Urban Intangible Value

How Soft Power Will Determine the Competitiveness of Tomorrow's Global Mega Cities

Hiroo Ichikawa

Executive Director, The Mori Memorial Foundation

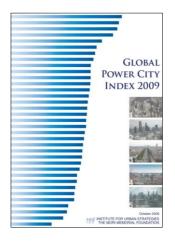
Dean, Professional Graduate School of Governance Studies, Meiji University



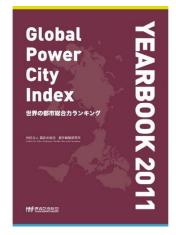
Why "Urban Intangible Values"?

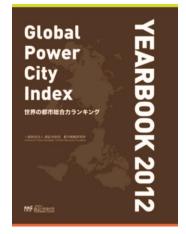
Main research of the Mori Memorial Foundation **GPCI (Global Power Index** since **2008**)

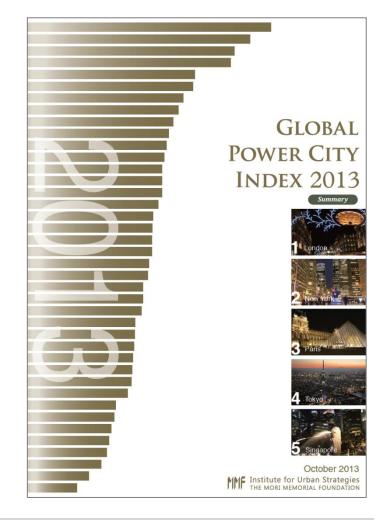




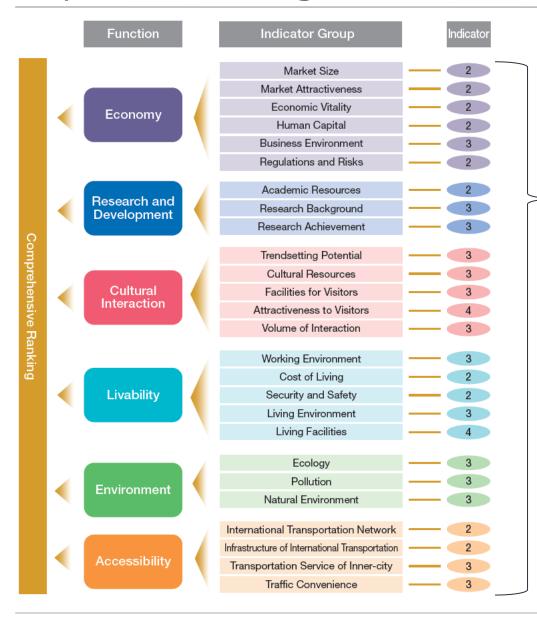








Why "Urban Intangible Values"?



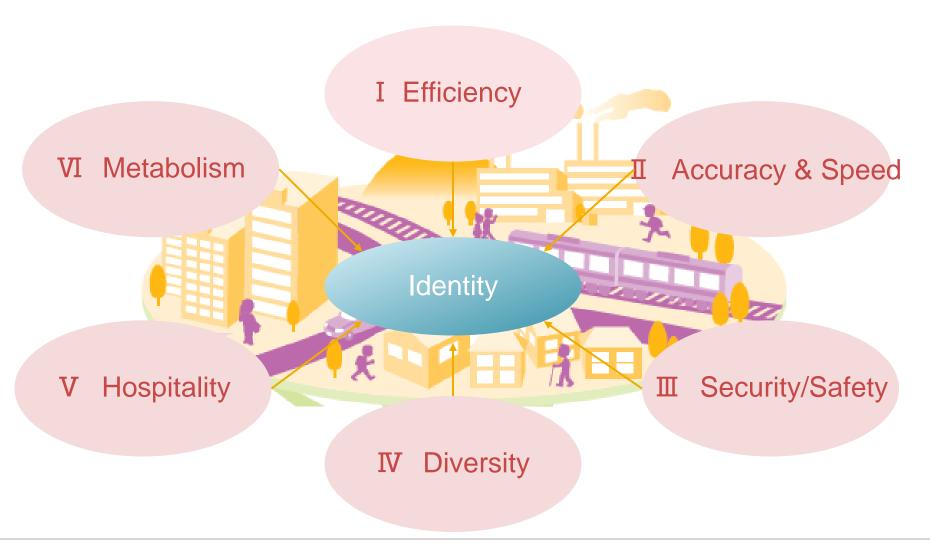
- ◆ 70 indicators to measure Comprehensive Urban Power
- 11 indicators are based on questionnaires



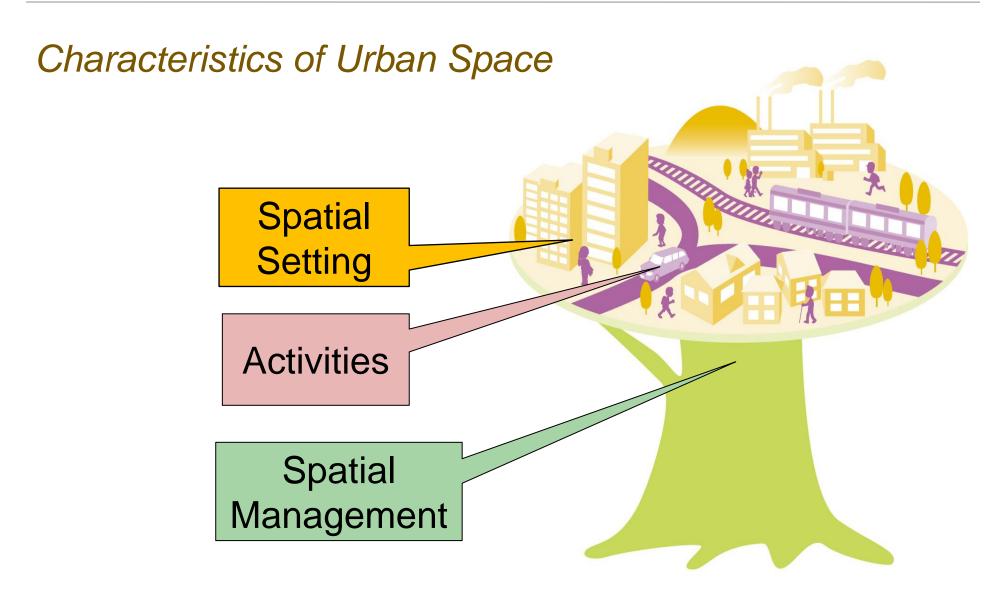
◆ To brush up the methods to measure urban power...

