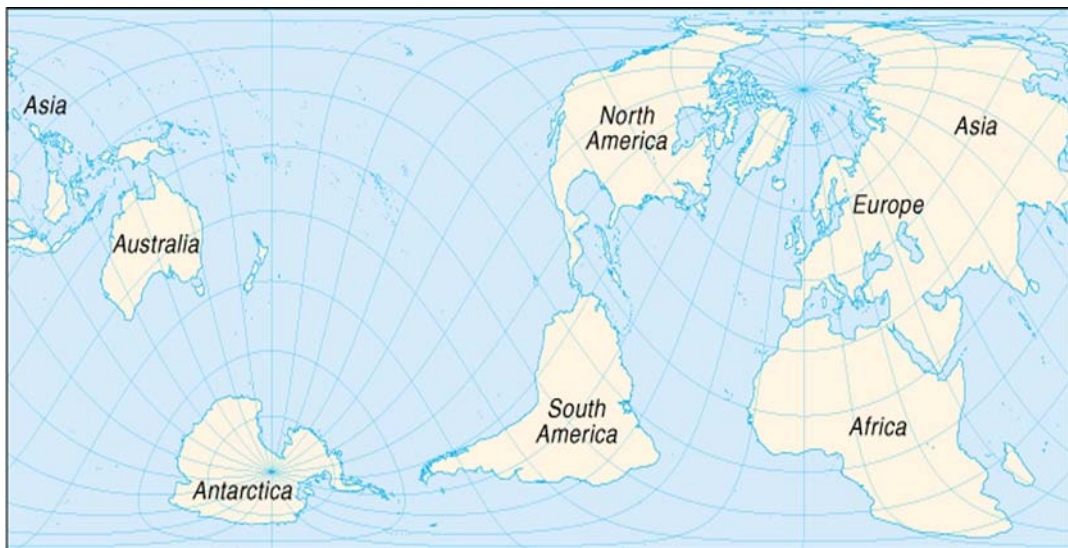
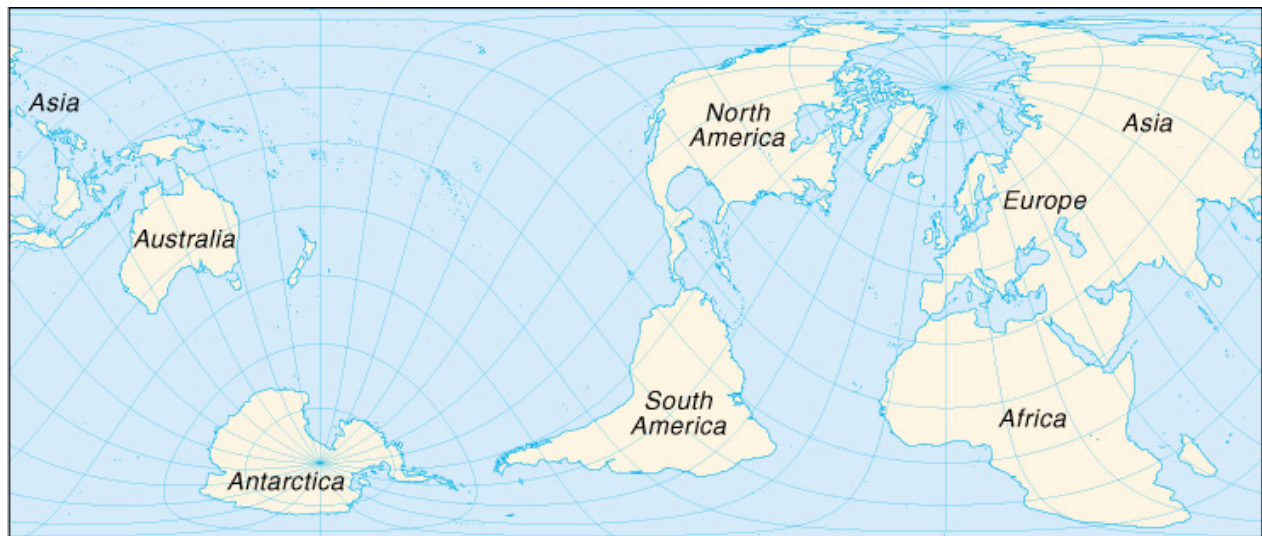


The 2009-2014 World Outlook for Human Resource Management Systems (HRMS)



by
Professor Philip M. Parker, Ph.D.
Chaired Professor of Management Science
INSEAD (Singapore and Fontainebleau, France)

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About the Author

Dr. Philip M. Parker is the Eli Lilly Chaired Professor of Innovation, Business and Society at INSEAD where he has taught courses on global competitive strategy since 1988. He has also taught courses at MIT, Stanford University, Harvard University, UCLA, UCSD, and the Hong Kong University of Science and Technology. Professor Parker is the author of six books on the economic convergence of nations. These books introduce the notion of “physioeconomics” which foresees a lack of global convergence in economic behaviors due to physiological and physiographic forces. His latest book is *Physioeconomics: the basis for long-run economic growth* (MIT Press 2000). He has also published numerous articles in academic journals, including, the *Rand Journal of Economics*, *Marketing Science*, the *Journal of International Business Studies*, *Technological Forecasting and Social Change*, the *International Journal of Forecasting*, the *European Management Journal*, the *European Journal of Operational Research*, the *Journal of Marketing*, the *International Journal of Research in Marketing*, and the *Journal of Marketing Research*. He is also on the editorial boards of several academic journals.

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About this Series

This series was created for international firms who rely on foreign markets for a substantial portion of their business or who might be threatened by international competition. The estimates given in this report were created using a methodology developed by and implemented under the direct supervision of Professor Philip M. Parker, the Eli Lilly Chaired Professor of Innovation, Business and Society, at INSEAD. The methodology relies on historical figures across countries. Reported figures should be seen as estimates of past and future levels of latent demand.

Acknowledgements

Some of the methodologies and research approaches used in this report have benefited from the R&D Committee at INSEAD, whose research support is gratefully acknowledged.

About Icon Group International, Inc.

Icon Group International, Inc.'s primary mission is to assist managers with their international information needs. U.S.-owned and operated, Icon Group has published hundreds of multi-client databases, and global/regional market data, industry and country publications.

Global/Regional Management Studies: Summarizing over 190 countries, management studies are generally organized into regional volumes and cover key management functions. The human resource series covers minimum wages, child labor, unionization and collective bargaining. The international law series covers media control and censorship, search and seizure, and trial justice and punishment. The diversity management series covers a variety of environmental context drivers that effect global operations. These include women's rights, children's rights, discrimination/racism, and religious forces and risks. Global strategic planning studies cover economic risk assessments, political risk assessments, foreign direct investment strategy, intellectual property strategy, and export strategies. Financial management studies cover taxes and tariffs. Global marketing studies focus on target segments (e.g. seniors, children, women) and strategic marketing planning.

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Industry Studies: Companies are racing to become more international, if not global in their strategies. For over 2000 product/industry categories, these reports give the reader a concise summary of latent market forecasts, pro-forma financials, import competition profiles, contacts, key references and trends across 200 countries of the world. Some reports focus on a particular product and region (up to four regions per product), while others focus on a product within a particular country.

Table of Contents

1	INTRODUCTION	1
1.1	Overview	1
1.2	What is Latent Demand and the P.I.E.?	1
1.3	The Methodology	2
1.3.1	Step 1. Product Definition and Data Collection	4
1.3.2	Step 2. Filtering and Smoothing	5
1.3.3	Step 3. Filling in Missing Values	6
1.3.4	Step 4. Varying Parameter, Non-linear Estimation	6
1.3.5	Step 5. Fixed-Parameter Linear Estimation	7
1.3.6	Step 6. Aggregation and Benchmarking	7
1.3.7	Step 7. Latent Demand Density: Allocating Across Cities	7
2	SUMMARY OF FINDINGS	9
2.1	The Worldwide Market Potential	9
3	AFRICA & THE MIDDLE EAST	11
3.1	Executive Summary	11
3.2	Afghanistan	13
3.3	Algeria	14
3.4	Angola	15
3.5	Armenia	15
3.6	Azerbaijan	16
3.7	Bahrain	17
3.8	Benin	18
3.9	Botswana	18
3.10	Burkina Faso	19
3.11	Burundi	20
3.12	Cameroon	21
3.13	Cape Verde	22
3.14	Central African Republic	22
3.15	Chad	23
3.16	Comoros	24
3.17	Congo (formerly Zaire)	24
3.18	Cote d'Ivoire	25
3.19	Djibouti	26
3.20	Egypt	27
3.21	Equatorial Guinea	28
3.22	Ethiopia	28
3.23	Gabon	29
3.24	Ghana	30
3.25	Guinea	31
3.26	Guinea-Bissau	31
3.27	Iran	32
3.28	Iraq	33
3.29	Israel	34

3.30	Jordan	35
3.31	Kenya	36
3.32	Kuwait	37
3.33	Kyrgyzstan	37
3.34	Lebanon	38
3.35	Lesotho	39
3.36	Liberia	39
3.37	Libya	40
3.38	Madagascar	41
3.39	Malawi	41
3.40	Mali	42
3.41	Mauritania	43
3.42	Mauritius	44
3.43	Morocco	44
3.44	Mozambique	45
3.45	Namibia	46
3.46	Niger	46
3.47	Nigeria	47
3.48	Oman	48
3.49	Pakistan	49
3.50	Palestine	50
3.51	Qatar	50
3.52	Republic of Congo	51
3.53	Reunion	52
3.54	Rwanda	52
3.55	Sao Tome E Principe	53
3.56	Saudi Arabia	54
3.57	Senegal	55
3.58	Sierra Leone	55
3.59	Somalia	56
3.60	South Africa	57
3.61	Sudan	58
3.62	Swaziland	59
3.63	Syrian Arab Republic	60
3.64	Tajikistan	61
3.65	Tanzania	62
3.66	The Gambia	63
3.67	The United Arab Emirates	64
3.68	Togo	64
3.69	Tunisia	65
3.70	Turkey	66
3.71	Turkmenistan	67
3.72	Uganda	67
3.73	Uzbekistan	68

3.74	Western Sahara	69
3.75	Yemen	70
3.76	Zambia	71
3.77	Zimbabwe	72
4	ASIA	73
4.1	Executive Summary	73
4.2	Bangladesh	75
4.3	Bhutan	76
4.4	Brunei	76
4.5	Burma	77
4.6	Cambodia	78
4.7	China	78
4.8	Hong Kong	79
4.9	India	80
4.10	Indonesia	81
4.11	Japan	82
4.12	Laos	83
4.13	Macau	83
4.14	Malaysia	84
4.15	Maldives	85
4.16	Mongolia	85
4.17	Nepal	86
4.18	North Korea	87
4.19	Papua New Guinea	88
4.20	Philippines	89
4.21	Seychelles	90
4.22	Singapore	90
4.23	South Korea	91
4.24	Sri Lanka	92
4.25	Taiwan	93
4.26	Thailand	94
4.27	Vietnam	95
5	EUROPE	96
5.1	Executive Summary	96
5.2	Albania	98
5.3	Andorra	99
5.4	Austria	99
5.5	Belarus	100
5.6	Belgium	101
5.7	Bosnia and Herzegovina	102
5.8	Bulgaria	103
5.9	Croatia	104
5.10	Cyprus	104

5.11	Czech Republic	105
5.12	Denmark	106
5.13	Estonia	107
5.14	Finland	107
5.15	France	108
5.16	Georgia	109
5.17	Germany	110
5.18	Greece	111
5.19	Hungary	112
5.20	Iceland	113
5.21	Ireland	114
5.22	Italy	114
5.23	Kazakhstan	115
5.24	Latvia	116
5.25	Liechtenstein	117
5.26	Lithuania	118
5.27	Luxembourg	118
5.28	Malta	119
5.29	Moldova	120
5.30	Monaco	120
5.31	Norway	121
5.32	Poland	122
5.33	Portugal	123
5.34	Romania	124
5.35	Russia	125
5.36	San Marino	126
5.37	Slovakia	126
5.38	Slovenia	127
5.39	Spain	128
5.40	Sweden	129
5.41	Switzerland	130
5.42	The Netherlands	131
5.43	The United Kingdom	132
5.44	Ukraine	133
6	LATIN AMERICA	134
6.1	Executive Summary	134
6.2	Argentina	135
6.3	Belize	136
6.4	Bolivia	137
6.5	Brazil	138
6.6	Chile	139
6.7	Colombia	140
6.8	Costa Rica	141
6.9	Ecuador	142

6.10	El Salvador	143
6.11	French Guiana	143
6.12	Guatemala	144
6.13	Guyana	145
6.14	Honduras	145
6.15	Mexico	146
6.16	Nicaragua	147
6.17	Panama	148
6.18	Paraguay	149
6.19	Peru	150
6.20	Suriname	151
6.21	The Falkland Islands	151
6.22	Uruguay	152
6.23	Venezuela	153
7	NORTH AMERICA & THE CARIBBEAN	154
7.1	Executive Summary	154
7.2	Antigua and Barbuda	156
7.3	Aruba	156
7.4	Barbados	157
7.5	Bermuda	158
7.6	Canada	158
7.7	Cuba	159
7.8	Dominica	160
7.9	Dominican Republic	161
7.10	Greenland	162
7.11	Grenada	163
7.12	Guadeloupe	163
7.13	Haiti	164
7.14	Jamaica	165
7.15	Martinique	165
7.16	Puerto Rico	166
7.17	St. Kitts and Nevis	167
7.18	St. Lucia	168
7.19	St. Vincent and the Grenadines	168
7.20	The Bahamas	169
7.21	The British Virgin Islands	170
7.22	The Cayman Islands	170
7.23	The Netherlands Antilles	171
7.24	The U.S. Virgin Islands	172
7.25	The United States	173
7.26	Trinidad and Tobago	174
8	OCEANA	175
8.1	Executive Summary	175

8.2	American Samoa	177
8.3	Australia	177
8.4	Christmas Island	178
8.5	Cook Islands	179
8.6	Fiji	179
8.7	French Polynesia	180
8.8	Guam	181
8.9	Kiribati	181
8.10	Marshall Islands	182
8.11	Micronesia Federation	183
8.12	Nauru	183
8.13	New Caledonia	184
8.14	New Zealand	185
8.15	Niue	186
8.16	Norfolk Island	186
8.17	Palau	187
8.18	Solomon Islands	188
8.19	The Northern Mariana Island	188
8.20	Tokelau	189
8.21	Tonga	190
8.22	Tuvalu	190
8.23	Vanuatu	191
8.24	Wallis and Futuna	192
8.25	Western Samoa	192
9	DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS	194
9.1	Disclaimers & Safe Harbor	194
9.2	Icon Group International, Inc. User Agreement Provisions	195

1 INTRODUCTION

1.1 OVERVIEW

This study covers the world outlook for human resource management systems (HRMS) across more than 200 countries. For each year reported, estimates are given for the *latent demand*, or *potential industry earnings (P.I.E.)*, for the country in question (in millions of U.S. dollars), the percent share the country is of the region and of the globe. These comparative benchmarks allow the reader to quickly gauge a country vis-à-vis others. Using econometric models which project fundamental economic dynamics within each country and across countries, latent demand estimates are created. This report does not discuss the specific players in the market serving the latent demand, nor specific details at the product level. The study also does not consider short-term cyclicalities that might affect realized sales. The study, therefore, is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved.

This study does not report actual sales data (which are simply unavailable, in a comparable or consistent manner in virtually all of the 230 countries of the world). This study gives, however, my estimates for the worldwide latent demand, or the P.I.E. for human resource management systems (HRMS). It also shows how the P.I.E. is divided across the world's regional and national markets. For each country, I also show my estimates of how the P.I.E. grows over time (positive or negative growth). In order to make these estimates, a multi-stage methodology was employed that is often taught in courses on international strategic planning at graduate schools of business.

Another reason why sales do not equate to latent demand is exchange rates. In this report, all figures assume the long-run efficiency of currency markets. Figures, therefore, equate values based on purchasing power parities across countries. Short-run distortions in the value of the dollar, therefore, do not figure into the estimates. Purchasing power parity estimates of country income were collected from official sources, and extrapolated using standard econometric models. The report uses the dollar as the currency of comparison, but not as a measure of transaction volume. The units used in this report are: US\$ Million.

1.2 WHAT IS LATENT DEMAND AND THE P.I.E.?

The concept of *latent demand* is rather subtle. The term *latent* typically refers to something that is dormant, not observable or not yet realized. *Demand* is the notion of an economic quantity that a target population or market requires under different assumptions of price, quality, and distribution, among other factors. Latent demand, therefore, is commonly defined by economists as the industry earnings of a market when that market becomes accessible and attractive to serve by competing firms. It is a measure, therefore, of *potential* industry earnings (P.I.E.) or total revenues (not profit) if a market is served in an efficient manner. It is typically expressed as the total revenues potentially extracted by firms. The “market” is defined at a given level in the value

chain. There can be latent demand at the retail level, at the wholesale level, the manufacturing level, and the raw materials level (the P.I.E. of higher levels of the value chain being always smaller than the P.I.E. of levels at lower levels of the same value chain, assuming all levels maintain minimum profitability).

The latent demand for human resource management systems (HRMS) is not actual or historic sales. Nor is latent demand future sales. In fact, latent demand can be lower or higher than actual sales if a market is inefficient (i.e. not representative of relatively competitive levels). Inefficiencies arise from a number of factors, including the lack of international openness, cultural barriers to consumption, regulations, and cartel-like behavior on the part of firms. In general, however, latent demand is typically larger than actual sales in a country market.

For reasons discussed later, this report does not consider the notion of “unit quantities”, only total latent revenues (i.e. a calculation of price times quantity is never made, though one is implied). The units used in this report are U.S. dollars not adjusted for inflation (i.e. the figures incorporate inflationary trends) and not adjusted for future dynamics in exchange rates. If inflation rates or exchange rates vary in a substantial way compared to recent experience, actually sales can also exceed latent demand (when expressed in U.S. dollars, not adjusted for inflation). On the other hand, latent demand can be typically higher than actual sales as there are often distribution inefficiencies that reduce actual sales below the level of latent demand.

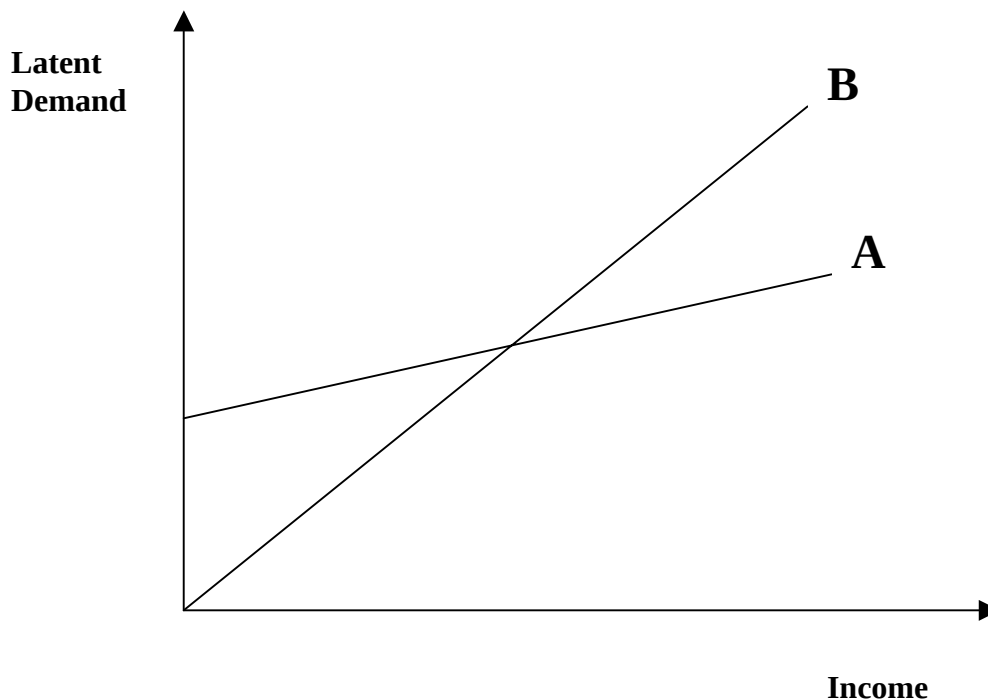
As mentioned in the introduction, this study is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved. In fact, all the current products or services on the market can cease to exist in their present form (i.e. at a brand-, R&D specification, or corporate-image level) and all the players can be replaced by other firms (i.e. via exits, entries, mergers, bankruptcies, etc.), and there will still be an international latent demand for human resource management systems (HRMS) at the aggregate level. Product and service offering details, and the actual identity of the players involved, while important for certain issues, are relatively unimportant for estimates of latent demand.

1.3 THE METHODOLOGY

In order to estimate the latent demand for human resource management systems (HRMS) on a worldwide basis, I used a multi-stage approach. Before applying the approach, one needs a basic theory from which such estimates are created. In this case, I heavily rely on the use of certain basic economic assumptions. In particular, there is an assumption governing the shape and type of aggregate latent demand functions. Latent demand functions relate the income of a country, city, state, household, or individual to realized consumption. Latent demand (often realized as consumption when an industry is efficient), at any level of the value chain, takes place if an equilibrium is realized. For firms to serve a market, they must perceive a latent demand and be able to serve that demand at a minimal return. The single most important variable determining consumption, assuming latent demand exists, is income (or other financial resources at higher

levels of the value chain). Other factors that can pivot or shape demand curves include external or exogenous shocks (i.e. business cycles), and or changes in utility for the product in question.

Ignoring, for the moment, exogenous shocks and variations in utility across countries, the aggregate relation between income and consumption has been a central theme in economics. The figure below concisely summarizes one aspect of problem. In the 1930s, John Maynard Keynes conjectured that as incomes rise, the average propensity to consume would fall. The average propensity to consume is the level of consumption divided by the level of income, or the slope of the line from the origin to the consumption function. He estimated this relationship empirically and found it to be true in the short-run (mostly based on cross-sectional data). The higher the income, the lower the average propensity to consume. This type of consumption function is labeled "A" in the figure below (note the rather flat slope of the curve). In the 1940s, another macroeconomist, Simon Kuznets, estimated long-run consumption functions which indicated that the marginal propensity to consume was rather constant (using time series data across countries). This type of consumption function is show as "B" in the figure below (note the higher slope and zero-zero intercept).¹ The average propensity to consume is constant.



Is it declining or is it constant? A number of other economists, notably Franco Modigliani and Milton Friedman, in the 1950s (and Irving Fisher earlier), explained why the two functions were different using various assumptions on intertemporal budget constraints, savings, and wealth. The shorter the time horizon, the more consumption can depend on wealth (earned in previous years)

¹ For a general overview of this subject area, see *Principles of Macroeconomics* by N. Gregory Mankiw, South-Western College Publishing; ISBN: 0030340594; 2nd edition (February 2002).

and business cycles. In the long-run, however, the propensity to consume is more constant. Similarly, in the long run, households, industries or countries with no income eventually have no consumption (wealth is depleted). While the debate surrounding beliefs about how income and consumption are related and interesting, in this study a very particular school of thought is adopted. In particular, we are considering the latent demand for human resource management systems (HRMS) across some 230 countries. The smallest have fewer than 10,000 inhabitants. I assume that all of these countries fall along a "long-run" aggregate consumption function. This long-run function applies despite some of these countries having wealth, current income dominates the latent demand for human resource management systems (HRMS). So, latent demand in the long-run has a zero intercept. However, I allow firms to have different propensities to consume (including being on consumption functions with differing slopes, which can account for differences in industrial organization, and end-user preferences).

Given this overriding philosophy, I will now describe the methodology used to create the latent demand estimates for human resource management systems (HRMS). Since ICON Group has asked me to apply this methodology to a large number of categories, the rather academic discussion below is general and can be applied to a wide variety of categories, not just human resource management systems (HRMS).

1.3.1 Step 1. Product Definition and Data Collection

Any study of latent demand across countries requires that some standard be established to define "efficiently served". Having implemented various alternatives and matched these with market outcomes, I have found that the optimal approach is to assume that certain key countries are more likely to be at or near efficiency than others. These countries are given greater weight than others in the estimation of latent demand compared to other countries for which no known data are available. Of the many alternatives, I have found the assumption that the world's highest aggregate income and highest income-per-capita markets reflect the best standards for "efficiency". High aggregate income alone is not sufficient (i.e. China has high aggregate income, but low income per capita and can not assumed to be efficient). Aggregate income can be operationalized in a number of ways, including gross domestic product (for industrial categories), or total disposable income (for household categories; population times average income per capita, or number of households times average household income per capita). Brunei, Nauru, Kuwait, and Lichtenstein are examples of countries with high income per capita, but not assumed to be efficient, given low aggregate level of income (or gross domestic product); these countries have, however, high incomes per capita but may not benefit from the efficiencies derived from economies of scale associated with larger economies. Only countries with high income per capita and large aggregate income are assumed efficient. This greatly restricts the pool of countries to those in the OECD (Organization for Economic Cooperation and Development), like the United States, or the United Kingdom (which were earlier than other large OECD economies to liberalize their markets).

The selection of countries is further reduced by the fact that not all countries in the OECD report industry revenues at the category level. Countries that typically have ample data at the aggregate level that meet the efficiency criteria include the United States, the United Kingdom and in some cases France and Germany.

Latent demand is therefore estimated using data collected for relatively efficient markets from independent data sources (e.g. Euromonitor, Mintel, Thomson Financial Services, the U.S. Industrial Outlook, the World Resources Institute, the Organization for Economic Cooperation and Development, various agencies from the United Nations, industry trade associations, the International Monetary Fund, and the World Bank). Depending on original data sources used, the definition of “human resource management systems (HRMS)” is established. In the case of this report, the data were reported at the aggregate level, with no further breakdown or definition. In other words, any potential product or service that might be incorporated within human resource management systems (HRMS) falls under this category. Public sources rarely report data at the disaggregated level in order to protect private information from individual firms that might dominate a specific product-market. These sources will therefore aggregate across components of a category and report only the aggregate to the public. While private data are certainly available, this report only relies on public data at the aggregate level without reliance on the summation of various category components. In other words, this report does not aggregate a number of components to arrive at the “whole”. Rather, it starts with the “whole”, and estimates the whole for all countries and the world at large (without needing to know the specific parts that went into the whole in the first place).

Given this caveat, in this report we define the sales of human resource management systems (HRMS) as including all commonly understood products falling within this broad category, such as software that reduces the manual workload of administrative activities, irrespective of product packaging, formulation, size, or form. Companies participating in this industry include Oracle, Ascentis Software, IBM, Microsoft, and SAP. In addition to the sources indicated below, additional information available to the public via news and/or press releases published by players in the industry (including reports from AMR Research, Global Industry Analysts, Forrester Research, Frost & Sullivan, Gartner, IDC, and MarketResearch.com) was considered in defining and calibrating this category.

1.3.2 Step 2. Filtering and Smoothing

Based on the aggregate view of human resource management systems (HRMS) as defined above, data were then collected for as many similar countries as possible for that same definition, at the same level of the value chain. This generates a convenience sample of countries from which comparable figures are available. If the series in question do not reflect the same accounting period, then adjustments are made. In order to eliminate short-term effects of business cycles, the series are smoothed using an 2 year moving average weighting scheme (longer weighting schemes do not substantially change the results). If data are available for a country, but these reflect short-run aberrations due to exogenous shocks (such as would be the case of beef sales in a

country stricken with foot and mouth disease), these observations were dropped or "filtered" from the analysis.

1.3.3 Step 3. Filling in Missing Values

In some cases, data are available for countries on a sporadic basis. In other cases, data from a country may be available for only one year. From a Bayesian perspective, these observations should be given greatest weight in estimating missing years. Assuming that other factors are held constant, the missing years are extrapolated using changes and growth in aggregate national income. Based on the overriding philosophy of a long-run consumption function (defined earlier), countries which have missing data for any given year, are estimated based on historical dynamics of aggregate income for that country.²

1.3.4 Step 4. Varying Parameter, Non-linear Estimation

Given the data available from the first three steps, the latent demand in additional countries is estimated using a "varying-parameter cross-sectionally pooled time series model".³ Simply stated, the effect of income on latent demand is assumed to be constant across countries unless there is empirical evidence to suggest that this effect varies (i.e. the slope of the income effect is not necessarily same for all countries). This assumption applies across countries along the aggregate consumption function, but also over time (i.e. not all countries are perceived to have the same income growth prospects over time and this effect can vary from country to country as well). Another way of looking at this is to say that latent demand for human resource management systems (HRMS) is more likely to be similar across countries that have similar characteristics in terms of economic development (i.e. African countries will have similar latent demand structures controlling for the income variation across the pool of African countries).

This approach is useful across countries for which some notion of non-linearity exists in the aggregate cross-country consumption function. For some categories, however, the reader must realize that the numbers will reflect a country's contribution to global latent demand and may never be realized in the form of local sales. For certain country-category combinations this will

² This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, various agencies from the United Nations (e.g. ILO, ITU, UNDP, etc.), and non-governmental sources, including Icon Group International, Inc., Euromonitor, the World Resources Institute, Mintel, the U.S. Industrial Outlook, and various public sources cited in the trade press.

³ The interested reader can find longer discussions of this type of modeling in *Studies in Global Econometrics (Advanced Studies in Theoretical and Applied Econometrics V. 30)*, by Henri Theil, et al., Kluwer Academic Publishers; ISBN: 0792336607; (June 1996), and in *Principles of Econometrics*, by Henri Theil John Wiley & Sons; ISBN: 0471858455; (December 1971), and in *Econometric Models and Economic Forecasts* by Robert S. Pindyck, Daniel L. Rubinfeld McGraw Hill Text; ISBN: 0070500983; 3rd edition (December 1991).

result in what at first glance will be odd results. For example, the latent demand for the category “space vehicles” will exist for “Togo” even though they have no space program. The assumption is that if the economies in these countries did not exist, the world aggregate for these categories would be lower. The share attributed to these countries is based on a proportion of their income (however small) being used to consume the category in question (i.e. perhaps via resellers).

1.3.5 Step 5. Fixed-Parameter Linear Estimation

Nonlinearities are assumed in cases where filtered data exist along the aggregate consumption function. Because the world consists of more than 200 countries, there will always be those countries, especially toward the bottom of the consumption function, where non-linear estimation is simply not possible. For these countries, equilibrium latent demand is assumed to be perfectly parametric and not a function of wealth (i.e. a country’s stock of income), but a function of current income (a country’s flow of income). In the long run, if a country has no current income, the latent demand for human resource management systems (HRMS) is assumed to approach zero. The assumption is that wealth stocks fall rapidly to zero if flow income falls to zero (i.e. countries which earn low levels of income will not use their savings, in the long run, to demand human resource management systems (HRMS)). In a graphical sense, for low income countries, latent demand approaches zero in a parametric linear fashion with a zero-zero intercept. In this stage of the estimation procedure, low-income countries are assumed to have a latent demand proportional to their income, based on the country closest to it on the aggregate consumption function.

1.3.6 Step 6. Aggregation and Benchmarking

Based on the models described above, latent demand figures are estimated for all countries of the world, including for the smallest economies. These are then aggregated to get world totals and regional totals. To make the numbers more meaningful, regional and global demand averages are presented. Figures are rounded, so minor inconsistencies may exist across tables.

1.3.7 Step 7. Latent Demand Density: Allocating Across Cities

With the advent of a “borderless world”, cities become a more important criteria in prioritizing markets, as opposed to regions, continents, or countries. This report also covers the world’s top 2000 cities. The purpose is to understand the density of demand within a country and the extent to which a city might be used as a point of distribution within its region. From an economic perspective, however, a city does not represent a population within rigid geographical boundaries. To an economist or strategic planner, a city represents an area of dominant influence over markets in adjacent areas. This influence varies from one industry to another, but also from one period of time to another.

Similar to country-level data, the reader needs to realize that latent demand allocated to a city may or may not represent real sales. For many items, latent demand is clearly observable in sales, as in the case for food or housing items. Consider, again, the category “satellite launch vehicles.” Clearly, there are no launch pads in most cities of the world. However, the core benefit of the vehicles (e.g. telecommunications, etc.) is “consumed” by residents or industries within the world’s cities. Without certain cities, in other words, the world market for satellite launch vehicles would be lower for the world in general. One needs to allocate, therefore, a portion of the worldwide economic demand for launch vehicles to regions, countries and cities. This report takes the broader definition and considers, therefore, a city as a part of the global market. I allocate latent demand across areas of dominant influence based on the relative economic importance of cities within its home country, within its region and across the world total. Not all cities are estimated within each country as demand may be allocated to adjacent areas of influence. Since some cities have higher economic wealth than others within the same country, a city’s population is not generally used to allocate latent demand. Rather, the level of economic activity of the city vis-à-vis others.

2 SUMMARY OF FINDINGS

Based on the methodology described above, the latent demand for human resource management systems (HRMS) is estimated to be \$10.1 billion in 2009. The distribution of the world latent demand (or potential industry earnings), however, is not be evenly distributed across regions. Asia is the largest market with \$3.1 billion or 30.53 percent, followed by North America & the Caribbean with \$2.5 billion or 24.56 percent, and then Europe with \$2.6 billion or 26.35 percent of the world market. In essence, if firms target these top 3 regions, they cover come 81.44 percent of the global latent demand for human resource management systems (HRMS).

