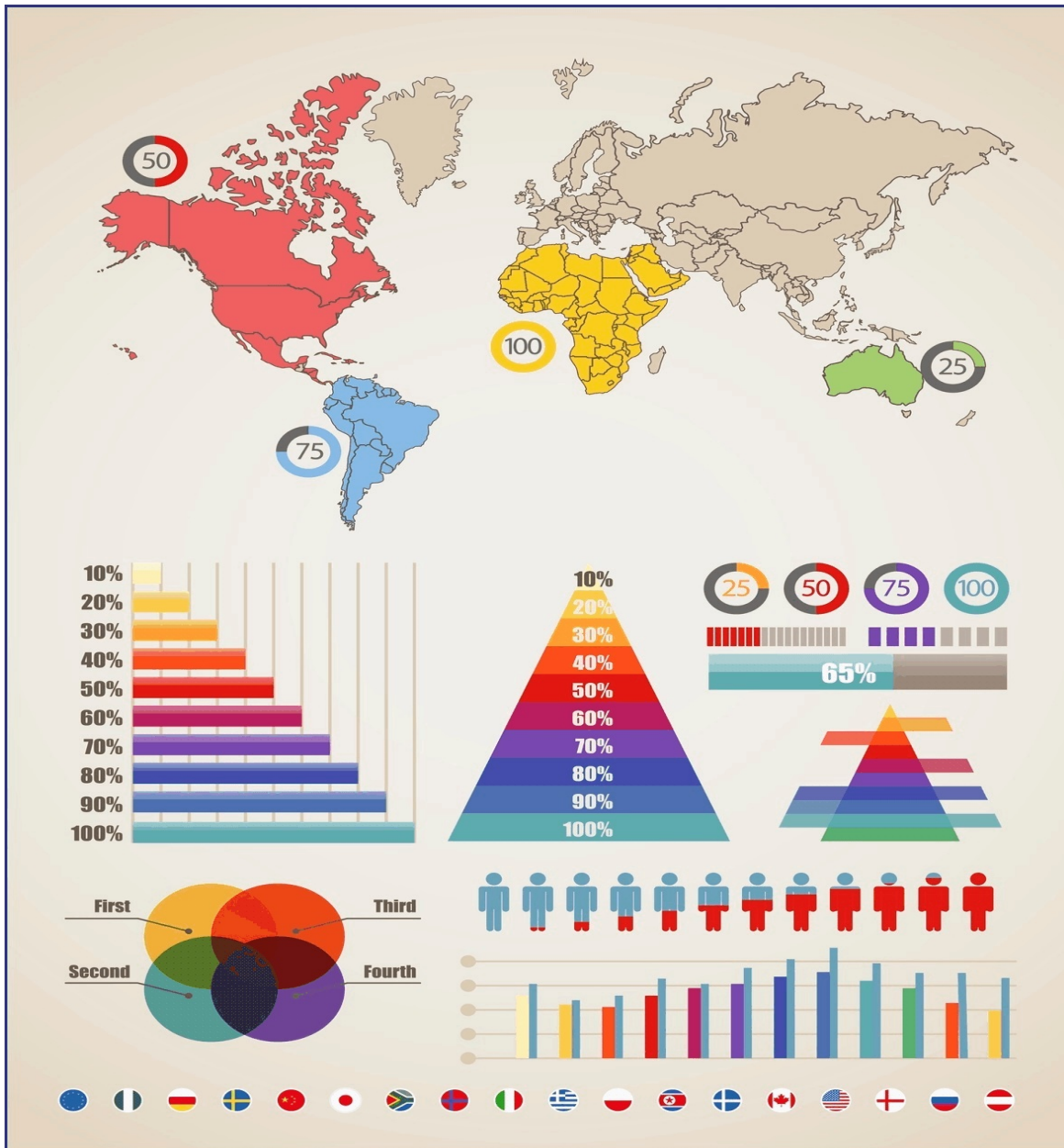


# International Consumer Markets 2014



*Richard K. Miller & Associates*  
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# **INTERNATIONAL CONSUMER MARKETS 2014**

**RKMA MARKET RESEARCH HANDBOOK SERIES**

By: Richard K. Miller and Kelli Washington

Published by:

Richard K. Miller & Associates  
4132 Atlanta Highway, Suite 110  
Loganville, GA 30052  
(888) 928-RKMA (7562)  
[www.rkma.com](http://www.rkma.com)

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ISBN Number: 1-57783-193-4

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## **PART I: GLOBAL MARKET OVERVIEW**

# 1

## GLOBAL GDP

### 1.1 Overview

The 2012 global Gross Domestic Product (GDP) was \$71.8 trillion, according to the World Bank ([www.worldbank.org](http://www.worldbank.org)). The GDP per capita was approximately \$12,400.

The 2012 GDP, 2013 population, and GDP Per Capita for each country are presented in section 1.2. The GDP Per Capita relative to the United States is also presented. The GDP and GDP Per Capita data are based on data from the World Bank. Population data is from national census and United Nations ([www.un.org](http://www.un.org)) data and varies from the data used in the World Bank computation of GDP Per Capita for some countries.

### 1.2 GDP and GDP Per Capita

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• United States:	\$15,684,800	316,258,000	\$ 49,965	100%
• China:	\$ 8,227,103	1,354,040,000	\$ 6,091	12%
• Japan:	\$ 5,959,718	127,320,000	\$ 46,720	94%
• Germany:	\$ 3,399,588	80,493,000	\$ 46,787	95%
• France:	\$ 2,612,878	65,684,000	\$ 39,722	80%
• United Kingdom:	\$ 2,435,174	63,181,775	\$ 38,514	77%
• Brazil:	\$ 2,252,664	193,946,886	\$ 11,340	23%
• Russia:	\$ 2,014,775	143,400,000	\$ 14,037	28%
• Italy:	\$ 2,013,263	59,704,082	\$ 33,049	66%
• India:	\$ 1,841,717	1,210,569,573	\$ 1,489	3%
• Canada:	\$ 1,821,424	35,141,542	\$ 52,219	105%
• Australia:	\$ 1,520,608	23,086,927	\$ 67,036	134%
• Spain:	\$ 1,349,351	47,059,533	\$ 29,195	58%
• Mexico:	\$ 1,177,271	117,409,830	\$ 9,742	19%
• South Korea:	\$ 1,129,598	50,219,669	\$ 22,590	45%
• Indonesia:	\$ 878,043	237,641,326	\$ 3,559	7%
• Turkey:	\$ 789,257	75,627,384	\$ 10,666	21%
• Netherlands:	\$ 772,227	16,792,600	\$ 46,054	92%
• Switzerland:	\$ 632,194	8,058,100	\$ 79,052	158%
• Saudi Arabia*:	\$ 576,824	29,195,895	\$ 20,778	42%

• Sweden:	\$	525,742	9,588,569	\$	55,245	111%
• Iran*:	\$	514,060	76,745,000	\$	6,816	14%
• Norway:	\$	499,667	5,063,709	\$	99,558	199%
• Poland:	\$	489,795	38,533,299	\$	12,708	25%
• Belgium:	\$	483,709	11,153,405	\$	43,413	87%
• Argentina:	\$	474,865	40,117,096	\$	11,558	23%
• Taiwan:	\$	474,000	23,340,136	\$	38,500	77%
• Austria:	\$	399,649	8,464,554	\$	47,226	95%
• South Africa:	\$	384,313	52,981,991	\$	7,508	15%
• Venezuela:	\$	382,424	28,946,101	\$	12,767	26%
• Colombia:	\$	369,813	47,146,000	\$	7,752	16%
• Thailand:	\$	365,564	65,926,261	\$	5,474	11%
• United Arab Emirates*:	\$	360,245	8,264,070	\$	40,363	81%
• Denmark:	\$	314,242	5,605,836	\$	56,210	112%
• Malaysia:	\$	303,526	29,735,000	\$	10,381	21%
• Singapore:	\$	274,701	5,312,400	\$	51,709	103%
• Chile:	\$	268,314	16,634,603	\$	15,363	31%
• Hong Kong:	\$	263,259	7,173,900	\$	36,796	74%
• Nigeria:	\$	262,606	173,615,000	\$	1,555	3%
• Egypt:	\$	257,286	83,661,000	\$	3,187	6%
• Philippines:	\$	250,265	98,056,000	\$	2,588	5%
• Finland:	\$	250,024	5,434,357	\$	46,179	92%
• Greece:	\$	249,099	10,815,197	\$	22,083	44%
• Israel*:	\$	242,929	8,034,900	\$	32,281	65%
• Pakistan:	\$	231,182	183,684,000	\$	1,290	3%
• Portugal:	\$	212,454	10,562,178	\$	20,182	40%
• Ireland:	\$	210,331	4,585,400	\$	45,836	92%
• Iraq:	\$	210,280	33,330,000	\$	6,455	13%
• Algeria:	\$	207,955	37,900,000	\$	5,404	11%
• Kazakhstan:	\$	201,680	16,990,000	\$	12,007	24%
• Peru:	\$	197,111	30,475,144	\$	6,573	13%
• Czech Republic:	\$	195,657	10,512,800	\$	18,806	38%
• Kuwait*:	\$	176,590	3,582,054	\$	56,514	113%
• Ukraine:	\$	176,309	45,495,252	\$	3,857	8%
• Qatar*:	\$	172,982	1,963,124	\$	90,524	181%
• Romania:	\$	169,396	20,121,641	\$	7,943	16%
• Vietnam:	\$	141,669	88,780,000	\$	1,596	3%
• New Zealand*:	\$	139,768	4,470,810	\$	32,000	64%
• Hungary:	\$	125,508	9,906,000	\$	12,622	25%
• Bangladesh:	\$	115,610	152,518,015	\$	747	1%
• Angola:	\$	114,197	20,609,294	\$	5,485	11%
• Puerto Rico:	\$	101,496	3,667,084	\$	27,678	55%
• Morocco:	\$	96,729	32,964,500	\$	2,925	6%
• Slovakia:	\$	91,619	5,410,728	\$	16,934	34%

• Ecuador:	\$	84,532	15,529,600	\$	5,456	11%
• Syria:	\$	73,672	21,377,000	\$	3,289	7%
• Oman*:	\$	71,782	3,831,553	\$	23,731	47%
• Azerbaijan:	\$	67,198	9,235,100	\$	7,228	14%
• Belarus:	\$	63,267	9,458,700	\$	6,685	13%
• Libya*:	\$	62,360	6,202,000	\$	10,456	21%
• Cuba*:	\$	60,806	11,163,934	\$	5,383	11%
• Sri Lanka:	\$	59,421	20,277,597	\$	2,923	6%
• Dominican Republic:	\$	58,951	9,445,281	\$	5,736	11%
• Sudan:	\$	58,769	37,964,000	\$	1,580	3%
• Luxembourg:	\$	57,117	537,000	\$	107,476	215%
• Croatia:	\$	56,442	4,290,612	\$	13,227	26%
• Uzbekistan:	\$	51,113	29,559,100	\$	1,717	3%
• Bulgaria:	\$	51,030	7,282,041	\$	6,986	14%
• Guatemala:	\$	50,806	15,438,384	\$	3,368	7%
• Uruguay:	\$	49,060	3,286,314	\$	14,449	29%
• Tunisia:	\$	45,662	10,777,500	\$	4,237	8%
• Slovenia:	\$	45,469	2,060,389	\$	20,092	40%
• Costa Rica:	\$	45,127	4,667,096	\$	9,391	19%
• Macau:	\$	43,582	582,000	\$	78,275	157%
• Ethiopia:	\$	43,133	86,613,986	\$	470	1%
• Lebanon:	\$	42,945	4,822,000	\$	9,705	19%
• Lithuania:	\$	42,246	2,960,733	\$	14,140	28%
• Ghana:	\$	40,710	24,658,823	\$	1,605	3%
• Serbia:	\$	37,489	7,241,295	\$	5,190	10%
• Kenya:	\$	37,229	44,354,000	\$	862	2%
• Panama:	\$	36,253	3,405,813	\$	9,534	19%
• Yemen:	\$	35,646	24,527,000	\$	1,494	3%
• Turkmenistan:	\$	33,679	5,240,000	\$	6,511	13%
• Jordan:	\$	31,243	6,464,100	\$	4,945	10%
• Latvia:	\$	28,374	2,013,400	\$	14,009	28%
• Tanzania:	\$	28,249	44,928,923	\$	609	1%
• Bolivia:	\$	27,035	10,389,913	\$	5,576	11%
• Paraguay:	\$	25,502	6,672,631	\$	3,813	8%
• Cameroon:	\$	24,984	19,406,100	\$	1,151	2%
• Côte d'Ivoire:	\$	24,680	23,202,000	\$	1,244	2%
• Trinidad and Tobago:	\$	23,986	1,328,019	\$	17,934	36%
• El Salvador:	\$	23,787	6,183,000	\$	3,777	8%
• Cyprus:	\$	22,981	862,000	\$	26,315	53%
• Bahrain*:	\$	22,945	1,234,571	\$	18,334	37%
• Estonia:	\$	21,854	1,286,540	\$	16,316	33%
• Zambia:	\$	20,678	13,092,666	\$	1,469	3%
• Uganda:	\$	19,881	34,131,400	\$	547	1%
• Nepal:	\$	19,415	26,494,504	\$	707	1%

• Gabon:	\$	18,661	1,672,000	\$	11,430	23%
• Afghanistan*:	\$	18,034	25,500,100	\$	620	1%
• Honduras:	\$	17,967	8,385,072	\$	2,264	5%
• Congo, Democratic Rep.:	\$	17,870	67,514,000	\$	272	1%
• Equatorial Guinea:	\$	17,697	1,622,000	\$	24,036	48%
• Bosnia and Herzegovina:	\$	17,048	3,839,737	\$	4,447	9%
• Brunei:	\$	16,954	393,162	\$	41,127	82%
• Georgia:	\$	15,829	4,483,800	\$	3,508	7%
• Papua New Guinea:	\$	15,654	7,059,653	\$	2,184	4%
• Jamaica:	\$	14,840	2,709,300	\$	5,472	11%
• Mozambique:	\$	14,588	23,700,715	\$	579	1%
• Botswana:	\$	14,411	2,024,904	\$	7,191	14%
• Senegal:	\$	14,160	13,567,338	\$	1,032	2%
• Cambodia:	\$	14,062	15,135,000	\$	946	2%
• Congo, Republic of the:	\$	13,678	4,448,000	\$	3,154	6%
• Iceland:	\$	13,657	322,930	\$	42,658	85%
• Albania:	\$	13,119	2,821,977	\$	4,149	8%
• Namibia:	\$	12,807	2,113,077	\$	5,668	11%
• Guernsey + Jersey*:	\$	11,515	1,602,880	\$	7,188	14%
• Chad:	\$	11,018	12,825,000	\$	885	2%
• Zimbabwe:	\$	10,814	12,973,808	\$	788	2%
• Nicaragua:	\$	10,507	6,071,045	\$	1,754	4%
• Mauritius:	\$	10,492	1,257,900	\$	8,124	16%
• Burkina Faso:	\$	10,441	15,730,977	\$	634	1%
• Mali:	\$	10,308	15,302,000	\$	694	1%
• Mongolia:	\$	10,271	2,754,685	\$	3,673	7%
• Madagascar:	\$	9,975	20,696,070	\$	447	1%
• Armenia:	\$	9,910	3,031,200	\$	3,338	7%
• Macedonia, Republic of:	\$	9,663	2,059,794	\$	4,589	9%
• South Sudan:	\$	9,337	11,296,000	\$	862	2%
• Laos:	\$	9,299	6,580,800	\$	1,399	3%
• Malta:	\$	8,722	416,055	\$	20,848	42%
• The Bahamas:	\$	8,149	351,461	\$	21,908	44%
• Haiti:	\$	7,843	10,413,211	\$	771	2%
• Benin:	\$	7,557	10,323,000	\$	752	2%
• Moldova:	\$	7,254	3,559,500	\$	2,038	4%
• Rwanda:	\$	7,103	10,537,222	\$	620	1%
• Tajikistan:	\$	6,987	8,000,000	\$	872	2%
• Guinea:	\$	6,768	10,824,200	\$	591	1%
• Niger:	\$	6,568	17,129,076	\$	383	1%
• Kyrgyzstan:	\$	6,473	5,551,900	\$	1,160	2%
• Kosovo:	\$	6,238	1,733,872	\$	3,453	7%
• Monaco*:	\$	6,075	36,136	\$	163,026	326%
• Bermuda*:	\$	5,557	64,237	\$	86,072	172%

• Liechtenstein*:	\$	4,826	36,842	\$134,915	270%
• Suriname:	\$	4,738	534,189	\$ 8,864	2%
• Malawi:	\$	4,264	14,388,600	\$ 268	1%
• Montenegro:	\$	4,231	620,029	\$ 6,813	14%
• Mauritania:	\$	4,199	3,461,041	\$ 1,106	2%
• Isle of Man*:	\$	4,076	84,497	\$ 49,817	10%
• West Bank and Gaza*:	\$	4,016	4,293,313	\$ 1,210	2%
• Fiji*:	\$	3,882	858,038	\$ 4,438	9%
• Togo:	\$	3,814	6,191,155	\$ 574	1%
• Sierra Leone:	\$	3,796	6,092,000	\$ 635	1%
• Swaziland*:	\$	3,747	1,250,000	\$ 3,044	6%
• Andorra*:	\$	3,712	76,246	\$ 46,418	93%
• Barbados*:	\$	3,685	274,200	\$ 13,076	26%
• French Polynesia*:	\$	3,448	268,270	\$ 14,530	29%
• Eritrea:	\$	3,092	6,333,000	\$ 504	1%
• Guyana:	\$	2,851	784,894	\$ 3,584	7%
• New Caledonia*:	\$	2,682	255,651	\$ 12,580	25%
• Aruba*:	\$	2,584	101,484	\$ 25,355	51%
• Burundi:	\$	2,472	10,163,000	\$ 251	1%
• Lesotho:	\$	2,448	2,074,000	\$ 1,193	2%
• Maldives:	\$	2,222	317,280	\$ 6,567	13%
• Faroe Islands*:	\$	2,198	48,244	\$ 44,317	89%
• Central African Republic:	\$	2,139	4,616,000	\$ 473	1%
• Virgin Islands, U.S.*:	\$	1,996	106,405	\$ 18,728	37%
• Cape Verde:	\$	1,897	491,675	\$ 3,838	8%
• San Marino*:	\$	1,900	32,382	\$ 62,188	124%
• Bhutan:	\$	1,780	736,420	\$ 2,399	5%
• Liberia:	\$	1,767	4,294,000	\$ 422	1%
• Belize*:	\$	1,448	317,971	\$ 4,577	9%
• Timor-Leste:	\$	1,293	1,066,409	\$ 896	2%
• Greenland*:	\$	1,268	56,370	\$ 22,508	45%
• Djibouti*:	\$	1,239	864,618	\$ 1,464	3%
• Saint Lucia:	\$	1,186	166,526	\$ 6,558	13%
• Antigua and Barbuda:	\$	1,176	86,295	\$ 13,207	26%
• Seychelles:	\$	1,032	90,945	\$ 11,758	24%
• Cayman Islands*:	\$	1,012	55,456	\$ 30,191	60%
• Solomon Islands:	\$	1,008	561,000	\$ 1,835	4%
• Gambia, The:	\$	917	1,849,000	\$ 512	1%
• Guinea-Bissau:	\$	897	1,704,000	\$ 539	1%
• Somalia*:	\$	917	10,496,000	\$ 139	1%
• Grenada:	\$	790	103,328	\$ 7,485	15%
• Vanuatu:	\$	785	258,213	\$ 3,716	7%
• Saint Kitts and Nevis:	\$	748	54,000	\$ 13,969	27%
• Saint Vincent/the Grenadines:	\$	713	109,000	\$ 6,515	13%



• Samoa:	\$	677	187,820	\$	3,584	7%
• Comoros:	\$	596	724,300	\$	831	2%
• Dominica:	\$	480	71,293	\$	6,691	13%
• Tonga:	\$	472	103,036	\$	4,494	9%
• Micronesia, Federated States:	\$	327	101,823	\$	3,165	6%
• São Tomé and Príncipe:	\$	264	187,356	\$	1,402	3%
• Palau:	\$	228	20,770	\$	11,006	22%
• Marshall Islands:	\$	187	55,548	\$	3,556	7%
• Kiribati:	\$	176	104,573	\$	1,743	3%
• Tuvalu:	\$	37	11,264	\$	3,740	7%

\* 2012 GDP data not available; most recent available data is presented.

### **1.3 Market Resources**

World Bank, 1818 H Street NW, Washington, DC 20433. (202) 473-1000.

([www.worldbank.org](http://www.worldbank.org))

## GLOBAL COMPETITIVENESS

### **2.1 Overview**

For three decades the World Economic Forum ([www.weforum.org](http://www.weforum.org)) has published *The Global Competitiveness Report*, a comprehensive assessment of national competitiveness.

*The Global Competitiveness Report 2012-2013*, the 33<sup>rd</sup> edition, assesses the competitiveness landscape of 144 economies, providing insight into the drivers of their productivity and prosperity.

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**“This year’s report findings show that Switzerland tops the overall rankings in The Global Competitiveness Report for the fourth consecutive year. Singapore remains in second position with Finland, in third position, overtaking Sweden (4<sup>th</sup>). These and other Northern and Western European countries dominate the top 10. The report emphasizes persisting competitiveness divides across and within regions, as short-termism and political deadlock continue to hold back the economic performance of many countries and regions. Looking forward, productivity improvements and private sector investment will be key to improving global economies at a time of heightened uncertainty.”**

*The Global Competitiveness Report 2012-2013*  
World Economic Forum

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## **2.2 Country Rankings**

The *Global Competitiveness Report 2012-2013* ranks countries with an index based on 12 attributes, as follows:

- Business sophistication
- Financial market development
- Goods market efficiency
- Health and primary education
- Higher education and training
- Infrastructure
- Innovation
- Institutions
- Labor market efficiency
- Macroeconomic environment
- Market size
- Technological readiness

The Global Competitiveness Index 2012–2013 rankings are as follows:

1.	Switzerland:	5.72
2.	Singapore:	5.67
3.	Finland:	5.55
4.	Sweden:	5.53
5.	Netherlands:	5.50
6.	Germany:	5.48
7.	United States:	5.47
8.	United Kingdom:	5.45
9.	Hong Kong:	5.41
10.	Japan:	5.40
11.	Qatar:	5.38
12.	Denmark:	5.29
13.	Taiwan:	5.28
14. (tie)	Canada:	5.27
14. (tie)	Norway:	5.27
16.	Austria:	5.22
17.	Belgium:	5.21
18.	Saudi Arabia:	5.19
19. (tie)	Australia:	5.12
19. (tie)	South Korea:	5.12
21.	France:	5.11
22. (tie)	Luxembourg:	5.09
22. (tie)	New Zealand:	5.09
24.	United Arab Emirates:	5.07
25.	Malaysia:	5.06
26.	Israel:	5.02
27.	Ireland:	4.91

28.	Brunei Darussalam:	4.87
29.	China:	4.83
30.	Iceland:	4.74
31.	Puerto Rico:	4.67
32. (tie)	Chile:	4.65
32. (tie)	Oman:	4.65
34.	Estonia:	4.64
35.	Bahrain:	4.63
36.	Spain:	4.60
37.	Kuwait:	4.56
38.	Thailand:	4.52
39.	Czech Republic:	4.51
40.	Panama:	4.49
41. (tie)	Italy:	4.46
41. (tie)	Poland:	4.46
43.	Turkey:	4.45
44.	Barbados:	4.42
45. (tie)	Azerbaijan:	4.41
45. (tie)	Lithuania:	4.41
45. (tie)	Malta:	4.41
48. (tie)	Brazil:	4.40
48. (tie)	Indonesia:	4.40
48. (tie)	Portugal:	4.40
51.	Kazakhstan:	4.38
52.	South Africa:	4.37
53.	Mexico:	4.36
54. (tie)	Latvia:	4.35
54. (tie)	Mauritius:	4.35
56. (tie)	Slovenia:	4.34
56. (tie)	Costa Rica:	4.34
58. (tie)	Cyprus:	4.32
58. (tie)	India:	4.32
60.	Hungary:	4.30
61.	Peru:	4.28
62.	Bulgaria:	4.27
63.	Rwanda:	4.24
64. (tie)	Jordan:	4.23
64. (tie)	Philippines:	4.23
66.	Iran:	4.22
67.	Russia:	4.20
68.	Sri Lanka:	4.19
69.	Colombia:	4.18
70.	Morocco:	4.15
71. (tie)	Montenegro:	4.14

71. (tie)	Ukraine:	4.14
71. (tie)	Slovak Republic:	4.14
74.	Uruguay:	4.13
75.	Vietnam:	4.11
76.	Seychelles:	4.10
77. (tie)	Georgia:	4.07
77. (tie)	Romania:	4.07
78.	Botswana:	4.06
79. (tie)	Croatia:	4.04
79. (tie)	Macedonia:	4.04
82.	Armenia:	4.02
83. (tie)	Cambodia:	4.01
83. (tie)	Guatemala:	4.01
83. (tie)	Trinidad and Tobago:	4.01
86. (tie)	Ecuador:	3.94
86. (tie)	Moldova:	3.94
88.	Bosnia and Herzegovina:	3.93
89.	Albania:	3.91
90. (tie)	Honduras:	3.88
90. (tie)	Lebanon:	3.88
90. (tie)	Namibia:	3.88
93. (tie)	Argentina:	3.87
93. (tie)	Mongolia:	3.87
93. (tie)	Serbia:	3.87
96.	Greece:	3.86
97.	Jamaica:	3.84
98.	Gambia:	3.83
99.	Gabon:	3.82
100. (tie)	El Salvador:	3.80
100. (tie)	Tajikistan:	3.80
100. (tie)	Zambia:	3.80
103.	Ghana:	3.79
104.	Bolivia:	3.78
105.	Dominican Republic:	3.77
106.	Kenya:	3.75
107. (tie)	Egypt:	3.73
107. (tie)	Guyana:	3.73
107. (tie)	Nicaragua:	3.73
110.	Algeria:	3.72
111.	Liberia:	3.71
112.	Cameroon:	3.69
113. (tie)	Libya:	3.68
113. (tie)	Suriname:	3.68
115. (tie)	Nigeria:	3.67

115. (tie)	Paraguay:	3.67
117.	Senegal:	3.66
118.	Bangladesh:	3.65
119.	Benin:	3.61
120.	Tanzania:	3.60
121. (tie)	Cape Verde:	3.55
121. (tie)	Ethiopia:	3.55
123.	Uganda:	3.53
124.	Pakistan:	3.52
125.	Nepal:	3.49
126.	Venezuela:	3.46
127.	Kyrgyz Republic:	3.44
128.	Mali:	3.43
129. (tie)	Madagascar:	3.38
129. (tie)	Malawi:	3.38
131.	Ivory Coast:	3.36
132. (tie)	Burkina Faso:	3.34
132. (tie)	Zimbabwe:	3.34
134.	Mauritania:	3.32
135.	Swaziland:	3.28
136.	Timor-Leste:	3.27
137.	Lesotho:	3.19
138.	Mozambique:	3.17
139.	Chad:	3.05
140.	Yemen:	2.97
141. (tie)	Guinea:	2.90
141. (tie)	Haiti:	2.90
143.	Sierra Leone:	2.82
144.	Burundi:	2.78

### **2.3 Market Resources**

World Economic Forum, 91-93 route de la Capite, CH-1223 Cologny/Geneva, Switzerland. Tel.: +41 (0) 22 869 1212. ([www.weforum.org](http://www.weforum.org))

*The World Economic Forum's Global Competitiveness Report 2012-2013* is accessible at [http://www3.weforum.org/docs/WEF\\_GlobalCompetitivenessReport\\_2012-13.pdf](http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2012-13.pdf).

## U.S. EXPORTS & IMPORTS

### 3.1 Balance Of Trade

According to the U.S. Census Bureau ([www.census.gov](http://www.census.gov)), U.S. exports, imports, and balance of trade in 2012 were as follows:

	Exports	Imports	Balance of Trade
• Goods:	\$1.561 trillion	\$2.303 trillion	<\$741 billion>
• Services:	\$ 649 billion	\$ 443 billion	\$207 billion
• Total:	\$2.210 trillion	\$2.745 trillion	<\$535 billion>

Two export-import categories relate to the consumer marketplace: Consumer Goods and Food & Beverage. Data for these categories is presented in Sections 3.2 and 3.3.

### 3.2 Consumer Goods

Consumer goods exports and imports in 2012 were as follows:

#### Exports

• Pharmaceutical preparations:	\$ 47.9 billion
• Cellphones and other household goods, n.e.c.:	\$ 21.6 billion
• Gem diamonds:	\$ 18.1 billion
• Toiletries and cosmetics:	\$ 10.6 billion
• Toys, games, and sporting goods:	\$ 10.5 billion
• Jewelry, etc.:	\$ 10.3 billion
• Artwork, antiques, stamps, etc.:	\$ 7.7 billion
• Other consumer nondurables:	\$ 7.4 billion
• Household appliances:	\$ 7.3 billion
• Apparel, household goods - textile:	\$ 6.5 billion
• Books, printed matter:	\$ 5.4 billion
• Televisions and video equipment:	\$ 5.1 billion
• Furniture, household goods, etc.:	\$ 4.7 billion
• Recorded media:	\$ 3.4 billion
• Apparel, household goods-non-textile:	\$ 2.9 billion
• Pleasure boats and motors:	\$ 2.6 billion
• Musical instruments:	\$ 2.3 billion
• Stereo equipment, etc.:	\$ 2.1 billion
• Rugs:	\$ 1.1 billion

• Numismatic coins:	\$ 1.1 billion
• Cookware, cutlery, tools:	\$ 1.1 billion
• Sports apparel and gear:	\$ 712 million
• Glassware, chinaware:	\$ 558 million
• Tobacco, manufactured:	\$ 527 million
• Nursery stock, etc.:	\$ 400 million
• Other goods:	\$ 56.6 billion
• Total:	\$181.7 billion

## Imports

• Pharmaceutical preparations:	\$ 87.3 billion
• Cellphones and other household goods, n.e.c.:	\$ 81.3 billion
• Apparel, textiles, non-wool or cotton:	\$ 39.4 billion
• Toys, games, and sporting goods:	\$ 33.5 billion
• Televisions and video equipment:	\$ 32.8 billion
• Furniture, household goods, etc.:	\$ 25.6 billion
• Household appliances:	\$ 22.3 billion
• Gem diamonds:	\$ 20.2 billion
• Footwear:	\$ 19.1 billion
• Other consumer nondurables:	\$ 13.4 billion
• Jewelry:	\$ 12.1 billion
• Artwork, antiques, stamps, etc.:	\$ 9.8 billion
• Camping apparel and gear:	\$ 9.0 billion
• Toiletries and cosmetics:	\$ 8.7 billion
• Apparel, household goods-non-textile:	\$ 8.6 billion
• Cookware, cutlery, tools:	\$ 7.8 billion
• Apparel, household goods - cotton:	\$ 7.4 billion
• Stereo equipment, etc:	\$ 6.8 billion
• Photo equipment:	\$ 5.4 billion
• Books, printed matter:	\$ 3.6 billion
• Gem stones, other:	\$ 3.4 billion
• Apparel, household goods - wool:	\$ 3.2 billion
• Motorcycles and parts:	\$ 3.1 billion
• Pleasure boats and motors:	\$ 2.3 billion
• Glassware, chinaware:	\$ 2.1 billion
• Rugs:	\$ 2.0 billion
• Numismatic coins:	\$ 1.9 billion
• Nursery stock, etc.:	\$ 1.6 billion
• Musical instruments:	\$ 1.6 billion
• Recorded media:	\$ 907 million
• Other goods:	\$ 71.9 billion
• Total:	\$516.3 billion



### **3.3 Food & Beverage**

Food and beverage exports and imports in 2012 were as follows:

#### **Exports**

• Soybeans	\$ 26.0 billion
• Other foods:	\$ 19.9 billion
• Meat, poultry, etc.:	\$ 18.0 billion
• Corn:	\$ 10.6 billion
• Fruits, frozen juices:	\$ 9.2 billion
• Wheat:	\$ 8.3 billion
• Nuts:	\$ 7.0 billion
• Bakery products:	\$ 6.2 billion
• Vegetables:	\$ 6.2 billion
• Fish and shellfish:	\$ 5.7 billion
• Dairy products and eggs:	\$ 4.2 billion
• Oilseeds, food oils:	\$ 3.3 billion
• Alcoholic beverages, excluding wine:	\$ 1.9 billion
• Wine, beer, and related products:	\$ 1.9 billion
• Nonagricultural foods, etc.:	\$ 1.6 billion
• Rice:	\$ 2.2 billion
• Sorghum, barley, oats:	\$ 597 million
• Total:	\$132.8 billion

#### **Imports**

• Other foods:	\$ 17.3 billion
• Fish and shellfish:	\$ 16.6 billion
• Fruits, frozen juices:	\$ 12.3 billion
• Vegetables:	\$ 9.9 billion
• Wine, beer, and related products:	\$ 8.9 billion
• Bakery products:	\$ 8.8 billion
• Meat products	\$ 8.5 billion
• Alcoholic beverages, excluding wine:	\$ 6.6 billion
• Food oils, oilseeds:	\$ 5.9 billion
• Green coffee:	\$ 5.8 billion
• Cane and beet sugar:	\$ 2.3 billion
• Nuts:	\$ 2.1 billion
• Tea, spices, etc.:	\$ 1.9 billion
• Dairy products and eggs:	\$ 1.7 billion
• Cocoa beans:	\$ 996 million
• Nonagricultural foods, etc.:	\$ 720 million
• Total:	\$110.3 billion

### **3.4 Market Resources**

U.S. Census Bureau, 4600 Silver Hill Road, Washington, DC 20233. (800) 923-8282.

The Census Bureau's export and import data is accessible at  
[www.census.gov/foreign-trade/Press-Release/2012pr/final\\_revisions/#full](http://www.census.gov/foreign-trade/Press-Release/2012pr/final_revisions/#full).

## 4

# CONSUMER SPENDING

### 4.1 Overview

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), individual consumption expenditures by households (i.e., consumer spending) is 59.6% of the global gross domestic product (GDP). In 2012, the global GDP was \$71.8 trillion; global consumer spending was \$42.8 trillion.

By category, global consumer spending in 2012 was as follows:

	Pct. of GDP	Total
• Housing and utilities:	11.6%	\$8.3 trillion
• Health:	8.8%	\$6.3 trillion
• Food and nonalcoholic beverages:	8.4%	\$6.0 trillion
• Transport:	7.2%	\$5.2 trillion
• Education:	5.3%	\$3.8 trillion
• Recreation and culture:	5.3%	\$3.8 trillion
• Restaurants and hotels:	4.2%	\$3.0 trillion
• Household furnishings:	3.3%	\$2.4 trillion
• Clothing and footwear:	3.0%	\$2.2 trillion
• Alcoholic beverages and tobacco:	1.7%	\$1.2 trillion
• Communication:	1.6%	\$1.1 trillion
• Miscellaneous goods and services:	8.6%	\$6.2 trillion

### 4.2 Percentage of GDP

For the 60 largest economies of the world\*, consumer spending as a percentage of GDP is as follows (source: World Bank):

• Argentina:	61.3%	• Denmark:	47.8%
• Australia:	56.0%	• Egypt:	73.1%
• Austria:	54.3%	• Finland:	49.4%
• Bangladesh:	75.9%	• France:	55.6%
• Belgium:	51.7%	• Germany:	57.5%
• Brazil:	60.4%	• Greece:	66.8%
• Canada:	54.0%	• Hong Kong:	58.2%
• Chile:	58.2%	• Hungary:	53.3%
• China:	38.0%	• India:	58.8%
• Colombia:	61.3%	• Indonesia:	64.2%
• Czech Republic:	48.3%	• Iran:	50.4%

• Iraq:	46.5%	• Romania:	68.2%
• Ireland:	43.7%	• Russia:	49.2%
• Israel:	53.7%	• Saudi Arabia:	28.6%
• Italy:	58.6%	• Singapore:	41.4%
• Japan:	55.9%	• South Africa:	79.4%
• Kazakhstan:	48.6%	• South Korea:	51.5%
• Kuwait:	32.9%	• Spain:	56.9%
• Malaysia:	44.9%	• Sweden:	46.5%
• Mexico:	67.7%	• Switzerland:	58.3%
• Netherlands:	48.2%	• Taiwan:	61.5%
• New Zealand:	58.2%	• Thailand:	56.5%
• Nigeria:	69.9%	• Turkey:	68.3%
• Norway:	40.5%	• Ukraine:	57.2%
• Pakistan:	76.2%	• United Kingdom:	61.7%
• Peru:	66.1%	• United States:	70.4%
• Philippines:	69.4%	• Venezuela:	47.1%
• Poland:	62.1%	• Vietnam:	58.0%
• Portugal:	62.7%		
• Qatar:	17.9%		

\* GDP distribution is not available for Algeria and the United Arab Emirates.

### **4.3 Purchasing Power Parity**

Purchasing power parity (PPP) is a technique used to estimate the amount of adjustment needed on the exchange rate between countries in order for the exchange to be equivalent to (or on par with) each currency's purchasing power. The PPP suggests how much money would be needed to purchase the same goods and services in different countries.

Monthly, the Organization for Economic Co-operation and Development (OECD, [www.oecd.org](http://www.oecd.org)) measures the difference in price levels between its member countries by calculating the ratios of PPPs for private final consumption expenditure to exchange rates. The OECD indices indicate the number of U.S. dollars needed in each country to purchase the same representative consumer goods and services that would cost \$100 in the United States, thus the index is set at 100.

The PPP indices for November 2012 were as follows:

• Australia:	152	• Germany:	109
• Austria:	114	• Greece:	99
• Belgium:	118	• Hungary:	68
• Canada:	126	• Iceland:	130
• Chile:	79	• Ireland:	122
• Czech Republic:	78	• Israel:	116
• Denmark:	151	• Italy:	111
• Estonia:	85	• Japan:	115
• Finland:	133	• South Korea:	79
• France:	116	• Luxembourg:	131

• Mexico:	73	• Slovenia:	92
• Netherlands:	116	• Spain:	103
• New Zealand:	130	• Sweden:	137
• Norway:	169	• Switzerland:	161
• Poland:	62	• Turkey:	75
• Portugal:	92	• United Kingdom:	112
• Slovakia:	78	• United States:	100

The above table suggests that an identical basket of merchandise that costs \$100 in the United States would cost \$169 in Norway (after conversion from dollars to kroner) or \$62 dollars in Poland (after conversion from dollars to zloty).

Purchasing Power Parities provide only a rough approximation of the actual cost of goods in various countries because the relative pricing of product categories vary from country to country based on the availability of resources.

While the OECD PPP data is most recognized, there are numerous PPP assessments. One of the more interesting is the Big Mac Index, developed by *The Economist*, which compares the prices of a Big Mac burger in McDonald's restaurants in different countries.

#### **4.4 Market Resources**

Organization for Economic Co-operation and Development, 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org)) The OECD Purchasing Power Parity data is available at [www.oecd.org/std/prices-ppp/purchasingpowerparitiespppsdata.htm](http://www.oecd.org/std/prices-ppp/purchasingpowerparitiespppsdata.htm).

The Conference Board, 845 Third Avenue, New York, NY 10022. (212) 759-0900. ([www.conference-board.org](http://www.conference-board.org)) *Purchasing Power Parities and Size of GDP*, a 2012 report by The Conference Board, is accessible at [www.conference-board.org/attach/PurchasingPowerParities\\_GDP.pdf](http://www.conference-board.org/attach/PurchasingPowerParities_GDP.pdf).

World Bank, 1818 H Street NW, Washington, DC 20433. (202) 473-1000. ([www.worldbank.org](http://www.worldbank.org)) The World Bank's *Global Purchasing Power Parities and Real Expenditures - International Comparison Program* is available at <http://siteresources.worldbank.org/ICPINT/Resources/icp-final.pdf>.

## CONSUMER CONFIDENCE & DISCRETIONARY SPENDING

### **5.1 Overview**

Since 2005, The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) has conducted *The Nielsen Global Survey of Consumer Confidence and Spending Intentions*. The quarterly survey measures consumer confidence, major concerns, and spending intentions in 58 countries. Approximately 30,000 adults with Internet access are polled for each survey.

This chapter presents a summary of the 4<sup>th</sup> Quarter 2012 survey, which included a year-end assessment of consumer confidence and outlook for 2013.

### **5.2 Global Consumer Confidence**

The Nielsen assessment of consumer confidence is presented on an indexed scale. An index of >100 indicates more optimism; an index <100 indicates more pessimism.

The global average consumer confidence index in the 4<sup>th</sup> Quarter 2012 was 91, a decline of one point from the prior quarter.

### **5.3 Consumer Confidence By Country**

The consumer confidence index by country in the 4<sup>th</sup> Quarter 2012 was as follows:

• India:	121	• Australia:	95
• Philippines:	119	• Colombia:	95
• Indonesia:	117	• Singapore:	95
• Thailand:	115	• Chile:	95
• United Arab Emirates:	113	• New Zealand:	94
• Saudi Arabia:	112	• Egypt:	94
• Brazil:	111	• Pakistan:	94
• China:	108	• Turkey:	91
• Malaysia:	103	• Israel:	90
• Norway:	102	• Denmark:	89
• Canada:	100	• United States:	89
• Peru:	98	• Vietnam:	88
• Switzerland:	95	• Germany:	87

• Mexico:	86	• Poland:	68
• Austria:	86	• Taiwan:	66
• Hong Kong:	85	• Ireland:	65
• Venezuela:	84	• Czech Republic:	62
• Russia:	84	• Romania:	61
• Sweden:	80	• Bulgaria:	61
• United Kingdom:	79	• Japan:	59
• South Africa:	76	• Slovakia:	57
• Netherlands:	76	• France:	52
• Argentina:	75	• Spain:	46
• Belgium:	74	• Croatia:	42
• Estonia:	72	• Italy:	39
• Latvia:	72	• Portugal:	38
• Lithuania:	72	• South Korea:	38
• Ukraine:	69	• Hungary:	37
• Finland:	69	• Greece:	35

#### **5.4 Discretionary Spending**

Global discretionary saving and spending patterns declined in the 4<sup>th</sup> Quarter 2012 from the prior quarter and from the year prior.

Putting spare cash into savings was a priority among 45% of global respondents, paying off credit cards was a priority among 24%, and 18% said investing in stocks/mutual funds was a priority.

Survey respondents reported spending in the various discretionary categories as follows:

• New clothes:	34%
• Vacations:	33%
• Out-of-home entertainment:	32%
• New technology products:	28%
• Home improvement:	22%

Globally, 15% of survey respondents said they had no spare cash for either discretionary saving or spending.

#### **5.5 Personal Finances Outlook**

In the Nielsen survey, 53% of respondents said they anticipated their personal finances would be good or excellent in 2013.

By region, the percentage of adults expecting good/excellent personal finances are as follows:

- Latin America: 63%
- Asia-Pacific: 59%
- Middle East/Africa: 58%
- North America: 51%
- Europe: 36%

## **5.6 Market Resources**

The Nielsen Company, 770 Broadway, New York, NY 10003. (212) 708-7500.  
([www.nielsen.com](http://www.nielsen.com))



## WORLD WEALTH

### 6.1 Assessment of World Wealth

Several organizations publish annual assessments of world wealth. This chapter focuses on assessments by the following: Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), Capgemini ([www.capgemini.com](http://www.capgemini.com)), Knight Frank ([www.knightfrank.com](http://www.knightfrank.com)), RBC Wealth Management ([www.rbcwealthmanagement.com](http://www.rbcwealthmanagement.com)), and Wealth-X ([www.wealthx.com](http://www.wealthx.com)).

#### 6.1.1 Boston Consulting Group

*Global Wealth 2013: Maintaining Momentum in a Complex World* includes an assessment of millionaire households globally; 63 markets were assessed.

The total number of millionaire households globally increased by 10% in 2012, reaching 13.8 million. Countries with the top number of millionaire households are as follows:

- United States: 5.9 million
- Japan: 1.5 million
- China: 1.3 million
- United Kingdom: 509,000
- Switzerland: 395,000
- Canada: 373,000
- Germany: 362,000
- Taiwan: 312,000
- Italy: 274,000
- France: 256,000
- Hong Kong: 231,000
- Netherlands: 191,000
- Russia: 180,000
- Australia: 178,000
- India: 164,000

The top countries by proportion of millionaire households by marketshare are as follows:

- Qatar: 14.3%
- Switzerland: 11.6%
- Kuwait: 11.5%
- Hong Kong: 9.4%

- Singapore: 8.2%
- United States: 4.9%
- Bahrain: 4.0%
- Taiwan: 4.0%
- United Arab Emirates: 4.0%
- Israel: 3.8%
- Oman: 3.3%
- Belgium: 3.2%
- Canada: 2.8%
- Japan: 2.6%
- Netherlands: 2.6%

Global private wealth increased by 7.8% in 2012, reaching \$135.5 trillion, a figure that includes life insurance and pension fund reserves.

Boston Consulting Group projects global wealth in 2017 as follows (15 largest wealth markets; 2012 ranking in parenthesis):

1. United States: \$43 trillion (1)
2. China: \$28 trillion (3)
3. Japan: \$18 trillion (2)
4. Germany: \$ 8 trillion (5)
5. United Kingdom: \$ 8 trillion (4)
6. France: \$ 6 trillion (6)
7. Italy: \$ 5 trillion (7)
8. Canada: \$ 5 trillion (8)
9. India: \$ 5 trillion (15)
10. Australia: \$ 4 trillion (9)
11. Russia: \$ 3 trillion (17)
12. Taiwan: \$ 3 trillion (11)
13. South Korea: \$ 3 trillion (12)
14. Hong Kong: \$ 3 trillion (14)
15. Switzerland: \$ 3 trillion (13)

### **6.1.2 Capgemini Assessment**

According to the *2013 World Wealth Report*, an assessment of the world's high net worth individuals (HNWIs) with \$1 million or more in investable assets, the global population and investable wealth of HNWIs increased substantially to reach record levels in 2012. After remaining flat in 2011, the population of HNWIs grew by 9.2% worldwide, increasing by one million individuals to reach 12.0 million. Global HNWI wealth also rebounded substantially, increasing by 10.0% after declining in two of the past five years. Global HNWI wealth reached \$46.2 trillion in 2012, well above the pre-crisis level of \$40.7 trillion in 2007 and the previous high of \$42.7 trillion in 2010.

As in the previous five years, North America continued to hold the greatest share of HNWI investable wealth, with \$12.7 trillion in 2012, compared to \$12.0 trillion for

Asia-Pacific, \$10.9 trillion for Europe, and \$7.5 trillion for Latin America. Growth in wealth was the strongest in Asia-Pacific at 12.2% – led by strong growth in many of the region’s countries – followed by North America at 11.7%.

More than half the global population of HNWI continues to be concentrated in three countries: the United States, Japan, and Germany. However, the market share of these top three countries is expected to erode over time as emerging markets increase in prominence.

The HNWI population grew in number and wealth across all wealth tiers, with relatively stronger growth among the higher tiers. Ultra-high net worth individuals (ultra-HNWIs) increased in number and wealth by 11.0% in 2012, compared to a total HNWI population loss of 2.5% and a wealth loss of 4.9% in 2011. Representing less than 1% of the global HNWI population, the world’s 111,000 ultra-HNWIs control more than one-third (35.2%) of HNWI wealth. Global ultra-HNWI wealth would have been even greater if not for the relatively lower growth rate of ultra-HNWI wealth in Latin America (7.4%), which makes up more than one third of this wealth band.

Similar to the ultra-HNWI market, mid-tier millionaires, those with between \$5 million and \$30 million in investable assets, turned slightly negative growth in 2011 into roughly 10% growth in population and wealth in 2012. This segment of 1.07 million individuals comprises 8.9% of the HNWI market and owns 22.0% of its wealth. Together, the ultra- and mid-tier markets control 57.2% of HNWI wealth.

Individuals with between \$1 million and \$4 million experienced growth in population and wealth of about 9%, up from marginal increases in 2011. These “millionaires next door,” who number about 10.8 million and make up 90.2% of the total population of HNWI, hold 42.8% of HNWI wealth.

Global HNWI investable wealth is expected to grow to \$55.8 trillion by 2015, driven mainly by growth in Asia-Pacific, with growth of \$15.9 trillion projected. Growth projections for other regions are as follows:

- North America: \$15.0 trillion
- Europe: \$13.1 trillion
- Latin America: \$ 8.3 trillion
- Middle East: \$ 2.2 trillion
- Africa: \$ 1.4 trillion

Geographical wealth allocation of HNWI globally and by region is as follows (Q1 2013):

	<b>Asia-Pacific</b>	<b>Europe</b>	<b>Latin America</b>	<b>North America</b>	<b>Middle East/Africa</b>
• Global:	30.4%	26.5%	6.1%	30.2%	6.8%
• Asian-Pacific:	79.2%	6.7%	2.7%	7.2%	4.1%
• European:	9.6%	74.2%	3.4%	7.5%	5.2%
• Latin American:	76.1%	5.2%	76.1%	10.8%	2.8%
• Middle East-/African:	13.9%	11.9%	3.5%	5.5%	65.2%
• North American:	7.4%	8.0%	2.5%	80.3%	1.7%

### 6.1.3 Knight Frank Assessment

The following provides a summary of *The Wealth Report 2013, The Global Perspective on Prime Property and Wealth*:

#### HNWI Population By Region

	2012	2022	Change (2012-2022)
• Africa:	2,488	4,197	69%
• Asia:	43,726	82,369	88%
• Australasia:	3,967	5,364	35%
• Europe:	54,170	70,864	31%
• Latin America:	15,230	28,628	88%
• Middle East:	4,675	7,378	58%
• North America:	65,579	86,865	32%
• Total:	189,835	285,665	50%

#### Top 10 Countries For Billionaires

	2012	2022	Change (2012-2022)
1. United States:	543	1,101	103%
2. China:	154	483	214%
3. Germany:	149	300	101%
4. U.K.:	149	276	85%
5. India:	122	225	84%
6. Brazil:	53	136	157%
7. Russia:	102	126	24%
8. Hong Kong:	70	97	39%
9. Indonesia:	31	90	190%
10. Switzerland:	63	75	19%

#### Top 30 global cities by HNWI population

	2012	2022	Change (2012-2022)
1. New York:	7,580	10,306	36%
2. London:	6,015	8,202	36%
3. Tokyo:	5,440	6,763	24%
4. San Francisco:	4,590	6,665	45%
5. Los Angeles:	4,520	6,075	34%
6. Beijing:	2,285	5,262	130%
7. Mumbai:	2,105	4,988	137%
8. Hong Kong:	3,205	4,780	49%
9. São Paulo:	1,880	4,566	143%
10. Rio De Janeiro:	1,740	4,285	146%
11. Delhi:	1,945	4,278	120%
12. Mexico City:	2,585	3,901	51%
13. Osaka:	2,970	3,813	28%
14. Shanghai:	1,415	3,704	162%
15. Chicago:	2,615	3,689	41%

16.	Paris:	2,860	3,672	28%
17.	Houston:	2,295	3,397	48%
18.	Washington, DC:	2,395	3,188	33%
19.	Dallas:	2,020	2,927	45%
20.	Toronto:	1,765	2,367	34%
21.	Zurich:	1,805	2,333	29%
22.	Munich:	1,670	2,117	27%
23.	Singapore:	1,345	1,930	43%
24.	Sydney:	1,405	1,925	37%
25.	Dusseldorf:	1,420	1,872	32%
26.	Hamburg:	1,370	1,788	31%
27.	Geneva:	1,360	1,724	27%
28.	Melbourne:	1,150	1,621	41%
29.	Frankfurt:	1,220	1,562	28%
30.	Rome:	1,130	1,351	20%

### **Ranking of Cities (based on survey of HNWIs)**

		<b>Economic Activity</b>	<b>Political Power</b>	<b>Quality of Life</b>	<b>Influence &amp; Knowledge</b>
1.	New York:	1	7	6	2
2.	London:	2	5	8	1
3.	Paris:	4	8	11	4
4.	Tokyo:	3	6	23	13
5.	Hong Kong:	7	10	26	6
6.	Singapore:	8	23	22	3
7.	Sydney:	17	12	3	7
8.	Washington, D.C.:	14	1	19	23
9.	Toronto:	12	15	4	15
10.	Zurich:	11	24	1	22
11.	Berlin:	10	4	18	9
12.	Brussels:	27	3	25	21
13.	Seoul:	28	11	28	10
14.	Boston:	19	25	24	5
15.	Beijing:	6	2	40	27
16.	Vancouver:	38	19	7	16
17.	Chicago:	13	29	20	14
18.	Vienna:	23	27	13	8
19.	Amsterdam:	16	26	14	19
20.	Los Angeles:	21	30	15	10
21.	Stockholm:	22	28	9	18
22.	Melbourne:	30	35	2	12
23.	Frankfurt:	9	33	5	36
24.	Shanghai:	5	17	39	35
25.	San Francisco:	15	34	27	20

26. Miami:	29	20	17	34
27. Geneva:	26	38	10	24
28. Oslo:	20	32	21	32
29. Dubai:	18	18	36	29
30. Moscow:	24	9	37	31
31. Montreal:	37	31	16	17
32. Auckland:	33	40	12	33
33. Tel Aviv:	39	13	30	38
34. Milan:	31	37	29	25
35. Buenos Aires:	40	14	35	28
36. São Paulo:	32	16	33	37
37. Abu Dhabi:	25	21	38	40
38. Mumbai:	36	22	32	39
39. Kuala Lumpur:	34	36	31	30
40. Bangkok:	35	39	34	26

#### **6.1.4 RBC Wealth Management Assessment**

The following provides a summary of *Wealth Through The Prism of Culture and Mobility*, an assessment of internationally-mobile wealthy individuals (IMWIs), those who live, work, or spend more than half their time outside their home country and have investable assets of at least \$1 million:

##### **Region of Principal Residence and Birth (% of IMWI respondents)**

	<b>Principle Residence</b>	<b>Birth</b>
• Asia-Pacific:	38%	40%
• Western Europe:	30%	37%
• North America:	25%	12%
• Middle East/Africa:	5%	7%
• Latin America:	1%	3%
• Eastern Europe:	1%	1%

##### **Sources of Wealth (percentage of IMWI indicating the source of the majority of their wealth)**

• Professional (doctor, lawyer, etc.):	29%
• Entrepreneurship:	17%
• Executive of publicly held company:	12%
• Real estate investments/land development:	12%
• Private equity:	9%
• Selling a business:	8%
• Principal of a private/family business:	6%
• Inheritance:	4%
• Other:	3%

### **Why I Moved Abroad (percentage citing reason as “very” or “moderately” important)**

- Quality of life: 88%
- Family: 79%
- Political stability: 73%
- Infrastructure: 72%
- Business interests: 67%
- Educational opportunity: 64%
- Language: 59%
- Regulatory environment: 59%
- Access to capital markets: 52%
- Low tax environment: 49%
- Immigration policies: 48%
- Weather: 46%
- Time zone: 26%

### **6.1.5 Wealth-X**

The following provides a summary of the *World Ultra Wealth Report 2012-2013*, a global assessment of Ultra High Net Worth (UHNW) individuals. UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or as those with more than \$50 million in wealth.

In 2012, the UHNW population stood at 187,380, with a combined wealth of \$25.8 trillion, according to Wealth-X, a decrease of 1.8% from the year prior.

The UHNW population by net worth is follows:

	<b>UHNW Population</b>	<b>Total Wealth</b>
• \$1 billion+:	2,160	\$ 6.19 trillion
• \$750 million to \$999 million:	990	\$ 855 billion
• \$500 million to \$749 million:	2,475	\$ 1.56 trillion
• \$250 million to \$499 million:	8,090	\$ 3.22 trillion
• \$200 million to \$249 million:	11,500	\$ 3.03 trillion
• \$100 million to \$199 million:	22,290	\$ 3.33 trillion
• \$ 50 million to \$ 99 million:	58,205	\$ 4.29 trillion
• \$ 30 million to \$ 49 million:	81,670	\$ 3.28 trillion
• Total:	187,380	\$25.77 trillion

The UHNW population by region is as follows:

	<b># of UHNW individuals</b>	<b>Total Wealth</b>	<b>5-year Forecast</b>
• North America:	65,295	\$8.88 trillion	3.4%
• Europe:	53,440	\$6.95 trillion	3.5%
• Asia:	42,895	\$6.25 trillion	7.9%
• Latin America:	14,750	\$2.18 trillion	12.1%
• Middle East:	4,595	\$ 710 billion	7.4%
• Oceania:	3,870	\$ 475 billion	5.5%
• Africa:	2,535	\$ 325 billion	11.2%

By region, the top UHNW countries/cities are as follows:

### **Africa**

	<b>UHNW population</b>	<b>Total Wealth</b>
• South Africa:	785	\$ 100 billion
• Egypt:	490	\$ 65 billion
• Nigeria:	455	\$ 60 billion
• Kenya:	125	\$ 16 billion
• Tanzania:	105	\$ 14 billion
• Angola:	100	\$ 13 billion
• Tunisia:	70	\$ 9 billion
• Libya:	60	\$ 8 billion
• Ethiopia:	50	\$ 7 billion
• Algeria:	35	\$ 5 billion
• Morocco:	35	\$ 5 billion
• Rest of Africa:	225	\$ 27 billion
• Total:	2,535	\$ 325 billion

### **Asia**

	<b>UHNW population</b>	<b>Total Wealth</b>
• Japan:	12,830	\$2.07 trillion
• China:	11,245	\$1.58 trillion
• India:	7,730	\$ 925 billion
• Hong Kong:	3,135	\$ 470 billion
• South Korea:	1,385	\$ 265 billion
• Singapore:	1,305	\$ 155 billion
• Taiwan:	1,185	\$ 200 billion
• Indonesia:	785	\$ 120 billion
• Malaysia:	780	\$ 100 billion
• Thailand:	625	\$ 95 billion
• Philippines:	580	\$ 85 billion
• Pakistan:	310	\$ 40 billion
• Vietnam:	170	\$ 19 billion
• Kazakhstan:	140	\$ 20 billion
• Bangladesh:	85	\$ 13 billion
• Uzbekistan:	80	\$ 12 billion
• Azerbaijan:	60	\$ 9 billion
• Sri Lanka:	60	\$ 9 billion
• Mongolia:	40	\$ 6 billion
• Tajikistan:	40	\$ 6 billion
• Rest of Cental Asia:	95	\$ 14 billion
• Rest of Asia-Pacific:	230	\$ 35 billion
• Total:	42,895	\$6.25 trillion



## Europe

	UHNW population	Total Wealth
• Germany:	15,770	\$2.05 trillion
• United Kingdom:	10,515	\$1.32 trillion
• Switzerland:	5,595	\$ 655 billion
• France:	4,100	\$ 475 billion
• Italy:	1,940	\$ 220 billion
• Spain:	1,520	\$ 180 billion
• Norway:	1,370	\$ 155 billion
• Netherlands:	1,205	\$ 135 billion
• Russia:	1,145	\$ 605 billion
• Sweden:	990	\$ 110 billion
• Turkey:	830	\$ 95 billion
• Portugal:	785	\$ 90 billion
• Poland:	775	\$ 90 billion
• Belgium:	750	\$ 85 billion
• Denmark:	685	\$ 75 billion
• Luxembourg:	655	\$ 65 billion
• Ireland:	570	\$ 65 billion
• Austria:	530	\$ 60 billion
• Ukraine:	480	\$ 55 billion
• Greece:	455	\$ 50 billion
• Finland:	405	\$ 45 billion
• Hungary:	365	\$ 40 billion
• Croatia:	260	\$ 30 billion
• Czech Republic:	260	\$ 30 billion
• Monaco:	195	\$ 23 billion
• Romania:	125	\$ 14 billion
• Belarus:	115	\$ 13 billion
• Georgia:	105	\$ 12 billion
• Serbia:	90	\$ 11 billion
• Bosnia and Herzegovina:	85	\$ 9 billion
• Lithuania:	80	\$ 9 billion
• Liechtenstein:	75	\$ 8 billion
• Moldova:	75	\$ 8 billion
• Slovenia:	70	\$ 8 billion
• Iceland:	65	\$ 7 billion
• Latvia:	65	\$ 8 billion
• Albania:	55	\$ 7 billion
• Bulgaria:	45	\$ 5 billion
• Cyprus:	45	\$ 5 billion
• Slovakia:	45	\$ 5 billion
• Estonia:	40	\$ 4 billion
• Macedonia:	35	\$ 4 billion

• Montenegro:	21	\$ 2 billion
• Andorra:	19	\$ 2 billion
• Malta:	16	\$ 2 billion
• Rest of Europe:	20	\$ 2 billion
• Total:	53,440	\$6.95 trillion

## Latin America

	UHNW population	Total Wealth
• Brazil:	4,640	\$ 865 billion
• Mexico:	3,240	\$ 430 billion
• Argentina:	1,040	\$ 140 billion
• Colombia:	690	\$ 85 billion
• Peru:	595	\$ 70 billion
• Chile:	550	\$ 70 billion
• Venezuela:	420	\$ 55 billion
• Ecuador:	250	\$ 30 billion
• Dominican Republic:	240	\$ 30 billion
• Guatemala:	235	\$ 28 billion
• Bolivia:	220	\$ 30 billion
• Honduras:	205	\$ 27 billion
• Nicaragua:	190	\$ 26 billion
• Paraguay:	165	\$ 22 billion
• El Salvador:	145	\$ 20 billion
• Uruguay:	115	\$ 16 billion
• Panama:	105	\$ 15 billion
• Puerto Rico:	100	\$ 14 billion
• Costa Rica:	85	\$ 12 billion
• Cuba:	45	\$ 6 billion
• Rest of Latin America:	1,475	\$ 195 billion
• Total:	14,750	\$2.19 trillion

## Middle East

	UHNW population	Total Wealth
• Saudi Arabia:	1,265	\$ 230 billion
• United Arab Emirates:	810	\$ 120 billion
• Kuwait:	735	\$ 125 billion
• Israel:	300	\$ 65 billion
• Qatar:	300	\$ 45 billion
• Syria:	215	\$ 23 billion
• Iraq:	160	\$ 14 billion
• Oman:	140	\$ 18 billion
• Rest of Middle East:	4,595	\$ 710 billion

## Oceania

	UHNW population	Total Wealth
• Australia:	3,350	\$ 410 billion
• New Zealand:	485	\$ 61 billion
• Rest of Oceania:	36	\$ 4 billion
• Total:	3,870	\$ 475 billion

Wealth-X identifies nearly 2,500 billionaires, more than double that of the *Forbes* Global Billionaires list.

## 6.2 Billionaires

According to *Forbes* (March 2013), there are 1,426 billionaires worldwide, with an aggregate net worth of \$5.4 trillion. Billionaires net worth by country is as follows:

### Americas (571 billionaires)

• United States:	\$1.872 trillion
• Brazil:	\$ 189.3 billion
• Mexico:	\$ 148.5 billion
• Canada:	\$ 92.1 billion
• Chile:	\$ 61.4 billion
• Colombia:	\$ 34.5 billion
• Peru:	\$ 23.3 billion
• Argentina:	\$ 11.1 billion
• Venezuela:	\$ 9.8 billion
• Saint Kitts & Nevis:	\$ 1.5 billion
• Belize:	\$ 1.0 billion

### Asia-Pacific (386 billionaires)

• China:	\$ 262.9 billion
• India:	\$ 193.6 billion
• Hong Kong:	\$ 193.1 billion
• Australia:	\$ 73.1 billion
• Taiwan:	\$ 72.8 billion
• Japan:	\$ 68.4 billion
• South Korea:	\$ 56.4 billion
• Indonesia:	\$ 55.3 billion
• Malaysia:	\$ 48.8 billion
• Philippines:	\$ 39.9 billion
• Thailand:	\$ 38.6 billion
• Singapore:	\$ 31.6 billion
• Kazakhstan:	\$ 9.2 billion
• New Zealand:	\$ 9.1 billion
• Vietnam:	\$ 1.5 billion
• Nepal:	\$ 1.0 billion

**Europe (366 billionaires)**

• Russia:	\$ 427.1 billion
• Germany:	\$ 296.3 billion
• France:	\$ 142.9 billion
• United Kingdom:	\$ 121.1 billion
• Italy:	\$ 112.9 billion
• Spain:	\$ 99.9 billion
• Sweden:	\$ 88.3 billion
• Switzerland:	\$ 50.3 billion
• Ukraine:	\$ 32.1 billion
• Austria:	\$ 26.5 billion
• Ireland:	\$ 21.9 billion
• Netherlands:	\$ 21.3 billion
• Denmark:	\$ 18.5 billion
• Norway:	\$ 17.1 billion
• Czech Republic:	\$ 14.9 billion
• Poland:	\$ 9.8 billion
• Greece:	\$ 8.6 billion
• Portugal:	\$ 8.6 billion
• Belgium:	\$ 5.8 billion
• Georgia:	\$ 5.3 billion
• Monaco:	\$ 4.5 billion
• Finland:	\$ 3.1 billion
• Guernsey:	\$ 1.5 billion
• Romania:	\$ 1.1 billion

**Middle East & Africa (103 billionaires)**

• Turkey:	\$ 74.2 billion
• Saudi Arabia:	\$ 55.6 billion
• Israel:	\$ 46.3 billion
• South Africa:	\$ 22.0 billion
• Nigeria:	\$ 20.8 billion
• Egypt:	\$ 18.6 billion
• Lebanon:	\$ 14.0 billion
• Cyprus:	\$ 13.7 billion
• United Arab Emirates:	\$ 9.8 billion
• Morocco:	\$ 6.5 billion
• Kuwait:	\$ 6.2 billion
• Swaziland:	\$ 3.1 billion
• Angola:	\$ 2.0 billion

### **6.3 Market Resources**

Boston Consulting Group (BCG), 1 Exchange Place, Boston MA 02109.

(617) 973-1200. ([www.bcg.com](http://www.bcg.com)) Global Wealth 2013 is accessible at [www.bcgperspectives.com/content/articles/financial\\_institutions\\_growth\\_global\\_wealth\\_2013\\_maintaining\\_momentum\\_complex\\_world/](http://www.bcgperspectives.com/content/articles/financial_institutions_growth_global_wealth_2013_maintaining_momentum_complex_world/).

Capgemini, 623 Fifth Avenue, 33<sup>rd</sup> Floor, New York, NY 10022. (212) 314-8000.

([www.capgemini.com](http://www.capgemini.com)) Capgemini's 2013 World Wealth Report is accessible at [www.worldwealthreport.com](http://www.worldwealthreport.com).

Knight Frank, 55 Baker Street, London W1U 8AN, United Kingdom

Tel.: +44 (0) 20 7629 8171. ([www.knightfrank.com](http://www.knightfrank.com)) *The Wealth Report 2013* is accessible at <http://resources.knightfrank.com/GetResearchResource.ashx?versionid=1699&type=1>.

RBC Wealth Management, 60 S. 6<sup>th</sup> Street, Minneapolis, MN 55402. (612) 371-7750.

([www.rbcwealthmanagement.com](http://www.rbcwealthmanagement.com)) *Wealth Through The Prism of Culture and Mobility* is accessible at [www.rbcwealthmanagement.com/assets-custom/pdf/eiu/internationally-mobile-wealthy.pdf](http://www.rbcwealthmanagement.com/assets-custom/pdf/eiu/internationally-mobile-wealthy.pdf).

Wealth-X, 8 Marina Boulevard, #05-02, Marina Bay Financial Centre, Singapore

018981. Tel.: +1 877 887 8454. ([www.wealthx.com](http://www.wealthx.com)) *World Ultra Wealth Report 2012-2013* is accessible at <http://wealthx.com/wealthreport/Wealth-X-world-ultra-wealth-report.pdf>.

## MIDDLE CLASS CONSUMERS

### **7.1 Defining The Middle Class**

Definitions of what is the middle class vary among analysts. Organizations like the United Nations ([www.un.org](http://www.un.org)) and the Organization for Economic Co-operation and Development (OECD, [www.oecd.org](http://www.oecd.org)) classify someone who earns or spends \$10 to \$100 per day as belonging to the middle class.

Middle-class status can be defined by level of education, occupation, and ownership of assets. Technology usage, ownership of durable goods and other higher-priced items, and mobility are strict tools for measurement by some. But there are political, cultural, and historic implications that influence analysis along with the often stark differences between developed and emerging nations.

When consumers are surveyed about what they think is the middle class, responses are often wide and varied, with some responses based purely on aspiration. Moreover, people's values differ and definitions can vary not only between different regions and cultures, but even within small, insular communities.

So, does buying power (which may include access to credit, which can vary significantly globally) inform what the middle class is, or does full, outright ownership of assets? Is it high academic achievement regardless of employment? Are middle-to-high-income blue collar workers regarded as members of the middle class as white collar workers of any income often are? In regions with limited resources, goods, and services typically associated with the middle class, how is the group defined?

Although there is no clear definition of what the middle class is, most analysts seem to agree on significant growth projected for this demographic in Asia – particularly in India and China – and declines throughout Europe and North America.

### **7.2 Global Middle Class Population and Spending**

*The Growth Of The Middle Class In Emerging Markets*, a 2013 study by Ernst & Young Institute for Emerging Market Studies (EY IEMS; <http://emergingmarkets.ey.com/>) based on OECD population data, estimated the 2009 global middle class at 1.85 billion and consumption (purchasing power parity) by this group at \$21.28 trillion. By region, the number of middle-class consumers and consumption were as follows:

	# People	Share	Consumption	Share
• Europe:	664 million	36%	\$8.14 trillion	38%
• Asia Pacific:	525 million	28%	\$4.95 trillion	23%
• North America:	338 million	18%	\$5.60 trillion	26%
• Central and South America:	181 million	10%	\$1.53 trillion	7%
• Middle East and North Africa:	105 million	6%	\$ 796 billion	4%
• Sub-Saharan Africa:	32 million	2%	\$ 256 billion	1%

The global middle class population is projected by EY IEMS to increase to 3.25 billion in 2020, with spending of \$35.04 trillion. By region, the number of middle-class consumers and consumption are projected as follows:

	# People	Share	Consumption	Share
• North America:	333 million	10%	\$ 5.86 trillion	17%
• Europe:	703 million	22%	\$10.30 trillion	29%
• Central and South America:	251 million	8%	\$ 2.32 trillion	7%
• Asia Pacific:	1.74 billion	54%	\$14.80 trillion	42%
• Sub-Saharan Africa:	57 million	2%	\$ 448 billion	1%
• Middle East and North Africa:	165 million	5%	\$ 1.32 trillion	4%

The global middle class population is projected by EY IEMS to increase to 4.88 billion in 2030, with spending of \$55.68 trillion. By region, the number of middle-class consumers and consumption are projected as follows:

	# People	Share	Consumption	Share
• North America:	322 million	7%	\$ 5.84 trillion	10%
• Europe:	680 million	14%	\$11.34 trillion	20%
• Central and South America:	313 million	6%	\$ 3.12 trillion	6%
• Asia Pacific:	3.23 billion	66%	\$32.60 trillion	59%
• Sub-Saharan Africa:	107 million	2%	\$ 827 billion	1%
• Middle East and North Africa:	234 million	5%	\$ 1.97 trillion	4%

### **7.3 Shifts In The Middle Class**

According to Ernst & Young, in Asia alone, 525 million people can already count themselves as middle class – more than the total population of the European Union.

Over the next two decades, it is estimated that the middle class will expand by another three billion, coming almost exclusively from the emerging world.

Today, China has around 150 million people who are considered to be part of the global middle class and within the next decade this group is expected to top 500 million. By 2030 around one billion people in China could be middle class – as much as 70% of its projected population.

India's global middle class, though much smaller at around 50 million people, or 5% of the population, is projected to grow steadily over the next decade to reach 200 million by 2020. After this, India's middle-class growth is really expected to accelerate, reaching 475 million people by 2030 and surpassing the Chinese with its middle-class

population.

Unlike in Asia, throughout the EU and in North America middle class growth will continue to be stagnant and ultimately show declines over the next several decades. According to an August 2012 Pew Research Center ([www.pewresearch.org](http://www.pewresearch.org)) report, only one-half of American households are now middle-income, down from 61% in the 1970s. Between 2020 and 2030, the middle class in North America will decrease from 333 million people to 322 million. Europe will see its middle class drop during this period from 703 million to 680 million.



## POVERTY

### **8.1 Measuring Poverty**

The standard for assessments of global poverty generally are made based on the Multidimensional Poverty Index (MPI), which was developed by Oxford Poverty & Human Development Initiative ([www.ophi.org.uk/](http://www.ophi.org.uk/)) and the United Nations Development Program ([www.us.undp.org](http://www.us.undp.org)). The indicators of the MPI are as follows:

#### **Education (each indicator is weighted equally at 1/6)**

- Years of schooling: deprived if no household member has completed five years of schooling
- Child school attendance: deprived if any school-aged child is not attending school up to class 8

#### **Health (each indicator is weighted equally at 1/6)**

- Child mortality: deprived if any child in the family has died
- Nutrition: deprived if any adult or child for whom there is nutritional information is malnourished

#### **Standard of Living (each indicator is weighted equally at 1/18)**

- Electricity: deprived if the household has no electricity
- Sanitation: deprived if the household's sanitation facility is not improved (according to MDG guidelines), or it is improved but shared with other households
- Drinking water: deprived if the household does not have access to safe drinking water (according to MDG guidelines) or safe drinking water is more than a 30-minute walk from home round trip
- Floor: deprived if the household has a dirt, sand or dung floor
- Cooking fuel: deprived if the household cooks with dung, wood or charcoal
- Assets ownership: deprived if the household does not own more than one radio, TV, telephone, bike, motorbike or refrigerator and does not own a car or truck

A person is considered poor if they are deprived in at least 33.33% of the weighted indicators. The intensity of poverty denotes the proportion of indicators in which they are deprived.

## **8.2 Multidimensional Poverty Index**

Key findings of the *Multidimensional Poverty Index 2013* are as follows:

- Of 22 countries analyzed for changes in MPI poverty over time, 18 reduced poverty significantly. Most 'top performing' countries reduced multidimensional poverty as fast or faster than they reduced income poverty. Nepal, Rwanda, and Bangladesh had the largest absolute reductions in MPI poverty, followed by Ghana, Tanzania, Cambodia, and Bolivia. Colombia and Armenia also showed lower poverty levels. At the other end of the scale, Jordan, Peru, Madagascar, and Senegal showed no significant reduction in multidimensional poverty.
- The top performing countries reduced MPI by reducing both the incidence of poverty and the intensity of poverty among the poor. The intensity of poverty is the percentage of deprivations that poor people experience at the same time in health, education, and living standards indicators.
- India reduced multidimensional poverty significantly between 1999 and 2005/6, but the reduction was uneven across states and social groups, and much slower than in poorer neighbors Bangladesh and Nepal.
- A total of 1.6 billion people are living in multidimensional poverty; more than 30% of the combined populations of the 104 countries analyzed. Of these 1.6 billion people, 51% live in South Asia and 29% in Sub-Saharan Africa. Seventy-two percent (72%) of MPI poor people live in Middle Income Countries.
- An analysis of where the poorest 'bottom billion' live using national data finds they are located in just 30 countries; an analysis using individual poverty profiles finds they are actually spread across 100 countries, underscoring the importance of going beyond national averages.

## **8.3 Poverty Reduction**

Among the eight Millennium Development Goals (MDG) set forth by heads of 147 governments in September 2000 was the pledge to eradicate extreme poverty and hunger. Using the poverty rate in 1990 as a baseline, a goal of halving the number of people living on less than \$1.25 a day by 2015 was established.

In 1990, 43% of the population of developing countries lived in extreme poverty (then defined as subsisting on \$1 a day); the absolute number was 1.9 billion people. By 2000 the proportion was down to a third. By 2010 it was 21% (or 1.2 billion; the poverty line was then \$1.25, the average of the 15 poorest countries' own poverty lines in 2005 prices, adjusted for differences in purchasing power). The global poverty rate had been cut in half in 20 years.

## **8.4 Countries With Lowest PPP Per Capita GDP**

Based on purchasing power parity (PPP) per capita GDP, the following are the poorest countries in the world:

• Congo - Kinshasa:	\$ 394.25
• Zimbabwe:	\$ 589.46
• Burundi:	\$ 648.58
• Liberia:	\$ 716.04
• Eritrea:	\$ 792.13
• Central African Republic:	\$ 827.93
• Niger:	\$ 853.43
• Malawi:	\$ 893.84
• Madagascar:	\$ 972.07
• Afghanistan:	\$1,072.19
• Mali:	\$1,136.77
• Togo:	\$1,145.94
• Guinea:	\$1,162.18
• Ethiopia:	\$1,258.60
• Mozambique:	\$1,262.96
• Guinea-Bissau:	\$1,268.46
• Comoros:	\$1,296.77
• South Sudan:	\$1,324.10
• Nepal:	\$1,347.62
• Haiti:	\$1,358.10

## URBANIZATION

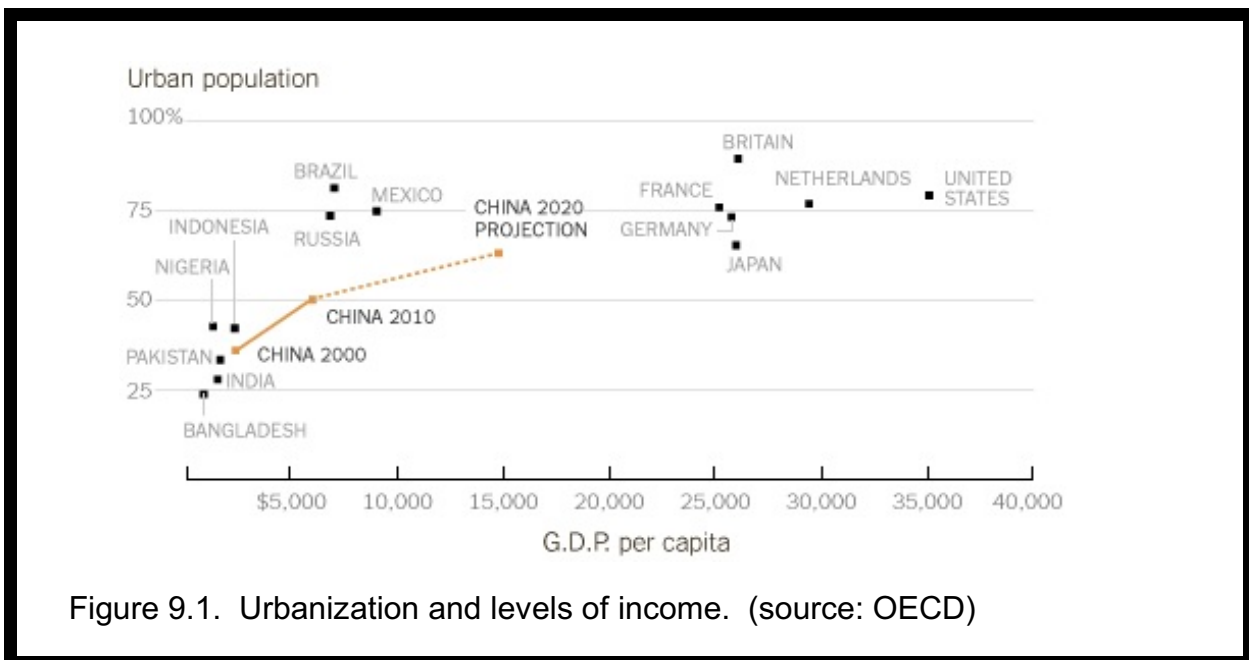
### 9.1 Overview

For the first time in history more than half the world's people now live in cities. Urbanization has been a driver of global economic growth – cities account globally for an estimated 70% of GDP, according to the World Bank ([www.worldbank.org](http://www.worldbank.org)).

A 2011 assessment by the World Bank observed the following correlation of urban populations and income:

- Among high income households, 77% reside in urban environments; 23% live in rural areas.
- Among middle income households, 48% reside in urban environments; 52% live in rural areas.
- Among low income households, 28% reside in urban environments; 72% live in rural areas.

The Organization for Economic Co-operation and Development (OECD, [www.oecd.org](http://www.oecd.org)) has also observed the correlation of urbanization and levels of income, as shown in Figure 9.1.



The World Economic Forum ([www.weforum.org](http://www.weforum.org)) estimates that the world is urbanizing at a rate of 1 million people per week.

Recognizing that urbanization will further drive economic development, the World Bank has dubbed 2010-2020 as the Decade of the City, a decade that will be remembered for recognizing cities at the core of growth and human development.

Over 90% of urban growth is occurring in the developing world, where an estimated 70 million new residents are added to urban areas each year. During the next two decades, the urban population of the world's two poorest regions – South Asia and Sub-Saharan Africa – is expected to double.

## **9.2 Urbanization and GDP Per Capita**

By country, GDP per capita (purchasing power parity) and average urban population are as follows (source: World Bank):

	<b>GDP per Capita (PPP)</b>	<b>Urban Population (Pct. of Total)</b>
• United States:	\$45,758	82%
• Australia:	\$39,407	89%
• Canada:	\$37,851	81%
• Belgium:	\$36,411	97%
• France:	\$33,349	78%
• Japan:	\$32,006	67%
• Israel:	\$27,494	92%
• Portugal:	\$25,055	60%
• Saudi Arabia:	\$22,232	82%
• Argentina:	\$14,677	92%
• Chile:	\$14,298	89%
• Mexico:	\$13,798	78%
• Uruguay:	\$13,200	92%
• Venezuela:	\$12,513	94%
• Brazil:	\$10,436	86%
• Colombia:	\$ 9,125	75%
• Albania:	\$ 8,596	47%
• Algeria:	\$ 8,194	66%
• Ecuador:	\$ 7,797	66%
• China:	\$ 6,863	44%
• Angola:	\$ 6,063	58%
• Sri Lanka:	\$ 4,707	15%
• Bolivia:	\$ 4,693	66%
• Indonesia:	\$ 4,085	53%
• India:	\$ 3,310	30%
• Kenya:	\$ 1,657	22%
• Afghanistan:	\$ 1,138	24%
• Ethiopia:	\$ 958	17%

Note: World Bank data on urbanization differs from that of the Organization for Economic Co-operation and Development (OECD, [www.oecd.org](http://www.oecd.org)) because urban areas are defined differently.

### **9.3 Push For Urbanization**

Urbanization is a core pillar of economic development in China. The Chinese government is in the midst of a sweeping plan to move 250 million to 300 million rural residents into newly constructed towns and cities within 25 years including 100 million over the next dozen years.

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**“China has long been home to both some of the world’s tiniest villages and its most congested, polluted examples of urban sprawl. The ultimate goal of the government’s modernization plan is to fully integrate 70% of the country’s population, or roughly 900 million people, into city living by 2025. Currently, only half that number are [city residents].”**

*The New York Times, 6/15/13*

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A May 2013 report from the state-owned China Development Bank ([www.cdb.com.cn/english/](http://www.cdb.com.cn/english/)) estimated that cities will require 50 trillion yuan (\$8.2 trillion) in public investment by 2020 to accommodate the initial 100 million of these migrants and to provide increased benefits to those already living in cities. Including cost of the housing itself, as well as infrastructure, total private and public investment may reach \$160 trillion.

### **9.4 Squatter Settlements**

An estimated one billion people – one-seventh of world’s population – live in squatter settlements, also referred to as shanty towns, favelas, tent cities, slums, and a host of other regional names. These communities are typically built on the periphery of cities and often do not have proper sanitation, water supplies, or electricity. Most homes are poorly constructed and built using plywood, corrugated metal, tin metal, sheets of plastic, cardboard boxes, and other makeshift building materials. Community services like policing, medical services, and fire fighting are virtually non-existent. Residents are generally without any legal claim to the property.

Residents of shanty towns are by and large impoverished, and globally there have been ongoing public and private efforts to relocate residents and to improve the living conditions in these settlements. It should be noted, however, that although rare, there are settlements that have been lifted out of poverty as well as those that are predominately middle class.

Los Olivos, Peru, is one such place. Once a pueblo jovenes (translated as young town) dotted with cardboard houses, today it is a vast lower-middle-class suburb boasting the MegaPlaza (one of Latin America's largest shopping malls), gated neighborhoods, mammoth casinos, and plastic surgery clinics.

A 2012 study by Instituto Data Popular ([www.datapopular.com.br](http://www.datapopular.com.br)), a São Paulo-based research group, noted a rise in the middle class in a favela in Brazil. The study found that 56% of the 12 million people who live in favelas such as Rocinha are now considered middle class, up from 29% in 2001. Rio's favelas have an economy worth 13 billion reais (\$6.1 billion).

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**“Drawn by improved security, rising incomes, and a booming credit market, Brazil’s big retailers are opening shop in the favelas, the hillside shanty towns once viewed by most Brazilians as no-go areas.”**

*Bloomberg Businessweek, 12/24/12*

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Another example is Sultanbeyli, a working class suburb of Istanbul, Turkey, with a population of over 300,000. (It is estimated that half the residents of Istanbul – perhaps six million people – dwell in gecekondu homes). Sultanbeyli is almost indistinguishable from other neighborhoods of the city and its residents are generally middle class. Unique about Sultanbeyli is that it evolved from a shanty town on farmland that was parcelized for the settlement of migrants. Many homes in the suburb are built by taking advantage of a Turkish law called “gecekondu”, which informally allows a building to be constructed unnoticed by authorities during nighttime if it is occupied the next morning.

## **9.5 Market Resources**

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))

OECD's *Urbanization As Opportunity* is accessible at

[www.oecd.org/gov/regional-policy/Urbanization%20as%20Opportunity%20-%20Paul%20Romer.pdf](http://www.oecd.org/gov/regional-policy/Urbanization%20as%20Opportunity%20-%20Paul%20Romer.pdf).

The World Bank, 1818 H Street NW, Washington, DC 20433. (202) 473-1000.

([www.worldbank.org](http://www.worldbank.org))

The World Bank's *Systems of Cities: Harnessing Urbanization for Growth & Poverty Alleviation* is available at <http://siteresources.worldbank.org/inturbandevelopment/resources/336387-1269651121606/fullstrategy.pdf>.



# 10

## GENDER GAP

### 10.1 Overview

*The Global Gender Gap Report 2012*, published by the World Economic Forum ([www.weforum.org](http://www.weforum.org)), examines the gap between men and women in four fundamental categories: economic participation and opportunity, educational attainment, health and survival, and political empowerment.

The economic participation and opportunity category is captured through three concepts: the participation gap, the remuneration gap, and the advancement gap. In the educational attainment category, the gap between women's and men's current access to education is captured through ratios of women to men in primary-, secondary- and tertiary-level education. The health and survival category provides an overview of the differences between women's and men's health. The political empowerment category measures the gap between men and women at the highest level of political decision-making through the ratio of women to men in minister-level positions and the ratio of women to men in parliamentary positions.

### 10.2 Country Ranking

The following are the 2012 overall scores and ranking for the 135 countries assessed:

1. Iceland:	0.8640	16. South Africa:	0.7496
2. Finland:	0.8451	17. Luxembourg:	0.7439
3. Norway:	0.8403	18. United Kingdom:	0.7433
4. Sweden:	0.8159	19. Cuba:	0.7417
5. Ireland:	0.7839	20. Austria:	0.7391
6. New Zealand:	0.7805	21. Canada:	0.7381
7. Denmark:	0.7777	22. United States:	0.7373
8. Philippines:	0.7757	23. Mozambique:	0.7350
9. Nicaragua:	0.7697	24. Burundi:	0.7338
10. Switzerland:	0.7672	25. Australia:	0.7294
11. Netherlands:	0.7659	26. Spain:	0.7266
12. Belgium:	0.7652	27. Barbados:	0.7232
13. Germany:	0.7629	28. Uganda:	0.7228
14. Lesotho:	0.7608	29. Costa Rica:	0.7225
15. Latvia:	0.7572	30. Bolivia:	0.7222

31.	Kazakhstan:	0.7213	75.	Brunei:	0.6750
32.	Argentina:	0.7212	76.	Uruguay:	0.6745
33.	Ecuador:	0.7206	77.	Botswana:	0.6744
34.	Lithuania:	0.7191	78.	Peru:	0.6742
35.	Cape Verde:	0.7180	79.	Cyprus:	0.6732
36.	Malawi:	0.7166	80.	Italy:	0.6729
37.	Bahamas:	0.7156	81.	Hungary:	0.6718
38.	Slovenia:	0.7132	82.	Greece:	0.6716
39.	Sri Lanka:	0.7122	83.	Paraguay:	0.6714
40.	Panama:	0.7122	84.	Mexico:	0.6712
41.	Namibia:	0.7121	85.	Georgia:	0.6691
42.	Guyana:	0.7119	86.	Bangladesh:	0.6684
43.	Trinidad and Tobago:	0.7116	87.	Chile:	0.6676
44.	Mongolia:	0.7111	88.	Malta:	0.6666
45.	Moldova:	0.7101	89.	Dominican Republic:	0.6659
46.	Tanzania:	0.7091	90.	Senegal:	0.6657
47.	Portugal:	0.7071	91.	Albania:	0.6655
48.	Venezuela:	0.7060	92.	Armenia:	0.6636
49.	Croatia:	0.7053	93.	Gambia:	0.6630
50.	Serbia:	0.7037	94.	El Salvador:	0.6630
51.	Jamaica:	0.7035	95.	Maldives:	0.6616
52.	Bulgaria:	0.7021	96.	Tajikistan:	0.6608
53.	Poland:	0.7015	97.	Indonesia:	0.6591
54.	Kyrgyz Republic:	0.7013	98.	Mauritius:	0.6547
55.	Singapore:	0.6989	99.	Azerbaijan:	0.6546
56.	Israel:	0.6989	100.	Malaysia:	0.6539
57.	France:	0.6984	101.	Japan:	0.6530
58.	Madagascar:	0.6982	102.	Belize:	0.6465
59.	Russia:	0.6980	103.	Cambodia:	0.6457
60.	Estonia:	0.6977	104.	Burkina Faso:	0.6455
61.	Macedonia:	0.6968	105.	India:	0.6442
62.	Brazil:	0.6909	106.	Suriname:	0.6409
63.	Colombia:	0.6901	107.	United Arab Emirates:	0.6392
64.	Ukraine:	0.6894	108.	South Korea:	0.6356
65.	Thailand:	0.6893	109.	Kuwait:	0.6320
66.	Vietnam:	0.6867	110.	Nigeria:	0.6315
67.	Romania:	0.6859	111.	Bahrain:	0.6298
68.	Timor-Leste:	0.6855	112.	Cameroon:	0.6291
69.	China:	0.6853	113.	Fiji:	0.6285
70.	Slovak Republic:	0.6824	114.	Zambia:	0.6279
71.	Ghana:	0.6778	115.	Qatar:	0.6264
72.	Kenya:	0.6768	116.	Guatemala:	0.6260
73.	Czech Republic:	0.6767	117.	Benin:	0.6258
74.	Honduras:	0.6763	118.	Ethiopia:	0.6200

119. Mauritania:	0.6129	128. Mali:	0.5842
120. Algeria:	0.6112	129. Morocco:	0.5833
121. Jordan:	0.6103	130. Ivory Coast:	0.5785
122. Lebanon:	0.6030	131. Saudi Arabia:	0.5731
123. Nepal:	0.6026	132. Syria:	0.5626
124. Turkey:	0.6015	133. Chad:	0.5594
125. Oman:	0.5986	134. Pakistan:	0.5478
126. Egypt:	0.5975	135. Yemen:	0.5054
127. Iran:	0.5927		

### **10.3 Assessment By Category**

Scores and rankings in the four categories assessed by the World Economic Forum are as follows:

#### **Economic Participation and Opportunity**

1. Mongolia:	0.8387	29. Ireland:	0.7514
2. Bahamas:	0.8359	30. Brunei:	0.7403
3. Burundi:	0.8322	31. Germany:	0.7399
4. Norway:	0.8300	32. Burkina Faso:	0.7376
5. Malawi:	0.8224	33. United Kingdom:	0.7305
6. Lesotho:	0.8163	34. Ukraine:	0.7251
7. Luxembourg:	0.8147	35. Kenya:	0.7243
8. United States:	0.8143	36. Belgium:	0.7241
9. Mozambique:	0.7988	37. Uganda:	0.7221
10. Sweden:	0.7957	38. Jamaica:	0.7214
11. Barbados:	0.7905	39. Russia:	0.7197
12. Canada:	0.7877	40. Estonia:	0.7193
13. Singapore:	0.7876	41. Slovenia:	0.7139
14. Finland:	0.7847	42. Tajikistan:	0.7115
15. New Zealand:	0.7822	43. Namibia:	0.7100
16. Denmark:	0.7724	44. Vietnam:	0.7096
17. Philippines:	0.7719	45. Botswana:	0.7076
18. Gambia:	0.7716	46. Kyrgyz Republic:	0.7039
19. Kazakhstan:	0.7675	47. Trinidad and Tobago:	0.7013
20. Latvia:	0.7618	48. Panama:	0.6998
21. Moldova:	0.7608	49. Thailand:	0.6990
22. Australia:	0.7593	50. Bulgaria:	0.6960
23. Benin:	0.7591	51. Madagascar:	0.6920
24. Netherlands:	0.7578	52. Cameroon:	0.6834
25. Lithuania:	0.7551	53. Israel:	0.6824
26. Ghana:	0.7543	54. Romania:	0.6815
27. Iceland:	0.7540	55. Portugal:	0.6788
28. Switzerland:	0.7518	56. Chad:	0.6772

57.	Georgia:	0.6766	97.	Ecuador:	0.5997
58.	China:	0.6753	98.	Malaysia:	0.5988
59.	Senegal:	0.6737	99.	Costa Rica:	0.5987
60.	Tanzania:	0.6695	100.	Maldives:	0.5968
61.	Croatia:	0.6691	101.	Italy:	0.5913
62.	France:	0.6687	102.	Japan:	0.5756
63.	Albania:	0.6663	103.	Mali:	0.5677
64.	Cuba:	0.6655	104.	Indonesia:	0.5650
65.	Macedonia:	0.6650	105.	Sri Lanka:	0.5596
66.	Uruguay:	0.6602	106.	Kuwait:	0.5567
67.	Serbia:	0.6596	107.	Qatar:	0.5557
68.	Hungary:	0.6591	108.	Mauritius:	0.5536
69.	South Africa:	0.6588	109.	Malta:	0.5498
70.	Austria:	0.6515	110.	Chile:	0.5475
71.	Paraguay:	0.6510	111.	Ivory Coast:	0.5468
72.	Poland:	0.6503	112.	El Salvador:	0.5427
73.	Brazil:	0.6499	113.	Mexico:	0.5382
74.	Azerbaijan:	0.6489	114.	Guatemala:	0.5259
75.	Spain:	0.6462	115.	Suriname:	0.5144
76.	Armenia:	0.6446	116.	South Korea:	0.5088
77.	Belize:	0.6414	117.	Fiji:	0.4974
78.	Cambodia:	0.6402	118.	Bahrain:	0.4967
79.	Bolivia:	0.6365	119.	Mauritania:	0.4955
80.	Greece:	0.6329	120.	Nepal:	0.4874
81.	Nigeria:	0.6299	121.	Bangladesh:	0.4799
82.	Slovakia:	0.6282	122.	United Arab Emirates:	0.4751
83.	Venezuela:	0.6260	123.	India:	0.4588
84.	Cape Verde:	0.6231	124.	Egypt:	0.4536
85.	Ethiopia:	0.6219	125.	Lebanon:	0.4425
86.	Colombia:	0.6207	126.	Jordan:	0.4296
87.	Cyprus:	0.6149	127.	Oman:	0.4284
88.	Nicaragua:	0.6148	128.	Morocco:	0.4154
89.	Zambia:	0.6144	129.	Turkey:	0.4139
90.	Timor-Leste:	0.6131	130.	Iran:	0.4116
91.	Peru:	0.6098	131.	Algeria:	0.3776
92.	Argentina:	0.6075	132.	Yemen:	0.3424
93.	Dominican Republic:	0.6052	133.	Saudi Arabia:	0.3404
94.	Guyana:	0.6029	134.	Pakistan:	0.3103
95.	Czech Republic:	0.6026	135.	Syria:	0.2743
96.	Honduras:	0.6009			

## Educational Attainment

1. (tie) Australia:	1.0000	44. (tie) Paraguay:	0.9954
1. (tie) Bahamas:	1.0000	44. (tie) Lithuania:	0.9954
1. (tie) Barbados:	1.0000	46. Croatia:	0.9950
1. (tie) Botswana:	1.0000	47. Bahrain:	0.9947
1. (tie) Brazil:	1.0000	48. (tie) Sri Lanka:	0.9946
1. (tie) Costa Rica:	1.0000	48. (tie) Austria:	0.9946
1. (tie) Czech Republic:	1.0000	50. Mongolia:	0.9945
1. (tie) Denmark:	1.0000	51. Colombia:	0.9944
1. (tie) Finland:	1.0000	52. (tie) Romania:	0.9943
1. (tie) France:	1.0000	52. (tie) Trinidad and Tobago:	0.9943
1. (tie) Iceland:	1.0000	54. Ecuador:	0.9942
1. (tie) Latvia:	1.0000	55. Greece:	0.9940
1. (tie) Lesotho:	1.0000	56. Brunei:	0.9937
1. (tie) Netherlands:	1.0000	57. (tie) Portugal:	0.9936
1. (tie) New Zealand:	1.0000	57. (tie) Estonia:	0.9936
1. (tie) Norway:	1.0000	57. (tie) Malta:	0.9936
1. (tie) Philippines:	1.0000	57. (tie) Kuwait:	0.9936
1. (tie) Slovakia:	1.0000	61. (tie) Serbia:	0.9927
1. (tie) United Arab Emirates:	1.0000	61. (tie) Panama:	0.9927
1. (tie) United States:	1.0000	63. Fiji:	0.9925
21. Honduras:	0.9999	64. Bulgaria:	0.9924
22. Ukraine:	0.9997	65. (tie) Italy:	0.9923
23. Nicaragua:	0.9996	65. (tie) Kazakhstan:	0.9923
24. (tie) Cuba:	0.9995	67. Belgium:	0.9918
24. (tie) Armenia:	0.9995	68. Hungary:	0.9915
26. Maldives:	0.9994	69. Mexico:	0.9914
27. United Kingdom:	0.9993	70. (tie) Canada:	0.9909
28. Guyana:	0.9990	70. (tie) Switzerland:	0.9909
29. Venezuela:	0.9989	72. Malaysia:	0.9907
30. (tie) Ireland:	0.9988	73. Mauritius:	0.9902
30. (tie) Namibia:	0.9988	74. (tie) Kyrgyz Republic:	0.9900
32. Chile:	0.9986	74. (tie) Macedonia:	0.9900
33. (tie) Slovenia:	0.9981	76. Albania:	0.9890
33. (tie) Poland:	0.9981	77. El Salvador:	0.9889
35. Russia:	0.9980	78. Thailand:	0.9888
36. Qatar:	0.9978	79. Jamaica:	0.9884
37. Suriname:	0.9973	80. Israel:	0.9874
38. Spain:	0.9971	81. Japan:	0.9869
39. Sweden:	0.9969	82. Jordan:	0.9859
40. Uruguay:	0.9967	83. Germany:	0.9848
41. (tie) Argentina:	0.9962	84. Azerbaijan:	0.9830
41. (tie) Moldova:	0.9962	85. China:	0.9819
43. Luxembourg:	0.9960	86. Lebanon:	0.9802

87.	South Africa:	0.9800	112.	Uganda:	0.9056
88.	Peru:	0.9796	113.	Ghana:	0.9055
89.	Georgia:	0.9790	114.	Tajikistan:	0.8869
80.	Cyprus:	0.9780	115.	Morocco:	0.8744
91.	Saudi Arabia:	0.9757	116.	Cambodia:	0.8714
92.	Indonesia:	0.9734	117.	Burundi:	0.8644
93.	Madagascar:	0.9731	118.	Bangladesh:	0.8575
94.	Dominican Republic:	0.9688	119.	Mauritania:	0.8565
95. (tie)	Vietnam:	0.9684	120.	Zambia:	0.8551
95. (tie)	Oman:	0.9684	121.	India:	0.8525
97.	Cape Verde:	0.9681	122.	Senegal:	0.8270
98.	Bolivia:	0.9629	123.	Mozambique:	0.8267
99.	South Korea:	0.9592	124.	Nigeria:	0.8159
100.	Belize:	0.9550	125.	Burkina Faso:	0.7864
101.	Iran:	0.9530	126.	Cameroon:	0.7816
102.	Guatemala:	0.9511	127.	Gambia:	0.7634
103.	Algeria:	0.9499	128.	Nepal:	0.7632
104.	Singapore:	0.9409	129.	Pakistan:	0.7616
105.	Tanzania:	0.9373	130.	Ethiopia:	0.7386
106.	Kenya:	0.9368	131.	Ivory Coast:	0.7095
107.	Syria:	0.9306	132.	Mali:	0.7094
108.	Turkey:	0.9296	133.	Yemen:	0.6838
109.	Timor-Leste:	0.9280	134.	Benin:	0.6446
110.	Egypt:	0.9248	135.	Chad:	0.5197
111.	Malawi:	0.9190			

### Health and Survival

1. (tie)	Argentina:	0.9796	1. (tie)	Latvia:	0.9796
1. (tie)	Bahamas:	0.9796	1. (tie)	Lebanon:	0.9796
1. (tie)	Barbados:	0.9796	1. (tie)	Lesotho:	0.9796
1. (tie)	Belize:	0.9796	1. (tie)	Mauritania:	0.9796
1. (tie)	Brazil:	0.9796	1. (tie)	Mauritius:	0.9796
1. (tie)	Cambodia:	0.9796	1. (tie)	Mexico:	0.9796
1. (tie)	Cape Verde:	0.9796	1. (tie)	Mongolia:	0.9796
1. (tie)	Chile:	0.9796	1. (tie)	Philippines:	0.9796
1. (tie)	Ivory Coast:	0.9796	1. (tie)	Slovakia:	0.9796
1. (tie)	El Salvador:	0.9796	1. (tie)	Sri Lanka:	0.9796
1. (tie)	Fiji:	0.9796	1. (tie)	Suriname:	0.9796
1. (tie)	Finland:	0.9796	1. (tie)	Thailand:	0.9796
1. (tie)	France:	0.9796	1. (tie)	Uganda:	0.9796
1. (tie)	Gambia:	0.9796	1. (tie)	Uruguay:	0.9796
1. (tie)	Guatemala:	0.9796	1. (tie)	Venezuela:	0.9796
1. (tie)	Jamaica:	0.9796	33.	United States:	0.9792
1. (tie)	Kazakhstan:	0.9796	34. (tie)	Bulgaria:	0.9791

34. (tie)	Colombia:	0.9791	78. (tie)	Kyrgyz Republic:	0.9730
34. (tie)	Croatia:	0.9791	78. (tie)	Malaysia:	0.9730
34. (tie)	Estonia:	0.9791	78. (tie)	Slovenia:	0.9730
34. (tie)	Hungary:	0.9791	82.	Yemen:	0.9727
34. (tie)	Japan:	0.9791	83.	Portugal:	0.9724
34. (tie)	Lithuania:	0.9791	84.	Bolivia:	0.9719
34. (tie)	Moldova:	0.9791	85. (tie)	Luxembourg:	0.9719
34. (tie)	Poland:	0.9791	85. (tie)	Singapore:	0.9719
34. (tie)	Romania:	0.9791	87.	Iran:	0.9714
34. (tie)	Russia:	0.9791	88.	Morocco:	0.9712
34. (tie)	Spain:	0.9791	89.	Dominican Republic:	0.9711
34. (tie)	Ukraine:	0.9791	90.	Jordan:	0.9706
47. (tie)	Guyana:	0.9789	91.	Serbia:	0.9703
47. (tie)	Timor-Leste:	0.9789	92.	Cyprus:	0.9701
49.	Czech Republic:	0.9788	93.	United Kingdom:	0.9698
50. (tie)	Austria:	0.9787	94. (tie)	Israel:	0.9697
50. (tie)	Belgium:	0.9787	94. (tie)	Netherlands:	0.9697
52. (tie)	Canada:	0.9780	94. (tie)	New Zealand:	0.9697
52. (tie)	Germany:	0.9780	94. (tie)	Norway:	0.9697
54.	Egypt:	0.9768	98.	Iceland:	0.9696
55.	Honduras:	0.9762	99.	Zambia:	0.9690
56.	Saudi Arabia:	0.9762	100. (tie)	Burkina Faso:	0.9685
57.	Mali:	0.9761	100. (tie)	Burundi:	0.9685
58. (tie)	Ecuador:	0.9758	102.	Malawi:	0.9683
58. (tie)	Nicaragua:	0.9758	103. (tie)	Kenya:	0.9677
58. (tie)	Paraguay:	0.9758	103. (tie)	South Africa:	0.9677
61.	Syria:	0.9756	105.	Ghana:	0.9674
62. (tie)	Oman:	0.9755	106.	Namibia:	0.9671
62. (tie)	Turkey:	0.9755	107.	Indonesia:	0.9663
64.	Panama:	0.9753	108.	Algeria:	0.9661
65.	Costa Rica:	0.9747	109. (tie)	Brunei:	0.9658
66.	Cuba:	0.9743	109. (tie)	Peru:	0.9658
67.	Denmark:	0.9739	111. (tie)	Bahrain:	0.9612
68.	Switzerland:	0.9738	111. (tie)	Benin:	0.9612
69. (tie)	Greece:	0.9737	111. (tie)	Cameroon:	0.9612
69. (tie)	Ireland:	0.9737	111. (tie)	Chad:	0.9612
69. (tie)	Malta:	0.9737	111. (tie)	Kuwait:	0.9612
69. (tie)	Ethiopia:	0.9737	111. (tie)	Maldives:	0.9612
73. (tie)	Australia:	0.9735	111. (tie)	Mozambique:	0.9612
73. (tie)	Sweden:	0.9735	111. (tie)	Nepal:	0.9612
75.	Senegal:	0.9734	111. (tie)	Tanzania:	0.9612
76.	Italy:	0.9733	111. (tie)	United Arab Emirates:	0.9612
77.	Madagascar:	0.9732	121.	Nigeria:	0.9607
78. (tie)	South Korea:	0.9730	122.	Tajikistan:	0.9559

123. (tie)	Bangladesh:	0.9557	130. (tie)	Armenia:	0.9441
123. (tie)	Pakistan:	0.9557	130. (tie)	Vietnam:	0.9441
125.	Botswana:	0.9549	132.	China:	0.9344
126.	Macedonia:	0.9533	133.	Albania:	0.9313
127.	Qatar:	0.9522	134.	India:	0.9312
128.	Trinidad and Tobago:	0.9516	135.	Azerbaijan:	0.9200
129.	Georgia:	0.9497			

### Political Empowerment

1.	Iceland:	0.7325	36.	Trinidad and Tobago:	0.1993
2.	Finland:	0.6162	37.	Nepal:	0.1989
3.	Norway:	0.5616	38.	Canada:	0.1959
4.	Sweden:	0.4976	39.	Luxembourg:	0.1931
5.	Nicaragua:	0.4889	40.	Serbia:	0.1921
6.	Ireland:	0.4115	41.	Senegal:	0.1887
7.	South Africa:	0.3919	42.	Australia:	0.1847
8.	Bangladesh:	0.3804	43.	Portugal:	0.1834
9.	New Zealand:	0.3703	44.	Panama:	0.1811
10.	Belgium:	0.3664	45.	Macedonia:	0.1789
11.	Denmark:	0.3645	46.	Poland:	0.1786
12.	Mozambique:	0.3533	47.	Croatia:	0.1779
13.	Switzerland:	0.3525	48.	Mexico:	0.1759
14.	Philippines:	0.3515	49.	Namibia:	0.1727
15.	Germany:	0.3488	50.	Slovenia:	0.1677
16.	Netherlands:	0.3362	51.	Colombia:	0.1662
17.	India:	0.3343	52.	Pakistan:	0.1636
18.	Austria:	0.3318	53.	Malawi:	0.1569
19.	Cuba:	0.3276	54.	Israel:	0.1559
20.	Bolivia:	0.3175	55.	United States:	0.1557
21.	Costa Rica:	0.3164	56.	Madagascar:	0.1547
22.	Sri Lanka:	0.3151	57.	Algeria:	0.1511
23.	Ecuador:	0.3126	58.	China:	0.1496
24.	Argentina:	0.3018	59.	Malta:	0.1494
25.	Cape Verde:	0.3011	60.	Lithuania:	0.1469
26.	Latvia:	0.2875	61.	Kazakhstan:	0.1458
27.	Spain:	0.2841	62.	Ethiopia:	0.1457
28.	Uganda:	0.2839	63.	France:	0.1452
29.	United Kingdom:	0.2737	64.	Chile:	0.1448
30.	Burundi:	0.2702	65.	Peru:	0.1417
31.	Tanzania:	0.2684	66.	El Salvador:	0.1409
32.	Guyana:	0.2668	67.	Bulgaria:	0.1409
33.	Lesotho:	0.2474	68.	Kyrgyz Republic:	0.1383
34.	Timor-Leste:	0.2219	69.	Benin:	0.1383
35.	Venezuela:	0.2196	70.	Gambia:	0.1375



71.	Italy:	0.1348	104.	Ivory Coast:	0.0782
72.	Brazil:	0.1344	105.	Albania:	0.0753
73.	Indonesia:	0.1316	106.	Zambia:	0.0732
74.	Cyprus:	0.1298	107.	Suriname:	0.0723
75.	Honduras:	0.1280	108.	Morocco:	0.0720
76.	Czech Republic:	0.1254	109.	Georgia:	0.0711
77.	Jamaica:	0.1247	110.	Japan:	0.0705
78.	Vietnam:	0.1247	111.	Syria:	0.0697
79.	Barbados:	0.1226	112.	Bahrain:	0.0667
80.	Slovakia:	0.1220	113.	Azerbaijan:	0.0663
81.	United Arab Emirates:	0.1206	114.	Armenia:	0.0662
82.	Mauritania:	0.1201	115.	Paraguay:	0.0633
83.	Nigeria:	0.1193	116.	Uruguay:	0.0617
84.	Dominican Republic:	0.1184	117.	Hungary:	0.0574
85.	Moldova:	0.1043	118.	Jordan:	0.0552
86.	South Korea:	0.1015	119.	Ukraine:	0.0535
87.	Estonia:	0.0989	120.	Malaysia:	0.0530
88.	Mauritius:	0.0954	121.	Guatemala:	0.0475
89.	Singapore:	0.0951	122.	Bahamas:	0.0471
90.	Russia:	0.0951	123.	Fiji:	0.0448
91.	Cambodia:	0.0916	124.	Botswana:	0.0353
92.	Cameroon:	0.0902	125.	Egypt:	0.0348
93.	Thailand:	0.0898	126.	Iran:	0.0346
94.	Burkina Faso:	0.0897	127.	Mongolia:	0.0318
95.	Tajikistan:	0.0891	128.	Yemen:	0.0227
96.	Maldives:	0.0890	129.	Oman:	0.0221
97.	Romania:	0.0885	130.	Kuwait:	0.0165
98.	Turkey:	0.0868	131.	Belize:	0.0099
99.	Greece:	0.0858	132.	Lebanon:	0.0099
100.	Ghana:	0.0839	133.	Brunei:	0.0000
101.	Mali:	0.0835	134.	Qatar:	0.0000
102.	Chad:	0.0796	135.	Saudi Arabia:	0.0000
103.	Kenya:	0.0786			

#### **10.4 Market Resources**

World Economic Forum, 91-93 route de la Capite, CH-1223 Cologny, Geneva, Switzerland. Tel.: +41 (0)22 869 1212. ([www.weforum.org](http://www.weforum.org)) The *Global Gender Gap Report 2012* is available online at [www3.weforum.org/docs/WEF\\_GenderGap\\_Report\\_2012.pdf](http://www3.weforum.org/docs/WEF_GenderGap_Report_2012.pdf).

## QUALITY OF LIFE

### **11.1 Overview**

A November 2012 assessment by the Economist Intelligence Unit (EIU, [www.eiu.com](http://www.eiu.com)) of *The Economist* magazine scored and ranked 80 countries by 11 indicators to derive a quality of life index. The indicators link the results of subjective life-satisfaction surveys – how happy people say they are – to objective determinants of the quality of life across countries. Indicators included affluence, crime, trust in public institutions, health, family life, social and cultural characteristics, and demography.

The 2012 study was the second global quality-of-life assessment by EIU; the first analysis was conducted in 1998.

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**“Small economies dominate the top ten. Half of these are European, but only one, the Netherlands, is from the Eurozone. The Nordic countries shine, whereas the crisis-ridden south of Europe (Greece, Portugal, and Spain) lags behind despite the advantage of a favorable climate. The largest European economies (Germany, France, and Britain) do not do particularly well. America, where babies will inherit the large debts of the boomer generation, languishes back in 16<sup>th</sup> place. Despite their economic dynamism, none of the BRIC countries (Brazil, Russia, India, and China) scores impressively. Among the 80 countries covered, Nigeria comes last: it is the worst place for a baby to enter the world in 2013.”**

*The Economist*, 11/21/12

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## 11.2 Country Ranking

Countries are ranked by the quality-of-life index as follows:

1.	Switzerland:	8.22	40. (tie)	Cuba:	6.39
2.	Australia:	8.12	42.	Colombia:	6.27
3.	Norway:	8.09	43.	Peru:	6.24
4.	Sweden:	8.02	44. (tie)	Estonia:	6.07
5.	Denmark:	8.01	44. (tie)	Venezuela:	6.07
6.	Singapore:	8.00	46. (tie)	Croatia:	6.06
7.	New Zealand:	7.95	46. (tie)	Hungary:	6.06
8.	Netherlands:	7.94	48.	Latvia:	6.01
9.	Canada:	7.81	49.	China:	5.99
10.	Hong Kong:	7.80	50.	Thailand:	5.96
11.	Finland:	7.76	51.	Turkey:	5.95
12.	Ireland:	7.74	52.	Dominican Republic:	5.93
13.	Australia:	7.73	53.	South Africa:	5.89
14.	Taiwan:	7.67	54. (tie)	Algeria:	5.86
15.	Belgium:	7.51	54. (tie)	Serbia:	5.86
16. (tie)	Germany:	7.38	56.	Romania:	5.85
16. (tie)	United States:	7.38	57.	Lithuania:	5.82
18.	United Arab Emirates:	7.33	58.	Iran:	5.78
19.	South Korea:	7.25	59.	Tunisia:	5.77
20.	Israel:	7.23	60.	Egypt:	5.76
21.	Italy:	7.21	61.	Bulgaria:	5.73
22.	Kuwait:	7.18	62.	El Salvador:	5.72
23. (tie)	Chile:	7.10	63. (tie)	Philippines:	5.71
23. (tie)	Cyprus:	7.10	63. (tie)	Sri Lanka:	5.71
25.	Japan:	7.08	65.	Ecuador:	5.70
26.	France:	7.04	66. (tie)	India:	5.67
27.	Great Britain:	7.01	66. (tie)	Morocco:	5.67
28. (tie)	Czech Republic:	6.96	68.	Vietnam:	5.64
28. (tie)	Spain:	6.96	69.	Jordan:	5.63
30. (tie)	Costa Rica:	6.92	70.	Azerbaijan:	5.60
30. (tie)	Portugal:	6.92	71.	Indonesia:	5.54
32.	Slovenia:	6.77	72.	Russia:	5.31
33.	Poland:	6.66	73.	Syria:	5.29
34.	Greece:	6.65	74.	Kazakhstan:	5.20
35.	Slovakia:	6.64	75.	Pakistan:	5.17
36.	Malaysia:	6.62	76.	Angola:	5.09
37.	Brazil:	6.52	77.	Bangladesh:	5.07
38.	Saudi Arabia:	6.49	78.	Ukraine:	4.98
39.	Mexico:	6.41	79.	Kenya:	4.91
40. (tie)	Argentina:	6.39	80.	Nigeria:	4.74

### **11.3 Market Resources**

Economist Intelligence Unit, 20 Cabot Square, London E14 4QW, United Kingdom.  
Tel.: + 44 (0) 20 7576 8181. ([www.eiu.com](http://www.eiu.com))

Economist Intelligence Unit, 750 Third Avenue, 5<sup>th</sup> Floor, New York, NY 10017.  
(212) 698-9717.

## GLOBAL WELLBEING

### **12.1 Overview**

A 2012 worldwide poll by Gallup ([www.gallup.com](http://www.gallup.com)) asked adults in 146 countries if they considered themselves to be “thriving,” “struggling,” or “suffering.”

Gallup classifies respondents as “thriving,” “struggling,” or “suffering” according to how they rate their current and future lives on a ladder scale with steps numbered from 0 to 10 based on the Cantril Self-Anchoring Striving Scale ([www.gallup.com/poll/122453/Understanding-Gallup-Uses-Cantril-Scale.aspx](http://www.gallup.com/poll/122453/Understanding-Gallup-Uses-Cantril-Scale.aspx)). Wellbeing measures the interconnected elements that contribute to health, happiness, and productivity, including work, social networks, personal economics, personal health, and citizen engagement. People are considered thriving if they rate their current lives at 7 or higher and their lives in five years at 8 or higher. Gallup conducts the survey on consumer sentiment every three years.

Twenty-four percent (24%) of adults worldwide are “thriving,” according Gallup. The percentage rating their lives positively enough to be considered thriving ranged from a high of 74% in Denmark to a low of 2% in Cambodia. Majorities of residents in 17 countries rated their lives well enough to be classified this way. African countries generally dominate the list of countries where thriving is lowest, accounting for more than half of the 28 countries where thriving was 10% or lower. Several countries from other regions also have thriving levels this low.

Wellbeing was generally highest again in the Americas, where a median of 39% were thriving. The significant divides among countries in previous years remained, with thriving ranging from 66% in Canada to 10% in Haiti. Although the 10% thriving in Haiti is the lowest in the region, the survey marked the first time this percentage reached double digits.

In Europe, the median thriving percentage was lower than in the Americas, with an average of 24%. The divide between wealthier countries of northern, western, and central Europe and poorer countries in eastern and southern Europe is apparent in residents’ attitudes toward their economy and toward their lives. Thriving in Europe ranges from the world high of 74% in Denmark to a near-world low of 5% in Bulgaria.

In Asia and Australia, where a median of 20% were thriving across the countries surveyed, there were large gaps between developed and developing Asian countries. Thriving was higher than 60% in Australia (64%) and New Zealand (60%) and as low as 2% Cambodia.

A median of 20% in the Middle East and North Africa region were thriving – similar to what Gallup measured before the Arab Spring. Nearly two in three (65%)

were thriving in Israel – the highest score in the region – as were majorities in the relatively wealthy United Arab Emirates (58%) and Oman (51%). Fewer than one in 10 were thriving in Egypt (9%) and Yemen (8%), where there has been ongoing unrest.

## **12.2 Global Wellbeing**

By country, adults assess their wellbeing as follows:

	<b>Thriving</b>	<b>Struggling</b>	<b>Suffering</b>
• Denmark:	74%	24%	2%
• Canada:	66%	33%	1%
• Netherlands:	66%	33%	1%
• Israel:	65%	32%	3%
• Sweden:	65%	33%	2%
• Australia:	64%	34%	2%
• Finland:	64%	34%	3%
• New Zealand:	60%	38%	2%
• Austria:	59%	38%	3%
• Brazil:	59%	41%	<1%
• Costa Rica:	58%	38%	4%
• United Arab Emirates:	58%	41%	1%
• United States:	56%	41%	3%
• Panama:	55%	42%	3%
• Ireland:	54%	43%	4%
• Argentina:	53%	43%	4%
• Oman:	51%	47%	2%
• United Kingdom:	50%	45%	4%
• Belgium:	50%	46%	4%
• South Korea:	50%	44%	7%
• Venezuela:	49%	44%	7%
• Saudi Arabia:	48%	51%	4%
• Colombia:	47%	49%	4%
• Qatar:	47%	49%	3%
• Mexico:	47%	46%	8%
• France:	46%	50%	4%
• Uruguay:	46%	49%	5%
• Thailand:	46%	53%	1%
• Luxembourg:	45%	54%	1%
• Cyprus:	44%	49%	7%
• Trinidad and Tobago:	44%	51%	5%
• Germany:	42%	53%	5%
• Kuwait:	40%	57%	3%
• Spain:	39%	54%	7%
• Chile:	39%	56%	6%
• Angola:	35%	59%	5%

• Singapore:	34%	60%	5%
• Malta:	34%	44%	11%
• Czech Republic:	34%	53%	13%
• Albania:	34%	56%	10%
• Slovenia:	32%	53%	14%
• Moldova:	32%	54%	14%
• Turkmenistan:	32%	67%	2%
• Kazakhstan:	31%	58%	11%
• Taiwan:	31%	64%	5%
• Peru:	31%	62%	7%
• Dominican Republic:	31%	59%	10%
• Ecuador:	30%	59%	11%
• Jordan:	30%	57%	13%
• Vietnam:	30%	65%	5%
• Jamaica:	29%	61%	9%
• Ghana:	29%	64%	7%
• Nicaragua:	28%	53%	19%
• Uzbekistan:	28%	68%	4%
• Paraguay:	28%	66%	6%
• Slovakia:	27%	61%	12%
• Malaysia:	26%	68%	6%
• Japan:	26%	65%	10%
• Nigeria:	24%	76%	–
• Bolivia:	24%	71%	5%
• Estonia:	24%	60%	17%
• Turkey:	24%	56%	20%
• Italy:	23%	71%	6%
• Poland:	23%	60%	17%
• Lithuania:	23%	61%	16%
• Mozambique:	23%	72%	5%
• Montenegro:	22%	57%	21%
• Honduras:	22%	58%	19%
• Russia:	22%	58%	19%
• Croatia:	22%	58%	20%
• Ukraine:	21%	56%	23%
• Lesotho:	21%	63%	16%
• Lebanon:	21%	60%	19%
• Belarus:	20%	63%	16%
• Hong Kong:	20%	66%	14%
• Pakistan:	20%	59%	21%
• Philippines:	20%	63%	17%
• Mauritius:	20%	65%	15%
• Iran:	20%	55%	26%
• Somaliland region:	19%	79%	3%

• Algeria:	18%	69%	13%
• Romania:	18%	54%	28%
• Swaziland:	18%	73%	9%
• Serbia:	18%	54%	29%
• China:	18%	70%	12%
• Macedonia:	17%	58%	25%
• El Salvador:	17%	51%	33%
• South Africa:	17%	77%	6%
• Kosovo:	16%	68%	16%
• Latvia:	16%	61%	23%
• Mauritania:	16%	79%	5%
• Bosnia and Herzegovina:	16%	60%	24%
• Greece:	16%	60%	25%
• Bangladesh:	16%	74%	10%
• Indonesia:	15%	75%	9%
• Uganda:	15%	77%	8%
• Tunisia:	15%	72%	13%
• Mongolia:	15%	82%	3%
• Hungary:	15%	57%	28%
• Congo (Brazzaville):	14%	73%	13%
• Djibouti:	14%	69%	17%
• Palestinian Territories:	14%	67%	19%
• Portugal:	14%	64%	22%
• Zambia:	13%	84%	2%
• Sierra Leone:	12%	77%	10%
• Cameroon:	12%	74%	14%
• Morocco:	11%	79%	10%
• Mali:	11%	80%	9%
• Georgia:	11%	61%	28%
• Burkina Faso:	11%	81%	7%
• Bahrain:	11%	75%	14%
• Gabon:	11%	74%	15%
• Iraq:	11%	67%	22%
• India:	11%	66%	24%
• Kenya:	10%	77%	13%
• Haiti:	10%	73%	18%
• Azerbaijan:	9%	72%	18%
• Egypt:	9%	70%	22%
• Rwanda:	9%	76%	15%
• Congo (Kinshasa):	8%	88%	3%
• Chad:	8%	76%	16%
• Yemen:	8%	54%	38%
• Armenia:	8%	57%	35%
• Sri Lanka:	8%	70%	22%



• Sudan:	7%	75%	18%
• Tanzania:	7%	67%	27%
• Niger:	7%	87%	6%
• Senegal:	5%	77%	18%
• Bulgaria:	5%	50%	45%
• Botswana:	5%	73%	22%
• Guinea:	5%	90%	5%
• Benin:	5%	84%	11%
• Tajikistan:	4%	73%	23%
• Cental African Republic:	4%	73%	23%
• Madagascar:	4%	88%	8%
• Nepal:	4%	65%	31%
• Burundi:	4%	71%	25%
• Afghanistan:	4%	66%	30%
• Togo:	3%	70%	26%
• Laos:	3%	92%	5%
• Comoros:	3%	77%	20%
• Cambodia:	2%	72%	26%

### **12.3 Market Resources**

The Gallup Organization, 901 F Street NW, Washington, DC 20004. (202) 715-3030.  
[www.gallup.com](http://www.gallup.com)

## GLOBAL DYNAMISM

### 13.1 Overview

The Global Dynamism Index (GDI), a 2012 assessment by Grant Thornton ([www.gti.org](http://www.gti.org)), ranks 50 economies on 22 indicators of dynamism - that is the changes to the economy which have enabled recovery from the economic recession and are likely to lead to a fast rate of future growth.

GDI provides an overall dynamism ranking and also scores economies and regions in five separate categories of dynamism, as follows:

- Business operating environment
- Economics & growth
- Science & technology
- Labor & human capital
- Financing environment

The assessment was developed in conjunction with the Economist Intelligence Unit ([www.eiu.com](http://www.eiu.com)) of *The Economist* magazine.