Framework of "Urban Intangible Values"

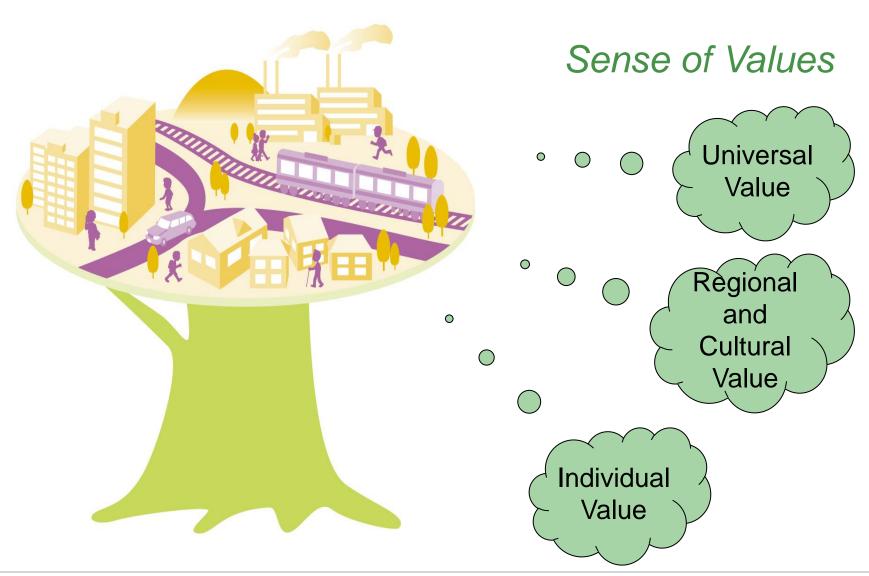
With 6 Elements



What are "Urban Intangible Values"?



■ What are "Urban Intangible Values"?



Why "Urban Intangible Values"?

♦What are "Intangible Urban Values" of Tokyo?

◆ Difference from other cities?

◆How to tell the "Intangible Urban Values" of Tokyo to the world?

■ Matrix for "Urban Intangible Values"

			c	haracteristic	cs		Values	
Elements	P	erspective of Evaluation	Spatial Setting	Activities	Spatial Manageme	Universal Value	Regional and Cultural Value	Individual Value
	Accumulation of Economic	Quantity of Accumulation of Economic Functions				0		
	Functions	Quality of Accumulation of Economic Functions				0		
I Efficiency	Pool of Information	Quantity of Information Quality of Information				0		
	Accumulation of Transport Network	Density of Transport Network						
I Accuracy and	Accuracy	Quality of Transport Network Regularity						
Speed	Rapidity	Quick-deliverability Order				0		
	Security	Environmental Risk Stability of Living Infrastructure			• ••	0		
m coodinty/outoty	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor	Cha	racter	istics	0		
		Quantity of commercial facilities		of		Se	ues	
FIG	ements Diversity or commercial and	Quality/Variety of Commercial Facilities	Urb	an Sp	pace			
	Diversity of commercial and	Quantity of Entertainment Facilities	0	J J				
	entertainment facilities	Quality/Variety of Entertainment Facilities						
IV Diversity		Number of restaurants						
		Quality/Variety of Restaurants						
	Diversity of Season and	Season						
	Streetscape	Landscape, Streetscape						
		Ease of experience				0		
		Cleanliness				0		
		Service Standard				0		
V Hospitality	Hospitality	Cost-performance				0		
· Hoopitality		Kindness				0		
	Acceptability	Acceptability for Different Culture						
	Change of City and Vitality	Update of the Hardware Side						
VI Metabolism		Update of the Software Side						
	Distortion through Metabolism	Stress of Residents			0	0		

II Accuracy and Speed

Evaluation of Each Factor by "Characteristics" and "Values"

		Perspective of Evaluation		haracteristic	cs		Values	
Elements	Р			Activities	Spatial Manageme nt	Universal Value	Regional and Cultural Value	Individual Value
	Accumulation of Economic	Quantity of Accumulation of Economic Functions	0			0		
T =(0)	Functions	Quality of Accumulation of Economic Functions			0	0		
I Efficiency	Deal of Information	Quantity of Information		0		0		
	Pool of Information	Quality of Information			0	0		
	Accumulation of Transport	Density of Transport Network	0				0	
	Network	Quality of Transport Network		0	0		0	
II Accuracy and	Accuracy	Regularity			0		0	
Speed	Rapidity	Quick-deliverability	0		0		0	
	Committee	Order		0		0		
	Security	Environmental Risk		0		0		
		Stability of Living Infrastructure			0	0		
	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor		0		0		
		Quantity of commercial facilities	0					0
		Quality/Variety of Commercial Facilities			0			0
	D	Quantity of Entertainment Facilities	0					0
	Diversity of commercial and entertainment facilities	Quality/Variety of Entertainment Facilities			0			0
IV Diversity		Number of restaurants	0					0
ŕ		Quality/Variety of Restaurants			0			0
	Diversity of Season and	Season	0		0		0	
	Streetscape	Landscape, Streetscape	0					0
		Ease of experience			0	0		
		Cleanliness			0	0		
		Service Standard			0	0		
V Hospitality	Hospitality	Cost-performance			0	0		
v Hospitality		Kindness		0		0		
	Acceptability	Acceptability for Different Culture	0	0	0		0	
	Change of City and Vitality	Update of the Hardware Side	0					0
VI Metabolism		Update of the Software Side		0				0
VI WOLADONOM	Distortion through Metabolism	Stress of Residents			0	0		