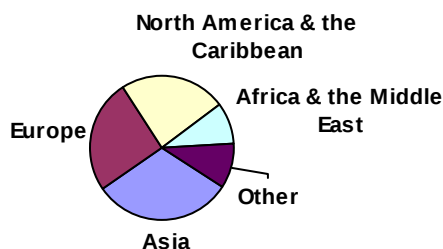
2.1 THE WORLDWIDE MARKET POTENTIAL

Worldwide Market Potential for Human Resource Management Systems (HRMS) (US\$ Million): 2009

Region	Latent Demand US\$ Million	% of Globe
Asia	3,068	30.5
Europe	2,649	26.4
North America & the Caribbean	2,469	24.6
Africa & the Middle East	913	9.1
Latin America	815	8.1
Oceania	139	1.4
Total	10,052	100.0

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Worldwide Market Potential for Human Resource Management Systems (HRMS) (US\$ Million): 2009



World Market for Human Resource Management Systems (HRMS): 2004 - 2014

Year	World Market US\$ Million
2004	6,391.94
2005	6,937.27
2006	7,531.62
2007	8,208.80
2008	9,111.86
2009	10,051.86
2010	10,995.28
2011	11,946.14
2012	12,916.30
2013	13,959.39
2014	15,090.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3 AFRICA & THE MIDDLE EAST

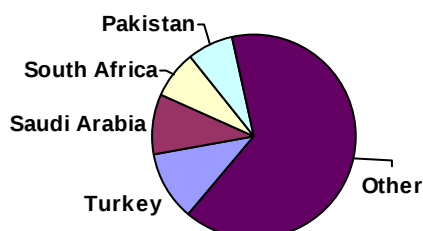
3.1 EXECUTIVE SUMMARY

Market Potential for Human Resource Management Systems (HRMS) in Africa & the Middle East (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Africa & the Middle East
Turkey	103.29	11.31%
Saudi Arabia	88.35	9.68%
South Africa	72.30	7.92%
Pakistan	69.39	7.60%
Egypt	67.47	7.39%
Iran	65.70	7.20%
Nigeria	45.86	5.02%
Algeria	41.50	4.55%
Israel	28.60	3.13%
The United Arab Emirates	22.91	2.51%
Kuwait	21.49	2.35%
Morocco	19.37	2.12%
Sudan	17.28	1.89%
Iraq	15.46	1.69%
Angola	13.11	1.44%
Syrian Arab Republic	12.73	1.39%
Libya	12.21	1.34%
Tunisia	12.00	1.31%
Azerbaijan	11.69	1.28%
Uzbekistan	9.77	1.07%
Oman	9.48	1.04%
Qatar	9.04	0.99%
Kenya	8.97	0.98%
Ethiopia	8.71	0.95%
Yemen	8.07	0.88%
Other	118.31	12.96%
Total	913.03	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Human Resource Management Systems (HRMS) in Africa & the Middle East (US\$ Million): 2009



The Market for Human Resource Management Systems (HRMS) in Africa & the Middle East: 2004 - 2014

Year	US\$ Million	% of Globe
2004	592.67	9.27
2005	641.82	9.25
2006	695.15	9.23
2007	755.23	9.20
2008	832.70	9.14
2009	913.03	9.08
2010	993.93	9.04
2011	1,075.85	9.01
2012	1,159.82	8.98
2013	1,249.81	8.95
2014	1,346.98	8.93

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.2 AFGHANISTAN

Human Resource Management Systems (HRMS) (US\$ Million): Afghanistan 2004 - 2014

Year	Afghanistan	% of Region	% of Globe
2004	3.40	0.57%	0.05%
2005	3.71	0.58%	0.05%
2006	4.06	0.58%	0.05%
2007	4.45	0.59%	0.05%
2008	4.95	0.60%	0.05%
2009	5.48	0.60%	0.05%
2010	6.01	0.60%	0.05%
2011	6.55	0.61%	0.05%
2012	7.11	0.61%	0.06%
2013	7.72	0.62%	0.06%
2014	8.38	0.62%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Afghanistan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kabul	447	3.51	64.17	0.38	0.03
Qandahar	1,243	0.56	10.18	0.06	0.01
Herat	1,350	0.44	7.98	0.05	0.00
Mazar-e-Sharif	1,450	0.32	5.90	0.04	0.00
Jalalabad	1,679	0.14	2.61	0.02	0.00
Qonduz	1,681	0.14	2.57	0.02	0.00
Baghlan	1,749	0.10	1.85	0.01	0.00
Meymaneh	1,754	0.10	1.80	0.01	0.00
Pol-e-Khomri	1,790	0.08	1.49	0.01	0.00
Ghazni	1,799	0.08	1.44	0.01	0.00
Total		5.48	100.00	0.60	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.3 ALGERIA

Human Resource Management Systems (HRMS) (US\$ Million): Algeria 2004 - 2014

Year	Algeria	% of Region	% of Globe
2004	27.79	4.69%	0.43%
2005	29.91	4.66%	0.43%
2006	32.19	4.63%	0.43%
2007	34.75	4.60%	0.42%
2008	38.07	4.57%	0.42%
2009	41.50	4.55%	0.41%
2010	44.92	4.52%	0.41%
2011	48.33	4.49%	0.40%
2012	51.79	4.47%	0.40%
2013	55.46	4.44%	0.40%
2014	59.40	4.41%	0.39%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Algeria: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Algiers	143	15.01	36.17	1.64	0.15
Oran	270	6.26	15.09	0.69	0.06
Constantine	371	4.39	10.58	0.48	0.04
Annaba	490	3.05	7.34	0.33	0.03
Batna	718	1.81	4.37	0.20	0.02
Blida	744	1.70	4.10	0.19	0.02
Setif	747	1.69	4.08	0.19	0.02
Sidi-Bel-Abbes	794	1.52	3.67	0.17	0.02
Ech-Cheliff	863	1.29	3.12	0.14	0.01
Skikda	865	1.28	3.10	0.14	0.01
Tlemcen	871	1.26	3.05	0.14	0.01
Bejaia	917	1.15	2.76	0.13	0.01
Bechar	952	1.07	2.57	0.12	0.01
Total		41.50	100.00	4.55	0.41

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.4 ANGOLA

Human Resource Management Systems (HRMS) (US\$ Million): Angola 2004 - 2014

Year	Angola	% of Region	% of Globe
2004	6.65	1.12%	0.10%
2005	7.58	1.18%	0.11%
2006	8.64	1.24%	0.11%
2007	9.88	1.31%	0.12%
2008	11.46	1.38%	0.13%
2009	13.11	1.44%	0.13%
2010	14.87	1.50%	0.14%
2011	16.77	1.56%	0.14%
2012	18.84	1.62%	0.15%
2013	21.15	1.69%	0.15%
2014	23.75	1.76%	0.16%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Angola: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Luanda	194	10.29	78.48	1.13	0.10
Lubango	1,104	0.74	5.65	0.08	0.01
Namibe	1,133	0.70	5.38	0.08	0.01
Huambo	1,349	0.44	3.34	0.05	0.00
Lobito	1,359	0.42	3.23	0.05	0.00
Benguela	1,482	0.29	2.21	0.03	0.00
Malanje	1,556	0.23	1.72	0.02	0.00
Total		13.11	100.00	1.44	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.5 ARMENIA

Human Resource Management Systems (HRMS) (US\$ Million): Armenia 2004 - 2014

Year	Armenia	% of Region	% of Globe
2004	1.42	0.24%	0.02%
2005	1.61	0.25%	0.02%
2006	1.82	0.26%	0.02%
2007	2.07	0.27%	0.03%
2008	2.38	0.29%	0.03%
2009	2.71	0.30%	0.03%
2010	3.05	0.31%	0.03%
2011	3.43	0.32%	0.03%
2012	3.83	0.33%	0.03%
2013	4.27	0.34%	0.03%
2014	4.77	0.35%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Armenia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Yerevan	790	1.53	56.57	0.17	0.02
Gyumri	1,518	0.25	9.39	0.03	0.00
Kirovakan	1,575	0.21	7.74	0.02	0.00
Hrazdan	1,800	0.08	2.89	0.01	0.00
Echmiadzin	1,807	0.07	2.75	0.01	0.00
Abovian	1,812	0.07	2.70	0.01	0.00
Kaphan	1,841	0.06	2.15	0.01	0.00
Hoktemberian	1,852	0.05	2.02	0.01	0.00
Charentsavan	1,878	0.04	1.65	0.00	0.00
Artashat	1,891	0.04	1.51	0.00	0.00
Kamo	1,894	0.04	1.47	0.00	0.00
Goris	1,911	0.03	1.24	0.00	0.00
Sevan	1,912	0.03	1.24	0.00	0.00
Massis	1,920	0.03	1.15	0.00	0.00
Ashtarak	1,921	0.03	1.15	0.00	0.00
Others		0.12	4.40	0.01	0.00
Total		2.71	100.00	0.30	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.6 AZERBAIJAN**Human Resource Management Systems (HRMS) (US\$ Million): Azerbaijan 2004 - 2014**

Year	Azerbaijan	% of Region	% of Globe
2004	5.93	1.00%	0.09%
2005	6.76	1.05%	0.10%
2006	7.71	1.11%	0.10%
2007	8.81	1.17%	0.11%
2008	10.22	1.23%	0.11%
2009	11.69	1.28%	0.12%
2010	13.26	1.33%	0.12%
2011	14.96	1.39%	0.13%
2012	16.80	1.45%	0.13%
2013	18.87	1.51%	0.14%
2014	21.19	1.57%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Azerbaijan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Baku	223	8.10	69.28	0.89	0.08
Gyandzha	866	1.28	10.96	0.14	0.01
Sumgait	953	1.06	9.11	0.12	0.01
Mingechaur	1,452	0.32	2.76	0.04	0.00
Sheki	1,529	0.24	2.09	0.03	0.00
Nakhichevan	1,542	0.24	2.01	0.03	0.00
Lenkoran	1,592	0.19	1.66	0.02	0.00
Stepanakert	1,647	0.16	1.38	0.02	0.00
Shemakha	1,774	0.09	0.75	0.01	0.00
Total		11.69	100.00	1.28	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.7 BAHRAIN**Human Resource Management Systems (HRMS) (US\$ Million): Bahrain 2004 - 2014**

Year	Bahrain	% of Region	% of Globe
2004	2.44	0.41%	0.04%
2005	2.65	0.41%	0.04%
2006	2.88	0.41%	0.04%
2007	3.15	0.42%	0.04%
2008	3.48	0.42%	0.04%
2009	3.83	0.42%	0.04%
2010	4.19	0.42%	0.04%
2011	4.55	0.42%	0.04%
2012	4.92	0.42%	0.04%
2013	5.32	0.43%	0.04%
2014	5.75	0.43%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bahrain: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Manama	699	1.90	49.67	0.21	0.02
Muharraq	997	0.98	25.49	0.11	0.01
Jidd Hafs	1,208	0.60	15.69	0.07	0.01
Isa Town	1,506	0.26	6.86	0.03	0.00
Al Hidd	1,773	0.09	2.29	0.01	0.00
Total		3.83	100.00	0.42	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.8 BENIN

Human Resource Management Systems (HRMS) (US\$ Million): Benin 2004 - 2014

Year	Benin	% of Region	% of Globe
2004	1.26	0.21%	0.02%
2005	1.36	0.21%	0.02%
2006	1.46	0.21%	0.02%
2007	1.57	0.21%	0.02%
2008	1.72	0.21%	0.02%
2009	1.88	0.21%	0.02%
2010	2.03	0.20%	0.02%
2011	2.19	0.20%	0.02%
2012	2.34	0.20%	0.02%
2013	2.51	0.20%	0.02%
2014	2.68	0.20%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Benin: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Cotonou	959	1.06	56.24	0.12	0.01
Porto-Novo	1,334	0.45	24.02	0.05	0.00
Parakou	1,678	0.14	7.62	0.02	0.00
Abomey	1,720	0.12	6.24	0.01	0.00
Natitingou	1,731	0.11	5.89	0.01	0.00
Total		1.88	100.00	0.21	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.9 BOTSWANA

Human Resource Management Systems (HRMS) (US\$ Million): Botswana 2004 - 2014

Year	Botswana	% of Region	% of Globe
2004	2.49	0.42%	0.04%
2005	2.68	0.42%	0.04%
2006	2.89	0.42%	0.04%
2007	3.12	0.41%	0.04%
2008	3.42	0.41%	0.04%
2009	3.73	0.41%	0.04%
2010	4.04	0.41%	0.04%
2011	4.35	0.40%	0.04%
2012	4.66	0.40%	0.04%
2013	4.99	0.40%	0.04%
2014	5.35	0.40%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Botswana: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Gaborone	1,181	0.63	17.02	0.07	0.01
Mahalapye	1,222	0.58	15.49	0.06	0.01
Serowe	1,264	0.53	14.26	0.06	0.01
Tutume	1,302	0.49	13.04	0.05	0.00
Bobonong	1,464	0.31	8.28	0.03	0.00
Francistown	1,486	0.28	7.52	0.03	0.00
Selebi-Phikwe	1,507	0.26	7.06	0.03	0.00
Lobatse	1,670	0.15	3.99	0.02	0.00
Molepolole	1,716	0.12	3.22	0.01	0.00
Kanye	1,725	0.11	3.07	0.01	0.00
Mochudi	1,748	0.10	2.76	0.01	0.00
Maun	1,781	0.09	2.30	0.01	0.00
Ramotswa	1,808	0.07	1.99	0.01	0.00
Total		3.73	100.00	0.41	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.10 BURKINA FASO**Human Resource Management Systems (HRMS) (US\$ Million): Burkina Faso 2004 - 2014**

Year	Burkina Faso	% of Region	% of Globe
2004	1.82	0.31%	0.03%
2005	1.96	0.31%	0.03%
2006	2.10	0.30%	0.03%
2007	2.27	0.30%	0.03%
2008	2.48	0.30%	0.03%
2009	2.70	0.30%	0.03%
2010	2.91	0.29%	0.03%
2011	3.13	0.29%	0.03%
2012	3.35	0.29%	0.03%
2013	3.58	0.29%	0.03%
2014	3.82	0.28%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Burkina Faso: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ouagadougou	811	1.44	53.58	0.16	0.01
Bobo-Dioulasso	1,095	0.75	28.00	0.08	0.01
Koudougou	1,633	0.17	6.30	0.02	0.00
Ouahigouya	1,709	0.13	4.73	0.01	0.00
Banfora	1,724	0.11	4.24	0.01	0.00
Kaya	1,782	0.08	3.15	0.01	0.00
Total		2.70	100.00	0.30	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.11 BURUNDI

Human Resource Management Systems (HRMS) (US\$ Million): Burundi 2004 - 2014

Year	Burundi	% of Region	% of Globe
2004	0.65	0.11%	0.01%
2005	0.70	0.11%	0.01%
2006	0.76	0.11%	0.01%
2007	0.82	0.11%	0.01%
2008	0.90	0.11%	0.01%
2009	0.99	0.11%	0.01%
2010	1.08	0.11%	0.01%
2011	1.16	0.11%	0.01%
2012	1.25	0.11%	0.01%
2013	1.35	0.11%	0.01%
2014	1.45	0.11%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Burundi: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bujumbura	1,135	0.70	70.91	0.08	0.01
Gitega	1,528	0.24	24.68	0.03	0.00
Bururi	1,979	0.02	2.08	0.00	0.00
Rumonge	2,012	0.01	1.30	0.00	0.00
Ngozi	2,023	0.01	1.04	0.00	0.00
Total		0.99	100.00	0.11	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.12 CAMEROON

Human Resource Management Systems (HRMS) (US\$ Million): Cameroon 2004 - 2014

Year	Cameroon	% of Region	% of Globe
2004	4.26	0.72%	0.07%
2005	4.55	0.71%	0.07%
2006	4.86	0.70%	0.06%
2007	5.21	0.69%	0.06%
2008	5.66	0.68%	0.06%
2009	6.13	0.67%	0.06%
2010	6.60	0.66%	0.06%
2011	7.05	0.66%	0.06%
2012	7.51	0.65%	0.06%
2013	7.99	0.64%	0.06%
2014	8.50	0.63%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cameroon: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Douala	516	2.85	46.52	0.31	0.03
Yaounde	717	1.82	29.65	0.20	0.02
Nkongsamba	1,483	0.29	4.66	0.03	0.00
Maroua	1,498	0.27	4.41	0.03	0.00
Garoua	1,510	0.26	4.25	0.03	0.00
Bafoussam	1,591	0.19	3.17	0.02	0.00
Kumba	1,686	0.14	2.25	0.02	0.00
Bamenda	1,713	0.12	2.00	0.01	0.00
Foumban	1,746	0.10	1.71	0.01	0.00
Limbe	1,785	0.08	1.37	0.01	0.00
Total		6.13	100.00	0.67	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.13 CAPE VERDE

Human Resource Management Systems (HRMS) (US\$ Million): Cape Verde 2004 - 2014

Year	Cape Verde	% of Region	% of Globe
2004	0.36	0.06%	0.01%
2005	0.40	0.06%	0.01%
2006	0.43	0.06%	0.01%
2007	0.47	0.06%	0.01%
2008	0.53	0.06%	0.01%
2009	0.58	0.06%	0.01%
2010	0.63	0.06%	0.01%
2011	0.69	0.06%	0.01%
2012	0.75	0.06%	0.01%
2013	0.81	0.06%	0.01%
2014	0.88	0.07%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cape Verde: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Praia	1,456	0.32	54.95	0.03	0.00
Mindelo	1,541	0.24	40.66	0.03	0.00
Ribeira Grande	2,013	0.01	2.20	0.00	0.00
Santa Maria	2,050	0.01	1.10	0.00	0.00
Sal Rei	2,051	0.01	1.10	0.00	0.00
Total		0.58	100.00	0.06	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.14 CENTRAL AFRICAN REPUBLIC

Human Resource Management Systems (HRMS) (US\$ Million): Central African Republic 2004 - 2014

Year	Central African Republic	% of Region	% of Globe
2004	0.32	0.05%	0.01%
2005	0.35	0.05%	0.01%
2006	0.37	0.05%	0.00%
2007	0.40	0.05%	0.00%
2008	0.44	0.05%	0.00%
2009	0.48	0.05%	0.00%
2010	0.52	0.05%	0.00%
2011	0.55	0.05%	0.00%
2012	0.59	0.05%	0.00%
2013	0.63	0.05%	0.00%
2014	0.67	0.05%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Central African Republic: Human Resource Management Systems (HRMS) in 2009,

US\$ Million					
City	World Rank	US \$ mln	%Country	%Region	%World
Bangui	1,448	0.33	68.70	0.04	0.00
Berberati	1,851	0.05	11.51	0.01	0.00
Bouar	1,926	0.03	6.33	0.00	0.00
Bambari	1,936	0.03	5.98	0.00	0.00
Bangassou	1,983	0.02	4.14	0.00	0.00
Mbaiki	2,003	0.02	3.34	0.00	0.00
Total		0.48	100.00	0.05	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.15 CHAD**Human Resource Management Systems (HRMS) (US\$ Million): Chad 2004 - 2014**

Year	Chad	% of Region	% of Globe
2004	1.87	0.32%	0.03%
2005	1.95	0.30%	0.03%
2006	2.03	0.29%	0.03%
2007	2.13	0.28%	0.03%
2008	2.26	0.27%	0.02%
2009	2.39	0.26%	0.02%
2010	2.52	0.25%	0.02%
2011	2.64	0.25%	0.02%
2012	2.75	0.24%	0.02%
2013	2.86	0.23%	0.02%
2014	2.98	0.22%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Chad: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
N'Djamena	892	1.20	50.05	0.13	0.01
Sarh	1,480	0.29	12.12	0.03	0.00
Moundou	1,581	0.20	8.50	0.02	0.00
Abeche	1,637	0.17	6.94	0.02	0.00
Bongor	1,645	0.16	6.74	0.02	0.00
Doba	1,666	0.15	6.26	0.02	0.00
Lai	1,690	0.14	5.67	0.01	0.00
Koumra	1,872	0.05	1.96	0.01	0.00
Kelo	1,882	0.04	1.76	0.00	0.00
Total		2.39	100.00	0.26	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.16 COMOROS

Human Resource Management Systems (HRMS) (US\$ Million): Comoros 2004 - 2014

Year	Comoros	% of Region	% of Globe
2004	0.15	0.02%	0.00%
2005	0.15	0.02%	0.00%
2006	0.16	0.02%	0.00%
2007	0.17	0.02%	0.00%
2008	0.18	0.02%	0.00%
2009	0.19	0.02%	0.00%
2010	0.20	0.02%	0.00%
2011	0.21	0.02%	0.00%
2012	0.22	0.02%	0.00%
2013	0.23	0.02%	0.00%
2014	0.24	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Comoros: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Moroni	1,763	0.09	48.84	0.01	0.00
Mutsamudu	1,843	0.06	30.23	0.01	0.00
Fomboni	1,944	0.03	13.95	0.00	0.00
Mitsamiouli	2,010	0.01	6.98	0.00	0.00
Total		0.19	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.17 CONGO (FORMERLY ZAIRE)

Human Resource Management Systems (HRMS) (US\$ Million): Congo (formerly Zaire) 2004 - 2014

Year	Congo (formerly Zaire)	% of Region	% of Globe
2004	1.87	0.32%	0.03%
2005	2.04	0.32%	0.03%
2006	2.22	0.32%	0.03%
2007	2.43	0.32%	0.03%
2008	2.70	0.32%	0.03%
2009	2.98	0.33%	0.03%
2010	3.26	0.33%	0.03%
2011	3.54	0.33%	0.03%
2012	3.84	0.33%	0.03%
2013	4.16	0.33%	0.03%
2014	4.50	0.33%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

**Congo (formerly Zaire): Human Resource Management Systems (HRMS) in 2009,
US\$ Million**

City	World Rank	US \$ mln	%Country	%Region	%World
Kinshasa	802	1.49	50.00	0.16	0.01
Lubumbashi	1,469	0.30	10.23	0.03	0.00
Mbuji-Mayi	1,537	0.24	7.97	0.03	0.00
Kananga	1,640	0.16	5.48	0.02	0.00
Kisangani	1,654	0.16	5.33	0.02	0.00
Likasi	1,737	0.11	3.65	0.01	0.00
Kalemie	1,756	0.10	3.24	0.01	0.00
Bukavu	1,757	0.10	3.22	0.01	0.00
Kamina	1,771	0.09	3.01	0.01	0.00
Kikwit	1,789	0.08	2.77	0.01	0.00
Matadi	1,791	0.08	2.73	0.01	0.00
Mbandaka	1,827	0.07	2.35	0.01	0.00
Total		2.98	100.00	0.33	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.18 COTE D'IVOIRE

**Human Resource Management Systems (HRMS) (US\$ Million): Cote d'Ivoire 2004
- 2014**

Year	Cote d'Ivoire	% of Region	% of Globe
2004	3.61	0.61%	0.06%
2005	3.83	0.60%	0.06%
2006	4.06	0.58%	0.05%
2007	4.31	0.57%	0.05%
2008	4.65	0.56%	0.05%
2009	5.00	0.55%	0.05%
2010	5.34	0.54%	0.05%
2011	5.67	0.53%	0.05%
2012	5.99	0.52%	0.05%
2013	6.33	0.51%	0.05%
2014	6.69	0.50%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cote d'Ivoire: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Abidjan	428	3.73	74.60	0.41	0.04
Bouake	1,340	0.44	8.87	0.05	0.00
Yamoussoukro	1,534	0.24	4.84	0.03	0.00
Daloa	1,646	0.16	3.23	0.02	0.00
Port-Bouet	1,714	0.12	2.42	0.01	0.00
Man	1,730	0.11	2.22	0.01	0.00
Korhogo	1,743	0.11	2.14	0.01	0.00
Gagnoa	1,783	0.08	1.69	0.01	0.00
Total		5.00	100.00	0.55	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.19 DJIBOUTI**Human Resource Management Systems (HRMS) (US\$ Million): Djibouti 2004 - 2014**

Year	Djibouti	% of Region	% of Globe
2004	0.20	0.03%	0.00%
2005	0.21	0.03%	0.00%
2006	0.23	0.03%	0.00%
2007	0.24	0.03%	0.00%
2008	0.27	0.03%	0.00%
2009	0.29	0.03%	0.00%
2010	0.31	0.03%	0.00%
2011	0.33	0.03%	0.00%
2012	0.35	0.03%	0.00%
2013	0.38	0.03%	0.00%
2014	0.40	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Djibouti: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Djibouti	1,597	0.19	66.67	0.02	0.00
Dikhil	1,932	0.03	10.11	0.00	0.00
Tadjourah	1,964	0.02	8.05	0.00	0.00
Ali-Sabiah	1,966	0.02	7.82	0.00	0.00
Obock	1,975	0.02	7.36	0.00	0.00
Total		0.29	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.20 EGYPT

Human Resource Management Systems (HRMS) (US\$ Million): Egypt 2004 - 2014

Year	Egypt	% of Region	% of Globe
2004	42.19	7.12%	0.66%
2005	46.05	7.18%	0.66%
2006	50.27	7.23%	0.67%
2007	55.04	7.29%	0.67%
2008	61.14	7.34%	0.67%
2009	67.47	7.39%	0.67%
2010	73.90	7.44%	0.67%
2011	80.48	7.48%	0.67%
2012	87.28	7.53%	0.68%
2013	94.61	7.57%	0.68%
2014	102.55	7.61%	0.68%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Egypt: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Cairo	44	40.19	59.57	4.40	0.40
Alexandria	190	10.66	15.80	1.17	0.11
Giza	278	6.11	9.05	0.67	0.06
Al-Mahallah al Kubra	823	1.41	2.09	0.15	0.01
Port Said	826	1.40	2.07	0.15	0.01
Tanta	837	1.37	2.03	0.15	0.01
Al-Mansurah	859	1.31	1.94	0.14	0.01
Helwan	864	1.29	1.91	0.14	0.01
Asyut	954	1.06	1.58	0.12	0.01
Zagazig	985	1.00	1.48	0.11	0.01
Suez	1,003	0.97	1.44	0.11	0.01
Aswan	1,121	0.72	1.06	0.08	0.01
Total		67.47	100.00	7.39	0.67

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.21 EQUATORIAL GUINEA

Human Resource Management Systems (HRMS) (US\$ Million): Equatorial Guinea 2004 - 2014

Year	Equatorial Guinea	% of Region	% of Globe
2004	2.22	0.37%	0.03%
2005	2.50	0.39%	0.04%
2006	2.81	0.40%	0.04%
2007	3.18	0.42%	0.04%
2008	3.64	0.44%	0.04%
2009	4.12	0.45%	0.04%
2010	4.62	0.46%	0.04%
2011	5.16	0.48%	0.04%
2012	5.74	0.49%	0.04%
2013	6.38	0.51%	0.05%
2014	7.09	0.53%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Equatorial Guinea: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Malabo	689	1.94	47.24	0.21	0.02
Bata	1,019	0.94	22.83	0.10	0.01
Luba	1,123	0.71	17.32	0.08	0.01
Mbini	1,274	0.52	12.60	0.06	0.01
Total		4.12	100.00	0.45	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.22 ETHIOPIA

Human Resource Management Systems (HRMS) (US\$ Million): Ethiopia 2004 - 2014

Year	Ethiopia	% of Region	% of Globe
2004	5.08	0.86%	0.08%
2005	5.63	0.88%	0.08%
2006	6.23	0.90%	0.08%
2007	6.92	0.92%	0.08%
2008	7.80	0.94%	0.09%
2009	8.71	0.95%	0.09%
2010	9.65	0.97%	0.09%
2011	10.63	0.99%	0.09%
2012	11.67	1.01%	0.09%
2013	12.80	1.02%	0.09%
2014	14.04	1.04%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ethiopia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Addis Ababa	309	5.41	62.14	0.59	0.05
Asmera	949	1.07	12.30	0.12	0.01
Dire Dawa	1,428	0.35	4.07	0.04	0.00
Gondar	1,476	0.29	3.37	0.03	0.00
Nazret	1,490	0.28	3.16	0.03	0.00
Dessye	1,491	0.28	3.16	0.03	0.00
Jimma	1,546	0.23	2.66	0.03	0.00
Harar	1,551	0.23	2.62	0.02	0.00
Mekele	1,559	0.22	2.58	0.02	0.00
Bahr Dar	1,584	0.20	2.29	0.02	0.00
Debre Markos	1,676	0.14	1.66	0.02	0.00
Total		8.71	100.00	0.95	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.23 GABON**Human Resource Management Systems (HRMS) (US\$ Million): Gabon 2004 - 2014**

Year	Gabon	% of Region	% of Globe
2004	2.08	0.35%	0.03%
2005	2.24	0.35%	0.03%
2006	2.41	0.35%	0.03%
2007	2.60	0.34%	0.03%
2008	2.84	0.34%	0.03%
2009	3.10	0.34%	0.03%
2010	3.35	0.34%	0.03%
2011	3.61	0.34%	0.03%
2012	3.86	0.33%	0.03%
2013	4.13	0.33%	0.03%
2014	4.43	0.33%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Gabon: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Libreville	704	1.86	60.07	0.20	0.02
Port Gentil	1,053	0.87	27.99	0.09	0.01
Lambarene	1,695	0.13	4.27	0.01	0.00
Mouila	1,784	0.08	2.73	0.01	0.00
Tchibanga	1,797	0.08	2.56	0.01	0.00
Oyem	1,809	0.07	2.39	0.01	0.00
Total		3.10	100.00	0.34	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.24 GHANA

Human Resource Management Systems (HRMS) (US\$ Million): Ghana 2004 - 2014

Year	Ghana	% of Region	% of Globe
2004	3.12	0.53%	0.05%
2005	3.38	0.53%	0.05%
2006	3.67	0.53%	0.05%
2007	4.00	0.53%	0.05%
2008	4.42	0.53%	0.05%
2009	4.86	0.53%	0.05%
2010	5.29	0.53%	0.05%
2011	5.74	0.53%	0.05%
2012	6.20	0.53%	0.05%
2013	6.68	0.53%	0.05%
2014	7.21	0.54%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ghana: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Accra	603	2.39	49.30	0.26	0.02
Kumasi	1,001	0.97	20.00	0.11	0.01
Tamale	1,411	0.38	7.84	0.04	0.00
Tema	1,493	0.27	5.66	0.03	0.00
Sekondi-Takoradi	1,508	0.26	5.40	0.03	0.00
Cape Coast	1,668	0.15	3.06	0.02	0.00
Koforidua	1,669	0.15	3.06	0.02	0.00
Sunyani	1,755	0.10	2.03	0.01	0.00
Ho	1,758	0.10	1.97	0.01	0.00
Bolgatanga	1,793	0.08	1.66	0.01	0.00
Total		4.86	100.00	0.53	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.25 GUINEA

Human Resource Management Systems (HRMS) (US\$ Million): Guinea 2004 - 2014

Year	Guinea	% of Region	% of Globe
2004	1.08	0.18%	0.02%
2005	1.14	0.18%	0.02%
2006	1.21	0.17%	0.02%
2007	1.28	0.17%	0.02%
2008	1.38	0.17%	0.02%
2009	1.48	0.16%	0.01%
2010	1.58	0.16%	0.01%
2011	1.68	0.16%	0.01%
2012	1.77	0.15%	0.01%
2013	1.87	0.15%	0.01%
2014	1.97	0.15%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guinea: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Conakry	898	1.18	79.93	0.13	0.01
Kankan	1,667	0.15	10.09	0.02	0.00
Labe	1,734	0.11	7.37	0.01	0.00
Nzerekore	1,897	0.04	2.61	0.00	0.00
Total		1.48	100.00	0.16	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.26 GUINEA-BISSAU

Human Resource Management Systems (HRMS) (US\$ Million): Guinea-Bissau 2004 - 2014

Year	Guinea-Bissau	% of Region	% of Globe
2004	0.09	0.02%	0.00%
2005	0.10	0.02%	0.00%
2006	0.11	0.02%	0.00%
2007	0.12	0.02%	0.00%
2008	0.13	0.02%	0.00%
2009	0.14	0.02%	0.00%
2010	0.15	0.02%	0.00%
2011	0.16	0.01%	0.00%
2012	0.17	0.01%	0.00%
2013	0.18	0.01%	0.00%
2014	0.19	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guinea-Bissau: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bissau	1,745	0.10	75.76	0.01	0.00
Bafata	2,021	0.01	7.88	0.00	0.00
Gabu	2,044	0.01	4.85	0.00	0.00
Catio	2,059	0.00	3.03	0.00	0.00
Mansoa	2,060	0.00	3.03	0.00	0.00
Cantchungo	2,061	0.00	3.03	0.00	0.00
Farim	2,068	0.00	2.42	0.00	0.00
Total		0.14	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.27 IRAN

Human Resource Management Systems (HRMS) (US\$ Million): Iran 2004 - 2014

Year	Iran	% of Region	% of Globe
2004	44.34	7.48%	0.69%
2005	47.65	7.42%	0.69%
2006	51.20	7.37%	0.68%
2007	55.18	7.31%	0.67%
2008	60.35	7.25%	0.66%
2009	65.70	7.20%	0.65%
2010	71.01	7.14%	0.65%
2011	76.30	7.09%	0.64%
2012	81.65	7.04%	0.63%
2013	87.32	6.99%	0.63%
2014	93.38	6.93%	0.62%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Iran: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tehran	74	28.16	42.86	3.08	0.28
Mashad	253	6.82	10.38	0.75	0.07
Isfahan	363	4.60	7.00	0.50	0.05
Tabriz	365	4.52	6.89	0.50	0.05
Shiraz	409	3.95	6.01	0.43	0.04
Ahvaz	534	2.70	4.11	0.30	0.03
Bakhtaran	547	2.61	3.98	0.29	0.03
Qom	569	2.53	3.85	0.28	0.03
Karaj	589	2.46	3.74	0.27	0.02
Orumiyeh	824	1.40	2.13	0.15	0.01
Abadan	834	1.37	2.09	0.15	0.01
Rasht	843	1.36	2.06	0.15	0.01
Kerman	893	1.20	1.82	0.13	0.01
Yazd	948	1.07	1.63	0.12	0.01
Bandar 'Abbas	1,016	0.94	1.43	0.10	0.01
Total		65.70	100.00	7.20	0.65

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.28 IRAQ**Human Resource Management Systems (HRMS) (US\$ Million): Iraq 2004 - 2014**

Year	Iraq	% of Region	% of Globe
2004	10.25	1.73%	0.16%
2005	11.05	1.72%	0.16%
2006	11.92	1.71%	0.16%
2007	12.90	1.71%	0.16%
2008	14.16	1.70%	0.16%
2009	15.46	1.69%	0.15%
2010	16.77	1.69%	0.15%
2011	18.07	1.68%	0.15%
2012	19.40	1.67%	0.15%
2013	20.82	1.67%	0.15%
2014	22.34	1.66%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Iraq: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Baghdad	211	8.75	56.60	0.96	0.09
Basra	904	1.16	7.51	0.13	0.01
Mosul	945	1.08	6.95	0.12	0.01
Kirkuk	981	1.01	6.51	0.11	0.01
Irbil	1,185	0.63	4.07	0.07	0.01
As-Sulaymaniyah	1,271	0.53	3.40	0.06	0.01
An-Najaf	1,326	0.46	2.96	0.05	0.00
Al-Hillah	1,380	0.40	2.62	0.04	0.00
Karbala	1,435	0.35	2.25	0.04	0.00
An-Nasiriyah	1,509	0.26	1.69	0.03	0.00
Ar-Ramadi	1,514	0.26	1.67	0.03	0.00
Al-Amarah	1,523	0.25	1.61	0.03	0.00
Ba'qubah	1,567	0.22	1.40	0.02	0.00
Samarra	1,721	0.12	0.75	0.01	0.00
Total		15.46	100.00	1.69	0.15

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.29 ISRAEL**Human Resource Management Systems (HRMS) (US\$ Million): Israel 2004 - 2014**

Year	Israel	% of Region	% of Globe
2004	18.90	3.19%	0.30%
2005	20.40	3.18%	0.29%
2006	22.02	3.17%	0.29%
2007	23.83	3.16%	0.29%
2008	26.17	3.14%	0.29%
2009	28.60	3.13%	0.28%
2010	31.03	3.12%	0.28%
2011	33.47	3.11%	0.28%
2012	35.94	3.10%	0.28%
2013	38.58	3.09%	0.28%
2014	41.42	3.07%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Israel: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Jerusalem	221	8.29	28.97	0.91	0.08
Tel Aviv	296	5.65	19.77	0.62	0.06
Haifa	411	3.94	13.77	0.43	0.04
Holon	579	2.47	8.65	0.27	0.02
Petach-Tikva	620	2.31	8.09	0.25	0.02
Ramat Gan	667	2.05	7.16	0.22	0.02
Beersheba	671	2.03	7.10	0.22	0.02
Bene Beraq	705	1.85	6.49	0.20	0.02
Total		28.60	100.00	3.13	0.28

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.30 JORDAN**Human Resource Management Systems (HRMS) (US\$ Million): Jordan 2004 - 2014**

Year	Jordan	% of Region	% of Globe
2004	2.84	0.48%	0.04%
2005	3.08	0.48%	0.04%
2006	3.33	0.48%	0.04%
2007	3.62	0.48%	0.04%
2008	3.99	0.48%	0.04%
2009	4.37	0.48%	0.04%
2010	4.76	0.48%	0.04%
2011	5.14	0.48%	0.04%
2012	5.54	0.48%	0.04%
2013	5.96	0.48%	0.04%
2014	6.42	0.48%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Jordan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Amman	597	2.45	55.97	0.27	0.02
Zarqa	1,068	0.83	19.09	0.09	0.01
Irbid	1,342	0.44	10.07	0.05	0.00
Salt	1,422	0.36	8.33	0.04	0.00
Ajlun	1,708	0.13	2.92	0.01	0.00
Jarash	1,777	0.09	1.99	0.01	0.00
Madaba	1,823	0.07	1.62	0.01	0.00
Total		4.37	100.00	0.48	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.31 KENYA

Human Resource Management Systems (HRMS) (US\$ Million): Kenya 2004 - 2014

Year	Kenya	% of Region	% of Globe
2004	5.74	0.97%	0.09%
2005	6.24	0.97%	0.09%
2006	6.78	0.97%	0.09%
2007	7.38	0.98%	0.09%
2008	8.16	0.98%	0.09%
2009	8.97	0.98%	0.09%
2010	9.78	0.98%	0.09%
2011	10.61	0.99%	0.09%
2012	11.46	0.99%	0.09%
2013	12.37	0.99%	0.09%
2014	13.35	0.99%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kenya: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nairobi	334	4.98	55.53	0.55	0.05
Mombasa	693	1.92	21.43	0.21	0.02
Kisumu	1,097	0.75	8.40	0.08	0.01
Nakuru	1,322	0.46	5.13	0.05	0.00
Eldoret	1,499	0.27	3.02	0.03	0.00
Thika	1,604	0.18	2.06	0.02	0.00
Nyeri	1,643	0.16	1.81	0.02	0.00
Nanyuki	1,832	0.07	0.75	0.01	0.00
Kitale	1,837	0.06	0.70	0.01	0.00
Malindi	1,853	0.05	0.60	0.01	0.00
Kericho	1,863	0.05	0.55	0.01	0.00
Total		8.97	100.00	0.98	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.32 KUWAIT