### 13.2 Country Ranking

The following is the overall GDI ranking for 50 countries:

1. Singapore:	72.1	16. France:	62.2
2. Finland:	70.5	17. Denmark:	61.9
3. Sweden:	69.6	18. Canada:	61.7
4. Israel:	69.3	19. Belgium:	61.5
5. Austria:	66.1	20. China:	61.4
6. Australia:	65.6	21. Slovak Republic:	59.8
7. Switzerland:	65.1	22. Netherlands:	59.5
8. South Korea:	64.9	23. Malaysia:	58.9
9. Germany:	64.8	24. Luxembourg:	58.4
10. United States:	64.1	25. Slovenia:	57.9
11. New Zealand:	63.9	26. Japan:	57.5
12. Chile:	63.8	27. Ireland:	57.3
13. Taiwan:	63.7	28. Poland:	57.2
14. Norway:	62.6	29. Czech Republic:	55.7
15. Uruguay:	62.5	30. Brazil:	55.1

31. Hungary:	54.7	41. Indonesia:	50.7
32. United Kingdom:	54.5	42. Colombia:	50.2
33. Vietnam:	54.5	43. Russia:	50.0
34. Argentina:	54.3	44. South Africa:	50.0
35. United Arab Emirates:	54.3	45. Portugal:	49.2
36. Turkey:	54.2	46. Philippines:	47.6
37. Mexico:	53.2	47. Egypt:	41.2
38. Italy:	52.3	48. Greece:	40.2
39. Spain:	51.0	49. Nigeria:	40.2
40. India:	50.7	50. Venezuela:	37.4

### **13.3 Assessment by Category**

Among the 22 indicators of dynamism assessed by Grant Thornton, five are relevant to the consumer market, as follows:

- Broadband subscriber lines per 100 inhabitants
- Business operating environment (overall)
- Education (years of schooling)
- Percentage of population under age 30
- Employment

The following are the ranking and indices for these five categories:

#### **Broadband Subscribers**

1. (tie) Denmark:	100	21. Austria:	68
1. (tie) Netherlands:	100	22. Israel:	67
3. Luxembourg:	96	23. Spain:	66
4. Switzerland:	95	24. Italy:	64
5. (tie) France:	92	25. Taiwan:	62
5. (tie) Norway:	92	26. Hungary:	55
7. South Korea:	89	27. Portugal:	53
8. Germany:	88	28. Greece:	48
9. (tie) Belgium:	85	29. Slovak Republic:	43
9. (tie) Sweden:	85	30. Uruguay:	40
11. Canada:	84	31. Czech Republic:	38
12. Finland:	82	32. Poland:	36
13. Australia:	81	33. Argentina:	35
14. New Zealand:	76	34. Mexico:	34
15. (tie) Slovenia:	72	35. Russia:	33
15. (tie) United Kingdom:	72	36. (tie) Turkey:	32
15. (tie) United States:	72	36. (tie) United Arab Emirates:	32
18. Japan:	71	38. Chile:	30
19. (tie) Ireland:	70	39. (tie) Brazil:	29
19. (tie) Singapore:	70	39. (tie) China:	29

39. (tie) Malaysia:	29	45. (tie) Philippines:	6
42. Vietnam:	19	47. South Africa:	4
43. Colombia:	16	48. (tie) India:	3
44. Venezuela:	15	48. (tie) Indonesia:	3
45. (tie) Egypt:	6	50. Nigeria:	0

### **Business Operating Environment**

1. Finland:	94	24. (tie) Slovenia:	80
2. (tie) Ireland:	93	27. (tie) Israel:	79
2. (tie) Sweden:	93	27. (tie) Portugal:	79
4. Netherlands:	92	29. (tie) Italy:	75
5. (tie) Australia:	91	29. (tie) Poland:	75
5. (tie) Canada:	91	31. (tie) South Korea:	74
5. (tie) Denmark:	91	31. (tie) Malaysia:	74
5. (tie) Luxembourg:	91	33. Mexico:	72
9. (tie) Austria:	90	34. Uruguay:	71
9. (tie) New Zealand:	90	35. Greece:	70
9. (tie) Singapore:	90	36. Brazil:	68
9. (tie) United States:	90	37. United Arab Emirates:	66
13. (tie) Belgium:	89	38. Colombia:	64
13. (tie) Germany:	89	39. (tie) Philippines:	63
15. (tie) Chile:	88	39. (tie) South Africa:	63
15. (tie) Switzerland:	88	39. (tie) Turkey:	63
17. (tie) Norway:	87	42. China:	60
17. (tie) United Kingdom:	87	43. (tie) Egypt:	59
19. France:	85	43. (tie) Vietnam:	59
20. Taiwan:	83	45. India:	55
21. (tie) Czech Republic:	81	46. Indonesia:	56
21. (tie) Japan:	81	47. Russia:	51
21. (tie) Spain:	81	48. Argentina:	48
24. (tie) Hungary:	80	49. Venezuela:	36
24. (tie) Slovak Republic:	80	50. Nigeria:	34

### **Education**

1. New Zealand:	100	11. (tie) Belgium:	70
2. Australia:	96	11. (tie) Spain:	70
3. Ireland:	87	11. (tie) United Kingdom:	70
4. Norway:	78	14. (tie) Greece:	68
5. South Korea:	75	14. (tie) Italy:	68
6. (tie) Finland:	74	14. (tie) Taiwan:	68
6. (tie) Netherlands:	74	17. (tie) Argentina:	67
6. (tie) Slovenia:	74	17. (tie) France:	67
9. (tie) Denmark:	73	19. (tie) Canada:	66
9. (tie) United States:	73	19. (tie) Portugal:	66

21.	Germany:	65	36.	Brazil:	48
22.	Sweden:	64	37. (tie)	Colombia:	44
23.	Israel:	63	37. (tie)	Mexico:	44
24.	Uruguay:	62	39.	Luxembourg:	43
25.	Switzerland:	61	40.	United Arab Emirates:	41
26. (tie)	Austria:	60	41.	South Africa:	39
26. (tie)	Czech Republic:	60	42. (tie)	Indonesia:	37
28. (tie)	Hungary:	59	42. (tie)	Turkey:	37
28. (tie)	Japan:	59	44.	Malaysia:	34
30.	Poland:	58	45.	Vietnam:	28
31.	Chile:	54	46. (tie)	China:	26
32.	Slovak Republic:	53	46. (tie)	Philippines:	26
33. (tie)	Singapore:	51	48.	Egypt:	20
33. (tie)	Venezuela:	51	49.	India:	18
35.	Russia:	50	50.	Nigeria:	0

### Percentage of Population Under Age 30

1.	Nigeria:	100	25. (tie)	Taiwan:	23
2.	Philippines:	85	27. (tie)	France:	22
3.	South Africa:	83	27. (tie)	Poland:	22
4.	Egypt:	76	27. (tie)	Slovak Republic:	22
5.	Malaysia:	75	30.	South Korea:	21
6.	India:	74	31.	United Kingdom:	20
7.	Venezuela:	72	32. (tie)	Canada:	19
8.	Mexico:	68	32. (tie)	Denmark:	19
9. (tie)	Colombia:	65	32. (tie)	Netherlands:	19
9. (tie)	Vietnam:	65	35.	Sweden:	17
11.	Indonesia:	63	36. (tie)	Finland:	16
12.	Brazil:	59	36. (tie)	Luxembourg:	16
13.	Israel:	58	36. (tie)	Portugal:	16
14. (tie)	United Arab Emirates:	56	39. (tie)	Belgium:	14
14. (tie)	Uruguay:	56	39. (tie)	Switzerland:	14
16.	Turkey:	55	41.	Hungary:	13
17.	Argentina:	53	42. (tie)	Singapore:	11
18.	Chile:	48	42. (tie)	Slovenia:	11
19.	China:	39	44.	Austria:	10
20. (tie)	Ireland:	32	45.	Czech Republic:	9
20. (tie)	New Zealand:	32	46. (tie)	Greece:	6
20. (tie)	United States:	32	46. (tie)	Spain:	6
23.	Australia:	27	48.	Germany:	5
24.	Norway:	24	49.	Japan:	1
25. (tie)	Russia:	23	50.	Italy:	0

## Employment

1.	Singapore:	100	25. (tie)	Belgium:	76
2. (tie)	Malaysia:	95	25. (tie)	Sweden:	76
2. (tie)	Switzerland:	95	28. (tie)	Canada:	75
4.	Norway:	94	28. (tie)	Chile:	75
5.	South Korea:	93	30.	Finland:	73
6. (tie)	Austria:	90	31.	United Kingdom:	72
6. (tie)	Vietnam:	90	32.	Venezuela:	71
8. (tie)	Taiwan:	89	33. (tie)	Czech Republic:	70
8. (tie)	United Arab Emirates:	89	33. (tie)	Italy:	70
10. (tie)	Japan:	88	35.	United States:	68
10. (tie)	Luxembourg:	88	36.	France:	66
12. (tie)	Australia:	85	37. (tie)	India:	64
12. (tie)	Netherlands:	85	37. (tie)	Turkey:	64
14.	Mexico:	84	39.	Colombia:	60
15.	Israel:	82	40.	Hungary:	59
16. (tie)	Brazil:	81	41.	Slovenia:	56
16. (tie)	Denmark:	81	42.	Egypt:	53
16. (tie)	Germany:	81	43. (tie)	Poland:	52
16. (tie)	Uruguay:	81	43. (tie)	Portugal:	52
20. (tie)	China:	79	45.	Slovak Republic:	49
20. (tie)	Indonesia:	79	46.	Ireland:	44
20. (tie)	New Zealand:	79	47.	Greece:	31
23.	Russia:	78	48.	Spain:	10
24.	Philippines:	77	49. (tie)	Nigeria:	0
25. (tie)	Argentina:	76	49. (tie)	South Africa:	0

## 13.4 Market Resources

Grant Thornton, 175 West Jackson Boulevard, 20<sup>th</sup> Floor, Chicago, IL 60604.  
(312) 856-0200. ([www.grantthornton.com](http://www.grantthornton.com))

## GLOBAL CITIES

### 14.1 Overview

Cities that play an important role in the global economy are often referred to as global cities.

Several recent studies have assessed the importance of global cities, ranking them based on various criteria. This chapter provides a summary of these studies.

### 14.2 Global Cities Index

Since 2008, A.T. Kearney ([www.atkearney.com](http://www.atkearney.com)) has published the biennial Global Cities Index (GCI), an assessment of the global engagement of cities across five dimensions: business activity, human capital, information exchange, cultural experience, and political engagement. The 2012 GCI scores and ranking for the 66 cities assessed are as follows:

1.	New York, NY, United States:	6.35
2.	London, United Kingdom:	5.79
3.	Paris, France:	5.48
4.	Tokyo, Japan:	4.99
5.	Hong Kong:	4.56
6.	Los Angeles, CA, United States:	3.94
7.	Chicago, IL, United States:	3.66
8.	Seoul, South Korea:	3.41
9.	Brussels, Belgium:	3.33
10.	Washington, DC, United States:	3.22
11.	Singapore:	3.20
12.	Sydney, Australia:	3.13
13.	Vienna, Austria:	3.11
14.	Beijing, China:	3.05
15.	Boston, MA, United States:	2.94
16.	Toronto, ON, Canada:	2.92
17.	San Francisco, CA, United States:	2.89
18.	Madrid, Spain:	2.80
19.	Moscow, Russia:	2.77
20.	Berlin, Germany:	2.76
21.	Shanghai, China:	2.73
22.	Buenos Aires, Argentina:	2.71

23.	Frankfurt, Germany:	2.69
24.	Barcelona, Spain:	2.59
25.	Zurich, Switzerland:	2.53
26.	Amsterdam, Netherlands:	2.45
27.	Stockholm, Sweden:	2.43
28.	Rome, Italy:	2.36
29. (tie)	Dubai, United Arab Emirates:	2.32
29. (tie)	Montreal, Quebec, Canada:	2.32
31.	Munich, Germany:	2.31
32.	Melbourne, Australia:	2.25
33.	São Paulo, Brazil:	2.19
34.	Mexico City, Mexico:	2.18
35. (tie)	Geneva, Switzerland:	2.13
35. (tie)	Miami, FL, United States:	2.13
37.	Istanbul, Turkey:	2.10
38.	Houston, TX, United States:	2.08
39.	Atlanta, GA, United States:	2.06
40.	Taipei, Taiwan:	2.05
41.	Milan, Italy:	2.01
42.	Copenhagen, Denmark:	1.99
43.	Bangkok, Thailand:	1.93
44.	Dublin, Ireland:	1.82
45.	Mumbai, India:	1.79
46.	Tel Aviv, Israel:	1.69
47.	Osaka, Japan:	1.57
48.	New Delhi, India:	1.55
49. (tie)	Kuala Lumpur, Malaysia:	1.49
49. (tie)	Cairo, Egypt:	1.49
49. (tie)	Manila, Philippines:	1.49
52.	Johannesburg, South Africa:	1.48
53.	Rio de Janeiro, Brazil:	1.31
54.	Jakarta, Indonesia:	1.30
55.	Bogota, Colombia:	1.17
56.	Nairobi, Kenya:	0.98
57.	Caracas, Venezuela:	0.89
58.	Bangalore, India:	0.85
59.	Lagos, Nigeria:	0.84
60.	Guangzhou, China:	0.82
61.	Ho Chi Minh City, Vietnam:	0.72
62.	Karachi, Pakistan:	0.66
63.	Dhaka, Bangladesh:	0.65
64.	Kolkata, India:	0.63
65.	Shenzhen, China:	0.62
66.	Chongqing, China:	0.25



### **14.3 Investment And Business Opportunities**

Knight Frank ([www.knightfrank.com](http://www.knightfrank.com)) ranks global cities for investment opportunities and influence on business leaders in its biennial assessment of global markets. The rankings comes from data from Citi's *Wealth Report Attitudes Survey*, an online survey taken by 160 Citi Private Bank wealth advisers representing almost 5,000 ultra-high net worth individuals (average: \$100 million) from 36 countries.

The ranking, published by Citi Private Bank in *The Knight Frank Global Cities Survey*, is as follows:

1. New York, NY, United States
2. London, United Kingdom
3. Paris, France
4. Tokyo, Japan
5. Brussels, Belgium
6. Los Angeles, CA, United States
7. Singapore
8. Beijing, China
9. Toronto, ON, Canada
10. Berlin, Germany
11. Chicago, IL, United States
12. Washington, DC, United States
13. Seoul, South Korea
14. Frankfurt, Germany
15. Sydney, Australia
16. San Francisco, CA, United States
17. Hong Kong
18. Shanghai, China
19. Mexico City, Mexico
20. Bangkok, Thailand
21. Moscow, China
22. Zurich, Switzerland
23. Munich, Germany
24. Taipei, Taiwan
25. São Paulo, Brazil

The assessment also identified the top cities for growth as follows:

1. Maputo, Mozambique
2. Macau, China
3. Rio de Janeiro, Brazil
4. Baku, Azerbaijan
5. Istanbul, Turkey
6. Taipei, Taiwan
7. Suzhou, China
8. Ulan Bator, Mongolia
9. Astana, Kazakhstan
10. Doha, Qatar

#### **14.4 Global Power City Index**

The Institute for Urban Strategies (Japan) at the Mori Memorial Foundation (<http://mori-m-foundation.or.jp>) developed the Global Power City Index, which evaluates and ranks the major cities of the world according to their comprehensive power to attract creative people and excellent companies from around the world amidst accelerated interurban competition.

The Global Power City Index scores and ranks cities as follows:

1.	New York, NY, United States:	320.9
2.	London, United Kingdom:	320.6
3.	Paris, France:	308.7
4.	Tokyo, Japan:	304.3
5.	Singapore:	255.3
6.	Berlin, Germany:	234.8
7.	Seoul, South Korea:	233.4
8.	Hong Kong:	231.1
9.	Amsterdam, Netherlands:	226.6
10.	Frankfurt, Germany:	225.1
11.	Sydney, Australia:	215.8
12.	Vienna, Austria:	215.3
13.	Los Angeles, CA, United States:	212.2
14.	Zurich, Switzerland:	211.4
15.	Osaka, Japan:	205.8
16.	Boston, MA, United States:	205.7
17.	Geneva, Switzerland:	205.2
18.	Beijing, China:	204.2
19.	Copenhagen, Denmark:	203.2
20.	Madrid, Spain:	202.8
21.	San Francisco, CA, United States:	201.5
22.	Vancouver, BC, Canada:	201.3
23.	Shanghai, China:	199.3
24.	Brussels, Belgium:	199.2
25.	Toronto, ON, Canada:	194.6
26.	Chicago, IL, United States:	189.4
27.	Milan, Italy:	183.6
28.	Fukuoka, Japan:	177.0
29.	Taipei, Taiwan:	175.2
30.	Bangkok, Thailand:	171.8
31.	Kuala Lumpur, Malaysia:	167.2
32.	São Paulo, Brazil:	161.5
33.	Moscow, Russia:	160.8
34.	Mumbai, India:	142.4
35.	Cairo, Egypt:	139.1

## **14.5 Global City Competitiveness Index**

The Economist Intelligence Unit (EIU, [www.eiu.com](http://www.eiu.com)) developed the Global City Competitiveness Index (GCCCI) as a measure of competitiveness among prominent cities worldwide. In a 2012 study, EIU compared 120 major urban agglomerations across eight categories of competitiveness and 31 individual indicators. These cities collectively represent about 29% of the global economy, with a combined GDP of \$20.24 trillion. The GCCCI scores and ranking are as follows:

1.	New York, NY, United States:	71.4
2.	London, United Kingdom:	70.4
3.	Singapore:	70.0
4. (tie)	Paris, France:	69.3
4. (tie)	Hong Kong:	69.3
6.	Tokyo, Japan:	68.0
7.	Zurich, Switzerland:	66.8
8.	Washington, DC, United States:	66.1
9.	Chicago, IL, United States:	65.9
10.	Boston, MA, United States:	64.5
11.	Frankfort, Germany:	64.1
12.	Toronto, ON, Canada:	63.9
13. (tie)	San Francisco, CA, United States:	63.3
13. (tie)	Geneva, Switzerland:	63.3
15.	Sydney, Australia:	63.1
16.	Melbourne, Australia:	62.7
17.	Amsterdam, Netherlands:	62.4
18.	Vancouver, BC, Canada:	61.8
19.	Los Angeles, CA, United States:	61.5
20. (tie)	Stockholm, Sweden:	60.5
20. (tie)	Seoul, South Korea:	60.5

## **14.6 Cities of Opportunity**

*Cities of Opportunity*, a 2012 assessment by PricewaterhouseCoopers (PWC, [www.pwc.com](http://www.pwc.com)), analyzes 27 global cities – all capitals of finance, commerce, and culture – and ranks them for business opportunities now through 2025. The 27 cities currently account for 2.5% of world population and 8% of global GDP. By 2025, they are projected to house 19 million additional residents, produce 13.7 million additional jobs, and generate an additional \$3.3 trillion in GDP.

Cities are ranked as follows:

1. New York, NY, United States
2. London, United Kingdom
3. Toronto, ON, Canada
4. Paris, France
5. Stockholm, Sweden

6. San Francisco, CA, United States
7. Singapore
8. Hong Kong
9. Chicago, IL, United States
10. Tokyo, Japan
11. Sydney, Australia
12. Berlin, Germany
13. Los Angeles, CA, United States
14. Seoul, South Korea
15. Madrid, Spain
16. Milan, Italy
17. Beijing, China
18. Kuala Lumpur
19. Shanghai, China
20. Moscow, Russia
21. Mexico City, Mexico
22. Abu Dhabi, United Arab Emirates
23. Buenos Aires, Argentina
24. Istanbul, Turkey
25. Johannesburg, South Africa
26. São Paulo, Brazil
27. Mumbai, India

#### **14.7 Hot Spots For Growth**

According to *Urban World: Cities And The Rise Of The Consuming Class*, a June 2012 report by the McKinsey Global Institute ([www.mckinsey.com](http://www.mckinsey.com)), growing cities could inject up to \$30 trillion a year into the world economy by 2025. Six hundred cities will generate nearly 65% of world economic growth by 2025; just over 440 cities in emerging economies will account for close to half of overall growth.

The McKinsey Global Institute ranked cities by projected growth in population ages 14 and older with household income of \$7,500 to \$20,000 (purchasing power parity) as follows:

1. Lagos, Nigeria
2. Dar es Salaam, Tanzania
3. Dhaka, Bangladesh
4. Ouagadougou, Burkina Faso
5. Khartoum, Sudan
6. Ghaziabad, India
7. Sanaa, Yemen
8. Nairobi, Kenya
9. Luanda, Angola
10. Baghdad, Iraq
11. Kampala, Uganda

12. Ibadan, Nigeria
13. Lusaka, Zambia
14. Kinshasa, Congo
15. Kano, Nigeria
16. Abidjan, Ivory Coast
17. Abuja, Nigeria
18. Bamako, Mali
19. Chittagong, Bangladesh
20. Port Harcourt, Nigeria

Cities with projected growth in population ages 65 and older with household income greater than \$20,000 (purchasing power parity) are ranked as follows:

1. Shanghai, China
2. Beijing, China
3. Tokyo, Japan
4. Tianjin, China
5. Mumbai, India
6. São Paulo, Brazil:
7. Osaka, Japan
8. Chongquig, China
9. Delhi, India
10. Nanjing, China
11. Guangzhou, China
12. New York, NY, United States
13. Seoul, South Korea
14. Hong Kong
15. Wuhan, China
16. Kolkata, India
17. Shenyang, India
18. Los Angeles, CA, United States
19. Toronto, ON, Canada
20. Ahmedabad, India

#### **14.8 Market Resources**

A.T. Kearney, 7 Times Square, 36<sup>th</sup> Floor, New York, NY 10036. (212) 751-7040.  
([www.atkearney.com](http://www.atkearney.com)) The *2012 Global Cities Index and Emerging Market Outlook* by A.T. Kearney is available online at [www.atkearney.com/documents/10192/dfedfc4c-8a62-4162-90e5-2a3f14f0da3a](http://www.atkearney.com/documents/10192/dfedfc4c-8a62-4162-90e5-2a3f14f0da3a).

Economist Intelligence Unit, 20 Cabot Square, London E14 4QW, United Kingdom.  
Tel.: + 44 (0) 20 7576 8181. ([www.eiu.com](http://www.eiu.com)) The Global City Competitiveness Index is available at [www.economist.com/blogs/graphicdetail/2012/03/daily-chart-8](http://www.economist.com/blogs/graphicdetail/2012/03/daily-chart-8).

Knight Frank, 55 Baker Street, London W 1U 8AN, United Kingdom  
Tel.: +44 (0) 20 7629 8171. ([www.knightfrank.com](http://www.knightfrank.com)) The 2013 *Global Cities Survey* is accessible at [www.knightfrank.com/wealthreport/2013/global-cities-survey/](http://www.knightfrank.com/wealthreport/2013/global-cities-survey/).

McKinsey & Company, 55 East 52<sup>nd</sup> Street, 21<sup>st</sup> Floor, New York, NY 10022.  
(212) 446-7000. ([www.mckinsey.com](http://www.mckinsey.com)) McKinsey Global Institute's *Urban World: Cities And The Rise Of The Consuming Class* is available online at [www.mckinsey.com/insights/urbanization/urban\\_world\\_cities\\_and\\_the\\_rise\\_of\\_the\\_consuming\\_class](http://www.mckinsey.com/insights/urbanization/urban_world_cities_and_the_rise_of_the_consuming_class).

Mori Memorial Foundation, Institute for Urban Strategies, 1-12-32 Akasaka, Minato-ku, Tokyo, Japan. The Global Power City Index, a study by the Mori Memorial Foundation, is accessible online at [www.mori-m-foundation.or.jp/english/research/project/6/pdf/GPCI2011\\_English.pdf](http://www.mori-m-foundation.or.jp/english/research/project/6/pdf/GPCI2011_English.pdf).

PricewaterhouseCoopers (PwC), 300 Madison Avenue, 24<sup>th</sup> Floor, New York, NY 10017. (646) 471-4000. ([www.pwc.com](http://www.pwc.com)) *Cities of Opportunity* is available online at [www.pwc.com/us/en/cities-of-opportunity/assets/cities-opp-2012.pdf](http://www.pwc.com/us/en/cities-of-opportunity/assets/cities-opp-2012.pdf).

## OPPORTUNITIES IN EMERGING ECONOMIES

### **15.1 Overview**

Since 2001, A.T. Kearney ([www.atkearney.com](http://www.atkearney.com)) has assessed opportunities in emerging economies with its Global Retail Development Index™ (GRDI). The GRDI was developed to guide global retailers with their strategic planning and investments.

The GRDI ranks the top 30 developing countries for retail investment based on several macroeconomic and retail-specific variables. The methodology is presented in section 15.4.

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**“South America is blossoming as Brazil, Chile, and Uruguay take the top three spots in the Index. Peru, Colombia, Panama, and Mexico also shine, but some other markets, such as Venezuela, Argentina, and Bolivia, have room for improvement. The BRIC markets (Brazil, Russia, India, and China) remain the magnificent monsters for global retailers – huge, attractive markets – but their paths have diverged. Whereas the BRIC countries were in unison in their growth 12 years ago – when the BRIC concept was first conceived – now each is following different paths to the future. Sub-Saharan Africa continues to build momentum, with Botswana and Namibia in the rankings and a few other nations on the cusp.”**

A.T. Kearney, 3/13

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## **15.2 Country Ranking**

A.T. Kearney's 2013 GRDI ranks emerging economies as follows:

1. Brazil:	69.5	16. Saudi Arabia:	54.2
2. Chile:	67.1	17. Oman:	53.9
3. Uruguay:	66.5	18. Colombia:	52.1
4. China:	66.1	19. Indonesia:	51.9
5. United Arab Emirates:	63.5	20. Jordan:	50.9
6. Turkey:	62.6	21. Mexico:	49.2
7. Mongolia:	62.5	22. Panama:	48.7
8. Georgia:	61.4	23. Russia:	48.7
9. Kuwait:	58.4	24. Lebanon:	48.5
10. Armenia:	58.2	25. Botswana:	47.8
11. Kazakhstan:	57.5	26. Namibia:	45.9
12. Peru:	56.5	27. Morocco:	45.8
13. Malaysia:	55.3	28. Macedonia:	45.7
14. India:	55.0	29. Azerbaijan:	45.3
15. Sri Lanka:	54.4	30. Albania:	45.5

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**“Some new markets on the rise may surprise even the most seasoned retail veterans. The strong rankings for “little gems” – small-population countries with unique characteristics of wealth and consumer focus – remain a main theme of the GRDI. This year’s gems include Uruguay (3<sup>rd</sup> in the rankings), Mongolia (7<sup>th</sup>), Georgia (8<sup>th</sup>), and Armenia (10<sup>th</sup>), among others. For luxury retailers, these are newfound hubs. For general retailers, they can be the beginning of a regional strategy.”**

A.T. Kearney, 3/13

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## **15.3 Assessment By Category**

The GRDI is based on 25 macroeconomic and retail-specific variables in four categories. The scores and ranking by category are as follows:



### Country and Business Risk

1.	Chile:	100.0	16.	Jordan:	65.0
2.	Oman:	97.8	17.	Georgia:	63.8
3.	Malaysia:	95.8	18.	Armenia:	63.6
4.	United Arab Emirates:	94.6	19. (tie)	Morocco:	60.5
5.	Kuwait:	87.1	19. (tie)	Sri Lanka:	60.5
6.	Brazil:	86.2	21.	Peru:	60.4
7.	Turkey:	83.7	22.	India:	59.4
8.	Botswana:	82.0	23.	Kazakhstan:	51.9
9.	Saudi Arabia:	79.2	24.	Indonesia:	49.6
10.	Nambia:	77.1	25.	Russia:	44.0
11.	Mexico:	75.0	26.	Macedonia:	42.3
12.	Uruguay:	73.9	27.	Mongolia:	37.0
13.	Colombia:	73.6	28.	Albania:	35.0
14.	Panama:	70.8	29.	Lebanon:	32.9
15.	China:	67.9	30.	Azerbaijan:	26.0

### Market Attractiveness

1.	Brazil:	100.0	16.	Peru:	52.9
2.	United Arab Emirates:	95.8	17.	Panama:	49.7
3.	Chile:	95.6	18.	Indonesia:	47.4
4.	Russia:	92.4	19.	Kazakhstan:	44.1
5.	Uruguay:	92.0	20.	Macedonia:	40.7
6.	Kuwait:	87.8	21.	Botswana:	38.7
7.	Turkey:	86.8	22.	India:	36.8
8.	Mexico:	79.0	23.	Georgia:	36.6
9.	Lebanon:	74.1	24.	Armenia:	32.3
10.	Saudi Arabia:	71.4	25.	Albania:	30.6
11.	Oman:	77.5	26.	Morocco:	30.1
12.	Malaysia:	63.4	27.	Azerbaijan:	28.5
13.	China:	62.1	28.	Nambia:	20.8
14.	Colombia:	59.2	29.	Mongolia:	17.7
15.	Jordan:	53.1	30.	Sri Lanka:	16.6

### Market Saturation

1.	Mongolia:	99.0	16.	Brazil:	43.3
2.	Armenia:	93.5	17.	Colombia:	43.0
3.	Azerbaijan:	90.3	18.	Panama:	37.2
4.	Georgia:	83.4	19.	Kuwait:	36.4
5.	Sri Lanka:	81.8	20.	Saudi Arabia:	35.6
6.	Kazakhstan:	76.2	21.	China:	34.3
7.	Albania:	73.6	22.	Botswana:	31.8
8.	Jordan:	65.9	23.	Turkey:	28.9
9.	Uruguay:	63.5	24.	Malaysia:	22.0
10.	Peru:	63.4	25.	Russia:	21.1
11.	India:	63.3	26.	Chile:	18.7
12.	Macedonia:	56.0	27.	Nambia:	12.6
13.	Indonesia:	49.3	28.	Mexico:	12.1
14.	Morocco:	48.7	29.	Oman:	11.3
15.	Lebanon:	48.6	30.	United Arab Emirates:	3.0

### Time Pressure

1.	China:	100.0	16.	Armenia:	43.5
2.	Mongolia:	96.5	17.	Albania:	40.9
3.	Nambia:	73.2	18.	Malaysia:	39.8
4.	Georgia:	61.9	19.	Botswana:	38.5
5.	Indonesia:	61.4	20.	Lebanon:	38.4
6.	United Arab Emirates:	60.8	21.	Russia:	37.4
7.	India:	60.6	22.	Azerbaijan:	37.3
8.	Kazakhstan:	57.8	23.	Panama:	37.2
9.	Sri Lanka:	58.6	24.	Uruguay:	36.5
10.	Chile:	54.3	25.	Colombia:	32.4
11.	Turkey:	50.9	26.	Saudi Arabia:	30.7
12.	Peru:	49.3	27.	Mexico:	30.6
13.	Brazil:	48.3	28.	Oman:	29.1
14.	Morocco:	44.0	29.	Kuwait:	22.2
15.	Macedonia:	43.9	30.	Jordan:	19.6

## 15.4 Methodology

Data and analyses used in the GRDI assessment are based on the United Nations Population Division database, the World Economic Forum's Global Competitiveness Report, national statistics, Euromoney and World Bank reports, and Euromonitor and Planet Retail databases.

The four categories used as the basis for the GRDI score, each with an equal weighting, are defined as follows:

### **Country and Business Risk**

- Country risk (80%): Political risk, economic performance, debt indicators, debt in default or rescheduled, credit ratings, and access to bank financing. The higher the rating, the lower the risk of failure.
- Business risk (20%): Business cost of terrorism, crime, violence, and corruption. The higher the rating, the lower the risk of doing business.

### **Market Attractiveness**

- Retail sales per capita (40%): Based on total annual sales of retail enterprises (excluding taxes). A score of zero indicates an underdeveloped retail sector; a score of 100 indicates a mature retail market.
- Population (20%): A score of zero indicates the country is relatively small with limited growth opportunities.
- Urban population (20%): A score of zero indicates a mostly rural country; 100 indicates a mostly urban country.
- Business efficiency (20%): Parameters include government effectiveness, burden of law and regulations, ease of doing business, and infrastructure quality. A score of zero indicates inefficiency; 100 indicates highly efficient.

### **Market Saturation**

- Share of modern retailing (30%): A score of zero indicates a large share of retail sales is from a modern format within the average Western European level of 200 square meters per 1,000 inhabitants. Modern formats include hypermarkets, supermarkets, discounters, convenience stores, department stores, variety stores, warehouse clubs, and supercenters.
- Number of international retailers (30%): The total score is weighted by the size of retailers in the country – three points for tier 1 retailers (among the top 10 retailers worldwide), two points for tier 2 retailers (within the top 20 retailers worldwide), and one point for tier 3 retailers (all others). Countries with the maximum number of retailers have the lowest score.
- Modern retail sales area per urban inhabitant (20%): A score of zero indicates the country ranks high in total modern retail area per urban inhabitant, close to the average Western European level of 200 square meters per 1,000 inhabitants.
- Marketshare of leading retailers (20%): A score of zero indicates a highly concentrated market, with the top five competitors (local and international) holding more than 55% of the retail food market; 100 indicates a fragmented market.

### **Time Pressure**

- The time factor is based on 2007 to 2011 data, measured by the compound annual growth rate of modern retail sales weighted by the general economic development of the country (CAGR of GDP and consumer spending) and CAGR (2006 to 2011) of the retail sales area weighted by newly created modern retail sales areas. A score of zero indicates a rapidly advancing retail sector, thus representing a short-term opportunity.

### **15.5 Market Resources**

A.T. Kearney, 7 Times Square, 36<sup>th</sup> Floor, New York, NY 10036. (212) 751-7040.  
([www.atkearney.com](http://www.atkearney.com)) The 2013 Global Retail Development Index is accessible online at  
[www.atkearney.com/consumer-products-retail/global-retail-development-index](http://www.atkearney.com/consumer-products-retail/global-retail-development-index).

## **PART II: ANALYSES BY SECTOR**

# 16

## ADVERTISING

### **16.1 Global Ad Spending**

According to Zenith Optimedia ([www.zenithoptimedia.com](http://www.zenithoptimedia.com)), global advertising spending has been, and is projected, as follows:

- 2011: \$481.56 billion
- 2012: \$497.31 billion
- 2013: \$517.66 billion
- 2014: \$543.45 billion
- 2015: \$573.68 billion

### **16.2 Assessment By Region**

Global advertising spending in 2012 was distributed by region as follows (source: Zenith Optimedia):

- North America: \$171.93 billion
- Asia/Pacific: \$140.15 billion
- Western Europe: \$106.81 billion
- Latin America: \$ 37.99 billion
- Central & Eastern Europe: \$ 26.71 billion
- Middle East & North Africa: \$ 4.19 billion
- Rest of the world: \$ 9.50 billion

### **16.3 Assessment By Country**

In 2012, the following countries had the highest advertising spending (source: Zenith Optimedia):

- United States: \$160.82 billion
- Japan: \$ 51.51 billion
- China: \$ 36.19 billion
- Germany: \$ 25.64 billion
- United Kingdom: \$ 19.51 billion
- Brazil: \$ 18.56 billion
- France: \$ 13.52 billion
- Australia: \$ 12.77 billion
- Canada: \$ 11.11 billion
- South Korea: \$ 10.76 billion

Advertising spending in 2015 is projected as follows:

- United States: \$182.00 billion
- Japan: \$ 53.99 billion
- China: \$ 48.67 billion
- Germany: \$ 27.52 billion
- Brazil: \$ 24.14 billion
- United Kingdom: \$ 21.08 billion
- Russia: \$ 13.87 billion
- Australia: \$ 13.67 billion
- France: \$ 13.53 billion
- South Korea: \$ 13.13 billion

#### **16.4 Largest Agencies**

According to *Advertising Age* (December 2012), the largest advertising agency companies are as follows:

- WPP (London, United Kingdom): \$16.1 billion
- Omincom Group (New York, NY, United States): \$13.9 billion
- Publicis Groupe (Paris, France): \$ 8.1 billion
- Interpublic Group of Companies (New York, NY, United States): \$ 7.0 billion
- Dentsu Inc. (Tokyo, Japan): \$ 4.1 billion
- Havas (Puteaux, France): \$ 2.3 billion
- Hakuhodo Dy Holdings (Tokyo, Japan): \$ 1.9 billion
- Aegis Group (London, United Kingdom): \$ 1.8 billion
- MDC Partners (New York, NY, United States): \$ 943 million
- Epsilon (Plano, TX, United States): \$ 847 million

#### **16.5 Top Advertisers**

According to *Advertising Age* (December 2012), the following companies have the highest annual spending for advertising:

- Procter & Gamble (United States): \$11.25 billion
- Unilever (Netherlands and U.K.): \$ 7.36 billion
- L'Oréal (France): \$ 5.53 billion
- General Motors (United States): \$ 3.33 billion
- Nestlé (Switzerland): \$ 2.98 billion
- Coca-Cola Co. (United States): \$ 2.91 billion
- Toyota Motor Corp. (Japan): \$ 2.83 billion
- Volkswagen (Germany): \$ 2.82 billion
- McDonald's (United States): \$ 2.65 billion
- Reckitt Benckiser (United Kingdom): \$ 2.62 billion
- Kraft Foods (United States): \$ 2.49 billion

- Fiat/Chrysler (Italy): \$ 2.35 billion
- Mars (United States): \$ 2.25 billion
- Johnson & Johnson (United States): \$ 2.17 billion
- Ford Motor Co. (United States): \$ 2.13 billion

## **16.6 Ad Spending By Media**

According to Zenith Optimedia, media advertising spending has been, and is projected, as follows:

- 2011: \$476.59 billion
- 2012: \$491.95 billion
- 2013: \$511.88 billion
- 2014: \$537.14 billion
- 2015: \$566.75 billion

The distribution of media advertising spending in 2012 and projection for 2015 are as follows:

	<b>2012</b>	<b>2015</b>
• Television:	\$197.64 billion	\$226.45 billion
• Newspapers:	\$ 93.17 billion	\$ 90.07 billion
• Internet:	\$ 88.57 billion	\$132.40 billion
• Magazines:	\$ 43.23 billion	\$ 41.59 billion
• Radio:	\$ 34.29 billion	\$ 37.13 billion
• Outdoor:	\$ 32.28 billion	\$ 35.94 billion
• Cinema:	\$ 2.74 billion	\$ 3.14 billion

## **16.7 Online Advertising**

Internet advertising spending has been, and is projected, as follows (source: Zenith Optimedia):

- 2011: \$ 76.90 billion
- 2012: \$ 88.57 billion
- 2013: \$101.46 billion
- 2014: \$116.09 billion
- 2015: \$132.40 billion

The distribution of Internet advertising spending in 2012 and projection for 2015 are as follows:

	<b>2012</b>	<b>2015</b>
• Paid search:	\$43.19 billion	\$61.05 billion
• Display:	\$33.24 billion	\$57.20 billion
• Classified:	\$12.12 billion	\$14.13 billion



## **16.8 Mobile Advertising**

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), global mobile ad spending has been, and is projected, as follows:

- 2011: \$ 3.97 billion
- 2012: \$ 6.44 billion
- 2013: \$ 9.72 billion
- 2014: \$13.96 billion
- 2015: \$15.64 billion
- 2016: \$23.64 billion

## **16.9 Digital Ad Spending By Region and Country**

eMarketer assesses digital advertising spending as follows:

### **Region**

	<b>2012</b>	<b>2016</b>
• North America:	\$ 42.61 billion	\$ 66.55 billion
• Western Europe:	\$ 27.96 billion	\$ 41.05 billion
• Asia-Pacific:	\$ 27.63 billion	\$ 53.16 billion
• Eastern Europe:	\$ 4.68 billion	\$ 8.15 billion
• Latin America:	\$ 3.62 billion	\$ 7.68 billion
• Africa & Middle East:	\$ 840 million	\$ 2.81 billion
• Total:	\$107.33 billion	\$179.41 billion

### **Country**

	<b>2012</b>	<b>2016</b>
• United States:	\$39.50 billion	\$62.00 billion
• Japan:	\$ 9.60 billion	\$12.55 billion
• United Kingdom:	\$ 8.64 billion	\$12.19 billion
• China:	\$ 7.36 billion	\$16.48 billion
• Germany:	\$ 6.75 billion	\$ 9.29 billion
• France:	\$ 3.19 billion	\$ 4.26 billion
• Canada:	\$ 3.11 billion	\$ 4.55 billion
• Australia:	\$ 3.04 billion	\$ 4.50 billion
• South Korea:	\$ 2.50 billion	\$ 3.25 billion
• Italy:	\$ 1.89 billion	\$ 3.03 billion
• Spain:	\$ 1.49 billion	\$ 2.21 billion
• Russia:	\$ 1.08 billion	\$ 3.96 billion
• Brazil:	\$ 1.05 billion	\$ 4.13 billion
• Indonesia:	\$ 800 million	\$ 4.02 billion
• India:	\$ 480 million	\$ 1.65 billion
• Argentina:	\$ 470 million	\$ 1.11 billion
• Mexico:	\$ 460 million	\$ 820 million

By region and country, mobile ad spending is assessed as follows:

#### **Region**

	<b>2012</b>	<b>2016</b>
• Asia-Pacific:	\$2.56 billion	\$ 5.09 billion
• North America:	\$2.40 billion	\$11.03 billion
• Western Europe:	\$1.30 billion	\$ 6.68 billion
• Eastern Europe:	\$ 121 million	\$ 450 million
• Latin America:	\$ 47 million	\$ 374 million
• Africa & Middle East:	\$ 3 million	\$ 14 million
• Total:	\$6.44 billion	\$23.64 billion

#### **Country**

	<b>2012</b>	<b>2016</b>
• United States:	\$2.29 billion	\$10.34 billion
• Japan:	\$1.74 billion	\$ 2.67 billion
• United Kingdom:	\$ 558 million	\$ 3.03 billion
• South Korea:	\$ 451 million	\$ 763 million
• Germany:	\$ 225 million	\$ 1.39 billion
• China:	\$ 196 million	\$ 780 million
• France:	\$ 140 million	\$ 626 million
• Italy:	\$ 113 million	\$ 509 million
• Canada:	\$ 110 million	\$ 691 million
• Australia:	\$ 73 million	\$ 186 million
• Spain:	\$ 61 million	\$ 324 million
• Russia:	\$ 37 million	\$ 158 million
• Brazil:	\$ 25 million	\$ 198 million
• Argentina:	\$ 11 million	\$ 70 million
• India:	\$ 10 million	\$ 102 million
• Indonesia:	\$ 8 million	\$ 104 million
• Mexico:	\$ 3 million	\$ 43 million

### **16.10 Sponsorships**

IEG ([www.sponsorship.com](http://www.sponsorship.com)) assesses global spending on sponsorships as follows:

- 2009: \$44.0 billion
- 2010: \$46.3 billion
- 2011: \$48.6 billion
- 2012: \$51.1 billion
- 2013: \$53.3 billion

By region, sponsorship spending in 2012 and projected growth in 2013 are as follows:

	2012	2013 Growth
• North America:	\$18.9 billion	4.2%
• Europe:	\$14.1 billion	2.8%
• Asia-Pacific:	\$12.0 billion	5.0%
• Latin America:	\$ 3.9 billion	2.6%
• All other countries:	\$ 2.2 billion	4.5%

Sponsorship spending outside North America was \$32.2 billion in 2012, a figure that is projected to increase 3.7% to \$33.4 billion in 2013.

While Russian, Indian, and Chinese companies will contribute to a projected 5.0% increase from the Asia-Pacific region, growth is expected to slow to just 2.6% in Central and South America, where the 2014 FIFA World Cup and 2016 Olympic Games have secured major sponsorships from companies both inside and outside of the region, but have failed to spur other local investments that were previously anticipated. Economic conditions in Europe continue to be a drag on sponsorship spending by European companies; IEG forecasts a dip in spending to 2.8% in 2013 from 4.7% in 2012.

## **16.11 Comparative Effectiveness**

The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) conducts an annual *Global Trust In Advertising Survey*. The 2013 survey included responses from more than 28,000 adults in 56 countries.

By region, respondents in the 2013 survey said they trust completely/somewhat the following forms of advertising:

	Global Avg.	Africa & M. East	Asia Pacific	Europe	Latin America	North America
• Recommendations from people I know:	92%	90%	94%	89%	92%	90%
• Consumer opinions posted online:	70%	69%	76%	64%	58%	68%
• Branded websites:	58%	71%	63%	44%	73%	52%
• Editorial content (e.g. newspaper articles):	58%	67%	61%	48%	69%	61%
• E-mails that I signed up for:	50%	51%	53%	39%	59%	55%
• Branded sponsorships:	47%	62%	55%	30%	62%	40%
• Ads on television:	47%	57%	54%	29%	63%	46%
• Ads in magazines:	47%	56%	54%	28%	63%	47%
• Billboards and other outdoor advertising:	47%	59%	55%	29%	57%	41%
• Ads in newspapers:	46%	58%	52%	28%	61%	47%
• Ads on radio:	42%	50%	47%	26%	58%	45%
• Ads before movies:	41%	47%	47%	25%	58%	40%
• TV program product placements:	40%	52%	46%	24%	58%	35%
• Ads served in search engine results:	40%	46%	43%	29%	57%	35%
• Online video ads:	36%	44%	42%	22%	48%	31%
• Ads on social networks:	36%	49%	42%	22%	49%	31%
• Online banner ads:	33%	42%	39%	19%	42%	28%
• Banner or video ads on mobile devices:	33%	44%	41%	18%	39%	26%
• Text (SMS) ads on mobile phones:	29%	40%	35%	17%	35%	25%

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**“While brand marketers increasingly seek to deploy more effective advertising strategies, the continued proliferation of media messages may be impacting how well they resonate with their intended audiences on various platforms. Although television will remain a primary way marketers connect with audiences due to its unmatched reach compared to other media, consumers around the world continue to see recommendations from friends and online consumer opinions as by far the most credible.”**

Randall Beard, Global CMO  
Nielsen, 4/13

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### **16.12 Market Resources**

*Advertising Age*, 711 Third Avenue, New York, NY 10017. (212) 210-0100.  
([www.adage.com](http://www.adage.com))

eMarketer, 75 Broad Street, 31<sup>st</sup> Floor, New York, NY 10004. (212) 376-5291.  
([www.emarketer.com](http://www.emarketer.com))

IEG, 350 North Orleans Street, Suite 1200, Chicago, IL 60654. (800) 834-4850.  
([www.sponsorship.com](http://www.sponsorship.com))

The Nielsen Company, 770 Broadway, New York, NY 10003. (212) 708-7500.  
([www.nielsen.com](http://www.nielsen.com))

Zenith Optimedia, 24 Percy Street, London W1T 2BS, United Kingdom.  
Tel.: +44 (20) 7961 1000. ([www.zenithoptimedia.com](http://www.zenithoptimedia.com))

Zenith Optimedia's 2013 assessment of global advertising spending is accessible at  
[www.zenithoptimedia.com/zenithoptimedia-forecasts-4-1-growth-in-global-adspend-in-2013/](http://www.zenithoptimedia.com/zenithoptimedia-forecasts-4-1-growth-in-global-adspend-in-2013/).

## ARTS & CULTURE

### 17.1 Art Museums

According to *The Art Newspaper*, the following art museums had the highest number of visitors in 2012:

1. Musée du Louvre (Paris, France):	9.72 million
2. Metropolitan Museum of Art (New York, NY, United States):	6.12 million
3. British Museum (London, United Kingdom):	5.58 million
4. Tate Modern (London, United Kingdom):	5.30 million
5. National Gallery (London, United Kingdom):	5.16 million
6. Vatican Museums (Vatican City):	5.06 million
7. National Palace Museum (Taipei, China):	4.36 million
8. National Gallery of Art (Washington, DC, United States):	4.20 million
9. Centre Pompidou (Paris, France):	3.80 million
10. Musée d'Orsay (Paris, France):	3.60 million
11. Victoria & Albert Museum (London, United Kingdom):	3.23 million
12. National Museum of Korea (Seoul, South Korea):	3.13 million
13. State Hermitage Museum (St. Petersburg, Russia):	2.88 million
14. Museum of Modern Art (New York, NY, United States):	2.80 million
15. National Folk Museum of Korea (Seoul, South Korea):	2.64 million
16. Reina Sofía (Madrid, Spain):	2.56 million
17. Centro Cultural Banco do Brasil (Rio De Janeiro, Brazil):	2.23 million
18. National Portrait Gallery (London, United Kingdom):	2.10 million
19. Shanghai Museum (Shanghai, China):	1.94 million
20. National Museum of Scotland (Edinburgh, Scotland):	1.89 million
21. Galleria degli Uffizi (Florence, Italy):	1.77 million
22. Moscow Kremlin Museums (Moscow, Russia):	1.74 million
23. National Galleries of Scotland (Edinburgh, Scotland):	1.60 million
24. Getty (Los Angeles, CA, United States):	1.59 million
25. National Gallery of Victoria (Melbourne, Australia):	1.57 million
26. Tate Britain (London, United Kingdom):	1.54 million
27. Grand Palais (Paris, France):	1.52 million
28. Tokyo National Museum (Tokyo, Japan):	1.50 million
29. State Tretyakov Gallery (Moscow, Russia):	1.49 million
30. Van Gogh Museum (Amsterdam, Netherlands):	1.49 million
31. Queensland Art Gallery/GoMA (Brisbane, Australia):	1.48 million

32.	Art Institute of Chicago (Chicago, IL, United States):	1.44 million
33.	Saatchi Gallery (London, United Kingdom):	1.41 million
34.	Pergamonmuseum (Berlin, Germany):	1.40 million
35.	Gyeongju National Museum (Gyeongju, South Korea):	1.38 million
36.	Palazzo Ducale (Venice, Italy):	1.32 million
37.	Musée Quai Branly (Paris, France):	1.31 million
38.	Valencia Institute of Modern Art (Valencia, Spain):	1.30 million
39.	National Museum of Contemporary Art (Seoul, South Korea):	1.28 million
40.	Museo Thyssen-Bornemisza (Madrid, Spain):	1.26 million
41.	SAAM/Renwick (Washington, DC, United States):	1.23 million
42.	Galleria dell'Accademia (Florence, France):	1.22 million
43.	Centro Cultural Banco do Brasil (Brasília, Brazil):	1.21 million
44.	Royal Academy of Arts (London, United Kingdom):	1.20 million
45.	Art Gallery of New South Wales (Sydney, Australia):	1.20 million
46.	Parco Del Castello Di Miramare (Trieste, Italy):	1.19 million
47.	Guggenheim Museum (New York, NY, United States):	1.19 million
48.	Lacma (Los Angeles, CA, United States):	1.17 million
49.	Palazzo Reale (Milan, Italy):	1.17 million
50.	Russian Museum (St. Petersburg, Russia):	1.15 million
51.	FAMSF (San Francisco, CA, United States):	1.14 million
52.	Upper and Lower Belvedere (Vienna, Austria):	1.11 million
53.	Museu Picasso (Barcelona, Spain):	1.09 million
54.	National Art Museum of China (Beijing, China):	1.08 million
55.	National Portrait Gallery (Washington, DC, United States):	1.08 million
56.	Mori Art Museum (Tokyo, Japan):	1.07 million
57.	Kelvingrove Art Gallery and Museum (Glasgow, Scotland):	1.04 million
58.	Royal Ontario Museum (Toronto, ON, Canada):	1.03 million
59.	Acropolis Museum (Athens, Greece):	1.02 million
60.	Guggenheim (Bilbao, Spain):	1.01 million
61.	Riverside Museum (Glasgow, Scotland):	1.00 million

## **17.2 Exhibitions**

The exhibitions with the highest attendance in 2012 were as follows (source: *The Art Newspaper*):

		Daily	Total
1.	Masterpieces from the Mauritshuis (Tokyo Metropolitan Art Museum; Tokyo, Japan):	10,573	758,200
2.	The Amazon: Cycles of Modernity (Centro Cultural Banco do Brasil; Rio de Janeiro, Brazil):	7,928	374,800
3.	Nineteenth-century Italian Painting (State Hermitage Museum; St. Petersburg, Russia):	7,747	425,000
4.	Colourful Realm: Ito Jakuchu [1716-1800] (National Gallery of Art; Washington, DC, United States):	7,611	235,900

5.	David Hockney RA: A Bigger Picture (Royal Academy of Arts; London, United Kingdom):	7,512	600,900
6.	Japanese Masterpieces from the MFA, Boston (Tokyo National Museum; Tokyo, Japan):	7,374	540,300
7.	Antony Gormley: Still Being (Centro Cultural Banco do Brasil; Rio de Janeiro, Brazil):	6,909	271,400
8.	Little Black Jacket (Saatchi Gallery; London, United Kingdom):	6,716	161,200
9.	Golden Flashes (Galleria degli Uffizi; Florence, Italy):	6,672	789,200
10.	Monumenta: Daniel Buren (Grand Palais; Paris, France):	6,498	240,400
11.	India (Centro Cultural Banco do Brasil; Rio de Janeiro, Brazil):	6,347	599,300
12.	The Gallery of the Tapestries (Galleria degli Uffizi; Florence, Italy):	6,330	425,900
13.	De Kooning: a Retrospective (Museum of Modern Art; New York, NY, United States):	6,218	696,300
14.	Golden Age of the Rui State (Shanghai Museum; Shanghai, China):	6,108	586,372
15.	200 Masterpieces from Palace Museum, Beijing (Tokyo National Museum; Tokyo, Japan):	5,986	258,252
16.	The Orthodox Lineage of the Southern School (Shanghai Museum; Shanghai, China):	5,973	358,400
17.	Impressionism: Paris and Modernity (Centro Cultural Banco do Brasil; Rio de Janeiro, Brazil):	5,926	325,100
18.	Cindy Sherman (Museum of Modern Art; New York, NY, United States):	5,660	605,586
19.	Matisse: Pairs and Series (Centre Pompidou; Paris, France):	5,472	494,085
20.	Print/Out: Multiplied Art in the Information Era (Museum of Modern Art; New York, NY, United States):	5,454	469,087
21.	400 Years of European Masterpieces (National Art Center Tokyo; Tokyo, Japan):	5,362	392,949
22.	Back to Art (Galleria dell'Accademia; Florence, Italy):	5,259	832,382
23.	Santiago Calatrava: the Quest for Movement (State Hermitage Museum; St. Petersburg, Russia):	5,217	430,000
24.	India Side By Side! (Centro Cultural Banco do Brasil; Rio De Janeiro, Brazil):	5,149	314,800
25.	Misia: Queen of Paris (Musée d'Orsay; Paris, France):	5,132	401,700
26.	Literati Spirit: Art of Chinese Bamboo Carving (Shanghai Museum; Shanghai, China):	5,123	327,882
27.	Sanja Ivekovic: Sweet Violence (Museum of Modern Art; New York, NY, United States):	5,045	499,479

### **17.3 Biennials**

Biennials are major exhibitions of contemporary art held throughout the world every other year. The first such exhibition was Venice Biennale, which was first held in 1895. Some biennials, such as the Biennale de Paris, have expanded to include events such as performing arts.

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**“With over 100 biennials around the world, international showcases for contemporary art are now so prolific, and come so rapidly, that they often seem more like major sporting events than exhibitions. In 2013, the 11<sup>th</sup> edition of the Sharjah Biennial open[ed] in March, the 55<sup>th</sup> Venice Biennale start[ed] in June, followed in September by the 13<sup>th</sup> Istanbul Biennial, the 12<sup>th</sup> Lyon Biennale, and the fifth Moscow Biennale. For many cities biennials have become important sources of cultural pride, international recognition, and tourism.”**

*The Economist*, 11/21/12

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The following are the major biennials:

- Arts in Marrakech (AiM) International Biennale [Arts in Marrakech Festival] (Morocco, [www.marrakechbiennale.org](http://www.marrakechbiennale.org))
- Beijing Biennale (Beijing, China; [www.biennialfoundation.org/biennials/beijing-international-art-biennale/](http://www.biennialfoundation.org/biennials/beijing-international-art-biennale/))
- Berlin Biennale (Berlin, Germany; [www.berlinbiennale.de/blog/en/](http://www.berlinbiennale.de/blog/en/))
- Biennale de Paris (Paris, France; [www.biennaledeparis.org](http://www.biennaledeparis.org))
- Biennale of Sydney (Sydney, Australia; [www.biennaleofsydney.com.au/](http://www.biennaleofsydney.com.au/))
- Bucharest Biennale (Bucharest, Romania; <http://bucharestbiennale.org>)
- Estuaire (Nantes and Saint-Nazaire, France; [www.estuaire.info/en/](http://www.estuaire.info/en/))
- Florence Biennale (Florence, Italy; [www.florencebiennale.org](http://www.florencebiennale.org))
- Gwangju Biennale (Gwangju, South Korea; [www.gwangjubennale.org](http://www.gwangjubennale.org))
- Havana Biennial Art Exhibition (Havana, Cuba; [www.havana-cultura.com/en/int/visual-art/havana-biennial](http://www.havana-cultura.com/en/int/visual-art/havana-biennial))
- Herzliya Biennial For Contemporary Art (Herzliya, Israel; [www.herzliya-biennial.com](http://www.herzliya-biennial.com))
- Istanbul Biennial (Istanbul, Turkey; [www.iksv.org/bienal/english/](http://www.iksv.org/bienal/english/))



- Kochi-Muziris Biennale (Kochi, Kerala, India; <http://kochimuzirisbiennale.org>)
- Kortrijk Design Biennale Interieur (Kortrijk, Belgium; [www.interieur.be](http://www.interieur.be))
- La Biennale de Lyon (Lyon, France; [www.biennale-de-lyon.org](http://www.biennale-de-lyon.org))
- Liverpool Biennial (Liverpool, United Kingdom; [www.biennial.com](http://www.biennial.com))
- Manifesta, the European Biennale of Contemporary Art (various cities throughout Europe; <http://manifesta.org>)
- Moscow Biennale (Moscow, Russia; <http://4th.moscowbiennale.ru/en/>)
- São Paulo Art Biennial (São Paulo, Brazil; [www.bienal.org.br/FBSP/en/pages/home.aspx/](http://www.bienal.org.br/FBSP/en/pages/home.aspx/))
- Shanghai Biennale (Shanghai, China; [www.shanghaibiennale.org/en](http://www.shanghaibiennale.org/en))
- Sharjah Biennial (Sharjah, United Arab Emirates; [www.sharjahbiennial.org](http://www.sharjahbiennial.org))
- Singapore Biennale (various locations across Singapore; [www.singaporeartmuseum.sg/sb2013/](http://www.singaporeartmuseum.sg/sb2013/))
- Venice Biennale (Venice, Italy; [www.labiennale.org/en/Home.html](http://www.labiennale.org/en/Home.html))
- Vladivostok Biennale of Visual Arts (Vladivostok, Russia; <http://biennale.me/en/>)

## **17.4 Dance**

While there are many forms of classical dance, ballet and contemporary dance are generally considered the most popular categories in dance.

Ballet dates to the Italian Renaissance courts of the 15<sup>th</sup> century and evolved into a concert dance form in France and Russia. Ballet performances are most popular in Europe and North America.

The following are the most recognized ballet companies:

- Birmingham Royal Ballet (Birmingham, United Kingdom; <http://brb.org.uk>)
- Bolshoi Ballet (St. Petersburg, Russia; [www.bolshoi.ru](http://www.bolshoi.ru))
- English National Ballet (London, United Kingdom; [www.ballet.org.uk](http://www.ballet.org.uk))
- Kirov Ballet (St. Petersburg, Russia; [www.kirov.com](http://www.kirov.com))
- New York City Ballet (New York, NY; [www.nycballet.com](http://www.nycballet.com))
- Paris Opera Ballet [Le Ballet de l'Opéra de Paris] (Paris, France; [www.operadeparis.fr/en/L\\_Opera/le\\_Ballet/](http://www.operadeparis.fr/en/L_Opera/le_Ballet/))
- Royal Ballet (London, United Kingdom; [www.roh.org.uk](http://www.roh.org.uk))
- Royal Danish Ballet (Copenhagen, Denmark; <http://kglteater.dk/>)
- Scottish Ballet (Glasgow, Scotland; [www.scottishballet.co.uk/](http://www.scottishballet.co.uk/))
- State Academic St Petersburg Ballet Theatre (St. Petersburg, Russia; <http://rus-ballet.com/static-russianballettheatre-1.htm/>)

The following are among the most renowned ballet schools:

- Bolshoi Ballet School (Moscow, Russia and New York, NY, United States; [www.bolshoiballetacademy.com](http://www.bolshoiballetacademy.com))
- Kirov Ballet School (St. Petersburg, Russia and Washington, DC, United States; <http://kirovacademydc.org/>)
- Paris Opera Ballet School (Paris, France; <http://deballet.com/schools/paris-opera-ballet-school>)

- Royal Ballet School (London, United Kingdom; [www.royal-ballet-school.org.uk/](http://www.royal-ballet-school.org.uk/))
- School of American Ballet (New York, NY, United States; [www.sab.org](http://www.sab.org))

Contemporary dance, or modern dance, combines elements of several dance genres including modern, jazz, lyrical, and classical ballet. The following are recognized as being among the top contemporary dance companies in the world:

- Alvin Ailey American Dance Theater (New York, NY, United States; [www.alvinailey.org](http://www.alvinailey.org))
- Azure Barton & Artists (New York, NY, United States; [www.azurebarton.com](http://www.azurebarton.com))
- Batsheva Dance Company (Tel Aviv, Israel; [www.batsheva.co.il/en/](http://www.batsheva.co.il/en/))
- Martha Graham Dance Company (New York, NY, United States; [www.marthagraham.org](http://www.marthagraham.org))
- Mummenschanz (Altstätten, Switzerland; [www.mummenschanz.com](http://www.mummenschanz.com))
- Pilobolus (Washington Depot, CT, United States; [www.pilobolus.org](http://www.pilobolus.org))

Top contemporary dance schools include the following:

- Conservatorio Superior de Dansa [CSD], Institut del Teatre (Madrid, Spain; [www.csdma.es](http://www.csdma.es))
- David Zambrano (Amsterdam, Netherlands; [www.davidzambrano.org](http://www.davidzambrano.org))
- Folkwang Universität der Künste (Nordrhein-Westfalen, Germany; [www.folkwang-uni.de](http://www.folkwang-uni.de))
- Performing Arts Research and Training Studios [P.A.R.T.S.] (Brussels, Belgium; [www.parts.be](http://www.parts.be))
- The Juilliard School (New York, NY, United States; [www.juilliard.edu](http://www.juilliard.edu))
- The Place (London, United Kingdom; [www.modul-dance.eu/portfolio/theplace/](http://www.modul-dance.eu/portfolio/theplace/))
- Trisha Brown Dance Company (New York, NY, United States; [www.trishabrowncompany.org](http://www.trishabrowncompany.org))

## **17.5 Opera**

The following are the most prominent opera companies:

- Bayerische Staatsoper [Bavarian State Opera] (Munich, Germany; [www.bayerische.staatsoper.de/](http://www.bayerische.staatsoper.de/))
- Bolshoi Opera (Moscow, Russia; [www.bolshoi.ru/en](http://www.bolshoi.ru/en))
- Canadian Opera Company (Toronto, ON, Canada; [www.coc.ca](http://www.coc.ca))
- Cape Town Opera (Cape Town, South Africa; [www.capetownopera.co.za/](http://www.capetownopera.co.za/))
- De Nederlandse Opera (Amsterdam, Netherlands; [www.dno.nl/home.php?&lang=uk](http://www.dno.nl/home.php?&lang=uk))
- English National Opera (London, United Kingdom; [www.eno.org](http://www.eno.org))
- Gran Teatre del Liceu (Barcelona, Spain; [www.liceubarcelona.cat/en.html](http://www.liceubarcelona.cat/en.html))
- Houston Grand Opera (Houston, TX, United States; [www.houstongrandopera.org](http://www.houstongrandopera.org))
- La Monnaie (Brussels, Belgium; [www.lamonnaie.be](http://www.lamonnaie.be))
- Lyric Opera of Chicago (Chicago, IL, United States; [www.lyricopera.org](http://www.lyricopera.org))
- Mariinsky Opera (St. Petersburg, Russia; [www.mariinsky.ru/en](http://www.mariinsky.ru/en))
- National Theatre (Prague, Czech Republic; [www.nationaltheatre.cz](http://www.nationaltheatre.cz))

- New York City Opera (New York, NY, United States; [www.nycopera.com](http://www.nycopera.com))
- Opera Australia (Sydney, Australia; [www.opera-australia.org.au/](http://www.opera-australia.org.au/))
- Opera Company of Philadelphia (Philadelphia, PA, United States; [www.operaphila.org](http://www.operaphila.org))
- San Francisco Opera (San Francisco, CA; United States; [www.sfopera.com](http://www.sfopera.com))
- Staatsoper Hamburg [Hamburg State Opera] (Hamburg, Germany; [www.hamburgische-staatsoper.de/en/1\\_state\\_opera/hso/geschichte/index.php](http://www.hamburgische-staatsoper.de/en/1_state_opera/hso/geschichte/index.php))
- Teatro alla Scala [La Scala] (Milan, Italy; [www.teatroallascala.org](http://www.teatroallascala.org))
- The Royal Opera (London, United Kingdom; [www.roh.org.uk](http://www.roh.org.uk))
- Wiener Staatsoper [Vienna State Opera] (Vienna, Austria; [www.vienna-opera.com](http://www.vienna-opera.com))
- Welsh National Opera (Cardiff, Wales, United Kingdom; [www.wno.org.uk](http://www.wno.org.uk))

*National Geographic* rated the following as the top opera houses in the world:

- La Scala (Milan, Italy; [www.teatroallascala.org](http://www.teatroallascala.org))
- Opéra Royal (Versailles Court Theater, France; [www.chateauversailles.fr](http://www.chateauversailles.fr))
- Paris Opéra (Paris, France; [www.opera-de-paris.fr](http://www.opera-de-paris.fr))
- Sydney Opera House (Sydney, Australia; [www.sydneyoperahouse.com](http://www.sydneyoperahouse.com))
- Teatro Amazonas (Manaus, Brazil; [www.teatromazonas.com.br](http://www.teatromazonas.com.br))
- Teatro Colon (Buenos Aires, Argentina; [www.teatrocolon.org.ar](http://www.teatrocolon.org.ar))
- Teatro di San Carol (Naples, Italy; [www.teatrosancarlo.it](http://www.teatrosancarlo.it))
- The Bolshoi (Moscow, Russia; [www.bolshoi.ru](http://www.bolshoi.ru))
- The Royal Opera House (London, United Kingdom; [www.royalopera.org](http://www.royalopera.org))
- Vienna Staatsoper (Vienna, Austria; [www.wiener-staatsoper.at](http://www.wiener-staatsoper.at))

## **17.6 Symphony Orchestras**

Top symphony orchestras include the following:

- Berliner Philharmoniker (Berlin, Germany; [www.berliner-philharmoniker.de/en](http://www.berliner-philharmoniker.de/en))
- Boston Symphony Orchestra (Boston, MA, United States; [www.bso.org](http://www.bso.org))
- Budapest Festival Orchestra (Budapest, Hungary; [www.bfz.hu/en](http://www.bfz.hu/en))
- Chicago Symphony Orchestra (Chicago, IL, United States; [www.cso.org](http://www.cso.org))
- Cleveland Orchestra (Cleveland, OH, United States; [www.clevelandorchestra.com](http://www.clevelandorchestra.com))
- Czech Philharmonic (Prague, Czech Republic; [www.ceskafilharmonie.cz/en/](http://www.ceskafilharmonie.cz/en/))
- Dresden Staatskapelle (Dresden, Germany; [www.staatskapelle-dresden.de/en/welcome/](http://www.staatskapelle-dresden.de/en/welcome/))
- Israel Philharmonic Orchestra (Tel Aviv, Israel; [www.ipco.co.il/eng/HomePage/.aspx](http://www.ipco.co.il/eng/HomePage/.aspx))
- Leipzig Gewandhaus Orchestra (Leipzig, Germany; [www.gewandhaus.de/gewandhaus-orchestra/](http://www.gewandhaus.de/gewandhaus-orchestra/))
- London Philharmonic Orchestra (London, United Kingdom; [www.lpo.co.uk](http://www.lpo.co.uk))
- London Symphony Orchestra (London, United Kingdom; [www.lso.co.uk](http://www.lso.co.uk))
- Los Angeles Philharmonic (Los Angeles, CA, United States; [www.laphil.com](http://www.laphil.com))
- Mariinsky Theatre Orchestra (St. Petersburg, Russia; [www.mariinsky.ru/en/](http://www.mariinsky.ru/en/))
- Metropolitan Opera Orchestra (New York, NY; [www.metoperafamily.org/metopera/](http://www.metoperafamily.org/metopera/))
- New York Philharmonic (New York, NY, United States; [www.nyphil.org](http://www.nyphil.org))

- NHK Symphony Orchestra (Tokyo, Japan; [www.nhkso.or.jp/en](http://www.nhkso.or.jp/en))
- Orchestre de la Suisse Romande (Geneva, Switzerland; [www.osr.ch](http://www.osr.ch))
- Orchestre de Paris (Paris, France; [www.orchestredeparis.com](http://www.orchestredeparis.com))
- Orchestre National de France (Paris, France; <http://sites.radiofrance.fr/chaines/formations/concerts/accueil/>)
- Orchestre Symphonique de Montreal (Montreal, QC, Canada; [www.osm.ca](http://www.osm.ca))
- Oslo Philharmonic Orchestra (Oslo, Norway; <http://en.oslofilharmonien.no/>)
- Philadelphia Orchestra (Philadelphia, PA, United States; [www.philorch.org](http://www.philorch.org))
- Philharmonia Orchestra (London, United Kingdom; [www.philharmonia.co.uk](http://www.philharmonia.co.uk))
- Pittsburgh Symphony Orchestra (Pittsburgh, PA, United States; [www.pittsburghsymphony.org](http://www.pittsburghsymphony.org))
- Royal Concertgebouw Orchestra (Amsterdam, Netherlands; [www.concertgebouworkest.nl/en](http://www.concertgebouworkest.nl/en))
- Royal Philharmonic Orchestra (London, United Kingdom; [www.rpo.co.uk/](http://www.rpo.co.uk/))
- Russian National Orchestra (Moscow, Russia; [www.russianarts.org/rno/index.cfm](http://www.russianarts.org/rno/index.cfm))
- Saito Kinen Orchestra (Matsumoto-City, Japan; [www.saito-kinen.com/e/](http://www.saito-kinen.com/e/))
- San Francisco Symphony (San Francisco, CA, United States; [www.sfsymphony.org](http://www.sfsymphony.org))
- St. Louis Symphony Orchestra (St. Louis, MO, United States; [www.stlsymphony.org](http://www.stlsymphony.org))
- St. Petersburg Philharmonic (St. Petersburg, Russia; [www.philharmonia.spb.ru/eng/zkrang.html](http://www.philharmonia.spb.ru/eng/zkrang.html))
- Vienna Philharmonic Orchestra (Vienna, Austria; [www.wienerphilharmoniker.at](http://www.wienerphilharmoniker.at))

## **17.7 Market Resources**

*The Art Newspaper*, 70 South Lambeth Road, Third Floor, London SW8 1RL, United Kingdom. Tel.: +44 (0)203 416 9000. ([www.theartnewspaper.com](http://www.theartnewspaper.com))

# 18

## AUTOMOTIVE

### **18.1 Overview**

There are about one billion cars and light trucks on the road worldwide; three-quarters are outside the United States.

The greatest demand for new vehicles is in emerging markets. According to J.D. Power ([www.jdpower.com](http://www.jdpower.com)), emerging markets garnered 51% of the global light-vehicle market in 2010 and have expanded marketshare since. The four BRIC countries (Brazil, Russia, India, and China) each rank among the top seven auto markets; 40% of global sales come from these countries.

### **18.2 Global Passenger Vehicle Sales**

According to the International Organization of Motor Vehicle Manufacturers (OICA, [www.oica.net](http://www.oica.net)), global passenger car sales have been as follows:

- 2005: 44,755,211
- 2006: 47,495,279
- 2007: 50,325,808
- 2008: 49,481,832
- 2009: 48,996,321
- 2010: 55,118,246
- 2011: 57,242,673
- 2012: 60,486,524

By region, passenger car sales in 2012 and, for comparison, in 2005, were as follows:

	2005	2012
• Asia/Oceania/Middle East:	14,503,662	30,120,200
• Europe:	17,912,308	16,187,240
• North America:	9,221,429	8,639,763
• Central and South America:	2,317,970	4,471,686
• Africa:	799,842	1,067,635

By country, passenger car sales in 2012 and, for comparison, in 2005, were as follows:

	<b>2005</b>	<b>2012</b>
• China:	3,971,101	15,495,240
• United States:	7,659,983	7,241,900
• Japan:	4,748,482	4,572,333
• Germany:	3,319,259	3,082,504
• Brazil:	1,369,182	2,851,540
• India:	1,106,863	2,773,516
• Russia:	1,520,225	2,755,384
• United Kingdom:	2,439,717	2,044,609
• France:	2,118,042	1,898,760
• Italy:	2,244,108	1,402,905
• South Korea:	941,483	1,293,585
• Thailand:	178,291	950,000
• Iran:	730,000	860,000
• Indonesia:	364,319	780,785
• Canada:	847,436	748,530
• Spain:	1,528,877	699,589
• Mexico:	714,010	649,333
• Argentina:	271,921	600,915
• Australia:	608,804	576,955
• Turkey:	438,597	556,280
• Malaysia:	410,892	552,189
• Saudi Arabia:	480,000	530,000
• Netherlands:	465,196	502,544
• Belgium:	480,088	486,737
• South Africa:	419,868	440,002
• Austria:	307,915	336,010
• Switzerland:	266,770	328,139
• Sweden:	274,301	279,899
• Poland:	207,007	273,589
• Chile:	140,000	257,013
• Colombia:	120,000	240,000
• Ukraine:	273,600	237,602
• Egypt:	94,538	222,700
• Taiwan:	325,840	211,578
• United Arab Emirates:	137,000	211,500
• Israel:	130,000	200,000
• Czech Republic:	151,699	174,009
• Denmark:	148,819	170,763
• Norway:	109,907	137,967
• Pakistan:	141,326	136,026
• Oman:	19,000	135,000
• Morocco:	56,183	117,818
• Finland:	148,161	111,251

• Kuwait:	50,000	110,000
• Peru:	14,231	96,700
• Portugal:	206,488	95,309
• Algeria:	71,046	93,000
• Ecuador:	54,342	80,000
• Iraq:	2,000	80,000
• Ireland:	171,742	79,498
• New Zealand:	77,825	76,871
• Slovakia:	56,916	69,268
• Romania:	214,967	66,436
• Venezuela:	128,601	60,776
• Qatar:	8,000	60,000
• Uzbekistan:	28,500	60,000
• Greece:	269,728	58,482
• Puerto Rico:	96,000	55,000
• Hungary:	198,982	53,059
• Hong Kong	27,032	52,800
• Luxembourg:	48,517	50,398
• Slovenia:	59,324	50,091
• Philippines:	35,063	48,328
• Vietnam:	24,888	44,070
• Panama:	10,000	40,000
• Uruguay:	10,000	40,000
• Tunisia:	25,000	37,000
• Syria:	32,985	36,300
• Bahrain:	18,000	35,000
• Kazakstan:	34,600	35,000
• Lebanon:	15,000	35,000
• Singapore:	109,167	32,724
• Croatia:	70,541	31,360
• Costa Rica:	13,000	30,000
• Nigeria:	16,000	30,000
• Botswana:	12,905	25,900
• Bangladesh:	6,500	24,600
• Serbia:	21,603	22,800
• Palestine:	13,500	21,600
• Belarus:	9,000	20,000
• Libya:	35,000	20,000
• Paraguay:	3,000	20,000
• Reunion:	25,142	19,795
• Estonia:	19,640	19,424
• Bulgaria:	25,956	19,419
• Guatemala:	8,100	16,000
• Brunei:	15,000	15,000

• Dominican Republic:	16,000	15,000
• Bolivia:	1,000	14,000
• Guadeloupe:	14,359	13,158
• Angola:	6,000	13,000
• Jordan:	10,000	13,000
• Lithuania:	16,602	12,165
• Azerbaijan:	12,100	12,000
• Martinique:	14,749	11,527
• Cyprus:	17,687	10,123
• Latvia:	10,467	10,665
• Bosnia:	10,000	10,000
• Tajikistan:	5,300	10,000
• Trinidad:	10,000	8,000
• Iceland:	18,060	7,902
• New Caledonia:	7,397	7,900
• Kyrgyzstan:	5,000	7,000
• Ghana:	2,500	6,500
• Malta:	6,500	6,000
• Armenia:	11,000	5,000
• El Salvador:	4,000	5,000
• Kenya:	2,000	5,000
• Macedonia:	9,300	5,000
• Mauritius:	2,900	5,000
• Moldova:	4,000	5,000
• Turkmenistan:	3,900	5,000
• Guyana:	4,085	4,357
• Cuba:	2,000	4,000
• Georgia:	1,500	4,000
• Ivory Coast:	2,000	4,000
• Senegal:	3,000	4,000
• Nepal:	1,000	3,600
• Gabon:	800	3,000
• Nicaragua:	3,000	3,000
• Tahiti:	5,200	3,000
• Tanzania:	2,000	3,000
• Uganda:	3,000	3,000
• Zimbabwe:	7,000	3,000
• Bahamas:	2,500	2,500
• Laos:	500	2,500
• Albania:	800	2,300
• Myanmar:	1,000	2,100
• Cameroon:	1,300	2,000
• Jamaica:	3,000	2,000
• Sudan:	2,000	2,000



• Sri Lanka:	2,600	2,000
• Yemen:	4,000	2,000
• Zambia:	2,300	2,000
• Madagascar:	930	1,200
• Congo:	200	1,000
• Honduras:	4,800	1,000
• Malawi:	930	1,000
• Mongolia:	500	950
• Burkina Faso:	500	300
• Burundi:	500	210
• Liberia:	300	210
• Belize:	100	200
• Cambodia:	100	150

### **18.3 Market Leaders**

Ranked by 2012 global vehicle sales, the top automakers are as follows:

- Toyota: 9.75 million
- General Motors: 9.29 million
- Volkswagen: 9.10 million

The top-selling models in 2012, ranked by number of global new vehicle registrations, were as follows (source: Polk [[www.polk.com](http://www.polk.com)]):

- Ford Focus: 1,020,410
- Toyota Corolla: 872,774
- Ford F-Series: 785,630
- Wuling Zhiguang: 768,870
- Toyota Camry: 729,793
- Ford Fiesta: 723,130
- Volkswagen Golf: 699,148
- Chevrolet Cruze: 661,325
- Honda Civic: 651,159
- Honda CR-V: 624,982

### **18.4 Chinese Markets**

The overall auto market in China has been increasing 26% annually over the past decade; the market for luxury cars has been increasing by an average of 36% a year. McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com)) expects the premium-car market to expand by an average of 12% a year through 2020, compared with 8% for the overall auto market. By 2020, China will be the world's biggest market for luxury cars.

While general production cars are manufactured domestically, China has not penetrated the export market and few luxury models are produced in the country. Most

local cars are produced by state-owned enterprises (SOEs) working in joint ventures with foreign firms like GM and Volkswagen; some are from private firms like Geely.

According to a 2013 report from Sanford C. Bernstein Research ([www.bernsteinresearch.com](http://www.bernsteinresearch.com)), the “SOEs are lumbering, lack entrepreneurial spirit, and rely on foreign technology, while private competitors are small, lack technology, and sell low-priced cars.” Bernstein concludes that “despite decades of trying, China today cannot build a globally competitive car.”

A 2013 survey by McKinsey & Company found that Chinese auto owners do not expect Chinese manufacturers to come up with a marketable luxury auto before 2020.

A notable success among Chinese auto upstarts is Great Wall Motor. Specializing in SUVs, the company sold about 600,000 vehicles in 2012 and expects to double production to 1.3 million vehicles by 2015. Its Haval H5 SUV costs 92,800 yuan (\$15,124), a fourth the cost of an Audi Q5 built in China. Low manufacturing costs – in part because of its cheaper plant equipment and minimal research and development – yield an operating margin of 16.4%, the highest among all automakers globally, according to Sanford C. Bernstein Research.

## **18.5 European Markets**

The auto market in Europe dropped 2.9% in 2012 to the lowest level since 1993. Sales dropped an additional 6.8% during the first half of 2013, according to the European Automobile Manufacturers’ Association ([www.acea.be](http://www.acea.be)).

According to AlixPartners ([www.alixpartners.com](http://www.alixpartners.com)), 58 of the 100 largest auto-assembly plants in Europe were operating below 75% of their capacity as of June 2013, levels that would typically plunge a car factory deep into the red. The consultancy foresees that car buying on the continent might not improve until 2019.

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**“The broader picture remains depressing. High unemployment, especially among young people, is discouraging consumers from buying new cars. City dwellers increasingly see little need to own a vehicle, while improved durability is reducing the need to replace cars. Such trends mean that European car sales could fall to a low of 12 million units in 2014, nearly 30% below their 2007 level, and flat-line thereafter, according to consultancy Alix Partners.”**

*Fortune*, 6/21/13

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Even as the overall car market in Europe has struggled, the market for high-end cars has remained strong. BMW, Volkswagen (which owns Rolls Royce), and Daimler's Mercedes-Benz posted record sales in 2012. This is due, in large part, to corporate purchases. In Germany, cars bought by companies for employee use account for 32% of auto sales; more than 85% of the high-end cars sold there are registered to companies.

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**“The contrast between the luxury end and the mass-market part of the European car business is striking. BMW has recently been making operating profits of about €4,000 (\$5,200) on each car it sells whereas Opel-Vauxhall, the European arm of GM, has been losing about €1,500 (\$1,950) per car.”**

*The Economist, 4/20/13*

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## **18.6 Market Resources**

AlixPartners, 2000 Town Center, Suite 2400 Southfield, MI 48075. (248) 358-4420. ([www.alixpartners.com](http://www.alixpartners.com)) A consultancy, AlixPartners specializes in assessment of the U.S. and global auto industry.

International Organization of Motor Vehicle Manufacturers [OICA; Organization Internationale des Constructeurs d'Automobiles], 4 rue de Berri, 8ème arrondissement, Paris, France. ([www.oica.net](http://www.oica.net)) OICA, founded in Paris in 1919, comprises 35 national trade associations around the world, including all major automobile manufacturing countries. The organization maintains permanent committees which conduct activities in the fields of technical affairs, communication, and industry statistics.

Polk, 26533 Evergreen Road, Suite 900, Southfield, MI 48076. (248) 728-7000. ([www.polk.com](http://www.polk.com)) Polk provides market data, analysis, and tools for the automotive sector.

## ENTERTAINMENT & MEDIA

### 19.1 Market Assessment

PricewaterhouseCoopers (PwC, [www.pwc.com](http://www.pwc.com)) estimates the 2012 global entertainment and media market at \$1.64 trillion. The market is forecast to reach \$2.17 trillion in 2017.

By segment, the 2012 market, 2012-2017 compound annual growth rate (CAGR), and projected 2017 market are as follows:

	2012	CAGR	2017
• Internet access:	\$393.0 billion	11.0%	\$655.0 billion
• Business-to-business:	\$186.7 billion	2.8%	\$214.0 billion
• TV subscriptions and licence fees:	\$172.0 billion	4.3%	\$212.0 billion
• Newspaper publishing:	\$164.0 billion	no change	\$164.0 billion
• TV advertising:	\$162.1 billion	5.3%	\$209.4 billion
• Consumer/educational book publishing:	\$101.6 billion	1.0%	\$104.3 billion
• Internet advertising:	\$100.2 billion	13.0%	\$185.4 billion
• Filmed entertainment:	\$ 88.6 billion	3.6%	\$106.0 billion
• Consumer magazine publishing:	\$ 81.9 billion	<1.0%	\$ 83.3 billion
• Video games:	\$ 63.4 billion	6.5%	\$ 86.9 billion
• Music:	\$ 49.9 billion	2.0%	\$ 53.8 billion
• Radio:	\$ 44.0 billion	3.0%	\$ 51.0 billion
• Out-of-home advertising:	\$ 33.8 billion	5.0%	\$ 42.8 billion

### 19.2 Market Leaders

*Financial Times* ranks the world's largest entertainment and media companies by 2012 revenue as follows:

• Comcast (United States):	\$55.84 billion
• Walt Disney Co. (United States):	\$40.89 billion
• Vivendi (France):	\$37.32 billion
• News Corp. (United States):	\$33.40 billion
• Time Warner (United States):	\$28.97 billion
• DirecTV (United States):	\$27.22 billion
• Time Warner Cable (United States):	\$19.67 billion
• Viacom (United States):	\$14.91 billion
• Thomson Reuters (Canada):	\$13.80 billion
• CBS (United States):	\$14.24 billion

- British Sky Broadcasting (United Kingdom): \$10.58 billion
- Reed Elsevier (Netherlands/United Kingdom): \$ 9.32 billion
- Naspers (South Africa): \$ 4.88 billion

### **19.3 Books and eBooks**

According to PwC, the global market for consumer and educational books was \$101.6 billion in 2012. Revenue is forecast to grow by a CAGR of 1% to reach a total of \$104.3 billion in 2017. Even though growth in printed books is flat or declining in most markets, it is being offset by a rise in revenues from e-books, which will account for 22% of all books sold around the world in 2017, up from 9% in 2012.

The fastest-growing markets for books include both traditional markets in Europe and North America and the growth markets in Asia-Pacific. The following countries are forecast to have the highest five-year CAGR (source: PwC):

- Thailand: 6.7%
- Venezuela: 5.9%
- India: 5.2%
- Brazil: 5.1%
- Pakistan: 4.2%

With e-books accounting for 38% of all sales in 2017, North America will have the strongest adoption of e-books. In Europe, the Middle East, and Africa, e-books will account for 17% of revenues in 2017, followed by 15% in Asia-Pacific, and 6% in Latin America.

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**“Digitization – fueled by widespread adoption of tablets and other e-reading devices – will prove a mixed blessing for the book industry in the near term, because although e-book sales will rise, physical bookstores will continue to close.”**

PricewaterhouseCoopers, 4/13

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The Japanese book market in 2012 was \$22.5 billion, according to the Japan Book Publishers Association ([www.jbpa.or.jp](http://www.jbpa.or.jp)). With such avid readers, digital e-reading technology developed early – the Japanese have been reading novels and manga comics on their mobile phones for over a decade. However, the country has not

followed the rest of the world in adopting e-readers. There are only about 100,000 Japanese titles (excluding manga e-books) in e-book format. For comparison, Amazon.com alone has more than 1.4 million Kindle e-books available.

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**“When it comes to e-readers, the industry has gone nowhere. Although Sony, Panasonic, and Toshiba offer e-readers for local consumers, sales have been disappointing. Foreign companies have stayed away, in part because their software had difficulty handling Japanese characters, as well as text reading vertically rather than horizontally.”**

*Bloomberg Businessweek, 10/29/12*

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#### **19.4 Filmed Entertainment**

According to the Motion Picture Association of America (MPAA, [www.mpa.org](http://www.mpa.org)), international markets (outside the U.S. and Canada) garnered 69% of the \$34.7 billion global film market in 2012. Over the past five years (2008 through 2012) the international market for filmed entertainment has grown by 32%; the U.S.-Canada market has increased 12%.

The 2012 global box office, and for comparison the 2008 box office, was as follows (source: MPAA):

	2008	2012
• Europe, Middle East, and Africa:	\$ 9.7 billion	\$10.7 billion
• United States and Canada:	\$ 9.6 billion	\$10.8 billion
• Asia-Pacific:	\$ 6.8 billion	\$10.4 billion
• Latin America:	\$ 1.6 billion	\$ 2.8 billion
• Global total:	\$27.7 billion	\$34.7 billion

By country, the following were the top international box office markets in 2012 (source: IHS Screen Digest [[www.screendigest.com](http://www.screendigest.com)]):

• China:	\$2.7 billion
• Japan:	\$2.4 billion
• United Kingdom:	\$1.7 billion
• France:	\$1.7 billion
• India:	\$1.4 billion

- Germany: \$1.3 billion
- South Korea: \$1.3 billion
- Russia: \$1.2 billion
- Australia: \$1.2 billion
- Brazil: \$0.8 billion

Overseas box office revenue is essential to the success of many U.S. films. The following are some examples:

	Domestic Box Office	Overseas Box Office
• <i>Pirates of the Caribbean</i> (2011):	\$241.1 million	\$802.8 million
• <i>The Croods</i> (2013):	\$142.5 million	\$242.6 million
• <i>Battleship</i> (2012):	\$ 65.4 million	\$237.6 million
• <i>John Carter</i> (2012):	\$ 73.1 million	\$209.7 million

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**“Our biggest movies open overseas before they do in the U.S. And foreign ticket sales have turned domestic flops into profit-makers and domestic hits into global smashes.”**

*USA Today, 4/15/13*

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## **19.5 Newspapers**

According to PwC, global newspaper revenue in 2012 was \$187 billion. This figure includes circulation and advertising spending for print and digital formats, including digital advertising on newspaper websites and mobile device apps. Advertising in free daily newspapers is included, although free weeklies and other weekly papers are not included.

Ranked by circulation, the following are the world's largest newspapers (sources: International Federation of Audit Bureaux of Circulations [[www.ifabc.org](http://www.ifabc.org)] and World Association of Newspapers and News Publishers [[www.wan-iffra.org](http://www.wan-iffra.org)]):

- *Yomiuri Shimbun* (Japan): 9.97 million
- *Asahi Shimbun* (Japan): 7.75 million
- *The Times of India* (India): 4.09 million
- *Mainichi Shimbun* (Japan): 3.43 million
- *Nihon Keizai Shimbun* (Japan): 3.02 million
- *Bild* (Germany): 2.99 million
- *The Sun* (United Kingdom): 2.77 million
- *News of the World* (United Kingdom): 2.87 million

• <i>Chunichi Shimbun</i> (Japan):	2.72 million
• <i>Dainik Jagran</i> (India):	2.66 million
• <i>Reference News</i> (China):	2.45 million
• <i>The Chosun Ilbo</i> (South Korea):	2.30 million
• <i>JoongAng Ilbo</i> (South Korea):	2.20 million
• <i>Tokyo Sports</i> (Japan):	2.12 million
• <i>The Wall Street Journal</i> (United States):	2.10 million
• <i>People's Daily</i> (China):	2.10 million
• <i>The Dong-a Ilbo</i> (South Korea):	2.10 million
• <i>Malayala Manorama</i> (India):	2.04 million
• <i>The Daily Mail</i> (United Kingdom):	2.04 million
• <i>The Mail on Sunday</i> (United Kingdom):	1.98 million
• <i>Hindustan Dainik</i> (India):	1.86 million
• <i>USA Today</i> (United States):	1.83 million

Revenue within the newspaper sector has shown steady annual declines for at least four years. According to PwC, revenues have stabilized, however, and are forecast to remain at 2012 levels through 2017. Globally, continued expansion in growth markets will offset the longer-term declines in mature markets.

Although revenues overall have declined, the global appetite for newspapers is growing: more than 547 million newspapers were being distributed daily at year-end 2012, up from 516 million in 2008. With growth in Asia-Pacific markets, that number is forecast to rise to 594 million per day by 2017.

A number of developing markets across the globe will see significant growth in newspaper revenues. The 2012-2017 CAGR for the 10 largest newspapers is forecast as follows (source: PwC):

• India:	10.5%
• Indonesia:	9.0%
• China:	6.0%
• Brazil:	4.0%
• Germany:	- 2.0%
• United Kingdom:	- 0.5%
• South Korea:	- 1.0%
• Italy:	- 2.5%
• Japan:	- 2.5%
• United States	- 3.0%

Global newspaper revenues split by circulation and advertising have been, and are forecast, as follows (source: PwC):

	<b>Advertising</b>	<b>Circulation</b>
• 2008:	\$108.77 billion	\$78.71 billion
• 2009:	\$ 89.57 billion	\$77.82 billion
• 2010:	\$ 89.02 billion	\$77.64 billion
• 2011:	\$ 87.54 billion	\$77.24 billion



- 2012: \$ 86.05 billion \$77.48 billion
- 2013: \$ 84.79 billion \$78.11 billion
- 2014: \$ 83.73 billion \$78.73 billion
- 2015: \$ 83.10 billion \$79.36 billion
- 2016: \$ 82.83 billion \$80.05 billion
- 2017: \$ 82.80 billion \$80.82 billion

The continuing decline in newspaper advertising revenue means that circulation will represent an increasingly significant proportion of overall revenues.

In mature markets, digital paywalls are becoming mainstream. Digital content, which accounted for 5% of revenue in 2012, will account for 11% of global newspaper revenues by 2017.

According to comScore ([www.comscore.com](http://www.comscore.com)), 644 million people worldwide visited online newspaper sites monthly in 2012.

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**“As their business models continue to tilt away from print and toward digital, newspaper outlets around the world are competing to win the attention of this large and growing audience.”**

*eMarketer, 12/26/12*

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Ranked by monthly unique visitors in 2012, the top online newspaper publishers worldwide are as follows (source: comScore):

- Mail Online (United Kingdom): 50.1 million
- The New York Times (United States): 48.7 million
- The Guardian (United Kingdom): 38.9 million
- Tribune newspapers (United States): 35.9 million
- People’s Daily Online (China): 33.0 million
- Telegraph Media (United Kingdom): 30.1 million
- Xinhua News Agency (China): 30.0 million
- The Washington Post (United States): 26.0 million
- Hearst newspapers (United States): 24.2 million
- Advance Digital (United States): 22.3 million

## **19.6 Recorded Music**

Global recorded music sales were \$16.5 billion in 2012, according to the International Federation of the Phonographic Industry (IFPI, [www.ifpi.org](http://www.ifpi.org)). The IFPI's annual report, published in April 2013, provides the following assessment:

- Overall global recorded music trade revenues increased by 0.2% in 2012, the first year of growth since 1999. All the revenue streams IFPI tracks (physical, digital, performance rights, and synchronisation revenues), with the exception of physical sales, increased in 2012. A total of 21 countries saw market growth in 2012, including nine of the top 20 markets.
- The United States remains the world's largest music market; increased digital music moved Sweden to the 12<sup>th</sup> largest global music market from a ranking as 14<sup>th</sup> in 2011; India also moved up the rankings in 2012.
- Digital channels now account for 35% of overall industry trade revenues, while physical sales represent 57% of record companies' income. Downloads remain the biggest source of digital revenues, with combined unit sales of track and album downloads up by 11% in 2012.
- Music subscription services are seeing rapid growth. Music subscription and ad-supported streaming services account for 20% of digital revenues globally, up from 14% in 2011. Subscription and ad-supported revenues combined account for almost one third (31%) of all digital music revenues in Europe.
- Emerging markets are helping fuel the industry's recovery. Brazil, India, and Mexico have seen market growth respectively of 24%, 42%, and 17% since 2008. In 2012 revenues in India reached an all-time high while Latin America was the fastest growing region for the year.
- Albums continue to hold their appeal, accounting for 56% of recorded music sales value. Digital album downloads grew faster than singles, and vinyl sales hit their highest point since 1997. Many of the best-selling albums of 2012 generated a large streaming volume across all tracks.
- Music licensing income is also on the rise. Revenue from performance rights (from broadcasts and public performance) was the fastest growing segment in the recording industry in 2012, accounting for 6% of recorded music revenues. Revenues grew by 9.4% globally, to \$943 million. Income from synchronisation deals – music used in TV advertisements, films, and brand partnerships – grew by 2.1% to \$337 million in 2012.

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**“The Internet sank the music industry, but is now helping it to resurface. Popular streaming services, such as Spotify and Deezer, which pay a royalty each time a song is played, have also helped to rescue the business. Subscription services had 20 million paying subscribers around the world in 2012, up 44% from a year earlier. Millions more use free advertising-supported versions. The growth of smartphones has made it more attractive to own and stream music legally. Smartphones are the third most popular device on which to listen to music, after personal computers and hi-fi systems. Over 100 countries now host digital music services for legal downloading and streaming, compared with only 23 in January 2011. The ease of owning or streaming music may have helped to draw people away from piracy. But around a third of Internet users continue to visit unlicensed sites. This may explain why revenues have stopped falling but have not yet grown by even a full percentage point. Still, it looks as though the music industry has (at last) found a new, more buoyant rhythm.”**

*The Economist, 3/2/13*

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Universal Music became the world’s largest music recording company with the 2012 acquisition of EMI Group. The distribution of the 2013 global market is estimated as follows:

- Universal Music Group: 40%
- Sony Music Entertainment: 32%
- Warner Music Group: 15%

## **19.7 Television**

According to PricewaterhouseCoopers, the global TV market in 2012 was \$334.1 billion: subscriptions and license fees accounted for \$172.0 billion; TV advertising was \$162.1 billion.

Television reach (percentage of households) for select countries is as follows (source: The Nielsen Company [[www.nielsen.com](http://www.nielsen.com)]):

• Taiwan:	99.4%	• Ireland:	96.7%
• Greece:	99.0%	• Turkey:	96.5%
• Phillippines:	98.8%	• New Zealand:	96.5%
• Mexico:	98.5%	• Poland:	96.4%
• Indonesia:	98.3%	• Lebanon:	96.0%
• Macedonia:	98.1%	• Malaysia:	96.0%
• Serbia:	97.8%	• Thailand:	96.0%
• Slovenia:	97.7%	• South Korea:	95.5%
• Hungary:	97.6%	• China:	93.8%
• Australia:	97.5%	• Venezuela:	93.1%
• United States:	97.2%	• South Africa:	93.0%
• Sweden:	97.2%	• Puerto Rico:	82.6%

Average daily time spent viewing television for select countries is as follows (source: The Nielsen Company):

• Serbia:	5 hr. 39 min.	• Mexico:	3 hr. 22 min.
• Macedonia:	5 hr. 18 min.	• Malaysia:	3 hr. 18 min.
• United States:	5 hr. 04 min.	• South Africa:	3 hr. 16 min.
• Greece:	5 hr. 03 min.	• Sweden:	3 hr. 10 min.
• Croatia:	4 hr. 49 min.	• New Zealand:	3 hr. 08 min.
• Hungary:	4 hr. 47 min.	• South Korea:	3 hr. 06 min.
• Italy:	4 hr. 18 min.	• Ireland:	3 hr. 05 min.
• Turkey:	4 hr. 17 min.	• Indonesia:	3 hr. 01 min.
• Poland:	4 hr. 14 min.	• Australia:	2 hr. 59 min.
• Puerto Rico:	4 hr. 06 min.	• Taiwan:	2 hr. 41 min.
• Lebanon:	3 hr. 41 min.	• China:	2 hr. 36 min.
• Phillippines:	3 hr. 30 min.	• Venezuela:	2 hr. 35 min.
• Slovenia:	3 hr. 28 min.	• Thailand:	2 hr. 11 min.

For all the industry talk of disruptive threats to its business models, the pay TV industry, on a global level, is proving very resilient. The demand for premium TV content remains strong among consumers, especially in emerging markets.

Driven by rapid growth in the Asia-Pacific and Latin American markets, global spending for subscriptions and license fees is forecast by PwC to increase at a CAGR of 4.3%, reaching \$212 billion by 2017. Market growth for select countries is as follows:

- China: \$9.45 billion \$17.84
- Brazil: \$6.14 billion \$11.48
- India: \$6.60 billion \$10.08
- United Kingdom: \$7.08 billion \$ 8.11

Indonesia is expected to be the fastest-growing TV market, with 21% CAGR in revenues and a market set to be worth \$1.7 billion in 2017. Kenya, Thailand, and Vietnam are forecast to experience a 13% CAGR.

Cable is expected to remain the dominant platform globally for delivering pay TV services, although its share will decline. Internet Protocol TV (IPTV) will be the fastest-growing platform, with a CAGR of 14% forecast by PwC, but only in certain markets, such as China, the United States, and South Korea.

### **19.8 Toys**

According to the Toy Industry Association ([www.toyassociation.org](http://www.toyassociation.org)), the global toy market is \$84.1 billion, distributed as follows:

- North America: \$23.9 billion
- Europe: \$23.3 billion
- Asia: \$23.1 billion
- Latin America: \$ 7.3 billion
- Africa: \$ 3.1 billion
- Australia: \$ 2.6 billion

The annual toy market in Europe is as follows:

- United Kingdom: \$4.93 billion
- France: \$4.58 billion
- Germany: \$3.85 billion
- Italy: \$1.78 billion
- Spain: \$1.53 billion
- Belgium: \$ 642 million
- Austria: \$ 542 million
- Portugal: \$ 273 million

### **19.9 Video Games**

Over the past two decades the video-game business has gone from a niche industry to a major sector of the entertainment industry.

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**“These days video games rival films as a form of entertainment. Sales figures are murky, but most estimates put annual revenues at between \$60 billion and \$70 billion.”**

*The Economist, 2/23/13*

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The largest gaming market is the United States, where annual spending is about \$16 billion, according to the Entertainment Software Association ([www.theesa.com](http://www.theesa.com)).

With sales increasing about 20% per year, China is the fastest-growing market. But the high price of consoles and rampant piracy have encouraged the development of online games in China, which are mostly played on mobile devices and are easier to protect from piracy.

The Japanese gaming market was the second-largest until 2012 when it was passed by China. While U.S. games are generally popular throughout Asia, this is not the case in Japan.

Online games, particularly those played on mobile devices, dominate the video game market in South Korea, the world's fourth largest market.

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**“The ever-increasing power of mobile phones has put the means of playing games into the pockets of millions of people who would never think of spending hundreds of dollars on a dedicated console or a PC. Today's smartphones pack far more computer power than the original PlayStation, and games are a big part of their appeal; the two most popular kinds of software on Apple's App Store are games and entertainment.”**

*The Economist*

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## **19.10 Market Resources**

International Federation of Audit Bureaux of Circulations (IFABC), Saxon House, 211 High Street, Berkhamsted, Herts, HP4 1AD, United Kingdom.

Tel.: +44 (0) 442 200812. ([www.ifabc.org](http://www.ifabc.org)) The IFABC is a voluntary federation of industry-sponsored organizations that have a common commitment to the accurate and transparent reporting of comparable print and new media performance data.

International Federation of the Phonographic Industry (IFPI), Utoquai 37, Postfach 581, CH-8024 Zurich, Switzerland. Tel.: +41 (0) 1 254 6161. ([www.ifpi.org](http://www.ifpi.org)) IFPI's *Recording Industry in Numbers: The Recorded Music Market in 2012* is available online at [www.ifpi.org/content/section\\_resources/rin/rin.html](http://www.ifpi.org/content/section_resources/rin/rin.html).

Motion Picture Association of America (MPAA), 1600 Eye Street NW, Washington, DC 20006. (202) 293-1966. ([www.mpaa.org](http://www.mpaa.org)) MPAA's *Global Theatrical Market Statistics 2012* is accessible at [www.mpaa.org/Resources/3037b7a4-58a2-4109-8012-58fca3abdf1b.pdf](http://www.mpaa.org/Resources/3037b7a4-58a2-4109-8012-58fca3abdf1b.pdf).

PricewaterhouseCoopers (PwC), 300 Madison Avenue, 24<sup>th</sup> Floor, New York, NY 10017. (646) 471-4000. ([www.pwc.com](http://www.pwc.com)) PwC's *Global Entertainment And Media Outlook: 2013-2017* is accessible at [www.pwc.com/gx/en/global-entertainment-media-outlook/index.jhtml](http://www.pwc.com/gx/en/global-entertainment-media-outlook/index.jhtml).

The Nielsen Company, 85 Broad Street, New York, NY 10004. (800) 864-1224. ([www.nielsen.com](http://www.nielsen.com)) Nielsen surveys and studies consumers in more than 100 countries to ascertain media activities and a view of trends and habits worldwide.

Toy Industry Association (TIA), 1115 Broadway, Suite 400, New York, NY 10010. (212) 675-1141. ([www.toyassociation.org](http://www.toyassociation.org)) The TIA's International Council of Toy Industries provides a state-of-the-industry report and information on global toy issues at [www.toy-icti.org/](http://www.toy-icti.org/).

World Association of Newspapers and News Publishers (WAN-IFRA), Washingtonplatz 1, 64287 Darmstadt, Germany. Tel.: +49 6 151 7336. ([www.wan-ifra.org](http://www.wan-ifra.org)) WAN-IFRA is the global organization of the world's press, representing more than 18,000 publications, 15,000 online sites, and over 3,000 companies in more than 120 countries.

## **FESTIVALS & EVENTS**

### **20.1 Overview**

Attending festivals is a major leisure activity for consumers. Larger events have a significant impact on the host communities as people travel from around the world to attend.

This chapter provides an overview of some festivals that attract global interest.

### **20.2 Asia**

#### **Chinese New Year**

- The Chinese New Year, also referred to as the Lunar New Year and the Spring Festival, is the longest and most important celebration in the Chinese calendar. The new year begins on the first day of the Chinese calendar, usually within February, and festivities continue for 15 days.
- The Chinese New Year is celebrated throughout much of Asia. Among the biggest celebrations in Southeast Asia are those held in Penang and Klang, Malaysia, and Singapore.
- The holiday is celebrated with a festival in the Chinatown area of Kolkata, India, where a significant community of people of Chinese origin reside. In Pakistan, the Chinese New Year is celebrated by the sizable Chinese expatriate community that lives there.
- The Chinese New Year is considered to be the most important festival for Filipino-Chinese in the Philippines, where it is a non-working holiday throughout the country.

#### **Japanese New Year**

- New Year's Day, January 1, is the most celebrated holiday in Japan. Shops are closed during the first few days of the new year as people celebrate. It has been estimated that up to 10% of the population travel abroad during the holiday, in part to escape the cold weather.

#### **Kumbh Mela (India)**

- Kumbh Mela is a mass Hindu pilgrimage of faith in which Hindus gather to bathe in a sacred river. With over 100 million people visiting during the Kumbh Mela, it is considered the largest gathering in the world.



- The pilgrimage is held every third year over about one and a half months at one of four places: Haridwar, Allahabad (Prayaga), Nashik, and Ujjain. At these locations, it is believed in Hinduism that drops of nectar fell from the kumbha carried by gods after the sea was churned. The rivers at these four places are: the Ganges (Ganga) at Haridwar, the confluence (Sangam) of the Ganges and the Yamuna and the mythical Saraswati at Allahabad, the Godawari at Nashik, and the Shipra at Ujjain.
- The 2013 Kumbh Mela was held January 14 through March 10 at Allahabad. Over 30 million devotees and ascetics took the holy dip on the occasion of Mauni Amavasya, February 10, the biggest bathing day. Approximately 80 million people attended on February 14, the most auspicious day.
- While primarily a religious gathering, the atmosphere is festive and marketers take advantage of the gathering as a soft-sell opportunity to promote their brands.

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**“About 8% of India’s population has trekked to the Ganges in the past eight weeks, seeking salvation. Companies including Coca-Cola, Hindustan Unilever, and Colgate-Palmolive have made the same journey in a quest for profits. For advertisers, this is roughly a once-a-decade chance to reach millions of new consumers. About 30 companies, including telecom operators, banks, and snack makers, operate stalls offering discounts and freebies.”**

*Bloomberg Businessweek, 3/11/13*

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## **20.3 Australia**

### **Australia Day**

- Australians love beer and BBQs and no day brings out the best of this than Australia Day, when Aussies celebrate the first European settlement on the continent of Australia on January 26. A community-driven holiday, celebrations are held in each town and city across the country. Over 2.5 million people attend the event annually in Sydney.

### **Chinese New Year**

- More than 600,000 people crowd the streets of Sydney to celebrate the Lunar New Year. Events span over three weeks and include the launch celebration, outdoor markets, evening street food stalls, Chinese top opera performances, dragon boat races, a film festival, and parades that incorporate Chinese, Japanese, Korean, and Vietnamese performers. The festival attracts international media coverage and reaches millions of television viewers in Asia.

### **Sydney Festival**

- Established in 1977, Sydney Festival runs for three weeks every January. The festival program features more than 100 events, including contemporary and classical music, dance, circus, drama, and visual arts. Approximately 500,000 people attend its large-scale free outdoor events and 150,000 attend its ticketed events. The festival contributes more than A\$55 million to the economy of New South Wales.

## **20.4 Canada**

### **Calgary Stampede**

- This 10-day rodeo and festival is the largest annual event in Canada. Billed as “The Greatest Outdoor Show on Earth”, Calgary Stampede ([www.calgarystampede.com](http://www.calgarystampede.com)) attracts over a million visitors to Calgary, Alberta, every July.
- The 100<sup>th</sup> anniversary of the Calgary Stampede was held July 5-14, 2013.

### **Canadian National Exposition (Toronto)**

- The Canadian National Exhibition (CNE), also known as The Ex, is an annual event during the 18 days leading up to and including Canadian Labour Day Monday. With approximately two million visitors, the CNE is Canada’s largest annual fair and the seventh largest in North America. The exhibition was started in 1879 to promote agriculture and technology in Canada.

### **Caribbean Carnival Toronto**

- Caribbean Carnival Toronto (formerly called Caribana) is a three-week cultural explosion of Caribbean music, cuisine, and revelry as well as visual and performing arts. Held in July, attendance is estimated at one million people. The festival celebrated its 46<sup>th</sup> anniversary in 2013; Scotiabank is the official sponsor.

### **Divers/Cité**

- Divers/Cité ([www.diverscite.org](http://www.diverscite.org)), an LGBT multidisciplinary arts and music festival taking place annually in the heart of Montreal since 1993, is attended by an estimated one million people. Two of the festival’s annual productions are renowned across borders. Mascara is the number one drag demonstration worldwide, and La Grande Danse (the big dance) is recognized as the most amazing open-air house party in North America.

**Fan Expo (Toronto)**

- Recognized as the “Comic Con” of Canada, Fan Expo began as the Canadian National Comic Book Expo in 1995. The one-day event, held in August, has an attendance of over 100,000 and is the 3<sup>rd</sup> largest pop culture event in North America.

**Festival International de Jazz de Montréal**

- Every June the Montreal International Jazz Festival ([www.montrealjazzfest.com](http://www.montrealjazzfest.com)) offers two million visitors about 500 concerts (of which three-quarters are free of charge) and hosts about 2,000 musicians from over 20 countries. The 11-day festival is recognized by the Guinness Book as the world’s largest jazz festival.

**GlobeFest (Calgary)**

- GlobalFest ([www.globalfest.ca](http://www.globalfest.ca)), which includes the OneWorld and International Fireworks Festivals, attracts more than 100,000 visitors from Canada and around the world. OneWorld Festival boasts cultural pavilions, food booths, performance stages, an international bar and cafe, a night market, and kids’ activities.

**International des Feux Loto-Québec-Montréal**

- International des Feux Loto-Québec-Montréal [International Fireworks Competition] ([www.internationaldesfeuxloto-quebec.com](http://www.internationaldesfeuxloto-quebec.com)) is the world’s largest fireworks display. Since it began in 1985 more than 77 companies from 25 countries have presented more than 247 firework displays.

**International Festival of Military Bands**

- Each year the best military bands from around the world participate in the Québec City International Festival of Military Bands ([www.quebectattoo.net](http://www.quebectattoo.net)).

**Just For Laughs Festival**

- The 18-day Montréal Just For Laughs Festival ([www.hahaha.com](http://www.hahaha.com)) features more than 1,700 shows with artists from 19 countries performing in English and French. With more than 1,200 free performances, it is the world’s largest comedy event.

**Niagara Wine Festival**

- Held annually for two weekends in September in the heart of the Niagara Region (St. Catharines, Ontario), this local harvest celebration ([www.niagarawinefestival.com](http://www.niagarawinefestival.com)) has evolved into one of the largest wine festivals in North America. In addition to winery tours and tastings, more than 100,000 people attend concerts featuring a showcase of Canadian entertainers.

**Pride Week - Toronto**

- Pride Week ([www.pridetoronto.com/festival](http://www.pridetoronto.com/festival)) in Toronto is one of Canada’s premier arts and cultural festivals and one of the largest Pride celebrations in the world.

Toronto Pride's most prominent event, the Pride Parade, draws more than 1.2 million spectators and participants annually.

## **20.5 Europe**

### **Art Basel (Basel, Switzerland)**

- Art Basel, held for four days each June, is the premier art festival of Europe. Tens of thousands of collectors and art enthusiasts come to experience the highest quality modern and contemporary art, including works by well-known and upcoming artists.

### **Queen's Day (Netherlands)**

- With roots dating to 1895 and celebrated on April 30 (the 29<sup>th</sup> if the 30<sup>th</sup> falls on Sunday) since 1948, Queen's Day (in Dutch: Koninginnedag) is a carnival-like event celebrated throughout the Netherlands. Queen's Day in Amsterdam ([www.amsterdam.info/queensday/](http://www.amsterdam.info/queensday/)) attracts more than 700,000 visitors, draws visitors from all over Europe.

### **San Fermin Festival (Spain)**

- The San Fermin Festival, or the running of the bulls as it's more commonly known outside Spain, officially begins at midday on July 6 in the Casco Viejo (old city) of Pamplona, Spain. The city of about 200,000 residents swells to an overwhelming 1.5 million people for the party. Another one million Spaniards follow the broadcast of each morning's running of the bulls on Spanish National Television or Cuatro TV.

### **The Cannes International Film Festival (France)**

- Founded in 1946, Festival de Cannes [The Cannes International Film Festival] ([www.festival-cannes.com](http://www.festival-cannes.com)) is the most prestigious film festival in the world. The invitation-only festival is held annually (usually in May) at the Palais des Festivals et des Congrès in Cannes, France.
- The 2013 Cannes Film Festival was held May 15-26.

### **White Night Festival (Russia)**

- Festivals are held in St. Petersburg, Russia, throughout the season of the midnight sun, which culminates on July 22 when the sun disappears only momentarily. The two-month White Nights Festival, organized by the Saint Petersburg City Administration, includes classical ballet and opera performances, music concerts, fireworks, and military parades. The largest event of the festival – and the largest public event anywhere in Russia – is the Scarlet Sails show which celebrates the end of the school year as well as the year's longest day. Attendance, which had been estimated at one million for decades, has grown to 3 million in recent years.

## **20.6 Latin America**

### **Carnaval**

- Held the week before the start of Lent, Carnaval is celebrated throughout South America.
- The Carnaval in Rio de Janeiro, with two million people per day celebrating on the streets of the city, is the biggest carnaval in the world. The typical Rio carnaval parade is filled with revelers, floats, and ornately adorned members of samba schools. There are some 200 samba schools which are divided into five leagues. Rio's Carnaval festivals date to 1823.
- Salvador, a metropolitan area with 3.5 million people, is known as Brazil's capital of happiness due to its countless popular outdoor parties held throughout the year. Carnaval is its grandest celebration, with the blocos, flatbed trucks with bands and sound systems that lead people on a 3-day dance through the streets.
- Barranquilla, Colombia's fourth-largest city, boasts the world's second-largest Carnaval, after Rio. People from throughout the country gather to enjoy events such as the parade of floats, the crowning of Miss Carnaval, and African-inspired dances.
- Carnaval is celebrated throughout Uruguay with a passion topped only by Brazil. Neighborhood parades and dance parties are continuous during the week throughout Montevideo.

### **Festival of the Virgen de la Candelaria (Bolivia and Peru)**

- Annually on February 2 there are parades and parties throughout Bolivia honoring the Virgen de la Candelaria, a beloved religious icon. In Peru, the holiday is celebrated for two weeks in Puno with one of the greatest folk religious festivals in South America.

### **Inti Raymi (Ecuador and Peru)**

- The fiestas of San Pablo, San Juan, and Inti Raymi – a sun festival celebrating the summer solstice – merge into one big holiday in June in the Otavalo area. For the entire week people celebrate with barbecues, parades, dances, and bonfires.
- In Cusco, Peru, the Sacsayhuamán ruins overlooking the city are transformed into a majestic stage for the Inti Raymi festival.

### **Mendoza Wine Harvest Festival (Argentina)**

- The Malbec region, in Argentina, celebrates the bumper harvest the first weekend of every March with parades, concerts, and fireworks.

### **New Year's Eve (Brazil and Chile)**

- A million revelers celebrate New Year's Eve on Copacabana Beach for one of the largest celebrations in Brazil; fireworks, concerts, and the religious ceremonies of the Afro-Brazilian Candomblé are part of the festivities.
- In Chile, Valparaíso rings in the new year with a spectacular bang, setting off a fireworks display above the bay for the tens of thousands of visitors who blanket the hills.

## FOOD & BEVERAGE

### **21.1 Market Assessment**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), worldwide spending for food and nonalcoholic beverages (F&B) is 8.4% of the global gross domestic product (GDP). In 2012, the global GDP was \$71.8 trillion; global F&B spending was \$6.0 trillion.

Food and beverage spending in the 60 largest economies of the world is presented in section 25.1 of this handbook.

### **21.2 Spending Disparities**

The proportion of the consumer budget spent for food and beverages varies significantly throughout the world. Consumers in developed nations with strong economies typically spend less than 10% of their budget for F&B. In some countries with high rates of poverty, people may spend one-half or more of their income on food and beverages.

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**“A one dollar bag of rice in the U.S. is not the same as a one dollar bag of rice in Indonesia. For an American, who, on average, devotes about 7% of his or her spending to food, it won’t matter that much if the price of rice doubles to two dollars. An American can likely take the money that would have gone to a “non-essential” item and put it towards food instead. But for an Indonesian, who devotes 43% of his/her spending to food, it could mean less to eat.”**

Natalie Jones  
Graduate School of Journalism  
University of California Berkeley

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According to the World Bank, the percentage of GDP allocated for food & nonalcoholic beverages in the largest economies of the world is as follows:

• Ireland:	2.6%	• Taiwan:	9.8%
• Qatar:	3.0%	• Thailand:	10.0%
• Singapore:	3.7%	• Chile:	10.2%
• United States:	4.8%	• Brazil:	10.4%
• Canada:	5.1%	• China:	10.4%
• Netherlands:	5.1%	• Kazakhstan:	10.5%
• Norway:	5.2%	• Portugal:	10.5%
• Denmark:	5.3%	• Greece:	10.8%
• Hong Kong:	5.5%	• South Africa:	12.9%
• United Kingdom:	5.5%	• Iran:	13.0%
• Kuwait:	5.6%	• Poland:	13.1%
• Sweden:	5.6%	• Venezuela:	13.6%
• Australia:	5.7%	• Russia:	14.3%
• Austria:	6.1%	• Argentina:	14.8%
• Finland:	6.2%	• Colombia:	16.7%
• Switzerland:	6.2%	• Mexico:	16.7%
• Germany:	6.3%	• Turkey:	17.0%
• Saudi Arabia:	6.5%	• Iraq:	18.1%
• Belgium:	6.8%	• Romania:	19.7%
• France:	7.7%	• Vietnam:	19.7%
• South Korea:	7.9%	• Peru:	20.3%
• Czech Republic:	8.2%	• India:	21.4%
• Japan:	8.2%	• Ukraine:	22.4%
• New Zealand:	8.4%	• Indonesia:	28.0%
• Spain:	8.4%	• Philippines:	32.0%
• Israel:	8.8%	• Egypt:	32.7%
• Malaysia:	8.8%	• Bangladesh:	38.8%
• Italy:	8.9%	• Pakistan:	38.9%
• Hungary:	9.2%	• Nigeria:	40.6%

### **21.3 Market Leaders**

The largest grocery retail companies globally, by region, and by country are presented in Chapter 53 of this handbook.

### **21.4 Grocery Shopping**

In 2012, The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) surveyed more than 28,000 consumers in 56 countries asking about factors that influence their grocery purchases. Eighty-five percent (85%) of respondents worldwide said that rising food prices impact

their choice of grocery purchases; more than 52% said higher prices are a major influence. The influence of rising prices by region is as follows:

	<b>Impact</b>	<b>Major Impact</b>
• Asia-Pacific:	88%	12%
• Latin America:	86%	15%
• North America:	83%	18%
• Africa & Middle East:	82%	18%
• Europe:	81%	19%

The impact of health and wellness factors on choice of grocery purchases is as follows:

	<b>Major Impact</b>	<b>Small Impact</b>	<b>No Impact</b>
• Health factors:	38%	37%	24%
• Food labeling information on packaging:	31%	42%	27%
• Food allergy factors:	26%	34%	40%
• Availability of products with enhanced nutritional benefits:	25%	42%	33%
• Availability of organic product options:	24%	41%	35%

The impact of product availability is as follows:

	<b>Major Impact</b>	<b>Small Impact</b>	<b>No Impact</b>
• Discontinuation of a favorite product:	29%	40%	31%
• Availability of products in recyclable packaging:	22%	43%	36%
• Availability of private label products in-store:	21%	46%	34%
• Availability of ready-made meals in grocery stores:	18%	44%	38%

The impact of store service factors is as follows:

	<b>Major Impact</b>	<b>Small Impact</b>	<b>No Impact</b>
• Retailer loyalty reward program:	25%	44%	31%
• New retail stores open in my area:	25%	42%	33%
• Grocery shopping online:	24%	36%	40%
• Self-service checkouts:	20%	44%	36%
• Hand-held scanners in store:	17%	37%	46%

## **21.5 Healthy Eating**

According to a 2012 report by The Nielsen Company, 53% of adults in 56 countries consider themselves overweight. By region, the percentages of adults considering themselves overweight are as follows:

	<b>Very Overweight</b>	<b>Somewhat Overweight</b>	<b>A Little Overweight</b>	<b>Total Overweight</b>
• North America:	9%	20%	34%	63%
• Europe:	4%	16%	38%	58%



• Latin America:	4%	14%	40%	58%
• Africa and Middle East:	3%	11%	34%	48%
• Asia-Pacific:	4%	11%	31%	46%

With half of adults claiming to be overweight, it is logical that about half (48%) say they are trying to lose weight. Among these people, 78% are trying to lose weight through diet. By region, the percentages of adults who consider themselves overweight and who are trying to control their weight through diet are as follows:

• Europe:	81%
• North America:	80%
• Asia-Pacific:	76%
• Latin America:	74%
• Africa and Middle East:	70%

When asked what ways they are changing their diet, survey participants responded as follows:

• Cutting down on fats:	70%
• Cutting down on sugar:	62%
• Eating more natural, fresh foods:	55%
• Eating the same but smaller portions:	44%
• Eating less processed foods:	35%
• Low-carbohydrate, high-fat diet:	18%
• Another diet:	16%
• Weight Watchers or similar program:	7%
• Other:	5%

Nielsen found that many consumers do not understand the nutritional implications of what they are eating. Fifty-two percent (52%) of consumers say they only partially understand nutritional information on packaging; 7% do not understand it at all.

## **21.6 Alcoholic Beverages**

According to International Wine and Spirit Research ([www.iwsr.co.uk/](http://www.iwsr.co.uk/)), sales of alcoholic beverages are distributed as follows:

### **Brandy**

• India:	26.7%
• Phillippines:	16.1%
• Russia:	7.4%
• United States:	6.3%
• Brazil:	4.7%
• All other countries:	38.8%

**Gin**

- Phillippines: 36.0%
- United States: 21.2%
- Spain: 6.6%
- United Kingdom: 5.1%
- India: 4.3%
- All other countries: 26.9%

**Rum**

- India: 31.8%
- United States: 15.8%
- Phillippines: 10.9%
- Cuba: 4.1%
- Spain: 3.0%
- All other countries: 34.3%

**Tequila**

- United States: 50.2%
- Mexico: 33.6%
- Russia: 1.5%
- Germany: 1.5%
- Canada: 1.1%
- All other countries: 12.0%

**Vodka**

- Russia: 45.0%
- United States: 13.2%
- Ukraine: 8.1%
- Poland: 6.2%
- Uzbekistan: 2.8%
- All other countries: 24.8%

**Whiskey**

- India: 46.7%
- United States: 14.4%
- France: 4.8%
- Japan: 3.4%
- United Kingdom: 2.5%
- All other countries: 28.2%

One trend in the alcoholic beverage sector is American-made beverages entering the global marketplace, with many considered to be among the finest in the world. This has not always been the case.

Just a quarter century ago, for example, only imported wine (generally of French vintage) was thought to be of great quality. Now, American wines regularly win international awards and appear on tables in fine restaurants. And American beer and bourbon are closing their respective gaps in the beverage world.

Still, the U.S. market continues to see a strong presence of imported brands. Overseas suppliers generally eclipse domestic producers in offering new premium brands. According to Beverage Marketing Corporation ([www.beveragemarketing.com](http://www.beveragemarketing.com)), 40% of spirits in the U.S. market are imports, as are 26% of wines and 14% of beer.

## **21.7 Halal Foods**

Halal (Arabic for 'permissible') foods are foods that Muslims are allowed to eat under Islamic Shari'ah. Criteria include how food must be prepared as well as what foods are allowed. The term 'Halal' covers not only food and drink, but also all matters of daily life.

The annual Halal food market is estimated at \$700 billion.

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**“The importance of the Halal label spreads well beyond food. Many of the world’s 1.6 billion Muslims want reassurances that medicines and make-up, for example, are free from animal products or alcohol.”**

*The Economist 2/9/13*

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## **21.8 Breakfast**

Breakfast habits vary throughout the world. The following are some examples (source: Euromonitor International):

### **Brazil**

- The standard breakfast includes bread and a hot milk and coffee mixture. Fresh fruit, cereal, and cheese are sometimes added.

### **China**

- Breakfast begins earlier in China than in most countries – usually between 6 a.m and 7 a.m. The traditional choice is congee, a watery rice gruel sometimes served with deep-fried dough and vegetables, meat, or fish.

### **France**

- Breakfast is most popular with young people. The traditional option is a baguette or croissant.

### **Germany**

- Germans traditionally start their day with bread with cheese and cold meat, boiled eggs, jam, and/or a bowl of muesli.

### **India**

- Indians usually snack first thing in the morning, with breakfast occurring later. One popular breakfast choice is halwa, which is made from ground wheat, butter, sugar, and almonds.

### **Japan**

- The Japanese are early risers and breakfast starts the day. A traditional breakfast includes rice, miso, and a side dish like grilled fish, seaweed, or an omlette.

### **United Kingdom**

- Sausage, bacon, eggs, mushrooms, and baked beans is the traditional full English breakfast.

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**“Breakfast around the world is probably the meal that is most rooted in tradition.”**

Gannon Jones, CMO  
Global Nutrition Group  
*Advertising Age*, 8/20/12

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The United States, Canada, the United Kingdom, and Australia account for 54% of global cereal consumption; these countries have 6% of the world population. The annual cereal market and five-year growth forecast for select countries is as follows:

	<b>Annual Sales</b>	<b>5-Year Growth</b>
• United Kingdom:	\$2.90 billion	2.8%
• Germany:	\$ 925 million	3.0%
• France:	\$ 912 million	1.4%
• Brazil:	\$ 607 million	27.1%
• Japan:	\$ 564 million	-1.9%
• China:	\$ 176 million	38.2%
• India:	\$ 157 million	108.3%

Euromonitor International ([www.euromonitor.com](http://www.euromonitor.com)) estimates the global market for hot- and cold-cereal at \$30 billion. The market is distributed as follows:

- Kellogg: 33.6%
- General Mills: 10.5%
- Cereal Partners Worldwide/Nestlé: 9.8%
- Quaker: 8.9%
- All others: 37.2%

## **21.9 Market Resources**

Euromonitor International, 60-61 Britton Street, London EC1M 5UX, United Kingdom. Tel.: +44 (0) 20 7251 8024. ([www.euromonitor.com](http://www.euromonitor.com)) Euromonitor publishes market research studies on global trends in the food & beverage sector as well as country-specific assessments.

ICD Research, John Carpenter House, John Carpenter Street, London EC4Y 0AN, United Kingdom. Tel.: +44 (0) 20 7936 6400. ([www.icd-research.com](http://www.icd-research.com))

Information about ICD Research's *Global Food and Beverage Manufacturing Industry Outlook Survey Industry Dynamics, Market Trends and Opportunities, Buyer Spend and Procurement Strategies* is available at [www.researchandmarkets.com/reports/1826385/global\\_food\\_and\\_beverage\\_manufacturing\\_industry](http://www.researchandmarkets.com/reports/1826385/global_food_and_beverage_manufacturing_industry).

