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2014

IMD WORLD TALENT REPORT

BY THE IMD WORLD COMPETITIVENESS CENTER



IMD World Talent Report 2014

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IMD World Talent Report 2014

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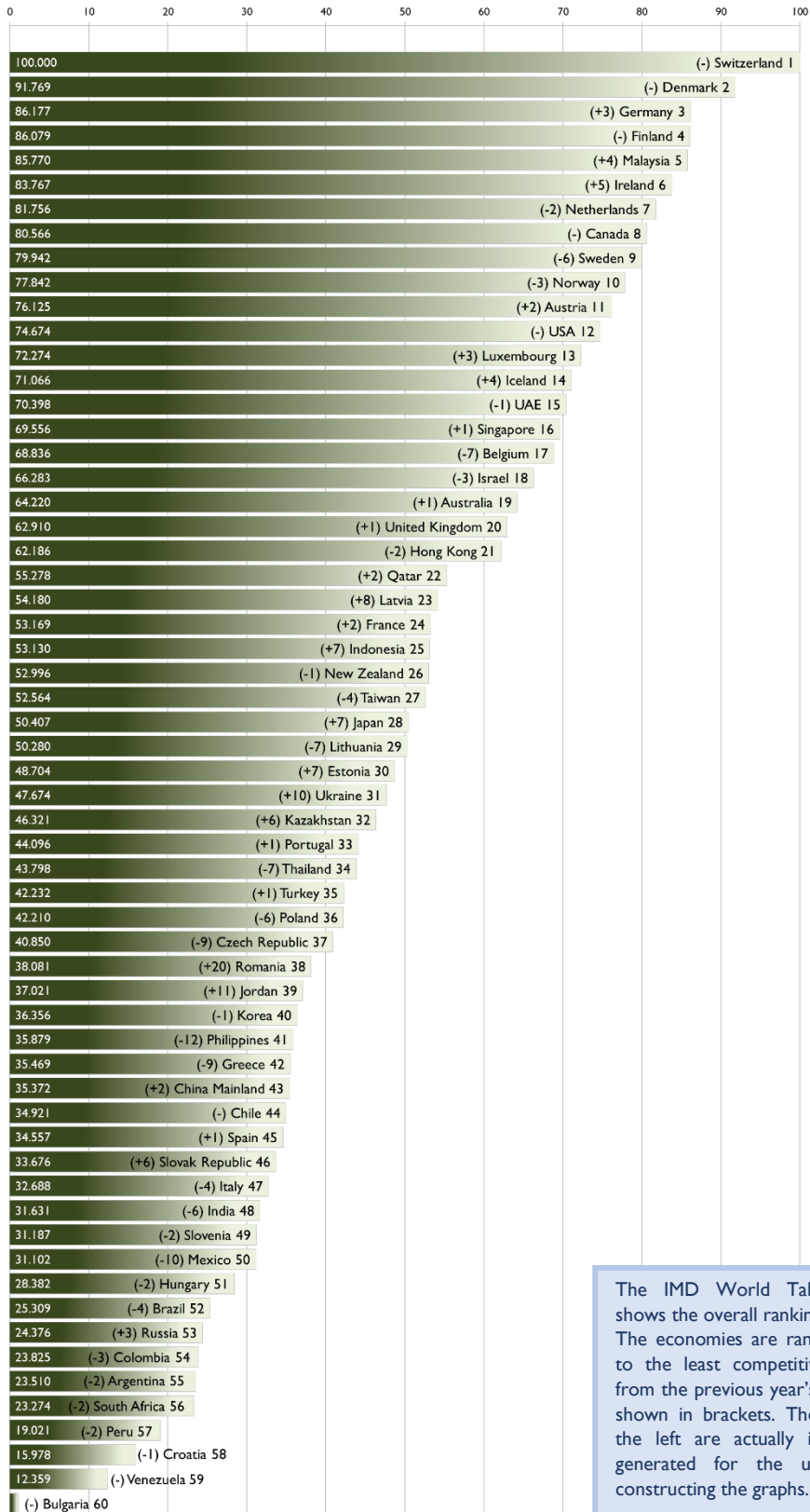
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We also have the privilege of collaborating with a unique network of Partner Institutes, and other organizations, which guarantees the relevance of the data gathered.

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IMD World Talent Ranking 2014



The IMD World Talent Ranking 2014 shows the overall ranking for 60 economies. The economies are ranked from the most to the least competitive and the change from the previous year's ranking (2013) are shown in brackets. The scores shown on the left are actually indices (0 to 100) generated for the unique purpose of constructing the graphs.

Analysis

I. Introduction

The IMD World Competitiveness Center is delighted to present its IMD World Talent Report 2014, which includes a talent ranking for all countries that are part of the IMD World Competitiveness Yearbook (60 countries as of 2014). The data are gathered from the Center's extensive database, which encompasses 19 years of competitiveness-related data. Access to such a comprehensive repository of data allows us to trace the evolution of the ranking over the last decade.

The objective of the IMD World Talent Ranking is to assess the ability of countries to develop, attract and retain talent to sustain the talent pool available for enterprises operating in those economies. To this aim, it is important to assess how countries evolve within the talent ranking. Relevant data have thus been compiled from 2005 to 2014 and the ranking is based on both hard data and survey data. While the hard data have been gathered from various sources (see **Appendix I**), the survey data were obtained from the Center's executive opinion survey, designed for the World Competitiveness Yearbook.

We first present the 2014 World Talent Ranking to set the stage for the discussion and assessment of the evolution of the ranking. Although in the discussion that follows, we make reference to details of the performance of selected countries at the overall ranking and criterion level, we do not include all data in this report. Rather, for the evolution of the ranking we present only the overall ranking for all the years included in the report. We present data at all levels (i.e., criterion, factor and overall ranking) for the 2014 ranking. Interested readers can access data for all criteria employed in the development of this report through the World Competitiveness Online website.

We have identified a list of talent competitive countries based on their 2005 to 2014 performance in the World Talent Ranking. These are the countries that have achieved a top 10 spot in the ranking for five or more years during the period of study. Such a performance is the result of an approach to talent competitiveness based on a balanced commitment to the development of home-grown talent and the attraction of overseas talent through policies that strive to meet the talent demands of the country.

2. The structure of the IMD World Talent Ranking

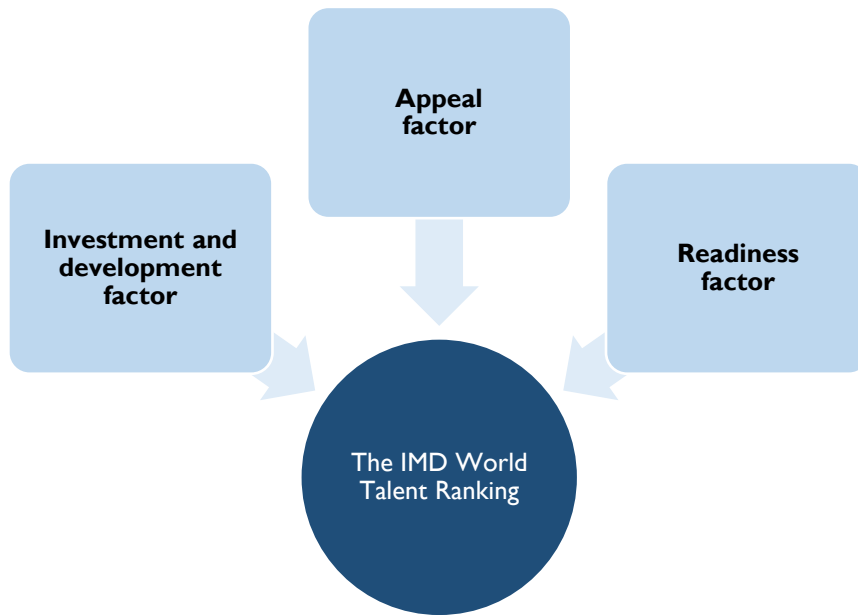
The ranking is structured according to three factors: 1) investment and development, 2) appeal and 3) readiness:

The investment and development factor takes into account the investment in and development of the home-grown talent. It traces the size of public investment on education by incorporating an indicator of public expenditure. It also looks at the quality of education through indicators related to pupil-teacher ratios. The development of talent is covered by variables related to the implementation of apprenticeship and the priority of employee training for companies. It also looks at the development of the female labor force.

The appeal factor goes beyond the focus on the local labor force to incorporate into the analysis the ability of the country to tap into the overseas talent pool. It does so by including indicators such as the cost of living and quality of life in a particular economy. Specifically, it examines the ability of a country to attract highly-skilled foreign labor. In addition, it assesses the way enterprises prioritize the attraction and retention of talent. Another component of this factor evaluates the impact of brain drain on the competitiveness of countries. It also takes into account the level of worker motivation.

The success of the investment in and development of talent and the ability to attract and retain talent is reflected in the availability of skills and competencies to sustain an economy's talent pool. The readiness factor looks at the context of the talent pool. It considers the growth of the labor force and the quality of the skills available. It also takes into consideration the experience and competencies of the existing senior managers' pool. The readiness factor focuses, in addition, on the ability of the educational system to meet the talent needs of enterprises. It examines the way in which the educational system fulfils the talent demands of the economy, the ability of higher education to meet that demand and the languages skills available.

Figure 1: Structure of the IMD World Talent Ranking



Such a comprehensive set of criteria enables us to observe how countries perform in terms of sustaining their talent pool. In developing the talent ranking, we have omitted measures of the regulation of labor and productivity. The reason for this is because our objective is to assess the development and retention of talent, and the regulation of labor and its focus on conflict resolution could be perceived as peripheral to that objective. Similarly, productivity is an outcome of what we want to assess.

Table 1: Components of the talent factors

Investment and development factor	Appeal factor	Readiness factor
<ul style="list-style-type: none"> • Total public expenditure on education • Total public expenditure on education (per pupil) • Pupil-teacher ratio (primary) • Pupil-teacher ratio (secondary) • Apprenticeship • Employee training • Female labor force 	<ul style="list-style-type: none"> • Cost of living • Attracting and retaining • Worker motivation • Brain drain • Quality of life • Foreign skilled people 	<ul style="list-style-type: none"> • Labor force growth • Skilled labor • Finance skills • International experience • Competent senior managers • Educational system • Science in schools • University education • Management education • Language skills

3. Constructing the IMD World Talent Ranking

In order to calculate the IMD World Talent Ranking, we:

- Normalize data to the 0 to 1 values in order to bring all indicators into the same value range
- Calculate the average of the normalized criteria
- Use averaged criteria to generate the three talent competitiveness factors
- Aggregate factors to build the overall talent ranking
- Normalize the overall ranking to the 0 to 100 range to facilitate the interpretation of results

However, there are some caveats. For certain years, our sample varies according to the evolution of the IMD World Competitiveness Yearbook. That is to say, some countries appear in the talent ranking only for the years in which they are part of the Yearbook. For example, Latvia only appears in the 2013 and 2014 talent rankings because it became part of the Yearbook in 2013. Similarly, rankings for Iceland are only available from 2010.

Table 2: Sample size (2005-2014)

Year	# Countries
2005	50
2006	52
2007	54
2008	55
2009	57
2010	58
2011	59
2012	59
2013	60
2014	60

The survey data follow the evolution of the Yearbook. The executive opinion survey employed in the Yearbook is constantly updated and a relevant question for the talent ranking may only have been incorporated in recent years. Therefore the availability of data for that particular indicator could be restricted to only a segment of the decade considered in this report. Specifically, the apprenticeship indicator is available for 2013 and 2014. The attracting and retaining talent and management education indicators are available from 2007 and 2008 (respectively) to the present. Additionally, hard data may not be available for specific countries in specific years. Whenever possible, we use the most recent data available.

In **Table 3** we present all the definitions and relevant survey question. Note that the value range for all survey based criteria is of 0 to 10.

Table 3: Criteria definitions and survey questions

Criterion	Definition/question
Panel A: Investment and development factor	
Total public expenditure on education	Total public expenditure on education as percentage of GDP
Total public expenditure on education (per pupil)	Total public expenditure on education per pupil as percentage of GDP per capita
Pupil-teacher ratio (primary)	Ratio of students to teaching staff, primary school
Pupil-teacher ratio (secondary)	Ratio of students to teaching staff, secondary school
Apprenticeship	Apprenticeship is sufficiently implemented
Employee training	Employee training is a high priority in companies
Female labor force	Percentage of total labor force
Panel B: Appeal factor	
Cost of living	Index of a basket of goods & services in major cities, including housing (New York City = 100)
Attracting and retaining	Attracting and retaining talents is a priority in companies
Worker motivation	Worker motivation in companies is high
Brain drain	Brain drain (well-educated and skilled people) does not hinder competitiveness in your economy
Quality of life	Quality of life is high
Foreign skilled people	Foreign high-skilled people are attracted to your country's business environment
Panel C: Readiness factor	
Labor force growth	Percentage change in labor force
Skilled labor	Skilled labor is readily available
Finance skills	Finance skills are readily available
International experience	International experience of senior managers is generally significant
Competent senior managers	Competent senior managers are readily available
Educational system	The educational system meets the needs of a competitive economy
Science in schools	Science in schools is sufficiently emphasized
University education	University education meets the needs of a competitive economy
Management education	Management education meets the needs of the business community
Language skills	Language skills are meeting the needs of enterprises

4. The IMD World Talent Ranking 2014 – Results

The 2014 IMD World Talent Ranking is led by Switzerland, Denmark, Germany, Finland and Malaysia (1st to 5th respectively). In **Table 4** we present the 2014 top 10 countries and in the sub-sections that follow, we discuss in detail the performance of several countries in the three talent competitiveness factors.