Human Resource Management Systems (HRMS) (US\$ Million): Kuwait 2004 - 2014

Year	Kuwait	% of Region	% of Globe
2004	14.02	2.37%	0.22%
2005	15.17	2.36%	0.22%
2006	16.42	2.36%	0.22%
2007	17.82	2.36%	0.22%
2008	19.62	2.36%	0.22%
2009	21.49	2.35%	0.21%
2010	23.37	2.35%	0.21%
2011	25.26	2.35%	0.21%
2012	27.19	2.34%	0.21%
2013	29.26	2.34%	0.21%
2014	31.48	2.34%	0.21%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kuwait: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Salmiya	242	7.26	33.77	0.79	0.07
Hawalli	252	6.88	32.01	0.75	0.07
Jahra	314	5.27	24.50	0.58	0.05
Kuwait	659	2.09	9.71	0.23	0.02
Total		21.49	100.00	2.35	0.21

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.33 KYRGYZSTAN

Human Resource Management Systems (HRMS) (US\$ Million): Kyrgyzstan 2004 - 2014

Year	Kyrgyzstan	% of Region	% of Globe
2004	1.03	0.17%	0.02%
2005	1.12	0.17%	0.02%
2006	1.22	0.18%	0.02%
2007	1.33	0.18%	0.02%
2008	1.47	0.18%	0.02%
2009	1.62	0.18%	0.02%
2010	1.76	0.18%	0.02%
2011	1.92	0.18%	0.02%
2012	2.07	0.18%	0.02%
2013	2.24	0.18%	0.02%
2014	2.42	0.18%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kyrgyzstan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bishkek	984	1.00	62.08	0.11	0.01
Osh	1,444	0.34	20.92	0.04	0.00
Dzhalal-Abad	1,761	0.09	5.80	0.01	0.00
Przhevalsk	1,772	0.09	5.50	0.01	0.00
Kyzyl-Kiya	1,858	0.05	3.14	0.01	0.00
Naryn	1,888	0.04	2.55	0.00	0.00
Total		1.62	100.00	0.18	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.34 LEBANON**Human Resource Management Systems (HRMS) (US\$ Million): Lebanon 2004 - 2014**

Year	Lebanon	% of Region	% of Globe
2004	4.60	0.78%	0.07%
2005	4.84	0.75%	0.07%
2006	5.10	0.73%	0.07%
2007	5.37	0.71%	0.07%
2008	5.75	0.69%	0.06%
2009	6.15	0.67%	0.06%
2010	6.52	0.66%	0.06%
2011	6.88	0.64%	0.06%
2012	7.22	0.62%	0.06%
2013	7.58	0.61%	0.05%
2014	7.95	0.59%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Lebanon: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Beirut	405	3.98	64.82	0.44	0.04
Tripoli	851	1.33	21.61	0.15	0.01
Zahle	1,265	0.53	8.64	0.06	0.01
Sidon	1,504	0.27	4.32	0.03	0.00
Tyre	1,900	0.04	0.61	0.00	0.00
Total		6.15	100.00	0.67	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.35 LESOTHO

Human Resource Management Systems (HRMS) (US\$ Million): Lesotho 2004 - 2014

Year	Lesotho	% of Region	% of Globe
2004	0.32	0.05%	0.00%
2005	0.34	0.05%	0.00%
2006	0.37	0.05%	0.00%
2007	0.40	0.05%	0.00%
2008	0.44	0.05%	0.00%
2009	0.48	0.05%	0.00%
2010	0.52	0.05%	0.00%
2011	0.56	0.05%	0.00%
2012	0.60	0.05%	0.00%
2013	0.64	0.05%	0.00%
2014	0.69	0.05%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Lesotho: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Maseru	1,378	0.41	85.16	0.04	0.00
Teyateyaneng	1,928	0.03	6.25	0.00	0.00
Leribe	1,969	0.02	4.69	0.00	0.00
Mafeteng	1,989	0.02	3.91	0.00	0.00
Total		0.48	100.00	0.05	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.36 LIBERIA

Human Resource Management Systems (HRMS) (US\$ Million): Liberia 2004 - 2014

Year	Liberia	% of Region	% of Globe
2004	0.14	0.02%	0.00%
2005	0.16	0.02%	0.00%
2006	0.17	0.02%	0.00%
2007	0.19	0.03%	0.00%
2008	0.21	0.03%	0.00%
2009	0.24	0.03%	0.00%
2010	0.26	0.03%	0.00%
2011	0.28	0.03%	0.00%
2012	0.31	0.03%	0.00%
2013	0.34	0.03%	0.00%
2014	0.37	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Liberia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Monrovia	1,605	0.18	78.41	0.02	0.00
Harbel	1,935	0.03	12.18	0.00	0.00
Buchanan	2,022	0.01	4.43	0.00	0.00
Tubmanburg	2,049	0.01	2.77	0.00	0.00
Harper	2,055	0.01	2.21	0.00	0.00
Total		0.24	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.37 LIBYA**Human Resource Management Systems (HRMS) (US\$ Million): Libya 2004 - 2014**

Year	Libya	% of Region	% of Globe
2004	8.00	1.35%	0.13%
2005	8.65	1.35%	0.12%
2006	9.35	1.35%	0.12%
2007	10.14	1.34%	0.12%
2008	11.15	1.34%	0.12%
2009	12.21	1.34%	0.12%
2010	13.26	1.33%	0.12%
2011	14.32	1.33%	0.12%
2012	15.40	1.33%	0.12%
2013	16.56	1.32%	0.12%
2014	17.80	1.32%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Libya: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tripoli	273	6.21	50.89	0.68	0.06
Benghazi	463	3.23	26.45	0.35	0.03
Misurata	1,046	0.88	7.24	0.10	0.01
Az Zawiyah	1,197	0.62	5.04	0.07	0.01
Al-Bayda	1,545	0.23	1.90	0.03	0.00
Ajdabiya	1,558	0.22	1.84	0.02	0.00
Darnah	1,566	0.22	1.78	0.02	0.00
Sebha	1,574	0.21	1.72	0.02	0.00
Tubruq	1,582	0.20	1.66	0.02	0.00
Al-Marj	1,607	0.18	1.48	0.02	0.00
Total		12.21	100.00	1.34	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.38 MADAGASCAR

Human Resource Management Systems (HRMS) (US\$ Million): Madagascar 2004 - 2014

Year	Madagascar	% of Region	% of Globe
2004	1.99	0.34%	0.03%
2005	2.16	0.34%	0.03%
2006	2.34	0.34%	0.03%
2007	2.55	0.34%	0.03%
2008	2.82	0.34%	0.03%
2009	3.10	0.34%	0.03%
2010	3.39	0.34%	0.03%
2011	3.67	0.34%	0.03%
2012	3.97	0.34%	0.03%
2013	4.28	0.34%	0.03%
2014	4.62	0.34%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Madagascar: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Antananarivo	733	1.74	56.02	0.19	0.02
Toamasina	1,439	0.34	11.08	0.04	0.00
Mahajanga	1,494	0.27	8.84	0.03	0.00
Fianarantsoa	1,495	0.27	8.84	0.03	0.00
Antsirabe	1,588	0.20	6.29	0.02	0.00
Toliara	1,671	0.15	4.70	0.02	0.00
Antsiranana	1,700	0.13	4.22	0.01	0.00
Total		3.10	100.00	0.34	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.39 MALAWI

Human Resource Management Systems (HRMS) (US\$ Million): Malawi 2004 - 2014

Year	Malawi	% of Region	% of Globe
2004	1.06	0.18%	0.02%
2005	1.14	0.18%	0.02%
2006	1.24	0.18%	0.02%
2007	1.35	0.18%	0.02%
2008	1.48	0.18%	0.02%
2009	1.62	0.18%	0.02%
2010	1.77	0.18%	0.02%
2011	1.91	0.18%	0.02%
2012	2.06	0.18%	0.02%
2013	2.22	0.18%	0.02%
2014	2.38	0.18%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Malawi: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Blantyre	1,077	0.80	49.45	0.09	0.01
Lilongwe	1,347	0.44	26.99	0.05	0.00
Mzuzu	1,550	0.23	14.11	0.03	0.00
Zomba	1,744	0.11	6.50	0.01	0.00
Karonga	1,948	0.03	1.60	0.00	0.00
Nkhotakota	1,971	0.02	1.35	0.00	0.00
Total		1.62	100.00	0.18	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.40 MALI**Human Resource Management Systems (HRMS) (US\$ Million): Mali 2004 - 2014**

Year	Mali	% of Region	% of Globe
2004	1.47	0.25%	0.02%
2005	1.58	0.25%	0.02%
2006	1.70	0.25%	0.02%
2007	1.84	0.24%	0.02%
2008	2.01	0.24%	0.02%
2009	2.19	0.24%	0.02%
2010	2.36	0.24%	0.02%
2011	2.54	0.24%	0.02%
2012	2.72	0.23%	0.02%
2013	2.90	0.23%	0.02%
2014	3.11	0.23%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mali: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bamako	781	1.55	71.15	0.17	0.02
Segou	1,659	0.16	7.16	0.02	0.00
Mopti	1,704	0.13	5.95	0.01	0.00
Sikasso	1,727	0.11	5.18	0.01	0.00
Kayes	1,739	0.11	4.96	0.01	0.00
Gao	1,806	0.07	3.41	0.01	0.00
Timbuktu	1,864	0.05	2.20	0.01	0.00
Total		2.19	100.00	0.24	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.41 MAURITANIA

Human Resource Management Systems (HRMS) (US\$ Million): Mauritania 2004 - 2014

Year	Mauritania	% of Region	% of Globe
2004	0.64	0.11%	0.01%
2005	0.68	0.11%	0.01%
2006	0.72	0.10%	0.01%
2007	0.76	0.10%	0.01%
2008	0.82	0.10%	0.01%
2009	0.88	0.10%	0.01%
2010	0.94	0.09%	0.01%
2011	1.00	0.09%	0.01%
2012	1.06	0.09%	0.01%
2013	1.12	0.09%	0.01%
2014	1.18	0.09%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mauritania: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nouakchott	1,106	0.73	82.92	0.08	0.01
Nouadhibou	1,916	0.03	3.65	0.00	0.00
Kaedi	1,923	0.03	3.48	0.00	0.00
Zouerate	1,955	0.02	2.82	0.00	0.00
Rosso	1,960	0.02	2.65	0.00	0.00
Atar	1,961	0.02	2.65	0.00	0.00
Kiffa	2,001	0.02	1.82	0.00	0.00
Total		0.88	100.00	0.10	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.42 MAURITIUS

Human Resource Management Systems (HRMS) (US\$ Million): Mauritius 2004 - 2014

Year	Mauritius	% of Region	% of Globe
2004	1.51	0.25%	0.02%
2005	1.63	0.25%	0.02%
2006	1.76	0.25%	0.02%
2007	1.92	0.25%	0.02%
2008	2.11	0.25%	0.02%
2009	2.31	0.25%	0.02%
2010	2.51	0.25%	0.02%
2011	2.72	0.25%	0.02%
2012	2.92	0.25%	0.02%
2013	3.15	0.25%	0.02%
2014	3.38	0.25%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mauritius: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port Louis	1,090	0.77	33.33	0.08	0.01
Beau Bassin	1,278	0.52	22.30	0.06	0.01
Curepipe	1,425	0.36	15.59	0.04	0.00
Quatre Bornes	1,426	0.36	15.59	0.04	0.00
Vacoas-Phoenix	1,468	0.30	13.19	0.03	0.00
Total		2.31	100.00	0.25	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.43 MOROCCO

Human Resource Management Systems (HRMS) (US\$ Million): Morocco 2004 - 2014

Year	Morocco	% of Region	% of Globe
2004	13.85	2.34%	0.22%
2005	14.71	2.29%	0.21%
2006	15.62	2.25%	0.21%
2007	16.63	2.20%	0.20%
2008	17.98	2.16%	0.20%
2009	19.37	2.12%	0.19%
2010	20.72	2.09%	0.19%
2011	22.04	2.05%	0.18%
2012	23.34	2.01%	0.18%
2013	24.71	1.98%	0.18%
2014	26.15	1.94%	0.17%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Morocco: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Casablanca	350	4.77	24.65	0.52	0.05
Marrakech	613	2.34	12.09	0.26	0.02
Rabat	654	2.12	10.92	0.23	0.02
Fez	789	1.53	7.92	0.17	0.02
Oujda	807	1.47	7.60	0.16	0.01
Kenitra	836	1.37	7.07	0.15	0.01
Tetouan	856	1.32	6.79	0.14	0.01
Safi	861	1.30	6.73	0.14	0.01
Meknes	908	1.16	5.97	0.13	0.01
Agadir	913	1.15	5.94	0.13	0.01
Tangier	1,065	0.84	4.32	0.09	0.01
Total		19.37	100.00	2.12	0.19

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.44 MOZAMBIQUE**Human Resource Management Systems (HRMS) (US\$ Million): Mozambique 2004 - 2014**

Year	Mozambique	% of Region	% of Globe
2004	1.73	0.29%	0.03%
2005	1.89	0.29%	0.03%
2006	2.07	0.30%	0.03%
2007	2.27	0.30%	0.03%
2008	2.52	0.30%	0.03%
2009	2.79	0.31%	0.03%
2010	3.06	0.31%	0.03%
2011	3.33	0.31%	0.03%
2012	3.62	0.31%	0.03%
2013	3.93	0.31%	0.03%
2014	4.27	0.32%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mozambique: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Maputo	745	1.70	60.83	0.19	0.02
Beira	1,320	0.46	16.60	0.05	0.00
Nampula	1,463	0.31	11.20	0.03	0.00
Nacala	1,644	0.16	5.80	0.02	0.00
Machaze	1,814	0.07	2.62	0.01	0.00
Mandie	1,889	0.04	1.48	0.00	0.00
Chibuto	1,890	0.04	1.48	0.00	0.00
Total		2.79	100.00	0.31	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.45 NAMIBIA

Human Resource Management Systems (HRMS) (US\$ Million): Namibia 2004 - 2014

Year	Namibia	% of Region	% of Globe
2004	1.11	0.19%	0.02%
2005	1.19	0.19%	0.02%
2006	1.28	0.18%	0.02%
2007	1.38	0.18%	0.02%
2008	1.51	0.18%	0.02%
2009	1.65	0.18%	0.02%
2010	1.78	0.18%	0.02%
2011	1.92	0.18%	0.02%
2012	2.05	0.18%	0.02%
2013	2.20	0.18%	0.02%
2014	2.35	0.17%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Namibia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Windhoek	905	1.16	70.55	0.13	0.01
Tsumeb	1,697	0.13	7.98	0.01	0.00
Keetmanshoop	1,729	0.11	6.75	0.01	0.00
Otjiwarongo	1,766	0.09	5.52	0.01	0.00
Luderitz	1,792	0.08	4.91	0.01	0.00
Swakopmund	1,822	0.07	4.29	0.01	0.00
Total		1.65	100.00	0.18	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.46 NIGER

Human Resource Management Systems (HRMS) (US\$ Million): Niger 2004 - 2014

Year	Niger	% of Region	% of Globe
2004	0.93	0.16%	0.01%
2005	1.00	0.16%	0.01%
2006	1.08	0.16%	0.01%
2007	1.16	0.15%	0.01%
2008	1.27	0.15%	0.01%
2009	1.39	0.15%	0.01%
2010	1.50	0.15%	0.01%
2011	1.62	0.15%	0.01%
2012	1.73	0.15%	0.01%
2013	1.85	0.15%	0.01%
2014	1.98	0.15%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Niger: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Niamey	1,056	0.86	61.99	0.09	0.01
Zinder	1,609	0.18	12.93	0.02	0.00
Maradi	1,682	0.14	10.12	0.02	0.00
Tahoua	1,767	0.09	6.54	0.01	0.00
Agadez	1,840	0.06	4.21	0.01	0.00
Birni N'Konni	1,906	0.03	2.49	0.00	0.00
Filingue	1,959	0.02	1.71	0.00	0.00
Total		1.39	100.00	0.15	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.47 NIGERIA**Human Resource Management Systems (HRMS) (US\$ Million): Nigeria 2004 - 2014**

Year	Nigeria	% of Region	% of Globe
2004	29.37	4.95%	0.46%
2005	31.90	4.97%	0.46%
2006	34.65	4.98%	0.46%
2007	37.75	5.00%	0.46%
2008	41.73	5.01%	0.46%
2009	45.86	5.02%	0.46%
2010	50.03	5.03%	0.45%
2011	54.25	5.04%	0.45%
2012	58.60	5.05%	0.45%
2013	63.25	5.06%	0.45%
2014	68.27	5.07%	0.45%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nigeria: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lagos	228	7.83	17.07	0.86	0.08
Ibadan	239	7.38	16.09	0.81	0.07
Ogbomosho	424	3.76	8.20	0.41	0.04
Kano	449	3.47	7.57	0.38	0.03
Oshogbo	583	2.46	5.37	0.27	0.02
Ilorin	590	2.46	5.35	0.27	0.02
Abeokuta	639	2.20	4.81	0.24	0.02
Port Harcourt	656	2.11	4.60	0.23	0.02
Zaria	686	1.95	4.26	0.21	0.02
Ilesha	687	1.95	4.26	0.21	0.02
Onitsha	694	1.92	4.18	0.21	0.02
Kaduna	726	1.77	3.85	0.19	0.02
Enugu	765	1.63	3.55	0.18	0.02
Aba	785	1.54	3.36	0.17	0.02
Benin City	897	1.19	2.59	0.13	0.01
Others		2.25	4.90	0.25	0.02
Total		45.86	100.00	5.02	0.46

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.48 OMAN**Human Resource Management Systems (HRMS) (US\$ Million): Oman 2004 - 2014**

Year	Oman	% of Region	% of Globe
2004	6.23	1.05%	0.10%
2005	6.73	1.05%	0.10%
2006	7.27	1.05%	0.10%
2007	7.88	1.04%	0.10%
2008	8.66	1.04%	0.10%
2009	9.48	1.04%	0.09%
2010	10.29	1.04%	0.09%
2011	11.11	1.03%	0.09%
2012	11.94	1.03%	0.09%
2013	12.83	1.03%	0.09%
2014	13.79	1.02%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Oman: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Muscat	307	5.45	57.47	0.60	0.05
Matrah	707	1.85	19.54	0.20	0.02
Salala	939	1.09	11.49	0.12	0.01
Nizwa	940	1.09	11.49	0.12	0.01
Total		9.48	100.00	1.04	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.49 PAKISTAN

Human Resource Management Systems (HRMS) (US\$ Million): Pakistan 2004 - 2014

Year	Pakistan	% of Region	% of Globe
2004	44.44	7.50%	0.70%
2005	48.27	7.52%	0.70%
2006	52.44	7.54%	0.70%
2007	57.13	7.56%	0.70%
2008	63.15	7.58%	0.69%
2009	69.39	7.60%	0.69%
2010	75.70	7.62%	0.69%
2011	82.10	7.63%	0.69%
2012	88.67	7.65%	0.69%
2013	95.71	7.66%	0.69%
2014	103.31	7.67%	0.68%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Pakistan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Karachi	78	26.64	38.40	2.92	0.27
Lahore	142	15.11	21.77	1.65	0.15
Faisalabad	297	5.65	8.14	0.62	0.06
Rawalpindi	398	4.07	5.86	0.45	0.04
Hyderabad	419	3.85	5.54	0.42	0.04
Multan	427	3.73	5.38	0.41	0.04
Gujranwala	458	3.37	4.86	0.37	0.03
Peshawar	510	2.90	4.17	0.32	0.03
Sialkot	784	1.55	2.23	0.17	0.02
Sargodha	801	1.49	2.15	0.16	0.01
Islamabad	966	1.04	1.50	0.11	0.01
Total		69.39	100.00	7.60	0.69

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.50 PALESTINE

Human Resource Management Systems (HRMS) (US\$ Million): Palestine 2004 - 2014

Year	Palestine	% of Region	% of Globe
2004	0.29	0.05%	0.00%
2005	0.31	0.05%	0.00%
2006	0.33	0.05%	0.00%
2007	0.35	0.05%	0.00%
2008	0.38	0.05%	0.00%
2009	0.42	0.05%	0.00%
2010	0.45	0.04%	0.00%
2011	0.48	0.04%	0.00%
2012	0.51	0.04%	0.00%
2013	0.54	0.04%	0.00%
2014	0.57	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Palestine: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
West Bank	1,505	0.26	63.56	0.03	0.00
Gaza Strip	1,664	0.15	36.44	0.02	0.00
Total		0.42	100.00	0.05	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.51 QATAR

Human Resource Management Systems (HRMS) (US\$ Million): Qatar 2004 - 2014

Year	Qatar	% of Region	% of Globe
2004	5.56	0.94%	0.09%
2005	6.09	0.95%	0.09%
2006	6.67	0.96%	0.09%
2007	7.33	0.97%	0.09%
2008	8.17	0.98%	0.09%
2009	9.04	0.99%	0.09%
2010	9.93	1.00%	0.09%
2011	10.84	1.01%	0.09%
2012	11.79	1.02%	0.09%
2013	12.81	1.03%	0.09%
2014	13.93	1.03%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Qatar: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Doha	209	9.04	100.00	0.99	0.09
Total		9.04	100.00	0.99	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.52 REPUBLIC OF CONGO**Human Resource Management Systems (HRMS) (US\$ Million): Republic of Congo
2004 - 2014**

Year	Republic of Congo	% of Region	% of Globe
2004	1.50	0.25%	0.02%
2005	1.60	0.25%	0.02%
2006	1.71	0.25%	0.02%
2007	1.82	0.24%	0.02%
2008	1.98	0.24%	0.02%
2009	2.14	0.23%	0.02%
2010	2.29	0.23%	0.02%
2011	2.45	0.23%	0.02%
2012	2.60	0.22%	0.02%
2013	2.76	0.22%	0.02%
2014	2.93	0.22%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Republic of Congo: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Brazzaville	876	1.25	58.32	0.14	0.01
Pointe-Noire	1,189	0.62	29.16	0.07	0.01
Nkayi	1,796	0.08	3.72	0.01	0.00
Loubomo	1,802	0.08	3.62	0.01	0.00
Ngamaba-Mfilou	1,856	0.05	2.45	0.01	0.00
Loandjili	1,913	0.03	1.57	0.00	0.00
Mossendjo	1,954	0.03	1.17	0.00	0.00
Total		2.14	100.00	0.23	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.53 REUNION

Human Resource Management Systems (HRMS) (US\$ Million): Reunion 2004 - 2014

Year	Reunion	% of Region	% of Globe
2004	0.51	0.09%	0.01%
2005	0.55	0.09%	0.01%
2006	0.58	0.08%	0.01%
2007	0.62	0.08%	0.01%
2008	0.68	0.08%	0.01%
2009	0.73	0.08%	0.01%
2010	0.79	0.08%	0.01%
2011	0.84	0.08%	0.01%
2012	0.89	0.08%	0.01%
2013	0.95	0.08%	0.01%
2014	1.01	0.07%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Reunion: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saint-Denis	1,535	0.24	32.61	0.03	0.00
Saint-Paul	1,680	0.14	19.41	0.02	0.00
Saint-Pierre	1,722	0.12	15.90	0.01	0.00
Le Tampon	1,759	0.09	12.94	0.01	0.00
Saint-Louis	1,813	0.07	9.97	0.01	0.00
Le Port	1,834	0.07	9.16	0.01	0.00
Total		0.73	100.00	0.08	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.54 RWANDA

Human Resource Management Systems (HRMS) (US\$ Million): Rwanda 2004 - 2014

Year	Rwanda	% of Region	% of Globe
2004	0.86	0.15%	0.01%
2005	0.93	0.15%	0.01%
2006	1.01	0.15%	0.01%
2007	1.10	0.15%	0.01%
2008	1.21	0.15%	0.01%
2009	1.33	0.15%	0.01%
2010	1.45	0.15%	0.01%
2011	1.57	0.15%	0.01%
2012	1.70	0.15%	0.01%
2013	1.83	0.15%	0.01%
2014	1.97	0.15%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Rwanda: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kigali	1,023	0.93	69.78	0.10	0.01
Butare	1,701	0.13	9.78	0.01	0.00
Ruhengeri	1,760	0.09	7.11	0.01	0.00
Gisenyi	1,820	0.07	5.33	0.01	0.00
Nyabisindu	1,839	0.06	4.44	0.01	0.00
Cyangugu	1,868	0.05	3.56	0.01	0.00
Total		1.33	100.00	0.15	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.55 SAO TOME E PRINCIPE**Human Resource Management Systems (HRMS) (US\$ Million): Sao Tome E Principe 2004 - 2014**

Year	Sao Tome E Principe	% of Region	% of Globe
2004	0.03	0.00%	0.00%
2005	0.03	0.00%	0.00%
2006	0.03	0.00%	0.00%
2007	0.04	0.00%	0.00%
2008	0.04	0.00%	0.00%
2009	0.04	0.00%	0.00%
2010	0.05	0.00%	0.00%
2011	0.05	0.00%	0.00%
2012	0.06	0.00%	0.00%
2013	0.06	0.00%	0.00%
2014	0.06	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sao Tome E Principe: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sao Tome	1,883	0.04	97.22	0.00	0.00
Santo Antonio	2,075	0.00	2.78	0.00	0.00
Total		0.04	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.56 SAUDI ARABIA

Human Resource Management Systems (HRMS) (US\$ Million): Saudi Arabia 2004 - 2014

Year	Saudi Arabia	% of Region	% of Globe
2004	59.01	9.96%	0.92%
2005	63.54	9.90%	0.92%
2006	68.43	9.84%	0.91%
2007	73.91	9.79%	0.90%
2008	81.00	9.73%	0.89%
2009	88.35	9.68%	0.88%
2010	95.67	9.63%	0.87%
2011	102.99	9.57%	0.86%
2012	110.41	9.52%	0.85%
2013	118.30	9.47%	0.85%
2014	126.75	9.41%	0.84%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Saudi Arabia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Jiddah	62	32.97	37.31	3.61	0.33
Riyadh	147	14.66	16.59	1.61	0.15
Mecca	175	12.09	13.68	1.32	0.12
Taif	258	6.59	7.46	0.72	0.07
Medina	266	6.37	7.21	0.70	0.06
Dammam	370	4.40	4.98	0.48	0.04
Hufuf	634	2.22	2.51	0.24	0.02
Haradh	642	2.20	2.49	0.24	0.02
Tabuk	756	1.65	1.87	0.18	0.02
Buraydah	786	1.54	1.74	0.17	0.02
Al-Mubarraz	896	1.19	1.34	0.13	0.01
Khamis-Mushait	934	1.10	1.24	0.12	0.01
Jizan	1,116	0.73	0.82	0.08	0.01
Abha	1,165	0.66	0.75	0.07	0.01
Total		88.35	100.00	9.68	0.88

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.57 SENEGAL

Human Resource Management Systems (HRMS) (US\$ Million): Senegal 2004 - 2014

Year	Senegal	% of Region	% of Globe
2004	2.12	0.36%	0.03%
2005	2.29	0.36%	0.03%
2006	2.46	0.35%	0.03%
2007	2.66	0.35%	0.03%
2008	2.92	0.35%	0.03%
2009	3.18	0.35%	0.03%
2010	3.45	0.35%	0.03%
2011	3.71	0.35%	0.03%
2012	3.98	0.34%	0.03%
2013	4.27	0.34%	0.03%
2014	4.58	0.34%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Senegal: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dakar	626	2.28	71.64	0.25	0.02
Thies	1,515	0.26	8.09	0.03	0.00
Kaolack	1,563	0.22	6.84	0.02	0.00
Ziguinchor	1,618	0.18	5.55	0.02	0.00
Saint-Louis	1,649	0.16	5.03	0.02	0.00
Diourbel	1,768	0.09	2.85	0.01	0.00
Total		3.18	100.00	0.35	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.58 SIERRA LEONE

Human Resource Management Systems (HRMS) (US\$ Million): Sierra Leone 2004 - 2014

Year	Sierra Leone	% of Region	% of Globe
2004	0.48	0.08%	0.01%
2005	0.52	0.08%	0.01%
2006	0.57	0.08%	0.01%
2007	0.62	0.08%	0.01%
2008	0.69	0.08%	0.01%
2009	0.76	0.08%	0.01%
2010	0.83	0.08%	0.01%
2011	0.90	0.08%	0.01%
2012	0.98	0.08%	0.01%
2013	1.06	0.08%	0.01%
2014	1.15	0.09%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sierra Leone: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Freetown	1,157	0.67	88.18	0.07	0.01
Bo	1,901	0.04	4.88	0.00	0.00
Kenema	1,990	0.02	2.44	0.00	0.00
Makeni	1,998	0.02	2.25	0.00	0.00
Port Loko	2,032	0.01	1.13	0.00	0.00
Bonthe	2,033	0.01	1.13	0.00	0.00
Total		0.76	100.00	0.08	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.59 SOMALIA**Human Resource Management Systems (HRMS) (US\$ Million): Somalia 2004 - 2014**

Year	Somalia	% of Region	% of Globe
2004	0.60	0.10%	0.01%
2005	0.64	0.10%	0.01%
2006	0.68	0.10%	0.01%
2007	0.73	0.10%	0.01%
2008	0.79	0.09%	0.01%
2009	0.85	0.09%	0.01%
2010	0.91	0.09%	0.01%
2011	0.97	0.09%	0.01%
2012	1.03	0.09%	0.01%
2013	1.10	0.09%	0.01%
2014	1.16	0.09%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Somalia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mogadishu	1,423	0.36	42.66	0.04	0.00
Hargeysa	1,673	0.15	17.06	0.02	0.00
Baidoa	1,735	0.11	12.80	0.01	0.00
Burao	1,736	0.11	12.80	0.01	0.00
Kismaayo	1,815	0.07	8.53	0.01	0.00
Berbera	1,950	0.03	2.99	0.00	0.00
Marka	1,973	0.02	2.56	0.00	0.00
Giohar	2,056	0.01	0.60	0.00	0.00
Total		0.85	100.00	0.09	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.60 SOUTH AFRICA

Human Resource Management Systems (HRMS) (US\$ Million): South Africa 2004 - 2014

Year	South Africa	% of Region	% of Globe
2004	47.91	8.08%	0.75%
2005	51.68	8.05%	0.74%
2006	55.74	8.02%	0.74%
2007	60.30	7.98%	0.73%
2008	66.19	7.95%	0.73%
2009	72.30	7.92%	0.72%
2010	78.40	7.89%	0.71%
2011	84.52	7.86%	0.71%
2012	90.73	7.82%	0.70%
2013	97.35	7.79%	0.70%
2014	104.45	7.75%	0.69%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

South Africa: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Johannesburg	99	22.74	31.46	2.49	0.23
Cape Town	120	18.98	26.26	2.08	0.19
Pretoria	122	18.00	24.90	1.97	0.18
Durban	328	5.01	6.93	0.55	0.05
Roodepoort	771	1.60	2.21	0.18	0.02
Germiston	854	1.32	1.82	0.14	0.01
Boksburg	875	1.25	1.73	0.14	0.01
Umlazi	1,032	0.92	1.27	0.10	0.01
Bloemfontein	1,134	0.70	0.97	0.08	0.01
Pietermaritzburg	1,145	0.68	0.95	0.07	0.01
Port Elizabeth	1,180	0.64	0.88	0.07	0.01
East London	1,330	0.45	0.63	0.05	0.00
Total		72.30	100.00	7.92	0.72

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.61 SUDAN

Human Resource Management Systems (HRMS) (US\$ Million): Sudan 2004 - 2014

Year	Sudan	% of Region	% of Globe
2004	9.30	1.57%	0.15%
2005	10.47	1.63%	0.15%
2006	11.79	1.70%	0.16%
2007	13.32	1.76%	0.16%
2008	15.26	1.83%	0.17%
2009	17.28	1.89%	0.17%
2010	19.41	1.95%	0.18%
2011	21.68	2.02%	0.18%
2012	24.12	2.08%	0.19%
2013	26.82	2.15%	0.19%
2014	29.82	2.21%	0.20%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sudan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Omdurman	320	5.17	29.89	0.57	0.05
Khartoum	361	4.64	26.85	0.51	0.05
Port Sudan	655	2.11	12.24	0.23	0.02
Wadi Medani	832	1.38	8.01	0.15	0.01
Al Obeid	838	1.36	7.90	0.15	0.01
Atbara	983	1.00	5.81	0.11	0.01
Kassala	998	0.97	5.64	0.11	0.01
Kosti	1,184	0.63	3.67	0.07	0.01
Total		17.28	100.00	1.89	0.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.62 SWAZILAND

Human Resource Management Systems (HRMS) (US\$ Million): Swaziland 2004 - 2014

Year	Swaziland	% of Region	% of Globe
2004	0.60	0.10%	0.01%
2005	0.63	0.10%	0.01%
2006	0.67	0.10%	0.01%
2007	0.71	0.09%	0.01%
2008	0.77	0.09%	0.01%
2009	0.83	0.09%	0.01%
2010	0.88	0.09%	0.01%
2011	0.93	0.09%	0.01%
2012	0.99	0.09%	0.01%
2013	1.04	0.08%	0.01%
2014	1.10	0.08%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Swaziland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mbabane	1,406	0.39	46.99	0.04	0.00
Manzini	1,611	0.18	21.69	0.02	0.00
Big Bend	1,753	0.10	12.05	0.01	0.00
Mhlume	1,830	0.07	8.43	0.01	0.00
Nhlangano	1,893	0.04	4.82	0.00	0.00
Pigg's Peak	1,927	0.03	3.61	0.00	0.00
Siteki	1,981	0.02	2.41	0.00	0.00
Total		0.83	100.00	0.09	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.63 SYRIAN ARAB REPUBLIC

Human Resource Management Systems (HRMS) (US\$ Million): Syrian Arab Republic 2004 - 2014

Year	Syrian Arab Republic	% of Region	% of Globe
2004	8.82	1.49%	0.14%
2005	9.43	1.47%	0.14%
2006	10.08	1.45%	0.13%
2007	10.80	1.43%	0.13%
2008	11.75	1.41%	0.13%
2009	12.73	1.39%	0.13%
2010	13.70	1.38%	0.12%
2011	14.65	1.36%	0.12%
2012	15.60	1.35%	0.12%
2013	16.61	1.33%	0.12%
2014	17.68	1.31%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Syrian Arab Republic: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Damascus	379	4.33	33.99	0.47	0.04
Aleppo	397	4.07	31.99	0.45	0.04
Homs	812	1.44	11.34	0.16	0.01
Latakia	1,076	0.81	6.34	0.09	0.01
Hama	1,120	0.72	5.63	0.08	0.01
Dayr az-Zawr	1,465	0.31	2.42	0.03	0.00
Raqqa	1,478	0.29	2.29	0.03	0.00
Hasakeh	1,527	0.24	1.92	0.03	0.00
Tartus	1,614	0.18	1.39	0.02	0.00
Idlib	1,626	0.17	1.37	0.02	0.00
Dar'a	1,636	0.17	1.32	0.02	0.00
Total		12.73	100.00	1.39	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.64 TAJIKISTAN

Human Resource Management Systems (HRMS) (US\$ Million): Tajikistan 2004 - 2014

Year	Tajikistan	% of Region	% of Globe
2004	1.14	0.19%	0.02%
2005	1.25	0.20%	0.02%
2006	1.37	0.20%	0.02%
2007	1.51	0.20%	0.02%
2008	1.68	0.20%	0.02%
2009	1.86	0.20%	0.02%
2010	2.04	0.21%	0.02%
2011	2.23	0.21%	0.02%
2012	2.43	0.21%	0.02%
2013	2.64	0.21%	0.02%
2014	2.87	0.21%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tajikistan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dushanbe	899	1.18	63.64	0.13	0.01
Khodzhent	1,455	0.32	17.11	0.03	0.00
Kulyab	1,711	0.12	6.63	0.01	0.00
Kurgan-Tyube	1,733	0.11	5.88	0.01	0.00
Kanibadam	1,848	0.06	2.99	0.01	0.00
Tursunzade	1,885	0.04	2.25	0.00	0.00
Khorog	1,938	0.03	1.50	0.00	0.00
Total		1.86	100.00	0.20	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.65 TANZANIA

