BUSINESS TODAY

- 'BEST CITIES TO WORK IN' -

PROJECT – SWAGATH

- REPORT -

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THE GALLUP MBA INDIA PRIVATE LIMITED
CHENNAI

Chapter I

Chapter II - FIELD WORK

Chapter III – RESEARCH METHODOLGOY

Chapter IV - PARAMETERS

Chapter V - ANALYSIS

Chapter VI – THE RESULTS

Chapter VII

CHAPTER I

INTRODUCTION

1.1   Gallup has partnered with Business Today for the past six years in conducting bi-annual surveys of the 'Best cities to Work in' and 'Best states to invest in'. The first such survey was published in 1996 and 1998

1.2   The 1998 exercise mainly sought to provide the reader with
-       overall ranking of the 'Best cities to work in' in India based solely on perceptions (from all those aware of cities)

The survey sought evaluations of cities, on parameters that covered the three aspects viz.

- Quality of work life
- Quality of social life
- Suitability for business / industry

1.3   The study was conducted in the cities of Mumbai, Ahmedabad, Delhi, Lucknow, Chandigarh, Chennai, Bangalore and Kolkatta. A cross-section of CEOs / industrialists, senior managers, spouses of executives and business schools students were interviewed for this purpose. The collective opinion of the target respondents was used to determine the top 10 cities in India.

1.4   In continuation with this series of articles, BT approached The Gallup Organization to conduct a poll to accompany the article

1.5   This report outlines the findings and conclusions of this research

RESEARCH OBJECTIVES:

1.6   The research objective translates as follows:

To identify the top 10 cities to work in in India based on

- ❖ its perceptual score (from opinion poll) and
- ❖ its objective score (from factual data)

THE RESEARCH DESIGN

1.6   In the past, we sought to provide the reader with an overall top 10 ranking based solely on perceptions (from all those aware). This overall was derived from the perception of the cities on the specific parameters.

1.7   This year we re-visited the methodology and proposed to rank the various cities based both on perceptual data as well as factual data obtained from various databanks, giving a 70:30 weightage to each. This methodology of ranking the cities based on both subjective (perceptual) and objective (factual) measures, we thought would provide a comprehensive picture of standing of each city.
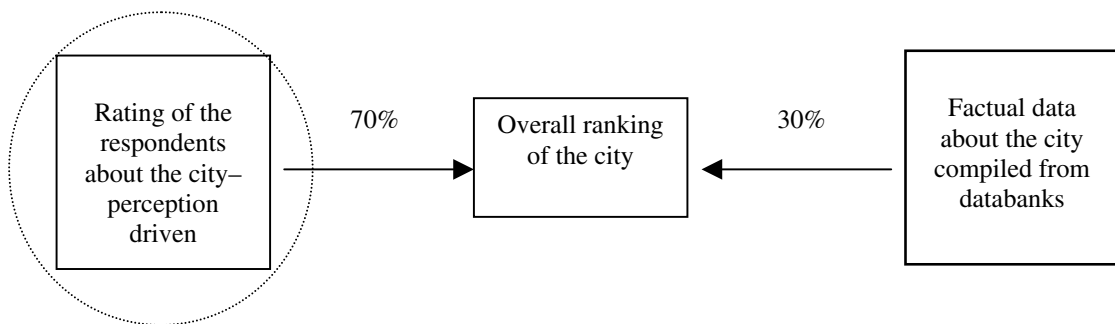
1.8   Perceptions / Data pertaining to 26 Indian cities were collected. – Ahmedabad, Mumbai, Pune, Nagpur, Vadodara, Bhopal, Nasik and Surat in the West; Chandigarh, Delhi, Lucknow, Kanpur, Jaipur, Ludhiana in the North; Kolkatta, Patna, Jamshedpur and Bhubaneshwar in the East; Chennai, Hyderabad, Bangalore, Cochin, Coimbatore, Vizag, Trivandrum and Mysore in the South.

CHAPTER II - FIELD WORK

Field Work was done in September 2001. The definitions for target respondents and the centres where field work was done follow:

THE TARGET RESPONDENTS

2.1   *CEOs / Industrialists* from the BT500 list companies, aggressive growth companies were identified. The questionnaires were mailed / faxed to them. They were reminded telephonically twice a week, this helped us achieve the sample sizes.

2.2   *Senior managers* of BT 500 companies were met. Care was taken to ensure that Executives in the ranks of General Managers and above were interviewed

2.3   *Students* from prestigious business schools in Mumbai, Chennai, Delhi, Kolkatta, Bangalore and Hyderabad were met. The list of colleges we went to, across centres follows;

Bangalore
IIM, St. Joseph College of Business Administration, Icfaian Business School

Mumbai
National Institute of Industrial Engineering (NITIE), SP Jain Institute of Management & Research, Jamanalal Bajaj Institute of Management & Studies, KJ Sommaiya Institute of Management Studies & Research

Delhi
Faculty of Management Studies, Delhi University, Indian Institute of Foreign Trade, Fore School of Management, Icfaian Business School

Kolkatta
IIM, Indian Institute of Social Welfare & Business Management, NIFT

Chennai
Madras University (Department of Management Studies), Anna University, LIBA (Loyola Institute of Business Administration)

Hyderabad
Hyderabad Central University (Department of Management Studies), Osmania University (Department of Business Management), Icfaian Business School

2.4   ***Spouses of Executives / Industrialists*** were contacted on a random basis. We ensured that Spouses of Senior / middle level executives with Monthly Household Income (MHI) greater than Rs. 6000/- only were met.

2.5   ***Self Employed Professionals*** were contacted on a random basis. Care was taken to ensure that Doctors, Lawyers, Engineers, Chartered Accountants, Architects, *Building Contractors, *Pharmacists with Monthly Household Income (MHI) greater than Rs. 6000/- were only met.
        * - (should hold a professional degree)

2.6   ***Policy making authorities –*** This is a new category of respondent that we have added this year. Senior bureaucrats involved in city / urban planning activities were interviewed. Only officials in the ranks of Principal Secretary, Joint Secretary, Deputy Secretary or Collectors in the Secretariat were met.

THE CENTRES

2.7   The exercise was conducted in the cities of Mumbai, Chennai, Delhi, Kolkatta, Bangalore and Hyderabad. A total of ***964*** respondents were met. The sample sizes achieved for the study in each of the categories are presented below:

	Bangalore	Chennai	Hyderabad	Delhi	Mumbai	Kolkatta	TOTAL
CEOs	12	17	17	13	26	16	*101*
Executives	30	35	30	37	34	35	*201*
SEPs	30	35	30	35	38	36	*204*
Spouses	30	35	30	35	36	35	*201*
Students	30	25	20	25	21	30	*151*
Policy makers	16	20	19	21	15	15	*106*
Total	*148*	*167*	*146*	*166*	*170*	*167*	*964*

CHAPTER III

RESEARCH METHODOLOGY:

Arriving at the Perception ranks (from Opinion Poll)

Step I

3.1   From the list of 26 cities, the respondents were asked to mention the cities he was very / somewhat familiar. We did not want to restrict the ratings to these 26 cities, so the respondent was also asked to mention other cities (other than the 26 cities) he is familiar with.

Step II

3.2   Next the respondent was exposed to a battery of parameters and was asked to select 8 parameters, which he thought were important. He was then asked to rank the 8 parameters (which he had selected) in terms of their importance. The most important parameter would be given the first rank and so on.

Parameters – 51 different parameters were drawn up; the parameters were divided into four broad heads viz. Physical Infrastructure, Social infrastructure, Labour and Govt Support and Market potential. Specific sets of parameters were presented to respondents in each category depending on its relevance to that category.
A detailed list of parameters across the different segments is given as a matrix in the next chapter

Step III

3.3   For each of the 8 parameters that he had selected, the respondent had to mention the best city / other good cities / worst city and other bad cities (the cities with which he is familiar).

As Top of Mind perception i.e. before exposing the respondent to list of cities / parameters, each respondent was asked to name the overall best city, overall two good cities, overall worst city and two overall bad cities.

Arriving at the factual ranks (from databanks)

The research methodology proposed for compiling the factual score is as follows:

Step I

3.4   We drew up a large list of parameters, from this master list we culled out the parameters for which the statistic pertaining to the State / District / City can be collected.