Table 4: Top 10 talent raking, 2014

Top 10 countries	
2014 Ranking	Country
1	Switzerland
2	Denmark
3	Germany
4	Finland
5	Malaysia
6	Ireland
7	Netherlands
8	Canada
9	Sweden
10	Norway

4.1 Investment and development factor

Denmark leads the investment and development factor while Switzerland reaches the 2nd spot in the same factor. Austria follows in third place with Germany and Sweden ranking 4th and 5th place respectively. Within this factor, Iceland achieves the highest score in total expenditure on education (as a percentage of GDP) and Denmark leads in the total public expenditure on education per pupil indicator. The pupil-teacher ratios are headed by Sweden (primary school) and Portugal (secondary school). Portugal reaches the 20th position in the factor. Germany obtains the highest mark in the apprenticeship indicator followed closely by Switzerland (8.52) and Austria (7.63). For the same criterion, Malaysia (7.12), Japan (6.91), Indonesia (6.11) and Lithuania (5.97) make the top 10 (fourth, fifth, seventh and eighth, respectively). Ukraine comes 11th with a score of 5.47 and Turkey 12th with 5.46.

Switzerland leads the way in employee training. Germany (7.79) and Japan (7.78) reach 2nd and 3rd respectively. In the same indicator, Romania achieves 7th place with 7.43, Estonia 14th with 6.63 and Lithuania 15th with 6.59. In terms of female labor force (as a percentage of the total labor force), Latvia (14th spot in the investment and development factor) obtains the highest score. While Lithuania (50.06%), Kazakhstan (49.13%) and Estonia (49.09%) reach the 2nd to 4th spots, Finland (48.34%) comes 6th and France 7th (47.84%). In this indicator, USA (46.80%) reaches 17th position, Switzerland (46.16) 24th and Germany (45.94%) 27th.

4.2 Appeal factor

Switzerland heads the talent appeal factor with Germany, USA, Ireland and Malaysia (2nd to 5th respectively) completing the top 5. Luxembourg makes it to the 10th position in this factor. Within the appeal factor, in terms of the cost of living, USA is the least expensive (75.08) among the top 10 countries in the factor. Malaysia (78.60) and Germany (78.61) follow closely. The most expensive countries among the top 10 are Denmark (103.30), Norway (109.10) and Switzerland (115.90). In the quality of life criterion, Switzerland (9.73), Norway (9.47) and Germany (9.38) head the top 10 ranking while UAE (8.58), USA (8.33) and Malaysia (7.48) close it. Luxembourg obtains the lowest mark (6.93) in terms of attracting and retaining talents among the top 10 countries in the factor. Other countries at the top of this indicator are Switzerland (8.38), Germany (8.00), Ireland (8.00), Denmark (7.87) and Norway (7.78).

In the criterion of the level of worker motivation in companies, Malaysia ranks third with 7.68, only surpassed by Denmark (7.87) and Switzerland (7.94). In the same criterion, Austria (14th in the appeal factor) and Japan (24th) make it to the top 10 with 7.59 and 7.56 respectively. Finland (11th) and Sweden (13th) close ranks in the top 10 of the criterion obtaining 7.49 and 7.24 respectively. Norway (8.09) heads the brain drain (as hindrance for competitiveness in the economy) criterion. Switzerland (7.78) and Finland (7.76) follow. While Ukraine reaches 11th place with 6.34, the United Kingdom comes 12th with 6.27 and Hong Kong 14th with 5.95. The ability to attract foreign highly skilled people is led by Switzerland (8.87). Singapore obtains 8.17 (third place) while the United Kingdom (7.78) reaches eighth place, Hong Kong (7.47) ninth and Chile (7.43) 10th.

4.3 Readiness factor

Switzerland heads the readiness factor followed by Finland (2nd), Netherlands (3rd), Denmark (4th) and UAE (5th). Within this factor, in the labor growth (percentage change) criterion Qatar achieves top score (14.55%) followed by UAE (9.31%), Venezuela (6.10%), Mexico (4.06%) and Peru (3.52%). Switzerland (1.41%) reaches 19th place, Germany (0.37%) 38th and Denmark (-0.12%) 48th position. In terms of skilled labor (readily available), Ireland (8.09) heads the top with Finland (7.76), Denmark (7.57), the Netherlands (7.48) and the Philippines (7.37) rounding up the top of the table. Malaysia (6.95) reaches 6th spot, Sweden (6.89) 8th, Switzerland (6.68) 10th and Germany (5.45) a distant 37th spot. Switzerland (8.33) leads in the availability of finance skills. Ireland (8.29) and Canada (8.19) complete the top 3. While Hong Kong (7.92) makes it to the 8th place, Israel (7.74) comes 10th, the United Kingdom (7.66) 11th and France (7.60) 12th.

Switzerland (7.92) reaches the top in the international experience of senior managers (generally significant), the Netherlands (7.45) and Luxembourg (7.26) follow. Malaysia (7.23) reaches 4th spot, Ireland (7.17) 6th and Germany (6.84) 8th rank. Singapore (6.69) closes the top 10 with Denmark (5.50) in a distant 26th. In terms of competent senior managers (readily available), Malaysia (7.44), the Netherlands (7.34) and Ireland (7.33) lead the table. Hong Kong (6.92), Canada (6.89), Switzerland (6.87), Finland (6.80) and Sweden (6.80) reach the 6th to 10th positions.

Switzerland (8.65), Finland (8.45), Singapore (8.17), Canada (7.85) and Ireland (7.62) lead the way in the fit between the educational system and the needs of a competitive economy. New Zealand (7.32) and Australia (7.23) close the top 10 in this criterion. Singapore (8.36) tops the table in science in schools (sufficiently emphasized). Malaysia (6.98), UAE (6.77), Hong Kong (6.53) and Taiwan (6.47) reach the 5th to 8th spot (respectively). While Japan (6.26) closes the top 10, Germany (5.75) comes 18th.

The top 5 for the University education (fulfil the needs of a competitive economy) criterion is Switzerland (8.68), Canada (8.19), Finland (8.16), Singapore (8.10) and Denmark (7.73). Malaysia (6.90), Sweden (6.54) and Norway (6.41) rank 14th, 19th and 21st respectively. Switzerland (8.38), USA (7.93) and Singapore (7.86) top the management education (meets the needs of the businesses) indicator. Malaysia (7.28) closes the top 10 while Sweden (6.71) ranks 16th and the United Kingdom (6.16) 28th. Luxembourg (8.63) leads the way in the availability of language skills followed by Denmark (8.60), the Netherlands (8.49), Switzerland (8.42) and Finland (8.20). While Singapore (7.93) and Sweden (7.89) round up the top 10, Norway (7.78) ranks 12th, Malaysia (7.52) 15th and Germany (6.93) 19th.

5. The IMD World Talent Ranking in retrospective (2005-2014)

In this section we discuss the evolution of the IMD World Talent Ranking for a selected group of countries during the period 2005-2014.

5.1 Talent competitive countries

Developing the 2005-2014 talent rankings enables us to identify countries that through the years consistently accomplish high scores; that is to say, the countries that rank in the top 10 for five or more years during the period assessed. We call these countries talent competitive.

Talent competitive countries show a balanced approach between their commitment to education, investment in the development of local talent and their ability to attract overseas talent. The talent competitiveness strategies that these countries adopt strive to fulfil the demands of their economies. In this sense, talent competitive countries exhibit a high level of “agility” in the development of policies that impact their talent pipeline. In the following table we present the most talent competitive countries in the 2005-2014 period,

Table 5. The most talent competitive countries (2005-2014)

Country	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Austria	6	1	3	4	6	4	9	14	13	11
Canada	5	10	10	6	7	10	7	5	8	8
Denmark	3	3	2	3	2	3	3	2	2	2
Finland	2	4	17	13	4	8	5	4	4	4
Ireland	14	5	6	10	13	18	16	8	11	6
Netherlands	7	15	8	7	5	7	8	7	5	7
Norway	15	13	13	18	10	13	10	6	7	10
Singapore	10	7	4	2	8	9	17	9	17	16
Sweden	12	12	5	5	3	2	2	3	3	9
Switzerland	1	2	1	1	1	1	1	1	1	1

The fluctuation in the overall ranking experienced by some of these countries throughout the period may be the result of cyclical economic and socio-political issues that impact, for example, immigration policies and/or investment in education. In some cases, such policies could result in the diminishing ability of countries to attract overseas talent despite strong commitment to local talent development.

In the next section we assess the proposition that talent competitive countries strike a balance between the development of local talent and the attraction of overseas talent through the adoption of policies that meet the talent requirements of their economies. We select countries based on their evolution in the talent ranking for 2005-2014. These short case studies include examples of countries that steadily remain in the top 10 of the rankings and others that fluctuate in and out the top 10 ranks. In addition, we include countries that consistently decline in their ranks and others that steadily rise.

5.2 Case studies

5.2.1 Brazil

In the overall talent ranking, Brazil peaks at 28th in 2005 and experiences a decline to 52nd position in 2014. When comparing Brazil's scores for 2005 and 2014 we observe that it has experienced a decline in most of the indicators and a particularly sharp drop in some of the criteria encompassed by the readiness factor. Among these we find several indicators. Brazil sees the labor force growth indicator steeply decline from 4.57% in 2005 to 0.75% in 2014. Similarly, the availability of skilled labor scores drop from 5.34 and 3.16 in the same period.

The availability of finance skills falls sharply from 6.17 (2005) to 4.93 (2014) while the access to competent senior managers dwindles from 6.20 to 3.45. The ability of the country's educational institutions to fulfil the talent demands of the market suffers a similar decrease. The educational system criterion steeply falls from 3.34 in 2005 to 1.80 in 2014 while the emphasis on science in schools drops from a value of 3.68 to 2.06.

Such a considerable decline in the readiness factor occurs despite a somewhat stable investment and development factor. Brazil sees an increase in its total public expenditure on education from 4.60% in 2005 to 4.97% in 2014. The pupil-teacher ratio in primary education improves from 24.05 to 21.29. Similarly the pupil-teacher ratio secondary school is enhanced from 19.12 in 2005 to 16.35 in 2014. The prioritization of employee training slightly improves from 5.86 to 5.90 while the percentage of female labor force increases from 43.11% to 43.30%.

Brazil ranks inconsistently in the appeal factor. It experiences a sharp increase in the cost of living index from 59.80 in 2005 to 95.30 in 2014. The level of worker motivation in the country also takes a dive from 6.66 to 5.43 while the brain drain indicator drops from 5.63 to 4.61. At the same time, the quality of life improves from 4.34 to 4.40 and the attracting and retaining talents indicator also increases from 6.59 in 2007 to 7.25 in 2014. The ability of the country to attract foreign highly skilled people slightly increases from 5.06 in 2005 to 5.17 in 2014.

5.2.2 India

In the period 2005 to 2014 India rises from 29th place in 2005 to 26th in 2007, dropping to 34th in 2010. It returns to the 29th spot in 2011 to drop to 48th place in 2014.

In the investment and development factor, results show that India increases the total public expenditure on education from 3.14% in 2005 to 3.80% in 2014. We observe a similar trend in pupil-teacher ratio in primary schools, which improves from 40.66 to 35.00. Likewise, the pupil-teacher ratio for secondary school improves from 32.32 to 30.00. Conversely, India's total public expenditure on education per pupil decreases from 12.64% in 2012 to 11.78% in 2014. The country's implementation of apprenticeship programs declines from 4.74 in 2013 to 4.51 in 2014. The prioritization of employee training in companies dwindles from 5.36 in 2005 to 5.08 in 2014. India's percentage of female labor force also decreases from 31.65% in 2005 to 25.30% in 2014.

In the appeal factor, India also sees a decline in the level of worker motivation criterion from 5.80 in 2005 to 5.11 in 2014. Brain drain as a hindrance to competitiveness also observes the same pattern, declining from 6.25 (2005) to 5.54 (2014). The ability of India to attract foreign highly skilled people similarly decreases from 4.96 in 2005 to 4.41 in 2014.

India's quality of life indicator decreases slightly from 4.64 in 2005 to 4.46 in 2014, while the attracting and retaining talents indicator also falls from 7.93 in 2007 to 6.86 in 2014.

The country fares similarly in the readiness factor. The access to skilled labor sharply drops from 7.58 in 2005 to 5.75 in 2014. The availability of finance skills falls from 7.78 to 7.00 and likewise the international experience criterion somewhat increases from 5.11 to 5.29 during the same period. At the management level, the availability of competent senior managers indicator drops from 6.50 in 2005 to 5.63 in 2014. The management education fit to the needs of the business community also falls from 6.85 in 2008 to 6.16 in 2014.

The readiness of India's educational institutions to meet the demands of the economy likewise sees a decline in the period of study. The criterion of educational system obtains a score of 6.20 in 2005 but drops to 4.89 in

2014. In addition, the indicator for the emphasis assigned to science in schools decreases from 7.06 in 2005 to 5.97 in 2014. Similarly the university education criterion drops from 6.62 to 5.17 during the same years while the language skills indicator declines from 7.53 in 2005 to 6.25 in 2014.

5.2.3 Malaysia

Malaysia experiences an opposite pattern to that of Brazil and India, steadily improving its position on the overall World Talent Ranking from 20th place in 2005 to the 6th spot in 2010 and up to the 5th rank in 2014.

Within the readiness factor, Malaysia sees an increase in the score of the employee training criterion from 6.17 in 2005 to 7.71 in 2014. The availability of skilled labor improves from 5.77 to 6.95 while access to finance skills is enhanced from 6.15 to 7.40. At the senior management level, Malaysia improves in international experience from 5.83 in 2005 to 7.23 in 2014. Likewise, access to competent senior managers increases from 5.89 to 7.44.

The ability of the country's educational institutions to meet the talent requirement of the market is also enhanced in the 2005-2014 period. The educational system indicator rises from 5.54 to 6.86. Likewise, the university education criterion increases from 5.49 to 6.90, while that of language skills improves from 5.60 to 7.52. In addition, the emphasis that schools assign to science increases from 6.04 to 6.98 in the period under consideration.

Malaysia's appeal factor also improves. The level of worker motivation in companies increases from 6.08 in 2005 to 7.68 in 2014. At the same time, the criterion covering the brain drain as a hindrance to the competitiveness of the country improves from 4.84 to 6.51. Similarly, the ability of the country to attract foreign highly skilled people increases from 6.42 in 2005 to 7.24 in 2014, while the quality of life improves from 6.76 in 2005 to 7.48 in 2014.