Human Resource Management Systems (HRMS) (US\$ Million): Tanzania 2004 - 2014

Year	Tanzania	% of Region	% of Globe
2004	4.28	0.72%	0.07%
2005	4.66	0.73%	0.07%
2006	5.08	0.73%	0.07%
2007	5.55	0.74%	0.07%
2008	6.16	0.74%	0.07%
2009	6.78	0.74%	0.07%
2010	7.42	0.75%	0.07%
2011	8.07	0.75%	0.07%
2012	8.74	0.75%	0.07%
2013	9.46	0.76%	0.07%
2014	10.24	0.76%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tanzania: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dar es Salaam	413	3.90	57.47	0.43	0.04
Mwanza	1,237	0.56	8.30	0.06	0.01
Zanzibar	1,242	0.56	8.22	0.06	0.01
Tanga	1,273	0.52	7.70	0.06	0.01
Mbeya	1,399	0.39	5.75	0.04	0.00
Tabora	1,443	0.34	5.01	0.04	0.00
Arusha	1,488	0.28	4.11	0.03	0.00
Dodoma	1,543	0.23	3.44	0.03	0.00
Total		6.78	100.00	0.74	0.07

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.66 THE GAMBIA

Human Resource Management Systems (HRMS) (US\$ Million): The Gambia 2004 - 2014

Year	The Gambia	% of Region	% of Globe
2004	0.13	0.02%	0.00%
2005	0.14	0.02%	0.00%
2006	0.16	0.02%	0.00%
2007	0.17	0.02%	0.00%
2008	0.19	0.02%	0.00%
2009	0.21	0.02%	0.00%
2010	0.23	0.02%	0.00%
2011	0.25	0.02%	0.00%
2012	0.27	0.02%	0.00%
2013	0.29	0.02%	0.00%
2014	0.32	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Gambia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Serrekunda	1,752	0.10	47.69	0.01	0.00
Banjul	1,881	0.04	20.37	0.00	0.00
Brikama	1,985	0.02	9.26	0.00	0.00
Bakau	1,992	0.02	8.80	0.00	0.00
Farefenni	2,024	0.01	4.63	0.00	0.00
Gunjur	2,042	0.01	3.24	0.00	0.00
Sukuta	2,043	0.01	3.24	0.00	0.00
Basse Santa Su	2,070	0.00	1.39	0.00	0.00
Georgetown	2,071	0.00	1.39	0.00	0.00
Total		0.21	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.67 THE UNITED ARAB EMIRATES

Human Resource Management Systems (HRMS) (US\$ Million): The United Arab Emirates 2004 - 2014

Year	The United Arab Emirates	% of Region	% of Globe
2004	13.84	2.34%	0.22%
2005	15.22	2.37%	0.22%
2006	16.73	2.41%	0.22%
2007	18.45	2.44%	0.22%
2008	20.64	2.48%	0.23%
2009	22.91	2.51%	0.23%
2010	25.25	2.54%	0.23%
2011	27.66	2.57%	0.23%
2012	30.18	2.60%	0.23%
2013	32.90	2.63%	0.24%
2014	35.88	2.66%	0.24%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The United Arab Emirates: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dubai	222	8.13	35.47	0.89	0.08
Abu Dhabi	236	7.42	32.40	0.81	0.07
Sharjah	421	3.82	16.67	0.42	0.04
Ras al-Khaimah	443	3.54	15.47	0.39	0.04
Total		22.91	100.00	2.51	0.23

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.68 TOGO

Human Resource Management Systems (HRMS) (US\$ Million): Togo 2004 - 2014

Year	Togo	% of Region	% of Globe
2004	0.55	0.09%	0.01%
2005	0.59	0.09%	0.01%
2006	0.63	0.09%	0.01%
2007	0.67	0.09%	0.01%
2008	0.73	0.09%	0.01%
2009	0.78	0.09%	0.01%
2010	0.84	0.08%	0.01%
2011	0.90	0.08%	0.01%
2012	0.95	0.08%	0.01%
2013	1.01	0.08%	0.01%
2014	1.07	0.08%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Togo: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lome	1,275	0.52	66.06	0.06	0.01
Sokodé	1,831	0.07	8.66	0.01	0.00
Palimé	1,875	0.05	5.78	0.00	0.00
Atakpamé	1,898	0.04	4.87	0.00	0.00
Bassari	1,918	0.03	3.97	0.00	0.00
Tsévié	1,958	0.02	3.07	0.00	0.00
Anécho	1,982	0.02	2.53	0.00	0.00
Mango	1,991	0.02	2.35	0.00	0.00
Bafilo	2,008	0.01	1.81	0.00	0.00
Tabligbo	2,039	0.01	0.90	0.00	0.00
Total		0.78	100.00	0.09	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.69 TUNISIA**Human Resource Management Systems (HRMS) (US\$ Million): Tunisia 2004 - 2014**

Year	Tunisia	% of Region	% of Globe
2004	7.69	1.30%	0.12%
2005	8.35	1.30%	0.12%
2006	9.07	1.30%	0.12%
2007	9.88	1.31%	0.12%
2008	10.92	1.31%	0.12%
2009	12.00	1.31%	0.12%
2010	13.09	1.32%	0.12%
2011	14.20	1.32%	0.12%
2012	15.34	1.32%	0.12%
2013	16.55	1.32%	0.12%
2014	17.87	1.33%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tunisia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tunis	346	4.82	40.17	0.53	0.05
Sfax	702	1.87	15.61	0.21	0.02
Ariana	1,079	0.80	6.66	0.09	0.01
Bizerte	1,092	0.77	6.39	0.08	0.01
Gabes	1,101	0.74	6.19	0.08	0.01
Djerba	1,102	0.74	6.19	0.08	0.01
Sousse	1,153	0.68	5.65	0.07	0.01
Kairouan	1,220	0.58	4.85	0.06	0.01
La Goulette	1,290	0.50	4.17	0.05	0.00
Gafsa	1,294	0.49	4.10	0.05	0.00
Total		12.00	100.00	1.31	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.70 TURKEY

Human Resource Management Systems (HRMS) (US\$ Million): Turkey 2004 - 2014

Year	Turkey	% of Region	% of Globe
2004	68.26	11.52%	1.07%
2005	73.67	11.48%	1.06%
2006	79.51	11.44%	1.06%
2007	86.06	11.39%	1.05%
2008	94.52	11.35%	1.04%
2009	103.29	11.31%	1.03%
2010	112.05	11.27%	1.02%
2011	120.85	11.23%	1.01%
2012	129.80	11.19%	1.00%
2013	139.33	11.15%	1.00%
2014	149.56	11.10%	0.99%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Turkey: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Istanbul	46	39.69	38.42	4.35	0.39
Izmir	171	12.40	12.01	1.36	0.12
Ankara	176	11.89	11.51	1.30	0.12
Bursa	277	6.14	5.94	0.67	0.06
Adana	304	5.48	5.30	0.60	0.05
Mersin (Icel)	347	4.81	4.65	0.53	0.05
Antalya	357	4.68	4.54	0.51	0.05
Konya	389	4.20	4.07	0.46	0.04
Samsun	574	2.50	2.42	0.27	0.02
Gaziantep	610	2.36	2.28	0.26	0.02
Kayseri	665	2.06	1.99	0.23	0.02
Diyarbakir	672	2.03	1.97	0.22	0.02
Eskisehir	674	2.01	1.95	0.22	0.02
Sanli-Urfa	766	1.63	1.57	0.18	0.02
Malatya	819	1.42	1.37	0.16	0.01
Total		103.29	100.00	11.31	1.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.71 TURKMENISTAN

Human Resource Management Systems (HRMS) (US\$ Million): Turkmenistan 2004 - 2014

Year	Turkmenistan	% of Region	% of Globe
2004	4.65	0.78%	0.07%
2005	5.07	0.79%	0.07%
2006	5.53	0.79%	0.07%
2007	6.04	0.80%	0.07%
2008	6.71	0.81%	0.07%
2009	7.39	0.81%	0.07%
2010	8.09	0.81%	0.07%
2011	8.80	0.82%	0.07%
2012	9.54	0.82%	0.07%
2013	10.33	0.83%	0.07%
2014	11.19	0.83%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Turkmenistan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ashgabat	399	4.05	54.82	0.44	0.04
Chardzhou	760	1.64	22.18	0.18	0.02
Tashauz	919	1.14	15.43	0.12	0.01
Krasnovodsk	1,240	0.56	7.58	0.06	0.01
Total		7.39	100.00	0.81	0.07

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.72 UGANDA

Human Resource Management Systems (HRMS) (US\$ Million): Uganda 2004 - 2014

Year	Uganda	% of Region	% of Globe
2004	3.16	0.53%	0.05%
2005	3.42	0.53%	0.05%
2006	3.71	0.53%	0.05%
2007	4.04	0.53%	0.05%
2008	4.45	0.53%	0.05%
2009	4.89	0.54%	0.05%
2010	5.33	0.54%	0.05%
2011	5.77	0.54%	0.05%
2012	6.22	0.54%	0.05%
2013	6.71	0.54%	0.05%
2014	7.23	0.54%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uganda: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kampala	451	3.46	70.72	0.38	0.03
Jinja	1,384	0.40	8.17	0.04	0.00
Masaka	1,562	0.22	4.47	0.02	0.00
Mbale	1,572	0.21	4.31	0.02	0.00
Mbarara	1,627	0.17	3.54	0.02	0.00
Entebbe	1,656	0.16	3.24	0.02	0.00
Gulu	1,691	0.14	2.77	0.01	0.00
Tororo	1,692	0.14	2.77	0.01	0.00
Total		4.89	100.00	0.54	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.73 UZBEKISTAN**Human Resource Management Systems (HRMS) (US\$ Million): Uzbekistan 2004 - 2014**

Year	Uzbekistan	% of Region	% of Globe
2004	5.96	1.01%	0.09%
2005	6.54	1.02%	0.09%
2006	7.18	1.03%	0.10%
2007	7.90	1.05%	0.10%
2008	8.81	1.06%	0.10%
2009	9.77	1.07%	0.10%
2010	10.74	1.08%	0.10%
2011	11.75	1.09%	0.10%
2012	12.79	1.10%	0.10%
2013	13.93	1.11%	0.10%
2014	15.16	1.13%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uzbekistan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tashkent	402	4.02	41.18	0.44	0.04
Samarkand	935	1.10	11.24	0.12	0.01
Namangan	1,211	0.60	6.12	0.07	0.01
Andizhan	1,229	0.57	5.82	0.06	0.01
Bukhara	1,352	0.43	4.45	0.05	0.00
Fergana	1,404	0.39	3.97	0.04	0.00
Kokand	1,431	0.35	3.62	0.04	0.00
Nukus	1,447	0.33	3.36	0.04	0.00
Chirchik	1,470	0.30	3.10	0.03	0.00
Karshi	1,471	0.30	3.10	0.03	0.00
Angren	1,519	0.25	2.60	0.03	0.00
Urgench	1,524	0.25	2.54	0.03	0.00
Margilan	1,532	0.24	2.48	0.03	0.00
Almalyk	1,561	0.22	2.26	0.02	0.00
Navoi	1,577	0.21	2.13	0.02	0.00
Others		0.20	2.03	0.02	0.00
Total		9.77	100.00	1.07	0.10

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.74 WESTERN SAHARA**Human Resource Management Systems (HRMS) (US\$ Million): Western Sahara
2004 - 2014**

Year	Western Sahara	% of Region	% of Globe
2004	0.01	0.00%	0.00%
2005	0.01	0.00%	0.00%
2006	0.01	0.00%	0.00%
2007	0.01	0.00%	0.00%
2008	0.01	0.00%	0.00%
2009	0.01	0.00%	0.00%
2010	0.01	0.00%	0.00%
2011	0.01	0.00%	0.00%
2012	0.02	0.00%	0.00%
2013	0.02	0.00%	0.00%
2014	0.02	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Western Sahara: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Laayoune	2,028	0.01	72.31	0.00	0.00
Semara	2,073	0.00	13.85	0.00	0.00
Dakhla	2,074	0.00	13.85	0.00	0.00
Total		0.01	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.75 YEMEN

Human Resource Management Systems (HRMS) (US\$ Million): Yemen 2004 - 2014

Year	Yemen	% of Region	% of Globe
2004	5.60	0.95%	0.09%
2005	5.99	0.93%	0.09%
2006	6.39	0.92%	0.08%
2007	6.85	0.91%	0.08%
2008	7.45	0.89%	0.08%
2009	8.07	0.88%	0.08%
2010	8.67	0.87%	0.08%
2011	9.27	0.86%	0.08%
2012	9.87	0.85%	0.08%
2013	10.50	0.84%	0.08%
2014	11.17	0.83%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Yemen: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sanaa	535	2.69	33.39	0.29	0.03
Aden	676	2.01	24.86	0.22	0.02
Taizz	926	1.12	13.92	0.12	0.01
Hodeida	996	0.98	12.12	0.11	0.01
Mukalla	1,000	0.97	12.04	0.11	0.01
Dhamar	1,599	0.19	2.35	0.02	0.00
El Beida	1,846	0.06	0.70	0.01	0.00
Hajja	1,860	0.05	0.63	0.01	0.00
Total		8.07	100.00	0.88	0.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.76 ZAMBIA

Human Resource Management Systems (HRMS) (US\$ Million): Zambia 2004 - 2014

Year	Zambia	% of Region	% of Globe
2004	1.60	0.27%	0.02%
2005	1.73	0.27%	0.02%
2006	1.88	0.27%	0.02%
2007	2.04	0.27%	0.02%
2008	2.26	0.27%	0.02%
2009	2.47	0.27%	0.02%
2010	2.70	0.27%	0.02%
2011	2.92	0.27%	0.02%
2012	3.15	0.27%	0.02%
2013	3.39	0.27%	0.02%
2014	3.66	0.27%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Zambia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lusaka	1,093	0.76	30.87	0.08	0.01
Kitwe	1,368	0.41	16.75	0.05	0.00
Ndola	1,402	0.39	15.72	0.04	0.00
Kabwe	1,620	0.18	7.10	0.02	0.00
Mufulira	1,622	0.17	7.06	0.02	0.00
Chingola	1,631	0.17	6.88	0.02	0.00
Luanshya	1,672	0.15	5.89	0.02	0.00
Livingstone	1,778	0.09	3.48	0.01	0.00
Kalulushi	1,788	0.08	3.34	0.01	0.00
Chililabombwe	1,816	0.07	2.91	0.01	0.00
Total		2.47	100.00	0.27	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.77 ZIMBABWE

Human Resource Management Systems (HRMS) (US\$ Million): Zimbabwe 2004 - 2014

Year	Zimbabwe	% of Region	% of Globe
2004	0.74	0.12%	0.01%
2005	0.76	0.12%	0.01%
2006	0.79	0.11%	0.01%
2007	0.83	0.11%	0.01%
2008	0.88	0.11%	0.01%
2009	0.93	0.10%	0.01%
2010	0.97	0.10%	0.01%
2011	1.01	0.09%	0.01%
2012	1.05	0.09%	0.01%
2013	1.09	0.09%	0.01%
2014	1.13	0.08%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Zimbabwe: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Harare	1,415	0.37	40.01	0.04	0.00
Bulawayo	1,544	0.23	25.21	0.03	0.00
Chitungwiza	1,732	0.11	11.87	0.01	0.00
Gweru	1,880	0.04	4.64	0.00	0.00
Mutare	1,899	0.04	4.11	0.00	0.00
Kwekwe	1,946	0.03	2.82	0.00	0.00
Kadoma	1,957	0.02	2.64	0.00	0.00
Hwange	1,976	0.02	2.29	0.00	0.00
Masvingo	2,000	0.02	1.82	0.00	0.00
Zvishavane	2,005	0.01	1.59	0.00	0.00
Chegutu	2,006	0.01	1.59	0.00	0.00
Chinhoyi	2,011	0.01	1.41	0.00	0.00
Total		0.93	100.00	0.10	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4 ASIA

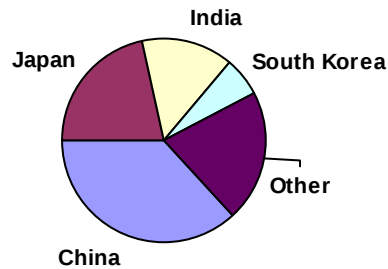
4.1 EXECUTIVE SUMMARY

Market Potential for Human Resource Management Systems (HRMS) in Asia (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Asia
China	1,121.71	36.56%
Japan	673.06	21.93%
India	465.96	15.19%
South Korea	186.38	6.07%
Indonesia	131.42	4.28%
Taiwan	106.95	3.49%
Thailand	80.20	2.61%
Malaysia	55.52	1.81%
Philippines	46.71	1.52%
Hong Kong	45.53	1.48%
Vietnam	34.97	1.14%
Singapore	34.84	1.14%
Bangladesh	32.50	1.06%
Burma	14.12	0.46%
Sri Lanka	12.93	0.42%
North Korea	6.01	0.20%
Nepal	4.69	0.15%
Cambodia	4.06	0.13%
Papua New Guinea	2.55	0.08%
Macau	2.02	0.07%
Laos	1.97	0.06%
Brunei	1.45	0.05%
Mongolia	1.34	0.04%
Bhutan	0.55	0.02%
Maldives	0.44	0.01%
Other	0.62	0.02%
Total	3,068.49	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Human Resource Management Systems (HRMS) in Asia (US\$ Million): 2009



The Market for Human Resource Management Systems (HRMS) in Asia: 2004 - 2014

Year	US\$ Million	% of Globe
2004	1,917.66	30.00
2005	2,092.05	30.16
2006	2,283.26	30.32
2007	2,500.33	30.46
2008	2,779.06	30.50
2009	3,068.49	30.53
2010	3,363.80	30.59
2011	3,667.39	30.70
2012	3,982.96	30.84
2013	4,324.61	30.98
2014	4,696.93	31.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.2 BANGLADESH

Human Resource Management Systems (HRMS) (US\$ Million): Bangladesh 2004 - 2014

Year	Bangladesh	% of Region	% of Globe
2004	20.97	1.09%	0.33%
2005	22.75	1.09%	0.33%
2006	24.67	1.08%	0.33%
2007	26.83	1.07%	0.33%
2008	29.61	1.07%	0.33%
2009	32.50	1.06%	0.32%
2010	35.40	1.05%	0.32%
2011	38.34	1.05%	0.32%
2012	41.35	1.04%	0.32%
2013	44.57	1.03%	0.32%
2014	48.05	1.02%	0.32%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bangladesh: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dhaka	160	13.58	41.79	0.44	0.14
Chittagong	298	5.62	17.31	0.18	0.06
Khulna	432	3.71	11.41	0.12	0.04
Narayanganj	780	1.56	4.79	0.05	0.02
Rajshahi	808	1.46	4.49	0.05	0.01
Mymensingh	937	1.10	3.37	0.04	0.01
Comilla	960	1.06	3.25	0.03	0.01
Barisal	988	0.99	3.06	0.03	0.01
Sylhet	1,004	0.96	2.97	0.03	0.01
Rangpur	1,048	0.88	2.70	0.03	0.01
Jessore	1,057	0.86	2.63	0.03	0.01
Saidpur	1,112	0.73	2.24	0.02	0.01
Total		32.50	100.00	1.06	0.32

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.3 BHUTAN

Human Resource Management Systems (HRMS) (US\$ Million): Bhutan 2004 - 2014

Year	Bhutan	% of Region	% of Globe
2004	0.33	0.02%	0.01%
2005	0.36	0.02%	0.01%
2006	0.40	0.02%	0.01%
2007	0.44	0.02%	0.01%
2008	0.50	0.02%	0.01%
2009	0.55	0.02%	0.01%
2010	0.61	0.02%	0.01%
2011	0.67	0.02%	0.01%
2012	0.73	0.02%	0.01%
2013	0.80	0.02%	0.01%
2014	0.87	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bhutan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Thimphu	1,683	0.14	25.32	0.00	0.00
Taga Dzong	1,694	0.13	24.05	0.00	0.00
Punakha	1,769	0.09	16.46	0.00	0.00
Bumthang	1,804	0.08	13.92	0.00	0.00
Phuntsholing	1,828	0.07	12.66	0.00	0.00
Paro	1,977	0.02	3.80	0.00	0.00
Tongsa Dzong	1,978	0.02	3.80	0.00	0.00
Total		0.55	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.4 BRUNEI

Human Resource Management Systems (HRMS) (US\$ Million): Brunei 2004 - 2014

Year	Brunei	% of Region	% of Globe
2004	1.08	0.06%	0.02%
2005	1.14	0.05%	0.02%
2006	1.20	0.05%	0.02%
2007	1.26	0.05%	0.02%
2008	1.35	0.05%	0.01%
2009	1.45	0.05%	0.01%
2010	1.53	0.05%	0.01%
2011	1.62	0.04%	0.01%
2012	1.70	0.04%	0.01%
2013	1.79	0.04%	0.01%
2014	1.88	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Brunei: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bandar Seri Begawan	1,081	0.79	54.74	0.03	0.01
Seria	1,420	0.37	25.26	0.01	0.00
Kuala Belait	1,481	0.29	20.00	0.01	0.00
Total		1.45	100.00	0.05	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.5 BURMA**Human Resource Management Systems (HRMS) (US\$ Million): Burma 2004 - 2014**

Year	Burma	% of Region	% of Globe
2004	9.24	0.48%	0.14%
2005	9.99	0.48%	0.14%
2006	10.81	0.47%	0.14%
2007	11.72	0.47%	0.14%
2008	12.90	0.46%	0.14%
2009	14.12	0.46%	0.14%
2010	15.35	0.46%	0.14%
2011	16.59	0.45%	0.14%
2012	17.85	0.45%	0.14%
2013	19.19	0.44%	0.14%
2014	20.64	0.44%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Burma: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Yangon	208	9.07	64.22	0.30	0.09
Mandalay	679	1.97	13.92	0.06	0.02
Moulmein	1,074	0.81	5.75	0.03	0.01
Pegu	1,245	0.55	3.92	0.02	0.01
Bassein	1,266	0.53	3.76	0.02	0.01
Sittwe	1,386	0.40	2.82	0.01	0.00
Taunggye	1,387	0.40	2.82	0.01	0.00
Monywa	1,392	0.39	2.79	0.01	0.00
Total		14.12	100.00	0.46	0.14

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.6 CAMBODIA

Human Resource Management Systems (HRMS) (US\$ Million): Cambodia 2004 - 2014

Year	Cambodia	% of Region	% of Globe
2004	2.42	0.13%	0.04%
2005	2.67	0.13%	0.04%
2006	2.94	0.13%	0.04%
2007	3.25	0.13%	0.04%
2008	3.65	0.13%	0.04%
2009	4.06	0.13%	0.04%
2010	4.49	0.13%	0.04%
2011	4.93	0.13%	0.04%
2012	5.40	0.14%	0.04%
2013	5.90	0.14%	0.04%
2014	6.45	0.14%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cambodia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bhnom Penh	471	3.17	77.88	0.10	0.03
Kompong Cham	1,040	0.90	22.12	0.03	0.01
Total		4.06	100.00	0.13	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.7 CHINA

Human Resource Management Systems (HRMS) (US\$ Million): China 2004 - 2014

Year	China	% of Region	% of Globe
2004	627.04	32.70%	9.81%
2005	700.55	33.49%	10.10%
2006	782.68	34.28%	10.39%
2007	877.13	35.08%	10.69%
2008	997.00	35.88%	10.94%
2009	1,121.71	36.56%	11.16%
2010	1,252.17	37.22%	11.39%
2011	1,389.93	37.90%	11.63%
2012	1,536.57	38.58%	11.90%
2013	1,697.80	39.26%	12.16%
2014	1,875.95	39.94%	12.43%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

China: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Shanghai	5	160.61	14.32	5.23	1.60
Beijing	6	133.85	11.93	4.36	1.33
Chongqing	8	113.28	10.10	3.69	1.13
Guangzhou	10	103.34	9.21	3.37	1.03
Chengdu	12	95.10	8.48	3.10	0.95
Tianjin	16	82.27	7.33	2.68	0.82
Harbin	30	54.27	4.84	1.77	0.54
Nanjing	31	53.82	4.80	1.75	0.54
Wuhan	32	53.58	4.78	1.75	0.53
Jinan	33	49.71	4.43	1.62	0.49
Shenyang	38	45.63	4.07	1.49	0.45
Changchun	40	43.61	3.89	1.42	0.43
Xi'an	41	43.20	3.85	1.41	0.43
Dalian	43	41.11	3.66	1.34	0.41
Shenzhen	73	28.53	2.54	0.93	0.28
Others		19.77	1.76	0.64	0.20
Total		1121.71	100.00	36.56	11.16

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.8 HONG KONG**Human Resource Management Systems (HRMS) (US\$ Million): Hong Kong 2004 - 2014**

Year	Hong Kong	% of Region	% of Globe
2004	29.54	1.54%	0.46%
2005	32.01	1.53%	0.46%
2006	34.67	1.52%	0.46%
2007	37.67	1.51%	0.46%
2008	41.53	1.49%	0.46%
2009	45.53	1.48%	0.45%
2010	49.56	1.47%	0.45%
2011	53.62	1.46%	0.45%
2012	57.78	1.45%	0.45%
2013	62.23	1.44%	0.45%
2014	67.01	1.43%	0.44%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Hong Kong: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Hong Kong	39	45.53	100.00	1.48	0.45
Total		45.53	100.00	1.48	0.45

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.9 INDIA

Human Resource Management Systems (HRMS) (US\$ Million): India 2004 - 2014

Year	India	% of Region	% of Globe
2004	281.48	14.68%	4.40%
2005	309.47	14.79%	4.46%
2006	340.24	14.90%	4.52%
2007	375.18	15.01%	4.57%
2008	419.72	15.10%	4.61%
2009	465.96	15.19%	4.64%
2010	513.41	15.26%	4.67%
2011	562.46	15.34%	4.71%
2012	613.65	15.41%	4.75%
2013	669.14	15.47%	4.79%
2014	729.65	15.53%	4.84%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

India: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Maharashtra State	17	80.37	17.25	2.62	0.80
Uttar Pradesh State	29	55.19	11.84	1.80	0.55
West Bengal State	49	37.24	7.99	1.21	0.37
Andhra Pradesh State	52	35.77	7.68	1.17	0.36
Tamil Nadu State	63	32.13	6.89	1.05	0.32
Gujarat State	71	29.05	6.23	0.95	0.29
Madhya Pradesh State	72	28.99	6.22	0.94	0.29
Karnataka State	82	26.32	5.65	0.86	0.26
Bihar State	83	26.26	5.64	0.86	0.26
Rajasthan State	111	20.54	4.41	0.67	0.20
Punjab State	112	20.41	4.38	0.67	0.20
Haryana State	146	14.66	3.15	0.48	0.15
Kerala State	158	13.66	2.93	0.45	0.14
Orissa State	177	11.63	2.50	0.38	0.12
Union Territories	187	10.74	2.31	0.35	0.11
Others		23.02	4.94	0.75	0.23
Total		465.96	100.00	15.19	4.64

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.10 INDONESIA

Human Resource Management Systems (HRMS) (US\$ Million): Indonesia 2004 - 2014

Year	Indonesia	% of Region	% of Globe
2004	84.60	4.41%	1.32%
2005	91.80	4.39%	1.32%
2006	99.61	4.36%	1.32%
2007	108.40	4.34%	1.32%
2008	119.70	4.31%	1.31%
2009	131.42	4.28%	1.31%
2010	143.23	4.26%	1.30%
2011	155.19	4.23%	1.30%
2012	167.45	4.20%	1.30%
2013	180.59	4.18%	1.29%
2014	194.75	4.15%	1.29%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Indonesia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Jawa Barat	90	23.80	18.11	0.78	0.24
DKI Jakarta	109	20.95	15.94	0.68	0.21
Jawa Timur	114	20.13	15.31	0.66	0.20
Jawa Tengah	159	13.59	10.34	0.44	0.14
Sumatra Utara	237	7.39	5.62	0.24	0.07
Riau	281	6.02	4.58	0.20	0.06
Kalimantan Timur	356	4.70	3.58	0.15	0.05
Sumatra Selatan	364	4.55	3.46	0.15	0.05
Daerah Istimewa Aceh	414	3.90	2.97	0.13	0.04
Sulawesi Selatan	486	3.09	2.35	0.10	0.03
Sumatra Barat	595	2.45	1.86	0.08	0.02
Lampung	602	2.40	1.83	0.08	0.02
Kalimantan Barat	614	2.34	1.78	0.08	0.02
Bali	629	2.27	1.72	0.07	0.02
Irian Jaya	650	2.14	1.63	0.07	0.02
Others		11.71	8.91	0.38	0.12
Total		131.42	100.00	4.28	1.31

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.11 JAPAN

Human Resource Management Systems (HRMS) (US\$ Million): Japan 2004 - 2014

Year	Japan	% of Region	% of Globe
2004	483.61	25.22%	7.57%
2005	513.08	24.53%	7.40%
2006	544.34	23.84%	7.23%
2007	579.11	23.16%	7.05%
2008	625.26	22.50%	6.86%
2009	673.06	21.93%	6.70%
2010	719.42	21.39%	6.54%
2011	764.44	20.84%	6.40%
2012	808.80	20.31%	6.26%
2013	855.25	19.78%	6.13%
2014	904.37	19.25%	5.99%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Japan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tokyo	9	112.74	16.75	3.67	1.12
Yokohama	37	45.68	6.79	1.49	0.45
Nagoya	84	26.13	3.88	0.85	0.26
Osaka	87	24.91	3.70	0.81	0.25
Sapporo	125	17.93	2.66	0.58	0.18
Kawasaki	136	16.22	2.41	0.53	0.16
Kyoto	145	14.80	2.20	0.48	0.15
Kobe	153	14.04	2.09	0.46	0.14
Fukuoka	163	13.27	1.97	0.43	0.13
Hiroshima	169	12.64	1.88	0.41	0.13
Chiba	188	10.70	1.59	0.35	0.11
Sendai	189	10.66	1.58	0.35	0.11
Kitakyushu	212	8.71	1.29	0.28	0.09
Sakai	220	8.30	1.23	0.27	0.08
Sagamihara	243	7.24	1.08	0.24	0.07
Others		329.09	48.89	10.72	3.27
Total		673.06	100.00	21.93	6.70

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.12 LAOS

Human Resource Management Systems (HRMS) (US\$ Million): Laos 2004 - 2014

Year	Laos	% of Region	% of Globe
2004	1.24	0.06%	0.02%
2005	1.35	0.06%	0.02%
2006	1.47	0.06%	0.02%
2007	1.61	0.06%	0.02%
2008	1.79	0.06%	0.02%
2009	1.97	0.06%	0.02%
2010	2.15	0.06%	0.02%
2011	2.34	0.06%	0.02%
2012	2.54	0.06%	0.02%
2013	2.75	0.06%	0.02%
2014	2.98	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Laos: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Vientiane	839	1.36	69.30	0.04	0.01
Savannakhet	1,606	0.18	9.38	0.01	0.00
Pakse	1,641	0.16	8.27	0.01	0.00
Luang Prabang	1,653	0.16	8.09	0.01	0.00
Sayaboury	1,859	0.05	2.57	0.00	0.00
Khammouane	1,870	0.05	2.39	0.00	0.00
Total		1.97	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.13 MACAU

Human Resource Management Systems (HRMS) (US\$ Million): Macau 2004 - 2014

Year	Macau	% of Region	% of Globe
2004	1.03	0.05%	0.02%
2005	1.17	0.06%	0.02%
2006	1.33	0.06%	0.02%
2007	1.53	0.06%	0.02%
2008	1.77	0.06%	0.02%
2009	2.02	0.07%	0.02%
2010	2.30	0.07%	0.02%
2011	2.59	0.07%	0.02%
2012	2.91	0.07%	0.02%
2013	3.27	0.08%	0.02%
2014	3.67	0.08%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Macau: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Macau	697	1.90	94.12	0.06	0.02
Taipa	1,765	0.09	4.52	0.00	0.00
Coloane	1,941	0.03	1.36	0.00	0.00
Total		2.02	100.00	0.07	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.14 MALAYSIA**Human Resource Management Systems (HRMS) (US\$ Million): Malaysia 2004 - 2014**

Year	Malaysia	% of Region	% of Globe
2004	36.12	1.88%	0.57%
2005	39.11	1.87%	0.56%
2006	42.34	1.85%	0.56%
2007	45.98	1.84%	0.56%
2008	50.66	1.82%	0.56%
2009	55.52	1.81%	0.55%
2010	60.40	1.80%	0.55%
2011	65.32	1.78%	0.55%
2012	70.35	1.77%	0.54%
2013	75.73	1.75%	0.54%
2014	81.52	1.74%	0.54%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Malaysia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kuala Lumpur	174	12.26	22.08	0.40	0.12
Ipoh	396	4.10	7.38	0.13	0.04
Johor Baharu	446	3.52	6.34	0.11	0.04
Melaka	469	3.17	5.71	0.10	0.03
Petaling Jaya	531	2.73	4.92	0.09	0.03
Tawai	545	2.62	4.72	0.09	0.03
Kelang	549	2.61	4.70	0.09	0.03
Kuala Terengganu	596	2.45	4.41	0.08	0.02
Sandakan	604	2.39	4.31	0.08	0.02
Kota Baharu	611	2.35	4.24	0.08	0.02
George Town	612	2.35	4.23	0.08	0.02
Kota Kinabalu	632	2.23	4.02	0.07	0.02
Kuantan	653	2.12	3.83	0.07	0.02
Taiping	681	1.96	3.53	0.06	0.02
Seremban	685	1.96	3.52	0.06	0.02
Others		6.70	12.06	0.22	0.07
Total		55.52	100.00	1.81	0.55

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.15 MALDIVES

Human Resource Management Systems (HRMS) (US\$ Million): Maldives 2004 - 2014

Year	Maldives	% of Region	% of Globe
2004	0.29	0.02%	0.00%
2005	0.31	0.01%	0.00%
2006	0.34	0.01%	0.00%
2007	0.37	0.01%	0.00%
2008	0.40	0.01%	0.00%
2009	0.44	0.01%	0.00%
2010	0.48	0.01%	0.00%
2011	0.52	0.01%	0.00%
2012	0.56	0.01%	0.00%
2013	0.60	0.01%	0.00%
2014	0.64	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Maldives: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Male	1,343	0.44	100.00	0.01	0.00
Total		0.44	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.16 MONGOLIA

Human Resource Management Systems (HRMS) (US\$ Million): Mongolia 2004 - 2014

Year	Mongolia	% of Region	% of Globe
2004	0.78	0.04%	0.01%
2005	0.86	0.04%	0.01%
2006	0.95	0.04%	0.01%
2007	1.06	0.04%	0.01%
2008	1.20	0.04%	0.01%
2009	1.34	0.04%	0.01%
2010	1.48	0.04%	0.01%
2011	1.63	0.04%	0.01%
2012	1.79	0.05%	0.01%
2013	1.97	0.05%	0.01%
2014	2.16	0.05%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mongolia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ulaanbaatar	989	0.99	74.25	0.03	0.01
Darhan	1,675	0.14	10.84	0.00	0.00
Erdenedalay	1,801	0.08	5.83	0.00	0.00
Choybalsan	1,886	0.04	3.12	0.00	0.00
Ulaangom	1,942	0.03	2.03	0.00	0.00
Nalayh	1,943	0.03	2.03	0.00	0.00
Uliastay	1,951	0.03	1.90	0.00	0.00
Total		1.34	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.17 NEPAL**Human Resource Management Systems (HRMS) (US\$ Million): Nepal 2004 - 2014**

Year	Nepal	% of Region	% of Globe
2004	3.31	0.17%	0.05%
2005	3.53	0.17%	0.05%
2006	3.75	0.16%	0.05%
2007	4.01	0.16%	0.05%
2008	4.34	0.16%	0.05%
2009	4.69	0.15%	0.05%
2010	5.02	0.15%	0.05%
2011	5.35	0.15%	0.04%
2012	5.68	0.14%	0.04%
2013	6.02	0.14%	0.04%
2014	6.38	0.14%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nepal: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kathmandu	878	1.24	26.43	0.04	0.01
Sallyan	1,078	0.80	17.10	0.03	0.01
Pyuthan	1,083	0.78	16.65	0.03	0.01
Jumla	1,138	0.70	14.85	0.02	0.01
Biratnagar	1,292	0.50	10.57	0.02	0.00
Lalitpur	1,360	0.42	9.00	0.01	0.00
Bhaktapur	1,520	0.25	5.40	0.01	0.00
Total		4.69	100.00	0.15	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.18 NORTH KOREA

Human Resource Management Systems (HRMS) (US\$ Million): North Korea 2004 - 2014

Year	North Korea	% of Region	% of Globe
2004	4.67	0.24%	0.07%
2005	4.87	0.23%	0.07%
2006	5.09	0.22%	0.07%
2007	5.33	0.21%	0.06%
2008	5.66	0.20%	0.06%
2009	6.01	0.20%	0.06%
2010	6.33	0.19%	0.06%
2011	6.63	0.18%	0.06%
2012	6.92	0.17%	0.05%
2013	7.21	0.17%	0.05%
2014	7.52	0.16%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

