

WORLD'S BEST CITIES

A Ranking of Global Place Equity

SECRETS OF THE
TOP 10 CITIES

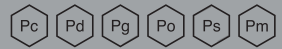
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THE WORLD'S BEST
100 CITIES

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HI. WE'RE RESONANCE.

As leading advisors in real estate, tourism and economic development for more than a decade, Resonance Consultancy combines business strategy and marketing creativity to shape the future of destinations and developments around the world.

Our services span development strategy, place branding, place marketing and placemaking. To date, our team has completed more than 100 visioning, strategy, planning and branding projects for destinations and developers in more than 70 countries.

To learn more about us and our services, please visit ResonanceCo.com.



Welcome to the World's Best Cities

And why this "Best Cities" list is different from anything else you've seen

First things first: thanks for sharing our obsession with the planet's cities—their allure, their potential and their vital role in humanity's future.

Resonance Consultancy is a global advisor on tourism, real estate and economic development for countries, cities and communities around the world.

For more than a decade, we've been creating place branding strategies, tourism and economic development plans, and trend reports for city, tourism and economic development organizations. Our goal? To provide destination stewards—from DMOs to mayors—with new tools and perspectives on the key factors that shape a city's competitive identity, community well-being and future prosperity. In the course of our work, we've come to understand that traditional performance indicators alone—economic output, investment and visitor numbers, for example—don't reveal the whole story for cities and their tourism and economic development agencies.

Visitors and citizens are increasingly influencing the identity and perception of cities through the millions of evaluations of experiences they share online with family, friends and people around the world. Much more than traditional marketing, these opinions and attitudes influence the way people perceive places and where talent, tourism and investment flow. This social media data also provides a rich new source of information to benchmark the experiential quality of one city to the next.

We developed this 2018 *World's Best Cities Report* to quantify and benchmark the relative quality of place, reputation and competitive identity for the planet's principal cities with metropolitan populations of one million or more by analyzing and comparing 23 factors in six key categories using a combination of core statistics and online ratings and reviews. This helps cities understand their strengths and weaknesses through the lens of the people who matter most: their residents and visitors.

We hope you find this exclusive global ranking informative and inspiring.

To stay up to date on the world's best cities, and to find your own best cities based on your personal preferences, visit BestCities.org. Please turn the page to learn more about this exciting resource for people as obsessed with cities as we are.



With deep data on hundreds of cities worldwide, Resonance can help your city or destination—large or small—analyze and understand your key strengths and the differentiating characteristics that define your competitive identity. To learn more about our approach to place branding and building stronger cities and destinations, please visit ResonanceCo.com.

A handwritten signature in black ink, appearing to read 'Chris Fair', written in a cursive style.

Chris Fair, President
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The Roadmap for Where to Go Next

Praise for the 2018 *World's Best Cities Report* from National Geographic Travel



What makes a city a global leader? Ambition, certainly. In antiquity, the intellectual drive of Athens made Greece the center of the world. In contemporary times, information and technology have the power to move mountains (or at least moguls). I'm looking at you, San Francisco, London, and Singapore. How about a more appetizing measure: a city's restaurants. Show me an urban hub where you can order takeout Szechuan, Bengali or Ghanian and you're showing me a globalized community. But most important of all (more than intellect, wealth, or menu options) is contentment. Cities that support their residents with progressive policies and welcome newcomers of different nationalities, religions and races flourish and thrive.

Cities that celebrate their residents' differences transform themselves into places that embrace new identities and communities. These are cities of the future: cities that make the most of the present tense to nurture sustainable growth for the coming decades. Three examples: In a Los Angeles strip mall, I was delighted to discover what appeared to be an Iranian-Irish ice cream parlor called Mashti Malone's. (You can't lick a global city's capacity for creativity.) In Budapest, *National Geographic Traveler* senior editor Amy Alipio loves to listen to Hungarian riffs on Southern jazz.

In our most recent issue, Neha Dara writes about the roots of Odissi, a traditional dance form, in the Indian city of Bhubaneswar. Dara told me she once encountered an Italian who was an expert in this regional dance. These days, everything local is global.

For *National Geographic Traveler* this contrast delights us. From Delhi to Dusseldorf to Des Moines, we love discovering global cities that become hubs for everyone. That's why we're pleased to be working with Resonance Consultancy and to dive into their newest *World's Best Cities Report*.

It makes for fascinating reading. Some of these global destinations are familiar, such as Paris and San Francisco. Others will surprise. Who knew Vancouver, Canada's hippy West Coast playground, boasted more foreign-born, and educated, residents than any other city. For our travelers, the list is a roadmap on where to go next: cities that excite, delight, and inspire. Cities that truly are the best in the world.

Andrew Nelson, Editorial Projects Director
National Geographic Travel

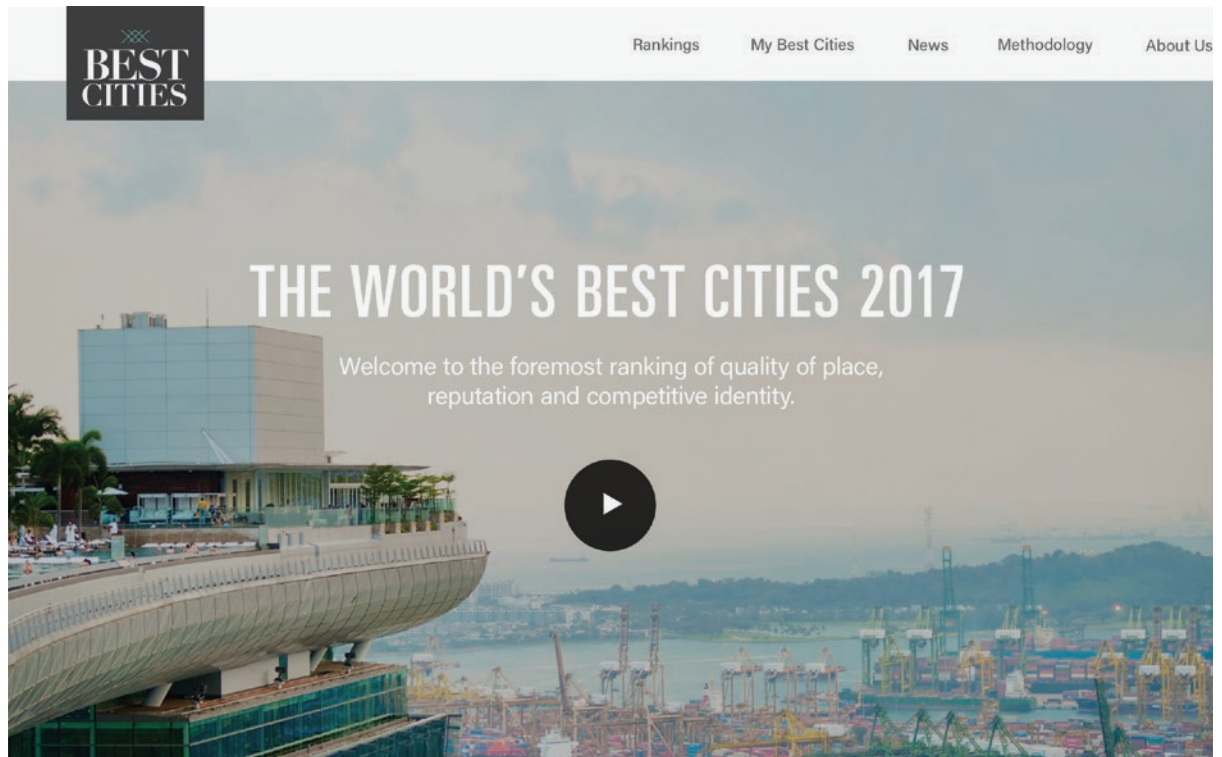


“We love discovering global cities that become hubs for everyone. That’s why we’re pleased to be working with Resonance Consultancy and to dive into their newest *World’s Best Cities Report*.”

ANDREW NELSON,
NATIONAL GEOGRAPHIC TRAVEL

Finally, a home for the World's Best Cities

Introducing BestCities.org, the home of Resonance Consultancy's exclusive ranking of the world's top urban destinations



Resonance Consultancy has always endeavored to surface the strengths of cities, their perceptions and performance—whether across the U.S. or the planet. We are excited to announce the launch of BestCities.org, the online resource for travelers who want to travel enlightened.

BestCities.org is your source for how cities perform and compare to each other across our consistent performance pillars—from diversity of their citizens to number of museums.

We surface city hot lists—like the world's best places for nightlife—and little-covered, seemingly contradictory editorial like the performing arts treasure trove in conservative Moscow or Hanoi's public park system, which is on par with New York's.

BestCities.org stories are deep and purposeful. They'll win dinner conversations and nourish Instagram feeds.

Our goal is to make BestCities.org the most credible reflection of city performance in the eyes of visitors and residents alike, rooted in our exclusive research and updated with the latest city news to help you decide where to live, work or visit.

City tourism, after all, is booming. According to World Travel Monitor, city trips soared by 82% between 2007 and 2014 to reach 22% of all global holidays. This is a massive shift in preference by global travelers. BestCities.org aims to feed this new appetite for urban tourism with timely, robust tools and news to match travelers with their ideal city experiences.

But don't just take out rankings as gospel. Our Best Cities Finder lets you pick your ideal cities based on interests and priorities. Once you surface your best cities, make sure you sign up for our newsletter to stay up to date on the places that matter to you.

The Resonance Ranking and Methodology

What *really* makes one city “better” than another? We all have opinions based on personal preferences and tastes. Our approach to benchmarking and measuring the quality of one city to the next is rooted in our analysis of the key factors that “Mobile Millennials”—Americans aged 20 to 36 who have traveled in the past year—consider to be most important in choosing a city to live or visit.

We surveyed more than 1,500 of these Mobile Millennials across the U.S. in both 2014 and 2017 to monitor and identify 23 factors, which include (among others):

- Housing affordability and job opportunities
- Quality of the natural and built environment
- Quality of key institutions, attractions and infrastructure
- Diversity of people
- Promotion via stories, references and recommendations shared online
- Economic prosperity
- Quality of the arts, culture, restaurants and nightlife

We grouped these factors into six categories: Place, Product, Programming, People, Prosperity and Promotion. In sum, a city’s performance across these six categories reflects the relative “place equity” and competitive identity of one city to the next.



Place

The perceived quality of a city’s natural and built environment, including the subcategories of Air Quality, Weather, Crime Rate, Neighborhoods & Landmarks, and Parks & Outdoor Activities.



Product

A city’s key institutions, attractions and infrastructure, including the subcategories of University Rankings, Airport Connectivity, Convention Centers, Attractions, and Museums.



Programming

The arts, culture, entertainment and culinary scene in a city, including the subcategories of Shopping, Culture, Culinary, and Nightlife.



People

The immigration rate and diversity of a city, including the subcategories of Education and Foreign-born Residents.