Similar improvements occur under the investment and development factor in the period 2005-2014. Malaysia's pupil-teacher ratio for both primary and secondary education improves from 18.08 to 12.60 and from 16.50 to 13.10, respectively. The percentage of the country's female labor force slightly increases from 36.06% in 2005 to 37.03% in 2014. The country's implementation of apprenticeship programs increases from 6.49 in 2013 to 7.12 in 2014. Although Malaysia's total public expenditure on education decreases from 6.98% in 2005 to 5.80% in 2014, the country's total public expenditure on education per pupil improves from 20.54% in 2007 to 23.15% in 2014.

5.2.4 Singapore

In the overall ranking, Singapore experiences an increase from the 10th spot in 2005, peaking at 2nd place in 2008 then descending to 9th in 2009 and 16th in 2014. The country's scores in the investment and development factor seem low and cost of living is high – suggesting that Singapore currently has a large pool of talent that it has nurtured and attracted, but that this pool may shrink slightly in the future.

While the total public expenditure on education peaks at 3.72% in 2005, it reaches its lowest (2.80%) in 2009. The primary school pupil-teacher ratio peaks at 25.00 in 2006 and steadily improves to 18.60 in 2014. The female percentage of the labor force criterion experiences a similar pattern, improving from 41.30% in 2005 to 44.68% in 2014. In the implementation of apprenticeship programs, Singapore's scores of 5.26 in 2013 and 5.25 in 2014 are somewhat low when compared with those of countries that have moved up the overall ranking. For example, Denmark obtains 6.50 in 2013 and 6.26 in 2014. In terms of the prioritization of employee training, Singapore's scores fluctuate from a high of 7.32 (2008) to a low of 6.27 in 2013 while Denmark remains above 7.32 throughout the decade with a highest of 8.24 in 2009.

In the cost of living indicator, Singapore receives 83.60 in 2005; living costs increase to 125.11 in 2013 and 122.40 in 2014 (the most expensive in the sample). Scores for the quality of life are consistently high (above 8.00) with a lowest value of 8.00 in 2005 and a highest of 8.96 in 2007. In the attracting and retaining indicator Singapore achieves the highest mark of the sample in 2008 with a value of 8.33. Scores for the brain drain criterion are relatively high throughout. At the same time, Singapore's ability to attract foreign highly skilled people receives extremely high marks, albeit with a lowest score of 7.95 in 2013 from a high of 8.74 in 2008.

Within the readiness factor, Singapore scores are consistently high for the educational system, science in schools, university education and management education criteria. Moreover, in all the years under study

Singapore achieves the highest scores for science in schools. In the 2006-2008 period, Singapore dominates the educational system and university education indicators.

5.2.5 Switzerland

In the years considered in this report, Switzerland ranks 1st except in the 2006 ranking for which it reaches the 2nd spot. Through the period, Switzerland excels in all factors particularly in the attraction/retention and readiness factors. It is worth mentioning that under the investment and development factor, in the female percentage of the labor force Switzerland experiences some fluctuation but sees an increase from 44.69% in 2005 to 46.16 in 2014. Similarly, in the prioritization of employee training for companies, the country scores higher than 7.35 throughout, reaching top marks in 2012 (7.86) and 2014 (7.94). Switzerland achieves the top spot in the quality of life for five of the years in the decade under study, in worker motivation (three years) and in attracting foreign highly skilled people (seven years). It also important to mention, its scores in the brain drain as hindrance for the competitiveness of the economy are consistently high (above 7.00 from 2007 to 2014) reaching its lowest in 2009 at 7.10.

In other specific indicators, Switzerland dominates (in the majority of years analyzed) the rankings in the availability of finance skills, the significance of the international experience of senior managers, in the ability of university education to fulfil the demands of the labor market, and in the ability of the management education to meet the needs of the business community. In language skills it achieves top marks in 4 of the 10 years under consideration. Switzerland's lowest scores show in the labor force growth and cost of living indicators.

6. Observations

The data suggest that countries that achieve a positive balance between investing and developing local talent and the ability to attract and retain overseas talent perform consistently well in the period 2005-2014, for example Switzerland. The country's results indicate that it is able to develop its home-grown talent while efficiently tapping into the overseas talent pipeline. In addition, the Malaysian example shows that a strategy aiming at improving both the home-grown and overseas talents has a positive impact on the country's performance in the overall talent ranking.

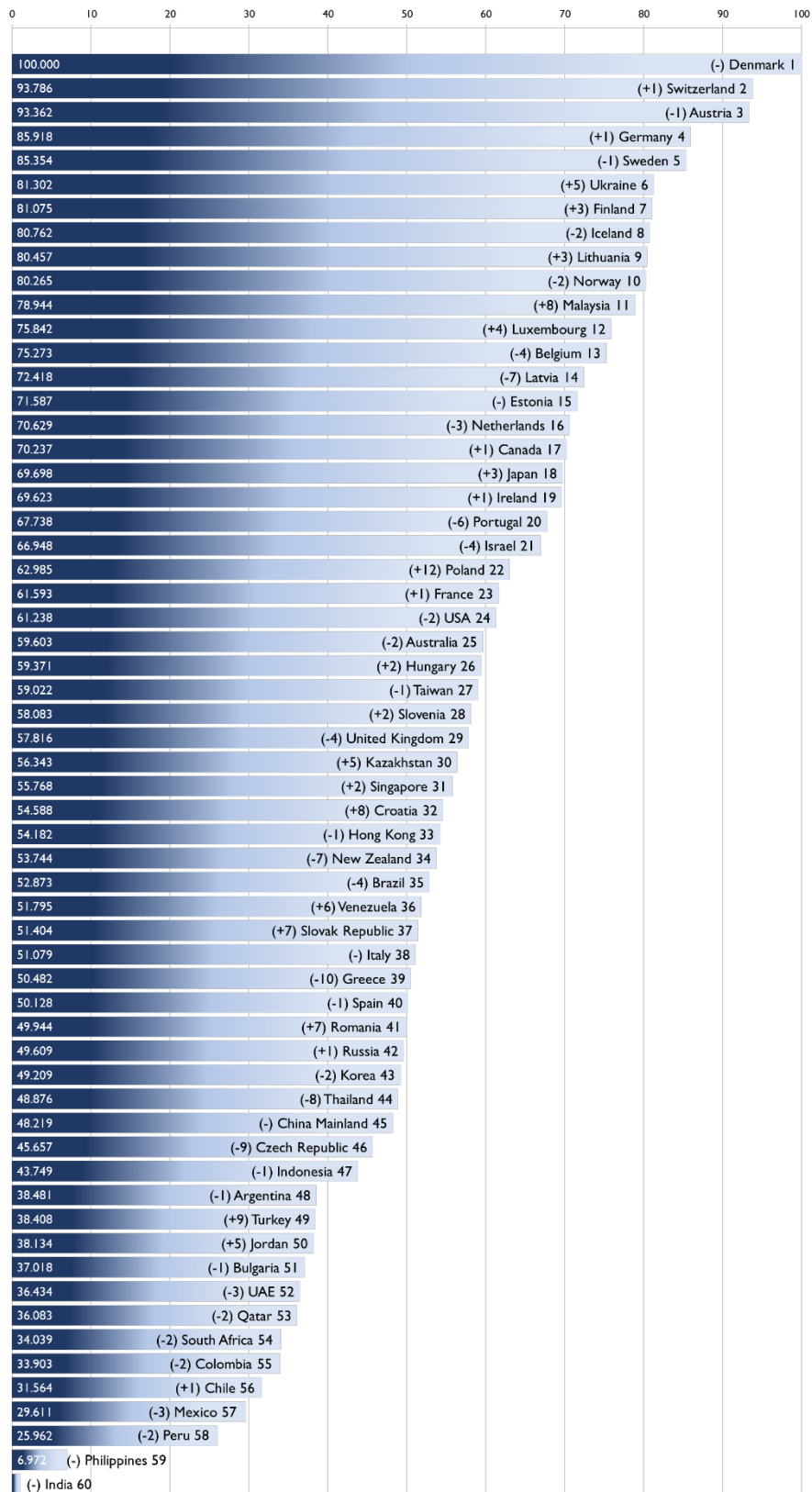
Countries that experience imbalances in that strategy tend to experience a drop in their overall rankings. The overall ranking pattern exhibited by Singapore seems to be the outcome of the investment and development factor results in combination with other indicators such as the cost of living. In other words, Singapore's results show a fair degree of imbalance between the criteria covering the home-grown talent pipeline and the ability of the country to attract overseas talent. The county thus fluctuates in and out of the top 10 talent ranking during the period under study.

The performances of Brazil and India show that imbalances across all talent competitiveness criteria are detrimental for the sustainability of an effective and dynamic talent pipeline.