North Korea: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Pyongyang	605	2.39	39.81	0.08	0.02
Chongjin	1,146	0.68	11.37	0.02	0.01
Nampo	1,187	0.63	10.42	0.02	0.01
Sinuiju	1,328	0.45	7.54	0.01	0.00
Hungnam	1,424	0.36	6.03	0.01	0.00
Wonsan	1,458	0.32	5.28	0.01	0.00
Kaesong	1,461	0.31	5.22	0.01	0.00
Hamhung	1,475	0.29	4.90	0.01	0.00
Kimchaek	1,517	0.25	4.24	0.01	0.00
Haeju	1,594	0.19	3.21	0.01	0.00
Sariwon	1,719	0.12	1.96	0.00	0.00
Total		6.01	100.00	0.20	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.19 PAPUA NEW GUINEA

Human Resource Management Systems (HRMS) (US\$ Million): Papua New Guinea 2004 - 2014

Year	Papua New Guinea	% of Region	% of Globe
2004	1.73	0.09%	0.03%
2005	1.86	0.09%	0.03%
2006	2.00	0.09%	0.03%
2007	2.15	0.09%	0.03%
2008	2.34	0.08%	0.03%
2009	2.55	0.08%	0.03%
2010	2.75	0.08%	0.03%
2011	2.95	0.08%	0.02%
2012	3.15	0.08%	0.02%
2013	3.37	0.08%	0.02%
2014	3.60	0.08%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Papua New Guinea: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port Moresby	901	1.17	45.92	0.04	0.01
Lae	1,195	0.62	24.17	0.02	0.01
Madang	1,596	0.19	7.55	0.01	0.00
Wewak	1,616	0.18	6.95	0.01	0.00
Goroka	1,634	0.17	6.65	0.01	0.00
Rabaul	1,712	0.12	4.83	0.00	0.00
Mount Hagen	1,751	0.10	3.93	0.00	0.00
Total		2.55	100.00	0.08	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.20 PHILIPPINES

Human Resource Management Systems (HRMS) (US\$ Million): Philippines 2004 - 2014

Year	Philippines	% of Region	% of Globe
2004	29.13	1.52%	0.46%
2005	31.82	1.52%	0.46%
2006	34.75	1.52%	0.46%
2007	38.07	1.52%	0.46%
2008	42.31	1.52%	0.46%
2009	46.71	1.52%	0.46%
2010	51.19	1.52%	0.47%
2011	55.77	1.52%	0.47%
2012	60.52	1.52%	0.47%
2013	65.62	1.52%	0.47%
2014	71.17	1.52%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Philippines: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Manila	42	41.32	88.46	1.35	0.41
Quezon City	1,006	0.96	2.05	0.03	0.01
Davao	1,251	0.55	1.18	0.02	0.01
Cebu	1,394	0.39	0.84	0.01	0.00
Caloocan	1,418	0.37	0.79	0.01	0.00
Makati	1,512	0.26	0.55	0.01	0.00
Zamboanga	1,521	0.25	0.54	0.01	0.00
Cagayan de Oro	1,538	0.24	0.51	0.01	0.00
Pasig	1,555	0.23	0.49	0.01	0.00
Pasay	1,560	0.22	0.48	0.01	0.00
Las Pinas	1,564	0.22	0.47	0.01	0.00
Bacolod	1,586	0.20	0.42	0.01	0.00
Valenzuela	1,590	0.19	0.42	0.01	0.00
Marikina	1,615	0.18	0.38	0.01	0.00
Paranaque	1,619	0.18	0.38	0.01	0.00
Others		0.96	2.06	0.03	0.01
Total		46.71	100.00	1.52	0.46

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.21 SEYCHELLES

Human Resource Management Systems (HRMS) (US\$ Million): Seychelles 2004 - 2014

Year	Seychelles	% of Region	% of Globe
2004	0.17	0.01%	0.00%
2005	0.18	0.01%	0.00%
2006	0.20	0.01%	0.00%
2007	0.21	0.01%	0.00%
2008	0.23	0.01%	0.00%
2009	0.26	0.01%	0.00%
2010	0.28	0.01%	0.00%
2011	0.30	0.01%	0.00%
2012	0.33	0.01%	0.00%
2013	0.35	0.01%	0.00%
2014	0.38	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Seychelles: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Victoria	1,610	0.18	69.70	0.01	0.00
Anse Boileau	1,919	0.03	12.12	0.00	0.00
Cascade	1,962	0.02	9.09	0.00	0.00
Anse Royale	1,963	0.02	9.09	0.00	0.00
Total		0.26	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.22 SINGAPORE

Human Resource Management Systems (HRMS) (US\$ Million): Singapore 2004 - 2014

Year	Singapore	% of Region	% of Globe
2004	21.61	1.13%	0.34%
2005	23.63	1.13%	0.34%
2006	25.84	1.13%	0.34%
2007	28.33	1.13%	0.35%
2008	31.53	1.13%	0.35%
2009	34.84	1.14%	0.35%
2010	38.21	1.14%	0.35%
2011	41.67	1.14%	0.35%
2012	45.25	1.14%	0.35%
2013	49.12	1.14%	0.35%
2014	53.32	1.14%	0.35%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Singapore: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Singapore	54	34.84	100.00	1.14	0.35
Total		34.84	100.00	1.14	0.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.23 SOUTH KOREA**Human Resource Management Systems (HRMS) (US\$ Million): South Korea 2004 - 2014**

Year	South Korea	% of Region	% of Globe
2004	123.83	6.46%	1.94%
2005	133.50	6.38%	1.92%
2006	143.92	6.30%	1.91%
2007	155.61	6.22%	1.90%
2008	170.72	6.14%	1.87%
2009	186.38	6.07%	1.85%
2010	202.01	6.01%	1.84%
2011	217.68	5.94%	1.82%
2012	233.57	5.86%	1.81%
2013	250.49	5.79%	1.79%
2014	268.63	5.72%	1.78%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

South Korea: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Seoul	13	91.04	48.85	2.97	0.91
Pusan	98	22.91	12.29	0.75	0.23
Inchon	137	16.17	8.68	0.53	0.16
Taegu	164	13.14	7.05	0.43	0.13
Kwangju	229	7.75	4.16	0.25	0.08
Taejon	230	7.75	4.16	0.25	0.08
Ulsan	234	7.45	3.99	0.24	0.07
Suwon	255	6.75	3.62	0.22	0.07
Masan	369	4.42	2.37	0.14	0.04
Chonju	430	3.72	1.99	0.12	0.04
Cheju	459	3.37	1.81	0.11	0.03
Mokpo	696	1.91	1.03	0.06	0.02
Total		186.38	100.00	6.07	1.85

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.24 SRI LANKA

Human Resource Management Systems (HRMS) (US\$ Million): Sri Lanka 2004 - 2014

Year	Sri Lanka	% of Region	% of Globe
2004	8.34	0.44%	0.13%
2005	9.05	0.43%	0.13%
2006	9.81	0.43%	0.13%
2007	10.67	0.43%	0.13%
2008	11.78	0.42%	0.13%
2009	12.93	0.42%	0.13%
2010	14.08	0.42%	0.13%
2011	15.25	0.42%	0.13%
2012	16.45	0.41%	0.13%
2013	17.73	0.41%	0.13%
2014	19.11	0.41%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sri Lanka: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Colombo	286	5.89	45.56	0.19	0.06
Dehiwala	757	1.65	12.74	0.05	0.02
Jaffna	881	1.23	9.54	0.04	0.01
Moratuwa	895	1.19	9.21	0.04	0.01
Kandy	929	1.12	8.67	0.04	0.01
Galle	1,018	0.94	7.27	0.03	0.01
Negombo	1,268	0.53	4.07	0.02	0.01
Trincomalee	1,412	0.38	2.94	0.01	0.00
Total		12.93	100.00	0.42	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.25 TAIWAN

Human Resource Management Systems (HRMS) (US\$ Million): Taiwan 2004 - 2014

Year	Taiwan	% of Region	% of Globe
2004	69.94	3.65%	1.09%
2005	75.65	3.62%	1.09%
2006	81.82	3.58%	1.09%
2007	88.75	3.55%	1.08%
2008	97.69	3.52%	1.07%
2009	106.95	3.49%	1.06%
2010	116.24	3.46%	1.06%
2011	125.60	3.42%	1.05%
2012	135.15	3.39%	1.05%
2013	145.35	3.36%	1.04%
2014	156.31	3.33%	1.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Taiwan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Taipei	64	32.04	29.96	1.04	0.32
Kaohsiung	162	13.48	12.60	0.44	0.13
Taichung	207	9.11	8.52	0.30	0.09
Tainan	303	5.50	5.14	0.18	0.05
Panchiao	377	4.35	4.07	0.14	0.04
Hsinchu	465	3.20	2.99	0.10	0.03
Chungho	468	3.17	2.97	0.10	0.03
Sanchung	482	3.12	2.92	0.10	0.03
Keelung	505	2.96	2.77	0.10	0.03
Chungli	585	2.46	2.30	0.08	0.02
Chiayi	607	2.38	2.23	0.08	0.02
Taoyuan	635	2.22	2.07	0.07	0.02
Fengshan	646	2.15	2.01	0.07	0.02
Hsintien	664	2.06	1.92	0.07	0.02
Yungho	695	1.92	1.79	0.06	0.02
Others		16.82	15.72	0.55	0.17
Total		106.95	100.00	3.49	1.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.26 THAILAND

Human Resource Management Systems (HRMS) (US\$ Million): Thailand 2004 - 2014

Year	Thailand	% of Region	% of Globe
2004	53.84	2.81%	0.84%
2005	57.92	2.77%	0.83%
2006	62.31	2.73%	0.83%
2007	67.23	2.69%	0.82%
2008	73.60	2.65%	0.81%
2009	80.20	2.61%	0.80%
2010	86.76	2.58%	0.79%
2011	93.32	2.54%	0.78%
2012	99.95	2.51%	0.77%
2013	106.99	2.47%	0.77%
2014	114.52	2.44%	0.76%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Thailand: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bangkok	18	74.67	93.11	2.43	0.74
Chon Buri	524	2.78	3.46	0.09	0.03
Songkhla	1,064	0.85	1.06	0.03	0.01
Nakhon Ratchasima	1,287	0.50	0.63	0.02	0.01
Chiang Mai	1,297	0.49	0.61	0.02	0.00
Khon Kaen	1,344	0.44	0.55	0.01	0.00
Nakhon Si Thammarat	1,457	0.32	0.40	0.01	0.00
Phitsanulok	1,688	0.14	0.17	0.00	0.00
Hat Yai	1,988	0.02	0.02	0.00	0.00
Total		80.20	100.00	2.61	0.80

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.27 VIETNAM

Human Resource Management Systems (HRMS) (US\$ Million): Vietnam 2004 - 2014

Year	Vietnam	% of Region	% of Globe
2004	21.12	1.10%	0.33%
2005	23.22	1.11%	0.33%
2006	25.53	1.12%	0.34%
2007	28.15	1.13%	0.34%
2008	31.50	1.13%	0.35%
2009	34.97	1.14%	0.35%
2010	38.53	1.15%	0.35%
2011	42.21	1.15%	0.35%
2012	46.05	1.16%	0.36%
2013	50.21	1.16%	0.36%
2014	54.75	1.17%	0.36%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Vietnam: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ho Chi Minh	183	11.00	31.46	0.36	0.11
Can Tho	203	9.34	26.70	0.30	0.09
Hanoi	267	6.31	18.05	0.21	0.06
Thai Nguyen	528	2.74	7.83	0.09	0.03
Da Nang	529	2.73	7.81	0.09	0.03
Hue	648	2.15	6.15	0.07	0.02
Pleiku	1,137	0.70	2.00	0.02	0.01
Total		34.97	100.00	1.14	0.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5 EUROPE

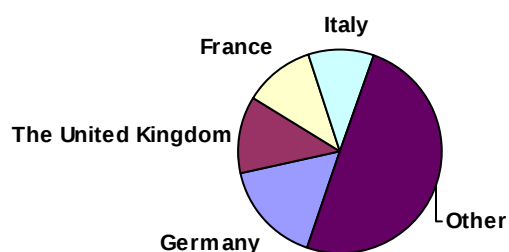
5.1 EXECUTIVE SUMMARY

Market Potential for Human Resource Management Systems (HRMS) in Europe (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Europe
Germany	433.12	16.35%
The United Kingdom	328.71	12.41%
France	314.82	11.89%
Italy	274.28	10.36%
Spain	209.41	7.91%
Russia	162.83	6.15%
The Netherlands	98.09	3.70%
Poland	97.25	3.67%
Belgium	57.96	2.19%
Sweden	51.12	1.93%
Greece	50.16	1.89%
Ukraine	50.12	1.89%
Austria	49.04	1.85%
Switzerland	46.00	1.74%
Norway	39.78	1.50%
Czech Republic	38.64	1.46%
Romania	38.30	1.45%
Portugal	35.35	1.33%
Denmark	31.15	1.18%
Hungary	29.62	1.12%
Ireland	29.03	1.10%
Finland	28.66	1.08%
Kazakhstan	25.40	0.96%
Slovakia	16.93	0.64%
Belarus	16.33	0.62%
Other	96.53	3.64%
Total	2,648.64	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Human Resource Management Systems (HRMS) in Europe (US\$ Million): 2009



The Market for Human Resource Management Systems (HRMS) in Europe: 2004 - 2014

Year	US\$ Million	% of Globe
2004	1,821.48	28.50
2005	1,949.49	28.10
2006	2,086.73	27.71
2007	2,240.19	27.29
2008	2,440.78	26.79
2009	2,648.64	26.35
2010	2,853.92	25.96
2011	3,057.36	25.59
2012	3,261.71	25.25
2013	3,478.10	24.92
2014	3,709.17	24.58

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.2 ALBANIA

Human Resource Management Systems (HRMS) (US\$ Million): Albania 2004 - 2014

Year	Albania	% of Region	% of Globe
2004	2.02	0.11%	0.03%
2005	2.18	0.11%	0.03%
2006	2.36	0.11%	0.03%
2007	2.55	0.11%	0.03%
2008	2.80	0.11%	0.03%
2009	3.06	0.12%	0.03%
2010	3.31	0.12%	0.03%
2011	3.57	0.12%	0.03%
2012	3.83	0.12%	0.03%
2013	4.11	0.12%	0.03%
2014	4.41	0.12%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Albania: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tirane	992	0.99	32.42	0.04	0.01
Durres	1,437	0.35	11.33	0.01	0.00
Elbasan	1,440	0.34	11.19	0.01	0.00
Shkoder	1,446	0.33	10.90	0.01	0.00
Vlore	1,474	0.30	9.76	0.01	0.00
Korce	1,496	0.27	8.90	0.01	0.00
Berat	1,608	0.18	5.88	0.01	0.00
Fier	1,621	0.18	5.74	0.01	0.00
Lushnje	1,718	0.12	3.87	0.00	0.00
Total		3.06	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.3 ANDORRA

Human Resource Management Systems (HRMS) (US\$ Million): Andorra 2004 - 2014

Year	Andorra	% of Region	% of Globe
2004	0.29	0.02%	0.00%
2005	0.31	0.02%	0.00%
2006	0.34	0.02%	0.00%
2007	0.36	0.02%	0.00%
2008	0.39	0.02%	0.00%
2009	0.43	0.02%	0.00%
2010	0.46	0.02%	0.00%
2011	0.49	0.02%	0.00%
2012	0.52	0.02%	0.00%
2013	0.56	0.02%	0.00%
2014	0.59	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Andorra: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Andorra la Vella	1,516	0.26	60.00	0.01	0.00
Les Escaldes	1,632	0.17	40.00	0.01	0.00
Total		0.43	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.4 AUSTRIA

Human Resource Management Systems (HRMS) (US\$ Million): Austria 2004 - 2014

Year	Austria	% of Region	% of Globe
2004	33.97	1.87%	0.53%
2005	36.31	1.86%	0.52%
2006	38.81	1.86%	0.52%
2007	41.60	1.86%	0.51%
2008	45.26	1.85%	0.50%
2009	49.04	1.85%	0.49%
2010	52.76	1.85%	0.48%
2011	56.43	1.85%	0.47%
2012	60.10	1.84%	0.47%
2013	63.97	1.84%	0.46%
2014	68.09	1.84%	0.45%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Austria: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Vienna	70	29.45	60.06	1.11	0.29
Graz	358	4.67	9.53	0.18	0.05
Linz	418	3.85	7.85	0.15	0.04
Salzburg	537	2.67	5.45	0.10	0.03
Innsbruck	630	2.25	4.59	0.08	0.02
Klagenfurt	750	1.67	3.41	0.06	0.02
Villach	976	1.02	2.08	0.04	0.01
Wels	994	0.98	2.00	0.04	0.01
Sankt Poelten	1,005	0.96	1.96	0.04	0.01
Steyr	1,110	0.73	1.49	0.03	0.01
Bregenz	1,261	0.54	1.10	0.02	0.01
Eisenstadt	1,548	0.23	0.47	0.01	0.00
Total		49.04	100.00	1.85	0.49

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.5 BELARUS**Human Resource Management Systems (HRMS) (US\$ Million): Belarus 2004 - 2014**

Year	Belarus	% of Region	% of Globe
2004	10.29	0.57%	0.16%
2005	11.22	0.58%	0.16%
2006	12.23	0.59%	0.16%
2007	13.36	0.60%	0.16%
2008	14.82	0.61%	0.16%
2009	16.33	0.62%	0.16%
2010	17.87	0.63%	0.16%
2011	19.43	0.64%	0.16%
2012	21.04	0.65%	0.16%
2013	22.78	0.65%	0.16%
2014	24.65	0.66%	0.16%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Belarus: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Minsk	274	6.19	37.91	0.23	0.06
Gomel	688	1.95	11.93	0.07	0.02
Mogilyov	831	1.39	8.49	0.05	0.01
Vitebsk	840	1.36	8.35	0.05	0.01
Grodno	963	1.05	6.44	0.04	0.01
Brest	982	1.01	6.15	0.04	0.01
Bobruysk	1,052	0.87	5.32	0.03	0.01
Baranovich	1,192	0.62	3.79	0.02	0.01
Borisov	1,239	0.56	3.44	0.02	0.01
Orsha	1,307	0.48	2.93	0.02	0.00
Pinsk	1,318	0.46	2.84	0.02	0.00
Mozyr	1,393	0.39	2.41	0.01	0.00
Total		16.33	100.00	0.62	0.16

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.6 BELGIUM**Human Resource Management Systems (HRMS) (US\$ Million): Belgium 2004 - 2014**

Year	Belgium	% of Region	% of Globe
2004	40.78	2.24%	0.64%
2005	43.45	2.23%	0.63%
2006	46.30	2.22%	0.61%
2007	49.47	2.21%	0.60%
2008	53.64	2.20%	0.59%
2009	57.96	2.19%	0.58%
2010	62.18	2.18%	0.57%
2011	66.32	2.17%	0.56%
2012	70.43	2.16%	0.55%
2013	74.76	2.15%	0.54%
2014	79.35	2.14%	0.53%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Belgium: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Brussels	113	20.22	34.89	0.76	0.20
Antwerp	200	9.92	17.12	0.37	0.10
Ghent	341	4.86	8.38	0.18	0.05
Charleroi	376	4.36	7.52	0.16	0.04
Liege	392	4.17	7.19	0.16	0.04
Bruges	584	2.46	4.24	0.09	0.02
Namur	649	2.15	3.71	0.08	0.02
Mons	701	1.88	3.24	0.07	0.02
Leuven	730	1.75	3.02	0.07	0.02
Aalst	770	1.61	2.77	0.06	0.02
Mechelen	774	1.58	2.73	0.06	0.02
Kortrijk	775	1.58	2.73	0.06	0.02
Oostende	820	1.42	2.45	0.05	0.01
Total		57.96	100.00	2.19	0.58

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.7 BOSNIA AND HERZEGOVINA**Human Resource Management Systems (HRMS) (US\$ Million): Bosnia and Herzegovina 2004 - 2014**

Year	Bosnia and Herzegovina	% of Region	% of Globe
2004	3.03	0.17%	0.05%
2005	3.28	0.17%	0.05%
2006	3.54	0.17%	0.05%
2007	3.84	0.17%	0.05%
2008	4.23	0.17%	0.05%
2009	4.63	0.17%	0.05%
2010	5.03	0.18%	0.05%
2011	5.44	0.18%	0.05%
2012	5.85	0.18%	0.05%
2013	6.30	0.18%	0.05%
2014	6.77	0.18%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bosnia and Herzegovina: Human Resource Management Systems (HRMS) in 2009,

US\$ Million					
City	World Rank	US \$ mln	%Country	%Region	%World
Sarajevo	715	1.82	39.33	0.07	0.02
Banja Luca	1,155	0.68	14.57	0.03	0.01
Zenica	1,288	0.50	10.84	0.02	0.00
Tuzla	1,327	0.45	9.80	0.02	0.00
Mostar	1,348	0.44	9.44	0.02	0.00
Prijedor	1,405	0.39	8.37	0.01	0.00
Doboj	1,430	0.35	7.63	0.01	0.00
Total		4.63	100.00	0.17	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.8 BULGARIA

Human Resource Management Systems (HRMS) (US\$ Million): Bulgaria 2004 - 2014

Year	Bulgaria	% of Region	% of Globe
2004	8.68	0.48%	0.14%
2005	9.42	0.48%	0.14%
2006	10.22	0.49%	0.14%
2007	11.12	0.50%	0.14%
2008	12.28	0.50%	0.13%
2009	13.48	0.51%	0.13%
2010	14.69	0.51%	0.13%
2011	15.92	0.52%	0.13%
2012	17.18	0.53%	0.13%
2013	18.52	0.53%	0.13%
2014	19.97	0.54%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bulgaria: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sofia	315	5.26	39.05	0.20	0.05
Plovdiv	751	1.66	12.35	0.06	0.02
Varna	817	1.43	10.58	0.05	0.01
Burgas	1,027	0.92	6.85	0.03	0.01
Ruse	1,044	0.89	6.57	0.03	0.01
Stara Zagora	1,114	0.73	5.40	0.03	0.01
Pleven	1,188	0.62	4.64	0.02	0.01
Tolbukhin	1,277	0.52	3.84	0.02	0.01
Sliven	1,291	0.50	3.70	0.02	0.00
Shumen	1,293	0.49	3.67	0.02	0.00
Pernik	1,331	0.45	3.36	0.02	0.00
Total		13.48	100.00	0.51	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.9 CROATIA

Human Resource Management Systems (HRMS) (US\$ Million): Croatia 2004 - 2014

Year	Croatia	% of Region	% of Globe
2004	7.02	0.39%	0.11%
2005	7.60	0.39%	0.11%
2006	8.22	0.39%	0.11%
2007	8.93	0.40%	0.11%
2008	9.83	0.40%	0.11%
2009	10.77	0.41%	0.11%
2010	11.71	0.41%	0.11%
2011	12.66	0.41%	0.11%
2012	13.62	0.42%	0.11%
2013	14.66	0.42%	0.11%
2014	15.77	0.43%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Croatia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Zagreb	279	6.09	56.52	0.23	0.06
Rijeka	979	1.01	9.38	0.04	0.01
Split	1,020	0.94	8.71	0.04	0.01
Osijek	1,070	0.82	7.65	0.03	0.01
Zadar	1,209	0.60	5.58	0.02	0.01
Slavonski Brod	1,252	0.55	5.10	0.02	0.01
Vukovar	1,363	0.42	3.90	0.02	0.00
Dubrovnik	1,441	0.34	3.17	0.01	0.00
Total		10.77	100.00	0.41	0.11

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.10 CYPRUS

Human Resource Management Systems (HRMS) (US\$ Million): Cyprus 2004 - 2014

Year	Cyprus	% of Region	% of Globe
2004	2.22	0.12%	0.03%
2005	2.39	0.12%	0.03%
2006	2.57	0.12%	0.03%
2007	2.77	0.12%	0.03%
2008	3.03	0.12%	0.03%
2009	3.30	0.12%	0.03%
2010	3.57	0.13%	0.03%
2011	3.84	0.13%	0.03%
2012	4.11	0.13%	0.03%
2013	4.40	0.13%	0.03%
2014	4.70	0.13%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cyprus: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nicosia	809	1.45	43.83	0.05	0.01
Limassol	968	1.04	31.50	0.04	0.01
Larnaca	1,324	0.46	13.91	0.02	0.00
Famagusta	1,427	0.36	10.76	0.01	0.00
Total		3.30	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.11 CZECH REPUBLIC**Human Resource Management Systems (HRMS) (US\$ Million): Czech Republic
2004 - 2014**

Year	Czech Republic	% of Region	% of Globe
2004	25.14	1.38%	0.39%
2005	27.22	1.40%	0.39%
2006	29.47	1.41%	0.39%
2007	32.00	1.43%	0.39%
2008	35.26	1.44%	0.39%
2009	38.64	1.46%	0.38%
2010	42.04	1.47%	0.38%
2011	45.46	1.49%	0.38%
2012	48.97	1.50%	0.38%
2013	52.71	1.52%	0.38%
2014	56.74	1.53%	0.38%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Czech Republic: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Prague	132	17.24	44.62	0.65	0.17
Brno	300	5.55	14.35	0.21	0.06
Ostrava	353	4.72	12.21	0.18	0.05
Plzen	575	2.50	6.47	0.09	0.02
Olomouc	795	1.52	3.92	0.06	0.02
Usti nad Labem	798	1.50	3.88	0.06	0.01
Liberec	806	1.47	3.81	0.06	0.01
Hradec Kralove	815	1.43	3.70	0.05	0.01
Pardubice	841	1.36	3.51	0.05	0.01
Ceske Budejovice	842	1.36	3.51	0.05	0.01
Total		38.64	100.00	1.46	0.38

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.12 DENMARK

Human Resource Management Systems (HRMS) (US\$ Million): Denmark 2004 - 2014

Year	Denmark	% of Region	% of Globe
2004	22.50	1.24%	0.35%
2005	23.84	1.22%	0.34%
2006	25.27	1.21%	0.34%
2007	26.85	1.20%	0.33%
2008	28.96	1.19%	0.32%
2009	31.15	1.18%	0.31%
2010	33.26	1.17%	0.30%
2011	35.31	1.15%	0.30%
2012	37.32	1.14%	0.29%
2013	39.43	1.13%	0.28%
2014	41.65	1.12%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Denmark: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Copenhagen	131	17.34	55.68	0.65	0.17
Aarhus	460	3.31	10.63	0.12	0.03
Odense	633	2.23	7.17	0.08	0.02
Aalborg	677	1.99	6.38	0.08	0.02
Esbjerg	970	1.04	3.34	0.04	0.01
Randers	1,082	0.78	2.51	0.03	0.01
Helsingor	1,108	0.73	2.35	0.03	0.01
Kolding	1,109	0.73	2.35	0.03	0.01
Herning	1,119	0.72	2.31	0.03	0.01
Horsens	1,132	0.71	2.27	0.03	0.01
Vejle	1,232	0.56	1.81	0.02	0.01
Roskilde	1,280	0.51	1.65	0.02	0.01
Naestved	1,301	0.49	1.57	0.02	0.00
Total		31.15	100.00	1.18	0.31

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.13 ESTONIA

Human Resource Management Systems (HRMS) (US\$ Million): Estonia 2004 - 2014

Year	Estonia	% of Region	% of Globe
2004	2.86	0.16%	0.04%
2005	3.12	0.16%	0.05%
2006	3.41	0.16%	0.05%
2007	3.74	0.17%	0.05%
2008	4.15	0.17%	0.05%
2009	4.59	0.17%	0.05%
2010	5.03	0.18%	0.05%
2011	5.48	0.18%	0.05%
2012	5.94	0.18%	0.05%
2013	6.44	0.19%	0.05%
2014	6.99	0.19%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Estonia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tallinn	553	2.60	56.71	0.10	0.03
Tartu	1,198	0.62	13.41	0.02	0.01
Narva	1,341	0.44	9.65	0.02	0.00
Kohtla-Järve	1,367	0.42	9.06	0.02	0.00
Pärnu	1,477	0.29	6.35	0.01	0.00
Sillamäe	1,726	0.11	2.47	0.00	0.00
Rakvere	1,740	0.11	2.35	0.00	0.00
Total		4.59	100.00	0.17	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.14 FINLAND

Human Resource Management Systems (HRMS) (US\$ Million): Finland 2004 - 2014

Year	Finland	% of Region	% of Globe
2004	19.29	1.06%	0.30%
2005	20.75	1.06%	0.30%
2006	22.30	1.07%	0.30%
2007	24.05	1.07%	0.29%
2008	26.32	1.08%	0.29%
2009	28.66	1.08%	0.29%
2010	30.99	1.09%	0.28%
2011	33.32	1.09%	0.28%
2012	35.67	1.09%	0.28%
2013	38.17	1.10%	0.27%
2014	40.83	1.10%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Finland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Helsinki	213	8.69	30.33	0.33	0.09
Tampere	492	3.02	10.54	0.11	0.03
Espoo	501	2.97	10.36	0.11	0.03
Turku	515	2.86	9.99	0.11	0.03
Vantaa	540	2.67	9.31	0.10	0.03
Oulu	731	1.75	6.10	0.07	0.02
Lahti	752	1.66	5.80	0.06	0.02
Pori	822	1.41	4.93	0.05	0.01
Kuopio	825	1.40	4.87	0.05	0.01
Jyvaskyla	902	1.17	4.07	0.04	0.01
Kotka	956	1.06	3.70	0.04	0.01
Total		28.66	100.00	1.08	0.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.15 FRANCE**Human Resource Management Systems (HRMS) (US\$ Million): France 2004 - 2014**

Year	France	% of Region	% of Globe
2004	226.80	12.45%	3.55%
2005	240.49	12.34%	3.47%
2006	255.00	12.22%	3.39%
2007	271.15	12.10%	3.30%
2008	292.60	11.99%	3.21%
2009	314.82	11.89%	3.13%
2010	336.35	11.79%	3.06%
2011	357.23	11.68%	2.99%
2012	377.78	11.58%	2.92%
2013	399.28	11.48%	2.86%
2014	422.02	11.38%	2.80%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

France: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Paris	2	221.32	70.30	8.36	2.20
Marseille	127	17.73	5.63	0.67	0.18
Lyon	129	17.54	5.57	0.66	0.17
Lille	167	12.76	4.05	0.48	0.13
Toulouse	338	4.91	1.56	0.19	0.05
Nice	383	4.23	1.34	0.16	0.04
Strasbourg	387	4.21	1.34	0.16	0.04
Nantes	437	3.58	1.14	0.14	0.04
Rennes	467	3.19	1.01	0.12	0.03
Bordeaux	483	3.11	0.99	0.12	0.03
Saint-Etienne	499	2.97	0.94	0.11	0.03
Reims	532	2.73	0.87	0.10	0.03
Le Havre	533	2.73	0.87	0.10	0.03
Toulon	546	2.61	0.83	0.10	0.03
Grenoble	564	2.55	0.81	0.10	0.03
Others		8.64	2.75	0.33	0.09
Total		314.82	100.00	11.89	3.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.16 GEORGIA

Human Resource Management Systems (HRMS) (US\$ Million): Georgia 2004 - 2014

Year	Georgia	% of Region	% of Globe
2004	1.73	0.09%	0.03%
2005	1.93	0.10%	0.03%
2006	2.17	0.10%	0.03%
2007	2.44	0.11%	0.03%
2008	2.78	0.11%	0.03%
2009	3.14	0.12%	0.03%
2010	3.51	0.12%	0.03%
2011	3.91	0.13%	0.03%
2012	4.33	0.13%	0.03%
2013	4.80	0.14%	0.03%
2014	5.32	0.14%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Georgia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
T'bilisi	684	1.96	62.35	0.07	0.02
Kutaisi	1,421	0.36	11.63	0.01	0.00
Rustavi	1,525	0.25	7.87	0.01	0.00
Batumi	1,571	0.21	6.73	0.01	0.00
Sukhumi	1,601	0.19	5.99	0.01	0.00
Poti	1,798	0.08	2.52	0.00	0.00
Tskhinvali	1,857	0.05	1.63	0.00	0.00
Chiatura	1,892	0.04	1.29	0.00	0.00
Total		3.14	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.17 GERMANY**Human Resource Management Systems (HRMS) (US\$ Million): Germany 2004 - 2014**

Year	Germany	% of Region	% of Globe
2004	305.60	16.78%	4.78%
2005	325.42	16.69%	4.69%
2006	346.54	16.61%	4.60%
2007	370.06	16.52%	4.51%
2008	401.04	16.43%	4.40%
2009	433.12	16.35%	4.31%
2010	464.47	16.27%	4.22%
2011	495.16	16.20%	4.14%
2012	525.62	16.11%	4.07%
2013	557.65	16.03%	3.99%
2014	591.63	15.95%	3.92%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Germany: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Berlin	14	88.01	20.32	3.32	0.88
Cologne	88	24.53	5.66	0.93	0.24
Dresden	141	15.19	3.51	0.57	0.15
Dusseldorf	149	14.55	3.36	0.55	0.14
Dortmund	150	14.45	3.34	0.55	0.14
Bremen	155	13.97	3.23	0.53	0.14
Duisburg	161	13.56	3.13	0.51	0.13
Cottbus	462	3.26	0.75	0.12	0.03
Dessau	541	2.65	0.61	0.10	0.03
Total		190.16	43.91	7.18	1.89

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.18 GREECE

Human Resource Management Systems (HRMS) (US\$ Million): Greece 2004 - 2014

Year	Greece	% of Region	% of Globe
2004	34.39	1.89%	0.54%
2005	36.84	1.89%	0.53%
2006	39.46	1.89%	0.52%
2007	42.39	1.89%	0.52%
2008	46.20	1.89%	0.51%
2009	50.16	1.89%	0.50%
2010	54.07	1.89%	0.49%
2011	57.94	1.89%	0.48%
2012	61.82	1.90%	0.48%
2013	65.93	1.90%	0.47%
2014	70.30	1.90%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Greece: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Athens	105	21.61	43.07	0.82	0.21
Thessaloniki	201	9.90	19.74	0.37	0.10
Piraeus	348	4.80	9.58	0.18	0.05
Patras	450	3.46	6.90	0.13	0.03
Larissa	573	2.51	5.01	0.09	0.02
Iraklion	577	2.49	4.96	0.09	0.02
Volos	736	1.73	3.45	0.07	0.02
Kavalla	828	1.39	2.77	0.05	0.01
Canea	915	1.15	2.28	0.04	0.01
Serrai	928	1.12	2.24	0.04	0.01
Total		50.16	100.00	1.89	0.50

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.19 HUNGARY

Human Resource Management Systems (HRMS) (US\$ Million): Hungary 2004 - 2014

Year	Hungary	% of Region	% of Globe
2004	21.17	1.16%	0.33%
2005	22.49	1.15%	0.32%
2006	23.88	1.14%	0.32%
2007	25.43	1.14%	0.31%
2008	27.49	1.13%	0.30%
2009	29.62	1.12%	0.29%
2010	31.69	1.11%	0.29%
2011	33.70	1.10%	0.28%
2012	35.69	1.09%	0.28%
2013	37.78	1.09%	0.27%
2014	39.99	1.08%	0.26%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Hungary: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Budapest	128	17.63	59.51	0.67	0.18
Debrecen	712	1.83	6.19	0.07	0.02
Miskolc	735	1.73	5.85	0.07	0.02
Szeged	777	1.58	5.32	0.06	0.02
Pécs	793	1.53	5.15	0.06	0.02
Győr	932	1.10	3.71	0.04	0.01
Nyiregyha	990	0.99	3.35	0.04	0.01
Szekesfehérvár	1,011	0.95	3.21	0.04	0.01
Kecskemét	1,045	0.88	2.98	0.03	0.01
Szombathely	1,117	0.73	2.45	0.03	0.01
Szolnok	1,154	0.68	2.28	0.03	0.01
Total		29.62	100.00	1.12	0.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.20 ICELAND

