is New York. With a city population of over 8 million and another 15 million in the metro area, New York is a competitive and thriving metropolis. The city gets top ranks for Infrastructure which it uses to move the population efficiently from home to work, conduct trade, and connect people and businesses to customers around the globe. While the costs of conducting business in the city are significant factors, the Business Climate is defined by both personal and business freedoms common in the United States, although in New York these are considered cornerstones of democracy.

Photo credit: Shutterstock.com



QUALITY OF LIFE
EXCELLENT

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
EXCELLENT

LABOR PROFILE
AVERAGE

SAN FRANCISCO

CALIFORNIA



The San Francisco economy grew at a pace nearly twice the US average beginning in 2014. It is not surprising that unemployment is lower than other comparable cities and job growth is double the US average. Construction, healthcare, and business services are the fastest segments of the local economy while growth in government is below 1%.

Costs are twice as expensive as other US markets with wages, energy costs, and housing as leading indicators. Some slowing of wage inflation is evident beginning in 2015 and increases are now in line with nation-wide averages.

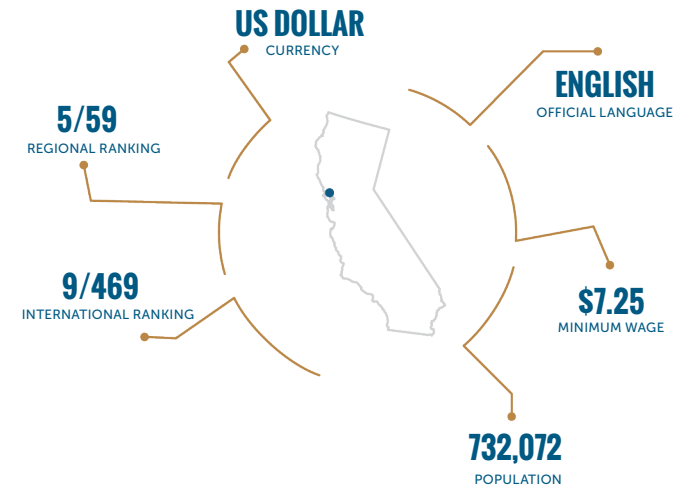


Photo credit: Unsplash.com

QUALITY OF LIFE
EXCELLENT


SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD





Since 1990, the economies of South America have been developing policies allowing them to compete in the global economy better than any time in the past. While instability from time to time is evident, opportunity does exist and some markets are showing surprising growth and resiliency. The next decade will be a proving ground for many cities in South America.

