

# Learning from the East— Insights from China's Urban Success

## 2018 Global Cities Report

A.T. Kearney's eighth Global Cities report highlights regional trends revealed over the past decade and examines what defines the world's most influential cities.



There are reasons that cities such as New York, London, Paris, and Singapore routinely attract the best companies, the top talent, and the most investment dollars. Influential cities such as these possess the right mix of factors such as business activity, human capital, information exchange, political engagement, and cultural experiences that help organizations and people to thrive.

The A.T. Kearney 2018 Global Cities report examines which global cities are improving in their competitiveness and what factors are driving that success. In an era of increased localization, challenges to trade, and [a rise in populist sentiments around the world](#), the results of this report go beyond simply ranking cities. Instead, this analysis reveals which global cities are primed for urban transformation and growth—and those that are falling behind.

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Even more, the 2018 report shows how commitments to key areas such as innovation, transparency, and information exchange will define the next generation of the world's most influential cities. In the US, you need only look at the headlines surrounding Amazon's search for its second headquarters to intuit the importance of understanding why some seem to grow, thrive, and attract continued investment while others miss out.

This year, the report includes information on some of the expected top cities—places such as New York and San Francisco. But it also chronicles the remarkable rise of China's super cities and how a comprehensive approach to urbanization is paying off in spades for the global powerhouse.

## Highlights from the 2018 Global Cities Report

- Seven new cities have been added to the Index and the Outlook: In the US, Seattle joins the rankings for the first time, and in China, six cities have emerged in the rankings (Changsha, Foshan, Ningbo, Tangshan, Wuxi, and Yantai).
- New York maintains first place in the Global Cities Index driven by its strong performance in business activity and human capital.
- San Francisco holds on to first place in the Global Cities Outlook driven by its continued strength in innovation.
- The theoretical “perfect” city, one whose composite score across all Index metrics is 100, is composed of 15 cities. New York claims the top spot in five of the 27 metrics and Brussels in four. This reinforces that no city has a lock on all aspects that make a global city.

- The theoretical “fastest” city, one whose composite score across all Outlook metrics is 100, is composed of nine cities. Melbourne and Sydney claim top spots in three of the 13 metrics, Moscow and London in two. The race for being the most global city in the future is wide open.
- The cities that have climbed the most in the Global Cities Index rankings since last year have made marked improvements in the areas of business activity and information exchange.
- In the Global Cities Outlook, cities that improved their economics and governance made the biggest leap in the rankings.
- China’s key cities have experienced greater progress than cities in the other regions of the world during the 10 years of A.T. Kearney’s Global Cities research; business activity remains the dominant factor, but human capital and cultural experience are also significant drivers of growth.

## A Decade of Global Cities Data

Established in 2008, A.T. Kearney’s Global Cities was one of the first to rank cities based on their global standing, and it remains highly regarded for its holistic assessment of city capabilities and potential. Designed by top academics and business advisors, the analysis is based on facts and publicly available data. We develop the report annually, updating the underlying information and reviewing whether new cities meet the criteria for inclusion. Since its inception, the report added the Global Cities Outlook and it increases the number of cities it assesses nearly every year.

The 2018 report includes the Global Cities Index, which examines cities’ performance, and the Global Cities Outlook, which evaluates their potential (see sidebar: 135 Cities, Six Global Regions, One Powerful Report). Over the past 10 years, the report has evolved to better reflect the factors that impact the success of cities. [The first Global Cities Index](#) examined the comparative strengths of 60 cities; this report compiles data on 135 different metropolitan areas. Together, the Index and Outlook present a unique tool for assessing the world’s most influential and attractive cities—and determining what makes them so. The information is

### 135 Cities, Six Global Regions, One Powerful Report

**The Global Cities Index examines the current performance of cities based on 27 metrics spanning five dimensions: business activity, human capital, information exchange, cultural experience, and political engagement. The Index provides insights into the global reach, performance, and level of development of the world’s largest cities. It also allows for the comparison**

**of diverse cities and the identification of core strengths and distinctive differences.**

**The Global Cities Outlook evaluates a city’s potential based on the rate of change for 13 metrics across four dimensions: personal well-being, economics, innovation, and governance. These metrics help evaluate long-term investment and**

**success by assessing elements such as environmental performance, infrastructure, and innovation capacity. The Outlook brings a forward-looking perspective to city-level policies and practices that shape future competitiveness, identifying growing cities that are likely to become the world’s most prominent cities.**



especially valuable for business leaders as they assess new locations or consider expanding internationally.

## 2018 Index and Outlook Performance

### The Index: business activity gives global cities a boost

#### The Big Apple stays on top

The 2018 Global Cities Index finds New York City to be the world's most influential city. New York overtook London in 2017, after falling behind in 2016, and has consolidated its leading position in 2018. Figure 1 on page 4 presents the top 25 cities in the Global Cities Index for 2018. Complete rankings and more detail about the metrics and their weightings within each dimension are provided in the appendix.

New York has shown strong improvements in business activity, while also leading the global scores in human capital. Of course, the Big Apple remains a hub for numerous industries including finance, media, and fashion. But it's also increasingly becoming a center of start-up activity and venture-backed tech companies. New York City also received its highest ever score in cultural experience.