Human Resource Management Systems (HRMS) (US\$ Million): Iceland 2004 - 2014

Year	Iceland	% of Region	% of Globe
2004	1.30	0.07%	0.02%
2005	1.38	0.07%	0.02%
2006	1.47	0.07%	0.02%
2007	1.56	0.07%	0.02%
2008	1.68	0.07%	0.02%
2009	1.81	0.07%	0.02%
2010	1.93	0.07%	0.02%
2011	2.05	0.07%	0.02%
2012	2.17	0.07%	0.02%
2013	2.30	0.07%	0.02%
2014	2.43	0.07%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Iceland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Reykjavik	957	1.06	58.54	0.04	0.01
Kopavogur	1,638	0.17	9.15	0.01	0.00
Hafnarfjordhur	1,660	0.15	8.54	0.01	0.00
Akureyri	1,661	0.15	8.54	0.01	0.00
Keflavik	1,803	0.08	4.27	0.00	0.00
Vestmannaeyjar	1,849	0.06	3.05	0.00	0.00
Akranes	1,850	0.06	3.05	0.00	0.00
Husavik	1,914	0.03	1.83	0.00	0.00
Isafjorour	1,915	0.03	1.83	0.00	0.00
Neskaupstaour	1,970	0.02	1.22	0.00	0.00
Total		1.81	100.00	0.07	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.21 IRELAND

Human Resource Management Systems (HRMS) (US\$ Million): Ireland 2004 - 2014

Year	Ireland	% of Region	% of Globe
2004	19.09	1.05%	0.30%
2005	20.62	1.06%	0.30%
2006	22.28	1.07%	0.30%
2007	24.14	1.08%	0.29%
2008	26.54	1.09%	0.29%
2009	29.03	1.10%	0.29%
2010	31.52	1.10%	0.29%
2011	34.03	1.11%	0.28%
2012	36.58	1.12%	0.28%
2013	39.31	1.13%	0.28%
2014	42.23	1.14%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ireland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dublin	108	21.22	73.10	0.80	0.21
Cork	404	4.01	13.81	0.15	0.04
Limerick	725	1.77	6.11	0.07	0.02
Galway	942	1.08	3.73	0.04	0.01
Waterford	1,015	0.94	3.25	0.04	0.01
Total		29.03	100.00	1.10	0.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.22 ITALY

Human Resource Management Systems (HRMS) (US\$ Million): Italy 2004 - 2014

Year	Italy	% of Region	% of Globe
2004	197.08	10.82%	3.08%
2005	209.09	10.73%	3.01%
2006	221.83	10.63%	2.95%
2007	236.00	10.53%	2.87%
2008	254.81	10.44%	2.80%
2009	274.28	10.36%	2.73%
2010	293.18	10.27%	2.67%
2011	311.52	10.19%	2.61%
2012	329.60	10.11%	2.55%
2013	348.53	10.02%	2.50%
2014	368.54	9.94%	2.44%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Italy: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Rome	19	69.52	25.35	2.62	0.69
Milan	50	36.50	13.31	1.38	0.36
Naples	69	29.64	10.81	1.12	0.29
Turin	86	25.30	9.22	0.96	0.25
Palermo	123	17.99	6.56	0.68	0.18
Genoa	126	17.82	6.50	0.67	0.18
Bologna	191	10.54	3.84	0.40	0.10
Florence	193	10.39	3.79	0.39	0.10
Catania	206	9.18	3.35	0.35	0.09
Bari	210	8.86	3.23	0.33	0.09
Venice	224	8.09	2.95	0.31	0.08
Messina	256	6.69	2.44	0.25	0.07
Verona	264	6.39	2.33	0.24	0.06
Taranto	280	6.05	2.20	0.23	0.06
Trieste	290	5.85	2.13	0.22	0.06
Others		5.48	2.00	0.21	0.05
Total		274.28	100.00	10.36	2.73

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.23 KAZAKHSTAN

Human Resource Management Systems (HRMS) (US\$ Million): Kazakhstan 2004 - 2014

Year	Kazakhstan	% of Region	% of Globe
2004	15.26	0.84%	0.24%
2005	16.80	0.86%	0.24%
2006	18.49	0.89%	0.25%
2007	20.41	0.91%	0.25%
2008	22.86	0.94%	0.25%
2009	25.40	0.96%	0.25%
2010	28.02	0.98%	0.25%
2011	30.72	1.00%	0.26%
2012	33.55	1.03%	0.26%
2013	36.61	1.05%	0.26%
2014	39.96	1.08%	0.26%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kazakhstan: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Almaty	325	5.03	19.81	0.19	0.05
Karaganda	527	2.74	10.78	0.10	0.03
Chimkent	729	1.75	6.90	0.07	0.02
Semipalatinsk	800	1.49	5.86	0.06	0.01
Pavlodar	804	1.48	5.81	0.06	0.01
Ust-Kamenogorsk	810	1.45	5.69	0.05	0.01
Dzhambul	835	1.37	5.39	0.05	0.01
Tselinograd	880	1.24	4.86	0.05	0.01
Aktyubinsk	924	1.13	4.44	0.04	0.01
Petropavlovsk	946	1.08	4.23	0.04	0.01
Kustanay	987	1.00	3.93	0.04	0.01
Temirtau	1,014	0.95	3.72	0.04	0.01
Uralsk	1,042	0.89	3.51	0.03	0.01
Shevchenko	1,130	0.71	2.79	0.03	0.01
Kzyl-Orda	1,147	0.68	2.69	0.03	0.01
Others		2.43	9.57	0.09	0.02
Total		25.40	100.00	0.96	0.25

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.24 LATVIA**Human Resource Management Systems (HRMS) (US\$ Million): Latvia 2004 - 2014**

Year	Latvia	% of Region	% of Globe
2004	3.65	0.20%	0.06%
2005	4.06	0.21%	0.06%
2006	4.50	0.22%	0.06%
2007	5.02	0.22%	0.06%
2008	5.67	0.23%	0.06%
2009	6.34	0.24%	0.06%
2010	7.05	0.25%	0.06%
2011	7.78	0.25%	0.07%
2012	8.56	0.26%	0.07%
2013	9.41	0.27%	0.07%
2014	10.35	0.28%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Latvia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Riga	390	4.17	65.78	0.16	0.04
Daugavpils	1,218	0.58	9.18	0.02	0.01
Liepaja	1,272	0.52	8.25	0.02	0.01
Jelgava	1,442	0.34	5.38	0.01	0.00
Jurmala	1,472	0.30	4.73	0.01	0.00
Ventspils	1,552	0.23	3.59	0.01	0.00
Rezekne	1,587	0.20	3.08	0.01	0.00
Total		6.34	100.00	0.24	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.25 LIECHTENSTEIN**Human Resource Management Systems (HRMS) (US\$ Million): Liechtenstein 2004 - 2014**

Year	Liechtenstein	% of Region	% of Globe
2004	0.16	0.01%	0.00%
2005	0.18	0.01%	0.00%
2006	0.20	0.01%	0.00%
2007	0.22	0.01%	0.00%
2008	0.25	0.01%	0.00%
2009	0.28	0.01%	0.00%
2010	0.32	0.01%	0.00%
2011	0.35	0.01%	0.00%
2012	0.39	0.01%	0.00%
2013	0.43	0.01%	0.00%
2014	0.47	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Liechtenstein: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Schaan	1,844	0.06	20.00	0.00	0.00
Vaduz	1,845	0.06	20.00	0.00	0.00
Balzers	1,874	0.05	16.00	0.00	0.00
Eschen	1,907	0.03	12.00	0.00	0.00
Mauren	1,908	0.03	12.00	0.00	0.00
Triesen	1,909	0.03	12.00	0.00	0.00
Triesenberg	1,965	0.02	8.00	0.00	0.00
Total		0.28	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.26 LITHUANIA

Human Resource Management Systems (HRMS) (US\$ Million): Lithuania 2004 - 2014

Year	Lithuania	% of Region	% of Globe
2004	5.72	0.31%	0.09%
2005	6.27	0.32%	0.09%
2006	6.88	0.33%	0.09%
2007	7.56	0.34%	0.09%
2008	8.44	0.35%	0.09%
2009	9.34	0.35%	0.09%
2010	10.27	0.36%	0.09%
2011	11.23	0.37%	0.09%
2012	12.22	0.37%	0.09%
2013	13.30	0.38%	0.10%
2014	14.46	0.39%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Lithuania: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Vilnius	417	3.87	41.37	0.15	0.04
Kaunas	558	2.58	27.56	0.10	0.03
Klaipeda	879	1.24	13.24	0.05	0.01
Siauliai	1,043	0.89	9.48	0.03	0.01
Panevezys	1,085	0.78	8.34	0.03	0.01
Total		9.34	100.00	0.35	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.27 LUXEMBOURG

Human Resource Management Systems (HRMS) (US\$ Million): Luxembourg 2004 - 2014

Year	Luxembourg	% of Region	% of Globe
2004	3.97	0.22%	0.06%
2005	4.29	0.22%	0.06%
2006	4.62	0.22%	0.06%
2007	5.00	0.22%	0.06%
2008	5.49	0.22%	0.06%
2009	6.00	0.23%	0.06%
2010	6.50	0.23%	0.06%
2011	7.01	0.23%	0.06%
2012	7.53	0.23%	0.06%
2013	8.08	0.23%	0.06%
2014	8.66	0.23%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Luxembourg: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Luxembourg	497	2.98	49.68	0.11	0.03
Esch	1,024	0.93	15.48	0.04	0.01
Differdange	1,193	0.62	10.32	0.02	0.01
Dudelange	1,257	0.54	9.03	0.02	0.01
Petange	1,316	0.46	7.74	0.02	0.00
Remich	1,317	0.46	7.74	0.02	0.00
Total		6.00	100.00	0.23	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.28 MALTA**Human Resource Management Systems (HRMS) (US\$ Million): Malta 2004 - 2014**

Year	Malta	% of Region	% of Globe
2004	0.99	0.05%	0.02%
2005	1.06	0.05%	0.02%
2006	1.13	0.05%	0.02%
2007	1.22	0.05%	0.01%
2008	1.32	0.05%	0.01%
2009	1.43	0.05%	0.01%
2010	1.54	0.05%	0.01%
2011	1.65	0.05%	0.01%
2012	1.76	0.05%	0.01%
2013	1.87	0.05%	0.01%
2014	2.00	0.05%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Malta: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Birkirkara	1,358	0.43	29.85	0.02	0.00
Qormi	1,377	0.41	28.36	0.02	0.00
Sliema	1,473	0.30	20.90	0.01	0.00
Valletta	1,595	0.19	13.43	0.01	0.00
Victoria	1,742	0.11	7.46	0.00	0.00
Total		1.43	100.00	0.05	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.29 MOLDOVA

Human Resource Management Systems (HRMS) (US\$ Million): Moldova 2004 - 2014

Year	Moldova	% of Region	% of Globe
2004	1.00	0.06%	0.02%
2005	1.09	0.06%	0.02%
2006	1.18	0.06%	0.02%
2007	1.28	0.06%	0.02%
2008	1.42	0.06%	0.02%
2009	1.55	0.06%	0.02%
2010	1.69	0.06%	0.02%
2011	1.83	0.06%	0.02%
2012	1.98	0.06%	0.02%
2013	2.13	0.06%	0.02%
2014	2.30	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Moldova: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Chisinau	1,036	0.91	58.54	0.03	0.01
Tiraspol	1,522	0.25	16.02	0.01	0.00
Beltsy	1,565	0.22	14.00	0.01	0.00
Bendery	1,613	0.18	11.44	0.01	0.00
Total		1.55	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.30 MONACO

Human Resource Management Systems (HRMS) (US\$ Million): Monaco 2004 - 2014

Year	Monaco	% of Region	% of Globe
2004	0.11	0.01%	0.00%
2005	0.12	0.01%	0.00%
2006	0.12	0.01%	0.00%
2007	0.13	0.01%	0.00%
2008	0.14	0.01%	0.00%
2009	0.15	0.01%	0.00%
2010	0.16	0.01%	0.00%
2011	0.17	0.01%	0.00%
2012	0.18	0.01%	0.00%
2013	0.18	0.01%	0.00%
2014	0.19	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Monaco: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Monte Carlo	1,706	0.13	86.67	0.00	0.00
Monaco	1,984	0.02	13.33	0.00	0.00
Total		0.15	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.31 NORWAY**Human Resource Management Systems (HRMS) (US\$ Million): Norway 2004 - 2014**

Year	Norway	% of Region	% of Globe
2004	26.43	1.45%	0.41%
2005	28.49	1.46%	0.41%
2006	30.72	1.47%	0.41%
2007	33.21	1.48%	0.40%
2008	36.44	1.49%	0.40%
2009	39.78	1.50%	0.40%
2010	43.12	1.51%	0.39%
2011	46.46	1.52%	0.39%
2012	49.85	1.53%	0.39%
2013	53.46	1.54%	0.38%
2014	57.34	1.55%	0.38%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Norway: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Oslo	138	15.97	40.14	0.60	0.16
Bergen	238	7.39	18.57	0.28	0.07
Trondheim	349	4.80	12.06	0.18	0.05
Stavanger	454	3.40	8.54	0.13	0.03
Kristiansand	638	2.21	5.55	0.08	0.02
Drammen	716	1.82	4.58	0.07	0.02
Tromso	740	1.72	4.31	0.06	0.02
Alesund	873	1.26	3.17	0.05	0.01
Bodo	886	1.23	3.08	0.05	0.01
Total		39.78	100.00	1.50	0.40

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.32 POLAND

Human Resource Management Systems (HRMS) (US\$ Million): Poland 2004 - 2014

Year	Poland	% of Region	% of Globe
2004	61.95	3.40%	0.97%
2005	67.37	3.46%	0.97%
2006	73.26	3.51%	0.97%
2007	79.90	3.57%	0.97%
2008	88.42	3.62%	0.97%
2009	97.25	3.67%	0.97%
2010	106.19	3.72%	0.97%
2011	115.27	3.77%	0.96%
2012	124.61	3.82%	0.96%
2013	134.63	3.87%	0.96%
2014	145.46	3.92%	0.96%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Poland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Warsaw	89	24.30	24.99	0.92	0.24
Lodz	172	12.29	12.64	0.46	0.12
Krakow	185	10.83	11.14	0.41	0.11
Wroclaw	204	9.31	9.57	0.35	0.09
Poznan	216	8.52	8.76	0.32	0.08
Gdansk	254	6.82	7.01	0.26	0.07
Szczecin	294	5.76	5.92	0.22	0.06
Bydgoszcz	308	5.42	5.58	0.20	0.05
Katowice	311	5.37	5.52	0.20	0.05
Lublin	342	4.84	4.98	0.18	0.05
Sosnowiec	422	3.78	3.89	0.14	0.04
Total		97.25	100.00	3.67	0.97

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.33 PORTUGAL

Human Resource Management Systems (HRMS) (US\$ Million): Portugal 2004 - 2014

Year	Portugal	% of Region	% of Globe
2004	25.40	1.39%	0.40%
2005	26.95	1.38%	0.39%
2006	28.59	1.37%	0.38%
2007	30.42	1.36%	0.37%
2008	32.84	1.35%	0.36%
2009	35.35	1.33%	0.35%
2010	37.79	1.32%	0.34%
2011	40.15	1.31%	0.34%
2012	42.48	1.30%	0.33%
2013	44.92	1.29%	0.32%
2014	47.50	1.28%	0.31%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Portugal: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lisbon	130	17.37	49.14	0.66	0.17
Oporto	241	7.26	20.54	0.27	0.07
Amadora	675	2.01	5.68	0.08	0.02
Setubal	763	1.63	4.62	0.06	0.02
Coimbra	778	1.57	4.44	0.06	0.02
Braga	853	1.32	3.73	0.05	0.01
Vila Nova de Gaia	862	1.30	3.67	0.05	0.01
Barreiro	950	1.07	3.02	0.04	0.01
Funchal	1,029	0.92	2.61	0.03	0.01
Almada	1,038	0.90	2.55	0.03	0.01
Total		35.35	100.00	1.33	0.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.34 ROMANIA

Human Resource Management Systems (HRMS) (US\$ Million): Romania 2004 - 2014

Year	Romania	% of Region	% of Globe
2004	24.79	1.36%	0.39%
2005	26.87	1.38%	0.39%
2006	29.12	1.40%	0.39%
2007	31.66	1.41%	0.39%
2008	34.92	1.43%	0.38%
2009	38.30	1.45%	0.38%
2010	41.71	1.46%	0.38%
2011	45.15	1.48%	0.38%
2012	48.67	1.49%	0.38%
2013	52.44	1.51%	0.38%
2014	56.50	1.52%	0.37%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Romania: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bucharest	139	15.63	40.80	0.59	0.16
Brasov	526	2.76	7.20	0.10	0.03
Constanta	557	2.58	6.72	0.10	0.03
Timisoara	566	2.55	6.66	0.10	0.03
Iasi	588	2.46	6.42	0.09	0.02
Cluj-Napoca	599	2.43	6.36	0.09	0.02
Galati	619	2.32	6.05	0.09	0.02
Craiova	637	2.21	5.76	0.08	0.02
Braila	706	1.85	4.84	0.07	0.02
Ploiesti	709	1.85	4.82	0.07	0.02
Oradea	748	1.68	4.39	0.06	0.02
Total		38.30	100.00	1.45	0.38

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.35 RUSSIA

Human Resource Management Systems (HRMS) (US\$ Million): Russia 2004 - 2014

Year	Russia	% of Region	% of Globe
2004	99.41	5.46%	1.56%
2005	109.06	5.59%	1.57%
2006	119.64	5.73%	1.59%
2007	131.63	5.88%	1.60%
2008	146.94	6.02%	1.61%
2009	162.83	6.15%	1.62%
2010	179.08	6.27%	1.63%
2011	195.83	6.41%	1.64%
2012	213.26	6.54%	1.65%
2013	232.12	6.67%	1.66%
2014	252.65	6.81%	1.67%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Russia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Moscow	35	49.10	30.16	1.85	0.49
Saint Petersburg	76	27.49	16.88	1.04	0.27
Nizhni Novgorod	226	7.87	4.84	0.30	0.08
Novosibirsk	227	7.86	4.83	0.30	0.08
Yekaterinburg	233	7.49	4.60	0.28	0.07
Kuybyshev	251	6.88	4.23	0.26	0.07
Omsk	268	6.29	3.86	0.24	0.06
Chelyabinsk	271	6.26	3.84	0.24	0.06
Kazan	282	5.99	3.68	0.23	0.06
Rostov-on-Don	299	5.59	3.43	0.21	0.06
Volgograd	306	5.47	3.36	0.21	0.05
Krasnoyarsk	332	4.99	3.07	0.19	0.05
Saratov	335	4.96	3.04	0.19	0.05
Vladivostok	441	3.55	2.18	0.13	0.04
Irkutsk	453	3.43	2.11	0.13	0.03
Others		9.61	5.90	0.36	0.10
Total		162.83	100.00	6.15	1.62

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.36 SAN MARINO

Human Resource Management Systems (HRMS) (US\$ Million): San Marino 2004 - 2014

Year	San Marino	% of Region	% of Globe
2004	0.09	0.00%	0.00%
2005	0.09	0.00%	0.00%
2006	0.10	0.00%	0.00%
2007	0.11	0.00%	0.00%
2008	0.12	0.00%	0.00%
2009	0.13	0.00%	0.00%
2010	0.14	0.00%	0.00%
2011	0.15	0.00%	0.00%
2012	0.16	0.01%	0.00%
2013	0.18	0.01%	0.00%
2014	0.19	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

San Marino: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Serravalle	1,787	0.08	63.64	0.00	0.00
San Marino	1,867	0.05	36.36	0.00	0.00
Total		0.13	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.37 SLOVAKIA

Human Resource Management Systems (HRMS) (US\$ Million): Slovakia 2004 - 2014

Year	Slovakia	% of Region	% of Globe
2004	10.15	0.56%	0.16%
2005	11.18	0.57%	0.16%
2006	12.31	0.59%	0.16%
2007	13.59	0.61%	0.17%
2008	15.23	0.62%	0.17%
2009	16.93	0.64%	0.17%
2010	18.68	0.65%	0.17%
2011	20.50	0.67%	0.17%
2012	22.39	0.69%	0.17%
2013	24.45	0.70%	0.18%
2014	26.70	0.72%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Slovakia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bratislava	181	11.05	65.25	0.42	0.11
Kosice	287	5.88	34.75	0.22	0.06
Total		16.93	100.00	0.64	0.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.38 SLOVENIA**Human Resource Management Systems (HRMS) (US\$ Million): Slovenia 2004 - 2014**

Year	Slovenia	% of Region	% of Globe
2004	5.52	0.30%	0.09%
2005	5.98	0.31%	0.09%
2006	6.48	0.31%	0.09%
2007	7.04	0.31%	0.09%
2008	7.76	0.32%	0.09%
2009	8.50	0.32%	0.08%
2010	9.25	0.32%	0.08%
2011	10.01	0.33%	0.08%
2012	10.79	0.33%	0.08%
2013	11.62	0.33%	0.08%
2014	12.51	0.34%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Slovenia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ljubljana	400	4.05	47.66	0.15	0.04
Maribor	581	2.47	29.06	0.09	0.02
Koper	1,241	0.56	6.56	0.02	0.01
Kranj	1,333	0.45	5.31	0.02	0.00
Celje	1,346	0.44	5.16	0.02	0.00
Trbovlje	1,502	0.27	3.13	0.01	0.00
Jesenice	1,503	0.27	3.13	0.01	0.00
Total		8.50	100.00	0.32	0.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.39 SPAIN

Human Resource Management Systems (HRMS) (US\$ Million): Spain 2004 - 2014

Year	Spain	% of Region	% of Globe
2004	143.20	7.86%	2.24%
2005	153.47	7.87%	2.21%
2006	164.48	7.88%	2.18%
2007	176.77	7.89%	2.15%
2008	192.80	7.90%	2.12%
2009	209.41	7.91%	2.08%
2010	225.82	7.91%	2.05%
2011	242.09	7.92%	2.03%
2012	258.44	7.92%	2.00%
2013	275.74	7.93%	1.98%
2014	294.19	7.93%	1.95%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Spain: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Madrid	23	60.28	28.79	2.28	0.60
Barcelona	61	33.13	15.82	1.25	0.33
Valencia	151	14.23	6.80	0.54	0.14
Sevilla	168	12.73	6.08	0.48	0.13
Zaragoza	179	11.18	5.34	0.42	0.11
Malaga	182	11.00	5.25	0.42	0.11
Bilbao	235	7.43	3.55	0.28	0.07
Las Palmas	249	6.96	3.32	0.26	0.07
Valladolid	262	6.40	3.05	0.24	0.06
Palma	283	5.97	2.85	0.23	0.06
Murcia	284	5.93	2.83	0.22	0.06
Cordoba	293	5.79	2.77	0.22	0.06
Hospitalet	310	5.40	2.58	0.20	0.05
Alicante	326	5.02	2.40	0.19	0.05
Granada	331	5.00	2.39	0.19	0.05
Others		12.97	6.19	0.49	0.13
Total		209.41	100.00	7.91	2.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.40 SWEDEN

Human Resource Management Systems (HRMS) (US\$ Million): Sweden 2004 - 2014

Year	Sweden	% of Region	% of Globe
2004	35.32	1.94%	0.55%
2005	37.78	1.94%	0.54%
2006	40.40	1.94%	0.54%
2007	43.33	1.93%	0.53%
2008	47.15	1.93%	0.52%
2009	51.12	1.93%	0.51%
2010	55.02	1.93%	0.50%
2011	58.88	1.93%	0.49%
2012	62.73	1.92%	0.49%
2013	66.81	1.92%	0.48%
2014	71.15	1.92%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sweden: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Stockholm	166	12.99	25.41	0.49	0.13
Göteborg	218	8.37	16.37	0.32	0.08
Malmö	367	4.50	8.81	0.17	0.04
Uppsala	474	3.15	6.15	0.12	0.03
Örebro	617	2.33	4.56	0.09	0.02
Norrköping	622	2.31	4.52	0.09	0.02
Linköping	623	2.31	4.52	0.09	0.02
Västerås	624	2.31	4.52	0.09	0.02
Jönköping	651	2.14	4.18	0.08	0.02
Helsingborg	663	2.08	4.06	0.08	0.02
Boras	682	1.96	3.84	0.07	0.02
Sundsvall	720	1.81	3.53	0.07	0.02
Umeå	737	1.73	3.38	0.07	0.02
Gävle	742	1.71	3.34	0.06	0.02
Skellefteå	813	1.44	2.81	0.05	0.01
Total		51.12	100.00	1.93	0.51

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.41 SWITZERLAND

Human Resource Management Systems (HRMS) (US\$ Million): Switzerland 2004 - 2014

Year	Switzerland	% of Region	% of Globe
2004	32.46	1.78%	0.51%
2005	34.56	1.77%	0.50%
2006	36.81	1.76%	0.49%
2007	39.30	1.75%	0.48%
2008	42.59	1.75%	0.47%
2009	46.00	1.74%	0.46%
2010	49.33	1.73%	0.45%
2011	52.59	1.72%	0.44%
2012	55.83	1.71%	0.43%
2013	59.23	1.70%	0.42%
2014	62.84	1.69%	0.42%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Switzerland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Zürich	170	12.47	27.10	0.47	0.12
Basel	275	6.18	13.44	0.23	0.06
Geneva	292	5.83	12.66	0.22	0.06
Bern	339	4.90	10.66	0.19	0.05
Lausanne	368	4.48	9.73	0.17	0.04
Winterthur	494	3.02	6.56	0.11	0.03
Saint Gallen	555	2.59	5.64	0.10	0.03
Luzern	652	2.13	4.63	0.08	0.02
Biel	719	1.81	3.94	0.07	0.02
Thun	858	1.31	2.86	0.05	0.01
Koniz	867	1.28	2.78	0.05	0.01
Total		46.00	100.00	1.74	0.46

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.42 THE NETHERLANDS

Human Resource Management Systems (HRMS) (US\$ Million): The Netherlands 2004 - 2014

Year	The Netherlands	% of Region	% of Globe
2004	67.60	3.71%	1.06%
2005	72.34	3.71%	1.04%
2006	77.40	3.71%	1.03%
2007	83.06	3.71%	1.01%
2008	90.44	3.71%	0.99%
2009	98.09	3.70%	0.98%
2010	105.63	3.70%	0.96%
2011	113.09	3.70%	0.95%
2012	120.55	3.70%	0.93%
2013	128.44	3.69%	0.92%
2014	136.85	3.69%	0.91%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Netherlands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Rotterdam	97	23.14	23.59	0.87	0.23
Amsterdam - Haarlem	135	16.75	17.08	0.63	0.17
Eindhoven - Tilberg	148	14.64	14.93	0.55	0.15
Gelderland	195	10.17	10.37	0.38	0.10
Utrecht	240	7.36	7.50	0.28	0.07
Limburg	257	6.63	6.75	0.25	0.07
Overijssel	291	5.83	5.94	0.22	0.06
Groningen	374	4.36	4.44	0.16	0.04
Friesland	476	3.14	3.20	0.12	0.03
Zeeland	598	2.44	2.49	0.09	0.02
Drenthe	608	2.38	2.42	0.09	0.02
Flevoland	874	1.25	1.27	0.05	0.01
Total		98.09	100.00	3.70	0.98

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.43 THE UNITED KINGDOM

Human Resource Management Systems (HRMS) (US\$ Million): The United Kingdom 2004 - 2014

Year	The United Kingdom	% of Region	% of Globe
2004	230.12	12.63%	3.60%
2005	245.44	12.59%	3.54%
2006	261.78	12.55%	3.48%
2007	280.00	12.50%	3.41%
2008	303.93	12.45%	3.34%
2009	328.71	12.41%	3.27%
2010	352.99	12.37%	3.21%
2011	376.84	12.33%	3.15%
2012	400.59	12.28%	3.10%
2013	425.60	12.24%	3.05%
2014	452.17	12.19%	3.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The United Kingdom: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
London	7	115.15	35.03	4.35	1.15
Birmingham	65	32.00	9.73	1.21	0.32
Manchester	66	31.79	9.67	1.20	0.32
Bradford	79	26.59	8.09	1.00	0.26
Leeds	80	26.59	8.09	1.00	0.26
Liverpool	133	17.14	5.21	0.65	0.17
Sheffield	140	15.30	4.65	0.58	0.15
Bristol	154	13.97	4.25	0.53	0.14
Coventry	157	13.87	4.22	0.52	0.14
Nottingham	165	12.99	3.95	0.49	0.13
Leicester	173	12.27	3.73	0.46	0.12
Hull	180	11.05	3.36	0.42	0.11
Total		328.71	100.00	12.41	3.27

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.44 UKRAINE

Human Resource Management Systems (HRMS) (US\$ Million): Ukraine 2004 - 2014

Year	Ukraine	% of Region	% of Globe
2004	31.59	1.73%	0.49%
2005	34.43	1.77%	0.50%
2006	37.52	1.80%	0.50%
2007	41.01	1.83%	0.50%
2008	45.48	1.86%	0.50%
2009	50.12	1.89%	0.50%
2010	54.82	1.92%	0.50%
2011	59.62	1.95%	0.50%
2012	64.57	1.98%	0.50%
2013	69.90	2.01%	0.50%
2014	75.66	2.04%	0.50%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ukraine: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kiev	205	9.24	18.44	0.35	0.09
Kharkiv	295	5.75	11.48	0.22	0.06
Dnipropetrovsk	386	4.21	8.40	0.16	0.04
Odessa	406	3.98	7.95	0.15	0.04
Donetsk	407	3.96	7.91	0.15	0.04
Zaporozhye	473	3.16	6.30	0.12	0.03
Lviv	519	2.82	5.63	0.11	0.03
Krivoy Rog	568	2.55	5.08	0.10	0.03
Mariupol (Zhdanov)	708	1.85	3.68	0.07	0.02
Nikolayev	722	1.80	3.58	0.07	0.02
Lugansk	724	1.78	3.54	0.07	0.02
Makeyevka	788	1.54	3.06	0.06	0.02
Vinnitsa	849	1.34	2.67	0.05	0.01
Sevastopol	868	1.27	2.54	0.05	0.01
Kherson	870	1.27	2.53	0.05	0.01
Others		3.61	7.20	0.14	0.04
Total		50.12	100.00	1.89	0.50

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6 LATIN AMERICA

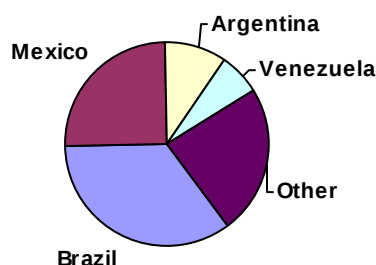
6.1 EXECUTIVE SUMMARY

Market Potential for Human Resource Management Systems (HRMS) in Latin America (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Latin America
Brazil	283.52	34.81%
Mexico	207.24	25.44%
Argentina	82.30	10.10%
Venezuela	52.60	6.46%
Colombia	49.89	6.12%
Chile	36.28	4.45%
Peru	34.02	4.18%
Ecuador	15.03	1.84%
Guatemala	10.46	1.28%
Costa Rica	8.70	1.07%
Bolivia	6.12	0.75%
Uruguay	5.79	0.71%
El Salvador	5.55	0.68%
Panama	4.56	0.56%
Paraguay	4.10	0.50%
Honduras	3.84	0.47%
Nicaragua	2.78	0.34%
Guyana	0.63	0.08%
Suriname	0.53	0.07%
Belize	0.36	0.04%
French Guiana	0.26	0.03%
The Falkland Islands	0.01	0.00%
Total	814.56	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Human Resource Management Systems (HRMS) in Latin America (US\$ Million): 2009



**The Market for Human Resource Management Systems (HRMS) in Latin America:
2004 - 2014**

Year	US\$ Million	% of Globe
2004	539.23	8.44
2005	581.66	8.38
2006	627.49	8.33
2007	678.95	8.27
2008	745.54	8.18
2009	814.56	8.10
2010	883.60	8.04
2011	952.99	7.98
2012	1,023.59	7.92
2013	1,098.91	7.87
2014	1,179.87	7.82

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.2 ARGENTINA

**Human Resource Management Systems (HRMS) (US\$ Million): Argentina 2004 -
2014**

Year	Argentina	% of Region	% of Globe
2004	49.72	9.22%	0.78%
2005	54.66	9.40%	0.79%
2006	60.10	9.58%	0.80%
2007	66.27	9.76%	0.81%
2008	74.13	9.94%	0.81%
2009	82.30	10.10%	0.82%
2010	90.68	10.26%	0.82%
2011	99.35	10.42%	0.83%
2012	108.39	10.59%	0.84%
2013	118.19	10.76%	0.85%
2014	128.88	10.92%	0.85%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Argentina: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Buenos Aires	197	10.05	12.21	1.23	0.10
Santa Fe	198	10.04	12.20	1.23	0.10
Cordoba	199	10.00	12.15	1.23	0.10
Mendoza	319	5.18	6.30	0.64	0.05
Tucumán	391	4.17	5.07	0.51	0.04
Entre Rios	436	3.62	4.40	0.44	0.04
Salta	456	3.38	4.11	0.41	0.03
Rosario	472	3.16	3.84	0.39	0.03
Misiones	477	3.14	3.82	0.39	0.03
Chaco	487	3.07	3.73	0.38	0.03
Corrientes	503	2.96	3.60	0.36	0.03
Santiago del Estero	609	2.37	2.87	0.29	0.02
Río Negro	680	1.97	2.39	0.24	0.02
Jujuy	692	1.93	2.35	0.24	0.02
San Juan	700	1.88	2.29	0.23	0.02
Others		15.37	18.67	1.89	0.15
Total		82.30	100.00	10.10	0.82

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.3 BELIZE**Human Resource Management Systems (HRMS) (US\$ Million): Belize 2004 - 2014**

Year	Belize	% of Region	% of Globe
2004	0.25	0.05%	0.00%
2005	0.27	0.05%	0.00%
2006	0.28	0.05%	0.00%
2007	0.30	0.04%	0.00%
2008	0.33	0.04%	0.00%
2009	0.36	0.04%	0.00%
2010	0.38	0.04%	0.00%
2011	0.41	0.04%	0.00%
2012	0.44	0.04%	0.00%
2013	0.46	0.04%	0.00%
2014	0.49	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Belize: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Belize City	1,569	0.21	60.00	0.03	0.00
Corozal	1,876	0.04	12.50	0.01	0.00
Orange Walk	1,877	0.04	12.50	0.01	0.00
Dangriga	1,905	0.04	10.00	0.00	0.00
Belmopan	1,994	0.02	5.00	0.00	0.00
Total		0.36	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.4 BOLIVIA**Human Resource Management Systems (HRMS) (US\$ Million): Bolivia 2004 - 2014**

Year	Bolivia	% of Region	% of Globe
2004	4.16	0.77%	0.07%
2005	4.47	0.77%	0.06%
2006	4.79	0.76%	0.06%
2007	5.16	0.76%	0.06%
2008	5.63	0.76%	0.06%
2009	6.12	0.75%	0.06%
2010	6.61	0.75%	0.06%
2011	7.09	0.74%	0.06%
2012	7.58	0.74%	0.06%
2013	8.09	0.74%	0.06%
2014	8.64	0.73%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bolivia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
La Paz	567	2.55	41.65	0.31	0.03
Santa Cruz	796	1.51	24.74	0.19	0.02
Cochabamba	1,031	0.92	15.01	0.11	0.01
Oruro	1,309	0.47	7.72	0.06	0.00
Potosi	1,492	0.27	4.49	0.03	0.00
Sucre	1,547	0.23	3.78	0.03	0.00
Tarija	1,652	0.16	2.60	0.02	0.00
Total		6.12	100.00	0.75	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.5 BRAZIL

Human Resource Management Systems (HRMS) (US\$ Million): Brazil 2004 - 2014

Year	Brazil	% of Region	% of Globe
2004	190.35	35.30%	2.98%
2005	204.78	35.21%	2.95%
2006	220.29	35.11%	2.92%
2007	237.66	35.00%	2.90%
2008	260.18	34.90%	2.86%
2009	283.52	34.81%	2.82%
2010	306.73	34.71%	2.79%
2011	329.91	34.62%	2.76%
2012	353.34	34.52%	2.74%
2013	378.22	34.42%	2.71%
2014	404.86	34.31%	2.68%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Brazil: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sao Paulo	47	37.86	13.35	4.65	0.38
Rio de Janeiro	107	21.34	7.53	2.62	0.21
Salvador	219	8.36	2.95	1.03	0.08
Belo Horizonte	225	7.93	2.80	0.97	0.08
Fortaleza	245	7.10	2.51	0.87	0.07
Brasilia	248	6.99	2.47	0.86	0.07
Curitiba	317	5.25	1.85	0.64	0.05
Recife	324	5.06	1.78	0.62	0.05
Belem	333	4.99	1.76	0.61	0.05
Pôrto Alegre	337	4.92	1.74	0.60	0.05
Manaus	394	4.15	1.46	0.51	0.04
Goiânia	433	3.68	1.30	0.45	0.04
Campinas	455	3.38	1.19	0.41	0.03
Guarulhos	466	3.20	1.13	0.39	0.03
Sao Gonçalo	484	3.11	1.10	0.38	0.03
Others		156.20	55.09	19.18	1.55
Total		283.52	100.00	34.81	2.82