International Wine and Spirit Research, 39 Moreland Street, Floor C, London EC1V 8BB, United Kingdom. Tel.: +44 (0) 20 7689 6841. ([www.iwsr.co.uk/](http://www.iwsr.co.uk/)) IWSR is a supplier of data and market intelligence on the alcoholic drinks markets worldwide.

The Food Institute, 10 Mountainview Road, Suite S125, Upper Saddle River, NJ 07458. (201) 791-5570. ([www.foodinstitute.com](http://www.foodinstitute.com)) An international directory of food-related organizations is available at [www.foodinstitute.com/assn\\_intl.cfm](http://www.foodinstitute.com/assn_intl.cfm).

The Nielsen Company, 85 Broad Street, New York, NY 10004. (800) 864-1224. ([www.nielsen.com](http://www.nielsen.com)) Nielsen's *Healthy Eating Trends Around The World* is accessible at [www.nielsen.com/us/en/reports/2012/healthy-eating-trends-around-the-world.html](http://www.nielsen.com/us/en/reports/2012/healthy-eating-trends-around-the-world.html).

## HEALTHCARE & PHARMACEUTICALS

### 22.1 Global Healthcare Spending

According to the World Health Organization (WHO, [www.who.int](http://www.who.int)), total global spending for healthcare in 2011 (most recent data available) was \$6.5 trillion.

By country, annual healthcare spending is as follows:

• United States:	\$2.81 trillion
• Japan:	\$ 647 billion
• China:	\$ 427 billion
• France:	\$ 302 billion
• United Kingdom:	\$ 228 billion
• Canada:	\$ 203 billion
• Italy:	\$ 190 billion
• Australia:	\$ 136 billion
• Spain:	\$ 127 billion
• Russia:	\$ 124 billion
• Germany:	\$ 111 billion
• Greece:	\$ 94 billion
• Netherlands:	\$ 93 billion
• South Korea:	\$ 81 billion
• Mexico:	\$ 73 billion
• India:	\$ 72 billion
• Switzerland:	\$ 69 billion
• Turkey:	\$ 53 billion
• Belgium:	\$ 51 billion
• Sweden:	\$ 49 billion
• Norway:	\$ 46 billion
• Austria:	\$ 42 billion
• Denmark:	\$ 35 billion
• Poland:	\$ 33 billion
• Iran:	\$ 31 billion
• Indonesia:	\$ 24 billion
• Finland:	\$ 22 billion
• Portugal:	\$ 22 billion
• Saudi Arabia:	\$ 21 billion
• Chile:	\$ 20 billion

- Ireland: \$ 20 billion
- Israel: \$ 19 billion
- Czech Republic: \$ 14 billion
- New Zealand: \$ 14 billion
- Hungary: \$ 10 billion

## **22.2 Healthcare Spending By Country**

According to the WHO, 9.6% of global GDP is spent for healthcare. Global per capita spending for healthcare is \$948. By country, these figures are as follows:

	<b>Pct. GDP</b>	<b>Per Capita</b>
• Afghanistan:	9.6%	\$ 56
• Albania:	6.3%	\$ 255
• Algeria:	3.9%	\$ 225
• Andorra:	7.2%	\$3,059
• Angola:	3.5%	\$ 186
• Antigua and Barbuda:	5.9%	\$ 748
• Argentina:	8.1%	\$ 892
• Armenia:	4.3%	\$ 142
• Australia:	9.0%	\$5,939
• Austria:	10.6%	\$5,280
• Azerbaijan:	5.2%	\$ 357
• Bahamas, The:	7.7%	\$1,723
• Bahrain:	3.8%	\$ 740
• Bangladesh:	3.7%	\$ 27
• Barbados:	7.7%	\$1,031
• Belarus:	5.3%	\$ 307
• Belgium:	10.6%	\$4,962
• Belize:	5.7%	\$ 262
• Benin:	4.6%	\$ 37
• Bhutan:	4.1%	\$ 93
• Bolivia:	4.9%	\$ 118
• Bosnia and Herzegovina:	10.2%	\$ 493
• Botswana:	5.1%	\$ 432
• Brazil:	8.9%	\$1,121
• Brunei Darussalam:	2.5%	\$ 993
• Bulgaria:	7.3%	\$ 522
• Burkina Faso:	6.5%	\$ 37
• Burundi:	8.7%	\$ 23
• Cambodia:	5.7%	\$ 51
• Cameroon:	5.2%	\$ 68
• Canada:	11.2%	\$5,630
• Cape Verde:	4.8%	\$ 158
• Central African Republic:	3.8%	\$ 18

• Chad:	4.3%	\$ 35
• Chile:	7.5%	\$1,075
• China:	5.2%	\$ 278
• Colombia:	6.1%	\$ 432
• Comoros:	5.3%	\$ 43
• Congo, Dem. Rep.:	8.5%	\$ 20
• Congo, Rep.:	2.5%	\$ 87
• Costa Rica:	10.9%	\$ 943
• Côte d'Ivoire:	6.8%	\$ 79
• Croatia:	7.8%	\$1,138
• Cuba:	10.0%	\$ 606
• Cyprus:	7.4%	\$2,123
• Czech Republic:	7.4%	\$1,507
• Denmark:	11.2%	\$6,648
• Djibouti:	7.9%	\$ 105
• Dominica:	5.9%	\$ 418
• Dominican Republic:	5.4%	\$ 296
• Ecuador:	7.3%	\$ 332
• Egypt:	4.9%	\$ 137
• El Salvador:	6.8%	\$ 251
• Equatorial Guinea:	4.0%	\$1,236
• Eritrea:	2.6%	\$ 14
• Estonia:	6.0%	\$ 987
• Ethiopia:	4.7%	\$ 17
• Fiji:	3.8%	\$ 168
• Finland:	8.9%	\$4,325
• France:	11.6%	\$4,952
• Gabon:	3.2%	\$ 358
• Gambia:	4.4%	\$ 27
• Georgia:	9.9%	\$ 328
• Germany:	11.1%	\$4,875
• Ghana:	4.8%	\$ 75
• Greece:	10.8%	\$2,864
• Grenada:	6.2%	\$ 479
• Guatemala:	6.7%	\$ 214
• Guinea:	6.0%	\$ 30
• Guinea-Bissau:	6.3%	\$ 37
• Guyana:	5.9%	\$ 200
• Haiti:	7.9%	\$ 58
• Honduras:	8.6%	\$ 193
• Hungary:	7.7%	\$1,085
• Iceland:	9.1%	\$3,986
• India:	3.9%	\$ 59
• Indonesia:	2.7%	\$ 95



• Iran:	6.0%	\$ 346
• Iraq:	8.3%	\$ 332
• Ireland:	9.4%	\$4,542
• Israel:	7.7%	\$2,436
• Italy:	9.5%	\$3,436
• Jamaica:	4.9%	\$ 270
• Japan:	9.3%	\$3,958
• Jordan:	8.4%	\$ 392
• Kazakhstan:	3.9%	\$ 455
• Kenya:	4.5%	\$ 36
• Kiribati:	10.1%	\$ 177
• Kuwait:	2.7%	\$1,500
• Kyrgyz Republic:	6.5%	\$ 71
• Laos:	2.8%	\$ 37
• Latvia:	6.2%	\$ 841
• Lebanon:	6.3%	\$ 622
• Lesotho:	12.8%	\$ 141
• Liberia:	19.5%	\$ 55
• Libya:	4.4%	\$ 398
• Lithuania:	6.6%	\$ 875
• Luxembourg:	7.7%	\$8,798
• Macedonia, FYR:	6.6%	\$ 334
• Madagascar:	4.1%	\$ 19
• Malawi:	8.4%	\$ 31
• Malaysia:	3.6%	\$ 346
• Maldives:	8.5%	\$ 545
• Mali:	6.8%	\$ 45
• Malta:	8.7%	\$1,706
• Marshall Islands:	16.5%	\$ 524
• Mauritania:	5.4%	\$ 58
• Mauritius:	5.9%	\$ 510
• Mexico:	6.2%	\$ 620
• Micronesia, Fed. States:	13.4%	\$ 383
• Moldova:	11.4%	\$ 224
• Monaco:	4.4%	\$7,152
• Mongolia:	5.3%	\$ 161
• Montenegro:	9.3%	\$ 664
• Morocco:	6.0%	\$ 186
• Mozambique:	6.6%	\$ 35
• Myanmar:	2.0%	\$ 23
• Namibia:	5.3%	\$ 283
• Nepal:	5.4%	\$ 33
• Netherlands:	12.0%	\$5,995
• New Zealand:	10.1%	\$3,666

• Nicaragua:	10.1%	\$ 125
• Niger:	5.3%	\$ 20
• Nigeria:	5.3%	\$ 80
• Norway:	9.1%	\$8,987
• Oman:	2.3%	\$ 598
• Pakistan:	2.5%	\$ 30
• Palau:	10.6%	\$ 930
• Panama:	8.2%	\$ 703
• Papua New Guinea:	4.3%	\$ 79
• Paraguay:	9.7%	\$ 352
• Peru:	4.8%	\$ 289
• Philippines:	4.1%	\$ 97
• Poland:	6.7%	\$ 899
• Portugal:	10.4%	\$2,311
• Qatar:	1.9%	\$1,766
• Romania:	5.8%	\$ 500
• Russia:	6.2%	\$ 807
• Rwanda:	10.8%	\$ 63
• Samoa:	7.0%	\$ 248
• San Marino:	7.2%	\$3,600
• São Tomé and Príncipe:	7.7%	\$ 117
• Saudi Arabia:	3.7%	\$ 758
• Senegal:	6.0%	\$ 67
• Serbia:	10.4%	\$ 662
• Seychelles:	3.8%	\$ 439
• Sierra Leone:	18.8%	\$ 69
• Singapore:	4.6%	\$2,286
• Slovak Republic:	8.7%	\$1,534
• Slovenia:	9.1%	\$2,218
• Solomon Islands:	8.8%	\$ 134
• South Africa:	8.5%	\$ 689
• South Korea:	7.2%	\$1,616
• South Sudan:	1.6%	\$ 32
• Spain:	9.4%	\$3,027
• Sri Lanka:	3.4%	\$ 97
• Saint Kitts and Nevis:	4.4%	\$ 592
• Saint Lucia:	7.2%	\$ 503
• St. Vincent and the Grenadines:	4.9%	\$ 310
• Sudan:	8.4%	\$ 104
• Suriname:	5.3%	\$ 459
• Swaziland:	8.0%	\$ 265
• Sweden:	9.4%	\$5,331
• Switzerland:	10.9%	\$9,121
• Syrian Arab Republic:	3.7%	\$ 101

• Tajikistan:	5.8%	\$ 54
• Tanzania:	7.3%	\$ 37
• Thailand:	4.1%	\$ 202
• Timor-Leste:	5.1%	\$ 46
• Togo:	8.0%	\$ 45
• Tonga:	5.3%	\$ 219
• Trinidad and Tobago:	5.7%	\$ 956
• Tunisia:	6.2%	\$ 267
• Turkey:	6.7%	\$ 696
• Turkmenistan:	2.7%	\$ 129
• Tuvalu:	7.3%	\$ 629
• Uganda:	9.5%	\$ 42
• Ukraine:	7.2%	\$ 263
• United Arab Emirates:	3.3%	\$1,640
• United Kingdom:	9.3%	\$3,609
• United States:	17.9%	\$8,608
• Uruguay:	8.0%	\$1,105
• Uzbekistan:	5.4%	\$ 88
• Vanuatu:	4.1%	\$ 134
• Venezuela:	5.2%	\$ 555
• Vietnam:	6.8%	\$ 95
• Yemen:	5.5%	\$ 88
• Zambia:	6.1%	\$ 87

## 22.3 Profile of Top Spending Countries

According to Organization for Economic Co-operation and Development (OECD, [www.oecd.org](http://www.oecd.org)), the countries that spend the most on healthcare are as follows (based on 2011 figures):

### 1. United States

- Health expenditure per capita: \$8,508
- Expenditure as a percent of GDP: 17.7% (the highest)
- Percent obese: 28.5%
- Life expectancy: 78.7 years
- The U.S. is, by far, the largest spender on healthcare at over \$8,500 per person, totaling an unmatched 17.7% of GDP. Just two other nations surveyed by the OECD, Mexico and Chile, join the U.S. in covering less than half of all medical expenses through public funding. Still, the cost of healthcare in the U.S. is so high that public expenditures on health still amount to more than \$4,000 per person, trailing only Norway. Also, while 90% of residents report they are in “good” health, the most of any OECD nation, the U.S. leads all member nations in obesity by a sizeable margin and has a life expectancy at birth of only 78.7 years - lower than 25 of the 34 OECD nations.

## 2. Norway

- Health expenditure per capita: \$5,669
- Expenditure as a percent of GDP: 9.3% (16<sup>th</sup> highest)
- Percent obese: 10.0%
- Life expectancy: 81.4 years
- Norway spends \$4,813 in public funds per person on healthcare, the most of any country considered. One thing that allows Norway to spend so much on healthcare: the nation is one of the world's largest oil exporters and, as a result, has a massive budget surplus, with over \$700 billion in accumulated savings. No member nation or major developing country has a larger budget surplus than Norway – at nearly 14% of GDP, according to OECD figures. The country's residents practice some of the healthiest behavior among developed countries. Just 17% of Norwegians smoke, only 10% report they are obese, and alcohol consumption is also among the OECD's lowest.

## 3. Switzerland

- Health expenditure per capita: \$5,643
- Expenditure as a percent of GDP: 11.0% (7<sup>th</sup> highest)
- Percent obese: 8.1%
- Life expectancy: 82.8 years
- The Swiss have the longest life expectancy at birth in the OECD, at 82.8 years. By comparison, the life expectancy of an American at birth is just 78.7 years. The likeliest contributor to the overall health of its residents is Switzerland's low obesity rate – just 8.1% of residents report themselves as obese, one of the lowest totals in the OECD and barely more than half the organization's rate of 15.0%. The country requires residents to buy private health insurance, a program that "successfully delivers much of what the U.S. is trying to achieve" by using the private sector to bring about universal coverage, according to *Time* magazine.

## 4. The Netherlands

- Health expenditure per capita: \$5,099
- Expenditure as a percent of GDP: 11.9% (2<sup>nd</sup> highest)
- Percent obese: 11.4%
- Life expectancy: 81.3 years
- The Netherlands is one of just four nations to spend more than \$5,000 per capita on healthcare. Health spending in the country accounts for 11.9% of GDP, a larger percentage than in any other developed nation except the United States. Healthcare spending has been rapidly rising in the country in recent years, increasing at an annual rate of 5.1% since 2000, among the highest rates of any country considered. Public funding accounts for 85.6% of Dutch health spending, the most of any member country. At an average of 7.4% per years, public healthcare spending has risen faster in the Netherlands than in all but two other countries.

## 5. Luxembourg

- Health expenditure per capita: \$4,755
- Expenditure as a percent of GDP: 8.2% (11<sup>th</sup> lowest)
- Percent obese: N/A
- Life expectancy: 81.1 years
- Luxembourg spends \$4,755 per capita on healthcare, one of the highest figures among OECD member nations. But because of its high per capita GDP – the second-highest in the world in 2012 at nearly \$80,000, according to the IMF – total healthcare expenditure equals just 8.2% of GDP. This is well below the OECD average of 9.3% of a country's GDP. Public funds account for 84% of Luxembourg's healthcare spending, for a total of nearly \$4,000 per person. The country has universal health insurance that covers dependant family members, students, and the unemployed.

## 6. Austria

- Health expenditure per capita: \$4,546
- Expenditure as a percent of GDP: 10.8% (8<sup>th</sup> highest)
- Percent obese: 12.4%
- Life expectancy: 81.1 years
- While Austria's per capita health spending trails only a handful of developed nations, few countries have had spending grow as little as Austria in recent years. Since 2000, healthcare expenditures have risen an average of just 2.3% per year. Austria has 4.8 physicians and 7.7 hospital beds per 1,000 residents, more than nearly all other OECD nations. But despite its high healthcare spending, the country has just 7.8 nurses per 1,000 people, below the OECD average of 8.7 nurses. Austria's high spending does not appear to make residents feel especially healthy, however; just 69% of residents describe their health as "good," in line with the average for all OECD nations.

## 7. Canada

- Health expenditure per capita: \$4,522
- Expenditure as a percent of GDP: 11.2% (5<sup>th</sup> highest)
- Percent obese: 17.7%
- Life expectancy: 81.0 years
- Only four nations spend more than Canada on healthcare as a percentage of GDP. Although the country offers public healthcare – paid for through taxes under the Canada Health Act – just over 70% of healthcare spending comes from public funds, below the 72.2% average for the OECD. Despite its above average spending, Canada has just 2.4 doctors and 2.8 hospital beds per 1,000 residents, each among the lowest for all OECD nations. The nation is a major spender on pharmaceutical drugs, however, at \$752 per capita each year, higher than every other nation considered except for the United States. Still, at 16.6% of healthcare expenditure, it is in line with the rest of the OECD.

## 8. Denmark

- Health expenditure per capita: \$4,495
- Expenditure as a percent of GDP: 11.1% (6<sup>th</sup> highest)
- Percent obese: 13.4%
- Life expectancy: 79.9 years
- Denmark spends \$3,827 per person in public funds on healthcare, more than all but four other countries. This accounts for 85.1% of all spending on healthcare in the country, the second-highest proportion in the OECD and behind only the Netherlands. Denmark has the second-highest number of nurses in the OECD, relative to population, at 15.4 per 1,000 residents. Conversely, it spends the second-lowest proportion of any OECD country on pharmaceuticals and other medical supplies, at just 7.4% of all healthcare spending.

## 9. Germany

- Health expenditure per capita: \$4,495
- Expenditure as a percent of GDP: 11.3% (4<sup>th</sup> highest)
- Percent obese: 14.7%
- Life expectancy: 80.8 years
- While it spends nearly \$4,500 per person, or 11.3% of GDP, on healthcare, Germany's spending growth has been minimal. Since 2000, healthcare expenditures have risen by an average of just 2.0% per year, one of the lowest annual average growth rates in the OECD. Germans have a high number of doctors and nurses per 1,000 residents, and each resident consults a doctor nearly 10 times a year on average. Just 64% of Germans describe their health as "good" versus an OECD average of 69%.

## 10. France

- Health expenditure per capita: \$4,118
- Expenditure as a percent of GDP: 11.6% (3<sup>rd</sup> highest)
- Percent obese: 12.9%
- Life expectancy: 82.2 years
- Although nine countries in the OECD spend more on healthcare per person than France's \$4,118, only two countries exceed France's healthcare expense as a percent of GDP of 11.6%. The French have one of the longest life expectancies at birth of any developed nation, at 82.2 years, despite an above-average percentage of citizens who smoke and the second-highest level of alcohol consumption in the OECD. France has made efforts to curb smoking and exposure to smoke in recent years. In 2007, smoking was prohibited in public places, although some residents and businesses have resisted the ban over the years.

## **22.4 Cost of Procedures: Global Comparison**

Based on data from the *International Federation of Health Plans 2012 Comparative Price Report*, presented by the International Federation of Health Plans (IFHP, [www.ifhp.com](http://www.ifhp.com)), the following is a price comparison of a selection of healthcare procedures between various countries:

### **Angioplasty (hospital and physician cost)**

- United States: \$61,649
- United Kingdom: \$14,366
- South Africa: \$13,475
- Spain: \$ 9,446
- Australia: \$ 8,911
- France: \$ 7,564
- New Zealand: \$ 7,010
- Netherlands: \$ 6,332
- Switzerland: \$ 5,295
- Argentina: \$ 2,851

### **Appendectomy (hospital and physician cost)**

- United States: \$29,426
- Australia: \$ 5,467
- New Zealand: \$ 5,392
- Switzerland: \$ 4,782
- Netherlands: \$ 4,498
- France: \$ 4,462
- Chile: \$ 4,221
- United Kingdom: \$ 3,408
- South Africa: \$ 3,381
- Spain: \$ 2,245
- Argentina: \$ 953

### **Bypass Surgery (hospital and physician cost)**

- United States: \$150,515
- Australia: \$ 48,230
- South Africa: \$ 37,044
- New Zealand: \$ 26,432
- France: \$ 22,844
- Switzerland: \$ 17,729
- Spain: \$ 17,437
- United Kingdom: \$ 14,117
- Netherlands: \$ 14,061
- Chile: \$ 12,401
- Argentina: \$ 8,882

**Childbirth (hospital and physician cost)**

	<b>C-Section</b>	<b>Normal Delivery</b>
• United States:	\$26,305	\$16,653
• Australia:	\$10,566	\$ 6,846
• France:	\$ 6,441	\$ 3,541
• Netherlands:	\$ 5,328	\$ 2,669
• Switzerland:	\$ 5,186	\$ 4,039
• New Zealand:	\$ 4,717	\$ 2,386
• United Kingdom:	\$ 4,435	\$ 2,641
• South Africa:	\$ 3,449	\$ 2,035
• Chile:	\$ 3,378	\$ 2,992
• Spain:	\$ 3,097	\$ 2,265
• Argentina:	\$ 1,541	\$ 1,188

**Cost Per Hospital Day**

• United States:	\$12,537
• Australia:	\$ 1,472
• New Zealand:	\$ 979
• Chile:	\$ 964
• France:	\$ 853
• Netherlands:	\$ 731
• South Africa:	\$ 665
• Spain:	\$ 476
• Argentina:	\$ 429

**CT Scan, head**

• United States:	\$1,672
• Switzerland:	\$ 328
• New Zealand:	\$ 310
• South Africa:	\$ 300
• Netherlands:	\$ 252
• Chile:	\$ 192
• France:	\$ 183
• United Kingdom:	\$ 175
• Canada:	\$ 124
• Spain:	\$ 119
• Argentina:	\$ 82

**MRI**

• United States:	\$2,871
• South Africa:	\$1,072
• Switzerland:	\$ 928
• New Zealand:	\$ 554
• Chile:	\$ 502
• France:	\$ 363



- United Kingdom: \$ 335
- Netherlands: \$ 319
- Spain: \$ 230
- Argentina: \$ 118
- United Kingdom: \$ 175

#### **Physician's Fees: Routine Office Visit**

- United States: \$176
- Chile: \$ 38
- Canada: \$ 30
- France: \$ 30
- South Africa: \$ 25
- Spain: \$ 11
- Argentina: \$ 10

#### **Replacement Joint (hospital and physician cost)**

- |                   | Hip      | Knee     |
|-------------------|----------|----------|
| • United States:  | \$87,987 | \$52,451 |
| • Australia:      | \$27,810 | \$22,421 |
| • South Africa:   | \$15,403 | \$13,466 |
| • New Zealand:    | \$14,390 | \$14,849 |
| • Chile:          | \$13,409 | n/a      |
| • United Kingdom: | \$11,889 | \$ 7,833 |
| • Netherlands:    | \$11,187 | n/a      |
| • France:         | \$10,927 | n/a      |
| • Switzerland:    | \$ 9,574 | \$11,954 |
| • Spain:          | \$ 7,731 | \$ 7,827 |
| • Argentina:      | \$ 3,365 | \$ 3,192 |

## **22.5 Global Pharmacy Market**

The global market for pharmaceuticals in 2012 was \$959.0 billion, according to IMS Health ([www.inshealth.com](http://www.inshealth.com)), and is forecast to grow by 3.3% in 2013. By region, the market and projected growth are as follows:

- |                          | 2012            | 2013 Forecast | 2012-2017 CAGR |
|--------------------------|-----------------|---------------|----------------|
| • North America:         | \$349.0 billion | -2.7%-0.3%    | 0.7%-3.7%      |
| • Europe:                | \$224.3 billion | -1.8%-1.2%    | -0.4%-2.6%     |
| • Asia/Africa/Australia: | \$168.1 billion | 11.4%-14.4%   | 11.4%-14.4%    |
| • Japan:                 | \$110.5 billion | 2.8%-5.8%     | 1.7%-4.7%      |
| • Latin America:         | \$ 68.6 billion | 9.0%-12.0%    | 10.0%-13.0%    |

## **22.6 Largest Pharmaceutical Companies**

According to IMS Health, the following are the 20 largest global pharmaceutical

companies (based on 2012 sales):

- Novartis: \$ 50.8 billion
- Pfizer: \$ 46.9 billion
- Merck & Co.: \$ 40.1 billion
- Sanofi: \$ 37.8 billion
- Roche: \$ 35.1 billion
- Glaxosmithkline: \$ 32.7 billion
- Astrazeneca: \$ 31.9 billion
- Johnson & Johnson: \$ 27.9 billion
- Abbott: \$ 26.7 billion
- Teva: \$ 24.8 billion
- Lilly: \$ 21.9 billion
- Amgen: \$ 17.2 billion
- Boehringer Ingel: \$ 17.1 billion
- Bayer: \$ 16.2 billion
- Takeda: \$ 15.9 billion
- Bristol-Myers Squibb: \$ 13.5 billion
- Novo Nordisk: \$ 12.6 billion
- Daiichi Sankyo: \$ 11.6 billion
- Otsuka: \$ 10.7 billion
- Mylan: \$ 10.5 billion

## **22.7 Top Pharmaceutical Products**

According to IMS Health, the following are the 20 largest global pharmaceutical products (based on 2012 sales):

- Seretide: \$8.9 billion
- Humira: \$8.5 billion
- Crestor: \$8.3 billion
- Nexium: \$7.5 billion
- Enbrel: \$7.5 billion
- Remicade: \$7.3 billion
- Ambilify: \$7.0 billion
- Lantus: \$6.6 billion
- Mabthera: \$6.0 billion
- Cymbalta: \$5.8 billion
- Avastin: \$5.4 billion
- Plavix: \$5.2 billion
- Spiriva: \$5.1 billion
- Lipitor: \$5.1 billion
- Herceptin: \$5.0 billion
- Singulair: \$4.7 billion
- Lyrica: \$4.6 billion
- Copaxone: \$4.5 billion

- Glivec: \$4.3 billion
- Neulasta: \$4.3 billion

## **22.8 International Patients**

U.S. hospitals provide some of the best medical care in the world and have always attracted wealthy foreigners.

Most hospitals do not disclose their international patient volumes, but analysts estimate the number of foreign patients admitted to U.S. hospitals in the tens of thousands each year. The annual market is estimated at \$2 billion.

Shannon O'Kelley, Executive Director of International and Corporate Care at New York-Presbyterian Hospital, estimates that about 3% of U.S. inpatient admissions at academic medical centers and other specialized facilities come from abroad. Since patients typically bring family with them, each dollar that foreign patients spend on inpatient care is estimated to generate another \$3 of spending elsewhere in the U.S. economy, including spending for lodging, hospitality, and shopping.

Until relatively recently, only a handful of high profile U.S. medical centers were active outside the U.S. market. Now several hospitals across the country attract foreign patients.

Baptist Health South Florida, a seven-hospital system, for example, serves about 12,000 patients from Latin America annually. Its Gamma Knife Center, in Coral Gables, draws a large number of patients with inoperable brain tumors.

## **22.9 Medical Tourism**

A study by McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com)) estimated 60,000 to 85,000 patients from the U.S. travel abroad annually for treatment at foreign hospitals. Taking into account travel for cosmetic and dental procedures, the number of U.S. patients traveling abroad is much higher than the McKinsey & Company estimate. Josef Woodman, author of *Patients Beyond Borders* (2007, Healthy Travel Media), estimated that more than 150,000 Americans travel abroad annually for healthcare. The Deloitte Center for Health Solutions ([www.deloitte.com](http://www.deloitte.com)) puts the number as high as 750,000.

Paul Mango, director of the healthcare practice at McKinsey & Company, projects the potential market for Americans seeking lower-cost care abroad at 710,000 procedures a year. These 710,000 procedures, currently bringing \$35 billion of revenue to U.S. hospitals, could be done overseas at a savings of about \$15,000 per procedure. The extent that the overseas healthcare market develops will depend upon whether insurers, employers, and the U.S. government begin encouraging treatment abroad.

While cost is the primary driver attracting U.S. patients to other countries, the care provided by many international hospitals is excellent. The Joint Commission International ([www.jointcommissioninternational.org](http://www.jointcommissioninternational.org)), a not-for-profit subsidiary of the Joint Commission that accredits U.S. hospitals, has certified 465 hospitals and healthcare providers outside the U.S.

## **22.10 U.S. Hospitals Operating Abroad**

Several U.S. hospital systems have partnered with local governments overseas to operate hospitals and clinics abroad. The following are some examples:

- Cleveland Clinic opened a 360-bed hospital in Abu Dhabi. It also manages Sheikh Khalifa Medical City, a network of healthcare facilities, also in Abu Dhabi.
- Harvard Medical School, through Partners Harvard Medical International, collaborated with Dubai's Healthcare City to build University Hospital.
- Johns Hopkins Medicine has a 10-year deal with the United Arab Emirates to manage Tawam Hospital in Abu Dhabi.
- The University of Miami Hospital Miller School of Medicine is in negotiations to open clinics in Colombia and in the Caribbean. The hospital also hopes for expansions in Egypt, Saudi Arabia, and Haiti.

## **22.11 Life Expectancy**

According to the *World Factbook 2013-2014*, by the Central Intelligence Agency ([www.cia.gov](http://www.cia.gov)), global life expectancy is as follows:

• Monaco:	89.63	• South Korea:	79.55
• Macau:	84.46	• Turks and Caicos Islands:	79.40
• Japan:	84.19	• Wallis and Futuna:	79.27
• Singapore:	84.07	• Puerto Rico:	79.07
• San Marino:	83.12	• Gibraltar:	78.98
• Andorra:	82.58	• Denmark:	78.94
• Guernsey:	82.32	• Portugal:	78.85
• Switzerland:	82.28	• Guam:	78.66
• Hong Kong:	82.20	• United States:	78.62
• Australia:	81.98	• Bahrain:	78.43
• Italy:	81.95	• Chile:	78.27
• Liechtenstein:	81.59	• Qatar:	78.24
• Canada:	81.57	• Cyprus:	78.17
• Jersey:	81.57	• Panama:	78.13
• France:	81.56	• British Virgin Islands:	78.12
• Spain:	81.37	• Costa Rica:	78.06
• Sweden:	81.28	• Cuba:	78.05
• Israel:	81.17	• Albania:	77.77
• Iceland:	81.11	• Slovenia:	77.66
• Anguilla:	81.09	• Dominican Republic:	77.62
• Netherlands:	81.01	• Sint Maarten:	77.61
• Bermuda:	80.93	• Czech Republic:	77.56
• Cayman Islands:	80.91	• Georgia:	77.51
• Isle of Man:	80.87	• Kuwait:	77.46
• New Zealand:	80.82	• Northern Mariana Islands:	77.45
• Ireland:	80.44	• Argentina:	77.32
• Norway:	80.44	• Saint Lucia:	77.22
• Germany:	80.32	• New Caledonia:	77.13
• Jordan:	80.30	• United Arab Emirates:	76.91
• United Kingdom:	80.29	• Mexico:	76.86
• Greece:	80.18	• Uruguay:	76.61
• Saint Pierre and Miquelon:	80.13	• Paraguay:	76.60
• Austria:	80.04	• French Polynesia:	76.59
• Malta:	79.98	• Brunei:	76.57
• Faroe Islands:	79.98	• Poland:	76.45
• European Union:	79.90	• Dominica:	76.39
• Luxembourg:	79.88	• Morocco:	76.31
• Belgium:	79.78	• Slovakia:	76.24
• Taiwan:	79.71	• Croatia:	76.20
• Virgin Islands:	79.61	• Algeria:	76.18
• Finland:	79.55	• Sri Lanka:	76.15

• Ecuador:	76.15	• Samoa:	72.94
• Aruba:	76.14	• Vietnam:	72.65
• Bosnia and Herzegovina:	76.12	• Nicaragua:	72.45
• Antigua and Barbuda:	75.91	• Vanuatu:	72.38
• Libya:	75.83	• Palau:	72.33
• Lithuania:	75.77	• Marshall Islands:	72.31
• Tonga:	75.60	• Philippines:	72.21
• Macedonia:	75.58	• Micronesia:	72.07
• West Bank:	75.46	• Trinidad and Tobago:	71.96
• Tunisia:	75.46	• Indonesia:	71.90
• Lebanon:	75.46	• Fiji:	71.87
• Hungary:	75.24	• Belarus:	71.81
• Cook Islands:	75.15	• Bahamas:	71.69
• Syria:	75.14	• Azerbaijan:	71.61
• Saint Kitts and Nevis:	75.07	• Greenland:	71.54
• Colombia:	75.02	• Guatemala:	71.46
• China:	74.99	• Suriname:	71.41
• Mauritius:	74.94	• Cape Verde:	71.28
• Maldives:	74.92	• Iraq:	71.14
• Serbia:	74.79	• Honduras:	70.81
• Barbados:	74.75	• Iran:	70.62
• Oman:	74.72	• Bangladesh:	70.36
• American Samoa:	74.68	• Kazakhstan:	69.94
• Solomon Islands:	74.66	• Russia:	69.85
• Saudi Arabia:	74.58	• Moldova:	69.82
• Romania:	74.45	• Kyrgyzstan:	69.75
• Gaza Strip:	74.40	• North Korea:	69.51
• Malaysia:	74.28	• Turkmenistan:	69.16
• Venezuela:	74.23	• Mongolia:	68.95
• Bulgaria:	74.08	• Ukraine:	68.93
• Thailand:	74.05	• Bhutan:	68.44
• Seychelles:	74.01	• Belize:	68.40
• El Salvador:	73.93	• Bolivia:	68.22
• Estonia:	73.82	• Guyana:	67.68
• Armenia:	73.75	• India:	67.48
• Montserrat:	73.65	• Timor-Leste:	67.06
• Grenada:	73.55	• Nepal:	66.86
• Jamaica:	73.44	• Tajikistan:	66.72
• Latvia:	73.19	• Pakistan:	66.71
• Egypt:	73.19	• Papua New Guinea:	66.66
• Uzbekistan:	73.03	• Nauru:	66.05
• Turkey:	73.03	• Burma:	65.60
• Brazil:	73.02	• Tuvalu:	65.47
• Peru:	72.98	• Ghana:	65.32

• Kiribati:	65.11	• Sierra Leone:	56.98
• Madagascar:	64.85	• Congo, Dem. Republic:	56.14
• Yemen:	64.47	• Congo, Republic of the:	55.60
• Gambia, The:	64.09	• Cameroon:	55.02
• São Tomé and Príncipe:	63.86	• Angola:	54.95
• Togo:	63.62	• Mali:	54.55
• Cambodia:	63.41	• Botswana:	54.47
• Kenya:	63.29	• Burkina Faso:	54.43
• Eritrea:	63.19	• Niger:	54.34
• Laos:	63.14	• Uganda:	53.98
• Comoros:	63.12	• Zimbabwe:	53.86
• Equatorial Guinea:	63.12	• Malawi:	52.78
• Sudan:	62.95	• Nigeria:	52.46
• Haiti:	62.85	• Lesotho:	52.30
• Djibouti:	61.99	• Mozambique:	52.29
• Mauritania:	61.91	• Gabon:	52.15
• Western Sahara:	61.90	• Namibia:	52.03
• Tanzania:	60.76	• Zambia:	51.51
• Benin:	60.67	• Somalia:	51.19
• Senegal:	60.57	• Central African Republic:	50.90
• Ethiopia:	60.00	• Afghanistan:	50.11
• Burundi:	59.69	• Swaziland:	50.01
• Guinea:	59.11	• Guinea-Bissau:	49.50
• Rwanda:	58.85	• South Africa:	49.48
• Liberia:	57.81	• Chad:	49.07
• Côte d'Ivoire:	57.66		

## **22.12 Obesity**

According to the *World Factbook 2013-2014*, global obesity\* rates are as follows (percentage of the adult population identified as obese):

• American Samoa:	74.6%	• Barbados:	34.7%
• Nauru:	71.1%	• Belize:	33.7%
• Cook Islands:	63.7%	• Qatar:	33.2%
• Tokelau:	63.4%	• Egypt:	33.1%
• Tonga:	57.6%	• United States:	33.0%
• Samoa:	54.1%	• Saudi Arabia:	33.0%
• Palau:	48.9%	• Bahrain:	32.9%
• Kiribati:	46.0%	• Czech Republic:	32.7%
• Marshall Islands:	45.4%	• United Arab Emirates:	32.7%
• Kuwait:	42.0%	• Mexico:	32.1%
• Saint Kitts and Nevis:	40.7%	• South Africa:	31.3%
• Micronesia, Fed. States:	40.6%	• Fiji:	30.6%
• Bahamas, The:	34.7%	• Venezuela:	30.3%

• Solomon Islands:	30.0%	• Azerbaijan:	23.8%
• Jordan:	30.0%	• Bulgaria:	23.7%
• Argentina:	29.7%	• Costa Rica:	23.7%
• Chile:	29.4%	• Kazakhstan:	23.7%
• Trinidad and Tobago:	29.3%	• Iceland:	23.2%
• Malta:	28.8%	• Finland:	23.0%
• Slovenia:	28.6%	• Grenada:	22.5%
• New Zealand:	28.3%	• Montenegro:	22.5%
• Libya:	27.8%	• Tunisia:	22.3%
• Turkey:	27.8%	• Nicaragua:	22.2%
• Hungary:	27.6%	• Georgia:	22.1%
• Lithuania:	27.6%	• Belgium:	22.1%
• Vanuatu:	27.5%	• Norway:	21.5%
• Lebanon:	27.4%	• Cuba:	21.5%
• Syria:	27.1%	• Ecuador:	21.4%
• Iraq:	27.0%	• Saint Lucia:	21.4%
• United Kingdom:	26.9%	• Albania:	21.3%
• Australia:	26.8%	• Ukraine:	21.3%
• Spain:	26.6%	• Dominican Republic:	21.2%
• Russia:	26.5%	• Moldova:	21.2%
• Bosnia and Herzegovina:	26.5%	• Macedonia:	21.1%
• Canada:	26.2%	• Austria:	20.9%
• Israel:	26.2%	• Oman:	20.9%
• Luxembourg:	26.0%	• Estonia:	20.6%
• El Salvador:	25.8%	• Greece:	20.1%
• Antigua and Barbuda:	25.6%	• Italy:	19.8%
• Cyprus:	25.5%	• Swaziland:	19.7%
• Slovakia:	25.4%	• Iran:	19.4%
• Panama:	25.4%	• Guatemala:	19.2%
• Poland:	25.3%	• Romania:	19.1%
• Ireland:	25.2%	• Brazil:	18.8%
• Andorra:	25.2%	• Netherlands:	18.8%
• Germany:	25.1%	• Sweden:	18.6%
• Suriname:	25.1%	• Mauritius:	18.5%
• Dominica:	24.9%	• Honduras:	18.4%
• Latvia:	24.9%	• Denmark:	18.2%
• Serbia:	24.8%	• France:	18.2%
• Uruguay:	24.8%	• Bolivia:	17.9%
• Belarus:	24.3%	• Paraguay:	17.9%
• Croatia:	24.2%	• Switzerland:	17.5%
• Jamaica:	24.1%	• Colombia:	17.3%
• Armenia:	24.0%	• Guyana:	17.2%
• Portugal:	24.0%	• Morocco:	16.4%
• Seychelles:	23.9%	• Papua New Guinea:	16.2%



• Algeria:	16.0%	• Tanzania:	5.0%
• Peru:	15.7%	• Japan:	5.0%
• Kyrgyzstan:	15.5%	• Mozambique:	4.9%
• Uzbekistan:	15.1%	• Guinea-Bissau:	4.9%
• Lesotho:	14.6%	• Indonesia:	4.8%
• Yemen:	14.5%	• Liberia:	4.8%
• Mongolia:	14.4%	• Somalia:	4.8%
• Malaysia:	14.0%	• Congo, Republic of the:	4.7%
• Gabon:	13.9%	• Comoros:	4.4%
• Turkmenistan:	13.2%	• Guinea:	4.4%
• Maldives:	12.9%	• Mali:	4.3%
• Mauritania:	12.7%	• Uganda:	4.3%
• Botswana:	11.2%	• Malawi:	4.3%
• Equatorial Guinea:	10.6%	• Togo:	4.3%
• Cameroon:	10.3%	• Rwanda:	4.3%
• Cape Verde:	10.0%	• Kenya:	4.2%
• São Tomé and Príncipe:	9.5%	• Burma:	4.0%
• Namibia:	9.5%	• North Korea:	3.9%
• Djibouti:	9.4%	• Zambia:	3.6%
• Thailand:	8.8%	• Central African Republic:	3.5%
• Tajikistan:	8.6%	• Burundi:	2.9%
• Haiti:	7.9%	• Chad:	2.7%
• Gambia, The:	7.9%	• Timor-Leste:	2.7%
• South Korea:	7.7%	• Laos:	2.6%
• Ghana:	7.5%	• Niger:	2.4%
• Brunei:	7.5%	• Burkina Faso:	2.3%
• Singapore:	7.1%	• Afghanistan:	2.2%
• Zimbabwe:	7.0%	• Cambodia:	2.1%
• Sierra Leone:	6.8%	• India:	1.9%
• Senegal:	6.8%	• Congo, Dem. Republic:	1.7%
• Nigeria:	6.5%	• Vietnam:	1.7%
• Angola:	6.4%	• Madagascar:	1.6%
• Philippines:	6.3%	• Eritrea:	1.5%
• Côte d'Ivoire:	6.2%	• Nepal:	1.4%
• Sudan:	6.0%	• Bangladesh:	1.1%
• Benin:	6.0%	• Ethiopia:	1.1%
• China:	5.7%		
• Pakistan:	5.5%		
• Bhutan:	5.3%		
• Sri Lanka:	5.1%		

\*Obesity is defined as an adult having a Body Mass Index (BMI) greater to or equal to 30.0.

## 22.13 Tobacco Use

According to *The Tobacco Atlas*, published by the American Cancer Society ([www.cancer.org](http://www.cancer.org)) and World Lung Foundation ([www.worldlungfoundation.org](http://www.worldlungfoundation.org)), the following is the number of cigarettes per person (per capita consumption):

• Afghanistan:	61	• Côte d'Ivoire:	148
• Albania:	1,116	• Croatia:	1,621
• Algeria:	775	• Cuba:	1,261
• Andorra:	784	• Cyprus:	1,620
• Angola:	414	• Czech Republic:	2,125
• Antigua and Barbuda:	375	• Denmark:	1,413
• Argentina:	1,042	• Djibouti:	309
• Armenia:	1,620	• Dominica:	339
• Australia:	1,034	• Dominican Republic:	234
• Austria:	1,650	• Ecuador:	227
• Azerbaijan:	1,877	• Egypt:	1,104
• Bahamas:	288	• El Salvador:	209
• Bahrain:	661	• Equatorial Guinea:	391
• Bangladesh:	154	• Eritrea:	74
• Barbados:	344	• Estonia:	1,523
• Belarus:	2,266	• Ethiopia:	42
• Belgium:	1,455	• Fiji:	530
• Belize:	367	• Finland:	671
• Benin:	71	• France:	854
• Bhutan:	120	• Gabon:	501
• Bolivia:	179	• Gambia:	85
• Bosnia-Herzegovina:	2,278	• Georgia:	1,039
• Botswana:	336	• Germany:	1,045
• Brazil:	504	• Ghana:	44
• Brunei:	751	• Greece:	2,795
• Bulgaria:	2,822	• Grenada:	229
• Burkina Faso:	109	• Guatemala:	235
• Burundi:	137	• Guinea:	9
• Cambodia:	452	• Guinea-Bissau:	97
• Cameroon:	93	• Guyana:	49
• Canada:	809	• Haiti:	100
• Cape Verde:	339	• Honduras:	217
• Central African Republic:	102	• Hungary:	1,518
• Chad:	86	• Iceland:	477
• Chile:	860	• India:	96
• China:	1,711	• Indonesia:	1,085
• Colombia:	412	• Iran:	657
• Comoros:	583	• Iraq:	864
• Congo Dem. Republic:	105	• Ireland:	1,006
• Costa Rica:	529	• Israel:	1,037

• Italy:	1,475	• Oman:	852
• Jamaica:	283	• Pakistan:	468
• Japan:	1,841	• Panama:	197
• Jordan:	1,372	• Papua New Guinea:	670
• Kazakhstan:	1,934	• Paraguay:	619
• Kenya:	144	• Peru:	137
• Kiribati:	22	• Philippines:	838
• Korea, North:	650	• Poland:	1,586
• Korea, South:	1,958	• Portugal:	1,114
• Kuwait:	1,812	• Qatar:	281
• Kyrgyzstan:	942	• Romania:	1,404
• Laos:	435	• Russia:	2,786
• Latvia:	785	• Rwanda:	94
• Lebanon:	2,138	• Saint Kitts and Nevis:	287
• Lesotho:	62	• Saint Lucia:	249
• Libyan:	818	• Samoa:	34
• Lithuania:	804	• San Marino:	24
• Luxembourg:	928	• São Tomé and Príncipe:	69
• Macedonia:	1,934	• Saudi Arabia:	809
• Madagascar:	260	• Senegal:	398
• Malawi:	48	• Serbia:	2,861
• Malaysia:	539	• Seychelles:	565
• Maldives:	170	• Sierra Leone:	177
• Mali:	127	• Singapore:	547
• Malta:	1,378	• Slovakia:	1,403
• Mauritania:	86	• Slovenia:	2,369
• Mauritius:	787	• Solomon Islands:	18
• Mexico:	371	• Somalia:	67
• Moldova:	2,479	• South Africa:	459
• Monaco:	1,038	• Spain:	1,757
• Mongolia:	555	• Sri Lanka:	195
• Montenegro:	2,157	• Sudan:	75
• Morocco:	500	• Suriname:	57
• Mozambique:	200	• Swaziland:	303
• Myanmar:	189	• Sweden:	715
• Namibia:	534	• Switzerland:	1,722
• Nauru:	626	• Syrian Arab Republic:	1,013
• Nepal:	420	• Tajikistan:	1,046
• Netherlands:	801	• Tanzania:	132
• New Zealand:	579	• Thailand:	560
• Nicaragua:	377	• Togo:	307
• Niger:	52	• Tonga:	48
• Nigeria:	116	• Trinidad and Tobago:	1,106
• Norway:	534	• Tunisia:	1,628

• Turkey:	1,399	• Uruguay:	770
• Turkmenistan:	135	• Uzbekistan:	449
• Tuvalu:	29	• Vanuatu:	43
• Uganda:	24	• Venezuela:	496
• Ukraine:	2,401	• Vietnam:	1,001
• United Arab Emirates:	583	• Yemen:	402
• United Kingdom:	750	• Zambia:	74
• United States:	1,028	• Zimbabwe:	189

## **22.14 Market Resources**

International Federation of Health Plans (IFHP), 83 Victoria Street, London, SW1H 0HW, United Kingdom. Tel.: +44 20 3585 5230. ([www.ifhp.com](http://www.ifhp.com))

The World Bank, 1818 H Street NW, Washington, DC 20433. (202) 473-1000. ([www.worldbank.org](http://www.worldbank.org))

*The World Factbook 2013-14*, Central Intelligence Agency, 2013.

World Health Organization, Avenue Appia 20, 1211 Geneva 27, Switzerland. Tel.: + 41 22 791 21 11. ([www.who.int/en](http://www.who.int/en))

## ONLINE & MOBILE

### **23.1 Residential Internet Access**

According to a January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)), 32% of adults worldwide had home Internet access in 2011, an increase from 29% in 2010 and 25% in 2009. The Gallup study included surveys in 148 countries.

By country, adult Internet accessibility is as follows:

• Sweden:	93%	• Czech Republic:	74%
• Singapore:	93%	• Japan:	73%
• Denmark:	92%	• Poland:	71%
• Netherlands:	91%	• Spain:	70%
• New Zealand:	89%	• Hungary:	66%
• Australia:	89%	• Slovakia:	65%
• Canada:	87%	• Croatia:	64%
• Taiwan:	87%	• Kosovo:	64%
• Ireland:	87%	• Portugal:	64%
• South Korea:	87%	• Latvia:	63%
• Luxembourg:	86%	• Italy:	63%
• Israel:	86%	• Lithuania:	63%
• France:	85%	• Macedonia:	58%
• United Arab Emirates:	85%	• Montenegro:	55%
• Finland:	84%	• Russia:	51%
• Hong Kong:	84%	• Bulgaria:	51%
• United Kingdom:	84%	• Belarus:	50%
• Bahrain:	84%	• Serbia:	50%
• Slovenia:	83%	• Romania:	49%
• Kuwait:	83%	• Bosnia and Herzegovina:	49%
• Austria:	83%	• Venezuela:	48%
• Belgium:	82%	• Chile:	48%
• United States:	80%	• Trinidad and Tobago:	46%
• Malta:	78%	• Lebanon:	45%
• Qatar:	77%	• Greece:	44%
• Germany:	77%	• Moldova:	42%
• Cyprus:	76%	• Jamaica:	41%
• Estonia:	76%	• Argentina:	41%
• Oman:	74%	• Ukraine:	40%
• Saudi Arabia:	74%	• Brazil:	40%

• Turkey:	40%	• Nigeria:	10%
• Uruguay:	39%	• Kyrgyzstan:	10%
• Iran:	38%	• Uzbekistan:	10%
• Algeria:	38%	• Somaliland region:	9%
• Costa Rica:	38%	• Haiti:	9%
• Morocco:	37%	• Bangladesh:	8%
• Colombia:	36%	• Sri Lanka:	8%
• Malaysia:	35%	• Djibouti:	8%
• Jordan:	34%	• Botswana:	6%
• China:	34%	• Liberia:	6%
• Armenia:	33%	• Zambia:	6%
• Kazakhstan:	33%	• Pakistan:	6%
• Albania:	31%	• Turkmenistan:	5%
• Tunisia:	30%	• Nepal:	5%
• Palestinian Territories:	30%	• Ghana:	5%
• Mauritius:	30%	• Gabon:	5%
• Panama:	30%	• Sierra Leone:	4%
• Georgia:	29%	• Tanzania:	4%
• Mongolia:	27%	• Mozambique:	4%
• Zimbabwe:	27%	• Senegal:	4%
• Vietnam:	27%	• Uganda:	4%
• Dominican Republic:	26%	• Tajikistan:	4%
• Swaziland:	25%	• Lesotho:	3%
• Paraguay:	25%	• Afghanistan:	3%
• Mexico:	25%	• Chad:	3%
• Peru:	24%	• India:	3%
• Ecuador:	21%	• Congo (Brazzaville):	3%
• Indonesia:	21%	• Laos:	2%
• Philippines:	21%	• Malawi:	2%
• Thailand:	19%	• Cameroon:	2%
• El Salvador:	19%	• Yemen:	2%
• Syria:	18%	• Comoros:	2%
• Iraq:	17%	• Cambodia:	1%
• South Africa:	16%	• Niger:	1%
• Azerbaijan:	15%	• Central African Republic:	1%
• Honduras:	14%	• Congo (Kinshasa):	1%
• Guatemala:	14%	• Benin:	1%
• Nicaragua:	14%	• Rwanda:	1%
• Angola:	13%	• Burkina Faso:	1%
• Mauritania:	13%	• Togo:	1%
• Egypt:	13%	• Madagascar:	<1%
• Bolivia:	12%	• Mali:	<1%
• Sudan:	12%	• Guinea:	<1%
• Kenya:	12%	• Burundi:	<1%

## 23.2 Social Network Use

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 1.73 billion people worldwide accessed a social network site via any device at least once per month in 2013. The number of social network users is projected to increase to 2.55 billion by 2017.

As percentages of the population and Internet users, those who use social networks are assessed as follows:

	2013		2017	
	% Population	% Internet Users	% Population	% Internet Users
• Africa & Middle East:	15.5%	80.5%	24.2%	92.8%
• Asia-Pacific:	19.7%	64.2%	30.2%	78.0%
• Central & Eastern Europe:	40.4%	74.3%	51.8%	77.9%
• Latin America:	36.2%	72.4%	52.1%	83.2%
• North America:	51.6%	66.6%	56.3%	70.0%
• Western Europe:	41.9%	61.5%	49.4%	68.9%
• Worldwide:	24.4%	67.7%	34.5%	78.7%

By region and country, the number of people who use a social network site are assessed as follows (source: eMarketer):

	2013	2017
<b>Region</b>		
• Asia-Pacific:	777.0 million	1.23 billion
• Latin America:	216.9 million	324.8 million
• Middle East & Africa:	209.8 million	358.1 million
• North America:	181.2 million	203.7 million
• Western Europe:	174.2 million	208.6 million
• Central & Eastern Europe:	173.6 million	223.3 million
• Worldwide:	1.73 billion	2.55 billion

<b>Country</b>		
• China:	366.2 million	525.4 million
• United States:	163.5 million	183.8 million
• India:	127.5 million	282.9 million
• Brazil:	78.3 million	110.0 million
• Indonesia:	67.2 million	109.9 million
• Russia:	60.5 million	75.0 million
• Japan:	48.2 million	55.7 million
• Mexico:	38.4 million	60.2 million
• Germany:	32.4 million	39.4 million
• United Kingdom:	32.1 million	36.7 million
• South Korea:	24.7 million	28.6 million
• France:	23.7 million	27.7 million
• Italy:	20.0 million	24.7 million
• Spain:	19.5 million	24.9 million
• Canada:	17.7 million	19.9 million

• Argentina:	15.5 million	22.9 million
• Australia:	11.4 million	15.0 million
• Netherlands:	10.8 million	13.2 million
• Sweden:	5.9 million	6.9 million
• Norway:	3.3 million	3.8 million
• Denmark:	3.1 million	3.8 million
• Finland:	3.0 million	3.5 million

### **23.3 Facebook Use**

The number of people who access a Facebook account via any device at least once per month and the percentage of Internet users who access the site are assessed as follows (source: eMarketer):

Region	2013		2017	
	Users	Penetration	Users	Penetration
• Asia-Pacific:	305.1 million	25.2%	616.0 million	39.0%
• Latin America:	196.8 million	65.7%	307.1 million	77.9%
• Middle East & Africa:	167.9 million	64.4%	318.9 million	82.6%
• North America:	163.4 million	60.1%	180.5 million	62.0%
• Western Europe:	153.0 million	54.0%	182.7 million	60.4%
• Central & Eastern Europe:	105.1 million	45.0%	166.4 million	58.0%

Country				
• United States:	146.8 million	59.9%	162.0 million	61.6%
• India:	114.8 million	71.0%	277.8 million	92.6%
• Brazil:	69.0 million	69.6%	103.9 million	84.3%
• Indonesia:	63.2 million	71.0%	108.1 million	96.0%
• Mexico:	35.7 million	63.2%	57.1 million	73.0%
• United Kingdom:	29.9 million	62.5%	33.6 million	64.9%
• Germany:	22.1 million	38.0%	26.9 million	45.0%
• France:	22.0 million	53.0%	25.9 million	58.0%
• Russia:	21.7 million	28.0%	49.0 million	52.0%
• Italy:	18.0 million	55.0%	22.1 million	60.0%
• Spain:	18.3 million	59.0%	23.8 million	70.2%
• Canada:	16.6 million	62.0%	18.5 million	66.0%
• Japan:	16.6 million	17.0%	27.5 million	27.8%
• Argentina:	16.3 million	65.0%	21.7 million	71.0%
• Netherlands:	10.8 million	69.6%	12.0 million	74.7%
• Australia:	10.4 million	62.0%	13.9 million	78.2%
• South Korea:	6.5 million	16.8%	9.4 million	24.0%
• Sweden:	5.4 million	62.4%	6.2 million	71.2%
• Norway:	3.0 million	67.5%	3.5 million	76.2%
• Denmark:	2.8 million	57.2%	3.4 million	65.9%
• Finland:	2.7 million	56.4%	3.2 million	65.0%



Facebook is banned in China, depressing Facebook penetration in the Asia-Pacific region as a whole. The projection for 2017 does not assume that the ban will be lifted.

### **23.4 Mobile Phones and Smartphones**

According to eMarketer, the number of mobile phones and smartphones in use worldwide has been, and is projected, as follows:

	Number of Users	% Population	Smartphones	Penetration
• 2011:	3.647 billion	52.5%	601 million	16.5%
• 2012:	3.933 billion	56.0%	946 million	24.0%
• 2013:	4.207 billion	59.3%	1.304 billion	31.0%
• 2014:	4.451 billion	62.0%	1.647 billion	37.0%
• 2015:	4.695 billion	64.7%	1.943 billion	41.4%
• 2016:	4.907 billion	67.0%	2.210 billion	45.0%

In 2012, smartphone penetration exceeded 50% of mobile phone users in six countries: Australia, Norway, South Korea, Sweden, the United Kingdom, and the United States.

Smartphone use is growing most rapidly in regions where most of the population uses their devices instead of a PC to access the Internet.

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**There will be five billion smartphones sold between now and 2016. Let's just take China. There's a billion connections in China right now, and about 27% of those are what I would call mobile broadband. People are using phones instead of a computer. They don't even have a computer. So 84% of people [in China] read their news on a smartphone. In the U.S., it's less than a third of people. In China, in India, you see people using them for all these different entertainment and information applications, and they're ahead of us because that's the only way they can get access to that stuff."**

Paul Jacobs, CEO  
Qualcomm  
*Bloomberg Businessweek*, 1/14/13

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### **23.5 Market Resources**

eMarketer, 75 Broad Street, 31<sup>st</sup> Floor, New York, NY 10004. (212) 376-5291.  
([www.emarketer.com](http://www.emarketer.com))

Gallup, 901 F Street NW, Washington, DC 20004. (202) 715-3030. ([www.gallup.com](http://www.gallup.com))  
Gallup's 2013 assessment of household Internet access is available online at  
[www.gallup.com/poll/159815/home-internet-access-remains-reach-worldwide.aspx](http://www.gallup.com/poll/159815/home-internet-access-remains-reach-worldwide.aspx).

## RESTAURANTS

### 24.1 Overview

*Global Restaurants*, a 2012 market research report by Datamonitor ([www.datamonitor.com](http://www.datamonitor.com)), estimates that the global restaurants sector had total revenue of \$1.64 trillion in 2011, with a compound annual growth rate (CAGR) of 3.6% between 2007 and 2011. Restaurants and cafes account for 36% of sector sales, according to Datamonitor. A CAGR of 4.4% is projected through 2016, with sector revenue reaching \$2.04 trillion by the end of 2016.

*Restaurants: Global Industry Guide*, a 2013 report by MarketLine ([www.marketline.com](http://www.marketline.com)), estimates global restaurant industry revenue in 2011 at \$2.46 trillion; the CAGR between 2007 and 2011 was 5.8%. Cafes and restaurants represent over 50% of overall industry value, according to U.K.-based MarketLine. Forecasting a CAGR of 7.2% through 2016, the market is expected to reach \$3.48 trillion by the end of 2016. Regionally, Asia-Pacific holds almost 43% of the world foodservice industry marketshare.

### 24.2 Largest International Restaurant Chains

Euromonitor ([www.euromonitor.com](http://www.euromonitor.com)) and *Nation's Restaurant News* conduct an annual census of the largest global restaurant chains. The 2012 assessment ranked the following chains as the largest outside the United States:

	Annual Sales	Units
• 7-Eleven (Japan): Convenience store	\$16.32 billion	43,614
• FamilyMart (Japan): Convenience store	\$ 4.96 billion	18,314
• Lawson (Japan): Convenience store	\$ 4.16 billion	10,887
• Sukiya (Japan): Asian fast food	\$ 3.13 billion	1,748
• JD Wetherspoon (United Kingdom): Bar/pub	\$ 1.80 billion	803
• Hotto Motto (Japan): Delivery/takeaway	\$ 1.69 billion	2,554
• Yoshinya (Japan): Asian fast food	\$ 1.63 billion	1,646

• Mister Donut (Japan): Bakery products fast food	\$ 1.60 billion	3,565
• MOS Burger (Japan): Burger Fast Food	\$ 1.46 billion	1,632
• Quick (Belgium): Burger fast food	\$ 1.45 billion	485
• Costa Coffee (United Kingdom): Coffee shop	\$ 1.44 billion	2,113
• Paris Baguette (South Korea): Bakery products fast food	\$ 1.44 billion	3,010
• Gusto (Japan): Casual dining	\$ 1.40 billion	1,322
• Saizeriya (Japan): Casual dining	\$ 1.28 billion	992
• Sunkus (Japan): Convenience store	\$ 1.24 billion	3,118
• Honke Kamadoya (Japan): Delivery/takeaway	\$ 1.15 billion	1,809
• Dicos (Taiwan): Chicken fast food	\$ 1.12 billion	1,214
• IKEA (Netherlands): In-store cafeteria	\$ 1.08 billion	318
• Akindo Sushiro (Japan): Asian fast food	\$ 1.06 billion	327
• Doutour Coffee Shop (Japan): Coffee shop	\$ 1.05 billion	1,115
• Tank & Rast (Germany): Convenience store	\$ 1.04 billion	433
• Greggs (United Kingdom): Bakery products fast food	\$ 1.04 billion	1,571
• Nando's (South Africa): Chicken fast food	\$ 1.02 billion	990
• Enterprise Inns (United Kingdom): Bar/pub	\$ 985 million	6,157
• Gyoza no Ohsho (Japan): Casual dining	\$ 985 million	612

Among these chains, the following have the highest annual growth rate:

• Dicos:	20.4%
• Costa Coffee:	16.9%
• Nando's:	16.5%
• Sukiya:	12.0%
• Akindo Sushiro:	11.0%

The largest chains ranked by regional systemwide sales are as follows:

<b>Asia-Pacific</b>		<b>Annual Sales</b>	<b>Units</b>
1.	7-Eleven: Convenience store	\$13.59 billion	34,430
2.	FamilyMart: Convenience store	\$ 4.96 billion	18,314
3.	Lawson: Convenience store	\$ 4.17 billion	10,887
4.	Sukiya: Asian fast food	\$ 2.13 billion	1,748
5.	Hotto Motto:	\$ 1.69 billion	2,554

#### **Australia-New Zealand**

1.	Red Rooster: Chicken fast food	\$ 442 million	366
2.	Gloria Jeans: Coffee shop	\$ 301 million	455
3.	Eagle Boys Pizza: Pizza delivery	\$ 226 million	344
4.	The Coffee Club: Coffee shop	\$ 216 million	240
5.	Michel' Patisserie: Bakery products fast food	\$ 214 million	328

#### **Latin America**

1.	Habib's: Middle Eastern fast food	\$ 769 million	318
2.	Bob's: Burger fast food	\$ 650 million	776
3.	OXXO: Convenience store	\$ 592 million	9,538
4.	Restaurante Sanborns: Full-service restaurant	\$ 384 million	192
5.	Vips: Full-service restaurant	\$ 376 million	267

#### **Middle East and Africa**

1.	Nando's: Chicken fast food	\$ 324 million	367
2.	Wimpy: Burger fast food	\$ 220 million	503
3.	Aroma Espresso Bar: Coffee shop	\$ 148 million	107
4.	Herfy: Burger fast food	\$ 124 million	157
5.	Steers: Burger fast food	\$ 111 million	489

### Western Europe

1.	JD Wetherspoon: Bar/pub	\$ 1.80 billion	803
2.	Quick: Burger fast food	\$ 1.45 billion	475
3.	Tank & Rast: Convenience store	\$ 1.04 billion	433
4.	Greggs: Bakery products fast food	\$ 1.04 billion	1,571
5.	Enterprise Inns: Bar/pub	\$ 985 million	6,157

### 24.3 Best Restaurants

Among various lists of award-winning fine-dining restaurants, The World's 50 Best Restaurants, published annually by British magazine *Restaurant* is the most recognized. The ranking is based on a poll of international chefs, restaurateurs, gourmands, and restaurant critics.

*Restaurant's* The World's 50 Best Restaurants for 2013 is as follows:

1. El Celler de Can Roca (Girona, Spain)
2. Noma (Copenhagen, Denmark)
3. Osteria Francescana (Modena, Italy)
4. Mugaritz (San Sebastián, Spain)
5. Eleven Madison Park (New York, NY; United States)
6. D.O.M (São Paulo, Brazil)
7. Dinner By Heston Blumenthal (London, United Kingdom)
8. Arzak (San Sebastián, Spain)
9. Steirereck (Vienna, Austria)
10. Vendôme (Bergisch Gladbach, Germany)
11. Per Se (New York, NY, United States)
12. Restaurant Frantzén (Stockholm, Sweden)
13. The Ledbury (London, United Kingdom)
14. Astrid y Gaston (Lima, Peru)
15. Alinea (Chicago, IL, United States)
16. L'arpège (Paris, France)
17. Pujol (Mexico City, Mexico)
18. Le Chateaubriand (Paris, France)
19. Le Bernardin (New York, NY, United States)
20. Narisawa (Tokyo, Japan)
21. Attica (Melbourne, Australia)
22. Nihnroryi RyuGin (Tokyo, Japan)
23. L'Astrance (Paris, France)
24. L'Atelier Saint-Germain de Joël Robuchon (Paris, France)
25. Hof Van Cleve (Kruishoutem, Belgium)

26. Quique Dacosta (Denia, Spain)
27. Le Calandre (Rubano, Italy)
28. Mirazur (Menton, France)
29. Daniel (New York, NY, United States)
30. Aqua (Wolfsburg, Germany)
31. Biko (Mexico City, Mexico)
32. Nahm (Bangkok, Thailand)
33. The Fat Duck (Bray, United Kingdom)
34. Fäviken (Järpen, Sweden)
35. Oud Sluis (Sluis, Netherlands)
36. Amber (Hong Kong)
37. Villa Joya (Albufeira, Portugal)
38. Restaurant Andre (Singapore)
39. 8½ Otto e Mezzo Bombana (Hong Kong)
40. Combal.Zero (Rivoli, Italy)
41. Piazza Duomo (Alba, Italy)
42. Schloss Schauenstein (Fürstenu, Switzerland)
43. Mr & Mrs Bund (Shanghai, China)
44. Asador Etxebarri (Atxondo, Spain)
45. Geranium (Copenhagen, Denmark)
46. Mani (São Paulo, Brazil)
47. The French Laundry (Yountville, CA, United States)
48. Quay (Sydney, Australia)
49. Septime (Paris, France)
50. Central (Lima, Peru)

#### **24.4 Best Quick-Service Chains**

*Travel + Leisure* (May 2012) rates the following as the best quick-service restaurants outside the United States:

- Albaik (Saudi Arabia)
- Chefette (Barbados)
- Chocolateria San Churro (Australia)
- Din Tai Fung (Taiwan)
- El Meson Sandwiches (Puerto Rico)
- Giraffas (Brazil)
- Goli Vada Pav No. 1 (India)
- Ippudo (Japan)
- Jensen's Bøfhus (Denmark)
- Jollibee (Philippines)
- Maison Eric Kayser (France)
- Mr. Lee (China)
- Nando's (South Africa)
- Nordsee (Germany)

- Old Chang Kee (Singapore)
- Pret a Manger (United Kingdom)
- Rossopomodoro (Italy)
- St. Hubert (Canada)
- Teremok (Russia)

## **24.5 Overseas Expansion For U.S.-Based Chains**

With many U.S. markets for chain restaurants saturated, chains have been looking for growth internationally for several years.

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**“A growing number of restaurant chains have found friendlier markets overseas than they have in the U.S. Dominos has a nearly unprecedented run of strong sales in international markets. KFC is struggling in the U.S. and flourishing in China. And now Burger King’s international restaurants are leaving the U.S. in their dust.”**

*Restaurant Finance Monitor*

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The following are recent overseas expansions for U.S. restaurant chains:

### **Auntie Anne’s**

- At year-end 2012, 363 of Auntie Anne’s 1,367 locations were outside the United States.
- The company opened its first location in the Bahamas, at the Mall at Marathon in Nassau, in June 2013. Three additional units will open in the Bahamas by 2016.
- In conjunction with franchisee Stellar Concepts Ltd., Auntie Anne’s will open 100 locations in India by 2019.
- Five franchise locations are planned for Brunei; Delicious Jo Food will operate the units.

### **Beef O’Brady’s**

- In 2012, Beef O’Brady’s signed its first international franchise agreement to operate restaurants in Bahrain and Saudi Arabia.
- Expansion in Canada, Mexico, Greece, and the United Arab Emirates is planned.



### **Burger King**

- Burger King operates more than 12,600 locations worldwide, 5,400 of which are outside the United States. At year-end 2012, the company had restaurants in 82 countries worldwide.
- Burger King has long-term, multi-location joint ventures with franchisees in Brazil, China, Mexico, Russia, South Africa, and other countries.
- In June 2012, Burger King entered into an agreement with Kurdoglu and Cartesian Capital Group to open 1,000 locations in China within five years. Kurdoglu currently operates about 450 Burger King franchises in Turkey.
- Burger King has 410 restaurants operated by 10 franchisees in Mexico. In April 2013, Burger King signed an exclusive agreement through 2033 with Alsea SAB de C.V., the largest operator of quick-service and casual-dining restaurants in the country, to expand throughout Mexico.

### **Elevation Burger**

- Elevation Burger, a 29-unit chain, is accelerating growth overseas, with about 200 locations under development. While domestic units generate an average unit volume of about \$1 million, international units have annual sales double or triple that number.
- In 2012, the chain opened locations in Qatar, Jordan, Morocco, and Saudi Arabia. Restaurants are planned in Belgium, France, India, Italy, and Turkey.

### **Fatburger**

- Fatburger operates 150 restaurants in 27 countries; about one-half of units are outside the United States. The company has restaurants in Bahrain, Canada, China, Indonesia, Kuwait, Iraq, Saudi Arabia, South Korea, and United Arab Emirates.
- In 2012, Fatburger signed an agreement with a Shanghai-based investment bank to expand the brand throughout China.
- In June 2013, the company signed a 25-year agreement with Vazz Foods Private Ltd. to open 25 restaurants in India by 2018. In lieu of beef, the menu adapts to local preferences, offering chicken, lamb, turkey, and veggie burger options.

### **Krispy Kreme**

- Krispy Kreme opened its 500<sup>th</sup> international location in December 2012.

### **Moe's Southwest Grill**

- Moe's announced plans to open 50 locations in Russia by 2023.
- In 2012, Moe's signed an agreement to open 40 locations in Turkey.
- The company will open locations in Brazil, Ecuador, and Panama in 2013.

### **Papa Murphy's**

- In 2013, Papa Murphy's Take "N" Bake Pizza signed an agreement with MAM Foodco Ltd. to open 100 locations in the Middle East, including in Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.

### **Pinkberry**

- Pinkberry's first international location opened in 2009 in Kuwait. The company has continued to expand overseas, mostly in the Middle East, and one-half of new locations are now outside the United States.
- The company opened its first location in India in 2012, marking the 18<sup>th</sup> country in which it has operations.

### **Ruth's Chris Steak House**

- Ruth's Chris Steak House operates 130 locations worldwide, including locations in Aruba, Canada, Dubai, El Salvador, and Mexico.
- In 2013, the company signed an agreement with Ko China Hospitality Limited to open four restaurants in Beijing and Shanghai by 2016.

### **Smashburger**

- With 182 franchised and company-owned locations at year-end 2012, Smashburger has restaurants in Canada, Costa Rica, Panama, Kuwait, and Saudi Arabia.
- In 2013, the company signed an agreement with QSR International to open 18 franchised locations throughout Latin America.

### **Starbucks**

- As of 2012, Starbucks operated approximately 11,000 stores in the U.S. and fewer than 7,000 overseas. Future growth is seen primarily outside the U.S. Among the 1,200 locations opening in FY2013, more than one-half are outside the U.S.
- In 1996, Japan became Starbucks' first market outside North America. The chain opened its 1,000<sup>th</sup> store in Japan in 2013.
- Starbucks plans to more than double locations in China to 1,500 by mid-2015.
- In partnership with Tata, a conglomerate that markets everything from coffee to cars, Starbucks entered the Indian market in 2012. Coffeeshops are a proven business model in India; a popular chain called Café Coffee Day operates more than 1,000 stores.
- Starbucks operates 442 cafes in South Korea and has plans to expand to 700 locations by 2017.

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**“We are in the early states of growth in Asia. It represents the fastest and largest retail growth opportunity in the company's foreseeable future.”**

John Culver, President  
China and Asia-Pacific Region  
Starbucks  
*The Seattle Times*, 8/4/12

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### **Steak 'n Shake**

- Steak 'n Shake will begin opening restaurants in the United Arab Emirates in 2013, it's first expansion outside the United States.

### **Subway**

- As of year-end 2012, Subway operated 37,000 locations in 100 countries. The chain will open 3,000 locations in 2013, 2,000 of which are outside North America.

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**“International is where the much bigger long-term opportunity is, only because that’s where all the people are. The trick is reaching the middle class, getting to the average consumer, and more of a mass-market product.”**

Fred DeLuca, President  
Subway  
*Nation's Restaurant News, 3/25/13*

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### **Wendy's**

- Wendy's operates more than 6,500 restaurants in 27 countries.
- The company entered into an agreement with The Wissol Group, one of the largest retail companies in Georgia, to open 25 restaurants in Azerbaijan and Georgia in 2013.

### **Yum! Brands**

- As of year-end 2012, 55% of Yum! Brands' 35,882 restaurants were located outside the United States. The locations are primarily its KFC brand; there are some Pizza Hut locations overseas; its Taco Bell brand has yet to expand internationally. Yum! Restaurants International, which manages operations outside China, India, and the United States, has 14,105 restaurants. The Chinese and Indian divisions have 5,251 and 479 locations, respectively.
- In September 2012, Yum! Brands announced its goal to double annual net earnings within five years; the bulk of expansion will be in emerging markets such as Africa and Russia.
- In Russia, KFC locations co-branded with Rostik's, a domestic chicken restaurant chain, generate some of the highest average unit volumes for Yum! worldwide.
- Restaurants in France and Germany also generate high average unit volumes for KFC, despite having only about 200 locations in those markets and very little

advertising. In these markets, Yum! uses a “business rental” model, holding the leases for new units and charging franchisees a percentage of sales.

## **24.6 Growth Opportunities in China**

China’s fast-food market is approximately \$70 billion and growing at 15% annually, according to Sara Senatore, an analyst at Sanford C. Bernstein Research ([www.bernsteinresearch.com](http://www.bernsteinresearch.com)).

Chinese consumers have shown a penchant for fast-food dining. There were 50,000 quick-service restaurants (QSRs) in China at year-end 2012, according to Mintel ([www.mintel.com](http://www.mintel.com)).

According to a September 2012 report by Mintel, 75% of working adults in urban areas of China eat lunch at QSRs; 21% do so for breakfast. And spending at QSRs continues to rise. Forty-four percent (44%) of Chinese adults say they plan to spend more at QSRs in 2013 than in 2012.

With over 5,000 locations in China, KFC is, by far, China’s largest restaurant chain. KFC opened 889 restaurants in 2012 and plans to open 700 more in 2013.

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**“We continue to believe that China is the No. 1 retail opportunity in the world, and we will continue to capitalize on this growth opportunity.”**

Patrick Grismer, CFO  
Yum! Brands  
*Nation’s Restaurant News, 5/13/13*

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Starbucks has opened 800 stores in China since entering the market in 1999; 600 additional locations are planned for 2013 alone.

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**“Starbucks’ comparable-store sales in China have notched a streak of double-digit gains as the brand works to convert Chinese tea drinkers to coffee.”**

*Nation’s Restaurant News, 5/13/13*

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McDonald's opened 256 restaurants in China in 2012, putting it three-quarters of the way to its goal of 2,000 Chinese locations. The chain plans to open 300 units in 2013.

Subway opened 354 sandwich shops in Russia in 2012 and plans about 100 new locations in 2013.

#### **24.7 Growth Opportunities in India**

India's fast-food market is approximately \$13 billion and growing at 19% annually, according to Sanford C. Bernstein Research.

The Indian restaurant market is attractive because of its consumer demographics.

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**“Quick-service restaurants investing in India could reap a demographic dividend from India's youthful population. Unlike in China, where the population bulge sits in middle age, India's largest population cohorts are its youngest. Because eating habits are established at a fairly young age, this bodes well for growth. Young consumers cite taste, variety and limited time as reasons to eat fast food; we anticipate that these factors will only grow with time.”**

Sara Senatore, Analyst  
Sanford C. Bernstein Research  
*Nation's Restaurant News*, 2/25/12

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Active in India for many years, Baskin-Robbins, Domino's Pizza, McDonald's, and other chains have several hundred locations in the country. Yum! Brand's KFC and Pizza Hut will have 550 restaurants in India by 2015. Dunkin' Donuts and Starbucks opened their first outlets in India in 2012.

Bernstein Research estimates that by 2015, Indian consumers could generate annual sales of \$1 billion for Yum! Brands, \$800 million for McDonald's, and \$80 million for Starbucks.

## **24.8 Growth Opportunities in Russia**

Several major U.S. chains are in the midst of expansion in Russia. McDonald's, with more than 300 locations already in the country, opened 45 restaurants in 2012. KFC, with more than 150 Russian units, is targeting 300 restaurants by 2015. Subway is aiming for 1,000 locations in Russia by 2015. Wendy's has a 10-year agreement to open 180 units by 2022. Krispy Kreme announced that a franchisee will open 40 stores in Russia by 2017.

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**“Russia just doesn’t have an independent-restaurant sector like China and Brazil do, so chains can set the standard of how people dine out. That’s what is driving the rush to expand there ... the sense that Western chains can take a much bigger slice of the overall eating-out pie and can do it faster than in other markets.”**

Michael Schager, Head of Global  
Consumer Foodservice  
Euromonitor International  
*Nation's Restaurant News*, 5/14/12

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## **24.9 Market Resources**

Euromonitor International, 60-61 Britton Street, London EC1M 5UX, United Kingdom.  
Tel.: +44 (0)20 7251 8024. ([www.euromonitor.com](http://www.euromonitor.com)) Euromonitor partners with *Nation's Restaurant News* in an annual census of global restaurant chains.

Mintel, 333 W. Wacker Drive Suite 1100, Chicago, IL 60606. (312) 932-0400.  
([www.mintel.com](http://www.mintel.com)) Information about *Restaurants in China*, a 2012 report by Mintel, is available at <http://store.mintel.com/restaurants-in-china-2012-market-sizes>.

*Nation's Restaurant News*, 1166 Avenue of the Americas, 10<sup>th</sup> Floor, New York, NY 10036. (212) 204-4200. ([www.nrn.com](http://www.nrn.com)) *NRN's* news coverage includes international operations of U.S. restaurant chains.

The NPD Group, 900 West Shore Road, Port Washington, NY 11050. (516) 625-0700.  
([www.npd.com](http://www.npd.com)) NPD's CREST® service tracks consumer use of restaurants and commercial foodservice in Australia, Canada, China, France, Germany, Italy, Japan, Spain, and the United Kingdom, as well as the U.S.

## RETAIL & E-COMMERCE

### 25.1 Market Assessment

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), worldwide retail spending is 22.2% of global gross domestic product (GDP). In 2012, global GDP was \$71.8 trillion; global retail spending was \$15.9 trillion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, global retail spending in 2012 was as follows:

	Pct. of GDP	Total
• Food and nonalcoholic beverages (F&B):	8.4%	\$6.0 trillion
• Apparel (i.e., clothing and footwear):	3.0%	\$2.2 trillion
• Household furnishings:	3.3%	\$2.4 trillion
• Miscellaneous goods and services:	8.6%	\$6.2 trillion

For the 60 largest economies of the world\*, retail spending as a percentage of GDP is as follows:

	F&B	Apparel	Furnishings	Misc.	Total
• Argentina:	14.8%	2.8%	3.2%	4.9%	25.7%
• Australia:	5.7%	2.1%	3.7%	6.6%	18.1%
• Austria:	6.1%	3.7%	4.3%	7.2%	21.3%
• Bangladesh:	38.8%	4.5%	2.9%	3.1%	49.3%
• Belgium:	6.8%	2.7%	2.8%	9.1%	21.4%
• Brazil:	10.4%	2.8%	3.8%	8.0%	25.0%
• Canada:	5.1%	2.5%	3.3%	8.8%	19.7%
• Chile:	10.2%	4.5%	4.6%	5.2%	24.5%
• China:	10.4%	2.7%	1.7%	6.4%	21.2%
• Colombia:	16.7%	3.0%	3.6%	4.0%	27.3%
• Czech Republic:	8.2%	2.5%	2.7%	5.0%	18.4%
• Denmark:	5.3%	2.3%	2.8%	11.6%	22.0%
• Egypt:	32.7%	6.1%	6.9%	5.3%	47.0%
• Finland:	6.2%	2.4%	2.7%	9.4%	20.7%
• France:	7.7%	2.7%	2.3%	9.3%	23.0%
• Germany:	6.3%	3.0%	3.9%	9.4%	22.6%
• Greece:	10.8%	7.2%	7.4%	4.6%	27.0%
• Hong Kong:	5.5%	6.1%	6.1%	7.2%	21.9%
• Hungary:	9.2%	2.0%	2.7%	7.4%	22.3%
• India:	21.4%	3.3%	3.8%	6.6%	33.1%

• Indonesia:	28.0%	2.4%	2.8%	3.6%	35.8%
• Iran:	13.0%	3.5%	3.1%	3.7%	23.3%
• Iraq:	18.1%	2.9%	4.3%	1.1%	26.4%
• Ireland:	2.6%	2.3%	3.0%	7.5%	15.4%
• Israel:	8.8%	1.9%	3.9%	7.6%	22.2%
• Italy:	8.9%	4.7%	4.6%	6.7%	24.9%
• Japan:	8.2%	1.9%	3.2%	9.1%	22.5%
• Kazakhstan:	10.5%	4.9%	1.6%	2.5%	19.5%
• Kuwait:	5.6%	3.1%	5.1%	2.1%	15.9%
• Malaysia:	8.8%	1.1%	2.4%	6.9%	19.2%
• Mexico:	16.7%	1.9%	5.2%	6.0%	29.8%
• Netherlands:	5.1%	2.5%	3.0%	12.4%	23.0%
• New Zealand:	8.4%	2.7%	3.9%	6.0%	21.0%
• Nigeria:	40.6%	4.2%	5.0%	2.6%	52.4%
• Norway:	5.2%	2.2%	2.4%	7.7%	17.5%
• Pakistan:	38.9%	6.0%	1.9%	3.6%	50.4%
• Peru:	20.3%	4.1%	3.6%	6.3%	34.3%
• Philippines:	32.0%	1.6%	1.4%	7.3%	42.3%
• Poland:	13.1%	3.0%	2.8%	8.9%	27.8%
• Portugal:	10.5%	4.8%	4.5%	8.2%	24.0%
• Qatar:	3.0%	1.4%	1.4%	1.0%	6.8%
• Romania:	19.7%	2.4%	3.4%	3.2%	28.7%
• Russia:	14.3%	5.2%	2.3%	6.5%	28.3%
• Saudi Arabia:	6.5%	2.3%	3.1%	1.3%	13.2%
• Singapore:	3.7%	1.6%	2.7%	4.8%	12.8%
• South Africa:	12.9%	3.7%	4.9%	2.4%	23.9%
• South Korea:	7.9%	2.2%	2.1%	8.7%	20.9%
• Spain:	8.4%	3.3%	3.2%	6.9%	21.8%
• Sweden:	5.6%	2.5%	2.4%	11.1%	21.6%
• Switzerland:	6.2%	2.4%	2.7%	9.2%	20.5%
• Taiwan:	9.8%	2.4%	3.7%	6.7%	22.6%
• Thailand:	10.0%	4.4%	3.8%	3.5%	21.7%
• Turkey:	17.0%	4.2%	4.6%	3.9%	29.7%
• Ukraine:	22.4%	3.0%	2.3%	3.9%	31.6%
• United Kingdom:	5.5%	3.6%	3.5%	11.7%	24.3%
• United States:	4.8%	3.2%	3.4%	10.8%	22.2%
• Venezuela:	13.6%	2.1%	2.7%	2.9%	21.3%
• Vietnam:	19.7%	2.2%	3.0%	2.2%	27.1%

\* GDP distribution is not available for Algeria and the United Arab Emirates.

In 2012, retail spending in these countries was as follows:

- United States: \$3.48 trillion
- China: \$1.74 trillion
- Japan: \$1.34 trillion



• Germany:	\$ 768 billion
• India:	\$ 609 billion
• France:	\$ 601 billion
• United Kingdom:	\$ 591 billion
• Russia:	\$ 570 billion
• Brazil:	\$ 563 billion
• Italy:	\$ 501 billion
• Canada:	\$ 359 billion
• Mexico:	\$ 351 billion
• Indonesia:	\$ 314 billion
• Spain:	\$ 294 billion
• Australia:	\$ 275 billion
• South Korea:	\$ 236 billion
• Turkey:	\$ 234 billion
• Netherlands:	\$ 178 billion
• Nigeria:	\$ 138 billion
• Poland:	\$ 136 billion
• Switzerland:	\$ 130 billion
• Argentina:	\$ 122 billion
• Egypt:	\$ 121 billion
• Iran:	\$ 120 billion
• Pakistan:	\$ 116 billion
• Sweden:	\$ 114 billion
• Taiwan:	\$ 107 billion
• Philippines:	\$ 106 billion
• Belgium:	\$ 104 billion
• Colombia:	\$ 101 billion
• South Africa:	\$ 92 billion
• Norway:	\$ 87 billion
• Austria:	\$ 85 billion
• Venezuela:	\$ 81 billion
• Thailand:	\$ 79 billion
• Saudi Arabia:	\$ 76 billion
• Denmark:	\$ 69 billion
• Peru:	\$ 68 billion
• Greece:	\$ 67 billion
• Chile:	\$ 66 billion
• Hong Kong:	\$ 58 billion
• Malaysia:	\$ 58 billion
• Bangladesh:	\$ 56 billion
• Ukraine:	\$ 56 billion
• Iraq:	\$ 55 billion
• Israel:	\$ 54 billion
• Finland:	\$ 52 billion

- Portugal: \$ 51 billion
- Romania: \$ 49 billion
- Kazakhstan: \$ 39 billion
- Vietnam: \$ 38 billion
- Czech Republic: \$ 36 billion
- Singapore: \$ 35 billion
- Ireland: \$ 32 billion
- New Zealand: \$ 29 billion
- Hungary: \$ 28 billion
- Kuwait: \$ 28 billion
- Qatar: \$ 12 billion

## **25.2 Luxury Goods**

Since 1995, Bain & Company ([www.bain.com](http://www.bain.com)) has performed an annual assessment of global spending for luxury goods, a category that includes high-end apparel, handbags, jewelry, watches, and other luxury items.

In 2012, consumers worldwide spent \$138.4 billion on luxury goods. Spending by nationality was as follows:

- Chinese:\* \$34.6 billion
- European: \$33.2 billion
- American (U.S.): \$27.7 billion
- Japanese: \$19.4 billion
- Asian other than China and Japan: \$15.2 billion
- Rest of the world: \$ 8.3 billion

\* Includes Hong Kong, Macau, and Taiwan

A dramatic shift in spending has been observed during the span of the Bain & Company study. The distribution of luxury goods spending by consumer nationality in 2012 and, for comparison, in 1995, was as follows:

	<b>1995</b>	<b>2012</b>
• Chinese:	1%	25%
• European:	31%	24%
• American (U.S.):	27%	20%
• Japanese:	31%	14%
• Asian other than China and Japan:	7%	11%
• Rest of the world:	3%	6%

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**“[The] Chinese have become, and will remain for a long time, the most important luxury consumers. Changes in what Chinese shoppers want are now a central issue for the global luxury sector’s largest brands.”**

Bruno Lannes, Partner  
Bain & Company, 12/12/12

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A significant portion of spending for high-end goods takes place while consumers are traveling. Sixty percent (60%) of total luxury spending by Chinese citizens, for example, took place outside of China in 2012.

Online sales of luxury goods were \$4.6 billion, representing 3.3% of all spending for high-end goods. Off-price or discounted merchandise accounted for 33% of online spending.

Bain & Company estimated that 59% of luxury goods purchases in 2012 were made by women; 41% were made by men.

The global market for luxury goods dipped during the Great Recession and rebounded with the economic recovery, increasing 10% in 2012, but now faces new challenges.

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**“The outlook for luxury-goods firms appears to have dimmed. Internet users have posted incriminating pictures, for example, of poorly paid bureaucrats wearing suspiciously pricey watches, which have caused heads to roll. Mobs [in China] have also disrupted banquets deemed to be too lavish, on occasions forcing officials to their knees to beg for forgiveness. This has traumatized some purveyors of conspicuous consumption.”**

*The Economist*, 6/8/13

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A December 2012 assessment by McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com)) projected the global market for luxury goods in 2015 at \$175 billion, with one of every three dollars spent on luxury goods expected to come from Chinese consumers.

## **25.3 Shopping Venues**

### **25.3.1 Largest Shopping Malls**

Ranked by gross leasable area (GLA), the world's largest shopping malls are as follows:

• New South China Mall (Dongguan, China):	7.1 million sq. ft.
• Golden Resources Mall (Beijing, China):	6.0 million sq. ft.
• SM City North EDSA (Quezon City, Philippines):	5.2 million sq. ft.
• 1 Utama (Petaling Jaya, Malaysia):	5.0 million sq. ft.
• Persian Gulf Complex (Shiraz, Iran):	4.8 million sq. ft.
• Central World (Bangkok, Thailand):	4.6 million sq. ft.
• Cehavir Mall (Istanbul, Turkey):	4.5 million sq. ft.
• Isfahan City Center (Isfahan, Iran):	4.5 million sq. ft.
• Mid Valley Megamall (Kuala Lumpur, Malaysia):	4.5 million sq. ft.
• Sunway Pyramid (Subang Jaya, Malaysia):	4.3 million sq. ft.
• Mall of Asia (Pasay, Philippines):	4.2 million sq. ft.
• Jamuna Future Park (Dhaka, Bangladesh):	4.1 million sq. ft.
• The Dubai Mall (Dubai, United Arab Emirates):	3.8 million sq. ft.
• West Edmonton Mall (Edmonton, Alberta, Canada):	3.8 million sq. ft.
• SM Megamall (Mandaluyong, Philippines):	3.7 million sq. ft.
• Berjaya Times Square (Kuala Lumpur, Malaysia):	3.5 million sq. ft.
• Limketkai Mall (Cagayan de Oro City, Philippines):	3.5 million sq. ft.
• Beijing Mall (Beijing, China):	3.4 million sq. ft.
• High Street Phoenix (Phoenix Mills, India):	3.3 million sq. ft.
• Zhengjia Plaza [Grandview Mall] (Guangzhou, China):	3.0 million sq. ft.
• Mal Artha Gading (Jakarta, Indonesia):	2.9 million sq. ft.
• SM City Cebu (Cebu City, Philippines):	2.9 million sq. ft.
• King of Prussia Mall (King of Prussia, PA, United States):	2.8 million sq. ft.
• Mall Of America (Bloomington, MN, United States):	2.8 million sq. ft.

### **25.3.2 Shopping Avenues**

*National Geographic* identifies the best shopping avenues in the world as follows:

- Avenue Montaigne (Paris, France)
- Avinguda Diagonal (Barcelona, Spain)
- Bhanhofstrasse (Zurich, Switzerland)
- Bond Street (London, United Kingdom)
- Fifth Avenue (New York, NY, United States)
- Laugavegur (Reykjavik, Iceland)

- Magnificent Mile (Chicago, IL, United States)
- Rodeo Drive (Beverly Hills, CA, United States)
- The Ginza (Tokyo, Japan)
- Via Monte Napoleone, Via Della Spiga, and Galleria Vittorio Emanuele (Milan, Italy)

The following are the most expensive retail streets in the world (sources: Cushman & Wakefield and *NREI* [January 2013]):

• Causeway Bay (Hong Kong):	\$2,630 per sq. ft. per year
• Fifth Avenue (New York, NY, United States):	\$2,500 per sq. ft. per year
• Times Square (New York, NY, United States):	\$2,100 per sq. ft. per year
• Central (Hong Kong):	\$1,856 per sq. ft. per year
• Tsim Sha Tsui (Hong Kong):	\$1,547 per sq. ft. per year
• Avenue des Champ-Elysees (Paris, France):	\$1,129 per sq. ft. per year
• East 57 <sup>th</sup> Street (New York, NY, United States):	\$1,100 per sq. ft. per year
• Madison Avenue (New York, NY, United States):	\$1,100 per sq. ft. per year
• Ginza (Tokyo, Japan):	\$1,057 per sq. ft. per year
• Omotesando (Tokyo, Japan):	\$ 972 per sq. ft. per year

## 25.4 E-Commerce

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), global e-commerce spending was \$1.04 trillion in 2012; 39.2% of Internet users ages 14 and older made at least one online purchase. In 2016, e-commerce spending is projected at \$1.86 trillion; 45.1% of Internet users are expected to make at least one online purchase.

By region and country, e-commerce spending and digital buyer penetration are assessed as follows (source: eMarketer):

	2012		2016	
	Spending	Penetration	Spending	Penetration
<b>Region</b>				
• North America:	\$273.03 billion	70.5%	\$580.24 billion	76.3%
• Asia-Pacific:	\$315.91 billion	42.3%	\$707.60 billion	52.5%
• Western Europe:	\$225.59 billion	70.1%	\$387.94 billion	75.4%
• Central & Eastern Europe:	\$ 40.17 billion	39.8%	\$ 68.88 billion	44.4%
• Latin America:	\$ 37.66 billion	31.6%	\$ 69.60 billion	36.3%
• Middle East & Africa:	\$ 20.61 billion	29.2%	\$ 45.49 billion	35.0%
<b>Country</b>				
• United States:	\$351.80 billion	73.0%	\$545.81 billion	77.0%
• Japan:	\$127.82 billion	76.8%	\$143.13 billion	81.0%
• China:	\$110.04 billion	43.7%	\$439.72 billion	67.0%
• United Kingdom:	\$ 87.25 billion	85.0%	\$132.79 billion	88.9%
• Germany:	\$ 47.00 billion	78.7%	\$ 66.00 billion	83.0%
• France:	\$ 33.33 billion	75.3%	\$ 46.88 billion	79.2%
• Australia:	\$ 25.26 billion	74.7%	\$ 31.24 billion	79.1%

• Spain:	\$ 21.57 billion	51.9%	\$ 30.21 billion	62.0%
• Canada:	\$ 21.23 billion	63.1%	\$ 34.43 billion	71.0%
• Italy:	\$ 19.16 billion	41.3%	\$ 31.25 billion	51.0%
• South Korea:	\$ 17.32 billion	69.1%	\$ 23.71 billion	76.0%
• Brazil:	\$ 16.95 billion	34.0%	\$ 27.28 billion	40.0%
• Russia:	\$ 14.48 billion	38.0%	\$ 24.78 billion	42.5%
• India:	\$ 12.12 billion	22.9%	\$ 30.31 billion	27.0%
• Netherlands:	\$ 7.99 billion	73.8%	\$ 11.50 billion	76.0%
• Sweden:	\$ 6.30 billion	74.8%	\$ 9.96 billion	78.7%
• Mexico:	\$ 6.16 billion	19.6%	\$ 12.92 billion	23.3%
• Denmark:	\$ 5.90 billion	77.1%	\$ 8.50 billion	82.0%
• Norway:	\$ 5.82 billion	72.3%	\$ 9.02 billion	80.2%
• Finland:	\$ 3.82 billion	67.2%	\$ 5.69 billion	74.9%
• Argentina:	\$ 3.36 billion	43.9%	\$ 6.33 billion	49.0%
• Indonesia:	\$ 1.04 billion	7.8%	\$ 4.49 billion	12.6%

Accounting for 39% of the global e-commerce market, North American consumers currently lead the world in online retail spending. The Asia-Pacific market is the fastest growing and is projected to surpass North America in online spending in 2014. By 2016, the Asia-Pacific region will account for 38% of global e-commerce spending while spending by North American consumers will contribute 32% to the total.

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**“Asia-Pacific will contribute the most new dollars to business-to-consumer (B2C) sales in coming years. This year alone, B2C e-commerce sales are expected to grow 23% in the region, with spending in China and Indonesia growing particularly fast, up 65% and 71%, respectively.”**

*eMarketer, 6/27/13*

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## **25.5 Mobile Commerce**

In February 2013, GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)) and The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) each published estimates of the percentages of smartphone users who had used their devices to make a purchase. While their estimates vary for some countries, both analysts identified consumers in China and South Korea as the most active in mobile commerce.

The percentages of smartphone users who have engaged in mobile commerce are as follows:

	GlobalWebIndex	Nielsen
• China:	55%	43%
• South Korea:	37%	43%
• India:	26%	7%
• Indonesia:	26%	–
• United Kingdom:	–	26%
• Vietnam:	24%	–
• Malaysia:	23%	–
• Thailand:	23%	–
• Japan:	22%	–
• United States:	19%	30%
• Australia:	17%	25%
• Brazil:	–	17%
• Russia:	–	17%
• Italy:	–	15%
• Philippines:	15%	–
• Canada:	13%	–
• Turkey:	–	3%

## **25.6 Licensed Merchandise**

According to *International Licensing: A Status Report, 7<sup>th</sup> Edition*, published by EPM Communications ([www.epmcom.com](http://www.epmcom.com)), worldwide sales of licensed merchandise were \$150.8 billion in 2012, an increase of 1.6% over 2011. The U.S. accounted for \$93.3 billion, or 62% of the global market; sales of licensed merchandise outside the U.S. were \$57.7 billion in 2012.

The BRIC countries (i.e., Brazil, Russia, India, China) collectively experienced an increase in retail sales of licensed goods of 8.0%, far above the global growth rate.

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**“With just over \$8 billion in retail sales for all four [BRIC countries], their combined share of global retail sales of licensed merchandise is just over 5%. But those are markets where retail and media infrastructure are changing rapidly in ways that support the growth of the licensing business.”**

Ira Mayer, Publisher  
*The Licensing Letter*, 6/11/13

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The regions showing the largest annual rise in retail sales of licensed goods in 2012 were Central and Eastern Europe, up 6.4% in 2012; Latin America, up 4.5%; and the Middle East and Africa, up 4.3%. Asia also saw increases in retail sales of licensed goods of 1.7% in 2012, with strong sales in China, India, Southeast Asia, and South Korea tempered by declining sales in Japan.

In Australia and New Zealand, retail sales of licensed merchandise underperformed in the sector as a whole, declining 1.6%.

### **25.7 Market Resources**

Centre for Retail Research, Blackburn House, Brake Lane, Newark, Notts, NG22 9HQ, United Kingdom. Tel.: +44 (0)1623 867 559. ([www.retailresearch.org](http://www.retailresearch.org))

International Council of Shopping Centers, 1221 Avenue of the Americas, 41<sup>st</sup> Floor, New York, NY 10020. (646) 728-3800. ([www.icsc.org](http://www.icsc.org))

*The Licensing Letter*, EPM Communications, 19 West 21<sup>st</sup> Street, #303, New York, NY 10010. (212) 941-0099. ([www.epmcom.com](http://www.epmcom.com))

World Bank, 1818 H Street NW, Washington, DC 20433. (202) 473-1000. ([www.worldbank.org](http://www.worldbank.org))



## SPORTING EVENTS

### 26.1 Overview

The economic and cultural impacts of major sporting events are huge. Economic impacts for host cities of major events are in the billions of dollars; and numbers of fans following the major events are measured in the billions. Festivities surrounding events often precede events by a week or more and can rival the games themselves.

Sporting competitions are fierce and sometimes rivalries are bitter, but the events also serve to unite the countries of the world.

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**“In a fragmented culture, big sports events are one of the ties that bind.”**

*The Atlanta Journal-Constitution*

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### 26.2 List Of Major Sports Events

Thirty-two (32) sporting championships and events are recognized for their global importance. These events, each profiled in section 26.3, are as follows:

Event	Sport
• 24 Hours Of Le Mans	Auto racing
• All-African Games	Multiple sports
• America's Cup	Sailing
• Argentine Open Championship	Polo
• Asian Games	Multiple sports
• Commonwealth Games	Multiple sports
• Cricket World Cup	Cricket
• Daytona 500	Auto racing
• FIBA World Cup	Basketball
• FIFA World Cup	Soccer
• FIFA Women's World Cup	Soccer
• Indianapolis 500	Auto racing
• ING New York City Marathon	Running

• Kentucky Derby	Horse racing
• NBA Finals	Basketball
• NCAA Final Four	Basketball
• Olympic Games	Multiple sports
• Pan American Games	Multiple Sports
• Rose Bowl	Football
• Rugby World Cup	Rugby
• Ryder Cup and President's Cup	Golf
• Stanley Cup Finals	Hockey
• Super Bowl	Football
• The Grand National	Horse racing
• The Open Championship	Golf
• The Masters	Golf
• Tour de France	Bicycle racing
• UEFA European Football Championship	Soccer
• US Open	Tennis
• Wimbledon	Tennis
• World Baseball Classic	Baseball
• World Equestrian Games	Equestrian
• World Series	Baseball

### **26.3 Profiles Of Major Sports Events**

#### **24 Hours Of Le Mans**

- Le Mans ([www.lemans.org](http://www.lemans.org)) races, held annually in June, date to 1923. The race begins at 4:00 p.m. and 46 cars race over eight miles (13 kilometers) of French countryside. The winner is the car, driven by a team of three drivers, that covers the greatest distance.
- The race is set on a non-permanent track at Circuit de la Sarthe near the city of Le Mans on the Sarthe River. The race is organized by Automobile Club de L'Ouest.

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**“Skill, speed, and stamina are the three s’s that mark the world’s best automobile race, the 24 Hours of Le Mans. The race ... bridges past and present on the automotive circuit. The diversity of autos gives the race a mix of old-fashioned and modern competitors.”**

*National Geographic*

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### **All-African Games**

- All-African Games ([www.aag.org.za](http://www.aag.org.za)), sometimes called the African Games or the Pan African Games, have been held every four years since 1965. All of the competing nations are from the African continent.
- The games include competitions in 32 sports. National Olympic Committees from 53 nations have participated throughout the history of the All-African Games; 41 nations have won at least a single gold medal.
- The 11<sup>th</sup> All-Africa Games will be hosted in 2015 by Brazzaville, Republic of the Congo. The 2015 All-Africa Games will mark the 50<sup>th</sup> anniversary of the 'African Olympics'.

### **America's Cup**

- The America's Cup ([www.americascup.com](http://www.americascup.com)) is the most famous and most prestigious regatta and match race in sailing. The Louis Vuitton Cup regattas of the America's Cup is a challenge-driven yacht series that currently consists of a best-of-nine series of match racing (a duel between two boats).
- For spectators, the regattas are among the most extravagant social events in all of sports. Held around the world, over six million people attend regattas each year.
- Among sporting competitions, the America's Cup is the most costly for participants. The average cost for entry is estimated at a minimum of \$200 million.
- Each America's Cup winner gets to pick the venue and set the rules for the next competition. Such control is unique among sports events; America's Cup does not have an organizing body. Each winning team typically sets up its own event organizer to review and select potential host cities, sell broadcast rights, and negotiate sponsorships.
- The 34<sup>th</sup> America's Cup Finals was held September 7-22, 2013 in San Francisco.

### **Argentine Open Championship**

- The Argentine Open Championship ([www.aapolo.com](http://www.aapolo.com) or [www.pololine.com](http://www.pololine.com)), a polo event first held in 1893, takes place annually between late November and early December.
- The Argentine Open is played in the Catedral, the grounds in the chic Palermo neighborhood, or barrio of the Argentine capital, Buenos Aires.

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**“Argentine polo is considered the best in the world, and it’s no wonder the Argentine Open Championship is the top draw from the sport’s best players and most knowledgeable fans. Observers of modern global sport competitions insist that true polo aficionados must attend the Argentine Polo Open at least once in their lives.”**

*National Geographic*

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### **Asian Games**

- The Asian Games ([www.ocasia.org/Game/Index.aspx](http://www.ocasia.org/Game/Index.aspx)), also known as Asiad, are held every four years among athletes from 45 nations across Asia. Recognized by the International Olympic Committee (IOC), Asiad is the second-largest multi-sport event after the Olympic Games.
- XVI Asiad was held in Guangzhou, China, in 2010. Incheon, South Korea, will host XVII Asiad from September 19 to October 4, 2014. XVIII Asiad will be held in Hanoi, Vietnam, in 2019.

### **Commonwealth Games**

- The Commonwealth Games, a multi-sport event between the 54 member states of the Commonwealth of Nations, is held every four years. The games started in 1930 with the goal of promoting relations between Commonwealth countries and celebrating their shared sporting and cultural heritage.
- Along with the athletic disciplines of the Summer Olympic Games, the Commonwealth Games include sports particularly popular in the British Commonwealth, such as bowls, netball, and rugby sevens.
- The 2010 Commonwealth Games (<http://d2010.thecgf.com/>) were held in New Delhi, India. The 2014 games ([www.glasgow2014.com](http://www.glasgow2014.com)) will be held in Glasgow, Scotland.

### **Cricket World Cup**

- The ICC Cricket World Cup, organized by the International Cricket Council ([www.icc-cricket.com](http://www.icc-cricket.com)), is the premier international championship of men’s One Day International (ODI) cricket. Held every four years, the tournament is the world’s fourth-largest and fourth-most-viewed sporting event.
- The 2011 World Cup, won by India with a victory over Pakistan, had a television audience of 1.2 billion.

### **Daytona 500**

- The Daytona 500 kicks off annual racing season in February for the National Association for Stock Car Auto Racing (NASCAR, [www.nascar.com](http://www.nascar.com)). Among the 36 NASCAR Sprint Cup races, the Daytona 500 has the highest track attendance – typically about 180,000 – and highest TV broadcast audience. Average viewership for the 2013 race was 16.7 million; 21.4 million viewers watched the final run down to the chequered flag.
- The Daytona 500 has an estimated local economic impact of \$240 million.

### **FIBA World Cup**

- The FIBA Basketball World Cup, or simply the FIBA World Cup, is an international basketball competition contested by the men's national teams of the members of the International Basketball Federation (FIBA, <http://fiba.co>), the sport's global governing body. The tournament, held every four years, launched in 1950.
- Allocated qualification insures that all regions of the world are represented in the championship series. The 24 teams include berths for Europe (6), North/Central/South America (4), Africa (3), Asia (3), and Oceania (1). The remaining six berths are for the defending Olympic champion, the host country's team, and selected wild cards.
- A parallel event for women's teams, the FIBA World Championship for Women, is also held quadrennially, in the same year as the men's event, but in a different country.
- The 2014 FIBA World Cup (<http://fiba.com/spain2014>) will be hosted by Spain.

### **FIFA Women's World Cup**

- The Women's World Championship ([www.fifa.com/womensworldcup/index.html](http://www.fifa.com/womensworldcup/index.html)), held since 1991, is recognized as the most important international competition in women's soccer.
- The 2015 World Cup will be hosted by Canada.

### **FIFA World Cup**

- The World Cup is, arguably, the "biggest show on earth." Under the jurisdiction of FIFA ([www.fifa.com](http://www.fifa.com)), the men's soccer event is held every four years.
- The 2010 World Cup was held in South Africa. The South African bid committee estimated the World Cup was worth \$3.1 billion to the nation's economy, with 160,000 jobs created.
- The 2010 FIFA World Cup was the most-watched television event in history. Hundreds of broadcasters, representing about 70 countries, transmitted the World Cup games to a TV audience that FIFA officials estimated to exceed a cumulative 26 billion people, an average of approximately 400 million viewers per match. FIFA estimated that around 700 million viewers watched the World Cup final.
- Americans bought more tickets to World Cup games than fans from any country other than South Africa, and more than half a million fans watched Europe's best teams play in the United States in July and August 2010.

- The World Cup final match in 2014 will be played in Brazil.

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**“Thirty nations play, but billions of people in countries all around the world drop everything they’re doing for a month every four years to see who claims the title of World Cup soccer champions.”**

*National Geographic*

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### **Indianapolis 500**

- The Indianapolis 500 race has become synonymous with the Memorial Day weekend in the United States.
- IndyCar ([www.indycar.com](http://www.indycar.com)), which sanctions the Indianapolis 500, is owned by Hulman & Co., which also owns the Indianapolis Motor Speedway.
- The seats at the Indianapolis Motor Speedway – the largest sporting facility in the world, with more than 250,000 permanent seats – are all reserved months before the race.
- The Indianapolis 500 race, 500 Festival, and associated weekend events have an economic impact on the city of Indianapolis of approximately \$340 million.

### **ING New York City Marathon**

- On the first Sunday each November, athletes from over 75 countries participate in the ING New York City Marathon ([www.nycmarathon.org](http://www.nycmarathon.org)).
- The New York City Marathon has an estimated \$250 million economic impact.

### **Kentucky Derby**

- The Triple Crown consists of the Kentucky Derby ([www.kentuckyderby.com](http://www.kentuckyderby.com)), held at Churchill Downs ([www.churchilldowns.com](http://www.churchilldowns.com)) in Louisville, Kentucky; the Preakness Stakes ([www.preakness.com](http://www.preakness.com)), held at Pimlico Race Course ([www.pimlico.com](http://www.pimlico.com)) in Baltimore, Maryland; and the Belmont Stakes ([www.belmont-stakes.info](http://www.belmont-stakes.info)), held at Belmont Park ([www.nyra.com/index\\_belmont.html](http://www.nyra.com/index_belmont.html)) in Elmont, New York.
- Attendance at the 139<sup>th</sup> Kentucky Derby (May 4, 2013) was 151,616; an additional 15 million watched on television.

### **NBA Finals**

- The NBA Finals is a best-of-seven-game series pitting the winning teams from the Eastern Division and Western Division playoffs. Games alternate between the

arenas in the home cities of the two final teams.

- The large number of international players in the NBA gives rise to a global interest in the championship games. At the start of the 2012-2013 season, there were 84 players from 37 countries and territories.
- The average domestic TV broadcast audience for the 2012 NBA Finals was 16.9 million viewers. The record global audience for an NBA final game is 23.5 million.

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**“The NBA Finals. Movie stars in front-row seats. The see-and-be-seen spectacle ringing the court is as intriguing as the game itself.”**

*National Geographic*

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#### **NCAA Final Four**

- Dubbed ‘March Madness,’ the NCAA Men’s Championship Basketball Tournament ranks among the most popular American sports competitions.
- The TV audience for the 2012 Final (Kentucky vs. Kansas) was 20.90 million, according to The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)). An additional five million people watched March Madness on their computers, streamed by CBS SportsLine and available free at NCAA.com.
- Total annual ad revenue for the NCAA Men’s Basketball playoffs is higher than those of MLB, NBA, or NFL playoffs.

#### **Olympic Games (Summer)**

- The 2012 Summer Olympics, generally known as London 2012, was held in London from July 27 thru August 12, 2012. More than 10,000 athletes from 204 countries participated. Public sector funding to stage the 2012 Summer Games totaled \$14.4 billion, an overrun from the original funding estimate of \$3.7 billion.
- Rio de Janeiro, Brazil, will host the 2016 Summer Olympic Games.

#### **Olympic Games (Winter)**

- The 2010 Winter Olympic Games, held in Vancouver, British Columbia, were shown on more than 300 television stations and more than 100 websites globally, with a total of about 50,000 broadcast hours of the games across all media platforms. An estimated 3.5 billion viewers worldwide tuned in to watch the events.
- The 2014 Winter Olympics will be held in Sochi, Russia.

### **Pan American Games**

- The Pan American Games are held every four years with athletes from nations of the Americas competing in a variety of sports. The games are held in the year before the Summer Olympic Games.
- The Pan American Games were last held in Guadalajara, Mexico, in 2011. The next edition of the Games will be held in Toronto, ON, Canada, July 6-25, 2015.

### **Rose Bowl**

- Between 700,000 and 1 million people from around the world travel to Pasadena, California, to watch the Tournament of Roses Parade ([www.tournamentofroses.com](http://www.tournamentofroses.com)) on New Year's Day.
- The parade has been held annually since 1890. The Rose Bowl college football game was added in 1902 to help fund the cost of staging the parade.
- Televised worldwide in more than 200 international territories and countries, the global audience is estimated at more than 70 million people.

### **Rugby World Cup**

- The Rugby World Cup ([www.rugbyworldcup.com](http://www.rugbyworldcup.com)), held every four years, is the premier international rugby union competition and one of the largest sporting competitions in the world, exceeded in television audience only by the FIFA World Cup and the Summer Olympics.
- The Rugby World Cup is under the control and direction of the International Rugby Board ([www.irb.com](http://www.irb.com)).
- The 2011 Rugby World Cup was held in New Zealand, October 9 through November 24. Attendance at the matches exceeded 1.3 million. Four billion viewers worldwide watched the tournament on television.
- The 2015 Rugby World Cup will be hosted by England. The final will be played at Twickenham Stadium in London.

### **Ryder Cup and President's Cup**

- The Ryder Cup ([www.rydercup.com](http://www.rydercup.com)) and President's Cup ([www.presidentscup.com](http://www.presidentscup.com)) are biennial golf tournaments played on alternating years.
- The Ryder Cup pits teams from Europe and the United States. The President's Cup, organized by the PGA Tour, pits a team from the United States against an international team, excluding Europe.
- The 39<sup>th</sup> Ryder Cup matches were held in September 2012 at Medinah Country Club (Medinah, IL). The 40<sup>th</sup> Ryder Cup is scheduled for September 26-28, 2014 in Gleneagles, Scotland.
- The 10<sup>th</sup> President's Cup was held at the Royal Melbourne Golf Club (Melbourne, Victoria, Australia) in November 2011. The 11<sup>th</sup> President's Cup will be held at Muirfield Village Golf Club (Dublin, OH) September 30 - October 6, 2013.



### **Stanley Cup Finals**

- The Stanley Cup (French: La Coupe Stanley), named in 1893 for Lord Stanley of Preston, then-Governor General of Canada, is the championship trophy awarded annually to the National Hockey League (NHL) playoff winner. The Stanley Cup Finals is a best-of-seven series.
- The Stanley Cup Finals are popular in Europe as well as in the United States and Canada – approximately 30% of NHL players are from Europe.
- The largest global audience for a Stanley Cup game telecast is 31.4 million viewers.

### **Super Bowl**

- The National Football League ([www.nfl.com](http://www.nfl.com)) claims an economic impact from the Super Bowl of around \$400 million; direct spending by attending fans is estimated at \$150 million or more.
- Super Bowl, with almost 100 million TV viewers, is the top at-home party event of the year, even surpassing New Year's Eve in the United States.

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**“The Super Bowl is so big that even the commercials are worth watching. Super Bowl Sundays, progressively marked with Roman numerals, are the most celebrated one-game professional championship on the 12-month Gregorian calendar. The Sunday evening spectacle is preceded by two weeks of parties and pre-game hype.”**

*National Geographic*

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### **The Grand National**

- The Grand National is a National Hunt horse race at Aintree Racecourse ([www.aintree.co.uk](http://www.aintree.co.uk)) near Liverpool, United Kingdom. The Grand National is popular even among people who do not normally watch or bet on horse racing.
- First held in 1839, The Grand National is the most valuable National Hunt event in Great Britain; the prize fund in 2012 totaled £975,000 (\$1.5 million).
- The 2013 Grand National was held on April 6.

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**“Stamina and speed make the Grand National’s steeplechase the world’s most renowned horse race. The Grand National ... captures the attention of Britain like no other event in the country’s sporting calendar.”**

*National Geographic*

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### **The Open Championship**

- The [British] Open Championship ([www.opengolf.com](http://www.opengolf.com)), played in July and hosted by the R&A (which takes its name from The Royal and Ancient Golf Club of St. Andrews), is played on a links course at various locations in the United Kingdom.
- Open 2013 was played at Muirfield, July 14-21. The Royal Liverpool Golf Club will host The Open Championship in 2014 and The Open Championship will return to St. Andrews in 2015.

### **The Masters**

- The Masters ([www.masters.org](http://www.masters.org)) is hosted in April as an invitational and played at Augusta National Golf Club ([www.augusta.com](http://www.augusta.com)).

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**“The green jacket. That’s all one has to say. The setting at the Augusta National Golf Club provides a lush, southern scenery that is unmatched at courses around the world.”**

*National Geographic*

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### **Tour de France**

- The Tour de France ([www.letour.fr](http://www.letour.fr)), a 22-day, 20-stage road race run over more than 3,000 km, is the world’s premier cycling race.
- Tour de France (Tour of France) is one of three major European professional cycling stage races, referred to as the Grand Tour. The other races are Giro d’Italia (Tour of Italy) and Vuelta a España (Tour of Spain).

- The television broadcast of the Tour regularly reaches more than 4.5 million viewers in France, nearly half of the global television audience.
- The 100<sup>th</sup> Tour de France ran from June 29 through July 21, 2013.

### **UEFA European Football Championship**

- The Union des Associations Européennes de Football (UEFA, [www.uefa.com](http://www.uefa.com)), the parent body of European football, was formed in 1954. There are 53 national associations under UEFA guidance.
- The UEFA European Football Championship is the main association football competition contested by the senior men's national teams of UEFA members.
- The 14 European Championship tournaments have been won by nine different national teams: Germany and Spain each have won three titles, France has two titles, and Soviet Union, Italy, Czechoslovakia, Netherlands, Denmark, and Greece have each won one title.
- The most recent championship, Euro 2012, was co-hosted by Poland and Ukraine. Euro 2016 will be hosted by France.

### **US Open [Tennis]**

- The United States Open Tennis Championships (US Open; [www.usopen.org](http://www.usopen.org)) is held annually in late August and early September over a two-week period, the weeks before and after Labor Day weekend. The main tournament consists of five different event championships: men's and women's singles, men's and women's doubles, and mixed doubles, with additional tournaments for senior, junior, and wheelchair players.
- The US Open is the fourth and final tennis major comprising the Grand Slam; the other three events are the Australian Open, French Open, and Wimbledon.
- With an annual attendance of about 700,000, the US Open has an economic impact of \$750 million, according to a study conducted by AKRF ([www.akrf.com](http://www.akrf.com)) for the United States Tennis Association (USTA, [www.usta.com](http://www.usta.com)).
- Since 1978, the tournament has been played at the USTA Billie Jean King National Tennis Center at Flushing Meadows-Corona Park in Queens, New York City.

### **Wimbledon**

- Since the first championships in 1877, Wimbledon's ([www.wimbledon.org](http://www.wimbledon.org)) history, elegance, and timeless grass-court setting have held a special place in sports. Wimbledon is jointly hosted by The All England Tennis and Croquet Club and The Lawn Tennis Association.
- The 128<sup>th</sup> Wimbledon Championships will be held June 23 through July 6, 2014.

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**“This grand spectacle is the four tennis tournaments that make up the Grand Slam. Wimbledon is considered to be the most prestigious, largely because of its setting and surrounding pomp.”**

*National Geographic*

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### **World Baseball Classic**

- The World Baseball Classic (WBC, [www.worldbaseballclassic.com](http://www.worldbaseballclassic.com)) is an international baseball tournament sanctioned by the International Baseball Federation ([www.ibaf.org](http://www.ibaf.org)). The WBC is held every two years, most recently in 2013.
- Games for the World Baseball Classic are held in world-class venues around the world. The 2013 finals were played at AT&T Park in San Francisco.
- The 2013 Classic, the third edition of the event, was won by the Dominican Republic.
- The WBC coexisted with Olympic Baseball until 2008 and the Baseball World Cup until 2011, but these have been discontinued in favor of the World Baseball Classic.
- The WBC was created by Major League Baseball and other professional baseball leagues, which allow their players to participate.

### **World Equestrian Games**

- The World Equestrian Games (WEG), administered by the Lausanne, Switzerland-based Fédération Equestre Internationale ([www.fei.org](http://www.fei.org)), are the major international championships for equestrianism. The games include 10 equestrian disciplines and are held every four years. The WEG runs over two weeks and the location rotates to different parts of the world.
- The 2010 World Equestrian Games, held in Lexington, Kentucky, had 57 countries represented by 800 people and their horses.
- The 2014 World Equestrian Games will be held in Normandy, Germany, August 24 through September 7.

## **World Series**

- The 2012 World Series, which celebrated its 108<sup>th</sup> year, saw the San Francisco Giants capture their second title in three years, sweeping the best-of-seven series in four games. Broadcast by Fox, 15.5 million viewers tuned in to see the final game.
- Major League Baseball ([www.mlb.com](http://www.mlb.com)) attaches a \$250 million economic impact for the World Series.

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**“The World Series is more than a sporting event;  
it’s a fixture on the American cultural landscape.”**

*National Geographic*

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## TRAVEL & TOURISM: GLOBAL

### 27.1 Market Assessment

In 2012, travel and tourism contributed \$6.6 trillion globally in gross domestic product (GDP), or 9% of global GDP, according to the World Travel & Tourism Council (WTTC, [www.wttc.org](http://www.wttc.org)). Travel and tourism generated 101.1 million jobs directly in 2012, or 3.4% of total global employment. This includes employment by hotels, travel agents, airlines, and other passenger transportation services (excluding commuter services). It also includes the activities of the restaurant and leisure industries directly supported by tourists.

According to the United Nations World Tourism Organization (UNWTO, <http://www2.unwto.org/en>), 1.04 billion people traveled outside their country of residence in 2012, an increase of 4% from the prior year. International tourism spending was \$1.08 trillion, a 4% increase from the previous year.

By region, international tourist arrivals and spending were as follows:

	Arrivals	Receipts
• Europe:	534 million	\$457 billion
• Asia/Pacific:	234 million	\$323 billion
• Americas:	163 million	\$215 billion
• Africa:	53 million	\$ 34 billion
• Middle East:	52 million	\$ 47 billion

### 27.2 Travel and Tourism Competitiveness

*The Travel & Tourism Competitiveness Report 2013*, a biennial report by the World Economic Forum ([www.weforum.org](http://www.weforum.org)), assesses 140 economies worldwide based on the extent to which they are putting in place the factors and policies to make it attractive to develop the travel and tourism sector. The assessment scores countries using data from publicly available sources and the results of the *Executive Opinion Survey*, a comprehensive annual survey conducted by the World Economic Forum and its network of partner institutes.

The 2013 ranking of countries based on competitiveness scores is as follows:

1. Switzerland:	5.66	6. United States:	5.32
2. Germany:	5.39	7. France:	5.31
3. Austria:	5.39	8. Canada:	5.28
4. Spain:	5.38	9. Sweden:	5.24
5. United Kingdom:	5.38	10. Singapore:	5.23

11. Australia:	5.17	55. Bahrain:	4.30
12. New Zealand:	5.17	56. Chile:	4.29
13. Netherlands:	5.14	57. Oman:	4.29
14. Japan:	5.13	58. Mauritius:	4.28
15. Hong Kong:	5.11	59. Uruguay:	4.23
16. Iceland:	5.10	60. Jordan:	4.18
17. Finland:	5.10	61. Argentina:	4.17
18. Belgium:	5.04	62. Saudi Arabia:	4.17
19. Ireland:	5.01	63. Russia:	4.16
20. Portugal:	5.01	64. South Africa:	4.13
21. Denmark:	4.98	65. India:	4.11
22. Norway:	4.95	66. Georgia:	4.10
23. Luxembourg:	4.93	67. Jamaica:	4.08
24. Malta:	4.92	68. Romania:	4.04
25. South Korea:	4.91	69. Lebanon:	4.04
26. Italy:	4.90	70. Indonesia:	4.03
27. Barbados:	4.88	71. Morocco:	4.03
28. United Arab Emirates:	4.86	72. Brunei Darussalam:	4.01
29. Cyprus:	4.84	73. Peru:	4.00
30. Estonia:	4.82	74. Sri Lanka:	3.99
31. Czech Republic:	4.78	75. Macedonia:	3.98
32. Greece:	4.75	76. Ukraine:	3.98
33. Taiwan:	4.71	77. Albania:	3.97
34. Malaysia:	4.70	78. Azerbaijan:	3.97
35. Croatia:	4.59	79. Armenia:	3.96
36. Slovenia:	4.58	80. Vietnam:	3.95
37. Panama:	4.54	81. Ecuador:	3.93
38. Seychelles:	4.51	82. Philippines:	3.93
39. Hungary:	4.51	83. Trinidad and Tobago:	3.93
40. Montenegro:	4.50	84. Colombia:	3.90
41. Qatar:	4.49	85. Egypt:	3.88
42. Poland:	4.47	86. Dominican Republic:	3.88
43. Thailand:	4.47	87. Cape Verde:	3.87
44. Mexico:	4.46	88. Kazakhstan:	3.82
45. China:	4.45	89. Serbia:	3.78
46. Turkey:	4.44	90. Bosnia and Herzegovina:	3.78
47. Costa Rica:	4.44	91. Namibia:	3.77
48. Latvia:	4.43	92. Gambia:	3.73
49. Lithuania:	4.39	93. Honduras:	3.72
50. Bulgaria:	4.38	94. Botswana:	3.71
51. Brazil:	4.37	95. Nicaragua:	3.67
52. Puerto Rico:	4.36	96. Kenya:	3.66
53. Israel:	4.34	97. Guatemala:	3.65
54. Slovak Republic:	4.32	98. Iran:	3.64

99. Mongolia:	3.63	120. Ethiopia:	3.29
100. Suriname:	3.63	121. Cameroon:	3.27
101. Kuwait:	3.61	122. Pakistan:	3.25
102. Moldova:	3.60	123. Bangladesh:	3.24
103. Guyana:	3.60	124. Malawi:	3.22
104. El Salvador:	3.59	125. Mozambique:	3.17
105. Rwanda:	3.56	126. Côte d'Ivoire:	3.15
106. Cambodia:	3.56	127. Nigeria:	3.14
107. Senegal:	3.49	128. Burkina Faso:	3.12
108. Zambia:	3.46	129. Mali:	3.11
109. Tanzania:	3.46	130. Benin:	3.09
110. Bolivia:	3.46	131. Madagascar:	3.09
111. Kyrgyz Republic:	3.45	132. Algeria:	3.07
112. Nepal:	3.42	133. Yemen:	2.96
113. Venezuela:	3.41	134. Mauritania:	2.91
114. Tajikistan:	3.41	135. Lesotho:	2.89
115. Paraguay:	3.39	136. Guinea:	2.88
116. Uganda:	3.39	137. Sierra Leone:	2.87
117. Ghana:	3.38	138. Burundi:	2.82
118. Zimbabwe:	3.33	139. Chad:	2.61
119. Swaziland:	3.31	140. Haiti:	2.59

### **27.3 Vacations**

Expedia ([www.expedia.com](http://www.expedia.com)) conducts an annual survey of consumer vacation characteristics in 22 countries. According to the 2012 survey, adults take the following number of vacation days (mean response among survey participants):

• France:	30.6 days	• Argentina:	21.6 days
• Norway:	28.0 days	• Ireland:	20.2 days
• Denmark:	27.2 days	• India:	18.7 days
• Brazil:	26.9 days	• Australia:	16.1 days
• Spain:	25.9 days	• Canada:	15.6 days
• Taiwan:	25.3 days	• Mexico:	13.9 days
• Germany:	25.2 days	• Malaysia:	13.7 days
• Sweden:	25.0 days	• Singapore:	13.0 days
• United Kingdom:	23.5 days	• United States:	11.6 days
• Italy:	23.0 days	• South Korea:	11.3 days
• Netherlands:	23.0 days	• Japan:	7.4 days

### **27.4 Business Travel**

The Global Business Travel Association (GBTA, [www.gbta.org](http://www.gbta.org)) estimates global business travel spending was approximately \$780 billion in 2012. By country, business



travel spending in 2012 was as follows:

- United States: \$256.5 billion
- China: \$202.1 billion
- Japan: \$ 66.2 billion
- Germany: \$ 50.3 billion
- United Kingdom: \$ 40.5 billion
- France: \$ 36.3 billion
- Italy: \$ 33.6 billion
- Brazil: \$ 31.1 billion
- South Korea: \$ 31.1 billion
- Canada: \$ 22.5 billion

According to *The GBTA BTI Outlook – Annual Global Report and Forecast, Prospects for Global Business Travel 2012-2016*, business travel spending growth in developed economies is slowing while emerging markets continue to grow rapidly.