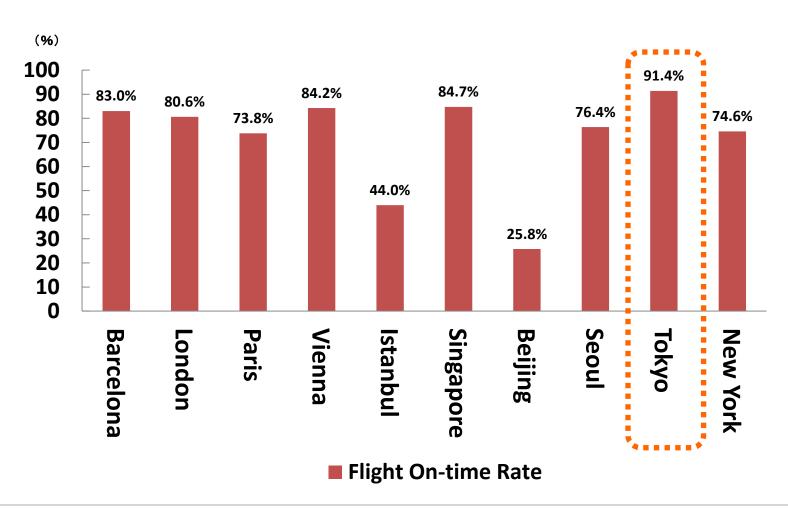
Accuracy and Speed

Flight On-time Rate
At the international airports

Intangible Urban Value

			Characteristics	Values
Elements	Perspective	of Evaluation	Spatial	Regional
			Management	and Cultural Value
Accuracy and Speed	Accuracy	Regularity	O	Calde

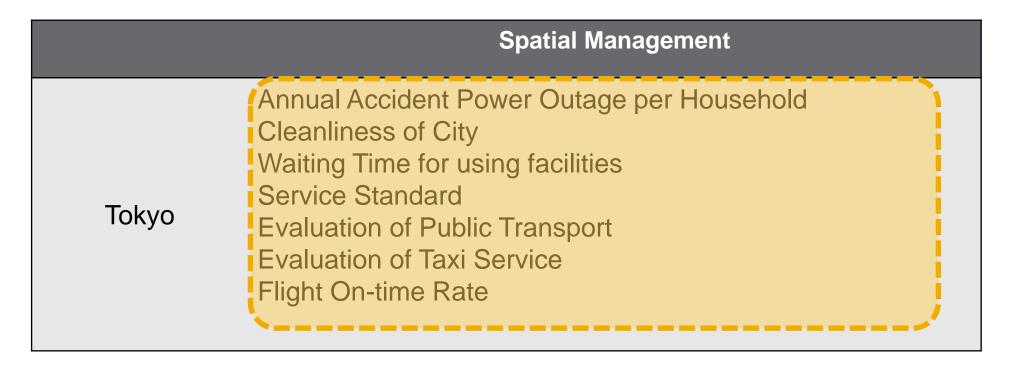
At the international airports



■ Identity of Tokyo (from "Characteristics of Urban Space")

	Spatial Setting	Activities	Spatial Management
London	Number of World Heritage Sites Highway Length Number of Taxis Number of Stadiums		
New York	Railroad Length Expressway Length Number of Theaters and Concert Halls Number of Art Galleries and Museums Number of Restaurants Number of High-rise Buildings	Variety of Daily Newspapers by Country Creation of New Culture, Art, Entertainment and Business	Time of Last Train Readiness for Accepting Foreign Researchers Level of Satisfaction for Shopping Level of Satisfaction for Dining Variety of Restaurants
Paris	Railroad Station Density Variety of Climate	Railroad Congestion Rate Road Congestion Rate	Shortest Service Distance of the Subway Variety of Entertainment and Recreation Variety of Seasonal Entertainment/Recreation
Tokyo	Number of World Top Companies Number of Retail Stores	Number of Newspapers' Copies per 1000 people Sense of Safety from Visitor Kindness of Residents Kindness of Taxi Drivers Number of Transportation Staff	Annual Accident Power Outage per Household Cleanliness of City Waiting Time for using facilities Service Standard Evaluation of Public Transport Evaluation of Taxi Service Flight On-time Rate

Identity of Tokyo (from "Characteristics of Urban Space")



Highest number of No.1ranked "Spatial Management" indicators

■ Identity of Tokyo (from "Sense of Values")

	Universal Value	Regional and Cultural Value	Individual Value
London	Number of World Heritage Sites	Highway Length Number of Taxis	Number of Stadiums
New York	Variety of Daily Newspapers by Country Especially New Yor "Individual Value"	Railroad Length Expressway Length Time of Last Train Readiness for Accepting Foreign Researchers rk has many high-ranked indicators	Level of Satisfaction for Shopping Number of Theaters and Concert Halls Number of Art Galleries and Museums Number of Restaurants Level of Satisfaction for Dining Variety of Restaurants Number of High-rise Buildings Creation of New Culture, Art, Entertainment and Business
Paris		Railroad Station Density Railroad Congestion Rate Road Congestion Rate Shortest Service Distance of the Subway Variety of Climate	Variety of Entertainment and Recreation Variety of Seasonal Entertainment/Recreation
Tokyo	Number of World Top Companies Number of Newspapers' Copies per 1000 people Annual Accident Power Outage per Household Sense of Safety from Visitor Cleanliness of City Waiting Time for using facilities Service Standard Kindness of Residents Kindness of Taxi Drivers	Evaluation of Public Transport Evaluation of Taxi Service Number of Transportation Staff Flight On-time Rate Tokyo has many high-ranked "University indicators"	Number of Retail Stores Acceptability for Different Culture ersal Value"

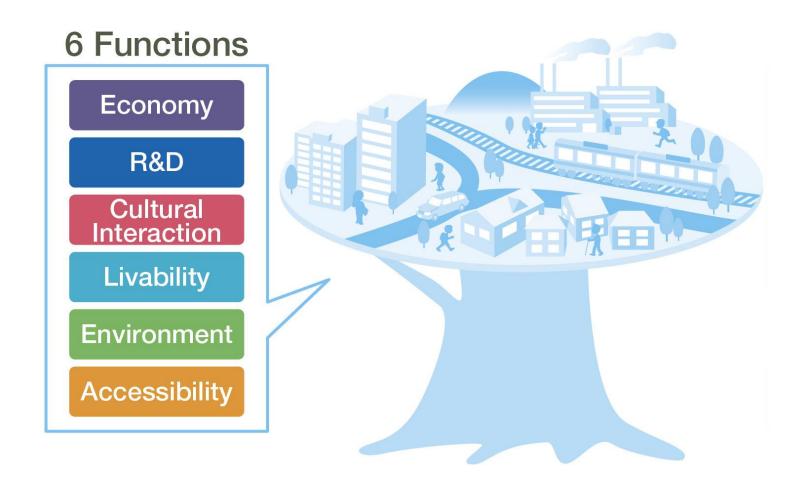
■ Identity of Tokyo

	Universal Value
Tokyo	Number of World Top Companies Number of Newspapers' Copies per 1000 people Annual Accident Power Outage per Household Sense of Safety from Visitor Cleanliness of City Waiting Time for using facilities Service Standard Kindness of Residents Kindness of Taxi Drivers