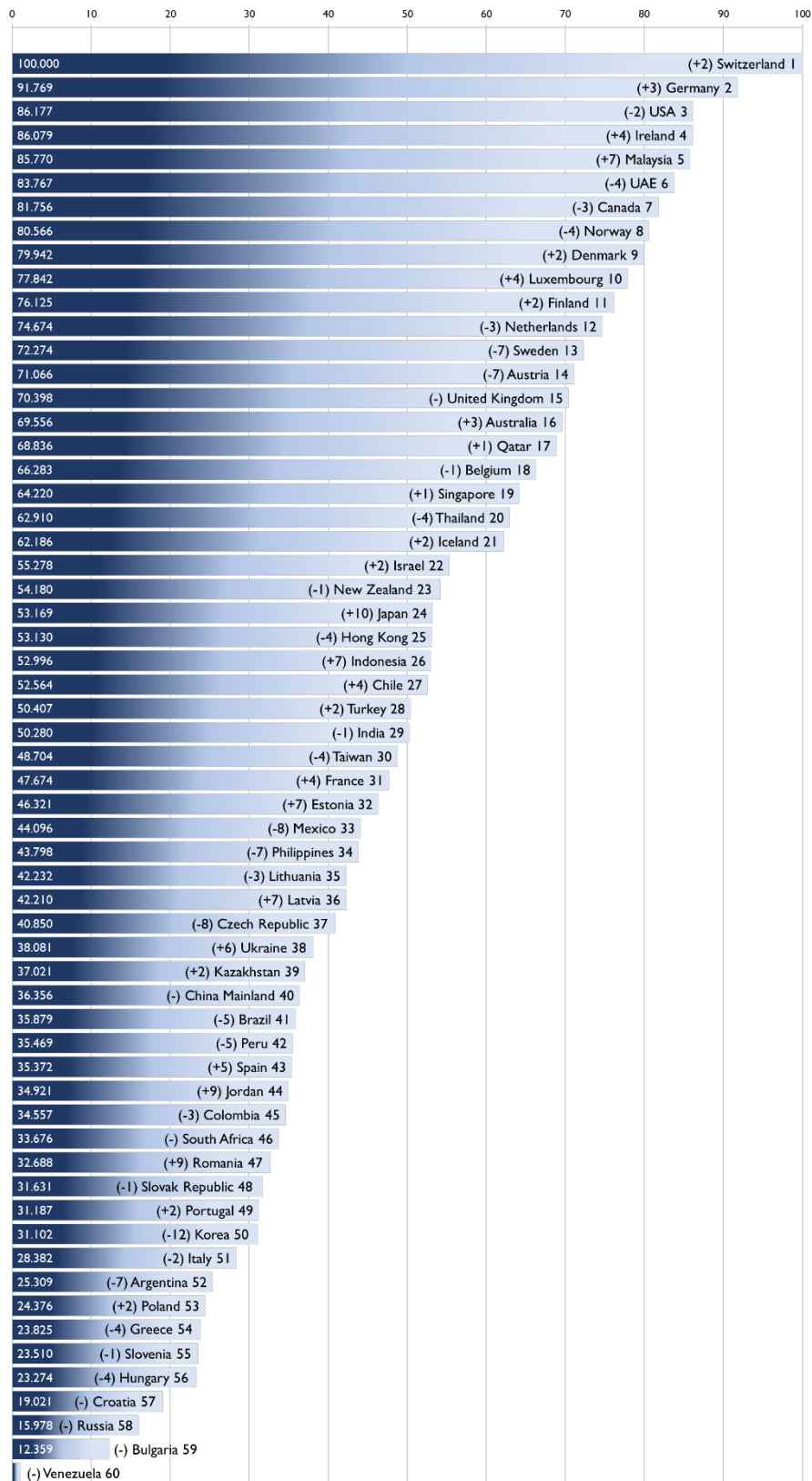
IMD World Talent Ranking 2005-2014

Overall Ranking										Investment and development factor	Appeal factor	Readiness factor	Overall
Country \ Year	2005	2006	2007	2008	2009	2010	2011	2012	2013				
Argentina	47	42	41	48	49	44	45	44	53	48	52	53	55
Australia	9	9	9	11	11	17	12	20	20	25	16	17	19
Austria	6	1	3	4	6	4	9	14	13	3	14	24	11
Belgium	11	14	15	8	9	11	6	18	10	13	18	20	17
Brazil	28	31	37	31	34	40	47	45	48	35	41	59	52
Bulgaria		40	51	51	45	58	59	59	60	51	59	60	60
Canada	5	10	10	6	7	10	7	5	8	17	7	9	8
Chile	22	25	27	27	33	31	26	29	44	56	27	46	44
China Mainland	48	44	40	50	50	46	43	50	45	45	40	50	43
Colombia	36	30	34	42	55	51	39	56	51	55	45	54	54
Croatia		51	53	46	53	55	57	57	57	32	57	58	58
Czech Republic	24	19	24	28	24	26	25	30	28	46	37	38	37
Denmark	3	3	2	3	2	3	3	2	2	1	9	4	2
Estonia	27	27	29	25	32	28	30	32	37	15	32	39	30
Finland	2	4	17	13	4	8	5	4	4	7	11	2	4
France	21	20	23	19	21	20	28	26	26	23	31	26	24
Germany	17	18	16	16	12	16	11	10	6	4	2	11	3
Greece	31	32	28	36	40	36	44	46	33	39	54	31	42
Hong Kong	13	8	18	17	18	21	20	13	19	33	25	10	21
Hungary	16	24	20	26	30	33	38	39	49	26	56	52	51
Iceland						5	4	12	18	8	21	14	14
India	29	28	26	33	31	34	29	34	42	60	29	27	48
Indonesia	49	50	50	40	41	37	32	42	32	47	26	19	25
Ireland	14	5	6	10	13	18	16	8	11	19	4	8	6
Israel	8	11	12	15	16	14	15	17	15	21	22	13	18
Italy	41	45	43	44	46	42	52	37	43	38	51	44	47
Japan	32	29	25	30	23	29	31	41	35	18	24	45	28
Jordan	40	39	33	23	44	53	53	36	50	50	44	33	39
Kazakhstan					35	32	37	28	38	30	39	32	32
Korea	35	41	44	39	38	35	33	33	39	43	50	37	40
Latvia									31	14	36	30	23
Lithuania			32	34	26	25	35	31	22	9	35	42	29
Luxembourg	19	16	7	14	17	12	18	15	16	12	10	22	13
Malaysia	20	17	14	12	15	6	14	11	9	11	5	7	5
Mexico	44	46	49	52	52	54	50	49	40	57	33	48	50
Netherlands	7	15	8	7	5	7	8	7	5	16	12	3	7
New Zealand	23	22	19	21	20	22	22	25	25	34	23	29	26
Norway	15	13	13	18	10	13	10	6	7	10	8	16	10
Peru				45	54	57	56	53	55	58	42	57	57
Philippines	38	47	47	41	42	45	46	35	29	59	34	21	41
Poland	43	48	45	43	37	30	40	38	30	22	53	28	36
Portugal	34	34	30	32	29	39	27	24	34	20	49	35	33
Qatar					22	27	23	22	24	53	17	18	22
Romania	45	49	52	55	56	41	41	55	58	41	47	36	38
Russia	42	37	39	53	47	48	55	54	56	42	58	40	53
Singapore	10	7	4	2	8	9	17	9	17	31	19	6	16
Slovak Republic	30	36	36	38	36	49	51	51	52	37	48	47	46
Slovenia	37	35	35	29	28	50	48	43	47	28	55	41	49
South Africa	46	43	48	49	51	52	54	52	54	54	46	55	56
Spain	33	33	38	37	48	47	36	48	46	40	43	49	45
Sweden	12	12	5	5	3	2	2	3	3	5	13	12	9
Switzerland	1	2	1	1	1	1	1	1	1	2	1	1	1
Taiwan	18	21	21	20	27	19	19	19	23	27	30	25	27
Thailand	25	26	31	24	25	24	24	27	27	44	20	43	34
Turkey	39	38	46	35	39	43	42	40	36	49	28	34	35
UAE							34	23	14	52	6	5	15
Ukraine			42	47	43	38	49	47	41	6	38	51	31
United Kingdom	26	23	22	22	19	23	21	21	21	29	15	23	20
USA	4	6	11	9	14	15	13	16	12	24	3	15	12
Venezuela	50	52	54	54	57	56	58	58	59	36	60	56	59
no. countries	50	52	54	55	57	58	59	59	60				60

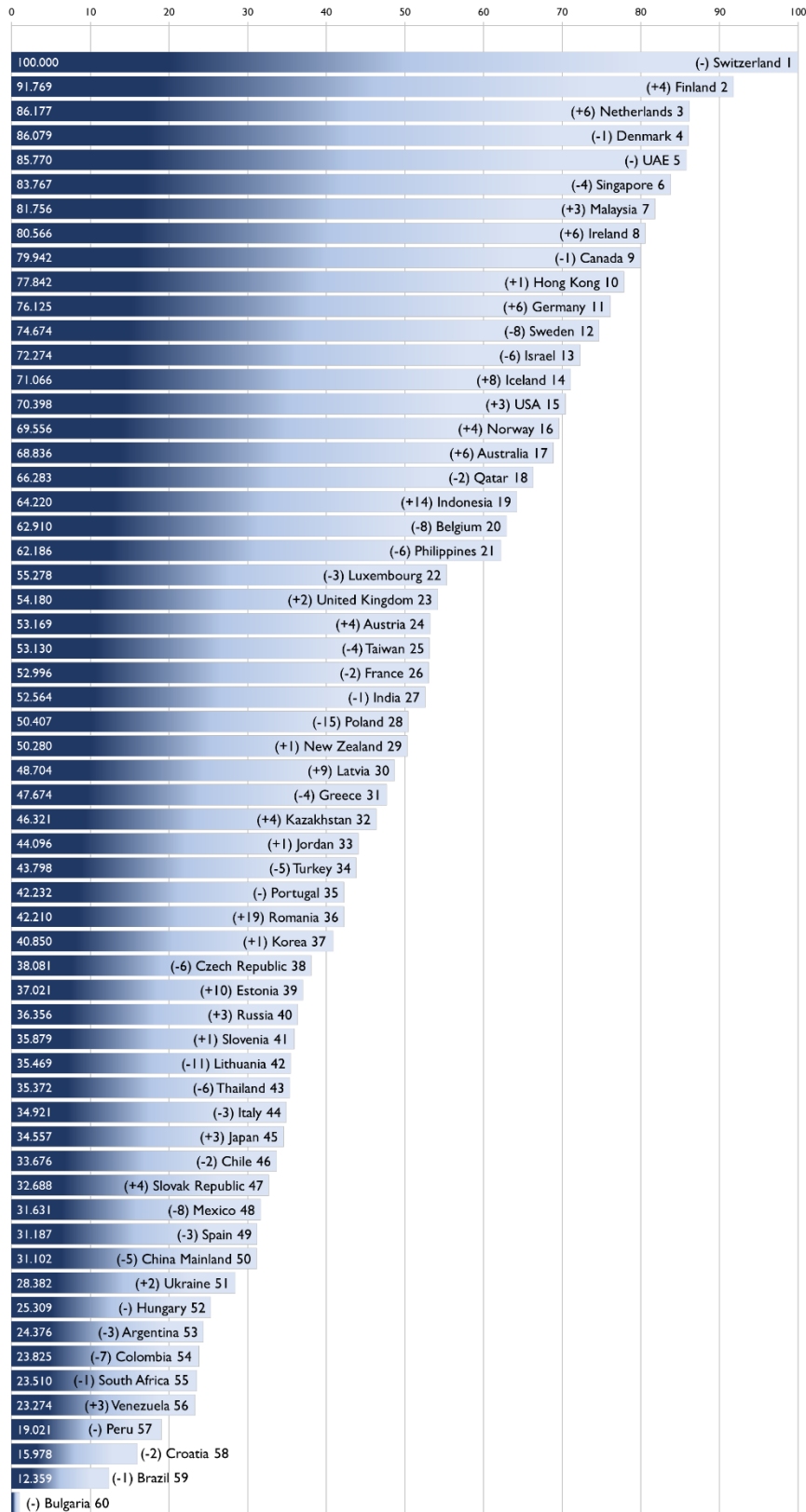
Factor I: Investment and Development 2014



Factor 2: Appeal 2014



Factor 3: Readiness 2014



2014 Criteria

Factor 1: Investment and Development

Total public expenditure on education (%)	2012
Total public expenditure on education per pupil	2011
Pupil-teacher ratio (primary education)	2011
Pupil-teacher ratio (secondary education)	2011
Apprenticeship	(Survey 2014)
Employee training	(Survey 2014)
Female labor force (%)	2013

Factor 2: Appeal

Cost-of-living index	2013
Attracting and retaining talents	(Survey 2014)
Worker motivation	(Survey 2014)
Brain drain	(Survey 2014)
Quality of life	(Survey 2014)
Foreign high-skilled people	(Survey 2014)

Factor 3: Readiness

Labor force growth	2013
Skilled labor	(Survey 2014)
Finance skills	(Survey 2014)
International experience	(Survey 2014)
Competent senior managers	(Survey 2014)
Educational system	(Survey 2014)
Science in schools	(Survey 2014)
University education	(Survey 2014)
Management education	(Survey 2014)
Language skills	(Survey 2014)

TOTAL PUBLIC EXPENDITURE ON EDUCATION (%)

2012

Percentage of GDP

Ranking		%
1	ICELAND	8.0
2	ISRAEL	8.0 ¹
3	DENMARK	7.9
4	SOUTH AFRICA	7.3
5	UKRAINE	7.2
6	SWEDEN	6.8
7	USA	6.5 ³
8	FINLAND	6.3
9	BELGIUM	6.3
10	FRANCE	6.1
11	SWITZERLAND	6.1
12	UNITED KINGDOM	6.1
13	NETHERLANDS	5.8
14	MALAYSIA	5.8
15	SLOVENIA	5.7 ¹
16	PORTUGAL	5.7
17	LITHUANIA	5.6
18	AUSTRIA	5.6
19	NEW ZEALAND	5.5
20	LATVIA	5.5
21	NORWAY	5.5
22	POLAND	5.5
23	LUXEMBOURG	5.4
24	AUSTRALIA	5.3
25	IRELAND	5.2
26	CROATIA	5.0
27	BRAZIL	5.0 ²
28	CZECH REPUBLIC	4.8
29	ESTONIA	4.8
30	HUNGARY	4.8
31	COLOMBIA	4.6
32	SPAIN	4.5
33	KOREA	4.5 ²
34	TAIWAN	4.4
35	KAZAKHSTAN	4.3
36	GERMANY	4.3
37	ITALY	4.2
38	GREECE	4.1
39	CHINA MAINLAND	4.1
40	CHILE	4.1
41	RUSSIA	4.0
42	THAILAND	3.9
43	SLOVAK REPUBLIC	3.8
44	VENEZUELA	3.8 ³
45	INDIA	3.8
46	JORDAN	3.8
47	HONG KONG	3.8
48	TURKEY	3.7 ¹
49	JAPAN	3.5
50	BULGARIA	3.5
51	INDONESIA	3.5
52	MEXICO	3.5
53	PERU	3.1
54	QATAR	3.1
55	ROMANIA	3.0
56	SINGAPORE	3.0
57	PHILIPPINES	2.7
58	UAE	1.1
-	ARGENTINA	-
-	CANADA	-

TOTAL PUBLIC EXPENDITURE ON EDUCATION PER PUPIL

2011

Percentage of GDP per capita

Ranking		%
1	DENMARK	35 ²
2	UKRAINE	33
3	SWEDEN	30 ¹
4	FINLAND	30 ¹
5	BELGIUM	29 ¹
6	AUSTRIA	29 ¹
7	SLOVENIA	28 ¹
8	UNITED KINGDOM	28 ¹
9	PORTUGAL	28 ¹
10	SWITZERLAND	27 ¹
11	NORWAY	26 ¹
12	ESTONIA	26 ¹
13	FRANCE	26 ¹
14	LATVIA	25 ¹
15	ICELAND	25 ¹
16	IRELAND	25 ¹
17	ITALY	24 ¹
18	NEW ZEALAND	24
19	POLAND	24 ¹
20	NETHERLANDS	24
21	SPAIN	24 ¹
22	HUNGARY	24 ¹
23	BULGARIA	24 ¹
24	CROATIA	24 ¹
25	LITHUANIA	23 ¹
26	MALAYSIA	23
27	JAPAN	23
28	KOREA	22 ²
29	TAIWAN	22
30	CZECH REPUBLIC	22 ¹
31	VENEZUELA	21 ²
32	USA	21 ¹
33	AUSTRALIA	21 ¹
34	ARGENTINA	20
35	ROMANIA	20 ²
36	SLOVAK REPUBLIC	20 ¹
37	RUSSIA	20 ³
38	HONG KONG	19
39	ISRAEL	19 ¹
40	MEXICO	18 ¹
41	THAILAND	18 ²
42	COLOMBIA	16
43	QATAR	16 ³
44	CHILE	15
45	KAZAKHSTAN	12
46	INDIA	12
47	INDONESIA	11
48	PHILIPPINES	10 ³
49	PERU	9 ¹
-	BRAZIL	-
-	CANADA	-
-	CHINA MAINLAND	-
-	GERMANY	-
-	GREECE	-
-	JORDAN	-
-	LUXEMBOURG	-
-	SINGAPORE	-
-	SOUTH AFRICA	-
-	TURKEY	-
-	UAE	-

PUPIL-TEACHER RATIO (PRIMARY EDUCATION)

2011

Ratio of students to teaching staff

Ranking		ratio
1	SWEDEN	9.27
2	LUXEMBOURG	9.90
3	ICELAND	10.20
4	NORWAY	10.40
5	HUNGARY	10.54
6	AUSTRIA	10.89
7	POLAND	11.00
8	PORTUGAL	11.20
9	QATAR	11.28
10	LATVIA	11.41
11	ITALY	11.70
12	DENMARK	11.80
13	SPAIN	12.40
14	BELGIUM	12.40
15	LITHUANIA	12.41
16	MALAYSIA	12.60
17	GREECE	12.68 ¹
18	ESTONIA	13.20
19	FINLAND	13.67
20	CANADA	13.80
21	CROATIA	14.26 ¹
22	HONG KONG	14.40
23	VENEZUELA	14.51 ²
24	TAIWAN	14.80
25	SWITZERLAND	14.90 ¹
26	SLOVAK REPUBLIC	15.08
27	USA	15.30
28	IRELAND	15.57
29	AUSTRALIA	15.60
30	NETHERLANDS	15.80
31	UKRAINE	15.83
32	ISRAEL	15.90
33	INDONESIA	15.94
34	THAILAND	15.99 ³
35	SLOVENIA	16.00
36	ROMANIA	16.11 ¹
37	GERMANY	16.30
37	NEW ZEALAND	16.30
39	ARGENTINA	16.33 ³
40	KAZAKHSTAN	16.36
41	UAE	17.03
42	BULGARIA	17.49 ¹
43	FRANCE	17.52
44	JORDAN	17.60
45	CHINA MAINLAND	17.71
46	JAPAN	18.10
47	SINGAPORE	18.60
48	CZECH REPUBLIC	18.82
49	PERU	19.56
50	KOREA	19.60
51	UNITED KINGDOM	19.90
52	RUSSIA	20.00
53	TURKEY	21.28
54	BRAZIL	21.29
55	CHILE	21.97
56	COLOMBIA	27.58
57	MEXICO	28.11
58	SOUTH AFRICA	30.71 ²
59	PHILIPPINES	31.44 ²
60	INDIA	35.00

