



BENCHMARKING DUBLIN: DIALOGUE ON DUBLIN'S POSITION IN THE WORLD CITY NETWORK

REPORT

to the

**Office of International Relations and Research
DUBLIN CITY COUNCIL**

Loughborough, United Kingdom, February 2010

This is a

Report by the Globalization and World Cities (*GaWC*)
Research Network

on the

Workshop at the Wood Quay Venue
Civic Offices, Dublin
on January 25th 2010

to the

Office of International Relations and Research –
Dublin City Council

entitled

Benchmarking Dublin: dialogue on
Dublin's position in the World City Network

presented by

Peter Taylor (Loughborough University, UK)
Ben Derudder (University of Ghent, Belgium)
Michael Hoyler (Loughborough University, UK)

PURPOSE AND PARTICIPANTS

The **basic purpose** of the Workshop was to bring together a leading academic think tank on global cities, **GaWC** (www.lboro.ac.uk/gawc), and the international research arm of Dublin City Council to explore synergies between the distinctive understanding of cities offered by **GaWC** and the identified need of the city of Dublin for collaboration and networking with other cities across the world.

The means of achieving this purpose was an **intensive, interactive exchange of ideas** between **GaWC** network presenters and approximately 30 workshop participants in the fields of politics, business, public sector, tourism, education and community invited by Dublin City Council. The workshop took the form of a **dialogue for exploring the challenges Dublin faces in terms of its status as a world city**: how it ‘brands’ and positions itself globally.

Participants in the Workshop were divided into table groups of c.10 people to facilitate discussion and debate. In the discussions **GaWC** presenters were on hand to clarify ideas and facilitate exchange at tables but not to lead the arguments. In this dialogue **GaWC’s** “leadership” of ideas comes through the presentations.

CONTENTS

Workshop programme	5
Structure of the Report.....	6
Context of the dialogue.....	7
Initial table work: Where is Dublin? Who are Dublin’s peers?	11
The GaWC perspective on cities in globalization	13
(i) Basic ideas: the importance of inter-city relations	13
(ii) Table work on the launch of the euro and Frankfurt-London ‘rivalry’ ..	14
(iii) Lessons learned	16
How cities relate to each other	18
(i) Practical guide to measuring connectivity.....	18
(ii) Table work on basic example	21
World city network results for 2008	22
(i) Presentation of results: overall and by sectors	24
(ii) Table work: discussion of connectivities.....	24
(iii) Table work: where is Dublin in world city networks?.....	28
Who are Dublin’s peers?	30
(i) Connectivities.....	30
(ii) Sector profiles	31
(iii) Hinterworlds.....	31
Benchmarking results for Dublin	34
(i) 26 qualifying cities, 13 qualifying cities.....	34
(ii) Final table work: benchmarking discussion	34
(iii) GaWC recommendations.....	35

WORKSHOP PROGRAMME

The one-day programme started at the more general level and ended on the very specific identification of Dublin's peer cities in globalization. The time was split relatively evenly between presentations by members of the **GaWC** team drawing on their worldwide experience and expertise, and table work by Dublin invitees bringing local knowledge of their city and its needs to the dialogue and discussion. **GaWC** team members helped each table in the process of bringing these 'global' and 'local' knowledges together in a productive synthesis.

10.30	<i>Registration</i>	
11.00	The importance of the international dimension for Dublin and Ireland	<i>John Tierney (Dublin City Manager)</i>
11.15	Context of the dialogue	<i>Peter Taylor</i>
11.30	Where is Dublin? Who are Dublin's peers?	<i>Ben Derudder</i>
12.00	The GaWC perspective on cities in globalization	<i>Peter Taylor</i>
12.30	How cities relate to each other	<i>Michael Hoyler</i>
13.00	<i>Lunch</i>	
14.00	GaWC results for the world city network in 2008	<i>Ben Derudder</i>
14.30	Where is Dublin in the world city network?	<i>Michael Hoyler</i>
15.00	<i>Break</i>	
15.15	Who are Dublin's peers? Benchmarking results	<i>Peter Taylor</i>
16.00	Closing remarks	<i>Peter Finnegan (Director of International Relations and Research)</i>

STRUCTURE OF THE REPORT

This report is built around the PowerPoint presentations used in the Workshop. All slides used in the Workshop are reproduced here to provide a precise record of activities. A short introductory text will indicate how each contributed to the larger whole that was the Workshop.

The activities of the Workshop fell into two categories:

1. Presentations by members of the **GaWC** team drawing on their worldwide knowledge of global cities customised for the Dublin audience. Each is presented here with a short introductory text indicating its contribution to the larger whole that was the Workshop.
2. Discussion and debate – **'table work'** – in small groups on the themes derived from the presentations. For this activity we present summaries of the results of the discussion and debate.

CONTEXT OF THE DIALOGUE

Three key points readily encapsulate the nature of the workshop.

1. *Benchmarking and the complexity of cities*

The purpose of the workshop was to aid Dublin in finding peer cities against which it can be benchmarked. Benchmarking was originally devised to assess individual companies or sections of companies by comparing them to other companies with similar functions. But cities are much more complex entities than companies thus rendering city benchmarking a more difficult exercise. Therefore although we can compare Dublin with other cities, we cannot expect to find examples that are similar to Dublin in all or even most respects. Rather several cities are likely to be found that are similar in specific ways so that between them they might cover many of the features that make Dublin the city it is.

Once this inherent complexity of cities is recognized, there are two countervailing effects we have to take into account when comparing cities. First, we need to marshal a lot of evidence to provide robust results. Second, we need to be clearly directed at relevant strategic elements of city complexity. Thus the workshop will be strongly evidence-based using the latest data targeting the key institutions that are building city economies in contemporary globalization.

2. *The need to think globally*

Globalization is the term used to describe the new larger scale of human activities that became apparent in the 1980s and 1990s. We will be concerned with economic globalization, whereby a more interconnected world was created by large corporations, initially called 'multinational', latterly 'global'. The work of these global corporations transcends individual countries to create what is now termed the 'global economy'. Thus national economies have become increasingly subject to economic globalization, restricting the traditional autonomy of national governments. It is in this context that Dublin's function as the capital city of a small-medium European country remains important, but the city's future lies in its economic functions within a globalising world economy.

This globalising is an additional layer of complexity that affects all contemporary cities. This means that city policymaking has to take into account the existence of a world city network as the urban expression of globalization. It is no longer sufficient to base city policy on Dublin's position as the predominant city in Ireland; rather policy makers must look to the position of Dublin in the world city network.