3.5   We ensured the following while culling out the parameters for the factual data:

-      The factual parameters have to be in sync with the perceptual parameters. This way we could ensure that both perceptual and factual parameters could be integrated

-      The parameters that were accorded high importance in the perceptual data were certainly captured in the factual data.

3.6   Finally we ended up with around 10 parameters pertaining to broad factors like Physical infrastructure, Government support, Social infrastructure.

3.7   A list of these parameters are detailed in the next chapter

Step II

3.8   Weights were assigned to each parameter based on their relative importance as accorded in the perceptual data. For instance Quality and availability of power, health care facilities were given relatively more importance in the perceptual data vis-à-vis Climate, pollution levels, number of technology parks

Step III

3.9   Data was compiled from different data banks. The list of data banks is also given in next section.

CHAPTER IV

PARAMETERS

4.1   For the opinion poll, a structured quantitative research approach was followed to arrive at the rankings of the cities. The questionnaire used in the last round was the starting point. However it was fine tuned and many parameters pertaining to Market potential / Govt support were added.

4.2   Parameters – Respondent Grid – Perceptual Data

The parameters that were used to rank the cities across the category of respondents is as follows:

PARAMETERS	CATEGORY OF RESPONDENTS					
	CEOs	Exec	SEP	Policy makers	Students	Spouses
Physical Infrastructure and support						
Traffic / commuting	✓	✓	✓	✓	✓	✓
Public transport	✓	✓	✓	✓	✓	✓
Private transport	✓	✓	✓	✓	✓	✓
Abundant water supply	✓		✓			✓
Quality of roads	✓	✓	✓	✓	✓	✓
Availability of power	✓	✓	✓	✓	✓	✓
Quality of power – Uninterrupted power supply w/o fluctuations	✓	✓	✓			✓
Housing facilities	✓	✓	✓	✓	✓	✓
Cost of living	✓	✓	✓	✓	✓	✓
Health care facilities	✓	✓	✓	✓	✓	✓
Adequate surface and air connections to other parts of country	✓	✓	✓	✓		✓
Connectivity to International cities – networked by international / airways	✓	✓	✓			
Banking sector – Advanced Banking facilities	✓	✓	✓	✓		✓
Telecommunication facilities	✓	✓	✓	✓	✓	✓
Contemporary Technological infrastructure	✓		✓		✓	
Cleanliness and low pollution levels	✓	✓	✓	✓	✓	✓
Climate	✓	✓	✓		✓	✓
Cost and availability of land for business	✓		✓			

Labour	CEOs	Exec	SEP	Policy makers	Students	Spouses
Work culture–work habits of people in the city	✓	✓	✓		✓	
Availability of man power	✓	✓	✓			
Skilled	✓	✓	✓			
Cost of man power	✓	✓	✓			
Quality of man power	✓	✓	✓			
Industrial dispute free city	✓	✓	✓	✓	✓	
Career growth opportunities	✓	✓	✓		✓	

	CEOs	Exec	SEP	Policy makers	Students	Spouses
Govt. support / Market Potential						
Degree of urbanisation	✓	✓	✓	✓	✓	✓
Law and order	✓	✓	✓	✓	✓	✓
State Govt's support – tax reliefs / subsidies	✓	✓	✓	✓		
State's ability to woo foreign investment / MNCs	✓		✓	✓		
Flexibility of State Govt – in terms of providing specialised facilities (like Software development park etc)	✓	✓	✓	✓	✓	
State Govt. – stability of policy implementation (number of political parties, trade unions, etc)	✓	✓	✓	✓		
Regulatory environment to conduct business	✓	✓	✓	✓	✓	
State's involvement in providing educational facilities	✓	✓	✓	✓	✓	✓
Presence of ancillary units / industrial zones	✓		✓			
Proximity to markets – (buyers)	✓		✓			
Availability of raw materials	✓		✓			
Pollution control legislations	✓	✓	✓	✓		
Social infrastructure						
Cost and availability of real estate	✓	✓	✓	✓	✓	✓
Educational facilities	✓	✓	✓		✓	✓
Safety	✓	✓	✓	✓	✓	✓
Scope for Recreation/Entertainment	✓	✓	✓		✓	✓
Shopping facilities						✓
City with 'life'					✓	✓

Cosmopolitan nature	✓	✓	✓		✓	✓
Cultural acceptance	✓				✓	✓
Suitable for children	✓	✓	✓			✓
Places of tourist interest	✓	✓	✓	✓	✓	✓

4.3   The parameters for factual data:

The grid given below outlines the
-        Parameters used for factual data,
-        The weights assigned to each parameter and
-        The databank from which the statistic is compiled

Remarks	Statistics pertains to	Weights assigned	Databank
Road Length per sq. km	State	6	Basic Road Statistics & www.mapsindia.com
National Highway per sq. km	State	6	Basic Road Statistics & www.mapsindia.com
Telephones per 100	City	9	MTNL /DoT
Availability of power	City – based on population proportion	7	www.indiapoweronline.com
Hospital Beds per 1000 (Govt. hospitals)	City	8	
Cost of power (in kwh)	State	5	www.economywatch.com
Number of Software Technology parks	City	1	www.soft.net
Temperature	City	3	www.weather.yahoo.com
Pollution levels (SPM)	City	2	NDTV/ Pollution Control Board
Crime rates	City	4	

CHAPTER V

THE ANALYSIS

5.1   Perceptual Data

Objective – To arrive at a composite score for each city based on the perceptual data

Step I

5.1.1   Under each parameter, *a nett score* was derived for every city. This nett score was computed as follows:

Nett score =   [percentage saying a parameter is important] X

[(number of best city mentions X **(2)** +

((number of second best city mentions X **(1)** +

(number of worst city mentions X **(-2)** +

(number of best city mentions X **(-1)**]

Thus, any city would end up with a positive or a negative nett score under each parameter.

Step II

5.1.2   The nett scores for each city on all parameters were added to arrive at *an interim score* for that city. This was done for each category of respondents separately. These interim scores were used to rank the cities with each respondent category.

Step III –Integrating different categories to arrive at a total rank

5.1.3   The interim scores from the six different categories of respondents were combined to derive a *Composite score for each city* on an overall basis. The following weights were assigned to the category of respondents:

- CEOs   -   0.25
- SEP   -   0.25
- Policy makers   -   0.15
- Senior managers   -   0.15
- Spouses   -   0.10
- Business school students   -   0.10

The above weights were assigned to each category to reflect on a judgemental basis, its relative importance

Step IV

5.1.4   Based on the total composite scores, we arrived at final ranks for each city at an overall level.
Thus we were able to rank all 26 cities for every category as well as at an overall level

5.2   Factual Data

Objective – To arrive at a composite score for each city based on the Factual data

Step I

5.2.1   Data compiled from the databanks under each parameter were classified into three categories – High, Moderate and Low.

Step II

5.2.2   A score of
+1 was assigned every time a city scored a 'High' on a parameter
0 for every 'Moderate' and
-1 for every 'Low'

5.2.3   However for parameters like Power tariff, Temperature, Crime rates, Pollution levels ulta scores were assigned i.e.
-1 for 'High'
0 for 'Moderate' and
+1 for 'Low'

Step III

5.2.4   As mentioned in the methodology section every parameter was assigned weights based on their relative importance in the perceptual survey.

Step IV

5.2.5   A composite score was calculated for each city based on the weights assigned and the scores they received under the respective parameters

Step V

5.2.6   Cities were ranked based on the composite scores.

5.3   Integrating the factual and perceptual ranks

5.3.1   A weight of 70:30 was assigned to Perceptual and Factual data respectively. These weights were applied to the respective composite scores and the final ranks were determined.