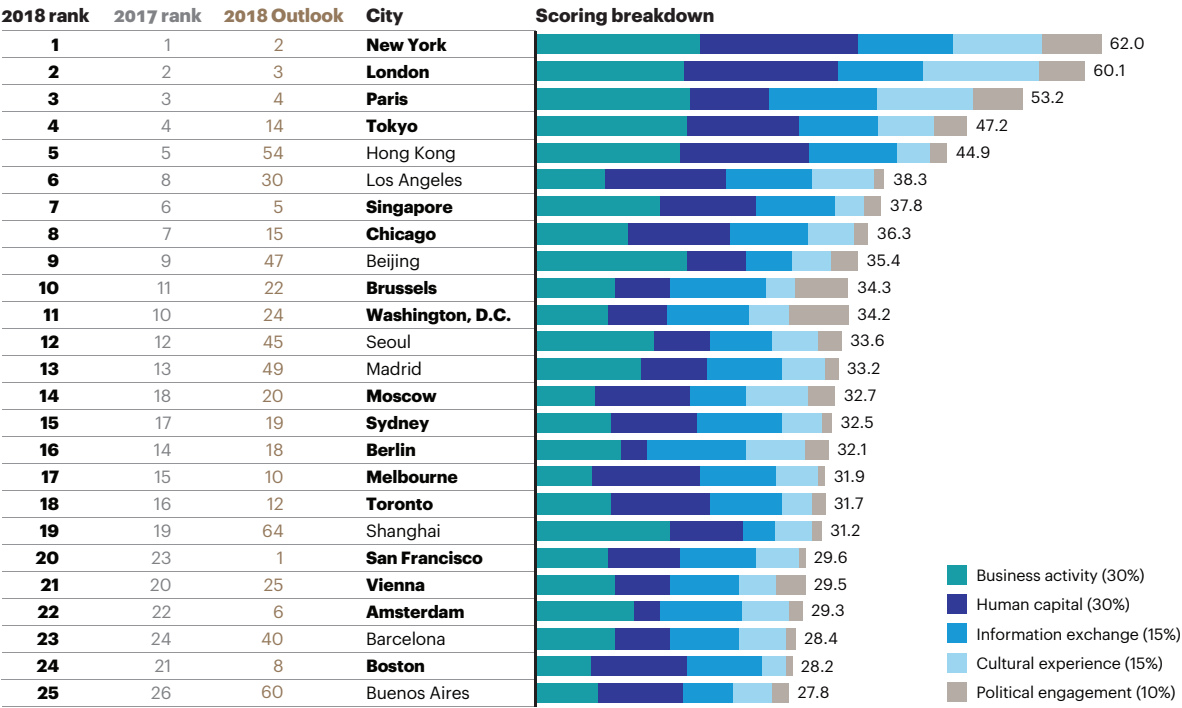
While there has been no change in the leading cities for each of the dimensions that the Index considers, it's worth noting that the overall leaders in each category represent a mix of cities from across all development levels and world regions.

London, meanwhile, witnessed less improvement and some declines in measured areas, particularly in political engagement. The latter may simply reflect a political exhaustion after the record turnout and dramatic fallout of the 2016 Brexit vote. London and New York scored highly in the human capital metric, a sign of the continued appeal of the cities to talent from around the world. They each saw slightly less improvement in information exchange compared to the previous year.

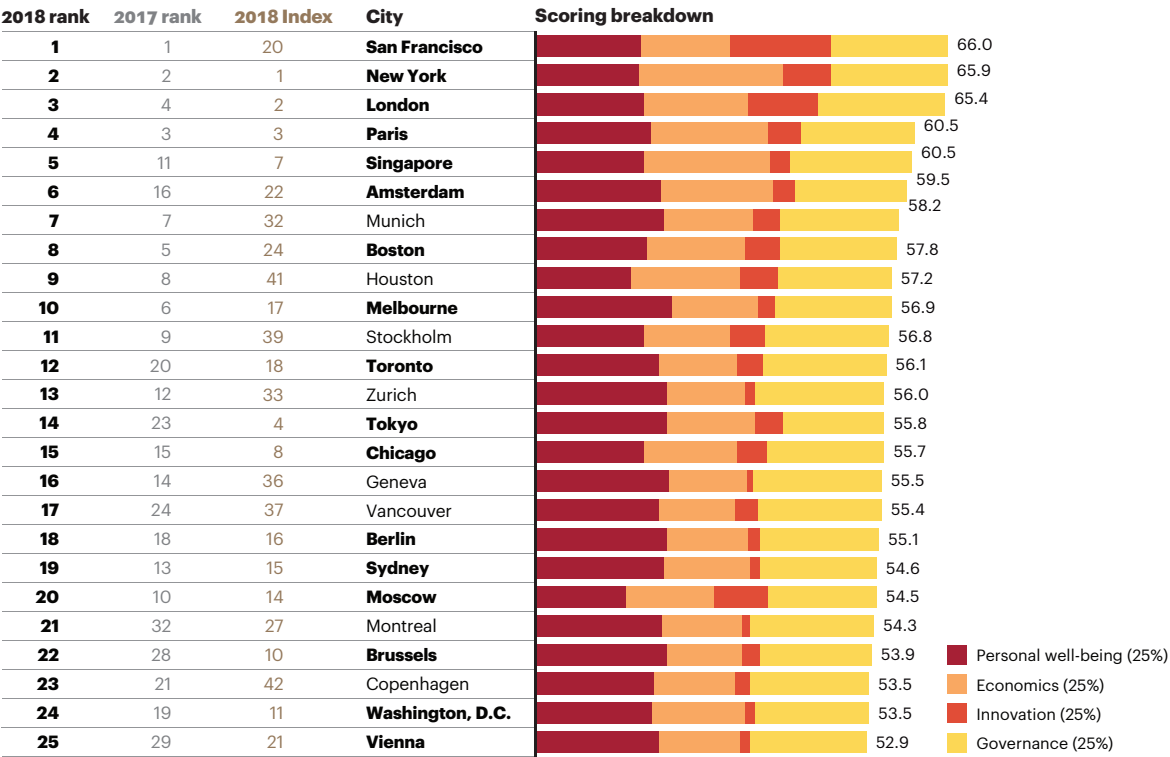
Paris, Tokyo, and Hong Kong rank third, fourth, and fifth, respectively—unchanged from last year. Elsewhere in the top 10, Los Angeles has overtaken Singapore and Chicago to land in sixth place. Of the cities in the top 50 that moved up the most over the year, increases in business activity and improvements in information exchange spurred their rise. Munich, San Francisco, and Atlanta each showed signs of rapid improvement in these areas.