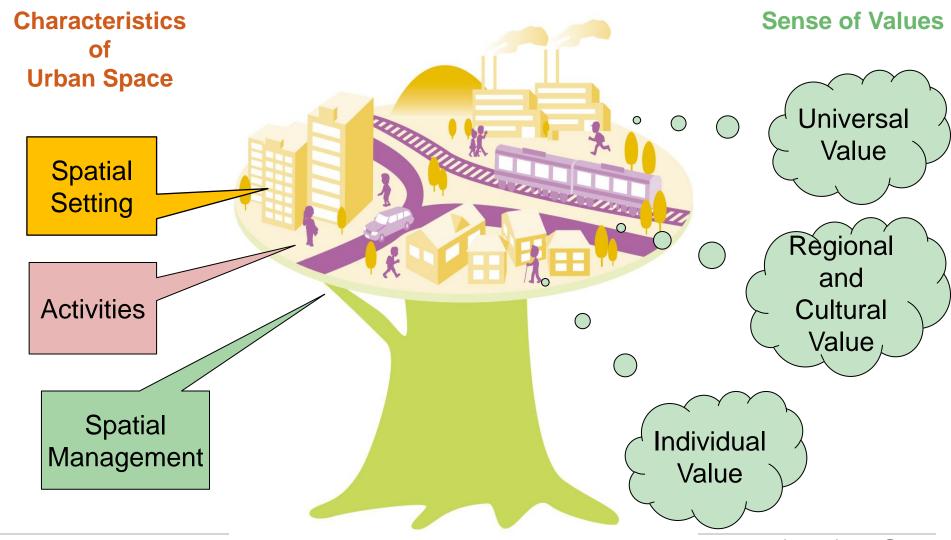
Highest number of No.1ranked "Universal Value" indicators

GPCI × "Urban Intangible Values"





■ Urban Intangible Value



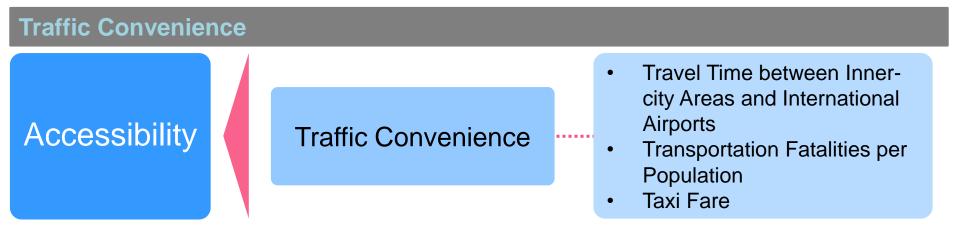
I **Efficiency** from "Spatial Management" viewpoint

Evaluation of Each Factor by "Characteristics" and "Values"

			C	Characteristics			Values		
Elements	P	Perspective of Evaluation		Activities	Spatial Manageme nt	Universal Value	Regional and Cultural Value	Individual Value	
	Accumulation of Economic	Quantity of Accumulation of Economic Functions	0			0			
	Functions	Quality of Accumulation of Economic Functions			0	0			
I Efficiency	Deal of Information	Quantity of Information		0		0			
	Pool of Information	Quality of Information			0	0			
	Accumulation of Transport	Density of Transport Network	0				0		
	Network	Quality of Transport Network		0	0		0		
II Accuracy and	Accuracy	Regularity			0		0		
Speed	Rapidity	Quick-deliverability	0		0		0		
	Security	Order		0		0			
	Occurry	Environmental Risk		0		0			
		Stability of Living Infrastructure			0	0			
	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor		0		0			
		Quantity of commercial facilities	0					0	
		Quality/Variety of Commercial Facilities			0			0	
		Quantity of Entertainment Facilities	0					0	
	Diversity of commercial and entertainment facilities	Quality/Variety of Entertainment Facilities			0			0	
IV Diversity		Number of restaurants	0					0	
,		Quality/Variety of Restaurants			0			0	
	Diversity of Season and	Season	0		0		0		
	Streetscape	Landscape, Streetscape	0					0	
		Ease of experience			0	0			
		Cleanliness			0	0			
		Service Standard			0	0			
V Hospitality	Hospitality	Cost-performance			0	0			
v 170Spitality		Kindness		0		0			
	Acceptability	Acceptability for Different Culture	0	0	0		0		
	Change of City and Vitality	Update of the Hardware Side	0					0	
VI Metabolism		Update of the Software Side		0				0	
	Distortion through Metabolism	Stress of Residents			0	0			

"Traffic Convenience" × "Spatial Management"

GPCI

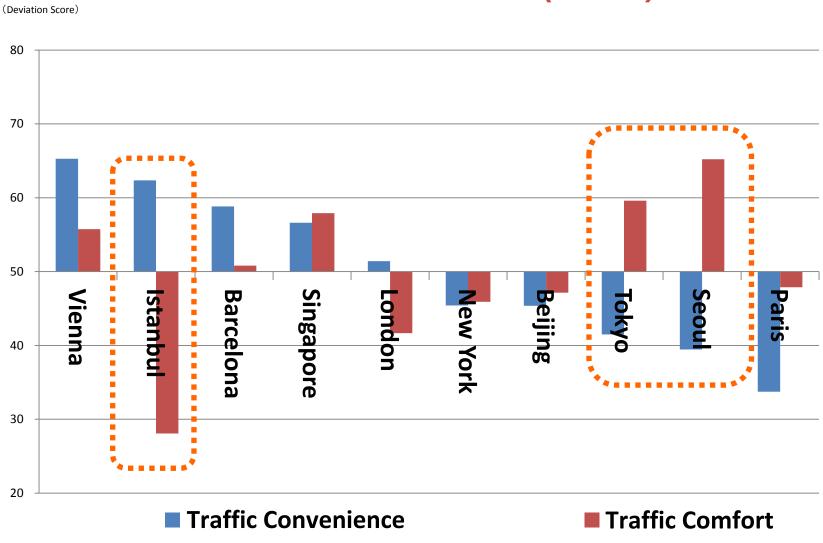


Urban Intangible Value

Traffic Comfort - Efficiency from Spatial Management viewpoint								
			Characteristics	Values				
Elements	Perspective of Evaluation		Spatial Management	Regional and Cultural Value				
Efficiency	Accumulation of Transport Network	Quality of Transport Network	O	0				

"Traffic Convenience" × "Spatial Management"