PUPIL-TEACHER RATIO (SECONDARY EDUCATION)

2011

Ratio of students to teaching staff

Ranking		ratio
1	PORTUGAL	7.70
2	GREECE	8.00 ⁴
3	CROATIA	8.15 ¹
4	LATVIA	8.33
5	VENEZUELA	8.41 ²
6	LITHUANIA	8.56
7	RUSSIA	8.70
8	KAZAKHSTAN	8.87
9	BELGIUM	9.40
10	SWEDEN	9.51
11	LUXEMBOURG	9.60
12	AUSTRIA	9.68
13	NORWAY	9.80
14	HUNGARY	10.03
15	QATAR	10.13
16	JORDAN	10.20
17	POLAND	10.60
18	ARGENTINA	10.90 ³
19	SLOVENIA	11.00
20	SPAIN	11.05
21	ICELAND	11.10
22	CZECH REPUBLIC	11.40
22	SWITZERLAND	11.40 ¹
24	DENMARK	11.50 ¹
25	SLOVAK REPUBLIC	11.67
26	ESTONIA	11.90
27	UKRAINE	11.99 ²
28	AUSTRALIA	12.00
29	BULGARIA	12.08 ¹
30	ISRAEL	12.20
30	ITALY	12.20
32	UAE	12.42 ¹
33	ROMANIA	12.48 ¹
34	FRANCE	12.69
35	FINLAND	13.10
35	JAPAN	13.10
35	MALAYSIA	13.10
38	GERMANY	14.00
39	IRELAND	14.40
40	HONG KONG	14.50
41	INDONESIA	14.77
42	SINGAPORE	14.80
43	NEW ZEALAND	15.10
44	CHINA MAINLAND	15.15
45	USA	15.20
46	CANADA	15.30
47	TAIWAN	16.10
48	UNITED KINGDOM	16.30
49	BRAZIL	16.35
50	PERU	16.50
51	NETHERLANDS	16.70
52	KOREA	17.20
53	MEXICO	17.68
54	THAILAND	19.91
55	TURKEY	20.17
56	CHILE	21.06
57	SOUTH AFRICA	24.40 ¹
58	COLOMBIA	25.58
59	INDIA	30.00
60	PHILIPPINES	34.81 ²

APPRENTICESHIP

2014

Apprenticeship

is not sufficiently implemented



is sufficiently implemented

Ranking	Country	Score
1	GERMANY	8.53
2	SWITZERLAND	8.52
3	AUSTRIA	7.63
4	MALAYSIA	7.12
5	JAPAN	6.91
6	DENMARK	6.26
7	INDONESIA	6.11
8	LITHUANIA	5.97
9	UAE	5.96
10	NETHERLANDS	5.93
11	UKRAINE	5.47
12	TURKEY	5.46
13	LUXEMBOURG	5.36
14	IRELAND	5.33
15	SINGAPORE	5.25
16	TAIWAN	5.17
17	CANADA	5.15
18	NORWAY	5.14
19	KAZAKHSTAN	5.13
20	COLOMBIA	5.12
21	QATAR	4.87
22	FINLAND	4.78
23	HONG KONG	4.75
24	JORDAN	4.67
25	CHINA MAINLAND	4.64
26	ICELAND	4.64
27	THAILAND	4.63
28	LATVIA	4.62
29	PHILIPPINES	4.55
30	PORTUGAL	4.52
31	AUSTRALIA	4.52
32	INDIA	4.51
33	ESTONIA	4.50
34	BRAZIL	4.46
35	RUSSIA	4.43
36	MEXICO	4.39
37	POLAND	4.31
38	ISRAEL	4.30
39	CHILE	4.23
40	KOREA	4.17
41	SWEDEN	4.03
42	USA	3.98
43	UNITED KINGDOM	3.98
44	VENEZUELA	3.95
45	PERU	3.86
46	BELGIUM	3.85
47	HUNGARY	3.77
48	FRANCE	3.74
49	NEW ZEALAND	3.62
50	GREECE	3.58
51	ITALY	3.56
52	ARGENTINA	3.37
53	CROATIA	3.24
54	SPAIN	3.11
55	SLOVAK REPUBLIC	3.08
56	CZECH REPUBLIC	2.91
57	SLOVENIA	2.69
58	SOUTH AFRICA	2.43
59	BULGARIA	1.93
60	ROMANIA	1.49

EMPLOYEE TRAINING

2014

Employee training

is not a high priority in companies



is a high priority in companies

Ranking	Country	Score
1	SWITZERLAND	7.94
2	GERMANY	7.79
3	JAPAN	7.78
4	MALAYSIA	7.71
5	AUSTRIA	7.53
6	DENMARK	7.51
7	ROMANIA	7.43
8	FINLAND	7.02
9	IRELAND	6.92
10	UAE	6.85
11	NORWAY	6.82
12	SWEDEN	6.77
13	NETHERLANDS	6.77
14	ESTONIA	6.63
15	LITHUANIA	6.59
16	LUXEMBOURG	6.49
17	SINGAPORE	6.30
18	TAIWAN	6.21
19	CHINA MAINLAND	6.10
20	THAILAND	6.10
21	BELGIUM	6.04
22	KOREA	6.00
23	COLOMBIA	5.97
24	ICELAND	5.96
25	KAZAKHSTAN	5.90
26	BRAZIL	5.90
27	SLOVAK REPUBLIC	5.88
28	CANADA	5.85
29	ISRAEL	5.83
30	UKRAINE	5.82
31	PHILIPPINES	5.78
32	USA	5.76
33	QATAR	5.74
34	TURKEY	5.69
35	AUSTRALIA	5.65
36	INDONESIA	5.64
37	HONG KONG	5.58
38	JORDAN	5.38
39	LATVIA	5.37
40	FRANCE	5.32
41	MEXICO	5.28
42	UNITED KINGDOM	5.23
43	SOUTH AFRICA	5.19
44	VENEZUELA	5.14
45	CZECH REPUBLIC	5.09
46	INDIA	5.08
47	CHILE	5.05
48	POLAND	4.88
49	RUSSIA	4.87
50	SLOVENIA	4.83
51	NEW ZEALAND	4.75
52	HUNGARY	4.64
53	ITALY	4.42
54	PERU	4.38
55	ARGENTINA	4.36
56	CROATIA	4.21
57	PORTUGAL	4.09
58	GREECE	3.89
59	SPAIN	3.86
60	BULGARIA	3.64

FEMALE LABOR FORCE (%)

2013

Percentage of total labor force

Ranking		%
1	LATVIA	50.29
2	LITHUANIA	50.06
3	KAZAKHSTAN	49.13
4	ESTONIA	49.09
5	HONG KONG	48.36
6	FINLAND	48.34
7	FRANCE	47.84
8	UKRAINE	47.77
9	ICELAND	47.73
10	DENMARK	47.70
11	CANADA	47.68
12	PORTUGAL	47.60
13	SWEDEN	47.48
14	NEW ZEALAND	47.18
15	NORWAY	47.12
16	ISRAEL	46.83
17	USA	46.80
18	BULGARIA	46.71
19	AUSTRIA	46.44 †
20	RUSSIA	46.22
21	NETHERLANDS	46.22
22	UNITED KINGDOM	46.22
23	CROATIA	46.19
24	SWITZERLAND	46.16
25	HUNGARY	46.02
26	SPAIN	45.99
27	GERMANY	45.94 †
28	BELGIUM	45.90
29	SLOVENIA	45.83
30	AUSTRALIA	45.78
31	THAILAND	45.75 †
32	SOUTH AFRICA	45.16
33	POLAND	44.75
34	SINGAPORE	44.68
35	SLOVAK REPUBLIC	44.68
36	IRELAND	44.66
37	ROMANIA	44.28
38	PERU	44.21 †
39	TAIWAN	44.06
40	BRAZIL	43.30 †
41	COLOMBIA	42.97
42	GREECE	42.65
43	JAPAN	42.63
44	ITALY	42.07
45	KOREA	41.75
46	CHILE	41.20
47	CZECH REPUBLIC	40.39
48	VENEZUELA	39.91
49	PHILIPPINES	39.15
50	MEXICO	38.38
51	LUXEMBOURG	38.16
52	INDONESIA	37.92 †
53	MALAYSIA	37.03
54	TURKEY	30.68
55	INDIA	25.30 †
56	JORDAN	17.54
57	QATAR	12.73
58	UAE	12.37
-	ARGENTINA	-
-	CHINA MAINLAND	-

COST-OF-LIVING INDEX

2013

Index of a basket of goods & services in major cities, including housing (New York City = 100)

Ranking		index
1	SOUTH AFRICA	62.65
2	BULGARIA	65.30
3	INDIA	67.94
4	ROMANIA	68.10
5	QATAR	68.90
6	MEXICO	70.15
7	POLAND	72.00
8	SLOVENIA	72.70
9	LITHUANIA	73.30
10	CROATIA	74.60
11	HUNGARY	74.80
12	ESTONIA	75.00
13	USA	75.08
14	UNITED KINGDOM	78.10
15	PERU	78.50
16	MALAYSIA	78.60
17	GERMANY	78.61
18	PORTUGAL	79.50
19	PHILIPPINES	79.90
19	UKRAINE	79.90
21	KAZAKHSTAN	80.90
22	SLOVAK REPUBLIC	81.20
23	GREECE	81.90
24	JORDAN	82.20
25	CANADA	82.22
26	LATVIA	82.30
27	TURKEY	82.50
27	UAE	82.50
29	SPAIN	82.80
30	LUXEMBOURG	83.80
31	CZECH REPUBLIC	84.20
32	INDONESIA	85.00
33	BELGIUM	85.10
34	THAILAND	85.80
35	NEW ZEALAND	86.10
36	CHILE	86.60
37	TAIWAN	86.70
38	IRELAND	86.90
39	COLOMBIA	87.30
40	FRANCE	87.55
41	ARGENTINA	87.60
42	FINLAND	88.00
43	NETHERLANDS	88.40
44	AUSTRIA	90.10
45	CHINA MAINLAND	91.93
46	ITALY	92.65
47	SWEDEN	93.00
48	BRAZIL	95.30
49	ISRAEL	97.60
50	AUSTRALIA	102.50
50	VENEZUELA	102.50
52	DENMARK	103.30
53	KOREA	108.00
54	NORWAY	109.10
55	JAPAN	110.77
56	RUSSIA	113.65
57	SWITZERLAND	115.90
58	HONG KONG	121.80
59	SINGAPORE	122.40
-	ICELAND	-

ATTRACTING AND RETAINING TALENTS

2014

Attracting and retaining talents

is not a priority in companies



is a priority in companies

Ranking	Country	Score
1	SWITZERLAND	8.38
2	ROMANIA	8.22
3	GERMANY	8.00
3	IRELAND	8.00
5	DENMARK	7.87
6	NORWAY	7.78
7	JAPAN	7.67
8	USA	7.55
9	BELGIUM	7.55
10	UAE	7.53
11	AUSTRIA	7.48
12	KOREA	7.48
13	MALAYSIA	7.46
14	SINGAPORE	7.44
15	SWEDEN	7.40
16	ISRAEL	7.35
17	AUSTRALIA	7.31
18	CANADA	7.28
19	BRAZIL	7.25
20	THAILAND	7.20
21	NETHERLANDS	7.16
22	HONG KONG	7.15
23	ESTONIA	7.14
24	FINLAND	7.14
25	UKRAINE	6.98
26	LITHUANIA	6.97
27	ICELAND	6.96
28	LUXEMBOURG	6.93
29	INDIA	6.86
30	UNITED KINGDOM	6.70
31	CHINA MAINLAND	6.67
31	TAIWAN	6.67
33	TURKEY	6.63
34	QATAR	6.62
35	INDONESIA	6.51
35	PHILIPPINES	6.51
37	FRANCE	6.48
38	NEW ZEALAND	6.45
39	SOUTH AFRICA	6.21
40	SLOVAK REPUBLIC	6.15
41	VENEZUELA	6.09
42	KAZAKHSTAN	5.92
43	CHILE	5.87
44	JORDAN	5.85
45	LATVIA	5.84
46	CZECH REPUBLIC	5.82
47	MEXICO	5.82
48	ITALY	5.79
49	COLOMBIA	5.69
50	ARGENTINA	5.63
51	PERU	5.41
52	PORTUGAL	5.24
53	SPAIN	5.11
54	GREECE	5.08
55	HUNGARY	4.94
56	RUSSIA	4.86
57	BULGARIA	4.70
58	CROATIA	4.62
59	POLAND	4.38
60	SLOVENIA	4.22