Figure 1  
**The top 25 cities on the Index and the Outlook**

**Global Cities Index, rank and score**



**Global Cities Outlook, rank and score**



Note: **Bold** city names indicate top 25 in both Index and Outlook.  
 Source: A.T. Kearney 2018 Global Cities Report

## Emerging urban hubs elevate their game

Despite the lack of movement in the Index’s top 10, looking at the performance of cities within individual metrics makes it clear that even the most established global cities face significant competition from emerging urban hubs (see figure 2). While there has been no change in the leading cities for each of the five dimensions that the Index considers, it’s worth noting that the overall leaders in each category represent a broad mix of cities from across all development levels and world regions. For instance, Melbourne achieved the highest ranking in international student population, while within the business activity metric Hong Kong claims the top spot in the number of global services firms.

Figure 2  
**The perfect city**

### Global Cities Index leaders

Business activity	Human capital	Information exchange	Cultural experience	Political engagement
New York	New York	Paris	London	Washington, D.C.

### Global Cities Index leaders by metric

<b>Fortune 500</b> Beijing	<b>Foreign-born population</b> New York	<b>Access to TV news</b> Geneva, Brussels	<b>Museums</b> Moscow	<b>Embassies and consulates</b> Brussels
<b>Top global services firms</b> Hong Kong*	<b>Top universities</b> Boston	<b>News agency bureaus</b> London	<b>Visual and performing arts</b> New York*	<b>Think tanks</b> Washington, D.C.
<b>Capital markets</b> New York	<b>Population with tertiary degrees</b> Tokyo	<b>Broadband subscribers</b> Geneva, Zurich	<b>Sporting events</b> London	<b>International organizations</b> Geneva
<b>Air freight</b> Hong Kong	<b>International student population</b> Melbourne*	<b>Freedom of expression</b> Brussels, Amsterdam, Stockholm	<b>International travelers</b> London	<b>Political conferences</b> Brussels
<b>Sea freight</b> Shanghai	<b>Number of international schools</b> Hong Kong	<b>Online presence</b> Singapore	<b>Culinary offerings</b> New York	<b>Local institutions with global reach</b> New York
<b>ICCA conferences</b> Paris			<b>Sister cities</b> St. Petersburg	

Note: ICCA is the International Congress and Convention Association.

\*Indicates new leaders in 2018

Source: A.T. Kearney 2018 Global Cities Report

## In search of the “perfect” city

It takes 15 cities to yield the theoretical “perfect city” across all 27 metrics from the Index—one whose composite score is 100. We’ve yet to find the perfect city in real life. That said, New York is considered “perfect” in five metrics, including culinary offerings and local institutions with a global reach. Not far behind, Brussels is considered “perfect” in four metrics including freedom of expression and political conferences.

# The Outlook: innovation puts San Francisco ahead

San Francisco holds on to the top position in the Global Cities Outlook, followed by New York, London, and Paris. Driven by high-growth companies in Silicon Valley, San Francisco continues to excel in innovation as measured by patent activity. Between 2011 and 2015, [Bay Area companies filed for 34,324 international patents](#), with Google accounting for 6.5 percent of all the applications filed. Other leading cities in the Global Cities Outlook made improvements in terms of private investment activity. For instance, strong economic performance from New York, particularly in foreign direct investment, helped the city retain its number two ranking.

## Dimension winners stay the same

The cities leading each of the four dimensions remained unchanged from last year (see figure 3). Melbourne continues to head up personal well-being, New York leads when it comes to economics metrics, San Francisco offers the most innovation, and Zurich ranks highest in governance.

Figure 3  
The fastest city

### Global Cities Outlook leaders

Personal well-being	Economics	Innovation	Governance
Melbourne	New York	San Francisco	Geneva, Zurich

### Global Cities Outlook leaders by metric

<b>Stability and security</b> Kuwait City	<b>Infrastructure</b> Frankfurt*	<b>Patents per capita</b> San Francisco	<b>Quality of bureaucracy</b> Multiple leaders
<b>Healthcare evolution</b> Multiple leaders	<b>GDP per capita</b> Houston	<b>Private investments</b> London*	<b>Ease of doing business</b> Moscow*
<b>Gini coefficient index</b> Prague	<b>FDI inflow</b> New York*	<b>University-sponsored incubators</b> Moscow	<b>Transparency</b> London
<b>Environmental performance</b> Sydney, Melbourne			

\*Indicates new leaders in 2018  
Source: A.T. Kearney 2018 Global Cities Report

The economics metric saw the most change, with infrastructure investment topping out in Frankfurt and New York now achieving the highest inflow of foreign direct investment. Cities that moved up the most in the Outlook since 2016 showed the greatest improvements in economics and governance. Guangzhou climbed 19 spots due to the growth of its infrastructure investment score and improvements in reducing bureaucracy. Meanwhile, increases in foreign direct investment, private investments, and patents bolstered the Chinese city of Xi'an. The transparency score helped improve Vienna's ranking, and an increased entrepreneurship score

helped Moscow move up in the Outlook. It’s worth noting that the cities that improved spanned the world, reflecting the [continued expansion of the global economy](#).

**Finding the fastest city**

The theoretical “fastest” city, one whose composite score across all Outlook metrics is 100, is composed of nine cities. Melbourne and Sydney claim top spots in three of the 13 metrics, Moscow and London in two. The race for being the most global city in the future is wide open.

**The Global Elite**

The Global Elite combines results from both the Index and the Outlook to gain insights into the relative strengths of local, regional, and global economies and their corresponding policies, culture, economic performance, and infrastructure investment (see figure 4). This year, the Global Elite includes 17 cities that rank in the top 25 for both the Global Cities Index and the Global Cities Outlook. London, New York, Paris, and Singapore, a new addition to the list, are in the top 10 for both.