(Efficiency: Traffic Comfort)



I Accuracy and Speed from "Spatial Management" viewpoint

Evaluation of Each Factor by "Characteristics" and "Values"

			C	haracteristic	cs	Values		
Elements	Pe	erspective of Evaluation	Spatial Setting	Activities	Spatial Manageme nt	Universal Value	Regional and Cultural Value	Individual Value
	Accumulation of Economic	Quantity of Accumulation of Economic Functions	0			0		
	Functions	Quality of Accumulation of Economic Functions			0	0		
I Efficiency	Deal of Information	Quantity of Information		0		0		
	Pool of Information	Quality of Information			0	0		
	Accumulation of Transport	Density of Transport Network	0				0	
	Network	Quality of Transport Network		0	0		0	
I Accuracy and	Accuracy	Regularity			0		0	
Speed	Rapidity	Quick-deliverability	0		0		0	
	Security	Order		0		0		
		Environmental Risk		0		0		
	Campa of Cofety	Stability of Living Infrastructure			0	0		
	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor		0		0		
		Quantity of commercial facilities	0					0
		Quality/Variety of Commercial Facilities			0			0
	D: '' (Quantity of Entertainment Facilities	0					0
	Diversity of commercial and entertainment facilities	Quality/Variety of Entertainment Facilities			0			0
IV Diversity		Number of restaurants	0					0
·		Quality/Variety of Restaurants			0			0
	Diversity of Season and	Season	0		0		0	
	Streetscape	Landscape, Streetscape	0					0
		Ease of experience			0	0		
		Cleanliness			0	0		
		Service Standard			0	0		
V Hospitality	Hospitality	Cost-performance			0	0		
· Hoopitality		Kindness		0		0		
	Acceptability	Acceptability for Different Culture	0	0	0		0	
	Change of City and Vitality	Update of the Hardware Side	0					0
VI Metabolism		Update of the Software Side		0				0
	Distortion through Metabolism	Stress of Residents			0	0 -		

"International Transportation Network" × "Spatial Management"

GPCI

International Transportation Network

Accessibility

International
Transportation
Network

- No. of Cities with Direct International Flight
- No. of Cities with Direct International Freighter Flights

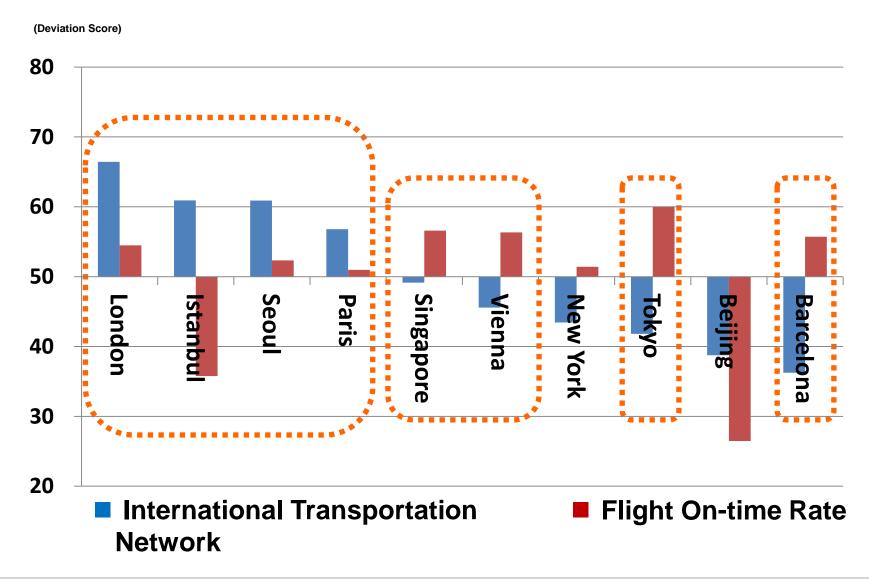
Urban Intangible Value

Flight On-time Rate - Accuracy and Speed from Spatial Management viewpoint

	_		Characteristics	Values
Elements	Perspect	tive of Evaluation	Spatial Management	Regional and Cultural Value
Accuracy and Speed	Accuracy	Regularity	O	O

"International Transport Network" × "Spatial Management"

(Accuracy: Flight On-time Rate)



III Security/Safety from "Activities" viewpoint

Evaluation of Each Factor by "Characteristics" and "Values"

			C	haracteristi	cs	Values			
Elements	Pe	erspective of Evaluation	Spatial Setting	Activities	Spatial Manageme nt	Universal Value	Regional and Cultural Value	Individual Value	
	Accumulation of Economic	Quantity of Accumulation of Economic Functions	0			0			
	Functions	Quality of Accumulation of Economic Functions			0	0			
I Efficiency	Pool of Information	Quantity of Information		0		0			
	Pool of information	Quality of Information			0	0			
	Accumulation of Transport	Density of Transport Network	0				0		
	Network	Quality of Transport Network		0	0		0		
II Accuracy and	Accuracy	Regularity			0		0		
Speed	Rapidity	Quick-deliverability	0		0		0		
	Security	Order		0		0			
	County	Environmental Risk		0		0			
		Stability of Living Infrastructure			0	0			
	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor		0					
		Quantity of commercial facilities	0					0	
		Quality/Variety of Commercial Facilities			0			0	
	Diversity of commercial and entertainment facilities	Quantity of Entertainment Facilities	0					0	
		Quality/Variety of Entertainment Facilities			0			0	
IV Diversity		Number of restaurants	0					0	
•		Quality/Variety of Restaurants			0			0	
	Diversity of Season and	Season	0		0		0		
	Streetscape	Landscape, Streetscape	0					0	
		Ease of experience			0	0			
		Cleanliness			0	0			
		Service Standard			0	0			
V Hospitality	Hospitality	Cost-performance			0	0			
v 1105pitality		Kindness		0		0			
	Acceptability	Acceptability for Different Culture	0	0	0		0		
	Change of City and Vitality	Update of the Hardware Side	0					0	
VI Metabolism		Update of the Software Side		0				0	
	Distortion through Metabolism	Stress of Residents			0	0			

"Security/Safety" × "Activities"