WORKER MOTIVATION

2014

Worker motivation in companies is

low



high

Ranking	Country	Score
1	SWITZERLAND	7.94
2	DENMARK	7.87
3	MALAYSIA	7.68
4	IRELAND	7.66
5	AUSTRIA	7.59
6	JAPAN	7.56
7	NORWAY	7.56
8	FINLAND	7.49
9	GERMANY	7.49
10	SWEDEN	7.24
11	TAIWAN	6.89
12	CANADA	6.70
13	LUXEMBOURG	6.67
14	SINGAPORE	6.63
15	HONG KONG	6.63
16	ICELAND	6.63
17	NETHERLANDS	6.62
18	USA	6.56
19	UAE	6.54
20	ISRAEL	6.43
21	INDONESIA	6.42
22	LATVIA	6.33
23	NEW ZEALAND	6.30
23	PHILIPPINES	6.30
25	UNITED KINGDOM	6.30
26	AUSTRALIA	6.25
27	THAILAND	6.17
28	TURKEY	6.15
29	BELGIUM	5.96
30	MEXICO	5.82
31	CHINA MAINLAND	5.78
32	COLOMBIA	5.67
33	LITHUANIA	5.60
34	CHILE	5.52
35	QATAR	5.50
36	KAZAKHSTAN	5.50
37	ESTONIA	5.48
38	BRAZIL	5.43
39	CZECH REPUBLIC	5.42
40	PERU	5.29
41	UKRAINE	5.26
42	SLOVAK REPUBLIC	5.25
43	JORDAN	5.11
44	INDIA	5.11
45	ITALY	4.92
46	FRANCE	4.77
47	SPAIN	4.77
48	PORTUGAL	4.66
49	KOREA	4.57
50	ARGENTINA	4.56
51	POLAND	4.35
52	HUNGARY	4.34
53	SLOVENIA	4.20
54	RUSSIA	4.14
55	GREECE	3.89
56	SOUTH AFRICA	3.75
57	ROMANIA	3.75
58	CROATIA	3.72
59	VENEZUELA	3.67
60	BULGARIA	3.57

BRAIN DRAIN

2014

Brain drain (well-educated and skilled people)

hinders competitiveness in your economy  does not hinder competitiveness in your economy

Ranking	Country	Score
1	NORWAY	8.09
2	SWITZERLAND	7.78
3	FINLAND	7.76
4	USA	7.28
5	DENMARK	7.28
6	GERMANY	6.87
7	SWEDEN	6.78
8	UAE	6.65
9	NETHERLANDS	6.54
10	MALAYSIA	6.51
11	UKRAINE	6.34
12	UNITED KINGDOM	6.27
13	IRELAND	5.96
14	HONG KONG	5.95
15	CANADA	5.89
16	LUXEMBOURG	5.81
17	ISRAEL	5.74
18	AUSTRALIA	5.73
19	SINGAPORE	5.70
20	BELGIUM	5.67
21	CHILE	5.58
22	INDIA	5.54
23	TURKEY	5.41
24	QATAR	5.29
25	INDONESIA	5.26
26	THAILAND	5.23
27	FRANCE	5.20
28	ICELAND	5.15
29	AUSTRIA	4.98
30	ARGENTINA	4.97
31	CZECH REPUBLIC	4.85
32	JAPAN	4.76
33	BRAZIL	4.61
34	JORDAN	4.58
35	LATVIA	4.55
36	PERU	4.53
37	POLAND	4.39
38	GREECE	4.34
39	MEXICO	4.29
40	COLOMBIA	4.24
41	SPAIN	4.11
42	KAZAKHSTAN	4.00
43	ITALY	3.90
44	PHILIPPINES	3.82
45	CHINA MAINLAND	3.79
46	KOREA	3.74
47	NEW ZEALAND	3.70
48	ESTONIA	3.68
49	PORTUGAL	3.47
50	TAIWAN	3.41
51	SOUTH AFRICA	3.39
52	SLOVENIA	3.17
53	SLOVAK REPUBLIC	3.09
54	LITHUANIA	2.98
55	RUSSIA	2.82
56	ROMANIA	2.76
57	CROATIA	2.28
58	VENEZUELA	2.19
59	HUNGARY	2.08
60	BULGARIA	1.35

QUALITY OF LIFE

2014

Quality of life is

low  high

Ranking	Country	Score
1	SWITZERLAND	9.73
2	AUSTRIA	9.55
3	NORWAY	9.47
4	SWEDEN	9.44
5	GERMANY	9.38
6	NETHERLANDS	9.21
7	DENMARK	9.13
8	NEW ZEALAND	9.13
9	AUSTRALIA	9.11
10	CANADA	9.04
11	FINLAND	9.02
12	IRELAND	9.00
12	LUXEMBOURG	9.00
14	ICELAND	8.79
15	BELGIUM	8.63
16	UAE	8.58
17	FRANCE	8.48
18	SINGAPORE	8.37
19	USA	8.33
20	JAPAN	8.22
21	SPAIN	7.95
22	UNITED KINGDOM	7.73
23	ISRAEL	7.65
24	CZECH REPUBLIC	7.56
25	MALAYSIA	7.48
26	QATAR	7.46
27	HONG KONG	7.00
28	TAIWAN	6.68
29	CHILE	6.48
30	ITALY	6.46
31	PORTUGAL	6.09
32	THAILAND	5.98
33	INDONESIA	5.81
34	LATVIA	5.77
35	LITHUANIA	5.67
36	SLOVENIA	5.64
37	SLOVAK REPUBLIC	5.40
38	ESTONIA	5.36
39	SOUTH AFRICA	5.26
40	GREECE	5.25
41	KOREA	5.23
42	TURKEY	5.15
43	CROATIA	5.10
44	MEXICO	5.03
45	PHILIPPINES	4.95
46	KAZAKHSTAN	4.94
47	PERU	4.93
48	ARGENTINA	4.84
49	JORDAN	4.79
50	CHINA MAINLAND	4.61
51	INDIA	4.46
52	BRAZIL	4.40
53	RUSSIA	4.37
54	HUNGARY	4.00
55	COLOMBIA	3.97
56	POLAND	3.69
57	ROMANIA	3.37
58	UKRAINE	2.80
59	BULGARIA	2.57
60	VENEZUELA	1.32

FOREIGN HIGH-SKILLED PEOPLE

2014

Foreign high-skilled people

are not attracted to your country's business environment  are attracted to your country's business environment

Ranking		
1	SWITZERLAND	8.87
2	USA	8.50
3	SINGAPORE	8.17
4	UAE	8.04
5	CANADA	7.92
6	IRELAND	7.92
7	LUXEMBOURG	7.81
8	UNITED KINGDOM	7.78
9	HONG KONG	7.47
10	CHILE	7.43
11	AUSTRALIA	7.33
12	MALAYSIA	7.24
13	QATAR	7.23
14	NETHERLANDS	6.96
15	GERMANY	6.65
16	KAZAKHSTAN	6.34
17	PERU	6.20
18	CHINA MAINLAND	6.08
19	THAILAND	6.00
20	NORWAY	5.96
21	AUSTRIA	5.85
22	NEW ZEALAND	5.81
23	INDONESIA	5.60
24	COLOMBIA	5.52
25	SWEDEN	5.30
26	MEXICO	5.23
27	DENMARK	5.18
28	BRAZIL	5.17
29	BELGIUM	5.15
30	TURKEY	5.10
31	PHILIPPINES	4.87
32	JORDAN	4.77
33	SPAIN	4.66
34	RUSSIA	4.65
35	FRANCE	4.56
36	LITHUANIA	4.47
37	LATVIA	4.43
38	ISRAEL	4.43
39	INDIA	4.41
40	PORTUGAL	4.40
41	ESTONIA	4.39
42	SOUTH AFRICA	4.35
43	KOREA	4.34
44	CZECH REPUBLIC	4.30
45	TAIWAN	4.27
46	FINLAND	4.20
47	UKRAINE	4.17
48	JAPAN	3.93
49	SLOVAK REPUBLIC	3.58
50	HUNGARY	3.54
51	POLAND	3.27
52	ROMANIA	3.19
53	ARGENTINA	3.00
53	ICELAND	3.00
55	ITALY	2.93
56	GREECE	2.62
57	SLOVENIA	2.18
58	BULGARIA	2.07
59	CROATIA	1.76
60	VENEZUELA	1.02

LABOR FORCE GROWTH

2013

Percentage change

Ranking		%
1	QATAR	14.55
2	UAE	9.31
3	VENEZUELA	6.10
4	MEXICO	4.06
5	PERU	3.52
6	TURKEY	3.41
7	ARGENTINA	2.94
8	SOUTH AFRICA	2.88
9	ICELAND	2.72
10	SINGAPORE	2.44
11	MALAYSIA	2.37
12	ROMANIA	1.99
13	ISRAEL	1.97
14	HONG KONG	1.95
15	CHILE	1.76
16	LUXEMBOURG	1.69
17	AUSTRALIA	1.50
18	KOREA	1.46
19	SWITZERLAND	1.41
20	NEW ZEALAND	1.30
21	AUSTRIA	1.20
22	BELGIUM	1.10
23	SWEDEN	1.09
24	NORWAY	1.01
25	UNITED KINGDOM	0.94
26	CZECH REPUBLIC	0.93
27	TAIWAN	0.92
28	IRELAND	0.91
29	PHILIPPINES	0.88
30	COLOMBIA	0.87
31	BULGARIA	0.81
32	NETHERLANDS	0.77
33	BRAZIL	0.75
34	KAZAKHSTAN	0.66
35	INDIA	0.51
36	POLAND	0.42
37	CHINA MAINLAND	0.40
38	GERMANY	0.37
39	HUNGARY	0.34
40	JAPAN	0.34
41	SLOVAK REPUBLIC	0.27
42	USA	0.27
43	INDONESIA	0.12
44	JORDAN	0.07
45	GREECE	0.00
46	THAILAND	-0.02
47	RUSSIA	-0.09
48	DENMARK	-0.12
49	UKRAINE	-0.14
50	ITALY	-0.43
51	ESTONIA	-0.50
52	FRANCE	-0.51
53	FINLAND	-0.56
54	SLOVENIA	-0.59
55	LITHUANIA	-0.60
56	SPAIN	-1.33
57	LATVIA	-1.60
58	CROATIA	-1.70
59	PORTUGAL	-1.92
60	CANADA	-2.44

SKILLED LABOR

2014

Skilled labor

is not readily available  is readily available

Ranking	Country	Score
1	IRELAND	8.09
2	FINLAND	7.76
3	DENMARK	7.57
4	NETHERLANDS	7.48
5	PHILIPPINES	7.37
6	MALAYSIA	6.95
7	ICELAND	6.89
8	SWEDEN	6.89
9	UAE	6.73
10	SWITZERLAND	6.68
11	GREECE	6.68
12	CANADA	6.67
13	ISRAEL	6.65
14	INDONESIA	6.44
15	USA	6.38
16	SPAIN	6.38
17	RUSSIA	6.38
18	NORWAY	6.36
19	FRANCE	6.26
20	AUSTRALIA	6.22
21	UNITED KINGDOM	6.02
22	TURKEY	5.96
23	TAIWAN	5.95
24	ROMANIA	5.94
25	ITALY	5.90
26	KAZAKHSTAN	5.88
27	HONG KONG	5.81
28	CZECH REPUBLIC	5.78
29	JAPAN	5.78
30	SLOVENIA	5.76
31	INDIA	5.75
32	KOREA	5.74
33	PORTUGAL	5.70
34	LATVIA	5.59
35	JORDAN	5.55
36	SINGAPORE	5.46
37	GERMANY	5.45
38	POLAND	5.42
39	BELGIUM	5.37
40	THAILAND	5.31
41	SLOVAK REPUBLIC	5.28
42	MEXICO	5.19
43	AUSTRIA	5.15
44	CROATIA	5.14
45	CHINA MAINLAND	5.02
46	COLOMBIA	4.80
47	LUXEMBOURG	4.75
48	HUNGARY	4.72
49	NEW ZEALAND	4.68
50	QATAR	4.44
51	ARGENTINA	4.36
52	LITHUANIA	4.33
53	UKRAINE	4.31
54	VENEZUELA	4.05
55	CHILE	4.00
56	PERU	3.19
57	ESTONIA	3.16
58	BRAZIL	3.16
59	BULGARIA	3.09
60	SOUTH AFRICA	2.96

FINANCE SKILLS

2014

Finance skills

are not readily available  are readily available

Ranking	Country	Score
1	SWITZERLAND	8.33
2	IRELAND	8.29
3	CANADA	8.19
4	DENMARK	8.14
5	FINLAND	8.12
6	SWEDEN	8.03
7	USA	7.94
8	HONG KONG	7.92
9	NETHERLANDS	7.88
10	ISRAEL	7.74
11	UNITED KINGDOM	7.66
12	FRANCE	7.60
13	NORWAY	7.51
14	AUSTRALIA	7.46
15	MALAYSIA	7.40
16	ICELAND	7.29
17	GERMANY	7.27
18	SINGAPORE	7.17
19	UAE	7.04
20	INDIA	7.00
21	TURKEY	7.00
22	NEW ZEALAND	6.96
23	LUXEMBOURG	6.91
24	LATVIA	6.89
25	AUSTRIA	6.85
26	CHILE	6.84
27	KAZAKHSTAN	6.69
28	PHILIPPINES	6.69
29	TAIWAN	6.61
30	GREECE	6.57
31	JAPAN	6.53
32	BELGIUM	6.52
33	POLAND	6.50
34	INDONESIA	6.48
35	RUSSIA	6.37
36	THAILAND	6.24
37	SPAIN	6.22
38	KOREA	6.17
39	JORDAN	6.03
40	SLOVAK REPUBLIC	5.92
41	ARGENTINA	5.89
42	ITALY	5.84
43	MEXICO	5.79
44	QATAR	5.77
45	ROMANIA	5.71
46	SLOVENIA	5.60
47	VENEZUELA	5.45
48	CHINA MAINLAND	5.42
49	HUNGARY	5.40
50	PORTUGAL	5.38
51	COLOMBIA	5.34
52	CZECH REPUBLIC	5.19
53	SOUTH AFRICA	5.05
54	BRAZIL	4.93
55	LITHUANIA	4.92
56	ESTONIA	4.83
57	CROATIA	4.66
58	PERU	4.38
59	UKRAINE	4.27
60	BULGARIA	3.56