GBTA forecasts 2013 business travel as follows:

#### **Brazil**

- Total business travel spending in Brazil is expected to grow 14.3% in 2013 to \$34.5 billion. Domestic business travel spending has grown 8.3% a year over the last 12 years and is forecast to grow 12.9% to \$27 billion in 2013. International outbound travel spending is projected to increase by 20.2% in 2013, reaching \$7.1 billion.
- Brazil currently ranks 8<sup>th</sup> in the business travel global rankings and is on track to surpass Italy, France, and the U.K. by 2015.

#### **China**

- China's total business travel spending increased by an average 15.5% per year from 2000 to 2012. Business travel spending is forecast to increase by 15.1% in 2013 to \$226 billion.
- China will surpass the U.S. in total business travel spending by 2014. The projected growth of 16.9% in 2014 is more than twice the projected rate of the U.S.

#### **France**

- Business travel in France is expected to continue to slow in the short-run, with spending forecast to fall by 1.4% to \$35.2 billion in 2013. As the economies of two of France's key trading partners, Italy and Spain, continue to weaken in 2013, international outbound travel will drop by 4.6%, while domestic travel will remain relatively flat at 0.5%.
- In 2014, international outbound travel is projected to grow by 3.3% to \$13 billion, with domestic travel spending growing 5.4% to \$23.8 billion.

#### **Germany**

- German business travel spending is projected to grow by 5% in 2013 to \$53 billion, and it is expected to grow an additional 5% in 2014 to \$55.7 billion. Domestic travel spending will grow an estimated 5.7% in 2013, followed by a 6% increase in 2014.

International outbound business travel is projected to increase 2% in 2013 and 0.6% in 2014.

### **Italy**

- Total business travel spending in Italy is forecast to fall 2.9% in 2013. Spending on domestic and international outbound travel is projected to fall in 2013 by 2.8% and 3.8%, respectively.
- GBTA forecasts growth of 1.4% in domestic travel spending and a rise of 1.9% in international outbound travel spending in 2014.

### **Spain**

- Reflecting the elusive economic recovery in Spain, a decline of 6.2% in business travel spending is expected in 2013. Both domestic and international outbound business travel will decline in 2013, falling 5.4% and 9.4%, respectively.
- Growth in 2014 will be driven by domestic business travel, which is projected to grow by 2.2%; international outbound travel is forecast to remain flat in 2014.

### **United Kingdom**

- Business travel spending in the U.K. is expected to increase 1.9% in 2013 to \$41 billion.
- Growth in both domestic and international outbound travel spending will accelerate in 2014, with international outbound growth doubling to 3% and reaching \$13.7 billion. Domestic travel will grow at a rate of 4.4% to \$28.3 billion.

## **27.5 Most Visited Cities**

According to the 2013 MasterCard Global Destination Cities Index, the cities with the highest number of international visitors (i.e., cross-border travel) are as follows:

- |                                |              |
|--------------------------------|--------------|
| • Bangkok, Thailand:           | 16.0 million |
| • London, United Kingdom:      | 15.9 million |
| • Paris, France:               | 13.9 million |
| • Singapore:                   | 11.8 million |
| • New York, NY, United States: | 11.5 million |
| • Istanbul, Turkey:            | 10.4 million |
| • Dubai, U.A.E.:               | 9.9 million  |
| • Kuala Lumpur, Malaysia:      | 9.2 million  |
| • Hong Kong:                   | 8.7 million  |
| • Barcelona, Spain:            | 8.4 million  |
| • Seoul, South Korea:          | 8.2 million  |
| • Milan, Italy:                | 6.8 million  |
| • Rome, Italy:                 | 6.7 million  |
| • Shanghai, China:             | 6.5 million  |
| • Amsterdam, Netherlands:      | 6.4 million  |

- Tokyo, Japan: 5.8 million
- Vienna, Austria: 5.4 million
- Taipei, Taiwan: 5.2 million
- Riyadh, Saudi Arabia: 5.0 million
- Los Angeles, CA, United States: 4.8 million

The top global destination cities ranked by international visitor spending are as follows (source: MasterCard):

- New York, NY, United States: \$18.6 billion
- London, United Kingdom: \$16.3 billion
- Paris, France: \$14.6 billion
- Bangkok, Thailand: \$14.3 billion
- Singapore: \$13.7 billion
- Tokyo, Japan: \$12.7 billion
- Seoul, South Korea: \$10.8 billion
- Dubai, U.A.E.: \$10.4 billion
- Sydney, Australia: \$10.4 billion
- Barcelona, Spain: \$ 8.9 billion
- Istanbul, Turkey: \$ 8.6 billion
- Taipei, Taiwan: \$ 8.1 billion
- Kuala Lumpur, Malaysia: \$ 7.8 billion
- Los Angeles, CA, United States: \$ 7.8 billion
- Shanghai, China: \$ 6.9 billion
- Milan, Italy: \$ 6.6 billion
- Vancouver, BC, Canada: \$ 6.5 billion
- Rome, Italy: \$ 6.4 billion
- Amsterdam, Netherlands: \$ 6.3 billion
- Miami, FL, United States: \$ 6.3 billion

## **27.6 Most Visited Attractions and Sites**

Ranked by number of annual visits, the following are the most popular tourist attractions outside the United States (source: *Travel & Leisure*):

- Niagara Falls (Ontario, Canada): 22.5 million
- Grand Bazaar (Istanbul, Turkey): 15.0 million
- Tokyo Disneyland (Tokyo, Japan): 14.5 million
- Forbidden City (Beijing, China): 12.8 million
- Disneyland Park (Marne-la-Vallée, France): 10.5 million
- Tsim Sha Tsui Waterfront (Hong Kong): 10.1 million
- Victoria Peak (Hong Kong): 10.1 million
- The Zócalo (Mexico City, Mexico): 10.0 million
- Great Wall of China (China): 9.0 million
- Musée du Louvre (Paris, France): 8.5 million
- Universal Studios Japan (Osaka, Japan): 8.2 million

• Sydney Opera House (Sydney, Australia):	7.4 million
• Everland (Gyeonggi-Do, South Korea):	6.9 million
• Eiffel Tower (Paris, France):	6.7 million
• Palace of Versailles (Versailles, France):	5.9 million
• British Museum (London, United Kingdom):	5.8 million
• Lotte World (Seoul, South Korea):	5.6 million
• Hong Kong Disneyland (Hong Kong):	5.2 million
• The Colosseum (Rome, Italy):	5.1 million
• Ocean Park (Hong Kong):	5.1 million
• Tate Modern (London, United Kingdom):	5.1 million

The following are the most visited sacred sites (source: *Travel & Leisure*):

• Meiji Shrine and Sensoji-Temple (Tokyo, Japan):	30.0 million
• Kashi Vishwanath Temple (Varanasi, India):	21.9 million
• Basilica of Our Lady of Guadalupe (Mexico City, Mexico):	20.0 million
• Tirupati Tirumala Devasthanams Temple (Andhra Pradesh, India):	18.2 million
• Notre Dame Cathedral (Paris, France):	13.6 million
• Sacré Coeur Basilica (Paris, France):	10.5 million
• Naritasan Shinshoji Temple (Chiba Prefecture, Japan):	10.0 million
• Tsurugaoka Hachimangu Shrine (Kanagawa Prefecture, Japan):	10.0 million
• Kiyomizu-dera and Kinkaku-ji Temples (Kyoto, Japan):	10.0 million
• Ise Jingu (Ise, Japan):	8.5 million
• St. Peter's Basilica (Vatican City, Rome):	7.0 million
• Dazaifu Tenmangu (Dazaifu, Japan):	6.6 million
• Cologne Cathedral (Cologne, Germany):	6.0 million
• Sanctuary of Our Lady of Lourdes (Lourdes, France):	6.0 million
• Shrine of Padre Pio (San Giovanni Rotondo, Italy):	6.0 million
• St. Mark's Basilica (Venice, Italy):	6.0 million
• Basilica of St. Francis of Assisi (Assisi, Italy):	5.5 million
• Western Wall (Jerusalem, Israel):	5.0 million
• Sultanahmet Camii [Blue Mosque] (Istanbul, Turkey):	5.0 million
• Ginkaku-ji (Silver Pavilion Temple) (Kyoto, Japan):	5.0 million
• Lotus Temple (New Delhi, India):	4.5 million
• Sistine Chapel (Vatican City, Rome):	4.0 million
• Church of the Holy Sepulchre (Jerusalem, Israel):	4.0 million
• Ikutsushima Shrine, Miyajima Island (Hiroshima Bay, Japan):	3.4 million
• Po Lin Monastery and Tian Tan Buddha (Hong Kong):	3.2 million
• Aya Sofya [Hagia Sofia] (Istanbul, Turkey):	3.0 million
• Al-Haram Mosque (Mecca, Saudi Arabia):	>2.9 million
• Basilica de Sagrada Familia (Barcelona, Spain):	2.3 million
• Basilica of the Annunciation (Nazareth, Israel):	2.2 million
• Mount of Beatitudes (Galilee, Israel):	2.2 million
• Chapel of Our Lady of the Miraculous Medal (Paris, France):	2.0 million
• St. Paul's Cathedral (London, United Kingdom):	1.9 million

- Temple Mount (Jerusalem, Israel): 1.5 million
- Westminster Abbey (London, United Kingdom): 1.4 million
- Baha'i Shrine and Gardens (Haifa, Israel): 1.2 million
- Mariazell Shrine (Mariazell, Austria): >1.0 million
- Jokhang Temple (Lhasa, Tibet): 700,000

## **27.7 Air Travel**

According to the Airport Council International ([www.aci.aero](http://www.aci.aero)), the world's busiest airports, ranked by 2012 passenger traffic, are as follows (change from the previous year in parenthesis):

1. Hartsfield-Jackson Atlanta International Airport (United States): 95,462,867 (3.3%)
2. Beijing Capital International Airport (China): 81,929,689 (4.5%)
3. London Heathrow Airport (United Kingdom): 70,038,857 (0.9%)
4. Japan Tokyo International Airport (Japan): 67,788,722 (8.3%)
5. O'Hare International Airport (United States): 67,091,391 (-0.4%)
6. Los Angeles International Airport (United States): 63,687,544 (3.0%)
7. Paris Charles de Gaulle Airport (France): 61,611,934 (1.1%)
8. Dallas-Fort Worth International Airport (United States): 58,591,842 (1.4%)
9. Soekarno-Hatta International Airport (Indonesia): 57,730,732 (14.4%)
10. Dubai International Airport (United Arab Emirates): 57,684,550 (13.2%)
11. Frankfurt Airport (Germany): 57,520,001 (1.9%)
12. Hong Kong International Airport (Hong Kong): 56,064,248 (5.2%)
13. Denver International Airport (United States): 53,156,278 (0.6%)
14. Suvarnabhumi Airport (Thailand): 53,002,328 (10.6%)
15. Changi Airport Singapore (Singapore): 51,181,804 (10.0%)
16. Amsterdam Schiphol Airport (Netherlands): 51,035,590 (2.6%)
17. John F. Kennedy International Airport (United States): 49,293,587 (3.1%)
18. Guangzhou Baiyun International Airport (China): 48,548,430 (7.8%)
19. Madrid Barajas Airport (Spain): 45,175,501 (-9.0%)
20. Atatürk International Airport (Turkey): 44,992,420 (20.1%)
21. Shanghai Pudong International Airport (China): 44,880,164 (8.3%)
22. San Francisco International Airport (United States): 44,431,894 (8.6%)
23. McCarran International Airport (United States): 41,666,527 (0.5%)
24. Charlotte Douglas International Airport (United States): 41,226,035 (5.6%)
25. Phoenix Sky Harbor International Airport (United States): 40,452,009 (-0.3%)
26. George Bush Intercontinental Airport (United States): 40,022,736 (-0.5%)
27. Kuala Lumpur International Airport (Malaysia): 39,887,866 (6.6%)
28. Miami International Airport (United States): 39,467,444 (3.0%)
29. Seoul Incheon International Airport (South Korea): 39,154,375 (11.3%)
30. Munich Airport (Germany): 38,360,604 (1.6%)
31. Kingsford Smith International Airport (Australia): 37,342,798 (3.7%)
32. Leonardo da Vinci-Fiumicino Airport (Italy): 36,980,161 (-1.8%)
33. Orlando International Airport (United States): 35,214,430 (-0.4%)

34. Barcelona Airport (Spain):	35,131,771 (2.2%)
35. Toronto Pearson International Airport (Canada):	34,912,456 (4.4%)
36. London Gatwick Airport (United Kingdom):	34,222,405 (1.7%)
37. Gandhi International Airport (India):	34,211,608 (-1.5%)
38. Newark Liberty International Airport (United States):	33,993,962 (0.9%)
39. Shanghai Hongqiao International Airport (China):	33,828,726 (2.2%)
40. Seattle-Tacoma International Airport (United States):	33,219,723 (1.2%)
41. Minneapolis-Saint Paul International Airport (United States):	33,125,768 (0.2%)
42. Narita International Airport (Japan):	32,874,530 (17.2%)
43. São Paulo-Guarulhos International Airport (Brazil):	32,477,646 (6.9%)
44. Detroit Metropolitan Wayne County Airport (United States):	32,205,358 (-0.7%)
45. Ninoy Aquino International Airport (Philippines):	31,878,935 (7.9%)
46. Chengdu Shuangliu International Airport (China):	31,599,353 (8.7%)
47. Philadelphia International Airport (United States):	30,228,596 (-2.0%)
48. Chhatrapati Shivaji International Airport (India):	30,038,696 (-1.3%)
49. Shenzhen Bao'an International Airport (China):	29,569,725 (4.7%)
50. Tullamarine International Airport (Australia):	29,431,084 (4.9%)

## **27.8 Market Resources**

Airport Council International, P.O. Box 302, 800 Rue du Square Victoria, Montreal, Quebec H4Z 1G8 Canada. (514) 373-1200. ([www.aci.aero](http://www.aci.aero))

Global Business Travel Association, 123 North Pitt Street, Alexandria, VA 22314. (703) 684-0836 ([www.gbta.org](http://www.gbta.org))

United Nations World Tourism Organization (UNWTO), Capitán Haya 42, 28020 Madrid, Spain. Tel.: +34 91 567 81 00. (<http://www2.unwto.org/en>) The UNWTO's *Annual Report 2012* is accessible at [www2.unwto.org/en/publication/unwto-annual-report-2012](http://www2.unwto.org/en/publication/unwto-annual-report-2012).

World Economic Forum, 91-93 route de la Capite, CH-1223 Cologny, Geneva, Switzerland. Tel.: +41 (0) 22 869 1212. ([www.weforum.org](http://www.weforum.org)) *The Travel & Tourism Competitiveness Report 2013*, published by the World Economic Forum, is accessible at [www.weforum.org/reports/travel-tourism-competitiveness-report-2013](http://www.weforum.org/reports/travel-tourism-competitiveness-report-2013).

World Travel & Tourism Council (WTTC), 1-2 Queen Victoria Terrace, Sovereign Court, London E1W 3HA, United Kingdom. Tel.: 44 (0)20 7481 8007. ([www.wttc.org](http://www.wttc.org)) *The Travel & Tourism Economic Impact*, published in 2013 by the World Travel & Tourism Council, is available online at [www.wttc.org/site\\_media/uploads/downloads/world2013\\_1.pdf](http://www.wttc.org/site_media/uploads/downloads/world2013_1.pdf). The 2013 Update is accessible at [www.wttc.org/site\\_media/uploads/downloads/Economic Impact of TT 2013 Annual Update - Summary.pdf](http://www.wttc.org/site_media/uploads/downloads/Economic_Impact_of_TT_2013_Annual_Update_-_Summary.pdf).

## TRAVEL & TOURISM: U.S. INBOUND/OUTBOUND

### 28.1 Market Assessment

According to the U.S. Department of Commerce, Office of Travel and Tourism Industries (OTTI, [www.tinet.ita.doc.gov](http://www.tinet.ita.doc.gov)), travel and tourism provided a \$42.98 billion balance of trade in 2011. International visitor spending (exports) was as follows (change from 2010 in parenthesis):

- Travel receipts: \$116.11 billion (12.2%)
- Passenger fare receipts: \$ 36.63 billion (18.2%)
- Total: \$152.74 billion (13.6%)

U.S. spending abroad (imports) was as follows:

- Travel receipts: \$ 78.65 billion (4.2%)
- Passenger fare receipts: \$ 31.11 billion (14.2%)
- Total: \$109.76 billion (6.8%)

### 28.2 Inbound Travel

OTTI provides the following statistics on travel by international visitors into the United States:

	Visitors	Travel Spending	Passenger Fares to Domestic Carriers
• 1998:	46.4 million	\$ 71.3 billion	\$20.0 billion
• 1999:	48.5 million	\$ 74.8 billion	\$19.8 billion
• 2000:	51.2 million	\$ 82.4 billion	\$20.7 billion
• 2001:	46.9 million	\$ 71.9 billion	\$17.9 billion
• 2002:	43.5 million	\$ 66.5 billion	\$17.0 billion
• 2003:	41.2 million	\$ 65.1 billion	\$15.6 billion
• 2004:	46.1 million	\$ 74.8 billion	\$18.9 billion
• 2005:	49.2 million	\$ 81.7 billion	\$20.9 billion
• 2006:	51.2 million	\$ 85.7 billion	\$22.2 billion
• 2007:	56.0 million	\$ 97.0 billion	\$25.2 billion
• 2008:	57.9 million	\$110.1 billion	\$31.0 billion
• 2009:	54.9 million	\$ 94.2 billion	\$26.1 billion
• 2010:	59.7 million	\$103.6 billion	\$31.0 billion
• 2011:	62.3 million	\$116.1 billion	\$36.6 billion

### **28.3 International Arrivals**

There were 62.32 million visitors to the United States in 2011, a 4.2% increase from 2010.

Visitors to the U.S. in 2011 are distributed by origin as follows (change from previous year in parenthesis):

- Overseas: 26.36 million (11.0%)
- Canada: 19.96 million (11.0%)
- Mexico: 13.42 million (1.5%)

Overseas visitors in 2011 by region were as follows (change from previous year in parenthesis):

- Western Europe: 11.99 million (5.3%)
- Asia: 7.25 million (3.2%)
- South America: 3.76 million (15.6%)
- Oceania: 1.24 million (13.5%)
- Caribbean: 1.09 million (-9.1%)
- Middle East: 811,000 (10.2%)
- Central America: 747,000 (-1.7%)
- Eastern Europe: 673,000 (11.0%)
- Africa: 327,000 (3.6%)

The top home countries for visitors arriving to the United States in 2011 were as follows (change from previous year in parenthesis):

- Canada: 21,028,177 (5.3%)
- Mexico: 13,414,020 (-0.4%)
- United Kingdom: 3,835,300 (-0.4%)
- Japan: 3,249,569 (-4.0%)
- Germany: 1,823,797 (5.7%)
- Brazil: 1,508,279 (25.9%)
- France: 1,504,182 (12.1%)
- South Korea: 1,145,216 (3.4%)
- China: 1,089,405 (35.9%)
- Australia: 1,037,852 (14.8%)
- Italy: 891,571 (6.4%)
- Spain: 700,183 (9.5%)
- India: 663,465 (1.9%)
- Netherlands: 601,013 (5.4%)
- Venezuela: 561,080 (14.1%)
- Argentina: 512,258 (17.4%)
- Colombia: 496,814 (0.4%)
- Switzerland: 476,502 (22.0%)
- Sweden: 438,972 (18.0%)
- Ireland: 346,879 (-3.8%)



## **28.4 International Visitor Spending**

International visitors to the U.S. in 2011 spent \$116.15 billion (excluding passenger fares), distributed by region and country of origin as follows (change from previous year in parenthesis):

- Canada: \$19.36 billion (15%)
- Europe: \$32.63 billion (13%)
  - United Kingdom: \$ 8.96 billion (6%)
  - Germany: \$ 4.90 billion (12%)
  - France: \$ 3.81 billion (18%)
  - Italy: \$ 2.60 billion (14%)
  - Spain: \$ 1.78 billion (18%)
  - Netherlands: \$ 1.44 billion (13%)
  - Switzerland: \$ 1.36 billion (31%)
  - Sweden: \$ 1.22 billion (27%)
- Latin America: \$10.83 billion (13%)
  - Mexico: \$ 6.42 billion (6%)
  - Brazil: \$ 5.87 billion (36%)
  - Venezuela: \$ 1.99 billion (22%)
  - Argentina: \$ 1.89 billion (26%)
- Asia and Oceania: \$31.79 billion (13%)
  - Japan: \$10.14 billion (2%)
  - China: \$ 5.68 billion (47%)
  - Australia: \$ 4.25 billion (22%)
  - India: \$ 3.07 billion (10%)
  - South Korea: \$ 3.67 billion (9%)
  - Taiwan: \$ 1.11 billion (5%)
- Middle East: \$ 3.65 billion (20%)
  - Israel: \$ 1.25 billion (5%)
  - Saudi Arabia: \$ 1.02 billion (57%)
- Africa: \$ 1.59 billion (13%)

## **28.5 Overseas Visitors to Select States and Cities**

The top states and cities for overseas visitors in 2011 were as follows:

### **States**

- New York: 7.67 million
- California: 5.21 million
- Florida: 4.60 million

- Nevada: 2.94 million
- Hawaii: 2.32 million
- Massachusetts: 1.21 million
- Illinois: 1.03 million
- Texas: 862,000
- Arizona: 796,000
- Pennsylvania: 730,000
- New Jersey: 663,000
- Georgia: 531,000
- Washington: 420,000
- Colorado: 398,000

### **Cities**

- New York, NY: 7.51 million
- Los Angeles, CA: 3.18 million
- Las Vegas, NV: 2.89 million
- San Francisco, CA: 2.60 million
- Orlando, FL: 2.56 million
- Miami, FL: 2.47 million
- Honolulu, HI: 1.92 million
- Washington, DC: 1.63 million
- Boston, MA: 1.12 million
- Chicago, IL: 995,000
- San Diego, CA: 708,000
- Flagstaff-Grand Canyon-Sedona, AZ: 553,000
- Philadelphia, PA: 509,000
- Atlanta, GA: 464,000
- Houston, TX: 420,000
- San Jose, CA: 354,000

## **28.6 Outbound Travel**

In 2011, 58.70 million international trips were taken by U.S. residents, a 3% decline from 2010. There were 27.02 million overseas trips (e.g., excluding travel to Canada and Mexico), a 5% decline from 2010.

The top destinations of U.S. residents traveling abroad in 2011 were as follows (change from previous year in parenthesis):

- Mexico: 20.08 million (no change)
  - Air arrivals: 5.53 million (3%)
- Canada: 11.59 million (-1%)
  - Air arrivals: 3.45 million (no change)
- United Kingdom: 2.40 million (2%)
- France: 1.75 million (1%)

• Italy:	1.70 million (-2%)
• Dominican Republic:	1.79 million (n/a)
• Germany:	1.59 million (-8%)
• Jamaica:	1.48 million (no change)
• China:	1.10 million (-12%)
• Spain:	1.08 million (12%)
• India:	946,000 (23%)
• Costa Rica:	757,000 (n/a)
• Hong Kong:	676,000 (-5%)
• Netherlands:	649,000 (-5%)
• Israel:	649,000 (-5%)
• Aruba:	649,000 (20%)
• Japan:	595,000 (-50%)
• Switzerland:	567,000 (11%)
• Ireland:	540,000 (-14%)
• Taiwan:	513,000 (no change)
• Philippines:	513,000 (39%)
• Australia:	485,000 (n/a)
• South Korea:	459,000 (-23%)
• Colombia:	432,000 (-16%)
• Brazil:	378,000 (-26%)
• Austria:	378,000 (-12%)
• Turkey:	378,000 (21%)
• Peru:	351,000 (-18%)
• Greece:	351,000 (-5%)
• Cayman Islands:	324,000 (n/a)
• Thailand:	324,000 (-5%)
• Argentina:	297,000 (-20%)
• United Arab Emirates:	297,000 (n/a)
• South Africa:	216,000 (-24%)
• Russia:	216,000 (-16%)
• Poland:	216,000 (26%)
• Singapore:	189,000 (-5%)
• Jordan:	143,000 (n/a)
• Morocco:	135,000 (n/a)
• Ukraine:	135,000 (n/a)

### **28.7 Spending Abroad**

Americans spent \$78.65 billion (excluding passenger fares) traveling internationally in 2011, distributed by region and country as follows (change from previous year in parenthesis):

- Canada: \$ 7.06 billion (7%)
- Europe: \$23.01 billion (8%)
  - United Kingdom: \$ 4.56 billion (8%)
  - Italy: \$ 3.38 billion (7%)
  - Germany: \$ 2.74 billion (10%)
  - France: \$ 2.55 billion (8%)
  - Netherlands: \$ 1.14 billion (9%)
- Latin America: \$24.26 billion (3%)
  - Mexico: \$ 8.62 billion (-3%)
  - Brazil: \$ 1.06 billion (7%)
  - Argentina: \$ 575 million (6%)
- Asia and Oceania: \$17.88 billion (9%)
  - Japan: \$ 3.43 billion (8%)
  - China: \$ 2.69 billion (7%)
  - India: \$ 2.20 billion (6%)
  - South Korea: \$ 1.68 billion (11%)
  - Australia: \$ 1.60 billion (8%)
  - Hong Kong: \$ 1.12 billion (10%)
- Africa: \$ 3.42 billion (6%)
- Middle East: \$ 3.01 billion (9%)

## **28.8 International Air Travel By U.S. Residents**

International Demographics ([www.themediiaudit.com](http://www.themediiaudit.com)) regularly surveys residents in 55 metropolitan areas. Among topics on the surveys are questions about international travel activities.

By city of residence, the following are the percentages of adults that traveled by air to a foreign destination at least once during the past two years:

- Akron, OH: 13.3%
- Albany-Schenectady-Troy, NY: 25.2%
- Allentown-Bethlehem, PA: 24.4%
- Ann Arbor, MI: 24.4%
- Atlanta, GA: 26.5%
- Baltimore, MD: 25.9%
- Boston, MA: 29.7%
- Buffalo, NY: 12.6%
- Charleston, SC: 17.2%
- Charlotte, NC: 17.5%
- Chicago, IL: 27.6%

• Cincinnati, OH:	17.5%
• Cleveland, OH:	14.5%
• Columbia-Jefferson City, MO:	14.3%
• Columbus, OH:	15.1%
• Dallas-Ft. Worth, TX:	25.3%
• Dayton, OH:	9.8%
• Denver, CO:	24.7%
• Detroit, MI:	18.4%
• Ft. Myers-Naples, FL:	24.7%
• Grand Rapids, MI:	14.9%
• Greensboro, NC:	10.4%
• Greenville-Spartanburg, SC:	17.5%
• Indianapolis, IN:	17.6%
• Jacksonville, FL:	19.1%
• Kansas City, MO-KS:	16.3%
• Las Vegas, NV:	18.9%
• Lexington, KY:	20.5%
• Little Rock, AR:	13.9%
• Louisville, KY:	10.2%
• Madison, WI:	23.5%
• Melbourne, FL:	17.0%
• Miami-Ft. Lauderdale, FL:	37.9%
• Milwaukee-Racine, WI:	18.0%
• New York, NY:	33.7%
• Norfolk, VA:	18.9%
• Ocala, FL:	18.0%
• Oklahoma City, OK:	14.4%
• Omaha-Council Bluffs, NE:	15.9%
• Orlando, FL:	30.6%
• Peoria, IL:	17.5%
• Philadelphia, PA:	24.0%
• Pittsburgh, PA:	13.1%
• Raleigh-Durham, NC:	24.2%
• Rochester, NY:	17.5%
• Sacramento, CA:	21.0%
• Sarasota, FL:	21.3%
• Southern New Hampshire:	17.3%
• St. Louis, MO:	16.6%
• Syracuse, NY:	15.1%
• Tampa-St. Petersburg, FL:	16.8%
• Toledo, OH:	13.2%
• Tulsa, OK:	12.5%
• Washington, DC:	34.5%
• West Palm Beach, FL:	26.7%

### **28.9 Market Resources**

International Demographics, 10333 Richmond Avenue, Suite 200, Houston, TX 77042.  
(713) 626-0333. ([www.themediiaudit.com](http://www.themediiaudit.com))

U.S. Department of Commerce, International Trade Administration, Office of Travel and  
Tourism Industries, 1401 Constitution Avenue NW, Washington, DC 20230.  
(202) 482-0140. ([www.tinet.ita.doc.gov](http://www.tinet.ita.doc.gov))

## **PART III: ANALYSES BY COUNTRY**

## 29

### AUSTRALIA

#### **29.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$1.520 trillion
- GDP per capita: \$67,036
- GDP per capita relative to United States: 134%
- GDP change, first-half 2013 (estimate by *The Economist*): 2.5%
  
- Consumer spending as percentage of GDP: 56.0%
  - Housing and utilities: 12.2%
  - Health: 7.9%
  - Recreation and culture: 6.8%
  - Transport: 6.7%
  - Education: 6.2%
  - Food and nonalcoholic beverages: 5.7%
  - Restaurants and hotels: 4.5%
  - Household furnishings: 3.7%
  - Alcoholic beverages and tobacco: 2.3%
  - Clothing and footwear: 2.1%
  - Communication: 1.6%
  - Miscellaneous goods and services: 6.6%

#### **29.2 Ranking**

- GDP (see Chapter 1): #12
- Global competitiveness (see Chapter 2): #19
- Quality of life (see Chapter 11): #2
- Gender gap (see Chapter 10): #25
- Global dynamism (see Chapter 13): #6
- Business operating environment (see Chapter 13): #5
- Travel & tourism competitiveness (see Chapter 27): #11

#### **29.3 Demographics**

- Population (2013): 23,086,927
- Population growth rate: 1.13%
- Median age: 37



- Life expectancy: 82
- Youth population (under age 15): 18.9%
- Elderly population (age 65 and older): 13.8%
- Percentage of population in urban regions: 86.0%
- Foreign-born population: 26.8%
- Birth rate per 1,000 population: 12.28
- Ethnic: White - 92%, Asian - 7%, Aboriginal and other - 1%
- Languages: English - 78.5%, Chinese - 2.5%, Italian - 1.6%, Greek - 1.3%, Arabic - 1.2%, Vietnamese - 1.0%, other - 8.2%, unspecified - 5.7%
- Religions: Catholic - 25.8%, Anglican - 18.7%, Uniting Church - 5.7%, Presbyterian and Reformed - 3%, Eastern Orthodox - 2.7%, other Christian - 7.9%, Buddhist - 2.1%, Muslim - 1.7%, other - 2.4%, unspecified - 11.3%, none - 18.7%

## **29.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 95
- Wellbeing, self-described as thriving (see Chapter 12): 64%
- Inequality of wealth distribution (Gini index): 35.19
- Unemployment (August 2013): 5.7%
- Household savings rate: 10.3%

## **29.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 152
- Rate of inflation (2012): 2.7%
- Budget balance (percent of GDP, 2012): 0.2%
- Imports: \$239.7 billion
- Exports: \$263.9 billion
- Exports as percentage of GDP: 19.8%
- Import partners: China - 18.5%, United States - 11.4%, Japan - 7.9%, Singapore - 6.3%, Germany - 4.7%
- Export partners: China - 27.4%, Japan - 19.2%, South Korea - 8.9%, India - 5.8%

## **29.6 Major Cities**

The largest cities and their urban area populations are as follows:

- |               |           |                |         |
|---------------|-----------|----------------|---------|
| • Sydney:     | 4,394,576 | • Newcastle:   | 497,955 |
| • Melbourne:  | 3,730,206 | • Canberra:    | 327,700 |
| • Perth:      | 1,446,704 | • Wollongong:  | 260,914 |
| • Adelaide:   | 1,074,159 | • Logan City:  | 253,861 |
| • Brisbane:   | 958,504   | • North Shore: | 207,241 |
| • Gold Coast: | 527,660   | • Geelong:     | 160,991 |

- |                       |         |               |         |
|-----------------------|---------|---------------|---------|
| • Cairns:             | 154,225 | • Townsville: | 138,954 |
| • Geelong West:       | 150,437 | • Albury:     | 104,258 |
| • City of Parramatta: | 148,086 |               |         |

## **29.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 178,000 millionaire households in Australia.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 3,350 Ultra High Net Worth (UHNW) individuals in Australia; their combined net worth is \$410 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

## **29.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Australia is 18.1% of the gross domestic product (GDP). In 2012, retail spending in Australia was approximately \$275 billion.

By category, consumer spending as a percentage of GDP is as follows:

- |  |      |
|--|------|
| • Food and nonalcoholic beverages (F&B): | 5.7% |
| • Household furnishings:                 | 3.7% |
| • Apparel (i.e., clothing and footwear): | 2.1% |
| • Miscellaneous goods and services:      | 6.6% |

The following are the largest domestic retail chains in Australia (source: *Stores*):

- |                       |                 |
|-----------------------|-----------------|
| • Woolworths Limited: | \$54.61 billion |
| Supermarket           |                 |
| • Wesfarmers Limited: | \$52.20 billion |
| Supermarket           |                 |

## **29.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 89% of adults in Australia had Internet access.

*The Australian Online Landscape Review*, published in March 2013 by The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)), reported devices used to access the Internet as follows:

- |                     |     |                 |     |
|---------------------|-----|-----------------|-----|
| • Laptop:           | 77% | • Game console: | 44% |
| • Desktop computer: | 72% | • Connected TV: | 33% |
| • Smartphone:       | 60% | • Tablet:       | 31% |

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**“The proliferation of a multitude of web devices has provided marketers with new channels through which to deliver content, and Internet users in Australia are taking advantage of pretty much all of them, according to Nielsen.”**

*eMarketer, 5/7/13*

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According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 10.4 million people in Australia accessed a social network site via any device at least once per month in 2012.

Facebook had 9.4 million members in Australia in 2012; this represents 57% of all Internet users.

According to the Australian Interactive Media Industry Association (AIMIA, [www.aimia.com.au/i-cms?page=1](http://www.aimia.com.au/i-cms?page=1)), the percentage of Internet users who said they logged on to social sites at least once a day rose substantially between 2012 and 2013, from 36% to 45%.

Nielsen reported that three-quarters of Internet users in Australia watched online video content at least once a month in 2012. The most popular streaming video sites, ranked by unique monthly viewers, were as follows:

- YouTube: 10.5 million
- VEVO: 3.0 million
- Mi9: 2.5 million
- The CollegeHumor Network: 1.9 million

### **29.10 E-Commerce**

eMarketer estimates that 74.7% of Internet users ages 14 and older in Australia made at least one online purchase in 2012. Total online spending (including travel) was \$25.26 billion. By 2016, these figures are projected to increase to 79.1% and \$31.24 billion, respectively.

According to Roy Morgan Research ([www.roymorgan.com](http://www.roymorgan.com)), e-commerce spending by category for the 12 month period ending March 2013 was as follows:

- Travel (air tickets/accommodations): 6.08 billion AUD (\$5.47 billion)
- Leisure and entertainment: 4.12 billion AUD (\$3.71 billion)
- Electronics: 3.35 billion AUD (\$3.02 billion)
- Fashion products: 2.65 billion AUD (\$2.38 billion)
- Food & beverages: 2.00 billion AUD (\$1.80 billion)
- Other: 6.07 billion AUD (\$5.46 billion)

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**“Not only has digital purchasing become a mainstream activity, but those buyers are acquiring products digitally more frequently as well. And purchase amounts in Australia are larger than in other markets.”**

*eMarketer, 8/13/13*

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### **29.11 Market Outlook**

Australia's will see its 22<sup>nd</sup> consecutive year of economic growth in 2013. It weathered the Asian financial crisis of 1997-1998, even contributing to the bail-outs of Indonesia, South Korea, and Thailand. And, unique among developed economies, it survived the global financial crisis without a recession.

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**“Thanks to the economic reforms undertaken over the past three decades, Australia is more versatile today than any other first-world nation.”**

George Megalogenis, Author  
*The Australian Moment*, 2012

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Strong economic growth of 3.6% in 2012 pushed the Aussie dollar to record highs. The currency is up 72% against the U.S. dollar since 2008 and 82% vs. the yen.

The Aussie dollar's strength, however, makes it difficult for Australian manufacturing to be competitive. Policymakers and executives at an April 2013 Bloomberg conference in Sydney singled out the local dollar's strength as the biggest challenge for business.

One example of the impact is General Motors' Holden subsidiary in Australia, which cut about 500 jobs in April 2013, citing as its reason Australia's strong currency which makes GM-designed autos too pricey to compete against increasingly cheap imports.

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**“The continued strength of the Australian dollar is just decimating domestic manufacturers that face strong import competition.”**

Terry Davis, Managing Director  
Coca-Cola Amatil  
*Bloomberg Business*, 4/22/13

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By the early 2020s Asia will overtake the combined economic output of Europe and North America. This presents an opportunity for Australia.

China now consumes about 27% of Australia's exports, mostly energy and minerals. *Australia in the Asian Century*, an October 2012 research report by the Australian Government ([www.gov.au](http://www.gov.au)), suggests that Australia must ready itself for the day when it cannot prosper simply by selling its resources to China. It needs to excel in providing the services a growing Asian middle class will need, such as education and tourism.

*Australia in the Asian Century* offers a list of recommendations as to how Australia can take advantage of economic growth in Asia. The report covers everything from education, suggesting that every Australian school be linked to one in Asia by 2025, to the transformation of the civil service and corporate boards by ensuring one-third of their members are “Asia-literate”.

## **29.12 Market Resources**

*Australia in the Asian Century*, Australian Government, October 2012. The report is accessible at <http://asiancentury.dpmc.gov.au/>.

*Australian Multi-Screen Report*, Nielsen, June 2013. The report is available at [www.nielsen.com/content/dam/corporate/au/en/reports/2013/multi-screen-report-Q1-2013-final.pdf](http://www.nielsen.com/content/dam/corporate/au/en/reports/2013/multi-screen-report-Q1-2013-final.pdf).

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Australia are available at <http://export.gov/Australia/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.  
([www.gfmag.com](http://www.gfmag.com)) Economic data on Australia is available at [www.gfmag.com/gdp-data-country-reports/326-australia-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/326-australia-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of Australia at <http://stats.oecd.org>.

*The Australian Entertainment & Media Outlook 2013-2017*, 12<sup>th</sup> Edition,  
PricewaterhouseCoopers, December 2012. The report is accessible at  
<https://outlook2013.ezimerchant.com>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present  
monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate  
for Australia.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.  
(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Australia is available at  
[www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.  
Market research data and guidelines for doing business in Australia are available at  
[www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

## 30

### BRAZIL

#### **30.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$2.252 trillion
- GDP per capita: \$11,340
- GDP per capita relative to United States: 23%
- GDP change, first-half 2013 (estimate by *The Economist*): 2.0%
  
- Consumer spending as percentage of GDP: 60.4%
  - Housing and utilities: 11.0%
  - Food and nonalcoholic beverages: 10.4%
  - Health: 8.1%
  - Transport: 8.0%
  - Education: 5.7%
  - Household furnishings: 3.8%
  - Recreation and culture: 2.9%
  - Clothing and footwear: 2.8%
  - Communication: 2.7%
  - Restaurants and hotels: 2.5%
  - Alcoholic beverages and tobacco: 1.5%
  - Miscellaneous goods and services: 8.0%

#### **30.2 Ranking**

- GDP (see Chapter 1): #7
- Global competitiveness (see Chapter 2): #48
- Quality of life (see Chapter 11): #37
- Gender gap (see Chapter 10): #62
- Global dynamism (see Chapter 13): #30
- Business operating environment (see Chapter 13): #36
- Travel & tourism competitiveness (see Chapter 27): #51

#### **30.3 Demographics**

- Population (2013): 193,946,886
- Population growth rate: 1.10%
- Median age: 29

- Life expectancy: 73
- Youth population (under age 15): 25.1%
- Elderly population (age 65 and older): 7.0%
- Percentage of population in urban regions: 86%
- Foreign-born population: <1%
- Birth rate per 1,000 population: 17.48
- Ethnic: White - 53.7%, mixed White and Black - 38.5%, Black - 6.2%, other (includes Japanese, Arab, Amerindian) - 0.9%, unspecified - 0.7%
- Languages: Portuguese (official and most widely spoken language); less common languages include Spanish (border areas and schools), German, Italian, Japanese, English, and a large number of minor Amerindian languages
- Religions: Roman Catholic (nominal) - 73.6%, Protestant - 15.4%, Spiritualist - 1.3%, Bantu/voodoo - 0.3%, other - 1.8%, unspecified - 0.2%, none - 7.4%

### **30.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 111
- Wellbeing, self-described as thriving (see Chapter 12): 59%
- Inequality of wealth distribution (Gini index): 54.69
- Unemployment (August 2013): 6.0%

### **30.5 Economic Profile**

- Rate of inflation (2012): 5.5%
- Budget balance (percent of GDP, 2012): -2.2%
- Imports: \$238.8 billion
- Exports: \$242.0 billion
- Exports as percentage of GDP: 11.2%
- Import partners: United States - 15.1%, China - 14.5%, Argentina - 7.5%, Germany - 6.7%, South Korea - 4.5%
- Export partners: China - 17.3%, United States - 10.1%, Argentina - 8.9%, Netherlands - 5.3%

### **30.6 Major Cities**

Brazil has 15 cities with an urban population of one million or more, as follows:

- |                   |            |                 |           |
|-------------------|------------|-----------------|-----------|
| • São Paulo:      | 10,021,295 | • Curitiba:     | 1,718,421 |
| • Rio de Janeiro: | 6,023,699  | • Manaus:       | 1,598,210 |
| • Salvador:       | 2,711,840  | • Recife:       | 1,478,098 |
| • Fortaleza:      | 2,400,000  | • Belém:        | 1,407,737 |
| • Belo Horizonte: | 2,373,224  | • Porto Alegre: | 1,372,741 |
| • Brasília:       | 2,207,718  | • Goiânia:      | 1,171,195 |



- Guarulhos: 1,169,577
- Campinas: 1,031,554
- Nova Iguaçu: 1,002,118

### **30.7 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 4,640 Ultra High Net Worth (UHNW) individuals in Brazil; their combined net worth is \$865 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **30.8 Middle Class Consumers**

According to the Secretariat of Strategic Affairs ([www.fas.org/irp/world/brazil/sas.html](http://www.fas.org/irp/world/brazil/sas.html)), 31 million people entered the Brazilian middle class over the decade from 1999 to 2009, bringing the total number of citizens in the middle class to 95 million, or 52% of the total population.

A study by Fundação Getúlio Vargas (FGV, <http://portal.fgv.br>), a higher-education institution and think tank, projects the middle class will grow to represent 60.2% of Brazil's population by 2014, at which point the group should include more than 120 million people.

### **30.9 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Brazil is 25.0% of the gross domestic product (GDP). In 2012, retail spending in Brazil was approximately \$565 billion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 10.4%
- Household furnishings: 3.8%
- Apparel (i.e., clothing and footwear): 2.8%
- Miscellaneous goods and services: 8.0%

The following are the largest domestic retail chains in Brazil (source: *Stores*):

- Grupo P: \$27.98 billion  
Electronics specialty
- Lojas Americanas S.A.: \$ 6.12 billion  
Discount department store

### **30.10 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 40% of

adults in Brazil had Internet access.

Internet users in Brazil spend an average 27.0 hours online each month, slightly higher than the global average of 24.4 hours, according to comScore Media Metrix ([www.comscore.com](http://www.comscore.com)).

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 66.2 million people in Brazil accessed a social network site via any device at least once per month in 2012.

Facebook, the largest social network in Brazil, had 46.5 million members in 2012; this represents 52% of all Internet users. Orkut ([www.orkut.com](http://www.orkut.com)), a social networking and discussion site operated by Google, ranks second.

There were 19.6 million active Twitter users in Brazil in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

According to comScore Media Metrix, 42.9 million Brazilians, or 81.4% of the online population, watched online video in January 2013. The average viewer watched 128 videos for a total 684.5 minutes.

Fifty percent (50%) of adult Internet users play games online, according to a December 2012 report by M.sense (<http://msense.com.br>). The average gamer spends four hours a week playing online, video, and mobile games.

The Centro de Estudos sobre as Tecnologias da Informação e da Comunicação ([www.cetic.br](http://www.cetic.br)), the research arm of Brazil's Internet Steering Committee, reported in June 2013 that mobile phone penetration is 84%.

International Data Corporation ([www.idc.com](http://www.idc.com)) estimates that 5.8 million tablets will be sold in Brazil in 2013.

### **30.11 E-Commerce**

eMarketer estimates that 34.0% of Internet users ages 14 and older in Brazil made at least one online purchase in 2012. Total online spending (including travel) was \$16.95 billion. By 2016, these figures are projected to increase to 40.0% and \$27.28 billion, respectively. Brazil accounts for 43% of total e-commerce sales in Latin America.

Excluding travel, retail e-commerce sales in Brazil have been and are projected as follows (source: *eMarketer*):

- 2011: \$ 9.58 billion
- 2012: \$11.55 billion
- 2013: \$13.26 billion
- 2014: \$14.81 billion
- 2015: \$16.10 billion
- 2016: \$17.30 billion

According to *Webshoppers*, a March 2013 report by E-BIT ([www.ebit.com.br/](http://www.ebit.com.br/)), an e-commerce data provider, online spending is distributed as follows:

- Home appliances: 12.4%
- Fashion & accessories: 12.2%
- Health, beauty & medications: 12.0%
- Computer products: 9.1%
- House & decoration: 7.9%

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**“Brazil’s economy is growing fast and the penchant for retail shopping is strong – both online and off.”**

*eMarketer, 3/6/13*

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*2013 Brazil Digital Future In Focus*, a report by comScore Media Metrix, ranks the leading online retailers in Brazil based on number of monthly unique visitors as follows:

- Mercadolivre.com.br: 14.3 million
- Americanas.com: 8.1 million
- Walmart.com.br: 5.7 million
- Netshoes.com.br: 5.3 million
- Casabahia.com.br: 5.1 million
- Submarino.com.br: 5.0 million
- Magazineluiza.com.br: 4.6 million
- Pontofrio.com.br: 4.0 million
- Extra.com.br: 3.6 million
- Livariasaraiva.com.br: 3.4 million

### **30.12 Market Outlook**

Brazil is in the midst of a multi-billion-dollar spend on infrastructure as it prepares for the upcoming World Cup and Summer Olympics.

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**“As it prepares to host the 2014 World Cup and the 2016 Olympics, the government is spending billions of dollars on infrastructure – urban mobility, airports, telecom, energy, and the like – to prepare for the events.”**

*Bloomberg Businessweek, 5/20/13*

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Since 2010, construction and other preparations for the World Cup have generated 3.6 million jobs a year. By the time the games are staged, this employment

will have added R\$142.4 billion (\$69.8 billion) to the Brazilian economy.

A study by Ernst & Young ([www.ey.com](http://www.ey.com)) projects that the R\$22.5 billion (\$11 billion) spent by Brazil on the World Cup will bring five times that amount, or an additional R\$112.8 billion (\$55.3 billion), to the country's economy.

Similarly, a study by the University of São Paulo (USP), commissioned by the Ministry of Sport, projects the impact of the Games on the Brazilian economy at R\$102 billion (\$47 billion). This assessment calculates that for every \$1 invested, \$3.26 will be generated by 2027. The study also estimates that by 2016, 120,000 jobs per year will be created, a figure that rises to 130,000 for each of the next 10 years.

The World Cup may also end Brazil's five years of stagnant foreign tourist inflow, which held at 5.0 million annual visitors each year from 2009 to 2013 but is projected to top 7.5 million in 2014.

### **30.13 Market Resources**

*Exame.* (<http://exame.abril.com.br/english/brazil-now/>) This is Brazil's leading business and financial magazine; an English edition is available.

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Brazil are available at <http://export.gov/Brazil/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Brazil is available at [www.gfmag.com/gdp-data-country-reports/311-brazil-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/311-brazil-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org)) OECD provides a statistical profile of Brazil at <http://stats.oecd.org>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.

Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for Brazil.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.

(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Brazil is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.

Market research data and guidelines for doing business in Brazil are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

# 31

## CANADA

### **31.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$1.821 trillion
- GDP per capita: \$52,219
- GDP per capita relative to United States: 105%
- GDP change, first-half 2013 (estimate by *The Economist*): 1.8%
  
- Consumer spending as percentage of GDP: 54.0%
  - Housing and utilities: 12.8%
  - Health: 7.8%
  - Transport: 7.7%
  - Recreation and culture: 6.1%
  - Education: 5.3%
  - Food and nonalcoholic beverages: 5.1%
  - Restaurants and hotels: 3.8%
  - Household furnishings: 3.3%
  - Clothing and footwear: 2.5%
  - Alcoholic beverages and tobacco: 2.1%
  - Communication: 1.3%
  - Miscellaneous goods and services: 8.8%

### **31.2 Ranking**

- GDP (see Chapter 1): #11
- Global competitiveness (see Chapter 2): #14
- Quality of life (see Chapter 11): #9
- Gender gap (see Chapter 10): #21
- Global dynamism (see Chapter 13): #18
- Business operating environment (see Chapter 13): #5
- Travel & tourism competitiveness (see Chapter 27): #8

### **31.3 Demographics**

- Population (2013): 35,141,542
- Population growth rate: 0.78%
- Median age: 40

- Life expectancy: 81
- Youth population (under age 15): 16.3%
- Elderly population (age 65 and older): 14.4%
- Percentage of population in urban regions: 81.0%
- Foreign-born population: 21.3%
- Birth rate per 1,000 population: 10.28
- Ethnic: British Isles origin - 28%, French origin - 23%, other European - 15%, Amerindian - 2%, other (mostly Asian, African, Arab) - 26%, mixed - 26%
- Languages: English (official) - 59.3%, French (official) - 23.2%, other - 17.5%
- Religions: Roman Catholic - 42.6%, Protestant - 23.3% (including United Church - 9.5%, Anglican - 6.8%, Baptist - 2.4%, Lutheran - 2.0%), other Christian - 4.4%, Muslim - 1.9%, other and unspecified - 11.8%, none - 16.0%

### **31.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 100
- Wellbeing, self-described as thriving (see Chapter 12): 66%
- Inequality of wealth distribution (Gini index): 32.56
- Unemployment (August 2013): 7.1%
- Household savings rate: 4.3%

### **31.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 126
- Rate of inflation (2012): 1.9%
- Budget balance (percent of GDP, 2012): -2.3%
- Imports: \$480.9 billion
- Exports: \$481.7 billion
- Exports as percentage of GDP: 29.4%
- Import partners: United States - 49.5%, China - 10.8%, Mexico - 5.5%
- Export partners: United States - 73.7%, United Kingdom - 4.2%

### **31.6 Major Cities**

Canada has 22 cities with an urban population of 250,000 or more, as follows:

- |                |           |              |         |
|----------------|-----------|--------------|---------|
| • Toronto:     | 4,612,191 | • Winnipeg:  | 632,063 |
| • Montréal:    | 3,268,513 | • Québec:    | 528,595 |
| • Vancouver:   | 1,837,969 | • Hamilton:  | 519,949 |
| • Calgary:     | 1,019,942 | • Brampton:  | 433,806 |
| • Ottawa:      | 812,129   | • Kitchener: | 409,112 |
| • Edmonton:    | 712,391   | • Surrey:    | 394,976 |
| • Mississauga: | 668,549   | • Laval:     | 376,845 |
| • North York:  | 636,000   | • Halifax:   | 359,111 |

• Etobicoke:	347,948	• Victoria:	289,625
• London:	346,765	• Windsor:	278,013
• Okanagan:	297,601	• Markham:	261,573

### **31.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 373,000 millionaire households in Canada. This represents 2.6% of all households in the country. Their combined wealth is \$5 trillion.

### **31.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Canada is 19.7% of the gross domestic product (GDP). In 2012, retail spending in Canada was approximately \$360 billion.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 5.1%
- Household furnishings: 3.3%
- Apparel (i.e., clothing and footwear): 2.5%
- Miscellaneous goods and services: 8.8%

The following are the largest domestic retail chains in Canada (source: *Stores*):

- Loblaw Companies Limited: \$31.07 billion  
Hypermarket/supercenter/superstore
- Alimentation Couche-Tard Inc.: \$22.99 billion  
Convenience store
- Sobeys: \$16.13 billion  
Supermarket
- Metro Inc.: \$11.59 billion  
Supermarket
- Shoppers Drug Mart Corp.: \$10.58 billion  
Drug store/pharmacy
- Canadian Tire Corporation: \$ 9.47 billion  
Other specialty
- Katz Group Canada Ltd.: \$ 8.71 billion  
Drug store/pharmacy
- RONA Inc.: \$ 4.86 billion  
Home improvement
- Hudson's Bay Company: \$ 3.88 billion  
Department store

Canada has about one-half the retail space per capita as the U.S. does. Seeking a less-saturated market, several U.S. retailers are expanding into Canada.

Target entered the Canadian market in 2011 by buying the leases to 220 Zellers stores from HBC for \$1.8 billion. Target opened 125 stores in Canada in 2013 and will

open more in 2014. Nordstrom will open four upscale department stores in Canada in 2014. Stores in Calgary, Ottawa, and Vancouver are in former Sears Canada locations. In Toronto, Nordstrom is taking over space formerly occupied by Sporting Life.

Meanwhile, Canadian retail chains are also expanding. Holt Renfrew announced it will expand its selling space by 40% by the end of 2015. The Bay is also aggressively renovating and modernizing its flagship stores.

Sobeys, Canada's second-largest supermarket operator, acquired the assets of Safeway in June 2013 for \$5.7 billion.

Loblaw, the largest supermarket chain in Canada, agreed in July 2013 to buy Shoppers Drug Mart, the top drug store chain, for \$12.1 billion.

In August 2012, Hudson's Bay Company, the 343-year-old parent company of Lord & Taylor, acquired Saks.

*Women's Wear Daily* observes the current expansion of retail chains in Canada has created "marketshare wars." The Canadian retail marketplace could risk becoming as saturated as in the U.S. Yet retailers should recognize that Canadians are less enthusiastic about shopping as are Americans.

A recent survey by WSL/Strategic Retail ([www.wslstrategicretail.com](http://www.wslstrategicretail.com)) asked Canadian consumers what they would do with some extra cash. Only 15% said they would go shopping. Compared with 75% of American women who report shopping online, only one-half of Canadian women say they do so. And a smaller percentage of Canadian women report using mobile shopping apps and visiting retailer websites.

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**"As U.S. companies struggle with sales and profit growth in a stalled global economy, and as the Internet continues to steal share of shoppers from the stores, the opportunity to expand into Canada has become very appealing. While there is significant opportunity, we have also found important differences in the way Canadians think and shop, versus Americans, which will require U.S. retailers to consider new strategies and approaches when entering this market. We've found that Canadians are less passionate about shopping, and their Internet activity is well below that of Americans."**

Wendy Liebmann, CEO  
WSL/Strategic Retail, 9/14/12

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### **31.9 Restaurants**

The Canadian Restaurant and Foodservices Association ([www.cfra.ca](http://www.cfra.ca)) provides the following assessment (September 2013) of the restaurant sector in Canada:

- Canada's restaurant industry generates \$65 billion in annual sales, which equals almost 4% of Canada's economic activity. There are approximately 81,000 restaurant locations in Canada.
- The restaurant industry directly employs more than 1.1 million people, or 6.4% of the Canada's workforce, making it the country's fourth-largest employer.
- Canada's restaurants employ 475,500 people under the age of 25, providing one in five youth jobs.
- Restaurateurs contribute approximately \$300 million annually to charitable causes.

According to *The 2013 Directory of Chain Restaurant Operators*, published by Chain Store Guide ([www.chainstoreguide.com](http://www.chainstoreguide.com)), the largest restaurant chains ranked by annual sales in Canada are as follows:

• McDonald's Restaurants of Canada:	\$980.0 million
• Tim Hortons:	\$921.8 million
• Keg Restaurants:	\$248.4 million
• SIR Corp.: Operates Jack Astor's Bar & Grill, Alice Fazooli's Italian Grill, Canyon Creek Chop House, and other brands	\$221.6 million
• Falls Management Company: Franchisee for Johnny Rockets, Starbucks, Subway, and Tim Hortons	\$193.5 million
• Cara Operations: Operates Kelsey's Neighborhood Bar & Grill and Montana's Cookhouse Saloon	\$144.5 million
• Extreme Brandz: Operates Extreme Pita, Mucho Burito, and Pur Blendz	\$140.0 million
• Sarku Japan:	\$140.0 million
• Manchu Wok Canada:	\$117.6 million

According to Technomic ([www.technomic.com](http://www.technomic.com)), the top 200 restaurant chains in Canada have annual sales of \$26.8 billion and operate a total of 23,886 restaurants. Among this total are 20,423 limited-service units, with \$19.6 billion in annual sales and 3,463 full-service restaurants, with \$7.2 billion in annual sales.

Fifty-nine percent (59%) of Canadian adults visit a quick-service restaurant at least once a week; 30% visit fast-casual restaurants at least once a week. Lunch is the most popular meal for both formats. Among those who eat at quick-service restaurants, 28% do so for lunch; among fast-casual customers that figure is 38%.

Cafes are popular in Canada. Sixty-two percent (62%) of Canadians visit coffee cafes at least weekly. Seventy-one percent (71%) visit bakery cafes occasionally.

### **31.10 Media**

According to a survey reported in April 2012 by Group M ([www.groupm.com](http://www.groupm.com)), the daily time spent using media among adults in Canada is as follows:

- TV: 4.33 hours
- Radio: 1.92 hours
- Online: 1.68 hours
- Print: 0.82 hour

An April 2013 survey by BBM Analytics ([www.bbmanalytics.ca](http://www.bbmanalytics.ca)) found weekly time spent with media in Canada as follows:

- Radio: 18.3 hours
- Online: 18.0 hours
- TV: 15.2 hours
- Newspapers: 2.1 hours
- Local news: 0.4 hour

An October 2012 study by the Canadian Journalism Foundation (<http://cjf-fjc.ca>) reported that Canadian adults source news as follows:

- Regular newscast on TV: 74%
- Community newspapers and magazines: 60%
- TV station dedicated to only news: 54%
- Free local newspapers: 51%
- Talk radio shows: 46%
- Daily newspaper: 43%
- CBC Radio news broadcasts: 43%
- TV station dedicated to business news: 42%
- Newspaper website: 41%
- TV news website: 36%
- Social media site: 35%
- Online news aggregator: 30%
- 24-hour news-only radio station: 28%
- National magazines and their websites: 20%
- Dedicated news service (e.g., Reuters, Bloomberg): 14%
- Twitter: 10%

### **31.11 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 87% of adults in Canada had Internet access.

A March 2013 study by GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)) reported the average time spent daily with online activities among Internet users in Canada as follows:

- Social networking: 1.21 hours
- Online news: 0.63 hour
- Online TV: 0.52 hour
- Online radio: 0.46 hour
- Microblogging: 0.43 hour
- Blogging: 0.29 hour

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 16.9 million people in Canada accessed a social network site via any device at least once per month in 2012.

Facebook had 16.1 million members in Canada in 2012; this represents 61% of all Internet users.

eMarketer assesses smartphone use among Canadians of any age as follows:

	No. Users	Pct. of Mobile Phone Users
• 2011:	8.3 million	38.0%
• 2012:	10.5 million	46.0%
• 2013:	12.1 million	51.0%
• 2014:	14.0 million	56.5%
• 2015:	15.3 million	59.5%
• 2016:	16.5 million	62.1%
• 2017:	17.7 million	65.5%

*2013 Canada Digital Future In Focus*, by comScore ([www.comscore.com](http://www.comscore.com)), reported mobile activities among Canadian smartphone users ages 13 and older as follows:

- Weather: 60%
- Search: 57%
- Bank accounts: 33%
- Entertainment news: 30%
- General reference: 28%
- Movie information: 28%
- Food recipes/cooking tips: 21%
- Credit cards: 19%
- Electronic payments: 16%
- Online retail: 15%

According to Ipsos Reid ([www.ipsos.ca](http://www.ipsos.ca)), 21% of Canadian Internet users used a tablet in January 2013, an increase from 10% who did so the year prior.

A 2012 survey by Rogers ([www.rogers.com](http://www.rogers.com)), a Canadian telecommunications firm, found smartphone/tablet activities among 18-to-24 year-old users as follows:

- Text messaging: 88%
- Voice calls: 70%
- Download and use apps: 68%
- Surf the web: 67%
- Connect to social networks: 61%

- Play games: 60%
- Listen to music: 57%
- Voice-and-video calling: 34%
- Banking: 33%
- Reading books/magazines: 25%
- Watch TV and movies: 16%
- E-commerce: 12%
- Watch sports: 3%

Canadians are increasingly cutting the cord on their telephone and television services. A July 2013 survey by comScore found that 16% of adults no longer watch conventional TV and strictly stream online content. The Convergence Consulting Group ([www.convergenceonline.com](http://www.convergenceonline.com)) found that 18% of Canadian households had dropped their landline and used only mobile phones; by 2015, 29% are expected to be wireless-only.

### **31.12 E-Commerce**

eMarketer estimates that 63.1% of Internet users ages 14 and older in Canada made at least one online purchase in 2012. Total online spending (including travel) was \$21.23 billion. By 2016, these figures are projected to increase to 71.0% and \$34.43 billion, respectively.

Online shopping penetration and e-commerce spending per capita in Canada lags the United States, Japan, and most countries of the European Union.

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**“Online has come to define the way most consumers in Canada socialize, communicate, bank and research. But when it comes to e-commerce, the online channel hasn’t developed commensurate with the Internet appetite in the country.”**

*eMarketer, 10/19/12*

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A June 2013 survey by Ipsos Reid found that 14.6% of smartphone and tablet owners had engaged in mobile commerce, including transactions conducted on either device.

### **31.13 Market Outlook**

The Canada-United States economic relationship is larger and more diversified than that of any two nations in the world. Each country is the other's largest customer for exported goods and services. The balance of trade favored Canada by \$31.4 billion in 2012.

To reduce its export dependency on the United States, however, Canada entered into a trade agreement with the European Union. The deal is expected to be finalized in late-2013 or 2014.

GDP growth in Canada is projected at 1.9% for 2013, the same as in 2012. Consumer confidence is nine percentage points higher than the global average and 11 percentage points above the U.S.

Canadian consumers are focused on managing their personal finances. In a January 2013 survey by Harris/Decima ([www.harrisdecima.ca](http://www.harrisdecima.ca)), adults identified their top financial priority as follows:

1. Debt reduction
2. Build savings
3. Managing day-to-day spending, budgeting
4. Retirement planning

While unemployment in Canada is only 7.1%, rates are reported as high as 12.3% in certain sectors. There are tens of thousands of open jobs for plumbers, electricians, and other skilled workers in Western Canada, but employers are having a hard time filling the positions. In response, the national government launched a fast-track immigration program for 43 trades for applicants who speak English or French and have two years' experience in their field. In 2012, 160,617 immigrants were granted permanent residency in Canada through the program.

### **31.14 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Canada are available at <http://export.gov/Canada/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Canada is available at [www.gfmag.com/gdp-data-country-reports/304-canada-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/304-canada-gdp-country-report.html).

Harris/Decima, 405-2345 Yonge Street, Toronto, Ontario, Canada M4P 2E5. (416) 962-2013. ([www.harrisdecima.ca](http://www.harrisdecima.ca))

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of Canada at <http://stats.oecd.org>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.

Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for Canada.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.

(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Canada is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.

Market research data and guidelines for doing business in Canada are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

## 32

### CHINA

#### **32.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$8.227 trillion
- GDP per capita: \$6,091
- GDP per capita relative to United States: 12%
- GDP change, first-half 2013 (estimate by *The Economist*): 7.5%
  
- Consumer spending as percentage of GDP: 38.0%
  - Food and nonalcoholic beverages: 10.4%
  - Housing and utilities: 6.3%
  - Education: 4.2%
  - Clothing and footwear: 2.7%
  - Health: 2.7%
  - Restaurants and hotels: 2.2%
  - Recreation and culture: 2.0%
  - Communication: 1.8%
  - Household furnishings: 1.7%
  - Transport: 1.7%
  - Alcoholic beverages and tobacco: 0.9%
  - Miscellaneous goods and services: 6.4%

#### **32.2 Ranking**

- GDP (see Chapter 1): #2
- Global competitiveness (see Chapter 2): #29
- Quality of life (see Chapter 11): #49
- Gender gap (see Chapter 10): #69
- Global dynamism (see Chapter 13): #20
- Business operating environment (see Chapter 13): #42
- Travel & tourism competitiveness (see Chapter 27): #45

#### **32.3 Demographics**

- Population (2013): 1,354,040,000
- Population growth rate: 0.48%
- Median age: 35

- Life expectancy: 73
- Youth population (under age 15): 19.1%
- Elderly population (age 65 and older): 8.4%
- Percentage of population in urban regions: 44%
- Foreign-born population: <1%
- Birth rate per 1,000 population: 12.31
- Ethnic: Han Chinese - 91.5%; Zhuang, Manchu, Hui, Maio, Uighur, Tujia, Yi, Mongol, Tibetan, Buyi, Dong, Yao, Korean, and other nationalities - 8.5%
- Languages: Standard Chinese or Mandarin (Putonghua, based on the Beijing dialect), Yue (Cantonese), Wu (Shanghainese), Minbei (Fuzhou), Minnan (Hokkien-Taiwanese), Xiang, Gan, Hakka dialects, several other minority languages
- Religions: Daoist (Taoist), Buddhist, Christian - 3% to 4%, Muslim - 1% to 2%

### **32.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 108
- Wellbeing, self-described as thriving (see Chapter 12): 18%
- Inequality of wealth distribution (Gini index): 32.56
- Unemployment (August 2013): 4.1%

### **32.5 Economic Profile**

- Rate of inflation (2012): 5.0%
- Budget balance (percent of GDP, 2012): -2.3%
- Imports: \$1.82 trillion
- Exports: \$2.05 trillion
- Exports as percentage of GDP: 29.6%
- Import partners: Japan - 11.2%, South Korea - 9.3%, United States - 6.8%, Germany - 5.3%, Australia - 4.6%
- Export partners: United States - 17.1%, Hong Kong - 14.1%, Japan - 7.8%, South Korea - 4.4%, Germany - 4.0%

### **32.6 Major Cities**

China has 58 cities with an urban population of one million or more, as follows:

- |              |            |              |           |
|--------------|------------|--------------|-----------|
| • Shanghai:  | 14,608,512 | • Wuhan:     | 4,184,206 |
| • Zhumadian: | 8,263,100  | • Chongqing: | 3,967,028 |
| • Beijing:   | 7,480,601  | • Chengdu:   | 3,950,437 |
| • Nanchong:  | 7,150,000  | • Tianjin:   | 3,766,207 |
| • Tai'an:    | 5,499,000  | • Puyang:    | 3,590,000 |
| • Yueyang:   | 5,000,000  | • Shenyang:  | 3,512,192 |
| • Kaifeng:   | 4,800,000  | • Shiyan:    | 3,460,000 |



• Harbin:	3,229,883	• Urunchi:	1,508,225
• Xi'an:	3,225,812	• Fushun:	1,400,646
• Lanzhou:	3,200,000	• Luoyang:	1,390,581
• Guangzhou:	3,152,825	• Hefei:	1,388,904
• Nanjing:	3,087,010	• Liuyang:	1,380,000
• Shenzhen:	3,000,000	• Handan:	1,358,318
• Taiyuan:	2,722,475	• Suzhou:	1,343,091
• Yunfu:	2,612,800	• Shantou:	1,333,973
• Changchun:	2,537,421	• Baotou:	1,301,768
• Zhongshan:	2,493,400	• Anshan:	1,199,275
• Changsha:	2,073,938	• Tongshan:	1,199,193
• Jinan:	2,069,266	• Fuzhou:	1,179,720
• Dalian:	2,035,307	• Guiyang:	1,171,633
• Zhengzhou:	2,014,125	• Dayan:	1,137,600
• Shijiazhuang:	1,992,474	• Wuxi:	1,108,647
• Ordos:	1,940,653	• Datong:	1,052,678
• Jilin:	1,881,977	• Changshu City:	1,047,700
• Hangzhou:	1,878,129	• Xianyang:	1,034,081
• Nanchang:	1,871,351	• Huainan:	1,027,655
• Qingdao:	1,642,245	• Kunming:	1,023,674
• Tangshan:	1,596,949	• Jieyang:	1,001,985
• Xinyang:	1,590,668	• Zhu Cheng City:	1,000,000

### **32.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 1.3 million millionaire households in China.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 11,245 Ultra High Net Worth (UHNW) individuals in China; their combined net worth is \$1.58 trillion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **32.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in China is 21.2% of the gross domestic product (GDP). In 2012, retail spending in China was approximately \$1.75 trillion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 10.4%
- Apparel (i.e., clothing and footwear): 2.7%
- Household furnishings: 1.7%
- Miscellaneous goods and services: 6.4%

The following are the largest domestic retail chains in China (source: *Stores*):

- Bailian (Brilliance) Group: \$15.93 billion  
Supermarket
- Gome Home Appliance Group: \$14.92 billion  
Electronics specialty
- Suning Appliance Co. Ltd.: \$14.54 billion  
Electronics specialty
- China Resources Enterprise, Limited: \$ 8.99 billion  
Hypermarket/supercenter/superstore
- Dalian Dashang Group: \$ 7.93 billion  
Department store
- Wu-Mart Group: \$ 4.29 billion  
Hypermarket/supercenter/superstore
- Nonggongshang Supermarket Group Co. Ltd.: \$ 3.75 billion  
Hypermarket/supercenter/superstore

### **32.9 Internet and Mobile**

According to the China Internet Network Information Center (CNNIC, [www.cnnic.net.cn/en/index/](http://www.cnnic.net.cn/en/index/)), 560 million people in China used the Internet in April 2013, spending an average of 20 hours a week online. For comparison, the U.S. had about 247 million Internet users in that month.

iResearch Consulting Group ([www.iresearchchina.com](http://www.iresearchchina.com)) reported total time with online activities in 2012 in China as follows:

- Online video sites: 1.67 billion hours per month
- Social networks: 1.49 billion hours per month
- C2C platforms: 450 million hours per month
- Minigames: 270 million hours per month
- Microblogs: 250 million hours per month
- Search: 250 million hours per month

In an October 2012 survey by KPMG ([www.kpmg.com](http://www.kpmg.com)), Internet users in major Chinese cities said they engaged in digital activities during the month as follows:

- Visited social network/bloggging sites: 72%
- Streamed music: 72%
- Downloaded music: 68%
- Streamed films: 67%
- Accessed news: 61%
- Accessed maps/directions: 57%
- Streamed live TV programs: 56%
- Viewed magazine websites: 53%
- Watched sporting events: 53%
- Played online games: 52%
- Read e-books: 51%

- Viewed music events/performances: 45%
- Used video-on-demand or streamed TV programs: 44%
- Used magazine apps: 41%
- Streamed radio programs: 36%
- Used newspaper apps: 36%
- Used video-on-demand (e.g., satellite/cable): 34%
- Downloaded radio programs: 19%

The China Internet Network Information Center reported 350 million online video viewers in China as of June 2012, a number higher than the entire population of the United States. The most popular video platforms are Youku/Tudou (who merged in March 2012), Sohu, and Qiyi.

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 307.5 million people in China accessed a social network site via any device at least once per month in 2012. This does not include instant messaging via Tencent, which was reported at 700 million (unaudited) users in 2012.

According to an April 2012 report by McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com)), the social media sites most used by social network users in China are as follows:

- Qzone: 44%
- Sina Weibo: 19%
- Renren: 19%
- Tencent Weibo: 8%
- Kalxin: 7%

There were 35.5 million active Twitter users in China in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

Facebook has been banned by the Chinese government because of the competitive threat it poses for domestic companies.

Referred to as “the Google of China,” Baidu has a 70% marketshare of search in China. In addition to its search engine, Baidu has subsidiaries that offer travel services (Qunar), job recruitment (Baijob), and online payments (BaiduPay).

In November 2012, Baidu acquired majority ownership of iQiyi, a popular Hulu-like video-streaming service. In July 2013, Baidu announced it would pay \$1.9 billion to buy 91 Wireless Websoft, a China-based firm that runs two app stores.

### **32.10 Cellphones and Smart Phones**

China has been the largest cellphone market in the world for several years. At year-end 2012, almost two-thirds of the population owned at least one mobile phone. In 2012, China passed the United States as the largest smartphone market.

Mobile phone use is assessed as follows (source: eMarketer):

	<b>No. of Users</b>	<b>Pct. of Population</b>
• 2010:	671 million	50.5%
• 2011:	781 million	58.4%
• 2012:	880 million	65.5%
• 2013:	975 million	72.3%
• 2014:	1.05 billion	77.5%
• 2015:	1.11 billion	82.4%
• 2016:	1.19 billion	86.9%

According to iiMedia ([www.iimedia.com.cn/en/](http://www.iimedia.com.cn/en/)), a market research firm, there were 330 million smartphones in use at year-end 2012, a 150% increase from the year prior. For comparison, there are 321 million mobile phones active in the United States.

Kai-fu Lee, formerly a researcher at Microsoft and Google, estimates that China will have 500 million smartphones in use by the end of 2013.

### **32.11 E-Commerce**

eMarketer estimates that 219.8 million people in China, or 43.7% of Internet users ages 14 and older made at least one online purchase in 2012. Total online spending (including travel) was \$110.04 billion. By 2016, these figures are projected to increase to 67.0% and \$439.72 billion, respectively.

With revenue of \$4.1 billion for the fiscal year ending September 2012, Alibaba, with its 25 separate business units, is the largest Chinese e-commerce company.

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**“Alibaba has come to dominate Internet retailing in China, which will soon be the biggest e-commerce market in the world. It has moved beyond its original remit of connecting businesses to each other to ventures that let companies sell directly to the public (Tmall) and enable members of the public to sell to each other (Taobao). Between them, Taobao and Tmall processed 1.1 trillion yuan (\$170 billion) in transactions last year, more goods than passed through Amazon and eBay combined.”**

*The Economist, 3/23/13*

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Shopping via smartphone (i.e., mobile commerce, or m-commerce) became popular in China in 2012. According to iResearch ([www.iresearch.com](http://www.iresearch.com)), gross merchandise value for m-commerce in China in 2<sup>nd</sup> quarter 2012 was \$1.8 billion, a 488% increase from the year prior.

The percentage of Chinese consumers buying goods online is still far below rates in Europe, the United States, and even other Asian markets, where online shopping penetration rates are upwards of 60% to 80%. Retailers, however, are anticipating maturity in e-commerce among the Chinese and have been expanding warehouses, distribution centers, and other logistics operations.

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**“By 2020, China’s e-commerce market is forecast to be bigger than the existing markets in America, Britain, Japan, Germany, and France combined.”**

*The Economist, 3/23/13*

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### **32.12 Market Outlook**

Economic growth in China has been dramatic. Since 1978, per capita annual income has grown from \$225 to more than \$6,000, and 600 million people have been lifted out of poverty. Between 1991 and 2011, per capital disposable income for Chinese urban residents increased 1,023%.

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**“China has made an extraordinary journey along the road back to greatness. Hundreds of millions have lifted themselves out of poverty, hundreds of millions more have joined the new middle class. It is on the verge of reclaiming what it sees as its rightful position in the world. China’s global influence is expanding and within a decade its economy is expected to overtake America’s.”**

*The Economist, 4/4/13*

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Bain & Company ([www.bain.com](http://www.bain.com)) assessed that in 2012, China surpassed Europe and the United States in spending for luxury goods, a category that includes high-end apparel, handbags, jewelry, and watches. (See Section 25.2 of this handbook.)

While many Chinese have become affluent, millions who have risen to the middle class are still challenged financially, in large part because of the high cost of housing in large cities. In China, 30% to 50% of a borrower’s monthly disposable income goes toward mortgage payments. For comparison, that figure is about 9% in the United States. The generation of middle-class Chinese who will need to work a lifetime to pay off their debts are dubbed *fang nu*, or ‘housing slaves.’

Despite a slowing of growth in the GDP to 7.7% in the first quarter 2013, the economy in China is stabilizing. As Chinese economic growth that’s based on one round of investment creating the demand for the products of the previous round is considered to be unsustainable, the transition to a consumer-based economy with a strong service sector will provide future stability.

Reforms being put in place by Premier Li Keqiang and President Xi Jinping call for curbs on government power, a greater free market in China, and a level playing field for foreign firms.

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**“The Chinese government is planning for private businesses and market forces to play a larger role in its economy, in a major policy shift intended to improve living conditions for the middle class and to make China an even stronger competitor on the global stage. The central bank, the People’s Bank of China, issued a set of policy proposals that seemed to show that Mr. Li and other leaders were serious about reducing government intervention in the marketplace and giving competition among private businesses a bigger role in investment decisions and setting prices. China’s leaders are also promising to loosen foreign exchange controls, changes that are likely to reduce price distortions in the economy and allow the market to determine the value of the Chinese currency, the renminbi. Analysts see such announcements as the strongest signs yet that top policy makers are serious about revamping the nation’s growth model.”**

*The New York Times, 5/24/13*

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Statistics released by the National Bureau of Statistics ([www.stats.gov.cn/english/](http://www.stats.gov.cn/english/)) show that investment (i.e., the addition of capital) now comprises only 30% of China’s growth; in 2009 that figure was 87%. Consumer spending is on track to contribute 55% of growth in 2013.

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**“2013 may be the year that the investment-heavy economy can at last be described as consumer-led.”**

*The Economist*

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The shifts in China's spending mix are mirrored by changes in its mix of production. Services (which include transport, wholesaling, retailing, hotels, catering, finance, real estate, and scientific research, among other things), which had been unusually underdeveloped for a country with China's level of prosperity, now contribute more to GDP than industry.

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**“The strength of services may reflect the ongoing rebalancing of Chinese demand away from exports and towards consumption. Their rise may also help to promote that rebalancing. Because services tend to be labor-intensive, their expansion should encourage faster job creation, higher wages, and greater household spending.”**

*The Economist, 2/23/13*

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The Chinese government is also in the midst of a sweeping plan to move 250 million to 300 million rural residents into newly constructed towns and cities over the next 25 years (see Section 9.3 of this handbook). City dwellers in China earn 3.3 times more than their rural counterparts, so not only will this raise the incomes of those who move from rural villages, the new construction will also fuel economic growth.

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**“Overall, it's expected that China will need to house some 300 million additional people in urban areas. To put that in perspective: Providing housing for that many people is roughly the equivalent of building from scratch all the cities and towns in the U.S. and doing it in only a quarter of a century. The price tag for all this construction is an estimated \$160 trillion – more than 10 times the size of America's GDP.”**

*Fortune, 12/3/12*

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McKinsey Global Institute ([www.mckinsey.com](http://www.mckinsey.com)) projects China's GDP to quadruple by 2025 (using 2010 as a baseline). By that time, the urban economy could generate as much as 95% of China's economic output, up from about 75% today. The urbanization rate hit 50% in 2011 and is projected to reach 65.4% by 2025, according to the United Nations ([www.un.org](http://www.un.org)).

Enhanced access to technology will accompany urban growth. In August 2013 the Chinese government announced through Xinhua, the state-run news agency, its intention to complete broadband coverage of both urban and rural area by 2020. The strategy aims to achieve Wi-Fi coverage in key public urban areas by year-end 2013 and fixed broadband coverage for half of Chinese households by 2015.

### **32.13 Market Resources**

*An Introduction To China's Largest Cities*, China Highlights, 2013. Available online at [www.chinahighlights.com/travelguide/top-large-cities.html](http://www.chinahighlights.com/travelguide/top-large-cities.html).

*China Daily USA*, 1500 Broadway, Suite 2800, New York, NY 10036. (212) 537-8888. ([www.chinadailyusa.com](http://www.chinadailyusa.com)) Published five days a week, *China Daily USA* reports on news from China and around the world.

China Internet Network Information Center [CNNIC] ([www.cnnic.net.cn/en/index/](http://www.cnnic.net.cn/en/index/))  
CNNIC is a government body sanctioned to monitor the development of the Internet in China.

*China Luxury Market Study*, Bain & Company, December 2012. Available at [www.bain.com/about/press/press-releases/bains-china-luxury-market-study-2012.aspx](http://www.bain.com/about/press/press-releases/bains-china-luxury-market-study-2012.aspx).

Export.gov, a market research service of the U.S. Department of Commerce.  
Guidelines and information about exporting to China are available at <http://export.gov/China/>.

*Fortune* reports on China's role in the global economy at <http://money.cnn.com/news/china/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.  
([www.gfmag.com](http://www.gfmag.com)) Economic data on China is available at [www.gfmag.com/gdp-data-country-reports/299-china-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/299-china-gdp-country-report.html).

National Bureau of Statistics of China ([www.stats.gov.cn/english/](http://www.stats.gov.cn/english/))

*News China*, 15 E. 40<sup>th</sup> Street, 11<sup>th</sup> Floor, New York, NY 10016.  
([www.newschinamag.com](http://www.newschinamag.com)) *News China* is published monthly. The December issue includes a State-of-the-Nation special feature.

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of China at <http://stats.oecd.org>.

*South China Morning Post*, 3/F, 1 Leighton Road, Causeway Bay, Hong Kong.  
Tel.: (852) 2565-2222. ([www.scmp.com](http://www.scmp.com)). Founded in 1908, *South China Morning Post*, generally referred to as SCMP or The Post, is an English-language daily newspaper with a circulation of 100,000. SCMP is available online as well as in print.

*Special Report: China and the Internet, The Economist*, April 6, 2013. Available at [www.economist.com/news/special-report/21574628-internet-was-expected-help-democratise-china-instead-it-has-enabled](http://www.economist.com/news/special-report/21574628-internet-was-expected-help-democratise-china-instead-it-has-enabled).

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for China.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.  
(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in China is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

US-China Business Council (USCBC), 1818 N Street NW, Suite 200, Washington, DC 20036. (202) 429-0340. ([www.uschina.org](http://www.uschina.org)) Founded in 1973, USCBC is an organization of 220 American companies that do business with China. USCBC provides information and advisory services for members in what it estimates as a \$250 billion market for U.S. companies.

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.  
Market research data and guidelines for doing business in China are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

*Winning At E-Commerce In China*, Nielsen, May 2012. Available at [www.nielsen.com/us/en/newswire/2012/winning-at-e-commerce-in-china.html](http://www.nielsen.com/us/en/newswire/2012/winning-at-e-commerce-in-china.html).

# 33

## FRANCE

### **33.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$2.612 trillion
- GDP per capita: \$39,722
- GDP per capita relative to United States: 80%
- GDP change, first-half 2013 (estimate by *The Economist*): -0.3%
  
- Consumer spending as percentage of GDP: 55.6%
  - Housing and utilities: 14.4%
  - Health: 8.8%
  - Transport: 8.3%
  - Food and nonalcoholic beverages: 7.7%
  - Recreation and culture: 6.4%
  - Education: 5.2%
  - Restaurants and hotels: 3.5%
  - Household furnishings: 3.3%
  - Clothing and footwear: 2.7%
  - Alcoholic beverages and tobacco: 1.7%
  - Communication: 1.6%
  - Miscellaneous goods and services: 9.3%

### **33.2 Ranking**

- GDP (see Chapter 1): #5
- Global competitiveness (see Chapter 2): #21
- Quality of life (see Chapter 11): #26
- Gender gap (see Chapter 10): #57
- Global dynamism (see Chapter 13): #16
- Business operating environment (see Chapter 13): #18
- Travel & tourism competitiveness (see Chapter 27): #7

### **33.3 Demographics**

- Population (2013): 65,684,000
- Population growth rate: 0.49%

- Median age: 40
- Life expectancy: 81
- Youth population (under age 15): 18.4%
- Elderly population (age 65 and older): 17.1%
- Percentage of population in urban regions: 78.0%
- Foreign-born population: 12.6%
- Birth rate per 1,000 population: 12.72
- Ethnic: Celtic and Latin with Teutonic, Slavic, North African, Indochinese, Basque minorities (The French government has long refused to collect figures on ethnic origin, maintaining that all the country's inhabitants are French.)
- Languages: French - 100%, rapidly declining regional dialects and languages (Provençal, Breton, Alsatian, Corsican, Catalan, Basque, Flemish)
- Religions: Roman Catholic - 83% to 88%, Protestant - 2%, Jewish - 1%, Muslim - 5% to 10%, unaffiliated - 4%

### **33.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 52
- Wellbeing, self-described as thriving (see Chapter 12): 46%
- Inequality of wealth distribution (Gini index): 32.70
- Unemployment (August 2013): 11.0%
- Household savings rate: 16.0%

### **33.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 116
- Rate of inflation (2012): 2.1%
- Budget balance (percent of GDP, 2012): -3.5%
- Imports: \$658.9 billion
- Exports: \$567.5 billion
- Exports as percentage of GDP: 25.5%
- Import partners: Germany - 19.1%, Belgium - 11.3%, Italy - 7.7%, Netherlands - 7.5%, Spain - 6.6%, United Kingdom - 5.1%, China - 4.8%
- Export partners: Germany - 16.7%, Italy 8.3%, Spain - 7.4%, Belgium - 7.4%, United Kingdom - 6.7%, United States - 5.0%, Netherlands - 4.3%

### **33.6 Major Cities**

France has 37 cities with an urban population of 100,000 or more, as follows:

- |              |           |                |         |
|--------------|-----------|----------------|---------|
| • Paris:     | 2,138,551 | • Nice:        | 338,620 |
| • Marseille: | 794,811   | • Nantes:      | 277,269 |
| • Lyon:      | 472,317   | • Strasbourg:  | 274,845 |
| • Toulouse:  | 433,055   | • Montpellier: | 248,252 |

• Bordeaux:	231,844	• Tours:	141,621
• Lille:	228,328	• Limoges:	141,176
• Rennes:	209,375	• Clermont-Ferrand:	138,681
• Reims:	196,565	• Villeurbanne:	131,445
• Le Havre:	185,972	• Besançon:	128,426
• Saint-Étienne:	176,280	• Orléans:	124,149
• Toulon:	168,701	• Metz:	123,914
• Angers:	168,279	• Rouen:	112,787
• Grenoble:	158,552	• Mulhouse:	111,430
• Dijon:	149,782	• Perpignan:	110,706
• Nîmes:	148,236	• Caen:	110,624
• Aix-en-Provence:	146,821	• Boulogne-Billancourt:	108,782
• Brest:	144,899	• Nancy:	105,334
• Le Mans:	144,515	• Argenteuil:	101,475
• Amiens:	143,086		

### **33.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 256,000 millionaire households in France.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 4,100 Ultra High Net Worth (UHNW) individuals in France; their combined net worth is \$475 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **33.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in France is 23.0% of the gross domestic product (GDP). In 2012, retail spending in France was approximately \$600 billion.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 7.7%
- Apparel (i.e., clothing and footwear): 2.7%
- Household furnishings: 2.3%
- Miscellaneous goods and services: 9.3%

The following are the largest domestic retail chains in France (source: *Stores*):

- Carrefour S.A.: \$113.20 billion  
Hypermarket/supercenter/superstore
- Groupe Auchan SA: \$ 60.51 billion  
Hypermarket/supercenter/superstore
- Casino Guichard-Perrachon: \$ 47.10 billion  
Hypermarket/supercenter/superstore
- Centres Distributeurs E. Leclerc: \$ 45.40 billion  
Hypermarket/supercenter/superstore
- ITM D: \$ 37.05 billion  
Supermarket
- Système U: \$ 23.31 billion  
Supermarket
- LVMH: \$ 20.76 billion  
Other specialty
- Groupe Adeo SA: \$ 16.15 billion  
Home improvement
- PPR S.A.: \$ 11.24 billion  
Other specialty
- Oxyane Groupe: \$ 9.06 billion  
Other specialty
- Groupe Galeries Lafayette SA: \$ 5.16 billion  
Department store
- Groupe Vivarte: \$ 4.49 billion  
Apparel/footwear specialty
- Lagard: \$ 3.73 billion  
Other specialty

With the economic downturn many French have shifted away from purchases of domestic retail goods. Goods manufactured in France are, on average, 15% to 25% more expensive than goods made in countries such as China, according to Cedre ([www.cedre.fr](http://www.cedre.fr)), an association to promote local entrepreneurs. Sometimes the difference is even greater. Domestic pasta, for example, costs €1.55 a kilogram, more than double the average 71¢ for imports.

France's government has begun urging citizens to buy French-made goods, part of President François Hollande's effort to prevent continued job losses.

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**“French consumers [should] forego cheaper imports and greater product choice if it means more of their countrymen keep their jobs. My priority is ‘Made in France.’ There’s a choice that’s more important than any other, and that is to preserve France’s industrial base.”**

Arnaud Montebourg, Industry Minister  
*Bloomberg Businessweek*, 10/29/12

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### **33.9 Restaurants**

According to Gira Conseil ([www.giraconseil.com](http://www.giraconseil.com)), a French food consultancy, restaurant sales were €62 billion (\$82 billion) in 2012. Quick-service restaurants (QSRs) garnered a 54% marketshare, an increase from 40% in 2011.

The restaurant marketplace has seen dramatic shifts in France. While there were more than 200,000 cafes across the country post-World War II, the number has dropped to about 32,000. QSR marketshare has grown 74% since 2004.

With sales of \$5.7 billion in 2012, France is second-largest market for McDonald’s (after the United States).

The French are the second-biggest consumers of pizza in the world (after the U.S.), consuming 1.6 billion pies in 2012.

### **33.10 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 85% of adults in France had Internet access.

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 22.0 million people in France accessed a social network site via any device at least once per month in 2012.

Facebook had 20.4 million members in France in 2012; this represents 50% of all Internet users. There were 2.2 million active Twitter users in France in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

More than 24 million consumers in France went online via a mobile phone in 2013, with 31 million projected to do so in 2014, according to eMarketer.

Ninety-three percent (93%) of French Internet users watch online video. According to Médiamétrie//NetRatings (<http://mediametrie-netratings.com>), the share to time spent on online video sites is as follows:

- Video portals such as YouTube: 59%
- TV channels: 33%
- Other: 8%

According to *Vox Populi: State of the Media Democracy Survey*, published in 2012 by Deloitte ([www.deloitte.com](http://www.deloitte.com)), 20% of Internet users in France watch TV programs online on a daily basis; 14% watch sports videos.

### **33.11 E-Commerce**

eMarketer estimates that 75.3% of Internet users ages 14 and older in France made at least one online purchase in 2012. Total online spending (including travel) was \$33.33 billion. By 2016, these figures are projected to increase to 79.2% and \$46.88 billion, respectively.

French e-commerce sales are on a double-digit growth trajectory, according to the monthly index for online payments prepared by Le Journal du Net ([www.journaldunet.com](http://www.journaldunet.com)). Despite a declining GDP, online sales were €2.79 billion (\$3.58 billion), up by 13.8% year-on-year, in April 2013. The index is based on the value of credit card transactions on French retail sites using the Atos Worldline, PayBox Services, and Monex platforms.

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**“The continuing strength of e-commerce is a  
real boost for the French retail sector.”**

*eMarketer, 6/11/13*

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### **33.12 Market Outlook**

In the first quarter of 2013, France’s economy declined by 0.2% after registering an identical contraction in Q4 2012. Nevertheless, the French economy has held up reasonably well during the economic downturn. It suffered far less in the 2008-2009 financial crisis than Britain did, and has not sunk as far as Italy and Spain, let alone Greece, Ireland, and Portugal. It’s resilience can be traced to several positives.



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**“[France is] the world’s 5<sup>th</sup>-biggest economy and 6<sup>th</sup>-biggest exporter. In the first half of 2012 it was the fourth-biggest recipient of foreign direct investment. It has more big multinational companies in the global Fortune 500 than Britain. The French are especially strong in top-end goods and services: luxury goods, food processing, pharmaceuticals, and fashion. The infrastructure, especially in transport and energy, is second to none. The health system is widely admired. And unlike most other European countries France has a relatively favorable demographic outlook, with a birth rate just above replacement level.”**

*The Economist*, 11/17/12

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Though France seems to have weathered the economic crisis, its economy has been floundering for years. Before converting to the euro in 1999, France’s economic deficiencies could be camouflaged with currency adjustments. In reality, ever since the end of the ‘trente glorieuses,’ the 30 highly successful years after the second world war, France has come to rely heavily on public spending for growth. Moreover, its budget has not been balanced in any single year since 1974.

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**“It is striking that 15 years ago public spending as a proportion of GDP was at similar levels in France and Germany and much higher in Sweden, whereas now France’s public spending, at almost 57% of GDP, is more than five points above Sweden’s and almost ten points above Germany’s. The only country to rival France’s profligacy recently has been Britain, and there the state takes only just over 50% of GDP and the government is sharply cutting spending. It is hard not to conclude that the size of the French public sector has become a deadweight dragging down growth.”**

*The Economist*, 11/17/12

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The government’s high spending has become the burden of affluent households in France. Those with annual incomes of €1 million (\$1.3 million), of which there are an estimated 15,000, pay at a tax rate of 46.7%. A tax-rate hike to 75% was proposed in 2013 but later struck down.

France also has a chronic unemployment problem. Only once since 1993 has the unemployment rate fallen below 8%; it is now above 11% and rising. In the 717 “sensitive urban zones” of France, most of them in the banlieues (suburban low-income housing projects), the unemployment rate is more than double the national average. Among those aged 15-to-24 and looking for work, the unemployment rate is 22%. An additional 16.7% in that age demographic are not seeking employment, largely because they have given up, according to the OECD. Among young people who are employed, 42% are working in temporary employment.

### **33.13 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to France are available at <http://export.gov/France/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on France is available at [www.gfmag.com/gdp-data-country-reports/272-france-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/272-france-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of France at <http://stats.oecd.org>.

*Special Report: France, The Economist*, November 17, 2012. The report is accessible at [www.economist.com/news/special-report/21566233-france-slowly-heading-towards-crisis-says-john-peat-can-country-be-reformed](http://www.economist.com/news/special-report/21566233-france-slowly-heading-towards-crisis-says-john-peat-can-country-be-reformed).

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for France.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.  
(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in France is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.  
Market research data and guidelines for doing business in France are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

# 34

## GERMANY

### **34.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$3.399 trillion
- GDP per capita: \$46,787
- GDP per capita relative to United States: 95%
- GDP change, first-half 2013 (estimate by *The Economist*): 0.3%
  
- Consumer spending as percentage of GDP: 57.5%
  - Housing and utilities: 13.6%
  - Health: 8.7%
  - Transport: 7.7%
  - Food and nonalcoholic beverages: 6.3%
  - Recreation and culture: 5.7%
  - Education: 4.0%
  - Household furnishings: 3.9%
  - Clothing and footwear: 3.0%
  - Restaurants and hotels: 3.0%
  - Alcoholic beverages and tobacco: 2.0%
  - Communication: 1.5%
  - Miscellaneous goods and services: 9.4%

### **34.2 Ranking**

- GDP (see Chapter 1): #4
- Global competitiveness (see Chapter 2): #6
- Quality of life (see Chapter 11): #16
- Gender gap (see Chapter 10): #13
- Global dynamism (see Chapter 13): #9
- Business operating environment (see Chapter 13): #13
- Travel & tourism competitiveness (see Chapter 27): #2

### **34.3 Demographics**

- Population (2013): 80,493,000
- Population growth rate: -0.20%
- Median age: 44

- Life expectancy: 80
- Youth population (under age 15): 13.3%
- Elderly population (age 65 and older): 20.6%
- Percentage of population in urban regions: 74.0%
- Foreign-born population: 16.4%
- Birth rate per 1,000 population: 8.33
- Ethnic: German - 91.5%, Turkish - 2.4%, other (made up largely of Greek, Italian, Polish, Russian, Serbo-Croatian, Spanish) - 6.1%
- Language: German
- Religions: Protestant - 34%, Roman Catholic - 34%, Muslim - 3.7%, unaffiliated or other - 28.3%

### **34.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 87
- Wellbeing, self-described as thriving (see Chapter 12): 42%
- Inequality of wealth distribution (Gini index): 28.31
- Unemployment (August 2013): 6.8%
- Household savings rate: 11.4%

### **34.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 109
- Rate of inflation (2012): 1.6%
- Budget balance (percent of GDP, 2012): -0.6%
- Imports: \$1.28 trillion
- Exports: \$1.49 trillion
- Exports as percentage of GDP: 46.8%
- Import partners: China - 9.7%, Netherlands - 8.4%, France - 7.6%, United States - 5.7%, Italy - 5.2%, United Kingdom - 4.7%, Belgium - 4.2%, Austria - 4.1%, Switzerland - 4.1%
- Export partners: France - 9.4%, United States - 6.8%, Netherlands - 6.6%, United Kingdom - 6.2%, Italy - 6.2%, China - 5.7%, Austria - 5.5%, Belgium - 4.7%, Switzerland - 4.4%

### **34.6 Major Cities**

Germany has 37 cities with an urban population of 250,000 or more, as follows:

- |                      |           |               |         |
|----------------------|-----------|---------------|---------|
| • Berlin:            | 3,426,354 | • Essen:      | 593,085 |
| • Hamburg:           | 1,739,117 | • Stuttgart:  | 589,793 |
| • München:           | 1,260,391 | • Dortmund:   | 588,462 |
| • Köln:              | 963,395   | • Düsseldorf: | 573,057 |
| • Frankfurt am Main: | 650,000   | • Bremen:     | 546,501 |

• Hannover:	515,140	• Mannheim:	307,960
• Leipzig:	504,971	• Berlin Steglitz Zehlendorf:	290,506
• Duisburg:	504,358	• Marienthal:	287,101
• Nürnberg:	499,237	• Karlsruhe:	283,799
• Dresden:	486,854	• Hamburg-Nord:	280,000
• Wandsbek:	411,422	• Wiesbaden:	272,432
• Bochum:	385,729	• Münster:	270,184
• Bochum-Hordel:	380,000	• Gelsenkirchen:	270,028
• Wuppertal:	360,797	• Aachen:	265,208
• Berlin Pankow:	356,019	• Mönchengladbach:	261,742
• Bielefeld:	331,906	• Augsburg:	259,196
• Berlin Mitte:	329,078	• EimsbütTel.:	251,907
• Berlin Wilmersdorf:	317,190	• Altona:	250,192
• Bonn:	313,125		

### **34.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 362,000 millionaire households in Germany.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 15,770 Ultra High Net Worth (UHNW) individuals in Germany; their combined net worth is \$2.05 trillion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **34.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Germany is 22.6% of the gross domestic product (GDP). In 2012, retail spending in Germany was approximately \$770 billion.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 6.3%
- Apparel (i.e., clothing and footwear): 3.0%
- Household furnishings: 3.9%
- Miscellaneous goods and services: 9.4%

The following are the largest domestic retail chains in Germany (source: *Stores*):

- Metro AG: \$92.90 billion  
Cash & carry/warehouse club
- Schwarz Unternehmens Treuhand KG: \$87.84 billion  
Discount store
- Aldi Einkauf GmbH & Co.: \$73.37 billion  
Discount store

• Edeka Zentrale AG & Co. KG:	\$59.46 billion
Supermarket	
• Rewe Combine:	\$51.33 billion
Supermarket	
• Otto (GmbH & Co. KG):	\$13.90 billion
Non-store	
• Tengelmann Warenhandelsgesellschaft KG:	\$11.38 billion
Home improvement	
• C&A Europe:	\$ 8.76 billion
Apparel/footwear specialty	
• dm-drogerie markt GmbH + Co. KG:	\$ 7.76 billion
Drug store/pharmacy	
• Globus Holding GmbH & Co.:	\$ 7.30 billion
Hypermarket/supercenter/superstore	
• Dirk Rossmann GmbH:	\$ 7.13 billion
Drug store/pharmacy	
• Bauhaus GmbH & Co. KG:	\$ 5.53 billion
Home improvement	
• Deichmann SE:	\$ 4.97 billion
Apparel/footwear specialty	
• Celesio AG:	\$ 4.97 billion
Drug store/pharmacy	
• Douglas Holding AG:	\$ 4.71 billion
Other specialty	
• Karstadt Warenhaus GmbH:	\$ 4.50 billion
Department store	
• Praktiker AG:	\$ 4.43 billion
Home improvement	
• Hornbach-Baumarkt-AG:	\$ 4.15 billion
Home improvement	
• Norma Lebensmittelfilialbetrieb Stiftung & Co. KG:	\$ 3.90 billion
Discount store	

### **34.9 Media and Advertising**

According to BITKOM ([www.bitkom.de/en](http://www.bitkom.de/en)), the Federal Association for Information Technology, Telecommunications and New Media, media usage in 2012 among consumers ages 14 and older in Germany was as follows:

• Television:	99%
• Radio:	94%
• Magazines:	94%
• Newspapers:	94%
• Internet:	76%
• Social networks:	55%
• Mobile Internet:	37%

A 2012 report by the German division of The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) estimated ad spending as follows:

- Television: \$15.3 billion
- Newspapers: \$ 7.1 billion
- General-interest magazines: \$ 5.0 billion
- Internet: \$ 4.0 billion
- Radio: \$ 2.0 billion
- Outdoor: \$ 1.5 billion
- Trade and technical magazines: \$ 0.6 billion
- Cinema: \$ 0.1 billion

### **34.10 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 77% of adults in Germany had Internet access.

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 29.2 million people in Germany accessed a social network site via any device at least once per month in 2012.

Facebook had 20.0 million members in Germany in 2012; this represents 35% of all Internet users.

There were 2.4 million active Twitter users in Germany in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

Cisco Systems ([www.cisco.com](http://www.cisco.com)) estimates there were 25.0 million smartphones in use in Germany in 2012, a number that is forecast to rise to 68.0 million by 2017.

eMarketer estimates 13.4 million tablet users in Germany in 2013, equal to the U.K. for the largest user base in Europe. In 2012, tablet sales rose 122% over the prior year, according to BITKOM.

### **34.11 E-Commerce**

eMarketer estimates that 78.7% of Internet users ages 14 and older in Germany made at least one online purchase in 2012. Total online spending (including travel) was \$47.0 billion. By 2016, these figures are projected to increase to 83.0% and \$66.0 billion, respectively.

According to Arbeitsgemeinschaft Online Forschung's (AGOF, [www.agof.de](http://www.agof.de)), product categories researched or purchased online by Internet users in Germany in June 2012 were as follows:

	Researched	Purchased
• Books:	60.9%	44.9%
• Tickets for cinema/theatre:	55.6%	35.5%
• Women's clothing:	39.9%	28.4%
• Hotel booking:	51.2%	27.7%
• Shoes:	47.2%	27.6%
• Vacation travel:	55.8%	26.9%



• Music CDs:	42.5%	26.0%
• Menswear:	n/a	25.0%
• Toys:	n/a	23.1%
• Movies on DVD/video:	n/a	21.8%

Shopping online for food and drug products is on the rise in Germany. According to a September 2012 report by Nielsen, one-in-six Internet users in Germany visit FMGC (fast-moving consumer goods) shops online. The average online shopping basket spend is much higher (€24.10) than in-store (€15.12).

### **34.12 Market Outlook**

Germany is the dominant economic and political power in Europe.

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**“Germany’s jobless rate, at 5.4%, is less than half Europe’s average. Youth unemployment, a scourge throughout much of the rest of the continent, is at a 20-year low in Germany. The country’s budget is balanced, government debt is falling, and long-term bond yields are the lowest in Europe. Germany’s chancellor, Angela Merkel, is widely seen as the continent’s most important politician.”**

*The Economist, 6/15/13*

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Germany’s economic strength is, in large part, derived from its exports, which have accounted for half of the country’s growth over the past decade. The trade surplus of €188 billion (\$243 billion), or 7% of GDP, is the world’s biggest in absolute terms, and one of the biggest relative to the size of the economy, and rising.

A 2013 report by the German office of McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com)) projects another decade of strong, export-led growth as industrialization in emerging economies will keep up demand for machine tools, chemicals, and other premium goods where German firms maintain a dominance. McKinsey & Company forecasts that between 2013 and 2025 German exports will rise by 80%, pushing their share in the economy from 50% to 68% of GDP. With an increased focus on global markets, exports outside the Eurozone will account for 70% of the total, up from 54% in 2000

and 63% in 2013.

Though most may view Germany as a country that is rich, a 2013 study from the European Central Bank ([www.ecb.europa.eu](http://www.ecb.europa.eu)) suggests that the typical German household is not. Astonishingly, the median household's net assets, at €51,400 (\$68,440), are less than one-half those of the typical Italian, Spanish, and Greek household. Living standards for most Germans have been stagnant in recent years and wealth is highly skewed.

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**“The [European Central Bank] figures need careful interpretation. Households in Germany are smaller than in [other EU] countries, and their average is dragged down by the east, where 20 years ago no one had any assets to speak of. Moreover, the figures do not include pension promises. But the main reason for the poor showing is that far fewer people than in other European countries own their homes. Most households rent, and the housing stock is owned by a relatively small number of people, so Germany ends up with the most unequal distribution of household wealth in the Eurozone. Moreover, a growing share of its wealth sits on corporate balance-sheets, particularly the family-owned Mittelstand firms, which makes the overall wealth distribution more unequal still. For a country that likes to think of itself as middle-class and egalitarian, Germany’s wealth disparities are huge.”**

*The Economist*, 6/15/13

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The EU-wide census in 2011 reported that Germany had lost 1.5 million residents. Analysts say that by 2060 the country could shrink by an additional 19%, to about 66 million.

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**“There is perhaps nowhere better than the German countryside to see the dawning impact of Europe’s plunge in fertility rates over the decades, a problem that has frightening implications for the economy and the psyche of the continent. In some areas, there are now abundant overgrown yards, boarded-up windows, and concerns about sewage systems too empty to work properly. The work force is rapidly graying.”**

*The New York Times, 8/13/13*

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Immigrants play a disproportionately small role in Germany’s labor force, but with the aging and shrinking population will come a shifting role of immigrants.

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**“The demographic arithmetic is virtually certain to boost domestic spending and make German society more international. By 2020 Germany will have many more skilled migrants and more women in the workplace. It will become more of a modern European melting pot.”**

*The Economist, 6/15/13*

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### **34.13 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Germany are available at <http://export.gov/Germany/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Germany is available at [www.gfmag.com/gdp-data-country-reports/268-germany-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/268-germany-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of Germany at <http://stats.oecd.org>.

*Special Report: Germany, The Economist*, June 13, 2013. Available at [www.economist.com/news/special-report/21579140-germany-now-dominant-country-europe-needs-rethink-way-it-sees-itself-and](http://www.economist.com/news/special-report/21579140-germany-now-dominant-country-europe-needs-rethink-way-it-sees-itself-and).

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for Germany.

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(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Germany is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

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Market research data and guidelines for doing business in Germany are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

# 35

## INDIA

### **35.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$1.841 trillion
- GDP per capita: \$1,489
- GDP per capita relative to United States: 3%
- GDP change, first-half 2013 (estimate by *The Economist*): 5.8%
  
- Consumer spending as percentage of GDP: 58.8%
  - Food and nonalcoholic beverages: 21.4%
  - Transport: 9.7%
  - Housing and utilities: 7.7%
  - Health: 4.6%
  - Education: 3.6%
  - Clothing and footwear: 3.3%
  - Household furnishings: 1.8%
  - Alcoholic beverages and tobacco: 1.4%
  - Recreation and culture: 1.2%
  - Restaurants and hotels: 1.2%
  - Communication: 1.0%
  - Miscellaneous goods and services: 6.6%

### **35.2 Ranking**

- GDP (see Chapter 1): #10
- Global competitiveness (see Chapter 2): #58
- Quality of life (see Chapter 11): #66
- Gender gap (see Chapter 10): #105
- Global dynamism (see Chapter 13): #40
- Business operating environment (see Chapter 13): #45
- Travel & tourism competitiveness (see Chapter 27): #65

### **35.3 Demographics**

- Population (2013): 1,210,569,573
- Population growth rate: 1.31%
- Median age: 25

- Life expectancy: 65
- Youth population (under age 15): 30.2%
- Elderly population (age 65 and older): 5.0%
- Percentage of population in urban regions: 30%
- Foreign-born population: <1%
- Birth rate per 1,000 population: 20.60
- Ethnic: Indo-Aryan - 72%, Dravidian - 25%, Mongoloid and other - 3%
- Languages: Hindi - 41%, Bengali - 8.1%, Telugu - 7.2%, Marathi - 7%,  
Tamil - 5.9%, Urdu - 5.0%, Gujarati - 4.5%, Kannada - 3.7%, Malayalam - 3.2%,  
Oriya - 3.2%, Punjabi - 2.8%, Assamese - 1.3%, Maithili - 1.2%, other - 5.9%
- Religions: Hindu - 80.5%, Muslim - 13.4%, Christian - 2.3%, Sikh - 1.9%,  
other - 1.8%, unspecified - 0.1%

### **35.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 121
- Wellbeing, self-described as thriving (see Chapter 12): 11%
- Inequality of wealth distribution (Gini index): 33.38
- Unemployment (August 2013): 9.9%

### **35.5 Economic Profile**

- Rate of inflation (2012): 8.4%
- Budget balance (percent of GDP, 2012): -4.9%
- Imports: \$500.3 billion
- Exports: \$309.1 billion
- Exports as percentage of GDP: 21.5%
- Import partners: China - 12.1%, United Arab Emirates - 8.3%,  
Saudi Arabia - 5.8%, United States - 5.1%, Switzerland - 4.7%
- Export partners: United Arab Emirates - 13%, United States - 11.4%,  
China - 6.3%, Singapore - 5.3%

### **35.6 Major Cities**

India has 40 cities with an urban population of one million or more, as follows:

- |                |            |                 |           |
|----------------|------------|-----------------|-----------|
| • Mumbai:      | 12,691,836 | • Su-rat:       | 2,894,504 |
| • Delhi:       | 10,927,986 | • Ka-npur:      | 2,823,249 |
| • Bangalore:   | 5,104,047  | • Jaipur:       | 2,711,758 |
| • Kolkata:     | 4,631,392  | • Navi Mumbai:  | 2,600,000 |
| • Chennai:     | 4,328,063  | • Lucknow:      | 2,472,011 |
| • Ahmada-ba-d: | 3,719,710  | • Na-gpur:      | 2,228,018 |
| • Hydera-ba-d: | 3,597,816  | • Raigarh Fort: | 2,207,929 |
| • Pune:        | 2,935,744  | • Indore:       | 1,837,041 |

• Patna:	1,599,920	• Gha-zia-ba-d:	1,199,191
• Bhopa-l:	1,599,914	• Dombivli:	1,193,000
• Ludhia-na:	1,545,368	• Ra-jkot:	1,177,362
• A-gra:	1,430,055	• Va-ra-nasi:	1,164,404
• Vadodara:	1,409,476	• Amritsar:	1,092,450
• Gorakhpur:	1,324,570	• Allaha-ba-d:	1,073,438
• Na-sik:	1,289,497	• Visha-khapatnam:	1,063,178
• Pimpri:	1,284,606	• Teni:	1,034,724
• Kalya-n:	1,262,255	• Jabalpur:	1,030,168
• Tha-ne:	1,261,517	• Ha-ora:	1,027,672
• Meerut:	1,223,184	• Auranga-ba-d:	1,016,441
• Fari-da-ba-d:	1,220,229	• Shivaji Nagar:	1,000,000

### **35.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 164,000 millionaire households in India.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 7,730 Ultra High Net Worth (UHNW) individuals in India; their combined net worth is \$925 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **35.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in India is 33.1% of the gross domestic product (GDP). In 2012, retail spending in India was approximately \$610 billion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

*The New York Times* (October 2012) estimates the conventional retail market at \$500 billion.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 21.4%
- Household furnishings: 3.8%
- Apparel (i.e., clothing and footwear): 3.3%
- Miscellaneous goods and services: 6.6%

India once prohibited foreign direct investment (FDI) in multi-brand retail (i.e., chains that sell more than one brand of products). As such, Wal-Mart's investment of \$100 million in Bharti Retail, a supermarket operator, came under scrutiny. The investment took the form of interest-free debt securities that could be converted into a 49% ownership stake in Bharti. The arrangement was complex because Wal-Mart also had a 50-50 venture with Bharti's 17 wholesale stores and simply provided logistics and

management services to Bharti's retail stores.

In 2012, rules were changed to allow foreign companies to own up to 51% of multi-brand retail chains. Retailers are required to source at least 30% of the goods they sell locally.

### **35.9 Cellphones and Smart Phones**

In 2000, India's population of more than one billion had only 28.5 million telephones, mostly landlines. By 2012, there were nearly 900 million SIM cards (i.e., portable, exchangeable memory chips) alone.

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**“More Indians have used a mobile phone than a toilet. How did India go from being a country in which making phone calls was ‘exquisite torture’ to [becoming] the world’s second-largest market for mobile phones in just 10 years? And what did this rapid proliferation of communication do to Indian society?”**

*The Economist*, 3/23/13

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The Federation of Indian Chambers of Commerce and Industry (FICCI [www.ficci.com](http://www.ficci.com)) and KPMG International ([www.kpmg.com](http://www.kpmg.com)) estimated that the number of Internet-enabled smartphones in India reached 24 million at year-end 2012, more than double the level of 2011. Rapid growth is projected to continue through 2016.

A February 2013 forecast by eMarketer projects 110 million smartphone users in India by the end of 2013.

Mobile phones and smartphones are helping to narrow the lifestyle gap between urban and rural areas of India. According to the *Census of India 2011: Houselisting and Housing Census*, by the Ministry of Home Affairs ([www.mha.nic.in/](http://www.mha.nic.in/)), nearly 50% of rural households own a mobile phone, compared with 64% of urban households.



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**“The vast gap in resources and income between the population in rural vs. urban India has major implications for the country’s overall development. But mobile is one area in which the difference is not quite as staggering. While there is still a significant difference, it pales in comparison to TVs, which were owned by over three-quarters of urban households and only one-third of rural households. And while under 10% of households in cities owned a computer with Internet access – an extremely low number by worldwide standards – rural ownership of a computer with Internet access was negligible, at under 1%.”**

*eMarketer, 11/15/12*

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### **35.10 Internet and Mobile**

Most Internet users in India have access via Internet-connected cellphones and smartphones.

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**“The proliferation of cheap phones and tablets has helped compensate for the country’s poor Internet infrastructure, bringing many consumers and small merchants online.”**

*Bloomberg Businessweek, 4/15/13*

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A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 3% of households in India had Internet access.

Accounting for shared access within households and consumers who access the Internet from outside their home or via feature phones, estimates of those online are

as high as 150 million, or about 15% of India's population. Among these users, Gartner ([www.gartner.com](http://www.gartner.com)) assesses that 10 million Indians have high-speed access.

Boston Consulting Group (BCG, [www.bcg.com](http://www.bcg.com)) projects the number of Internet users in India will nearly triple from 125 million in 2011 to 330 million by 2016.

According to *Capitalizing on India's Digitally Influenced Consumers*, published by BCG in April 2013, Indian men are far more likely than women to be on the Internet (32% versus 12%) and more than three times as likely to be digitally influenced (14% versus 4%). Overall, the Internet has the highest penetration among people ages 18-to-24 (48%) and the lowest among those age 55 and older (6%). Eighteen percent (18%) of lower-income households, or those with annual household income less than \$3,300, have Internet access; 6% engage in e-commerce.

Time spent using the Internet and online activities vary among Indians depending on the device used for access.

A 2012 survey of mobile Internet users in India conducted by inMobi ([www.inmobi.com](http://www.inmobi.com)), a mobile ad network, and Mobext ([www.mobext.com](http://www.mobext.com)), a mobile marketing network, reported average daily time spent online using connected devices as follows:

- Smartphone users: 247.6 minutes
- Desktop/laptop users: 176.3 minutes
- Tablet users: 136.3 minutes

Activities using the three types of connected devices are as follows (percentage engaging in the activity):

	Smartphone	PC/Laptop	Tablet
• Communication with friends:	77%	87%	80%
• Entertainment:	80%	84%	82%
• Finding information:	53%	72%	72%
• Shopping:	28%	53%	43%
• Banking:	21%	45%	34%
• Business communications:	23%	42%	40%

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 87.3 million people in India accessed a social network site via any device at least once per month in 2012. This represents about 80% of those online in India, but less than 7% of the total population.

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**“India boasts millions of social network users, with the number of new users rising steadily, but in a country of more than one billion people, many of whom are not Internet users at all, these figures are a drop in the bucket.”**

*eMarketer, 8/31/12*

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Facebook had 78.1 million members in India in 2012; this represents 65% of all Internet users.

There were 33.0 million active Twitter users in India in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

As Internet penetration rises in India, so too does the online video audience. According to comScore Media Metrix ([www.comscore.com](http://www.comscore.com)), there were 54 million unique visitors to video sites in March 2013, a 69% increase from two years prior. The top online video sites in March 2013, ranked by number of monthly unique visitors, and the average time per viewer, were as follows:

	Unique Viewers	Avg. Time Per Viewer
• Google sites, including YouTube:	31.5 million	257.8 minutes
• Facebook:	18.6 million	21.9 minutes
• Yahoo! sites:	8.2 million	14.6 minutes
• VDOPIA.com:	6.4 million	1.5 minutes
• TubeMogul video ad platform:	5.5 million	1.4 minutes
• Dailymotion:	4.3 million	59.6 minutes
• Adotune:	4.0 million	0.6 minutes
• Komli Play:	3.9 million	2.3 minutes
• Viacom Digital:	3.7 million	7.1 minutes
• VEVO:	2.9 million	13.6 minutes

### **35.11 E-Commerce**

eMarketer estimates that 22.9% of Internet users ages 14 and older in India made at least one online purchase in 2012.

The Internet & Mobile Association of India (IAMAI, [www.iamai.in/](http://www.iamai.in/)) and Indian Market Research Bureau (IMRB) International ([www.imrbint.com](http://www.imrbint.com)) estimate 2012 e-commerce spending as follows:

• Travel:	345.44 billion Indian rupees (\$6.44 billion)
• Retail and other non-travel:	64.54 billion Indian rupees (\$1.20 billion)
• Total:	409.98 billion Indian rupees (\$7.44 billion)

Retail e-commerce spending is projected to increase 55% in 2013. IAMAI and IMRB estimate 2013 e-commerce spending as follows:

- Travel: 449.07 billion Indian rupees (\$ 8.37 billion)
- Retail and other non-travel: 100.04 billion Indian rupees (\$ 1.87 billion)
- Total: 549.11 billion Indian rupees (\$10.23 billion)

According to *Capitalizing on India's Digitally Influenced Consumers*, 40% of India's 90 million urban Internet users say that online activities such as product research and price comparison influence what they buy. BCG estimates that the Internet influences \$30 billion worth of consumer spending by urban Indians, five times that of direct retail e-commerce spending. By 2016, that figure is projected to be \$150 billion.

BCG found that only 30% of online Indian buyers were drawn to Internet shopping for discounts. A higher proportion (37%) valued the convenience of shopping from home, and 29% said that they appreciated the expanded variety of products available online compared with what is available at brick-and-mortar stores.

India's protectionist retail laws have limited e-commerce activities of Amazon.com and most other foreign online retailers. As the result of an April 2013 investment of \$50 million in Snapdeal.com, one of the fastest-growing e-commerce sites in the country, eBay now has a presence in India.

### **35.12 Market Outlook**

Recent economic swings in India make the future difficult to predict. From 2005 to 2007, India's economy grew by about 9% a year. In 2010, it even grew faster than China's. But growth has since halved. In 2013, the rupee fell to an all-time low and led to a sell-off in stocks. Between May and September 2013, the rupee was down 20% against the U.S. dollar; the stock market fell 8%.

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**“India had seemed tantalizingly close to embarking on the same dash for economic growth that has lifted hundreds of millions of people out of poverty in China and across East Asia. Its economy now stands in disarray, with the prospect of worse to come in the next few months. The economic decline has laid bare chronic problems, little remarked upon during the recent boom. An antiquated infrastructure, a sclerotic job market, exorbitant real estate costs, and bloated state-owned enterprises never allowed manufacturing, especially manufacturing for export, to grow strong.”**

*The New York Times, 9/4/13*

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A youthful workforce in India could drive growth, but only if people are put to work in meaningful jobs. India is projected to displace China with the world's largest potential workforce within a decade. It's population is rising by about 12 million people a year while China's has shrunk by 3 million in 2012.

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**“Optimists look forward to a bumper ‘demographic dividend,’ the result of more workers per dependant and more saving out of income. But although India’s dreamers have faith in its youth, the country’s youngsters have growing reason to doubt India. Many are worried that India is squandering this demographic opportunity. With few manufacturing exports, India has a chronic balance-of-payments problem. And India has created too few formal jobs in the past decade.”**

*The Economist, 5/11/13*

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The economic divide between rural and urban India is vast. According to the Indian Institute for Human Settlements (IIHS, [www.iihs.co.in/](http://www.iihs.co.in/)), India's 100 biggest cities, with 16% of its total population, contribute 43% to its national income.

Sixty-nine percent (69%) of the country's 1.2 billion people still live in the countryside.

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**“India’s cities, by and large, are charmless and badly put together. That is one reason why the country remains mostly rural. Two-thirds of the population, some 833 million, are living in 640,000 villages. Politicians ... want people to stay out of cities, and would like the Internet, electricity, schools, and jobs to go to rural areas instead. But putting off urbanization can also mean postponing prosperity. When farmers leave the land to work in factories, call centers or almost anywhere else, their incomes and consumption almost always go up, lifting assorted development indicators.”**

*The Economist*, 9/29/12

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The number of town-dwellers, currently 377 million, is growing by around 5 million a year. Historically, most urban growth in India has been due to natural increase, not migration, but that is changing as village-dwellers see opportunities in cities. Analysts expect the country's urban population to double by mid-century (see Figure 35.1).

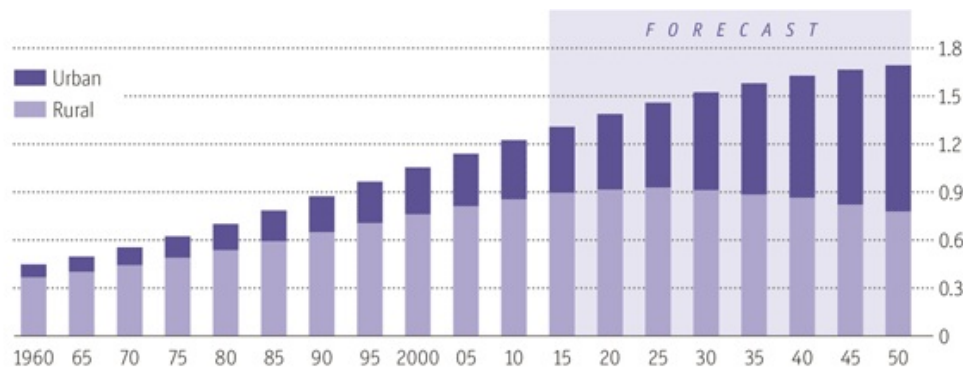


Figure 35.1. India's urban and rural population. (sources: UN Population Division, World Bank, and *The Economist*)

**“Some urban centers will become megacities. According to one vision, India’s entire western seaboard could turn into a single conurbation, stretching from Ahmedabad in Gujarat in the north, past Mumbai and south to Thiruvananthapuram in Kerala. Inland, Delhi and its environs could be a hub for 60 million to 70 million people, provided there is enough water. Within two decades India will probably have six cities considerably bigger than New York, each with at least 10 million people: Ahmedabad, Bangalore, Delhi, Mumbai, Hyderabad, and Chennai.”**

*The Economist*, 9/29/12

One urbanization project on the drawing boards is the Delhi-Mumbai Industrial Corridor (DMIC), a 920-mile span through nine states. The project cost is an estimated \$90 billion, much of which will come from Japan. There is no timetable for the DMIC project.

India will see more immediate growth as its consumer classes continue to expand.

On average, spending for fast-moving consumer goods (FMCG) in India is \$31 per capita. Among urban Indians spending is \$65 per capita; spending falls to about \$15 per capita in the countryside, according to The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)). Benchmarking to China, where FMCG spending is \$128 per capita, suggests a FMCG market of \$12 billion when consumer spending in India reaches parity of today's China.

Nielsen sees growth in the FMCG market being driven by Low-Income Value Explorers (LIVE), a group once referred to as the "deprived" class. Some members of the LIVE demographic will mobilize to become First-Time Modern Trade Shoppers (FTMTS). Nielsen estimates that by 2015 these two segments together will drive \$3 billion of FMCG sales in India.

An estimated 10 million LIVE households live in urban India and earn an income of less than 72,000 rupees (\$1,340) annually. Spending one-fifth of their household expenditures on FMCG, or \$2.4 billion, this segment is expected to contribute disproportionately to FMCG growth, with spending rising by 50% percent by 2015 to \$3.6 billion.

Every fourth FTMTS is a first-time entrant to the modern trade channel. Today, the FTMTS spends \$280 million at modern trade on FMCG products. By 2015, this spending will increase to \$1 billion. This new breed of shopper, which currently spends 35% on FMCG at modern trade, is growing by 15% each year.

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**"Confident and buoyed by a sudden rise in incomes, half of LIVE households have already migrated to branded products. For manufacturers, and retailers, this move is not about share gain, but rather expanding the base for branded product sales. With an increasing number of shoppers still forming their relationships with brands, more than half are predisposed to in-store influences."**

Adrian Terron, Executive Director  
Nielsen India, 11/28/12

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### **35.13 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to India are available at <http://export.gov/India/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on India is available at [www.gfmag.com/gdp-data-country-reports/255-india-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/255-india-gdp-country-report.html).

Indian Market Research Bureau (IMRB) International ([www.imrbint.com](http://www.imrbint.com)) IMRB is part of WPP, the largest global advertising agency company. IMRB works directly with WPP-owned Kantar, WPP's market research arm.

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org)) OECD provides a statistical profile of India at <http://stats.oecd.org>.