GPCI

Security and Safety

Livability

Security and Safety

- No. of Murders per Population
- Disaster Vulnerability

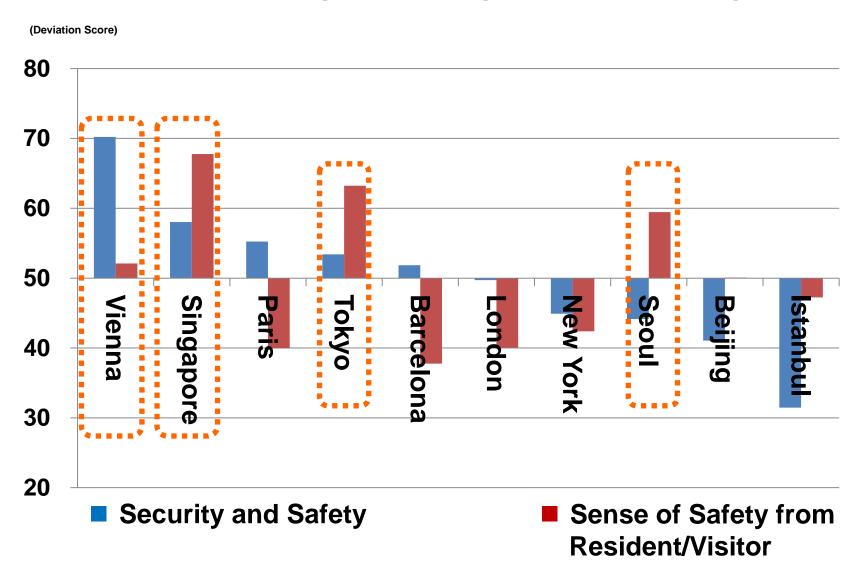
Urban Intangible Value

Sense of Safety from Resident/Visitor - Security/Safety from "Activities" viewpoint

		Characteristics	Values	
Elements	Perspe	ctive of Evaluation	Activities	Universal Value
Security/Safety	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor		O

"Security/Safety" × "Activities"

(Sense of Safety from Resident/Visitor)



IV **Diversity** from "Spatial Management" viewpoint

Evaluation of Each Factor by "Characteristics" and "Values"

	Perspective of Evaluation		Characteristics			Values		
Elements			Spatial Setting	Activities	Spatial Manageme nt	Universal Value	Regional and Cultural Value	Individual Value
	Accumulation of Economic	Quantity of Accumulation of Economic Functions	0			0		
	Functions	Quality of Accumulation of Economic Functions			0	0		
I Efficiency	Pool of Information	Quantity of Information		0		0		
		Quality of Information			0	0		
	Accumulation of Transport	Density of Transport Network	0				0	
	Network	Quality of Transport Network		0	0		0	
II Accuracy and	Accuracy	Regularity			0		0	
Speed	Rapidity	Quick-deliverability	0		0		0	
	Security	Order		0		0		
	Security	Environmental Risk		0		0		
		Stability of Living Infrastructure			0	0		
	Sense of Safety	Sense of Safety from the Perspective of Resident/Visitor		0		0		
		Quantity of commercial facilities	0					0
	Diversity of commercial and entertainment facilities	Quality/Variety of Commercial Facilities			0			0
		Quantity of Entertainment Facilities	0					0
		Quality/Variety of Entertainment Facilities			0			0
IV Diversity		Number of restaurants	0					0
		Quality/Variety of Restaurants			0			0
	Diversity of Season and Streetscape	Season	0		0		0	
		Landscape, Streetscape	0					0
		Ease of experience			0	0		
		Cleanliness			0	0		
	Hospitality	Service Standard			0	0		
V Hospitality		Cost-performance			0	0		
v 1103pitality		Kindness		0		0		
	Acceptability	Acceptability for Different Culture	0	0	0		0	
	Change of City and Vitality	Update of the Hardware Side	0					0
VI Metabolism		Update of the Software Side		0				0
	Distortion through Metabolism	Stress of Residents			0	0		

"Facilities for Visitors" × "Spatial Management"

GPCI

Facilities for Visitors

Cultural Interaction

Facilities for Visitors

- No. of Theaters and Concert Halls
- No. of Museums
- No. of Stadiums

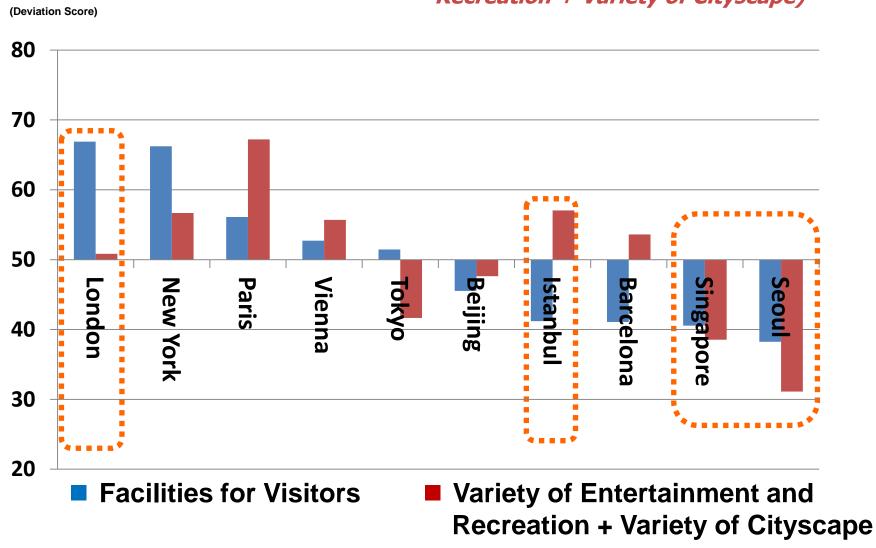
Urban Intangible Value

Variety of Entertainment and Recreation - Diversity from "Spatial Management" viewpoint

		Characteristics		Values	
Elements	Perspective	e of Evaluation	Spatial Management	Individual Value	
Diversity	Diversity of Commercial and Entertainment Facilities	Quality/Variety of Entertainment Facilities	O	O	

"Facilities for Visitors" × "Spatial Management"

(Diversity: Variety of Entertainment and Recreation + Variety of Cityscape)



VI **Metabolism** from "Activities" viewpoint

Evaluation of Each Factor by "Characteristics" and "Values"