CHAPTER VI

6.1   THE OVERALL RANKINGS OF THE CITIES BASED ON PERCEPTUAL AND FACTUAL DATA ARE GIVEN BELOW:

Cities	Perceptual ranks	Factual ranks	Final Ranks (70:30)
Mumbai	2	6	1
Chennai	4	5	2
Chandigarh	7	1	3
Bangalore	1	15	3
Mysore	8	4	5
Pune	5	11	5
Hyderabad	3	20	7
Coimbatore	10	8	8
Delhi	6	18	9
Trivandrum	13	2	10
Cochin	14	3	11
Vadodara	12	9	12
Ahmedabad	11	13	13
Vizag	9	19	14
Nasik	15	11	15
Ludhiana	17	10	16
Nagpur	16	14	17
Surat	21	7	18
Jamshedpur	19	20	19

Jaipur	**18**	**24**	**20**
Bhubaneshwar	**22**	**16**	**21**
Bhopal	**20**	**23**	**22**
Kolkatta	**25**	**16**	**23**
Lucknow	**23**	**25**	**24**
Kanpur	**24**	**26**	**25**
Patna	**26**	**22**	**26**

- *70:30 weights have been assigned to Perceptual and Factual data respectively*
- *Cities sorted on the order of final ranks*

6.2   PERCEPTUAL DATA

6.2.1 Most important factors and the Top 10 cities in the country based on Overall perceptual data are as follows:

15 most important parameters are detailed in the chart below:
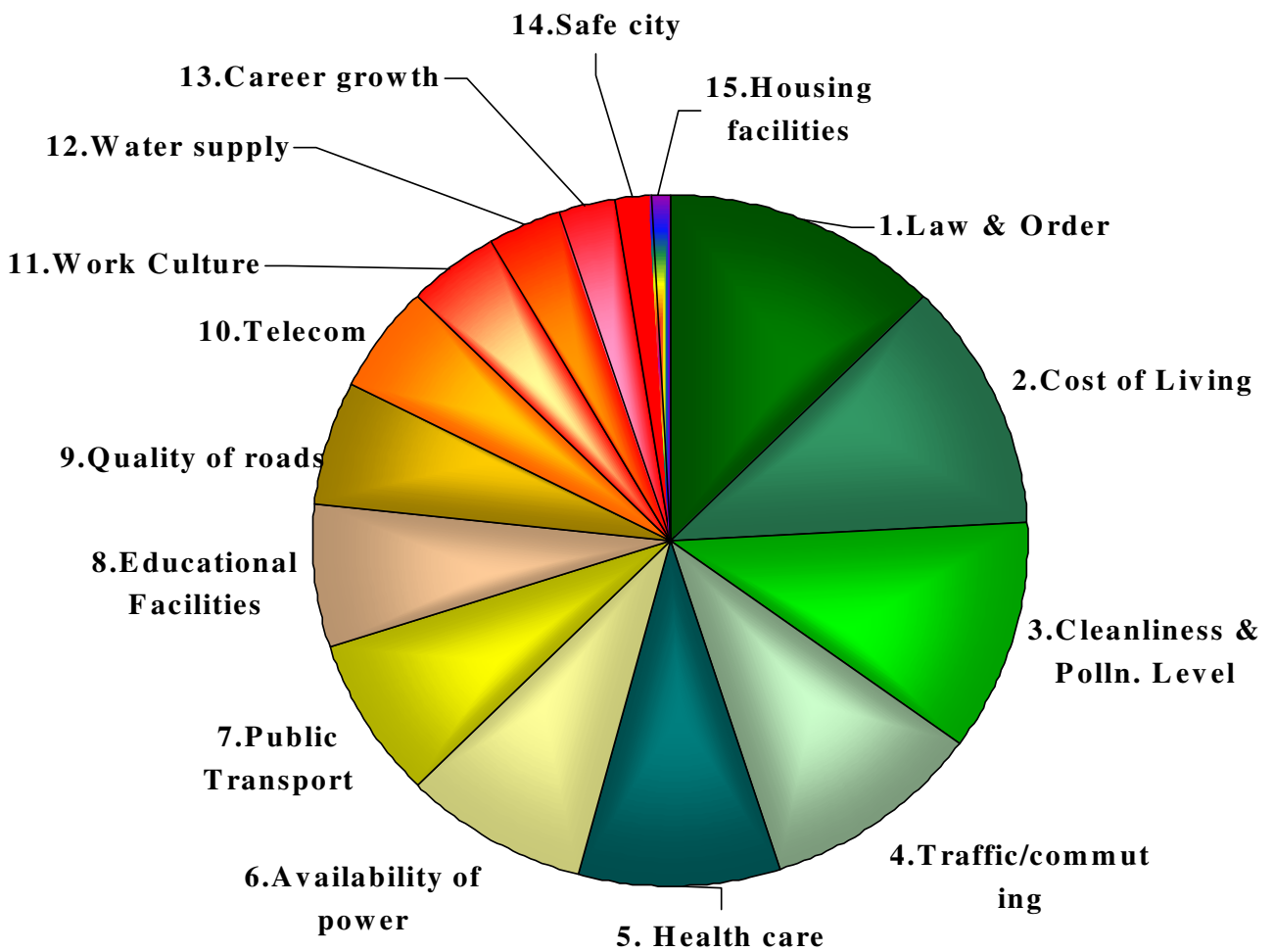
The top 10 cities in the country based on Overall Perceptual data are presented below:

	Law & order	Cost of living	Cleanliness & low polln levels	Traffic / Commuting	Health care	Availability of power	Public transport	Educational facilities	Quality of roads	Telecom facilities	Work culture	Abundant Water supply	Career growth opportunities	Safe City	Cost & availability of housing facilities
1. Bangalore	1	20	1	1	4	3	4	1	3	3	2	1	2	1	4
2. Mumbai	6	26	25	3	1	1	1	4	2	1	1	2	1	8	26
3. Hyderabad	2	1	3	5	5	2	3	5	4	5	4	3	4	3	1
4. Chennai	4	2	22	2	2	4	2	2	9	4	3	26	5	2	2
5. Pune	3	4	4	6	6	5	5	6	6	6	5	4	6	4	3
6. Delhi	7	25	24	18	3	24	23	3	1	2	7	8	3	25	25
7. Chandigarh	5	19	2	4	7	7	6	9	5	8	9	5	7	7	5
8. Mysore	8	5	5	11	14	19	16	13	12	17	15	6	21	5	7
9. Vizag	10	8	10	7	8	9	8	11	14	15	11	7	11	6	8
10. Coimbatore	16	7	6	8	11	17	7	7	17	14	8	18	12	11	14

6.2.2 The Rank profile of the Ten Best Cities (Perceptual Data)

BANGALORE'S RANK PROFILE

	Rank
CEOs	II
SEPs	I
Senior managers	I
Policy Makers	I
Spouses	I
B School students	I

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Law & order ❖ Cleanliness & low pollution levels ❖ Traffic / Commuting ❖ Educational facilities ❖ Abundant Water Supply ❖ Safe City	❖ Cost of living
CEOs		❖ Quality of power ❖ Availability of power
Self Employed Professional	❖ Climate	
Spouses of Executives	❖ Quality of roads ❖ Climate	
Policy Makers	❖ State's involvement in providing educational facilities ❖ Strict pollution control legislation ❖ Regulatory environment to conduct business ❖ State's ability to woo foreign investment	
Business School Students	❖ Most technologically advanced city ❖ Climate ❖ Cost & availability of housing facility	

MUMBAI'S RANK PROFILE

	Rank
CEOs	I
SEPs	II
Senior managers	II
Policy Makers	IV
Spouses	II
B School students	II

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Health Care ❖ Availability of power ❖ Public transport ❖ Telecom facilities ❖ Work culture ❖ Career growth opportunities	❖ Cost of living ❖ Cleanliness ❖ Pollution levels ❖ Cost and availability of housing facilities
CEO	❖ Quality of power ❖ Adequate surface & air connections ❖ Connectivity to international cities	
Senior Executives	❖ Quality of power	
Spouses of Executives	❖ Quality of power	❖ Law & Order ❖ Climate ❖ Safety
Policy Makers	❖ Traffic / Commuting	❖ Pollution control legislation ❖ State's ability to woo foreign investment
Business School Students	❖ No. of good companies work for	❖ Climate

HYDERABAD'S RANK PROFILE

	Rank
CEOs	IV
SEPs	III
Senior managers	III
Policy Makers	II
Spouses	III
B School students	III

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Cost of living ❖ Cost & availability of housing facilities	
CEOs		❖ Work Culture ❖ Quality of power
Spouses of Executives		❖ Quality of roads
Business School Students		❖ Climate