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.6 CHILE

Human Resource Management Systems (HRMS) (US\$ Million): Chile 2004 - 2014

Year	Chile	% of Region	% of Globe
2004	23.91	4.43%	0.37%
2005	25.82	4.44%	0.37%
2006	27.88	4.44%	0.37%
2007	30.20	4.45%	0.37%
2008	33.18	4.45%	0.36%
2009	36.28	4.45%	0.36%
2010	39.37	4.46%	0.36%
2011	42.49	4.46%	0.36%
2012	45.65	4.46%	0.35%
2013	49.03	4.46%	0.35%
2014	52.65	4.46%	0.35%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Chile: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Santiago	95	23.27	64.14	2.86	0.23
Concepcion	723	1.79	4.92	0.22	0.02
Viña del Mar	758	1.64	4.53	0.20	0.02
Valparaiso	792	1.53	4.21	0.19	0.02
Talcahuano	847	1.34	3.70	0.16	0.01
Temuco	857	1.31	3.62	0.16	0.01
Antofagasta	882	1.23	3.40	0.15	0.01
Rancagua	978	1.01	2.79	0.12	0.01
Talca	1,026	0.93	2.55	0.11	0.01
Arica	1,033	0.91	2.52	0.11	0.01
Puerto Montt	1,136	0.70	1.93	0.09	0.01
Punta Arenas	1,200	0.61	1.69	0.08	0.01
Total		36.28	100.00	4.45	0.36

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.7 COLOMBIA

Human Resource Management Systems (HRMS) (US\$ Million): Colombia 2004 - 2014

Year	Colombia	% of Region	% of Globe
2004	31.78	5.89%	0.50%
2005	34.56	5.94%	0.50%
2006	37.58	5.99%	0.50%
2007	40.99	6.04%	0.50%
2008	45.36	6.08%	0.50%
2009	49.89	6.12%	0.50%
2010	54.47	6.16%	0.50%
2011	59.13	6.20%	0.49%
2012	63.92	6.24%	0.49%
2013	69.06	6.28%	0.49%
2014	74.61	6.32%	0.49%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Colombia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bogota	101	22.63	45.36	2.78	0.23
Cali	260	6.54	13.10	0.80	0.07
Medellin	263	6.39	12.81	0.78	0.06
Barranquilla	554	2.60	5.21	0.32	0.03
Cartagena	559	2.58	5.16	0.32	0.03
Bucaramanga	844	1.35	2.71	0.17	0.01
Cucuta	872	1.26	2.53	0.15	0.01
Pereira	921	1.14	2.28	0.14	0.01
Manizales	991	0.99	1.99	0.12	0.01
Ibague	1,007	0.95	1.91	0.12	0.01
Armenia	1,111	0.73	1.46	0.09	0.01
Santa Marta	1,244	0.56	1.12	0.07	0.01
Neiva	1,296	0.49	0.99	0.06	0.00
Pasto	1,321	0.46	0.92	0.06	0.00
Monteria	1,354	0.43	0.87	0.05	0.00
Others		0.79	1.58	0.10	0.01
Total		49.89	100.00	6.12	0.50

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.8 COSTA RICA

Human Resource Management Systems (HRMS) (US\$ Million): Costa Rica 2004 - 2014

Year	Costa Rica	% of Region	% of Globe
2004	5.60	1.04%	0.09%
2005	6.07	1.04%	0.09%
2006	6.59	1.05%	0.09%
2007	7.17	1.06%	0.09%
2008	7.92	1.06%	0.09%
2009	8.70	1.07%	0.09%
2010	9.48	1.07%	0.09%
2011	10.27	1.08%	0.09%
2012	11.08	1.08%	0.09%
2013	11.95	1.09%	0.09%
2014	12.89	1.09%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Costa Rica: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
San Jose	475	3.14	36.14	0.39	0.03
Alajuela	753	1.66	19.04	0.20	0.02
Cartago	920	1.14	13.08	0.14	0.01
Puntarenas	1,002	0.97	11.14	0.12	0.01
Limon	1,128	0.71	8.16	0.09	0.01
Heredia	1,129	0.71	8.16	0.09	0.01
Liberia	1,413	0.37	4.27	0.05	0.00
Total		8.70	100.00	1.07	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.9 ECUADOR

Human Resource Management Systems (HRMS) (US\$ Million): Ecuador 2004 - 2014

Year	Ecuador	% of Region	% of Globe
2004	10.60	1.97%	0.17%
2005	11.29	1.94%	0.16%
2006	12.02	1.92%	0.16%
2007	12.84	1.89%	0.16%
2008	13.91	1.87%	0.15%
2009	15.03	1.84%	0.15%
2010	16.11	1.82%	0.15%
2011	17.18	1.80%	0.14%
2012	18.23	1.78%	0.14%
2013	19.35	1.76%	0.14%
2014	20.52	1.74%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ecuador: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Guayaquil	265	6.39	42.53	0.78	0.06
Quito	360	4.64	30.89	0.57	0.05
Cuenca	1,073	0.82	5.46	0.10	0.01
Machala	1,210	0.60	3.98	0.07	0.01
Portoviejo	1,216	0.59	3.90	0.07	0.01
Riobamba	1,233	0.56	3.75	0.07	0.01
Ambato	1,285	0.50	3.35	0.06	0.01
Manta	1,298	0.49	3.25	0.06	0.00
Esmeraldas	1,356	0.43	2.88	0.05	0.00
Total		15.03	100.00	1.84	0.15

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.10 EL SALVADOR

Human Resource Management Systems (HRMS) (US\$ Million): El Salvador 2004 - 2014

Year	El Salvador	% of Region	% of Globe
2004	3.71	0.69%	0.06%
2005	3.99	0.69%	0.06%
2006	4.30	0.69%	0.06%
2007	4.65	0.68%	0.06%
2008	5.09	0.68%	0.06%
2009	5.55	0.68%	0.06%
2010	6.01	0.68%	0.05%
2011	6.47	0.68%	0.05%
2012	6.94	0.68%	0.05%
2013	7.44	0.68%	0.05%
2014	7.97	0.68%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

El Salvador: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
San Salvador	481	3.13	56.44	0.38	0.03
Santa Ana	1,017	0.94	16.93	0.12	0.01
San Miguel	1,214	0.59	10.67	0.07	0.01
Nueva San Salvador	1,429	0.35	6.38	0.04	0.00
Sonsonate	1,454	0.32	5.77	0.04	0.00
Cojutepeque	1,570	0.21	3.80	0.03	0.00
Total		5.55	100.00	0.68	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.11 FRENCH GUIANA

Human Resource Management Systems (HRMS) (US\$ Million): French Guiana 2004 - 2014

Year	French Guiana	% of Region	% of Globe
2004	0.18	0.03%	0.00%
2005	0.19	0.03%	0.00%
2006	0.21	0.03%	0.00%
2007	0.22	0.03%	0.00%
2008	0.24	0.03%	0.00%
2009	0.26	0.03%	0.00%
2010	0.28	0.03%	0.00%
2011	0.30	0.03%	0.00%
2012	0.32	0.03%	0.00%
2013	0.34	0.03%	0.00%
2014	0.36	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

French Guiana: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Cayenne	1,624	0.17	66.67	0.02	0.00
Kourou	1,925	0.03	11.67	0.00	0.00
Remire	1,945	0.03	10.00	0.00	0.00
Saint Laurent	1,974	0.02	8.33	0.00	0.00
Sinnamary	2,029	0.01	3.33	0.00	0.00
Total		0.26	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.12 GUATEMALA

Human Resource Management Systems (HRMS) (US\$ Million): Guatemala 2004 - 2014

Year	Guatemala	% of Region	% of Globe
2004	6.82	1.27%	0.11%
2005	7.38	1.27%	0.11%
2006	7.99	1.27%	0.11%
2007	8.67	1.28%	0.11%
2008	9.55	1.28%	0.10%
2009	10.46	1.28%	0.10%
2010	11.37	1.29%	0.10%
2011	12.29	1.29%	0.10%
2012	13.23	1.29%	0.10%
2013	14.24	1.30%	0.10%
2014	15.32	1.30%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guatemala: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Guatemala City	231	7.74	74.02	0.95	0.08
Escuintla	1,235	0.56	5.39	0.07	0.01
Quezaltenango	1,262	0.53	5.11	0.07	0.01
Puerto Barrios	1,432	0.35	3.36	0.04	0.00
Retalhuleu	1,438	0.34	3.29	0.04	0.00
Coban	1,453	0.32	3.08	0.04	0.00
Chiquimula	1,460	0.31	3.01	0.04	0.00
Mazatenango	1,484	0.29	2.73	0.04	0.00
Total		10.46	100.00	1.28	0.10

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.13 GUYANA

Human Resource Management Systems (HRMS) (US\$ Million): Guyana 2004 - 2014

Year	Guyana	% of Region	% of Globe
2004	0.42	0.08%	0.01%
2005	0.45	0.08%	0.01%
2006	0.49	0.08%	0.01%
2007	0.52	0.08%	0.01%
2008	0.57	0.08%	0.01%
2009	0.63	0.08%	0.01%
2010	0.68	0.08%	0.01%
2011	0.73	0.08%	0.01%
2012	0.78	0.08%	0.01%
2013	0.83	0.08%	0.01%
2014	0.89	0.08%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guyana: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Georgetown	1,310	0.47	75.19	0.06	0.00
Linden	1,824	0.07	11.28	0.01	0.00
New Amsterdam	1,869	0.05	7.52	0.01	0.00
Corriverton	1,949	0.03	4.14	0.00	0.00
Mahaicony	2,018	0.01	1.88	0.00	0.00
Total		0.63	100.00	0.08	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.14 HONDURAS

Human Resource Management Systems (HRMS) (US\$ Million): Honduras 2004 - 2014

Year	Honduras	% of Region	% of Globe
2004	2.48	0.46%	0.04%
2005	2.68	0.46%	0.04%
2006	2.91	0.46%	0.04%
2007	3.17	0.47%	0.04%
2008	3.50	0.47%	0.04%
2009	3.84	0.47%	0.04%
2010	4.18	0.47%	0.04%
2011	4.53	0.47%	0.04%
2012	4.88	0.48%	0.04%
2013	5.26	0.48%	0.04%
2014	5.67	0.48%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Honduras: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tegucigalpa	739	1.72	44.79	0.21	0.02
San Pedro Sula	914	1.15	29.98	0.14	0.01
La Ceiba	1,617	0.18	4.61	0.02	0.00
Choluteca	1,625	0.17	4.54	0.02	0.00
El Progreso	1,639	0.16	4.26	0.02	0.00
Puerto Cortes	1,728	0.11	2.94	0.01	0.00
Comayagua	1,780	0.09	2.24	0.01	0.00
Tela	1,805	0.08	1.96	0.01	0.00
Siguatopeque	1,829	0.07	1.82	0.01	0.00
Santa Rosa de Copan	1,847	0.06	1.47	0.01	0.00
Danli	1,854	0.05	1.40	0.01	0.00
Total		3.84	100.00	0.47	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.15 MEXICO**Human Resource Management Systems (HRMS) (US\$ Million): Mexico 2004 - 2014**

Year	Mexico	% of Region	% of Globe
2004	144.71	26.84%	2.26%
2005	154.43	26.55%	2.23%
2006	164.80	26.26%	2.19%
2007	176.36	25.97%	2.15%
2008	191.53	25.69%	2.10%
2009	207.24	25.44%	2.06%
2010	222.66	25.20%	2.03%
2011	237.81	24.95%	1.99%
2012	252.92	24.71%	1.96%
2013	268.83	24.46%	1.93%
2014	285.75	24.22%	1.89%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mexico: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mexico City	24	58.89	28.42	7.23	0.59
Guadalajara	178	11.34	5.47	1.39	0.11
Nezahualcoyotl	215	8.57	4.13	1.05	0.09
Puebla	217	8.49	4.10	1.04	0.08
Monterrey	232	7.55	3.64	0.93	0.08
Leon	244	7.23	3.49	0.89	0.07
Ciudad Juarez	246	7.02	3.39	0.86	0.07
Tijuana	250	6.88	3.32	0.85	0.07
Culiacan	344	4.83	2.33	0.59	0.05
Mexicali	345	4.83	2.33	0.59	0.05
Acapulco	351	4.77	2.30	0.59	0.05
Chihuahua	375	4.36	2.10	0.53	0.04
S. Luis Potosi	378	4.34	2.10	0.53	0.04
Aguascalientes	401	4.04	1.95	0.50	0.04
Morelia	403	4.01	1.94	0.49	0.04
Others		60.07	28.99	7.38	0.60
Total		207.24	100.00	25.44	2.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.16 NICARAGUA**Human Resource Management Systems (HRMS) (US\$ Million): Nicaragua 2004 - 2014**

Year	Nicaragua	% of Region	% of Globe
2004	1.95	0.36%	0.03%
2005	2.08	0.36%	0.03%
2006	2.22	0.35%	0.03%
2007	2.37	0.35%	0.03%
2008	2.57	0.35%	0.03%
2009	2.78	0.34%	0.03%
2010	2.99	0.34%	0.03%
2011	3.19	0.33%	0.03%
2012	3.39	0.33%	0.03%
2013	3.60	0.33%	0.03%
2014	3.83	0.32%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nicaragua: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Managua	855	1.32	47.30	0.16	0.01
Rosita	1,186	0.63	22.54	0.08	0.01
Leon	1,589	0.19	7.00	0.02	0.00
Granada	1,629	0.17	6.17	0.02	0.00
Masaya	1,677	0.14	5.20	0.02	0.00
Chinandega	1,698	0.13	4.72	0.02	0.00
Matagalpa	1,818	0.07	2.57	0.01	0.00
San Carlos	1,836	0.07	2.36	0.01	0.00
Esteli	1,838	0.06	2.15	0.01	0.00
Total		2.78	100.00	0.34	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com**6.17 PANAMA****Human Resource Management Systems (HRMS) (US\$ Million): Panama 2004 - 2014**

Year	Panama	% of Region	% of Globe
2004	2.81	0.52%	0.04%
2005	3.08	0.53%	0.04%
2006	3.37	0.54%	0.04%
2007	3.70	0.55%	0.05%
2008	4.13	0.55%	0.05%
2009	4.56	0.56%	0.05%
2010	5.01	0.57%	0.05%
2011	5.47	0.57%	0.05%
2012	5.95	0.58%	0.05%
2013	6.47	0.59%	0.05%
2014	7.03	0.60%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com**Panama: Human Resource Management Systems (HRMS) in 2009, US\$ Million**

City	World Rank	US \$ mln	%Country	%Region	%World
Panama	513	2.87	62.90	0.35	0.03
Colon	1,306	0.48	10.55	0.06	0.00
David	1,434	0.35	7.64	0.04	0.00
La Chorrera	1,459	0.32	6.94	0.04	0.00
Penonome	1,578	0.21	4.51	0.03	0.00
Santiago	1,580	0.20	4.46	0.02	0.00
Bocas del Toro	1,825	0.07	1.54	0.01	0.00
Tocumen	1,835	0.07	1.46	0.01	0.00
Total		4.56	100.00	0.56	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.18 PARAGUAY

Human Resource Management Systems (HRMS) (US\$ Million): Paraguay 2004 - 2014

Year	Paraguay	% of Region	% of Globe
2004	2.75	0.51%	0.04%
2005	2.96	0.51%	0.04%
2006	3.18	0.51%	0.04%
2007	3.43	0.51%	0.04%
2008	3.76	0.50%	0.04%
2009	4.10	0.50%	0.04%
2010	4.43	0.50%	0.04%
2011	4.77	0.50%	0.04%
2012	5.10	0.50%	0.04%
2013	5.46	0.50%	0.04%
2014	5.85	0.50%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Paraguay: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Asuncion	592	2.45	59.85	0.30	0.02
Puerto Stroessner	1,416	0.37	9.03	0.05	0.00
Pedro Juan Caballero	1,500	0.27	6.57	0.03	0.00
San Lorenzo	1,501	0.27	6.57	0.03	0.00
Fernando de la Mora	1,533	0.24	5.91	0.03	0.00
Encarnacion	1,747	0.10	2.55	0.01	0.00
Concepción	1,775	0.09	2.13	0.01	0.00
Pilar	1,776	0.09	2.13	0.01	0.00
Villarrica	1,810	0.07	1.81	0.01	0.00
Coronel Oviedo	1,811	0.07	1.81	0.01	0.00
Caaguazu	1,833	0.07	1.64	0.01	0.00
Total		4.10	100.00	0.50	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.19 PERU

Human Resource Management Systems (HRMS) (US\$ Million): Peru 2004 - 2014

Year	Peru	% of Region	% of Globe
2004	21.11	3.91%	0.33%
2005	23.08	3.97%	0.33%
2006	25.23	4.02%	0.34%
2007	27.67	4.08%	0.34%
2008	30.79	4.13%	0.34%
2009	34.02	4.18%	0.34%
2010	37.32	4.22%	0.34%
2011	40.70	4.27%	0.34%
2012	44.20	4.32%	0.34%
2013	47.97	4.37%	0.34%
2014	52.07	4.41%	0.35%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Peru: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lima	118	19.09	56.10	2.34	0.19
Arequipa	591	2.45	7.21	0.30	0.02
Callao	618	2.32	6.82	0.28	0.02
Trujillo	670	2.04	5.98	0.25	0.02
Chiclayo	762	1.64	4.81	0.20	0.02
Piura	883	1.23	3.62	0.15	0.01
Chimbote	909	1.16	3.40	0.14	0.01
Cuzco	958	1.06	3.11	0.13	0.01
Iquitos	973	1.03	3.02	0.13	0.01
Huancayo	1,069	0.82	2.42	0.10	0.01
Sullana	1,203	0.61	1.78	0.07	0.01
Pucallpa	1,217	0.58	1.72	0.07	0.01
Total		34.02	100.00	4.18	0.34

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.20 SURINAME

Human Resource Management Systems (HRMS) (US\$ Million): Suriname 2004 - 2014

Year	Suriname	% of Region	% of Globe
2004	0.35	0.07%	0.01%
2005	0.38	0.07%	0.01%
2006	0.41	0.07%	0.01%
2007	0.44	0.07%	0.01%
2008	0.49	0.07%	0.01%
2009	0.53	0.07%	0.01%
2010	0.58	0.07%	0.01%
2011	0.62	0.07%	0.01%
2012	0.67	0.07%	0.01%
2013	0.72	0.07%	0.01%
2014	0.77	0.07%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Suriname: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Paramaribo	1,314	0.47	87.39	0.06	0.00
Nieuw Nickerie	1,904	0.04	6.72	0.00	0.00
Marienburg	1,993	0.02	3.36	0.00	0.00
Moengo	2,027	0.01	1.68	0.00	0.00
Totness	2,058	0.00	0.84	0.00	0.00
Total		0.53	100.00	0.07	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.21 THE FALKLAND ISLANDS

Human Resource Management Systems (HRMS) (US\$ Million): The Falkland Islands 2004 - 2014

Year	The Falkland Islands	% of Region	% of Globe
2004	0.01	0.00%	0.00%
2005	0.01	0.00%	0.00%
2006	0.01	0.00%	0.00%
2007	0.01	0.00%	0.00%
2008	0.01	0.00%	0.00%
2009	0.01	0.00%	0.00%
2010	0.01	0.00%	0.00%
2011	0.01	0.00%	0.00%
2012	0.01	0.00%	0.00%
2013	0.02	0.00%	0.00%
2014	0.02	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Falkland Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Stanley	2,019	0.01	100.00	0.00	0.00
Total		0.01	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.22 URUGUAY

Human Resource Management Systems (HRMS) (US\$ Million): Uruguay 2004 - 2014

Year	Uruguay	% of Region	% of Globe
2004	3.62	0.67%	0.06%
2005	3.95	0.68%	0.06%
2006	4.31	0.69%	0.06%
2007	4.72	0.70%	0.06%
2008	5.24	0.70%	0.06%
2009	5.79	0.71%	0.06%
2010	6.34	0.72%	0.06%
2011	6.90	0.72%	0.06%
2012	7.49	0.73%	0.06%
2013	8.12	0.74%	0.06%
2014	8.80	0.75%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uruguay: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Montevideo	380	4.31	74.51	0.53	0.04
Salto	1,487	0.28	4.84	0.03	0.00
Paysandu	1,511	0.26	4.48	0.03	0.00
Las Piedras	1,573	0.21	3.64	0.03	0.00
Rivera	1,593	0.19	3.34	0.02	0.00
Melo	1,674	0.15	2.51	0.02	0.00
Tacuarembó	1,685	0.14	2.39	0.02	0.00
Mercedes	1,707	0.13	2.21	0.02	0.00
Minas	1,715	0.12	2.09	0.01	0.00
Total		5.79	100.00	0.71	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.23 VENEZUELA

Human Resource Management Systems (HRMS) (US\$ Million): Venezuela 2004 - 2014

Year	Venezuela	% of Region	% of Globe
2004	31.94	5.92%	0.50%
2005	35.08	6.03%	0.51%
2006	38.53	6.14%	0.51%
2007	42.44	6.25%	0.52%
2008	47.42	6.36%	0.52%
2009	52.60	6.46%	0.52%
2010	57.90	6.55%	0.53%
2011	63.38	6.65%	0.53%
2012	69.08	6.75%	0.53%
2013	75.26	6.85%	0.54%
2014	81.99	6.95%	0.54%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Venezuela: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Caracas	152	14.05	26.70	1.72	0.14
Maracaibo	312	5.34	10.15	0.66	0.05
Valencia	352	4.74	9.01	0.58	0.05
Maracay	438	3.58	6.80	0.44	0.04
Barquisimeto	500	2.97	5.65	0.37	0.03
Petare	660	2.09	3.97	0.26	0.02
Ciudad Guayana	668	2.05	3.89	0.25	0.02
San Cristobal	827	1.39	2.65	0.17	0.01
La Guaira	852	1.32	2.51	0.16	0.01
Baruta	938	1.09	2.08	0.13	0.01
Ciudad Bolivar	944	1.08	2.04	0.13	0.01
Maturin	964	1.05	1.99	0.13	0.01
Merida	969	1.04	1.98	0.13	0.01
Cumana	975	1.02	1.95	0.13	0.01
Barcelona	1,010	0.95	1.81	0.12	0.01
Others		8.85	16.83	1.09	0.09
Total		52.60	100.00	6.46	0.52

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7 NORTH AMERICA & THE CARIBBEAN

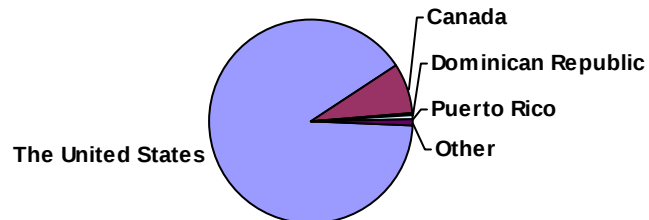
7.1 EXECUTIVE SUMMARY

Market Potential for Human Resource Management Systems (HRMS) in North America & the Caribbean (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of North America & the Caribbean
The United States	2,226.00	90.17%
Canada	194.87	7.89%
Dominican Republic	13.34	0.54%
Puerto Rico	11.62	0.47%
Cuba	7.98	0.32%
Trinidad and Tobago	3.55	0.14%
Haiti	2.43	0.10%
Jamaica	2.05	0.08%
The Bahamas	1.06	0.04%
Martinique	1.03	0.04%
Barbados	0.85	0.03%
Bermuda	0.69	0.03%
Guadeloupe	0.59	0.02%
The Netherlands Antilles	0.42	0.02%
Aruba	0.34	0.01%
The Cayman Islands	0.29	0.01%
The U.S. Virgin Islands	0.24	0.01%
Antigua and Barbuda	0.18	0.01%
St. Lucia	0.18	0.01%
Greenland	0.17	0.01%
Grenada	0.15	0.01%
St. Vincent and the Grenadines	0.14	0.01%
The British Virgin Islands	0.13	0.01%
St. Kitts and Nevis	0.11	0.00%
Dominica	0.07	0.00%
Other	0.06	0.00%
Total	2,468.57	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Human Resource Management Systems (HRMS) in North America & the Caribbean (US\$ Million): 2009



The Market for Human Resource Management Systems (HRMS) in North America & the Caribbean: 2004 - 2014

Year	US\$ Million	% of Globe
2004	1,426.31	22.31
2005	1,570.84	22.64
2006	1,730.26	22.97
2007	1,917.20	23.36
2008	2,186.24	23.99
2009	2,468.57	24.56
2010	2,750.55	25.02
2011	3,032.24	25.38
2012	3,317.04	25.68
2013	3,625.25	25.97
2014	3,962.41	26.26

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.2 ANTIGUA AND BARBUDA

Human Resource Management Systems (HRMS) (US\$ Million): Antigua and Barbuda 2004 - 2014

Year	Antigua and Barbuda	% of Region	% of Globe
2004	0.13	0.01%	0.00%
2005	0.13	0.01%	0.00%
2006	0.14	0.01%	0.00%
2007	0.15	0.01%	0.00%
2008	0.17	0.01%	0.00%
2009	0.18	0.01%	0.00%
2010	0.20	0.01%	0.00%
2011	0.21	0.01%	0.00%
2012	0.23	0.01%	0.00%
2013	0.24	0.01%	0.00%
2014	0.26	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Antigua and Barbuda: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saint John's	1,612	0.18	97.30	0.01	0.00
Codrington	2,057	0.00	2.70	0.00	0.00
Total		0.18	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.3 ARUBA

Human Resource Management Systems (HRMS) (US\$ Million): Aruba 2004 - 2014

Year	Aruba	% of Region	% of Globe
2004	0.24	0.02%	0.00%
2005	0.26	0.02%	0.00%
2006	0.28	0.02%	0.00%
2007	0.30	0.02%	0.00%
2008	0.32	0.01%	0.00%
2009	0.34	0.01%	0.00%
2010	0.37	0.01%	0.00%
2011	0.39	0.01%	0.00%
2012	0.42	0.01%	0.00%
2013	0.44	0.01%	0.00%
2014	0.47	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Aruba: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Oranjestad	1,602	0.19	54.05	0.01	0.00
Sint Nicolaas	1,655	0.16	45.95	0.01	0.00
Total		0.34	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.4 BARBADOS**Human Resource Management Systems (HRMS) (US\$ Million): Barbados 2004 - 2014**

Year	Barbados	% of Region	% of Globe
2004	0.58	0.04%	0.01%
2005	0.62	0.04%	0.01%
2006	0.67	0.04%	0.01%
2007	0.72	0.04%	0.01%
2008	0.78	0.04%	0.01%
2009	0.85	0.03%	0.01%
2010	0.92	0.03%	0.01%
2011	0.99	0.03%	0.01%
2012	1.05	0.03%	0.01%
2013	1.12	0.03%	0.01%
2014	1.20	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Barbados: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bridgetown	1,060	0.85	100.00	0.03	0.01
Total		0.85	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.5 BERMUDA

Human Resource Management Systems (HRMS) (US\$ Million): Bermuda 2004 - 2014

Year	Bermuda	% of Region	% of Globe
2004	0.47	0.03%	0.01%
2005	0.50	0.03%	0.01%
2006	0.54	0.03%	0.01%
2007	0.58	0.03%	0.01%
2008	0.64	0.03%	0.01%
2009	0.69	0.03%	0.01%
2010	0.75	0.03%	0.01%
2011	0.81	0.03%	0.01%
2012	0.87	0.03%	0.01%
2013	0.93	0.03%	0.01%
2014	0.99	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bermuda: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Hamilton	1,366	0.42	60.00	0.02	0.00
Saint George	1,489	0.28	40.00	0.01	0.00
Total		0.69	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.6 CANADA

Human Resource Management Systems (HRMS) (US\$ Million): Canada 2004 - 2014

Year	Canada	% of Region	% of Globe
2004	137.13	9.61%	2.15%
2005	146.11	9.30%	2.11%
2006	155.67	9.00%	2.07%
2007	166.33	8.68%	2.03%
2008	180.35	8.25%	1.98%
2009	194.87	7.89%	1.94%
2010	209.07	7.60%	1.90%
2011	222.98	7.35%	1.87%
2012	236.82	7.14%	1.83%
2013	251.36	6.93%	1.80%
2014	266.80	6.73%	1.77%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Canada: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Toronto	26	58.27	29.90	2.36	0.58
Montreal	34	49.67	25.49	2.01	0.49
Vancouver	94	23.48	12.05	0.95	0.23
Ottawa	156	13.93	7.15	0.56	0.14
Calgary	186	10.81	5.55	0.44	0.11
Winnipeg	196	10.12	5.19	0.41	0.10
Edmonton	202	9.76	5.01	0.40	0.10
Hamilton	318	5.22	2.68	0.21	0.05
Regina	498	2.98	1.53	0.12	0.03
Quebec	521	2.81	1.44	0.11	0.03
Halifax	690	1.94	0.99	0.08	0.02
Thunder Bay	698	1.90	0.98	0.08	0.02
Saint John's	764	1.63	0.84	0.07	0.02
Niagara Falls	888	1.22	0.63	0.05	0.01
Victoria	927	1.12	0.58	0.05	0.01
Total		194.87	100.00	7.89	1.94

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.7 CUBA

Human Resource Management Systems (HRMS) (US\$ Million): Cuba 2004 - 2014

Year	Cuba	% of Region	% of Globe
2004	5.01	0.35%	0.08%
2005	5.47	0.35%	0.08%
2006	5.96	0.34%	0.08%
2007	6.52	0.34%	0.08%
2008	7.24	0.33%	0.08%
2009	7.98	0.32%	0.08%
2010	8.73	0.32%	0.08%
2011	9.50	0.31%	0.08%
2012	10.29	0.31%	0.08%
2013	11.14	0.31%	0.08%
2014	12.07	0.30%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cuba: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Havana	385	4.22	52.92	0.17	0.04
Santiago de Cuba	1,080	0.80	10.02	0.03	0.01
Camagüey	1,236	0.56	7.07	0.02	0.01
Holguin	1,339	0.45	5.60	0.02	0.00
Guantanamo	1,390	0.40	4.96	0.02	0.00
Santa Clara	1,409	0.39	4.83	0.02	0.00
Bayamo	1,530	0.24	3.06	0.01	0.00
Cienfuegos	1,536	0.24	2.98	0.01	0.00
Pinar del Rio	1,549	0.23	2.88	0.01	0.00
Las Tunas	1,553	0.23	2.85	0.01	0.00
Matanzas	1,557	0.23	2.83	0.01	0.00
Total		7.98	100.00	0.32	0.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.8 DOMINICA**Human Resource Management Systems (HRMS) (US\$ Million): Dominica 2004 - 2014**

Year	Dominica	% of Region	% of Globe
2004	0.05	0.00%	0.00%
2005	0.06	0.00%	0.00%
2006	0.06	0.00%	0.00%
2007	0.06	0.00%	0.00%
2008	0.07	0.00%	0.00%
2009	0.07	0.00%	0.00%
2010	0.08	0.00%	0.00%
2011	0.09	0.00%	0.00%
2012	0.09	0.00%	0.00%
2013	0.10	0.00%	0.00%
2014	0.10	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Dominica: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Roseau	1,865	0.05	64.71	0.00	0.00
Marigot	2,045	0.01	8.82	0.00	0.00
Berekua	2,046	0.01	8.82	0.00	0.00
Portsmouth	2,047	0.01	8.82	0.00	0.00
Saint Joseph	2,048	0.01	8.82	0.00	0.00
Total		0.07	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.9 DOMINICAN REPUBLIC

Human Resource Management Systems (HRMS) (US\$ Million): Dominican Republic 2004 - 2014

Year	Dominican Republic	% of Region	% of Globe
2004	8.34	0.58%	0.13%
2005	9.11	0.58%	0.13%
2006	9.94	0.57%	0.13%
2007	10.88	0.57%	0.13%
2008	12.09	0.55%	0.13%
2009	13.34	0.54%	0.13%
2010	14.61	0.53%	0.13%
2011	15.91	0.52%	0.13%
2012	17.26	0.52%	0.13%
2013	18.71	0.52%	0.13%
2014	20.28	0.51%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Dominican Republic: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Santo Domingo	214	8.63	64.68	0.35	0.09
Santiago	732	1.74	13.07	0.07	0.02
La Romana	1,194	0.62	4.63	0.03	0.01
San Pedro de Macoris	1,248	0.55	4.13	0.02	0.01
San Francisco de Macoris	1,279	0.51	3.85	0.02	0.01
La Vega	1,398	0.39	2.94	0.02	0.00
San Juan	1,466	0.31	2.29	0.01	0.00
Barahona	1,467	0.31	2.29	0.01	0.00
Puerto Plata	1,485	0.28	2.11	0.01	0.00
Total		13.34	100.00	0.54	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.10 GREENLAND

Human Resource Management Systems (HRMS) (US\$ Million): Greenland 2004 - 2014

Year	Greenland	% of Region	% of Globe
2004	0.12	0.01%	0.00%
2005	0.13	0.01%	0.00%
2006	0.14	0.01%	0.00%
2007	0.14	0.01%	0.00%
2008	0.16	0.01%	0.00%
2009	0.17	0.01%	0.00%
2010	0.18	0.01%	0.00%
2011	0.19	0.01%	0.00%
2012	0.20	0.01%	0.00%
2013	0.21	0.01%	0.00%
2014	0.23	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Greenland: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nuuk	1,866	0.05	28.57	0.00	0.00
Holsteinsborg	1,980	0.02	11.90	0.00	0.00
Jakobshavn	2,002	0.02	9.52	0.00	0.00
Egedesminde	2,015	0.01	7.14	0.00	0.00
Sukkertoppen	2,016	0.01	7.14	0.00	0.00
Julianehab	2,017	0.01	7.14	0.00	0.00
Christianshab	2,035	0.01	4.76	0.00	0.00
Frederikshab	2,036	0.01	4.76	0.00	0.00
Narsarsuaq	2,037	0.01	4.76	0.00	0.00
Ammassalik	2,062	0.00	2.38	0.00	0.00
Godhavn	2,063	0.00	2.38	0.00	0.00
Scoresbysund	2,064	0.00	2.38	0.00	0.00
Nanortalik	2,065	0.00	2.38	0.00	0.00
Uppernavik	2,066	0.00	2.38	0.00	0.00
Thule	2,067	0.00	2.38	0.00	0.00
Total		0.17	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.11 GRENADA

Human Resource Management Systems (HRMS) (US\$ Million): Grenada 2004 - 2014

Year	Grenada	% of Region	% of Globe
2004	0.11	0.01%	0.00%
2005	0.12	0.01%	0.00%
2006	0.12	0.01%	0.00%
2007	0.13	0.01%	0.00%
2008	0.14	0.01%	0.00%
2009	0.15	0.01%	0.00%
2010	0.16	0.01%	0.00%
2011	0.17	0.01%	0.00%
2012	0.18	0.01%	0.00%
2013	0.19	0.01%	0.00%
2014	0.20	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Grenada: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saint George's	1,717	0.12	80.00	0.00	0.00
Gouyave	1,929	0.03	20.00	0.00	0.00
Total		0.15	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.12 GUADELOUPE