SOUTH AMERICA

MEGACITIES COMPETE



Puerto Madero

Photo credit: Andrzej Otrębski CC-BY-SA 4.0

INFRASTRUCTURE
AVERAGE

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
GOOD

BUSINESS CLIMATE
AVERAGE

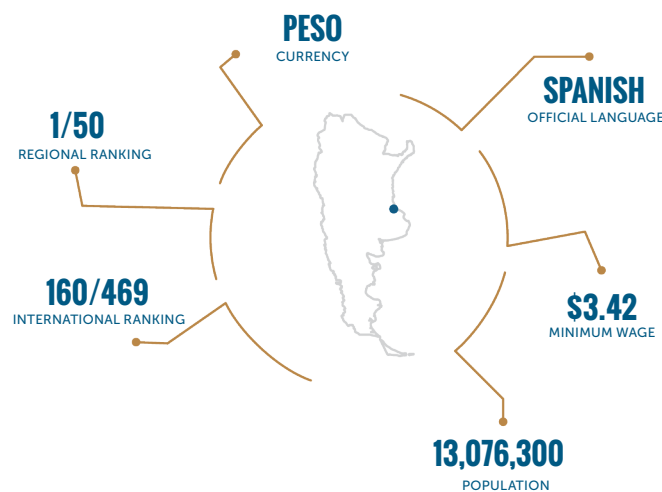
LABOR PROFILE
GOOD

1 BUENOS AIRES

ARGENTINA

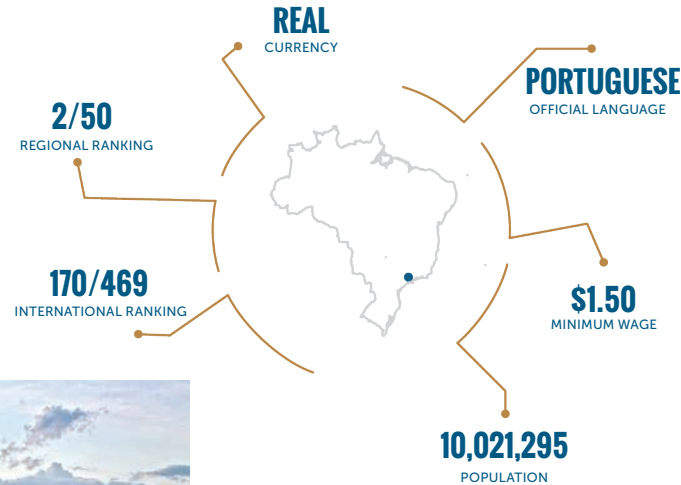
Argentina has seven cities with a population exceeding 500,000. As one of the largest economic centers in South America, Buenos Aires capitalizes on transportation, finance, and production with specific specialization in food processing. The city has excellent infrastructure, though somewhat higher utility costs, while also creating a sound foundation for business development. The labor force is well educated and somewhat better paid than counterparts in other South American cities.

While its economy has seen plenty of recent fluctuations, timing may play an important part of any decision to consider business opportunities in Buenos Aires. Recent policy changes aimed at raising taxes, driving spending, and lowering unemployment will be tested in 2017.



SÃO PAULO

BRAZIL



Recently hosting the 2016 Summer Olympic Games showcased the country in a way not thought possible only a short time ago. Brazil is a member of the BRICS economic association, joining Russia, India, China, and South Africa as newly industrialized and developing countries in opposition of the dominance of the US dollar, as well as, their general economic reliance on commodities. São Paulo is considered by many to be the capital of South America

and the commercial and industrial center of the continent. The development of the city is now trending toward economic diversity as industry gives way to the tech sector and services. However, industry is still in a growth stage as highlighted by the automotive sector. The São Paulo economy is expected to outpace other global cities if sound economic policy is established and the global economy continues to seek opportunity in Brazil.

Photo credit: Ciel Studiosp

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

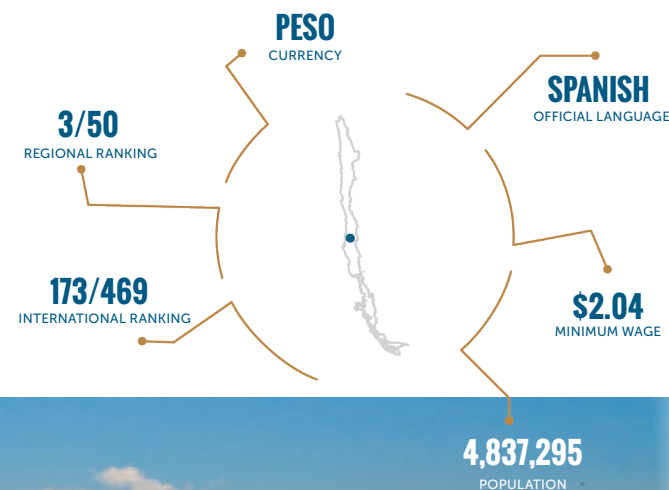
BUSINESS CLIMATE
AVERAGE

LABOR PROFILE
GOOD

SANTIAGO

CHILE

Santiago is the economic engine of the Chilean economy and represents nearly half of the country's GDP with strong emphasis on financial and industrial sectors. Santiago leads South American cities in both quality of life and labor domains and finishes in the middle for others with excellent scores in personal and business freedoms and low poverty and corruption compared to other cities in South America. The city has a well-educated and relatively higher paid workforce and low corporate income taxes are attractive. Overall business climate is healthy; however, some policies toward contract enforcement and property ownership create a less ideal business environment.



QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
AVERAGE

LABOR PROFILE
GOOD

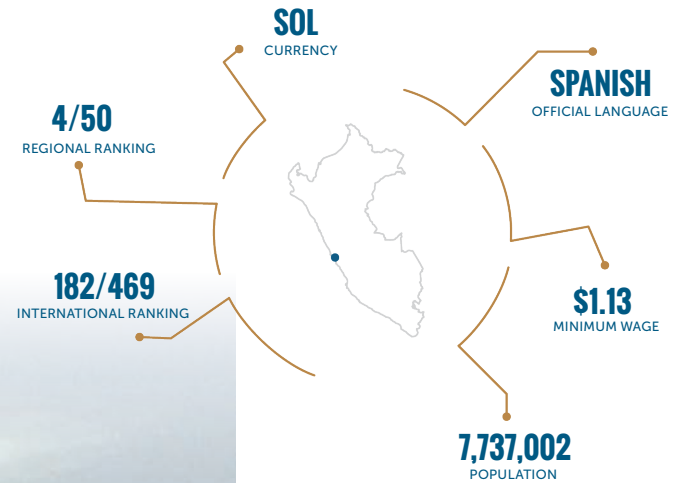
Photo credit: David Pozo CC-BY-SA 3.0

LIMA

PERU



Photo credit: Pixabay.com



Lima is a city of factories and finances and home to many multinational companies. As Peru's most significant manufacturing center and one of South America's leading financial hubs, Lima is an export capital with a fast-growing financial center. The Callao seaport not only exports manufactured goods but commodities to the rest of the world. Peru has invested many resources into the Lima economy to ensure continued growth and make it a wise place to conduct business, trade, and own and sell property.

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
AVERAGE

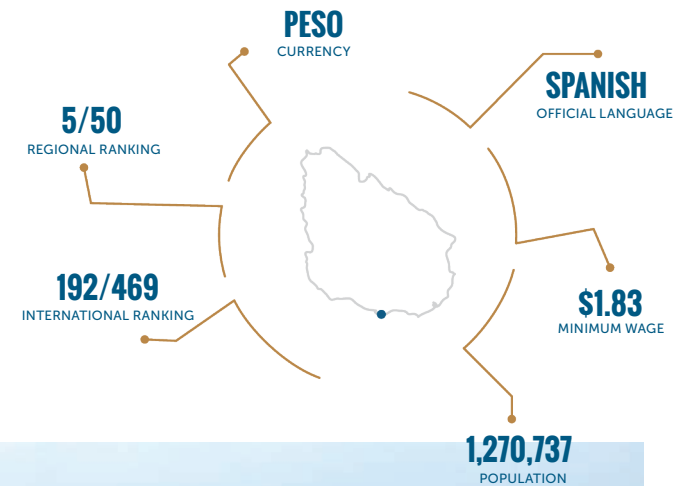
INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
EXCELLENT

LABOR PROFILE
AVERAGE

MONTEVIDEO

URUGUAY



Montevideo, the capital and largest city in Uruguay, is the economic engine of Uruguay. Its economy is linked, for better or worse, to both Brazil and Argentina which has boosted and hindered growth from time to time. The socio-political and policy environment in Montevideo has matured to offer better than average conditions for business development than other South American cities. Lower crime, higher incomes, and effectively low corporate tax rates are evidence that investment in Montevideo isn't without merit.



QUALITY OF LIFE
AVERAGE


SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
AVERAGE

LABOR PROFILE
GOOD





The Sub Saharan Africa leader is South Africa, though Ghana and Kenya are also well ranked in the region. South African cities represent the top five cities in Sub Saharan Africa.