Prosperity

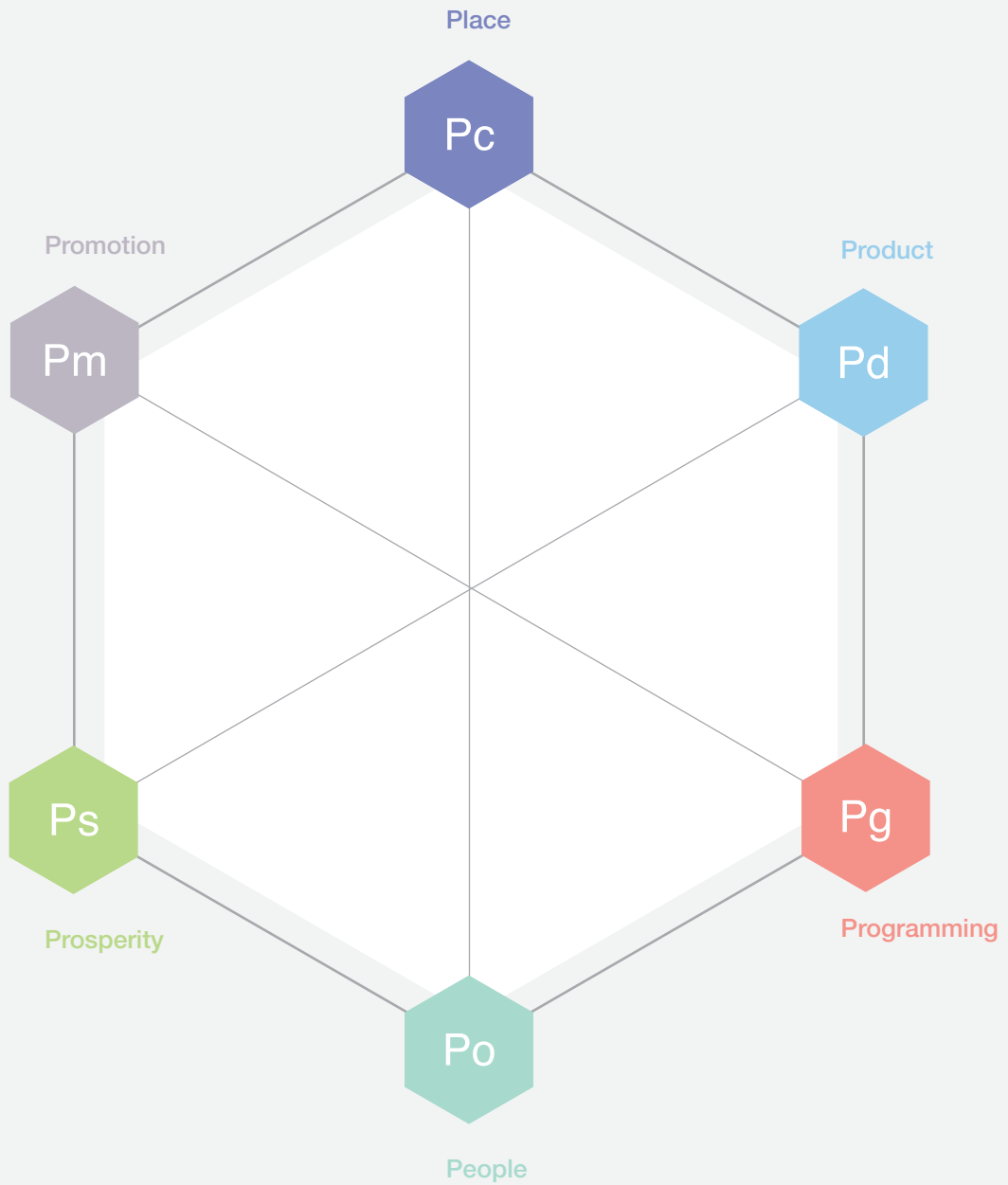
A city’s employment, GDP per capita and corporate head offices, including the subcategories of Unemployment, GDP per Capita, and Fortune 500 Companies.



Promotion

The quantity of stories, references and recommendations shared online about a city, including the subcategories of Google Search Results, Google Trends, Facebook Check-ins, and TripAdvisor Reviews.

How to understand the performance of the World's Best Cities, at a glance.



THE WORLD'S TOP 10 CITIES

The best-performing principal cities on the planet with populations of one million or more. A principal city is defined as the largest city in each metropolitan statistical area.



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1. LONDON

The ‘Capital of Capitals’ reigns atop the planet’s best cities, sparked by the 2012 Summer Games and a coordinated effort to harness the global obsession ever since.

METRO POPULATION: 14,620,400

The sophisticated tastes of the world’s tourists have finally caught up to London’s long-sumptuous buffet. Enlightened travelers have always sought out best-in-class embodiments of their values and interests. Fortunately for the most globally curious, we have London. The 2,000-year-old crossroads of the world’s voyagers welcomes us, despite being burned, rebuilt, bombed, rebuilt again and snapped up by the world’s wealthy (which, for renters and residents without offshore income streams, is another sort of siege).

London, right now, is a tight, highly curated Venn diagram of multi-ethnic revelry, enviable luxury retail, coveted universities and colleges (more than 40 institutions of higher education are based in the city) and—finally!—the restaurants to sate the palates of a growing number of curious global wanderers. It reigns atop our world cities ranking because it is the only city on the planet that finished Top 10 in all six of our categories.

London’s magnetism is certainly world-renowned, with a record volume of visitors streaming into the city—19.1 million in 2016, a 2.6% increase from 2015’s record. Despite terror attacks and Brexit (more on that in a moment), the city looked to set yet another record in 2017. Incredibly, annual visits are now more than 25% higher than five years ago.

London ranks #1 in our Programming category, an index that measures visitor and resident experiences in the subcategories of Shopping, Culinary, Nightlife and Culture, where the city placed no lower than #2. Perhaps most impressive is its food scene, which trails only Tokyo. Given the clichéd reputation



LONDON'S FINANCIAL DISTRICT

of British cuisine—historically wretched at worst and passable at best—this is an incredible development. The city has gained eight new Michelin-starred restaurants (including its first three-star restaurant, Akari—a nine-seat, £300-per-person Japanese gem in Mayfair) since 2010. Other star recipients include purveyors of Indian (Jamavar, also in Mayfair, and Vineet Bhatia in Chelsea), bringing the city’s starred South Asian restaurants to eight, among the most on the planet.

It is in its sudden rise of global cuisine that London demonstrates perhaps its most distinct appeal: its diversity and openness to humanity. Ranking #6 in our People category (an amalgam of Education and Foreign-born Residents), London refuses any attempt at typecasting. Sure, Londoners cheer for one of Chelsea, Arsenal, Tottenham or, if you look hard enough, Crystal Palace. They love a pint after work. And they talk your ear off about

each in wonderfully divergent accents, changing noticeably by *neighborhood*. But despite their melting pot Londoner souls, they likely started out Tamil, Somali or Polish.

That openness is why 60% of the city voted to stay in the EU in the Brexit vote in 2016. And it’s why after every terrorist attack, the city’s streets seem to grow denser and its population more vigilant but also more empathetic to the sanctuary sought in their city.

City leaders are preparing London to be even more convenient and accessible for the inflow of new residents and tourists. The new east-west Crossrail link, scheduled to open in 2018, will give Londoners more than 13 miles of new tunnels and 10 new stations. Appropriately for a city that invented public transit, it’s currently the biggest construction project in Europe.

The city’s mayor, Sadiq Khan, the son of a Pakistani immigrant who drove a London



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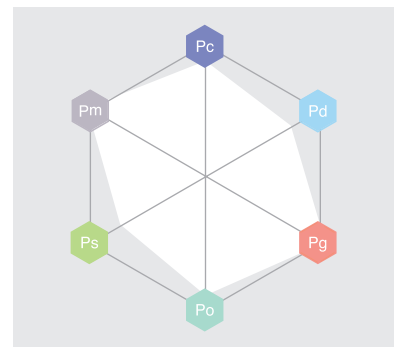
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THE MUST-SEE SKY GARDEN



© CROSSRAIL

THE CITY'S CROSSRAIL TRANSIT EXPANSION



bus to feed his family, recently unveiled another initiative to keep trade, investment and tourism flowing in.

“A Tourism Vision for London” was launched in late 2016 to prepare a city that by 2025 is “projected to attract 42.6 million international and domestic visits annually—30% more than in 2016.”

Given that a large percentage of London’s tourism and hospitality employees are “not English,” combined with increased bureaucracy for air travel post-Brexit, London needs a comprehensive plan if the golden goose is to keep producing.

But the tourism plan also attempts to share London’s wealth by diffusing tourists out to nearby towns, with international marketing campaigns and transit signage showcasing the bounty just a few tube stops away.

London leaders—like its citizenry—are positioning the city more as a globally

connected city-state than Britain’s capital, demanding greater influence in things like allocating work visas than deferring to the national government mired in populism over practicality. Another new initiative—the “Paris-London Business Welcome Program”—will market both cities to overseas visitors and facilitate the continued flow of billions of dollars between the two capitals once the UK truly Brexits.

Among all this tumult, Londoners and tourists revel in the medieval grids north of the Thames River in increasing numbers, climbing the world’s first high-rise (the Blitzkrieg-proof Monument). They rest their feet and feast their eyes on the morphing skyline among the greenery and swimming ponds of Hampstead Heath—or, for the slightly nerdier, Greenwich Park, home of the Royal Observatory, the benchmark of keeping earthly time and, most recently, an impressive brewery.

Amazingly, almost half of this megalopolis is designated green space and, somehow, scores #7 on the planet for Parks & Outdoor Activities despite no whiff of mountains, beaches or ocean. Clearly by now the world has learned that if London doesn’t have it, it will get it. And invite the world over when it does.

We reward its hospitality with Instagram posts, Facebook check-ins and glowing posts online—travelogs that powered the city to #1 in our Promotions category, creating inspiration for future visitors and residents planning to experience the world’s best city for themselves.

- Pc Place
- Pd Product
- Pg Programming
- Po People
- Ps Prosperity
- Pm Promotion

2. NEW YORK

America's best city will not be defined, tamed or—against all odds—contained.

METRO POPULATION: 20,073,930

The designation as “The City That Never Sleeps” has long referred to this kingdom of human ingenuity’s nocturnal pursuits. Today, it encapsulates the unshackled ambition of pushing the limits of what’s possible in an urban context while stewarding a place for future generations.

It’s in this combination of openness, human friction, density and contrast that the potential of urbanism—and the human spirit—is unleashed.

Not surprisingly, then, New York finished third in our Prosperity category, behind only Beijing and Dubai, led by having the fourth-most Global 500 companies headquartered here.

But as befits this city’s century-old friction between capitalism and creativity, New York

the financial wealth magnet also boasts some of the best Programming—which includes Shopping, Culinary, Nightlife and Culture—on the planet. Chalk one up for Fearless Girl.

In 2017, 40 new Broadway shows launched—the most in three decades. New York storytellers Billy Joel and Jerry Seinfeld did residencies all year in 2017—the former at Madison Square Garden, the latter at the Beacon Theater—just because they could. No wonder the city finished first in the world for Culture, measured by the number of quality culture and performing arts experiences recommended by locals and visitors in a city.

New York City’s cultural bounty resulted in a Top 10 finish for global museums and galleries. Helping its cause of late is the Whitney Museum of American Art’s first biennial in its dramatic new location. The iconic venue doubled its exhibition space four years ago when it relocated to Chelsea and the terminus of the High Line, ballooning its visitation numbers as well.

New York’s #7 global Culinary ranking speaks to its importance as a food town—77 of its restaurants boast one, two or three Michelin stars. In early 2017, Eleven Madison Park was named best

restaurant in the world by the global authority on such matters, becoming the first U.S. room to grab the honor since 2004. The difference between culinary lineage of old and today? Starred restaurants are tucked relatively off the map, in Bushwick (Faro), Harlem (Sushi Inoue) and Williamsburg (Aska).

This sprawling, crammed theater of big money and big dreams is why New York keeps smashing visitor numbers—a record 60.3 million arrived in 2016, including 12.7 million from outside the U.S.—and why smitten visitors keep feeding the legend of New York in their own words. As such, the city finished Top 5 in Promotion, powered by #1 in Google Trends and second for Facebook check-ins in the world. Not surprisingly, the city also surfaced the fifth-most Google Search Results on the planet.

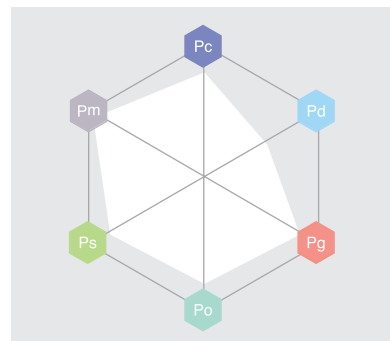
Despite a national political environment that seems to challenge its open-for-business pitch and its heritage as a place of sanctuary, New York is going all in on welcoming the world, reciprocating the love it has received from across the globe since that dark September day in 2001.

“New York City has ducked out from under the American flag before and we may have to do it again,” Fred Dixon, CEO



BROOKLYN'S ASKA PRIVATE DINING

This sprawling, crammed theater of big money and big dreams is why New York keeps smashing visitor numbers.





THE HUDSON YARDS



THE IMITATED, NEVER DUPLICATED HIGHLINE

of tourism and marketing organization NYC & Company, told Resonance recently. “But this isn’t entirely tied to the recent U.S. election. With the rise of cities, we are reverting to ancient times with the organization of the city-state.”

The city sure makes it easy to keep visiting. There’s the Empire State Center (or for our money—The Top of the Rock), but now there’s also One World Observatory, complete with a time-machine-like ascent up the Freedom Tower that displays the buildout of the city over four centuries.

The experiential bounty across the five boroughs rivals most countries. Amazingly, it’s mostly reachable by an expanding public transit system—an attraction unto itself. This past summer, the cost of a subway ride also put you above ground and on the East River courtesy of the new 18-ferry NYC fleet, complete with bike racks, free WiFi and well-stocked

bars, with service to Red Hook and the emerging Rockaways.