Human Resource Management Systems (HRMS) (US\$ Million): Guadeloupe 2004 - 2014

Year	Guadeloupe	% of Region	% of Globe
2004	0.41	0.03%	0.01%
2005	0.44	0.03%	0.01%
2006	0.47	0.03%	0.01%
2007	0.50	0.03%	0.01%
2008	0.55	0.03%	0.01%
2009	0.59	0.02%	0.01%
2010	0.64	0.02%	0.01%
2011	0.68	0.02%	0.01%
2012	0.72	0.02%	0.01%
2013	0.77	0.02%	0.01%
2014	0.82	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guadeloupe: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Les Abymes	1,623	0.17	29.44	0.01	0.00
Pointe-a-Pitre	1,817	0.07	12.15	0.00	0.00
Le Gosier	1,842	0.06	9.81	0.00	0.00
Moule	1,862	0.05	8.41	0.00	0.00
Sainte Anne	1,871	0.05	7.94	0.00	0.00
Morne-a-l'Eau	1,879	0.04	7.48	0.00	0.00
Petit Bourg	1,887	0.04	7.01	0.00	0.00
Basse-Terre	1,895	0.04	6.54	0.00	0.00
Sainte Rose	1,896	0.04	6.54	0.00	0.00
Saint-Claude	1,940	0.03	4.67	0.00	0.00
Total		0.59	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.13 HAITI**Human Resource Management Systems (HRMS) (US\$ Million): Haiti 2004 - 2014**

Year	Haiti	% of Region	% of Globe
2004	1.67	0.12%	0.03%
2005	1.79	0.11%	0.03%
2006	1.92	0.11%	0.03%
2007	2.06	0.11%	0.03%
2008	2.24	0.10%	0.02%
2009	2.43	0.10%	0.02%
2010	2.62	0.10%	0.02%
2011	2.80	0.09%	0.02%
2012	2.99	0.09%	0.02%
2013	3.18	0.09%	0.02%
2014	3.39	0.09%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Haiti: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port-au-Prince	741	1.71	70.39	0.07	0.02
Cap-Haitien	1,526	0.25	10.12	0.01	0.00
Petionville	1,693	0.13	5.51	0.01	0.00
Les Cayes	1,702	0.13	5.36	0.01	0.00
Gonaives	1,703	0.13	5.36	0.01	0.00
Port-de-Paix	1,795	0.08	3.27	0.00	0.00
Total		2.43	100.00	0.10	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.14 JAMAICA

Human Resource Management Systems (HRMS) (US\$ Million): Jamaica 2004 - 2014

Year	Jamaica	% of Region	% of Globe
2004	1.49	0.10%	0.02%
2005	1.57	0.10%	0.02%
2006	1.67	0.10%	0.02%
2007	1.77	0.09%	0.02%
2008	1.91	0.09%	0.02%
2009	2.05	0.08%	0.02%
2010	2.19	0.08%	0.02%
2011	2.32	0.08%	0.02%
2012	2.45	0.07%	0.02%
2013	2.58	0.07%	0.02%
2014	2.73	0.07%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Jamaica: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kingston	829	1.39	67.83	0.06	0.01
Spanish Town	1,540	0.24	11.50	0.01	0.00
Montego Bay	1,603	0.19	9.04	0.01	0.00
May Pen	1,738	0.11	5.30	0.00	0.00
Mandeville	1,762	0.09	4.52	0.00	0.00
Savanna-la-Mar	1,902	0.04	1.81	0.00	0.00
Total		2.05	100.00	0.08	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.15 MARTINIQUE

Human Resource Management Systems (HRMS) (US\$ Million): Martinique 2004 - 2014

Year	Martinique	% of Region	% of Globe
2004	0.72	0.05%	0.01%
2005	0.77	0.05%	0.01%
2006	0.82	0.05%	0.01%
2007	0.88	0.05%	0.01%
2008	0.95	0.04%	0.01%
2009	1.03	0.04%	0.01%
2010	1.11	0.04%	0.01%
2011	1.18	0.04%	0.01%
2012	1.26	0.04%	0.01%
2013	1.34	0.04%	0.01%
2014	1.42	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Martinique: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Fort-de-France	1,247	0.55	53.66	0.02	0.01
Le Lamentin	1,689	0.14	13.17	0.01	0.00
Sainte Marie	1,770	0.09	8.78	0.00	0.00
Schoelcher	1,794	0.08	7.80	0.00	0.00
Le François	1,826	0.07	6.83	0.00	0.00
La Trinité	1,861	0.05	4.88	0.00	0.00
Saint Pierre	1,952	0.03	2.44	0.00	0.00
Ducos	1,953	0.03	2.44	0.00	0.00
Total		1.03	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.16 PUERTO RICO**Human Resource Management Systems (HRMS) (US\$ Million): Puerto Rico 2004 - 2014**

Year	Puerto Rico	% of Region	% of Globe
2004	9.05	0.63%	0.14%
2005	9.44	0.60%	0.14%
2006	9.86	0.57%	0.13%
2007	10.32	0.54%	0.13%
2008	10.96	0.50%	0.12%
2009	11.62	0.47%	0.12%
2010	12.24	0.45%	0.11%
2011	12.82	0.42%	0.11%
2012	13.37	0.40%	0.10%
2013	13.93	0.38%	0.10%
2014	14.51	0.37%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Puerto Rico: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
San Juan	538	2.67	22.99	0.11	0.03
Bayamon	816	1.43	12.29	0.06	0.01
Ponce	900	1.17	10.07	0.05	0.01
Carolina	906	1.16	9.99	0.05	0.01
Caguas	1,054	0.86	7.43	0.03	0.01
Guaynabo	1,174	0.65	5.56	0.03	0.01
Mayaguez	1,190	0.62	5.35	0.03	0.01
Arecibo	1,191	0.62	5.34	0.03	0.01
Toa Baja	1,227	0.57	4.91	0.02	0.01
Trujillo Alto	1,323	0.46	3.96	0.02	0.00
Aguadilla	1,383	0.40	3.46	0.02	0.00
Cayey	1,462	0.31	2.69	0.01	0.00
Guayama	1,513	0.26	2.23	0.01	0.00
Fajardo	1,539	0.24	2.03	0.01	0.00
Catano	1,583	0.20	1.72	0.01	0.00
Total		11.62	100.00	0.47	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com**7.17 ST. KITTS AND NEVIS****Human Resource Management Systems (HRMS) (US\$ Million): St. Kitts and Nevis
2004 - 2014**

Year	St. Kitts and Nevis	% of Region	% of Globe
2004	0.07	0.01%	0.00%
2005	0.08	0.01%	0.00%
2006	0.09	0.00%	0.00%
2007	0.09	0.00%	0.00%
2008	0.10	0.00%	0.00%
2009	0.11	0.00%	0.00%
2010	0.12	0.00%	0.00%
2011	0.13	0.00%	0.00%
2012	0.14	0.00%	0.00%
2013	0.15	0.00%	0.00%
2014	0.17	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com**St. Kitts and Nevis: Human Resource Management Systems (HRMS) in 2009, US\$ Million**

City	World Rank	US \$ mln	%Country	%Region	%World
Basseterre	1,741	0.11	95.00	0.00	0.00
Charlestown	2,053	0.01	5.00	0.00	0.00
Total		0.11	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.18 ST. LUCIA

Human Resource Management Systems (HRMS) (US\$ Million): St. Lucia 2004 - 2014

Year	St. Lucia	% of Region	% of Globe
2004	0.12	0.01%	0.00%
2005	0.13	0.01%	0.00%
2006	0.14	0.01%	0.00%
2007	0.15	0.01%	0.00%
2008	0.17	0.01%	0.00%
2009	0.18	0.01%	0.00%
2010	0.20	0.01%	0.00%
2011	0.21	0.01%	0.00%
2012	0.23	0.01%	0.00%
2013	0.25	0.01%	0.00%
2014	0.26	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

St. Lucia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Castries	1,665	0.15	82.81	0.01	0.00
Vieux Fort	1,917	0.03	17.19	0.00	0.00
Total		0.18	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.19 ST. VINCENT AND THE GRENADINES

Human Resource Management Systems (HRMS) (US\$ Million): St. Vincent and the Grenadines 2004 - 2014

Year	St. Vincent and the Grenadines	% of Region	% of Globe
2004	0.09	0.01%	0.00%
2005	0.10	0.01%	0.00%
2006	0.11	0.01%	0.00%
2007	0.12	0.01%	0.00%
2008	0.13	0.01%	0.00%
2009	0.14	0.01%	0.00%
2010	0.15	0.01%	0.00%
2011	0.16	0.01%	0.00%
2012	0.17	0.01%	0.00%
2013	0.19	0.01%	0.00%
2014	0.20	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

St. Vincent and the Grenadines: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kingstown	1,696	0.13	95.00	0.01	0.00
Georgetown	2,040	0.01	5.00	0.00	0.00
Total		0.14	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.20 THE BAHAMAS

Human Resource Management Systems (HRMS) (US\$ Million): The Bahamas 2004 - 2014

Year	The Bahamas	% of Region	% of Globe
2004	0.74	0.05%	0.01%
2005	0.79	0.05%	0.01%
2006	0.85	0.05%	0.01%
2007	0.90	0.05%	0.01%
2008	0.98	0.04%	0.01%
2009	1.06	0.04%	0.01%
2010	1.14	0.04%	0.01%
2011	1.21	0.04%	0.01%
2012	1.29	0.04%	0.01%
2013	1.37	0.04%	0.01%
2014	1.45	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Bahamas: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nassau	1,039	0.90	84.91	0.04	0.01
Freeport	1,650	0.16	15.09	0.01	0.00
Total		1.06	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.21 THE BRITISH VIRGIN ISLANDS

Human Resource Management Systems (HRMS) (US\$ Million): The British Virgin Islands 2004 - 2014

Year	The British Virgin Islands	% of Region	% of Globe
2004	0.10	0.01%	0.00%
2005	0.10	0.01%	0.00%
2006	0.11	0.01%	0.00%
2007	0.11	0.01%	0.00%
2008	0.12	0.01%	0.00%
2009	0.13	0.01%	0.00%
2010	0.14	0.01%	0.00%
2011	0.15	0.00%	0.00%
2012	0.15	0.00%	0.00%
2013	0.16	0.00%	0.00%
2014	0.17	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The British Virgin Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Road Town	1,705	0.13	100.00	0.01	0.00
Total		0.13	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.22 THE CAYMAN ISLANDS

Human Resource Management Systems (HRMS) (US\$ Million): The Cayman Islands 2004 - 2014

Year	The Cayman Islands	% of Region	% of Globe
2004	0.22	0.02%	0.00%
2005	0.23	0.01%	0.00%
2006	0.24	0.01%	0.00%
2007	0.26	0.01%	0.00%
2008	0.27	0.01%	0.00%
2009	0.29	0.01%	0.00%
2010	0.31	0.01%	0.00%
2011	0.33	0.01%	0.00%
2012	0.35	0.01%	0.00%
2013	0.37	0.01%	0.00%
2014	0.39	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Cayman Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
George Town	1,630	0.17	58.33	0.01	0.00
West Bay	1,779	0.09	29.17	0.00	0.00
Savannah	1,956	0.02	8.33	0.00	0.00
Bodden Town	2,014	0.01	4.17	0.00	0.00
Total		0.29	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.23 THE NETHERLANDS ANTILLES

Human Resource Management Systems (HRMS) (US\$ Million): The Netherlands Antilles 2004 - 2014

Year	The Netherlands Antilles	% of Region	% of Globe
2004	0.31	0.02%	0.00%
2005	0.33	0.02%	0.00%
2006	0.35	0.02%	0.00%
2007	0.37	0.02%	0.00%
2008	0.40	0.02%	0.00%
2009	0.42	0.02%	0.00%
2010	0.45	0.02%	0.00%
2011	0.48	0.02%	0.00%
2012	0.50	0.02%	0.00%
2013	0.53	0.01%	0.00%
2014	0.56	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Netherlands Antilles: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Willemstad	1,382	0.40	94.70	0.02	0.00
Philipsburg	1,986	0.02	4.55	0.00	0.00
Kralendijk	2,069	0.00	0.76	0.00	0.00
Total		0.42	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.24 THE U.S. VIRGIN ISLANDS

Human Resource Management Systems (HRMS) (US\$ Million): The U.S. Virgin Islands 2004 - 2014

Year	The U.S. Virgin Islands	% of Region	% of Globe
2004	0.17	0.01%	0.00%
2005	0.18	0.01%	0.00%
2006	0.19	0.01%	0.00%
2007	0.21	0.01%	0.00%
2008	0.22	0.01%	0.00%
2009	0.24	0.01%	0.00%
2010	0.26	0.01%	0.00%
2011	0.27	0.01%	0.00%
2012	0.29	0.01%	0.00%
2013	0.31	0.01%	0.00%
2014	0.32	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The U.S. Virgin Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Charlotte Amalie	1,684	0.14	57.58	0.01	0.00
Frederiksted	1,933	0.03	12.12	0.00	0.00
Road Town	1,934	0.03	12.12	0.00	0.00
Christiansted	1,972	0.02	9.09	0.00	0.00
Cruz Bay	2,007	0.01	6.06	0.00	0.00
Spanish Town	2,038	0.01	3.03	0.00	0.00
Total		0.24	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.25 THE UNITED STATES

Human Resource Management Systems (HRMS) (US\$ Million): The United States 2004 - 2014

Year	The United States	% of Region	% of Globe
2004	1,256.59	88.10%	19.66%
2005	1,389.82	88.48%	20.03%
2006	1,537.18	88.84%	20.41%
2007	1,710.65	89.23%	20.84%
2008	1,962.00	89.74%	21.53%
2009	2,226.00	90.17%	22.15%
2010	2,490.00	90.53%	22.65%
2011	2,754.00	90.82%	23.05%
2012	3,021.16	91.08%	23.39%
2013	3,310.77	91.33%	23.72%
2014	3,628.15	91.56%	24.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The United States: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
New York	1	506.38	22.75	20.51	5.04
Los Angeles	3	183.31	8.23	7.43	1.82
Chicago	4	168.50	7.57	6.83	1.68
Houston	11	98.08	4.41	3.97	0.98
Philadelphia	15	86.94	3.91	3.52	0.86
Dallas	20	62.10	2.79	2.52	0.62
San Jose	21	61.39	2.76	2.49	0.61
San Francisco	22	60.44	2.71	2.45	0.60
San Diego	25	58.80	2.64	2.38	0.59
Detroit	27	56.37	2.53	2.28	0.56
Phoenix	28	56.03	2.52	2.27	0.56
San Antonio	36	46.89	2.11	1.90	0.47
Indianapolis	45	39.99	1.80	1.62	0.40
Baltimore	48	37.33	1.68	1.51	0.37
Washington D.C.	51	36.37	1.63	1.47	0.36
Others		667.08	29.97	27.02	6.64
Total		2226.00	100.00	90.17	22.15

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.26 TRINIDAD AND TOBAGO

Human Resource Management Systems (HRMS) (US\$ Million): Trinidad and Tobago 2004 - 2014

Year	Trinidad and Tobago	% of Region	% of Globe
2004	2.32	0.16%	0.04%
2005	2.51	0.16%	0.04%
2006	2.72	0.16%	0.04%
2007	2.95	0.15%	0.04%
2008	3.25	0.15%	0.04%
2009	3.55	0.14%	0.04%
2010	3.86	0.14%	0.04%
2011	4.17	0.14%	0.03%
2012	4.49	0.14%	0.03%
2013	4.83	0.13%	0.03%
2014	5.19	0.13%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Trinidad and Tobago: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port-of-Spain	767	1.62	45.67	0.07	0.02
San Fernando	1,009	0.95	26.77	0.04	0.01
Arima	1,075	0.81	22.83	0.03	0.01
Scarborough	1,635	0.17	4.72	0.01	0.00
Total		3.55	100.00	0.14	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8 OCEANA

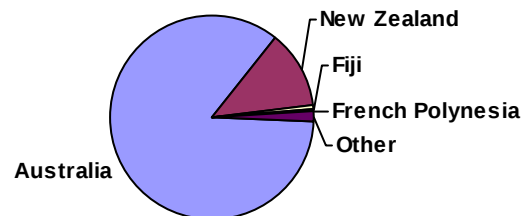
8.1 EXECUTIVE SUMMARY

Market Potential for Human Resource Management Systems (HRMS) in Oceania (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Oceania
Australia	118.01	85.16%
New Zealand	17.25	12.45%
Fiji	0.78	0.56%
French Polynesia	0.71	0.51%
New Caledonia	0.48	0.35%
Guam	0.38	0.28%
Western Samoa	0.19	0.14%
The Northern Mariana Island	0.14	0.10%
Tonga	0.13	0.09%
Solomon Islands	0.12	0.09%
Vanuatu	0.12	0.08%
American Samoa	0.08	0.06%
Micronesia Federation	0.04	0.03%
Kiribati	0.04	0.03%
Cook Islands	0.03	0.02%
Palau	0.02	0.01%
Marshall Islands	0.02	0.01%
Wallis and Futuna	0.01	0.01%
Nauru	0.01	0.01%
Norfolk Island	0.01	0.01%
Pacific Islands Trust	0.01	0.00%
Christmas Island	0.01	0.00%
Tuvalu	0.00	0.00%
Niue	0.00	0.00%
Tokelau	0.00	0.00%
Other	0.00	0.00%
Total	138.57	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Human Resource Management Systems (HRMS) in Oceania (US\$ Million): 2009



The Market for Human Resource Management Systems (HRMS) in Oceania: 2004 - 2014

Year	US\$ Million	% of Globe
2004	94.59	1.48
2005	101.41	1.46
2006	108.72	1.44
2007	116.90	1.42
2008	127.54	1.40
2009	138.57	1.38
2010	149.48	1.36
2011	160.30	1.34
2012	171.18	1.33
2013	182.70	1.31
2014	194.99	1.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.2 AMERICAN SAMOA

Human Resource Management Systems (HRMS) (US\$ Million): American Samoa 2004 - 2014

Year	American Samoa	% of Region	% of Globe
2004	0.05	0.06%	0.00%
2005	0.06	0.06%	0.00%
2006	0.06	0.06%	0.00%
2007	0.07	0.06%	0.00%
2008	0.07	0.06%	0.00%
2009	0.08	0.06%	0.00%
2010	0.08	0.06%	0.00%
2011	0.09	0.06%	0.00%
2012	0.10	0.06%	0.00%
2013	0.10	0.06%	0.00%
2014	0.11	0.06%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

American Samoa: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Pago Pago	1,947	0.03	33.33	0.02	0.00
Fagatogo	1,996	0.02	22.22	0.01	0.00
Leone	1,997	0.02	22.22	0.01	0.00
Vaitogi	2,030	0.01	11.11	0.01	0.00
Utulei	2,031	0.01	11.11	0.01	0.00
Total		0.08	100.00	0.06	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.3 AUSTRALIA

Human Resource Management Systems (HRMS) (US\$ Million): Australia 2004 - 2014

Year	Australia	% of Region	% of Globe
2004	80.27	84.86%	1.26%
2005	86.12	84.92%	1.24%
2006	92.40	84.99%	1.23%
2007	99.42	85.05%	1.21%
2008	108.55	85.11%	1.19%
2009	118.01	85.16%	1.17%
2010	127.37	85.21%	1.16%
2011	136.68	85.26%	1.14%
2012	146.04	85.31%	1.13%
2013	155.96	85.37%	1.12%
2014	166.56	85.42%	1.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Australia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sydney	55	34.60	29.32	24.97	0.34
Melbourne	56	34.12	28.92	24.63	0.34
Brisbane	106	21.55	18.26	15.55	0.21
Perth	184	10.87	9.21	7.85	0.11
Adelaide	301	5.54	4.70	4.00	0.06
Canberra	429	3.72	3.15	2.69	0.04
Newcastle	727	1.76	1.49	1.27	0.02
Gold Coast	728	1.75	1.49	1.27	0.02
Hobart	889	1.22	1.03	0.88	0.01
Wollongong	1,055	0.86	0.73	0.62	0.01
Townsville	1,086	0.78	0.66	0.56	0.01
Darwin	1,171	0.65	0.55	0.47	0.01
Geelong	1,224	0.57	0.49	0.41	0.01
Total		118.01	100.00	85.16	1.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.4 CHRISTMAS ISLAND**Human Resource Management Systems (HRMS) (US\$ Million): Christmas Island
2004 - 2014**

Year	Christmas Island	% of Region	% of Globe
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.01	0.00%	0.00%
2008	0.01	0.00%	0.00%
2009	0.01	0.00%	0.00%
2010	0.01	0.00%	0.00%
2011	0.01	0.00%	0.00%
2012	0.01	0.00%	0.00%
2013	0.01	0.00%	0.00%
2014	0.01	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Christmas Island: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
The Settlement	2,052	0.01	100.00	0.00	0.00
Total		0.01	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.5 COOK ISLANDS

Human Resource Management Systems (HRMS) (US\$ Million): Cook Islands 2004 - 2014

Year	Cook Islands	% of Region	% of Globe
2004	0.02	0.02%	0.00%
2005	0.02	0.02%	0.00%
2006	0.02	0.02%	0.00%
2007	0.02	0.02%	0.00%
2008	0.03	0.02%	0.00%
2009	0.03	0.02%	0.00%
2010	0.03	0.02%	0.00%
2011	0.03	0.02%	0.00%
2012	0.03	0.02%	0.00%
2013	0.03	0.02%	0.00%
2014	0.04	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cook Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Avarua	1,939	0.03	100.00	0.02	0.00
Total		0.03	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.6 FIJI

Human Resource Management Systems (HRMS) (US\$ Million): Fiji 2004 - 2014

Year	Fiji	% of Region	% of Globe
2004	0.53	0.56%	0.01%
2005	0.57	0.56%	0.01%
2006	0.61	0.56%	0.01%
2007	0.66	0.56%	0.01%
2008	0.72	0.56%	0.01%
2009	0.78	0.56%	0.01%
2010	0.84	0.56%	0.01%
2011	0.90	0.56%	0.01%
2012	0.97	0.56%	0.01%
2013	1.03	0.56%	0.01%
2014	1.10	0.56%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Fiji: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Suva	1,127	0.71	90.91	0.51	0.01
Nadi	1,821	0.07	9.09	0.05	0.00
Total		0.78	100.00	0.56	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.7 FRENCH POLYNESIA**Human Resource Management Systems (HRMS) (US\$ Million): French Polynesia
2004 - 2014**

Year	French Polynesia	% of Region	% of Globe
2004	0.47	0.50%	0.01%
2005	0.51	0.50%	0.01%
2006	0.55	0.50%	0.01%
2007	0.59	0.50%	0.01%
2008	0.65	0.51%	0.01%
2009	0.71	0.51%	0.01%
2010	0.77	0.51%	0.01%
2011	0.83	0.52%	0.01%
2012	0.89	0.52%	0.01%
2013	0.96	0.52%	0.01%
2014	1.03	0.53%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

French Polynesia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Papeete	1,417	0.37	52.17	0.27	0.00
Mahina	1,662	0.15	21.74	0.11	0.00
Papara	1,764	0.09	13.04	0.07	0.00
Mataiea	1,873	0.05	6.52	0.03	0.00
Afareaitu	1,924	0.03	4.35	0.02	0.00
Teahupoo	2,004	0.02	2.17	0.01	0.00
Total		0.71	100.00	0.51	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.8 GUAM

Human Resource Management Systems (HRMS) (US\$ Million): Guam 2004 - 2014

Year	Guam	% of Region	% of Globe
2004	0.27	0.28%	0.00%
2005	0.29	0.28%	0.00%
2006	0.30	0.28%	0.00%
2007	0.33	0.28%	0.00%
2008	0.35	0.28%	0.00%
2009	0.38	0.28%	0.00%
2010	0.41	0.28%	0.00%
2011	0.44	0.27%	0.00%
2012	0.47	0.27%	0.00%
2013	0.50	0.27%	0.00%
2014	0.53	0.27%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guam: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dededo	1,598	0.19	49.80	0.14	0.00
Tamuning	1,750	0.10	26.17	0.07	0.00
Santa Rita	1,819	0.07	18.61	0.05	0.00
Talofofo	2,009	0.01	3.63	0.01	0.00
Agana	2,041	0.01	1.79	0.00	0.00
Total		0.38	100.00	0.28	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.9 KIRIBATI

Human Resource Management Systems (HRMS) (US\$ Million): Kiribati 2004 - 2014

Year	Kiribati	% of Region	% of Globe
2004	0.03	0.03%	0.00%
2005	0.03	0.03%	0.00%
2006	0.03	0.03%	0.00%
2007	0.03	0.03%	0.00%
2008	0.03	0.03%	0.00%
2009	0.04	0.03%	0.00%
2010	0.04	0.03%	0.00%
2011	0.04	0.03%	0.00%
2012	0.04	0.02%	0.00%
2013	0.04	0.02%	0.00%
2014	0.05	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kiribati: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tarawa	1,903	0.04	100.00	0.03	0.00
Total		0.04	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.10 MARSHALL ISLANDS**Human Resource Management Systems (HRMS) (US\$ Million): Marshall Islands
2004 - 2014**

Year	Marshall Islands	% of Region	% of Globe
2004	0.01	0.01%	0.00%
2005	0.01	0.01%	0.00%
2006	0.01	0.01%	0.00%
2007	0.01	0.01%	0.00%
2008	0.02	0.01%	0.00%
2009	0.02	0.01%	0.00%
2010	0.02	0.01%	0.00%
2011	0.02	0.01%	0.00%
2012	0.02	0.01%	0.00%
2013	0.02	0.01%	0.00%
2014	0.02	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Marshall Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Majuro	1,995	0.02	100.00	0.01	0.00
Total		0.02	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.11 MICRONESIA FEDERATION

Human Resource Management Systems (HRMS) (US\$ Million): Micronesia Federation 2004 - 2014

Year	Micronesia Federation	% of Region	% of Globe
2004	0.03	0.03%	0.00%
2005	0.03	0.03%	0.00%
2006	0.03	0.03%	0.00%
2007	0.04	0.03%	0.00%
2008	0.04	0.03%	0.00%
2009	0.04	0.03%	0.00%
2010	0.04	0.03%	0.00%
2011	0.05	0.03%	0.00%
2012	0.05	0.03%	0.00%
2013	0.05	0.03%	0.00%
2014	0.05	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Micronesia Federation: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Palikir	1,884	0.04	100.00	0.03	0.00
Total		0.04	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.12 NAURU

Human Resource Management Systems (HRMS) (US\$ Million): Nauru 2004 - 2014

Year	Nauru	% of Region	% of Globe
2004	0.01	0.01%	0.00%
2005	0.01	0.01%	0.00%
2006	0.01	0.01%	0.00%
2007	0.01	0.01%	0.00%
2008	0.01	0.01%	0.00%
2009	0.01	0.01%	0.00%
2010	0.01	0.01%	0.00%
2011	0.01	0.01%	0.00%
2012	0.01	0.01%	0.00%
2013	0.01	0.01%	0.00%
2014	0.01	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nauru: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Yaren	2,026	0.01	100.00	0.01	0.00
Total		0.01	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.13 NEW CALEDONIA**Human Resource Management Systems (HRMS) (US\$ Million): New Caledonia
2004 - 2014**

Year	New Caledonia	% of Region	% of Globe
2004	0.34	0.36%	0.01%
2005	0.36	0.36%	0.01%
2006	0.38	0.35%	0.01%
2007	0.41	0.35%	0.01%
2008	0.45	0.35%	0.00%
2009	0.48	0.35%	0.00%
2010	0.52	0.35%	0.00%
2011	0.56	0.35%	0.00%
2012	0.59	0.34%	0.00%
2013	0.63	0.34%	0.00%
2014	0.67	0.34%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

New Caledonia: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Noumea	1,414	0.37	76.74	0.27	0.00
Dumbea	1,910	0.03	6.98	0.02	0.00
Bourail	1,967	0.02	4.65	0.02	0.00
Canala	1,968	0.02	4.65	0.02	0.00
Thio	1,999	0.02	3.49	0.01	0.00
Hienghene	2,020	0.01	2.33	0.01	0.00
Houailu	2,054	0.01	1.16	0.00	0.00
Total		0.48	100.00	0.35	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.14 NEW ZEALAND

Human Resource Management Systems (HRMS) (US\$ Million): New Zealand 2004 - 2014

Year	New Zealand	% of Region	% of Globe
2004	12.04	12.73%	0.19%
2005	12.85	12.67%	0.19%
2006	13.71	12.61%	0.18%
2007	14.68	12.56%	0.18%
2008	15.94	12.50%	0.17%
2009	17.25	12.45%	0.17%
2010	18.53	12.40%	0.17%
2011	19.79	12.35%	0.17%
2012	21.05	12.30%	0.16%
2013	22.37	12.25%	0.16%
2014	23.78	12.20%	0.16%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

New Zealand: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Auckland	259	6.56	38.01	4.73	0.07
Wellington	636	2.21	12.80	1.59	0.02
Christchurch	647	2.15	12.46	1.55	0.02
Hamilton	965	1.04	6.06	0.75	0.01
Napier-Hastings	1,100	0.75	4.32	0.54	0.01
Dunedin	1,107	0.73	4.25	0.53	0.01
Waitemata	1,161	0.67	3.87	0.48	0.01
Tauranga	1,256	0.54	3.15	0.39	0.01
Palmerston North	1,300	0.49	2.83	0.35	0.00
Rotorua	1,433	0.35	2.03	0.25	0.00
Nelson	1,445	0.34	1.94	0.24	0.00
Invercargill	1,449	0.33	1.89	0.24	0.00
New Plymouth	1,451	0.32	1.87	0.23	0.00
Whangarei	1,479	0.29	1.69	0.21	0.00
Wanganui	1,497	0.27	1.57	0.20	0.00
Others		0.22	1.25	0.16	0.00
Total		17.25	100.00	12.45	0.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.15 NIUE

Human Resource Management Systems (HRMS) (US\$ Million): Niue 2004 - 2014

Year	Niue	% of Region	% of Globe
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%
2012	0.00	0.00%	0.00%
2013	0.00	0.00%	0.00%
2014	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Niue: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Alofi	2,076	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.16 NORFOLK ISLAND

Human Resource Management Systems (HRMS) (US\$ Million): Norfolk Island 2004 - 2014

Year	Norfolk Island	% of Region	% of Globe
2004	0.01	0.01%	0.00%
2005	0.01	0.01%	0.00%
2006	0.01	0.01%	0.00%
2007	0.01	0.01%	0.00%
2008	0.01	0.01%	0.00%
2009	0.01	0.01%	0.00%
2010	0.01	0.01%	0.00%
2011	0.01	0.01%	0.00%
2012	0.01	0.01%	0.00%
2013	0.01	0.01%	0.00%
2014	0.01	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Norfolk Island: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kingston	2,034	0.01	100.00	0.01	0.00
Total		0.01	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.17 PALAU

Human Resource Management Systems (HRMS) (US\$ Million): Palau 2004 - 2014

Year	Palau	% of Region	% of Globe
2004	0.01	0.01%	0.00%
2005	0.01	0.01%	0.00%
2006	0.01	0.01%	0.00%
2007	0.02	0.01%	0.00%
2008	0.02	0.01%	0.00%
2009	0.02	0.01%	0.00%
2010	0.02	0.01%	0.00%
2011	0.02	0.01%	0.00%
2012	0.02	0.01%	0.00%
2013	0.03	0.01%	0.00%
2014	0.03	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Palau: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Koror	1,987	0.02	100.00	0.01	0.00
Total		0.02	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.18 SOLOMON ISLANDS

Human Resource Management Systems (HRMS) (US\$ Million): Solomon Islands 2004 - 2014

Year	Solomon Islands	% of Region	% of Globe
2004	0.08	0.09%	0.00%
2005	0.09	0.09%	0.00%
2006	0.10	0.09%	0.00%
2007	0.10	0.09%	0.00%
2008	0.11	0.09%	0.00%
2009	0.12	0.09%	0.00%
2010	0.13	0.09%	0.00%
2011	0.14	0.09%	0.00%
2012	0.15	0.09%	0.00%
2013	0.16	0.09%	0.00%
2014	0.18	0.09%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Solomon Islands: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Honiara	1,710	0.12	100.00	0.09	0.00
Total		0.12	100.00	0.09	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.19 THE NORTHERN MARIANA ISLAND

Human Resource Management Systems (HRMS) (US\$ Million): The Northern Mariana Island 2004 - 2014

Year	The Northern Mariana Island	% of Region	% of Globe
2004	0.10	0.10%	0.00%
2005	0.10	0.10%	0.00%
2006	0.11	0.10%	0.00%
2007	0.12	0.10%	0.00%
2008	0.13	0.10%	0.00%
2009	0.14	0.10%	0.00%
2010	0.15	0.10%	0.00%
2011	0.16	0.10%	0.00%
2012	0.17	0.10%	0.00%
2013	0.18	0.10%	0.00%
2014	0.19	0.10%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Northern Mariana Island: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saipan	1,687	0.14	100.00	0.10	0.00
Total		0.14	100.00	0.10	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.20 TOKELAU

Human Resource Management Systems (HRMS) (US\$ Million): Tokelau 2004 - 2014

Year	Tokelau	% of Region	% of Globe
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%
2012	0.00	0.00%	0.00%
2013	0.00	0.00%	0.00%
2014	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tokelau: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tokelau	2,077	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.21 TONGA

Human Resource Management Systems (HRMS) (US\$ Million): Tonga 2004 - 2014

Year	Tonga	% of Region	% of Globe
2004	0.10	0.11%	0.00%
2005	0.11	0.11%	0.00%
2006	0.11	0.10%	0.00%
2007	0.12	0.10%	0.00%
2008	0.12	0.10%	0.00%
2009	0.13	0.09%	0.00%
2010	0.14	0.09%	0.00%
2011	0.14	0.09%	0.00%
2012	0.15	0.09%	0.00%
2013	0.15	0.08%	0.00%
2014	0.16	0.08%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tonga: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nuku'alofa	1,699	0.13	100.00	0.09	0.00
Total		0.13	100.00	0.09	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.22 TUVALU

Human Resource Management Systems (HRMS) (US\$ Million): Tuvalu 2004 - 2014

Year	Tuvalu	% of Region	% of Globe
2004	0.00	0.00%	0.00%
2005	0.00	0.00%	0.00%
2006	0.00	0.00%	0.00%
2007	0.00	0.00%	0.00%
2008	0.00	0.00%	0.00%
2009	0.00	0.00%	0.00%
2010	0.00	0.00%	0.00%
2011	0.00	0.00%	0.00%
2012	0.00	0.00%	0.00%
2013	0.00	0.00%	0.00%
2014	0.00	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tuvalu: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Funafuti	2,072	0.00	100.00	0.00	0.00
Total		0.00	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.23 VANUATU**Human Resource Management Systems (HRMS) (US\$ Million): Vanuatu 2004 - 2014**

Year	Vanuatu	% of Region	% of Globe
2004	0.07	0.08%	0.00%
2005	0.08	0.08%	0.00%
2006	0.09	0.08%	0.00%
2007	0.09	0.08%	0.00%
2008	0.10	0.08%	0.00%
2009	0.12	0.08%	0.00%
2010	0.13	0.08%	0.00%
2011	0.14	0.09%	0.00%
2012	0.15	0.09%	0.00%
2013	0.16	0.09%	0.00%
2014	0.17	0.09%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Vanuatu: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port Vila	1,723	0.12	100.00	0.08	0.00
Total		0.12	100.00	0.08	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.24 WALLIS AND FUTUNA

Human Resource Management Systems (HRMS) (US\$ Million): Wallis and Futuna 2004 - 2014

Year	Wallis and Futuna	% of Region	% of Globe
2004	0.01	0.01%	0.00%
2005	0.01	0.01%	0.00%
2006	0.01	0.01%	0.00%
2007	0.01	0.01%	0.00%
2008	0.01	0.01%	0.00%
2009	0.01	0.01%	0.00%
2010	0.01	0.01%	0.00%
2011	0.01	0.01%	0.00%
2012	0.01	0.01%	0.00%
2013	0.01	0.01%	0.00%
2014	0.01	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Wallis and Futuna: Human Resource Management Systems (HRMS) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mata-Utu	2,025	0.01	100.00	0.01	0.00
Total		0.01	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.25 WESTERN SAMOA

Human Resource Management Systems (HRMS) (US\$ Million): Western Samoa 2004 - 2014

Year	Western Samoa	% of Region	% of Globe
2004	0.12	0.13%	0.00%
2005	0.13	0.13%	0.00%
2006	0.14	0.13%	0.00%
2007	0.16	0.13%	0.00%
2008	0.17	0.14%	0.00%
2009	0.19	0.14%	0.00%
2010	0.21	0.14%	0.00%
2011	0.22	0.14%	0.00%
2012	0.24	0.14%	0.00%
2013	0.26	0.14%	0.00%
2014	0.28	0.14%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

**Western Samoa: Human Resource Management Systems (HRMS) in 2009, US\$
Million**

City	World Rank	US \$ mln	%Country	%Region	%World
Apia	1,600	0.19	100.00	0.14	0.00
Total		0.19	100.00	0.14	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

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