SUB-SAHARAN AFRICA

CHANGE IN SOUTH AFRICA



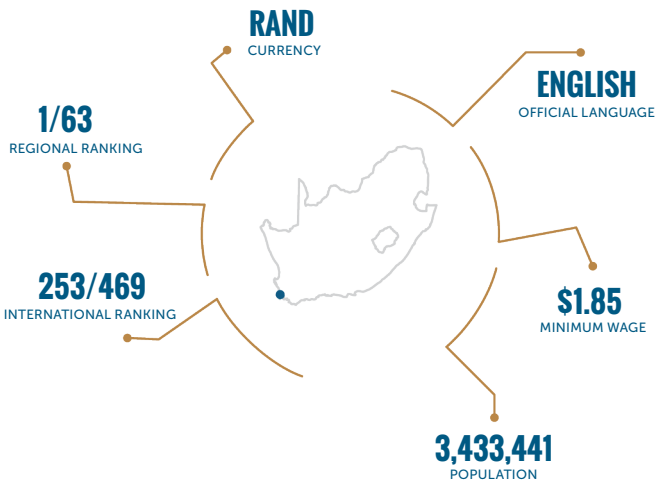
South Africa has 11 official languages and many diverse cultures. It is also a member of the BRICS economic association, joining Brazil, Russia, India, and China as newly industrialized and developing countries in opposition of the dominance of the US dollar as well as their general economic reliance on commodities.

Johannesburg Central Business District
Photo credit: Paul Saad CC-BY-SA 4.0

CAPE TOWN

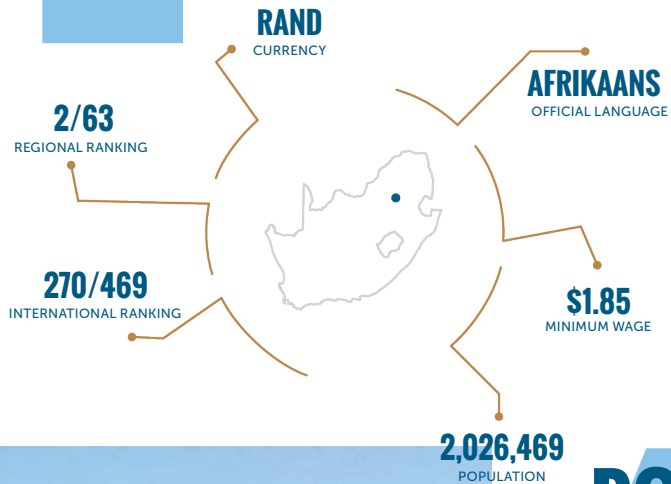
SOUTH AFRICA

Though stronger than other Sub Saharan African countries, challenges exist for the South African economy including slow growth and a political situation that is failing to address some critical economic concerns, chiefly amongst these are proposed labor reforms which may be addressed in 2017.