*The Economic Times*, 7 Bahadur Shah Zafar Marg, New Delhi, Delhi 110002, India. ([www.economictimes.indiatimes.com](http://www.economictimes.indiatimes.com)) Launched in 1961 and with a readership of over 800,000 in 2013, *The Economic Times* is the second-most widely-read English-language daily business newspaper, trailing only *The Wall Street Journal*.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom. Tel.: +44 (0) 20 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for India.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915. (978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in India is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230. Market research data and guidelines for doing business in India are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

# 36

## ITALY

### **36.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$2.013 trillion
- GDP per capita: \$33,049
- GDP per capita relative to United States: 66%
- GDP change, first-half 2013 (estimate by *The Economist*): -1.9%
  
- Consumer spending as percentage of GDP: 58.6%
  - Housing and utilities: 12.3%
  - Food and nonalcoholic beverages: 8.9%
  - Health: 8.5%
  - Transport: 8.0%
  - Restaurants and hotels: 5.9%
  - Clothing and footwear: 4.7%
  - Education: 4.7%
  - Recreation and culture: 4.5%
  - Household furnishings: 4.6%
  - Communication: 1.7%
  - Alcoholic beverages and tobacco: 1.6%
  - Miscellaneous goods and services: 6.7%

### **36.2 Ranking**

- GDP (see Chapter 1): #9
- Global competitiveness (see Chapter 2): #41
- Quality of life (see Chapter 11): #21
- Gender gap (see Chapter 10): #80
- Global dynamism (see Chapter 13): #38
- Business operating environment (see Chapter 13): #29
- Travel & tourism competitiveness (see Chapter 27): #26

### **36.3 Demographics**

- Population (2013): 59,704,082
- Population growth rate: 0.38%
- Median age: 43

- Life expectancy: 82
- Youth population (under age 15): 14.0%
- Elderly population (age 65 and older): 20.5%
- Percentage of population in urban regions: 68.4%
- Foreign-born population: 8.8%
- Birth rate per 1,000 population: 9.06
- Ethnic: Italian (includes small clusters of German-, French-, and Slovene-Italians in the north and Albanian-Italians and Greek-Italians in the south)
- Languages: Italian (official), German (parts of Trentino-Alto Adige region are predominantly German speaking), French (small French-speaking minority in Valle d'Aosta region), Slovene (Slovene-speaking minority in the Trieste-Gorizia area)
- Religions: Roman Catholic - 90% (approximately; about one-third practicing), other - 10% (includes mature Protestant and Jewish communities and a growing Muslim immigrant community)

### **36.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 38
- Wellbeing, self-described as thriving (see Chapter 12): 25%
- Inequality of wealth distribution (Gini index): 36.03
- Unemployment (August 2013): 12.1%
- Household savings rate: 3.6%

### **36.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 111
- Rate of inflation (2012): 1.2%
- Budget balance (percent of GDP, 2012): -1.6%
- Imports: \$469.7 billion
- Exports: \$483.3 billion
- Exports as percentage of GDP: 26.7%
- Import partners: Germany - 16.5%, France - 8.9%, China - 7.7%, Netherlands - 5.5%, Spain - 4.7%
- Export partners: Germany - 13.3%, France - 11.8%, United States - 5.9%, Spain - 5.4%, Switzerland - 5.4%, United Kingdom - 4.7%

### **36.6 Major Cities**

Italy has 25 cities with an urban population of 150,000 or more, as follows:

- |           |           |            |         |
|-----------|-----------|------------|---------|
| • Roma:   | 2,563,241 | • Turin:   | 865,263 |
| • Milano: | 1,306,661 | • Palermo: | 672,175 |
| • Napoli: | 988,972   | • Genova:  | 601,951 |

• Firenze:	371,517	• Brescia:	187,567
• Bologna:	371,217	• Reggio Calabria:	180,353
• Bari:	316,532	• Mestre:	176,000
• Catania:	313,110	• Modena:	175,502
• Venezia:	270,816	• Prato:	172,499
• Verona:	253,208	• Cagliari:	164,249
• Messina:	252,026	• Parma:	163,457
• Trieste:	211,184	• Livorno:	156,274
• Padova:	204,870	• Foggia:	155,203
• Taranto:	202,033		

### **36.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 274,000 millionaire households in Italy.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 1,940 Ultra High Net Worth (UHNW) individuals in Italy; their combined net worth is \$220 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **36.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Italy is 24.9% of the gross domestic product (GDP). In 2012, retail spending in Italy was approximately \$500 billion.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 8.9%
- Apparel (i.e., clothing and footwear): 4.7%
- Household furnishings: 4.6%
- Miscellaneous goods and services: 6.6%

The following are the largest domestic retail chains in Italy (source: *Stores*):

- Coop Italia: \$16.78 billion  
Supermarket
- Conad Consorzio Nazionale, Dettaglianti Soc. Coop. a.r.l.: \$13.32 billion  
Supermarket
- Esselunga S.p.A.: \$ 8.46 billion  
Hypermarket/supercenter/superstore

### **36.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 63% of adults in Italy have Internet access. Audiweb ([www.audiweb.it](http://www.audiweb.it)), an Italian research firm that partners with Nielsen, put the figure significantly higher, at 79.6%.

The following is a demographic profile of Internet users in Italy (source: Audiweb):

#### **Gender**

- Male: 81.2%
- Female: 78.1%

#### **Age**

- 11-to-17: 94.5%
- 18-to-34: 92.1%
- 35-to-54: 86.5%
- 55-to-74: 55.1%

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**“Historically, Internet usage has been lower in Italy than in most of Western Europe. Now, though, penetration in crucial demographic segments is reaching comparable levels.”**

*eMarketer, 7/8/13*

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According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 18.2 million people in Italy accessed a social network site via any device at least once per month in 2012.

Facebook had 16.3 million members in Italy in 2012; this represents 52% of all Internet users.

There were 3.1 million active Twitter users in Italy in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

According to Audiweb, there were 43.5 million mobile phone owners in Italy in January 2012, a 90.5% penetration. Among these, 9.7 million accessed the Internet from a smartphone or PDA.

### **36.10 E-Commerce**

eMarketer estimates that 41.3% of Internet users ages 14 and older in Italy made at least one online purchase in 2012. Total online spending (including travel) was \$19.16 billion. By 2016, these figures are projected to increase to 51.0% and \$31.25

billion, respectively.

A report by Casaleggio Associati ([www.casaleggio.it/](http://www.casaleggio.it/)), an Italian retail consultant, placed the current market higher, at €18.97 billion (\$26.35 billion). The Casaleggio assessment includes online gambling spending while eMarketer's does not.

Despite gloomy economic conditions, Italy's online buyers spent an average of \$1,380 in 2012, second only to the United Kingdom among Western European countries.

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**“E-Commerce in Italy is surging, catching up from a slow start relative to France, Germany, Spain and the U.K.”**

*eMarketer, 7/23/12*

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According to comScore Media Metrix ([www.comscore.com](http://www.comscore.com)), the top online retail sites in Italy in 2012, ranked by number of monthly unique visitors, were as follows:

- Amazon sites: 4.6 million
- LeGuide.com sites: 3.7 million
- Apple.com worldwide sites: 3.2 million
- IBS Network: 2.8 million
- Gruppo 7Pixel: 1.9 million
- AVG: 1.9 million
- Tre: 1.5 million
- Zalando: 1.3 million
- Dixons Retail: 1.3 million
- Media World: 1.2 million

### **36.11 Market Outlook**

While most of the European Union economy has struggled since 2008, Italy's problems stem from years of rising labor costs and falling productivity, which have undermined competitiveness.

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**“Italy’s failures are not as obvious as those of other countries. Despite its huge public debt – almost 130% of GDP – its public finances and its banks are in better shape than those in Greece or Portugal. It also avoided the property booms and busts that ravaged Spain and Ireland. Yet Italy’s economy is one of only two in the Eurozone in which real GDP per head has fallen since the euro came into being. In the global league table of growth in GDP per head, it comes 169<sup>th</sup> out of 179 countries over the period since 2000.”**

*The Economist, 2/16/13*

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A 2013 study by the International Monetary Fund ([www.imf.org](http://www.imf.org)) concluded that product- and labor-market reforms in Italy could raise GDP per head by 5.7% in five years’ time and by 10.5% in ten. If reforms are done simultaneously (and it may be easier to tackle vested interests all at once rather than one at a time) and are complemented by sensible fiscal reforms, the potential jump in GDP after ten years rises to over 20%. Without market reforms, however, Italy’s economy could worsen.

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**“If Italy’s government cannot regain lost competitiveness and reignite growth through greater liberalization of its labor and product markets and reforms to the country’s legal and welfare systems, the economy will suffer, and youth unemployment will climb even higher than today’s 36%.”**

*The Economist, 3/2/13*

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### **36.12 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce.  
Guidelines and information about exporting to Italy are available at <http://export.gov/Italy/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Italy is available at  
[www.gfmag.com/gdp-data-country-reports/249-italy-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/249-italy-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André  
Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of Italy at <http://stats.oecd.org>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.

Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present  
monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate  
for Italy.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.

(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Italy is available at  
[www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.

Market research data and guidelines for doing business in Italy are available at  
[www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).



# 37

## JAPAN

### **37.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$5.959 trillion
- GDP per capita: \$46,720
- GDP per capita relative to United States: 94%
- GDP change, first-half 2013 (estimate by *The Economist*): 2.0%
  
- Consumer spending as percentage of GDP: 55.9%
  - Housing and utilities: 13.6%
  - Food and nonalcoholic beverages: 8.2%
  - Health: 7.7%
  - Transport: 6.0%
  - Recreation and culture: 5.2%
  - Restaurants and hotels: 4.3%
  - Education: 4.1%
  - Household furnishings: 3.2%
  - Clothing and footwear: 1.9%
  - Communication: 1.8%
  - Alcoholic beverages and tobacco: 1.7%
  - Miscellaneous goods and services: 9.1%

### **37.2 Ranking**

- GDP (see Chapter 1): #3
- Global competitiveness (see Chapter 2): #10
- Quality of life (see Chapter 11): #25
- Gender gap (see Chapter 10): #101
- Global dynamism (see Chapter 13): #26
- Business operating environment (see Chapter 13): #20
- Travel & tourism competitiveness (see Chapter 27): #14

### **37.3 Demographics**

- Population (2013): 127,320,000
- Population growth rate: -0.08%
- Median age: 45

- Life expectancy: 83
- Youth population (under age 15): 13.1%
- Elderly population (age 65 and older): 23.3%
- Percentage of population in urban regions: 67.0%
- Foreign-born population: 1.7%
- Birth rate per 1,000 population: 8.39
- Ethnic: Japanese - 98.5%, Koreans - 0.5%, Chinese - 0.4%, other - 0.6%
- Language: Japanese
- Religions: Shintoism - 83.9%, Buddhism - 71.4%, Christianity - 2%, other - 7.8%

### **37.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 59
- Wellbeing, self-described as thriving (see Chapter 12): 26%
- Inequality of wealth distribution (Gini index): 24.85
- Unemployment (August 2013): 3.9%
- Household savings rate: 6.7%

### **37.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 115
- Rate of inflation (2012): -0.1%
- Budget balance (percent of GDP, 2012): -8.2%
- Imports: \$856.9 billion
- Exports: \$792.9 billion
- Exports as percentage of GDP: 15.2%
- Import partners: China - 21.5%, United States - 8.9%, Australia - 6.6%, Saudi Arabia - 5.9%, United Arab Emirates - 5.0%, South Korea - 4.7%
- Export partners: China - 19.7%, United States - 15.5%, South Korea - 8.0%, Hong Kong - 5.2%, Thailand - 4.6%

### **37.6 Major Cities**

Japan has 40 cities with an urban population of 400,000 or more, as follows:

- |                 |           |                  |           |
|-----------------|-----------|------------------|-----------|
| • Tokyo:        | 8,336,599 | • Saitama:       | 1,193,350 |
| • Yokohama-shi: | 3,574,443 | • Hiroshima-shi: | 1,143,841 |
| • O-saka-shi:   | 2,592,413 | • Yono:          | 1,077,730 |
| • Nagoya-shi:   | 2,191,279 | • Sendai-shi:    | 1,037,562 |
| • Sapporo-shi:  | 1,883,027 | • Kitakyu-shu-:  | 997,536   |
| • Ko-be-shi:    | 1,528,478 | • Chiba-shi:     | 919,729   |
| • Kyoto:        | 1,459,640 | • Sakai:         | 782,339   |
| • Fukuoka-shi:  | 1,392,289 | • Shizuoka-shi:  | 701,561   |
| • Kawasaki:     | 1,306,785 | • Nerima:        | 686,237   |

• Kumamoto-shi:	680,423	• Kawaguchi:	468,565
• Sagami-hara:	648,801	• Kanazawa-shi:	458,937
• Okayama-shi:	639,652	• Ichikawa:	458,240
• Hamamatsu:	605,098	• Utsunomiya-shi:	449,865
• Hachio-ji:	579,399	• O-ita-shi:	448,907
• Funabashi:	560,743	• Matsuyama-shi:	443,322
• Kagoshima-shi:	555,352	• Amagasaki:	442,173
• Niigata-shi:	505,272	• Kurashiki:	437,581
• Himeji:	481,493	• Yokosuka:	428,992
• Matsudo:	470,277	• Nagasaki-shi:	410,204
• Nishinomiya:	468,925	• Hirakata:	406,331

### **37.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 1.5 million millionaire households in Japan.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 12,830 Ultra High Net Worth (UHNW) individuals in Japan; their combined net worth is \$1.58 trillion billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **37.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Japan is 22.5% of the gross domestic product (GDP). In 2012, retail spending in Japan was approximately \$1.35 trillion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 8.2%
- Household furnishings: 3.2%
- Apparel (i.e., clothing and footwear): 1.9%
- Miscellaneous goods and services: 9.1%

The following are the largest domestic retail chains in Japan (source: *Stores*):

- AEON Co., Ltd.: \$60.15 billion  
Hypermarket/supercenter/superstore
- Seven & I Holdings Co., Ltd.: \$57.96 billion  
Convenience store
- Yamada Denki Co., Ltd.: \$23.48 billion  
Electronics specialty
- Isetan Mitsukoshi Holdings Ltd.: \$15.37 billion  
Department store

• UNY Co., Ltd.:	\$13.46 billion
Hypermarket/supercenter/superstore	
• The Daiei, Inc.:	\$10.85 billion
Hypermarket/supercenter/superstore	
• J. Front Retailing Co., Ltd.:	\$10.84 billion
Department store	
• Takashimaya Company, Limited:	\$10.10 billion
Department store	
• Fast Retailing Co., Ltd.:	\$10.02 billion
Apparel/footwear specialty	
• Beisia Group Co., Ltd.:	\$ 9.84 billion
Home improvement	
• K's Holdings Corporation:	\$ 9.19 billion
Electronics specialty	
• Edion Corporation:	\$ 9.13 billion
Electronics specialty	
• Yodobashi Camera Co., Ltd.:	\$ 9.09 billion
Electronics specialty	
• Bic Camera Inc.:	\$ 7.43 billion
Electronics specialty	
• Don Quijote Co., Ltd.:	\$ 6.61 billion
Department store	
• Life Corporation:	\$ 6.19 billion
Supermarket	
• Tokyu Corporation:	\$ 6.18 billion
Department store	
• Izumi Co., Ltd.:	\$ 6.05 billion
Hypermarket/supercenter/superstore	
• H2O Retailing Corporation:	\$ 5.91 billion
Department store	
• Shimamura Co., Ltd.:	\$ 5.91 billion
Apparel/footwear specialty	
• DCM Holdings Co., Ltd.:	\$ 5.60 billion
Home improvement	
• Matsumoto Kiyoshi Holdings Co.:	\$ 5.46 billion
Drug store/pharmacy	
• Joshin Denki Co., Ltd.:	\$ 5.03 billion
Electronics specialty	
• East Japan Railway Company:	\$ 5.01 billion
Convenience store	
• Valor Co., Ltd.:	\$ 4.94 billion
Supermarket	
• Lawson, Inc.:	\$ 4.94 billion
Convenience store	
• Sundrug Co., Ltd.:	\$ 4.90 billion
Drug store/pharmacy	
• Heiwado Co., Ltd.:	\$ 4.69 billion
Hypermarket/supercenter/superstore	

• Kojima Co., Ltd.: Electronics specialty	\$ 4.67 billion
• Arcs Co., Ltd.: Supermarket	\$ 4.40 billion
• Izumiya Co., Ltd.: Hypermarket/supercenter/superstore	\$ 4.26 billion
• Marui Group Co. Ltd.: Department store	\$ 4.21 billion
• FamilyMart Co., Ltd.: Convenience store	\$ 4.17 billion
• Sugi Holdings Co., Ltd.: Drug store/pharmacy	\$ 4.15 billion
• Nitori Holdings Co., Ltd.: Other specialty	\$ 4.14 billion
• Tsuruha Holdings, Inc.: Drug store/pharmacy	\$ 4.07 billion
• The Maruetsu, Inc.: Supermarket	\$ 4.05 billion
• Daiso Sangyo Inc.: Discount department store	\$ 4.02 billion
• Fuji Co. Ltd.: Hypermarket/supercenter/superstore	\$ 3.94 billion
• Komeri Co., Ltd.: Home improvement	\$ 3.75 billion

Some international retail giants have found the Japanese market challenging. France's Carrefour exited the market in 2005 and the U.K.'s Tesco sold its operations to AEON in June 2012. Wal-Mart, however, has been reasonably successful. Although it suffered a 20.9 billion yen loss in 2007 and spurned expansion for five years, it opened five stores in 2012 and three in 2013. H&M and IKEA, both Swedish companies, are also expanding in Japan.

### **37.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 73% of adults in Japan had Internet access.

eMarketer ([www.emarketer.com](http://www.emarketer.com)) estimates that 45.0 million people in Japan accessed a social network site via any device at least once per month in 2012.

A February 2013 survey by goo Research (<http://research.goo.ne.jp>) found social networks use in Japan as follows (percentage of respondents):

• Facebook:	38.9%
• Twitter:	35.8%
• mixi:	27.1%
• Google+:	9.8%
• Mobage-town:	7.4%

- GREE: 7.2%
- LinkedIn: 0.9%
- Other: 1.4%

goo Research also reported that 32.1% of Internet users have not used any social networks, while 5.9% have discontinued their use.

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**“Consumers in Japan have been lukewarm on social networks compared with other similarly Internet-advanced economies.”**

*eMarketer, 5/17/13*

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There were 107 million mobile phone users in Japan, or 84% of the population, at year-end 2012.

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**“Mobile phones are incredibly widespread in Japan, but penetration and growth have leveled off as the number of users has steadily climbed above 100 million. Meanwhile, smartphone ownership in Japan is jumping dramatically.”**

*eMarketer, 6/25/12*

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Smartphone growth spiked 180% in 2011. As of March 2012, 26% of those with a mobile phone were using a smartphone, according to The Nielsen Company (<http://jp.en.nielsen.com/site/index.shtml>). By year-end 2012, penetration increased to 33%, according to eMarketer.

According to MM Research Institute ([www.m2ri.jp/index.php](http://www.m2ri.jp/index.php)), a Japanese market research firm, 22.5 million people watched video on their smartphone in 2012; 5.0 million paid for video content. By 2016, these numbers are forecast to increase to 38.8 million and 11.5 million, respectively.

### **37.10 E-Commerce**

eMarketer estimates that 76.8% of Internet users ages 14 and older in Japan made at least one online purchase in 2012. Total online spending (including travel) was \$127.82 billion. By 2016, these figures are projected to increase to 81.0% and \$143.13 billion, respectively.

With annual sales of \$4.9 billion, Rakuten is Japan's largest e-commerce company.

### **37.11 Market Outlook**

After two decades of a stagnant economy, Japan has been revived by the economic initiatives instituted by Prime Minister Shinzo Abe, who took office in December 2012. Dubbed 'Abenomics,' Mr. Abe's three-pronged program – called the three-arrowed approach in Japan – involves a strong expansionary monetary policy, increased fiscal spending, and structural changes to improve competitiveness.

In the first quarter after the policies were implemented, consumer spending pushed growth to an annualized 3.5%. By May 2013, the Tokyo Stock Price Index had risen by 55%.

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**“The real economy is responding. Consumer sentiment and household consumption have risen. The last five months, six months, there's been a mini consumer boom. All the things that people said could never happen in Japan have turned around. Japan's central bank is supporting recovery, and it's working.”**

Adam S. Posen, President  
Peterson Institute for International Economics  
*The New York Times*, 5/16/13

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A ¥10 trillion (\$107 billion) fiscal package is the cornerstone of the stimulus program.

In the long term, the Japanese economy will be challenged by an aging population. Japan is the first major country in history to experience a population decline from natural causes. Japan's median age (44) and life expectancy (83) are among the world's highest, and its birth rate (1.4 per woman) is among the lowest anywhere. In the next 40 years its population, currently 127.3 million, is expected to fall by 38 million. By 2050, four out of 10 Japanese will be over 65.

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**“What matters most for Japan’s economic growth prospects is the decline in its working-age population, those aged 15-to-64, which has been shrinking since 1996. For about 50 years after the second world war the combination of a fast-growing labor force and the rising productivity of its famously industrious workers created a growth miracle. Within two generations the number of people of working age increased by 37 million and Japan went from ruins to the world’s second-largest economy. In the next 40 years that process will go into reverse. The working-age population will shrink so quickly that by 2050 it will be smaller than it was in 1950. Unless Japan’s productivity rises faster than its workforce declines, which seems unlikely, its economy will shrink.”**

*The Economist*

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Like Japan, other nations are facing an aging population and shrinking workforce. This is the case in Western Europe, South Korea, and China.

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**“East Asia’s industrial-growth model has closely resembled Japan’s in its post-war boom, rising on the same tide of an expanding workforce and export-led productivity gains. Japan has been called the lead goose in that V-formation. For now ... Japan is ‘the oldest goose.’ ”**

*The Economist*

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### **37.12 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce.  
Guidelines and information about exporting to Japan are available at <http://export.gov/Japan/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Japan is available at  
[www.gfmag.com/gdp-data-country-reports/247-japan-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/247-japan-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal,  
75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of Japan at <http://stats.oecd.org>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.

Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present  
monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for  
Japan.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.

(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Japan is available at  
[www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230.

Market research data and guidelines for doing business in Japan are available at  
[www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

## MEXICO

### **38.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$1.177 trillion
- GDP per capita: \$9,742
- GDP per capita relative to United States: 19%
- GDP change, first-half 2013 (estimate by *The Economist*): 2.7%
  
- Consumer spending as percentage of GDP: 67.7%
  - Food and nonalcoholic beverages: 16.7%
  - Transport: 12.0%
  - Housing and utilities: 11.7%
  - Education: 6.7%
  - Health: 5.3%
  - Household furnishings: 5.2%
  - Restaurants and hotels: 4.9%
  - Recreation and culture: 2.3%
  - Clothing and footwear: 1.9%
  - Alcoholic beverages and tobacco: 1.8%
  - Communication: 1.4%
  - Miscellaneous goods and services: 6.0%

### **38.2 Ranking**

- GDP (see Chapter 1): #14
- Global competitiveness (see Chapter 2): #53
- Quality of life (see Chapter 11): #39
- Gender gap (see Chapter 10): #84
- Global dynamism (see Chapter 13): #37
- Business operating environment (see Chapter 13): #33
- Travel & tourism competitiveness (see Chapter 27): #44

### **38.3 Demographics**

- Population (2013): 117,409,830
- Population growth rate: 1.09%
- Median age: 27

- Life expectancy: 77
- Youth population (under age 15): 27.5%
- Elderly population (age 65 and older): 6.1%
- Percentage of population in urban regions: 78.1%
- Foreign-born population: <1%
- Birth rate per 1,000 population: 18.87
- Ethnic: Mesitzo (Amerindian-Spanish) - 60%, Amerindian or predominantly Amerindian - 30%, white - 9%, other - 1%
- Languages: Spanish only - 92.7%, Spanish and indigenous languages - 5.7%, indigenous only - 0.8%, unspecified - 0.8%; indigenous languages include various Mayan, Nahuatl, and other regional languages
- Religions: Roman Catholic - 76.5%, Protestant - 6.3%, Pentecostal - 1.4%, Jehovah's Witnesses - 1.1%, other - 3.8%, - other 0.3%, unspecified - 13.8%, none - 3.1%

### **38.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 86
- Wellbeing, self-described as thriving (see Chapter 12): 47%
- Inequality of wealth distribution (Gini index): 48.28
- Unemployment (August 2013): 5.1%

### **38.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 73
- Rate of inflation (2012): 4.0%
- Budget balance (percent of GDP, 2012): -1.4%
- Imports: \$379.4 billion
- Exports: \$370.9 billion
- Exports as percentage of GDP: 30.3%
- Import partners: United States - 62.2%, China - 7.5%
- Export partners: United States - 71.7%, Canada - 7.4%

### **38.6 Major Cities**

Mexico has 37 cities with an urban population of 500,000 or more, as follows:

- Mexico City 12,294,193
- Iztapalapa: 1,820,888
- Ecatepec: 1,806,226
- Guadalajara: 1,640,589
- Puebla de Zaragoza: 1,590,256
- Ciudad Juárez: 1,512,354
- Tijuana: 1,376,457

• Ciudad Nezahualcóyotl:	1,232,220
• Gustavo A. Madero:	1,193,161
• Monterrey:	1,122,874
• León:	1,114,626
• Zapopan:	987,516
• Naucalpan de Juárez:	846,185
• Guadalupe:	724,921
• Mérida:	717,175
• Tlalnepantla:	715,767
• Chihuahua:	708,267
• Alvaro Obregón:	706,567
• San Luis Potosí:	677,704
• Aguascalientes:	658,179
• Acapulco de Juárez:	652,136
• Coyoacán:	628,063
• Saltillo:	621,250
• Santiago de Querétaro:	611,785
• Tlalpan:	607,545
• Mexicali:	597,099
• Hermosillo:	595,811
• Morelia:	592,797
• Culiacán:	582,469
• Veracruz:	568,313
• Cancún:	542,043
• Santa María Chimalhuacán:	525,389
• Torreón:	524,066
• Cuauhtémoc:	521,348
• Ciudad López Mateos:	521,034
• San Nicolás de los Garza:	507,816
• Toluca:	505,881

### **38.7 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 3,240 Ultra High Net Worth (UHNW) individuals in Mexico; their combined net worth is \$430 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **38.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Mexico is 29.8% of the gross domestic product (GDP). In 2012, retail spending in Mexico was

approximately \$350 billion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 16.7%
- Household furnishings: 5.2%
- Apparel (i.e., clothing and footwear): 1.9%
- Miscellaneous goods and services: 6.0%

With \$33 billion in sales in 2012, Walmex, as the Mexican unit of Wal-Mart Stores is known, is the largest retailer in Mexico.

The following are the largest domestic retail chains in Mexico (source: *Stores*):

- Organizaci: \$7.94 billion  
Hypermarket/supercenter/superstore
- FEMSA Comercio, S.A. de C.V.: \$5.99 billion  
Convenience store
- Controladora Comercial Mexicana S.A.B. de C.V.: \$4.72 billion  
Hypermarket/supercenter/superstore
- Grupo Comercial Chedraui, S.A.B. de C.V.: \$4.60 billion  
Hypermarket/supercenter/superstore
- El Puerto de Liverpool, S.A.B. de C.V.: \$4.23 billion  
Department store
- Coppel SA de CV: \$4.22 billion  
Department store

Branded U.S. restaurants are popular in Mexico. Alsea SAB de C.V., the largest owner of quick-service and casual-dining restaurants in Mexico, operates Burger King, Chili's Grill & Bar, Domino's Pizza, P.F. Chang's China Bistro, and Starbucks franchises.

### **38.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 25% of adults in Mexico had Internet access.

Internet users in Mexico spend on average 26.7 hours online each month, slightly higher than the global average of 24.4 hours, according to comScore Media Metrix ([www.comscore.com](http://www.comscore.com)).

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 31.8 million people in Mexico accessed a social network site via any device at least once per month in 2012.

Facebook had 29.2 million members in Mexico in 2012; this represents 60% of all Internet users. There were 11.7 million active Twitter users in Mexico in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

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**“Internet users in Mexico have taken to social networking sites in large numbers since 2009, bringing the country’s plaza culture to Facebook and Twitter, as well as to hi5, which got an early boost because it offered a Spanish interface.”**

*eMarketer, 8/10/12*

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eMarketer estimates the number of smartphone users in Mexico will grow 48.5% to reach 26.3 million in 2013. Mobile broadband data plans lag because smartphone users in Mexico have long opted to hop onto vast Wi-Fi networks provided by fixed Internet service providers in high-traffic areas to avoid paying the hefty fees charged by mobile carriers.

According to the Comisión Federal de Telecomunicaciones ([www.cft.gob.mx:8080/portal/](http://www.cft.gob.mx:8080/portal/)), there were only 12.1 million broadband subscriptions as of March 2013. This number will likely increase after mobile reform legislation limits inter-carrier connection fees in early 2014.

### **38.10 E-Commerce**

eMarketer estimates that 19.6% of Internet users ages 14 and older in Mexico made at least one online purchase in 2012. Total online spending (including travel) was \$6.16 billion. By 2016, these figures are projected to increase to 23.3% and \$12.92 billion, respectively.

A May 2012 assessment by Google ([www.google.com](http://www.google.com)) found the leading product categories purchased online among Internet users in Mexico as follows:

- Travel: 36%
- Financial services: 12%
- Media & entertainment: 12%

According to *Mexico E-Commerce: Delivering Value to a Growing Digital Population*, a January 2013 report by eMarketer, online purchasing is far less common in Mexico than in other large Latin American markets and the market is nowhere near maturity. Though the number of digital purchasers in Mexico is relatively small, the amount spent by buyers is significantly higher. eMarketer estimates the average digital buyer in Mexico will spend \$952 in 2013, more than double Argentina’s \$428 per digital buyer and more than the \$741 average per digital buyer in Brazil and the Latin American average of \$620.

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**“The gap in average consumption per online buyer in Mexico and Brazil may reflect divergent trends in the two largest economies in Latin America: on the one hand, Mexico’s increasingly uneven income distribution; on the other, Brazil’s growing middle class.”**

*eMarketer, 1/24/13*

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### **38.11 International Tourism**

Mexico’s tourism industry, which employs about 7 million people, is the country’s fifth-biggest source of revenue, trailing manufacturing, oil, remittances, and foreign direct investment, according to Citigroup Inc.’s Banamex unit.

Tourism generated \$12.7 billion in foreign exchange inflows for Mexico in 2012, according to a report by JPMorgan Chase & Co. ([www.jpmorgan.com](http://www.jpmorgan.com)), a 10.5% increase over the prior year. Mexico received 24 million international visitors in 2012, a 2.6% increase, according to the World Bank.

With a focus on beach resorts, tourism promotions for Mexico primarily targeted only the U.S. The Office of the Tourism Minister ([www.sectur.gob.mx/en/secturing/](http://www.sectur.gob.mx/en/secturing/)) has been expanding travel promotions to countries beyond the United States as well as emphasizing the country as a destination for adventure travel and medical tourism.

By 2018, tourism’s contribution to Mexico’s GDP is projected to climb 100 basis points to 9.4%.

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**“Tourism is already one of the most important economic sectors for Mexico. We are confident that it can represent at least one point more of GDP at the end of the administration and that we can become the third source of revenue at least.”**

Claudia Ruiz Massieu, Tourism Minister  
*Bloomberg Businessweek, 6/25/13*

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### **38.12 Market Outlook**

Average income in Mexico has doubled in the past 15 years; a quarter of the country's homes were built within the past two decades; and the average number of school years Mexicans attend has doubled in the past four decades.

The Organization of Economic Co-operation and Development (OECD) classifies Mexico, the world's 14<sup>th</sup>-largest economy, as a majority middle-class society.

*The Financial Times* calls Mexico, whose economy grew 3.9% in 2012, an "Aztec tiger."

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**"In the last year Mexico's image has witnessed a dramatic transformation. In the eyes of U.S. media and policymaking elites, the country's gone from being the next Afghanistan to the next China. The new narrative crescendoed with the swearing-in of President Enrique Peña Nieto. Journalists covering the event learned, among other things, that years of effective economic policies and an embrace of free trade are turning Mexico into a solidly middle-class society."**

*Bloomberg Businessweek, 5/6/13*

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Upon taking office in December 2012, President Enrique Peña Nieto took measures aimed at boosting economic growth and lowering Mexico's poverty rate, currently at about 45%. Reforms include increasing the effectiveness of education, reducing job protection for unionized workers, and increasing competition in the telecommunications, media, and banking industries. To create jobs as well as improve living conditions, the government is investing 310 billion pesos (\$23.3 billion) in infrastructure in 2013.



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**“The socioeconomic contrasts that persist in Mexico are unacceptable. We’ve got to promote more business competition, raise our low levels of bank credit, and restore peace and tranquility in Mexico.”**

Enrique Peña Nieto, President  
*Time*, 12/17/12

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The current reforms will build on a decade of solid growth. Mexico compares favorably with the BRIC nations – Brazil, Russia, India and China – which symbolize emerging economies. Mexico’s GDP grew faster than that of Brazil in 2012 and is expected to repeat in 2013, with a rate of about 4% against less than 2% in Brazil. In the production of low-cost goods, the gap between China and Mexico has virtually disappeared. In 2000 it cost 32¢ an hour to employ a Chinese manufacturing worker compared with \$1.51 for a Mexican worker, according to HSBC ([www.hsbc.com](http://www.hsbc.com)). By 2012, average Chinese wages had quintupled to \$1.63, whereas wages in Mexico had risen to only \$2.10. The minimum wage in Shanghai and Qingdao is now higher than in Mexico City and Monterrey.

Manufactured goods exported from Mexico equals in value to exports from the rest of Latin America combined. Trade makes up a bigger chunk of its GDP than that of any other large country.

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**“Once shuttered off by tariffs and trade controls, Mexico has opened up to become a place where the world does business. The North American Free-Trade Agreement (NAFTA), which in 1994 eliminated most tariffs between Mexico, the United States and Canada, was only the beginning: Mexico now boasts free-trade deals with 44 countries, more than any other nation.”**

*The Economist*, 11/24/12

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Mexico imports more U.S. goods than any country besides Canada, and more than Germany, France, and the U.K. combined. It is also the third-largest provider of oil to the U.S., behind Canada and Saudi Arabia.

A declining birth rate is influencing the Mexican economy favorably. In the 1960s women in Mexico had an average seven children each; the number of children born is now only 2.4, and by 2020 the number is expected to drop below two. The declining birth rate has brought a steady improvement in the dependency ratio.

Forty years ago there was one dependent (usually a child) for every toiling worker. Now, and for the next 20 years, the ratio of workers to dependants will be more than two to one, easing the burden on the state in the same way that having fewer children has eased the burden on families. At the same time the large generation of workers getting ready to retire is expected to boost saving and investment.

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**“By the end of this decade Mexico will probably be among the world’s 10 biggest economies; a few bullish forecasters think it might even become the largest in Latin America.”**

*The Economist*, 11/24/12

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There are now about one million foreigners living in Mexico, most of them from the United States, an increase from fewer than 350,000 a decade prior. Mexican immigration to the U.S. is currently about 140,000 per year, a decline from 770,000 in 2000, according to the Pew Research Hispanic Trends Project ([www.pewhispanic.org](http://www.pewhispanic.org)).

### **38.13 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Mexico are available at <http://export.gov/Mexico/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Mexico is available at [www.gfmag.com/gdp-data-country-reports/220-mexico-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/220-mexico-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org)) OECD provides a statistical profile of Mexico at <http://stats.oecd.org>.

*Special Report On Mexico, The Economist*, November 24, 2012. Available online at [www.economist.com/news/special-report/21566773-after-years-underachievement-and-rising-violence-mexico-last-beginning](http://www.economist.com/news/special-report/21566773-after-years-underachievement-and-rising-violence-mexico-last-beginning).

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for Mexico.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.  
(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Mexico is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Ave. NW, Washington, DC 20230.  
Market research data and guidelines for doing business in Mexico are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

## 39

### RUSSIA

#### **39.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$2.014 trillion
- GDP per capita: \$14,037
- GDP per capita relative to United States: 28%
- GDP change, first-half 2013 (estimate by *The Economist*): 2.5%
  
- Consumer spending as percentage of GDP: 49.2%
  - Food and nonalcoholic beverages: 14.3%
  - Transport: 6.1%
  - Housing and utilities: 5.4%
  - Clothing and footwear: 5.2%
  - Health: 4.3%
  - Recreation and culture: 3.5%
  - Alcoholic beverages and tobacco: 3.4%
  - Education: 3.2%
  - Communication: 2.4%
  - Household furnishings: 2.3%
  - Restaurants and hotels: 1.6%
  - Miscellaneous goods and services: 4.2%

#### **39.2 Ranking**

- GDP (see Chapter 1): #8
- Global competitiveness (see Chapter 2): #67
- Quality of life (see Chapter 11): #72
- Gender gap (see Chapter 10): #59
- Global dynamism (see Chapter 13): #43
- Business operating environment (see Chapter 13): #47
- Travel & tourism competitiveness (see Chapter 27): #63

#### **39.3 Demographics**

- Population (2013): 143,400,000
- Population growth rate: -0.48
- Median age: 38

- Life expectancy: 69
- Youth population (under age 15): 15.3%
- Elderly population (age 65 and older): 12.8%
- Percentage of population in urban regions: 74.0%
- Foreign-born population: 8.7%
- Birth rate per 1,000 population: 10.94
- Ethnic: Russian - 79.8%, Tatar - 3.8%, Ukrainian - 2.0%, Bashkir - 1.2%, Chuvash - 1.1%, other or unspecified - 12.1%
- Languages: Russian, many minority languages
- Religions: Russian Orthodox - 15% to 20%, Muslim - 10% to 15%, other Christian - 2%

### **39.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 84
- Wellbeing, self-described as thriving (see Chapter 12): 22%
- Inequality of wealth distribution (Gini index): 40.11
- Unemployment (August 2013): 5.4%

### **39.5 Economic Profile**

- Rate of inflation (2012): 6.7%
- Budget balance (percent of GDP, 2012): -1.1%
- Imports: \$335.4 billion
- Exports: \$530.7 billion
- Exports as percentage of GDP: 30.0%
- Import partners: China - 15.6%, Germany - 10.0%, Ukraine - 6.6%, Italy - 4.3%
- Export partners: Netherlands - 12.3%, China - 6.5%, Italy - 5.6%, Germany - 4.6%, Poland - 4.3%

### **39.6 Major Cities**

Russia has 33 cities with an urban population of 500,000 or more, as follows:

- |                     |            |                |           |
|---------------------|------------|----------------|-----------|
| • Moscow:           | 10,381,222 | • Ufa:         | 1,033,338 |
| • St. Petersburg:   | 4,039,745  | • Volgograd:   | 1,011,417 |
| • Novosibirsk:      | 1,419,007  | • Perm:        | 982,419   |
| • Yekaterinburg:    | 1,287,573  | • Krasnoyarsk: | 927,200   |
| • Nizhniy Novgorod: | 1,284,164  | • Saratov:     | 863,725   |
| • Samara:           | 1,134,730  | • Voronezh:    | 848,752   |
| • Omsk:             | 1,129,281  | • Tol'yatti:   | 702,879   |
| • Kazan:            | 1,104,738  | • Krasnodar:   | 649,851   |
| • Rostov-na-Donu:   | 1,074,482  | • Ul'yanovsk:  | 640,680   |
| • Chelyabinsk:      | 1,062,919  | • Izhevsk:     | 631,038   |

• Yaroslavl:	606,730	• Ryazan':	520,173
• Barnaul:	599,579	• Tyumen':	519,119
• Vladivostok:	587,022	• Lipetsk:	515,655
• Irkutsk:	586,695	• Penza:	512,602
• Khabarovsk:	579,000	• Naberezhnyye Chelny:	509,870
• Orenburg:	550,204	• Astrakhan:	502,533
• Novokuznetsk:	539,616		

### **39.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 180,000 millionaire households in Russia.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 1,145 Ultra High Net Worth (UHNW) individuals in Russia; their combined net worth is \$605 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

### **39.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Russia is 28.3% of the gross domestic product (GDP). In 2012, retail spending in Russia was approximately \$570 billion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 14.3%
- Apparel (i.e., clothing and footwear): 5.2%
- Household furnishings: 2.3%
- Miscellaneous goods and services: 6.5%

The following are the largest domestic retail chains in Russia (source: *Stores*):

- X5 Retail Group N.V.: \$15.45 billion  
Discount store
- Open Joint Stock Company "Magnit": \$11.42 billion  
Convenience stores, hypermarkets, cosmetics
- OJSC "Company M.Video": \$ 3.82 billion  
Electronics specialty

The number of food minimarts – similar to U.S. convenience stores – in Russian cities with a population of more than one million increased by 13% in 2012, while the number of traditional food stores remained virtually static. Minimarkets are designed to offer greater assortment and better prices along with more convenience compared to traditional food stores. This growth in minimarts reflects a shift in consumer preferences in Russia. A survey by The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) found

that 53% of Moscow shoppers prefer to make quick shopping trips while only 27% prefer to stock up.

### **39.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 51% of adults in Russia had Internet access.

Mobile web access is increasingly driving Internet penetration in larger cities. According to TNS Russia ([www.tns-global.ru/rus/index.wbp](http://www.tns-global.ru/rus/index.wbp)), as of March 2013, 19.6 million urban Russians accessed the web via a mobile device. In major cities, smartphones accounted for 49% of mobile web access devices; traditional mobile phones accounted for 35% of devices. The tablet remained relatively niche in Russia, accounting for 15% of total mobile devices used for Internet access.

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 54.3 million people in Russia accessed a social network site via any device at least once per month in 2012.

Facebook had 13.8 million members in Russia in 2012; this represents 19% of all Internet users.

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**“Facebook is making serious strides to catch up with local competitors VKontakte and Odnoklassniki.ru.”**

*eMarketer, 6/14/12*

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### **39.10 E-Commerce**

eMarketer estimates that 38.0% of Internet users ages 14 and older in Russia made at least one online purchase in 2012. Total online spending (including travel) was \$14.48 billion. Online travel sales were \$2.57 billion in 2012 and are projected to increase to \$3.38 by 2016. By 2016, total spending figures are projected to increase to 42.5% and \$24.78 billion, respectively.

Among domestic companies, Otto Group Russia is the largest online retailer, with subsidiaries including Ozon, a general merchandise e-commerce company, and Utkonos, an online grocer. eBay launched a Russian language site in 2010.

Planet Retail ([www.planetretail.net](http://www.planetretail.net)) forecasts an average annual growth rate of 35% through 2017 for the top 10 Russian Internet retailers, suggesting that Russia's e-commerce boon will continue for the next few years.

### **39.11 Market Outlook**

With a large population of wealthy consumers and a growing middle class, Russia is one of the most promising markets for exporters.

Russia ranks 16<sup>th</sup> on the list of the world's 25 strongest economies, according to Deloitte ([www.deloitte.com](http://www.deloitte.com)). It ranks seventh for its number of millionaires. Moscow is home to 79 billionaires, the most of any city in the world, according to Deloitte ([www.deloitte.com](http://www.deloitte.com)). New York City, for comparison, has 58 billionaires.

While the market seems attractive, doing business in Russia is not without challenges.

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**“Russia is a geographically vast market, spanning nine time zones and encompassing over 17 million square miles. Conducting business may be impeded by: burdensome regulatory regimes; inadequate IPR protection and enforcement; extensive corruption and inadequate rule of law; inconsistent application of laws and regulations; lack of transparency; and the continued presence of large state-owned or controlled enterprises in strategic sectors of the economy.”**

U.S. Department of Commerce

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In June 2013, President Vladimir V. Putin announced a \$43.5 billion economic stimulus program that centers on three big infrastructure projects: modernize the storied Trans-Siberian Railway, which runs between Moscow and Vladivostok in the Far East; construct a 500-mile high-speed rail line between Moscow and Kazan, the capital of the Tatarstan region; and build a superhighway ringling Moscow.



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**“Our key challenge in the coming years is to remove many infrastructure constraints that literally stifle our country and prevent unlocking the potential of entire regions. Investors are hugely interested in infrastructure projects, especially if the state is ready to provide guarantees, minimize the risks and act as a co-investor.”**

President Vladimir V. Putin, 6/21/13

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### **39.12 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Russia are available at <http://export.gov/Russia/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Russia is available at [www.gfmag.com/gdp-data-country-reports/193-russia-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/193-russia-gdp-country-report.html).

*How To Win In Russia*, Nielsen, April 2012. The report is accessible at [www.nielsen.com/us/en/newswire/2012/how-to-win-in-russia.html](http://www.nielsen.com/us/en/newswire/2012/how-to-win-in-russia.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org)) OECD provides a statistical profile of Russia at <http://stats.oecd.org>.

*Russia - The New European Growth Engine*, Nielsen, April 2012.

The report is accessible at [www.nielsen.com/us/en/newswire/2012/russia-the-new-european-growth-engine.html](http://www.nielsen.com/us/en/newswire/2012/russia-the-new-european-growth-engine.html)

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.

Tel.: +44 (0) 20 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for Russia.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.

(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Russia is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Ave. NW, Washington, DC 20230. Market research data and guidelines for doing business in Russia are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

## SOUTH KOREA

### 40.1 GDP and Consumer Spending

- Gross domestic product [GDP] (2012): \$1.129 trillion
- GDP per capita: \$22,590
- GDP per capita relative to United States: 45%
- GDP change, first-half 2013 (estimate by *The Economist*): 3.1%
  
- Consumer spending as percentage of GDP: 51.5%
  - Housing and utilities: 8.7%
  - Food and nonalcoholic beverages: 7.9%
  - Education: 6.1%
  - Transport: 5.6%
  - Health: 4.8%
  - Restaurants and hotels: 3.9%
  - Recreation and culture: 3.8%
  - Communication: 2.8%
  - Clothing and footwear: 2.2%
  - Household furnishings: 2.1%
  - Alcoholic beverages and tobacco: 1.2%
  - Miscellaneous goods and services: 8.7%

### 40.2 Ranking

- GDP (see Chapter 1): #15
- Global competitiveness (see Chapter 2): #19
- Quality of life (see Chapter 11): #19
- Gender gap (see Chapter 10): #108
- Global dynamism (see Chapter 13): #8
- Business operating environment (see Chapter 13): #31
- Travel & tourism competitiveness (see Chapter 27): #25

### 40.3 Demographics

- Population (2013): 50,219,669
- Population growth rate: 0.20%
- Median age: 38

- Life expectancy: 81
- Youth population (under age 15): 15.6%
- Elderly population (age 65 and older): 11.4%
- Percentage of population in urban regions: 83.2%
- Foreign-born population: 2.0%
- Birth rate per 1,000 population: 8.42
- Ethnic: homogeneous except for about 20,000 Chinese
- Languages: Korean, English widely taught in junior high and high school
- Religions: Christian - 26.3% (Protestant - 19.7%, Roman Catholic - 6.6%), Buddhist - 23.2%, other or unknown - 1.3%, none - 49.3%

#### **40.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 38
- Wellbeing, self-described as thriving (see Chapter 12): 50%
- Inequality of wealth distribution (Gini index): 31.59
- Unemployment (August 2013): 3.1%
- Household savings rate: 3.8%

#### **40.5 Economic Profile**

- Rate of inflation (2012): 2.6%
- Budget balance (percent of GDP, 2012): 2.6%
- Imports: \$514.2
- Exports: \$552.6
- Exports as percentage of GDP: 52.4%
- Import partners: China - 16.5%, Japan - 13.0%, United States - 8.5%, Saudi Arabia - 7.1%, Australia - 5.0%
- Export partners: China - 24.4%, United States - 10.1%, Japan - 7.1%

#### **40.6 Major Cities**

South Korea has 29 cities with an urban population of 250,000 or more, as follows:

- |             |            |             |         |
|-------------|------------|-------------|---------|
| • Seoul:    | 10,349,312 | • Ulsan:    | 962,865 |
| • Busan:    | 3,678,555  | • Bucheon:  | 850,731 |
| • Incheon:  | 2,628,000  | • Jeonju:   | 711,424 |
| • Daegu:    | 2,566,540  | • Ansan:    | 650,728 |
| • Daejeon:  | 1,475,221  | • Cheongju: | 634,596 |
| • Gwangju:  | 1,416,938  | • Anyang:   | 634,367 |
| • Suigen:   | 1,242,724  | • Changwon: | 550,000 |
| • Goyang:   | 1,073,069  | • Hoko:     | 500,000 |
| • Seongnam: | 1,031,935  | • Vijongbu: | 479,141 |

• Hwaseong:	476,297	• Reisui:	341,994
• Jeju:	408,364	• Chinju:	307,242
• Tenan:	365,114	• Kumi:	291,006
• Kwangmyong:	357,545	• Iksan:	283,501
• Kimhae:	356,242	• Moppo:	268,402
• Masan:	349,706		

#### **40.7 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 1,385 Ultra High Net Worth (UHNW) individuals in South Korea; their combined net worth is \$265 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

#### **40.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in South Korea is 20.9% of the gross domestic product (GDP). In 2012, retail spending in South Korea was approximately \$235 billion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 7.9%
- Apparel (i.e., clothing and footwear): 2.2%
- Household furnishings: 2.1%
- Miscellaneous goods and services: 8.7%

The following are the largest domestic retail chains in South Korea (source: *Stores*):

- Lotte Shopping Co., Ltd.: \$19.07 billion  
Hypermarket/supercenter/superstore
- E-MART Co., Ltd.: \$ 7.25 billion  
Hypermarket/supercenter/superstore

#### **40.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 87% of adults in South Korea had Internet access.

Starcom MediaVest Group ([www.smvgroup.com](http://www.smvgroup.com)) estimates that more than half of the online population in South Korea is between the ages of 11 and 34.

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**“While South Korea already boasts widespread Internet adoption, young people are especially likely to be online.”**

*eMarketer, 12/13/12*

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With the popularity of the Internet among young people in South Korea, it is no surprise that the gaming market is thriving. According to the Korea Creative Content Agency (KOCCA, [www.kocca.kr/main2.html](http://www.kocca.kr/main2.html)), online game sales in 2012 were \$6.9 billion. Mobile game sales were \$560 million, a 49.4% growth rate.

The Korea Internet & Security Agency (KISA, [www.kisa.or.kr/eng/main.jsp](http://www.kisa.or.kr/eng/main.jsp)) estimates that 66.5% of Internet users are social media users.

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 22.9 million people in South Korea accessed a social network site via any device at least once per month in 2012.

Korean Internet users have generally shown a preference for domestic sites.

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**“Google, Yahoo! and Facebook, three websites that have seen success across other countries in Asia-Pacific, continue to trail local incumbents in South Korea, including Naver, a portal and search engine, Tistory, a blog network, and Cyworld, the popular but declining local social network service.”**

*eMarketer, 5/30/12*

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Nielsen KoreanClick ([www.koreanclick.com](http://www.koreanclick.com)) reported that Facebook surpassed Cyworld’s reach in 2012.

Facebook had 5.6 million members in South Korea in 2012; this represents 15% of all Internet users.

The use of smartphones and tablets increased dramatically in 2012.

According to KISA, smartphone penetration among South Koreans ages 12-to-59 has risen from 39.2% to 78.5%. The use of tablets more than doubled in

2012. KISA found that tablets were used by 7.5% of those ages 12-to-59 at year-end 2012, up from 3.1% the year prior. Fourteen percent (14%) of those age 20-to-29 used tablets.

#### **40.10 E-Commerce**

eMarketer estimates that 69.1% of Internet users ages 14 and older in South Korea made at least one online purchase in 2012. Total online spending (including travel) was \$17.32 billion. By 2016, these figures are projected to increase to 76.0% and \$23.71 billion, respectively.

According to Statistics Korea (<http://kostat.go.kr/portal/english/index.action>), consumer e-commerce in 2012 was as follows:

- Business-to-consumer: KRW19.64 trillion (\$17.4 million)
- Consumer-to-consumer: KRW11.80 trillion (\$13.3 million)
- Total: KRW31.44 trillion (\$30.7 million)

Consumer e-commerce spending was distributed as follows:

- Travel arrangements and reservation services: 16.6%
- Clothes, fashion and related goods: 16.2%
- Household goods and automotive parts: 11.0%
- Home appliances, electronics, telecom: 11.0%
- Computer-related: 9.4%
- Food and beverage: 8.1%
- Cosmetics: 5.4%
- Goods for infants and children: 4.8%
- Sports and leisure: 4.1%
- Books: 3.9%
- Agricultural and fishery products: 2.9%
- Office and stationary: 1.3%
- Miscellaneous services: 0.5%
- Music CDs and videos: 0.4%
- Software: 0.3%
- Flowers: 0.1%
- Other: 3.7%

#### **40.11 Market Outlook**

The composite consumer sentiment index (CCSI), reported monthly by the Bank of Korea (<http://eng.bok.or.kr>), has been above the benchmark of 100 since December 2011.

South Korea's economy, ranked as the world's 15<sup>th</sup> strongest by the World Bank, showed increasing strength in 2013. Quarterly GDP growth hit a two-year high in the first quarter, aided by strong showings in construction, investment, and exports. Growth

has also been buoyed by three interest rate cuts between July 2012 and May 2013.

In May 2013, the South Korean parliament ratified a \$4.8 billion stimulus plan to aid small and medium enterprises, prop up worker incomes, and boost corporate investments and the real estate sector through tax incentives. The government expects these measures create 40,000 jobs.

South Korea is looking to imported labor as a solution to its aging workforce. The number of immigrants has risen sevenfold, to 1.5 million or 2.8% of the population, since 2000. Immigrants could make up more than 6% of the population by 2030, according to Choi Kwang Hae, a director general at the Finance Ministry.

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**“With its fast-aging population, South Korea has gone from a country where labor was the only abundant resource to one seeking foreigners to help run its plants and farms.”**

*Bloomberg Businessweek, 2/25/13*

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Chaebols, conglomerates controlled by a chairman who has power over all the operations, dominate the South Korean economy. There are several dozen large Korean family-controlled chaebols; combined they account for nearly one-half of GDP. The largest are Samsung Group (\$245.7 billion in 2012 total sales), Hyundai Kia Automotive Group (\$140.7 billion), SK Group (\$139.8 billion), and LG Group (\$139.8 billion). While chaebols contribute to a relatively stable economy, they are viewed as stifling to entrepreneurship and innovation in the country.

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**“To outsiders, it may seem like the economy is doing relatively well, but here are people stuck in the cracks of society where chaebol wealth was supposed to trickle down.”**

Prof. Kim Woo Chan  
Korea University Business School  
*Bloomberg Businessweek, 11/26/12*

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## **40.12 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce.  
Guidelines and information about exporting to South Korea are available at <http://export.gov/SouthKorea/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on South Korea is available at  
[www.gfmag.com/gdp-data-country-reports/241-south-korea-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/241-south-korea-gdp-country-report.html).

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Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
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Statistics Korea (<http://kostat.go.kr/portal/english/index.action>)

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monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate  
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U.S. Department of Commerce, 1401 Constitution Ave. NW, Washington, DC 20230.

Market research data and guidelines for doing business in South Korea are available at  
[www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).



# 41

## SPAIN

### **41.1 GDP and Consumer Spending**

- Gross domestic product [GDP] (2012): \$1.349 trillion
- GDP per capita: \$29,195
- GDP per capita relative to United States: 58%
- GDP change, first-half 2013 (estimate by *The Economist*): -1.6%
  
- Consumer spending as percentage of GDP: 56.9%
  - Restaurants and hotels: 11.2%
  - Housing and utilities: 9.8%
  - Food and nonalcoholic beverages: 8.4%
  - Health: 7.5%
  - Transport: 7.1%
  - Recreation and culture: 6.2%
  - Education: 4.6%
  - Clothing and footwear: 3.3%
  - Household furnishings: 3.2%
  - Alcoholic beverages and tobacco: 1.7%
  - Communication: 1.6%
  - Miscellaneous goods and services: 6.9%

### **41.2 Ranking**

- GDP (see Chapter 1): #13
- Global competitiveness (see Chapter 2): #36
- Quality of life (see Chapter 11): #28
- Gender gap (see Chapter 10): #26
- Global dynamism (see Chapter 13): #39
- Business operating environment (see Chapter 13): #20
- Travel & tourism competitiveness (see Chapter 27): #4

### **41.3 Demographics**

- Population (2013): 47,059,533
- Population growth rate: 0.20%
- Median age: 40

- Life expectancy: 81
- Youth population (under age 15): 15.2%
- Elderly population (age 65 and older): 17.2%
- Percentage of population in urban regions: 77.4%
- Foreign-born population: 14.8%
- Birth rate per 1,000 population: 10.40
- Ethnic: composite of Mediterranean and Nordic
- Languages: Castilian Spanish (official) - 74%, Catalan - 17%, Galician - 7%, Basque - 2%, are official regionally
- Religions: Roman Catholic 94%, other 6%

#### **41.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 46
- Wellbeing, self-described as thriving (see Chapter 12): 39%
- Inequality of wealth distribution (Gini index): 34.66
- Unemployment (August 2013): 26.3
- Household savings rate: 11.2%

#### **41.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 103
- Rate of inflation (2012): 2.9%
- Budget balance (percent of GDP, 2012): -6.3%
- Imports: \$332.7 billion
- Exports: \$303.8 billion
- Exports as percentage of GDP: 26.3%
- Import partners: Germany - 12.6%, France - 11.5%, Italy - 6.9%, China - 6.0%, Netherlands - 5.0%, United Kingdom - 4.3%, Portugal - 4.0%
- Export partners: France - 18.2%, Germany - 10.4%, Portugal - 8.1%, Italy - 8.1%, United Kingdom - 6.5%

#### **41.6 Major Cities**

Spain has 36 cities with an urban population of 200,000 or more, as follows:

- Madrid: 3,255,944
- Barcelona: 1,621,537
- Valencia: 814,208
- Sevilla: 703,206
- Zaragoza: 674,317
- Málaga: 568,305
- Murcia: 436,870
- Palma: 401,270

• Las Palmas de Gran Canaria:	381,847
• Bilbao:	354,860
• Alicante:	334,757
• Córdoba:	328,428
• Valladolid:	317,864
• Vigo:	297,332
• Gijón:	277,554
• Eixample:	262,485
• L'Hospitalet de Llobregat:	257,038
• Latina:	256,644
• Carabanchel:	253,678
• A Coruña:	246,056
• Puente de Vallecas:	244,151
• Gasteiz / Vitoria:	235,661
• Granada:	234,325
• Elche:	230,112
• Ciudad Lineal:	228,171
• Oviedo:	224,005
• Santa Cruz de Tenerife:	222,417
• Sant Martí:	221,029
• Fuencarral-El Pardo:	220,085
• Badalona:	219,547
• Cartagena:	211,996
• Terrassa:	210,941
• Jerez de la Frontera:	207,532
• Sabadell:	206,493
• Móstoles:	206,478
• Alcalá de Henares:	204,574

#### **41.7 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 1,520 Ultra High Net Worth (UHNW) individuals in Spain; their combined net worth is \$180 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

#### **41.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Spain is 21.8% of the gross domestic product (GDP). In 2012, retail spending in Spain was approximately \$295 billion. This figure includes spending at markets and peer-to-peer spending as well as purchases at conventional retail stores.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 8.4%
- Apparel (i.e., clothing and footwear): 3.3%
- Household furnishings: 3.2%
- Miscellaneous goods and services: 6.9%

The following are the largest domestic retail chains in Spain (source: *Stores*):

- Mercadona, S.A.: \$22.91 billion  
Supermarket
- Inditex, S.A.: \$19.15 billion  
Apparel/footwear specialty
- El Corte Inglés: \$17.14 billion  
Department store
- Distribuidora Internacional de Alimentaci: \$13.62 billion  
Discount store
- Grupo Eroski: \$ 8.92 billion  
Supermarket

#### **41.9 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 70% of adults in Spain had Internet access.

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 17.5 million people in Spain accessed a social network site via any device at least once per month in 2012.

Facebook had 16.4 million members in Spain in 2012; this represents 59% of all Internet users.

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**“Facebook continues to gain marketshare over local competitors in both usage and marketer attention. The site’s users account for just over 85% of all social networkers and half of all Internet users in Spain.”**

*eMarketer, 5/15/12*

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There were 5.0 million active Twitter users in Spain in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

In 2012, 23% of adult Internet users in Spain owned a tablet, according to a survey by the Interactive Advertising Bureau Spain ([www.iabspain.net](http://www.iabspain.net)) and La Catedral

Online de las Nuevas Tecnologías ([www.lacatedralonline.es](http://www.lacatedralonline.es)), triple the number that did so the year prior. Apple devices have a 40% marketshare in the country.

#### **41.10 E-Commerce**

eMarketer estimates that 51.9% of Internet users ages 14 and older in Spain made at least one online purchase in 2012. Total online spending (including travel) was \$21.57 billion. By 2016, these figures are projected to increase to 62.0% and \$51.9 billion, respectively.

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**“Spain’s e-commerce sector is immature compared to the U.K., Germany, and France: Online buyer penetration among Internet users, estimated at 49.6% in 2012, is second to last among the EU-5. E-commerce is expected to develop faster as payment and delivery methods and basic infrastructure improve.”**

*eMarketer, 8/2/12*

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According to comScore Media Metrix ([www.comscore.com](http://www.comscore.com)), the top online retail sites in Spain in 2012, ranked by number of monthly unique visitors, were as follows:

- Amazon sites: 4.2 million
- El Corte Ingles Group: 4.0 million
- LeGuide.com sites: 3.2 million
- Apple.com worldwide sites: 2.3 million
- Groupe PPR: 1.4 million
- Oxyane: 1.3 million
- Carrefour Group: 1.3 million
- IKEA: 1.3 million
- Kiabi: 1.3 million
- AVG: 1.3 million

According to the Comisión del Mercado de las Telecomunicaciones (CMT, [www.cmt.es](http://www.cmt.es)), travel and related services is the top category for online sales, with a 36% marketshare. Sales of apparel and consumer electronics have only a 3.2% and 2.2% marketshare, respectively.

#### **41.11 Market Outlook**

Spain's economy shrank 1.6% in 2012, according to revised figures released in August 2013 by the country's National Statistics Institute. Spain remained in deep recession into 2013, with the GDP declining in the first quarter 2013 – and for the seventh consecutive quarter.

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**“Spain’s woes started in the private sector, where the collapse of a housing boom devastated the tax base and forcing a rescue of the banks. Before the housing crisis, Spain had relatively little debt and modest budget deficits.”**

*Bloomberg Businessweek, 10/8/12*

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While its recession evolved from a contracting housing market and banking crisis, unemployment is now Spain's biggest problem. Though unemployment is high, it appears to have bottomed out. Spain's unit labor costs in 2012 dropped to 2007 levels while, for comparison, the labor costs in France, Germany, and Italy continued to rise.

Reforms made in 2012 gave industry incentives to hire. According to Lorenzo Bernaldo de Quirós, a Spanish economist, a 1.5% GDP growth will spark net job creation; prior to labor reforms that figure was 2.5%. As of mid-2013, however, unemployment was a record 27%; among those ages 15-to-24, the rate was 51%.

Austerity programs have contributed to a collapse in consumer spending. And exports are stalling as Spain's biggest markets also have economic woes.

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**“A few glimmers of hope can be discerned amid the gloom. The government’s program of restructuring and reform has started to produce results. The real economy is also showing signs of improvement.”**

*The Economist, 5/25/13*

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The number of self-employed workers has risen, however, even as unemployment increases.

Prior to the recession, Spain experienced an immigration gain of five million people during its most recent boom years prior. The population is now declining as unemployment is creating a net emigration. While this may help stabilize unemployment, it will also reduce the quality of the workforce.

Jefferies ([www.jefferies.com](http://www.jefferies.com)), an economics research firm, forecasts Spain's population to contract at 0.2%.

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**“It could become a self-reinforcing cycle: Austerity drives away young workers, forcing more austerity on those who remain. Now it won't be the Romanians and the Bulgarians. It will be the Spaniards and the Portuguese. It's a slow burn.”**

Marchel Alexandrovich, Analyst  
Jefferies  
*Bloomberg Businessweek*, 3/21/13

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#### **41.12 Market Resources**

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to Spain are available at <http://export.gov/Spain/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on Spain is available at [www.gfmag.com/gdp-data-country-reports/175-spain-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/175-spain-gdp-country-report.html).

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org)) OECD provides a statistical profile of Spain at <http://stats.oecd.org>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.

Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for Spain.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.  
(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in Spain is available at  
[www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Ave. NW, Washington, DC 20230.  
Market research data and guidelines for doing business in Spain are available at  
[www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).



## UNITED KINGDOM

### 42.1 GDP and Consumer Spending

- Gross domestic product [GDP] (2012): \$2.435 trillion
- GDP per capita: \$38,514
- GDP per capita relative to United States: 77%
- GDP change, first-half 2013 (estimate by *The Economist*): 1.0%
  
- Consumer spending as percentage of GDP: 61.7%
  - Housing and utilities: 11.9%
  - Transport: 9.2%
  - Recreation and culture: 8.3%
  - Health: 7.7%
  - Restaurants and hotels: 7.2%
  - Food and nonalcoholic beverages: 5.5%
  - Education: 4.6%
  - Clothing and footwear: 3.6%
  - Household furnishings: 3.5%
  - Alcoholic beverages and tobacco: 2.3%
  - Communication: 1.4%
  - Miscellaneous goods and services: 11.7%

### 42.2 Ranking

- GDP (see Chapter 1): #6
- Global competitiveness (see Chapter 2): #8
- Quality of life (see Chapter 11): #27
- Gender gap (see Chapter 10): #18
- Global dynamism (see Chapter 13): #32
- Business operating environment (see Chapter 13): #17
- Travel & tourism competitiveness (see Chapter 27): #5

### 42.3 Demographics

- Population (2013): 63,181,775
- Population growth rate: 0.55%

- Median age: 40
- Life expectancy: 80
- Youth population (under age 15): 17.7%
- Elderly population (age 65 and older): 16.0%
- Percentage of population in urban regions: 79.6%
- Foreign-born population: 12.9%
- Birth rate per 1,000 population: 12.27
- Ethnic: White (of which English - 83.6%, Scottish - 8.6%, Welsh - 4.9%, Northern Irish - 2.9%) - 92.1%, Black - 2.0%, Indian - 1.8%, Pakistani - 1.3%, mixed 1.2%, other 1.6%
- Languages: English, Welsh (about 26% of the population of Wales), Scottish form of Gaelic (about 60,000 in Scotland)
- Religions: Christian (Anglican, Roman Catholic, Presbyterian, Methodist) - 71.6%, Muslim - 2.7%, Hindu - 1.0%, other - 1.6%, unspecified or none - 23.1%

#### **42.4 Consumer Profile**

- Consumer Confidence Index [global average = 91] (see Chapter 5): 79
- Wellbeing, self-described as thriving (see Chapter 12): 50%
- Inequality of wealth distribution (Gini index): 35.97
- Unemployment (August 2013): 7.8%
- Household savings rate: 6.3%

#### **42.5 Economic Profile**

- Purchasing power parity index, November 2012 (United States = 100): 112
- Rate of inflation (2012): 2.3%
- Budget balance (percent of GDP, 2012): -7.8%
- Imports: \$646.0 billion
- Exports: \$481.0 billion
- Exports as percentage of GDP: 30.1%
- Import partners: Germany - 13.2%, China - 8.7%, Netherlands - 7.5%, United States - 6.1%, France - 6.0%, Norway - 5.0%, Belgium - 5.0%
- Export partners: Germany - 11.6%, United States - 10.6%, Netherlands - 8.4%, France - 7.8%, Ireland - 6.4%, Belgium - 5.7%

#### **42.6 Major Cities**

The United Kingdom has 43 cities with an urban population of 150,000 or more, as follows:

- |               |           |              |         |
|---------------|-----------|--------------|---------|
| • London:     | 7,556,900 | • Liverpool: | 468,945 |
| • Birmingham: | 984,333   | • Leeds:     | 455,123 |
| • Glasgow:    | 610,268   | • Sheffield: | 447,047 |

• Edinburgh:	435,791	• Northampton:	197,322
• Bristol:	430,713	• Portsmouth:	194,150
• Manchester:	395,515	• Luton:	193,669
• Leicester:	339,239	• Newcastle upon Tyne:	192,382
• Islington:	319,143	• Preston:	190,687
• Coventry:	308,313	• Sutton:	187,600
• Hull:	302,296	• Milton Keynes:	184,506
• Cardiff:	302,139	• Aberdeen:	183,790
• Bradford:	299,310	• Sunderland:	177,965
• Belfast:	274,770	• Norwich:	177,636
• Stoke-on-Trent:	260,419	• Walsall:	172,141
• Wolverhampton:	252,791	• Swansea:	170,883
• Plymouth:	247,297	• Bournemouth:	163,600
• Nottingham:	246,654	• Southend-on-Sea:	163,377
• Southampton:	246,201	• Swindon:	155,432
• Reading:	244,070	• Oxford:	154,566
• Derby:	235,029	• Dundee:	151,592
• Bexley:	228,000	• Poole:	150,092
• Dudley:	199,059		

## **42.7 Affluent Consumers**

*Global Wealth 2013*, by Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimated there are 509,000 millionaire households in the United Kingdom.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 10,515 Ultra High Net Worth (UHNW) individuals in the United Kingdom; their combined net worth is \$1.32 billion. Wealth-X considers UHNW individuals as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million, or with more than \$50 million in wealth.

## **42.8 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in the United Kingdom is 24.3% of the gross domestic product (GDP). In 2012, retail spending in the United Kingdom was approximately \$590 billion.

By category, consumer spending as a percentage of GDP is as follows:

- Food and nonalcoholic beverages (F&B): 5.5%
- Apparel (i.e., clothing and footwear): 3.6%
- Household furnishings: 3.5%
- Miscellaneous goods and services: 11.7%

The following are the largest domestic retail chains in the United Kingdom (source: *Stores*):

• Tesco PLC:	\$101.50 billion
Hypermarket/supercenter/superstore	
• J Sainsbury plc:	\$ 35.60 billion
Supermarket	
• Wm Morrison Supermarkets plc:	\$ 28.30 billion
Supermarket	
• Kingfisher plc:	\$ 17.35 billion
Home improvement	
• Marks & Spencer Group plc:	\$ 15.86 billion
Department store	
• Co-operative Group Ltd.:	\$ 13.13 billion
Supermarket	
• Dixons Retail plc:	\$ 13.06 billion
Electronics specialty	
• John Lewis Partnership:	\$ 12.43 billion
Supermarket	
• Home Retail Group plc:	\$ 8.93 billion
Other specialty	
• Darty plc:	\$ 5.50 billion
Electronics specialty	
• Next plc:	\$ 5.37 billion
Apparel/footwear specialty	
• Associated British Foods plc/Primark:	\$ 4.88 billion
Apparel/footwear specialty	
• Arcadia Group Limited:	\$ 4.30 billion
Apparel/footwear specialty	
• Debenhams plc:	\$ 4.29 billion
Department store	
• Iceland Foods Group Limited:	\$ 4.17 billion
Supermarket	

Tesco, Britain's largest retailer, has retreated from its overseas expansion, exiting from its Fresh & Easy chain in the United States and curtailing new stores in South Korea. Instead, the company is focusing on building sales in the U.K. with a £1 billion (\$1.6 billion) investment to "build a better Tesco."

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**"While venturing abroad Tesco underinvested  
in Britain and lost marketshare."**

*The Economist, 4/20/13*

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Sector-wide, retail could get a boost with improved customer service.

Based on a survey of over 100,000 U.K. retail customers, Service Management Group ([www.smg.com](http://www.smg.com)) found that the average spend increases to £32.47 (\$50.65) for customers that are assisted by staff from £23.36 (\$36.44) for those who do not receive assistance. This suggests that British retailers miss £45.38 billion (\$70.80 billion) each year because of the lack of staff interaction.

## **42.9 Restaurants**

U.K. consumers made 1.4 billion visits to restaurants in 2012, according to The NPD Group ([www.npd.com](http://www.npd.com)).

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**“The foodservice scene in the U.K. continues evolving. Convenience is top-of-mind for today’s consumer. Fast-paced diners want quick, portable and inexpensive meals that don’t sacrifice quality.”**

Technomic, 11/27/12

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According to an August 2012 report by Technomic ([www.technomic.com](http://www.technomic.com)), the 100 largest restaurant chains in the U.K. have annual sales of \$21.8 billion. The 10 largest chains are as follows:

- McDonald’s: \$2.92 billion
- Wetherspoon: \$1.62 billion
- Greggs: \$1.10 billion
- KFC: \$ 958 million
- Costa Coffee: \$ 952 million
- Starbucks: \$ 875 million
- Pizza Hut: \$ 825 million
- Domino’s Pizza: \$ 774 million
- Subway: \$ 738 million
- Nando’s: \$ 608 million

McDonald’s, the largest chain, sells an estimated 72.5 million meals each month at its 1,200 locations in the U.K.

Dining at pubs, long a British tradition, is on the rise. According to Technomic, 61% of U.K. adults visited a pub at least once a month in 2012, up from 47% the year

prior. The increase is, in part, because pub operators are expanding menu options. Interestingly, non-alcohol beverages are increasingly ordered at pubs.

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**“Consumers look to pubs for more than just traditional English fare and a pint.”**

Darren Tristano, Managing Director  
Technomic, 12/19/12

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More than half (54%) of women report ordering a non-alcohol beverage on their last pub visit.

According to a June 2013 study by The NPD Group, British consumers ate breakfast at restaurants 285 million times in 2012, a 9% increase from 2009. Breakfast now accounts for 20% of out-of-home eating occasions.

There is also an increase in snacking.

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**“Restaurant operators are expanding their snacking menus to boost traffic between dayparts, particularly from younger consumers. Between-meal bites are maturing into gourmet offerings with the addition of high-quality ingredients and innovative flavor combinations. More restaurants will be adding full snacking menus while others will look to discounting snacks during off-peak hours. Trends to watch include around-the-clock snacking, ethnic snacks, and bite-sized offerings.”**

Technomic, 11/27/12

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According to Allegra Strategies ([www.allegrastrategies.com](http://www.allegrastrategies.com)), a London-based management consulting firm, there were 15,723 coffeeshops in the U.K. at year-end 2012. The following are the largest branded coffee chains:

- Costa: 1,552
  - Starbucks: 757
  - Caffé Nero: 530
- 

**“British consumers have very much embraced a coffee culture, and their tastes have become far more sophisticated. The trend toward cafe culture in the U.K. began more than a decade ago, but the continued rapid growth is defying all expectations, with coffeeshop sales achieving a current growth rate seven to eight times that of the British economy.”**

David Coffer, Chairman  
The Cofer Group, London  
*Nation's Restaurant News*, 7/8/13

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There has been a move by supermarket chains to expand sales by including in-store branded restaurants. Tesco recently acquired Euphorium Bakery, an upscale bakery-coffeeshop; Giraffe, a family-dining chain; and Harris + Hoole, an artisan coffee shop.

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**“In Asia and the United States, it isn't unusual to go shopping and grab some food in the same place. So does this mark the 'new norm' for retailers in the United Kingdom?”**

*Nation's Restaurant News*, 4/29/13

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## **42.10 Media**

According to Group M ([www.groupm.com](http://www.groupm.com)), the average daily time spent using media among U.K. adults in 2013 is as follows:

- Television: 4.00 hours
- Radio: 2.02 hours
- Internet: 1.75 hours
- Print: 0.30 hour

According to a July 2013 survey by YouGov ([www.yougov.com](http://www.yougov.com)), U.K. Internet users watch an average of 16.0 hours of live TV per week, another 8.8 hours of recorded TV, and 6.1 hours of on-demand or catch-up TV. In total, 30.9 hours per week are spent watching TV.

A May 2013 survey by Audiometrics ([www.audio-metrics.com](http://www.audio-metrics.com)) found U.K. Internet users' preference for listening to audio as follows (percentage of respondents):

- Radio: 35%
- Computer/laptop: 16%
- Smartphone/mobile phone: 14%
- CD player: 12%
- iPod/MP3: 11%
- TV: 8%
- Tablet: 2%

Among U.K. teens, however, 36% say they prefer listening on their smartphone, 35% choose an MP3 device, and 3% cite the radio as the preferred device.

Four times as many people who read newspapers in the U.K. purchase their papers at newsstands or shops in lieu of home delivery. This contrasts with Germany, Japan, the United States, and many other countries where the majority of newspapers are sold through home delivery.

## **42.11 Internet and Mobile**

A January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)) estimated that 84% of adults in the United Kingdom had Internet access.

U.K. Internet users spend an average of 16.8 hours per week online, according to an April 2013 survey by Saville Rossiter-Base ([www.sr-b.co.uk](http://www.sr-b.co.uk)). Sixty-five percent (65%) of that time is spent online at home, 24% is at work, and 11% of access time is from other locations.

Internet users ages 16 and older engage in online activities at least once a week as follows (source: Saville Rossiter-Base):

- Communication: 83%
- General surfing/browsing: 80%
- Social networking: 57%
- Transactions: 51%



- Entertainment: 48%
- Work/study: 47%
- News: 34%
- Public/civic: 25%
- Leisure information: 24%
- Health: 10%

GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)) assesses average time spent per day with online activities among U.K. Internet users as follows:

- Social networking: 1.18 hours
- Microblogging: 0.54 hour
- Online TV: 0.47 hour
- Online radio: 0.44 hour
- Online news: 0.39 hour
- Blogging: 0.34 hour

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), 30.2 million people in the United Kingdom accessed a social network site via any device at least once per month in 2012.

Facebook had 28.3 million members in the United Kingdom in 2012; this represents 61% of all Internet users.

There were 6.6 million active Twitter users in the U.K. in 2012, according to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)).

A 2012 survey by Harris Interactive ([www.harrisinteractive.com/uk/](http://www.harrisinteractive.com/uk/)) found the favorite type of website among U.K. Internet users as follows:

- Activity guide: <http://timeout.com>
- Cooking/food: <http://bbc.co.uk>
- Discount deals: <http://groupon.co.uk>
- Home: <http://diy.com>
- News: <http://bbc.co.uk>
- Property: <http://rightmove.co.uk>
- Sports: <http://bbc.co.uk>
- TV: <http://bbc.co.uk>
- Video games: <http://ign.com>

eMarketer assesses smartphone use in the U.K. as follows:

	<b>No. of Users</b>	<b>Pct. of Population</b>
• 2011:	21.6 million	34.3%
• 2012:	26.4 million	41.7%
• 2013:	30.9 million	48.4%
• 2014:	34.6 million	53.7%
• 2015:	37.8 million	58.2%
• 2016:	40.7 million	62.2%
• 2017:	43.4 million	65.8%

eMarketer assesses tablet use in the U.K. as follows:

	No. of Users	Pct. of Population
• 2011:	5.3 million	11.8%
• 2012:	14.1 million	30.4%
• 2013:	19.7 million	41.1%
• 2014:	24.4 million	49.7%
• 2015:	28.1 million	56.1%
• 2016:	31.6 million	62.0%
• 2017:	34.6 million	66.9%

The U.K.'s Office for Communications ([www.ofcom.org.uk](http://www.ofcom.org.uk)) reported that 63% of the country's Internet users watched video online at least once a month in 2012.

Experian Hitwise ([www.experian.com/hitwise/index.html](http://www.experian.com/hitwise/index.html)) reported that U.K. viewers spent 323 million hours watching online video in February 2013.

#### **42.12 E-Commerce**

eMarketer estimates that 85.0% of Internet users ages 14 and older in the United Kingdom made at least one online purchase in 2012. Total online spending was \$87.25 billion. By 2016, these figures are projected to increase to 88.9% and \$132.79 billion, respectively.

Among consumers who purchase goods via any digital channel, average e-commerce spending in the U.K. was \$3,585 per person in 2012.

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**“The U.K. has become one of the strongest digital commerce markets worldwide. B2C e-commerce sales in the U.K. were nearly three times larger than those in the second-largest Western European market, Germany, last year. While the U.K. is a smaller market than the U.S., China and Japan, consumers in the U.K. spend more money online, per person, than those in any other country worldwide.”**

*eMarketer, 2/5/13*

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According to Verdict Retail ([www.verdictretail.com](http://www.verdictretail.com)), 4.9% of food and grocery sales in the U.K. were made online. For comparison, only 1% of grocery sales in the U.S. occur online. Among the most successful online grocers is Ocado, a 12-year-old e-commerce company whose delivery vans are ubiquitous in posh southeastern neighborhoods.

According to the Interactive Media in Retail Group ([www.imrg.com](http://www.imrg.com)) and Capgemini ([www.capgemini.com](http://www.capgemini.com)), 20.2% of U.K. retail e-commerce sales came through either smartphones or tablets during the first quarter of 2013.

#### **42.13 Market Outlook**

U.K. consumers are still greatly affected by a lingering economic recession. After suffering through a double-dip recession, a 1% GDP growth in the first six months of 2013 was welcome, but full recovery is still years away.

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**“The rebound from Britain’s double-dip recession is likely to be tentative and modest. It will be a long time before people feel truly bullish about the economy. But at least the deep sense of pessimism may now begin to lift.”**

*The Economist, 9/29/13*

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With household spending contributing 61.7% to the British GDP, an uptick in consumer spending is key to the recovery. Spending on durable goods picked up in 2012 and new car registrations were up 3.3% for the year. This rise can be attributed to employment growth.

Payrolls increased by more than 700,000 between the first quarter of 2010, when employment touched bottom, and year-end 2012. Job growth is five times the rate needed to keep pace with increases in the working population, according to Goldman Sachs ([www.goldmansachs.com](http://www.goldmansachs.com)).

Still, strong job numbers have not translated to increased wages. Pay increases are running at about 2% a year, while price increases are above 3%. Worker’s pay buys less and less.

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**“Over the long run wages tend to move in line with productivity. In Britain, growth in output per worker is low relative to other countries and to other recessions. Whereas the productivity slump is puzzling, the puny wage increases are not. That makes the prospect of rising prices all the more painful.”**

*The Economist, 3/9/13*

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In March 2013, the British government provided increased funds for lending, which lowered the cost of borrowing. This, in turn, provided relief for homeowners in their mortgage payments. These efforts were aimed at loosening spending and bringing British households out of their saving mode.

In Britain, the saving rate was 6% in the early 2000s, fell to zero in 2008, and has been about 7% for five years. A drop in the saving rate to 4% would give a spending boost of £41 billion (\$64 billion), lifting GDP by 2.7%.

#### **42.14 Market Resources**

Centre for Retail Research, Blackburn House, Brake Lane, Newark, Notts, NG22 9HQ, United Kingdom. Tel.: +44 (0)1623 867 559. ([www.retailresearch.org](http://www.retailresearch.org)) The Centre tracks retail sales in the U.K.

Export.gov, a market research service of the U.S. Department of Commerce. Guidelines and information about exporting to the United Kingdom are available at <http://export.gov/unitedkingdom/>.

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.

([www.gfmag.com](http://www.gfmag.com)) Economic data on the United Kingdom is available at [www.gfmag.com/gdp-data-country-reports/152-the-united-kingdom-gdp-country-report.html](http://www.gfmag.com/gdp-data-country-reports/152-the-united-kingdom-gdp-country-report.html).

Harris Interactive, Vantage West, 6<sup>th</sup> Floor, Great West Road, Brentford TW8 9AG United Kingdom. Tel.: +44 (0) 20 8263 5200 ([www.harrisinteractive.com/uk](http://www.harrisinteractive.com/uk))

*Social Life*, a monthly survey of social media use in the U.K. is accessible at [www.harrisinteractive.com/uk/Insights/SocialLife.aspx](http://www.harrisinteractive.com/uk/Insights/SocialLife.aspx)

*Brand Buzz*, a monthly survey of consumer views on brands in the technology, media, telecoms and entertainment sectors, is accessible at [www.harrisinteractive.com/uk/insights/reports/brandbuzz.aspx](http://www.harrisinteractive.com/uk/insights/reports/brandbuzz.aspx)

Organization for Economic Co-operation and Development (OECD), 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))  
OECD provides a statistical profile of the United Kingdom at <http://stats.oecd.org>.

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com)) Weekly issues of *The Economist* present monthly consumer price changes, quarterly GDP gains, interest rates, unemployment, and currency exchange rate for the United Kingdom.

Uniworld Business Publications, 6 Seward Avenue, Beverly, MA 01915.  
(978) 927-0219. ([www.uniworldbp.com](http://www.uniworldbp.com)) A list of U.S. firms operating in the United Kingdom is available at [www.uniworldbp.com/search.php](http://www.uniworldbp.com/search.php).

U.S. Department of Commerce, 1401 Constitution Ave. NW, Washington, DC 20230.  
Market research data and guidelines for doing business in the United Kingdom are available at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

## UNITED STATES

### 43.1 Overview

The primary focus of this handbook is countries other than the United States. The data of this chapter is presented for comparison with that of other countries.

### 43.2 GDP and Consumer Spending

• Gross domestic product [GDP] (2012):	\$15,684 trillion
• GDP per capita:	\$49,965
• GDP per capita relative to United States:	100%
• GDP change, first-half 2013 (estimate by <i>The Economist</i> ):	1.7%
• Consumer spending as percentage of GDP:	70.4%
- Health:	14.0%
- Housing and utilities:	12.3%
- Transport:	8.2%
- Recreation and culture:	6.6%
- Education:	6.5%
- Food and nonalcoholic beverages:	4.8%
- Restaurants and hotels:	4.3%
- Household furnishings:	3.4%
- Clothing and footwear:	3.2%
- Alcoholic beverages and tobacco:	1.5%
- Communication:	1.2%
- Miscellaneous goods and services:	10.8%

### 43.3 Ranking

• GDP (see Chapter 1):	#1
• Global competitiveness (see Chapter 2):	#7
• Quality of life (see Chapter 11):	#16
• Gender gap (see Chapter 10):	#22
• Global dynamism (see Chapter 13):	#10
• Business operating environment (see Chapter 13):	#9
• Travel & tourism competitiveness (see Chapter 27):	#6

#### **43.4 Demographics**

• Population (2013):	316,258,000
• Population growth rate:	0.90%
• Median age:	37
• Life expectancy:	78
• Youth population (under age 15):	19.6%
• Elderly population (age 65 and older):	13.3%
• Percentage of population in urban regions:	82.4%
• Foreign-born population:	13.1%
• Birth rate per 1,000 population:	13.68

#### **43.5 Consumer Profile**

• Consumer Confidence Index [global average = 91] (see Chapter 5):	89
• Wellbeing, self-described as thriving (see Chapter 12):	56%
• Inequality of wealth distribution (Gini index):	40.81
• Unemployment (August 2013):	7.4%
• Household savings rate:	4.5%

#### **43.6 Economic Profile**

• Purchasing power parity index, November 2012:	100
• Rate of inflation (2012):	2.1%
• Budget balance (percent of GDP, 2012):	-6.6%
• Imports:	\$2.36 trillion
• Exports:	\$1.61 trillion
• Exports as percentage of GDP:	12.6%
• Import partners: China - 18.4%, Canada - 14.2%, Mexico - 11.7%, Japan - 5.8%, Germany - 4.4%	
• Export partners: Canada - 19.0%, Mexico - 13.3%, China - 7.0%, Japan - 4.5%	

## **PART IV: ANALYSES BY REGION**



## AFRICA

### 44.1 Overview

Africa is the world's second-largest and second-most-populous continent. Africa has 54 sovereign countries, nine territories, and two de facto independent states.

### 44.2 Economic Overview

With a population of one billion, Africa has a combined gross national product (GDP) of \$2.0 trillion.

The gross domestic product and GDP per capita for the largest economies of Africa are as follows:

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• South Africa:	\$384,313	52,981,991	\$ 7,508	15%
• Nigeria:	\$262,606	173,615,000	\$ 1,555	3%
• Egypt:	\$257,286	83,661,000	\$ 3,187	6%
• Algeria:	\$207,955	37,900,000	\$ 5,404	11%
• Angola:	\$114,197	20,609,294	\$ 5,485	11%
• Morocco:	\$ 96,729	32,964,500	\$ 2,925	6%
• Libya:	\$ 62,360	6,202,000	\$10,456	21%
• Tunisia:	\$ 45,662	10,777,500	\$ 4,237	8%
• Ethiopia:	\$ 43,133	86,613,986	\$ 470	1%
• Ghana:	\$ 40,710	24,658,823	\$ 1,605	3%
• Kenya:	\$ 37,229	44,354,000	\$ 862	2%
• Tanzania:	\$ 28,249	44,928,923	\$ 609	1%
• Cameroon:	\$ 24,984	19,406,100	\$ 1,151	2%
• Côte d'Ivoire:	\$ 24,680	23,202,000	\$ 1,244	2%
• Zambia:	\$ 20,678	13,092,666	\$ 1,469	3%
• Uganda:	\$ 19,881	34,131,400	\$ 547	1%
• Gabon:	\$ 18,661	1,672,000	\$11,430	23%
• Congo, Democratic Rep.:	\$ 17,870	67,514,000	\$ 272	1%
• Equatorial Guinea:	\$ 17,697	1,622,000	\$24,036	48%
• Mozambique:	\$ 14,588	23,700,715	\$ 579	1%
• Botswana:	\$ 14,411	2,024,904	\$ 7,191	14%
• Senegal:	\$ 14,160	13,567,338	\$ 1,032	2%
• Cambodia:	\$ 14,062	15,135,000	\$ 946	2%

• Congo, Republic of the:	\$ 13,678	4,448,000	\$ 3,154	6%
• Namibia:	\$ 12,807	2,113,077	\$ 5,668	11%
• Zimbabwe:	\$ 10,814	12,973,808	\$ 788	2%
• Mauritius:	\$ 10,492	1,257,900	\$ 8,124	16%
• Burkina Faso:	\$ 10,441	15,730,977	\$ 634	1%
• Mali:	\$ 10,308	15,302,000	\$ 694	1%
• Madagascar:	\$ 9,975	20,696,070	\$ 447	1%
• South Sudan:	\$ 9,337	11,296,000	\$ 862	2%
• Benin:	\$ 7,557	10,323,000	\$ 752	2%
• Rwanda:	\$ 7,103	10,537,222	\$ 620	1%

#### **44.3 Major Cities**

Africa has 48 cities with an urban population of one million or more, as follows:

• Cairo, Egypt:	15,546,100
• Lagos, Nigeria:	9,123,200
• Kinshasa, Congo Dem. Republic:	7,527,500
• Khartoum, Sudan:	5,862,500
• Johannesburg, South Africa:	5,014,000
• Alexandria, Egypt:	4,345,800
• Abidjan, Côte d'Ivoire:	3,972,300
• Algier, Algeria:	3,815,900
• Ibadan, Nigeria:	3,670,400
• Kano, Nigeria:	3,519,500
• Casablanca, Morocco:	3,344,300
• Cape Town, South Africa:	3,086,600
• Nairobi, Kenya:	3,043,100
• Accra, Ghana:	2,756,100
• Luanda, Angola:	2,640,500
• Addis Ababa, Ethiopia:	2,638,500
• Giza, Egypt:	2,541,000
• Dar es Salaam, Tanzania:	2,456,100
• Dakar, Senegal:	2,384,000
• Durban, South Africa:	2,354,900
• Tripoli, Libya:	2,271,800
• Harare, Zimbabwe:	2,264,200
• Lusaka, Zambia:	1,720,800
• Omdurman, Sudan:	1,670,000
• Tunis, Tunisia:	1,642,900
• Maputo, Mozambique:	1,639,300
• Rabat, Morocco:	1,600,700
• Conakry, Guinea:	1,595,800
• Pretoria, South Africa:	1,514,800
• Kaduna, Nigeria:	1,458,900

• Douala, Cameroon:	1,449,400
• Monrovia, Liberia:	1,407,700
• Antananarivo, Madagascar:	1,359,600
• Yaoundé, Cameroon:	1,356,600
• Oshogbo, Nigeria:	1,309,900
• Soweto, South Africa:	1,221,100
• Port Harcourt, Nigeria:	1,190,600
• Mogadishu, Somalia:	1,183,100
• Kampala, Uganda:	1,146,700
• Brazzaville, Congo Dem. Republic:	1,133,800
• Bamako, Mali:	1,130,800
• Benghazi, Libya:	1,080,500
• Lubumbashi, Congo Dem. Republic:	1,074,600
• Mbuji-Mayi, Congo Dem. Republic:	1,054,400
• Benin, Nigeria	1,051,600
• Port Elizabeth, South Africa:	1,047,600
• Freetown, Sierra Leone:	1,032,100
• Onitsha, Nigeria:	1,001,000

#### **44.4 Consumer Profiles**

The following are consumer metrics in the larger economies of Africa (source: *Africa in 2013*, The Africa Report):

##### **Algeria**

• Population:	36.0 million
• Urban population:	73%
• Life expectancy:	73
• Adult literacy:	73%
• Mobile phone penetration:	99%
• Internet penetration:	14%

##### **Angola**

• Population:	19.6 million
• Urban population:	59%
• Life expectancy:	51
• Adult literacy:	70%
• Mobile phone penetration:	48%
• Internet penetration:	15%

##### **Benin**

• Population:	9.1 million
• Urban population:	45%
• Life expectancy:	56

- Adult literacy: 42%
- Mobile phone penetration: 85%
- Internet penetration: 4%

### **Botswana**

- Population: 2.0 million
- Urban population: 62%
- Life expectancy: 53
- Adult literacy: 84.5%
- Mobile phone penetration: 143%
- Internet penetration: 7%

### **Burkina Faso**

- Population: 17.0 million
- Urban population: 27%
- Life expectancy: 65
- Adult literacy: 29%
- Mobile phone penetration: 45%
- Internet penetration: 3%

### **Burundi**

- Population: 8.6 million
- Urban population: 11%
- Life expectancy: 50
- Adult literacy: 67%
- Mobile phone penetration: 14%
- Internet penetration: 1.1%

### **Cameroon**

- Population: 20.0 million
- Urban population: 27%
- Life expectancy: 51
- Adult literacy: 71%
- Mobile phone penetration: 52%
- Internet penetration: 5%

### **Cape Verde**

- Population: 0.5 million
- Urban population: 63%
- Life expectancy: 74
- Adult literacy: 84%
- Mobile phone penetration: 79%
- Internet penetration: 32%

**Central African Republic**

- Population: 4.5 million
- Urban population: 39%
- Life expectancy: 48
- Adult literacy: 56%
- Mobile phone penetration: 25%
- Internet penetration: 2.2%

**Chad**

- Population: 11.5 million
- Urban population: 22%
- Life expectancy: 49
- Adult literacy: 35%
- Mobile phone penetration: 32%
- Internet penetration: 1.9%

**Comoros**

- Population: 0.8 million
- Urban population: 28%
- Life expectancy: 61
- Adult literacy: 74.9%
- Mobile phone penetration: 29%
- Internet penetration: 5.5%

**Congo, Democratic Republic**

- Population: 67.8 million
- Urban population: 34%
- Life expectancy: 48
- Adult literacy: 67%
- Mobile phone penetration: 23%
- Internet penetration: 1.2%

**Congo, Republic of the**

- Population: 4.1 million
- Urban population: 64%
- Life expectancy: 57
- Adult literacy: n/a
- Mobile phone penetration: 94%
- Internet penetration: 5.6%

**Côte d'Ivoire**

- Population: 20.1 million
- Urban population: 51%
- Life expectancy: 55

- Adult literacy: 56%
- Mobile phone penetration: 86%
- Internet penetration: 2.2%

### **Djibouti**

- Population: 0.9 million
- Urban population: 77%
- Life expectancy: 57
- Adult literacy: n/a
- Mobile phone penetration: 21%
- Internet penetration: 7%

### **Egypt**

- Population: 82.5 million
- Urban population: 44%
- Life expectancy: 73
- Adult literacy: 72%
- Mobile phone penetration: 101%
- Internet penetration: 36%

### **Eritrea**

- Population: 5.4 million
- Urban population: 21%
- Life expectancy: 61
- Adult literacy: 68%
- Mobile phone penetration: 4%
- Internet penetration: 6.2%

### **Ethiopia**

- Population: 84.7 million
- Urban population: 17%
- Life expectancy: 59
- Adult literacy: 30%
- Mobile phone penetration: 17%
- Internet penetration: 1.1%

### **Equatorial Guinea**

- Population: 0.7 million
- Urban population: 40%
- Life expectancy: 51%
- Adult literacy: 94%
- Mobile phone penetration: 59%
- Internet penetration: n/a

**Gabon**

- Population: 1.5 million
- Urban population: 86%
- Life expectancy: 62
- Adult literacy: 88%
- Mobile phone penetration: 117%
- Internet penetration: 8%

**Gambia**

- Population: 1.8 million
- Urban population: 57%
- Life expectancy: 58
- Adult literacy: 50%
- Mobile phone penetration: 89%
- Internet penetration: 10.9%

**Ghana**

- Population: 25.0 million
- Urban population: 52%
- Life expectancy: 64
- Adult literacy: 67%
- Mobile phone penetration: 85%
- Internet penetration: 14.1%

**Guinea**

- Population: 10.2 million
- Urban population: 35%
- Life expectancy: 54
- Adult literacy: 41%
- Mobile phone penetration: 44%
- Internet penetration: 1.3%

**Guinea-Bissau**

- Population: 1.5 million
- Urban population: 44%
- Life expectancy: 48
- Adult literacy: 54%
- Mobile phone penetration: 26%
- Internet penetration: 2.7%

**Kenya**

- Population: 41.6 million
- Urban population: 24%
- Life expectancy: 57

- Adult literacy: 87%
- Mobile phone penetration: 65%
- Internet penetration: 28%

### **Liberia**

- Population: 4.1 million
- Urban population: 48%
- Life expectancy: 56
- Adult literacy: 61%
- Mobile phone penetration: 49%
- Internet penetration: 3%

### **Libya**

- Population: 6.4 million
- Urban population: 78%
- Life expectancy: 74
- Adult literacy: 89%
- Mobile phone penetration: 156%
- Internet penetration: 17%

### **Lesotho**

- Population: 2.0 million
- Urban population: 28%
- Life expectancy: 48
- Adult literacy: 90%
- Mobile phone penetration: 48%
- Internet penetration: 4.2%

### **Madagascar**

- Population: 21.3 million
- Urban population: 33%
- Life expectancy: 66
- Adult literacy: 65%
- Mobile phone penetration: 38%
- Internet penetration: 1.9%

### **Malawi**

- Population: 15.4 million
- Urban population: 16%
- Life expectancy: 54
- Adult literacy: 75%
- Mobile phone penetration: 25%
- Internet penetration: 3.3%



**Mali**

- Population: 15.8 million
- Urban population: 35%
- Life expectancy: 51
- Adult literacy: 31%
- Mobile phone penetration: 68%
- Internet penetration: 2%

**Mauritania**

- Population: 3.5 million
- Urban population: 42%
- Life expectancy: 58
- Adult literacy: 57.2%
- Mobile phone penetration: 92.7%
- Internet penetration: 4.5%

**Mauritius**

- Population: 1.3 million
- Urban population: 42%
- Life expectancy: 73
- Adult literacy: 89%
- Mobile phone penetration: 99%
- Internet penetration: 35%

**Morocco**

- Population: 32.3 million
- Urban population: 57%
- Life expectancy: 72
- Adult literacy: 56%
- Mobile phone penetration: 113%
- Internet penetration: 51%

**Mozambique**

- Population: 24.0 million
- Urban population: 31%
- Life expectancy: 50
- Adult literacy: 56%
- Mobile phone penetration: 33%
- Internet penetration: 4.3%

**Namibia**

- Population: 2.3 million
- Urban population: 38%
- Life expectancy: 62

- Adult literacy: 89%
- Mobile phone penetration: 105%
- Internet penetration: 12%

### **Niger**

- Population: 16.0 million
- Urban population: 18%
- Life expectancy: 54
- Adult literacy: 29%
- Mobile phone penetration: 27%
- Internet penetration: 1.3%

### **Nigeria**

- Population: 162.5 million
- Urban population: 50%
- Life expectancy: 51
- Adult literacy: 61%
- Mobile phone penetration: 59%
- Internet penetration: 28.4%

### **Rwanda**

- Population: 10.9 million
- Urban population: 19%
- Life expectancy: 55
- Adult literacy: 71%
- Mobile phone penetration: 41%
- Internet penetration: 7%

### **São Tomé and Príncipe**

- Population: 0.2 million
- Urban population: 63%
- Life expectancy: 64
- Adult literacy: 89%
- Mobile phone penetration: 68%
- Internet penetration: 20%

### **Senegal**

- Population: 12.8 million
- Urban population: 43%
- Life expectancy: 59
- Adult literacy: 50%
- Mobile phone penetration: 73%
- Internet penetration: 17.5%

**Seychelles**

- Population: 0.9 million
- Urban population: 54%
- Life expectancy: 72
- Adult literacy: 92%
- Mobile phone penetration: 146%
- Internet penetration: 43.2%

**Sierra Leone**

- Population: 6.0 million
- Urban population: 39%
- Life expectancy: 47
- Adult literacy: 42%
- Mobile phone penetration: 36%
- Internet penetration: n/a

**Somalia**

- Population: 9.6 million
- Urban population: 38%
- Life expectancy: 51
- Adult literacy: n/a
- Mobile phone penetration: 7%
- Internet penetration: 1.3%

**South Africa**

- Population: 50.6 million
- Urban population: 62%
- Life expectancy: 52
- Adult literacy: 89%
- Mobile phone penetration: 127%
- Internet penetration: 21%

**South Sudan**

- Population: 2.2 million
- Urban population: 18%
- Life expectancy: n/a
- Adult literacy: n/a
- Mobile phone penetration: n/a
- Internet penetration: n/a

**Sudan**

- Population: 34.3 million
- Urban population: 33%
- Life expectancy: 61\*

- Adult literacy: 71%\*
- Mobile phone penetration: 56%\*
- Internet penetration: 19%

\* includes South Sudan

### **Swaziland**

- Population: 1.1 million
- Urban population: 21%
- Life expectancy: 48
- Adult literacy: 87%
- Mobile phone penetration: 64%
- Internet penetration: 18.1%

### **Tanzania**

- Population: 46.2 million
- Urban population: 27%
- Life expectancy: 58
- Adult literacy: 73%
- Mobile phone penetration: 56%
- Internet penetration: 12%

### **Togo**

- Population: 6.2 million
- Urban population: 38%
- Life expectancy: 57
- Adult literacy: 57%
- Mobile phone penetration: 50%
- Internet penetration: 3.5%

### **Tunisia**

- Population: 10.7 million
- Urban population: 66%
- Life expectancy: 74
- Adult literacy: 78%
- Mobile phone penetration: 117%
- Internet penetration: 39.1%

### **Uganda**

- Population: 34.5 million
- Urban population: 16%
- Life expectancy: 54
- Adult literacy: 73%
- Mobile phone penetration: 48%
- Internet penetration: 13%

## **Zambia**

- Population: 13.5 million
- Urban population: 39%
- Life expectancy: 41
- Adult literacy: 71.2%
- Mobile phone penetration: 61%
- Internet penetration: 71.2%

## **Zimbabwe**

- Population: 12.8 million
- Urban population: 39%
- Life expectancy: 51
- Adult literacy: 92%
- Mobile phone penetration: 72%
- Internet penetration: 15.7%

### **44.5 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)), estimates there are 2,535 Ultra High Net Worth\* (UHNW) individuals in Africa; their combined net worth is \$325 billion. By country, these numbers are as follows:

	<b>UHNW population</b>	<b>Total Wealth</b>
• South Africa:	785	\$100 billion
• Egypt:	490	\$ 65 billion
• Nigeria:	455	\$ 60 billion
• Kenya:	125	\$ 16 billion
• Tanzania:	105	\$ 14 billion
• Angola:	100	\$ 13 billion
• Tunisia:	70	\$ 9 billion
• Libya:	60	\$ 8 billion
• Ethiopia:	50	\$ 7 billion
• Morocco:	35	\$ 5 billion
• Algeria:	35	\$ 5 billion
• Rest of Africa:	225	\$ 27 billion

\*UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million or those with more than \$50 million in wealth.

### **44.6 Retail**

According to the World Bank ([www.worldbank.org](http://www.worldbank.org)), retail spending in Africa is 39.2% of the gross domestic product (GDP). In 2012, retail spending in Africa was approximately \$800 billion. This figure includes spending at markets and peer-to-peer

spending as well as purchases at conventional retail stores.

By category, consumer retail spending in 2012 was as follows:

	Pct. of GDP	Total
• Food and nonalcoholic beverages (F&B):	26.2%	\$52.4 billion
• Household furnishings:	3.3%	\$ 8.6 billion
• Apparel (i.e., clothing and footwear):	3.0%	\$ 8.4 billion
• Miscellaneous goods and services:	8.6%	\$ 9.0 billion

#### **44.7 Use of Media, the Internet and Mobile**

In a 2012 study of urban and peri-urban adults in seven countries - Democratic Republic of Congo, Ethiopia, Kenya, Nigeria, Tanzania, Uganda, and Zambia - The Nielsen Company ([www.nielsen.com](http://www.nielsen.com)) assessed media use as follows:

- Television: 90%
- Radio: 87%
- Mobile: 86%
- Newspapers: 46%
- Magazines: 27%
- Internet: 25%

#### **44.8 Market Outlook**

According to *The Rise Of The African Consumer*, a 2012 report by McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com)), over the past decade Africa supplied six of the world's 10 fastest-growing economies. Africa's consumer segment is expected to grow by \$400 billion by 2020. The number of countries with average incomes above \$1,000 per person a year will grow from less than one-half of Africa's 54 states to three-quarters.

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**“By 2020 more than half of African households will have enough income to splurge some of it on non-essentials, according to McKinsey.”**

*The Economist*, 6/6/13

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The development of resources is fueling much of the economic growth throughout Africa. The following are examples:

- The development of the oil sector has placed Angola among the top 30 countries worldwide in advances in improvements in well-being, according to *The New Prosperity: Strategies For Improving Well-Being In Sub-Saharan Africa*, a May 2013 report by the Boston Consulting Group ([www.bcg.com](http://www.bcg.com)).
- The discovery in 2012 of up to 10 billion barrels of petroleum reserves in Kenya's Great Rift Valley will put that country at the center of East Africa's emerging oil industry. Neighboring Uganda will soon start producing oil it discovered in 2006.
- Nigeria, twice as populous as any other African country, is one of the world's top producers of petroleum but has yet to refine its own oil. A \$7 billion refinery is in the planning stages.

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**“Nigeria’s GDP may rise, according to its own bureau of statistics, by 40% to around \$350 billion, not far off South Africa’s \$400-plus billion. If Nigeria goes on growing by 7% a year (as it is expected to in 2013) against South Africa’s present 3%, it will become Africa’s biggest economy within a decade. Together, the two economies already account for a good half of the GDP of sub-Saharan Africa’s 49 countries.”**

*The Economist*, 4/13/13

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Valuable resources extend beyond petroleum in Africa. Almost 80% of Chinese imports from Africa are mineral products. China is Africa's top business partner, with trade exceeding \$166 billion. So great is China's interest that tourism and migration to the continent are on the rise.

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**“Chinese are coming to Africa in ever greater numbers and finding it a comfortable place to visit, work in, and trade. An estimated one million are now resident in Africa, up from a few thousand a decade ago, and more keep arriving. Chinese are the fourth-most-numerous visitors to South Africa.”**

*The Economist, 3/23/13*

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U.S. exports to Sub-Saharan Africa were \$23 billion in 2012, an increase from \$7 billion a decade prior. African exports to the U.S., 80% of which are petroleum products, were \$35 billion. The African Growth and Opportunity Act of 2000, the cornerstone of U.S.-Africa economic relations, is slated for renewal in 2015. The U.S. is seeking a minimum 10-year extension with expanded access to African markets.

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**“The U.S. is keen to secure a marketplace for its products among the continent’s growing middle class. President Obama [has] repeatedly emphasized the benefits of trade with Africa to U.S. jobs.”**

*Financial Times, 8/12/13*

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Africa also holds great promise in the global food market. The continent has 60% of the world’s uncultivated land. There are an estimated 33 million small farms. According to McKinsey & Company, the growth rate of Africa’s farm production is about 12%, twice the average of other economic sectors over the past decade.

One of the biggest issues facing marketers in Africa is its diversity.



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**“Rather than just a continent, Africa must be viewed as 54 separate and distinct countries with a wide array of political, economic, geographical, cultural, and social features. Even a single country like Nigeria has over 250 different ethnic groups and over 500 languages. In addition to the differences created by international borders, many African countries also boast incredible levels of internal diversity, which are impacted heavily by respective colonial histories. By and large, local consumers in each of the markets have remained loyal to the consumption patterns and ethnic tastes of their former colonial rulers. This fragmented cultural landscape presents a unique challenge to marketers trying to tailor their message to African consumers.”**

*The Diverse People of Africa*  
Nielsen, 3/12

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#### **44.9 Market Resources**

*Africa Economic Outlook*, OECD Development Centre, Immeuble Seine Saint-Germain 12, Boulevard des Îles, 92130 Issy les Moulineaux, France.  
([www.africaneconomicoutlook.org](http://www.africaneconomicoutlook.org))

*Africa News*, Van Diemenstraat 160, 1013 CN Amsterdam, The Netherlands.  
Tel.: +31 (0) 20 4231644. ([www.africanews.com](http://www.africanews.com))

*African Business*, 7 Coldbath Square, London EC1R 4LQ, United Kingdom.  
Tel.: +44 (0) 20 7841 3210. ([www.africanbusinessmagazine.com](http://www.africanbusinessmagazine.com))

*Special Report: Emerging Africa*, *The Economist*, March 3, 2013. This report is available at [www.economist.com/news/special-report/21572377-african-lives-have-already-greatly-improved-over-past-decade-says-oliver-august](http://www.economist.com/news/special-report/21572377-african-lives-have-already-greatly-improved-over-past-decade-says-oliver-august).

*The Africa Report*, The Africa Report, 57-bis rue d'Auteuil, 75016 Paris, France.  
Tel.: +33 1 44 30 1960. ([www.theafricareport.com](http://www.theafricareport.com))

*The Best Of Africa: A Remarkable Renaissance*, *Forbes*, September 2012.  
This report is available at [www.forbescustom.com/SectionPDFs/092412AfricaSection.pdf](http://www.forbescustom.com/SectionPDFs/092412AfricaSection.pdf).

*The Diverse People Of Africa*, Nielsen, March 2012.  
This report is available at [www.nielsen.com/us/en/newswire/2012/report-the-diverse-people-of-africa.html](http://www.nielsen.com/us/en/newswire/2012/report-the-diverse-people-of-africa.html).

*The New Prosperity: Strategies For Improving Well-Being In Sub-Saharan Africa*,  
Boston Consulting Group, May 2013.  
This report is available at [www.bcgperspectives.com/content/articles/public\\_sector\\_globalization\\_new\\_prosperity\\_strategies\\_improving\\_well\\_being\\_sub\\_saharan\\_africa/](http://www.bcgperspectives.com/content/articles/public_sector_globalization_new_prosperity_strategies_improving_well_being_sub_saharan_africa/).

*The Rise Of The African Consumer*, McKinsey & Company, 2012.  
This report is available at [www.mckinsey.com/global\\_locations/africa/south\\_africa/en/rise\\_of\\_the\\_african\\_consumer](http://www.mckinsey.com/global_locations/africa/south_africa/en/rise_of_the_african_consumer).

## ARAB STATES OF THE GULF

### **45.1 Overview**

Seven Arab states border the Persian Gulf: Bahrain, Iraq, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates. The region is within the Middle East, which encompasses the area where Africa, Asia, and Europe meet. The Arab States of The Gulf are all part of Asia.

Iran, which borders the Persian Gulf, is not considered part of the Arab world, as the majority of its population are Persian, with only 2% of its population being Arab.

### **45.2 Economic Overview**

The Arab States of the Gulf region has some of the fastest growing economies in the world due to their oil and natural gas revenues. A building and investment boom is backed by decades of petroleum revenues.

With a population of 81.3 million, the region has a combined gross domestic product (GDP) of approximately \$1.59 trillion. If the region were viewed as a single economy, it would rank 12<sup>th</sup> in the world.

The gross domestic product and GDP per capita for the states are as follows:

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• Saudi Arabia:	\$576,824	29,195,895	\$ 20,778	42%
• United Arab Emirates:	\$360,245	8,264,070	\$ 40,363	81%
• Iraq:	\$210,280	33,330,000	\$ 6,455	13%
• Kuwait:	\$176,590	3,582,054	\$ 56,514	113%
• Qatar:	\$172,982	1,963,124	\$ 90,524	181%
• Oman:	\$ 71,782	3,831,553	\$ 23,731	47%
• Bahrain:	\$ 22,945	1,234,571	\$ 18,334	37%

### **45.3 Gulf Cooperation Council**

The Cooperation Council for the Arab States of the Gulf ([www.gcc-sg.org](http://www.gcc-sg.org)), also known as the Gulf Cooperation Council (GCC), has as members Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.

Iraq was suspended from membership in the GCC after its invasion of Kuwait in 1990.

The GCC was established in 1981 to encourage cooperation of the private sector in the member countries and to coordinate customs, finance, tourism, and trade activities.

Since 2008, the GCC countries have had a common market. This grants national treatment to all GCC firms and citizens in any other GCC country, removing all barriers to cross country investment and services trade.

#### **45.4 Major Cities**

The Arab largest cities and their urban area populations are as follows:

- Baghdad, Iraq: 6,492,200
- Riyadh, Saudi Arabia: 3,627,700
- Jiddah, Saudi Arabia: 2,674,000
- Mecca, Saudi Arabia: 1,541,800
- Dubai, United Arab Emirates: 1,455,400
- Mosul, Iraq: 1,139,200
- Irbil, Iraq: 1,100,400
- Basrah, Iraq: 1,030,900

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**“Three decades ago, Doha in Qatar and Dubai and Abu Dhabi in the United Arab Emirates were little known outside the Persian Gulf. Today, they are among the world’s fastest-growing and wealthiest cities.”**

*USA Today, 11/13/12*

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#### **45.5 Affluent Consumers**

According to a December 2012 report by Kuwait Finance House Research ([www.kfhresearch.com](http://www.kfhresearch.com)), one million wealthy families in the GCC countries own investment assets worth about \$ 1.2 trillion.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)) estimates the number of Ultra High Net Worth\* (UHNW) individuals and their total net worth as follows:

	<b>UHNW population</b>	<b>Total Wealth</b>
• Saudi Arabia:	1,265	\$230 billion
• United Arab Emirates:	810	\$120 billion

• Kuwait:	735	\$125 billion
• Qatar:	300	\$ 45 billion
• Iraq:	160	\$ 14 billion
• Oman:	140	\$ 18 billion

\*UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million or those with more than \$50 million in wealth.

*Maintaining Momentum in a Complex World: Global Wealth 2013*, by the Boston Consulting Group ([www.bcg.com](http://www.bcg.com)), estimates the following percentages of millionaire households:

• Qatar:	14.3%
• Kuwait:	11.5%
• Bahrain:	4.0%
• United Arab Emirates:	4.0%
• Oman:	3.3%

#### **45.6 Internet Access**

Gallup ([www.gallup.com](http://www.gallup.com)) assesses adult Internet access as of January 2013 as follows:

• United Arab Emirates:	85%
• Bahrain:	84%
• Kuwait:	83%
• Qatar:	77%
• Oman:	74%
• Saudi Arabia:	74%
• Iraq:	17%

According to Ipsos MediaCT ([www.ipsos.com/mediact/](http://www.ipsos.com/mediact/)), the number of Internet users and the percentage of the online population are as follows:

	<b>Internet Users</b>	<b>Pct. of Population</b>
• Saudi Arabia:	8.5 million	60%
• United Arab Emirates:	4.7 million	71%
• Iraq:	3.9 million	23%
• Kuwait:	1.7 million	62%
• Qatar:	900,000	61%
• Oman:	500,000	28%

Among Internet users in the region, 87% had access at home, 13% logged in only at work, and 21% had access both at home and work.

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**“While the Middle East lags other regions in Internet penetration, the number of Internet users in Arab countries has been growing faster (23% annually versus a global 14%), and the total is expected to exceed 140 million next year. Those who are online tell a remarkable story of change over the past five years, with clear ramifications for the future. Eighty-three percent (83%) use the Internet daily, and half of those for at least five hours a day. Notably, 78% said they prefer the Internet to television, and 44% say they spend less time meeting friends face-to-face than online or on their mobile devices.”**

Christopher M. Schroeder, Author  
*Startup Rising: The Entrepreneurial Revolution  
Remaking the Middle East*, 2013

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Twitter is the most popular social network. In Saudi Arabia, 51% of Internet users are active users; 34% of those online in the United Arab Emirates actively use the social network. According to GlobalWebIndex ([www.globalwebindex.net](http://www.globalwebindex.net)), this use ranks #1 and #3, respectively, among all countries of the world.

#### **45.7 Market Resources**

Cooperation Council for the Arab States of the Gulf ([www.gcc-sg.org](http://www.gcc-sg.org), in Arabic)

Kuwait Finance House Research ([www.kfhresearch.com](http://www.kfhresearch.com))

League of Arab States ([www.lasportal.org](http://www.lasportal.org), in Arabic)

## CARIBBEAN

### 46.1 Overview

The Caribbean region encompasses 13 sovereign states and 16 dependent territories tied to France, the Netherlands, the United Kingdom, and the United States.

### 46.2 Economic Overview

With a population of 36.3 million, the region has a combined gross domestic product of approximately \$285 billion. If the region were viewed as a single economy, it would rank 36<sup>th</sup> in the world.

Five countries account for over 90% of the Caribbean region's total GDP, as follows:

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• Puerto Rico:	\$101,496	3,667,084	\$ 27,678	55%
• Cuba:	\$ 60,806	11,163,934	\$ 5,383	11%
• Dominican Republic:	\$ 58,951	9,445,281	\$ 5,736	11%
• Trinidad and Tobago:	\$ 23,986	1,328,019	\$ 17,934	36%
• Jamaica:	\$ 14,840	2,709,300	\$ 5,472	11%

Caribbean countries all face similar economic challenges: getting imports priced to an affordable level and difficulty competing with their exports are the most pressing. The lack of varied resources is also a challenge.

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**“Jamaica has plenty of well-educated English-speaking people. It has great beaches, a near-perfect climate for farming, useful deposits of bauxite, and a port which is just a short hop from both Florida and the Panama Canal. But Jamaica lacks energy supplies. It spends more on oil imports than it earns from tourism.”**

*The Economist, 2/23/13*

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Most Caribbean countries lack sufficient local infrastructure to create suitable employment for their populations. As a consequence many look to tourism to create employment, often at low wages. Because the region depends heavily on tourism, it is vulnerable to recessionary periods when leisure travel declines.

### **46.3 The Caribbean Community**

The Caribbean Community (CARICOM, [www.caricom.org](http://www.caricom.org)), a trade block launched in 1973, established a free-trade area and supports programs for sustained economic development within the region as well as unified trade and economic and foreign policies with States outside the region.

There are 15 CARICOM Member States: Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Anguilla, Bermuda, British Virgin Islands, Cayman Islands, and Turks and Caicos Islands are Associate Members.

### **46.4 Major Cities**

The largest cities in the Caribbean and their urban area populations are as follows:

• Santo Domingo, Dominican Republic:	2.80 million
• Havana, Cuba:	2.66 million
• Port-au-Prince, Haiti:	1.73 million
• Kingston, Jamaica:	925,000
• Santiago de Cuba, Cuba:	544,000
• Santiago, Dominican Republic:	458,000
• San Juan, Puerto Rico:	418,000
• Camaguey, Cuba:	349,000
• Holguin, Cuba:	312,000
• Guantanamo, Cuba:	269,000
• Santa Clara, Cuba:	248,000
• Bayamón, Puerto Rico:	203,000
• Bayamo, Cuba:	186,000
• La Romana, Dominican Republic:	182,000
• Nassau, Bahamas:	179,000
• Pinar del Rio, Cuba:	176,000
• Carolina, Puerto Rico:	170,000
• Cienfuegos, Cuba:	168,000
• San Pedro de Macoris, Dominican Republic:	159,000
• Ponce, Puerto Rico:	153,000
• Las Tunas, Cuba:	146,000
• Matanzas, Cuba:	142,000



• San Francisco de Macoris, Dominican Republic:	134,000
• Sancti Spiritus, Cuba:	123,000
• Cap-Haitien, Haiti:	123,000
• Manzanillo, Cuba:	121,000
• Ciego de Avila, Cuba:	120,000
• Palma Soriano, Cuba:	112,000
• San Cristobal, Dominican Republic:	112,000
• Puerto Plata, Dominican Republic:	111,000
• La Vega, Dominican Republic:	106,000

#### **46.5 Tourism**

According to the Caribbean Tourism Organization ([www.onecaribbean.org](http://www.onecaribbean.org)), tourist airline passenger arrivals in 2012 were as follows (change from previous year in parenthesis):

• Dominican Republic:	4,562,606 (5.9%)
• Cuba:	2,838,169 (4.5%)
• Jamaica:	1,986,084 (1.8%)
• Puerto Rico:	1,569,472 (8.4%)
• Bahamas:	1,421,341 (5.6%)
• Aruba:	903,934 (4.0%)
• U.S. Virgin Islands:	737,651 (8.6%)
• Barbados:	536,303 (-5.5%)
• Martinique:	487,359 (-1.8%)
• St. Maarten:	456,720 (7.6%)
• Curaçao:	419,621 (7.5%)
• British Virgin Islands:	351,404 (4.0%)
• Cayman Islands:	321,650 (4.1%)
• Saint Lucia:	306,801 (-1.8%)
• Antigua & Barbuda:	246,926 (2.3%)

Cruise ship passenger stopovers in 2012 were as follows (change from previous year in parenthesis):

• Bahamas:	4,434,161 (6.6%)
• U.S. Virgin Islands:	1,904,468 (-5.2%)
• St. Maarten:	1,753,215 (5.9%)
• Cayman Islands:	1,507,370 (7.6%)
• Jamaica:	1,320,083 (17.3%)
• Puerto Rico:	1,051,719 (-6.5%)
• Haiti:	609,930 (2.2%)
• Aruba:	582,309 (-2.9%)
• Saint Lucia:	571,894 (-9.3%)
• Antigua & Barbuda:	551,161 (-9.1%)
• Barbados:	517,436 (-16.4%)

• Curaçao:	431,555 (7.6%)
• British Virgin Islands:	390,579 (-19.4%)
• Dominican Republic:	338,170 (-2.8%)
• Dominica:	266,169 (-22.1%)
• Grenada:	242,454 (-21.7%)
• Martinique:	93,515 (127.3%)
• Saint Vincent & the Grenadines:	76,996 (-13.4%)
• Trinidad and Tobago:	49,109 (-18.5%)

## **46.6 Affluent Consumers**

The beauty of the Caribbean attracts wealth, and there are clusters of mansions in several countries. In Barbados, for instance, about 50 millionaires own mansions on the plush West Coast, and international celebrities have built houses for as much as \$10 million to \$15 million each.

There are neighborhoods referred to as Millionaire's Row in Grand Bahama, Jamaica, Nevis, St. Martin, and other countries. Multi-millionaires and billionaires own private islands throughout the Caribbean.

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)) estimates the number of Ultra High Net Worth\* (UHNW) individuals and their total net worth as follows:

	<b>UHNW population</b>	<b>Total Wealth</b>
• Dominican Republic:	240	\$30 billion
• Puerto Rico:	100	\$14 billion
• Cuba:	45	\$ 6 billion

\*UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million or those with more than \$50 million in wealth.

## **46.7 Puerto Rico**

The Commonwealth of Puerto Rico is an unincorporated territory of the United States; the government has its own tax laws. Only certain Puerto Ricans – those with income sources outside of Puerto Rico or employees of the U.S. government – are required to pay U.S. federal income tax. Residents pay Federal payroll taxes (i.e., Social Security and Medicare). Puerto Rico is subject to U.S. trade laws and restrictions.

Puerto Ricans supported U.S. statehood in a November 2012 vote, the first majority after three previous referendums on the issue over the past 45 years. But the island remains divided over its relationship to the United States. Nearly a half million voters chose to leave a portion of the ballot blank and voters ousted the pro-statehood governor, eliminating one of the main advocates for a cause that would need the approval of the U.S. Congress. In December 2012, President Barack Obama urged Congress to take action to make Puerto Rico the 51<sup>st</sup> state.

Puerto Rico is classified as a “high income country” by the World Bank ([www.worldbank.org](http://www.worldbank.org)). The median annual household income is approximately \$20,000.

Tourism contributes \$1.8 billion annually to the Puerto Rican economy, or about 7% of GDP. Approximately 5 million tourists visit Puerto Rico each year; nearly one-third are cruise passengers.

#### **46.8 Market Resources**

Caribbean Community (CARICOM) Secretariat, P.O. Box 10827, Georgetown, Guyana. (592) 222 0001-75. ([www.caricom.org](http://www.caricom.org))

Caribbean Export, 1<sup>st</sup> Floor, Baobab Tower, Warrens, St. Michael, Barbados.

Mailing Address: P.O. Box 34B, Barbados BB22026. (246) 436-0578

([www.carib-export.com](http://www.carib-export.com)) Created in 1996, Caribbean Export represents the 15 CARICOM states and the Dominican Republic. Its mission is to enhance competitiveness via export development and investment promotion initiatives.

Caribbean Tourism Organization, Baobab Tower, Ground Floor, Warrens, St. Michael, Barbados. (246) 427-5242. ([www.onecaribbean.org](http://www.onecaribbean.org))

invesTT Portal, The Atrium, Don Miguel Road Extension, El Socorro, Trinidad West Indies. (868) 638-0038. ([www.investt.co.tt](http://www.investt.co.tt)) invesTT is the nation's investment and promotion agency and the first point of contact for investment opportunities in Trinidad and Tobago. The agency is aligned to the Ministry of Trade, Industry and Investment.

Statistical Profiles, CARICOM. ([www.caricomstats.org/handbookpub.html](http://www.caricomstats.org/handbookpub.html))

Statistics and Market Research, Caribbean Tourism Organization. ([www.onecaribbean.org/statistics/](http://www.onecaribbean.org/statistics/))

## EUROPEAN UNION

### 47.1 Overview

The European Union (EU, <http://europa.eu/>) comprises 28 sovereign member states: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and the United Kingdom.

The single or 'internal' market is the EU's main economic engine, enabling most goods, services, money, and people to move freely among member countries.

An overview of the EU is provided in Appendix E of this handbook. A detailed description is presented on the EU website at [http://europa.eu/index\\_en.htm](http://europa.eu/index_en.htm).

The five largest economies of the EU are assessed in separate chapters of this handbook, as follows:

- France: Chapter 33
- Germany: Chapter 34
- Italy: Chapter 36
- Spain: Chapter 41
- United Kingdom: Chapter 42

The Nordic countries are assessed in Chapter 49.

### 47.2 Economic Overview

With a population of 505.2 million, the European Union has a combined gross national product (GDP) of \$16.6 trillion, or 23% of total global GDP.