Figure 4  
**The Global Elite are in the top 25 on both the Index and the Outlook**

Americas	EMEA	Asia Pacific
<b>New York</b> , Index 1/Outlook 2	<b>London</b> , Index 2/Outlook 3	<b>Tokyo</b> , Index 4/Outlook 14
<b>Chicago</b> , Index 8/Outlook 15	<b>Paris</b> , Index 3/Outlook 4	<b>Singapore</b> , Index 7/Outlook 5
<b>Washington, D.C.</b> , Index 11/Outlook 24	<b>Brussels</b> , Index 10/Outlook 22	<b>Sydney</b> , Index 15/Outlook 19
<b>Toronto</b> , Index 18/Outlook 12	<b>Moscow</b> , Index 14/Outlook 20	<b>Melbourne</b> , Index 17/Outlook 10
<b>San Francisco</b> , Index 20/Outlook 1	<b>Berlin</b> , Index 16/Outlook 18	
<b>Boston</b> , Index 24/Outlook 8	<b>Vienna</b> , Index 21/Outlook 25	
	<b>Amsterdam</b> , Index 22/Outlook 6	
		Top 10 in both the Index and Outlook
		Top 25 in both the Index and Outlook

\*Indicates new leaders in 2018  
Source: A.T. Kearney 2018 Global Cities Report

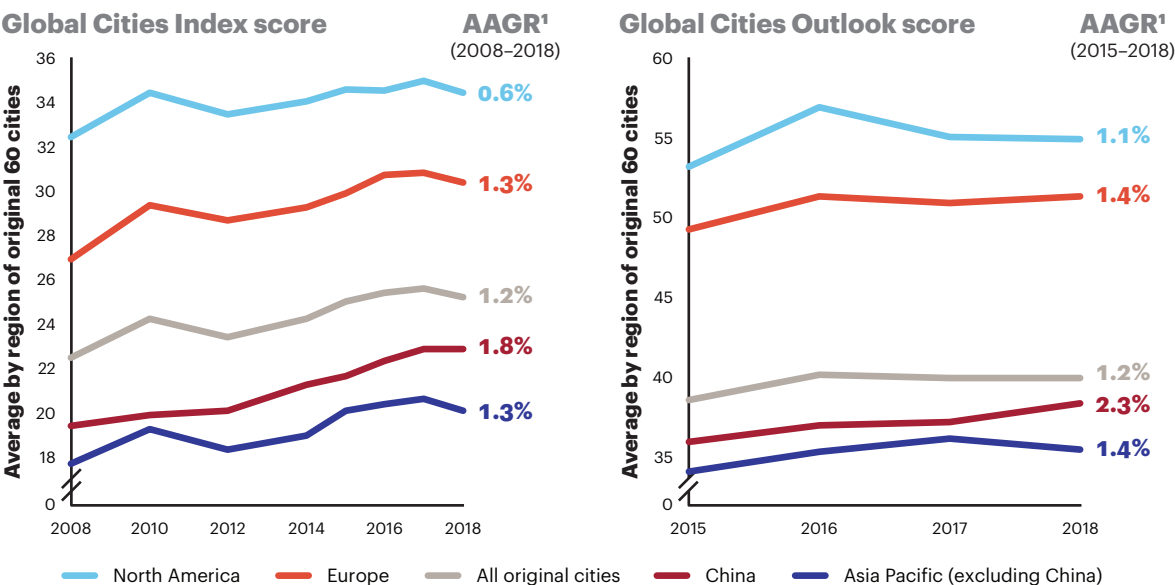
# The East and the Rest: The Remarkable Rise of Chinese Cities

Since A.T. Kearney began tracking the performance of the world’s top cities a decade ago, China’s urban centers have rapidly become relatively more competitive on a global scale. The number of Chinese cities included in the Global Cities Index has spiked from 7 in 2008 to 27 this year. The Global Cities Outlook also increased its consideration of Chinese cities, growing from 21 in 2015 to 27 in 2018 (see figure 5 on page 8).

While their increased inclusion is notable, even more so is the growth of the cities’ scores in both reports. The Chinese cities included in the first report experienced greater score growth than all other regions except Africa over the past decade of the Global Cities Index. In the Outlook, China’s score growth outpaced all other regions over the past four years.



Figure 5  
**Regional growth rates**



<sup>1</sup> AAGR is average annual growth rate.  
 Source: A.T. Kearney 2018 Global Cities Report

The marked improvement begs the questions: What is China doing right, and what can we learn? The short answer—this evolution of China’s cities reflects intentional efforts by national, regional, and local entities to improve the country’s competitiveness. The initiatives have focused on business, governmental, and cultural activities, providing improvements that boost the quality of life for residents, increase the ease of doing business, and attract more investment and attention from global companies.

The evolution of China’s cities reflects intentional efforts by national, regional, and local entities to improve the country’s competitiveness.

## Envable performance and potential

The scores of the original seven Chinese cities included in the first Global Cities Index have grown at a higher annual rate—1.8 percent—than every region except Africa. In comparison, the scores of North American cities increased by 0.6 percent annually over the past decade, and the scores of the 60 original cities evaluated grew by 1.2 percent. The GCI scores consider factors such as business activity, human capital, information exchange, cultural experience, and political engagement.