CHENNAI'S RANK PROFILE

	Rank
CEOs	III
SEPs	IV
Senior managers	IV
Policy Makers	III
Spouses	VI
B School students	IV

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments		❖ Cleanliness ❖ Pollution Levels ❖ Quality of roads ❖ Water Supply
CEOs	❖ Traffic / Commuting ❖ Cost & availability of housing facilities	
Self Employed Professional	❖ Cost of living	❖ Climate
Senior Executives	❖ Cost & availability of housing facilities	
Spouses of Executives		❖ Law & Order ❖ Climate
Policy Makers	❖ Health Care facilities	❖ Regulatory environment to conduct business
Business School Students	❖ Cost of living	❖ Climate ❖ Law & Order

PUNE'S RANK PROFILE

	Rank
CEOs	VI
SEPs	V
Senior managers	V
Policy Makers	VI
Spouses	IV
B School students	VI

SEGMENT	ATTRACTIONS	IRRITATIONS
CEO	❖ Quality of power	❖ Cost of living
Self Employed Professional	❖ Cleanliness and low pollution levels ❖ Climate	❖ Public transport
Senior Executive	❖ Availability of power ❖ Cost and availability of housing facility ❖ Law and order ❖ Quality of power	❖ Health Care ❖ Telecommunication facilities
Spouses of Executives	❖ Climate ❖ Cost and availability of housing facility	❖ Availability of power ❖ Public transport
Policy Makers	❖ Strict pollution control legislations ❖ Cleanliness and low pollution levels	❖ Cost of living ❖ Availability of power ❖ Cost & availability of housing ❖ Regulatory environment to conduct business ❖ State's ability to woo foreign investment
Business School students	❖ Climate ❖ Law and order	

DELHI'S RANK PROFILE

	Rank
CEOs	**V**
SEPs	**VII**
Senior managers	**VI**
Policy Makers	**VIII**
Spouses	**V**
B School students	**V**

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ **Quality of roads** ❖ **Telecom facilities**	❖ **Cost of living** ❖ **Safe City** ❖ **Cost & availability of housing facility**
CEOs	❖ **Health care** ❖ **Adequate surface & air connections** ❖ **Connectivity to international cities**	❖ **Law & Order** ❖ **Quality of power** ❖ **Availability of power**
Self Employed Professional	❖ **Educational facilities** ❖ **Health care**	❖ **Availability of power** ❖ **Public Transport** ❖ **Climate** ❖ **Cleanliness and low pollution levels**
Senior Executives	❖ **Health care**	❖ **Public Transport** ❖ **Quality of power**
Spouses of Executives		❖ **Climate** ❖ **Quality of power**
Policy Makers		❖ **Cleanliness & low pollution level**
Business School Students	❖ **Educational facility**	❖ **Cleanliness & low pollution level** ❖ **Public transport** ❖ **Climate**

CHANDIGARH'S RANK PROFILE

	Rank
CEOs	VII
SEPs	VI
Senior managers	VII
Policy Makers	V
Spouses	VII
B School students	VII

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Cleanliness & low pollution level	
CEOs	❖ Traffic / commuting	
Business School Students	❖ Educational facility ❖ Climate	
Spouses Of Executives	❖ Traffic / Commuting	❖ Cost of living

MYSORE'S RANK PROFILE

	Rank
SEPs	X
Senior managers	VIII
Policy Makers	VII
Spouses	IX

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Cost of living ❖ Cleanliness & pollution level ❖ Safe city ❖ Abundant water supply	❖ Career growth opportunities
Self Employed Professional	❖ Climate	❖ Availability of power
Senior Executives	❖ Cost & availability of housing facility	❖ Quality of roads
Spouses of Executives	❖ Law & order ❖ Climate	
Policy Makers	❖ State's availability to woo foreign investment ❖ Cost & availability housing facility ❖ Regulatory environment to conduct business	

VIZAG'S RANK PROFILE

	Rank
SEPs	VIII
Spouses	X

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Safe City ❖ Traffic / Commuting ❖ Abundant water supply	
Self Employed Professional	❖ Public transport ❖ Telecom facilities ❖ Career growth opportunities	
Spouses of Executives	❖ Cost & availability of housing facility ❖ Cost of living ❖ Cleanliness & low pollution level ❖ Climate ❖ Quality of power	❖ Health care ❖ Telecom facilities

COIMBATORE'S RANK PROFILE

	Rank
CEO	IX
Senior Managers	X
Spouses	VIII

SEGMENT	ATTRACTIONS	IRRITATIONS
All Segments	❖ Cost of living ❖ Public Transport ❖ Educational facility ❖ Cleanliness and low pollution levels	❖ Availability of power ❖ Quality of roads ❖ Water supply
CEOs		❖ Law and order ❖ Connectivity to international cities
Senior Executives	❖ Telecom facilities ❖ Traffic / Commuting ❖ Work Culture	❖ Quality of power
Spouses of Executives	❖ Climate ❖ Safe city ❖ Traffic / Commuting ❖ Law and order ❖ Availability of power ❖ Quality of roads	❖ Quality of power

6.2.3 SEGMENT WISE ANALYSIS - CEO SEGMENT

15 most important parameters are detailed in the chart below:
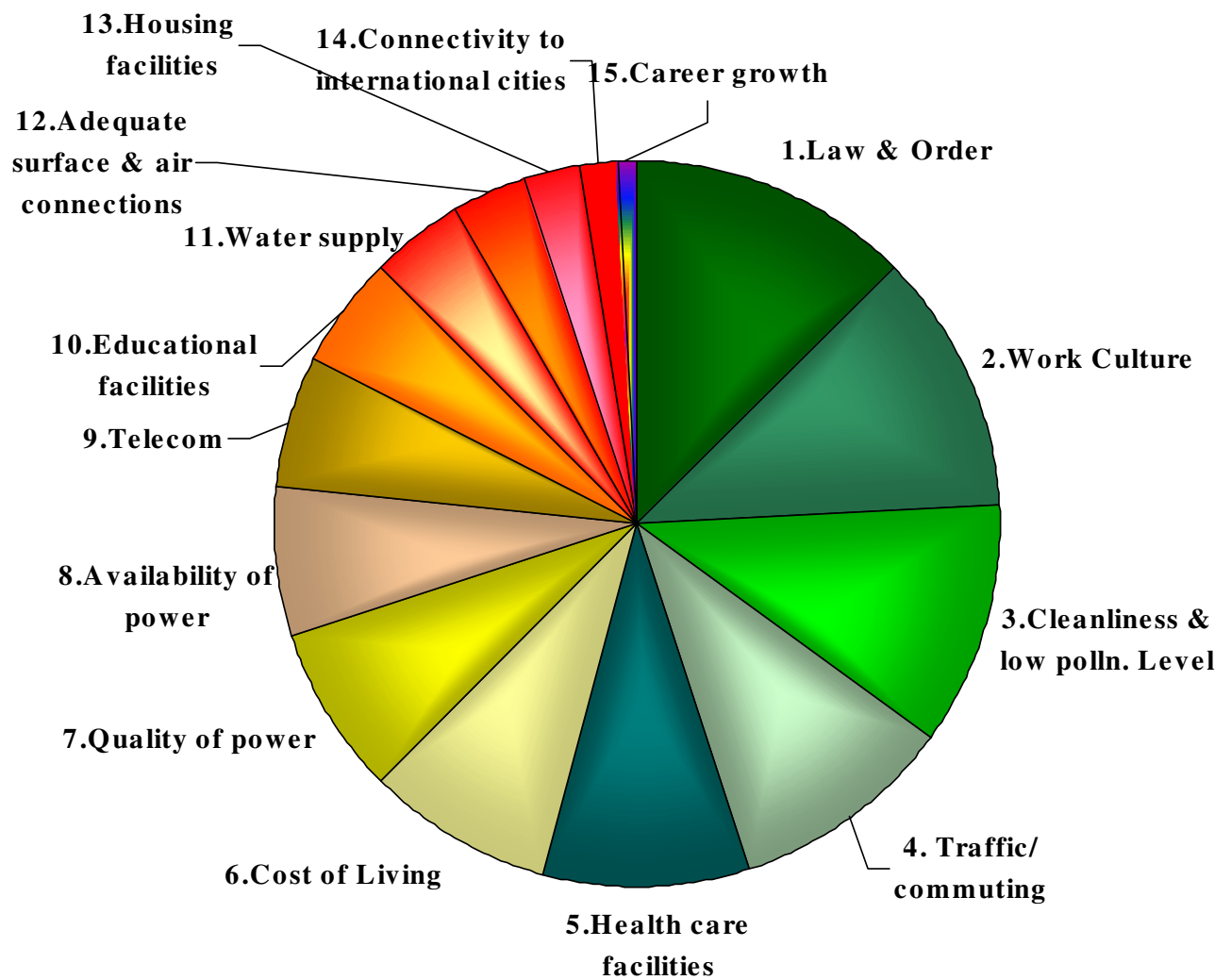
The top 10 cities in the country based on CEO data are presented below:

	Law & order	Work culture	Cleanliness & low polln levels	Traffic / Commuting	Health care	Cost of living	Qlty of power	Availability of power	Telecom facilities	Edu facilities	Water supply	Adequate surface & air connections	Cost & availability of housing facilities	Connectivity to international cities	Career growth opportunities
1.Mumbai	4	1	24	17	1	26	1	1	1	2	2	1	26	1	1
2.Bangalore	1	2	1	3	4	24	22	21	3	1	1	6	3	5	2
3. Chennai	2	3	9	1	3	2	2	4	4	3	26	3	1	3	6
4. Hyderabad	3	10	4	6	5	3	21	3	5	6	4	4	2	4	4
5. Delhi	25	13	23	5	2	25	25	25	2	4	3	2	24	2	3
6. Pune	5	4	5	4	6	9	3	5	7	5	5	5	4	7	5
7. Chandigarh	12	15	2	2	7	12	7	7	8	7	8	9	20	20	12
8. Ahmedabad	7	5	6	11	16	20	6	22	19	10	11	7	18	6	8
9.Coimbatore	16	8	8	15	15	5	10	11	11	8	9	15	8	16	11
10.Nagpur	14	7	13	13	12	4	9	10	9	21	15	11	7	9	20

6.2.4 SEGMENT WISE ANALYSIS – SELF EMPLOYED PROFESSIONAL SEGMENT

*15 most important parameters are detailed in the chart below:*
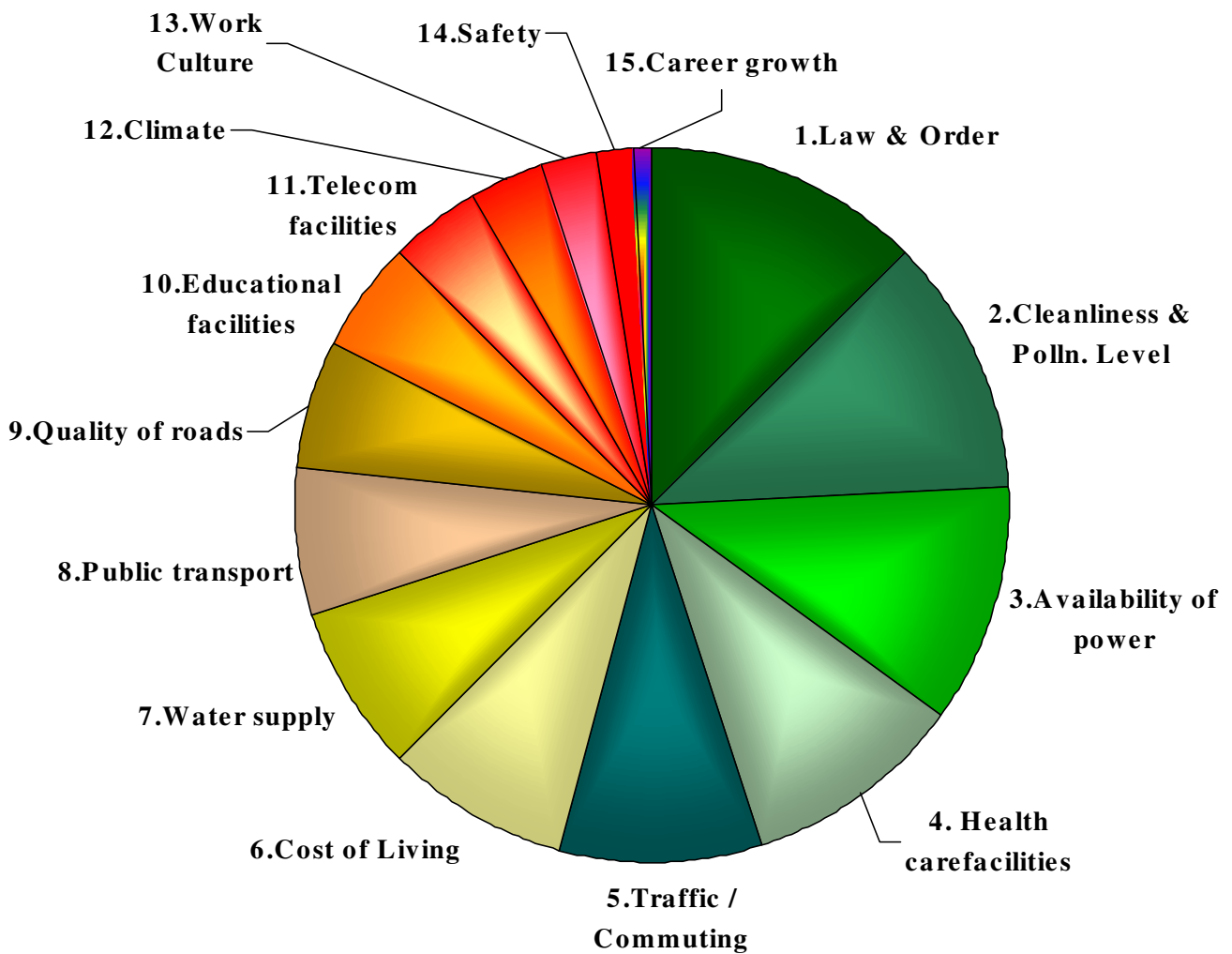
The top 10 cities in the country based on Self Employed Professionals data are presented below:

	law & order	Cleanliness & low polln levels	Availability of power	Health care	Traffic / Commuting	Cost of living	Water supply	Public transport	Quality of roads	Educational facilities	Telecommunications facilities	Climate	Work Culture	Safe City	Career growth opportunities
1.Bangalore	1	1	3	3	1	5	1	3	2	1	4	1	2	1	2
2.Mumbai	4	24	1	1	2	26	3	1	3	4	1	15	1	5	1
3. Hyderabad	2	3	2	5	5	2	2	4	5	5	5	2	3	3	4
4. Chennai	5	22	4	4	3	1	26	2	20	3	3	26	4	2	6
5. Pune	6	2	5	7	7	4	4	8	6	6	6	3	5	7	5
6. Chandigarh	7	4	6	6	4	17	5	5	4	9	8	5	6	10	9
7. Delhi	3	25	25	2	24	25	21	25	1	2	2	25	11	13	3
8. V izag	9	8	8	8	6	12	7	7	10	15	7	16	9	4	7
9.Nasik	15	6	12	18	13	7	9	14	7	10	13	7	12	8	14
10.Mysore	10	5	20	14	17	6	6	15	11	14	21	4	15	9	17