The gross domestic product and GDP per capita for EU member countries are as follows:

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• Germany:	\$3,399,588	80,493,000	\$ 46,787	95%
• France:	\$2,612,878	65,684,000	\$ 39,722	80%
• United Kingdom:	\$2,435,174	63,181,775	\$ 38,514	77%
• Italy:	\$2,013,263	59,704,082	\$ 33,049	66%
• Spain:	\$1,349,351	47,059,533	\$ 29,195	58%
• Netherlands:	\$ 772,227	16,792,600	\$ 46,054	92%
• Sweden:	\$ 525,742	9,588,569	\$ 55,245	111%

• Poland:	\$ 489,795	38,533,299	\$ 12,708	25%
• Belgium:	\$ 483,709	11,153,405	\$ 43,413	87%
• Austria:	\$ 399,649	8,464,554	\$ 47,226	95%
• Denmark:	\$ 314,242	5,605,836	\$ 56,210	112%
• Finland:	\$ 250,024	5,434,357	\$ 46,179	92%
• Greece:	\$ 249,099	10,815,197	\$ 22,083	44%
• Portugal:	\$ 212,454	10,562,178	\$ 20,182	40%
• Ireland:	\$ 210,331	4,585,400	\$ 45,836	92%
• Czech Republic:	\$ 195,657	10,512,800	\$ 18,806	38%
• Romania:	\$ 169,396	20,121,641	\$ 7,943	16%
• Hungary:	\$ 125,508	9,906,000	\$ 12,622	25%
• Slovakia:	\$ 91,619	5,410,728	\$ 16,934	34%
• Luxembourg:	\$ 57,117	537,000	\$107,476	215%
• Croatia:	\$ 56,442	4,290,612	\$ 13,227	26%
• Bulgaria:	\$ 51,030	7,282,041	\$ 6,986	14%
• Slovenia:	\$ 45,469	2,060,389	\$ 20,092	40%
• Lithuania:	\$ 42,246	2,960,733	\$ 14,140	28%
• Latvia:	\$ 28,374	2,013,400	\$ 14,009	28%
• Cyprus:	\$ 22,981	862,000	\$ 26,315	53%
• Estonia:	\$ 21,854	1,286,540	\$ 16,316	33%
• Malta:	\$ 8,722	416,055	\$ 20,848	42%

### **47.3 Eurozone**

The euro (€) is the currency used by the Institutions of the European Union and is the official currency of the Eurozone, which consists of 17 of the 28 member states of the European Union: Austria, Belgium, Cyprus, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Malta, the Netherlands, Portugal, Slovakia, Slovenia, and Spain.

Bulgaria, Croatia, Czech Republic, Denmark, Hungary, Latvia, Lithuania, Poland, Romania, Sweden, and the United Kingdom are outside the Eurozone.

### **47.4 Economic Outlook**

Most of Europe has struggled through unfavorable economic conditions since 2008. The impact has varied regionally.

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**“It is striking how the economies of EU countries on the Baltic Sea – from Scandinavia round to Germany, Poland and the ex-Soviet Baltic states – boast the union’s fastest-growing economies while many of those on the Mediterranean, from Greece to Spain, are shrinking fastest. The reasons are complex.”**

*The Economist*, 3/30/13

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GDP growth for the largest countries of the EU during the first half of 2013 and unemployment rate as of August 2013 were as follows (source: *The Economist*):

	<b>GDP Growth</b>	<b>Unemployment</b>
• Austria:	0.5%	4.6%
• Belgium:	-0.1%	8.7%
• Czech Republic:	-0.7%	7.5%
• Denmark:	0.3%	5.8%
• France:	-0.3%	11.0%
• Germany:	0.3%	6.8%
• Greece:	-5.5%	27.6%
• Hungary:	0.4%	10.3%
• Italy:	-0.9%	12.1%
• Netherlands:	-1.1%	8.7%
• Poland:	1.0%	13.1%
• Spain:	-1.6%	26.3%
• Sweden:	1.3%	9.1%
• United Kingdom:	1.0%	7.8%

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**“It could take years to fix the imbalances that led to the Eurozone crisis, which include excess debt and competitiveness by the stricken countries. The probability of catastrophic events has been drastically decreased, but Europe still faces an adjustment decade.”**

Jörg Asmussen  
Member of the Executive Board  
European Central Bank  
*The New York Times*, 9/3/13

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#### **47.5 Intra-EU Migration**

With varying economic conditions across the EU and open borders, there is heavy migration to regions with favorable job opportunities.

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**“Spain has a youth unemployment rate of 56%. In Greece it is 58%. By contrast, Germany has negligible youth unemployment (8%) and a shortage of qualified workers. Theoretically, people should be willing to move from the ‘crisis countries’ to the boom towns, just as the Okies once flocked to California. To some extent this migration is indeed happening.”**

*The Economist*, 2/16/13

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Migration has occurred the most in Bulgaria, Romania, and the Baltic states. Bulgaria, a country of 7.3 million, has lost almost 600,000 people in the past decade. In Latvia, the exodus is estimated at 230,000. A 2011 European Commission report assessed that population shifts out of Bulgaria and Lithuania may permanently reduce

economic output in those countries by 5% to 10%. Latvia and Estonia may see reduced output of at least 3%.

The total impact of this migration is, as yet, unclear.

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**“Most of the economic research on migration focuses on two things: the effects migrants from developing economies have on both the wages and the welfare state of destination countries, and what remittances and returnees can do for the countries left behind. Both economic theory and real experience show that these effects are mostly positive. The EU offers an unprecedented experiment – free movement of people among sovereign states, all of them comparatively well developed. Yet when labor moves within the EU, it’s good for the workers but possibly devastating for the finances of the states they leave.”**

*Bloomberg Businessweek, 3/25/13*

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#### **47.6 Market Resources**

Eurostat ([http://epp.eurostat.ec.europa.eu/statistics\\_explained/index.php/Main\\_Page](http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Main_Page))

A website of the European Commission, Eurostat is an encyclopedia on European Union statistics.

GfK, Nordwestring 101, Nuremberg 90419 Germany. Tel.: +49 911 395 4440.

([www.gfk.com](http://www.gfk.com)) GfK conducts a monthly Consumer Climate MAXX Survey based on consumer interviews on behalf of the European Commission.



## LATIN AMERICA

### 48.1 Overview

South America, Central America, and Mexico comprise Latin America, so called because Spanish and Portuguese, the primary languages, are derived from Latin.

The Caribbean region, also generally considered part of Latin America, is assessed in Chapter 46 of this handbook.

### 48.2 Economic Overview

With a population of over 600 million, Latin America has a combined gross national product (GDP) of \$5.2 trillion.

The gross domestic product and GDP per capita for the major economies of Latin America are as follows:

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• Brazil:	\$2,252,664	193,946,886	\$11,340	23%
• Mexico:	\$1,177,271	117,409,830	\$ 9,742	19%
• Argentina:	\$ 474,865	40,117,096	\$11,558	23%
• Venezuela:	\$ 382,424	28,946,101	\$12,767	26%
• Colombia:	\$ 369,813	47,146,000	\$ 7,752	16%
• Chile:	\$ 268,314	16,634,603	\$15,363	31%
• Peru:	\$ 197,111	30,475,144	\$ 6,573	13%
• Guatemala:	\$ 50,806	15,438,384	\$ 3,368	7%
• Uruguay:	\$ 49,060	3,286,314	\$14,449	29%
• Costa Rica:	\$ 45,127	4,667,096	\$ 9,391	19%
• Panama:	\$ 36,253	3,405,813	\$ 9,534	19%
• Bolivia:	\$ 27,035	10,389,913	\$ 5,576	11%
• Paraguay:	\$ 25,502	6,672,631	\$ 3,813	8%
• El Salvador:	\$ 23,787	6,183,000	\$ 3,777	8%
• Honduras:	\$ 17,967	8,385,072	\$ 2,264	5%
• Nicaragua:	\$ 10,507	6,071,045	\$ 1,754	4%
• Suriname:	\$ 4,738	534,189	\$ 8,864	2%
• Guyana:	\$ 2,851	784,894	\$ 3,584	7%
• Belize:	\$ 1,448	317,971	\$ 4,577	9%

### **48.3 Major Cities**

The largest Latin American cities and their urban area population are as follows:

• Mexico City, Mexico:	21,027,200
• São Paulo, Brazil:	18,923,800
• Buenos Aires, Argentina:	12,923,800
• Rio de Janeiro, Brazil:	11,246,600
• Bogotá, Colombia:	7,798,000
• Lima, Peru:	7,603,500
• Santiago, Chile:	5,636,800
• Belo Horizonte, Brazil:	4,413,800
• Caracas, Venezuela:	3,478,100
• Guadalajara, Mexico:	3,847,800
• Salvador, Brazil:	3,173,500
• Medellín, Colombia:	2,994,400

### **48.4 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)) estimates the number of Ultra High Net Worth\* (UHNW) individuals and their total net worth as follows:

	<b>UHNW population</b>	<b>Total Wealth</b>
• Brazil:	4,640	\$865 billion
• Mexico:	3,240	\$430 billion
• Argentina:	1,040	\$140 billion
• Colombia:	690	\$ 85 billion
• Peru:	595	\$ 70 billion
• Chile:	550	\$ 70 billion
• Venezuela:	420	\$ 55 billion
• Ecuador:	250	\$ 30 billion
• Guatemala:	235	\$ 28 billion
• Bolivia:	220	\$ 30 billion
• Honduras:	205	\$ 27 billion
• Nicaragua:	190	\$ 26 billion
• Paraguay:	165	\$ 22 billion
• El Salvador:	145	\$ 20 billion
• Uruguay:	115	\$ 16 billion
• Panama:	105	\$ 15 billion
• Costa Rica:	85	\$ 12 billion

\*UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million or those with more than \$50 million in wealth.

## **48.5 Internet and Social Network Use**

According to a January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)), adult Internet access in Latin America is as follows:

- Venezuela: 48%
- Chile: 48%
- Argentina: 41%
- Brazil: 40%
- Uruguay: 39%
- Costa Rica: 38%
- Colombia: 36%
- Panama: 30%
- Paraguay: 25%
- Mexico: 25%
- Peru: 24%
- Ecuador: 21%
- Honduras: 14%
- Guatemala: 14%
- Nicaragua: 14%
- Bolivia: 12%

Globally, Internet users spend 24.4 hours monthly online. Among Internet users in Latin America, average time spent online is as follows:

- Brazil: 27.0 hours per month
- Colombia: 26.7 hours per month
- Mexico: 26.7 hours per month
- Argentina: 26.1 hours per month
- Chile: 22.7 hours per month
- Venezuela: 21.1 hours per month
- Peru: 18.7 hours per month

Social network user penetration in 2012 was as follows (source: eMarketer [[www.emarketer.com](http://www.emarketer.com)]):

- Argentina: 38%
- Brazil: 31%
- Mexico: 26%

The number of Facebook users in 2012 was as follows (source: eMarketer):

- Brazil: 41.5 million
- Mexico: 27.8 million
- Argentina: 14.2 million

## **48.6 E-Commerce**

According to eMarketer, 31.7% of Internet users in Latin America made online purchases in 2012. By country, the percentage of online buyers was as follows:

- Argentina: 38%
- Brazil: 31%
- Mexico: 26%

Latin American e-commerce spending in 2012 was \$36.82 billion. By country, online spending was as follows (source: eMarketer):

- Brazil: \$19.81 billion
- Mexico: \$ 5.02 billion
- Argentina: \$ 3.39 billion

eMarketer forecasts e-commerce spending to increase to \$62.42 billion by 2015.

## NORDIC COUNTRIES

### 49.1 Overview

The Nordic countries are Denmark, Finland, Iceland, Norway, and Sweden. Greenland, an autonomous country within the Kingdom of Denmark, is also part of the region. Within the Nordic region, Denmark, Norway, and Sweden are also recognized as Scandinavia.

Nordic countries rank near the top in many of the metrics used to assess country attributes. In five metrics presented in this handbook, Nordic countries rank as follows:

	Denmark	Finland	Norway	Sweden
• Quality of life: (see Chapter 11)	# 5	#11	# 3	# 4
• Global competitiveness: (see Chapter 2)	#12	# 3	#14	# 4
• Global dynamism: (see Chapter 13)	#17	# 2	#14	# 3
• Business operating environment: (see Chapter 13)	# 5	# 1	#17	# 2
• Gender gap: (see Chapter 10)	# 7	# 2	# 3	# 4

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**“The four main Nordics – Sweden, Denmark, Norway and Finland – are doing rather well. If you had to be reborn anywhere in the world as a person with average talents and income, you would want to be a Viking. The Nordics cluster at the top of league tables of everything from economic competitiveness to social health to happiness. They have avoided both southern Europe’s economic sclerosis and America’s extreme inequality.”**

*The Economist, 2/2/13*

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Denmark, Finland, and Sweden are members of the European Union (EU) Denmark uses the euro as its official currency while Finland and Sweden are outside the Eurozone. Norway is not a member of the EU.

## **49.2 Economic Overview**

With a population of 26.1 million, the Nordic region has a combined gross national product (GDP) of \$1.6 trillion.

The gross domestic product and GDP per capita for the major economies of the Nordic countries are as follows:

	<b>GDP (in millions)</b>	<b>Population</b>	<b>GDP Per Capita</b>	<b>Relative to U.S.</b>
• Sweden:	\$525,742	9,588,569	\$55,245	111%
• Norway:	\$499,667	5,063,709	\$99,558	199%
• Denmark:	\$314,242	5,605,836	\$56,210	112%
• Finland:	\$250,024	5,434,357	\$46,179	92%
• Iceland:	\$ 13,657	322,930	\$42,658	85%
• Greenland:	\$ 1,268	56,370	\$22,508	45%

## **49.3 Major Cities**

The largest Nordic cities and their urban populations are as follows:

• Stockholm, Sweden:	1,253,309
• Copenhagen, Denmark:	1,153,615
• Oslo, Norway:	580,000
• Helsinki, Finland:	558,457
• Göteborg, Sweden:	504,084
• Malmö, Sweden:	261,548
• Espoo, Finland:	256,760
• Århus, Denmark:	237,551
• Bergen, Norway:	213,585
• Tampere, Finland:	202,687
• Vantaa, Finland:	190,058
• Turku, Finland:	175,945
• Trondheim, Norway:	147,139
• Odense, Denmark:	145,931
• Oulu, Finland:	128,618
• Uppsala, Sweden:	127,734
• Aalborg, Denmark:	122,219
• Stavanger, Norway:	121,610
• Kista, Sweden:	120,000
• Reykjavík, Iceland:	113,906

#### **49.4 Market Drivers**

The current prosperity of the Nordic countries can be traced, in part, to reforms put in place during financial crises of the 1980s and 1990s.

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**“Denmark went into freefall in the early 1980s. Finland imploded in the early 1990s when the collapse of communism killed its most reliable market. Sweden and Norway faced serious financial crises at about the same time. Policymakers responded to these near-death experiences by changing their habits, above all by putting their budgets back into balance.”**

*The Economist, 2/2/13*

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While the Nordic countries have much in common, their economic drivers differ. Norway’s economy centers around its petroleum reserves. Denmark, Finland, and Sweden have more diversified economies driven by a handful of global corporations and thousands of entrepreneurial startups. Sweden is home to global retail companies like H&M and IKEA. In Finland Nokia accounts for 4% of the GDP.

Oil-rich Norway has seen prosperity virtually unmatched throughout the world.

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**“Oil is a metaphor for winning the lottery. Affluence has slowly crept into society ... people just don’t really notice it because it’s been so gradual. These days more people leave Oslo on Thursday afternoon than on Friday, taking long weekends. We may take for granted that we have a house and a cabin in the mountain, and maybe another house on the beach.”**

Ivar Froyen, Professor of Sociology  
University of Oslo  
*The Economist, 3/24/13*

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Norwegians are, in general, keen on leisure and family life. The country's oil wealth and generous welfare model allow many people to work only part time. The employment rate, adjusted for part time work, is 61%, below rates anywhere in the Nordics and even below Greece. Still, unemployment is only 3%. Wage costs are up 63% since 2000, about six times more than in Germany or Sweden.

Innovation and entrepreneurship are emphasized in the region. Government agencies have technology centers that assist businesses and support early-stage companies with venture-capital funds. Universities are encouraged to commercialize their ideas and spawn start-ups.

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**“Nordic governments recognize that they need to encourage more entrepreneurs if they are to provide their people with high-quality jobs, and that they can no longer rely on large companies to generate business ecosystems on their own.”**

*The Economist, 2/2/13*

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All of the Nordic countries place a high value on education and have implemented government programs to enhance public education. A voucher system in Denmark, for example, allows parents to take their allocated public funds to private schools, supplementing tuition costs with their own funds. This has created a flourishing market for private schools.

#### **49.5 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)) estimates the number of Ultra High Net Worth\* (UHNW) individuals and their total net worth as follows:

	<b>UHNW population</b>	<b>Total Wealth</b>
• Norway:	1,370	\$155 billion
• Sweden:	990	\$110 billion
• Denmark:	685	\$ 75 billion
• Finland:	405	\$ 45 billion
• Iceland:	65	\$ 7 billion

\*UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million or those with more than \$50 million in wealth.



## **49.6 Retail**

Retail spending as a percentage of GDP and total retail spending in 2012 are as follows (source: World Bank [[www.worldbank.org](http://www.worldbank.org)]):

	<b>Pct. of GDP</b>	<b>Retail Spending</b>
• Sweden:	21.6%	\$113.5 billion
• Norway:	17.5%	\$ 78.7 billion
• Denmark:	22.0%	\$ 69.1 billion
• Finland:	20.7%	\$ 51.8 billion

Total retail spending for 2012 in the four largest Nordic countries was \$313.1 billion.

Ranked by annual sales, the largest retailers are as follows:

• H & M Hennes & Mauritz AB (Sweden):	\$16.97 billion
Apparel/footwear specialty	
• ICA AB (Sweden):	\$14.39 billion
Supermarket	
• S Group (Finland):	\$12.63 billion
Supermarket	
• Dansk Supermarket A/s (Denmark):	\$10.11 billion
Discount store	
• Kesko Corporation (Finland):	\$ 9.60 billion
Supermarket	
• Reitan Group (Norway):	\$ 8.02 billion
Discount store	
• Coop Danmark A/s (Denmark):	\$ 7.18 billion
Supermarket	
• KF Gruppen (Sweden):	\$ 5.35 billion
Hypermarket/supercenter/superstore	
• The Coop Norge Group (Norway):	\$ 5.30 billion
Supermarket	
• Systembolaget AB (Sweden):	\$ 3.76 billion
Other specialty	
• Axfood AB (Sweden):	\$ 3.74 billion
Supermarket	

## **49.7 Internet Access and E-Commerce**

According to eMarketer ([www.emarketer.com](http://www.emarketer.com)), Internet penetration in Nordic countries in 2012 was as follows (percentage of individuals of any age who use the Internet from any location via any device at least once per month):

• Norway:	93%
• Sweden:	93%
• Finland:	89%
• Denmark:	87%

The percentages of smartphone use in 2012 were as follows (source: IAB Europe ([www.iabeurope.eu](http://www.iabeurope.eu))):

- Norway: 54%
- Sweden: 51%
- Denmark: 45%
- Finland: 38%

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**“Due in large part to heavy investment by their respective governments, consumers in the Nordic countries enjoy some of the highest Internet penetration rates in the world. These states have dedicated serious resources to ensuring their populations are always connected, an approach that has paid off with highly advanced Internet economies and users who aren’t afraid to experiment with new technologies.”**

*eMarketer, 5/8/13*

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Total e-commerce spending, led by travel booking, was approximately \$35 billion in 2012. Per capita online spending was highest in Norway (\$303), followed by Denmark (\$167), according to eMarketer.

According to *Nordic E-Commerce 2012*, a report by Nets ([www.nets.eu](http://www.nets.eu)), the percentages of online adults making an online purchase in March 2012 were as follows:

- Norway: 59%
- Sweden: 53%
- Denmark: 52%
- Finland: 45%

## **49.8 Market Resources**

“Special Report: The Nordic Countries,” *The Economist*, February 2, 2013.

[www.economist.com/news/special-report/21570840-nordic-countries-are-reinventing-their-model-capitalism-says-adrian](http://www.economist.com/news/special-report/21570840-nordic-countries-are-reinventing-their-model-capitalism-says-adrian).

Statistics Denmark ([www.dst.dk/en](http://www.dst.dk/en))

Statistics Finland ([http://tilastokeskus.fi/index\\_en.html](http://tilastokeskus.fi/index_en.html))

Statistics Norway ([www.ssb.no/en/](http://www.ssb.no/en/))

Statistics Sweden ([www.scb.se/default\\_2154.aspx](http://www.scb.se/default_2154.aspx))

## SOUTHEAST ASIA

### 50.1 Overview

The region south of China, east of India, west of New Guinea, and north of Australia is generally referred to as Southeast Asia. The region is often further subdivided into two geographic regions, as follows:

- Mainland Southeast Asia or Indochina: Cambodia, Laos, Myanmar (Burma), Thailand, Vietnam, and Peninsular Malaysia
- Maritime Southeast Asia: Brunei, East Malaysia, East Timor, Indonesia, Philippines, Christmas Island, Singapore, and Taiwan.

### 50.2 Economic Overview

With a population of 570 million, Southeast Asia has a combined gross national product (GDP) of \$2.7 trillion.

The gross domestic product and GDP per capita for the major economies of Southeast Asia are as follows:

	GDP (in millions)	Population	GDP Per Capita	Relative to U.S.
• Indonesia:	\$878,043	237,641,326	\$ 3,559	7%
• Taiwan:	\$474,000	23,340,136	\$38,500	77%
• Thailand:	\$365,564	65,926,261	\$ 5,474	11%
• Malaysia:	\$303,526	29,735,000	\$10,381	21%
• Singapore:	\$274,701	5,312,400	\$51,709	103%
• Philippines:	\$250,265	98,056,000	\$ 2,588	5%
• Vietnam:	\$141,669	88,780,000	\$ 1,596	3%
• Brunei:	\$ 16,954	393,162	\$41,127	82%
• Cambodia:	\$ 14,062	15,135,000	\$ 946	2%
• Laos:	\$ 9,299	6,580,800	\$ 1,399	3%
• Timor-Leste:	\$ 1,293	1,066,409	\$ 896	2%

### 50.3 ASEAN

The Association of Southeast Asian Nations (ASEAN, [www.aseansec.org](http://www.aseansec.org)) is an organization formed in 1967 with the aim of accelerating the economic growth, social progress, and cultural development in the region through joint endeavors. There are 10

member countries: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam.

If ASEAN were a single entity, it would rank as the eighth largest economy in the world.

The ASEAN countries are strong trade partners of the United States, ranking as the 4<sup>th</sup> largest export market, with \$76.5 billion in 2012. Six states (California, Texas, Washington, Oregon, Illinois, and New York) each export more than \$2 billion worth of goods to ASEAN member countries. Consumption of U.S. goods by ASEAN countries is relatively high compared with most of the rest of Asia. The ASEAN consumer buys approximately 1.75 times as many U.S. goods per capita as the average Chinese consumer, and nearly nine times as many as the average Indian consumer.

#### **50.4 Major Cities**

The largest cities in Southeast Asia and their urban area population are as follows:

• Jakarta, Indonesia:	17,369,200
• Bangkok, Thailand:	8,707,900
• Ho Chi Minh City (Saigon), Vietnam:	5,728,900
• Singapore:	4,876,000
• Kuala Lumpur, Malaysia:	4,060,000
• Bandung, Indonesia:	3,828,700
• Surabaya, Indonesia:	3,677,900
• Medan, Indonesia:	2,972,700
• Hanoi, Vietnam:	2,503,000
• Haiphong, Vietnam:	1,792,400
• Palembang, Indonesia:	1,580,000
• Semarang, Indonesia:	1,322,300
• Ujung Pandang, Indonesia:	1,254,800
• Phnom Penh, Cambodia:	1,133,800
• Bandar Lampung, Indonesia:	1,122,900
• Mataram, Indonesia:	1,081,400

#### **50.5 Singapore**

With a GDP per capita higher than the United States, Singapore has become one of the strongest economies of Asia, and the world.

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**“Thanks to Singapore’s strength in finance, pharmaceuticals, electronics, and other industries, its economy almost doubled in 10 years, making the country of 5.3 million people one of the world’s wealthiest.”**

*Bloomberg Businessweek, 11/26/12*

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Singapore is the financial hub of Southeast Asia. According to a July 2013 report from the Monetary Authority of Singapore ([www.mas.gov.sg](http://www.mas.gov.sg)), the nation’s central bank, Singapore banks and wealth management firms manage \$1.3 trillion (U.S. dollars), a 22% increase over 2012. Eighty percent (80%) of assets come from outside the country; 30% are from outside Asia.

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**“Singapore has been a magnet for wealth managers and private equity groups tapping into Southeast Asia. Singapore ... [is] closing the gap with Switzerland and London as they benefit from the growing wealth of a new generation of Asian businesspeople.”**

*Financial Times, 7/23/13*

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According to a July 2013 report by PricewaterhouseCoopers ([www.pwc.com](http://www.pwc.com)), Singapore’s assets under management could overtake Switzerland’s by 2015 based on current growth rates.

## **50.6 Emerging Economies**

A 2013 assessment by A.T. Kearney ([www.atkearney.com](http://www.atkearney.com)) ranked Indonesia and Malaysia among the top 20 emerging economies of the world. The economies of Thailand and the Philippines are also growing rapidly.

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**“More remarkable than the speed of Indonesia’s growth is its consistency. Only four other economies in the world (Tanzania, Bangladesh, Mozambique and Laos) can boast a steadier pace of expansion (as measured by the coefficient of variation) over the past ten years. That resilience is increasingly shared by ... the Philippines. Its economy is expected to grow by over 5% in 2012 and possibly 6% in 2013. Thanks to heavy foreign buying of its shares, and a steady flow of remittances from its overseas workers, it has accumulated a stock of foreign-exchange reserves now worth 120% of its foreign debt.”**

*The World in 2013  
The Economist, 12/12*

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The recent financial performance of stocks for companies based in the region are an indicator of the rising economies.

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**“Since the depths of the financial crisis, the region’s equities are comfortably among the best performing. Indonesian stocks have risen 220%, while Thailand and the Philippines are up 225%. Over the same period, the MSCI emerging markets index is up 88% while the MSCI world index has added just 40%.”**

*Financial Times, 2/13/13*

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## **50.7 Affluent Consumers**

*World Ultra Wealth Report 2012-2013*, by Wealth-X ([www.wealthx.com](http://www.wealthx.com)) estimates the number of Ultra High Net Worth\* (UHNW) individuals and their total net worth as follows:

	<b>UHNW population</b>	<b>Total Wealth</b>
• Singapore:	1,305	\$155 billion
• Taiwan:	1,185	\$200 billion
• Indonesia:	785	\$120 billion
• Malaysia:	780	\$100 billion
• Thailand:	625	\$ 95 billion
• Philippines:	580	\$ 85 billion
• Vietnam:	170	\$ 19 billion

\*UHNW individuals have been described variously as those with at least \$30 million in investable assets, or with a disposable income of more than \$20 million or those with more than \$50 million in wealth.

## **50.8 Internet Access**

According to a January 2013 assessment by Gallup ([www.gallup.com](http://www.gallup.com)), adult Internet access is as follows:

• Singapore:	93%
• Taiwan:	87%
• Malaysia:	35%
• Vietnam:	27%
• Indonesia:	21%
• Philippines:	21%
• Thailand:	19%
• Cambodia:	1%

## **50.9 Market Resources**

Association of Southeast Asian Nations (ASEAN), 70A Jl. Sisingamangaraja, Jakarta 12110, Indonesia. Tel.: (6221) 7262991. ([www.aseansec.org](http://www.aseansec.org))



## **PART V: MARKET LEADERS**

## LARGEST CONSUMER PRODUCTS COMPANIES

### 51.1 Overview

Since 2008, Deloitte Touche Tohmatsu Limited ([www.deloitte.com](http://www.deloitte.com)) has ranked the largest global consumer products companies by annual sales. Its *Global Powers Of The Consumer Products Industry* is based on annual reports and other publically available data for each company.

### 51.2 Rank By Global Sales

*Global Powers Of The Consumer Products Industry 2012* ranked consumer products companies as follows:

1.	Samsung Electronics (South Korea): Electronics Products	\$134.5 billion
2.	Nestlé (Switzerland): Food, Drink & Tobacco	\$105.5 billion
3.	Panasonic (Japan): Electronics Products	\$101.7 billion
4.	Proctor & Gamble Company (United States): Personal & Household Products	\$ 82.6 billion
5.	Sony (Japan): Electronics Products	\$ 73.8 billion
6.	Apple (United States): Electronics Products	\$ 65.2 billion
7.	Unilever (Netherlands and United Kingdom): Food, Drink & Tobacco	\$ 58.8 billion
8.	PepsiCo (United States): Food, Drink & Tobacco	\$ 57.8 billion
9.	Nokia (Finland): Electronics Products	\$ 56.4 billion
10.	Kraft Foods (United States): Food, Drink & Tobacco	\$ 49.2 billion
11.	LG Electronics (South Korea): Electronics Products	\$ 48.5 billion
12.	Anheuser-Busch InBev (Belgium): Food, Drink & Tobacco	\$ 36.3 billion
13.	Sharp (Japan): Electronics Products	\$ 35.4 billion
14.	Coca-Cola (United States): Food, Drink & Tobacco	\$ 35.1 billion

15.	Koninklijke Philips (Netherlands): Personal & Household Products	\$ 33.8 billion
16.	Bridgestone (Japan): Tires	\$ 32.7 billion
17.	JBS (Brazil): Food, Drink & Tobacco	\$ 31.4 billion
18.	Mars (United States): Food, Drink & Tobacco	\$ 30.0 billion
19.	Japan Tobacco (Japan): Food, Drink & Tobacco	\$ 29.1 billion
20.	Tyson Foods (United States): Food, Drink & Tobacco	\$ 28.4 billion
21.	Phillip Morris (United States): Food, Drink & Tobacco	\$ 27.2 billion
22.	L'Oréal (France): Personal & Household Products	\$ 25.9 billion
23.	Michelin (France): Tires	\$ 23.8 billion
24.	Imperial Tobacco (United Kingdom): Food, Drink & Tobacco	\$ 23.4 billion
25.	British American Tobacco (United Kingdom): Food, Drink & Tobacco	\$ 23.0 billion
26.	Danone (France): Food, Drink & Tobacco	\$ 22.6 billion
27.	Levano (Hong Kong): Electronics Products	\$ 21.6 billion
28.	Heineken (Netherlands): Food, Drink & Tobacco	\$ 21.4 billion
29.	Kirin (Japan): Food, Drink & Tobacco	\$ 21.0 billion
30.	Nike (United States): Fashion Goods	\$ 20.9 billion
31.	Haier (China): Home Furnishings & Equipment	\$ 20.1 billion
32.	Henkel AG (Germany): Personal & Household Products	\$ 20.0 billion
33.	Acer (Taiwan): Electronics Products	\$ 19.9 billion
34.	Research In Motion (Canada): Electronics Products	\$ 19.9 billion
35.	Suntory Holdings (Japan): Food, Drink & Tobacco	\$ 19.9 billion
36.	Kimberly-Clark (United States): Personal & Household Products	\$ 19.8 billion
37.	Goodyear Tire & Rubber (United States): Tires	\$ 18.8 billion
38.	Whirlpool (United States): Home Furnishings & Equipment	\$ 18.4 billion

39.	Altria Group (United States): Food, Drink & Tobacco	\$ 16.9 billion
40.	adidas (Germany): Fashion Goods	\$ 15.9 billion
41.	Diageo (United Kingdom): Food, Drink & Tobacco	\$ 15.8 billion
42.	Colgate-Palmolive (United States): Personal & Household Products	\$ 15.6 billion
43.	Svenska Cellulosa (Sweden): Personal & Household Products	\$ 15.2 billion
44.	SABMiller (United Kingdom): Food, Drink & Tobacco	\$ 15.1 billion
45.	Cargill (United States): Food, Drink & Tobacco	\$ 15.0 billion
46.	General Mills (United States): Food, Drink & Tobacco	\$ 14.9 billion
47.	AB Electrolux (Sweden): Home Furnishings & Equipment	\$ 14.8 billion
48.	Ajinomoto (Japan): Food, Drink & Tobacco	\$ 14.1 billion
49.	Kao (Japan): Personal & Household Products	\$ 13.9 billion
50.	Groupe Lactalis (France): Food, Drink & Tobacco	\$ 13.8 billion
51.	Fomento Económico Mexicano (Mexico): Food, Drink & Tobacco	\$ 13.3 billion
52.	Reckitt Benckiser (United Kingdom): Personal & Household Products	\$ 13.1 billion
53.	Meiji Holdings (Japan): Food, Drink & Tobacco	\$ 13.0 billion
54.	BRF - Brasil Foods (Brazil): Food, Drink & Tobacco	\$ 12.9 billion
55.	Maxingvest (Germany): Personal & Household Products	\$ 12.7 billion
56.	Dr. August Oetker (Germany): Food, Drink & Tobacco	\$ 12.6 billion
57.	Kellogg (United States): Food, Drink & Tobacco	\$ 12.4 billion
58.	ConAgra Foods (United States): Food, Drink & Tobacco	\$ 12.3 billion
59.	Smithfield Foods (United States): Food, Drink & Tobacco	\$ 12.2 billion
60.	Dean Foods (United States): Food, Drink & Tobacco	\$ 12.1 billion
61.	Asahi Breweries (Japan): Food, Drink & Tobacco	\$ 12.1 billion
62.	BSH Bosch und Siemens (Germany): Home Furnishings & Equipment	\$ 12.0 billion

63.	Royal Friesland Campina (Netherlands): Food, Drink & Tobacco	\$ 11.9 billion
64.	Nintendo (Japan): Leisure Goods	\$ 11.9 billion
65.	Vion (Netherlands): Food, Drink & Tobacco	\$ 11.6 billion
66.	Nippon Meat Packers (Japan): Food, Drink & Tobacco	\$ 11.6 billion
67.	Motorola Mobility (United States): Electronics Products	\$ 11.5 billion
68.	Land O'Lakes (United States): Food, Drink & Tobacco	\$ 11.1 billion
69.	GD Midea Holdings (China): Home Furnishings & Equipment	\$ 11.0 billion
70.	Avon Products (United States): Personal & Household Products	\$ 10.7 billion
71.	H.J. Heinz (United States): Food, Drink & Tobacco	\$ 10.7 billion
72.	Carlsberg (Denmark): Food, Drink & Tobacco	\$ 10.7 billion
73.	Yamazaki Baking Co. (Japan): Food, Drink & Tobacco	\$ 10.6 billion
74.	Uni-President Enterprises (Taiwan): Food, Drink & Tobacco	\$ 10.6 billion
75.	Pernod Ricard (France): Food, Drink & Tobacco	\$ 10.4 billion
76.	Nikon (Japan): Electronics Products	\$ 10.3 billion
77.	Dairy Farmers of America (United States): Food, Drink & Tobacco	\$ 9.8 billion
78.	Grupo Bimbo (Mexico): Food, Drink & Tobacco	\$ 9.3 billion
79.	Alticor (United States): Personal & Household Products	\$ 9.2 billion
80.	Compagnie Financière Richemont (Switzerland): Fashion Goods	\$ 9.1 billion
81.	Marfrig Alimentos (Brazil): Food, Drink & Tobacco	\$ 9.1 billion
82.	The Ferreo Group (Italy): Food, Drink & Tobacco	\$ 9.0 billion
83.	Coca-Cola Hellenic Bottling (Greece): Food, Drink & Tobacco	\$ 9.0 billion
84.	S.C. Johnson & Son (United States): Personal & Household Products	\$ 9.0 billion
85.	Gree Electronic Appliances (China): Home Furnishings & Equipment	\$ 8.9 billion
86.	Estée Lauder (United States): Personal & Household Products	\$ 8.8 billion

87.	Arla Foods (Denmark): Food, Drink & Tobacco	\$ 8.7 billion
88.	Sara Lee (United States): Food, Drink & Tobacco	\$ 8.7 billion
89.	Reynolds America (United States): Food, Drink & Tobacco	\$ 8.6 billion
90.	Stanley Black & Decker (United States): Home Improvement Products	\$ 8.4 billion
91.	Sony Ericsson Mobile (Sweden): Electronics Products	\$ 8.4 billion
92.	Danish Crown (Denmark): Food, Drink & Tobacco	\$ 8.2 billion
93.	Shiseido Company (Japan): Personal & Household Products	\$ 7.8 billion
94.	Campbell Soup (United States): Food, Drink & Tobacco	\$ 7.7 billion
95.	TCL Corporation (China): Electronics Products	\$ 7.7 billion
96.	V.F. Corporation (United States): Fashion Goods	\$ 7.6 billion
97.	Masco Corporation (United States): Home Improvement Products	\$ 7.6 billion
98.	MillerCoors (United States): Food, Drink & Tobacco	\$ 7.6 billion
99.	Hormel Foods (United States): Food, Drink & Tobacco	\$ 7.2 billion
100.	Eastman Kodak (United States): Electronics Products	\$ 7.2 billion
101.	Fortune Brands (United States): Home Improvement Products	\$ 7.1 billion
102.	Sumitomo Rubber (Japan): Tires	\$ 6.9 billion
103.	Dole Foods (United States): Food, Drink & Tobacco	\$ 6.9 billion
104.	Morinaga Milk (Japan): Food, Drink & Tobacco	\$ 6.8 billion
105.	Crupe Modelo (Mexico): Food, Drink & Tobacco	\$ 6.7 billion
106.	Coca-Cola Enterprises (United States): Food, Drink & Tobacco	\$ 6.7 billion
107.	Tingyi Holding Corp. (China): Food, Drink & Tobacco	\$ 6.7 billion
108.	Mccain Foods (Canada): Food, Drink & Tobacco	\$ 6.5 billion
109.	Pirelli & C. (Italy): Tires	\$ 6.5 billion
110.	Lotte Co. (Japan): Food, Drink & Tobacco	\$ 6.2 billion

111.	Sichuan Changhong Electric (China): Electronics Products	\$ 6.2 billion
112.	The Yokohama Rubber Co. (Japan): Tires	\$ 6.1 billion
113.	Jarden Corp. (United States): Personal & Household Products	\$ 6.0 billion
114.	Charoen Pokphand Foods (Thailand): Food, Drink & Tobacco	\$ 6.0 billion
115.	Groupe Bigard (France): Food, Drink & Tobacco	\$ 6.0 billion
116.	Saputo (Canada): Food, Drink & Tobacco	\$ 5.9 billion
117.	Megmilk Snow Brand (Japan): Food, Drink & Tobacco	\$ 5.9 billion
118.	Swatch (Switzerland): Fashion Goods	\$ 5.9 billion
119.	Mattel (United States): Leisure Goods	\$ 5.9 billion
120.	National Beef Packing (United States): Food, Drink & Tobacco	\$ 5.8 billion
121.	Nippon Suisan Kaisha (Japan): Food, Drink & Tobacco	\$ 5.8 billion
122.	Newell Rubbermaid (United States): Personal & Household Products	\$ 5.8 billion
123.	Parmalat (Italy): Food, Drink & Tobacco	\$ 5.7 billion
124.	Hershey (United States): Food, Drink & Tobacco	\$ 5.7 billion
125.	Dr. Pepper Snapple (United States): Food, Drink & Tobacco	\$ 5.6 billion
126.	Polo Ralph Lauren (United States): Fashion Goods	\$ 5.5 billion
127.	San Miguel (Philippines): Food, Drink & Tobacco	\$ 5.5 billion
128.	Pioneer (Japan): Electronics Products	\$ 5.4 billion
129.	Kewpie (Japan): Food, Drink & Tobacco	\$ 5.3 billion
130.	Sodiaal Union (France): Food, Drink & Tobacco	\$ 5.3 billion
131.	Itoham Foods (Japan): Food, Drink & Tobacco	\$ 5.3 billion
132.	Mohawk Industries (United States): Home Improvement Products	\$ 5.3 billion
133.	B.&C. Tönnies Fleischwerk (Germany): Food, Drink & Tobacco	\$ 5.2 billion
134.	Clorox (United States): Personal & Household Products	\$ 5.2 billion

135.	Barilla Holding (Italy): Food, Drink & Tobacco	\$ 5.2 billion
136.	Essilor (France): Personal & Household Products	\$ 5.2 billion
137.	Groupe Terrena (France): Food, Drink & Tobacco	\$ 5.1 billion
138.	Nichirei (Japan): Food, Drink & Tobacco	\$ 5.1 billion
139.	Hankook Tire (South Korea): Tires	\$ 5.1 billion
140.	Red Bull (Austria): Food, Drink & Tobacco	\$ 5.0 billion
141.	Nisshin Seifun (Japan): Food, Drink & Tobacco	\$ 4.9 billion
142.	CJ CheilJedang (South Korea): Food, Drink & Tobacco	\$ 4.9 billion
143.	ITC Ltd. (India): Food, Drink & Tobacco	\$ 4.9 billion
144.	Groupe SEB (France): Home Furnishings & Equipment	\$ 4.8 billion
145.	J.M. Smucker Co. (United States): Food, Drink & Tobacco	\$ 4.8 billion
146.	Maple Leaf Foods (Canada): Food, Drink & Tobacco	\$ 4.8 billion
147.	Perdue (United States): Food, Drink & Tobacco	\$ 4.8 billion
148.	Bongrain (France): Food, Drink & Tobacco	\$ 4.7 billion
149.	Kohler (United States): Home Improvement Products	\$ 4.7 billion
150.	Arçelik (Turkey): Home Furnishings & Equipment	\$ 4.6 billion
151.	Namco Bandai Holdings (Japan): Leisure Goods	\$ 4.6 billion
152.	Husqvarna (Sweden): Home Improvement Products	\$ 4.5 billion
153.	SanDisk (United States): Electronics Products	\$ 4.5 billion
154.	Unicharm (Japan): Personal & Household Products	\$ 4.4 billion
155.	Nissin Foods (Japan): Food, Drink & Tobacco	\$ 4.4 billion
156.	Yamaha (Japan): Leisure Goods	\$ 4.4 billion
157.	Hanesbrands (United States): Fashion Goods	\$ 4.3 billion
158.	Levi Strauss & Co. (United States): Fashion Goods	\$ 4.3 billion



159.	Bacardi (Bermuda): Food, Drink & Tobacco	\$ 4.3 billion
160.	Coca-Cola West (Japan): Food, Drink & Tobacco	\$ 4.3 billion
161.	Energizer (United States): Personal & Household Products	\$ 4.2 billion
162.	PT Indofood Sukses Makmur (Indonesia): Food, Drink & Tobacco	\$ 4.2 billion
163.	Phillips-Van Heusen (United States): Fashion Goods	\$ 4.2 billion
164.	Aryzta (Switzerland): Food, Drink & Tobacco	\$ 4.2 billion
165.	Ito En (Japan): Food, Drink & Tobacco	\$ 4.2 billion
166.	Coca-Cola Amatil (Australia): Food, Drink & Tobacco	\$ 4.1 billion
167.	Fraser and Neave (Singapore): Food, Drink & Tobacco	\$ 4.1 billion
168.	Hallmark Cards (United States): Leisure Goods	\$ 4.1 billion
169.	Lorillard (United States): Food, Drink & Tobacco	\$ 4.1 billion
170.	Ralcorp Holdings (United States): Food, Drink & Tobacco	\$ 4.0 billion
171.	Miele & Cie. (Germany): Home Furnishings & Equipment	\$ 4.0 billion
172.	Hasbro (United States): Leisure Goods	\$ 4.0 billion
173.	Coty (United States): Personal & Household Products	\$ 4.0 billion
174.	Casio Computer (Japan): Electronics Products	\$ 4.0 billion
175.	Ruchi Soya (India): Food, Drink & Tobacco	\$ 4.0 billion
176.	Indesit (Italy): Home Furnishings & Equipment	\$ 3.8 billion
177.	La Coop fédérée (Canada): Food, Drink & Tobacco	\$ 3.8 billion
178.	Lion Corporation (Japan): Personal & Household Products	\$ 3.8 billion
179.	Premier Foods (United Kingdom): Food, Drink & Tobacco	\$ 3.8 billion
180.	Controladora Mabe (Mexico): Home Furnishings & Equipment	\$ 3.7 billion
181.	Gruma S.A.B. de C.V. (Mexico): Food, Drink & Tobacco	\$ 3.7 billion
182.	Schwan Food Company (United States): Food, Drink & Tobacco	\$ 3.7 billion

183.	Del Monte (United States): Food, Drink & Tobacco	\$ 3.7 billion
184.	Rolex (Switzerland): Fashion Goods	\$ 3.7 billion
185.	Puma (Germany): Fashion Goods	\$ 3.6 billion
186.	Jones Apparel (United States): Fashion Goods	\$ 3.6 billion
187.	Electronic Arts (United States): Leisure Goods	\$ 3.6 billion
188.	Yakult Honsha (Japan): Food, Drink & Tobacco	\$ 3.6 billion
189.	Toyo Suisan Kaisha (Japan): Food, Drink & Tobacco	\$ 3.6 billion
190.	World Co. (Japan): Fashion Goods	\$ 3.6 billion
191.	Nisshin OilliO Group (Japan): Food, Drink & Tobacco	\$ 3.6 billion
192.	D. Swarovski (Austria): Fashion Goods	\$ 3.5 billion
193.	Vestel Elektronik Sanayi ve Ticaret (Turkey): Electronics Products	\$ 3.5 billion
194.	Funai Electric (Japan): Electronics Products	\$ 3.5 billion
195.	Toyo Tire & Rubber (Japan): Tires	\$ 3.4 billion
196.	E. & J. Gallo Winery (United States): Food, Drink & Tobacco	\$ 3.4 billion
197.	Techtronic (Hong Kong): Home Improvement Products	\$ 3.4 billion
198.	L.D.C. (France): Food, Drink & Tobacco	\$ 3.4 billion
199.	Cooper Tire & Rubber (United States): Tires	\$ 3.4 billion
200.	McCormick & Company (United States): Food, Drink & Tobacco	\$ 3.3 billion
201.	Citizen Holdings (Japan): Fashion Goods	\$ 3.3 billion
202.	Constellation Brands (United States): Food, Drink & Tobacco	\$ 3.3 billion
203.	Ezaki Glico Co. (Japan): Food, Drink & Tobacco	\$ 3.3 billion
204.	Kikkoman Corporation (Japan): Food, Drink & Tobacco	\$ 3.3 billion
205.	Molson Coors (United States): Food, Drink & Tobacco	\$ 3.3 billion
206.	Yamae Hisano (Japan): Food, Drink & Tobacco	\$ 3.2 billion

207.	Chiquita Brands (United States): Food, Drink & Tobacco	\$ 3.2 billion
208.	Agropur Cooperative (Canada): Food, Drink & Tobacco	\$ 3.2 billion
209.	Fromageries Bel (France): Food, Drink & Tobacco	\$ 3.2 billion
210.	Hermès (France): Fashion Goods	\$ 3.2 billion
211.	Scotts Miracle-Gro Company (United States): Home Improvement Products	\$ 3.1 billion
212.	Sapporo (Japan): Food, Drink & Tobacco	\$ 3.1 billion
213.	Kumho Tire Co. (South Korea): Tires	\$ 3.0 billion
214.	Konami (Japan): Leisure Goods	\$ 3.0 billion
215.	KT&G (South Korea): Food, Drink & Tobacco	\$ 3.0 billion
216.	Société Coopérative Agricole (France): Food, Drink & Tobacco	\$ 3.0 billion
217.	Jeld-Wen (United States): Home Improvement Products	\$ 3.0 billion
218.	Perfetti Van Melle (Italy): Food, Drink & Tobacco	\$ 3.0 billion
219.	Rich Products (United States): Food, Drink & Tobacco	\$ 3.0 billion
220.	Nippon Flour Mills (Japan): Food, Drink & Tobacco	\$ 3.0 billion
221.	Prima Meat Packers (Japan): Food, Drink & Tobacco	\$ 2.9 billion
222.	Natura Cosméticos (Brazil): Personal & Household Products	\$ 2.9 billion
223.	Triskalia (France): Food, Drink & Tobacco	\$ 2.9 billion
224.	Ashley Furniture (United States): Home Furnishings & Equipment	\$ 2.9 billion
225.	Vizio (United States): Electronic Products	\$ 2.9 billion
226.	Onward Holdings (Japan): Fashion Goods	\$ 2.8 billion
227.	Rinnai (Japan): Home Furnishings & Equipment	\$ 2.8 billion
228.	Anadolu Efes Biracilik ve Malt Sanayii (Turkey): Food, Drink & Tobacco	\$ 2.8 billion
229.	Armstrong World Industries (United States): Home Improvement Products	\$ 2.8 billion
230.	Herbalife (United States): Food, Drink & Tobacco	\$ 2.7 billion

231.	Groupe Yves Rocher (France): Personal & Household Products	\$ 2.7 billion
232.	Nordmilch (Germany): Food, Drink & Tobacco	\$ 2.7 billion
233.	Rosen's Diversified (United States): Food, Drink & Tobacco	\$ 2.7 billion
234.	Humana Group (Germany): Food, Drink & Tobacco	\$ 2.7 billion
235.	Videocon (India): Electronic Products	\$ 2.6 billion
236.	Bausch & Lomb (United States): Personal & Household Products	\$ 2.6 billion
237.	Wimm-Bill-Dann Foods (Russia): Food, Drink & Tobacco	\$ 2.6 billion
238.	Tiger Brands (South Africa): Food, Drink & Tobacco	\$ 2.6 billion
239.	Church & Dwight (United States): Personal & Household Products	\$ 2.6 billion
240.	Brown-Forman (United States): Food, Drink & Tobacco	\$ 2.6 billion
241.	Emmi (Switzerland): Food, Drink & Tobacco	\$ 2.6 billion
242.	Flowers Foods (United States): Food, Drink & Tobacco	\$ 2.6 billion
243.	Spectrum Brands Holdings (United States): Personal & Household Products	\$ 2.6 billion
244.	Irish Dairy Board Cooperative (Ireland): Food, Drink & Tobacco	\$ 2.6 billion
245.	Bakkavör Group (Iceland): Food, Drink & Tobacco	\$ 2.5 billion
246.	Nortura (Norway): Food, Drink & Tobacco	\$ 2.5 billion
247.	House Foods (Japan): Food, Drink & Tobacco	\$ 2.5 billion
248.	Goodman Fielder (Australia): Food, Drink & Tobacco	\$ 2.5 billion
249.	Liz Claiborne (United States): Fashion Goods	\$ 2.5 billion
250.	Hostess Brands (United States): Food, Drink & Tobacco	\$ 2.5 billion

### 51.3 Market Resources

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*Global Powers Of The Consumer Products Industry* is available online at

[www.deloitte.com/assets/Dcom-Guam/Local%20Assets/Documents/Global%20Powers%20of%20CP%202012\\_Deloitte\\_Web.pdf](http://www.deloitte.com/assets/Dcom-Guam/Local%20Assets/Documents/Global%20Powers%20of%20CP%202012_Deloitte_Web.pdf).

## LARGEST GLOBAL RETAIL COMPANIES

### 52.1 Top 250 Global Retailers

Since 1995, Deloitte Touche Tohmatsu Limited ([www.deloitte.com/global](http://www.deloitte.com/global)) in conjunction with *Stores* has compiled a list of the largest global retailers. The list is published annually in the January issue of *Stores*, a publication of the National Retail Federation ([www.nrf.com](http://www.nrf.com)).

The 250 largest global retailers, country of origin, 2011 retail revenue, net income (including non-retail operations), and 2006-2011 retail compound annual growth rate (GAGR) are as follows (source: *Stores* [January 2013]):

		Revenue	Income	CAGR
1.	Wal-Mart Stores, Inc. (United States): Hypermarket/supercenter/superstore	\$446.9 billion	\$16.3 billion	5.1%
2.	Carrefour S.A. (France): Hypermarket/supercenter/superstore	\$113.2 billion	\$563 million	0.9%
3.	Tesco PLC (United Kingdom): Hypermarket/supercenter/superstore	\$101.5 billion	\$4.5 billion	8.3%
4.	Metro AG (Germany): Cash & carry/warehouse club	\$92.9 billion	\$1.0 billion	2.2%
5.	The Kroger Co. (United States): Supermarket	\$90.37 billion	\$596 million	6.5%
6.	Costco Wholesale Corporation (U.S.): Cash & carry/warehouse club	\$88.91 billion	\$1.54 billion	8.1%
7.	Schwarz Unternehmens Treuhand KG (Germany): Discount store	\$87.84 billion	n/a	8.0%
8.	Aldi Einkauf GmbH & Co. (Germany): Discount store	\$73.37 billion	n/a	5.5%
9.	Walgreen Co. (United States): Drug store/pharmacy	\$72.18 billion	\$2.71 billion	8.8%
10.	The Home Depot, Inc. (United States): Home improvement	\$70.39 billion	\$3.88 billion	-2.3%
11.	Target Corporation (United States): Discount department store	\$68.46 billion	\$2.92 billion	3.4%
12.	Groupe Auchan SA (France): Hypermarket/supercenter/superstore	\$60.51 billion	\$1.19 billion	4.8%
13.	AEON Co., Ltd. (Japan): Hypermarket/supercenter/superstore	\$60.15 billion	\$1.14 billion	1.5%
14.	CVS Caremark Corp. (United States): Drug store/pharmacy	\$59.59 billion	\$3.45 billion	8.2%

15.	Edeka Zentrale AG & Co. KG (Germany): Supermarket	\$59.46 billion	n/a	6.1%
16.	Seven & I Holdings Co., Ltd. (Japan): Convenience store	\$57.96 billion	\$1.78 billion	-2.2%
17.	Woolworths Limited (Australia): Supermarket	\$54.61 billion	\$1.87 billion	5.0%
18.	Wesfarmers Limited (Australia): Supermarket	\$52.20 billion	\$2.19 billion	59.2%
19.	Rewe Combine (Germany): Supermarket	\$51.33 billion	\$371 million	6.5%
20.	Best Buy Co., Inc. (United States): Electronics specialty	\$50.70 billion	\$22 million	7.1%
21.	Lowe's Companies, Inc. (United States): Home improvement	\$50.20 billion	\$1.83 billion	1.4%
22.	Casino Guichard-Perrachon (France): Hypermarket/supercenter/superstore	\$47.10 billion	\$1.03 billion	8.9%
23.	Amazon.com, Inc. (United States): Non-store	\$46.49 billion	\$631 million	34.8%
24.	Centres Distributeurs E. Leclerc (France): Hypermarket/supercenter/superstore	\$45.40 billion	n/a	5.7%
25.	Safeway Inc. (United States): Supermarket	\$42.75 billion	\$518 million	1.7%
26.	Koninklijke Ahold N.V (Netherlands): Supermarket	\$42.16 billion	\$1.41 billion	0.5%
27.	Sears Holdings Corp. (United States): Department store	\$41.56 billion	<\$3.15 billion>	-4.8%
28.	ITM D (France): Supermarket	\$37.05 billion	n/a	3.2%
29.	J Sainsbury plc (United Kingdom): Supermarket	\$35.60 billion	\$955 million	5.8%
30.	IKEA (Netherlands): Other specialty	\$34.31 billion	\$4.13 billion	7.4%
31.	Loblaw Companies Limited (Canada): Hypermarket/supercenter/superstore	\$31.07 billion	\$778 million	1.4%
32.	Delhaize Group SA (Belgium): Supermarket	\$29.41 billion	\$662 million	1.9%
33.	Wm Morrison Supermarkets PLC (U.K.): Supermarket	\$28.30 billion	\$1.10 billion	7.2%
34.	Grupo P (Brazil): Electronics specialty	\$27.98 billion	\$432 million	27.4%
35.	SuperValu Inc. (United States): Supermarket	\$27.91 billion	<\$1.0 million>	-0.1%
36.	Publix Super Markets, Inc. (U.S.): Supermarket	\$27.17 billion	\$1.49 billion	4.5%
37.	Macy's, Inc. (United States): Department store	\$26.40 billion	\$1.25 billion	-0.4%
38.	Rite Aid Corporation (United States): Drug store/pharmacy	\$26.12 billion	<\$369 million>	8.3%

39.	Migros-Genossenschafts Bund (Switzerland): Supermarket	\$25.35 billion	\$750 million	5.7%
40.	Yamada Denki Co., Ltd. (Japan): Electronics specialty	\$23.48 billion	\$738 million	5.1%
41.	Système U (France): Supermarket	\$23.31 billion	n/a	6.2%
42.	The TJX Companies, Inc. (U.S.): Apparel/footwear specialty	\$23.19 billion	\$1.49 billion	5.9%
43.	Alimentation Couche-Tard Inc. (Canada): Convenience store	\$22.99 billion	\$458 million	13.7%
44.	Mercadona, S.A. (Spain): Supermarket	\$22.91 billion	\$660 million	7.8%
45.	LVMH (France): Other specialty	\$20.76 billion	\$4.82 billion	11.7%
46.	Coop Group (Switzerland): Supermarket	\$20.06 billion	\$570 million	4.9%
47.	Inditex, S.A. (Spain): Apparel/footwear specialty	\$19.15 billion	\$2.70 billion	11.0%
48.	Lotte Shopping Co., Ltd. (South Korea): Hypermarket/supercenter/superstore	\$19.07 billion	\$921 million	17.1%
49.	Kohl's Corporation (United States): Department store	\$18.80 billion	\$1.16 billion	3.9%
50.	AS Watson & Company (Hong Kong): Drug store/pharmacy	\$18.44 billion	n/a	7.7%
51.	H.E. Butt Grocery Company (U.S.): Supermarket	\$17.59 billion	n/a	6.7%
52.	Kingfisher plc (United Kingdom): Home improvement	\$17.35 billion	\$1.02 billion	4.5%
53.	J.C. Penney Company, Inc. (U.S.): Department store	\$17.26 billion	<\$152 million>	-2.8%
54.	El Corte Inglés (Spain): Department store	\$17.14 billion	\$291 million	-2.5%
55.	H & M Hennes & Mauritz AB (Sweden): Apparel/footwear specialty	\$16.97 billion	\$2.44 billion	10.0%
56.	Coop Italia (Italy): Supermarket	\$16.78 billion	n/a	2.0%
57.	Groupe Adeo SA (France): Home improvement	\$16.15 billion	n/a	11.6%
58.	Sobeys (Canada): Supermarket	\$16.13 billion	\$354 million	4.3%
59.	Bailian (Brilliance) Group (China): Supermarket	\$15.93 billion	n/a	11.4%
60.	Marks & Spencer Group Plc (U.K.): Department store	\$15.86 billion	\$782 million	3.0%
61.	X5 Retail Group N.V. (Russia): Discount store	\$15.45 billion	\$302 million	40.7%

62.	Isetan Mitsukoshi Holdings Ltd. (Japan): Department store	\$15.37 billion	\$755 million	n/a
63.	Cencosud S.A. (Chile): Supermarket	\$14.96 billion	\$621 million	20.0%
64.	Staples, Inc. (United States): Other specialty	\$14.96 billion	\$984 million	4.0%
65.	Gome Home Appliance Group (China): Electronics specialty	\$14.92 billion	n/a	22.4%
66.	Louis Delhaize S.A. (Belgium): Hypermarket/supercenter/superstore	\$14.80 billion	n/a	1.1%
67.	Dollar General Corporation (U.S.): Discount store	\$14.80 billion	\$767 million	10.1%
68.	The Gap, Inc. (United States): Apparel/footwear specialty	\$14.54 billion	\$833 million	-1.8%
69.	Suning Appliance Co. Ltd. (China): Electronics specialty	\$14.54 billion	\$757 million	29.2%
70.	Meijer, Inc. (United States): Hypermarket/supercenter/superstore	\$14.40 billion	n/a	1.8%
71.	ICA AB (Sweden): Supermarket	\$14.39 billion	\$215 million	7.1%
72.	Apple Inc. / Apple Stores (United States): Electronics specialty	\$14.12 billion	\$25.92 billion	33.3%
73.	Toys 'R' Us, Inc. (United States): Other specialty	\$13.90 billion	\$151 million	1.3%
74.	Otto [GmbH & Co KG] (Germany): Non-store	\$13.90 billion	\$32 million	1.7%
75.	Distribuidora Internacional de Alimentaci (Spain): Discount store	\$13.62 billion	\$131 million	n/a
76.	Jer (Portugal): Discount store	\$13.50 billion	\$498 million	18.6%
77.	UNY Co., Ltd. (Japan): Hypermarket/supercenter/superstore	\$13.46 billion	\$157 million	-2.6%
78.	Conad Consorzio Nazionale, Dettaglianti Soc. Coop. a.r.l. (Italy): Supermarket	\$13.32 billion	n/a	5.3%
79.	Co-operative Group Ltd. (U.K.): Supermarket	\$13.13 billion	\$334 million	18.9%
80.	SPAR (Austria): Supermarket	\$13.08 billion	n/a	5.7%
81.	Dixons Retail plc (United Kingdom): Electronics specialty	\$13.06 billion	<\$260 million>	0.7%
82.	S Group (Finland): Supermarket	\$12.63 billion	\$375 million	8.9%
83.	John Lewis Partnership (U.K.): Supermarket	\$12.43 billion	\$218 million	6.4%
84.	Alliance Boots GmbH (Switzerland): Drug store/pharmacy	\$12.24 billion	\$913 million	4.7%



85.	Dell Inc. (United States): Non-store	\$11.90 billion	\$3.49 billion	1.5%
86.	Metro Inc. (Canada): Supermarket	\$11.59 billion	\$392 million	0.9%
87.	Open Joint Stock Company "Magnit" (Russia): Convenience stores, hypermarkets, cosmetics	\$11.42 billion	\$419 million	35.9%
88.	Tengelmann Warenhandels-gesellschaft KG (Germany): Home improvement	\$11.38 billion	n/a	-16.7%
89.	BJ's Wholesale Club, Inc. (U.S.): Cash & carry/warehouse club	\$11.30 billion	n/a	5.9%
90.	PPR S.A. (France): Other specialty	\$11.24 billion	\$1.45 billion	-10.6%
91.	The Daiei, Inc. (Japan): Hypermarket/supercenter/superstore	\$10.85 billion	<\$144 million>	-3.5%
92.	J. Front Retailing Co., Ltd. (Japan): Department store	\$10.84 billion	\$246 million	n/a
93.	Shoprite Holdings Ltd. (South Africa): Supermarket	\$10.71 billion	\$394 million	16.3%
94.	Shoppers Drug Mart Corp. (Canada): Drug store/pharmacy	\$10.58 billion	\$621 million	6.1%
95.	Nordstrom, Inc. (United States): Department store	\$10.49 billion	\$683 million	4.2%
96.	Limited Brands, Inc. (United States): Apparel/footwear specialty	\$10.36 billion	\$850 million	-0.6%
97.	Dansk Supermarket A/s (Denmark): Discount store	\$10.11 billion	\$991 million	0.5%
98.	Takashimaya Company, Limited (Japan): Department store	\$10.10 billion	\$145 million	-3.3%
99.	Whole Foods Market, Inc. (U.S.): Supermarket	\$10.10 billion	\$343 million	12.5%
100.	Fast Retailing Co., Ltd. (Japan): Apparel/footwear specialty	\$10.02 billion	\$690 million	12.8%
101.	NorgesGruppen ASA (Norway): Supermarket	\$10.01 billion	\$280 million	9.7%
102.	Beisia Group Co., Ltd. (Japan): Home improvement	\$9.84 billion	n/a	5.1%
103.	Liberty Interactive Corporation (U.S.): Non-store	\$9.61 billion	\$965 million	5.6%
104.	Kesko Corporation (Finland): Supermarket	\$9.60 billion	\$274 million	1.3%
105.	GameStop Corp. (United States): Other specialty	\$9.55 billion	\$339 million	12.4%
106.	Bed Bath and Beyond Inc. (U.S.): Other specialty	\$9.50 billion	\$990 million	7.5%
107.	Canadian Tire Corporation (Canada): Other specialty	\$9.47 billion	\$473 million	4.1%

108. Giant Eagle, Inc. (United States): Supermarket	\$9.42 billion	n/a	5.7%
109. K's Holdings Corporation (Japan): Electronics specialty	\$9.19 billion	\$301 million	11.0%
110. Army and Air Force Exchange Service [AAFES] (United States): Hypermarket/supercenter/superstore	\$9.18 billion	\$278 million	0.6%
111. S.A.C.I. Falabella (Chile): Home improvement	\$9.14 billion	\$973 million	16.5%
112. Edion Corporation (Japan): Electronics specialty	\$9.13 billion	\$70 million	0.5%
113. Dairy Farm International Holdings Limited (Hong Kong): Supermarket	\$9.13 billion	\$485 million	12.0%
114. Yodobashi Camera Co., Ltd. (Japan): Electronics specialty	\$9.09 billion	n/a	3.6%
115. Oxyane Groupe (France): Other specialty	\$9.06 billion	n/a	10.2%
116. China Resources Enterprise, Limited (Hong Kong): Hypermarket/supercenter/superstore	\$8.99 billion	\$497 million	28.0%
117. SHV Holdings N.V. / Makro (Netherlands): Cash & carry/warehouse club	\$8.94 billion	\$1.09 billion	9.6%
118. Home Retail Group plc (United Kingdom): Other specialty	\$8.93 billion	\$116 million	-0.9%
119. Grupo Eroski (Spain): Supermarket	\$8.93 billion	<\$50 million>	3.0%
120. Menard, Inc. (United States): Home improvement	\$8.80 billion	n/a	2.6%
121. C&A Europe (Belgium/Germany): Apparel/footwear specialty	\$8.76 billion	n/a	3.8%
122. Katz Group Canada Ltd. (Canada): Drug store/pharmacy	\$8.71 billion	n/a	4.6%
123. Ross Stores, Inc. (United States): Apparel/footwear specialty	\$8.60 billion	\$657 million	9.1%
124. Family Dollar Stores, Inc. (United States): Discount store	\$8.54 billion	\$388 million	6.0%
125. Esselunga S.p.A. (Italy): Hypermarket/supercenter/superstore	\$8.46 billion	\$292 million	6.0%
126. Etn. Fr. Colruyt N.V. (Belgium): Supermarket	\$8.26 billion	\$473 million	8.2%
127. Office Depot, Inc. (United States): Other specialty	\$8.22 billion	\$96 million	-4.6%
128. The Pantry, Inc. (United States): Convenience store	\$8.13 billion	\$10 million	6.4%
129. AutoZone, Inc. (United States): Other specialty	\$8.07 billion	\$849 million	6.3%

130. Reitan Group (Norway): Discount store	\$8.02 billion	\$250 million	17.9%
131. Organizaci (Mexico): Hypermarket/supercenter/superstore	\$7.94 billion	\$247 million	11.0%
132. Dalian Dashang Group (China): Department store	\$7.93 billion	n/a	16.7%
133. Steinhoff International Holdings Ltd. (South Africa): Other specialty	\$7.76 billion	\$783 million	45.5%
134. dm-drogerie markt GmbH + Co. KG (Germany): Drug store/pharmacy	\$7.76 billion	n/a	11.0%
135. Pick n Pay Stores Limited (South Africa): Supermarket	\$7.56 billion	\$152 million	7.1%
136. Bic Camera Inc. (Japan): Electronics specialty	\$7.43 billion	\$112 million	5.0%
137. Globus Holding GmbH & Co. (Germany): Hypermarket/supercenter/superstore	\$7.30 billion	n/a	7.7%
138. Hy-Vee, Inc. (United States): Supermarket	\$7.26 billion	n/a	6.5%
139. E-MART Co., Ltd. (South Korea): Hypermarket/supercenter/superstore	\$7.25 billion	\$287 million	n/a
140. Coop Danmark A/s (Denmark): Supermarket	\$7.18 billion	\$74 million	n/a
141. Dirk Rossmann GmbH (Germany): Drug store/pharmacy	\$7.13 billion	n/a	13.1%
142. Casey's General Stores, Inc. (U.S.): Convenience store	\$6.98 billion	\$117 million	11.7%
143. The Great Atlantic & Pacific Tea Company, Inc. (United States): Supermarket	\$6.70 billion	n/a	-0.4%
144. Dollar Tree, Inc. (United States): Discount store	\$6.63 billion	\$488 million	10.8%
145. Don Quijote Co., Ltd. (Japan): Department store	\$6.61 billion	\$264 million	12.1%
146. Barnes & Noble (United States): Other specialty	\$6.59 billion	<\$69 million>	4.6%
147. Compagnie Financi (Switzerland): Other specialty	\$6.42 billion	\$2.12 billion	18.3%
148. Sonae, SGPS, SA (Portugal): Hypermarket/supercenter/superstore	\$6.38 billion	\$194 million	8.2%
149. Wegmans Food Markets, Inc. (U.S.): Supermarket	\$6.33 billion	\$107 million	9.0%
150. Dillard's, Inc. (United States): Department store	\$6.19 billion	\$464 million	-4.1%
151. Life Corporation (Japan): Supermarket	\$6.19 billion	\$52 million	3.7%

152. Tokyu Corporation (Japan): Department store	\$6.18 billion	\$13.86 billion	-5.9%
153. Lojas Americanas S.A. (Brazil): Discount department store	\$6.12 billion	\$204 million	21.9%
154. PetSmart, Inc. (United States): Other specialty	\$6.11 billion	\$290 million	7.6%
155. Izumi Co., Ltd. (Japan): Hypermarket/supercenter/superstore	\$6.05 billion	\$180 million	3.1%
156. FEMSA Comercio, S.A. de C.V. (Mexico): Convenience store	\$5.99 billion	n/a	15.9%
157. Defense Commissary Agency [DeCA] (United States): Supermarket	\$5.95 billion	n/a	1.9%
158. H2O Retailing Corporation (Japan): Department store	\$5.91 billion	\$13 million	n/a
159. Shimamura Co., Ltd. (Japan): Apparel/footwear specialty	\$5.91 billion	\$320 million	3.6%
160. Advance Auto Parts, Inc. (U.S.): Other specialty	\$5.88 billion	\$395 million	5.5%
161. QuikTrip Corporation (United States): Convenience store	\$5.80 billion	n/a	6.7%
162. O'Reilly Automotive, Inc. (U.S.): Other specialty	\$5.78 billion	\$508 million	20.5%
163. President Chain Store Corp. (Taiwan): Convenience store	\$5.69 billion	\$245 million	n/a
164. Foot Locker, Inc. (United States): Apparel/footwear specialty	\$5.62 billion	\$278 million	-0.5%
165. The SPAR Group Limited (South Africa): Supermarket	\$5.60 billion	\$138 million	17.7%
166. DCM Holdings Co., Ltd. (Japan): Home improvement	\$5.60 billion	\$103 million	n/a
167. Bauhaus GmbH & Co. KG (Germany): Home improvement	\$5.53 billion	n/a	7.0%
168. Darty plc (United Kingdom): Electronics specialty	\$5.50 billion	<\$430 million>	-9.5%
169. Matsumoto Kiyoshi Holdings Co. (Japan): Drug store/pharmacy	\$5.46 billion	\$129 million	6.3%
170. Next plc (United Kingdom): Apparel/footwear specialty	\$5.37 billion	\$761 million	1.7%
171. KF Gruppen (Sweden): Hypermarket/supercenter/superstore	\$5.35 billion	<\$148 million	n/a
172. The Coop Norge Group (Norway): Supermarket	\$5.30 billion	\$31 million	n/a
173. CP ALL Public Company (Thailand): Convenience store	\$5.25 billion	\$265 million	9.1%
174. Dick's Sporting Goods, Inc. (U.S.): Other specialty	\$5.21 billion	\$264 million	10.9%

175. Big Lots, Inc. (United States): Discount store	\$5.20 billion	\$207 million	1.9%
176. WinCo Foods LLC (United States): Supermarket	\$5.20 billion	n/a	14.0%
177. Groupe Galeries Lafayette SA (France): Department store	\$5.16 billion	\$65 million	-0.4%
178. Joshin Denki Co., Ltd. (Japan): Electronics specialty	\$5.03 billion	\$79 million	4.7%
179. East Japan Railway Company (Japan): Convenience store	\$5.01 billion	\$1.38 billion	-0.2%
180. Sheetz, Inc. (United States): Convenience store	\$5.00 billion	n/a	5.6%
181. Deichmann SE (Germany): Apparel/footwear specialty	\$4.97 billion	n/a	8.8%
182. Celesio AG (Germany): Drug store/pharmacy	\$4.97 billion	\$9 million	1.8%
183. Valor Co., Ltd. (Japan): Supermarket	\$4.94 billion	\$91 million	7.0%
184. Lawson, Inc. (Japan): Convenience store	\$4.94 billion	\$325 million	9.3%
185. BİM Birleşik Mağazalar A.Ş. (Turkey): Discount store	\$4.90 billion	\$179 million	29.8%
186. Sundrug Co., Ltd. (Japan): Drug store/pharmacy	\$4.90 billion	\$159 million	14.7%
187. Associated British Foods plc / Primark (United Kingdom): Apparel/footwear specialty	\$4.88 billion	\$927 million	18.4%
188. RONA Inc. (Canada): Home improvement	\$4.86 billion	<\$76 million>	1.1%
189. The Sherwin-Williams Company (U.S.): Home improvement	\$4.78 billion	\$442 million	-0.3%
190. Wawa, Inc. (United States): Convenience store	\$4.76 billion	n/a	4.4%
191. Controladora Comercial Mexicana S.A.B. de C.V. (Mexico): Hypermarket/supercenter/superstore	\$4.72 billion	\$71 million	5.5%
192. Douglas Holding AG (Germany): Other specialty	\$4.71 billion	\$121 million	4.7%
193. Heiwado Co., Ltd. (Japan): Hypermarket/supercenter/superstore	\$4.69 billion	\$62 million	-1.2%
194. OfficeMax Inc. (United States): Other specialty	\$4.67 billion	\$38 million	-2.9%
195. Kojima Co., Ltd. (Japan): Electronics specialty	\$4.67 billion	\$6 million	-5.9%
196. Grupo Comercial Chedraui, S.A.B. de C.V. (Mexico): Hypermarket/supercenter/superstore	\$4.60 billion	\$123 million	14.1%

197. Save Mart Supermarkets (United States): Supermarket	\$4.60 billion	n/a	13.0%
198. Landmark Group (United Arab Emirates): Apparel/footwear specialty	\$4.51 billion	n/a	23.1%
199. Karstadt Warenhaus GmbH (Germany): Department store	\$4.50 billion	n/a	-6.4%
200. Jumbo Supermarkten B.V. (Netherlands): Supermarket	\$4.50 billion	n/a	27.2%
201. Groupe Vivarte (France): Apparel/footwear specialty	\$4.49 billion	n/a	7.1%
202. Belle International Holdings Limited (Hong Kong): Apparel/footwear specialty	\$4.48 billion	\$657 million	35.9%
203. Praktiker AG (Germany): Home improvement	\$4.43 billion	<\$773 million>	0.1%
204. RaceTrac Petroleum Inc. (United States): Convenience store	\$4.40 billion	n/a	13.9%
205. Arcs Co., Ltd. (Japan): Supermarket	\$4.40 billion	\$169 million	8.9%
206. RadioShack Corporation (United States): Electronics specialty	\$4.37 billion	\$72 million	-1.7%
207. XXXLutz Group (Austria): Other specialty	\$4.31 billion	n/a	7.6%
208. Arcadia Group Limited (United Kingdom): Apparel/footwear specialty	\$4.30 billion	n/a	8.3%
209. Debenhams plc (United Kingdom): Department store	\$4.29 billion	\$188 million	4.1%
210. Wu-Mart Group (China): Hypermarket/supercenter/superstore	\$4.29 billion	n/a	40.0%
211. Harris Teeter (U.S.): Supermarket	\$4.28 billion	\$91 million	8.0%
212. Izumiya Co., Ltd. (Japan): Hypermarket/supercenter/superstore	\$4.26 billion	\$9 million	-1.5%
213. Emke Group/Lulu Group International (United Arab Emirates): Hypermarket/supercenter/superstore	\$4.25 billion	n/a	30.5%
214. Tractor Supply Company (United States): Other specialty	\$4.23 billion	\$223 million	12.3%
215. El Puerto de Liverpool, S.A.B. de C.V. (Mexico): Department store	\$4.23 billion	\$529 million	8.6%
216. Coach, Inc. (United States): Other specialty	\$4.23 billion	\$1.03 billion	15.0%
217. Coppel SA de CV (Mexico): Department store	\$4.22 billion	\$603 million	14.1%
218. Marui Group Co. Ltd. (Japan): Department store	\$4.21 billion	\$67 million	-4.6%

219. Michaels Stores, Inc. (United States): Other specialty	\$4.21 billion	\$176 million	1.7%
220. FamilyMart Co., Ltd. (Japan): Convenience store	\$4.17 billion	\$231 million	2.0%
221. Iceland Foods Group Limited (U.K.): Supermarket	\$4.17 billion	n/a	8.7%
222. Abercrombie & Fitch Co. (United States): Apparel/footwear specialty	\$4.15 billion	\$128 million	4.6%
223. Hornbach-Baumarkt-AG (Germany): Home improvement	\$4.15 billion	\$107 million	4.7%
224. Sugi Holdings Co., Ltd. (Japan): Drug store/pharmacy	\$4.15 billion	\$145 million	8.5%
225. Nitori Holdings Co., Ltd. (Japan): Other specialty	\$4.14 billion	\$425 million	11.9%
226. Agrokor d.d. (Croatia): Supermarket	\$4.11 billion	\$37 million	16.1%
227. Tsuruha Holdings, Inc. (Japan): Drug store/pharmacy	\$4.07 billion	\$135 million	13.1%
228. Poslovni sistem Mercator, d.d. (Slovenia): Other specialty	\$4.0 billion	\$33 million	7.4%
229. The Maruetsu, Inc. (Japan): Supermarket	\$4.05 billion	\$12 million	-0.2%
230. Daiso Sangyo Inc. (Japan): Discount department store	\$4.02 billion	n/a	0.7%
231. Neiman Marcus, Inc. (United States): Department store	\$4.00 billion	\$32 million	-0.1%
232. Bass Pro Shops, Inc. (United States): Other specialty	\$4.00 billion	n/a	8.5%
233. Fuji Co. Ltd. (Japan): Hypermarket/supercenter/superstore	\$3.94 billion	\$13 million	no chg.
234. Albertsons, LLC (United States): Supermarket	\$3.90 billion	n/a	-13.4%
235. Norma Lebensmittelfilialbetrieb Stiftung & Co. KG (Germany): Discount store	\$3.90 billion	n/a	3.1%
236. Hudson's Bay Company (Canada): Department store	\$3.88 billion	\$1.46 billion	n/a
237. Burlington Coat Factory (U.S.): Department store	\$3.88 billion	<\$6 million>	2.5%
238. Esprit Holdings Limited (Hong Kong): Apparel/footwear specialty	\$3.88 billion	\$112 million	0.4%
239. Roundy's, Inc. (United States): Supermarket	\$3.84 billion	\$48 million	1.2%
240. OJSC "Company M.Video" (Russia): Electronics specialty	\$3.82 billion	\$115 million	28.9%
241. Central Retail Corporation Ltd. (Thailand): Department store	\$3.80 billion	n/a	10.0%

242. Liquor Control Board of Ontario (Canada): Other specialty	\$3.80 billion	\$1.67 billion	4.0%
243. Blokker Holding N.V. (Netherlands): Other specialty	\$3.79 billion	\$178 million	2.3%
244. Systembolaget AB (Sweden): Other specialty	\$3.76 billion	\$25 million	5.1%
245. Nonggongshang Supermarket Group Co. Ltd. (China): Hypermarket/supercenter/superstore	\$3.75 billion	n/a	11.3%
246. Komeri Co., Ltd. (Japan): Home improvement	\$3.75 billion	\$123 million	4.1%
247. Signet Jewelers Limited (Bermuda): Other specialty	\$3.74 billion	\$324 million	1.1%
248. Axfood AB (Sweden): Supermarket	\$3.74 billion	\$138 million	3.0%
249. Lagard (France): Other specialty	\$3.73 billion	\$105 million	1.5%
250. Williams-Sonoma, Inc. (United States): Other specialty	\$3.72 billion	\$237 million	no chg.

## **52.2 Countries of Operation**

The countries of operation for the Top 250 global retailers are as follows (source: *Stores* [January 2013]):

Abercrombie & Fitch Co. (United States)

- Austria, Belgium, Canada, China, Denmark, France, Germany, Hong Kong, Ireland, Italy, Japan, Puerto Rico, Singapore, Spain, Sweden, United Kingdom, United States

Advance Auto Parts, Inc. (United States)

- Puerto Rico, United States

AEON Co., Ltd. (Japan)

- China, Hong Kong, Japan, Malaysia, South Korea, Philippines, Taiwan, Thailand, Vietnam

Agrokor d.d. (Croatia)

- Bosnia & Herzegovina, Croatia, Serbia

Albertsons, LLC (United States)

- United States

Aldi Einkauf GmbH & Co. oHG (Germany)

- Australia, Austria, Belgium, Denmark, France, Germany, Hungary, Ireland, Luxembourg, Netherlands, Poland, Portugal, Slovenia, Spain, Switzerland, United Kingdom, United States



Alimentation Couche-Tard Inc. (Canada)

- Canada, China, Hong Kong, Indonesia, Japan, Macau, Mexico, United Arab Emirates, United States, Vietnam

Alliance Boots GmbH (Switzerland)

- Bahrain, China, Croatia, Ireland, Italy, Kuwait, Lithuania, Netherlands, Norway, Qatar, Russia, Saudi Arabia, Sweden, Switzerland, Thailand, United Arab Emirates, United Kingdom

Amazon.com, Inc. (United States)

- Austria, Canada, China, France, Germany, Italy, Japan, Spain, United Kingdom, United States

Apple Inc./Apple Stores (United States)

- Australia, Canada, China, France, Germany, Italy, Japan, Spain, Switzerland, United Kingdom, United States

Arcadia Group Limited (United Kingdom)

- Australia, Bahrain, Chile, Croatia, Cyprus, Czech Republic, Denmark, Egypt, Greece, Iceland, India, Indonesia, Ireland, Israel, Japan, Jordan, Kazakhstan, Kuwait, Lebanon, Malaysia, Malta, New Zealand, Oman, Philippines, Poland, Portugal, Qatar, Romania, Russia, Saudi Arabia, Singapore, Slovakia, Slovenia, Spain, Sweden, Thailand, Turkey, United Arab Emirates, Ukraine, United Kingdom, United States

Arcs Co., Ltd. (Japan)

- Japan

Army and Air Force Exchange Service [AAFES] (United States)

- Global

AS Watson & Company, Ltd. (Hong Kong)

- Albania, Austria, Belgium, China, Czech Republic, France, Germany, Hong Kong, Hungary, Indonesia, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Macau, Malaysia, Morocco, Netherlands, Philippines, Poland, Portugal, Romania, Russia, Singapore, Slovakia, South Korea, Spain, Switzerland, Taiwan, Thailand, Tunisia, Turkey, Ukraine, United Kingdom

Associated British Foods plc / Primark (United Kingdom)

- Belgium, Germany, Ireland, Netherlands, Portugal, Spain, United Kingdom

AutoZone, Inc. (United States)

- Mexico, Puerto Rico, United States

Axfood AB (Sweden)

- Sweden

Bailian [Brilliance] Group (China)

- China

Barnes & Noble (United States)

- United States

Bass Pro Shops, Inc. (United States)

- Canada, United States

Bauhaus GmbH & Co. KG (Germany)

- Austria, Croatia, Czech Republic, Denmark, Estonia, Finland, Germany, Hungary, Norway, Slovenia, Spain, Sweden, Switzerland, Turkey

Bed Bath and Beyond Inc. (United States)

- Canada, Mexico, Puerto Rico, United States

Beisia Group Co., Ltd. (Japan)

- Japan

Belle International Holdings Limited (Hong Kong)

- China, Hong Kong, Macau

Best Buy Co., Inc. (United States)

- Canada, China, France, Germany, Ireland, Mexico, Netherlands, Portugal, Puerto Rico, Spain, Sweden, United Kingdom, United States

Bic Camera Inc. (Japan)

- Japan

Big Lots, Inc. (United States)

- Canada, United States

BİM Birleşik Mağazalar A.Ş. (Turkey)

- Morocco, Turkey

BJ's Wholesale Club, Inc. (United States)

- United States

Blokker Holding N.V. (Netherlands)

- Belgium, Estonia, France, Germany, Italy, Luxembourg, Netherlands, Portugal, Spain, Suriname, Switzerland

Burlington Coat Factory (United States)

- Puerto Rico, United States

C&A Europe (Belgium/Germany)

- Austria, Belgium, Croatia, Czech Republic, France, Germany, Hungary, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Switzerland, Turkey

Canadian Tire Corporation, Limited (Canada)

- Canada

Carrefour S.A. (France)

- Albania, Argentina, Bahrain, Belgium, Brazil, Bulgaria, China, Colombia, Cyprus, Dominican Republic, Egypt, France, Greece, India, Indonesia, Italy, Jordan, Kuwait, Malaysia, Morocco, Oman, Poland, Qatar, Romania, Saudi Arabia, Singapore, Slovakia, Spain, Syria, Taiwan, Tunisia, Turkey, United Arab Emirates

Casey's General Stores, Inc. (United States)

- United States

Casino Guichard-Perrachon S.A. (France)

- Andorra, Argentina, Bahrain, Belgium, Benin, Brazil, Cameroon, Colombia, Comoros, Congo-Brazzaville, France, Gabon, Kuwait, Lebanon, Madagascar, Mauritius, Morocco, Senegal, Switzerland, Syria, Thailand, Togo, Tunisia, United Arab Emirates, Uruguay, Vietnam

Celesio AG (Germany)

- Belgium, Czech Republic, Germany, Ireland, Italy, Netherlands, Norway, Sweden, United Kingdom

Cencosud S.A. (Chile)

- Argentina, Brazil, Chile, Colombia, Peru

Central Retail Corporation Ltd. (Thailand)

- China, Italy, Thailand

Centres Distributeurs E. Leclerc (France)

- Andorra, France, Italy, Poland, Portugal, Slovenia, Spain

China Resources Enterprise, Limited (Hong Kong)

- China, Hong Kong, Malaysia, Singapore

Co-operative Group Ltd. (United Kingdom)

- United Kingdom

Coach, Inc. (United States)

- Canada, China, France, Hong Kong, Ireland, Japan, Macau, Singapore, Taiwan, United States

Compagnie Financi (Switzerland)

- Argentina, Aruba, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Belgium, Brazil, Bulgaria, Canada, China, Colombia, Czech Republic, Dominican Republic, Ecuador, France, Georgia, Germany, Greece, Hong Kong, India, Indonesia, Ireland, Italy, Japan, Kazakhstan, Kuwait, Lebanon, Luxembourg, Macau, Malaysia, Mexico, Morocco, Netherlands, Panama, Puerto Rico, Qatar, Russia, St. Martin, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Switzerland, Taiwan, Thailand, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Vietnam

Conad Consorzio Nazionale, Dettaglianti Soc. Coop. a.r.l. (Italy)

- Albania, Italy

Controladora Comercial Mexicana S.A.B. de C.V. (Mexico)

- Mexico

Coop Danmark A/S (Denmark)

- Denmark

Coop Group (Switzerland)

- Germany, Poland, Romania, Russia, Switzerland

Coop Italia (Italy)

- Italy

Coppel SA de CV (Mexico)

- Mexico

Costco Wholesale Corporation (United States)

- Australia, Canada, Japan, Mexico, Puerto Rico, South Korea, Taiwan, United Kingdom, United States

CP ALL Public Company Limited (Thailand)

- Thailand

CVS Caremark Corp. (United States)

- Puerto Rico, United States

Dairy Farm International Holdings Limited (Hong Kong)

- Brunei, China, Hong Kong, India, Indonesia, Macau, Malaysia, Singapore, Taiwan, Vietnam

Daiso Sangyo Inc. (Japan)

- Australia, Bahrain, Canada, Hong Kong, Indonesia, Japan, Jordan, Kuwait, Lebanon, Macau, Malaysia, Mauritius, Mexico, New Zealand, Oman, Philippines, Qatar, Romania, Saudi Arabia, Singapore, South Korea, Taiwan, Thailand, United Arab Emirates, United States, Vietnam

Dalian Dashang Group (China)

- China

Dansk Supermarked A/S (Denmark)

- Denmark, Germany, Poland, Sweden, United Kingdom

Darty plc (United Kingdom)

- Belgium, Czech Republic, France, Italy, Luxembourg, Netherlands, Slovakia, Spain, Turkey

DCM Holdings Co., Ltd. (Japan)

- Japan

Debenhams plc (United Kingdom)

- Armenia, Azerbaijan, Bahrain, Cyprus, Czech Republic, Denmark, Egypt, Hungary, Iceland, India, Indonesia, Iran, Ireland, Jordan, Kazakhstan, Kuwait, Malaysia, Malta, Moldova, Philippines, Qatar, Romania, Saudi Arabia, Slovakia, Turkey, United Arab Emirates, United Kingdom, Vietnam

Defense Commissary Agency [DeCA] (United States)

- Belgium, Egypt, Germany, Italy, Japan, Netherlands, Puerto Rico, Saudi Arabia, South Korea, Spain, Turkey, United Kingdom, United States

Deichmann SE (Germany)

- Austria, Bulgaria, Croatia, Czech Republic, Denmark, Germany, Hungary, Italy, Lithuania, Netherlands, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom, United States

Delhaize Group SA (Belgium)

- Albania, Belgium, Bosnia & Herzegovina, Bulgaria, Greece, Indonesia, Luxembourg, Montenegro, Romania, Serbia, United States

Dell Inc. (United States)

- Global

Dick's Sporting Goods, Inc. (United States)

- United States

Dillard's, Inc. (United States)

- United States

Dirk Rossmann GmbH (Germany)

- Albania, Czech Republic, Germany, Hungary, Poland, Turkey

Distribuidora Internacional de Alimentaci (Spain)

- Argentina, Brazil, China, France, Portugal, Spain, Switzerland, Turkey

Dixons Retail plc (United Kingdom)

- Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom

dm-drogerie markt GmbH + Co. KG (Germany)

- Austria, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Romania, Serbia, Slovakia, Slovenia

Dollar General Corporation (United States)

- United States

Dollar Tree, Inc. (United States)

- Canada, United States

Don Quijote Co., Ltd. (Japan)

- Japan, United States

Douglas Holding AG (Germany)

- Austria, Bulgaria, Croatia, Czech Republic, France, Germany, Hungary, Italy, Latvia, Lithuania, Monaco, Netherlands, Poland, Portugal, Romania, Spain, Switzerland, Turkey

E-MART Co., Ltd. (South Korea)

- South Korea

East Japan Railway Company (Japan)

- Japan

Edeka Zentrale AG & Co. KG (Germany)

- Germany

Edion Corporation (Japan)

- Japan

El Corte Inglés (Spain)

- Greece, Mexico, Portugal, Spain

El Puerto de Liverpool, S.A.B. de C.V. (Mexico)

- Mexico

Emke Group/Lulu Group International (United Arab Emirates)

- Bahrain, Egypt, Kenya, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates, Yemen

Empire Company Limited/Sobeys (Canada)

- Canada

Esprit Holdings Limited (Hong Kong)

- Albania, Australia, Austria, Bahrain, Belgium, Bosnia & Herzegovina, Bulgaria, Canada, Chile, China, Colombia, Croatia, Cyprus, Czech Republic, Denmark, Egypt, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Iran, Ireland, Italy, Jordan, Kazakhstan, Kuwait, Latvia, Lebanon, Liechtenstein, Lithuania, Luxembourg, Macau, Malaysia, Malta, Mexico, Mongolia, Netherlands, New Zealand, Northern Mariana Islands, Norway, Peru, Philippines, Poland, Portugal, Puerto Rico, Qatar, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, Spain, Sudan, Sweden, Switzerland, Taiwan, Thailand, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Venezuela, Vietnam, Yugoslavia

Esselunga S.p.A. (Italy)

- Italy

Etn. Fr. Colruyt N.V. (Belgium)

- Belgium, France, Luxembourg

Family Dollar Stores, Inc. (United States)

- United States

FamilyMart Co., Ltd. (Japan)

- China, Japan, South Korea, Taiwan, Thailand, United States, Vietnam

Fast Retailing Co., Ltd. (Japan)

- Belgium, Canada, China, France, Germany, Hong Kong, Luxembourg, Italy, Japan, Malaysia, Monaco, Portugal, Russia, Singapore, South Korea, Spain, Switzerland, Taiwan, United Kingdom, United States

FEMSA Comercio, S.A. de C.V. (Mexico)

- Colombia, Mexico

Foot Locker, Inc. (United States)

- Austria, Australia, Bahrain, Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Ireland, Italy, Kuwait, Luxembourg, Netherlands, New Zealand, Poland, Portugal, Puerto Rico, Qatar, Saudi Arabia, South Korea, Spain, Sweden, Switzerland, Turkey, United Arab Emirates, United Kingdom, United States

Fuji Co. Ltd. (Japan)

- Japan

GameStop Corp. (United States)

- Australia, Austria, Canada, Denmark, Finland, France, Germany, Ireland, Italy, New Zealand, Norway, Portugal, Puerto Rico, Spain, Sweden, Switzerland, United Kingdom, United States

Giant Eagle, Inc. (United States)

- United States

Globus Holding GmbH & Co. KG (Germany)

- Czech Republic, Germany, Luxembourg, Russia

Gome Home Appliance Group (China)

- China, Hong Kong, Macau

Groupe Adeo SA (France)

- Brazil, China, Cyprus, France, Greece, Italy, Poland, Portugal, Romania, Russia, Spain, Turkey, Ukraine

Groupe Auchan SA (France)

- China, France, Hungary, Italy, Luxembourg, Poland, Portugal, Romania, Russia, Spain, Taiwan, Ukraine

Groupe Galeries Lafayette SA (France)

- France, Germany, Lebanon, Morocco, United Arab Emirates

Groupe Vivarte (France)

- Andorra, Armenia, Azerbaijan, Australia, Belgium, Brazil, Bulgaria, Canada, China, Colombia, Croatia, Denmark, Ecuador, Estonia, France, Georgia, Germany, Greece, Hong Kong, Israel, Italy, Japan, Kazakhstan, Kuwait, Latvia, Lebanon, Lithuania, Luxembourg, Malta, Monaco, Mongolia, Morocco, Netherlands, New Zealand, Peru, Philippines, Portugal, Qatar, Russia, Saudi Arabia, Serbia, Singapore, Slovenia, South Korea, Spain, Switzerland, Syria, Taiwan, Tunisia, Ukraine, United Arab



Emirates, United Kingdom, Uzbekistan, Venezuela, Vietnam

Grupo Comercial Chedraui, S.A.B. de C.V. (Mexico)

- Mexico, United States

Grupo Eroski (Spain)

- Andorra, Spain

Grupo P (Brazil)

- Brazil

H & M Hennes & Mauritz AB (Sweden)

- Austria, Bahrain, Belgium, Canada, China, Croatia, Czech Republic, Denmark, Egypt, Finland, France, Germany, Greece, Hong Kong, Hungary, Ireland, Italy, Israel, Japan, Jordan, Kuwait, Luxembourg, Lebanon, Morocco, Oman, Netherlands, Norway, Poland, Portugal, Qatar, Romania, Russia, Saudi Arabia, Singapore, Slovakia, Slovenia, Spain, South Korea, Sweden, Switzerland, Turkey, United Arab Emirates, United Kingdom, United States

H.E. Butt Grocery Company (United States)

- Mexico, United States

Heiwado Co., Ltd. (Japan)

- China, Japan

HO Retailing Corporation (Japan)

- Japan

Home Retail Group plc (United Kingdom)

- Ireland, Spain, United Kingdom

Hornbach-Baumarkt-AG Group (Germany)

- Austria, Czech Republic, Germany, Luxembourg, Netherlands, Romania, Slovakia, Sweden, Switzerland

Hudson's Bay Company (Canada)

- Canada, United States

Hy-Vee, Inc. (United States)

- United States

ICA AB (Sweden)

- Estonia, Latvia, Lithuania, Norway, Sweden

Iceland Foods Group Limited (United Kingdom)

- Portugal, Spain, United Kingdom

IKEA [INGKA Holding B.V.] (Netherlands)

- Australia, Austria, Belgium, Canada, China, Cyprus, Czech Republic, Denmark, Dominican Republic, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Israel, Italy, Japan, Kuwait, Malaysia, Netherlands, Norway, Poland, Portugal, Romania, Russia, Saudi Arabia, Singapore, Slovakia, Spain, Sweden, Switzerland, Taiwan, Turkey, United Arab Emirates, United Kingdom, United States

Inditex, S.A. (Spain)

- Andorra, Argentina, Australia, Austria, Azerbaijan, Bahrain, Belgium, Bosnia & Herzegovina, Brazil, Bulgaria, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Egypt, El Salvador, Estonia, Finland, France, Georgia, Germany, Greece, Guatemala, Honduras, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kuwait, Latvia, Lebanon, Lithuania, Luxembourg, Macau, Macedonia, Malaysia, Malta, Mexico, Monaco, Montenegro, Morocco, Netherlands, Norway, Oman, Panama, Peru, Philippines, Poland, Portugal, Puerto Rico, Qatar, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Switzerland, Syria, Taiwan, Thailand, Tunisia, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay, Venezuela

Isetan Mitsukoshi Holdings Ltd. (Japan)

- China, Italy, Japan, Malaysia, Singapore, Taiwan, Thailand, United Kingdom, United States

ITM D (France)

- Belgium, Bosnia & Herzegovina, France, Kosovo, Poland, Portugal, Romania, Serbia

Izumi Co., Ltd. (Japan)

- Japan

Izumiya Co., Ltd. (Japan)

- China, Japan

J. Front Retailing Co., Ltd. (Japan)

- Japan

J Sainsbury plc (United Kingdom)

- United Kingdom

J.C. Penney Company, Inc. (United States)

- Puerto Rico, United States

Jer (Portugal)

- Poland, Portugal

John Lewis Partnership plc (United Kingdom)

- Bahrain, United Arab Emirates, United Kingdom

Joshin Denki Co., Ltd. (Japan)

- Japan

Jumbo Supermarkten B.V. (Netherlands)

- Netherlands

K's Holdings Corporation (Japan)

- Japan

Karstadt Warenhaus GmbH (Germany)

- Germany

Katz Group Canada Ltd. (Canada)

- Canada

Kesko Corporation (Finland)

- Belarus, Estonia, Finland, Latvia, Lithuania, Norway, Russia, Sweden

KF Gruppen (Sweden)

- Sweden

Kingfisher plc (United Kingdom)

- China, France, Ireland, Poland, Russia, Spain, Turkey, United Kingdom

Kohl's Corporation (United States)

- United States

Kojima Co., Ltd. (Japan)

- Japan

Komeri Co., Ltd. (Japan)

- Japan

Koninklijke Ahold N.V (Netherlands)

- Belgium, Czech Republic, Estonia, Latvia, Lithuania, Netherlands, Norway, Portugal, Slovakia, Sweden, United States

Lagard (France)

- Australia, Bahrain, Belgium, Bulgaria, Canada, China, Czech Republic, Egypt, Fiji, France, Germany, Greece, Hong Kong, Hungary, Jamaica, Jordan, Lebanon, Montenegro, Morocco, New Zealand, Poland, Portugal, Qatar, Romania, Serbia, Singapore, Spain, Switzerland, Taiwan, United Arab Emirates, United Kingdom, United States

Landmark Group (United Arab Emirates)

- Bahrain, Egypt, India, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, United Arab Emirates

Lawson, Inc. (Japan)

- China, Indonesia, Japan

Liberty Interactive Corporation (United States)

- Austria, Canada, Germany, Ireland, Italy, Japan, United Kingdom, United States

Life Corporation (Japan)

- Japan

Limited Brands, Inc. (United States)

- Argentina, Australia, Bahrain, Barbados, Brazil, Canada, China, Colombia, Costa Rica, Croatia, Denmark, Dominican Republic, Egypt, Estonia, Iceland, India, Indonesia, Ireland, Israel, Jordan, Kuwait, Latvia, Lebanon, Lithuania, Macau, Malaysia, Malta, Mexico, Morocco, Norway, Oman, Panama, Philippines, Poland, Qatar, Romania, Russia, Saudi Arabia, Singapore, Slovenia, South Africa, Switzerland, Thailand, Turkey, United Arab Emirates, United Kingdom, United States, Venezuela, Vietnam, Yemen

Liquor Control Board of Ontario (Canada)

- Canada

Loblaw Companies Limited (Canada)

- Canada

Lojas Americanas S.A. (Brazil)

- Brazil

Lotte Shopping Co., Ltd. (South Korea)

- China, Indonesia, Russia, South Korea, Vietnam

Louis Delhaize S.A. (Belgium)

- Belgium, France, Hungary, Luxembourg, Romania, United Kingdom

Lowe's Companies, Inc. (United States)

- Australia, Canada, Mexico, United States

LVMH (France)

- Andorra, Argentina, Aruba, Australia, Austria, Azerbaijan, Bahrain, Barbados, Belarus, Belgium, Brazil, Bulgaria, Canada, Chile, China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Egypt, El Salvador, Estonia, Finland, France, Germany, Greece, Guatemala, Hong Kong, Hungary, Iceland, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kuwait, Latvia, Lebanon, Luxembourg, Macau, Malaysia, Mexico, Moldova, Monaco, Mongolia, Morocco, Netherlands, Netherlands Antilles, New Zealand, Northern Marianas Islands, Norway, Oman, Palau, Panama, Philippines, Poland, Portugal, Puerto Rico, Qatar, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Switzerland, Syria, Taiwan, Thailand, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Uzbekistan, Vietnam

Macy's, Inc. (United States)

- Puerto Rico, United Arab Emirates, United States

Marks & Spencer Group Plc (United Kingdom)

- Bahrain, Bulgaria, China, Croatia, Cyprus, Czech Republic, Egypt, Estonia, France, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Kuwait, Latvia, Libya, Lithuania, Malaysia, Malta, Montenegro, Oman, Philippines, Poland, Qatar, Romania, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Korea, Spain, Thailand, Turkey, United Arab Emirates, Ukraine, United Kingdom

Marui Group Co. Ltd. (Japan)

- China, Japan

Matsumoto Kiyoshi Holdings Co., Ltd. (Japan)

- Japan

Meijer, Inc. (United States)

- United States

Menard, Inc. (United States)

- United States

Mercadona, S.A. (Spain)

- Spain

Metro AG (Germany)

- Austria, Belgium, Bulgaria, China, Croatia, Czech Republic, Denmark, Egypt, France, Germany, Greece, Hungary, India, Italy, Japan, Kazakhstan, Luxembourg, Moldova,

Netherlands, Pakistan, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom, Vietnam

Metro Inc. (Canada)

- Canada

Michaels Stores, Inc. (United States)

- Canada, United States

Migros-Genossenschafts Bund (Switzerland)

- France, Germany, Switzerland

Neiman Marcus, Inc. (United States)

- United States

Next plc (United Kingdom)

- Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Belgium, Bulgaria, Canada, Chile, China, Cyprus, Czech Republic, Denmark, Egypt, Estonia, Finland, France, Georgia, Germany, Greece, Hong Kong, Hungary, Iceland, India, Indonesia, Israel, Ireland, Japan, Jordan, Kazakhstan, Kuwait, Latvia, Lebanon, Libya, Lithuania, Luxembourg, Macau, Malta, Mexico, Morocco, Netherlands, New Zealand, Norway, Oman, Pakistan, Peru, Poland, Portugal, Qatar, Romania, Russia, Saudi Arabia, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Venezuela

Nitori Holdings Co., Ltd. (Japan)

- Japan, Taiwan

Nonggongshang Supermarket Group Co. Ltd. (China)

- China

Nordstrom, Inc. (United States)

- United States

NorgesGruppen ASA (Norway)

- Norway

Norma Lebensmittelfilialbetrieb Stiftung & Co. KG (Germany)

- Austria, Czech Republic, France, Germany

O'Reilly Automotive, Inc. (United States)

- United States

Office Depot, Inc. (United States)

- Colombia, Costa Rica, Dominican Republic, El Salvador, France, Guatemala, Honduras, Israel, Japan, Kuwait, Mexico, Panama, Puerto Rico, Saudi Arabia, South Korea, Sweden, Thailand, United Arab Emirates, United States

OfficeMax Inc. (United States)

- Australia, Canada, Mexico, New Zealand, Puerto Rico, United States

OJSC “Company M.Video” (Russia)

- Russia

Open Joint Stock Company “Magnit” (Russia)

- Russia

Organizaci (Mexico)

- Mexico

Otto [GmbH & Co KG] (Germany)

- Armenia, Australia, Austria, Azerbaijan, Belarus, Belgium, Brazil, Bulgaria, Canada, China, Croatia, Cyprus, Czech Republic, Denmark, Estonia, France, Georgia, Germany, Greece, Hong Kong, Hungary, Iceland, Iran, Italy, Japan, Kazakhstan, Kuwait, Latvia, Lebanon, Lithuania, Luxembourg, Netherlands, New Zealand, Poland, Portugal, Qatar, Romania, Russia, Saudi Arabia, Slovakia, Slovenia, South Korea, Spain, Switzerland, Taiwan, Tunisia, Turkey, United Arab Emirates, Ukraine, United Kingdom, United States

Oxylane Groupe (France)

- Belgium, Brazil, China, Czech Republic, France, Germany, Hungary, India, Italy, Netherlands, Poland, Portugal, Romania, Russia, Spain, Sweden, Turkey, United Arab Emirates, United Kingdom

PetSmart, Inc. (United States)

- Canada, Puerto Rico, United States

Pick n Pay Stores Limited (South Africa)

- Botswana, Lesotho, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe

Poslovni sistem Mercator, d.d. (Slovenia)

- Albania, Bosnia & Herzegovina, Bulgaria, Croatia, Montenegro, Serbia, Slovenia

PPR S.A. (France)

- Albania, Algeria, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahamas, Bahrain, Belgium, Bosnia & Herzegovina, Botswana, Brazil, Bulgaria, Canada, Chile,

China, Colombia, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, France, Georgia, Germany, Ghana, Greece, Guatemala, Honduras, Hong Kong, Hungary, India, Indonesia, Iran, Ireland, Israel, Italy, Jamaica, Japan, Kuwait, Latvia, Lebanon, Libya, Lithuania, Luxembourg, Macau, Malaysia, Malta, Mauritius, Mexico, Moldova, Monaco, Netherlands, New Zealand, Nigeria, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Switzerland, Suriname, Taiwan, Thailand, Trinidad and Tobago, Tunisia, Turkey, Ukraine, United Arab Emirates, United Kingdom, United States, Uruguay

Praktiker AG (Germany)

- Albania, Bulgaria, Germany, Greece, Hungary, Luxembourg, Poland, Romania, Turkey, Ukraine

President Chain Store Corp. (Taiwan)

- China, Philippines, Taiwan, Vietnam

Publix Super Markets, Inc. (United States)

- United States

QuikTrip Corporation (United States)

- United States

RaceTrac Petroleum Inc. (United States)

- United States

RadioShack Corporation (United States)

- Antigua, Aruba, Bahamas, Bahrain, Bolivia, Colombia, Costa Rica, Curaçao, Ecuador, Egypt, El Salvador, Guatemala, Haiti, Honduras, Jordan, Kuwait, Lebanon, Mexico, Morocco, Nicaragua, Oman, Panama, Paraguay, Peru, Puerto Rico, Qatar, Saudi Arabia, Sint Maarten, Trinidad and Tobago, United Arab Emirates, United States

Reitan Group (Norway)

- Denmark, Latvia, Norway, Sweden

Rewe Combine (Germany)

- Austria, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Italy, Romania, Russia, Slovakia, Ukraine

Rite Aid Corporation (United States)

- United States



RONA Inc. (Canada)

- Canada

Ross Stores, Inc. (United States)

- United States

Roundy's, Inc. (United States)

- United States

Ruddick Corporation / Harris Teeter (United States)

- United States

S Group (Finland)

- Estonia, Finland, Latvia, Lithuania, Russia

S.A.C.I. Falabella (Chile)

- Argentina, Chile, Colombia, Peru

Safeway Inc. (United States)

- Canada, Mexico, United States

Save Mart Supermarkets (United States)

- United States

Schwarz Unternehmens Treuhand KG (Germany)

- Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom

Sears Holdings Corp. (United States)

- Canada, Puerto Rico, United States

Seven & I Holdings Co., Ltd. (Japan)

- Australia, Canada, China, Denmark, Hong Kong, Indonesia, Japan, Macau, Malaysia, Mexico, Norway, Philippines, Singapore, South Korea, Sweden, Taiwan, Thailand, United States

Sheetz, Inc. (United States)

- United States

Shimamura Co., Ltd. (Japan)

- Japan, Taiwan

Shoppers Drug Mart Corporation (Canada)

- Canada

Shoprite Holdings Ltd. (South Africa)

- Angola, Botswana, Ghana, India, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, South Africa, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe

SHV Holdings N.V. / Makro (Netherlands)

- Argentina, Brazil, Colombia, Peru, Thailand, Venezuela

Signet Jewelers Limited (Bermuda)

- Ireland, United Kingdom, United States

Sonae, SGPS, SA (Portugal)

- Egypt, Kazakhstan, Portugal, Saudi Arabia, Spain, Turkey

SPAR (Austria)

- Austria, Croatia, Czech Republic, Hungary, Italy, Romania, Slovenia

Staples, Inc. (United States)

- Argentina, Australia, Belgium, Canada, China, Finland, Germany, India, Netherlands, Norway, Portugal, Sweden, United Kingdom, United States

Steinhoff International Holdings Ltd. (South Africa)

- Australia, Belgium, Botswana, Croatia, France, Germany, Hungary, Italy, Luxembourg, Namibia, Netherlands, New Zealand, Poland, Portugal, South Africa, Spain, Switzerland, United Kingdom

Sugi Holdings Co., Ltd. (Japan)

- Japan

Sundrug Co., Ltd. (Japan)

- Japan

Suning Appliance Co. Ltd. (China)

- China, Hong Kong, Japan

SuperValu Inc. (United States)

- United States

Système U (France)

- France, French Polynesia, Mauritius

Systembolaget AB (Sweden)

- Sweden

Takashimaya Company, Limited (Japan)

- Japan, Singapore, Taiwan

Target Corporation (United States)

- United States

Tengelmann Warenhandels-gesellschaft KG (Germany)

- Austria, Bosnia & Herzegovina, Croatia, Czech Republic, Germany, Hungary, Italy, Poland, Romania, Russia, Slovakia, Slovenia, Switzerland, Ukraine

Tesco PLC (United Kingdom)

- China, Czech Republic, Hungary, Ireland, Japan, Malaysia, Poland, Slovakia, South Korea, Thailand, Turkey, United Kingdom, United States

The Coop Norge Group (Norway)

- Norway

The Daiei, Inc. (Japan)

- Japan

The Gap, Inc. (United States)

- Australia, Bahrain, Bulgaria, Canada, Chile, China, Colombia, Croatia, Cyprus, Egypt, France, Greece, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kuwait, Lebanon, Malaysia, Mexico, Oman, Philippines, Poland, Puerto Rico, Qatar, Romania, Russia, Saudi Arabia, Serbia, Singapore, South Korea, Thailand, Turkey, United Arab Emirates, Ukraine, United Kingdom, United States, Vietnam

The Great Atlantic & Pacific Tea Company, Inc. (United States)

- United States

The Home Depot, Inc. (United States)

- Canada, China, Mexico, Puerto Rico, United States

The Kroger Co. (United States)

- United States

The Maruetsu, Inc. (Japan)

- Japan

The Pantry, Inc. (United States)

- United States

The Sherwin-Williams Company (United States)

- Canada, Curaçao, Jamaica, Puerto Rico, Sint Maarten, Trinidad and Tobago, United States

The SPAR Group Limited (South Africa)

- Botswana, Lesotho, Mozambique, Namibia, South Africa, Swaziland

The TJX Companies, Inc. (United States)

- Canada, Germany, Ireland, Poland, Puerto Rico, United Kingdom, United States

Tokyu Corporation (Japan)

- Japan

Toys “R” Us, Inc. (United States)

- Australia, Austria, Bahrain, Brunei, Canada, China, Denmark, Egypt, Finland, France, Germany, Hong Kong, Iceland, Israel, Japan, Kuwait, Macau, Malaysia, Norway, Oman, Philippines, Poland, Portugal, Puerto Rico, Qatar, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, United Arab Emirates, United Kingdom, United States

Tractor Supply Company (United States)

- United States

Tsuruha Holdings, Inc. (Japan)

- Japan

UNY Co., Ltd. (Japan)

- Hong Kong, Japan

Valor Co., Ltd. (Japan)

- Japan

Wal-Mart Stores, Inc. (United States)

- Argentina, Botswana, Brazil, Canada, Chile, China, Costa Rica, El Salvador, Ghana, Guatemala, Honduras, India, Japan, Lesotho, Malawi, Mexico, Mozambique, Namibia, Nicaragua, Nigeria, Puerto Rico, South Africa, Swaziland, Tanzania, Uganda, United Kingdom, United States, Zambia

Walgreen Co. (United States)

- Puerto Rico, United States

Wawa, Inc. (United States)

- United States

Wegmans Food Markets, Inc. (United States)

- United States

Wesfarmers Limited (Australia)

- Australia, New Zealand

Whole Foods Market, Inc. (United States)

- Canada, United Kingdom, United States

Williams-Sonoma, Inc. (United States)

- Bahrain, Canada, Kuwait, Puerto Rico, Saudi Arabia, United Arab Emirates, United States

WinCo Foods LLC (United States)

- United States

Wm Morrison Supermarkets PLC (United Kingdom)

- United Kingdom

Woolworths Limited (Australia)

- Australia, New Zealand

Wu-Mart Group (China)

- China

X Retail Group N.V. (Russia)

Russia, Ukraine

XXXLutz Group (Austria)

- Austria, Croatia, Czech Republic, Germany, Hungary, Serbia, Slovakia, Slovenia, Sweden

Yamada Denki Co., Ltd. (Japan)

- China, Japan

Yodobashi Camera Co., Ltd. (Japan)

- Japan

## GLOBAL CPG/FMCG RANKINGS

### **53.1 Overview**

Consumer Packaged Goods (CPG), generally called Fast-Moving Consumer Goods (FMCG) in Europe, are products that are marketed for quick sale and at relatively low cost. These items are typically sold in food and drug stores.

Annually, OC&C Strategy Consultants ([www.occstrategy.com](http://www.occstrategy.com)) publishes a list of the 50 largest FMCG companies worldwide.

### **53.2 Top 50 Companies**

Ranked by 2012 annual sales, *The 2013 Top 50 Global FMCG Companies* are as follows:

• Nestlé AG (Switzerland):	\$98.35 billion
• Procter & Gamble (United States):	\$83.68 billion
• Unilever (U.K./Netherlands):	\$65.99 billion
• Pepsico (United States):	\$65.49 billion
• Coca-Cola Co. (United States):	\$47.89 billion
• AB Inbev (Belgium):	\$39.76 billion
• JBS (Brazil):	\$37.25 billion
• Mondelez (United States):	\$35.02 billion
• Archer Daniels Midland (United States):	\$34.72 billion
• Tyson Foods (United States):	\$33.28 billion
• Phillip Morris International (United States):	\$31.38 billion
• L'Oreal (France):	\$28.88 billion
• Danone (France):	\$26.84 billion
• British American Tobacco (United Kingdom):	\$24.08 billion
• Heineken (Netherlands):	\$23.64 billion
• Japan Tobacco (Japan):	\$23.32 billion
• Asahi Breweries (Japan):	\$19.41 billion
• Kirin Breweries (Japan):	\$19.35 billion
• Kraft Foods (United States):	\$18.34 billion
• Altria Group (United States):	\$17.35 billion
• Colgate Palmolive (United States):	\$17.09 billion
• Diageo (United Kingdom):	\$17.06 billion
• SAB Miller (United Kingdom):	\$16.71 billion

• General Mills (United States):	\$16.65 billion
• Kimberly Clark (United States):	\$16.10 billion
• Brasil Foods (Brazil):	\$14.66 billion
• Johnson & Johnson (United States):	\$14.45 billion
• Kellogg Company (United States):	\$14.20 billion
• Reckitt Benckiser (United Kingdom):	\$13.84 billion
• Conagra (United States):	\$13.26 billion
• Grupo Bimbo (Mexico):	\$13.18 billion
• Nippon Meat Packers (Japan):	\$12.72 billion
• Kao (Japan):	\$12.57 billion
• Smithfield Foods (United States):	\$12.34 billion
• H.J. Heinz (United States):	\$11.64 billion
• Carlsberg (Denmark):	\$11.61 billion
• Imperial Tobacco (United Kingdom):	\$11.51 billion
• Dean Foods (United States):	\$11.46 billion
• Marfrig Group (Brazil):	\$11.38 billion
• Bunge Limited (Netherlands):	\$11.19 billion
• Yamazaki Baking (Japan):	\$10.95 billion
• Royal Frieslandcampina (Netherlands):	\$10.76 billion
• Ajinomoto (Japan):	\$10.65 billion
• Pernod Ricard (France):	\$10.56 billion
• Avon (United States):	\$10.55 billion
• Meiji Holdings (Japan):	\$10.46 billion
• Henkel (Germany):	\$10.41 billion
• SCA (Sweden):	\$10.14 billion
• LVMH (France):	\$ 9.97 billion
• Estée Lauder (United States):	\$ 9.71 billion

### **53.3 Market Resources**

OC&C Strategy Consultants, 6 New Street Square, London EC4A 3AT, United Kingdom.  
Tel.: +40 20 70 10 8000. ([www.occstrategy.com](http://www.occstrategy.com))

## GLOBAL RETAIL RANKINGS

### 54.1 Overview

Planet Retail ([www.planetretail.net](http://www.planetretail.net)) ranks retail companies by global sales annually. This chapter presents the Global Retail Rankings for 2012.

### 54.2 Global Sales

• Wal-Mart (United States):	\$485.61 billion
• Carrefour (France):	\$150.36 billion
• Tesco (United Kingdom):	\$116.27 billion
• AEON (Japan):	\$107.67 billion
• Metro Group (Germany):	\$106.37 billion
• Seven & I (Japan):	\$104.32 billion
• Schwarz Group (Germany):	\$ 97.29 billion
• Kroger (United States):	\$ 93.71 billion
• Costco (United States):	\$ 93.54 billion
• Casino (France):	\$ 88.28 billion
• Auchan (France):	\$ 81.58 billion
• Aldi (Germany):	\$ 79.50 billion
• The Home Depot (United States):	\$ 74.95 billion
• Target (United States):	\$ 73.43 billion
• Walgreens (United States):	\$ 72.44 billion
• Rewe Group (Germany):	\$ 70.11 billion
• Ahold (Netherlands):	\$ 67.82 billion
• Edeka (Germany):	\$ 63.74 billion
• Woolworths (Australia):	\$ 63.66 billion
• CVS (United States):	\$ 60.50 billion
• Leclerc (France):	\$ 57.39 billion
• Wesfarmers/Coles Group (Australia):	\$ 55.65 billion
• Best Buy (United States):	\$ 54.46 billion
• Lowe's (United States):	\$ 52.89 billion
• Amazon (United States):	\$ 52.53 billion
• Safeway (United States):	\$ 47.34 billion
• Sears (United States):	\$ 45.34 billion
• Intermarché [ITM] (France):	\$ 44.45 billion
• IKEA (Netherlands):	\$ 42.01 billion
• Sainsbury (United Kingdom):	\$ 39.31 billion



### **54.3 Rank By Segment**

#### **Apparel and Footwear**

• TJX (United States):	\$ 20.97 billion
• Inditex (Spain):	\$ 20.97 billion
• H&M (Sweden):	\$ 20.26 billion
• The Gap (United States):	\$ 15.94 billion
• C&A (Belgium/Germany):	\$ 11.59 billion
• Fast Retailing (Japan):	\$ 10.82 billion
• Ross Stores (United States):	\$ 8.70 billion
• Next (United Kingdom):	\$ 8.20 billion
• Limited Brands (United States):	\$ 7.39 billion
• Foot Locker (United States):	\$ 6.83 billion

#### **Department Stores**

• Macy's (United States):	\$ 27.45 billion
• Sears (United States):	\$ 21.23 billion
• Kohl's (United States):	\$ 19.78 billion
• J.C. Penney (United States):	\$ 17.25 billion
• Isetan Mitsukoshi (Japan):	\$ 16.76 billion
• El Corte Inglés (Spain):	\$ 15.56 billion
• Seven & I (Japan):	\$ 13.26 billion
• Takashimaya (Japan):	\$ 11.08 billion
• J. Front Retailing (Japan):	\$ 9.75 billion
• Nordstrom (United States):	\$ 8.76 billion

#### **Electronics and Office**

• Best Buy (United States):	\$ 54.35 billion
• Metro Group (Germany):	\$ 34.12 billion
• Expert (Ireland):	\$ 27.86 billion
• Staples (United States):	\$ 26.76 billion
• Yamada Denki (Japan):	\$ 23.86 billion
• Euronics (Netherlands):	\$ 21.33 billion
• GOME (China):	\$ 16.94 billion
• Dixons Retail (United Kingdom):	\$ 16.55 billion
• Suning (China):	\$ 16.36 billion
• Apple (United States):	\$ 15.19 billion
• Casino (France):	\$ 14.33 billion
• Office Depot (United States):	\$ 11.92 billion
• K's Holdings (Japan):	\$ 9.56 billion
• Yodobashi Camera (Japan):	\$ 9.40 billion
• Darty/Kesa Electricals (United Kingdom):	\$ 8.48 billion
• Edion (Japan):	\$ 8.25 billion

- EDA (Australia): \$ 8.02 billion
- Electronic Partner (Germany): \$ 7.76 billion
- EGO (France): \$ 7.59 billion

### **Entertainment and Leisure**

- Amazon (United States): \$ 52.26 billion
- Toys “R” Us (United States): \$ 15.75 billion
- OxyLane (France): \$ 10.94 billion
- GameStop (United States): \$ 9.74 billion
- Barnes & Noble (United States): \$ 7.42 billion
- PPR (France): \$ 7.23 billion
- Dicks Sporting Goods (United States): \$ 5.47 billion
- Bass Pro Shops (United States): \$ 5.37 billion
- Michaels Stores (United States): \$ 4.45 billion
- Sports Authority (United States): \$ 3.69 billion

### **Health and Beauty**

- Walgreens (United States): \$ 72.44 billion
- CVS (United States): \$ 60.30 billion
- Rite Aid (United States): \$ 26.54 billion
- AS Watson (Hong Kong): \$ 19.85 billion
- Alliance Boots (Switzerland): \$ 15.35 billion
- AEON (Japan): \$ 12.25 billion
- Shoppers Drug Mart (Canada): \$ 11.65 billion
- dm [drogerie markt] (Germany): \$ 8.59 billion
- Schlecker (Germany): \$ 6.84 billion
- Katz Group (Canada): \$ 6.77 billion

### **Home and Garden**

- The Home Depot (United States): \$ 74.95 billion
- Lowe’s (United States): \$ 52.89 billion
- IKEA (Netherlands): \$ 42.01 billion
- Kingfisher (United Kingdom): \$ 21.42 billion
- Adeo (France): \$ 19.70 billion

## **54.4 Market Resources**

Planet Retail, 2<sup>nd</sup> Floor, AirW1, 20 Air Street, London W1B 5AN, United Kingdom.  
Tel.: +44 (0) 20 7715 6000. ([www.planetretail.net](http://www.planetretail.net))

Planet Retail, 1450 American Lane, Suite 1400, Schaumburg, IL, 60173.  
(224) 698-2601. ([www.planetretail.net](http://www.planetretail.net))

## GLOBAL GROCERY & DRUG STORE RANKINGS

### 55.1 Overview

Planet Retail ([www.planetretail.net](http://www.planetretail.net)) ranks groceries and drug stores by global sales annually. This chapter presents the Global Retail Rankings for 2012.