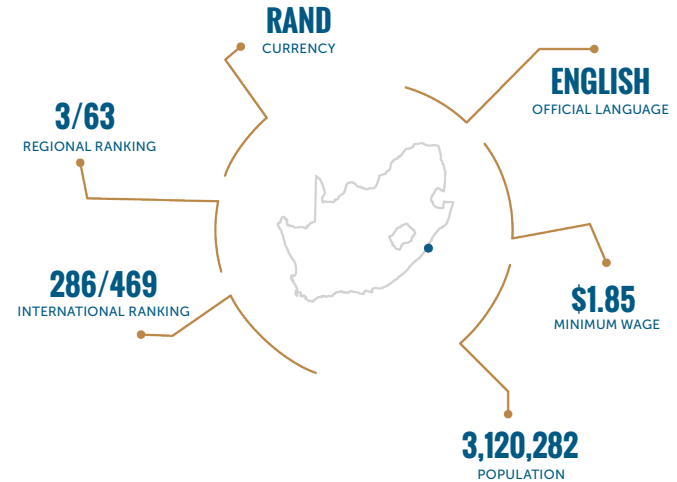
2 JOHANNESBURG

SOUTH AFRICA



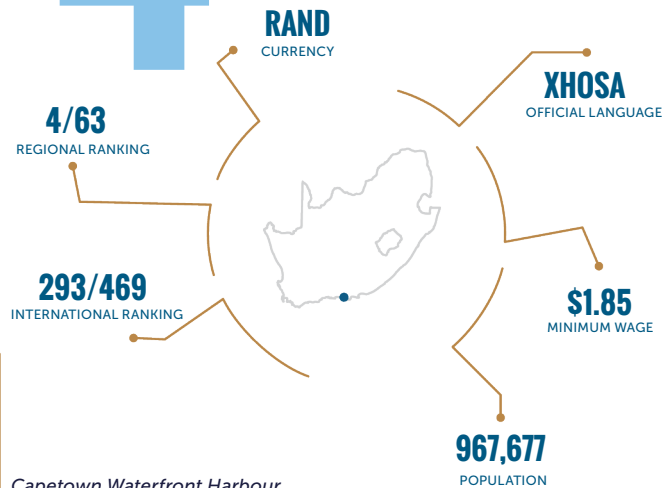
3 DURBAN

SOUTH AFRICA



4 PORT ELIZABETH

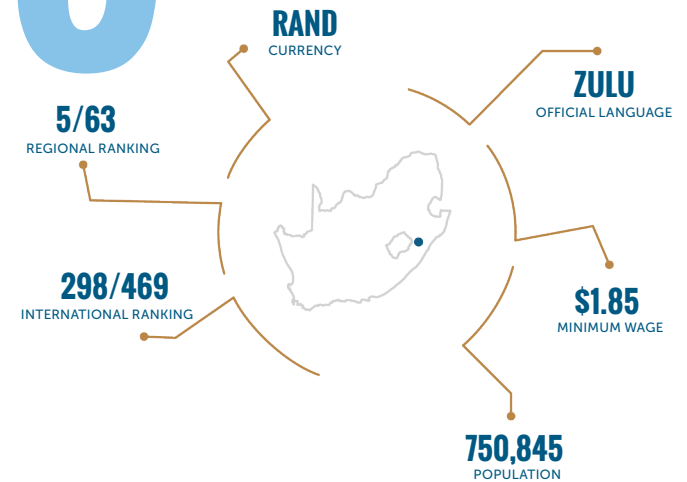
SOUTH AFRICA




Capetown Waterfront Harbour
Photo credit: Andrea Tusche CC-BY-SA 3.0

5 PIETERMARITZBURG

SOUTH AFRICA







Since the end of the Second World War, Western European economies sought to integrate and reduce barriers to trade. However, the recent BREXIT decision toward a more independent UK economy creates a potential opportunity to move the economic fulcrum to continental Europe. This change may have lasting effects on the entire European system as the service sector expands in Germany and France, and Scandinavian economies diversify. The primary challenge for many European countries will be to integrate migrants. The extension of the EU into former Eastern Bloc countries granted many Western European companies access to a well-educated, low cost workforce that was culturally similar to the rest of Europe. It remains to be seen how new migrants from North Africa and the Middle East will also be assimilated into the Western European economy.

WESTERN EUROPE

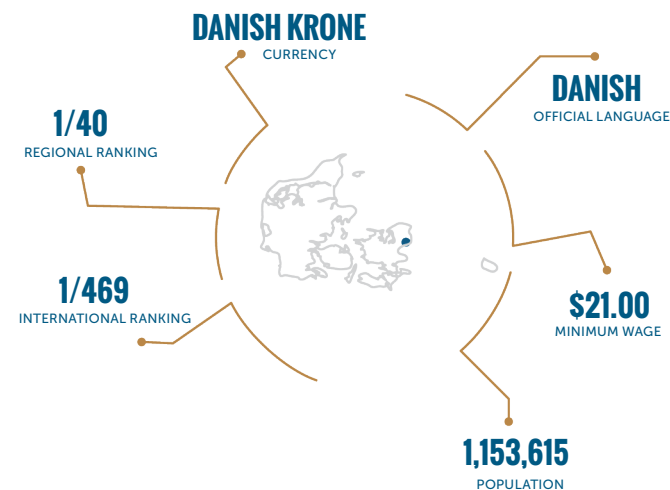
CAPITALS OF COMMERCE



Photo credit: Pixabay.com

1 COPENHAGEN

DENMARK



Copenhagen, known as “the happiest place on Earth”, is unsurprisingly ranked number one both internationally and regionally within Western Europe.

Quality of life in Copenhagen is very high and residents enjoy reasonably good weather, low crime, and high disposable income. The excellent socio-political environment is supported by sound policy and stability. Poverty and personal income taxes are low, while investment in healthcare and education is funded at generous but sustainable levels.