Another place accessed by water—Staten Island—is making its own Manhattan-sized buzz, with the revitalization of the St. George neighborhood with new parks, shopping and the audacious new icon-in-waiting, the New York Wheel—a 630-foot-tall observation wheel that was to be the world’s tallest before Dubai scooped the honor. Fortunately for the overwhelmed tourist, it doesn’t open for another year (late 2018). In the meantime, get your island experience at the rejuvenated Governors Island.

And. It. Just. Keeps. Building.

If you haven’t heard of Hudson Yards, you soon will. The mini-city on the West Side along the Hudson River is Manhattan’s largest development since the 1930s construction of the Rockefeller Center. Built on a 28-acre platform over 30 active

train tracks, it is by far the largest private real estate development in the country’s history, at \$25 billion upon build-out in 2025. More important, it will yield 4,000 residences, 100 shops, parks, a playground, the Shed Art and Performance space and new gallery space—much needed breathing room in a city that has visitors and residents taking deep breaths just to keep up. The development will further cement New York’s best-in-the-world ranking for Shopping, as will the much-anticipated 2019 opening of the three-level, 100,000-square-foot Hermès temple in Manhattan’s Meatpacking District.

- Pc Place
- Pg Product
- Pg Programming
- Po People
- Ps Prosperity
- Pm Promotion

3. PARIS

A commitment to haute *everything* keeps Paris in the hearts of travelers eager to return and those anticipating their first visit.

METRO POPULATION: 12,492,500

With the City of Light in collective darkness over the terrorist killing of 130 concertgoers in late 2015, the cover of *Charlie Hebdo*, the city's satirical magazine, channeled the Parisian peerless resoluteness to live and love enlightened: over a bullet-riddled reveler drinking, and leaking, champagne were the words "They have weapons. F— them. We have champagne." Global travelers raised a glass to that sentiment, spiking visitor numbers back to pre-attack levels by the time EURO 2016 rolled into town in June.

With several terrorism attacks both thwarted and terrifyingly carried out since, Parisians refuse to give up their *joie de vivre* and unrivalled pride in their city—pride that was cultivated, defended, crushed and recaptured along the banks of the Seine and deep in the Renaissance passageways over a millennium.

The resilience is evident in the city's #2 global ranking in our Product category. Paris boasts the best Airport Connectivity in the world, finished #5 in Convention Centers and ranked #11 in quality of Museums. Infrastructure investment has also sped up, with more than a dozen new hotels opening in the past year as well as, poetically (given the 2015 carnage at a music venue still vivid in everyone's memories), a new 600-seat concert hall right on the Seine called FLOW Paris.

The city is building more luxury hotels than ever, all while showing leadership on vacation rentals like Airbnb with strict yet collaborative laws designed to curb a growing apartment shortage in the city that threatens residents. The highest profile hotel openings are all showcasing the city's lineage. The recently reopened Hôtel de Crillon, a Rosewood Hotel,



THE CITY'S SUMPTUOUS LAYERS

© LINDA KALIMULLIN

survived the French Revolution, the Napoleonic Empire and its occupation as a Nazi headquarters. In 2018, hotel chain Esprit de France will unveil the anticipated Hôtel FAUCHON next to the iconic Fauchon gourmet grocery, operating since 1886 in the same Place de la Madeleine location. Parisian hospitality doesn't get any purer than here.

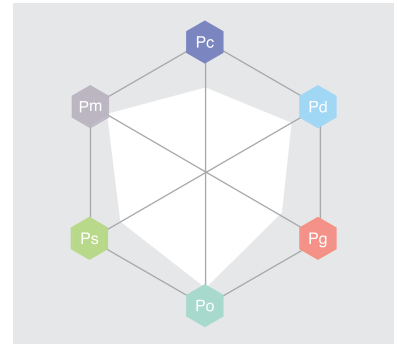
A new Paris Convention and Visitors Bureau unveiled a new logo last year that accentuates the city's focused confidence and consolidates its visual identity. Simple, confident and instantly recognizable, it's an impactful visual identity for a city with a lot of work to do.

The city is building more luxury hotels than ever, all while showing leadership on vacation rentals like Airbnb with strict yet collaborative laws designed to curb a growing apartment shortage in the city that threatens residents.



HÔTEL DE CRILLON

A SUITE AT HÔTEL DE CRILLON



The city finished #4 globally in Shopping behind New York, London and Tokyo, respectively. Shopping streets are being identified, scrubbed and sprinkled with additional police presence. A “Made in Paris” label is a gateway into local shopkeepers playing tour guides, leading shoppers to the city’s makers and artisans and the ateliers where they ply their trades.

But the city would be foolish to assume that relying on tourism and the fickle tastes of the global rich is sufficient future planning.

For the sake of its economic resilience and continued appeal as a place to live, the city is pursuing its Grand Paris project—an ambitious transportation and transit, economic development and skills training expansion designed “to even out disparity between territories while building a sustainable city,” according to city literature. This, of course, is a long overdue outreach to the city’s neglected outer suburbs where no tourists venture and where many new immigrants and refugees first settle. Each outer zone will focus on an economic discipline—from health and life sciences to aeronautics.

By sharing the wealth, Paris is also sharing the pride, vigilance and care for a city that has coaxed newcomers for centuries, nurturing their contributions in stone and prose and sharing them back with the world.

- Pc Place
- Pd Product
- Pg Programming
- Pp People
- Ps Prosperity
- Pm Promotion



TRISTAN COE-ANGELO

PARIS IS FOR SHOPPERS

Paris is also doubling down on making itself more accessible than ever—skyrocketing rents and house prices aside—starting with reclaiming its once filthy waterways by way of the Bassin de la Villette public pools. That’s right: swimming in the Seine was a thing this past summer. And will be for the foreseeable future. Three natural water pools filter the river in the 19th arrondissement and provide 17,000 square feet of refreshment, from one to more than six feet deep. Native fish species have been returning for almost a decade, and mayor Anne Hidalgo wants Olympians to compete under the shadow of the Notre Dame when Paris hosts

the 2024 Summer Olympics, after more than a century of strict no-swimming enforcement.

Tourism is down across most indices since the scourge of terrorism gripped the city and could easily crater with future attacks. But Paris, being Paris, is not idle. In late 2016, the city introduced the 59-initiative Destination Paris plan. It includes the opening of the Paris Convention Center in 2018, with its 30,000-person capacity—a move designed to boost the business travel that already accounts, according to local numbers, for 40% of room nights in the city. The plan also targets getting Paris back on top of its Shopping dominance.



ASTEMIR ALMOV

MOSCOW'S GROWING FINANCIAL DISTRICT

4. MOSCOW

Intriguing, mythical and increasingly hungry for global attention, Russia's beguiling capital is a cultural gold mine spanning the ages and just waiting to be explored.

METRO POPULATION: 12,080,400

We'll be sorting out Russia's influence in American politics for years to come, but visitors to Moscow fall under the spell of the Russian capital the minute they set foot in this endlessly fascinating and dynamic destination. Curiosity about Russia has increased as the intrigue has grown, which might explain why Moscow was the 13th-most trending destination in the past year, according to our Promotions ranking.

The global fascination has as much to do with the arrival of the 2018 FIFA World Cup as with the wheeling and dealing of presidential candidates. From June 14 to July 15, Moscow's Luzhniki Stadium in the city's 145-hectare Olympic complex will be in the thick of the country-wide event as host to the opening and final matches, among others. Fans from far-flung markets, from Delhi to Qatar to New York to Split, can all fly into Moscow with ease: the city ranks #4 for Airport Connectivity. Better yet, your FIFA ticket gets you into the country visa-free, and once you're on the ground, the Moscow subway will operate around the clock during the event—another reason to visit the world's most regally art-stuffed transit system.

Whatever brings you to the city, you're in for an experience at stark odds with the West's continuously dismaying news about Russia. Moscow is experiencing what *Travel + Leisure* calls a "revolution of creativity" that gives it an atmosphere of young, free-thinking exuberance that

has touched every aspect of city life, from its art and food scene to quirky, only-in-Russia shared workspaces—Ziferblat provides a dynamic scene of food, art and music and charges by the minute: three rubles for 60 seconds to start. The first so-called "post-Soviet generation" of Muscovites have traveled the world, returning with suitcases full of ideas that they're unpacking to huge effect in their always-proud city, sanctions be damned.

But you need to be schooled in the classics to appreciate the contemporary. Moscow ranks #12 in Place, which includes Neighborhoods & Landmarks and Parks & Outdoor Activities. It's a city of symbols and icons, and of course you'll take in Red Square and the Kremlin, two of the city's UNESCO heritage sites.

Moscow is #10 in the world for Programming, which includes Culture, so you'd best get to the Bolshoi, a bastion of classic ballet and Russian intrigue. (A dancer blinded a director in an acid attack in 2013, and a new production of the life of Nureyev was

suddenly canceled earlier this year. Was the dancer’s homosexuality the reason?)

Moscow ranks first in the world for Product, which includes Museums. The Tretyakov Gallery and Pushkin State Museum of Fine Arts are necessary pilgrimages to understand Russia’s contribution to world culture. There are wonderful detours to be made to the Museum of Soviet Arcade Machines or the Museum of Cosmonautics, where you can admire Soviet accomplishments in the cosmos through 85,000 pieces of space-related stuff, including the taxidermied remains of Belka and Strelka, famed canine cosmonauts. (Elsewhere, there’s a memorial to the adorable Laika, the very first dog in space.)

But once you’ve paid your respects, make a beeline to Gorky Park, home to the new \$27 million Garage Museum of Contemporary Art, masterminded by entrepreneur Ilya Oskolkov-Tsentsiper, bankrolled by philanthropist Dasha Zhukova (wife of billionaire Roman Abramovich) and designed by Dutch starchitect Rem Koolhaas. It sits in an enormous former Soviet restaurant reclad in a plastic that reflects the clouds

and refurbished greenery of an entirely spectacular park. The area has become a gathering place for immersing yourself in both Moscow’s nature and its culture. One of the museum’s young curators remarked that it’s one of the only places in Russia where you feel you belong to some international context but can still speak Russian. All Moscow pride—no Gorky Park Cold War sweats here. Other places to take in the modern art vibe of Moscow include the ARTPLAY Design Center, a unique mash-up of art and architecture across the street from the sprawling WINZAVOD Centre for Contemporary Art, a 215,000-square-foot cultural center divided into seven buildings housing the city’s leading galleries, artists’ studios, designers and photographers, cafés, creative showrooms, children’s studios, bookstores and a multitude of activities.

As with art, so with appetite. Moscow offers everything from the chic Selfie to imperially inspired classics to *stolovayas*—working-class canteens popular in Soviet times—to traditional Russian pubs awash in vodka and beer, called *rumochnayas*. But in endlessly dynamic Moscow, there’s also LavkaLavka, a

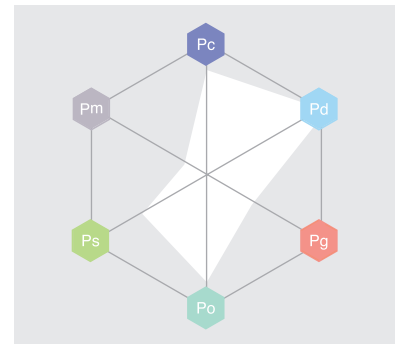
Muscovites have traveled the world, returning with suitcases full of ideas that they’re unpacking to huge effect in their always-proud city, sanctions be damned.

farmer-fueled place that says it offers “the new Russian cuisine.” That means the seasonal and the reimagined traditional things like “Tartar from halibut with a fresh vegetable marrow from Kuban farmers and crab from Yevgeny Romanov; The heart of a deer from Irina Bogomolnaya (Krasnoyarsk Region) with puree of celery and white onion; and Soft ice cream from a young carrot and tarragon with a lemon meringue.” Or so Google Translate would have us believe. Local, authentic, new—all in one mouthful.

Novelist Boris Fishman wrote in *Travel + Leisure* that there’s a saying around today’s Moscow: “Things have never been better, things have never been worse.” For travelers, things are pretty good.



THE GARAGE MUSEUM IS ONE OF DOZENS IN THE CITY



- Pc Place
- Pd Product
- Pg Programming
- Po People
- Ps Prosperity
- Pm Promotion

5. TOKYO

The ancient capital seizes an opportunity to transcend recent calamity and host the world.