### 55.2 Global Sales

• Wal-Mart (United States):	\$468.52 billion
• Carrefour (France):	\$150.36 billion
• Tesco (United Kingdom):	\$116.27 billion
• AEON (Japan):	\$107.67 billion
• Seven & I (Japan):	\$106.37 billion
• Metro Group (Germany):	\$106.32 billion
• Schwarz Group (Germany):	\$ 97.29 billion
• Kroger (United States):	\$ 91.71 billion
• Costco (United States):	\$ 93.34 billion
• Casino (France):	\$ 88.28 billion
• Auchan (France):	\$ 81.58 billion
• Aldi (Germany):	\$ 79.50 billion
• Target (United States):	\$ 73.43 billion
• Walgreens (United States):	\$ 72.44 billion
• Rewe Group (Germany):	\$ 70.11 billion
• Ahold (Netherlands):	\$ 67.82 billion
• Edeka (Germany):	\$ 63.74 billion
• Woolworths (Australia):	\$ 63.66 billion
• CVS (United States):	\$ 60.50 billion
• Leclerc (France):	\$ 57.39 billion
• Wesfarmers/Coles Group (Australia):	\$ 55.65 billion
• Safeway (United States):	\$ 47.34 billion
• Intermarché [ITM] (France):	\$ 44.45 billion
• Sainsbury (United Kingdom):	\$ 39.31 billion
• SuperValu (United States):	\$ 34.38 billion
• Loblaw (Canada):	\$ 33.94 billion
• Migros (Switzerland):	\$ 31.96 billion
• Delhaize Group (Belgium):	\$ 31.84 billion

- Coop (Italy): \$ 31.65 billion
- Système U (France): \$ 30.42 billion

### **55.3 Rank By Region**

#### **Africa & The Middle East**

- Shoprite: \$13.52 billion
- Wal-Mart: \$ 9.53 billion
- Pick n Pay: \$ 8.26 billion
- Carrefour: \$ 5.82 billion
- Metcash: \$ 5.75 billion
- SPAR: \$ 5.70 billion
- Alon Holdings: \$ 4.28 billion
- Woolworths: \$ 3.96 billion
- Shufersal: \$ 3.73 billion
- Emke Group (LuLu International): \$ 3.27 billion

#### **Asia & Oceania**

- AEON (Japan): \$65.25 billion
- Seven & I: \$63.66 billion
- Woolworths: \$60.06 billion
- Wesfarmers/Coles Group: \$55.65 billion
- Family Mart: \$26.37 billion
- Uny: \$26.29 billion
- Lawson: \$23.81 billion
- Lotte Shopping: \$22.91 billion
- Wal-Mart: \$22.16 billion
- Metcash: \$21.07 billion

#### **Europe**

- Carrefour: \$104.52 billion
- Metro Group: \$ 98.99 billion
- Schwarz Group: \$ 97.29 billion
- Tesco: \$ 94.61 billion
- Rewe Group: \$ 70.11 billion
- Auchan: \$ 67.96 billion
- Edeka: \$ 63.74 billion
- Aldi: \$ 30.58 billion
- Leclerc: \$ 57.39 billion
- Intermarché [ITM]: \$ 44.45 billion

**Latin America**

• Wal-Mart:	\$58.45 billion
• Casino:	\$38.40 billion
• Carrefour:	\$26.05 billion
• Cencosud:	\$18.18 billion
• Soriana:	\$ 8.32 billion
• SHV Makro:	\$ 6.46 billion
• OXXO:	\$ 6.10 billion
• SMU:	\$ 4.71 billion
• Chedraui:	\$ 3.88 billion
• Comercial Mexicana:	\$ 3.73 billion

**North America**

• Wal-Mart:	\$356.38 billion
• Kroger:	\$ 93.71 billion
• Costco:	\$ 82.54 billion
• Target:	\$ 73.43 billion
• Walgreens:	\$ 71.33 billion
• CVS:	\$ 60.39 billion
• Safeway:	\$ 45.12 billion
• SuperValu:	\$ 34.38 billion
• Loblaw:	\$ 33.94 billion
• Publix:	\$ 28.37 billion

**55.4 Rank By Country****Australia**

• Woolworths:	\$57.48 billion
• Coles Group:	\$54.15 billion
• Metcash:	\$20.94 billion
• Aldi:	\$ 4.11 billion
• Liquor Marketing Group:	\$ 2.69 billion

**Brazil**

• Casino:	\$31.55 billion
• Carrefour:	\$18.26 billion
• Wal-Mart:	\$14.91 billion
• Cencosud:	\$ 3.91 billion
• SHV Makro:	\$ 3.68 billion

**Canada**

- Loblaw: \$33.91 billion
- Wal-Mart: \$23.42 billion
- Sobeys: \$17.74 billion
- Costco: \$14.75 billion
- Metro: \$12.79 billion

**China**

- Auchan: \$11.60 billion
- China Resources Enterprises: \$10.97 billion
- Wal-Mart: \$ 8.89 billion
- Lianhua: \$ 8.18 billion
- Carrefour: \$ 7.15 billion

**France**

- Carrefour: \$63.19 billion
- Leclerc: \$52.65 billion
- Casino: \$40.43 billion
- Intermarché [ITM]: \$38.77 billion
- Auchan: \$30.88 billion

**Germany**

- Edeka: \$63.74 billion
- Rewe Group: \$49.82 billion
- Metro Group: \$41.17 billion
- Schwarz Group: \$41.02 billion
- Aldi: \$34.42 billion

**India**

- Future Group: \$ 3.25 billion
- Reliance Retail: \$ 1.72 billion
- Aditya Birla: \$ 0.37 billion
- Metro Group: \$ 0.37 billion
- Wal-Mart: \$ 0.35 billion

**Indonesia**

- Indomart: \$ 2.54 billion
- Alfa Mart: \$ 2.26 billion
- Carrefour: \$ 1.57 billion
- Matahari: \$ 1.39 billion
- Dairy Farm: \$ 1.07 billion

**Italy**

- Coop Italia: \$18.22 billion
- Auchan: \$13.54 billion
- Conad: \$12.65 billion
- Esselunga: \$ 9.22 billion
- Carrefour: \$ 8.62 billion

**Japan**

- AEON: \$103.61 billion
- Seven & I: \$ 78.14 billion
- Uny: \$ 26.07 billion
- Lawson: \$ 23.93 billion
- FamilyMart: \$ 21.13 billion

**Mexico**

- Wal-Mart: \$28.55 billion
- Soriana: \$ 8.32 billion
- OXXO: \$ 6.08 billion
- Chedraui: \$ 3.88 billion
- Comercial Mexicana: \$ 3.73 billion

**Netherlands**

- Ahold: \$15.69 billion
- C1000: \$ 5.65 billion
- Jumbo Supermarkten: \$ 4.50 billion
- Metro Group: \$ 4.05 billion
- Aldi: \$ 3.90 billion

**Poland**

- Jerónimo Martins: \$ 8.71 billion
- Metro Group: \$ 6.15 billion
- Schwarz Group: \$ 4.85 billion
- Tesco: \$ 4.00 billion
- Eurocash: \$ 3.74 billion

**Russia**

- XS Retail Group: \$17.72 billion
- Magnit: \$13.16 billion
- Auchan: \$ 8.68 billion
- Metro Group: \$ 8.12 billion
- Dixy Group: \$ 3.96 billion

**South Korea**

- Lotte Shopping: \$21.60 billion
- Shinsegae: \$13.82 billion
- Tesco: \$ 9.43 billion
- GS Retail: \$ 5.55 billion
- Family Mart: \$ 2.89 billion

**Spain**

- El Corte Inglés: \$25.81 billion
- Mercadona: \$24.81 billion
- Carrefour: \$16.68 billion
- Eroski: \$11.06 billion
- Auchan: \$ 7.34 billion

**Switzerland**

- Aigros: \$31.54 billion
- Coop: \$24.54 billion
- Aldi: \$ 1.89 billion
- Alliance Boots: \$ 1.35 billion
- SPAR: \$ 1.27 billion

**Turkey**

- BIM: \$ 5.39 billion
- Migros Ticaret: \$ 3.64 billion
- Metro Group: \$ 2.69 billion
- Carrefour: \$ 1.96 billion
- A101: \$ 1.32 billion

**United Kingdom**

- Tesco: \$77.62 billion
- Sainsbury: \$39.31 billion
- Wal-Mart: \$39.03 billion
- Morrisons: \$30.03 billion
- Co-operative Group: \$21.29 billion

**United States**

- Wal-Mart: \$332.97 billion
- Kroger: \$ 93.71 billion
- Target: \$ 73.43 billion
- Walgreens: \$ 71.33 billion
- Costco: \$ 67.79 billion



### **55.5 Market Resources**

Planet Retail, 2<sup>nd</sup> Floor, AirW1, 20 Air Street, London W1B 5AN, United Kingdom.  
Tel.: +44 (0) 20 7715 6000. ([www.planetretail.net](http://www.planetretail.net))

Planet Retail, 1450 American Lane, Suite 1400, Schaumburg, IL, 60173.  
(224) 698-2601. ([www.planetretail.net](http://www.planetretail.net))

## VALUATION RANKINGS

### 56.1 Overview

Since 1996, *Financial Times* has annually ranked the 500 largest corporations globally based on market valuation. The list is dubbed the FT Global 500.

### 56.2 Ranking 2012

The 2012 FT Global 500 includes 129 corporations in consumer segments, as follows:

- Wal-Mart (United States): \$208.35 billion  
General retailers
- Nestlé (Switzerland): \$207.37 billion  
Food products
- Procter & Gamble (United States): \$185.12 billion  
Household goods
- Johnson & Johnson (United States): \$181.39 billion  
Pharmaceuticals
- Pfizer (United States): \$170.68 billion  
Pharmaceuticals
- Coca-Cola (United States): \$167.60 billion  
Beverages
- Philip Morris International (United States): \$152.57 billion  
Tobacco
- Novartis (Switzerland): \$151.76 billion  
Pharmaceuticals
- Roche (Switzerland): \$151.49 billion  
Pharmaceuticals
- Toyota Motor (Japan): \$149.57 billion  
Automotive & parts
- Anheuser-Busch InBev (Belgium): \$117.16 billion  
Beverages
- Ambev (Brazil): \$117.05 billion  
Beverages
- Merck (United States): \$116.88 billion  
Pharmaceuticals
- GlaxoSmithKline (United Kingdom): \$112.51 billion  
Pharmaceuticals
- PepsiCo (United States): \$105.32 billion  
Beverages

• Sanofi (France): Pharmaceuticals	\$103.97 billion
• McDonald's (United States): Restaurants	\$ 99.92 billion
• British American Tobacco (United Kingdom): Tobacco	\$ 98.88 billion
• Abbott Laboratories (United States): Pharmaceuticals	\$ 96.36 billion
• Unilever (Netherlands): Food products	\$ 94.79 billion
• Amazon.com (United States): General retailers	\$ 92.15 billion
• LVMH (France): Personal goods	\$ 87.10 billion
• Comcast (United States): Media	\$ 81.26 billion
• Walt Disney (United States): Media	\$ 78.46 billion
• Volkswagen (Germany): Automotive & parts	\$ 77.38 billion
• Home Depot (United States): General retailers	\$ 76.71 billion
• L'Oreal (France): Personal goods	\$ 74.02 billion
• Honda Motor (Japan): Automotive & parts	\$ 69.22 billion
• Kraft Foods (United States): Food products	\$ 67.35 billion
• Novo Nordisk (Denmark): Pharmaceuticals	\$ 65.33 billion
• Daimler (Germany): Automotive & parts	\$ 64.19 billion
• SabMiller (United Kingdom): Beverages	\$ 63.84 billion
• Altria Group (United States): Tobacco	\$ 63.14 billion
• Diageo (United Kingdom): Beverages	\$ 60.15 billion
• Walmex (Mexico): General retailers	\$ 59.64 billion
• Inditex (Spain): General retailers	\$ 59.61 billion
• CVS Caremark (United States): Food & drug retailers	\$ 58.53 billion
• BMW (Germany): Automotive & parts	\$ 57.21 billion
• Bristol Myers Squibb (United States): Pharmaceuticals	\$ 56.95 billion

• Japan Tobacco (Japan): Tobacco	\$ 56.62 billion
• AstraZeneca (United Kingdom): Pharmaceuticals	\$ 56.54 billion
• Amgen (United States): Pharmaceuticals	\$ 53.79 billion
• Hennes & Mauritz (Sweden): General retailers	\$ 52.70 billion
• Nike (United States): Personal goods	\$ 49.76 billion
• News Corp (United States): Media	\$ 48.97 billion
• Nissan Motor (Japan): Automotive & parts	\$ 48.39 billion
• eBay (United States): General retailers	\$ 47.60 billion
• Eli Lilly (United States): Pharmaceuticals	\$ 46.72 billion
• Ford Motor (United States): Automotive & parts	\$ 46.71 billion
• Colgate-Palmolive (United States): Personal goods	\$ 46.71 billion
• Hyundai Motor (South Korea): Automotive & parts	\$ 45.29 billion
• Danone (France): Food products	\$ 44.72 billion
• Teva Pharmaceutical (Israel): Pharmaceuticals	\$ 42.89 billion
• Monsanto (United States): Food products	\$ 42.70 billion
• Tesco (United Kingdom): Food & drug retailers	\$ 42.36 billion
• Starbucks (United States): Restaurants	\$ 42.10 billion
• Reckitt Benckiser (United Kingdom): Household goods	\$ 41.20 billion
• Imperial Tobacco (United Kingdom): Tobacco	\$ 40.40 billion
• General Motors (United States): Automotive & parts	\$ 40.16 billion
• Costco Wholesale (United States): General retailers	\$ 39.40 billion
• Target (United States): General retailers	\$ 38.95 billion
• Lowe's Companies (United States): General retailers	\$ 37.62 billion
• Gilead Sciences (United States): Pharmaceuticals	\$ 37.03 billion

• Time Warner (United States): Media	\$ 36.45 billion
• Wesfarmers (Australia): General retailers	\$ 36.12 billion
• Priceline.com (United States): Restaurants	\$ 35.73 billion
• Hermes International (France): Personal goods	\$ 35.51 billion
• Takeda Pharmaceutical (Japan): Pharmaceuticals	\$ 34.97 billion
• ITC (India): Tobacco	\$ 34.82 billion
• Celgene (United States): Pharmaceuticals	\$ 34.01 billion
• DirecTV (United States): Media	\$ 33.38 billion
• Woolworths (Australia): Food & drug retailers	\$ 33.02 billion
• Yum! Brands (United States): Restaurants	\$ 32.77 billion
• Astra International (Indonesia): Automotive & parts	\$ 32.74 billion
• Richemont (Switzerland): Personal goods	\$ 32.68 billion
• Kweichow Moutai (China): Beverages	\$ 32.46 billion
• Heineken (Netherlands): Beverages	\$ 31.96 billion
• Biogen Idec (United States): Pharmaceuticals	\$ 30.07 billion
• TJX Cos (United States): General retailers	\$ 29.95 billion
• Denso (Japan): Automotive & parts	\$ 29.70 billion
• Henkel (Germany): Household goods	\$ 29.22 billion
• Allergan (United States): Pharmaceuticals	\$ 29.07 billion
• Kimberly-Clark (United States): Personal goods	\$ 29.06 billion
• Walgreen (United States): Food & drug retailers	\$ 28.89 billion
• Christian Dior (France): Personal goods	\$ 27.84 billion
• Pernod-Ricard (France): Beverages	\$ 27.63 billion
• Femsa (Mexico): Beverages	\$ 26.67 billion

• Kia Motors (South Korea): Automotive & parts	\$ 26.51 billion
• Seven & I Holding (Japan): General retailers	\$ 26.47 billion
• Saic Motor (China): Automotive & parts	\$ 25.96 billion
• Viacom (United States): Media	\$ 25.89 billion
• Time Warner Cable (United States): Media	\$ 25.59 billion
• General Mills (United States): Food products	\$ 25.53 billion
• East Japan Railway (Japan): Travel & leisure	\$ 25.32 billion
• Wilmar International (Singapore): Food products	\$ 24.94 billion
• Carnival United States): Travel & leisure	\$ 24.90 billion
• Hyundai Mobis (South Korea): Automotive & parts	\$ 24.61 billion
• Fast Retailing (Japan): General retailers	\$ 24.30 billion
• Swatch (Switzerland): Personal goods	\$ 24.13 billion
• Thomson Reuters (Canada): Media	\$ 23.89 billion
• Reynolds American (United States): Tobacco	\$ 23.70 billion
• Souza Cruz (Brazil): Tobacco	\$ 23.45 billion
• Falabella (Chile): General retailers	\$ 23.29 billion
• Naspers (South Africa): Media	\$ 23.12 billion
• Vivendi (France): Media	\$ 22.85 billion
• Elektra (Mexico): General retailers	\$ 22.76 billion
• Panasonic (Japan): Leisure goods	\$ 22.68 billion
• Coach (United States): Personal goods	\$ 22.23 billion
• Johnson Controls (United States): Automotive & parts	\$ 22.10 billion
• CBS (United States): Media	\$ 22.02 billion
• PPR (France): General retailers	\$ 21.63 billion

• McKesson (United States): Food & drug retailers	\$ 21.60 billion
• Nintendo (Japan): Leisure goods	\$ 21.44 billion
• Jiangsu Yanghe Brewery (China): Beverages	\$ 21.02 billion
• Archer Daniels Midland (United States): Food products	\$ 20.94 billion
• Sony (Japan): Leisure goods	\$ 20.80 billion
• MTR (Hong Kong): Travel & leisure	\$ 20.71 billion
• Philips Electronics (Netherlands): Leisure goods	\$ 20.42 billion
• Reed Elsevier (Netherlands): Media	\$ 20.02 billion
• Bridgestone (Japan): Automotive & parts	\$ 19.81 billion
• Wuliangye Yibin (China): Beverages	\$ 19.79 billion
• Compass Group (United Kingdom): Restaurants	\$ 19.77 billion
• Astellas Pharma (Japan): Pharmaceuticals	\$ 19.33 billion
• CSL (Australia): Pharmaceuticals	\$ 19.20 billion
• Kellogg (United States): Food products	\$ 19.14 billion
• Continental (Germany): Automotive & parts	\$ 18.84 billion
• Li & Fung (Hong Kong): Personal goods	\$ 18.66 billion
• British Sky Broadcasting (United Kingdom): Media	\$ 18.46 billion
• Shire (United Kingdom): Pharmaceuticals	\$ 18.15 billion

### **56.3 Market Resources**

*Financial Times*, Number One Southwark Bridge, London SE1 9HL, United Kingdom.  
Tel.: +44 (0)207 775 6248. ([www.ft.com](http://www.ft.com))

## **APPENDIX A**

### **ACADEMIC PROGRAMS IN INTERNATIONAL BUSINESS**

#### **Adrian College**

110 S Madison Street, Adrian, MI 49221

Program: International Business & Business Administration

(<http://adrian.edu/academics/academic-departments/accounting-business/>)

Contact: Professor Bill Bachman

#### **Albright College**

Economics and Business Department, 1621 N. 13<sup>th</sup> Street, Reading, PA 19604

Program: International Business (<http://faculty.albright.edu/economics/>)

Contact: Dr. Lisa Wilder

#### **Alliant International University**

School of Management, 10455 Pomerado Road, San Diego, CA 92131

Program: International Business ([www.alliant.edu/asm/international-programs/index.php](http://www.alliant.edu/asm/international-programs/index.php))

Contact: Dr. Lee White

#### **Alverno College**

School of Business, 3400 S. 43<sup>rd</sup> Street, P.O. Box 343922, Milwaukee, WI 53234

Program: International Business

([www.alverno.edu/academics/academicdepartments/schoolofbusiness/majors/internationalbusinessmajor/](http://www.alverno.edu/academics/academicdepartments/schoolofbusiness/majors/internationalbusinessmajor/))

Contact: Daniel Horton, Dean

#### **American International College**

Department of International Business, 1000 State Street, Springfield, MA 01109

Program: International Business ([www.aic.edu/academics/ba/international\\_business](http://www.aic.edu/academics/ba/international_business))

Contact: Prof. Gary Lefort, Department of International Business Chair

#### **American University**

Kogod School of Business, 4400 Massachusetts Avenue NW, Washington, DC 20016

Program: International Business ([www.american.edu/kogod/undergraduate/Minor-IBUS.cfm](http://www.american.edu/kogod/undergraduate/Minor-IBUS.cfm))

Contacts: Prof. Frank DuBois, Ph.D., International Business Department Chair;

Prof. Tomasz Mroczkowski, Ph.D., Instructor of International Business



**Appalachian State University**

Walker College of Business, Thelma C. Raley Hall, 416 Howard Street,  
Boone, NC 28608

Program: International Business

(<http://international.business.appstate.edu/international-business-major>)

Contact: Dr. Martin Mezner, Assistant Dean for International Programs

**Aquinas College**

1607 Robinson Road S.E., Grand Rapids, MI 49506

Program: International Business ([www.aquinas.edu/business/degrees.html#bsib](http://www.aquinas.edu/business/degrees.html#bsib))

Contact: Dr. Swithina Mboko

**Arcadia University**

School of Global Business, 450 S. Easton Road, Glenside, PA 19038

Program: International Business and Culture

([www.arcadia.edu/academic/School-of-Business](http://www.arcadia.edu/academic/School-of-Business))

Contact: Dr. NJ Delener, Founding Dean of the School of Global Business

**Arizona State University**

W.P. Carey School of Business, 300 E. Lemon Street, Tempe, AZ 85287

Program: International Business

(<http://wpcarey.asu.edu/undergraduate/business-degrees/international-business.cfm>)

Contact: Angie Abdelmonem, International Programs Coordinator

Program: Executive MBA in Shanghai

(<http://wpcarey.asu.edu/mba/china-program/english/index.cfm>)

Contact: Sunny Kuo, Assistant Director, W. P. Carey China Program

**Arkansas State University**

The College of Business, P.O. Box 970, State University, AR 72404

Program: International Business ([www.astate.edu/college/business/degrees](http://www.astate.edu/college/business/degrees))

Contact: Mr. Tugrul Polat, International Programs Director

**Auburn University**

College of Business, 405 W. Magnolia Avenue, Auburn University, AL 36849

Program: Business and International Education (<http://business.auburn.edu/research-centers/centers/business-and-international-education-bie/about-bie/>)

Contacts: Dr. Paula Bobrowski and Dr. Beverly Marshall, Co-Directors

**Augsburg College**

Department of Business Administration, 3<sup>rd</sup> Floor Memorial Hall, 2211 Riverside Avenue,  
Minneapolis, MN 55454

Program: International Business ([www.augsburg.edu/business/international-business/](http://www.augsburg.edu/business/international-business/))

Contact: Prof. Magdalena M. Paleczny-Zapp, Ph.D., Department Chair

**Augustana College**

Department of Business Administration, 639 38<sup>th</sup> Street, Rock Island, IL 61201  
Program: International Business  
([www.augustana.edu/academics/majors--areas-of-study/international-business](http://www.augustana.edu/academics/majors--areas-of-study/international-business))  
Contact: Prof. Ann E. Ericson, Ph.D.

**Babson College**

F.W. Olin Graduate School of Business, Babson Park, MA 02457  
Program: Global Management Concentration  
([www.babson.edu/graduate/academics/mba/concentrations/Pages/Global-Management-Concentration.aspx](http://www.babson.edu/graduate/academics/mba/concentrations/Pages/Global-Management-Concentration.aspx))  
Contact: Prof. Raghu Tadepalli, Ph.D., Dean

**Baldwin-Wallace College**

Division of Business Administration, Kamm Hall, Room 128, 275 Eastland Road, Berea, OH 44017  
Program: International Business ([www.bw.edu/academics/bus/ug/intl](http://www.bw.edu/academics/bus/ug/intl))  
Contact: Harvey Hopson, Director - International Management MBA

**Barry University**

Andreas School of Business, 11300 NE 2<sup>nd</sup> Avenue, Miami Shores, FL 33161  
Program: International Business Major  
([www.barry.edu/business-undergraduate/undergraduate-programs/international-business.html](http://www.barry.edu/business-undergraduate/undergraduate-programs/international-business.html))  
Contact: Prof. Laura Hart, Ph.D., Director of the International Business Program

**Baylor University**

Hankamer School of Business, Baylor University, One Bear Place #98001, Waco, TX 76798  
Program: McBride Center for International Business ([www.baylor.edu/business/international/](http://www.baylor.edu/business/international/))  
Contact: Prof. Cindy Riemenschneider, Ph.D.

**Benedictine College**

School of Business, 1020 N. 2<sup>nd</sup> Street, Atchison, KS 66002  
Program: International Business ([www.benedictine.edu/journal-international-business](http://www.benedictine.edu/journal-international-business))  
Contact: Professor Salvatore Snaiderbaur, Program Chair of International Business

**Benedictine University**

College of Business, Scholl Hall, 5700 College Road, Lisle, IL 60532  
Program: International Business and Economics ([www.ben.edu/academic\\_programs/business/undergraduate\\_programs/international-business-and-economics.cfm](http://www.ben.edu/academic_programs/business/undergraduate_programs/international-business-and-economics.cfm))  
Contacts: Sandra L. Gill, Ph.D., Dean, College of Business; Peter Tsong, Ph.D., Lecturer of International Business

**Berkeley College**

Larry L. Luing School of Business, 44 Rifle Camp Road, Woodland Park, NJ 07424

Program: International Business ([http://berkeleycollege.edu/academics\\_bc/school\\_of\\_business/degree\\_program\\_1503.htm#page=overview](http://berkeleycollege.edu/academics_bc/school_of_business/degree_program_1503.htm#page=overview))

Contact: Dr. John M. Rapanos, Dean

**Boise State University**

College of Business and Economics, 1910 University Drive, Boise, ID 83725

Program: International Business (<http://cobe.boisestate.edu/internationalbusiness>)

Contact: Meredith A. Taylor Black, International Business Program Director

**Boston University**

School of Management, 595 Commonwealth Avenue, Boston, MA 02215

Program: International MBA ([www.bu.edu/academics/smg/programs/international-mba](http://www.bu.edu/academics/smg/programs/international-mba))

Contact: Aimin Yan, Faculty Director, International Management Program

**Bowling Green State University**

College of Business, Bowling Green, OH 43403

Program: International Business

([www.business.bgsu.edu/cba/documents/specializations/IntlBus11.pdf](http://www.business.bgsu.edu/cba/documents/specializations/IntlBus11.pdf))

Contact: Dr. Amelia Carr, Department of Management Chair

**Bradley University**

Foster College of Business Administration, 1501 W. Bradley Avenue, Peoria, IL 61625

Program: International Business

([www.bradley.edu/academic/departments/marketing/programs/international/](http://www.bradley.edu/academic/departments/marketing/programs/international/))

Contact: Prof. Ed Bond, Ph.D., Department Chair

**Bryant University**

Department of Management, 1150 Douglas Pike, Smithfield, RI 02917

Program: International Business ([www.bryant.edu/global](http://www.bryant.edu/global))

Contact: Prof. Madan Annavarjula, Ph.D., International Business Coordinator

**Butler University**

College of Business, Holcolmb Building, 4600 Sunset Avenue, Indianapolis, IN 46208

Program: International Business

([www.butler.edu/business-undergraduate/curriculum-majors/international-business/](http://www.butler.edu/business-undergraduate/curriculum-majors/international-business/))

Contact: Gregory Osland, Ph.D., Professor of International Management/Marketing

**California International Business University**

520 West Ash Street, San Diego, CA 92101

Program: Master of Science in International Management

(<http://cibu.edu/academic-programs/msim-program/>)

Contact: William S. Howe, III, Ph.D., Dean of Academic Programs

**California State University: Fullerton**

Mihaylo College of Business and Economics, 800 N. State College Boulevard,  
Fullerton, CA 92834

Program: International Business

(<http://business.fullerton.edu/Undergraduate/intlbus.htm>)

Contact: Dmitry Khanin, Ph.D.

**California State University: Long Beach**

College of Business Administration, CBA 350, 1250 Bellflower Boulevard,  
Long Beach, CA 90840

Program: International Business Programs ([www.csulb.edu/colleges/cba/ib](http://www.csulb.edu/colleges/cba/ib))

Contact: Dr. Terry Witkowski, Director

**California State University: Sacramento**

College of Business Administration, 6000 J Street, Sacramento, CA 95819

Program: International Business MBA ([www.cba.csus.edu/graduate/imba.html](http://www.cba.csus.edu/graduate/imba.html))

Contact: Dr. Monica Lam

**California State University: San Bernardino**

College of Business and Public Administration, 5500 University Parkway,  
San Bernardino, CA 92407

Program: International Business

(<http://cbpa.csusb.edu/majorsPrograms/international/index.htm>)

Contact: Frank Lin, Associate Dean, International Programs

**California State University: San Marcos**

College of Business Administration, Markstein Hall, 333 S. Twin Oaks Valley Road,  
San Marcos, CA 92096

Program: Global Business Management ([www.csusm.edu/gbm/index.html](http://www.csusm.edu/gbm/index.html))

Contact: Prof. Gary Oddou, Ph.D., Director

**Canisius College**

Richard J. Wehle School of Business, 2001 Main Street, Buffalo, NY 14208

Program: International Business ([www.canisius.edu/international-business/index.dot](http://www.canisius.edu/international-business/index.dot))

Contact: David J. Snyder, Ph.D.

**Cardinal Stritch University**

College of Business and Management, 6801 N. Yates Road, Milwaukee, WI 53217

Program: International Business ([www.stritch.edu/Academic-Programs/business-management/Programs/BA-International-Business](http://www.stritch.edu/Academic-Programs/business-management/Programs/BA-International-Business))

Contact: Thomas D. Scheiding

**Carnegie-Mellon University**

Tepper School of Business, 5000 Forbes Avenue, Pittsburgh, PA 15213

Program: International Management Track ([www.tepper.cmu.edu/undergraduate-business/academics/business-tracks/international-management/index.aspx](http://www.tepper.cmu.edu/undergraduate-business/academics/business-tracks/international-management/index.aspx))

Contact: Prof. John Hooker, Ph.D., Track Advisor

Program: Carnegie Bosch Institute for Applied Studies in International Management

([www.tepper.cmu.edu/faculty-research/research-centers/carnegie-bosch-institute/index.aspx](http://www.tepper.cmu.edu/faculty-research/research-centers/carnegie-bosch-institute/index.aspx))

Contact: Prof. Sylvia B. Vogt, Ph.D., Director

**Cedarville University**

School of Business Administration, 251 N. Main Street, Cedarville, OH 45314

Program: Global Economics and International Business ([www.cedarville.edu/Academics/Business-Administration/Undergraduate/Majors/Global-Economics-and-International-Business.aspx](http://www.cedarville.edu/Academics/Business-Administration/Undergraduate/Majors/Global-Economics-and-International-Business.aspx))

Contact: Dan Sterkenburg, Associate Professor of International Business

**Central College**

Department of Business Management, 812 University, Pella, IA 50219

Program: International Business ([www.central.edu/academics/majors/business-management](http://www.central.edu/academics/majors/business-management))

Contact: Prof. Debela Birru, Chair

**Central Connecticut State University**

School of Business, 1615 Stanley Street, New Britain, CT 06050

Program: International Business ([www.ccsu.edu/page.cfm?p=5619](http://www.ccsu.edu/page.cfm?p=5619))

Contact: Dr. Lee Lee, Department Chairperson

**Champlain College**

Robert P. Stiller School of Business, 163 South Willard Street, Burlington, VT 05401

Program: International Business

([www.champlain.edu/academics/undergraduate-academics/majors-and-minors/international-business](http://www.champlain.edu/academics/undergraduate-academics/majors-and-minors/international-business))

Contact: David Strubler, Dean

**Chapman University**

George L. Argyros School of Business and Economics, Beckman Hall, 303 North University Drive, Orange, CA 92866

Program: Schmid Center for International Business

([www.chapman.edu/research-and-institutions/schmid-center/](http://www.chapman.edu/research-and-institutions/schmid-center/))

Contacts: Dr. Noel Murray, Director; Dr. Clas Wihlborg, Chair of International Business

**Claremont Graduate University**

Peter F. Drucker and Masatoshi Ito Graduate School of Management,  
1021 N. Dartmouth Avenue, Claremont, CA 91711

Contact: Prof. Hideki Yamawaki, Ph.D., Ito Chair of International Business

**Clarion University of Pennsylvania**

School of Business, 840 Wood Street, Clarion, PA 16214

Program: International Business ([www.clarion.edu/39534](http://www.clarion.edu/39534))

Contact: Dr. Rod Raehsler

**Cleveland State University**

Monte Ahuja School of Business, 2121 Euclid Avenue, Cleveland, OH 44115

Program: International Business

(<http://csuohio.edu/business/academics/mkt/inbf08.html>)

Contact: Dr. Ashutosh Dixit, International Business Program Director

**College of Charleston**

66 George Street, Charleston, SC 29424

Program: International Business

([www.cofc.edu/academics/majorsandminors/internationalbusiness.php](http://www.cofc.edu/academics/majorsandminors/internationalbusiness.php))

Contact: Julia Blose, Department Chair

**College of St. Catherine**

2004 Randolph Avenue, St. Paul, MN 55105

Program: International Business and Economics

([www.stkate.edu/academic/economics/int\\_bus\\_econ.php](http://www.stkate.edu/academic/economics/int_bus_econ.php))

Contact: Joann Bangs, Department Chair

**Columbia University**

Jerome A. Chazen Institute of International Business, 3022 Broadway,  
New York, NY 10027

Program: International Business ([www8.gsb.columbia.edu/chazen/home?destination=node/3](http://www8.gsb.columbia.edu/chazen/home?destination=node/3))

Contacts: Prof. Margaret Hopkins; Prof. Amber Liang

Columbia University Center for International Business Education and Research  
(CIBER; [www7.gsb.columbia.edu/ciber](http://www7.gsb.columbia.edu/ciber))

Contact: Don Sexton, Academic Director

**Concordia College Moorhead**

Offutt School of Business, 901 8<sup>th</sup> Street South, Moorhead, MN 56562

Program: International Business

([www.cord.edu/Academics/Business/programs/catalog/international\\_business.php](http://www.cord.edu/Academics/Business/programs/catalog/international_business.php))

Contact: Prof. Odile Streed, Associate Director, International Business

**Cornell University**

Samuel Curtis Johnson Graduate School of Management, Sage Hall, Ithaca, NY 14853

Program: International Business

([www.johnson.cornell.edu/About/Why-Johnson/International-Business-Education.aspx](http://www.johnson.cornell.edu/About/Why-Johnson/International-Business-Education.aspx))

Contact: Prof. Soumitra Dutta

**Creighton University**

College of Business, 2500 California Plaza, Omaha, NE 68178

Program: International Business

(<http://business.creighton.edu/undergraduate/undergraduate-majors/international-business>)

**D'Youville College**

Business Department, 320 Porter Avenue, Buffalo, NY 14201

Program: International Business

([www.dyc.edu/academics/business/international/international\\_bus\\_ms.aspx](http://www.dyc.edu/academics/business/international/international_bus_ms.aspx))

Contact: Prof. Kushnood Haq, Ph.D., Graduate Director of the International Business Programs

**Davenport University**

Donald W. Maine College Of Business, 6191 Kraft Avenue SE,  
Grand Rapids, MI 49512

Program: International Business

([www.davenport.edu/programs/business/bachelors-degree/international-business-bba](http://www.davenport.edu/programs/business/bachelors-degree/international-business-bba))

Contacts: Dan Wiljanen, Ph.D.; Marjolijn van der Velde, Ph.D.; Jim Loughran, Ph.D.

**DePaul University**

Driehaus College of Business, Kellstadt Graduate School of Business, 1 East Jackson  
Boulevard, Chicago, IL 60604

Program: International Business ([www.depaul.edu/university-catalog/degree-requirements/graduate/business/international-business-mba/Pages/default.aspx](http://www.depaul.edu/university-catalog/degree-requirements/graduate/business/international-business-mba/Pages/default.aspx))

Contacts: Prof. Scott Young, Ph.D., Department of Management Chair;  
Prof. Suzanne L. Fogel, Ph.D., Department of Marketing Chair

**Dickinson College**

5 N. Orange Street, Althouse Hall, Carlisle PA 17013

Department of International Business & Management

([www.dickinson.edu/academics/programs/international-business-and-management/](http://www.dickinson.edu/academics/programs/international-business-and-management/))

Contact: Prof. David Sarcone, Chair

**Dominican University**

Brennan School of Business, Lewis Hall, 7900 West Division Street,  
River Forest, IL 60305

Program: International Business Major

(<http://public.dom.edu/academics/undergraduate/programs/international-business>)

Contacts: Prof. Arvid C. Johnson, Ph.D., Dean of Brennan School of Business;  
Al Rosenbloom, Ph.D., Professor of Marketing and International Business

**Drake University**

College of Business and Public Administration, 2507 University Avenue,  
Des Moines, IA 50311

Program: International Business

([www.drake.edu/academics/undergraduate/majors/int-business/](http://www.drake.edu/academics/undergraduate/majors/int-business/))

Contact: Stephen Clapham, Ph.D., Professor of Management and International Business

**Drexel University**

LeBow College of Business, 3141 Chestnut Street, Philadelphia, PA 19104

Program: International Business

([www.lebow.drexel.edu/academics/programs/undergraduate/degrees/business-administration/plan-study/international-business](http://www.lebow.drexel.edu/academics/programs/undergraduate/degrees/business-administration/plan-study/international-business))

Contact: Prof. Vibhas Madan, Ph.D., Economics and International Business  
Department Head

**Duke University**

Fuqua School of Business, 100 Fuqua Drive, Box 90120, Durham, NC 27708

Center for International Business Education and Research ([www.fuqua.duke.edu/ciber/](http://www.fuqua.duke.edu/ciber/))

Contacts: Will Mitchell, Ph.D., J. Rex Fuqua Professor of International Management;  
Prof. Arie Y. Lewin, Ph.D., CIBER Director; Prof. Bennet A. Zelner, International  
Business

**Duquesne University**

Palumbo-Donahue School of Business, 600 Forbes Avenue, Pittsburgh, PA 15282

Program: International Business

([www.duq.edu/academics/schools/business/undergraduate/academics/majors/international-business](http://www.duq.edu/academics/schools/business/undergraduate/academics/majors/international-business))

Contact: Prof. Matthew Drake, Ph.D., Director of International Business Programs

**Eastern Michigan University**

College of Business, 300 West Michigan Avenue, Owen Building, Ypsilanti, MI 48197

Program: International Business Major

([http://catalog.emich.edu/preview\\_program.php?catoid=11&poid=5967&returnto=1549](http://catalog.emich.edu/preview_program.php?catoid=11&poid=5967&returnto=1549))

Contact: Prof. Anne L. Balazs, Ph.D., Department Head

**Elizabethtown College**

Hoover Center for Business, 1 Alpha Drive, Elizabethtown, PA 17022

Program: International Business

([www.etown.edu/depts/business/areas-study/international-business.aspx](http://www.etown.edu/depts/business/areas-study/international-business.aspx))

Contact: Dr. Hossein Varamini, Professor and Director of International Business

**Elmhurst College**

Business Department, 190 Prospect Avenue, Elmhurst, IL 60126

Program: International Business (<http://public.elmhurst.edu/business/1275677.html>)

Contact: Dr. Gary Wilson, Professor and Business Department Chair



**Emory University**

Goizueta Business School, 1300 Clifton Road NE, Atlanta, GA 30322

Program: International Business

(<http://goizueta.emory.edu/degree/undergraduate/international/index.html>)

Contact: Valerie Molyneaux, Director of International Programs

**Fairfield University**

Charles F. Dolan School of Business, 1073 North Benson Road, Fairfield, CT 06824

Program: International Business ([www.fairfield.edu/dsb/bintl\\_index.html](http://www.fairfield.edu/dsb/bintl_index.html))

Contact: Prof. Terry-Ann Jones, Ph.D, Director of International Business

**Florida Atlantic University**

College of Business, Barry Kaye Hall, 777 Glades Road, Boca Raton, FL 33461

Program: International Business (<http://business.fau.edu/undergraduate/minors-certificates/certificates/international-business/index.aspx#.UexK66w-c40>)

Contact: Dr. James Gray, Chair of the Department of Marketing

**Florida International University**

Alvah H. Chapman, Jr. Graduate School of Business, 11200 Southwest 8<sup>th</sup> Street, Miami, FL 33199

Program: International Business (<http://business.fiu.edu/landon/ib.cfm>)

Center for International Business Education and Research (CIBER; <http://ciber.fiu.edu/>)

Contact: Dr. Mary Ann Von Glinow, CIBER Director

**Florida State University**

College of Business (COB), Tallahassee, FL 32306

COB International Programs ([www.cob.fsu.edu/Students/COB-International-Programs](http://www.cob.fsu.edu/Students/COB-International-Programs))

Contact: Charles Hofacker, Ph.D., Professor and Director of International Programs

**George Washington University**

School of Business, 2201 G Street NW, Washington, DC 20052

The Elliot School of International Affairs (<http://elliott.gwu.edu/>)

Center for International Business Education and Research (GW-CIBER;  
[www.business.gwu.edu/CIBER/home.cfm](http://www.business.gwu.edu/CIBER/home.cfm))

Contact: Robert Weiner, Professor of International Business

**Georgetown University**

McDonough School of Business, Rafik B. Hariri Building, 37<sup>th</sup> and O Streets NW, Washington, DC 20057

Program: Bachelor of Science in Business Administration in International Business

(<http://msb.georgetown.edu/undergraduate-program>)

Contacts: Dean Richard J. Sweeney, Ph.D., Professor of International Business;  
Dean Norean R. Sharpe, Ph.D., Director of Undergraduate Programs; Prof. Johnny K.  
Johansson, Ph.D., McCrane/Shaker Professor of International Business

Program: Georgetown-ESADE Global Executive MBA ([www.globalexecmba.com](http://www.globalexecmba.com))  
Contact: Paul Almeida, Co-Director

### **Georgia Institute of Technology**

Ernest Scheller Jr. College of Business, 800 West Peachtree NW, Atlanta GA 30308  
Center for International Business Education and Research ([www.ciber.gatech.edu/](http://www.ciber.gatech.edu/))  
Contact: Prof. John R. McIntyre, Ph.D., Executive Director of CIBER

### **Georgia State University**

J. Mack Robinson College of Business, P.O. Box 3989, Atlanta, GA 30302  
Center for International Business Education and Research (<http://ciber.robinson.gsu.edu/>)  
Contacts: Prof. S. Tamer Cavusgil, Ph.D., Director CIBER; Dawn Foster, Managing  
Director

### **Golden Gate University**

Edward S. Ageno School of Business, 536 Mission Street, San Francisco, CA 94105  
Program: Undergraduate Certificate in International Business  
([www.ggu.edu/programs/business-and-management/undergraduate-certificate-in-international-business](http://www.ggu.edu/programs/business-and-management/undergraduate-certificate-in-international-business))  
Contact: Prof. David H. Kent, Ph.D., Department of Management Chair

### **Gonzaga University**

School of Business Administration, 502 East Boone Avenue, Spokane, WA 99258  
Program: International Business  
([www.gonzaga.edu/academics/colleges-and-schools/School-of-Business-Administration/undergraduate/concentrations/international-business.asp](http://www.gonzaga.edu/academics/colleges-and-schools/School-of-Business-Administration/undergraduate/concentrations/international-business.asp))  
Contacts: Prof. Ken Anderson, Ph.D., Associate Dean; Jinny Piskel, Director of the  
Graduate School of Business

### **Harvard University**

Harvard Business School, Soldiers Field, Boston, MA 02163  
Program: Global Initiative ([www.hbs.edu/global/](http://www.hbs.edu/global/))  
Contacts: Prof. Victoria W. Winston, Executive Director, Global Initiative; Prof. Krishna G.  
Palepu, Ph.D., Professor and Senior Advisor to the President for Global Strategy;  
Rawi E. Abdelal, Ph.D., Professor of International Management; Richard H.K. Vietor,  
Ph.D., Senior Associate Dean for the Asian Initiative

### **High Point University**

Earl N. Phillips School of Business, 833 Montlieu Avenue, High Point, NC 27262  
Program: International Business (<http://business.highpoint.edu/majors/international-business>)  
Contact: Prof. Jim Wehrley, Ph.D., Dean of the Phillips School of Business

**Holy Family University**

School of Business Administration, Aquinas Hall, Northeast Philadelphia Campus,  
9801 Frankford Avenue, Philadelphia, PA 19114

Program: International Business ([www.holyfamily.edu/sba/academic.shtml](http://www.holyfamily.edu/sba/academic.shtml))

Contact: J. Barry Dickinson, Ph.D., School of Business Administration Dean

**Howard University**

School of Business, 2600 Sixth Street NW, Washington, DC 20059

Program: Major in International Business

(<http://sbweb1.bschool.howard.edu/wp-content/uploads/2012/06/International-Business.doc>)

Contacts: Prof. Marumbok Etta-Nkwelle; Prof. Jin-Gil Jeong; Prof. Masoud Kavoossi

**Illinois State University**

College of Business, Campus Box 5570, Normal, IL 61790

Program: International Business (<http://business.illinoisstate.edu/ib/>)

Contact: Prof. John Bantham, Ph.D., Interim Department Chair

**Indiana University**

Kelley School of Business, 1275 E. Tenth Street, Bloomington, IN 47405

Program: International Business & Finance

Contacts: Prof. Craig W. Holden; Prof. P. Roberto Garcia; Prof. Ashok K. Lalwani;  
Prof. Marjorie A. Lyles; Prof. Elham Mafi-Kreft

Center for International Business Education and Research (CIBER;

<http://kelley.iu.edu/IIB/ProgramsandIntitiatives/CIBER/page35823.html>)

Contact: Bruce Jaffee, IU CIBER Director

**Iona College**

Hagan School of Business, 715 North Avenue, New Rochelle, NY 10801

Program: International Business ([www.iona.edu/academic/hagan](http://www.iona.edu/academic/hagan))

Contact: Prof. George V. Priovolos

**Ithaca College**

School of Business, Park Center for Business and Sustainable Enterprise,  
953 Danby Road. Ithaca, NY 14850

Program: International Business ([www.ithaca.edu/business/programs](http://www.ithaca.edu/business/programs))

Contact: Raquib Zaman, Ph.D., Professor and Chair, International Business

**James Madison University**

800 S. Main Street, Harrisonburg, VA 22807

Program: International Business ([www.jmu.edu/cob/ibus](http://www.jmu.edu/cob/ibus))

Contact: Dr. Marion White, Professor and International Business Program Director

**Johns Hopkins University**

Carey Business School, 1740 Massachusetts Avenue NW, Washington, DC 20036

Program: The Paul H. Nitze School of Advanced International Studies

Contacts: Vali R. Nasr, Ph.D., Dean; Gordon Bodnar, Ph.D., Director of the International Economics Program; Deborah Bräutigam, Ph.D., Director of the International Development Program; Eliot A. Cohen, Ph.D., Director of the Strategic Studies Program; Daniel S. Hamilton, Ph.D., Executive Director of the Center for Transatlantic Relations; Roger Leeds, Ph.D., Director of the Center for International Business and Public Policy

**Kennesaw State University**

Michael J. Coles College of Business, 1000 Chastain Road, Burruss Building,

Kennesaw, GA 30144

Program: Center for International Business (<http://coles.kennesaw.edu/centers/international/>)

Contacts: Prof. Sheb True, Director; Douglas Moodie, Ph.D., Assistant Director

**La Salle University**

1900 West Olney Avenue, Philadelphia, PA 19141

Program: International Business ([www.lasalle.edu/intbusiness](http://www.lasalle.edu/intbusiness))

Contact: Prof. James Talaga, Ph.D.

**Liberty University**

School of Business, 1971 University Boulevard, Lynchburg, VA 24502

Program: International Business ([www.liberty.edu/index.cfm?PID=21140](http://www.liberty.edu/index.cfm?PID=21140))

Contacts: Prof. Ed Moore; Prof. Stephen Preacher; Prof. Brian Satterlee

**Loyola University Chicago**

Quinlan School of Business, 1 East Pearson, Maguire Hall, Chicago, IL 60611

Program: International Business

([www.luc.edu/quinlan/undergraduate/majorsminors/internationalbusiness/](http://www.luc.edu/quinlan/undergraduate/majorsminors/internationalbusiness/))

Center for International Business ([www.luc.edu/quinlan/cib/index.shtml](http://www.luc.edu/quinlan/cib/index.shtml))

Contact: Prof. Mine Cinar, Ph.D., Director

**Loyola University New Orleans**

College of Business, 6363 St. Charles Avenue, Box 15, New Orleans, LA 70118

Program: International Business (<http://business.loyno.edu/international-business>)

Contact: Jeffrey Krug, Professor and Chair of International Business

**Lynn University**

College of Business and Management, 3601 N. Military Trail, Boca Raton, FL 33431

Program: International Business MBA

([www.lynn.edu/academics/colleges/business-and-management](http://www.lynn.edu/academics/colleges/business-and-management))

Contact: Farideh Farazmand, Ph.D., Management Chair and Professor of International Business

**Manhattan College**

School of Business, De La Salle Hall, 4513 Manhattan College Parkway,  
Riverdale, NY 10471

Program: Global Business ([www.manhattan.edu/academics/business/global-business](http://www.manhattan.edu/academics/business/global-business))

Contact: Prof. Carolyn Predmore, Ph.D., Program Director

**Marquette University**

College of Business Administration and Graduate School of Management, David A. Straz,  
Jr. Hall, 606 N. 13<sup>th</sup> Street, Suite 101, P.O. Box 1881, Milwaukee, WI 53201

Program: International Business (<http://business.marquette.edu/departments/intlbus-major>)

Contact: Prof. Jamshid Hosseini, Director of International Business Studies

**Maryville College**

School of Business, 650 Maryville University Drive, St. Louis, MO 63141

Program: International Business ([www.maryville.edu/bu/international-business](http://www.maryville.edu/bu/international-business))

Contact: Kathy Dougherty, Director of MBA Programs, Assistant Professor of Marketing

**Mercyhurst University**

The Walker School of Business and Communication, 501 East 38<sup>th</sup> Street, Erie, PA 16546

Program: International Business

([www.mercyhurst.edu/academics/undergraduate/business/programs](http://www.mercyhurst.edu/academics/undergraduate/business/programs))

Contact: Prof. Selin Yalcindag

**Messiah College**

International Business Institute, One College Avenue, Suite 3042,  
Mechanicsburg, PA 17055

Program: International Business Institute ([www.messiah.edu/departments/business/ibi](http://www.messiah.edu/departments/business/ibi))

Contact: Dr. Vince LaFrance, Managing Director

**Metropolitan State University**

Management Education Center, 1501 Hennepin Avenue, Minneapolis, MN 55403

Program: International Business ([www.metrostate.edu/msweb/explore/com/index.html](http://www.metrostate.edu/msweb/explore/com/index.html))

Contact: Prof. Roger Prestwich, Ph.D.

**Michigan State University**

Broad College of Business, 7 Eppley Center, East Lansing, MI 48824

Program: International Business (<http://broad.msu.edu>)

Contact: Tunga Kiyak, Academy of International Business, International Business Center  
Marketing

Program: Center For International Business Education and Research (CIBER;  
<http://global.broad.msu.edu/ibc>)

Contact: David Frayer

**Minnesota State University: Moorhead**

School of Business, 1104 7<sup>th</sup> Avenue South, Moorhead, MN 56563  
Program: International Business ([www.mnstate.edu/schoolofbusiness](http://www.mnstate.edu/schoolofbusiness))  
Contact: Cynthia Phillips

**Missouri Southern State University**

Robert W. Plaster School of Business Administration, 3950 E. Newman Road,  
Joplin, MO 64801  
Program: International Business  
([www.mssu.edu/academics/business/international-business/index.php](http://www.mssu.edu/academics/business/international-business/index.php))  
Contact: Dr. J. Chris Moos

**Monterey Institute of International Studies** (A Graduate School of Middlebury College)  
Fisher Graduate School of International Business, 460 Pierce Street, Monterey, CA 93940  
Program: Fisher International MBA Program ([www.miiis.edu/academics/programs/mba](http://www.miiis.edu/academics/programs/mba))  
Contacts: Prof. Ernest J. Scalberg, Ph.D., Director of the GLOBE Center;  
Prof. Fredric Kropp, Ph.D., Program Chair, Fisher International MBA Program

**New Mexico State University**

College of Business Economics, Applied Statistics & International Business, 1320 East  
University Avenue, Las Cruces, NM 88003  
Program: International Business (<http://business.nmsu.edu/academics>)

**New York University**

NYU Stern, Henry Kaufman Management Center, 44 West Fourth Street,  
New York, NY 10012.  
Program: International Business Focus ([www.stern.nyu.edu/programs-admissions/undergraduate/academics/business-program/international-business-focus/](http://www.stern.nyu.edu/programs-admissions/undergraduate/academics/business-program/international-business-focus/))

**Nicholls State University**

College of Business Administration, 106 White Hall, P.O. Box 2015, Thibodaux, LA 70310  
Program: Multinational Business Concentration ([www.nicholls.edu/business/](http://www.nicholls.edu/business/))  
Contacts: Dr. Shawn Mauldin, Dean of the College of Business Administration;  
Prof. Ken Chadwick, Ph.D., Department Head of Management, Marketing and Business  
Administration

**North Carolina State University**

Poole College of Management, 2801 Founders Drive, Raleigh, NC 27695  
Program: International Programs (<http://poole.ncsu.edu/index-exp.php/international>)

**Northeastern University**

D'Amore-McKim School of Business, 360 Huntington Avenue, Boston, MA 02115  
Program: International Business (<http://damore-mckim.northeastern.edu>)  
Contacts: Ravi Ramamurti, Professor of International Business and Strategy and Director,

Center for Emerging Markets; Edward F. McDonough III, Professor of International Business and International Innovation Management

**Northwestern University**

Kellogg School of Management, 2001 Sheridan Road, Evanston, IL 60208

Program: International Business and Markets

([www.kellogg.northwestern.edu/Departments/international.aspx](http://www.kellogg.northwestern.edu/Departments/international.aspx))

Contact: Prof. Torben Andersen, Ph.D., Director of the International Business & Markets Program and Research Center

**Northwood University**

2600 North Military Trail, West Palm Beach, FL 33409

Program: International Business

([www.northwood.edu/tx/academics/international-business/default.aspx](http://www.northwood.edu/tx/academics/international-business/default.aspx))

Contact: Dr. Edwin Moore

4000 Whiting Drive, Midland, MI 48640

Program: International Business

([www.northwood.edu/tx/academics/international-business/default.aspx](http://www.northwood.edu/tx/academics/international-business/default.aspx))

Contact: Dr. Jay P. Chandran

1114 W Fm 1382, Cedar Hill, TX 75104

Program: International Business

([www.northwood.edu/tx/academics/international-business/default.aspx](http://www.northwood.edu/tx/academics/international-business/default.aspx))

Contact: Prof. Evgeniy Gentchev

**Ohio Northern University**

The James F. Dicke College of Business Administration, 525 South Main Street, Ada, OH 45810

Program: International Business

([www.onu.edu/academics/college\\_of\\_business\\_administration/areas\\_of\\_study/international\\_business\\_e](http://www.onu.edu/academics/college_of_business_administration/areas_of_study/international_business_e))

Contact: Dr. Matthew Kutch

**Ohio University**

College of Business, Athens, OH 45701

Program: International Business (<http://aspnet.cob.ohio.edu/isms/cobcontent.aspx?1419>)

Contact: Mary Tucker, Associate Director of the Center for International Business

**Oklahoma Baptist University**

Paul Dickinson College of Business, 500 West University, Shawnee, OK 74804

Program: International Business

([www.okbu.edu/admissions/academic\\_programs/international\\_business](http://www.okbu.edu/admissions/academic_programs/international_business))

Contact: Dr. Keith Harman

**Oklahoma State University**

Spears School of Business, Stillwater, OK 74078

Program: International Business (<http://spears.okstate.edu/marketing/degrees/intbus/>)

Contact: Prof. Ken Eastman, Ph.D., Head of the Department of Management

**Old Dominion University**

College of Business and Public Administration, Constant Hall, Norfolk, VA 23529

Program: International Business

([www2.bpa.odu.edu/bpa/departments/international-busi.shtml](http://www2.bpa.odu.edu/bpa/departments/international-busi.shtml))

**Pace University**

Lubin School of Business, Room W-442, 1 Pace Plaza, New York, NY 10038

Program: International Management ([www.pace.edu/lubin/international-management-bba](http://www.pace.edu/lubin/international-management-bba))

Contact: Prof. Alvin Hwang, International Business Program Chair

**Pennsylvania State University**

Smeal College of Business, 355 Business Building, University Park, PA 16802

Program: International Business

(<http://ugstudents.smeal.psu.edu/study-abroad/international-business-minor>)

Contact: Ms. Donna Davison, International Programs Coordinator

**Pepperdine University**

Graziadio School of Business and Management, 6100 Center Drive,

Los Angeles, CA 90045

Program: International MBA (<http://bschool.pepperdine.edu/programs/international-mba/>)

**Purdue University**

Krannert Graduate School of Management, 403 West State Street,

West Lafayette, IN 47907

Program: Purdue CIBER ([www.krannert.purdue.edu/centers/CIBER/](http://www.krannert.purdue.edu/centers/CIBER/))

Contact: Gregory S. Hundley, Director

**Quinnipiac University**

School of Business, 275 Mt. Carmel Avenue, Hamden, CT 06518

Department of International Business

([www.quinnipiac.edu/school-of-business-and-engineering/departments-of-international-business/](http://www.quinnipiac.edu/school-of-business-and-engineering/departments-of-international-business/))

Contacts: Mohammad Elahee, Robert Engle, Xiaohong He, Chadwick Nehrt, Farid

Sadrieh, Professors of International Business

**Ramapo College of New Jersey**

Anisfield School of Business, 505 Ramapo Valley Road, Mahwah, NJ 07430

Program: International Business ([www.ramapo.edu/asb/intl-business-major](http://www.ramapo.edu/asb/intl-business-major))

Contact: William Frech



**Robert Morris University**

School of Business, 6001 University Boulevard, Massey Hall, Moon Township, PA 15108

Program: Center for Global Engagement (<http://global.rmu.edu/>)

Contact: Prof. Helena Vanhala, Director of the Center for Global Engagement

Program: International Business [minor]

([www.rmu.edu/OnTheMove/findoutmore.about\\_rmu?ipage=75654](http://www.rmu.edu/OnTheMove/findoutmore.about_rmu?ipage=75654))

Contact: Prof. John M. Beehler, Ph.D., Dean, School of Business

**Rochester Institute of Technology**

E. Philip Saunders College of Business, 105 Lomb Memorial Drive, Rochester, NY 14623

Program: International Business

([http://saunders.rit.edu/programs/undergraduate/international\\_business/courses.php](http://saunders.rit.edu/programs/undergraduate/international_business/courses.php))

Contacts: Professor dt ogilvie, Ph.D., Dean; Prof. Deborah Colton; Prof. Victor Perotti;  
Prof. Zhi Tang

**Roger Williams University**

Mario J. Gabelli School of Business, One Old Ferry Road, Bristol, RI 02809

Program: International Business ([www.rwu.edu/academics/schools-colleges/gsb](http://www.rwu.edu/academics/schools-colleges/gsb))

Contact: Prof. Minoo Tehrani, Ph.D., Director of International Business Programs

**Rollins College**

Crummer Graduate School of Business, 1000 Holt Avenue, Winter Park, FL 32789

Program: International Business ([www.crummer.rollins.edu](http://www.crummer.rollins.edu))

Contacts: Ilan Alon, Ph.D., Chair of International Business and Director of The China Center; Mary Conway Dato-on, Ph.D., Associate Professor of International Business;  
James P. Johnson, Ph.D., Professor of International Business

**Saint Joseph's University**

Haub School of Business, 5600 City Avenue, Philadelphia, PA 19131

Program: International Business

([www.sju.edu/majors-programs/undergraduate/majors/international-business-major](http://www.sju.edu/majors-programs/undergraduate/majors/international-business-major))

Contact: Alfredo J. Mauri, Ph.D.

**Saint Louis University**

John Cook School of Business, 3674 Lindell Boulevard, St. Louis, MO 63108

Program: Department of International Business

(<http://business.slu.edu/departments/international-business/>)

Contacts: Prof. Seung H. Kim, Ph.D., Department Chair; Prof. Hongzin Zhao, Ph.D.,  
Director of Ph.D. Program

**Saint Mary's College of California**

School of Economics and Business Administration, 1928 Saint Mary's Road,  
Moraga, CA 94556

Program: Trans Global Executive MBA ([www.stmarys-ca.edu/node/3831](http://www.stmarys-ca.edu/node/3831))

Contacts: Shyam J. Kamath, Ph.D., Associate Dean; Prof. Tomas Gomez-Arias, Ph.D.

### **San Diego State University**

College of Business Administration, 5500 Campanile Drive, San Diego, CA 92182

Program: International Business Specialization

(<http://cbaweb.sdsu.edu/assets/files/pos/InternationalBusiness.pdf>)

Contact: Prof. Lawrence C. Rhyne, Ph.D., Chair

### **San Francisco State University**

College of Business, 835 Market Street, Suite 550, San Francisco, CA 94132

Program: International Business (<http://cob.sfsu.edu/international-business>)

Contact: Prof. Yim-Yu Wong, Ph.D., Department Chair, International Business

### **San Jose State University**

Lucas Graduate School of Business, One Washington Square, San Jose, CA 95192

Program: International Business ([www.sjsu.edu/bsac/international\\_bus/](http://www.sjsu.edu/bsac/international_bus/))

Contact: Prof. David Steele, Ph.D., Dean

### **Seton Hill University**

Division of Business, 1 Seton Hill Drive, Box 991, Greensburg, PA 15601

Program: International Organization

([www.setonhill.edu/academics/undergraduate\\_programs/business](http://www.setonhill.edu/academics/undergraduate_programs/business))

Contact: Paul Mahady D.B.A., Business and Chairperson of the Division of Business

### **Skidmore College**

Department of Management and Business, 815 North Broadway,

Saratoga Springs, NY 12866

Program: International Business ([www.skidmore.edu/management\\_business/](http://www.skidmore.edu/management_business/))

Contact: James J. Kennelly, Ph.D., Professor of International Business & Management

### **Southern New Hampshire University**

International Business Department, 2500 North River Road, Manchester, NH 03106

Program: International Business ([www.snhu.edu/2836.asp](http://www.snhu.edu/2836.asp))

Contact: Dr. C. Bulent Aybar

### **St. Joseph's College**

278 Whites Bridge Road, Standish, ME 04084

Program: International Business ([www.sjcme.edu/majors/international-business](http://www.sjcme.edu/majors/international-business))

Contact: Antony Girlando

### **St. Mary's University**

Bill Greehey School of Business, One Camino Santa Maria, San Antonio, TX 78228

Program: Center for Global Business Studies

[www.stmarytx.edu/business/index.php?site=centerGlobalBusiness](http://www.stmarytx.edu/business/index.php?site=centerGlobalBusiness))

Program: International Business Major

[www.stmarytx.edu/business/index.php?site=internationalBusinessMajorSummary](http://www.stmarytx.edu/business/index.php?site=internationalBusinessMajorSummary))

Contacts: Prof. Jeffrey E. Johnson, Ph.D., Director of Center for Global Business Studies; Zaida Martinez, Ph.D., Professor of International Business; Feng Zhang, Ph.D., Assistant Professor of International Business

### **Stanford University**

Graduate School of Business, Knight Management Center, 655 Knight Way  
Stanford, CA 94305

Program: Global Management ([www.gsb.stanford.edu/cgbe/globalexperiences/gmix.html](http://www.gsb.stanford.edu/cgbe/globalexperiences/gmix.html))

Center for Global Business and the Economy (CGBE, [www.gsb.stanford.edu/cgbe](http://www.gsb.stanford.edu/cgbe))

Contact: Prof. William Barnett, Ph.D., CGBE Director

### **Stephen F. Austin State University**

Rusche College of Business, McGee Business Building, 1908 Raguet Street,  
Nacogdoches, TX 75962

Program: International Business ([www.sfasu.edu/cob/mmib.asp](http://www.sfasu.edu/cob/mmib.asp))

Contact: Dr. Warren W. Fisher

### **Suffolk University**

73 Tremont Street, Boston, MA 02108

Program: Strategy and International Business

([www.suffolk.edu/business/departments/9445.php](http://www.suffolk.edu/business/departments/9445.php))

Contact: Michael Behnam

### **SUNY Brockport**

The College of Brockport, 350 New Campus Drive, Brockport, NY 14420

Program: International Business

([www.brockport.edu/bus-econ/undergrad/intbusmajor.html](http://www.brockport.edu/bus-econ/undergrad/intbusmajor.html))

Contact: Michael F. Ziolkowski, Ph.D.

### **SUNY New Paltz**

The School of Business, SUNY New Paltz, 1 Hawk Drive, New Paltz, NY 12561

Program: International Business ([www.newpaltz.edu/schoolofbusiness](http://www.newpaltz.edu/schoolofbusiness))

Contact: Jun Lin

### **SUNY Oneonta**

School of Economics and Business, 226 Netzer Admin. Building, Oneonta, NY 13820

Program: International Business ([www.oneonta.edu/academics/econbu](http://www.oneonta.edu/academics/econbu))

Contact: Izabella Lokshina

**SUNY Plattsburgh**

School of Business, 101 Broad Street, Plattsburgh, NY 12901

Program: International Business ([www.plattsburgh.edu/academics/management](http://www.plattsburgh.edu/academics/management))

Contact: Elie Chrysostome

**Temple University**

Fox School of Business, 1801 Liacouras Walk, Philadelphia, PA 19122

Program: International Business Administration

([www.fox.temple.edu/cms\\_academics/dept/international-business-administration](http://www.fox.temple.edu/cms_academics/dept/international-business-administration))

Contact: Dean M. Moshe Porat, Ph.D.

**Texas A&M International University**

A.R. Sanchez School of Business, 5201 University Boulevard, Laredo, TX 78041

Program: Doctor of Philosophy in International Business Administration

([www.tamui.edu/ssb/divisions.php?optN=230](http://www.tamui.edu/ssb/divisions.php?optN=230))

Contact: Prof. William C. Gruben, Ph.D., Director

**Thunderbird School of Global Management**

Garvin School of International Management, 15249 N. 59<sup>th</sup> Avenue, Glendale, AZ 85306

Contacts: Kannan Ramaswamy, Ph.D., Chair; Prof. David Bowen, Ph.D., Robert and Katherine Herberger Chair in Global Management; Mary Teagarden, Ph.D., Professor of Global Strategy; Prof. Gregory Unruh, Ph.D., Director of the Lincoln Center for Ethics in Global Management

**University of Akron**

College of Business Administration, 259 South Broadway Street, Akron, OH 44325

Program: Institute for Global Business ([www.uakron.edu/cba/cba-home/dept-cent-inst/igb/](http://www.uakron.edu/cba/cba-home/dept-cent-inst/igb/))

Contact: Prof. Akhilesh Chandra, Ph.D., Director

**University of Alabama**

Culverhouse College of Commerce, Box 870225, Tuscaloosa, AL 35487

Program: International Business (<http://old.cba.ua.edu/ibp>)

Contact: Dr. Chad Hilton, Director of International Business Programs

**University of Arizona**

Eller Graduate School of Management, McClelland Hall, P.O. Box 210108, Tucson, AZ 85721

Program: Master of International Management

(<http://ellermba.arizona.edu/fulltime/curriculum/curriculum/international.asp>)

Contacts: Paul Melendez, Ed.D, Assistant Dean; Prof. Arvind Singh, Director of International Finance Program

**University of Arkansas**

Sam M. Walton College of Business, Fayetteville, AR 72701

Program: Bachelor of Science in International Business

(<http://waltoncollege.uark.edu/econ/1307.asp>)

**University of Baltimore**

Merrick School of Business, 11 W. Mt. Royal Avenue, Baltimore, MD 21201

Program: International Business Specialization ([www.ubalt.edu/merrick/undergraduate-programs/business-administration/specializations-bsba/intl-business-specialization-bsba.cfm](http://www.ubalt.edu/merrick/undergraduate-programs/business-administration/specializations-bsba/intl-business-specialization-bsba.cfm))

Contacts: Prof. Darlene B. Smith, Ph.D., Dean; Prof. Christine Nielsen and Prof. W. Alan Randolph, Ph.D., International Business faculty

**University of California - Berkeley**

Haas School of Business, 2220 Piedmont Avenue, Berkeley, CA 94720

Clausen Center for International Business & Policy

(<http://groups.haas.berkeley.edu/clausencenter/>)

Contact: Prof. Paul Gertler, Ph.D., Director of the Clausen Center

Program: International Business Development ([www.haas.berkeley.edu/groups/IBD/](http://www.haas.berkeley.edu/groups/IBD/))

Contact: Kristiana Raube, Ph.D., Executive Director

**University of California - Irvine**

The Paul Merage School of Business, Irvine, CA 92697

Program: International Business (<http://merage.uci.edu/>)

Contact: Prof. Joanna L. Ho, Ph.D., Director of International Programs

**University of California - Los Angeles**

UCLA Anderson School of Management, 110 Westwood Plaza, Los Angeles, CA 90095

Center for Global Management and Center for International Business Education and Research ([www.anderson.ucla.edu/centers/cgm](http://www.anderson.ucla.edu/centers/cgm))

Contact: Prof. Sebastian Edwards, Chair of International Management

Center For International Business Education And Research (CIBER;  
[www.anderson.ucla.edu/centers/center-for-global-management/about-us/ucla-ciber](http://www.anderson.ucla.edu/centers/center-for-global-management/about-us/ucla-ciber))

Contact: Sebastian Edwards, Chair of International Management and Senior Associate Dean for Global Initiatives

**University of Central Florida**

College of Business Administration, 4000 Central Florida Boulevard, P.O. Box 161991, Orlando, FL 32816

Program: International Business (<http://honors.ucf.edu/students/international-business>)

Contact: Prof. Robert Sweo, Ph.D.

**University of Chicago**

Booth School of Business, 5807 Woodlawn Avenue, Chicago, IL 60637

Program: International Business

([www.chicagobooth.edu/programs/full-time/academics/curriculum/international-business](http://www.chicagobooth.edu/programs/full-time/academics/curriculum/international-business))

Contacts: Steven J. Davis, Ph.D., Professor of International Business and Economics;  
Christian Leuz, Ph.D., Professor of International Economics, Finance and Accounting

**University of Cincinnati**

Carl H. Lindner College of Business, 2925 Campus Green Drive, Cincinnati OH 45221

Program: International Business

(<http://business.uc.edu/programs/undergraduate/program-options/bba.html>)

Contact: Prof. Larry Gales, Academic Director for International Programs

**University of Colorado - Colorado Springs**

Graduate School of Business Administration, 1420 Austin Bluffs Parkway,  
Colorado Springs, CO 80918

Program: MBA in International Business (<http://business.uccs.edu>)

Contact: Andrew J. Czaplewski, Ph.D., Department Chair, Professor of Marketing and  
International Business

**University of Colorado - Denver**

College For International Business Education And Research (CIBER), Institute for  
International Business, Campus Box 195, P.O. Box 173364, Denver CO 80217

([www.ucdenver.edu/academics/InternationalPrograms/CIBER/Pages/IIB\\_CIBER.aspx](http://www.ucdenver.edu/academics/InternationalPrograms/CIBER/Pages/IIB_CIBER.aspx))

Contact: Manuel Serapio - Director of MS in International Business, Faculty Director of  
CIBER, Associate Professor of International Business

**University of Connecticut**

School of Business, 2100 Hillside Road, Storrs, CT 06269

Center for International Business Education and Research (CIBER);

[www.business.uconn.edu/cms/p1240](http://www.business.uconn.edu/cms/p1240))

Contacts: Subhash C. Jain, Ph.D., Professor of Marketing and International Business;  
Kelly J. Aceto, Managing Director of CIBER

**University of Dayton**

School of Business Administration, Miriam Hall, 300 College Park, Dayton, OH 45469

Program: International Business

([www.udayton.edu/business/international\\_business/index.php](http://www.udayton.edu/business/international_business/index.php))

Contacts: Prof. Terence Lau, J.D., Director of International Business; Dean McFarlin,  
Ph.D., Professor of Global Leadership Development

**University of Delaware**

Alfred Lerner College of Business & Economics, Alfred Lerner Hall, Newark, DE 19716

Program: International Business Studies ([www.lerner.udel.edu/departments/](http://www.lerner.udel.edu/departments/))

business-administration/undergraduate/international-business)

Contacts: Prof. John Preble, Ph.D., International Business; Prof. Sharon Watson, Ph.D., International Management

### **University of Denver**

Daniels College of Business, 2101 S. University Boulevard, Denver, CO 80208

Program: International MBA (<http://daniels.du.edu/graduate/international-mba/>)

Contacts: Prof. Daniel Baack, Ph.D.; Prof. Pallab Paul, Ph.D.

### **University of Findlay**

College of Business, 1000 N. Main Street, Findlay, OH 45840

Program: Bachelor Degree in International Business

([www.findlay.edu/academics/business/internationalbusiness/Pages/default.aspx](http://www.findlay.edu/academics/business/internationalbusiness/Pages/default.aspx))

Contacts: Prof. John M. Wolper, Ed.D., Chair; Nabarun Ghose, Professor of Marketing and Business; Prof. Scott Freehafer, Ph.D., Director of the MBA Program

### **University of Florida**

Warrington College of Business Administration, 100 Bryan Hall, P.O. Box 117150, Gainesville, FL 32611

Center for International Business Education and Research (CIBER;

<http://warrington.ufl.edu/centers/ciber/>)

Contact: Prof. Sanford V. Berg, Ph.D., Director

### **University of Georgia**

Terry College of Business, Brooks Hall, Athens, GA 30602

Program: International Business ([www.terry.uga.edu/academics/offices/international-business](http://www.terry.uga.edu/academics/offices/international-business))

Contacts: Holly J. Alderman, Program Coordinator; Marisa D. Ulrich, Doctoral Programs

### **University of Hartford**

Barney School of Business, 200 Bloomfield Avenue, West Hartford, CT 06117

Program: Postgraduate Certificate in International Business

([www.hartford.edu/barney/certificates/postgrad\\_certificates/international\\_business.aspx](http://www.hartford.edu/barney/certificates/postgrad_certificates/international_business.aspx))

Contacts: James Fairfield-Sonn, Ph.D., Dean and Professor of Management;

Prof. Andy Wei Hao, Ph.D., International Marketing

### **University of Hawaii - Manoa**

Shidler College of Business, Pacific Asian Management Institute, 2404 Maile Way, Honolulu, HI 96822

Center for International Business Education and Research (CIBER;

<http://pami.shidler.hawaii.edu/ciber>)

### **University of Illinois Chicago**

Liautaud Graduate School of Business, 815 W. Van Buren Street, Chicago, IL 60607

Program: International Business

(<http://blog.liautaud.uic.edu/blog/international-business-programs>)

Contact: Cheryl Nakata, Ph.D., Professor of Marketing and International Business

### **University of Illinois Urbana-Champaign**

College of Business, 1407 West Gregory Drive, David Kinley Hall, Urbana, IL 61801

Center for International Business Education and Research ([www.ciber.illinois.edu/](http://www.ciber.illinois.edu/))

Contacts: Greg Northcraft, Ph.D., Interim Director of CIBER; Lynnea Johnson, Associate Director

### **University of Indianapolis**

School of Business, 1400 East Hanna Avenue, Indianapolis, IN 46227

Program: International Business Major

([www.uindy.edu/business/undergraduate/international-business](http://www.uindy.edu/business/undergraduate/international-business))

Contact: Dr. Katharine Bohley, Professor of International Business & Marketing

### **University of Kansas**

School of Business, 1300 Sunnyside Avenue, Lawrence, KS 66045

Program: Institute for International Business

(<http://business.ku.edu/institute-international-business>)

Contact: Prof. Christopher W. Anderson, Finance and International Business

### **University of Louisville**

College of Business, Harry Frazier Hall, 2301 S. Third Street, Louisville, KY 40292

Program: International Business

(<http://business.louisville.edu/business-minors/international-business-minor/>)

Contact: Prof. Lyle Sussman, Ph.D., Chair

### **University of Maryland**

Robert H. Smith School of Business, College Park, MD 20742

Center for International Business Education and Research ([www.rhsmith.umd.edu/ciber/](http://www.rhsmith.umd.edu/ciber/))

Contacts: Dr. Kislaya Prasad, Director; Dr. Anil Gupta, Research Director

### **University of Memphis**

Fogelman College of Business & Economics, Memphis, TN 38152

Robert Wang Center For International Business Education And Research (CIBER;

<https://umdrive.memphis.edu/g-wangcenter/www/>)

Contact: Dr. Ben L. Kedia, Director

### **University of Miami**

School of Business Administration, Jenkins Building, 5250 University Drive, Coral Gables, FL 33146

Center for International Business Education and Research (CIBER;

[www.bus.miami.edu/faculty-and-research/ciber/student-services/intl-business/](http://www.bus.miami.edu/faculty-and-research/ciber/student-services/intl-business/))

Contact: Prof. Joseph Ganitsky, Ph.D., Director of CIBER



**University of Michigan**

Stephen M. Ross Business School, 701 Tappan Street Ann Arbor, MI 48109  
Center For International Business Education And Research ([www.umich.edu/~cibe](http://www.umich.edu/~cibe))  
Contact: Benjamin Ernst, Director

**University of Missouri: Columbia**

Robert J. Trulaske, Sr. College of Business, Cornell Hall, Columbia, MO 65211  
Program: International Business  
(<http://business.missouri.edu/programs-and-admissions/undergraduate/degree-programs/international-business>)  
Contact: Gay Albright

**University of Missouri: St. Louis**

College of Business Administration, One University Boulevard, St. Louis, MO 63121  
Program: International Business Institute (<http://ib.umsl.edu>)  
Contact: Dr. Joseph Rottman, Director of International Business Institute

**University of Montana**

School of Business Administration, 32 Campus Drive, Missoula, MT 59812  
Program: Undergraduate International Business Degree Program  
([www.business.umt.edu/DegreesPrograms/ManagementAndMarketing/ManagementAndMarketingDegrees/InternationalBusinessDegree.aspx](http://www.business.umt.edu/DegreesPrograms/ManagementAndMarketing/ManagementAndMarketingDegrees/InternationalBusinessDegree.aspx))  
Contact: Prof. Klaus Uhlenbruck, Ph.D., Department of Management & Marketing Chair

**University of Nebraska - Lincoln**

College of Business, 1240 R Street, P.O. Box 880405, Lincoln, NE 68588  
Program: International Business (<http://cba.unl.edu/programs/intlbus/>)  
Contacts: Kathleen A. Farrell, Ph.D., Senior Associate Dean, UNL College of Business Administration; Prof. Carlos J. Asarta, Ph.D., International Economics and International Trade & Finance; Prof. Fred Luthans, Ph.D., International Management; Prof. Xin Zhao, Ph.D., International Marketing

**University of New Mexico**

Anderson School of Management, MSC05 3090, 1924 Las Lomas NE, Albuquerque, NM 87131  
Program: International Management Concentration  
(<http://mba.mgt.unm.edu/concentrations/international.asp>)  
Contacts: Prof. Leslie A. Boni, Ph.D., Department Chair; Prof. Raul Gouvea, Ph.D., Program Advisor

**University of North Carolina at Chapel Hill**

Global Business Center, Kenan-Flagler Business School, Campus Box 3440, Chapel Hill, NC 27599  
Center For International Business Education And Research (CIBER;  
[www.kenan-flagler.unc.edu/Global-Business-Center](http://www.kenan-flagler.unc.edu/Global-Business-Center))  
Contact: Julia Kruse, Ph.D., Executive Director

**University of North Carolina at Charlotte**

Belk College of Business, UNC Charlotte, Friday Building, 9201 University City Boulevard, Charlotte, NC 28223

Program: Global Business Program (<http://globalbusiness.uncc.edu>)

Contact: Hughlene Burton, Ph.D., Department Chair

**University of North Florida**

Coggin College of Business, 4567 St. John's Bluff Road South, Jacksonville, FL 32224

Program: International Business Flagship Program ([www.unf.edu/coggin/int\\_business/](http://www.unf.edu/coggin/int_business/))

Contact: Prof. Jeffrey Michelman, Ph.D., Director of International Business Flagship

**University of Northern Colorado**

Kenneth W. Monfort College of Business, Kepner Hall, Campus Box 128, Greeley, CO 80639

Program: International Business (<http://mcb.unco.edu/>)

Contacts: Prof. Don Gudmundson, Dean; Prof. Rutilio Martinez, Ph.D.; Prof. Denny McCorkle, Ph.D.

**University of Northern Iowa**

College of Business Administration, 1227 West 27<sup>th</sup> Street, Cedar Falls, IA 50614

Program: International Business

(<http://business.uni.edu/web/pages/academics/majorsandmore-internationalbus.cfm>)

Contacts: Farzad Moussavi, Ph.D., Dean of the College of Business Administration; Prof. Mary Connerley, Ph.D., Head of Management

**University of Notre Dame**

Mendoza College of Business, Notre Dame, IN 46556

Program: International Business Certificate

([http://business.nd.edu/Undergraduate\\_Studies/Academics/International\\_Business\\_Certificate/](http://business.nd.edu/Undergraduate_Studies/Academics/International_Business_Certificate/))

Contact: Roger Huang, Ph.D., Associate Dean and Professor of Global Investment Management

Program: Kellogg Institute for International Studies (<http://kellogg.nd.edu>)

Contact: Prof. Paolo Carozza, J.D., Director

**University of Oklahoma**

Price College of Business, Adams Hall, 307 W. Brooks, Norman, OK 73019

Program: BBA in International Business

([www.ou.edu/content/price/management\\_entrepreneurship/international\\_business/international\\_business\\_program\\_description.html](http://www.ou.edu/content/price/management_entrepreneurship/international_business/international_business_program_description.html))

Contact: Prof. Mark Bolino, Ph.D., Chair of International Business

**University of Pennsylvania**

Wharton School of Business, Jon M. Huntsman Hall, 3730 Walnut Street,  
Philadelphia, PA 19104

Program: Penn Lauder Center for International Business Education & Research (CIBER;  
<http://lauder.wharton.upenn.edu/ciber>)

Contact: Dr. Mauro F. Guillén, Director

**University of Pittsburgh**

Joseph M. Katz Graduate School of Business and College of Business Administration,  
Mervis Hall, Pittsburgh, PA 15260

Center for International Business Education and Research (CIBER;  
[www.business.pitt.edu/katz/ibc](http://www.business.pitt.edu/katz/ibc))

Contact: Josephine E. Olson, Director

**University of Rhode Island**

College of Business Administration, 7 Lippitt Road, Kingston, RI 02881

Program: International Business ([www.cba.uri.edu/academics/IBP](http://www.cba.uri.edu/academics/IBP))

Contact: Nikhilesh Dholakia, Ph.D.

**University of Rochester**

Simon Graduate School of Business, 305 Schlegel Hall, Rochester, NY 14627

Program: International Management ([www.simon.rochester.edu/programs/simon-accelerated-professional-mba/academics/concentrations/international-management/index.aspx](http://www.simon.rochester.edu/programs/simon-accelerated-professional-mba/academics/concentrations/international-management/index.aspx))

Program: International Executive MBA

([www.simon.rochester.edu/emba/international-executive-mba/index.aspx](http://www.simon.rochester.edu/emba/international-executive-mba/index.aspx))

Contact: Prof. Mark Zupan, Ph.D., Dean

**University of San Diego**

School of Business Administration, 5998 Alcala Park, San Diego, CA 92110

Ahlers Center for International Business

([www.sandiego.edu/business/centers/international\\_business/](http://www.sandiego.edu/business/centers/international_business/))

Contacts: Prof. Denise Dimon; Prof. Kokila Doshi; Prof. Maria Kniazeva;

Prof. Alyson Ma; Prof. Tygarajan Somasundaram

**University of San Francisco**

Masagung Graduate School of Management, Malloy Hall, 2130 Fulton Street,  
San Francisco, CA 94117

Program: International Business

([www.usfca.edu/management/undergraduate/tr/International\\_Business/](http://www.usfca.edu/management/undergraduate/tr/International_Business/))

Contacts: Mike Webber, Ph.D., Dean; Prof. Richard Callahan, Department Chair;  
Prof. Rongxin Chen, Ph.D.; Prof. Shenzhao Fu, Ph.D.

**University of Scranton**

Kania School of Management, O'Hare Hall, Scranton, PA 18510

Program: MBA Specialization in International Management

(<http://onlinemba.scranton.edu/mba/online-mba-international-business>)

Contact: Prof. Delia A. Sumrall, Ph.D., Department of Management/Marketing Chair

**University of South Alabama**

Mitchell College of Business, 307 University Boulevard, Mobile, AL 36688

Contact: Prof. David Turnipseed, Ph.D., Chair

**University of South Carolina**

Darla Moore School of Business, 1705 College Street, Columbia, SC 29208

Program: International Business

(<http://mooreschool.sc.edu/academicprograms/undergraduate/majorsoffered/internationalbusiness.aspx>)

Contact: Prof. Tatiana Kostova

Program: Center for International Business Education and Research (CIBER)

Contacts: Mike Shealy, Director; William R. Folks, Jr., Executive Director

**University of South Florida**

College of Business Administration, 4202 East Fowler Avenue, Tampa, FL 33620

Program: International Business (<http://business.usf.edu/programs/international/>)

**University of Southern California**

Marshall School of Business, 3716 S. Hope Street, Los Angeles, CA 90089

Contact: James G. Ellis, Ph.D., Dean

Center for International Business Education and Research (CIBER);

([www.marshall.usc.edu/faculty/centers/ciber](http://www.marshall.usc.edu/faculty/centers/ciber))

Contact: Dr. Richard L. Drobnick, Director

Global Branding Center ([www.marshall.usc.edu/faculty/centers/gbc](http://www.marshall.usc.edu/faculty/centers/gbc))

Contact: C.W. Park, Director

Center for Global Innovation ([www.marshall.usc.edu/faculty/centers/cgi](http://www.marshall.usc.edu/faculty/centers/cgi))

Contact: Gerard J. Tellis, Ph.D., Director

**University of Tampa**

Sykes College of Business, 401 W. Kennedy Boulevard, Tampa, FL 33606

Program: MBA International Business Concentration

([www.ut.edu/mba/internationalbusiness/](http://www.ut.edu/mba/internationalbusiness/))

Contact: Prof. Rob Beekman, Ph.D.

Program: Undergraduate Studies in International Accounting, Economics,

Entrepreneurship, Finance, Management, Marketing, and MIS

([www.ut.edu/internationalbusiness/](http://www.ut.edu/internationalbusiness/))

Contacts: Prof. Marca Bear, Associate Dean, International Programs;  
Prof. Robert Beekman; Prof. Joshua Hall; Hemant Rustogi, Chair/Professor, Marketing

### **University of the Pacific**

Eberhardt School of Business, 3601 Pacific Avenue, Stockton, CA 95211

Global Center for Business and Development

[www.mcgeorge.edu/Faculty\\_and\\_Scholarship/Centers\\_and\\_Institutes/Global\\_Center\\_for\\_Business\\_and\\_Development.htm](http://www.mcgeorge.edu/Faculty_and_Scholarship/Centers_and_Institutes/Global_Center_for_Business_and_Development.htm)

Contacts: Prof. Jarrod Wong; Prof. Kojo Yelpalla

### **University of Toledo**

College of Business Administration, Toledo, OH 43606

Program: International Business

[www.utoledo.edu/business/COBAProspectiveStudents/COBAPSDocs/International\\_Business.pdf](http://www.utoledo.edu/business/COBAProspectiveStudents/COBAPSDocs/International_Business.pdf)

Contact: Dr. Sam Okoroafo

### **University of Tulsa**

Collins College of Business, Helmerich Hall, 800 South Tucker Drive, Tulsa, OK 74104

Program: International Business

[www.utulsa.edu/academics/colleges/collins-college-of-business.aspx](http://www.utulsa.edu/academics/colleges/collins-college-of-business.aspx)

Contact: Prof. Richard Burgess

### **University of Washington**

Michael G. Foster School of Business, 474 Paccar Hall, Box 353226, Seattle, WA 98195

Program: International Business

[www.foster.washington.edu/academic/departments/mib/Pages/marketing-internationalbusiness.aspx](http://www.foster.washington.edu/academic/departments/mib/Pages/marketing-internationalbusiness.aspx)

Contact: Prof. Shailendra Pratap Jain

### **University of Wisconsin - Madison**

School of Business, 3164 Grainger Hall, 975 University Avenue, Madison, WI 53706

Program: Global Programs

<http://bus.wisc.edu/degrees-programs/international-programs>

Program: Center For International Business Education And Research (CIBER);

<http://bus.wisc.edu/centers/ciber>

Contact: Randall Dunham, Faculty Director of CIBER

### **University of Wisconsin - Milwaukee**

Sheldon B. Lubar School of Business, P.O. Box 742, 3202 N. Maryland Avenue, Milwaukee, WI 53201

Program: Undergraduate Certificate in International Business

<http://www4.uwm.edu/business/programs/certificates/certib.cfm>

Contacts: Prof. Yong-Cheol Kim, Ph.D., International Financial Management; Prof. Richard D. Marcus, Ph.D., International Finance); Prof. Lilian Ng, Ph.D., International Finance; Prof. V. Kanti Prasad, Ph.D., Faculty Director of International Business Center; Prof. Margaret Shaffer, Ph.D., Chair of International Business and Global Studies

### **University of Wyoming**

College of Business, 1000 E. University Avenue, Dept. 3275, Laramie, WY 82071  
Program: Pforzheim International Study Program  
([www.uwyo.edu/intprograms/pforzheim/](http://www.uwyo.edu/intprograms/pforzheim/))  
Contact: Anne Alexander, Ph.D., Director of International Programs

### **Valdosta State University**

Langdale College of Business Administration, Pound Hall, Valdosta, GA 31698  
Program: International Business  
([www.valdosta.edu/academics/majors-degrees/international-business.php](http://www.valdosta.edu/academics/majors-degrees/international-business.php))

### **Vanguard University of Southern California**

55 Fair Drive, Costa Mesa, CA 92626  
Program: International Business  
(<http://business.vanguard.edu/majors/international-business>)  
Contact: Carolyn Stephens, Ph.D.

### **Villanova University**

Villanova School of Business, 800 E. Lancaster Avenue, Villanova, PA 19085  
Program: International Business  
([www1.villanova.edu/villanova/business/undergraduate/degrees/ib.html](http://www1.villanova.edu/villanova/business/undergraduate/degrees/ib.html))  
Contact: Peggy Chaudhry

### **Washington State University**

Washington State University, Todd Hall Addition 570, Pullman, WA 99164  
Program: International Business Institute  
([www.business.wsu.edu/academics/InternationalBusiness/Pages/index.aspx](http://www.business.wsu.edu/academics/InternationalBusiness/Pages/index.aspx))  
Contact: Jerman Rose, Director of International Business Institute

### **Waynesburg University**

51 West College Street, Waynesburg, PA 15370  
Program: International Business ([www.waynesburg.edu/web/busadmin](http://www.waynesburg.edu/web/busadmin))  
Contact: Dr. Sut Sakchutchawarn

### **West Virginia University**

1601 University Avenue, P.O. Box 6025, Morgantown WV 26506  
Program: International Business  
([www.be.wvu.edu/management/international\\_business.htm?expandable=0](http://www.be.wvu.edu/management/international_business.htm?expandable=0))  
Contact: Usha Haley, Ph.D., Director of the Robbins Center

**Wichita State University**

W. Frank Barton School of Business, 1845 Fairmount, Wichita, KS 67260

Program: International Business (<http://webs.wichita.edu/?u=bartonadvising&p=/IBHome>)

Contact: Dharma deSilva

**Winona State University**

College of Business, P.O. Box 5838, Somsen Hall, Winona, MN 55987

Program: International Business ([www.winona.edu/businessadmin/293.asp](http://www.winona.edu/businessadmin/293.asp))

Contact: Dr. JoEll Bjorke, Interim Dean

**Yale University**

Yale School of Management, Box 208200, 135 Prospect Street, New Haven, CT 06520

Program: International Business

Contact: David Bach, Ph.D., Senior Associate Dean, Global Programs

Program: International Center for Finance (<http://icf.som.yale.edu/>)

Contact: Prof. William Goetzmann, Director

## **APPENDIX B**

### **AGENCIES & ORGANIZATIONS**

**International Monetary Fund (IMF)**, 700 19<sup>th</sup> Street NW, Washington, DC 20431. (202) 623-7000. ([www.imf.org](http://www.imf.org))

- With its near-global membership of 188 countries, the IMF's primary purpose is to ensure the stability of the international monetary system – the system of exchange rates and international payments that enables countries (and their citizens) to transact with one other.
- The IMF supports its membership by providing the following:
  - Policy advice to governments and central banks based on analysis of economic trends and cross-country experiences
  - Research, statistics, forecasts, and analysis based on tracking of global, regional, and individual economies and markets
  - Loans to help countries overcome economic difficulties
  - Concessional loans to help fight poverty in developing countries
  - Technical assistance and training to help countries improve the management of their economies

**International Trade Administration (ITA)**, U.S. Department of Commerce, 1401 Constitution Avenue NW, Washington, DC 20230. (800) 872-8723. ([www.trade.gov](http://www.trade.gov))

- ITA works to improve the global business environment and helps U.S. organizations compete at home and abroad.
- ITA is organized into the following four distinct but complementary business units:
  - U.S. and Foreign Commercial Service: Promotes U.S. exports, particularly by small and medium-sized enterprises, and provides commercial diplomacy support for U.S. business interests around the world
  - Manufacturing and Services: Strengthens U.S. competitiveness abroad by helping shape industry-specific trade policy
  - Market Access and Compliance: Assists U.S. companies and helps create trade opportunities through the removal of market access barriers
  - Import Administration: Enforces U.S. trade laws and agreements to prevent unfairly traded imports and to safeguard the competitive strength of U.S. businesses

**Organization for Economic Co-operation and Development (OECD)**, 2 rue André Pascal, 75775 Paris Cedex 16, France. Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))

- OECD is described in Appendix E.



**Sister Cities International**, 915 15<sup>th</sup> Street NW, 4<sup>th</sup> Floor, Washington, DC 20005.  
(202) 347-8630. ([www.sister-cities.org](http://www.sister-cities.org))

- Sister Cities International is described in Appendix H.

**U.S. Agency For International Development (USAID)**, Ronald Reagan Building, Washington, DC 20523. (202) 712-4810. ([www.usaid.gov](http://www.usaid.gov))

- USAID develops partnerships with countries committed to enabling the private sector investment that is the basis of sustained economic growth to open new markets for American goods, promote trade overseas, and create jobs in the U.S.

**U.S. Department of Commerce (DoC)**, 1401 Constitution Avenue NW, Washington, DC 20230. (202) 482-2000. ([www.commerce.gov](http://www.commerce.gov))

- The U.S. Commercial Service of the DoC provides market research data and guidelines for doing business in each country at [www.buyusainfo.net/adsearch.cfm?search\\_type=int&loadnav=no](http://www.buyusainfo.net/adsearch.cfm?search_type=int&loadnav=no).

**U.S. Department of State (DoS)**, 2201 C Street NW, Washington, DC 20520.  
(202) 647-4000. ([www.state.gov](http://www.state.gov))

- The United States Department of State, or the State Department, is the federal executive department responsible for international relations of the United States, equivalent to the foreign ministries of other countries. The DoS is led by the Secretary of State, who is nominated by the President and confirmed by the Senate and is a member of the Cabinet. The current Secretary of State is John Kerry.

**United Nations Statistics Division**, 760 United Nations Plaza, New York, NY 10017.  
([www.unstats.un.org](http://www.unstats.un.org))

- The United Nations Statistics Division is committed to the advancement of the global statistical system. The Statistics Division compiles and disseminates global statistical information, develops standards and norms for statistical activities, and supports countries' efforts to strengthen their national statistical systems. The Statistical Division also facilitates the coordination of international statistical activities and supports the functioning of the United Nations Statistical Commission as the apex entity of the global statistical system.
- The Statistics Division's main functions are as follows:
  - Collection, processing and dissemination of statistical information
  - Standardization of statistical methods, classifications and definitions
  - Technical cooperation programs
  - Coordination of international statistical programs and activities

**World Bank**, 1818 H Street NW, Washington, DC 20433. (202) 473-1000.  
([www.worldbank.org](http://www.worldbank.org))

- The World Bank is an international financial institution that provides loans to developing countries for capital programs. Its primary focus is poverty reduction. The World Bank has more than 100 offices in member countries. The World Bank

Group consists of five organizations:

- The International Bank for Reconstruction and Development (IBRD) lends to governments of middle-income and creditworthy low-income countries.
- The International Development Association (IDA) provides interest-free loans (called credits) and grants to governments of the poorest countries.
- The International Finance Corporation (IFC) provides loans, equity and technical assistance to stimulate private sector investment in developing countries.
- The Multilateral Investment Guarantee Agency (MIGA) provides guarantees against losses caused by non-commercial risks to investors in developing countries.
- The International Centre for Settlement of Investment Disputes (ICSID) provides international facilities for conciliation and arbitration of investment disputes.

**World Economic Forum**, 91-93 route de la Capite, CH-1223 Cologny/Geneva, Switzerland. Tel.: +41 (0) 22 869 1212. U.S. Office: 3 East 54<sup>th</sup> Street, 18<sup>th</sup> Floor, New York, NY 10022. (212) 703-2300. ([www.weforum.org](http://www.weforum.org))

- The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic, and other leaders of society to shape global, regional, and industry agendas.
- Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan, or national interests.

**World Trade Organization**, Centre William Rappard, Rue de Lausanne 154, CH-1211 Geneva 21, Switzerland. Tel.: +41 (0) 22 739 51 11 ([www.wto.org](http://www.wto.org))

- The World Trade Organization (WTO) is a global international organization that deals with the rules of trade between nations. At its heart are the WTO agreements, negotiated and signed by the bulk of the world's trading nations and ratified in their parliaments.
- Further, the World Trade Organization serves as a forum for governments to negotiate trade agreements and a place for settling trade disputes.

## **APPENDIX C**

### **ANALYSTS & MANAGEMENT CONSULTANTS**

A.T. Kearney, 7 Times Square, 36<sup>th</sup> Floor, New York, NY 10036. (212) 751-7040.  
([www.atkearney.com](http://www.atkearney.com))

AlixPartners, 2000 Town Center, Suite 2400, Southfield, MI 48075. (248) 358-4420.  
([www.alixpartners.com](http://www.alixpartners.com))

Bain & Company, 131 Dartmouth Street, Boston, MA 02116. (617) 572-2000.  
([www.bain.com](http://www.bain.com))

Boston Consulting Group, Exchange Place, 31<sup>st</sup> Floor, Boston, MA 02109.  
(617) 973- 1200. ([www.bcg.com](http://www.bcg.com))

Business Monitor International, Senator House, 85 Queen Victoria Street, London EC4V 4AB, United Kingdom. Tel.: +44 (0)20 7248 0468. ([www.businessmonitor.com](http://www.businessmonitor.com))

Business Valuation Resources, 1000 SW Broadway, Suite 1200, Portland, OR 97205.  
(503) 291-7963. ([www.bvresources.com](http://www.bvresources.com))

Capgemini, 11 rue de Tilsitt, Ile-de-France 75017 Paris, France.  
Tel.: +33 (1) 47 54 5000. ([www.capgemini.com](http://www.capgemini.com))

Capgemini, 623 Fifth Avenue, 33<sup>rd</sup> Floor, New York, NY 10022. (212) 314-8000.  
([www.capgemini.com](http://www.capgemini.com))

Centre for Retail Research, Blackburn House, Brake Lane, Newark, Notts, NG22 9HQ, United Kingdom. Tel.: +44 (0)1623 867 559. ([www.retailresearch.org](http://www.retailresearch.org))

Deloitte, 30 Rockefeller Plaza, New York, NY 10112. (212) 492-4000.  
([www.deloitte.com](http://www.deloitte.com))

Economist Intelligence Unit, 20 Cabot Square, London E14 4QW, United Kingdom.  
Tel.: + 44 (0) 20 7576 8181. ([www.eiu.com](http://www.eiu.com))

Economist Intelligence Unit, 750 Third Avenue, 5<sup>th</sup> Floor, New York, NY 10017.  
(212) 698-9717. ([www.eiu.com](http://www.eiu.com))

eMarketer, 75 Broad Street, 31<sup>st</sup> Floor, New York, NY 10004. (212) 763-6010.  
([www.emarketer.com](http://www.emarketer.com))

EPM Communications, 19 W. 21<sup>st</sup> Street, Suite 303, New York, NY 10010.  
(212) 941-0099. ([www.epmcom.com](http://www.epmcom.com))

Ernst & Young, 5 Times Square, New York, NY 10036. (212) 773-3000. ([www.ey.com](http://www.ey.com))  
EY Emerging Market Center (<http://emergingmarkets.ey.com/>)

Euromonitor International, 60-61 Britton Street, London EC1M 5UX, United Kingdom.  
Tel.: +44 (0)20 7251 8024. ([www.euromonitor.com](http://www.euromonitor.com))

Euromonitor International, 224 S. Michigan Avenue, Suite 1500, Chicago, IL 60604.  
(312) 922-1115. ([www.euromonitor.com](http://www.euromonitor.com))

GfK, Nordwestring 101, Nuremberg 90419, Germany. Tel.: +49 911 395 4440.  
([www.gfk.com](http://www.gfk.com))

Global Demographics, Suite 2909-10, 29/F China Resources Building, 26 Harbour Road, Wanchai, Hong Kong. Tel.: +852 8121 2907. U.K. Tel.: +44 20 3286 3492.  
([www.globaldemographics.com](http://www.globaldemographics.com))

GlobalWebIndex, 2<sup>nd</sup> Floor Bedford House, Fulham Green, 69-79 Fulham High Street, London SW6 3JW, United Kingdom. Tel.: + 44 (0) 20 7731 1614.  
([www.globalwebindex.net](http://www.globalwebindex.net))

Grant Thornton, 175 West Jackson Boulevard, 20<sup>th</sup> Floor, Chicago, IL 60604.  
(312) 856-0200. ([www.grantthornton.com](http://www.grantthornton.com))

ICD Research, John Carpenter House, John Carpenter Street, London EC4Y 0AN, United Kingdom. Tel.: +44 (0) 207 936 6400. ([www.icd-research.com](http://www.icd-research.com))

Ipsos, 35, rue du Val de Marne, 75013 Paris, France. Tel.: +33 (1) 41 98 90 00.  
([www.ipsos.com](http://www.ipsos.com))

Kantar Media, 11 Madison Avenue, 12<sup>th</sup> Floor, New York, NY 10010. (212) 991-6000.  
([www.kantarmedia.com](http://www.kantarmedia.com))

Kantar Worldpanel, Tooley Street, London SE1 2QY, United Kingdom  
Tel.: +44 (0) 207 656 5700. ([www.kantarworldpanel.com](http://www.kantarworldpanel.com))

Knight Frank, 55 Baker Street, London W1U 8AN, United Kingdom  
Tel.: +44 (0) 20 7629 8171. ([www.knightfrank.com](http://www.knightfrank.com))

LEK Consulting, 75 State Street, 19<sup>th</sup> Floor, Boston, MA 02109. (617) 951-9500.  
([www.lek.com](http://www.lek.com))

McKinsey & Company, 55 East 52<sup>nd</sup> Street, 21<sup>st</sup> Floor, New York, NY 10022. (212) 446-7000. ([www.mckinsey.com](http://www.mckinsey.com))

OC&C Strategy Consultants, 6 New Street Square, London EC4A 3AT, United Kingdom. Tel.: +40 20 70 10 8000. ([www.occstrategy.com](http://www.occstrategy.com))

Peterson Institute for International Economics, 1750 Massachusetts Avenue NW, Washington, DC 20036. (202) 328-9000. ([www.piie.com](http://www.piie.com))

Planet Retail, 2<sup>nd</sup> Floor, AirW1, 20 Air Street, London W1B 5AN, United Kingdom. Tel.: +44 (0) 20 7715 6000. ([www.planetretail.net](http://www.planetretail.net))

Planet Retail, 130 5<sup>th</sup> Avenue, 7<sup>th</sup> Floor, New York, NY 10011. (212) 201-6700.  
([www.planetretail.net](http://www.planetretail.net))

PricewaterhouseCoopers (PwC), 300 Madison Avenue, 24<sup>th</sup> Floor, New York, NY 10017. (646) 471-4000. ([www.pwc.com](http://www.pwc.com))

Richard K. Miller & Associates, 4132 Atlanta Highway, Suite 110, Loganville, GA 30052. (888) 928-7562. ([www.rkma.com](http://www.rkma.com))

Technomic, Inc., 300 South Riverside Plaza, Suite 1940 South, Chicago, IL 60606. (312) 876-0004. ([www.technomic.com](http://www.technomic.com))

The Conference Board, 845 Third Avenue, New York, NY 10022. (212) 759-0900.  
([www.conference-board.org](http://www.conference-board.org))

The Gallup Organization, 901 F Street NW, Washington, DC 20004. (202) 715-3030.  
([www.gallup.com](http://www.gallup.com))

The Nielsen Company, 85 Broad Street, New York, NY 10004. (800) 864-1224.  
([www.nielsen.com](http://www.nielsen.com))

The NPD Group, 900 West Shore Road, Port Washington, NY 11049. (516) 625-0700.  
([www.npd.com](http://www.npd.com))

YouGov, 285 Hamilton Avenue, Suite 200, Palo Alto, CA 94301. (650) 462-8000.  
([www.yougov.com](http://www.yougov.com))

## **APPENDIX D**

### **CENTERS FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH**

The Omnibus Trade and Competitiveness Act of 1988 called for the development of Centers for International Business Education and Research (CIBERs) to increase and promote the nation's capacity for international understanding and competitiveness.

The U.S. Department of Education designated 33 CIBERs, as follows:

- Brigham Young University
- Columbia University
- Duke University
- Florida International University
- George Washington University
- Georgia Institute of Technology
- Georgia State University
- Indiana University
- Michigan State University
- Ohio State University
- Purdue University
- San Diego State University
- Temple University
- Texas A&M University
- University of California Los Angeles
- University of Colorado Denver
- University of Connecticut
- University of Florida
- University of Hawaii at Manoa
- University of Illinois at Urbana-Champaign
- University of Maryland
- University of Memphis
- University of Miami
- University of Michigan
- University of Minnesota
- University of North Carolina
- University of Pennsylvania
- University of Pittsburgh
- University of South Carolina
- University of Southern California
- University of Texas at Austin
- University of Washington
- University of Wisconsin

Each of the CIBERs are profiled in Appendix A.

# **APPENDIX E**

## **COUNTRY GROUPS**

Country groups include formal alliances and informal groupings of nations based on economic or regional similarities.

### **African Union**

- The African Union (AU, [www.au.int/en](http://www.au.int/en)) was established in 2001 and launched in 2002 to replace the Organization of African Unity (OAU), which was launched in 1963.
- The AU was established with a view (inter alia) to accelerate the process of integration in the continent, to enable it to play its rightful role in the global economy while addressing multifaceted social, economic, and political problems compounded as they are by certain negative aspects of globalization.
- There are 54 member states, as follows: Arab Republic of Egypt, Burkina Faso, Central African Republic, Democratic Republic of the Congo, Federal Democratic Republic of Ethiopia, Federal Republic of Nigeria, Gabonese Republic, Kingdom of Lesotho, Kingdom of Swaziland, Libya, People's Democratic Republic of Algeria, Republic Arab Saharawi Democratic, Republic of Angola, Republic of Benin, Republic of Botswana, Republic of Burundi, Republic of Cameroon, Republic of Cape Verde, Republic of Côte d'Ivoire, Republic of Djibouti, Republic of Equatorial Guinea, Republic of Ghana, Republic of Guinea, Republic of Guinea-Bissau, Republic of Kenya, Republic of Liberia, Republic of Madagascar, Republic of Malawi, Republic of Mali, Republic of Mauritania, Republic of Mauritius, Republic of Mozambique, Republic of Namibia, Republic of Niger, Republic of Rwanda, Republic of Senegal, Republic of Seychelles, Republic of Sierra Leone, Republic of South Africa, Republic of South Sudan, Republic of the Congo, Republic of the Gambia, Republic of The Sudan, Republic of Uganda, Republic of Zambia, Republic of Zimbabwe, Sao Tome and Principe, Somali Republic, State of Eritrea, The Republic of Chad, Togolese Republic, Tunisian Republic, Union of the Comoros, and United Republic of Tanzania.
- The only all-African state not a member of the AU is Morocco.

### **Association of Southeast Asian Nations**

- The Association of Southeast Asian Nations (ASEAN, [www.aseansec.org](http://www.aseansec.org)), formed in 1967, is an organization of 10 countries located in Southeast Asia.
- The aim of ASEAN is to accelerate the economic growth, social progress, and cultural development in the region through joint endeavors.

- The following are member countries: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam.
- Contact: ASEAN, 70A Jl. Sisingamangaraja, Jakarta 12110, Indonesia.  
Tel.: (6221) 7262991.

### **CARICOM**

- The Caribbean Community (CARICOM, [www.caricom.org](http://www.caricom.org)), a trade block launched in 1973, established a free-trade area and supports programs for sustained economic development within the region as well as unified trade, economic, and foreign policies with states outside the region.
- There are 15 CARICOM Member States: Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Anguilla, Bermuda, British Virgin Islands, Cayman Islands, and Turks and Caicos Islands are Associate Members.
- Contact: Caribbean Community Secretariat, P.O. Box 10827, Georgetown, Guyana.  
Tel.: (592) 222 0001-75.

### **Central American Integration System**

- The Central American Integration System (SICA), founded in 1993, is the economic and political organization of Central American states. Its basis is the Protocol of Tegucigalpa which has a goal regional peace, political freedom, democracy, and economic development.
- Member states are Belize, Costa Rica, Dominican Republic, Guatemala, El Salvador, Honduras, Nicaragua, and Panama.
- The SICA has a standing invitation to participate as observers in the sessions of the United Nations General Assembly and maintains permanent offices at UN Headquarters.
- Contact: Final Bulevar Cancillería, Distrito El Espino, Ciudad Merliot, Antiguo Cuscatlán, La Libertad, El Salvador. Ph.: + (503) 2248-8800
- Website: [www.sica.int/index\\_en.aspx?ldm=2&ldmStyle=2](http://www.sica.int/index_en.aspx?ldm=2&ldmStyle=2)

### **Commonwealth of Independent States**

- The Commonwealth of Independent States (CIS), formed in 1991 during the breakup of the Soviet Union, is an organization whose participating countries are former Soviet Republics. The group has coordinating powers in the realm of trade, finance, lawmaking, and security. Some of the members of the CIS have established the Eurasian Economic Community with the aim of creating a fully fledged common market.
- Member countries are Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, and Uzbekistan. Turkmenistan and Ukraine participate but did not ratify official membership. Georgia was a member but withdrew in 2008.
- Website (Russian): [www.cis.minsk.by/](http://www.cis.minsk.by/)



### **Commonwealth of Nations**

- The Commonwealth of Nations ([www.thecommonwealth.org](http://www.thecommonwealth.org)), generally referred to as the Commonwealth and formerly known as the British Commonwealth, is an intergovernmental organization of 54 independent member states. All members except two (Mozambique and Rwanda) were part of the British Empire.
- Member states are Antigua and Barbuda, Australia, Bangladesh, Barbados, Belize, Botswana, Brunei Darussalam, Cameroon, Canada, Cyprus, Dominica, Fiji, Ghana, Grenada, Guyana, India, Jamaica, Kenya, Kiribati, Lesotho, Malawi, Malaysia, Maldives, Malta, Mauritius, Mozambique, Namibia, Nauru, New Zealand, Nigeria, Pakistan, Papua New Guinea, Rwanda, Samoa, Seychelles, Sierra Leone, Singapore, Solomon Islands, South Africa, Sri Lanka, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Swaziland, The Bahamas, The Gambia, Tonga, Trinidad and Tobago, Tuvalu, Uganda, United Kingdom, United Republic of Tanzania, Vanuatu, and Zambia
- Contact: Commonwealth Secretariat, Marlborough House, Pall Mall, London SW 1Y 5HX, United Kingdom. Tel.: +44 (0)20 7747 6500.

### **Community of Latin American and Caribbean States**

- The Community of Latin American and Caribbean States [Spanish: Comunidad de Estados Latinoamericanos y Caribeños] (CELAC; [www.celac.gob.ve/](http://www.celac.gob.ve/)) is a regional bloc of 33 Latin American and Caribbean states. It was formed in February 2011. The organization aims to unite all of the Latin American and Caribbean states in order to strengthen the political, social, and cultural integration of the region, improve its quality of life, stimulate its economic growth, and advance the well-being of all of its people.
- CELAC is a successor of the Rio Group and the Caribbean Summit on Integration and Development (CALC).
- CELAC member states are as follows: Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Dominica, Ecuador, El Salvador, Grenada, Guatemala, Co-operative Republic of Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Federation of St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, and Venezuela.
- Website (Spanish): [www.celac.gob.ve/](http://www.celac.gob.ve/)

### **Cooperation Council for the Arab States of the Gulf**

- The Cooperation Council for the Arab States of the Gulf, also known as the Gulf Cooperation Council (GCC), was established in 1981 in Abu Dhabi and is now headquartered in Riyadh, Saudi Arabia.
- GCC was formed to encourage cooperation of the private sector in the six member countries and to coordinate customs, finance, tourism, and trade activities.
- Member countries are as follows: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.
- Jordan, Morocco, and Yemen have been considered as future members of GCC.
- Website (Arabic): [www.gcc-sg.org](http://www.gcc-sg.org)

## **D-8**

- The D-8 (Developing Eight Organization for Economic Cooperation, [www.developing8.org](http://www.developing8.org)) is an economic development alliance of developing countries with large Muslim populations. The objectives of D-8 are to improve member states' position in the global economy, diversify and create new opportunities in trade relations, enhance participation in decision-making at the international level, and improve standards of living. The D-8 was established in 1997.
- The D-8 consists of Bangladesh, Egypt, Indonesia, Iran, Malaysia, Nigeria, Pakistan, and Turkey.
- Contact: Maya Akar Center Buyukdere, Cadde 100-102, Kat:12, Daire 50 Esentepe 34390 Istanbul, Turkey. Tel.: +90 (212) 356 18 23.

## **Economic Community Of Central African States**

- The Economic Community of Central African States promotes regional economic cooperation in Central Africa. It aims to achieve collective autonomy, raise the standard of living of its populations and maintain economic stability through harmonious cooperation.
- Member states are Angola, Burundi, Cameroon, Central African Republic, Chad, Congo Democratic Republic, Equatorial Guinea, Gabon, Republic of the Congo, and São Tomé and Príncipe.
- Contact: Secrétariat général de la CEEAC, 2112 Libreville, Gabon. Tel.: +00 241 44 47 31
- Websites: [www.ceeac-eccas.org](http://www.ceeac-eccas.org) and [www.africa-union.org/root/au/RECs/eccas.htm](http://www.africa-union.org/root/au/RECs/eccas.htm)

## **Eurasian Economic Community**

- The Eurasian Economic Community (EAEC or EurAsEC) was formed in 2000 to promote the creation of a Single Economic Space.
- Member states are Belarus, Kazakhstan, Kyrgyzstan, Russia, and Tajikistan. The membership of Uzbekistan has been suspended. Armenia, Moldova, and Ukraine are observers.
- A single market for the Customs Union of Belarus, Kazakhstan and Russia came into effect in 2012.
- The creation of the Eurasian Economic Union is anticipated by 2015.
- Website: [www.eurasiancommission.org/ru/Pages/default.aspx](http://www.eurasiancommission.org/ru/Pages/default.aspx) (in Russian)

## **European Union**

- The European Union (EU, <http://europa.eu/>) is an economic and political partnership between 28 European countries. The EU's de facto capital is Brussels.
- The EU traces its origins to the European Economic Community (EEC), created in 1958. A name change from the EEC to the European Union (EU) occurred in 1993. What began as an economic union has evolved into an organization spanning policy areas, from development aid to the environment.
- The single or 'internal' market is the EU's main economic engine, enabling most goods, services, money, and people to move freely among member countries.

- EU sovereign member states: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and the United Kingdom

### **EU-5**

- EU-5 refers to the five largest European Union members: France, Germany, Italy, Spain, and the United Kingdom.

### **G-7**

- The G-7 is an international finance group consisting of the finance ministers from seven industrialized nations: Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States. The finance ministers meet four times each year.

### **G-8**

- The G-8 (Group of Eight) is a forum originated with a 1975 summit for the governments of eight of the world's largest economies. The term 'G-8' can refer to the member states in aggregate or to the annual summit meeting of the G-8 heads of government.
- G-8 member nations are Canada, France, Germany, Italy, Japan, Russia, the United Kingdom, and the United States. The European Union is also represented. (Two of the actual eight largest economies by nominal GDP, China and Brazil, are not included in the G-8.) Collectively, the G-8 nations comprise 51% of the global nominal GDP.
- With the G-20 major economies growing in stature, world leaders from the G-8 announced at their 2009 summit that the G-20 will replace the G-8 as the main economic council of wealthy nations.

### **G-20**

- The G-20 (Group of Twenty Finance Ministers and Central Bank Governors) was formally established in 1999. The objectives of the G-20 are to coordinate policy between its members in order to achieve global economic stability and sustainable growth, promote financial regulations that reduce risks and prevent future financial crises, and modernize international financial architecture. The heads of the G-20 nations meet annually.
- The G-20 brings together finance ministers and central bank governors from 19 countries: Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the United Kingdom, and the United States of America. Also included is the European Union, which is represented by the President of the European Council and by Head of the European Central Bank. Collectively, the G-20 economies account for more than 80% of the gross world product (GWP), 80% of world trade (including EU intra-trade), and two-thirds of the world population.

### **League of Arab States**

- The League of Arab States, commonly called the Arab League, was formed in 1945 to coordinate collaboration between the Arab states in and around North Africa, the Horn of Africa, and Southwest Asia.
- There are 22 member states: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, State of Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen
- Website (Arabic): [www.lasportal.org](http://www.lasportal.org)

### **Organization for Economic Co-operation and Development**

- The Organization for Economic Co-operation and Development (OECD) was formed in 1960 when 18 European countries plus the United States and Canada joined to create an organization dedicated to global development. Today, OECD's 34 member countries span the globe, from North and South America to Europe and the Asia-Pacific region. They include many of the world's most advanced countries but also emerging countries like Mexico, Chile and Turkey. OECD works closely with emerging giants like China, India, and Brazil and developing economies in Africa, Asia, Latin America, and the Caribbean. OECD's overall goal is to build a stronger, cleaner, fairer world. OECD uses its wealth of information on a broad range of topics to help governments foster prosperity and fight poverty through economic growth and financial stability. OECD also helps ensure the environmental implications of economic and social development are taken into account.
- Member countries are Australia, Austria, Belgium, Canada, Chile, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovak Republic, Slovenia, South Korea, Spain, Sweden, Switzerland, Turkey, the United Kingdom, and the United States.
- Contact: 2 rue André Pascal, 75775 Paris Cedex 16, France.  
Tel.: +33 1 45 24 82 00. ([www.oecd.org](http://www.oecd.org))

### **Organization of the Petroleum Exporting Countries**

- The Organization of the Petroleum Exporting Countries (OPEC, [www.opec.org](http://www.opec.org)) was formed in 1960 to coordinate the policies of the oil-producing countries.
- There are 12 member states: Algeria, Angola, Ecuador, Iran, Iraq, Kuwait, Libya, Nigeria, Qatar, Saudi Arabia, United Arab Emirates, and Venezuela.
- Contact: Helderstorferstrasse 17, A-1010, Vienna, Austria

### **Pacific Islands Forum**

- Founded in 1971, the Pacific Islands Forum aims to enhance cooperation between the independent countries of the Pacific Ocean.
- There are 16 member countries: Australia, Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu

- Contact: The Secretary General, Pacific Islands Forum Secretariat, Private Mail Bag, Suva, Fiji. Tel.: 679 3312 600. ([www.forumsec.org](http://www.forumsec.org))

### **Southern African Customs Union**

- The Southern African Customs Union (SACU), founded in 1910 and the oldest existing customs union in the world, maintains the free interchange of goods between member countries: Botswana, Lesotho, Namibia, South Africa and Swaziland.
- Contact: The Executive Secretary, Private Bag 13285, Windhoek, Namibia. Tel.: + (264) 61 295 8000. ([www.sacu.int](http://www.sacu.int))

### **Union Of South American Nations**

- Formed in 2008, the Union of South American Nations (UNASUR) is an intergovernmental union integrating two existing customs unions – Mercosur and the Andean Community of Nations (CAN). The aim is to eventually supersede the Mercosur and CAN political bodies.
- UNASUR became a legal entity in 2011 during a meeting of Foreign Ministers in Mitad del Mundo, Ecuador.
- Members are Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, and Venezuela. Mexico and Panama are observers.
- Contact: Secretaría General de la UNASUR, Av. 6 de Diciembre N24-04 y Wilson, Quito, Ecuador. Tel.: + (5932) 2554034. ([www.unasursg.org](http://www.unasursg.org))

### **United Nations**

- The United Nations (UN) is an international organization founded in 1945 after the Second World War by 51 countries committed to maintaining international peace and security, developing friendly relations among nations, and promoting social progress, better living standards, and human rights.
- There are 193 United Nations member states. They are listed on the UN website at [www.un.org/en/members/index.shtml](http://www.un.org/en/members/index.shtml).
- Contact: 760 United Nations Plaza, New York, NY 10017. ([www.un.org](http://www.un.org))

## **APPENDIX F**

### **EMBASSIES OF THE UNITED STATES**

The United States has 297 U.S. Embassies, Consulates, and Diplomatic Missions, as follows:

#### **AFRICA**

- Africa Regional Services - Paris
- Angola: Luanda
- Benin: Cotonou
- Botswana: Gaborone
- Burkina Faso: Ouagadougou
- Burundi: Bujumbura
- Cameroon: VPP Septentrion
- Cameroon: Yaounde
- Cape Verde: Praia
- Central African Republic: Bangui
- Chad: N'Djamena
- Côte d'Ivoire: Abidjan
- Democratic Republic of the Congo: Kinshasa
- Equatorial Guinea: Malabo
- Eritrea: Asmara
- Ethiopia: Addis Ababa
- Gabon: Libreville
- Ghana: Accra
- Guinea: Conakry
- Guinea: VPP Bissau
- Kenya: Nairobi
- Lesotho: Maseru
- Liberia: Monrovia
- Madagascar: Antananarivo
- Malawi: Lilongwe
- Mali: Bamako
- Mauritania: Nouakchott
- Mauritius: Port Louis
- Mauritius: VPP Seychelles
- Mozambique: Maputo
- Namibia: Windhoek
- Niger: Niamey

- Nigeria: Abuja
- Republic of the Congo: Brazzaville
- Republic of Djibouti: Djibouti
- Rwanda: Kigali
- Senegal: Dakar
- Sierra Leone: Freetown
- Somalia: VPP Somalia
- South Africa: Pretoria
- South Sudan: Juba
- Sudan: Khartoum
- Swaziland: Mbabane
- Tanzania: Dar es Salaam
- Tanzania: VPP Zanzibar
- The Gambia: Banjul
- Togo: Lome
- Uganda: Kampala
- Zambia: Lusaka
- Zimbabwe: Harare
- U.S. Mission to the African Union
- U.S. Mission to the UN Environmental Program (UNEP)

#### **EAST ASIA AND PACIFIC**

- Australia: Canberra
- Australia: Melbourne
- Australia: Perth
- Australia: Sydney
- Brunei: Bandar Seri Begawan
- Burma: Rangoon
- Cambodia: Phnom Penh
- China: Beijing
- China: Chengdu
- China: Guangzhou
- China: Shanghai
- China: Shenyang
- China: Wuhan
- China: VPP Kunming
- China: VPP Lhasa
- China: VPP Zhengzhou
- Federated States of Micronesia: Kolonia
- Fiji: Suva
- Fiji: VPP Tonga
- Hong Kong and Macau
- Indonesia: APP Medan
- Indonesia: Jakarta

- Indonesia: Surabaya
- Japan: Fukuoka
- Japan: Nagoya
- Japan: Naha, Okinawa
- Japan: Osaka/Kobe
- Japan: Sapporo
- Japan: Tokyo
- Laos: Vientiane
- Malaysia: Kuala Lumpur
- Marshall Islands: Majuro
- Mongolia: Ulaanbaatar
- New Zealand: Wellington
- Papua New Guinea: Port Moresby
- Philippines: Manila
- Philippines: VPP Mindanao
- Republic of Palau: Koror
- Samoa: Apia
- Singapore
- South Korea: Busan
- South Korea: Seoul
- Taiwan
- Thailand: Bangkok
- Thailand: Chiang Mai
- Timor-Leste: Dili
- Vietnam: Hanoi
- Vietnam: Ho Chi Minh City

## **EUROPE AND EURASIA**

- Albania: Tirana
- Armenia: Yerevan
- Austria: Vienna
- Azerbaijan: Baku
- Belarus: Minsk
- Belgium: Brussels
- Bosnia & Herzegovina: Sarajevo
- Bulgaria: Sofia
- Croatia: Zagreb
- Cyprus: Nicosia
- Czech Republic: Prague
- Denmark: Copenhagen
- Denmark-Greenland: VPP Nuuk
- Estonia: Tallinn
- Finland: Helsinki
- France: Bordeaux



- France: Lille
- France: Lyon
- France: Marseille
- France: Paris
- France: Rennes
- France: Toulouse
- France: Strasbourg
- France: VPP Monaco
- Georgia: Tbilisi
- Germany: Berlin
- Germany: Düsseldorf
- Germany: Frankfurt
- Germany: Hamburg
- Germany: Leipzig
- Germany: Munich
- Greece: Athens
- Greece: Thessaloniki
- Hungary: Budapest
- Iceland: Reykjavik
- Ireland: Dublin
- Italy: Florence
- Italy: Milan
- Italy: Naples
- Italy: Rome
- Italy: VPP San Marino
- Kosovo: Pristina
- Latvia: Riga
- Lithuania: Vilnius
- Luxembourg
- Macedonia: Skopje
- Malta: Valletta
- Moldova: Chisinau
- Montenegro: Podgorica
- Netherlands: Amsterdam
- Netherlands: The Hague
- Norway: Oslo
- Poland: Krakow
- Poland: Warsaw
- Portugal: Lisbon
- Portugal: Ponta Delgada, Azores
- Romania: Bucharest
- Russia: Moscow
- Russia: St. Petersburg
- Russia: Vladivostok

- Russia: Yekaterinburg
- Serbia: Belgrade
- Slovakia: Bratislava
- Slovenia: Ljubljana
- Spain: Barcelona
- Spain: Madrid
- Sweden: Stockholm
- Switzerland: Bern
- Switzerland: VPP Liechtenstein
- Turkey: Adana
- Turkey: Ankara
- Turkey: Istanbul
- Ukraine: Kyiv
- United Kingdom: Belfast
- United Kingdom: Edinburgh
- United Kingdom: London
- United Kingdom: VPP Cardiff
- Vatican
- U.S. Mission to International Organizations in Vienna
- U.S. Mission to NATO
- U.S. Mission to the EU
- U.S. Mission to the OECD
- U.S. Mission to the OSCE
- U.S. Mission to the UN-Geneva
- U.S. Mission to the UN-Rome
- U.S. Mission to UNESCO

## **MIDDLE EAST AND NORTH AFRICA**

- Algeria: Algiers
- Bahrain: Manama
- Egypt: APP Alexandria
- Egypt: Cairo
- Iran: Virtual Embassy Tehran
- Iraq: Baghdad
- Iraq: Basrah
- Iraq: Erbil
- Iraq: Kirkuk
- Israel: Tel Aviv
- Jerusalem
- Jordan: Amman
- Kuwait: Kuwait City
- Lebanon: Beirut
- Libya: Tripoli
- Morocco: Casablanca

- Morocco: Rabat
- Oman: Muscat
- Qatar: Doha
- Saudi Arabia: Dhahran
- Saudi Arabia: Jeddah
- Saudi Arabia: Riyadh
- Syria: Damascus
- Tunisia: Tunis
- United Arab Emirates: Abu Dhabi
- United Arab Emirates: Dubai
- VPP Gaza
- Yemen: Sana'a

### **CENTRAL AND SOUTH ASIA**

- Afghanistan: Kabul
- Bangladesh: Dhaka
- Bangladesh: VPP Chittagong
- Bangladesh: VPP Jessore
- Bangladesh: VPP Sylhet
- India: Chennai
- India: Hyderabad
- India: Kolkata
- India: Mumbai
- India: New Delhi
- India: VPP Bangalore
- Kazakhstan: Almaty
- Kazakhstan: Astana
- Kyrgyz Republic: Bishkek
- Nepal: Kathmandu
- Pakistan: Islamabad
- Pakistan: Karachi
- Pakistan: Lahore
- Pakistan: Peshawar
- Sri Lanka: Colombo
- Sri Lanka: VPP Maldives
- Tajikistan: Dushanbe
- Turkmenistan: Ashgabat
- Uzbekistan: Tashkent

### **THE AMERICAS**

- Argentina: Buenos Aires
- Bahamas: Nassau
- Barbados: Bridgetown
- Belize: Belmopan

- Bermuda: Hamilton
- Bolivia: La Paz
- Brazil: Brasilia
- Brazil: Recife
- Brazil: Rio de Janeiro
- Brazil: São Paulo
- Canada: Calgary
- Canada: Halifax
- Canada: Montreal
- Canada: Ottawa
- Canada: Quebec
- Canada: Toronto
- Canada: Vancouver
- Canada: Winnipeg
- Chile: Santiago
- Colombia: Bogota
- Costa Rica: San Jose
- Cuba: U.S. Interests Section
- Dominican Republic: Santo Domingo
- Ecuador: Guayaquil
- Ecuador: Quito
- El Salvador: San Salvador
- Guatemala: Guatemala City
- Guatemala: VPP Xela
- Guyana: Georgetown
- Haiti: Port-au-Prince
- Honduras: Tegucigalpa
- Honduras: VPP San Pedro Sula
- Jamaica: Kingston
- Mexico: Ciudad Juarez
- Mexico: Guadalajara
- Mexico: Hermosillo
- Mexico: Matamoros
- Mexico: Merida
- Mexico: Mexico City
- Mexico: Monterrey
- Mexico: Nogales
- Mexico: Nuevo Laredo
- Mexico: Puerto Vallarta
- Mexico: Tijuana
- Mexico: VPP Chiapas-Tabasco
- Mexico: VPP El Bajio
- Netherlands Antilles: Curaçao
- Nicaragua: Managua

- Panama: Panama City
- Paraguay: Asunción
- Peru: Lima
- Suriname: Paramaribo
- Trinidad and Tobago: Port of Spain
- Uruguay: Montevideo
- Venezuela: Caracas
- U.S. Mission to the ICAO
- U.S. Mission to the OAS
- U.S. Mission to the UN-New York

Contact information and websites for each overseas office are available at [www.usembassy.gov](http://www.usembassy.gov).