Copenhagen’s strength is its business climate where conducting business is uncomplicated and corporate income taxes are low. Major industries include sciences, retail, telecommunications, and financial services.

The city invests a lot in education, making it one of the most educated labor forces in Western Europe. A high percentage of the population is educated at the University level. However, wages and per capita income are some of the highest in Western Europe.

Though other Western European cities maintain higher quality infrastructure, Copenhagen is the transportation hub of Northern Europe, linking major cities and countries to one another via rail and a well-maintained network of highways.

QUALITY OF LIFE
EXCELLENT

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

LABOR PROFILE
EXCELLENT

Photo credit: Unsplash.com

LONDON

UNITED KINGDOM

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
GOOD

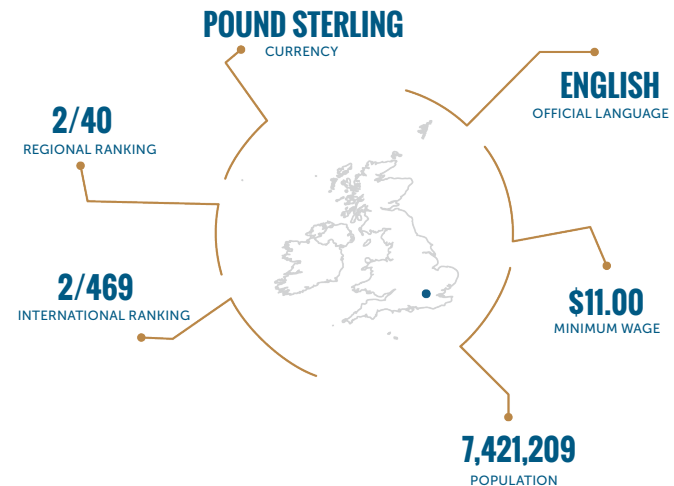
INFRASTRUCTURE
EXCELLENT

BUSINESS CLIMATE
GOOD

LABOR PROFILE
AVERAGE

London is a financial world capital and banking sector global leader. Over the past decade, London's capacity for information technology growth necessary to support banking and finance has been second to none and this development has spilled over into many other sectors from construction to services. Recently, the UK voted

to distance itself from the EU, and while the details of this policy are being worked out, businesses may find both increased autonomy from continental Europe and a changing economic landscape.



BERLIN

GERMANY



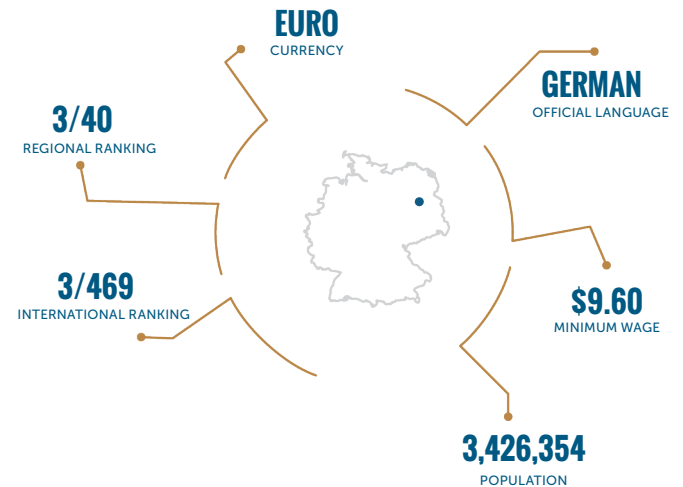
City of Berlin with TV Tower
Photo credit: Northern Fan CC-BY-SA 4.0

Berlin, the fifth most populous city in Europe, is both the capital and largest city in Germany. The city finishes in the top five both regionally and internationally.

The people of Berlin live a comfortable life, with moderate weather, a stable economy, and long life expectancy. Corruption remains low while personal freedoms are

high. Both the personal and corporate tax environments are low.

Berlin's population isn't as highly educated (university level) as its neighbors in the region. Despite this, Berlin leads Europe in the service sector. Mobility is high in Berlin due to its excellent multi-modal public transportation system.