INTERNATIONAL EXPERIENCE

2014

International experience of senior managers is generally

low



significant

Ranking	Country	Score
1	SWITZERLAND	7.92
2	NETHERLANDS	7.45
3	LUXEMBOURG	7.26
4	MALAYSIA	7.23
5	HONG KONG	7.22
6	IRELAND	7.17
7	UAE	6.96
8	GERMANY	6.84
9	SWEDEN	6.70
10	SINGAPORE	6.69
11	QATAR	6.59
12	JORDAN	6.29
13	INDONESIA	6.26
14	FINLAND	6.12
15	AUSTRIA	5.93
16	ISRAEL	5.91
17	UNITED KINGDOM	5.89
18	BELGIUM	5.81
19	CANADA	5.78
20	POLAND	5.76
21	SLOVAK REPUBLIC	5.74
22	CHILE	5.71
23	PHILIPPINES	5.64
24	KAZAKHSTAN	5.63
25	PERU	5.62
26	DENMARK	5.50
27	USA	5.49
28	TURKEY	5.38
29	LATVIA	5.36
30	AUSTRALIA	5.33
31	THAILAND	5.31
32	CZECH REPUBLIC	5.31
33	INDIA	5.29
34	HUNGARY	5.28
35	UKRAINE	5.26
36	LITHUANIA	5.18
37	ARGENTINA	5.18
38	GREECE	5.13
39	TAIWAN	5.13
40	MEXICO	5.06
41	ROMANIA	5.00
42	COLOMBIA	4.98
43	VENEZUELA	4.93
44	ICELAND	4.88
45	ESTONIA	4.87
46	NORWAY	4.86
47	ITALY	4.78
48	KOREA	4.69
49	SOUTH AFRICA	4.67
50	BRAZIL	4.55
51	FRANCE	4.43
52	NEW ZEALAND	4.34
53	SPAIN	4.27
54	PORTUGAL	4.03
55	SLOVENIA	3.92
56	BULGARIA	3.61
57	CHINA MAINLAND	3.59
58	RUSSIA	3.58
59	JAPAN	3.24
60	CROATIA	2.86

COMPETENT SENIOR MANAGERS

2014

Competent senior managers

are not readily available



are readily available

Ranking	Country	Score
1	MALAYSIA	7.44
2	NETHERLANDS	7.34
3	IRELAND	7.33
4	DENMARK	7.15
5	USA	6.92
6	HONG KONG	6.92
7	CANADA	6.89
8	SWITZERLAND	6.87
9	FINLAND	6.80
9	SWEDEN	6.80
11	NORWAY	6.76
12	UNITED KINGDOM	6.69
13	UAE	6.58
14	PHILIPPINES	6.40
15	INDONESIA	6.35
16	AUSTRALIA	6.27
17	SINGAPORE	6.23
18	ICELAND	6.21
19	ISRAEL	6.17
20	JORDAN	6.10
21	GERMANY	6.00
21	TURKEY	6.00
23	FRANCE	5.93
24	KAZAKHSTAN	5.88
25	BELGIUM	5.81
26	AUSTRIA	5.70
27	INDIA	5.63
28	TAIWAN	5.55
29	CHILE	5.52
30	GREECE	5.51
31	THAILAND	5.50
32	LUXEMBOURG	5.41
33	NEW ZEALAND	5.32
34	QATAR	5.24
35	CZECH REPUBLIC	5.20
36	ROMANIA	5.17
37	POLAND	5.15
38	ITALY	5.15
39	RUSSIA	5.07
40	KOREA	5.06
41	LATVIA	5.05
42	SPAIN	4.89
43	PORTUGAL	4.85
44	CHINA MAINLAND	4.83
45	ARGENTINA	4.82
46	LITHUANIA	4.75
47	MEXICO	4.74
48	SLOVAK REPUBLIC	4.54
49	SLOVENIA	4.44
50	SOUTH AFRICA	4.39
51	COLOMBIA	4.38
52	VENEZUELA	4.14
53	HUNGARY	4.12
54	PERU	3.86
55	ESTONIA	3.75
56	JAPAN	3.74
57	UKRAINE	3.71
58	BRAZIL	3.45
59	CROATIA	2.83
60	BULGARIA	2.73

EDUCATIONAL SYSTEM

2014

The educational system

does not meet the needs of a competitive economy  meets the needs of a competitive economy

Ranking	Country	Score
1	SWITZERLAND	8.65
2	FINLAND	8.45
3	SINGAPORE	8.17
4	CANADA	7.85
5	IRELAND	7.62
6	GERMANY	7.59
7	DENMARK	7.44
8	NETHERLANDS	7.36
9	NEW ZEALAND	7.32
10	AUSTRALIA	7.23
11	MALAYSIA	6.86
12	ICELAND	6.83
13	UAE	6.81
14	BELGIUM	6.72
15	NORWAY	6.36
16	HONG KONG	6.19
17	FRANCE	6.16
18	QATAR	5.97
19	AUSTRIA	5.96
20	INDONESIA	5.89
21	USA	5.89
22	LUXEMBOURG	5.84
23	UNITED KINGDOM	5.84
24	ISRAEL	5.83
25	TAIWAN	5.81
26	ESTONIA	5.72
27	JAPAN	5.72
28	POLAND	5.57
29	KOREA	5.48
30	SWEDEN	5.36
31	PHILIPPINES	5.31
32	PORTUGAL	5.14
33	JORDAN	5.10
34	CZECH REPUBLIC	5.02
35	INDIA	4.89
36	KAZAKHSTAN	4.83
37	LATVIA	4.75
38	LITHUANIA	4.66
39	SPAIN	4.57
40	SLOVENIA	4.44
41	ITALY	4.38
42	RUSSIA	4.25
43	HUNGARY	4.19
44	ROMANIA	4.16
45	UKRAINE	4.09
46	TURKEY	3.96
47	GREECE	3.92
48	CHINA MAINLAND	3.67
49	THAILAND	3.62
50	COLOMBIA	3.49
51	CHILE	3.36
52	SLOVAK REPUBLIC	3.28
53	CROATIA	3.21
54	MEXICO	3.21
55	ARGENTINA	2.72
56	PERU	2.68
57	VENEZUELA	2.09
58	BULGARIA	1.93
59	BRAZIL	1.80
60	SOUTH AFRICA	1.71

SCIENCE IN SCHOOLS

2014

Science in schools

is not sufficiently emphasized  is sufficiently emphasized

Ranking	Country	Score
1	SINGAPORE	8.36
2	SWITZERLAND	7.58
3	FINLAND	7.33
4	CANADA	7.00
5	MALAYSIA	6.98
6	UAE	6.77
7	HONG KONG	6.53
8	TAIWAN	6.47
9	DENMARK	6.30
10	JAPAN	6.26
11	FRANCE	6.26
12	NETHERLANDS	6.12
13	IRELAND	6.09
14	INDIA	5.97
15	INDONESIA	5.96
16	QATAR	5.94
17	POLAND	5.76
18	GERMANY	5.75
19	ESTONIA	5.68
20	BELGIUM	5.52
21	AUSTRALIA	5.35
22	CHINA MAINLAND	5.33
23	KAZAKHSTAN	5.33
24	ISRAEL	5.28
25	LUXEMBOURG	5.27
26	ICELAND	5.25
27	NEW ZEALAND	5.23
28	USA	5.16
29	RUSSIA	5.13
30	JORDAN	4.99
31	UNITED KINGDOM	4.91
32	PHILIPPINES	4.70
33	KOREA	4.67
34	NORWAY	4.62
35	PORTUGAL	4.52
36	HUNGARY	4.50
37	ROMANIA	4.48
38	SLOVENIA	4.46
39	CZECH REPUBLIC	4.42
40	SWEDEN	4.40
41	GREECE	4.34
42	ITALY	4.12
43	LATVIA	4.10
44	THAILAND	4.05
45	LITHUANIA	4.03
46	SPAIN	4.00
47	AUSTRIA	3.93
48	UKRAINE	3.88
49	SLOVAK REPUBLIC	3.66
50	TURKEY	3.46
51	CHILE	3.39
52	MEXICO	3.38
53	COLOMBIA	2.97
54	CROATIA	2.86
55	BULGARIA	2.51
56	PERU	2.49
57	VENEZUELA	2.45
58	ARGENTINA	2.36
59	BRAZIL	2.06
60	SOUTH AFRICA	1.85

UNIVERSITY EDUCATION

2014

University education

does not meet the needs of a competitive economy



meets the needs of a competitive economy

Ranking	Country	Score
1	SWITZERLAND	8.68
2	CANADA	8.19
3	FINLAND	8.16
4	SINGAPORE	8.10
5	DENMARK	7.73
6	GERMANY	7.72
7	USA	7.64
8	IRELAND	7.61
9	ISRAEL	7.53
10	NETHERLANDS	7.48
11	BELGIUM	7.22
12	UAE	7.00
13	HONG KONG	6.99
14	MALAYSIA	6.90
15	AUSTRIA	6.85
16	AUSTRALIA	6.84
17	ICELAND	6.60
18	NEW ZEALAND	6.57
19	SWEDEN	6.54
20	INDONESIA	6.42
21	NORWAY	6.41
22	UNITED KINGDOM	6.28
23	QATAR	6.26
24	FRANCE	6.10
25	LUXEMBOURG	6.00
25	PORTUGAL	6.00
27	ESTONIA	5.96
28	PHILIPPINES	5.85
29	LATVIA	5.70
30	POLAND	5.57
31	TAIWAN	5.45
32	CHILE	5.17
32	INDIA	5.17
34	LITHUANIA	5.08
35	RUSSIA	5.04
36	CZECH REPUBLIC	4.98
37	JORDAN	4.96
37	SOUTH AFRICA	4.96
39	ITALY	4.87
40	ROMANIA	4.76
41	JAPAN	4.74
42	UKRAINE	4.74
43	HUNGARY	4.72
44	KAZAKHSTAN	4.63
45	VENEZUELA	4.59
46	SPAIN	4.58
47	MEXICO	4.55
48	THAILAND	4.53
49	ARGENTINA	4.51
50	TURKEY	4.50
51	GREECE	4.42
52	COLOMBIA	4.41
53	KOREA	4.34
54	SLOVENIA	4.30
55	CHINA MAINLAND	4.26
56	SLOVAK REPUBLIC	3.62
57	PERU	3.53
58	BRAZIL	3.27
59	CROATIA	3.02
60	BULGARIA	2.25

MANAGEMENT EDUCATION

2014

Management education

does not meet the needs of the business community



meets the needs of the business community

Ranking	Country	Score
1	SWITZERLAND	8.38
2	USA	7.93
3	SINGAPORE	7.86
4	DENMARK	7.80
5	FINLAND	7.56
6	CANADA	7.47
7	GERMANY	7.39
8	NORWAY	7.38
9	NETHERLANDS	7.33
10	MALAYSIA	7.28
11	ICELAND	7.23
11	IRELAND	7.23
13	HONG KONG	7.01
14	UAE	6.96
15	ISRAEL	6.81
16	SWEDEN	6.71
17	AUSTRALIA	6.67
18	PORTUGAL	6.65
19	AUSTRIA	6.49
20	UKRAINE	6.47
21	NEW ZEALAND	6.42
22	BELGIUM	6.38
23	LATVIA	6.34
24	TAIWAN	6.26
25	PHILIPPINES	6.26
26	INDONESIA	6.22
27	INDIA	6.16
28	UNITED KINGDOM	6.16
29	ESTONIA	6.15
30	FRANCE	6.00
31	QATAR	5.97
32	CZECH REPUBLIC	5.82
33	POLAND	5.76
34	SOUTH AFRICA	5.57
35	TURKEY	5.27
36	LUXEMBOURG	5.19
37	GREECE	5.13
38	HUNGARY	5.12
39	SLOVENIA	5.05
40	KAZAKHSTAN	5.01
41	LITHUANIA	4.95
42	THAILAND	4.89
43	ITALY	4.88
44	RUSSIA	4.87
45	CHINA MAINLAND	4.82
46	JORDAN	4.81
47	KOREA	4.81
48	ROMANIA	4.73
49	JAPAN	4.59
50	SLOVAK REPUBLIC	4.58
51	CHILE	4.48
52	MEXICO	4.39
53	SPAIN	4.25
54	COLOMBIA	3.80
55	BRAZIL	3.66
56	CROATIA	3.54
57	VENEZUELA	3.45
58	ARGENTINA	3.16
59	PERU	3.04
60	BULGARIA	2.36

LANGUAGE SKILLS

2014

Language skills

are not meeting the
needs of enterprisesare meeting the needs
of enterprises

Ranking

1	LUXEMBOURG	8.63
2	DENMARK	8.60
3	NETHERLANDS	8.49
4	SWITZERLAND	8.42
5	FINLAND	8.20
6	UAE	8.20
7	ICELAND	8.17
8	CANADA	8.00
9	SINGAPORE	7.93
10	SWEDEN	7.89
11	GREECE	7.89
12	NORWAY	7.78
13	LATVIA	7.71
14	ISRAEL	7.70
15	MALAYSIA	7.52
16	BELGIUM	7.37
17	PORTUGAL	7.17
18	PHILIPPINES	7.05
19	GERMANY	6.93
20	SLOVENIA	6.86
21	POLAND	6.82
22	ROMANIA	6.73
23	INDONESIA	6.65
24	AUSTRIA	6.64
25	LITHUANIA	6.56
26	ESTONIA	6.49
27	QATAR	6.46
28	INDIA	6.25
29	HONG KONG	5.95
30	KOREA	5.94
31	CROATIA	5.67
32	SLOVAK REPUBLIC	5.51
33	UKRAINE	5.43
34	CZECH REPUBLIC	5.31
35	TAIWAN	5.25
36	AUSTRALIA	5.25
37	KAZAKHSTAN	5.15
38	JORDAN	5.14
39	SOUTH AFRICA	5.09
40	USA	5.05
41	IRELAND	5.04
42	NEW ZEALAND	5.00
42	TURKEY	5.00
44	CHINA MAINLAND	4.95
45	ARGENTINA	4.82
46	MEXICO	4.46
47	BULGARIA	4.40
48	FRANCE	3.94
49	RUSSIA	3.89
50	UNITED KINGDOM	3.66
51	THAILAND	3.64
52	ITALY	3.55
53	PERU	3.33
54	JAPAN	3.11
55	HUNGARY	3.08
56	SPAIN	3.05
57	COLOMBIA	3.02
58	VENEZUELA	3.00
59	CHILE	2.95
60	BRAZIL	2.46

Notes and Sources

Collaboration with 55 Partner Institutes worldwide helps us gather complete, up-to-date and reliable statistics. The date shown in the criteria table is the reference year of the data. When statistical data is not available the name appears at the bottom of the statistical table and a dash is shown. When the data is one-year old, a “1” is shown next to the criterion value, a “2” represents data from two previous years, etc.