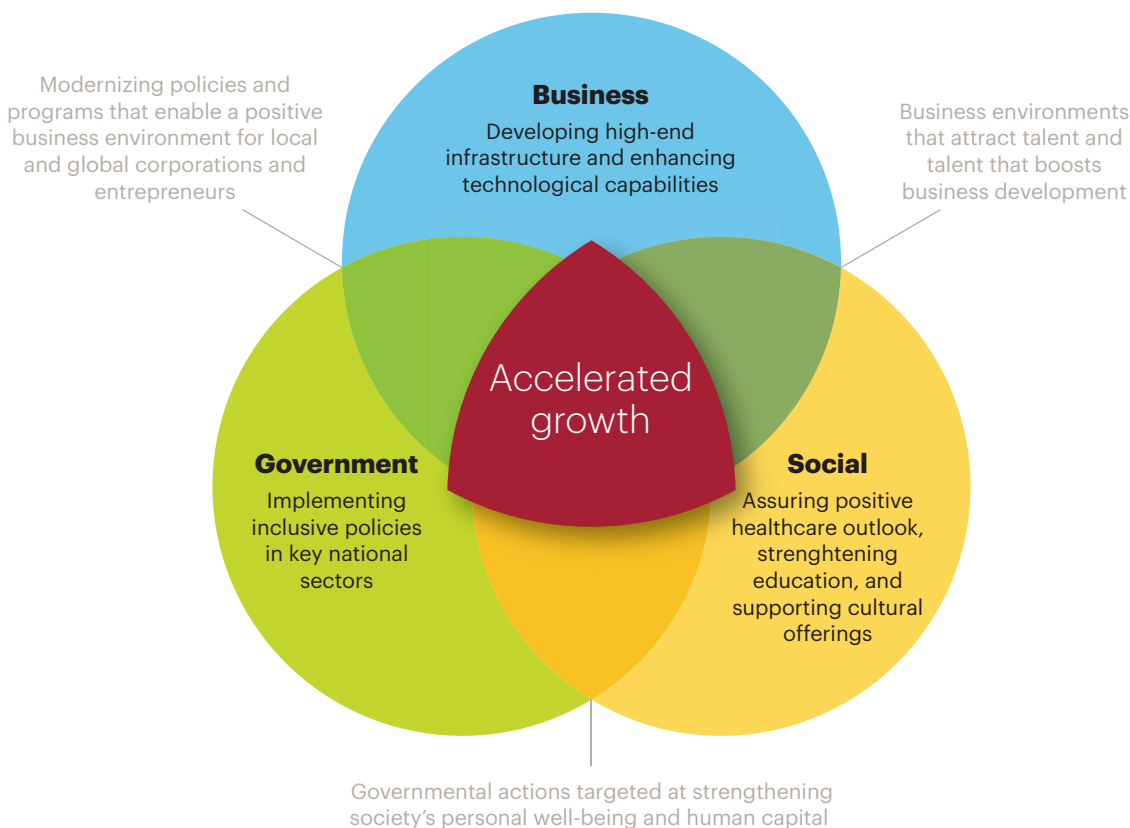
In the Global Cities Outlook, which measures a city’s potential, Chinese cities have also fared well. The scores of the 21 original Chinese cities in our Outlook experienced a 2.3 percent annual increase, more than any other region covered by the report. The scores consider growth in metrics of personal well-being of city residents, economics, local innovation, and governance.

## A multifaceted approach

The improvement of Chinese cities can be attributed to a myriad of factors encompassing business, technology, human capital, and more (see figure 6). One key component is the increasing ability of Chinese mega-cities to attract multinational companies. For example, [Google has offices in Shanghai and Beijing](#) and plans to open one in Shenzhen, which is currently home to Chinese tech giant Tencent. The arrival of these corporations has been beneficial in attracting foreign direct investment into the country as well. In fact, [China has remained among the top five countries for FDI intentions](#) for 20 years according to the A.T. Kearney FDI Confidence Index.

But foreign direct investment is only a piece of the puzzle. The Chinese government’s exceptionally restrictive Internet regulations primarily impact global players and have resulted in China developing [its own tech industry with a home court advantage](#). As a result, the aforementioned Tencent, as well as e-commerce juggernaut Alibaba and search engine Baidu, have been able to flourish. Additionally, the country has bolstered its workforce with efforts aimed at educating its own citizens and attracting outside talent. At the same time, public and private funds are flowing

Figure 6  
**China’s growth ecosystem**



Source: A.T. Kearney 2018 Global Cities Report

[into the start-up ecosystems](#) in these top-tier cities, making entrepreneurship a new and viable career path while teeing up the next generation of Chinese business success stories.

## **An urban synergy**

These efforts and many more come into play when examining how Chinese cities have sustained such phenomenal performance since 2008. But the takeaway for other cities is that these changes aren't made in a vacuum. Instead, the evolution of these places provides a playbook for how business, government, and social policy can work together at a national, regional, and local level to accelerate growth.

The Chinese cities noted in our report have all benefited from local economic development efforts that were supported and complemented by regional and national initiatives.

For example, while business activity was a dominant driver of the Chinese cities' GCI score growth, that activity wouldn't have happened without initiatives that also developed human capital and cultural experiences. The scores for those two areas increased by 5.5 percent and 4.1 percent annually. The initiatives have run the gamut from encouraging the development of new museums to supporting [Chinese students studying abroad](#). Other notable efforts involve reducing the time it takes to start a business in Beijing, decreasing air pollution in many major metro areas, and [improving the public transportation systems of multiple cities](#).

The effect of all these initiatives is synergistic—cities prioritize becoming more livable, enjoyable places, the government makes it easier to do business, and the education system ensures that the talent pool is ready and able to contribute.

## **Economic development done right**

With the national and regional governments working together on what amounts to an end-to-end urban development program, these top-performing cities have significantly increased their potential for economic success.

So how can other global cities or countries emulate these Chinese municipalities, perhaps with fewer financial or governmental resources?

The first step is to empower municipalities. This seems to be key for spurring multiple efforts. The Chinese cities noted in our report have all benefited from local economic development efforts that were supported and complemented by regional and national initiatives. In an example from Shenzhen, [the mayor initiated a project to transition all the city's buses to electric](#). The federal government then offered the city a subsidy that made purchasing the new buses possible.

The second key lesson is to take a holistic approach. The Global Cities Index and Outlook account for numerous factors that go far beyond the nuts and bolts of doing business. The Chinese cities that are primed to thrive have addressed numerous aspects that make living and working there appealing, from protecting outdoor spaces to supporting education pathways that provide for promising careers.