METRO POPULATION: 37,027,800

Tokyo's round-the-clock kinetic mobility, innovation and efficiency mesmerize global visitors. But it's only when the motivation for this legendary engineering and grand design is considered that another characteristic emerges: resilience—in the face of nuclear radiation, earthquakes, tsunamis and, in the past seven years, all three simultaneously.

Tokyo bounces back because, well, it always has. For centuries. Before it became “Tokyo” 150 years ago, it was Edo—a feudal center that by the early 1800s was the largest city on the planet.

That degree of density over so many centuries means few places have refined the urban experience better than Tokyo.

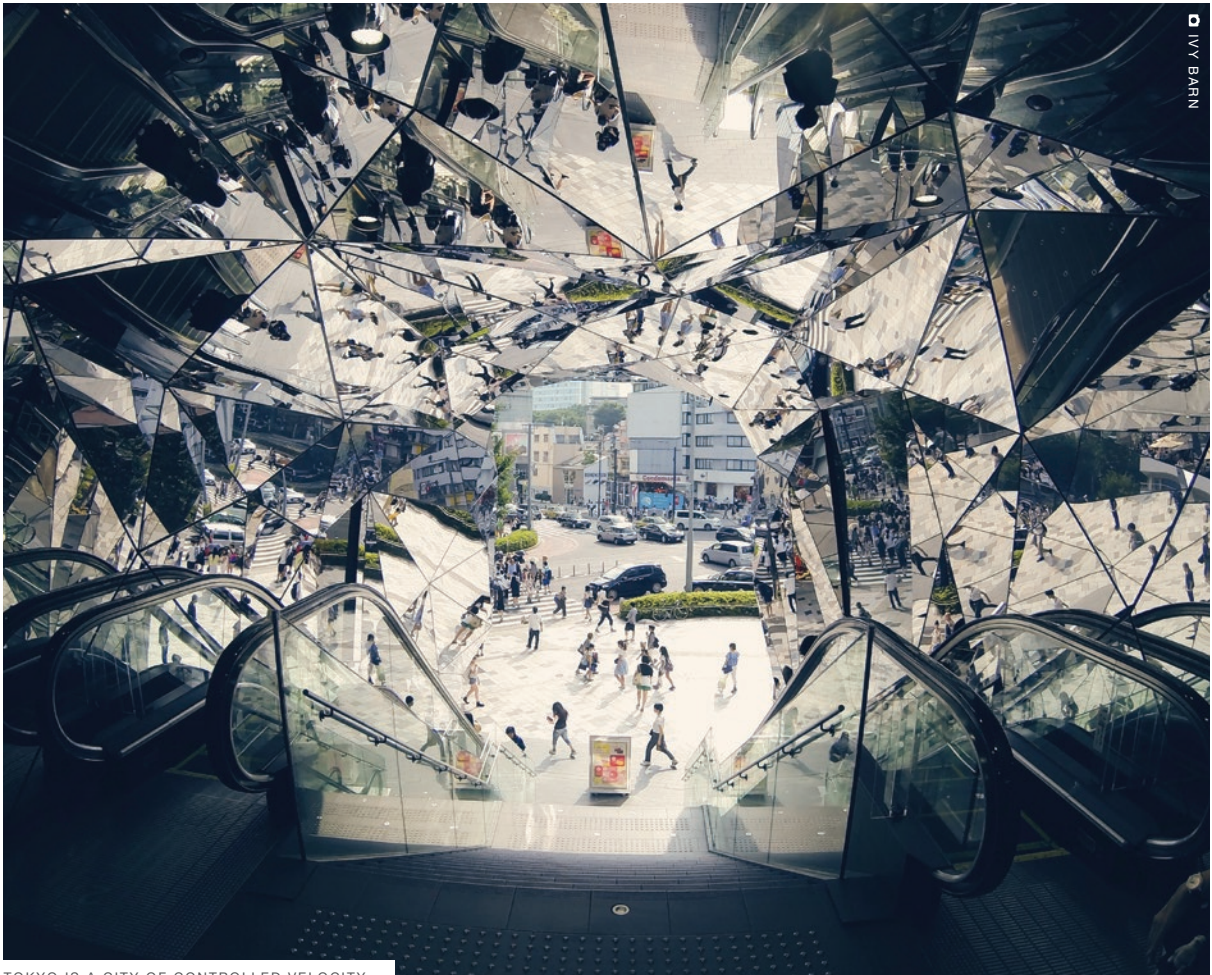
The two centuries of Edo's strict customs and regulations to promote stability and dominate regionally still anchor the quiet, efficient velocity of this city of almost 9.5 million. In fact, first-time visitors are often confused by the passivity, deference and general politeness of the citizenry.

The ticket to solving this city unlike any other is a visit to the Aoyama neighborhood, home of the Nezu Museum that was recently rehoused in a striking

new building by legendary Japanese architect Kengo Kuma (who's designing the new National Stadium in Tokyo for the 2020 Olympic Summer Games). Walking around the museum's six galleries of ancient Japanese creative expression and chronology—and through its garden, around the ponds and maples along its stone-paved walkways—visitors prepare in a manageable way to understand the megalopolis just outside the museum's doors.

Indeed, shiny new luxury boutiques—from Prada to Miu Miu—are steps away.

Tokyo ranks first in the world in our Place category—#1 in Neighborhoods & Landmarks and #3 in Parks & Outdoor Activities. Parks are a bona fide attraction—and for vertical-living citizens, therapy—in Tokyo. Shinjuku Gyoen is a half-day destination,



TOKYO IS A CITY OF CONTROLLED VELOCITY



THE CITY BOASTS THOUSANDS OF ONE-OF-A-KIND SHOPS...



... AND DESIGNER BOUTIQUES LIKE PRADA

Parks are a bona fide attraction—and for vertical-living citizens, therapy—in Tokyo.

with its French formal gardens, English landscaping and, of course, a teahouse in its Japanese garden. Rinshi-no-mori Park is a more elemental escape—a converted forestry research station with towering local poplars and imported species as well. The city is also incredibly safe: it ranked #28 globally in the category in our ranking with 75 homicides in 2015 among almost 10 million people. No wonder locals give you a strange look if you *don't* let your kid walk to school alone.

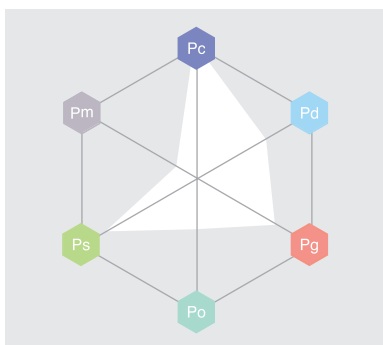
Tokyo's safety and empathy were recently poetically described by architect Kuma while discussing the catastrophic 2011 Tohoku earthquake and tsunami. "What is important is the strength of the communities, not the hardware," he said. "So architects should build a community, rather than just a house."

Today, there's a lot of building on the onramp to the 2020 Summer Games. There's also an unprecedented commitment

to sustainable development—and the goal to reduce citywide greenhouse gas emissions by 25% from 2000 levels. Citizen-focused infrastructure like two much-needed subway stations on the Yamanote and Kibiya lines will add even more efficiency to moving around Tokyo's urban clusters.

Community and livability are also sustained over great meals, and Tokyo is unrivalled in any culinary metric. Its #1 ranking in our Culinary subcategory is fortified by the most restaurants with at least one Michelin star on the planet. There are 160 with at least one, 54 with two and a dozen with three, including Usukifugu Yamadaya, purveyors of Fugu which, if not prepared correctly, will kill you.

Tokyo's urban perfection is drawing tourists in record numbers, with 24 million arriving in 2016 and the ever-ambitious city leaders looking to almost double that to 40 million by 2020, the year of the Games.



- Pc Place
- Pd Product
- Pg Programming
- Po People
- Ps Prosperity
- Pm Promotion



SVEN SCHEUERMEIER

SINGAPORE'S SURREAL SKYLINE

6. SINGAPORE

Asia's financial powerhouse turns its ambitions to livability and innovation.

METRO POPULATION: 5,472,700

Few cities have achieved as much, as quickly, as the city-state of Singapore in the past 50 years.

The meteoric rise from politically unstable, resource-poor and unskilled ex-colony to the talent- and capital-hungry shipping hub (the world's busiest) and, subsequently, Asia's wealth management capital is brand engineering at its most ambitious.

The result is Singapore as a fast-emerging Asian financial superpower whose city

leaders take a methodical approach to urban planning, considering Singapore's needs far beyond the next election.

Singapore's reinvestment into research, talent and corporate headquarters recruitment ensures it will be home to a sustainably wealthy citizenry for decades to come. It's why the city-state continues its ascent among the planet's most prosperous cities, finishing #12 globally in our Prosperity ranking, with minuscule unemployment (#17 overall), a growing cluster of Global 500 companies (#32 overall) and a per capita GDP in the Top 10 globally.

Its recently announced \$2.77-billion Research, Innovation and Enterprise Plan 2020 aims to duplicate Nordic and Israeli innovation and R&D—much of which will strengthen local universities. This focus on research, medicine and tech is designed to open another front for Singapore—one that complements its financial dominance.

Today, manifestations and confidence of this wealth and swagger are everywhere. From the heights of the cranes on the horizon to the gilded facades of Orchard Road, Singapore's version of New York's Fifth Avenue for high-end fashion and entertainment, Singapore knows its affluent global audience: moneyed wanderers who seek efficiency, security *and* exoticism. It's why the city continues to smash visitation records—13.1 million international visitors touched down last year—an 8.8% increase from 2015. Even more impressive? They spent more in Singapore, on average, than anywhere else in Asia.

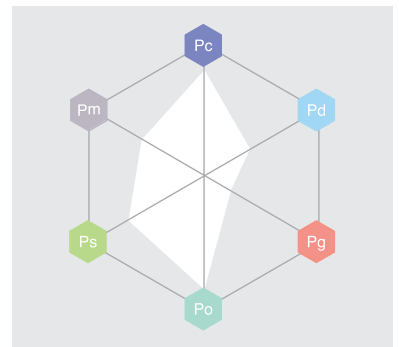
The 18 solar-powered “supertrees”—each between 80 and 160 feet tall—are now city icons.



THE HIGH-END DESIGN OF ORCHARD STREET



THE ICONIC GARDENS BY THE BAY



But the city is hardly the sterile, finger-wagging no-fun zone that its policies may indicate. In fact, the prosperity, safety and pursuit of foreign investment mean people are free to innovate, confident that a safety net exists should the globberati not spend enough (unlikely). The entrepreneurialism radiates from the kinetic visual and culinary feasts of Chinatown’s Smith Street (do not leave without sampling the spicy lobster), all the way into the Michelin starry-eyed international talents like Miguel Schiaffino from Lima, Peru. And that’s just the restaurants.

Singapore is also among the top-ranking cities (#13) in our deep Place category and has the lowest crime rate on the planet. It’s also #24 for Parks & Outdoor Activities. The six-year-old Gardens by the Bay, consisting of several hundred acres of cultivated parkland on reclaimed urban land in downtown Singapore, are a mini Central Park. The 18 solar-powered

“supertrees”—each between 80 and 160 feet tall—are now city icons.

But a city that takes care of its citizenry the way Singapore does (there’s an affordable housing policy that protects 80% of locals) isn’t content with green space for aesthetics only. City leaders—obsessed with forecasting and city resiliency—are evolving the copious parklands into “therapeutic gardens” designed to help an ageing population remain active and engaged. A publication by Singapore’s Ministry of Health—*Action Plan for Successful Ageing*—should be mandatory reading for municipalities everywhere, as should a trip to HortPark. Opened last year, the park’s fragrant lemongrass is believed to slow the onset of dementia and improve memory.

So is Singapore the perfect city? Locals and visitors seem to think so and have propelled the city-state to #4 in our Promotions category, including Top 10

global finishes in Google Searches, Google Trends and Facebook check-ins.

Riding the positive sentiment, the Singapore Tourism Board developed a new tagline and streamlined identity in partnership with the city’s Economic Development Board. The identity, “Passion Made Possible,” is the first to be used across tourism and economic development initiatives and, according to agencies behind it, “puts forth Singapore’s attitude and mindset: a passionate, never-settling spirit of determination and enterprise that constantly pursues possibilities and reinvention.”