	Perspective of Evaluation		Characteristics			Values		
Elements			Spatial Setting	Activities	Spatial Manageme nt	Universal Value	Regional and Cultural Value	Individual Value
	Accumulation of Economic	Quantity of Accumulation of Economic Functions	0			0		
	Functions	Quality of Accumulation of Economic Functions			0	0		
I Efficiency	Pool of Information	Quantity of Information		0		0		
		Quality of Information			0	0		
	Accumulation of Transport	Density of Transport Network	0				0	
	Network	Quality of Transport Network		0	0		0	
II Accuracy and	Accuracy	Regularity			0		0	
Speed	Rapidity	Quick-deliverability	0		0		0	
	Security	Order		0		0		
	Coounty	Environmental Risk		0		0		
	Sense of Safety	Stability of Living Infrastructure			0	0		
		Sense of Safety from the Perspective of Resident/Visitor		0		0		
	Diversity of commercial and entertainment facilities	Quantity of commercial facilities	0					0
		Quality/Variety of Commercial Facilities			0			0
		Quantity of Entertainment Facilities	0					0
		Quality/Variety of Entertainment Facilities			0			0
IV Diversity		Number of restaurants	0					0
2o.u,		Quality/Variety of Restaurants			0			0
	Diversity of Season and	Season	0		0		0	
	Streetscape	Landscape, Streetscape	0					0
		Ease of experience			0	0		
		Cleanliness			0	0		
	Hospitality	Service Standard			0	0		
V Hospitality		Cost-performance			0	0		
v 1105pitality		Kindness		0		0		
	Acceptability	Acceptability for Different Culture	0	0	0			
	Change of City and Vitality	Update of the Hardware Side	0					0
VI Metabolism		Update of the Software Side		0				0
	Distortion through Metabolism	Stress of Residents			0	0		

"Market Attractiveness" × "Activities"

GPCI

Market Attractiveness

Economy

Market Attractiveness

- GDP Growth Rate
- Level of Economic Freedom

Urban Intangible Value

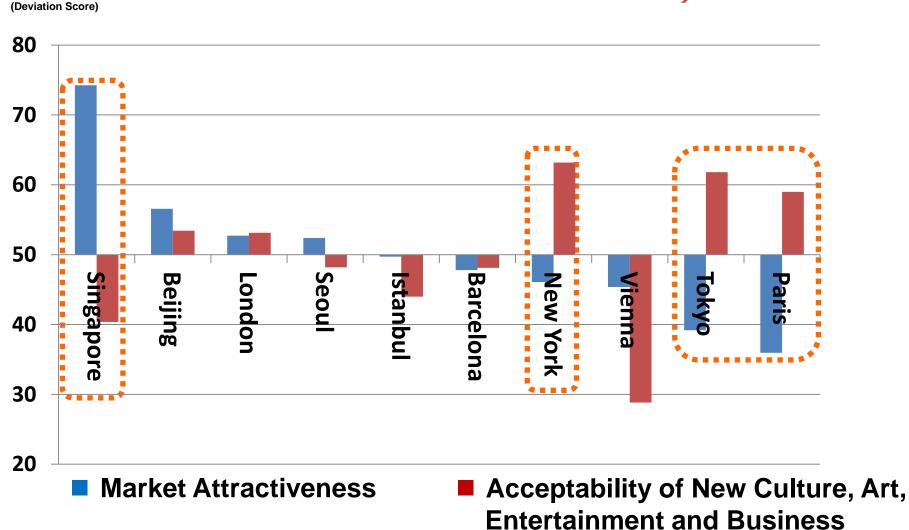
Acceptability of New Culture, Art, Entertainment and Business

- Metabolism from "Activities" viewpoint

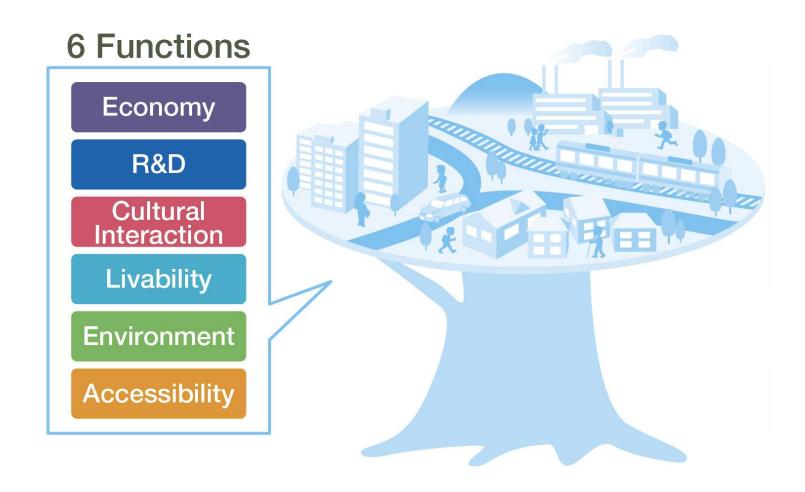
			Characteristics	Values
Elements	Perspect	tive of Evaluation	Activities	Individual Value
Metabolism	Change of City and Vitality	Update of the Software Side	O	

"Market Attractiveness" × "Activities"

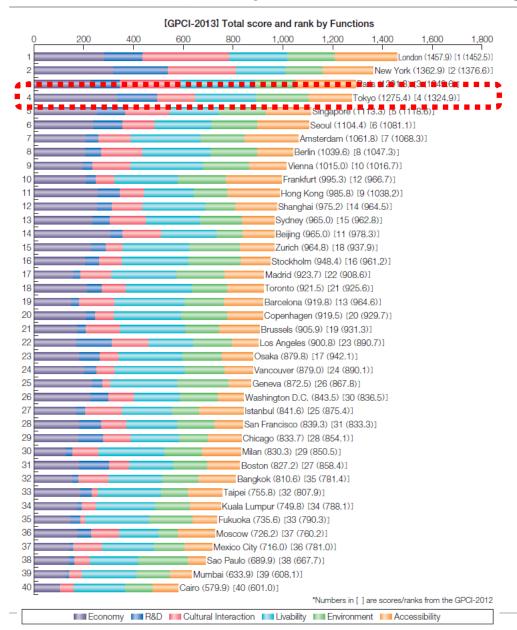
(Metabolism: Acceptability of New Culture, Art, Entertainment & Business)