A comprehensive strategy to urban development is paying off for China. By focusing on the multiple aspects that make cities great, the country is creating urban hubs that will continue to draw business, talent, and culture from inside—and outside—the country.

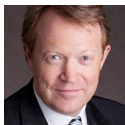
# Smarter Business Leads to Better Cities

The past 10 years have demonstrated the immense power of consistently executing against a comprehensive strategy that advances economics, talent, and cultural factors. Success requires coordination across businesses, governments, and cultural enterprises, but this coordination requires a catalyst. Businesses are best positioned to be this catalyst. By using the insights from Global Cities, businesses can create a competitive advantage for themselves and the cities where they have key operational hubs. This creates a virtuous cycle for those businesses bold enough to be a catalyst and those cities progressive enough to take up the challenge to invest and compete.

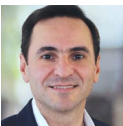
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# Appendix

## Global Cities methodology

Global Cities Index—current performance	Global Cities Outlook—future potential
<ul style="list-style-type: none"> <li>Measures 27 metrics across five dimensions               <ul style="list-style-type: none"> <li><b>Business activity (30%)</b>: capital flow, market dynamics, and major companies present</li> <li><b>Human capital (30%)</b>: education levels</li> <li><b>Information exchange (15%)</b>: access to information through Internet and other media sources</li> <li><b>Cultural experience (15%)</b>: access to major sporting events, museums, and other expos</li> <li><b>Political engagement (10%)</b>: political events, think tanks, and embassies</li> </ul> </li> <li><b>Rank and score</b> are determined by totaling the weighted averages of each dimension to yield a score on a scale of 0 to 100 (100=perfect)</li> <li><b>Sources</b> are derived from publicly available city-level data<sup>1</sup></li> </ul>	<ul style="list-style-type: none"> <li>Measures 13 indicators across four dimensions               <ul style="list-style-type: none"> <li><b>Personal well-being (25%)</b>: safety, healthcare, inequality, and environmental performance</li> <li><b>Economics (25%)</b>: long-term investments and GDP</li> <li><b>Innovation (25%)</b>: entrepreneurship through patents, private investments, and incubators</li> <li><b>Governance (25%)</b>: proxy for long-term stability through transparency, quality of bureaucracy, and ease of doing business</li> </ul> </li> <li><b>Rank and score</b> are determined by averaging rate of change across each metric using the past five years' data, then projecting out to 2028. Weighted averages applied to each dimension to yield a score on a scale of 0 to 100 (100=perfect)</li> <li><b>Sources</b> are derived from publicly available city-level data<sup>1</sup></li> </ul>

<sup>1</sup> In the few cases where city-level data is unavailable, country-level data has been used or sources have been changed to continue to measure the same sub-metric.

Source: A.T. Kearney 2018 Global Cities Report

## The 2018 Global Cities analyzes 135 cities

North America	Europe	Middle East
Atlanta Boston Chicago Dallas Houston Los Angeles Miami Montreal New York Philadelphia Phoenix San Francisco <b>Seattle</b> Toronto Vancouver Washington, D.C.	Amsterdam Barcelona Berlin Brussels Budapest Copenhagen Dublin Düsseldorf Frankfurt Geneva Istanbul London Madrid Milan Moscow Munich Paris Prague Rome Stockholm St. Petersburg Vienna Warsaw Zurich	Abu Dhabi Ankara Baghdad Cairo Doha Dubai Jeddah Kuwait City Manama Muscat Riyadh Tehran Tel Aviv
Latin America	Africa	Asia Pacific
Belo Horizonte Bogotá Buenos Aires Caracas Guadalajara Lima Mexico City Monterrey Porto Alegre Puebla Recife Rio de Janeiro Salvador Santiago São Paulo	Abidjan Accra Addis Ababa Alexandria Cape Town Casablanca Johannesburg Khartoum Kinshasa Lagos Luanda Nairobi Tunis	Ahmedabad Bandung Bangalore Bangkok Beijing <b>Changsha</b> Chengdu Chennai Chongqing Dalian Dhaka Dongguan <b>Foshan</b> Guangzhou Hangzhou Harbin Ho Chi Minh Hong Kong Hyderabad Jakarta Karachi Kolkata Kuala Lumpur Lahore Manila Melbourne Mumbai Nagoya Nanjing New Delhi <b>Ningbo</b> Osaka Pune Qingdao Quanzhou Seoul Shanghai Shenyang Shenzhen Singapore Surabaya Surat Suzhou Sydney Taipei <b>Tangshan</b> Tianjin Tokyo Wuhan <b>Wuxi</b> Xi'an Yangon <b>Yantai</b> Zhengzhou

Note: **Bold** cities were added this year.