- Pc Place
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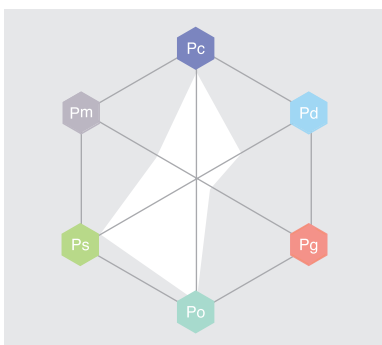
7. DUBAI

The Middle East's most popular (and highest ranking) city wants it all. As do many of its more than 15 million annual visitors.

METRO POPULATION: 3,332,500

Dubai's approach to design, architecture and consumer culture could best be described as discreet and restrained—said no one, ever. The world's tallest building. The world's richest horse race. The world's tallest choreographed fountains. The world's only seven-star property. And, because there's no such thing as too many superlatives here, *the most visited mall on the planet*. Yes, it's all here, in the most populous city in the United Arab Emirates.

An alluring blend of over-the-top architecture and Arab heritage, Bedouin culture, traditional souks and luxury shopping, Dubai rises from the golden sands like a mirage. Religiously tolerant, socially liberal and future-forward, the capital of modern Arabia has become a brand—a brand that many in the Western hemisphere can understand, buy into and visit. By 2020 when it hosts the World Expo, the emirate aims to attract 20 million visitors per year, doubling the number it welcomed in 2012. As our top-ranked city in the Middle East, Dubai welcomed more than 15 million international overnight visitors, amazingly just three million fewer than *Paris*.



DUBAI'S AMBITIOUS SKYLINE

Dubai continues to benefit from years of extensive investment in state-of-the-art infrastructure, shopping, hotels and entertainment—and there are no signs of the building boom stopping. One of the most exciting architectural projects on the horizon, and one that's sure to become an even more dramatic exclamation point in Dubai's skyline, is the collaboration between architect Santiago Calatrava and local entrepreneur Mohamed Alabbar. Together, the duo is building an even taller tower than the Burj Khalifa (the world's tallest building, also in town). Slender and flared at the bottom, the \$1 billion Dubai Creek Tower is, in Alabbar's view, the Middle East's answer to the Eiffel Tower. Next to it, the Arab entrepreneur (who's also behind Dubai Mall) is creating yet another massive shopping center that's part of a new 3.7-square-mile district called Dubai Creek.

In a city where summer temperatures often reach 120°F, it's no surprise that shopping malls become the de facto hangout spots for people of all ages. Lots and lots of people; in fact, Dubai Mall recorded 80 million visitors in 2015, or about double the number who visited the Vegas Strip the same year. But it's not just the shopping that's making it among the most popular place on Earth. The trick, says Alabbar, is to build an urban, integrated mall with lots of reasons to visit, like restaurants, cinemas, galleries and—why not?—a two-million-gallon aquarium.

Yet there's much more to see and do in the Shopping Capital of the Middle East than malls. The emirate comes in at #11 in the world (just behind New York) in our

deep Place category, for which we look at influential factors like Air Quality, Crime Rate, Neighborhoods & Landmarks, Weather, and Parks & Outdoor Activities. Dubai ranks #5 in Weather and nabs the coveted top spot for Parks & Outdoor Activities—ironic, considering it's sweltering outside and everyone's at the mall, to say nothing of the fact that little grows in Dubai's environment on its own.

But no matter. Amid swirling traffic and towering glass towers are lush sprawling parks and gardens that offer much-needed respite from the concrete jungle. Look deeper and you might even come across a pat of flamingos at Ras Al Khor Wildlife Sanctuary, a delicate wetland reserve set at the mouth of Dubai Creek. Home to thousands of migrating birds, it could have easily been turned into another tower cluster, but the municipality recognized its unique habitat and decided to preserve it. Plans are in the works to develop elaborate visitor education facilities for nature lovers.

Year-round sun and a dramatic combination of desert and beach offer Dubai visitors and residents the opportunity to partake in high-adrenaline endeavors of every kind. There's paddleboarding, surfing and swimming with dolphins in the clear aquamarine waters of the Arabian Gulf. There are miles of golden beaches featuring volleyball courts and climbing gyms, as well as permanent food trucks complete with air-conditioned seating areas right on the sand. Or you can leave the city behind and dune bash in the desert, soar above the sand in a hot air balloon or go on safari in the Dubai Desert Conservation Reserve to get a taste of Bedouin traditions.

8. BARCELONA

In the Catalan capital, an eclectic mix of beach, architecture and boho vibes.

METRO POPULATION: 4,730,300

There's the striking, often surreal architecture. The colorful neighborhoods pulse with an alternating beat of edginess and sophistication. Miles and miles of beaches and iconic parks are in symbiosis with the idyllic year-round weather, which facilitates dining alfresco at all the perfectly inviting cafés. Barcelona is an almost ideal European city. It's no wonder it ranks #2 in the world (right behind Tokyo) in our Place category, which measures both the natural and the built environment of a city. Steeped in history and wearing its cultural identity proudly on its sleeve, the capital of Catalonia is an autonomous region of Spain with a history of attempted secession—as the October 2017 attempt to leave and resulting police violence that flashed across screens globally demonstrated yet again—and general marching to its own beat. Don't be surprised to hear locals speaking

Catalan as you walk along the narrow lanes of Barri Gòtic, Europe's largest Gothic quarter and the heart of Barcelona. Here you're likely to stumble upon a lively square, buzzing with buskers and adoring audiences. Nearby, revelers spill onto sidewalks from tiny cafés and bars. Look a little closer and you might also find the remains of a centuries-old Roman wall... or the spray-can work of a street artist whose portfolio you'll see in a New York gallery a year later. In Barcelona, every neighborhood is entirely unique and worth a visit, and last year's record-setting 32 million visitors probably agreed. Tourism may be vital to the city's economy, but locals have taken to the streets to protest gentrification and rising prices due to escalating numbers of tourists. The mayor, Ada Colau, responded earlier this year by introducing the Strategic Tourism Plan 2020, which aims to curb tourism and curtail practices that negatively affect locals, like real estate investors who snatch up apartments only to rent them on Airbnb, thus driving up prices.

The city's plans to combat excessive tourism include limiting car traffic in the most congested zones, implementing "no Segway zones" and regulating rooms in vacation rentals. City Hall has not only imposed a moratorium on new hotels; it has also fined Airbnb and HomeAway thousands of euro for advertising illegal tourist apartments (those that haven't

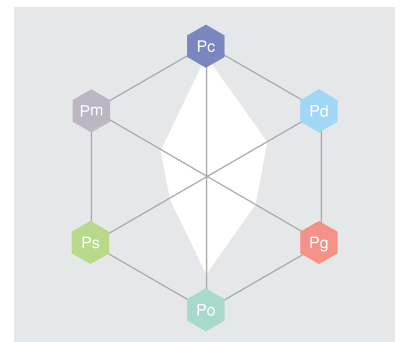
been registered and don't necessarily pay taxes or fees to the city). A word of advice: do your research before you book your accommodations.

Once you get here, though, go to El Born—a neighborhood known as much for its eclectic nightlife as its popular Picasso Museum. Go park yourself at any bar or restaurant in El Raval and you're bound to make friends with the local artists, musicians or designers who call this neighborhood home... and maybe end up sharing a plate of *pintxos* with them. Explore Gràcia, a small village that's been incorporated into the city and is popular with the young families who live here, as well as the hordes of tourists who end up here on their way to Gaudí's colorful Park Güell.

Want more modern architectural wonders? Barcelona and Gaudí have you covered. The two go together like *café con leche*, and it would be sacrilege to leave the city without a visit to Eixample, the neighborhood where Gaudí's Gothic masterpiece, La Sagrada Família, is scheduled for completion on the centenary of the architect's death in 2026. For something completely different, visit Barceloneta early in the morning, when the old fishermen are just returning with their catch and the tiny cafés are starting to pour their first cups of coffee. This beachside neighborhood feels like it must have years ago—before the posh yachts, sail-shaped W Hotel and anti-tourist flags.



BARCELONA'S W HOTEL



- Pc Place
- Pd Product
- Pg Programming
- Po People
- Ps Prosperity
- Pm Promotion

9. SAN FRANCISCO

Beautiful, smart and increasingly influential, San Francisco just keeps getting more vital as a global capital.

METRO POPULATION: 4,572,807

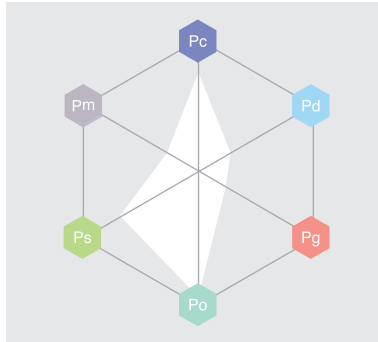
In California's dense urban heart, history repeats. The young, untethered and ambitious have always covered the enlightenment that San Francisco's fog- and mist-diffused light seems to bestow: they came here for gold, and then they came to change the world (2017 marked the 50th anniversary of the Summer of Love). Most recently, they came to reinvent it. Long a vanguard of global counterculture, San Francisco is now defining the mainstream—often with the innovation dreamt up in Silicon Valley, 45 minutes south, first tested on its streets.

It's because San Francisco has always written down its dreams, penned an action plan and gotten to work. The Golden Gate Bridge, glowing against the shifting Pacific fog, is a reminder that engineering makes even the formidable possible. Here, even the geography seems to have an algorithm, with 49 hills distilled in the city's seven-by-seven-mile grid.

Dreamers have long sought their fortunes here, and the city is Top 10 in the world in our Prosperity category, with the world's sixth-highest per capita GDP.

Head offices continue to ratchet up the price of talent as companies stream into a city with the same velocity as the world's future business leaders. The city ranks third best on the planet in our People category—a combination of foreign-born residents and educated citizenry. As they grow roots and forge networks in their new home, expect San Francisco's cultural and economic clout to increase even more.

It's why SFO, the city's airport, is a hive of renovation, build-out and innovation that will welcome new talent and their families.



The Moscone Center, San Francisco's convention center—the host of everything from Apple launch events to Comic Con—is also getting an overdue overhaul. Scheduled for completion at the end of 2018, it will improve the city's current #62 spot for the planet's convention centers.

Of course, cities with such mercurial growth are bound to be hobbled with growing pains. It's why traffic has never been worse and why locals are scheming around the nation's highest rent (at an average of \$3,700 per household according to local numbers), to say nothing of the million-dollar row houses in "up and coming" neighborhoods cut off from any form of transit.

Sure, San Francisco could have bigger problems than the average local tech

worker earning almost \$200,000 and competing for housing with a teacher making a third of that. But it's a displacement story unrivaled in the U.S.

Happily, nature is still mostly free and resonates more than ever, with the city's strong Top 20 finish in our Place category, led by great weather, plenty of parks and a bounty of outdoor activities teed up for all manner of athletes and explorers. There's even free humpback whale watching from the Golden Gate Bridge. Investment in the city's outdoor and cultural icons continues, with the reopening of a renovated Alcatraz in 2018 and the ongoing build-out of the oceanfront former military barracks of The Presidio. Here, visitors can learn to mountain climb in an old airplane hangar and sip with a view of the Golden Gate at the new Fort Point Beer Co. venue before walking the bridge by foot to the wilds of the Marin Headlands to the north.

This perfectly balanced natural urbanism is not lost on curious visitors, who continue to stream into this bucket-list destination in record numbers with every passing year, eager to catch some of that old magic while being the first to sample new cultural beacons like the newly reopened (and partially free) SF Museum of Modern Art.



THE COIT TOWER OVERLOOKING ALCATRAZ

VHSBY D

10. CHICAGO

An abundance of programming and culture keeps locals and visitors hopping, while robust infrastructure facilitates all that exploration.

METRO POPULATION: 9,568,133

The Second City may have finished #3 among U.S. cities (behind New York and San Francisco), but the City of Neighborhoods (or of Big Shoulders—take your pick) is a worthy end to our Top 10.

The Windy City’s two centuries as the heart of a nation coursing talent, materials and energy to its distant extremities gives it a natural big-city swagger. It boasts some of best-developed infrastructure in North America—what Resonance calls “hardware of a city” that makes up our Product category (in which Chicago finished #7 globally), and one of the most difficult to score high in. Museums, airports and public transit take years to build and are expensive to maintain, but they are vital for livability, urban exploration and empowering a city’s visitors to immerse themselves in a place like locals.

The city finished in the Top 5 globally for local university rankings and its convention center, and 150 years of high and bold architecture are finally getting their due. A return of the Chicago Architecture Biennial in 2017—the largest



CHICAGO BUILT THE MOST SKYSCRAPERS ON THE PLANET BETWEEN 1930 AND 1950

international exhibition of contemporary architecture in North America—is expected to attract more than the 530,000 visitors that the city’s 2015 event did.