6.2.5 SEGMENT WISE ANALYSIS – SENIOR EXECUTIVE SEGMENT

*15 most important parameters are detailed in the chart below:*
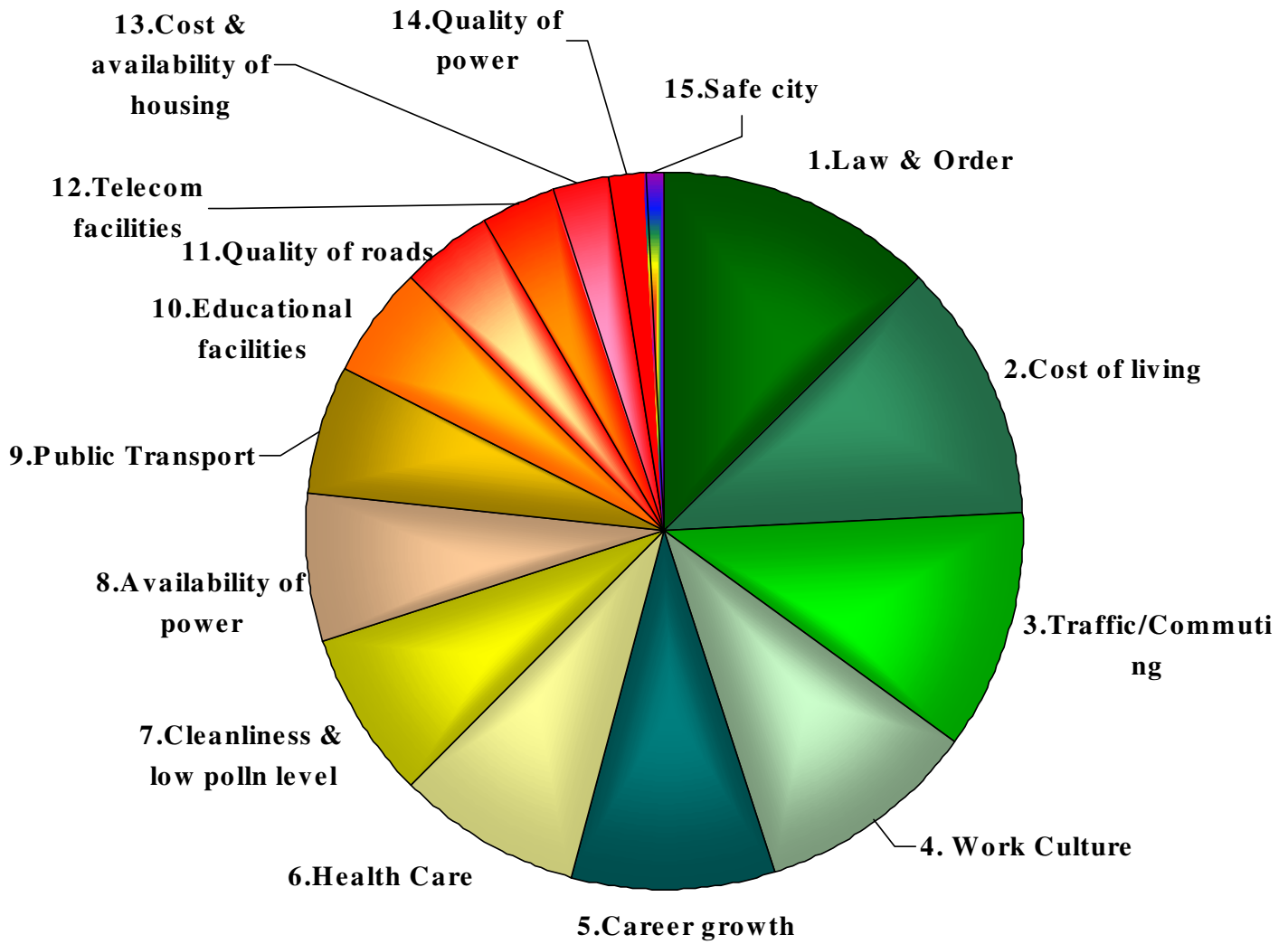
The top 10 cities in the country based on Senior Executives data are presented below:

	law & order	Cost of living	Traffic / Commuting	Work Culture	Career growth opportunities	Health care	Cleanliness & low polln levels	Availability of power	Public transport	Educational facilities	Quality of roads	Telecommunications facilities	Cost & availability of housing facilities	Quality of power	Safe City
1.Bangalore	1	10	1	2	2	4	1	4	5	1	3	2	6	2	1
2.Mumbai	5	26	2	1	1	1	25	1	1	3	2	1	26	1	7
3. Hyderabad	2	1	4	4	4	5	4	2	3	5	4	3	2	4	2
4. Chennai	4	2	3	3	5	3	20	6	2	2	6	5	1	6	3
5. Pune	3	4	6	5	6	8	5	3	4	6	7	8	3	3	4
6. Delhi	16	25	9	20	3	2	24	21	25	4	1	4	25	25	24
7. Chandigarh	6	17	5	8	9	6	2	7	16	13	5	13	11	10	11
8.Mysore	7	5	10	10	16	13	3	16	14	8	22	12	5	7	6
9. Ahmedabad	8	23	19	6	12	19	14	5	15	12	8	15	13	8	5
10.Coimbatore	13	6	7	7	8	9	8	11	12	11	10	6	14	15	12

6.2.6 SEGMENT WISE ANALYSIS – SPOUSES OF EXECUTIVES SEGMENT

*15 most important parameters are detailed in the chart below:*
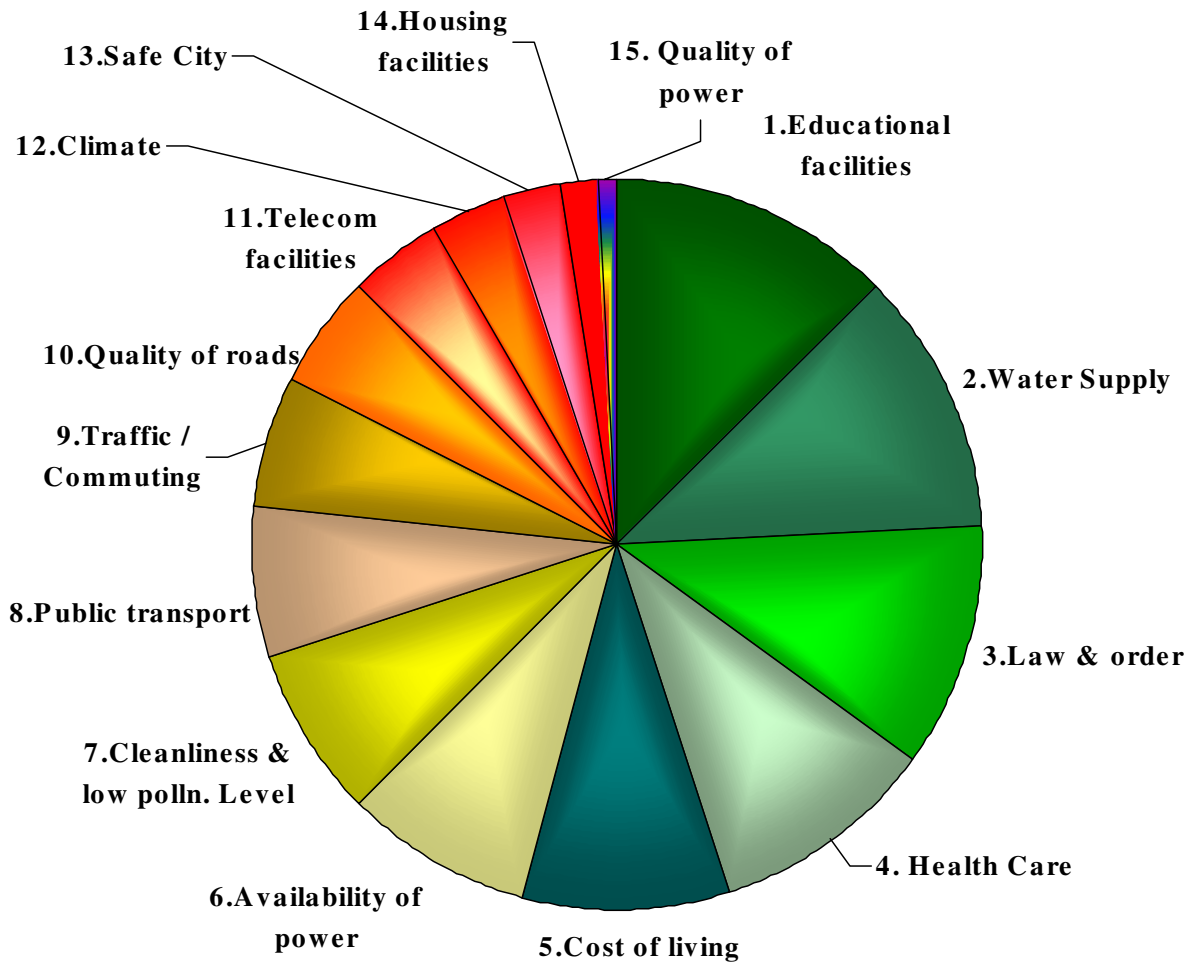
The top 10 cities in the country based on Spouses of Executives data are presented below:

	Educational facilities	Abundant water supply	Law & Order	Health care facilities	Cost of living	Availability of power	Cleanliness & low polln levels	Public transport	Traffic / commuting	Quality of roads	Telecommunications facilities	Climate	Safe City	Cost & availability of housing facilities	Quality of power
1.Bangalore	1	1	1	1	24	2	1	3	1	1	3	1	1	5	2
2.Mumbai	3	2	22	2	26	1	25	1	2	3	1	24	25	26	1
3. Hyderabad	5	4	2	5	2	3	5	2	4	12	5	4	3	1	5
4. Pune	6	5	3	6	4	8	3	8	6	5	6	2	4	2	6
5. Delhi	4	10	7	3	25	24	24	5	19	2	2	25	22	23	25
6. Chennai	2	26	13	4	3	4	22	6	8	23	4	26	2	3	3
7. Chandigarh	15	7	4	8	21	12	2	7	3	4	7	6	8	7	4
8.Coimbatore	7	8	6	7	8	6	4	4	5	6	14	3	5	10	22
9. Mysore	14	6	5	9	16	18	6	18	17	9	15	5	6	9	9
10. Vizag	8	11	9	14	6	11	7	9	15	11	17	11	7	4	7

6.2.7 SEGMENT WISE ANALYSIS – POLICY MAKERS SEGMENT

*15 most important parameters are detailed in the chart below:*
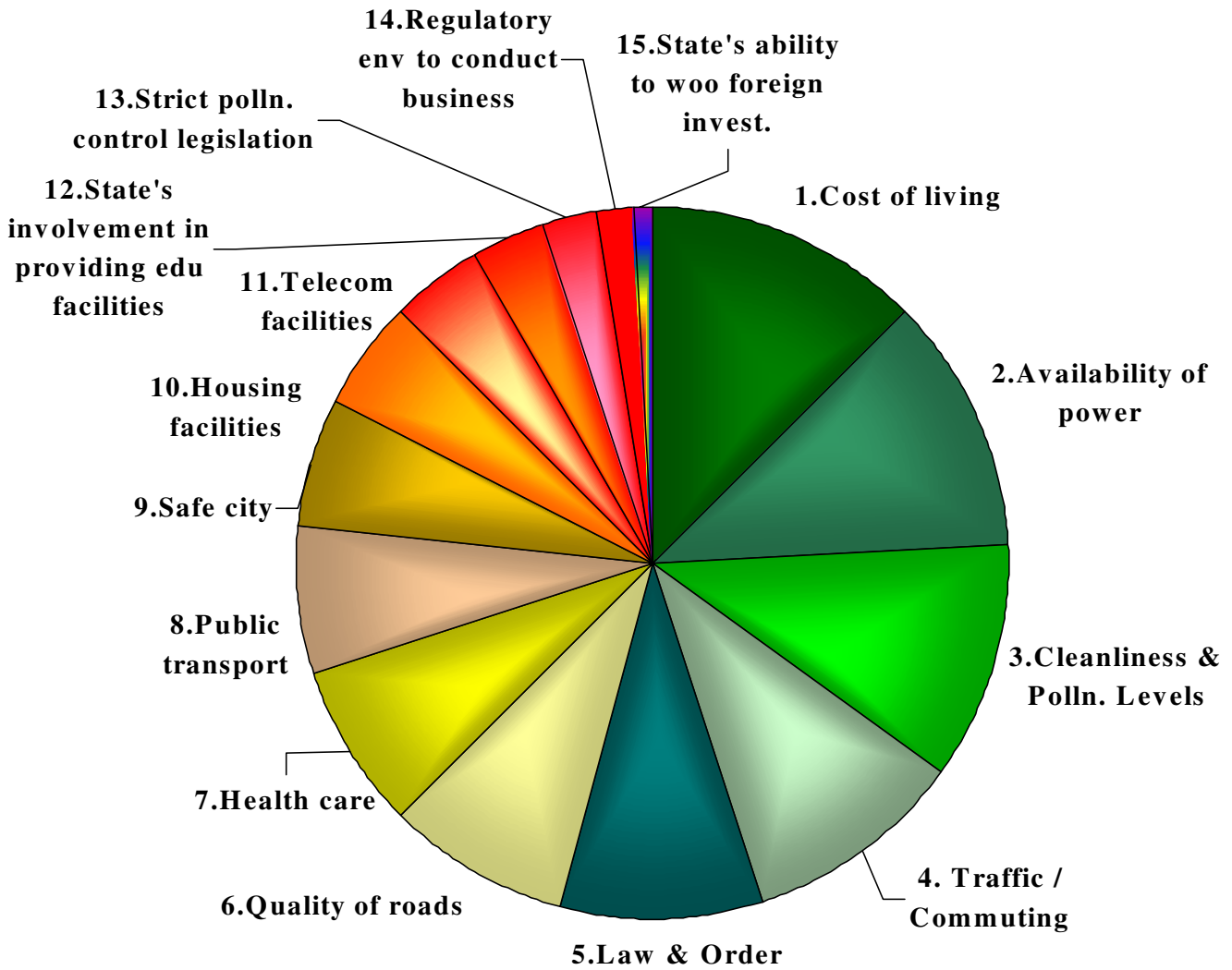
The top 10 cities in the country based on Policy Makers data are presented below:

	Cost of living	Availability of power	Cleanliness & low polln levels	Traffic / commuting	Law & Order	Quality of roads	Health care facilities	Public transport	Safe city	Cost and availability of housing facilities	Telecommunications facilities	State's involvement in providing	Strict pollution control legislation	Regulatory environment to	State's ability to woo foreign investment /
Bangalore	24	3	1	2	1	4	4	6	1	3	3	1	1	1	1
Hyderabad	1	4	2	6	2	3	5	4	4	1	4	3	5	3	2
Chennai	2	2	17	3	3	6	1	2	2	2	5	4	3	17	6
Mumbai	26	1	24	1	25	2	2	1	3	26	2	2	24	2	25
Chandigarh	17	5	4	5	5	5	11	5	5	4	7	9	10	5	4
Pune	21	8	3	4	6	7	6	7	6	12	6	6	2	8	8
Mysore	4	11	5	11	9	9	9	13	7	5	8	10	8	6	3
Delhi	25	7	25	8	4	1	3	3	25	25	1	5	7	4	5
Thiruvananthapuram	7	18	9	13	7	11	8	17	13	6	16	7	12	15	20
Nagpur	22	20	6	17	12	13	7	12	10	13	10	11	4	11	11