Source: A.T. Kearney 2018 Global Cities Report



# Global Cities Index results, 2012–2018

## City rank

2018	2017	2016	2015	2014	2012	2012–	City
						2018 Δ	
1	1	2	1	1	1	—	New York
2	2	1	2	2	2	—	London
3	3	3	3	3	3	—	Paris
4	4	4	4	4	4	—	Tokyo
5	5	5	5	5	5	—	Hong Kong
6	8	6	6	6	6	—	Los Angeles
7	6	8	8	9	11	4	Singapore
8	7	7	7	7	7	–1	Chicago
9	9	9	9	8	14	5	Beijing
10	11	12	12	11	9	–1	Brussels
11	10	10	10	10	10	–1	Washington, D.C.
12	12	11	11	12	8	—	Seoul
13	13	13	16	15	18	5	Madrid
14	18	18	14	17	19	5	Moscow
15	17	14	15	14	12	–3	Sydney
16	14	16	17	19	20	4	Berlin
17	15	15	19	25	32	15	Melbourne
18	16	17	13	13	16	–2	Toronto
19	19	20	21	18	21	2	Shanghai
20	23	23	22	22	17	–3	San Francisco
21	20	19	18	16	13	–8	Vienna
22	22	22	25	26	26	4	Amsterdam
23	24	26	27	24	24	1	Barcelona
24	21	24	23	21	15	–9	Boston
25	26	21	20	20	22	–3	Buenos Aires
26	25	25	29	28	37	11	Istanbul
27	27	27	24	30	30	3	Montreal
28	28	28	26	27	29	1	Dubai
29	29	29	28	23	23	–6	Frankfurt
30	30	30	31	29	36	6	Miami
31	31	34	32	34	33	2	São Paulo
32	36	33	38	37	31	–1	Munich
33	32	31	30	31	25	–8	Zurich
34	33	35	36	32	28	–6	Rome
35	38	40	37	36	39	4	Atlanta
36	37	36	40	39	35	–1	Geneva
37	35	37	39	48	—	—	Vancouver
38	34	39	35	35	34	–4	Mexico City
39	39	32	33	33	27	–12	Stockholm
40	43	45	42	44	41	1	Milan
41	40	38	34	38	38	–3	Houston
42	42	42	45	43	42	—	Copenhagen
43	41	41	43	42	43	—	Bangkok
44	46	48	48	45	44	—	Dublin
45	47	43	44	40	40	–5	Taipei
46	48	51	49	50	—	—	Dallas
47	45	46	51	47	—	—	Prague
48	—	—	—	—	—	—	Seattle
49	49	49	47	53	49	—	Kuala Lumpur
50	51	52	59	55	47	–3	Osaka
51	50	47	46	—	—	—	Philadelphia
52	44	44	41	41	45	–7	Mumbai
53	53	60	55	59	52	–1	Johannesburg
54	58	55	61	60	—	—	Warsaw
55	55	57	56	52	55	—	Bogotá
56	52	50	53	56	53	–3	Rio de Janeiro
57	57	62	60	54	46	–11	Tel Aviv
58	54	61	57	57	48	–10	New Delhi
59	56	56	54	51	54	–5	Jakarta
60	60	58	62	58	—	—	Santiago
61	61	63	64	61	—	—	Lima
62	59	54	52	46	—	—	Budapest
63	63	65	66	64	—	—	Doha
64	66	59	58	63	51	–13	Manila
65	62	53	50	49	50	–15	Cairo
66	65	66	65	65	—	—	Riyadh
67	68	67	68	—	—	—	Düsseldorf
68	64	64	63	62	—	—	Abu Dhabi

## City rank

2018	2017	2016	2015	2014	2012	2012–	City
						2018 Δ	
69	67	68	70	—	—	—	St. Petersburg
70	70	69	73	—	—	—	Nagoya
71	71	71	71	66	60	–11	Guangzhou
72	72	72	67	—	—	—	Phoenix
73	69	70	69	71	—	—	Cape Town
74	92	—	—	—	—	—	Jeddah
75	74	74	72	—	—	—	Ankara
76	73	73	75	68	56	–20	Nairobi
77	82	82	83	—	—	—	Kuwait City
78	75	75	76	69	58	–20	Bangalore
79	80	83	84	73	65	–14	Shenzhen
80	76	76	77	70	61	–19	Ho Chi Minh
81	79	79	74	67	57	–24	Caracas
82	81	77	80	72	—	—	Chennai
83	78	80	86	74	59	–24	Lagos
84	77	78	78	—	—	—	Hyderabad
85	83	81	87	75	63	–22	Dhaka
86	85	85	79	76	62	–24	Karachi
87	91	94	102	—	—	—	Tianjin
88	86	86	92	—	—	—	Nanjing
89	87	96	96	—	—	—	Chengdu
90	106	103	106	—	—	—	Abidjan
91	84	84	81	79	64	–27	Kolkata
92	90	88	89	—	—	—	Accra
93	88	89	88	—	—	—	Porto Alegre
94	98	93	97	—	—	—	Tehran
95	89	97	93	—	—	—	Belo Horizonte
96	99	91	90	81	—	—	Tunis
97	101	90	91	78	—	—	Casablanca
98	94	99	94	—	—	—	Guadalajara
99	95	98	98	—	—	—	Monterrey
100	102	87	82	77	—	—	Manama
101	93	95	99	—	—	—	Salvador
102	100	107	104	—	—	—	Wuhan
103	111	106	103	82	—	—	Lahore
104	108	112	111	83	—	—	Kinshasa
105	104	104	109	—	—	—	Surabaya
106	107	108	110	—	—	—	Dalian
107	96	100	85	80	—	—	Addis Ababa
108	103	101	100	—	—	—	Ahmedabad
109	125	—	—	—	—	—	Muscat
110	109	110	112	—	—	—	Qingdao
111	97	92	95	—	—	—	Pune
112	105	102	101	—	—	—	Recife
113	114	114	115	—	—	—	Xi'an
114	115	113	114	84	66	–48	Chongqing
115	112	109	105	—	—	—	Suzhou
116	110	105	108	—	—	—	Bandung
117	116	115	113	—	—	—	Hangzhou
118	117	117	117	—	—	—	Harbin
119	113	111	107	—	—	—	Alexandria
120	122	122	123	—	—	—	Shenyang
121	118	116	116	—	—	—	Baghdad
122	124	—	—	—	—	—	Puebla
123	—	—	—	—	—	—	Ningbo
124	—	—	—	—	—	—	Changsha
125	119	119	120	—	—	—	Surat
126	123	120	119	—	—	—	Luanda
127	120	118	118	—	—	—	Yangon (Rangoon)
128	121	121	122	—	—	—	Zhengzhou
129	126	123	121	—	—	—	Khartoum
130	—	—	—	—	—	—	Wuxi
131	—	—	—	—	—	—	Foshan
132	—	—	—	—	—	—	Yantai
133	127	124	124	—	—	—	Dongguan
134	—	—	—	—	—	—	Tangshan
135	128	125	125	—	—	—	Quanzhou