Visitors today can cozy up to iconic American architecture like never before, courtesy of several rooftop perches that have recently opened.

The new Chicago Athletic Association Hotel, housed in a Venetian-Gothic building built for the 1893 World’s Fair, has Cindy’s, a rooftop restaurant and terrace serving up panoramic views of the Art Institute of Chicago, Millennium Park and Lake Michigan.

Another new property, The Kimpton Gray Hotel housed in the striking New York Life Insurance Building, lets visitors sip and stare whatever the weather with a retractable roof over their Peruvian lounge called Boleo.

The 21st floor of the Conrad Chicago Hotel is now the Noyane lounge, which mixes some of the city’s best sushi and sashimi by Chef Jordan Dominguez with dreamy views that will give you a new appreciation for 20th century American city-building. No other city, after all, built more skyscrapers between the mid 1930s and 1950s.

Chicago finished second only to New York among U.S. cities for Programming, a strong indicator of a city’s magnetism and appeal to both residents and visitors that spans Shopping, Nightlife, Culinary and Culture. Chicago is #8 globally for Culture

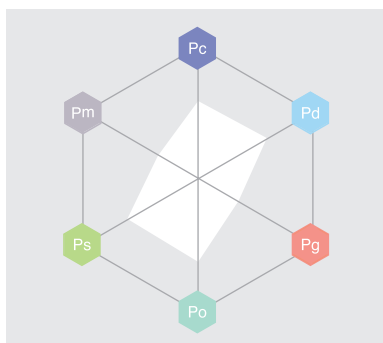
and Nightlife, fueled by its legendary blues bars, live shows and music festivals that span genres and the calendar. (Remember, Lollapalooza was born here).

But where the city is really ascending is in its food scene, currently ranked #18 in the world.

Chicago’s relentless and distinctive restaurant scene, as vibrant and fearless as its citizens, is catching up to its celebrated nightlife and music.

Daring new rooms like Kitsune Restaurant and Pub by Michelin-starred chef Iliana Regan mash up Japanese-inspired pub food with Midwestern ingredients, while the brilliantly named Bad Hunter has Midwestern appetites queuing for inventive vegetarian fare.

The new Revival Food Hall, a 24,000-square-foot marketplace in the Loop, gathers local vendors serving Hawaiian poke, microbrews (the city claims to have the most microbreweries in America) and, of course, fresh riffs on the Chicago deep dish pizza. Rightfully so, the vaunted James Beard Awards announced plans to extend their stay in Chicago to 2021, after leaving New York three years ago.











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





















THE WORLD'S BEST 100 CITIES



Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
	1 London	United Kingdom	5	3	1	6	7	1	
	2 New York	USA	10	9	2	27	3	2	
	3 Paris	France	44	2	4	9	6	3	
	4 Moscow	Russia	12	1	10	24	25	31	
	5 Tokyo	Japan	1	6	3	125	4	43	
	6 Singapore	Singapore	13	27	25	13	12	4	
	7 Dubai	UAE	11	28	47	5	2	9	
	8 Barcelona	Spain	2	11	8	39	124	7	
	9 San Francisco	USA	19	45	18	3	10	19	
	10 Chicago	USA	57	7	12	60	14	11	
	11 Madrid	Spain	9	25	6	44	104	8	
	12 Los Angeles	USA	27	21	22	35	21	12	
	13 Toronto	Canada	31	33	26	2	57	18	
	14 Amsterdam	Netherlands	26	16	19	17	50	21	
	15 Boston	USA	37	10	54	28	9	27	
	16 Rome	Italy	4	23	5	122	113	6	
	17 Hong Kong	Hong Kong	21	39	27	79	18	5	
	18 Las Vegas	USA	16	13	14	99	88	10	
	19 Seattle	USA	23	79	35	10	13	48	
	20 San Diego	USA	3	82	46	29	26	29	
	21 Washington	USA	56	48	55	33	8	15	
	22 St. Petersburg	Russia	24	8	20	34	116	68	
	23 Prague	Czech Republic	35	18	9	86	78	37	
	24 Beijing	China	17	14	33	176	1	85	
	25 Sydney	Australia	7	67	34	25	77	23	

Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
	26 San Jose	USA	39	57	163	15	5	120	
	27 Miami	USA	14	53	76	18	83	35	
	28 Berlin	Germany	74	15	13	85	122	14	
	29 Vancouver	Canada	29	84	59	1	91	49	
	30 Orlando	USA	30	26	51	52	65	25	
	31 Houston	USA	71	35	40	59	11	30	
	32 Zurich	Switzerland	68	44	109	4	19	117	
	33 Frankfurt	Germany	162	4	69	32	49	86	
	34 Calgary	Canada	40	106	94	8	20	82	
	35 Munich	Germany	146	20	56	37	30	45	
	36 Seoul	South Korea	108	17	15	54	68	88	
	37 Denver	USA	46	46	63	47	17	62	
	38 Melbourne	Australia	41	91	45	22	99	26	
	39 Portland	USA	28	112	42	46	16	83	
	40 Milan	Italy	53	29	17	103	103	22	
	41 Montreal	Canada	66	66	37	16	109	46	
	42 Dallas	USA	75	32	73	73	23	44	
	43 Dublin	Ireland	60	42	28	66	59	42	
	44 Austin	USA	43	120	53	41	36	57	
	45 Istanbul	Turkey	65	5	11	142	150	24	
	46 Brisbane	Australia	8	110	100	36	96	75	
	47 Minneapolis	USA	67	77	82	42	15	145	
	48 Vienna	Austria	52	31	32	91	92	40	
	49 Atlanta	USA	93	37	75	58	44	41	
	50 Brussels	Belgium	170	24	68	14	102	66	

Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
 51	Ottawa	Canada	32	146	96	12	95	73	
 52	Perth	Australia	58	151	169	19	22	89	
 53	Lisbon	Portugal	18	51	31	80	142	54	
 54	Stockholm	Sweden	125	40	128	31	45	69	
 55	Abu Dhabi	UAE	122	94	176	7	28	116	
 56	Oslo	Norway	129	58	89	26	31	123	
 57	Salt Lake City	USA	42	99	150	45	24	165	
 58	Basel	Switzerland	73	59	177	11	73	168	
 59	Bangkok	Thailand	95	41	16	133	34	17	
 60	Edmonton	Canada	70	121	146	23	37	104	
 61	New Orleans	USA	48	80	29	105	41	61	
 62	Hamburg	Germany	106	52	49	87	79	20	
 63	Tel Aviv	Israel	121	78	62	20	85	137	
 64	Bristol	United Kingdom	104	101	87	30	54	95	
 65	Charlotte	USA	80	71	122	51	46	94	
 66	Philadelphia	USA	81	47	41	115	35	58	
 67	Budapest	Hungary	63	36	36	108	114	52	
 68	Manchester	United Kingdom	157	62	71	40	107	36	
 69	Copenhagen	Denmark	92	49	52	62	90	99	
 70	Phoenix	USA	45	81	108	89	81	76	
 71	Dusseldorf	Germany	153	22	147	53	100	151	
 72	Florence	Italy	38	72	30	112	127	50	
 73	Tampa	USA	33	124	110	69	84	102	
 74	Venice	Italy	6	95	38	127	126	59	
 75	Lyon	France	91	56	95	56	108	63	

Rank	City	Country	Place	Product	Programming	People	Prosperity	Promotion	
 76	Luxembourg	Luxembourg	156	129	183	21	64	56	
 77	Warsaw	Poland	149	30	92	94	53	78	
 78	Stuttgart	Germany	159	61	148	38	62	135	
 79	Auckland	New Zealand	22	123	133	49	136	108	
 80	Athens	Greece	62	43	43	76	144	80	
 81	Helsinki	Finland	85	64	101	61	87	140	
 82	Nashville	USA	88	126	66	78	39	87	
 83	Sacramento	USA	50	161	134	65	47	141	
 84	Sao Paulo	Brazil	144	38	7	162	151	13	
 85	Raleigh	USA	89	154	132	43	61	164	
 86	Valencia	Spain	34	88	113	64	146	96	
 87	Birmingham	United Kingdom	141	34	85	72	132	81	
 88	San Antonio	USA	59	116	77	109	70	67	
 89	Tucson	USA	20	147	74	101	105	149	
 90	Baltimore	USA	94	90	86	119	29	107	
 91	Providence	USA	47	177	171	57	72	175	
 92	Pittsburgh	USA	124	125	118	77	38	103	
 93	Toulouse	France	90	111	129	48	118	111	
 94	Rio de Janeiro	Brazil	25	70	21	163	168	16	
 95	Columbus, OH	USA	110	140	103	90	43	127	
 96	St. Louis	USA	109	102	80	107	56	110	
 97	Shanghai	China	82	19	23	176	119	77	
 98	Virginia Beach	USA	54	173	173	84	55	169	
 99	Richmond	USA	61	168	168	96	40	153	
 100	Glasgow	United Kingdom	176	93	60	55	106	84	

THE SIX PILLARS OF PLACE EQUITY



Page 34 | Place

The perceived quality of a city's natural and built environment

Page 36 | Product

A city's key institutions, attractions and infrastructure

Page 38 | Programming

The arts, culture, entertainment and culinary scene in a city

Page 40 | People

The educational attainment and diversity of a city

Page 42 | Prosperity

A city's employment, median household income and corporate head offices

Page 44 | Promotion

The number of stories, references and recommendations shared online about a city

Place

Our most layered category quantifies a city's elusive sense of place.

To score a city within our Place category, we evaluate the perceived quality of its natural and built environment, specifically in the subcategories of Air Quality, Weather, Crime Rate, Neighborhoods & Landmarks, and Parks & Outdoor Activities.

Both the natural and the built environment of a city are key factors in shaping our perception of a destination. From how often the sun shines to the air quality to the safety of the streets, several readily measurable, often-cited factors influence our perceptions of a city.

Both the natural and the built environment of a city are key factors in shaping our perception of a destination.

Less easy to quantify are the relative natural beauty and the quality of the built environment in a city or destination.

That's why we at Resonance Consultancy consider "placemaking," an approach to urban design that considers the built environment as a vehicle for creating a sense of place and fostering community within a destination. Whether through the beauty of their natural environments or urban designs, exceptional physical places exist in destinations ranging from metropolitan centers to suburbs and islands.

To gauge the relative attractiveness of a city's placemaking, Resonance identifies the number of Very Good and Excellent local- and traveler-recommended neighborhoods, landmarks, parks and outdoor activities on TripAdvisor for each destination.



SAN DIEGO'S SPECTACULAR NORTHERN BEACHES ARE EASILY ACCESSIBLE

San Diego Knows Its Place

Our *World's Best Cities* ranking holds plenty of surprises, none more intriguing than San Diego's #3 finish, just behind Tokyo and Barcelona, in our multilayered Place category. The city finished #20 overall globally, yet dominated in the subcategories of Place—including Weather (#9 globally) and Parks & Outdoor Activities (#5). The ranking speaks volumes about visitor and local perceptions of the Southern California ideal that "America's Finest City" (as it's called itself) has in spades.

Its lauded perch on the extreme, sunny, Pacific-kissed bottom left of the country has long attracted surfers, adventurers and other residents who understand that making a living and cavorting with

Mother Nature on school nights are not mutually exclusive.

How *can* they be? Year-round sun and ocean sports, golf and the beguiling Torrey Pines State Natural Reserve are just the tip of a verdant, expansive public park system that's the envy of the country. Accessibility to the outdoors is a point of local pride—from baby waves in Pacific Beach's Tourmaline Surf Park designed to hook unsuspecting beginners on the sport to urban mountain biking in Balboa Park.

Even the long-urbanized downtown is embracing a lifestyle that worships the Pacific, with new residential development—the first new towers in over a decade—adding new housing stock to an in-demand waterfront location.



© JOHANNA DIBONA SANDIEGO.ORG

Year-round sun and ocean sports, golf and the beguiling Torrey Pines State Natural Reserve are just the tip of a verdant, expansive public park system that's the envy of the country.

Top 15 Cities for Place

1. TOKYO	
2. BARCELONA	
3. SAN DIEGO	
4. ROME	
5. LONDON	
6. VENICE	
7. SYDNEY	
8. BRISBANE	
9. MADRID	
10. NEW YORK	
11. DUBAI	
12. MOSCOW	
13. SINGAPORE	
14. MIAMI	
15. CAPE TOWN	

Factors considered in each destination's overall Place ranking are...