6.2.7 SEGMENT WISE ANALYSIS – BUSINESS SCHOOL STUDENTS SEGMENT

15 most important parameters are detailed in the chart below:
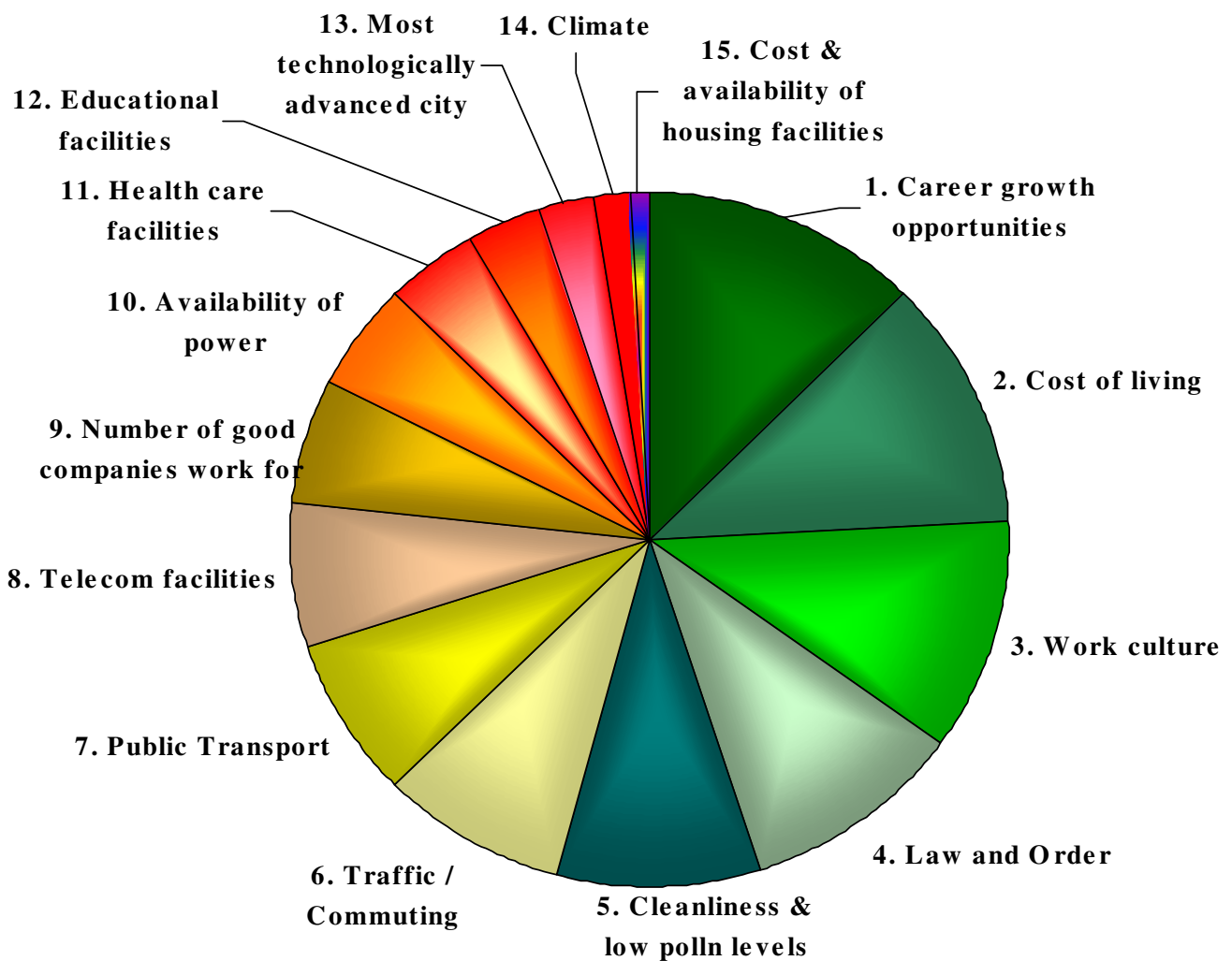
The top 10 cities in the country based on Business School Students data are presented below:

	Career growth opportunities	Cost of living	Work culture	Law & Order	Cleanliness & low pollution levels	Traffic / Commuting	Public transport	Telecommunications facilities	No. of good companies work for	Availability of power	Health care facilities	Educational facilities	Most technologically advanced city	Climate	Cost & availability of housing facility
1. Bangalore	2	6	2	1	1	1	7	2	2	2	4	2	1	1	1
2. Mumbai	1	26	1	23	24	7	1	1	1	1	1	4	3	24	26
3. Hyderabad	5	2	4	2	3	3	3	4	5	3	5	6	2	8	2
4. Chennai	4	1	5	9	23	2	2	5	4	6	2	3	5	26	3
5. Delhi	3	25	3	4	25	23	25	3	3	24	3	1	4	25	25
6. Pune	8	4	6	3	4	4	4	6	9	7	7	5	6	2	4
7. Chandigarh	6	18	7	5	2	5	8	14	8	5	6	9	8	3	5
8. Ahmedabad	7	7	8	6	12	6	9	7	6	9	8	7	9	14	13
9. Cochin	13	13	13	10	9	14	6	10	7	13	11	16	7	9	14
10. Vadodara	14	14	9	7	13	15	10	11	10	10	9	10	10	11	18

6.3   FACTUAL DATA

Top 10 cities in the country based on factual data are as follows:

Ranks	Cities
1	Chandigarh
2	Trivandrum
3	Cochin
4	Mysore
5	Chennai
6	Mumbai
7	Surat
8	Coimbatore
9	Vadodara
10	Ludhiana

Factual Scorecard for Overall 10 Best cities										
	State Road length / Sq km	National highway / Sq km	Phones/100	Power (Mega Units)	Cost of power	Hospital Beds / 1000	State Technology Parks	Temperature	Pollution Level (SPM)	Crime rates per year
Mumbai	0.68	0.01	16	8,308	Rs 1.74/kwh	1.00	1	Humid	High	29,354
Chennai	1.28	0.02	14	2,411	Rs 1.95/kwh	0.88	1	Humid	Medium	6,788
Chandigarh	13.51	0.30	28	*	Rs 3.78/kwh	3.52	1	Extreme	Low	2,735
Bangalore	0.70	0.01	15	2,150	Rs 1.77/kwh	0.85	1	Temperate	High	27,967
Mysore	0.70	0.01	18	336	Rs 1.77/kwh	0.85	1	Temperate	Low	1814
Pune	0.68	0.01	6	1,547	Rs 1.74/kwh	1.00	1	Temperate	Low	9,561
Hyderabad	0.50	0.01	10	2,273	Rs 2.20/kwh	0.40	1	Moderate	Medium	11,595
Coimbatore	1.28	0.02	3	508	Rs 1.95/kwh	0.88	0	Humid	Low	3,799
Delhi	12.70	0.05	20	2,538	Rs 2.52/kwh	0.00	1	Extreme	High	58,701
Trivandrum	3.17	0.03	51	139	Rs 1.03/kwh	2.66	1	Humid	Low	1706

* - Chandigarh does not generate power; it borrows power from other states

CHAPTER VII

SUMMARY AND CONCLUSIONS

7.1   KEY FACTORS THAT DETERMINE A CITY'S RANK – PERCEPTUAL DATA

7.1.1   Law and Order has once again emerged as the most important parameter in the overall perceptual data. It is the number one parameter among three out of six segments of respondents. This is consistent with the past trend.

7.1.2   Almost all 'Physical Infrastructure' related parameters have been accorded high importance by all the segments. This is in slight contrast to the previous data where overall infrastructure services received a ranking of 10, suggesting that people these days are looking for a good place to live as much as to work.

7.1.3   Among 'Labour' related issues – Work Culture – work habits of the people in the city and Career growth opportunities have emerged as key parameters

The importance of the parameters is largely the same across segments. Some key insights on importance of parameters across the segments follow:

7.1.4   Labour related issues have been accorded high importance only by the CEOs. Not surprisingly, CEOs also rate 'Connectivity to international cities', 'air and surface connectivity' as important parameters.

7.1.5   'Govt support / Market potential' related parameters more important for Policy makers.

7.1.6   Business School students accord relatively greater importance to 'Career growth opportunities', 'Number of good companies to work for', 'technological advancement' of the city

7.1.7   In almost all the segments – shopping facilities (except Spouses segment), NGO's support to community development, Avenues for extra curricular activities (except Business school students) have been accorded least importance

7.2   KEY FACTORS THAT DETERMINE A CITY'S RANK – FACTUAL DATA

7.2.1   As in the perceptual data, Physical Infrastructure related parameters like telecommunication/ healthcare facilities, Quality of roads, power were given relatively higher weights as compared to Govt support / Climate etc

7.3   THE TOP 5 CITIES

7.3.1   On an overall level - Mumbai and Chennai share the top honours. Although it is not fair to compare with the previous ranking of these cities, owing to a different methodology, Chennai still perceptually is ranked number four but does relatively better than most other cities on key factual measures.

7.3.2   Third position is tied between Chandigarh and Bangalore

- Chandigarh's Number One position in the factual data helps it to finish third on an overall level. Perceptually, it is slightly dropped since the last administration.

- Bangalore although ranked number one perceptually, fares poorly on the factual front suggesting a disconnect between perceptions and reality.

7.3.4   Fifth position is tied between Mysore and Pune

- While Pune has retained its spot in the ranking, Mysore has moved up a couple of notches owing primarily to a better ranking on the factual data. Suggesting that respondents more and more prefer the smaller cities to work and live in.