Total public expenditure on education (%)

Government Finance Statistics Yearbook 2013

Eurostat April 2014

National sources

Jordan, Chile and Luxembourg: Budgetary central government.

Total public expenditure on education per pupil

Government Finance Statistics Yearbook 2013

National sources

Croatia: Sum of expenditure from central government and local governments. Jordan, Chile and Luxembourg: Budgetary central government.

Pupil-teacher ratio (primary education)

UNESCO <http://stats.uis.unesco.org>

OECD Education at a Glance 2013

National sources

For public and private institutions, based on full-time equivalent. Primary education (ISCED level 1): level of which the main function is to provide the basic elements of education at such establishments as elementary schools, primary schools. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher’s aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Australia, Israel, Italy, Norway, and Russia: public institutions only. Hong Kong: figures refer to the position as at mid-September of the respective years (i.e. the beginning of an academic year spanning two calendar years). Teaching staff includes teachers as well as principles; figures cover local schools, special and international schools.

Pupil-teacher ratio (secondary education)

UNESCO <http://stats.uis.unesco.org>

OECD Education at a Glance 2013

National sources

For public and private institutions, based on full-time equivalent. Secondary education (ISCED levels 2 and 3): level providing general and/or specialized instruction at middle schools, secondary schools, high schools, teacher training schools and schools of a vocational or technical nature. The ratio of students to teaching staff is calculated as the total number of full-time equivalent students divided by the total number of full-time equivalent educational personal. Teaching staff refers to professional personnel directly involved in teaching students. The classification includes classroom teachers; special education teacher; and other teachers who work with students as a whole class in a classroom, in small groups in a resource room, or in one-to-one

teaching inside a regular classroom. Teaching staff also includes chairpersons of departments whose duties include some amount of teaching, but it does not include non-professional personnel who support teachers in providing instructions to students, such as teacher's aides and other paraprofessional personnel. Data are UNESCO or OECD estimates and from national statistics. Australia, Canada, Ireland, Israel, Italy, Jordan, Norway and Russia: public institutions only. Australia: includes only programs in upper secondary education. Belgium: excludes independent private institutions. Hong Kong: figures refer to the position as at mid-September of the respective years (i.e. the beginning of an academic year spanning two calendar years). Teaching staff includes teachers as well as principals; figures cover local schools, special and international schools.

Female labor force (%)

OECD (2014), Main Economic Indicators - complete database
National sources

Estimate for 2013. Austria: break in series in 2008. Denmark: break in series in 2009. Indonesia: as of August for 2010. Malaysia: break in series in 2010. Portugal: methodological change in 2011. Romania: break in series in 2002, third quarter for 2013. Spain: break in series in 2005.

Labor force growth

OECD (2013), "Main Economic Indicators - complete database
National sources

Estimates for 2013. Austria: break in series in 2008. Denmark: break in series in 2009. Lithuania: break in series 2011 - census revised labor force figure downwards by 10% (emigration to EU over past decade). Latvia: break in series in 2012. Malaysia: break in series in 2010. Romania: break in series in 2002, third quarter for 2013. Portugal: methodological change in 2011. Spain: break in series in 2005. Lithuania: break in series 2011 - census revised labor force figure downwards by 10% (emigration to EU over past decade).

Cost-of-living index

MERCER Cost of Living survey, March 2013
www.mercer.com

The Mercer survey covers 214 cities across five continents and measures the comparative cost of over 200 items in each location, including housing, transport, food, clothing, household goods and entertainment. It is the world's most comprehensive cost of living survey and is used to help multinational companies and governments determine compensation allowance for their expatriate employees. New York is used as the base city (=100) for the index and all cities are compared against New York. Currency movements are measured against the US dollar. The cost of housing – often the biggest expense for expats - plays an important part in determining where cities are ranked.

Mercer data is shown for cities (sometimes several data per country). Therefore, the WCC team made an average for each WCY country. Data is not always comparable over years (money fluctuations in 2010 and 2011).

Executive Opinion Survey

Every year, for our flagship publication, The IMD World Competitiveness Yearbook, we conduct an Executive Opinion Survey in order to complement the statistics that we use from international, national and regional sources. Whereas the Hard Data shows how competitiveness is measured over a specific period of time, the Survey Data measures competitiveness as it is perceived. The survey was designed to quantify issues that are not easily measured, for example: management practices, labor relations, corruption, environmental concerns or quality of life. The survey responses reflect present and future perceptions of competitiveness by business executives who are dealing with international business situations. Their responses are more recent and closer to reality since there is no time lag, which is often a problem with Hard Data that shows a "picture of the past".

The Executive Opinion Survey is sent to executives in top- and middle management in all of the economies covered by the WCY. In order to be statistically representative, we select a sample size which is proportional

to the GDP of each economy. The sample of respondents are representative of the entire economy, covering a cross-section of the business community in each economic sector: primary, manufacturing and services, based on their contribution to the GDP of the economy. The survey respondents are nationals or expatriates, located in local and foreign enterprises in the economy and which, in general, have an international dimension. They are asked to evaluate the present and expected competitiveness conditions of the economy in which they work and have resided during the past year, drawing from the wealth of their international experience, thereby ensuring that the evaluations portray an in-depth knowledge of their particular environment. We try to contact most IMD alumni and all responses returned to IMD are treated as confidential. The surveys are sent in January and are returned in April; in 2014, we received 4,300 responses from the 60 economies worldwide. The respondents assess the competitiveness issues by answering the questions on a scale of 1 to 6. The average value for each economy is then calculated and converted into a 0 to 10 scale.

Partner Institutes

Argentina	<p>Economic Development and Institutions Research Program Faculty of Economic Science Catholic University of Argentina, Buenos Aires Dr. Carlos G. Garaventa, Dean Dr. Marcelo F. Resico, Senior Economist Dr. Ernesto A. O'Connor, Senior Economist Ms. Sofía Ahualli, Research Assistant www.uca.edu.ar/index.php/site/index/es/uca/facultad-ciencias-economicas/</p>
Australia	<p>CEDA - Committee for Economic Development of Australia, Melbourne Professor the Hon. Stephen Martin, Chief Executive Officer Ms. Roxanne Punton, National Communications and Marketing Manager Ms. Sarah-Jane Derby, Senior Research Analyst www.ceda.com.au</p>
Austria	<p>Federation of Austrian Industries, Vienna Austrian Institute of Economic Research, Vienna Dr. Christian Helmenstein, Chief Economist Ms. Helena Zwickl Mr. Michael Oliver http://www.iv-net.at</p>
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We are dedicated to the advancement of knowledge on world competitiveness by offering benchmarking services for countries and companies using the latest and most relevant data on the subject.

"There is no single nation in the world that has succeeded in a sustainable way without preserving the prosperity of its people. Competitiveness refers to such objective: it determines how countries, regions and companies manage their competencies to achieve long-term growth, generate jobs and increase welfare. Competitiveness is therefore a way towards progress that does not result in winners and losers: when two countries compete, both are better off."

ARTURO BRIS

Director

IMD World Competitiveness Center

Professor of Finance



IMD WORLD COMPETITIVENESS CENTER

FOR OVER 25 YEARS IMD WORLD COMPETITIVENESS CENTER HAS PIONEERED RESEARCH ON HOW NATIONS AND ENTERPRISES COMPETE TO LAY THE FOUNDATIONS FOR FUTURE PROSPERITY.

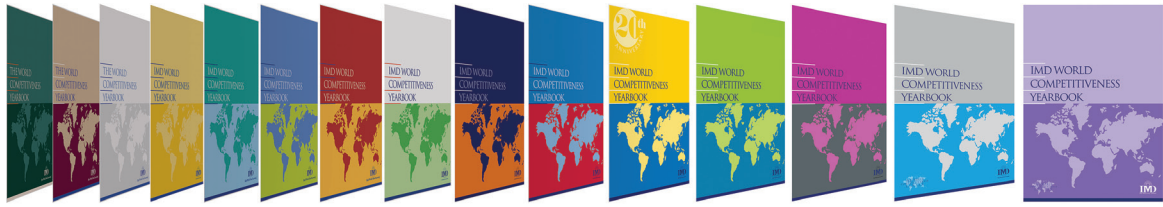
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- » Competitiveness Assessment & Education
- » Programs/Workshops/Conferences on Competitiveness
- » Special country/regional competitiveness reports
- » World Competitiveness Online

In our efforts to match the dynamism of competitiveness, we are committed to further our cutting-edge research and to broadening our activities portfolio.



IMD WORLD COMPETITIVENESS YEARBOOK 2014

THE REFERENCE ON THE MARKET

The IMD World Competitiveness Yearbook is the leading annual report on the competitiveness of nations and has been published by IMD since 1989.

The yearbook benchmarks the performance of 60 countries based on 338 criteria (2/3 statistical data and 1/3 survey data).

It measures the different facets of competitiveness, grouped into four factors (economic performance, government efficiency, business efficiency and infrastructure).

The main sections in the IMD World Competitiveness Yearbook: Rankings, Country Profiles and Statistical Tables.

The IMD World Competitiveness Yearbook is considered an invaluable research tool for benchmarking competitiveness performance and is used by:

Business: To determine investment plans and location assessment.

Government: Leaders use our essential information to benchmark policies.

Academics: Professors and students use our exceptional wealth of data to analyze the complex mechanism of world competitiveness.



IMD WORLD COMPETITIVENESS ONLINE

Online access to the latest competitiveness data – find, compare and customize!

World Competitiveness Online (WCO) is an interactive and regularly updated website that provides access to the world's largest competitiveness database, news, videos and our monthly newsletter.

COUNTRY PROFILES

View a country's overall performance, learn about its evolution, its strengths and weaknesses and access all criteria used to assess its competitiveness.

SELECT DATA

Based on the World Competitiveness Yearbook's methodology you can view any selection of countries, rankings and data, over 19-year time series for most criteria.

Data can be viewed in tables or charts and downloaded in Excel and CSV.

Key Figures

- » 60 countries assessed
- » 338 criteria measuring different facets of competitiveness
- » 2/3 hard statistical data (international/national sources)
- » 1/3 survey data (Executive Opinion Survey)
- » Earliest data on the market every year
- » Online database (World Competitiveness Online) regularly updated

IMD WORLD COMPETITIVENESS PACKAGE

Immediate access to the IMD World Competitiveness Online, the largest database on world competitiveness for customized research, regularly updated.

The IMD World Competitiveness Yearbook + CD (available in June), the reference report on the competitiveness of nations since 1989.



CUSTOMIZED SOLUTIONS

COMPANY COMPETITIVENESS SOLUTIONS

The IMD World Competitiveness Center supports businesses in their efforts to strengthen their competitiveness by providing them with analytical tools including company specific competitiveness analyses and by developing customized programs for enterprises.

Competitiveness Programs:

Our Competitiveness programs focus on assessing and enhancing your company's competitiveness by focusing on the factors that drive market leadership. The programs facilitate the executives to understand their role in improving the competitiveness of the company by:

- » Discussing the main trends that are shaping the world economy today.
- » Thinking from the outside-in in terms of the implications for your company, customers and business partners.
- » Identifying strategies to win the market and create value for your company and your customers.
- » Highlighting the success factors found in the most competitive environments.
- » Discussing best practices to enhance competitiveness.
- » Examining results and priorities for your company.

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COUNTRY AND REGIONAL COMPETITIVENESS ASSESSMENT

Benchmark your economy against the World Competitiveness Yearbook countries! The IMD World Competitiveness Center supports governments highlight competitive advantages and uncover opportunities.

In addition to its flagship publication, the IMD World Competitiveness Yearbook, the IMD World Competitiveness Center also aids governments to meet their needs through various customized solutions, including workshops and conferences.

The report helps you to better assess the competitiveness of your country or region and to pursue insightful decision making.

Special Competitiveness Reports

Special reports are produced for governments that wish to assess their international competitiveness and benchmark their performance. These reports:

- » Analyze competitiveness on the basis of over 300 criteria, using the Center methodology.
- » Allow cross-country comparisons on a regional and global scale.
- » Provide insights that can inform decision-making.
- » Help to establish priorities and policies.
- » Are used to promote investment in a country, state or region.

Special reports are developed in cooperation with a local Partner Institute.

Special projects, reports and workshops have been completed for these governments:

United Arab Emirates
Oman
Kuala Lumpur
Kazakhstan
Abu Dhabi (Emirate)
Saudi Arabia
Qatar
Dubai (Emirate)
Sabah (State of Malaysia)
Selangor (State of Malaysia)
Ile-de-France (Region in France)
Klang Valley (Region in Malaysia)
Galicia (Region in Spain)
Terengganu (State of Malaysia)
Mongolia

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GET IN CONTACT WITH THE IMD WORLD COMPETITIVENESS CENTER:

- » If you are a corporate executive interested in the market position of your company. With a long-term focus and want to understand the driving forces of competitiveness in the business world.
- » If you are a government official or a member of an international agency and need access to the most comprehensive study of world competitiveness; if you need to assess the competitiveness of a particular country or region; if you want to learn from other countries' success stories.
- » If you are a researcher and want to access the largest database of competitiveness factors worldwide, spanning 60 economies in the last 25 years.



THE IMD DIFFERENCE

IMD is a top-ranked business school.
We are the experts in developing global leaders
through high-impact executive education.

Why IMD?

- » We are 100% focused on real-world executive development
- » We offer Swiss excellence with a global perspective
- » We have a flexible, customized and effective approach

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