## **APPENDIX G**

### **PERIODICALS**

*Financial Times*, Number One Southwark Bridge, London SE1 9HL, United Kingdom.  
Tel.: +44 (0)207 775 6248. ([www.ft.com](http://www.ft.com))

*Global Finance*, 411 5<sup>th</sup> Avenue, New York, NY 10016. (212) 447-7900.  
([www.gfmag.com](http://www.gfmag.com))

*International Business Times*, 7 Hanover Square, 5<sup>th</sup> Floor, New York, NY 10004.  
(646) 867-7100. ([www.ibtimes.com](http://www.ibtimes.com))

*International Journal of Consumer Studies*, published by John Wiley & Sons, 350 Main Street, Malden, MA 02148. (781) 388-8598.  
(<http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291470-6431>)

*Journal of International Marketing*, P.O. Box 70, London E13 0UU, United Kingdom.  
Tel.: +44 (0) 870 042 2072. ([www.journalofinternationalmarketing.com](http://www.journalofinternationalmarketing.com))

*The Economic Times*, 7 Bahadur Shah Zafar Marg, New Delhi, Delhi 110002, India.  
([www.economicstimes.indiatimes.com](http://www.economicstimes.indiatimes.com))

*The Economist*, 25 St. James Street, London SW1A 1HG, United Kingdom.  
Tel.: +44 (0) 020 7830 7000. ([www.economist.com](http://www.economist.com))

*World Economic Journal*, 6/2, Baumanskaya str., Moscow, Russia, 105066.  
Tel.: +7-495-644-46-99. ([www.world-economic.com](http://www.world-economic.com))

## **APPENDIX H**

### **SISTER CITIES INTERNATIONAL**

Founded by President Dwight D. Eisenhower in 1956, Sister Cities International ([www.sister-cities.org](http://www.sister-cities.org)) is a nonprofit, nonpartisan effort serving as the national membership organization for individual sister cities, counties, and states across the United States. This network unites tens of thousands of citizen diplomats and volunteers in programs in 140 countries on six continents.

Sister Cities International advances peace and prosperity through cultural, educational, humanitarian, and economic development exchanges. Further, it serves as a hub for institutional knowledge and best practices in the field of citizen diplomacy.

#### **AFGHANISTAN**

##### **Asadabad**

Union City, California

##### **Bamiyan**

Scottsbluff - Gering, Nebraska

##### **Ghazni**

Hayward, California

##### **Jalalabad**

San Diego, California

#### **ALBANIA**

##### **Fier**

Cleveland, Ohio

#### **ALGERIA**

##### **Mascara**

Elkader, Iowa

#### **ANGOLA**

##### **Luanda**

Houston, Texas

#### **ARGENTINA**

##### **Bahia Blanca**

Jacksonville, Florida

##### **Buenos Aires**

Barranquilla, Colombia

Miami, Florida

##### **Crespo**

Muscatine, Iowa

##### **La Plata**

Louisville, Kentucky

##### **Mar del Plata**

Fort Lauderdale, Florida

##### **Mendoza**

Miami Dade, Florida

Nashville, Tennessee

##### **Parana**

Muscatine, Iowa

##### **Pinamar**

Myrtle Beach, South Carolina

**San Antonio de Areco**  
Laredo, Texas

**San Carlos de Bariloche**  
Aspen, Colorado

**San Martin de los Andes**  
Steamboat Springs, Colorado

**San Miguel de Tucuman**  
New Orleans, Louisiana

**ARMENIA**  
**Etchmiadzin**  
Fresno, California

**Ghapan**  
Glendale, California

**Gyumri**  
Alexandria, Virginia

**Vanadzor**  
Pasadena, California

**Yerevan**  
Cambridge, Massachusetts  
Los Angeles, California

**AUSTRALIA**  
**Adelaide**  
Austin, Texas

**Albury**  
Merced, California

**Bankstown**  
Colorado Springs, Colorado

**Blue Mountains**  
Flagstaff, Arizona

**Cairns**  
Scottsdale, Arizona

**Cockburn**  
Mobile, Alabama

**Darwin**  
Anchorage, Alaska

**Gold Coast**  
Fort Lauderdale, Florida

**Greater Bendigo**  
Los Altos, California

**Hawkesbury**  
Temple City, California

**Lismore**  
Eau Claire, Wisconsin

**Melbourne**  
Boston, Massachusetts

**Mildura**  
Upland, California

**Mona Vale**  
Wilmette, Illinois

**Murray Bridge**  
Laredo, Texas

**Perth**  
Chengdu, China  
Houston, Texas  
Kagoshima, Japan  
Megisti, Greece  
Nanjing, China  
Perth, Scotland  
Rhodes, Greece  
San Diego, California  
Seocho City, South Korea



Taipei, Chinese Taipei  
Vasto, Italy

**Port Stephens**  
Bellingham, Washington

**Sutherland Shire**  
Lakewood, Colorado

**Sydney**  
San Francisco, California

**Tamworth**  
Nashville, Tennessee

**Wauchope**  
Canisteo, New York

**AUSTRIA**  
**Abtenau**  
Big Bear Lake, California

**Dornbirn**  
Dubuque, Iowa

**Frankenburg**  
Vernon, Canada

**Graz**  
Montclair, New Jersey

**Innsbruck**  
New Orleans, Louisiana

**Salzburg**  
Atlanta, Georgia

**Stegersbach**  
Northampton, Pennsylvania

**Steyr**  
Kettering, Ohio

**AZERBAIJAN**  
**Baku**  
Houston, Texas

**Ganja**  
Newark, New Jersey

**BAHAMAS, THE**  
Miami Dade, Florida

**Freeport**  
Newark, New Jersey

**George-Town Great Exuma**  
St. Augustine, Florida

**Grand Bahama Island**  
Albany, New York

**Nassau**  
Winston-Salem, North Carolina

**BARBADOS**  
**Bridgetown**  
Wilmington, North Carolina

**BELARUS**  
**Minsk Partizan District**  
Bakersfield, California

**BELGIUM**  
**Brussels**  
Atlanta, Georgia  
Washington, District Of Columbia

**Chaudfontaine**  
St. Martinville, Louisiana

**Ghent**

Albany, New York

**Hasselt**

Mountain View, California

**Kasterlee**

Fountain Hills, Arizona

**Kortrijk**

Greenville, South Carolina

**Mons**

Little Rock, Arkansas

**Walloon Region**

Maryland State, Maryland

**BELIZE****Belize City**

McAllen, Texas

Prairie View, Texas

**San Pedro**

Wilmington, North Carolina

**BENIN****Cotonou**

Atlanta, Georgia

**BOLIVIA****Cochabamba**

Miami, Florida

**Oruro**

Salt Lake City, Utah

**Santa Cruz**

Miami Dade, Florida

**BOSNIA AND HERZEGOVINA****Brčko**

St. Louis, Missouri

**Sarajevo**

Dayton, Ohio

**BOTSWANA****Gaborone**

Burbank, California

**BRAZIL****Belo Horizonte**

Fort Lauderdale, Florida

Newark, New Jersey

**Brasilia**

Washington, District Of Columbia

**Campinas**

Indianapolis, Indiana

San Diego, California

**Curitiba**

Jacksonville, Florida

Orlando, Florida

**Diamantina**

Daytona Beach, Florida

**Florianopolis**

Roanoke, Virginia

**Fortaleza**

Miami Beach, Florida

Racine, Wisconsin

**Governador Valadares**

Newark, New Jersey

**Ilheus**

Davenport, Iowa

**Joinville**

Chesapeake, Virginia

**Londrina**

Toledo, Ohio

**Nova Prata**

Noblesville, Indiana

**Porto Alegre**

Newark, New Jersey

**Reserva**

Newark, New Jersey

**Rio de Janeiro**

Atlanta, Georgia

Maryland State, Maryland

Miami Beach, Florida

Newark, New Jersey

Oklahoma City, Oklahoma

**Salvador**

Los Angeles, California

**Sao Paolo**

Miami Dade, Florida

**Sao Sebastiao**

Fort Lauderdale, Florida

**Suzano**

Lauderdale-by-the-Sea, Florida

**BULGARIA****Kurdjali**

Elkhart, Indiana

**Pleven**

Charlottesville, Virginia

**Plovdiv**

Columbia, South Carolina

**Varna**

Miami, Florida

**BURKINA FASO****Bousse**

Decatur, Georgia

**Fada N'gourma**

Tamale, Ghana

**Kaya**

Savannah, Georgia

**Kwaremanguel**

Pocatello, Idaho

**Ouahigouya**

Decatur, Georgia

**CAMBODIA****Battambang**

Stockton, California

**Phnom Penh**

Long Beach, California

**Siem Reap**

Austin, Texas

**Sihanoukville**

Seattle, Washington

**CAMEROON****Douala**

Newark, New Jersey  
Philadelphia, Pennsylvania

**Kumbo**

La Crosse, Wisconsin

**Limbe**

Seattle, Washington

**CANADA****Bouctouche**

St. Martinville, Louisiana

**Brampton**

Miami Beach, Florida

**Burlington**

Myrtle Beach, South Carolina

**Burnaby**

Mesa, Arizona

**Calgary**

Phoenix, Arizona

**Carleton Place**

Franklin & Williamson County,  
Tennessee

**Charlesbourg**

Grand Prairie, Texas

**Collingwood**

Boone, North Carolina

**Edmonton**

Nashville, Tennessee

**Halifax**

Norfolk, Virginia

**Hamilton**

Sarasota, Florida

**Kingston**

Scottsdale, Arizona

**Kingsville**

Westlake, Ohio

**Lethbridge**

Culver City, California

**Markham**

Cary, North Carolina

**Nova Scotia**

St. Martinville, Louisiana

**Prince Rupert**

Ketchikan, Alaska

**Quebec City**

Albany, New York

**Richmond Hill**

Lakeland, Florida

**Sidney**

Anacortes, Washington

**St. Lambert**

Vernon, Canada

**Thunder Bay**

Duluth, Minnesota  
Gifu, Japan  
Little Canada, Minnesota  
Seinäjoki, Finland

**Toronto**

Chicago, Illinois  
Chongqing, China  
Milan, Italy

**Vancouver**

Los Angeles, California

**Vernon**

Frankenburg, Austria  
Modesto, California  
Sri Anandpur Sahib, India  
St. Lambert (Quebec), Canada  
Tavullia, Italy  
Tome, Japan

**Ville Saint Laurent**

McAllen, Texas

**Waterloo**

Centerville, Ohio

**Whitehorse**

Juneau, Alaska

**CAYMAN ISLANDS**

Miami Dade, Florida

**CHILE****Iquique**

Miami Dade, Florida

**La Serena**

Millbrae, California

**Lo Barnechea**

Tyler, Texas

**Punta Arenas**

Bellingham, Washington

**Rapa Nui**

Maui County, Hawaii

**Santiago**

Miami, Florida  
Minneapolis, Minnesota

**Viña del Mar**

Sausalito, California

**CHINA****Anhui Province**

Maryland State, Maryland

**Ankang**

Pikeville, Kentucky

**Anshan**

Birmingham, Alabama

**Baoding**

Charlotte, North Carolina

**Beihai**

Tulsa, Oklahoma

**Beijing**

New York, New York  
Washington, District Of Columbia

**Benxi**

Peoria, Illinois

**Changchun**

Little Rock, Arkansas

**Changping District**

Oakland, California

**Changshu**

Whittier, California

**Changzhou**

Buffalo, New York  
Rockford, Illinois

**Chao Yang District**  
Birmingham, Alabama

**Chengdu**  
Oakland, California  
Perth, Australia  
Phoenix, Arizona

**Chenzhou**  
Laredo, Texas

**Chongming County**  
Lakeland, Florida

**Chongqing**  
Seattle, Washington  
Toronto, Canada

**Cixi**  
Bakersfield, California

**Dalian**  
Oakland, California  
Salisbury, Maryland

**Dandong**  
Wilmington, North Carolina

**Danzhou**  
Lakewood, Washington

**Dongguan**  
Hartford, Connecticut

**Fengxian District (Shanghai)**  
Lakeland, Florida

**Foshan**  
Oakland, California  
Stockton, California

**Fuxin City**  
Corona, California

**Fuyang City**  
Riverbank, California

**Fuzhou**  
Tacoma, Washington

**Ganzhou**  
Brunswick, Georgia  
McAllen, Texas

**Gianjin**  
Mobile, Alabama

**Guanghan**  
Auburn, Washington

**Guangzhou**  
Los Angeles, California  
Oakland, California

**Gueishan**  
Grand Prairie, Texas

**Guilin**  
Orlando, Florida

**Guiyang**  
Fort Worth, Texas

**Haikou City**  
Oakland, California  
Oklahoma City, Oklahoma  
Scottsdale, Arizona

**Hainan Province**  
Maui County, Hawaii

**Haizhu District (Guangzhou)**  
Urbana, Illinois

**Hanchuan**  
Martinez, California

**Handan**

Dubuque, Iowa

**Hangzhou**

Boston, Massachusetts  
Indianapolis, Indiana

**Harbin**

Minneapolis, Minnesota

**Hefei**

Columbus, Ohio

**Heze**

Mobile, Alabama

**Huangshi**

Birmingham, Alabama

**Huizhou**

Milpitas, California

**Jiangmen**

Riverside, California

**Jiaxing**

Lakeland, Florida  
Rockville, Maryland

**Jilin**

Spokane, Washington

**Jinan**

Sacramento, California

**Jingan District**

Oakland, California

**Jinzhou**

Arvada, Colorado  
Oakland, California

**Jiujiang**

Louisville, Kentucky  
Savannah, Georgia

**Jurong**

Oakland, California

**Kaifeng**

Wichita, Kansas

**Kaiping**

Mesa, Arizona

**Kunming**

Denver, Colorado

**Kunshan**

Durham, North Carolina

**Lanzhou**

Albuquerque, New Mexico  
Lansing, Michigan

**Leshan**

Gilbert, Arizona

**Lhasa**

Boulder, Colorado

**Lijiang**

Malibu, California  
Roanoke, Virginia

**Linli**

Redlands, California

**Liuzhou**

Cincinnati, Ohio

**Liyang**

Union City, California

**Longkou**  
Lafayette, Indiana

**Luoyang**  
La Crosse, Wisconsin

**Maoming**  
Oakland, California

**Mengzi City**  
Modesto, California

**Mianyang**  
Oakland, California

**Mishan City**  
Juneau, Alaska

**Nanjing**  
Barranquilla, Colombia  
Perth, Australia  
St. Louis, Missouri

**Nanning**  
Oakland, California

**Ningbo**  
Jacksonville, Florida  
Norfolk, Virginia  
Wilmington, Delaware

**Penglai**  
Sonoma, California

**Pudong**  
Oakland, California

**Pudong District (Shanghai)**  
Beverly Hills, California

**Qingdao**  
Long Beach, California  
Miami, Florida  
Oakland, California

**Qinhuangdao**  
Toledo, Ohio

**Qufu**  
Boynton Beach, Florida

**Quzhou**  
Red Wing, Minnesota

**Rugao**  
Tallahassee, Florida

**Sanming**  
Lansing, Michigan

**Shanghai**  
Chicago, Illinois  
San Francisco, California

**Shaoxing**  
Jacksonville, Florida

**Shenyang**  
Chicago, Illinois

**Shenzhen**  
Houston, Texas

**Shijiazhuang**  
Des Moines, Iowa

**Siming District (Xiamen City)**  
Sarasota, Florida

**Suzhou**  
Jacksonville, Florida  
Portland, Oregon  
San Antonio, Texas

**Suzhou Wuzhong District**  
Southlake, Texas



**Taishan**  
Fresno, California

**Taiyuan**  
Nashville, Tennessee

**Taizhou**  
Fort Wayne, Indiana  
Newport News, Virginia

**Tianjin**  
Dallas, Texas  
Greenville, South Carolina  
Philadelphia, Pennsylvania

**Weifang**  
Pueblo, Colorado

**Weihai**  
Santa Barbara, California

**Wuhan**  
St. Louis, Missouri

**Wuxi**  
Chattanooga, Tennessee  
San Antonio, Texas

**Xi'an**  
Kansas City, Missouri

**Xiamen**  
Baltimore, Maryland

**Xiangyang**  
Raleigh, North Carolina

**Xianyang**  
Rochester, New York

**Xicheng District**  
Pasadena, California

**Xinzheng**  
Hays, Kansas

**Xishuangbanna**  
Austin, Texas

**Xuzhou**  
Morgantown, West Virginia  
Newark, New Jersey

**Yangpu District**  
Winston-Salem, North Carolina

**Yangshuo County**  
Morehead, Kentucky

**Yantai**  
Omaha, Nebraska  
San Diego, California

**Yibin City**  
Columbia, South Carolina

**Yingkou**  
Jacksonville, Florida

**Yushu**  
San Bernardino, California

**Zhangjiagang**  
Redondo Beach, California

**Zhangjiajie City**  
Santa Fe, New Mexico

**Zhengding**  
Muscatine, Iowa

**Zhengzhou**  
Richmond, Virginia

**Zhenjiang**  
Tempe, Arizona

**Zhuzhou**  
Durham, North Carolina

**Zibo**  
Erie, Pennsylvania

**Zixing City**  
Laredo, Texas

**CHINA - TAIPEI**  
Hsin Chu  
Beaverton, Oregon

**Hsin Tien**  
Flagstaff, Arizona

**Hsinchu**  
Cary, North Carolina  
Cupertino, California  
Santa Clara County, California

**Hua Lien City**  
Albuquerque, New Mexico  
Bellevue, Washington

**Ilan**  
Brunswick, Georgia

**Kaohsiung**  
Barranquilla, Colombia

**Kaohsiung City**  
Fort Lauderdale, Florida  
Pensacola, Florida

**Kaohsiung Municipality**  
Colorado Springs, Colorado  
Little Rock, Arkansas  
Macon, Georgia  
Miami, Florida  
Portland, Oregon  
San Antonio, Texas

Seattle, Washington  
Tulsa, Oklahoma

**Keelung City**  
Salt Lake City, Utah

**LuChou Province**  
Bloomington, Indiana

**Miaoli**  
Bartlett, Illinois

**New Taipei City**  
Cincinnati, Ohio

**Pingtung**  
Maui County, Hawaii

**Shih-Lin**  
Los Altos, California

**Shin Lin District**  
Walnut, California

**Taichung City**  
Austin, Texas  
Tacoma, Washington  
San Diego, California

**Tainan**  
Carbondale, Illinois  
Columbus, Ohio  
Kansas City, Missouri  
Orlando, Florida  
Oklahoma City, Oklahoma  
San Jose, California

**Tainan Hsien**  
Laredo, Texas

**Taipei**  
Atlanta, Georgia  
Carbondale, Illinois

Houston, Texas  
Indianapolis, Indiana  
Oklahoma City, Oklahoma  
Perth, Australia

**Taipei City**

Cleveland, Ohio  
Phoenix, Arizona

**Taipei County**

Miami Dade, Florida

**Taipei Municipality**

Boston, Massachusetts  
Los Angeles, California  
San Francisco, California

**Taoyuan City**

Irvine, California

**Wuchi Town**

Newton, Iowa

**Xindian**

Tavares, Florida

**COLOMBIA**

**Barranquilla**

Buenos Aires, Argentina  
Kaohsiung, Chinese Taipei  
Nanjing, China  
Tampa, Florida

**Bogota**

Chicago, Illinois

**Cartagena**

Coral Gables, Florida  
St. Augustine, Florida

**Manizales**

Gainesville, Florida

**Medellin**

Fort Lauderdale, Florida

**Pereira**

Miami Dade, Florida

**Santa Marta**

Miami Beach, Florida

**Sincelejo**

Ocala, Florida

**CONGO (BRAZZAVILLE)**

**Pointe Noire**

New Orleans, Louisiana

**CONGO (KINSHASA)**

**Mbuji-Mayi**

District Heights, Maryland

**COSTA RICA**

**Escazu**

Pensacola, Florida

**La Cruz**

Laredo, Texas

**Montes de Oca**

Miami, Florida

**Monteverde**

Estes Park, Colorado

**Quepos**

Fort Lauderdale, Florida

**San Jose**

McAllen, Texas  
Miami Dade, Florida  
San Jose, California

**Turrialba**  
Rancho Cordova, California

**CROATIA**  
**Vela Luka**  
Anacortes, Washington

**CUBA**  
**Caibarien**  
Bloomington / Normal, Illinois

**Cienfuegos**  
Cambridge, Massachusetts  
Tacoma, Washington

**Havana**  
Mobile, Alabama

**Holguin**  
Santa Fe, New Mexico

**Remedios**  
Bloomington / Normal, Illinois

**Santa Clara**  
Bloomington, Indiana

**Santiago de Cuba**  
Oakland, California

**Yateras**  
Boulder, Colorado

**CYPRUS**  
**Larnaca**  
Tarpon Springs, Florida

**CZECH REPUBLIC**  
**Brno**  
Dallas, Texas

**Frenstat**  
La Grange, Texas

**Hradec Kralove**  
Berwyn, Illinois

**Karlovy Vary**  
Carlsbad, California

**Kladno**  
Bellevue, Washington

**Krnov**  
Yukon , Oklahoma

**Olomouc**  
Owensboro, Kentucky

**Olomouc Kraj**  
Owensboro, Kentucky

**Plzen**  
Birmingham, Alabama

**Prague**  
Chicago, Illinois  
Miami Dade, Florida  
Phoenix, Arizona

**Tabor**  
Orinda, California

**Zamberk**  
Rice Lake, Wisconsin

**DENMARK**  
**Aalborg**  
Racine, Wisconsin

**Odense**  
Columbus, Ohio

**Silkeborg**  
Corona, California

**DOMINICAN REPUBLIC**

**Bani**  
Buffalo, New York

**La Romana**  
Fort Lauderdale, Florida

**Mao Ververde**  
Hartford, Connecticut

**Puerto Plata**  
Rochester, New York

**Salcedo**  
Atlanta, Georgia

**Santo Domingo**  
Miami, Florida  
New York, New York

**ECUADOR**

**Cuenca**  
Tempe, Arizona

**Guaranda**  
Greater Tri-Cities, Tennessee

**Guayaquil**  
Houston, Texas

**Quito**  
Louisville, Kentucky  
Coral Gables, Florida

**San Cristobal Island (Galapagos)**  
Maui County, Hawaii

**San Pablo de Manta**  
Long Beach, California

**Tena**  
Santa Clarita, California

**EGYPT**

**Alexandria**  
Baltimore, Maryland  
Cleveland, Ohio

**Aswan**  
Sonoma, California

**Cairo**  
New York, New York

**Giza**  
Los Angeles, California

**Luxor**  
Baltimore, Maryland

**EL SALVADOR**

**Ataco**  
Fountain Hills, Arizona

**Morazan**  
Montgomery County, Maryland

**San Jose Las Flores**  
Cambridge, Massachusetts

**San Miguel**  
Arlington, Virginia

**Santa Ana**  
Miramar, Florida

**Segundo Montes**  
Cleveland, Ohio

**Suchitoto**  
Prescott, Arizona

**Teosinte**  
Arlington, Massachusetts

**Yucuaiquin**  
Somerville, Massachusetts

**ESTONIA**  
**Harju County**  
Maryland State, Maryland

**Jogeva**  
Charles County, Maryland

**Parnu**  
Portsmouth, New Hampshire

**Tartu**  
Salisbury, Maryland

**Torva**  
Oakland, Maryland

**Valga**  
Oakland, Maryland

**ETHIOPIA**  
**Axum**  
Denver, Colorado

**Bahir Dar**  
Cleveland, Ohio  
Oakland, California

**Gondar**  
Corvallis, Oregon  
Montgomery County, Maryland

**FINLAND**  
**Espoo**  
Irving, Texas

**Järvenpää**  
Pasadena, California

**Kuopio**  
Minneapolis, Minnesota

**Porvoo**  
Hancock, Michigan

**Salo**  
St. Anthony, Minnesota

**Seinäjäki**  
Thunder Bay, Canada

**FRANCE**  
**Aix-en-Provence**  
Coral Gables, Florida  
Philadelphia, Pennsylvania

**Albi**  
Maui County, Hawaii  
Palo Alto, California

**Amiens**  
Tulsa, Oklahoma

**Angers**  
Austin, Texas

**Angoulême**  
Hoffman Estates, Illinois

**Antibes**  
Newport Beach, California

**Avignon**  
New Haven, Connecticut

**Bayonne**  
Daytona Beach, Florida

**Beaulieu-sur-Mer**

Tempe, Arizona

**Besancon**

Charlottesville, Virginia

**Biot**

Tacoma, Washington

**Bordeaux**

Los Angeles, California

**Boulogne-Billancourt**

Irving, Texas

**Brest**

Denver, Colorado

**Caen**

Alexandria, Virginia  
Nashville, Tennessee

**Cannes**

Beverly Hills, California

**Cavalaire-sur-Mer**

New Port Richey, Florida

**Cergy-Pontoise**

Columbia, Maryland

**Chambolle-Musigny**

Sonoma, California

**Chamonix**

Aspen, Colorado

**Cluses**

Beaverton, Oregon

**Cognac**

Pinecrest, Florida

**Colmar**

Princeton, New Jersey

**Compiègne**

Raleigh, North Carolina

**Crouy**

Nashville, Tennessee

**Deauville**

Lexington, Kentucky

**Dijon**

Dallas, Texas

**Douai**

Kenosha, Wisconsin

**Epinal**

La Crosse, Wisconsin

**Fontenay-le-Comte**

Palatine, Illinois

**Grenoble**

Phoenix, Arizona

**Honfleur**

Burlington, Vermont

**Juan-les-Pins**

New Orleans, Louisiana

**La Petite Roche**

Little Rock, Arkansas

**La Teste**

Binghamton, New York

**Lamentin (Guadeloupe)**

Miami Dade, Florida

**Laurens**

Laurens, Iowa

**Laval**  
Modesto, California

**Le Havre**  
Tampa, Florida

**Le Touquet**  
Cary, North Carolina

**Lille**  
Buffalo, New York

**Limoges**  
Charlotte, North Carolina

**Lyon**  
St. Louis, Missouri

**Macon**  
Macon, Georgia

**Menton**  
Laguna Beach, California

**Metz**  
Kansas City, Missouri

**Montélima**  
Racine, Wisconsin

**Montpellier**  
Louisville, Kentucky

**Nancy**  
Cincinnati, Ohio

**Nantes**  
Jacksonville, Florida  
Seattle, Washington

**Nemours**  
Wilmington, Delaware

**Neuilly-Plaisance**  
Montgomery, Ohio

**Nice**  
Houston, Texas  
Miami, Florida

**Noirmoutier**  
Crestview, Florida

**Nord-Pas de Calais**  
Maryland State, Maryland

**Orleans**  
Wichita, Kansas

**Paris**  
Chicago, Illinois  
Washington, District Of Columbia

**Perpignan**  
Sarasota, Florida

**Port Vendres**  
Yorktown, Virginia

**Provence-Alpes-Côte d'Azur**  
New Port Richey, Florida

**Reims**  
Arlington, Virginia

**Rennes**  
Rochester, New York

**Rouen**  
Cleveland, Ohio

**Rueil Malmaison**  
Lynchburg, Virginia

**Saint-Avoid**  
Fayetteville, North Carolina



**Saint-Clar**  
Gilroy, California

**Saint-Etienne**  
Des Moines, Iowa

**Saint-Lo**  
Roanoke, Virginia

**Saumur**  
Asheville, North Carolina

**Seine-et-Marne Region**  
Orlando, Florida

**Sevres**  
Mount Prospect, Illinois

**St. Jean Pied de Port**  
South San Francisco, California

**Strasbourg**  
Boston, Massachusetts

**Thonon-les-Bains**  
Mercer Island, Washington

**Toulon**  
Norfolk, Virginia

**Toulouse**  
Atlanta, Georgia

**Tours**  
Minneapolis, Minnesota

**Vaux-le-Pénil**  
Belvidere, Illinois  
Rockford, Illinois

**Vendome**  
Hampton, Virginia

**Villefranche Sur Mer**  
Austin, Texas

**GAMBIA, THE**  
**Banjul**  
Newark, New Jersey

**Kanifing**  
Memphis, Tennessee

**GEORGIA**  
**Bat'umi**  
Savannah, Georgia

**Tbilisi**  
Atlanta, Georgia

**Vani Municipality**  
Fallon, Nevada

**Zugdidi**  
Columbus, Georgia

**GERMANY**  
**Aachen**  
Arlington, Virginia

**Altenburg County**  
Western Piedmont, North Carolina

**Apolda**  
Rapid City, South Dakota

**Augsburg**  
Dayton, Ohio

**Bad Königshofen**  
Arlington, Texas

**Bad Zwischenahn**  
Centerville, Ohio

**Baumholder**  
Delaware, Ohio

**Berlin**  
Los Angeles, California

**Braunschweig**  
Omaha, Nebraska

**Bremerhaven**  
Baltimore, Maryland

**Budingen**  
Tinley Park, Illinois

**Buhl**  
Melrose, Minnesota

**Celle**  
Tulsa, Oklahoma

**Chemnitz**  
Akron, Ohio

**Cologne**  
Indianapolis, Indiana

**Crailsheim**  
Worthington, Minnesota

**Delmenhorst**  
Toledo, Ohio

**Dierdorf**  
Fountain Hills, Arizona

**Dortmund**  
Buffalo, New York

**Dresden**  
Columbus, Ohio

**Einhausen**  
Shoreview, Minnesota

**Eisenach**  
Waverly, Iowa

**Emmerich**  
Kirkland, Washington

**Erlangen**  
Riverside, California

**Eutin**  
Lawrence, Kansas

**Frankfurt**  
Toronto, Canada

**Friedberg**  
La Crosse, Wisconsin

**Friedrichshafen**  
Peoria, Illinois

**Fulda**  
Wilmington, Delaware

**Garmisch-Partenkirchen**  
Aspen, Colorado

**Gedern**  
Columbia, Illinois

**Gera**  
Fort Wayne, Indiana

**Glauchau**  
Lynchburg, Virginia

**Gotha**  
Gastonia, North Carolina

**Greifswald**  
Bryan / College Station, Texas

**Gross-Bieberau**  
Millstadt, Illinois

**Gunzenhausen**  
Frankenmuth, Michigan

**Halle**  
Savannah, Georgia

**Hamburg**  
Chicago, Illinois

**Hamm**  
Chattanooga, Tennessee  
Santa Monica, California

**Hamm/Sieg**  
Newberry, South Carolina

**Hannover**  
Kansas City, Missouri

**Heidenheim**  
Cleveland, Ohio

**Helmstedt**  
Albuquerque, New Mexico

**Herford**  
Quincy, Illinois

**Herzberg**  
Dixon, Illinois

**Hockenheim**  
Mooresville, North Carolina

**Kaiserslautern**  
Columbia, South Carolina  
Davenport, Iowa

**Koblenz**  
Austin, Texas

**Königs Wusterhausen**  
Germantown, Tennessee

**Krefeld**  
Charlotte, North Carolina

**Kronach**  
Greenville, Mississippi

**Kubelstein Stadt Schesslitz**  
Victoria, Kansas

**Legden**  
Melrose, Minnesota

**Leipzig**  
Houston, Texas

**Lichtenfels**  
Vandalia, Ohio

**Lindenberg**  
Saline, Michigan

**Ludwigsburg**  
St. Charles, Missouri

**Ludwigshafen**  
Pasadena, California

**Ludwigslust**  
Muscatine, Iowa

**Magdeburg**  
Nashville, Tennessee

**Mainz**  
Louisville, Kentucky

**Muehlhausen**  
Saxonburg, Pennsylvania

**Muenster**  
Fresno, California

**Munich**  
Cincinnati, Ohio

**Neu-Ulm**  
New Ulm, Minnesota

**Neustadt an der Waldnaab**  
Hays, Kansas

**Nienburg**  
Las Cruces, New Mexico

**Nittenau**  
Lake Zurich, Illinois

**Nuremberg**  
Atlanta, Georgia

**Olfen**  
La Grange, Texas

**Osnabrück**  
Evansville, Indiana

**Paderborn**  
Belleville, Illinois

**Pfaffenweiler**  
Jasper, Indiana

**Pinneberg**  
Rockville, Maryland

**Porta Westfalica**  
Waterloo, Illinois

**Potsdam**  
Sioux Falls, South Dakota

**Prum**  
Fort Madison, Iowa

**Radebeul**  
Sierra Vista, Arizona

**Rastatt**  
New Britain, Connecticut

**Regensburg**  
Tempe, Arizona

**Rheinsberg**  
Huber Heights, Ohio

**Rostock**  
Raleigh, North Carolina

**Saarpfalz-Kreis**  
Henrico County, Virginia

**Schaumburg**  
Schaumburg, Illinois

**Schorndorf**  
Tuscaloosa, Alabama

**Schwerin**  
Milwaukee, Wisconsin

**Schwieberdingen**  
Belvidere, Illinois  
Rockford, Illinois

**Seevetal**  
Decatur, Illinois

**Soltau**  
Coldwater, Michigan

**Stade**  
Lakewood, Colorado

**Stuttgart**  
St. Louis, Missouri

**Taufkirchen (Vils)**  
West Chicago, Illinois

**Telgte**  
Tomball, Texas

**Teterow**  
Greater Tri-Cities, Tennessee

**Trier**  
Fort Worth, Texas

**Trossingen**  
Beaverton, Oregon

**Ulm**  
New Ulm, Minnesota

**Waldorf**  
Charles County, Maryland

**Waldsrode**  
Hibbing, Minnesota

**Walldorf**  
Astoria, Oregon

**Wilhelmshaven**  
Norfolk, Virginia

**Wolfenbittel**  
Kenosha, Wisconsin

**Wolfsburg**  
Chattanooga, Tennessee

**Worms**  
Mobile, Alabama

**Würzburg**  
Rochester, New York

**Zeitz**  
Prescott, Arizona

**Zittau**  
Portsmouth, Ohio

**Zweibrücken**  
Richmond, Indiana

**GHANA**  
**Aboadze**  
Buffalo, New York

**Aburi**  
Portsmouth, New Hampshire

**Accra**  
Chicago, Illinois  
Columbia, South Carolina  
Washington, District Of Columbia

**Agogo**  
Fort Lauderdale, Florida

**Akuapem South District**  
Lansing, Michigan

**Asuogyaman District**  
Chicago Heights, Illinois

**Cape Coast**  
Buffalo, New York  
Hanover Park, Illinois  
Hartford, Connecticut

**Elmina**  
Macon, Georgia

**Ga East and West**  
Grand Rapids, Michigan

**Kitase**  
Portsmouth, New Hampshire

**Konongo-Odumasi**  
Tallahassee, Florida

**Kumasi**  
Charlotte, North Carolina  
Newark, New Jersey  
Winston-Salem, North Carolina

**Nsawam Adwojiri Municipality**  
Lansing, Michigan

**Obuasi**  
Riverside, California

**Sekondi-Takoradi**  
Boston, Massachusetts  
Oakland, California

**Sogakope**  
Hartford, Connecticut

**Sunyani-Techiman**  
Tuscaloosa, Alabama

**Tamale**  
Commune il Niamey, Niger  
Fada N'gourma, Burkina Faso  
Louisville, Kentucky

**Tema**  
Columbia, Maryland  
San Diego, California  
Norfolk, Virginia

**Winneba**  
Birmingham, Alabama  
Charlottesville, Virginia

**Wulensi**  
Othello, Washington

**GREECE**  
**Ancient Olympia**  
Atlanta, Georgia

**Athens**  
Athens, Georgia  
Chicago, Illinois  
Los Angeles, California  
Washington, District Of Columbia

**Gianittsa**  
New Britain, Connecticut

**Halki**  
Tarpon Springs, Florida

**Iniades**  
Lawrence, Kansas

**Kalymnos**  
Tarpon Springs, Florida

**Karpenisi**  
Asheville, North Carolina

**Megisti**  
Perth, Australia

**Mytilene**  
Portland, Maine

**Patras**  
Santa Barbara, California  
Savannah, Georgia

**Piraeus**  
Baltimore, Maryland

**Rhodes**  
Perth, Australia

**Symi**  
Tarpon Springs, Florida

**Thessaloniki**  
Hartford, Connecticut  
San Francisco, California

**GUATEMALA**  
**Coban**  
Birmingham, Alabama

**Ipala**  
Riverdale Park, Maryland

**La Antigua**  
Coral Gables, Florida

**Quetzaltenango**  
Hartford, Connecticut  
Livermore, California

**GUINEA**  
**Conakry**  
Cleveland, Ohio

**GUYANA**  
**Georgetown**  
St. Louis, Missouri

**HAITI**  
**Borgne**  
Honeoye Falls, New York

**Cap-Haitien**  
Fort Lauderdale, Florida  
Portland, Maine

**Delmas**  
North Miami, Florida

**Deschappelles**  
Essex, Connecticut

**Jacmel**  
Gainesville, Florida

**Les Cayes**  
Boynton Beach, Florida

**Petit Goave**  
Miami Dade, Florida

**Port-au-Prince**  
Miami, Florida

**Port-de-Paix**  
Oakland, California

**Thomonde**  
District Heights, Maryland

**HONDURAS**  
**Omoa**  
Heber Springs, Arkansas

**Tegucigalpa**  
Gainesville, Florida  
New Orleans, Louisiana

**HUNGARY**  
**Budapest**  
Fort Worth, Texas  
New York, New York

**Csongrad County**  
Toledo, Ohio

**Debrecen**  
New Brunswick, New Jersey

**Miskolc**  
Cleveland, Ohio

**Pécs**  
Seattle, Washington

**Siofok**  
Walnut Creek, California

**Szeged**  
Toledo, Ohio

**Szekesfehervar**  
Birmingham, Alabama

**Szolnok**  
Portsmouth, New Hampshire

**Taszár**  
Rockford, Illinois

**Tokaj**  
Sonoma, California

**ICELAND**  
**Akureyri**  
Denver, Colorado

**Reykjanesbaer**  
Orlando, Florida

**Reykjavik**  
Seattle, Washington

**INDIA**  
**Ahmedabad**  
Columbus, Ohio

**Amritsar**  
Bakersfield, California

**Bangalore**  
Cleveland, Ohio  
San Francisco, California

**Bhubaneswar**  
Cupertino, California

**Chennai**  
Denver, Colorado  
San Antonio, Texas

**Coimbatore**  
Toledo, Ohio

**Delhi**  
Chicago, Illinois

**Hyderabad**  
Indianapolis, Indiana  
Riverside, California  
Schaumburg, Illinois

**Jalandhar**  
Union City, California

**Kochi**  
Norfolk, Virginia

**Mumbai**  
Los Angeles, California

**Mysore**  
Cincinnati, Ohio

**Pune**  
San Jose, California

**Shimla**  
Carbondale, Illinois

**Rhodes**  
Perth, Australia

**Vijayawada**  
Modesto, California

**INDONESIA**  
**Bandung**  
Fort Worth, Texas

**Bogor**  
St. Louis, Missouri

**Jakarta**  
Los Angeles, California

**Surabaya**  
Seattle, Washington



**IRAN**  
**Tehran**  
Los Angeles, California

**IRAQ**  
**Al Qaim**  
Laguna Niguel, California

**Al-Hilla**  
Tempe, Arizona

**Baghdad**  
Denver Regional Council of  
Governments, Colorado

**Duhok**  
Gainesville, Florida

**Karadah (Baghdad)**  
Council Bluffs, Iowa

**Mosul**  
Philadelphia, Pennsylvania

**Najaf**  
Minneapolis, Minnesota

**IRELAND**  
**Ballina**  
Craigavon, Northern Ireland

**Ballina (County Mayo)**  
Pittsfield, Massachusetts

**Bantry**  
La Crosse, Wisconsin

**Carlow**  
Tempe, Arizona

**Carlow County**  
Davenport, Iowa

**Castlebar**  
Dixon, Illinois

**Clonmel**  
Peoria, Illinois

**Cork**  
San Francisco, California

**County Cork**  
Maryland State, Maryland

**County Kildare**  
Lexington, Kentucky

**County Laois**  
Franklin & Williamson County,  
Tennessee

**County Limerick**  
New Brunswick, New Jersey

**County Meath**  
Cary, North Carolina

**County Roscommon**  
Santa Cruz, California

**Dingle**  
Santa Barbara, California

**Donegal County**  
St. Louis, Missouri

**Dublin**  
San Jose, California

**Dungarvan**  
Erie, Pennsylvania

**Ely O'Carroll**  
Baltimore, Maryland

**Ennis**

Phoenix, Arizona

**Galway**

Cambridge, Massachusetts

Chicago, Illinois

Milwaukee, Wisconsin

Santa Cruz, California

Seattle, Washington

St. Louis, Missouri

**Headford**

Morgan Hill, California

**Killarney**

Concord, North Carolina

Myrtle Beach, South Carolina

Springfield, Illinois

**Limerick**

Spokane, Washington

**Mallow**

Tinley Park, Illinois

**Naas**

Omaha, Nebraska

**New Ross**

Hartford, Connecticut

**Port Arlington**

Arlington, Massachusetts

**Sligo**

Tallahassee, Florida

**Thurles Town**

Salt Lake City, Utah

**Tralea**

Westlake, Ohio

**Tullamore**

Chandler, Arizona

**Waterford**

Rochester, New York

**ISRAEL****Afula-Gilboa**

Fresno, California

New Haven, Connecticut

**Arad**

Burlington, Vermont

**Ashdod**

Tampa, Florida

**Ashkelon**

Baltimore, Maryland

Sacramento, California

**Beer Sheva**

Seattle, Washington

**Beit Shemesh**

Cocoa, Florida

**Givatayim**

Chattanooga, Tennessee

**Hadera**

Charlotte, North Carolina

**Haifa**

Fort Lauderdale, Florida

San Francisco, California

**Herzliya**

Beverly Hills, California

Columbus, Ohio

San Bernardino, California

**Holon**

Cleveland, Ohio  
Dayton, Ohio

**Jerusalem**

New York, New York

**Karmiel**

Denver, Colorado

**Kfar Saba**

Gainesville, Florida

**Kiryat Ekron**

Akron, Ohio

**Kiryat Gat**

Buffalo, New York  
Highland Park, Illinois

**Kiryat Motzkin**

Tacoma, Washington

**Nahariya**

Miami Beach, Florida

**Netanya**

Sunny Isles Beach, Florida

**Petach Tikva**

Chicago, Illinois

**Ra'anana**

Atlanta, Georgia

**Ramat-Gan**

Phoenix, Arizona

**Ramat-Hasharon**

Miami, Florida  
Tallahassee, Florida

**Ramla**

Kansas City, Missouri

**Rehovot**

Albuquerque, New Mexico  
Rochester, New York

**Rosh Ha'ayin**

Birmingham, Alabama

**Tel Aviv**

San Antonio, Texas

**Tel Aviv-Yafo**

Philadelphia, Pennsylvania

**Tel Mond**

Sarasota, Florida

**Tiberias**

Great Neck Plaza, New York  
Tulsa, Oklahoma

**ITALY****Abruzzo**

Philadelphia, Pennsylvania

**Agrigento**

Tampa, Florida

**Alba**

Medford, Oregon

**Amalfi**

New Haven, Connecticut

**Assisi**

San Francisco, California

**Asti**

Miami Dade, Florida

**Bergamo**

Greenville, South Carolina  
Pueblo, Colorado

**Bologna**

Portland, Oregon  
St. Louis, Missouri

**Caltanissetta**

Rochester, New York

**Cassino/San't Elia**

Santa Monica, California

**Catania**

Phoenix, Arizona

**Cava di Tirreni**

Pittsfield, Massachusetts

**Cefalu'**

Wood Dale, Illinois

**Cittadella**

Noblesville, Indiana

**Cortona**

Athens, Georgia

**Cosenza**

Kenosha, Wisconsin

**Ferentino**

Rockford, Illinois

**Ferrara**

Highland Park, Illinois

**Figline Valdarno**

Milpitas, California

**Florence**

Philadelphia, Pennsylvania

**Florence Province**

Santa Clara County, California

**Florida**

Hartford, Connecticut

**Gaeta**

Cambridge, Massachusetts  
Somerville, Massachusetts

**Genoa**

Baltimore, Maryland  
Columbus, Ohio

**Greve-in-Chianti**

Rehoboth Beach, Delaware  
Sonoma, California

**Ischia**

Los Angeles, California

**Ivrea**

Cupertino, California

**La Spezia**

Vallejo, California

**Lambro and Mingardo**

Hazleton, Pennsylvania

**Livorno**

Oakland, California

**Lodi**

Lodi, California

**Lucca**

South San Francisco, California

**Lucca Siculo**

Pueblo, Colorado

**Marino**

Irving, Texas

**Milan**

Chicago, Illinois  
Toronto, Canada

**Milazzo**

Martinez, California

**Moda di Bari**

Auburn, Washington

**Modena**

Highland Park, Illinois

**Monticelli d'Ongina**

Gilroy, California

**Monza**

Indianapolis, Indiana

**Noceto**

Walnut Creek, California

**Oderzo**

Suffolk, Virginia

**Olevano sul Tusciano**

Wilmington, Delaware

**Padua**

Boston, Massachusetts

**Palermo**

Miami, Florida

**Parma**

Stockton, California

**Perugia**

Grand Rapids, Michigan  
Seattle, Washington

**Pescara**

Irondequoit, New York  
Miami Beach, Florida

**Pettoranello**

Princeton, New Jersey

**Pisa**

Coral Gables, Florida  
Ocala, Florida

**Poggio a Caiano**

Charlottesville, Virginia

**Pomigliano d'Arco**

Birmingham, Alabama

**Potenza**

Denver, Colorado

**Priolo and Solorino**

New Britain, Connecticut

**Provincia di Catanzaro**

Des Moines, Iowa

**Ragusa**

Little Rock, Arkansas

**Reggio Emilia**

Fort Worth, Texas

**Rimini**

Fort Lauderdale, Florida

**Rome**

New York, New York  
Washington, District Of Columbia

**San Benedetto del Tronto**

Chicago Heights, Illinois

**San Casciano in Val di Pesa**

Morgan Hill, California

**San Giovanni Valdarno**

Corning, New York

**Sestri Levante**

Santa Cruz, California

**Siena**

Buffalo, New York

**Sorrento**

Santa Fe, New Mexico

**Spoletto**

Charleston, South Carolina

**Stresa**

Martinez, California

**Taormina**

Sunny Isles Beach, Florida

**Tavullia**

Vernon, Canada

**Termini Imerese**

Elk Grove Village, Illinois

**Torino**

Salt Lake City, Utah

**Torre Pellice**

Western Piedmont, North Carolina

**Torremaggiore**

Buffalo, New York

**Treviso**

Sarasota, Florida

**Triggiano**

Addison, Illinois

**Vasto**

Perth, Australia

**Venice**

Fort Lauderdale, Florida

**Verona**

Albany, New York

Fresno, California

**IVORY COAST****Abidjan**

San Francisco, California

**JAMAICA****Kingston**

Miami Dade, Florida

**Montego Bay**

Atlanta, Georgia

**Morant Bay**

Hartford, Connecticut

**Ocho Rios**

Oakland, California

**Portmore St. Catherine**

Lakeland, Florida

**St. Ann**

Buffalo, New York

**JAPAN****Akashi**

Vallejo, California

**Ami-Machi**

Spooner, Wisconsin

**Arita-Machi**

Alameda, California

**Asahikawa**

Bloomington / Normal, Illinois

**Ashikaga**  
Springfield, Illinois

**Atsugi**  
New Britain, Connecticut

**Bato-Machi**  
Horseheads, New York

**Chiba City**  
Houston, Texas

**Chino**  
Longmont, Colorado

**Chitose**  
Anchorage, Alaska

**Daisen (Nakayama)**  
Temecula, California

**Daito-Cho**  
Richmond, Indiana

**Echizen**  
Montevallo, Alabama

**Fujinomiya**  
Santa Monica, California

**Fujisawa**  
Miami Beach, Florida

**Fujiyoshida**  
Colorado Springs, Colorado

**Fukui City**  
New Brunswick, New Jersey

**Fukuoka**  
Atlanta, Georgia  
Oakland, California

**Fukuyama**  
Maui County, Hawaii

**Funabashi**  
Hayward, California

**Futtsu**  
Carlsbad, California

**Gero**  
Ketchikan, Alaska  
Pensacola, Florida

**Gifu**  
Cincinnati, Ohio  
Thunder Bay, Canada

**Gotemba**  
Beaverton, Oregon

**Gotsu**  
Corona, California

**Hachijo Island**  
Maui County, Hawaii

**Hadano**  
Pasadena, Texas

**Hamamatsu**  
Rochester, New York

**Hanamaki**  
Hot Springs, Arkansas

**Harima**  
Lima, Ohio

**Higashiosaka**  
Glendale, California

**Himeji**  
Phoenix, Arizona

**Hino**

Redlands, California

**Hirara City**

Maui County, Hawaii

**Hiratsuka**

Lawrence, Kansas

**Hiroshima**

Glendale, California

**Hitachi**

Birmingham, Alabama

**Hondo**

Encinitas, California

**Ibaraki City**

Minneapolis, Minnesota

**Ichihara**

Mobile, Alabama

**Ichikawa**

Gardena, California  
Port Townsend, Washington

**Ichikawadaimon**

Muscatine, Iowa

**Ikata**

Red Wing, Minnesota

**Imabari**

Lakeland, Florida

**Inasa-Cho**

Chehalis, Washington

**Isesaki**

Springfield, Missouri

**Isumi-shi**

Duluth, Minnesota

**Itoman City**

Redondo Beach, California

**Iwamizawa**

Pocatello, Idaho

**Iwata**

Mountain View, California

**Izumi City**

Bloomington, Minnesota

**Izumo**

Santa Clara, California

**Kagoshima**

Perth, Australia  
Miami, Florida

**Kaizuka**

Culver City, California

**Kakegawa**

Eugene, Oregon

**Kakegawa (Osuka)**

Corning, New York

**Kakuda**

Greenfield, Indiana

**Kameoka**

Stillwater, Oklahoma

**Kamisu**

Eureka, California

**Kanagawa Prefecture**

Maryland State, Maryland



**Kanazawa**

Buffalo, New York

**Kato**

Olympia, Washington

**Kawachinagano**

Carmel, Indiana

**Kawasaki**

Baltimore, Maryland

Bowling Green, Kentucky

**Kiryu**

Columbus, Georgia

**Kishiwada**

South San Francisco, California

**Kitakyushu**

Norfolk, Virginia

Tacoma, Washington

**Kobe**

Philadelphia, Pennsylvania

Seattle, Washington

**Kochi**

Fresno, California

**Kofu**

Des Moines, Iowa

Lodi, California

**Kuki**

Roseburg, Oregon

**Kumamoto**

San Antonio, Texas

**Kurashiki**

Kansas City, Missouri

**Kurobe**

Macon, Georgia

**Kurume**

Modesto, California

**Kyoto**

Boston, Massachusetts

**Maebashi City**

Birmingham, Alabama

**Matsue**

New Orleans, Louisiana

**Matsumoto**

Salt Lake City, Utah

**Matsuyama**

Sacramento, California

**Miasa-Omachi**

Mendocino, California

**Miharu-Machi**

Rice Lake, Wisconsin

**Misato**

Winona, Minnesota

**Mishima**

Pasadena, California

**Mito**

Anaheim, California

**Miyazu**

Delray Beach, Florida

**Mizuho**

Morgan Hill, California

**Mure**

Elberton, Georgia

**Naganohara**  
Livingston, Montana

**Nagaoka**  
Fort Worth, Texas

**Nagaokakyo**  
Arlington, Massachusetts

**Nagoya**  
Los Angeles, California

**Nakajo-Niigata**  
Carbondale, Illinois

**Namerikawa**  
Schaumburg, Illinois

**Narashino**  
Tuscaloosa, Alabama

**Nasukarasuyama**  
Menomonie, Wisconsin

**Neyagawa**  
Newport News, Virginia

**Nichinan**  
Portsmouth, New Hampshire

**Nikaho**  
Anacortes, Washington

**Nikko**  
Rapid City, South Dakota

**Nishinomiya**  
Spokane, Washington

**Nisshin**  
Owensboro, Kentucky

**Numazu**  
Goshen, Indiana

**Odawara**  
Chula Vista, California

**Oiso**  
Dayton, Ohio  
Racine, Wisconsin

**Oita City**  
Austin, Texas

**Okayama**  
San Jose, California

**Okazaki**  
Newport Beach, California

**Okinawa City**  
Lakewood, Washington

**Omiachiman**  
Grand Rapids, Michigan

**Omuta**  
Muskegon, Michigan

**Osaka**  
Chicago, Illinois  
San Francisco, California

**Osakasayma City**  
Ontario, Oregon

**Ota**  
Burbank, California  
Lafayette, Indiana

**Otsu**  
Lansing, Michigan

**Saitama City (Urawa)**  
Richmond, Virginia

**Sakaide**  
Sausalito, California

**Sapporo**  
Portland, Oregon

**Saroma**  
Palmer, Alaska

**Sasebo**  
Albuquerque, New Mexico

**Sendai**  
Dallas, Texa  
Riverside, California

**Shimizu (Hokkaido)**  
Chelsea, Michigan

**Shimizu (Shizuoka)**  
Stockton, California

**Shimukappu**  
Aspen, Colorado

**Shinagawa**  
Portland, Maine

**Shingu**  
Santa Cruz, California

**Shinhidaka**  
Lexington, Kentucky

**Shizuoka**  
Omaha, Nebraska

**Soka**  
Carson, California

**Suwa**  
St. Louis, Missouri

**Tacco-Machi**  
Gilroy, California

**Tachikawa**  
San Bernardino, California

**Tahara**  
Georgetown, Kentucky

**Takamatsu**  
St. Petersburg, Florida

**Takaoka**  
Fort Wayne, Indiana

**Takayama**  
Denver, Colorado

**Takeo**  
Sebastopol, California

**Tamana**  
Clarinda, Iowa

**Tamba (Kasuga)**  
Auburn, Washington

**Tateyama**  
Bellingham, Washington

**Toba**  
Santa Barbara, California

**Tochigi-Shi**  
Evansville, Indiana

**Tokai-Mura**  
Idaho Falls, Idaho

**Tokyo**  
New York, New York

**Tome**  
Vernon, Canada

**Tome (Toyoma)**  
Southlake, Texas

**Toyama**  
Durham, North Carolina

**Toyohashi**  
Toledo, Ohio

**Toyokawa**  
Cupertino, California

**Tsuchiura**  
Palo Alto, California

**Tsukuba**  
Irvine, California  
Milpitas, California

**Tsukuba Science City (Yatabe)**  
Cambridge, Massachusetts

**Tsuruoka**  
New Brunswick, New Jersey

**Tsuruta**  
Hood River, Oregon

**Tsuyama**  
Santa Fe, New Mexico

**Urayasu**  
Orlando, Florida

**Utsunomiya**  
Tulsa, Oklahoma

**Wakayama**  
Bakersfield, California

**Yachiyo City**  
Tyler, Texas

**Yamagata**  
Boulder, Colorado

**Yao**  
Bellevue, Washington

**Yokkaichi**  
Long Beach, California

**Yokohama**  
San Diego, California

**Yotsukaido**  
Livermore, California

**JORDAN**  
**Al-Karak**  
Birmingham, Alabama

**Amman**  
Chicago, Illinois  
Miami, Florida  
San Francisco, California

**KAZAKHSTAN**  
**Kyzylorda**  
Arvada, Colorado

**KENYA**  
**Bura**  
Newburyport, Massachusetts

**Eldoret**  
Minneapolis, Minnesota

**Esabalu**  
Amesbury, Massachusetts

**Kisumu**  
Boulder, Colorado  
Roanoke, Virginia

**Marsabit**  
Hinesville, Georgia

**Mombasa**

Long Beach, California  
Seattle, Washington

**Nairobi**

Denver, Colorado  
Raleigh, North Carolina

**Thika**

Dixon, Illinois

**KOSOVO****Peja**

Johnston, Iowa

**KYRGYZSTAN****Bishkek**

Colorado Springs, Colorado

**Tokmok**

Rockford, Illinois

**LATVIA****Liepaja**

Bellevue, Washington

**Riga**

Dallas, Texas

**LEBANON****Beirut**

Los Angeles, California

**Bekaa Valley**

Toledo, Ohio

**LESOTHO****Maseru**

Austin, Texas

**LIBERIA****Bong County**

Maryland State, Maryland

**Buchanan**

Winston-Salem, North Carolina

**Gbarnga**

Baltimore, Maryland  
Gridley, California

**Greenville**

Greenville, Mississippi

**Maryland County**

Maryland State, Maryland

**Monrovia**

Dayton, Ohio  
Newark, New Jersey

**Paynesville**

Paynesville, Minnesota

**LITHUANIA****Alytus**

Rochester, New York

**Druskininkai**

Moorhead, Minnesota

**Kaunas**

Los Angeles, California

**Klaipeda**

Cleveland, Ohio

**Siauliai**

Omaha, Nebraska

**Vilnius**

Chicago, Illinois

**MACEDONIA****Kratovo**

Hartford, Vermont

**Skopje**

Tempe, Arizona

**MALAWI****Zomba**

Urbana, Illinois

**MALI****Bamako**

Rochester, New York

**Nana Kenieba**

Tonopah, Nevada

**Segou**

Richmond, Virginia

**Timbuktu**

Tempe, Arizona

**MALTA****Mosta**

Millbrae, California

**MEXICO****Abasolo**

Pharr, Texas

**Acambaro**

Laredo, Texas

**Acapulco**

Beverly Hills, California

McAllen, Texas

**Aguascalientes**

Modesto, California

Pharr, Texas

**Alamos**

Scottsdale, Arizona

**Apaseo El Alto**

Greenfield, California

**Atotonilco**

South San Francisco, California

**Boca del Rio**

Tampa, Florida

**Burgos**

Pharr, Texas

**Cabo San Lucas**

Newport Beach, California

**Caborca**

Prescott, Arizona

Upland, California

**Cadereyta**

McAllen, Texas

**Campeche**

Daytona Beach, Florida

Laredo, Texas

**Cananea**

Sierra Vista, Arizona

**Cancun**

Pharr, Texas

Wichita, Kansas

**Cedral**

Chicago Heights, Illinois

**Cerralvo**  
Laredo, Texas

**Chihuahua**  
Albuquerque, New Mexico  
Pueblo, Colorado

**Cienega de Flores**  
Laredo, Texas

**Ciudad Guadalupe**  
McAllen, Texas

**Ciudad Guzmán**  
Longmont, Colorado

**Ciudad Lerdo**  
Las Cruces, New Mexico

**Ciudad Mante**  
Boulder, Colorado

**Ciudad Valles**  
Laredo, Texas  
Pharr, Texas

**Ciudad Victoria**  
McAllen, Texas

**Coyoacan**  
Arlington, Virginia

**Cozumel**  
Miami Beach, Florida

**Cuautla**  
Riverside, California

**Cuernavaca**  
Denver, Colorado  
Laredo, Texas  
Minneapolis, Minnesota

**Dolores Hidalgo**  
Pharr, Texas

**El Fuerte Sinaloa**  
Southlake, Texas

**Empalme**  
Stockton, California

**Ensenada**  
Parlier, California  
Redondo Beach, California  
Riverside, California

**Escobedo**  
Laredo, Texas

**Garcia**  
McAllen, Texas

**General Escobedo**  
Pharr, Texas

**General Teran**  
Laredo, Texas

**Guadalajara**  
Albuquerque, New Mexico  
Kansas City, Missouri  
Lansing, Michigan  
Laredo, Texas  
Portland, Oregon  
San Antonio, Texas

**Guadalupe**  
Laredo, Texas

**Guanajuato**  
Morgantown, West Virginia

**Guaymas**  
Mesa, Arizona

**Hermosillo**

Irvine, California  
Phoenix, Arizona

**Hidalgo**

Goliad, Texas

**Hualahuises**

Pharr, Texas

**Huatabampo**

Gardena, California

**Irapuato**

McAllen, Texas

**Ixtapa**

McAllen, Texas  
Palm Desert, California

**Jerez de Garcia Salinas**

Laredo, Texas

**La Paz**

Redondo Beach, California

**Lampazos**

Laredo, Texas

**Lazaro Cardenas**

Laredo, Texas

**Leon**

Laredo, Texas  
San Diego, California

**Los Herreras**

Laredo, Texas

**Magdalena**

Temple City, California

**Manzanillo**

Flagstaff, Arizona  
San Pablo, California

**Matehuala**

Pharr, Texas

**Mazatlan**

Pharr, Texas  
Santa Monica, California  
Seattle, Washington

**Merida**

Erie, Pennsylvania  
New Orleans, Louisiana  
Sarasota, Florida

**Metepec**

Pharr, Texas

**Mexicali**

San Bernardino, California

**Mexico City**

Chicago, Illinois  
Los Angeles, California

**Mexticacan**

Laredo, Texas

**Moncolva**

Laredo, Texas

**Montemorelos**

Laredo, Texas

**Monterrey**

Dallas, Texas  
McAllen, Texas  
Orlando, Florida  
San Antonio, Texas

**Morelia**

Kansas City, Missouri



**Nuevo Casas Grandes**  
Colorado Springs, Colorado

**Nuevo Laredo**  
Laredo, Texas

**Oaxaca**  
Palo Alto, California

**Ocotlan**  
Corona, California  
Olathe, Kansas

**Ocuituco**  
Pharr, Texas

**Pabellón de Arteaga**  
Prairie View, Texas

**Pachuca**  
Little Rock, Arkansas

**Papantla**  
Laredo, Texas

**Parral**  
Santa Fe, New Mexico

**Patzcuaro**  
Naperville, Illinois  
Sonoma, California

**Petatlan**  
Saint Peter, Minnesota

**Puebla**  
Pueblo, Colorado

**Puerto Vallarta**  
Highland Park, Illinois  
Santa Barbara, California  
Tacoma, Washington

**Ramos Arizpe**  
Pharr, Texas

**Reynosa**  
McAllen, Texas  
Pharr, Texas

**Rio Bravo**  
Pharr, Texas

**Rosarito Beach**  
Gardena, California  
Glendale, California

**Salamanca**  
Bryan / College Station, Texas

**Saltillo**  
Austin, Texas  
Lansing, Michigan

**San Andres Tuxtla**  
Pharr, Texas

**San Cristobal de las Casas**  
Asheville, North Carolina

**San Felipe**  
Hayward, California

**San Jose del Cabo**  
Laguna Beach, California

**San Jose Iturbide**  
Pharr, Texas

**San Luis de la Paz**  
Pharr, Texas

**San Luis Potosi**  
Pharr, Texas  
St. Louis, Missouri  
Tulsa, Oklahoma

**San Martin de Hidalgo**  
Morgan Hill, California

**San Miguel de Allende**  
Laredo, Texas  
Redlands, California  
St. Augustine, Florida  
Tyler, Texas

**San Nicolas de los Garza**  
Kansas City, Missouri

**San Pedro de las Colonias**  
Springfield, Illinois

**Santa Maria del Rio**  
Pharr, Texas

**Santa Rosalia**  
Union City, California

**Santiago de Queretaro**  
Bakersfield, California

**Santiago Pinotepa Nacional**  
Greenfield, California

**Soledad**  
Burlington-Alamance, North Carolina

**State of Jalisco**  
Maryland State, Maryland

**Tamazula de Gordiano**  
Riverbank, California

**Tampico**  
Houston, Texas  
McAllen, Texas

**Taxco**  
McAllen, Texas

**Tecate**  
Gilroy, California

**Tehuacan**  
Austin, Texas

**Tepatitlan**  
Laredo, Texas

**Tetela Del Volcan**  
Pharr, Texas

**Tetlanohcan**  
New Haven, Connecticut

**Teziutlan**  
Pharr, Texas

**Tierra Blanca**  
Pharr, Texas

**Tijuana**  
San Diego, California

**Tizimin**  
Evansville, Indiana

**Tlahuailo**  
Laredo, Texas

**Tlalnepantla de Baz**  
Wichita, Kansas

**Tlaquepaque**  
Glendale, California  
Springfield, Missouri

**Toluca**  
Fort Worth, Texas

**Tonala**  
Laredo, Texas

**Torreon**

Fresno, California  
Laredo, Texas

**Tula**

Benicia, California

**Uruapan**

Culver City, California

**Valladolid**

Asheville, North Carolina

**Valparaiso**

Hanover Park, Illinois

**Veracruz**

Laredo, Texas  
Pharr, Texas  
San Jose, California  
Tampa, Florida

**Veracruz/Boca del Rio**

Mobile, Alabama

**Villahermosa**

San Bernardino, California

**Xalapa**

Omaha, Nebraska

**Yecapixtla**

Pharr, Texas

**Zacualpan de Amilpas**

Pharr, Texas

**Zapopan**

Grand Rapids, Michigan

**Zihuatanejo**

McAllen, Texas  
Racine, Wisconsin

**Zuazua**

Bryan / College Station, Texas

**MOLDOVA****Balti**

Lakeland, Florida

**Chisinau**

Sacramento, California

**Rybnitsa**

Lakeland, Florida

**Ungheni City**

Winston-Salem, North Carolina

**MONGOLIA****Darkhan**

Irving, Texas

**Tsetserleg**

Bellingham, Washington

**Ulaanbaatar**

Denver, Colorado

**MONTENEGRO****Budva**

West Palm Beach, Florida

**Kotor**

Santa Barbara, California

**MOROCCO****Agadir**

Miami, Florida  
Oakland, California

**Casablanca**

Chicago, Illinois

**Chaouen**  
Issaquah, Washington

**El Hajeb**  
Council Bluffs, Iowa

**El Jadida**  
Tacoma, Washington

**Marrakech**  
Scottsdale, Arizona

**Tiznit**  
Somerville, Massachusetts

**NAMIBIA**  
**Windhoek**  
Richmond, Virginia

**NEPAL**  
**Kathmandu**  
Eugene, Oregon

**NETHERLANDS**  
**Enschede**  
Palo Alto, California

**Leidschendam-Voorburg**  
Temecula, California

**Nijmegen**  
Albany, New York

**Rotterdam**  
Baltimore, Maryland

**NEW ZEALAND**  
**Auckland**  
Los Angeles, California

**Christchurch**  
Seattle, Washington

**Gisborne**  
Palm Desert, California

**Hamilton**  
Sacramento, California

**Lower Hutt**  
Laredo, Texas  
Tempe, Arizona

**Palmerston North**  
Missoula, Montana

**Queenstown**  
Aspen, Colorado

**Tauranga**  
San Bernardino, California

**Upper Hutt**  
Mesa, Arizona

**NICARAGUA**  
**Bluefields**  
Racine, Wisconsin

**Esteli**  
Stevens Point, Wisconsin

**Jalapa**  
Boulder, Colorado

**Jinotepe**  
Santa Cruz, California

**Laguna de Perlas**  
Montclair, New Jersey

**León**  
New Haven, Connecticut

**Malpaisillo**  
Pittsfield, Massachusetts

**Managua**  
Miami, Florida

**Matagalpa**  
Gainesville, Florida

**Ocotail**  
Hartford, Connecticut

**Posoltega**  
Bloomington, Indiana

**Puerto Cabezas**  
Burlington, Vermont

**Quilali**  
South Haven, Michigan

**San Juan de Oriente**  
Laurinburg, North Carolina  
Sacramento, California

**Somoto**  
Merced, California

**Tipitapa**  
Lansing, Michigan

**Villa Carlos Fonseca**  
Moscow, Idaho

**NIGER**  
**Commune il Niamey**  
Tamale, Ghana

**NIGERIA**  
**Asaba**  
Stockton, California

**Benin City**  
Oakland, California

**Ibadan**  
Cleveland, Ohio

**Ile-Ife**  
Oberlin, Ohio  
San Bernardino, California

**Lagos**  
Atlanta, Georgia  
Highland Park, Illinois

**Onitsha**  
Compton, California

**Orlu**  
Austin, Texas

**Osogbo**  
Asheville, North Carolina  
Wilmington, Delaware

**Port Harcourt**  
Kansas City, Missouri

**NORWAY**  
**Alesund**  
Tacoma, Washington

**Bergen**  
Seattle, Washington

**Flekkefjord**  
Elbow Lake, Minnesota

**Førde**  
La Crosse, Wisconsin

**Kongsberg**  
Red Wing, Minnesota

**Moss**

Virginia Beach, Virginia

**Nordhordland Region**

Fergus Falls, Minnesota

**Stavanger**

Houston, Texas

**Sunndal**

Issaquah, Washington

**Tromso**

Anchorage, Alaska

**Trondheim**

Vallejo, California

**PAKISTAN****Hyderabad**

Toledo, Ohio

**Karachi**

Houston, Texas

**Lahore**

Chicago, Illinois

**PALAU****Koror**

Gilroy, California

**PALESTINIAN TERRITORIES****Bethlehem**

Burlington, Vermont

Joplin, Missouri

Sacramento, California

**Mas'ha**

Red Hook, New York

**Qalqilya**

Gainesville, Florida

**Ramallah**

Muscatine, Iowa

**PANAMA****Panama City**

Fort Lauderdale, Florida

Miami, Florida

**PARAGUAY****Asuncion**

Miami Dade, Florida

**Santa Maria**

Hays, Kansas

**PERU****Arequipa**

Charlotte, North Carolina

Maui County, Hawaii

**Caraz**

Mesa, Arizona

**Chimbote**

Pensacola, Florida

**Cusco**

Tempe, Arizona

**Ica**

Miami Beach, Florida

**Lima**

Austin, Texas

Cleveland, Ohio

Miami, Florida

**Miraflores**

Pensacola, Florida

**Pucallpa**

Miami Dade, Florida

**San Isidro**

Lauderdale-by-the-Sea, Florida

**Santiago de Surco**

Gastonia, North Carolina

**Trujillo**

Decatur, Georgia

Salt Lake City, Utah

**PHILIPPINES****Bacarra City**

Maui County, Hawaii

**Bacolod**

Long Beach, California

**Badoc**

Maui County, Hawaii

**Baguio**

Vallejo, California

**Bauang**

Lakewood, Washington

**Bolinao**

Mobile, Alabama

**Cabugao**

Maui County, Hawaii

**Cagayan de Oro**

Norfolk, Virginia

**Camiling**

Juneau, Alaska

**Cavite City**

San Diego, California

**Cebu City**

Chula Vista, California

Seattle, Washington

**Dagupan**

Milpitas, California

**Davao**

Tacoma, Washington

**Iloilo**

Stockton, California

**La Carlota**

Carson, California

**Makati**

Los Angeles, California

**Manila**

Maui County, Hawaii

Sacramento, California

San Francisco, California

**Palo**

Palo Alto, California

**Pasay City**

Union City, California

**Pasig City**

South San Francisco, California

**Puerto Princesa**

Maui County, Hawaii

**Quezon City**

Kenosha, Wisconsin

Maui County, Hawaii

Salt Lake City, Utah

**Roxas**  
San Bernardino, California

**San Juan**  
Santa Barbara, California

**San Nicholas**  
Maui County, Hawaii

**Santa & San Juan**  
Maui County, Hawaii

**Sariaya**  
Santa Clarita, California

**Sarrat**  
Maui County, Hawaii

**Zambales Province**  
Maui County, Hawaii

**POLAND**  
**Bialystok**  
Milwaukee County, Wisconsin

**Bielsko-Biala**  
Grand Rapids, Michigan

**Bochnia**  
Roselle, Illinois

**Bytow**  
Winona, Minnesota

**Gdansk**  
Cleveland, Ohio

**Gdynia**  
Seattle, Washington

**Gorzow Wielkopolski**  
Hazleton, Pennsylvania

**Gulcz**  
Stevens Point, Wisconsin

**Jelenia Gora**  
Tyler, Texas

**Katowice**  
Mobile, Alabama

**Kraków**  
Rochester, New York  
San Francisco, California

**Lesnica**  
Karnes City, Texas

**Lodz**  
Maryland State, Maryland

**Lomianki**  
Columbia Heights, Minnesota

**Lomza**  
Muscatine, Iowa

**Lublin**  
Erie, Pennsylvania  
Lublin, Wisconsin

**Olsztyn**  
Richmond, Virginia

**Opole**  
Roanoke, Virginia

**Plock**  
Fort Wayne, Indiana

**Poznan**  
Toledo, Ohio

**Pultusk**  
New Britain, Connecticut



**Rzeszow**

Buffalo, New York  
Gainesville, Florida

**Strzelce Opolskie County**

Bandera, Texas

**Szczecin**

St. Louis, Missouri

**Torun**

Philadelphia, Pennsylvania

**Wadowice**

Chicago Heights, Illinois

**Warsaw**

Chicago, Illinois

**Warsaw Province**

San Diego, California

**Wroclaw**

Charlotte, North Carolina

**Ziebice**

Brighton, Colorado

**PORTUGAL****Angra Do Heroismo**

Gilroy, California

**Aveiro**

Newark, New Jersey

**Cascais**

Sausalito, California

**Coimbra**

Cambridge, Massachusetts  
Santa Clara, California

**Faro**

Hayward, California

**Funchal**

Maui County, Hawaii

**Mangualde**

Hartford, Connecticut

**Sao Miguel Island**

Maui County, Hawaii

**ROMANIA****Bistrita**

Columbus, Georgia

**Brasov**

Cleveland, Ohio

**Bucharest**

Atlanta, Georgia

**Cluj-Napoca**

Columbia, South Carolina  
Rockford, Illinois

**Constanta**

Mobile, Alabama

**Iasi**

Athens, Georgia

**Pietroasa**

Brevard, North Carolina

**RUSSIA****Arkhangelsk**

Portland, Maine

**Barnaul**

Flagstaff, Arizona

**Birobidjan**

Beaverton, Oregon

**Borovichi**

Binghamton, New York

**Chelyabinsk**

Columbia, South Carolina

**Cherepovets**

Montclair, New Jersey

**Dikson**

Dixon, Illinois

**Dubna**

La Crosse, Wisconsin

**Ekaterinburg**

San Jose, California

**Engels**

Edmond, Oklahoma

**Irkutsk**

Eugene, Oregon

**Izhevsk**

Salt Lake City, Utah

**Kaliningrad**

Norfolk, Virginia

**Kazan**

Bryan / College Station, Texas

**Khabarovsk**

Portland, Oregon

**Kislovodsk**

Muscatine, Iowa

**Konakovo**

Menomonie, Wisconsin

**Kostroma**

Durham, North Carolina

**Kotlas**

Waterville, Maine

**Krasnodar**

Tallahassee, Florida

**Leningrad Region**

Maryland State, Maryland

**Lermontov**

Osage, Iowa

**Lomonosov**

Anacortes, Washington

**Magadan**

Anchorage, Alaska

**Moscow**

Chicago, Illinois

Santa Clara County, California

**Murmansk**

Jacksonville, Florida

**Nakhodka**

Bellingham, Washington

Oakland, California

**Nizhnii Tagil**

Chattanooga, Tennessee

**Nizhny Novgorod**

Philadelphia, Pennsylvania

**Novorossiisk**

Gainesville, Florida

**Novosibirsk**

Minneapolis, Minnesota

**Orenburg**

Orlando, Florida

**Perm**

Louisville, Kentucky

**Petrozavodsk**

Duluth, Minnesota

**Pskov**

Roanoke, Virginia

**Pyatigorsk**

Dubuque, Iowa

**Rostov Veliky**

Stevens Point, Wisconsin

**Rubtsovsk**

Grants Pass/Josephine County, Oregon

**Rybinsk**

Greater Tri-Cities, Tennessee

**Samara**

St. Louis, Missouri

**Saratov**

Dallas, Texas

**Sarov**

Los Alamos, New Mexico

**Serpukhov**

Richmond, Indiana

**Severodvinsk**

Portsmouth, New Hampshire

**Smolensk**

Colorado Springs, Colorado

**Snezhinsk**

Livermore, California

**Sochi**

Long Beach, California

Northport, New York

**St. Petersburg**

Los Angeles, California

St. Petersburg, Florida

**Star City**

Nassau Bay, Texas

**Stavropol**

Des Moines, Iowa

**Syktyvkar**

Los Altos, California

**Tobolsk**

Council Bluffs, Iowa

**Tula**

Albany, New York

**Tver**

Buffalo, New York

**Tyumen**

Houston, Texas

**Ulyanovsk**

Oklahoma City, Oklahoma

**Velikiy Novgorod**

Rochester, New York

**Vladikavkaz**

Asheville, North Carolina

**Vladimir**

Bloomington / Normal, Illinois

Sarasota, Florida

**Vladivostok**

Juneau, Alaska  
San Diego, California  
Tacoma, Washington

**Volgograd**

Cleveland, Ohio

**Voronezh**

Charlotte, North Carolina

**Yaroslavl**

Burlington, Vermont

**Zavolzhie**

San Bernardino, California

**Zelengorsk**

Newburyport, Massachusetts

**Zelenograd**

Tulsa, Oklahoma

**Zheleznogorsk**

Blount County, Tennessee

**Zheleznovodsk**

Grinnell, Iowa

**RWANDA****Kigali**

Oklahoma City, Oklahoma  
San Bernardino, California

**Muhanga**

Buffalo, New York

**SENEGAL****Dakar**

Miami Dade, Florida  
Washington, District Of Columbia

**Goree Island**

St. Martinville, Louisiana

**Guediawaye**

Birmingham, Alabama

**Kaolack**

Memphis, Tennessee

**Saint-Louis**

St. Louis, Missouri

**SERBIA****Belgrade**

Chicago, Illinois

**SIERRA LEON****Freetown**

Kansas City, Missouri  
New Haven, Connecticut

**SINT MAARTEN**

Tallahassee, Florida

**SLOVAKIA****Bratislava**

Cleveland, Ohio

**Kosice**

Mobile, Alabama

**Nitra**

Naperville, Illinois

**Tisovec**

Shenandoah, Iowa

**SLOVENIA****Ljubljana**

Cleveland, Ohio

**Maribor**

Pueblo, Colorado

**Piran**

Indianapolis, Indiana

**SOUTH AFRICA****Buffalo City Municipality**

Milwaukee County, Wisconsin

**Durban**

Chicago, Illinois

New Orleans, Louisiana

**George**

Tacoma, Washington

**Johannesburg**

New York, New York

**King Shaka District Municipality**

Mobile, Alabama

**Nelson Mandela Metropolitan Bay**

Jacksonville, Florida

**Pietermaritzburg**

Hampton, Virginia

**Tshwane Metropolitan Municipality**

Washington, District Of Columbia

**uMhlathuze**

Milwaukee, Wisconsin

**SOUTH KOREA****Anyang**

Hampton, Virginia

**Asan**

Lansing, Michigan

**Bucheon**

Bakersfield, California

**Busan**

Chicago, Illinois

**Changwon City**

Jacksonville, Florida

**Cheonan**

Beaverton, Oregon

**Chinju**

Eugene, Oregon

**Chung Ju**

Pittsfield, Massachusetts

**Daegu**

Atlanta, Georgia

**Daejeon**

Seattle, Washington

**Gangnam-Gu**

Riverside, California

**Gangneung**

Chattanooga, Tennessee

**Gimhae**

Lakewood, Washington

**Gimpo**

Glendale, California

**Goseong**

Glendale, California

**Goyang**

Maui County, Hawaii

**Gunsan**  
Tacoma, Washington

**Gwacheon City**  
Burlington-Alamance, North Carolina

**Gwangju**  
San Antonio, Texas

**Gwangmyeong**  
Austin, Texas

**Gyeongsangnam**  
Maryland State, Maryland

**Hanam City**  
Little Rock, Arkansas

**Iksan City**  
Culver City, California

**Inchon**  
Anchorage, Alaska  
Burbank, California  
Philadelphia, Pennsylvania

**Jecheon**  
Spokane, Washington

**Jeonju**  
San Diego, California

**Jincheon**  
Vallejo, California

**Nowon-gu**  
Irvine, California

**Osan City**  
Killeen, Texas

**Paju**  
Pasadena, California

**Pyeongchang**  
Auburn, Washington

**Pyongtaek**  
Mobile, Alabama

**Seocho City**  
Perth, Australia

**Seocho-gu**  
Irvine, California

**Seongdong-Gu**  
Marietta, Georgia

**Seoul**  
San Francisco, California  
Washington, District Of Columbia

**Uijongbu**  
Richmond, Virginia

**Uiwang City**  
North Little Rock, Arkansas

**Ulsan**  
Portland, Oregon

**Wanju-Gu County**  
Carson, California

**Wonju**  
Roanoke, Virginia

**Yangju City**  
Henrico County, Virginia

**Yongsan-Gu**  
Sacramento, California

**SPAIN**  
**Albuquerque**  
Albuquerque, New Mexico

**Alcala de Henares**  
San Diego, California

**Almonte**  
Miami Beach, Florida

**Almuñécar**  
Hendersonville, North Carolina

**Aranda de Duero**  
Roseburg, Oregon

**Aviles**  
St. Augustine, Florida

**Barcelona**  
Boston, Massachusetts  
San Francisco, California

**Ciudadella de Menorca**  
St. Augustine, Florida

**El Puerto de Santa Maria**  
Coral Gables, Florida

**Erthamadura**  
Albany, New York

**Figueres**  
St. Petersburg, Florida

**Granada**  
Coral Gables, Florida

**Huelva**  
Houston, Texas

**Laredo**  
Laredo, Texas

**Las Palmas de Gran Canaria**  
San Antonio, Texas

**Macharaviaya**  
Pensacola, Florida

**Madrid**  
Maui County, Hawaii  
New York, New York

**Murcia**  
Miami, Florida

**Oviedo**  
Tampa, Florida

**Port de la Selva**  
Nashville, Tennessee

**Santa Cruz de Tenerife**  
San Antonio, Texas

**Santa Fe de la Vega (Granada)**  
Santa Fe, New Mexico

**Seville**  
Columbus, Ohio  
Kansas City, Missouri

**Tenerife (Canary Islands)**  
Miami Dade, Florida

**Toledo**  
Toledo, Ohio

**Tres Cantos**  
Columbia, Maryland

**Valencia**  
Dallas, Texas

**Valladolid**  
Orlando, Florida

**Veracruz**  
Miami Dade, Florida

**Vitoria-Gasteiz**  
Anaheim, California

**ST. KITTS AND NEVIS ISLANDS**  
Miami Dade, Florida

**SWAZILAND**  
**Mbabane**  
Fort Worth, Texas

**SWEDEN**  
**Åmål**  
De Pere, Wisconsin

**Borgholm**  
Rockford, Illinois

**Gothenburg**  
Chicago, Illinois

**Helsingborg**  
Alexandria, Virginia

**Kalmar**  
Wilmington, Delaware

**Lidingo**  
Alameda, California

**Linköping**  
Palo Alto, California

**Ronneby**  
Greater Tri-Cities, Tennessee

**Solna**  
Burbank, California

**Stockholm County**  
Miami Dade, Florida

**Uppsala**  
Minneapolis, Minnesota

**Växjö**  
Duluth, Minnesota

**Vimmerby**  
Moorhead, Minnesota

**SWITZERLAND**  
**Basel**  
Miami Beach, Florida

**Chur**  
Olathe, Kansas

**Davos**  
Aspen, Colorado

**Interlaken**  
Scottsdale, Arizona

**Liestal**  
Sacramento, California

**Lucerne**  
Chicago, Illinois

**Saasfee**  
Steamboat Springs, Colorado

**Sursee**  
Highland, Illinois

**Zurich**  
San Francisco, California

**TAJIKISTAN**  
**Dushanbe**  
Boulder, Colorado



**TANZANIA****Arusha**

Durham, North Carolina  
Kansas City, Missouri

**Bagamoyo**

Vallejo, California

**Dar es Salaam**

Lansing, Michigan

**Morogoro**

Milwaukee, Wisconsin

**Moshi**

Delray Beach, Florida  
Kenosha, Wisconsin

**Tanga**

Toledo, Ohio

**THAILAND****Bangkok**

Washington, District Of Columbia

**Chiang Rai**

Union City, California

**Lanphun**

Orinda, California

**TRINIDAD AND TOBAGO****Couva**

Hartford, Connecticut

**Port of Spain**

Atlanta, Georgia

**TURKEY****Adapazari**

Louisville, Kentucky

**Ankara**

Washington, District Of Columbia

**Antalya Kepez**

Austin, Texas  
Muskegon, Michigan

**Bursa**

Buffalo, New York

**Istanbul**

Houston, Texas

**Izmir**

Long Beach, California  
Tampa, Florida

**Kahramanmara**

Jackson, Mississippi

**Mugla**

Fort Lauderdale, Florida

**Nevsehir**

Santa Fe, New Mexico

**Seferihisar**

Morgan Hill, California

**TURKMENISTAN****Ashgabat**

Albuquerque, New Mexico

**TURKS AND CAICOS ISLANDS**

Miami Dade, Florida

**UGANDA****Kasese**

Santa Cruz, California

**Masindi**  
Hartford, Connecticut

**UKRAINE**  
**Alushta**  
Santa Cruz, California

**Bohodukhiv**  
Boyertown, Pennsylvania

**Brovary**  
Rockford, Illinois

**Chernivtsi**  
Salt Lake City, Utah

**Chyhyryn**  
Sebastopol, California

**Dolyna**  
Prairie Village, Kansas

**Drohobych**  
Buffalo, New York  
Muscatine, Iowa

**Gorlovka**  
Pensacola, Florida

**Horlivka**  
Buffalo, New York

**Ivano-Frankivsk**  
Arlington, Virginia

**Kalush**  
Grand Prairie, Texas

**Kaniv**  
Sonoma, California

**Kharkiv**  
Cincinnati, Ohio

**Khmelnyskyi**  
Modesto, California

**Kyiv**  
Chicago, Illinois

**Lviv**  
Corning, New York

**Odessa**  
Baltimore, Maryland

**Poltava**  
Irondequoit, New York

**Smila**  
Newton, Iowa

**Tysmenytsia**  
Bandera, Texas

**Uzhgorod**  
Corvallis, Oregon

**Vinnytsya**  
Birmingham, Alabama

**UNITED ARAB EMIRATES**  
**Abu Dhabi**  
Houston, Texas

**UNITED KINGDOM**  
**Alfreton**  
Nitro, West Virginia

**Barnet**  
Montclair, New Jersey

**Billericay**  
Fishers, Indiana

**Birmingham**  
Chicago, Illinois

**Burton upon Trent**  
Elkhart, Indiana

**Canterbury**  
Bloomington / Normal, Illinois

**Chester**  
Lakewood, Colorado

**Cleveland**  
Cleveland, Ohio

**Doncaster**  
Wilmington, North Carolina

**Dover**  
Huber Heights, Ohio

**Durham**  
Durham, North Carolina

**Essex County**  
Henrico County, Virginia

**Henley-on-Thames**  
Lauderdale-by-the-Sea, Florida

**Hertford**  
Hartford, Connecticut

**Keighley**  
Myrtle Beach, South Carolina

**Kingston-upon-Hull**  
Raleigh, North Carolina

**Kinver**  
Park Ridge, Illinois

**Leeds**  
Louisville, Kentucky

**London**  
New York, New York

**London Borough of Hackney**  
Austin, Texas

**Merton**  
Irving, Texas

**Newcastle-upon-Tyne**  
Atlanta, Georgia  
Little Rock, Arkansas

**Newmarket**  
Lexington, Kentucky

**Norfolk County**  
Norfolk, Virginia

**Northhamptonshire County**  
Indianapolis, Indiana

**Portsmouth**  
Lakewood, Colorado  
Portsmouth, New Hampshire

**Richmond upon Thames**  
Richmond, Virginia

**Rustington**  
Los Altos, California

**Salisbury**  
Salisbury, Maryland

**Southampton**  
Hampton, Virginia

**Suffolk**  
Suffolk, Virginia

**Sunderland**  
Washington, District Of Columbia

**Watford**  
Wilmington, Delaware

**Whitby**  
Anchorage, Alaska

**U.K. - NORTHERN IRELAND**  
**Ballymena**  
Morehead, Kentucky

**Belfast**  
Nashville, Tennessee

**Borough of Ards**  
Peoria, Arizona

**Carrickfergus**  
Anderson, South Carolina  
Danville, Kentucky

**Craigavon**  
Ballina, Ireland  
LaGrange, Georgia

**Larne**  
Clover, South Carolina

**Newry and Mourne**  
Sioux Falls, South Dakota  
Southern Pines, North Carolina

**Newtownabbey**  
Gilbert, Arizona

**North Down Borough**  
Virginia Beach, Virginia

**U.K. - SCOTLAND**  
**Dunbar**  
Martinez, California

**Dundee**  
Alexandria, Virginia

**Dunfermline**  
Sarasota, Florida

**Edinburgh**  
San Diego, California

**Embo**  
Maui County, Hawaii

**Forres**  
Mount Dora, Florida

**Grampian Region**  
Houston, Texas

**Newburgh**  
Newburgh, Indiana

**Perth**  
Perth, Australia

**Prestwick**  
Vandalia, Ohio

**Western Isles**  
Anderson, South Carolina

**U.K. - WALES**  
**Brecon**  
Saline, Michigan

**URUGUAY**  
**Maldonado**  
Miami Dade, Florida

**Paysandu**  
Muscatine, Iowa

**UZBEKISTAN****Bukhara**

Santa Fe, New Mexico

**Samarkand**

Olympia, Washington

**Tashkent**

Seattle, Washington

**VENEZUELA****Caracas**

New Orleans, Louisiana

**Carora**

Milwaukee, Wisconsin

**Maracaibo**

New Orleans, Louisiana

**Margarita Island**

Fort Lauderdale, Florida

**Monagas**

Miami Dade, Florida

**Puerto La Cruz**

Santa Cruz, California

**VIETNAM****Haiphong**

Seattle, Washington

**Ho Chi Minh City**

San Francisco, California

**Hue**

New Haven, Connecticut

**Vung Tau Ba Ria City**

Newport Beach, California

**ZAMBIA****Kasama**

Clovis, New Mexico

**Livingston**

Santa Fe, New Mexico

**Lusaka**

Los Angeles, California

**ZIMBABWE****Gweru**

Birmingham, Alabama

**Harare**

Cincinnati, Ohio

**Mutare**

Portland, Oregon

# **APPENDIX I**

## **TRADE ASSOCIATIONS**

Academy of Marketing Science, c/o College of Business, Louisiana Tech University, P.O. Box 3072, Ruston, LA 71272. (318) 257-2612. ([www.ams-web.org](http://www.ams-web.org))

American Marketing Association, 311 S. Wacker Drive, Suite 5800, Chicago, IL 60606. (312) 542-9000. ([www.marketingpower.com](http://www.marketingpower.com))

Association of International Product Marketing and Management, 9120 Double Diamond Parkway, Suite 1996, Reno, NV 89521. (877) 275-5500. ([www.aipmm.com](http://www.aipmm.com))

Cruise Lines International Association, 500 Fifth Avenue, Suite 1407, New York, NY 10110. (973) 605-2121. ([www.cruising.org](http://www.cruising.org))

Federation of International Trade Associations, 172 Fifth Avenue, Suite 118, Brooklyn, NY 11217. (888) 491-8833. ([www.fita.org](http://www.fita.org))

Global Business Travel Association, 123 North Pitt Street, Alexandria, VA 22314. (703) 684-0836. ([www.gbta.org](http://www.gbta.org))

Hospitality Sales & Marketing Association International, 1760 Old Meadow Road, Suite 500, McLean, VA 22102. (703) 506-3280. ([www.hsmmai.org](http://www.hsmmai.org))

International Air Transport Association, 1201 F Street NW, Suite 650, Washington, DC 20005. (202) 628-9292. ([www.iata.org](http://www.iata.org))

International Chamber of Commerce, 38 Cours Albert 1er, 75008 Paris, France. Tel.: +33 (0) 1 49 53 28 28. ([www.iccwbo.org](http://www.iccwbo.org))

International Council of Shopping Centers, 1221 Avenue of the Americas, 41<sup>st</sup> Floor, New York, NY 10020. (646) 728-3800. ([www.icsc.org](http://www.icsc.org))

International Newsmedia Marketing Association, P.O. Box 740186, Dallas, TX 75374. (214) 373-9111. ([www.inma.com](http://www.inma.com))

International Newspaper Marketing Association, 10300 N. Central Expressway,  
Dallas, TX 75231. (214) 373-9111. ([www.inma.org](http://www.inma.org))

International Trade and Finance Association, P.O. Box 2145, Kingsville, TX 78363.  
([www.itfaconf.org](http://www.itfaconf.org))

National Retail Federation, 325 7<sup>th</sup> Street NW, Washington, DC 20004.  
(202) 783-7971. ([www.nrf.com](http://www.nrf.com))

POPAI, The Global Association For Marketing At Retail, 440 N. Wells Street, Suite 740,  
Chicago, IL 60654. (312) 863-2900. ([www.popai.com](http://www.popai.com))

United Nations World Tourism Organization (UNWTO), Capitán Haya 42, 28020  
Madrid, Spain. Tel.: +34 91 567 81 00. (<http://www2.unwto.org/en>)

Washington International Trade Association, 1300 Pennsylvania Avenue NW,  
Suite 400, Washington, DC 20004. (202) 312-1600. ([www.wita.org](http://www.wita.org))

World Travel & Tourism Council, 1-2 Queen Victoria Terrace, Sovereign Court, London  
E1W 3HA, United Kingdom. Tel.: 44 (0)20 7481 8007. ([www.wttc.org](http://www.wttc.org))

## **APPENDIX J**

### **U.S. COMMERCIAL SERVICE OFFICES**

#### **Algeria**

- The U.S. Commercial Service, U.S. Embassy, 5, Chemin Cheikh Bachir El-Ibrahimi, El Biar 16000 Algiers, Algeria. Tel.: +213 770-08-2035

#### **Australia**

- Perth - U.S. Commercial Service, Level 4, 16 St. George's Terrace, Perth WA 6000, Australia. Tel.: 61-8-6144-5149
- Sydney - U.S. Commercial Service, Level 59, MLC Building, 19-29 Martin Place Sydney NSW 2000, Australia. Tel.: 61-2-9373-9200
- Suva - Repeka Ufiamorat, Commercial Assistant, American Embassy, 158 Princes Road (P.O. Box 218), Tamavua Suva Fiji. Tel.: 679-3314-466 ext. 8153

#### **Austria**

- U.S. Commercial Service, U.S. Embassy, Boltzmanngasse 16, A-1090 Vienna, Austria. Tel.: +43 (1) 313 39-0

#### **Belgium**

- American Embassy Commercial Service, American Embassy - FCS, Regentlaan 27, Blvd. du Régent, BE-1000 Brussels, Belgium. Tel.: +32 2 811 4600

#### **Brazil**

- Belo Horizonte - Avenida do Contorno, 4520 - 8 andar, 0110-028 Belo Horizonte, MG. Tel.: 55-31-3213-1583
- Brasília - SES Avenidas das Nações, Lote 3, 70403-900 - Brasília, DF. Tel.: 55-61-321-7000
- Recife - Rua Goncalves Maia, 163, Boa Vista - 50070-060, Recife, PE. Tel.: 55-81- 3416-3075
- Rio de Janeiro - Av. Presidente Wilson, 147-4 andar, 20030-020, Rio de Janeiro, RJ. Tel.: 55-21-3823-2000

#### **Bulgaria**

- American Embassy, U.S. Commercial Service, 16, Kozyak St., 1408 Sofia, Bulgaria Tel.: 359-2-939-5784



**Canada**

- Commercial Service Calgary, 10<sup>th</sup> Floor, 615 Macleod Trail SE, Calgary, Alberta, T2G 4T8. Tel.: (403) 265-2116
- Commercial Service Montreal, 1155 Saint-Alexandre, Montreal, Quebec, H3B 3Z1. Tel.: (514) 398-9695 ext. 2220
- Commercial Service Ottawa, 490 Sussex Drive, Ottawa, Ontario, K1N 1G8. Tel.: (613) 688-5217
- Commercial Service Toronto, Suite 602, 480 University Avenue, Toronto, Ontario, M5G 1V2. Tel.: (416) 595-5412

**Chile**

- U.S. Commercial Service – Santiago Chile, 3460 Santiago Place, Santiago, Chile 755-0006

**China**

- U.S. Commercial Service - Beijing, No. 55 An Jia Lou Road, Chaoyang District Beijing 100600, China. Tel.: (86-10) 8531-3000
- U.S. Commercial Service - Chengdu, 4 Lingshiguan Lu, Renmin Nanlu Section 4, Chengdu, Sichuan 610041, China. Tel.: (86-28) 8558-3992
- U.S. Commercial Service - Guangzhou, 14/F China Hotel Office Tower, Room 1461 Liu Hua Road, Guangzhou 510015, China. Tel.: (86-20) 8667-4011
- U.S. Commercial Service - Shanghai, Shanghai Center, Suite 631, 1376 Nanjing West Road, Shanghai 200040, China. Tel.: (86-21) 6279-7630
- U.S. Commercial Service - Shenyang, 52 Shi Si Wei Road, Heping District, Shenyang, Liaoning 110003, China. Tel.: (86-24) 2322-1198

**Colombia**

- U.S. Commercial Service, Unit 3030, Box 5120, DPO, AA 34004. Tel.: (571) 275-2519. ([www.export.gov/colombia](http://www.export.gov/colombia))

**Croatia**

- U.S. Commercial Service, American Embassy, Thomasa Jeffersona 2, 10010 Zagreb, Croatia. Tel.: +(385 1) 661-2224

**Czech Republic**

- American Embassy Prague, Trziste 15, Praha 1 118 01, Czech Republic. Tel.: +420 257 022 434

**Denmark**

- Embassy of the United States of America, U.S. Commercial Service, Dag Hammarskjölds Allé 24, 2100 Copenhagen Ø, Denmark. Tel.: (+45) 3341 7315

**Dominican Republic**

- Commercial Service Caribbean Office, Av. Pedro Henríquez Ureña 133, Edificio Empresarial Reyna I, 5<sup>th</sup> Floor, Santo Domingo, Dominican Republic. Tel.: (809) 227-2121

**Ecuador**

- United States Embassy Quito - Ecuador, Avigiras E12-170 y Eloy Alfaro, P.O. Box 17-17-1538

**Egypt**

- U.S. Embassy Cairo, 8 Kamal El Din Salah Street, Garden City, Cairo, Egypt 11136, Attn: Senior Commercial Officer - Foreign Commercial Service, Unit 64900 Box 11, APO AE 09839-4900. Tel.: +20 (2) 2797-2688/2689

**El Salvador**

- U.S. Commercial Service, American Embassy, 3450 San Salvador Place, Washington, DC 20521. Tel.: (503) 2501-3211

**European Union**

- U.S. Commercial Service, U.S. Mission to the European Union, Zinnerstraat 13 Rue Zinner, 1000 Brussels, Belgium. Tel.: +32 2 811 4100

**Finland**

- U.S. Commercial Service Helsinki, Embassy of the United States of America, Itäinen Puistotie 14 B, FI-00140 Helsinki, Finland. Tel.: +358-9 616 250

**France**

- U.S. Commercial Service, Embassy of the United States, 2 avenue Gabriel, 75382 Paris CEDEX 08, France. Tel.: (33) 1 43 12 70 83

**Germany**

- American Embassy, U.S. Commercial Service, Clayallee 170, 14191 Berlin. Tel.: +49 30 8305-1900
- American Consulate General, U.S. Commercial Service, Willi-Becker-Allee 10, 40227 Düsseldorf. Tel.: +49 211 737 767-0
- American Consulate General, U.S. Commercial Service, Giessener Strasse 30 60435 Frankfurt/Main. Tel.: +49-69-7535-3150
- American Consulate General, U.S. Commercial Service, Königinstr. 5, 80539 München. Tel.: +49 89 2888-643

**Greece**

- U.S. Commercial Service, U.S. Embassy Athens, 91 Vas. Sophias Avenue, 101 60 Athens, Greece. Tel.: +30-210-720 2303

**Guatemala**

- U.S. Commercial Service, Embassy of the United States of America, Avenida Reforma 7-01, Zona 10, 01010 Guatemala. Tel.: (502) 2326-4000

**Hong Kong**

- U.S. Commercial Service - Hong Kong, American Consulate General Hong Kong, 26 Garden Road, Central, Hong Kong (SAR). Tel.: (852) 2521-1467

**Hungary**

- U.S. Commercial Service Budapest, Bank Center, Granite Tower, Szabadság tér 7, Budapest, H-1054, Hungary. Tel.: (36)1 475-4090

**India**

- U.S. Commercial Service, The American Center, 24 Kasturba Gandhi Marg, New Delhi 110 001. Tel.: 91-11-2347 2000

**Indonesia**

- U.S. Commercial Center, Wisma Metropolitan II, 3<sup>rd</sup> Floor, Jl. Jendral Sudirman Kav. 29-31, Jakarta 12920, Indonesia. Tel.: (62/21) 526-2850

**Ireland**

- U.S. Commercial Service, Embassy of the United States of America, 42 Elgin Road Ballsbridge, Dublin 4, Ireland. Tel.: (353-1) 237-5850

**Israel**

- U.S. Commercial Service Israel, 71 Hayarkon Street, Tel Aviv 63903. Tel.: (972-3) 519-7476

**Italy**

- American Consulate General, Via Principe Amedeo 2, 20121 Milano, Italy. Mailing Address from the United States: The U.S. Commercial Service, American Consulate General, Unit 5690, Box 60, DPO AE 09624-0060. Tel.: +39 02 626 88 500
- American Embassy, Via Vittorio Veneto 119/A, 00187 Roma. Mailing Address from the United States: The U.S. Commercial Service American Embassy, Unit 9500, Box 30, DPO AE 09624-0030. Tel.: +39 06 4674 2382

**Japan**

- Commercial Service Osaka-Kobe, U.S. Consulate General Osaka-Kobe, 2-11-5 Nishitenma, Kita-ku, Osaka 530-8543. (DPO, Unit 9800, Box 0355, DPO AP 96303-0355). Tel.: 06-6315-5957 Fax: 06-6315-5963
- Commercial Service Tokyo, U.S. Embassy Tokyo, 1-10-5 Akasaka, Minato-ku, Tokyo 107-8420. (DPO, Unit 9800, Box 0486, DPO AP 96303-0486). Tel.: 03-3224-5060

**Jordan**

- U.S. Commercial Service - Amman, American Embassy Amman-Jordan, P.O. Box 354 Amman 11118, Jordan. Tel.: +962 6 590-6632

**Kazakhstan**

- U.S. Consulate General, Almaty, U.S. Commercial Service, 41 Kazibek bi St., 050010, Almaty, Kazakhstan. Tel.: 7 (727) 250-7612

**Kenya**

- U.N. Avenue Gigiri, P.O. Box 606 Village Market, 00621 Nairobi. Tel.: 254-20-3636000 ext. 6424

**Kuwait**

- American Embassy, P.O. Box 77, Safat, 13001, Kuwait City, Kuwait. Tel.: +965-2259-1011

**Lebanon**

- Embassy of the United States of America, U.S. Commercial Service, Municipality Street, 70-840 Awkar, Lebanon. Tel.: +961-4-544860

**Malaysia**

- American Embassy, Commercial Service, 376 Jalan Tun Razak, 50400 Kuala Lumpur, Malaysia. Tel.: 60-3-2168-5000

**Mexico**

- Mexico City, U.S. Trade Center, Calle Liverpool # 31, Col. Juárez, Mexico City, 06600. Tel.: + 52 (55) 5140-2600
- U.S. Commercial Service Office in Guadalajara, World Trade Center, Av. Mariano Otero No. 1249; Torre Pacífico - Piso 4, Guadalajara City, Jalisco 44530. Tel.: +52 (33) 3615-1140 ext. 102
- U.S. Commercial Service Office in Monterrey, Ave. Constitución No. 411; Pte., Col. Centro, Monterrey City, Nuevo Leon 64000. Tel.: + 52 (81) 8047-3450

**Morocco**

- The U.S. Commercial Service, U.S. Consulate General, 8, boulevard Moulay Youssef, Casablanca, Morocco. Tel.: +212 522 264 550

**Netherlands**

- American Embassy, Lange Voorhout 102, 2514 EJ The Hague, Netherlands. Tel. +31-70-3102417

**New Zealand**

- U.S. Commercial Service, 29 Fitzherbert Terrace, Thorndon, Wellington, New Zealand. Tel.: 64-4-462-6002. ([www.buyusa.gov/newzealand](http://www.buyusa.gov/newzealand))

**Nigeria**

- U.S. Commercial Service, United States Consulate General, 2 Walter Carrington Crescent, Victoria Island, Lagos, Nigeria. Tel.: 234 14 6034 00

**Norway**

- American Embassy, U.S. Commercial Service, Henrik Ibsens Gate 48, N-0244 Oslo Norway. Tel.: +47 21 30 88 66

**Pakistan**

- Embassy of the United States of America, Diplomatic Enclave, Ramna-5, Islamabad, Pakistan. Tel.: (92 51) 208-0000

**Panama**

- Embassy of the United States of America, U.S. Commercial Service, Building 783, Basilio Lakas Street, Clayton, Panama City, Panama. Tel.: (507) 317-5000

**Philippines**

- U.S. Commercial Service, Embassy of the United States of America, 1201 Roxas Boulevard, Manila, 0930 Philippines. Tel.: 632 301 20 00

**Poland**

- U.S. Commercial Service, Koszykowa 54, Trade Center, 4<sup>th</sup> Floor, 00 -675 Warsaw, Poland. Tel.: +48 22 625 4374

**Portugal**

- American Embassy Lisbon, U.S. Commercial Service, Avenida das Forcas Armadas, 1649-044 Lisbon, Portugal. Tel.: 011-351-21-770 2528

**Qatar**

- U.S. Embassy, P.O. Box 2399, 22<sup>nd</sup> February Street, Luqta, Doha, State of Qatar. Tel.: +974 4496 6000

**Romania**

- U.S. Commercial Service, Embassy of the United States of America, 4-6 Dr. Liviu Librescu Boulevard, S. 1. 015118 Bucharest, Romania. Tel.: +40 21 200 3372

**Russia**

- American Embassy, U.S. Commercial Service, Bolshoy Deviatinsky Pereulok, 8, Moscow 121099, Russia. Tel.: 7-495-728-5580

**Saudi Arabia**

- American Consulate General, P. O. Box 38955, Dhahran 31942, Saudi Arabia. Tel.: +966-3 330-3200
- American Consulate General, P. O. Box 149, Jeddah 21411, Saudi Arabia. Tel.: +966-2 667-0080
- Embassy of the United States of America, Commercial Section, P. O. Box 94309, Riyadh 11693, Saudi Arabia. Tel.: +966-1 488-3800

**Singapore**

- American Embassy, Singapore, U.S. Commercial Service, 27 Napier Road, Singapore 258508. Tel.: (65) 6476-9037

**Slovakia**

- Embassy of the United States of America, U.S. Commercial Service, Hviezdoslavovo námestie 5, 811 02 Bratislava, Slovak Republic. Tel.: +421-2-5922 3338

**South Africa**

- 1 Sandton Drive, Sandhurst, 2196, Johannesburg, South Africa. Tel.: 27 11 290 3120

**South Korea**

- American Embassy, U.S. Commercial Service, 188, Sejongdaero, Jongno-gu, Seoul 110-710 South Korea. Tel.: 82-2-397-4535

**Spain**

- Embassy of the United States of America, U.S. Commercial Service, Serrano, 75, 28006 Madrid, Spain. Tel.: 34 91 564 8976

**Sweden**

- Embassy of the United States, U.S. Commercial Service, Dag Hammarskjölds Väg 31, SE -115 89, Stockholm, Sweden. Tel.: 46 8 783 5346

**Taiwan**

- Kaohsiung, American Institute in Taiwan Commercial Section, 5F, No. 2 Chung Cheng 3<sup>rd</sup> Road, Kaohsiung, Taiwan. Tel.: 011-886-7-238-7744
- Taipei: American Institute in Taiwan Commercial Section, Suite 3207, 333 Keelung Road Section 1, Taipei, Taiwan. Tel.: 011-886-2-2720-1550

**Thailand**

- U.S. Commercial Service, GPF Witthayu Tower A, 3<sup>rd</sup> Floor, Room 302, 93/1 Wireless Road, Bangkok 10330 Thailand.

**Turkey**

- Embassy of the United States of America, Atatürk Bulvari No. 110, 06100 Kavaklıdere, Ankara, Turkey. Tel.: [90] (312) 455-7193
- General Consulate of the United States of America, Ucsehitler Sok. No. 2, Istinye Istanbul, Turkey TR-34460. Tel.: [90] (212) 335-9040
- U.S. Commercial Service, Izmir Chamber of Commerce, Atatürk Caddesi, No: 126, 5<sup>th</sup> Floor, 35210 Pasaport, Izmir, Turkey. Tel.: [90] (232) 441-2446

**Ukraine**

- U.S. Commercial Service, 4 Aircraft Designer Igor Sikorsky Street, Kyiv, 04112, Ukraine.

**United Arab Emirates**

- Embassy of the United States of America, P.O. Box 4009, Abu Dhabi, U.A.E. Tel.: +971-2-414-2304
- U.S. Consulate General, P.O. Box 121777, Dubai, U.A.E. Tel.: +971-4-309-4163

**United Kingdom**

- U.S. Commercial Service, American Embassy, U.S. Commercial Service, 24 Grosvenor Square, London W1K 6AH, United Kingdom. Tel.: + (44) 20 7894-0419

**Uruguay**

- American Embassy, U.S. Commercial Service, Lauro Muller 1776, Montevideo 11200 Uruguay. Tel.: 598-2 410-6328

**Vietnam**

- American Embassy, U.S. Commercial Service, Rose Garden Tower, 170 Ngoc, Khanh Street, Hanoi, Vietnam. Tel.: 011-84-4-3850-5199
- U.S. Consulate General, U.S. Commercial Service, Diamond Plaza, 8F, 34 Le Duan Street, District 1, Ho Chi Minh City, Vietnam. Tel.: 011-84-8-3520-4680

## **APPENDIX K**

### **U.S. EXPORT ASSISTANCE CENTERS**

#### **Alabama**

- Birmingham U.S. Export Assistance Center, 950 22<sup>nd</sup> Street North, Suite 773, Birmingham, AL 35203. (205) 731-1331. ([www.export.gov/alabama](http://www.export.gov/alabama))

#### **Alaska**

- Alaska U.S. Export Assistance Center, 431 West 7<sup>th</sup> Avenue, Suite 108, Anchorage, AK 99501. (907) 271-6237. ([www.buyusa.gov/alaska](http://www.buyusa.gov/alaska))

#### **Arizona**

- Phoenix U.S. Export Assistance Center, 2828 North Central Avenue, Suite 800, Phoenix, AZ 85004. (602) 640-2513
- Scottsdale U.S. Export Assistance Center, 1475 North Scottsdale Road, Suite 200, Scottsdale, AZ 85257. (602) 640-2513
- Tucson U.S. Export Assistance Center, 33 North Stone Avenue, Suite 830, Tucson, AZ 85701. (520) 670-5540

#### **Arkansas**

- Little Rock U.S. Export Assistance Center, 425 West Capitol Avenue, Suite 425, Little Rock, AR 72201. (501) 324-5794. ([www.export.gov/arkansas](http://www.export.gov/arkansas))

#### **California**

- Bakersfield U.S. Export Assistance Center, 2100 Chester Avenue, Suite 110, Bakersfield, CA 93301. (661) 637-0136. ([www.export.gov/california/kern](http://www.export.gov/california/kern))
- Fresno U.S. Export Assistance Center, 5245 N. Backer Avenue M/S PB5, Fresno, CA 93740. (559) 348-9859. ([www.export.gov/california/fresno](http://www.export.gov/california/fresno))
- Indio, 3110 East Guasti Road, Suite 465, Ontario, CA 91761. (909) 390-8283
- Los Angeles, U.S. Export Assistance Center Los Angeles - Downtown, 444 S. Flower Street, 37<sup>th</sup> Floor, Los Angeles, CA 90071. (213) 894-8784
- Monterey U.S. Export Assistance Center, 411 Pacific Street, Suite 316A, Monterey, CA 93940
- Newport Beach, U.S. Export Assistance Center, 2302 Martin Court, Suite 315, Irvine, CA 92612. (949) 660-1688. ([www.export.gov/irvine](http://www.export.gov/irvine))
- North Bay U.S. Export Assistance Center, Dominican University of California, School of Business and Leadership, 50 Acacia Avenue, San Rafael, CA 94901. (415) 485-6200



- Oakland Export Assistance Center, 1301 Clay Street, Suite 630 N, Oakland Federal Building - North Tower, Oakland, California 94612. (510) 273-7350
- San Francisco U.S. Export Assistance Center, 50 Fremont Street, Suite 2450, San Francisco, CA 94105. (415) 705-2300. ([www.export.gov/california/sanfrancisco](http://www.export.gov/california/sanfrancisco))
- San Jose (Silicon Valley) U.S. Export Assistance Center, 55 South Market Street, Suite 1040, San Jose, CA 95113. (408) 535-2757
- Ventura County U.S. Export Assistance Center, 333 Ponomo Street, Port Hueneme, CA 93041. (805) 488-4844. ([www.export.gov/california/ventura](http://www.export.gov/california/ventura))

### **Colorado**

- U.S. Export Assistance Center, 1625 Broadway, Suite 680, Denver, CO 80202. (303) 844-6623

### **Connecticut**

- U.S. Department of Commerce, Middletown Export Assistance Center, 213 Court Street, Suite 903, Middletown, CT 06457. (860) 638-6950

### **District of Columbia**

- Northern Virginia and Washington, D.C. U.S. Export Assistance Center, 2800 S. Randolph Street, Suite 800, Arlington, VA 22206. (703) 756-1700

### **Florida**

- Clearwater U.S. Export Assistance Center, 13805 58<sup>th</sup> Street N., Suite 1-200, Clearwater, FL 33760. (727) 893-3738
- Fort Lauderdale U.S. Export Assistance Center, 1850 Eller Drive, Suite 401, Fort Lauderdale, FL 33316. (954) 356-6640
- Jacksonville U.S. Export Assistance Center, 10060 Skinner Lake Drive, Suite 200, Jacksonville, FL 32246. (904) 232-1270
- Miami U.S. Export Assistance Center, 5835 Blue Lagoon Dr., Suite 203, Miami, FL 33126. (305) 526-7428
- Orlando U.S. Export Assistance Center, 3201 East Colonial Drive, Suite A-20, Orlando, FL 32803
- Tallahassee U.S. Export Assistance Center, 325 John Knox Road, The Atrium Building Suite 201, Tallahassee, FL 32303

### **Georgia**

- Atlanta U.S. Export Assistance Center, 75 Fifth Street NW, Suite 1060, Atlanta, GA 30308. (404) 815-1817
- South Georgia U.S. Export Assistance Center, 111 East Liberty Street, Suite 202, Savannah, GA 31401. (912) 652-4204

### **Hawaii**

- Hawaii Export Assistance Center, Hawaii Foreign Trade Zone #9, 521 Ala Moana Boulevard, Suite 214, Honolulu, HI 96813. (808) 522-8041

**Idaho**

- Boise U.S. Export Assistance Center, 700 West State Street, 2<sup>nd</sup> Floor, Boise, ID 83720. (208) 364-7791

**Illinois**

- Commercial Service - Chicago Office, 200 West Adams Street, Suite 2450, Chicago, IL 60606. (312) 353-8040

**Indiana**

- Indianapolis U.S. Export Assistance Center, U.S. Commercial Service, U.S. Commerce Department, 11405 North Pennsylvania Street, Carmel, IN 46032. (317) 582-2300

**Iowa**

- Des Moines U.S. Export Assistance Center, 749 Federal Building, 210 Walnut Street, Des Moines, IA 50309. (515) 284-4590. ([www.export.gov/iowa](http://www.export.gov/iowa))

**Kansas**

- Kansas City U.S. Export Assistance Center, 1000 Walnut, Suite 500, Kansas City, MO 64106. (816) 421-1876
- Wichita U.S. Export Assistance Center, 150 N. Main Street, Suite 200, Wichita, KS 67202. (316) 263-4067. ([www.export.gov/kansas](http://www.export.gov/kansas))

**Kentucky**

- Lexington U.S. Export Assistance Center, World Trade Center, 333 W. Vine Street, Suite 1600, Lexington, KY 40507. (859) 225-7001. ([www.export.gov/kentucky/](http://www.export.gov/kentucky/))
- Louisville U.S. Export Assistance Center, 601 W. Broadway, Room 634B, Louisville, KY 40202. (502) 582-5066

**Louisiana**

- New Orleans U.S. Export Assistance Center, (U.S. Custom House), 423 Canal Street, Suite 419, New Orleans, LA 70130. (504) 589-6546

**Maine**

- Portland U.S. Export Assistance Center, Maine International Trade Center, 511 Congress Street, Portland, ME 04101. (207) 541-7430

**Maryland**

- Baltimore U.S. Export Assistance Center, 300 West Pratt Street, Suite 300, Baltimore, MD 21201. (410) 962-4539. ([www.export.gov/maryland](http://www.export.gov/maryland))

**Massachusetts**

- Massachusetts U.S. Export Assistance Center, 55 New Sudbury Street, Suite 1826A, Boston, MA 02203. (617) 565-4301

**Michigan**

- Detroit U.S. Export Assistance Center, 8109 E. Jefferson Avenue, Suite 110, Detroit, MI 48214. (313) 226-3650
- Grand Rapids U.S. Export Assistance Center, 401 W. Fulton Street, Suite 349C, Grand Rapids, MI 49504. (616) 458-3564
- Pontiac U.S. Export Assistance Center, 1025 Campus Drive South, Building 47, West Waterford, MI 48328. (248) 975-9600.
- Ypsilanti U.S. Export Assistance Center, c/o EMU College of Business, 300 W. Michigan Avenue, Suite 306G, Ypsilanti, MI 48197. (616) 458-3564

**Minnesota**

- Minneapolis Office of the U.S. Commercial Service, 100 North 6<sup>th</sup> Street, Suite 210-C, Butler Square Building, Minneapolis, MN 55403. (612) 348-1638

**Mississippi**

- Mississippi U.S. Export Assistance Center, 1230 Raymond Road, Box 600, Jackson, MS 39204. (601) 373-0773

**Missouri**

- St. Louis U.S. Export Assistance Center, 4300 Goodfellow Boulevard, Building 110, Suite 1100-A, St. Louis, MO 63120. (314) 260-3780

**Montana**

- Missoula U.S. Export Assistance Center, The University of Montana, Gallagher Business Building, Suite 257, Missoula, MT 59812. (406) 370-0097

**Nebraska**

- UNO, Mammel Hall, Suite 200, Omaha, NE 68182. (402) 597-0193

**Nevada**

- Nevada U.S. Export Assistance Center of Las Vegas, 400 South Fourth Street, Suite 250, Las Vegas, NV 89101
- Nevada U.S. Export Assistance Center of Reno, 449 S. Virginia Street, 2<sup>nd</sup> Floor, Reno, NV 89501

**New Jersey**

- Central-Southern NJ Export Assistance Center, Princeton Pike Corporate Center Lawrenceville, NJ 08648
- U.S. Commercial Service, c/o Monmouth University School of Business, Bey Hall, Room 209, West Long Branch, NJ 07764. (732) 571-3641

**New Mexico**

- Santa Fe U.S. Export Assistance Center, c/o New Mexico Dept. of Economic Development, P.O. Box 20003, Santa Fe, NM 87504. (505) 231-0075

**New York**

- Buffalo U.S. Export Assistance Center, 130 S. Elmwood Avenue, Suite 530, Buffalo, NY 14202. (716) 551-4191
- Harlem U.S. Export Assistance Center, 163 W. 125<sup>th</sup> Street, Suite 901, New York, NY 10027. (212) 860-6200
- Long Island U.S. Export Assistance Center, c/o College at Old Westbury, P.O. Box 210, Academic Village - Marshall Hallam Building 10, 223 Store Hill Road, Old Westbury, NY 11568. (516) 876-3418
- New York City Export Assistance Center, Ted Weiss Federal Building, 290 Broadway, Suite 1312, New York, NY 10007
- Syracuse Associate Office, 445 Electronics Parkway, Suite 207, Liverpool, NY 13088. (315) 453-4070
- Westchester U.S. Export Assistance Center, 707 Westchester Avenue, Suite 209, White Plains, NY 10604. (914) 682-6712

**North Carolina**

- U.S. Export Assistance Center in Charlotte: (704) 333-4886
- U.S. Export Assistance Center in Greensboro: (336) 333-5345
- U.S. Export Assistance Center in Raleigh: (919) 281-2751

**North Dakota**

- North Dakota U.S. Export Assistance Center, Fargo, ND 58102. (701) 552-0792

**Ohio**

- Cincinnati U.S. Export Assistance Center, 36 E. 7<sup>th</sup> Street, Suite 2650, Cincinnati, OH 45202. (513) 684-2944. ([www.buyusa.gov/cincinnati/](http://www.buyusa.gov/cincinnati/))
- Cleveland U.S. Export Assistance Center, 600 Superior Avenue E., Suite. 700, Cleveland, OH 44114. (216) 522-4750
- U.S. Commercial Service, 401 North Front Street, Suite 200, Columbus, OH 43215
- Kent U.S. Export Assistance Center, Kent State University, Administrative Services Building, Kent, OH 44242. (330) 678-0695

**Oklahoma**

- Oklahoma City U.S. Export Assistance Center, 301 NW 63<sup>rd</sup> Street, Suite 330, Oklahoma City, OK 73116. (405) 608-5302. ([www.export.gov/oklahoma/](http://www.export.gov/oklahoma/))
- Tulsa U.S. Export Assistance Center, 700 N. Greenwood Avenue, Suite 1400, Tulsa, OK 74106. (918) 581-7650. ([www.export.gov/oklahoma/](http://www.export.gov/oklahoma/))

**Oregon**

- Portland, OR U.S. Export Assistance Center, One World Trade Center, 121 SW Salmon Street, Suite 242, Portland, OR 97204. (503) 326-3001. ([www.export.gov/oregon](http://www.export.gov/oregon))

**Pennsylvania**

- U.S. Export Assistance Center Philadelphia, The Curtis Center - Independence Square West, 601 Walnut Street, Suite 580 West, Philadelphia, PA 19106. (215) 597-6101
- U.S. Export Assistance Center Pittsburgh, Regional Enterprise Tower, 425 Sixth Avenue, Suite 2950, Pittsburgh, PA 15219. (412) 644-2800

**Rhode Island**

- Providence U.S. Export Assistance Center, 315 Iron Horse Way, Suite 101, Providence, RI 02908. (401) 528-5104. ([www.export.gov/rhodeisland](http://www.export.gov/rhodeisland))

**South Carolina**

- Charleston U.S. Export Assistance Center, 1362 McMillan Avenue, Suite 100, North Charleston, SC 29405. (843) 746-3404
- Columbia U.S. Export Assistance Center, USC Moore School of Business, 1705 College Street, Suite 600, Columbia, SC 29208. (803) 777-2571
- Greenville U.S. Export Assistance Center, Buck Mickel Center, Greenville Technical College, 216 S. Pleasantburg Drive, Suite 243, Greenville, SC 29607. (864) 250-8429

**South Dakota**

- South Dakota U.S. Export Assistance Center, Augustana College - Madsen Center, 2001 S. Summit Avenue, Sioux Falls, SD 57197. (605) 330-4265

**Tennessee**

- Knoxville U.S. Export Assistance Center, 17 Market Square, #201, Knoxville, TN 37902. (865) 545-4637. ([www.export.gov/tennessee](http://www.export.gov/tennessee))
- Memphis U.S. Export Assistance Center, 22 North Front Street, Suite 200, Memphis, TN 38103. (901) 544-0930. ([www.export.gov/tennessee](http://www.export.gov/tennessee))
- Nashville U.S. Export Assistance Center, 312 Rosa Parks Blvd., Floor-26, Nashville, TN 37243. (615) 736-2222

**Texas**

- Austin U.S. Export Assistance Center, 221 E. 11<sup>th</sup> Street, 4<sup>th</sup> Floor, Austin, TX 78701. ([www.export.gov/texas/austin](http://www.export.gov/texas/austin))
- Houston U.S. Export Assistance Center, Mickey Leland Federal Building, 1919 Smith Street, Suite 1026, Houston, TX 77002. (713) 209-3104
- Midland U.S. Export Assistance Center, 1400 FM 1788, Room 1303, Midland, TX 79707. (432) 552-2490

- North Texas U.S. Export Assistance Center, 4300 Amon Carter Boulevard, Suite 114, Fort Worth, TX 76155. (817) 684-5347
- San Antonio U.S. Export Assistance Center, 615 E. Houston Street, Suite 207, San Antonio, TX 78205. (210) 472-4020.

#### **Utah**

- Commercial Service Utah, 9690 S. 300 W., Suite 201D, Sandy, UT 84070. (801) 255-1871

#### **Vermont**

- Vermont U.S. Export Assistance Center, 6<sup>th</sup> Floor, National Life Building, One National Life Drive, Montpelier, VT 05620. (802) 828-4508

#### **Virginia**

- Northern Virginia and Washington, D.C. U.S. Export Assistance Center, 2800 S. Randolph Street, Suite 800, Arlington, VA 22206. (703) 756-1700
- Richmond U.S. Export Assistance Center, 800 East Leigh Street, Richmond, VA 23219. (804) 771-2246

#### **Washington**

- Seattle U.S. Export Assistance Center, 2001 Sixth Avenue, Suite 2610, Seattle, WA 98121. (206) 553-5615
- Spokane U.S. Export Assistance Center, Spokane Regional Chamber of Commerce, 801 W. Riverside Avenue, Suite 100, Spokane, WA 99201. (509) 344-9398

#### **West Virginia**

- U.S. Commercial Service Charleston, 1116 Smith Street, Charleston, WV 25301. (304) 347-5123
- U.S. Commercial Service Wheeling, Wheeling Jesuit University Campus, 316 Washington Avenue, NTTC Building Room 134, Wheeling, WV 26003. (304) 243-5493

#### **Wisconsin**

- Wisconsin U.S. Export Assistance Center, 1025 North Broadway, R01, Milwaukee, WI 53202. (414) 297-3473

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