- Air Quality Index: average PM10 and PM2.5 annual concentration ¹
- Weather: average number of sunny days ²
- Safety: homicide rate ³
- Urban Fabric: number of quality neighborhoods and landmarks recommended by locals and visitors ⁴
- Outdoors: number of quality parks and outdoor activities recommended by locals and visitors ⁵

1. World Health Organization – Global Urban Ambient Air Pollution Database
 2. National Climatic Data Center – Weatherbase
 3. Office for National Statistics, Office for Regional Statistics, UN Office on Drugs and Crime, Eurostat
 4. TripAdvisor
 5. TripAdvisor



THE OPENING OF THE WATERFRONT PARK GRAND

© COUNTY OF SAN DIEGO

Product

A ranking of the “hardware” of a city—often the most difficult metric for cities to get right.

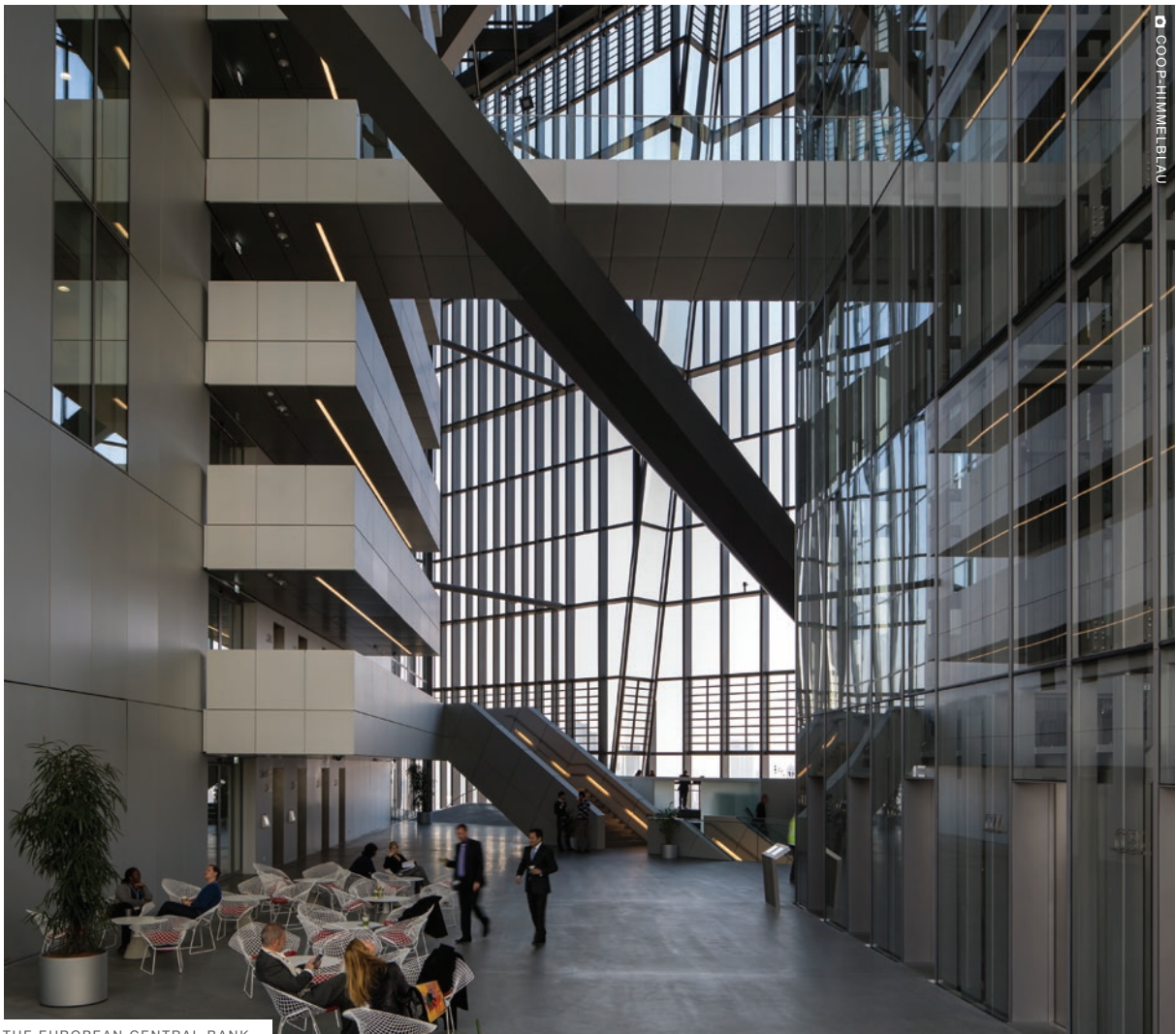
Our product category studies a city’s key institutions, attractions and infrastructure, including the subcategories of University Rankings, Airport Connectivity, Convention Centers, Attractions, and Museums.

A city’s infrastructure and institutions shape its identity via the quantity, quality and reputation of “products” such as institutions of higher learning, museums, convention centers and airports.

Expensive and difficult to develop and maintain, exceptional, recognizable “products” are often found only in large cosmopolitan cities.

University rankings and the number of institutional buildings can have considerable impact on reputation and are often top of mind when it comes to what outsiders know of and understand about a city or destination.

Expensive and difficult to develop and maintain, exceptional, recognizable “products” are often found only in large cosmopolitan cities.



COOP-HIMMELBLAU

THE EUROPEAN CENTRAL BANK



Frankfurt Defines Conventions

The business of convention centers is fiercely competitive and global, with cities everywhere investing billions in design and execution to attract elusive and lucrative international business gatherings. The city of Frankfurt am Main rises above them all with its first-place global ranking for Convention Centers, which draw 4.5 million conventioners per year. One reason: Frankfurt has perfected the art of air access. Germany is in the middle of Europe, Frankfurt's in the middle of Germany, and its airport—the largest in the country—is one of the world's aviation hubs (which also earned Frankfurt second place in our Connectivity ranking). Just 15 minutes from FRA, conventioners find themselves at the massive Messe Frankfurt—a convention center of six million square feet, with 10 exhibition halls, two congress centers, the popular historic Festhalle and rooms of every imaginable configuration, including one large enough for 9,500 people. A short stroll in any direction takes visitors to shopping, restaurants, museums and other pleasures to mix with the business of the day. Messe Frankfurt, already a market leader in the textile and apparel industry category, also owns shows outside Germany. In Q3 2017, the company acquired two leading African apparel, textile and trade shows that reflect growing interest in the robust economy of sub-Saharan Africa.

The city of Frankfurt am Main finished first-place globally for Convention Centers, which draw 4.5 million conventioners per year.

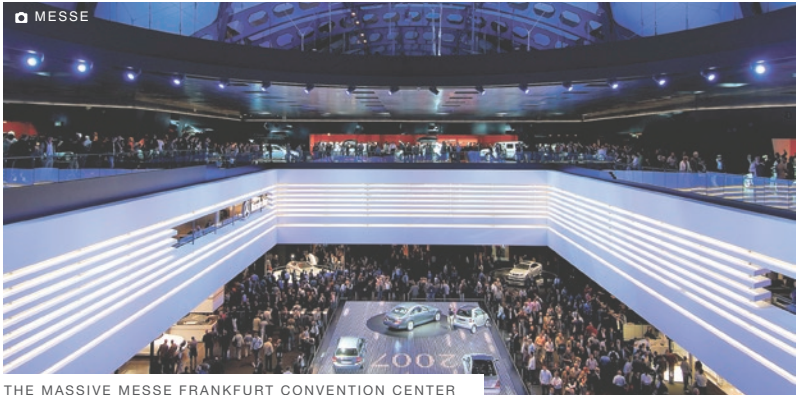
Top 15 Cities for Product

1. MOSCOW
2. PARIS
3. LONDON
4. FRANKFURT
5. ISTANBUL
6. TOKYO
7. CHICAGO
8. ST. PETERSBURG
9. NEW YORK
10. BOSTON
11. BARCELONA
12. GUANGZHOU
13. LAS VEGAS
14. BEIJING
15. BERLIN

Factors considered in each destination's overall Product ranking are...

- Airline Connectivity: number of direct destinations served by airport ¹
- Attractions: number of quality attractions recommended by locals and visitors ²
- Cultural Institutions: number of quality museums and fine arts institutions recommended by locals and visitors ³
- Higher Education: ranking of top local university ⁴
- Convention Space: size of the largest convention center ⁵

1. Google Flights
2. TripAdvisor
3. TripAdvisor
4. QS World University Rankings 2017-2018
5. Convention Center Official Website



THE MASSIVE MESSE FRANKFURT CONVENTION CENTER

Programming

This category measures the experiential pillars of a great visit: food, shows, shopping and nightlife.

If product is the “hardware” of cities and destinations, the mosaic of cultural programming and lifestyle experiences they offer is the “software” that makes them run—including the subcategories of Shopping, Culture, Culinary and Nightlife. While individually insignificant, the sum of programming initiatives fosters a community’s connection to place. To gauge the relative attractiveness of a city’s programming, Resonance identifies the number of Very Good and Excellent recommendations of culinary and cultural experiences on TripAdvisor for each destination.

While individually insignificant, the sum of programming categories like Culture, Culinary scene and Nightlife foster a community’s connection to place.

When in Rome, Come Thirsty

Rome excels in our Programming category—a buffet of sensory delights: Culinary, of course (in which the city ranks #5), Nightlife (#7) and Shopping (#8). The Eternal City is forever tweaking its fabulous classics—offal, pizza (try Emma), charcuterie, gelato (Giolitti has been scooping for more than a century) and pasta. Only here would Eataly devote a three-day festival to *cacio e pepe*, the sublime cheese and pepper pasta. You can knock off several classics at once at the esteemed Velavevodetto. There’s also eye-popping shopping, of course, and every visit to the city reveals another once-in-a-lifetime find.



THE ETERNAL CITY FROM ON HIGH

Be dazzled at Palazzo Fendi; find the rare and hip at Degli Effetti, with its men’s shop on one side of a tiny square near the Pantheon and women’s on the other. Rome’s not a rowdy nightlife town, but the Pigneto neighborhood and Campo di’ Fiori are a playground of designer beer bars, *enotecas*; aperitivo and cocktail places, like Hotel Locarno and Settembrini, beckon at the end of the afternoon. Speakeasies are having a moment. Longtime spot Jerry Thomas is getting some company as Romans have

You can knock off several classics at once at the esteemed Velavevodetto. There’s also eye-popping shopping, of course, and every visit to the city reveals another once-in-a-lifetime find.



Top 15 Cities for Programming

1. LONDON
2. NEW YORK
3. TOKYO
4. PARIS
5. ROME
6. MADRID
7. SAO PAULO
8. BARCELONA
9. PRAGUE
10. MOSCOW
11. ISTANBUL
12. CHICAGO
13. BERLIN
14. LAS VEGAS
15. SEOUL

Factors considered in each destination's overall Programming ranking are...

- Culture: number of quality cultural and performing arts experiences recommended by locals and visitors ¹
- Nightlife: number of quality nightlife experiences recommended by locals and visitors ²
- Dining: number of quality restaurants and culinary experiences recommended by locals and visitors ³
- Shopping: number of quality shopping experiences recommended by locals and visitors ⁴

1. TripAdvisor
 2. TripAdvisor
 3. TripAdvisor
 4. TripAdvisor

developed a taste for cocktails, often accompanied by jazz, as at Blackmarket Hall. For many, nightlife can be a visit to the Trevi fountain after dark—please don't swim—or a few hours in a perfect square, like Piazza Mattei or Piazza Santa Maria in Trastevere, where you can sit, excellent wine in hand, listening to an open-air classical concert and bathing in the melodies of the ages.



THE TREVI FOUNTAIN

People

The more diverse a city's population, the more it produces global ideas... on a local scale.



VANCOUVER'S ENVIABLE PERSPECTIVE

Human capital is a city's most valuable resource. To evaluate the relative strength of human capital from one city to the next, we consider the diversity of the city's population, which is of proven importance when it comes to attracting talent. To measure the relative diversity of a city's people, Resonance analyzes the percentage of the population born in foreign countries, as well as the education attainment of all residents.

To evaluate the relative strength of human capital from one city to the next, we consider the diversity of the city's population.