■GPCI 2013 Comprehensive Ranking



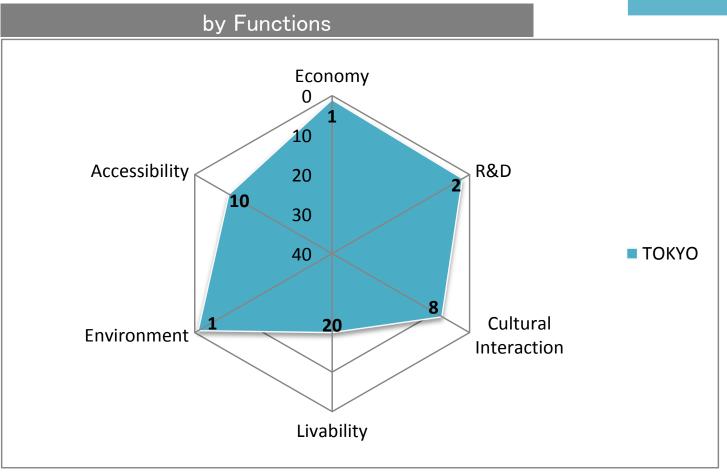
■GPCI 2013 Comprehensive Ranking



Tokyo ranked 4th

■GPCI 2013 Comprehensive Ranking

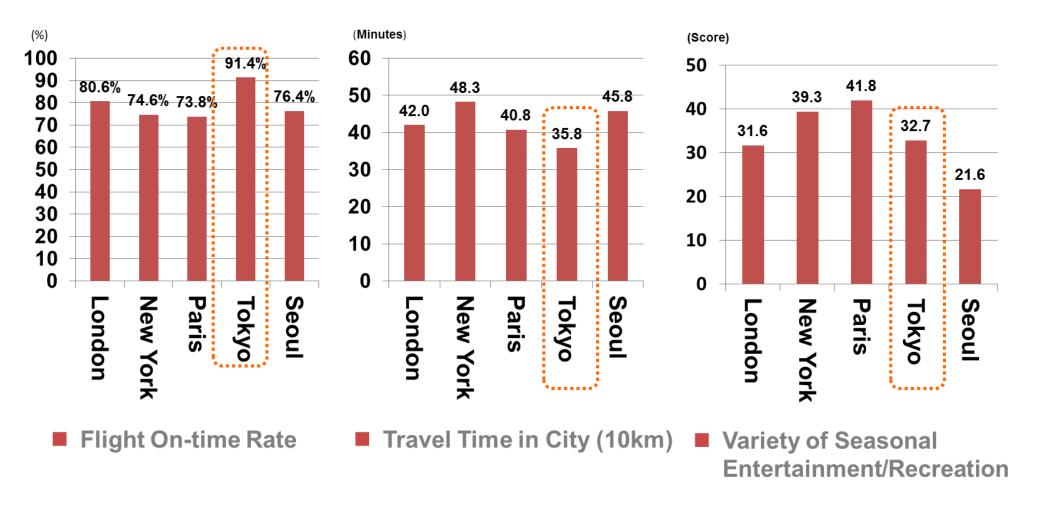
Tokyo 4th



Balanced urban comprehensive power (GPCI)

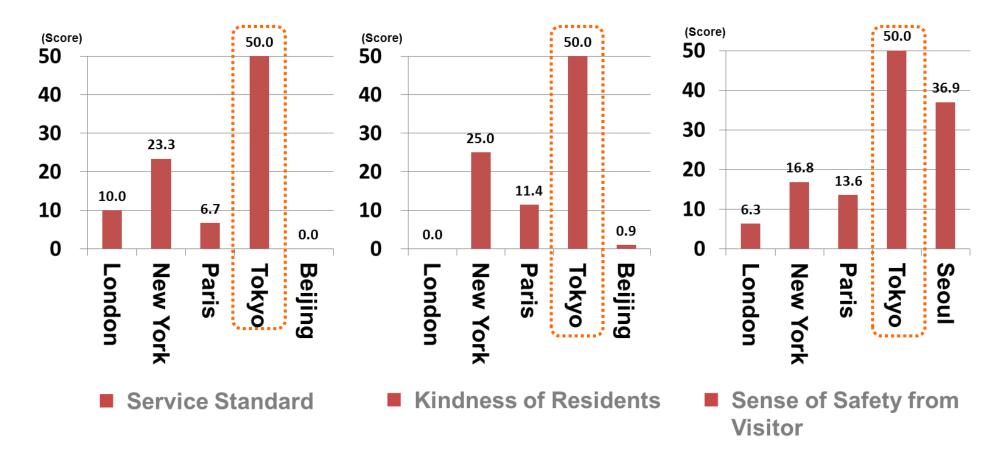
■ Urban Intangible Value — "Identity" of Tokyo

Spatial management to support business efficiency & Enjoying variety of Entertainment/Recreation



■ Urban Intangible Value — "Identity" of Tokyo

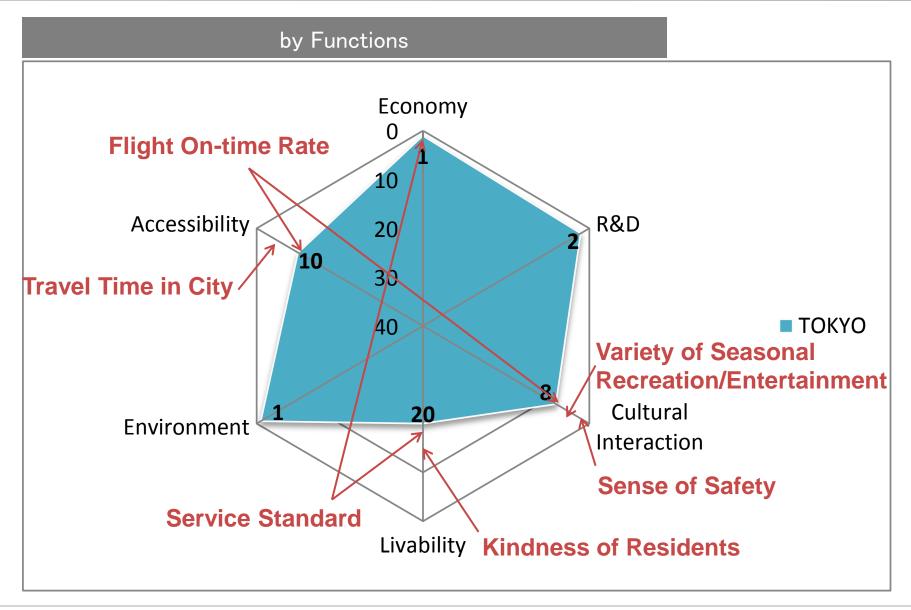
Providing High level hospitality & Safe/Safety



Integrated city with "Hospitality" & World Business Environment

(Intangible Urban Values)

■ Urban Intangible Values



We are very happy to hear your comments on "Intangible Urban Values"!