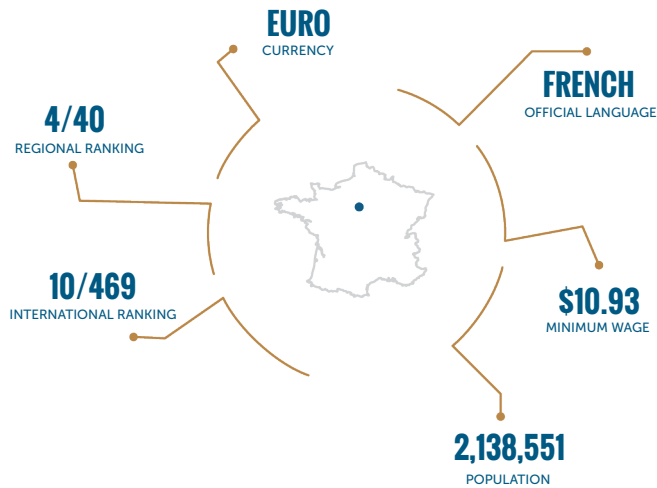
QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD



PARIS

FRANCE



Paris, the capital and largest city in France, is known as the global center for all things cultured. It continues to be a vibrant city for business, not only for its major industries, but because of its excellent trade regulations.

While cost of living in other parts of Western Europe is more ideal, Parisians maintain a high GDP and federal minimum wage, proving the economic climate is healthy. Cost of healthcare and education is average to the region and life expectancy is high.

As the most-visited country in the world, tourism is key to France. Aside from its historical and cultural significance, its extensive railway system connects Paris to other French cities and other key cities in Europe. Other leading industries include machinery and transportation equipment, plastics, and wine.

Photo credit: Unsplash.com

QUALITY OF LIFE
GOOD

SOCIO-POLITICAL
GOOD

INFRASTRUCTURE
AVERAGE

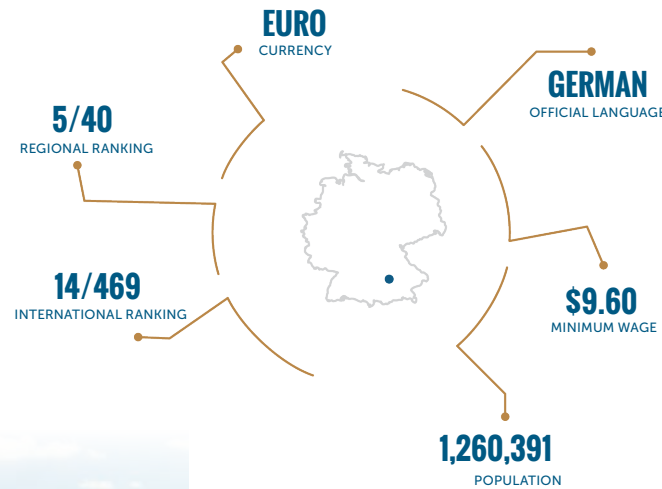
BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD

MUNICH

GERMANY

Photo credit: Pixabay.com



As Germany's cultural capital and manufacturing stronghold, Munich economic environment is at the forefront of automation. Automotive manufacturers there are embracing self-driving car innovations and electronics manufacturers are deploying new ways to automate production, while at the same time the city has a tradition of full employment for its population. High education standards and an openness for worker diversity provide a qualified and stable workforce able to absorb new job growth that has accompanied global business expansion.

QUALITY OF LIFE
AVERAGE

SOCIO-POLITICAL
AVERAGE

INFRASTRUCTURE
AVERAGE

BUSINESS CLIMATE
GOOD

LABOR PROFILE
GOOD

30 YEARS IN THE INDUSTRY

29 LOCATIONS GLOBALLY

400+ PROJECTS IN 2016

32% SAVINGS PER PROJECT

\$2b SAVINGS CAPTURED ANNUALLY

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By having a presence in key markets throughout the world, H&A ensures our services are always aligned with each unique local environment and provides our clients with an unparalleled level of support.

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INTERNATIONAL INDEX

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