Vancouver's Chinese Future

Like many boomtowns hungry for cheap labor to extract the resources of industry, Vancouver has always been a city of global immigrants. As the terminus of a cross-country railroad built by laborers from all over Asia, Vancouver was built with a foundation of Chinese, Japanese and Southeast Asian sensibility.

Vancouverites with ties back to the Old Country became, over decades of political and environmental upheaval, an escape route for new waves of immigrants seeking new opportunities and solace among the city's rainforests and resource industries. Since then, the city has been an anchor in a sea of change for many Asian communities. Vancouver accepted a large share of Vietnamese refugees in the late '70s and thousands of Chinese emigrants after the repatriation of Hong Kong by the Chinese.

The city's comparatively sparse population, relative proximity to Asia and, in the words of one recently arrived Chinese student, "a land [that's] vast, the air is clean, the pace of life is calm, and people are friendly" makes Vancouver a natural (literally) choice for those with means to make it here.

In the process, it has become the largest Asian city outside of Asia, with the southern suburb of Richmond recently obliging businesses to put up English-language signs (along with the Chinese ones that have dominated the retail landscape for decades).

Always on the lookout for foreign investment, various incarnations of provincial and federal governments made citizenship available to foreigners with sufficient capital, with little oversight on taxing foreign funds.



As such, Vancouver’s housing prices are now mostly hitched to a global context, largely decoupled from local wages. The result is a looming crisis whereby the city risks becoming a resort town—with a transient renter class serving real estate owners who are either retired or not working locally. The flight of head offices to Calgary and Toronto—not to mention the feared exodus of the young and middle-class who can’t afford to buy a home—has everyone bracing for impact.

Despite this, the city’s identity is tied to its openness to new arrivals, and it’s reaping the economic benefits. In 2014, China surpassed the UK to become Vancouver’s second largest international tourism market after the U.S.

The city’s identity is tied to its openness to new arrivals, and it’s reaping the economic benefits.

Even the smallest boutiques have tailored VIP lists and campaigns on Chinese social media, and they’ll take Alipay on Chinese-issued phones. The Richmond Night Market is a portal to Asian street bazaars just a 30-minute SkyTrain ride from downtown Vancouver. The National Hockey League’s Vancouver Canucks played their 2017 preseason games in Shanghai and Beijing. Meanwhile, the recent Hurun Report—a survey of hundreds of Chinese individuals whose net worth ranges from \$1.5 million to \$30 million—placed Vancouver as the fifth-most coveted city in which to buy property and settle. If anything, the largest Asian city outside of Asia will only become more so.

Top 15 Cities for People

1. VANCOUVER	◇
2. TORONTO	◇
3. SAN FRANCISCO	◇
4. ZURICH	◇
5. DUBAI	◇
6. LONDON	◇
7. ABU DHABI	◇
8. CALGARY	◇
9. PARIS	◇
10. SEATTLE	◇
11. BASEL	◇
12. OTTAWA	◇
13. SINGAPORE	◇
14. BRUSSELS	◇
15. SAN JOSE	◇

Factors considered in each destination’s overall People ranking are...

- Diversity: percentage of foreign-born residents
- Education Attainment: percentage of the population with tertiary education, at level 5 ISCED or above

1. Office for National Statistics, Office for Regional Statistics, Eurostat, The World Bank – United Nations Population Division
 2. Office for National Statistics, Office for Regional Statistics, Eurostat, The World Bank – UNESCO Institute for Statistics



VANCOUVER’S RICHMOND NIGHT MARKET IS A TRIP TO ASIA’S STREET CULTURE

Prosperity

A well-paid, economically secure citizenry facilitates stewardship and innovation.



ZAHA HADID ARCHITECTS

A SOARING ZAHA HADID ARCHITECTS ATRIUM IN BEIJING

The great author and urbanist Jane Jacobs defined cities as places that produce wealth.

If they cannot generate wealth, they cannot sustain the employment and quality of life needed to attract and retain people. In general, beliefs about the wealth and prosperity of a city are informed by statistics such as the income of citizens, and they are shaped by the presence or absence of large, recognizable corporations—despite

the fact that startups and innovation increasingly drive a city's development and economic growth.

Yet these stats don't tell the whole story: unemployment and household income are of growing concern in measuring quality of place. Resonance ranks a city against our Prosperity category by its performance in the subcategories of Household Income, Global 500 Companies and Unemployment Rate.

Beijing has worn the Global 500 crown for four years running.



Beijing Ka-ching!

Yes, Beijing is blanketed in pollution, but the city’s bright light is business and the spoils of industry. There are more Global 500 companies headquartered here—52—than anywhere else in the world. And that hum of productivity isn’t new, either: Beijing has worn the Fortune 500 crown for four years running. That first-place ranking, along with a #3 ranking for employment, explain Beijing’s strength in our Prosperity category.

In general, beliefs about the wealth and prosperity of a city are informed by statistics such as the income of citizens, and they are shaped by the presence or absence of large, recognizable corporations.

The Global 500 list in Beijing includes long-time stalwarts like the Bank of China and China National Petroleum Corporation as well as newcomers like China Aerospace Science and Industry Corp., China Electronics Technology Group and the heavily indebted Dalian Wanda Group, once the planet’s biggest private property developer and owner, and the operator of the world’s largest cinema chain. The mighty company saw the credit rating for its once-vaunted Commercial Properties arm downgraded to junk status. In a city of global industry leaders, there’s a long way to fall.

Top 15 Cities for Prosperity

1.	BEIJING	
2.	DUBAI	
3.	NEW YORK	
4.	TOKYO	
5.	SAN JOSE	
6.	PARIS	
7.	LONDON	
8.	WASHINGTON	
9.	BOSTON	
10.	SAN FRANCISCO	
11.	HOUSTON	
12.	SINGAPORE	
13.	SEATTLE	
14.	CHICAGO	
15.	MINNEAPOLIS	

Factors considered in each destination’s overall Prosperity ranking are...

- Employment: unemployment rate ¹
- Economy: number of Global 500 corporate headquarters ²
- Standard of Living: GDP per capita ³

1. Office for National Statistics, Office for Regional Statistics, Eurostat
 2. Fortune
 3. Brookings – Metropolitan Policy Program



THE MODERN ARCHITECTURE OF BEIJING’S SANLITUN SOHO

Promotion

A city's ability to tell its story (and help others do the same) depends on how it incents and rewards sharing of experience.

The amount and frequency of media coverage, online articles, references and place-based recommendations influence our perception of cities, whether the news is good or bad. While larger economic centers receive the most attention, effective promotion and communication for cities can have an outsized impact on perception: medium global cities like Dublin, Vienna and Munich command more attention than their size alone would merit. Today, residents, businesses and visitors promote a city to the world more than city marketers or chambers of commerce. But cities themselves still have an important role to play in developing and managing the ever-growing numbers of communication and media channels. Successful management fosters an integrated omnichannel experience and creates consistent and aligned messaging that can encourage investment, development and visitation. Resonance ranks a city's Promotion performance against its quantity of stories, references and recommendations shared online, including the subcategories of Google Search Results, Google Trends, Facebook Check-ins, and TripAdvisor Reviews.



HONG KONG'S RITZ-CARLTON HOTEL

“To newcomers, Hong Kong seems like a combination of Times Square on New Year’s eve, the subway at five-thirty in the afternoon, a three-alarm fire, a public auction and a country fair.”

MARTHA GELLHORN

Hong Kong Reveals Its Stories

“To newcomers, Hong Kong seems like a combination of Times Square on New Year’s eve, the subway at five-thirty in the afternoon, a three-alarm fire, a public auction and a country fair,” wrote journalist Martha Gellhorn, wife of Ernest Hemingway, during a visit to the British colony in 1941. A lot has changed in the 77 years since, but the East-meets-West spirit of the place, the forest of skyscrapers as seen on a hike to Pok Fu Lam Reservoir, the sounds, smells and tastes from the *dai pai dong* (open-air food stalls) of Temple Street Night Market, and the city’s electric pulse captivate and draw you in as soon as you arrive. So much so that you can

easily find local and visitor stories and experiences on social media by searching for #DiscoverHongKong, the city’s crafty tourism board’s official tag. Hong Kong—which comes in at #5 in our Promotions category, including #4 in Google Search Results and #28 in TripAdvisor reviews among the world’s cities—went all out last year to promote itself on digital media, spending (according to *Marketing Magazine*) \$56 million in the process. Among their efforts are a dedicated page on TripAdvisor that consolidates all Hong Kong-related content and a mobile app called My Hong Kong Guide that includes introductions to local attractions and itineraries. Meanwhile, a campaign called “Best of All, It’s in Hong Kong” attracted millions of viewers and followers who



HK RITZ CARLTON HOTEL

were introduced to the city's lesser-known attractions as captured in a series of YouTube videos by locals and digital influencers like Michelin chef Umberto Bombana and designer Anais Mak.

Today, residents, businesses and visitors promote a city to the world more than city marketers or chambers of commerce.

Top 15 Cities for Promotion

1. LONDON	◇
2. NEW YORK	◇
3. PARIS	◇
4. SINGAPORE	◇
5. HONG KONG	◇
6. ROME	◇
7. BARCELONA	◇
8. MADRID	◇
9. DUBAI	◇
10. LAS VEGAS	◇
11. CHICAGO	◇
12. LOS ANGELES	◇
13. SAO PAULO	◇
14. BERLIN	◇
15. WASHINGTON	◇

Factors considered in each destination's overall Promotion ranking are...

- News: popularity on Google Trends in the past 12 months ¹
- Social Media: number of Facebook check-ins ²
- Travel Media: number of TripAdvisor reviews ³
- Online Presence: number of Google search results ⁴

1. Google Trends
2. Facebook
3. TripAdvisor
4. Google



ANNIE SPRATT

NO VISIT TO HONG KONG IS COMPLETE WITHOUT A STREET MARKET

We hope you enjoyed this sample of our insight and expertise.

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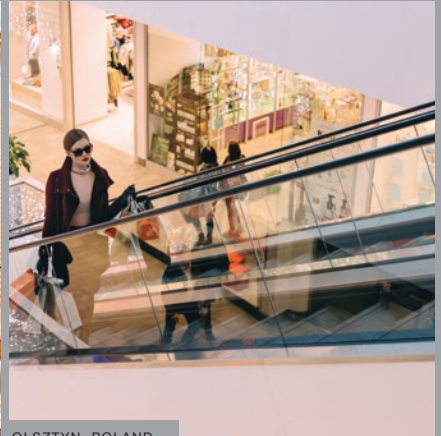




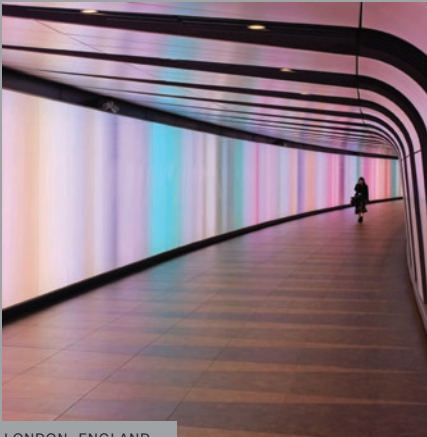
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TOYKOYO, JAPAN

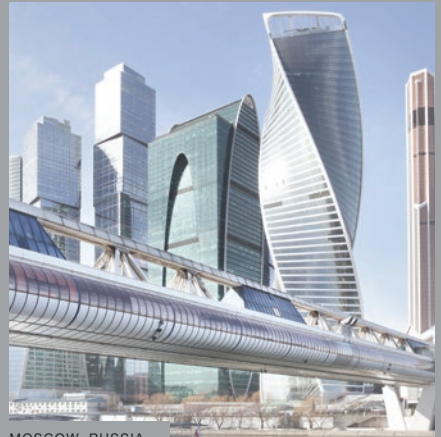


OLSZTYN, POLAND



LONDON, ENGLAND

WHERE ARE THE WORLD'S BEST CITIES?



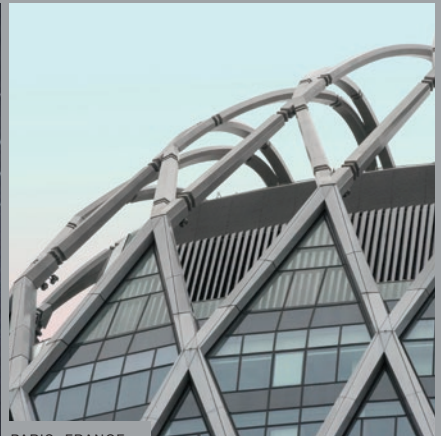
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