Source: A.T. Kearney 2018 Global Cities Report

# Global Cities Outlook results, 2016–2018

## City rank

2018	2017	2016	2016–2018 Δ	City
1	1	1	—	San Francisco
2	2	2	—	New York
3	4	4	1	London
4	3	13	9	Paris
5	11	17	12	Singapore
6	16	8	2	Amsterdam
7	7	9	2	Munich
8	5	3	-5	Boston
9	8	5	-4	Houston
10	6	15	5	Melbourne
11	9	7	-4	Stockholm
12	20	18	6	Toronto
13	12	10	-3	Zurich
14	23	19	5	Tokyo
15	15	11	-4	Chicago
16	14	16	—	Geneva
17	24	25	8	Vancouver
18	18	14	-4	Berlin
19	13	12	-7	Sydney
20	10	35	15	Moscow
21	32	31	10	Montreal
22	28	22	—	Brussels
23	21	24	1	Copenhagen
24	19	27	3	Washington, D.C.
25	29	41	16	Vienna
26	17	6	-20	Atlanta
27	22	30	3	Düsseldorf
28	27	38	10	Prague
29	30	40	11	Frankfurt
30	25	21	-9	Los Angeles
31	26	20	-11	Dallas
32	—	—	—	Seattle
33	40	28	-5	Dublin
34	42	47	13	Nagoya
35	33	29	-6	Milan
36	34	37	1	Phoenix
37	31	39	2	Warsaw
38	44	23	-15	Taipei
39	41	33	-6	Osaka
40	37	34	-6	Barcelona
41	36	43	2	Philadelphia
42	46	26	-16	Dubai
43	43	48	5	Tel Aviv
44	39	44	—	Miami
45	38	32	-13	Seoul
46	35	45	-1	St. Petersburg
47	45	42	-5	Beijing
48	49	49	1	Rome
49	48	46	-3	Madrid
50	52	51	1	Abu Dhabi
51	50	36	-15	Santiago
52	47	50	-2	Shenzhen
53	51	53	—	Budapest
54	54	57	3	Hong Kong
55	57	59	4	Suzhou
56	62	60	4	Nanjing
57	—	—	—	Wuxi
58	58	58	—	Kuwait City
59	56	78	19	Guangzhou
60	55	55	-5	Buenos Aires
61	53	54	-7	Kuala Lumpur
62	—	—	—	Ningbo
63	65	62	-1	Doha
64	61	63	-1	Shanghai
65	64	61	-4	Tianjin
66	82	85	19	Xi'an
67	—	—	—	Changsha
68	59	56	-12	Mexico City

## City rank

2018	2017	2016	2016–2018 Δ	City
69	—	—	—	Foshan
70	60	69	-1	Hangzhou
71	67	68	-3	Wuhan
72	70	77	5	Quanzhou
73	—	—	—	Yantai
74	72	79	5	Dalian
75	—	—	—	Tangshan
76	77	75	-1	Chengdu
77	71	71	-6	Shenyang
78	63	52	-26	Bogotá
79	69	65	-14	Lima
80	78	81	1	Harbin
81	84	82	1	Dongguan
82	83	89	7	Bangkok
83	74	97	14	Ho Chi Minh
84	85	84	—	Zhengzhou
85	75	74	-11	Manila
86	76	64	-22	Guadalajara
87	94	—	—	Jeddah
88	89	90	2	Chongqing
89	68	66	-23	Rio de Janeiro
90	92	92	2	Qingdao
91	66	72	-19	Riyadh
92	80	87	-5	Mumbai
93	73	70	-23	São Paulo
94	90	73	-21	Bangalore
95	79	76	-19	New Delhi
96	88	80	-16	Istanbul
97	81	67	-30	Monterrey
98	87	91	-7	Hyderabad
99	106	—	—	Muscat
100	91	83	-17	Manama
101	98	86	-15	Ankara
102	96	88	-14	Belo Horizonte
103	105	104	1	Casablanca
104	95	94	-10	Ahmedabad
105	102	103	-2	Pune
106	93	—	—	Puebla
107	99	96	-11	Porto Alegre
108	97	98	-10	Chennai
109	104	102	-7	Johannesburg
110	100	93	-17	Recife
111	86	100	-11	Kolkata
112	108	115	3	Yangon (Rangoon)
113	107	108	-5	Cape Town
114	109	110	-4	Jakarta
115	101	105	-10	Surat
116	111	111	-5	Bandung
117	113	106	-11	Abidjan
118	114	113	-5	Tunis
119	103	95	-24	Salvador
120	110	109	-11	Surabaya
121	115	101	-20	Nairobi
122	112	112	-10	Cairo
123	118	118	-5	Tehran
124	116	116	-8	Alexandria
125	119	107	-18	Accra
126	122	119	-7	Baghdad
127	120	114	-13	Lahore
128	117	99	-29	Karachi
129	121	120	-9	Kinshasa
130	123	117	-13	Caracas
131	124	121	-10	Addis Ababa
132	126	123	-9	Luanda
133	125	122	-11	Lagos
134	128	125	-9	Khartoum
135	127	124	-11	Dhaka

Source: A.T. Kearney 2018 Global Cities Report



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<b>Americas</b>	Atlanta	Dallas	San Francisco
	Bogotá	Detroit	São Paulo
	Boston	Houston	Toronto
	Calgary	Mexico City	Washington, D.C.
	Chicago	New York	
<b>Asia Pacific</b>	Bangkok	Kuala Lumpur	Seoul
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	Brisbane	Mumbai	Singapore
	Hong Kong	New Delhi	Sydney
	Jakarta	Perth	Tokyo
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The signature of our namesake and founder, Andrew Thomas Kearney, on the cover of this document represents our pledge to live the values he instilled in our firm and uphold his commitment to ensuring “essential rightness” in all that we do.

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