



January 2008

SOUTH FLORIDA

Global Economic Impact Study

Taking the measure of the global reach and economic muscle of South Florida's 1,200 multinational companies



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Since 2000, when WorldCity launched its Who's Here directory, the company has kept its finger on the pulse of the multinational business community of South Florida. Early on, we incorporated into the directory the number of local employees at these companies, in addition to the total number of employees managed globally from their South Florida offices, as a way of gauging the clout of the many regional headquarters located here. But always missing from the equation was a monetary measure of that clout. This study fills that gap.

Last September, with the backing of The Beacon Council and the support of several corporate sponsors – Auxis, Baptist Health, Blue Cross Blue Shield, CB Richard Ellis, Diaz Reus Rolff & Targ, Hewlett Packard, Seitlin Insurance, Telefonica and the University of Miami School of Business — we embarked on a research project to measure the “revenue managed” by the South Florida offices of 1,200 multinational companies.

While revenue data was readily available for some publicly traded firms, information was not easy to come by for the majority of companies in our directory. Tak Takasu, a recent MBA graduate from The Thunderbird School of Global Management, was tasked with developing a study methodology and researching revenue data company by company.

After months of digging, we came up with reliable revenue figures for 728 of the 1,183 companies currently in our database. The combined revenue of these companies is over \$200 billion, a staggering sum that rivals the GDP of several Latin American countries. The exact figures are revealed on page 5.

In conducting this study, we discovered 41 billion-dollar companies in South Florida. More than half of these companies are regional operations of global multinationals that are responsible for Latin America, North America or all of the Americas combined. The complete list of billion-dollar companies is found on page 7.

A guiding principal underpinning this research was to avoid imprecise estimates or extrapolation. When reliable data was not available – which was the case for some 455 companies — we decided not to use approximations or guesstimates to pad the total. Even when it was clear that available figures from secondary sources (Hoover's and OneSource) were underestimated, we went with those figures unless we could confirm a higher number.

Many of the numbers available in Hoover's reflect what they refer to as “single office sales”. In the case of Caterpillar Latin America, for example, Hoover's lists the company at \$34 million in annual revenues, when, in fact, the Miami office runs a massive operation throughout Latin America that is well in excess of \$1 billion in annual revenue.

For Caterpillar, we were able to obtain an accurate figure for the total revenue managed from South Florida. For other companies, we were not. As a result, many of the revenue figures remain significantly understated.

This study — the first in a series, we hope — shines a new light on South Florida's multinational community. It provides a measure of the community's global reach and economic muscle. That number will only grow as we hone our data-gathering methods and add more revenue information to our database.

Methodology

South Florida's Multinational Community – Research was conducted on the 1,183 companies included in WorldCity's Who's Here directory.

Multinational Company – For a company to be included in the Who's Here database, WorldCity uses a simple definition of a multinational company. For our purposes, it is any firm with a South Florida office that has a physical presence (i.e. an office and dedicated full-time staff) in at least one other country. We make no distinction between small and large companies. WorldCity does not consider restaurants or retailers, such as Zara of Spain or Fruits & Passion of Canada, both of which have stores in South Florida, unless – like Burger King, Wendy's or Birks & Mayors — they have corporate offices in South Florida. As a general rule, we do not include not-for-profit organizations. We have made an exception for business schools – such as Adolfo Ibanez of Chile and ITESM of Mexico – which, despite being appendages of non-profit educational institutions, are themselves intensely competitive and often highly profitable.

Categories (Global, US/Americas, Regional, Local) – For the purpose of this study, we divided the directory into four categories of companies, those that have their global headquarters in South Florida (232); those — mainly European companies — that base their U.S., North America or Americas (hemispheric) headquarters in South Florida (158); those that have some kind of regional headquarters, most commonly overseeing Latin America and the Caribbean, in South Florida (420); and, finally, those multinational companies that have a local office here that serves either the South Florida market, a statewide Florida market or, in some cases, a broader southeastern U.S. market.

Timeline – The gathering of revenue data on the multinational companies was conducted between September 15 and December 15, 2007. The Who's Here database itself is updated constantly.

Methodology – The research consisted of four parts – a direct mail campaign, research of primary company sources, consultation of secondary sources and, finally, telephone and

in-person surveys with top executives in South Florida, as well as at corporate headquarters.

Direct Mail – We sent two formal requests by mail to the top official of all 1,183 companies, requesting revenue data, one in early October, the second a month later. Companies that responded – about 3 percent of the total – were given the option of WorldCity not publishing their revenue figure. Forty five companies chose that option, including the billion-dollar-plus operations of Caterpillar Latin America and UPS Americas (Latin America and Canada).

Primary Sources – We used a wide variety of primary sources to track down revenue data, starting with annual reports, 10K filings, company press releases and media coverage. Corporate annual reports were the obvious best source for publicly-traded companies with global headquarters in South Florida, such as Perry Ellis and Ryder. They were also useful for companies that run their U.S. or Americas operations from here, as it is common for companies to break out U.S. and/or Americas sales in their annual reports.

Secondary Sources – Hoover's/Dun & Bradstreet and OneSource were a great starting point for hundreds of privately owned firms. We often relied on them exclusively when companies were unwilling to corroborate data. The Miami office of IDC Latin America (included in our directory) was a helpful resource in analyzing a large number of technology companies. Another Miami-based multinational, InterFlight Consulting (IFC), was equally helpful in analyzing South Florida's many aerospace firms.

Phone, Email & In-person Interviews – This was the most effective way of obtaining reliable revenue data for the regional headquarter companies. Before contacting top executives at these companies, WorldCity developed its own estimates of the size of their operations, using a variety of benchmarks. Armed with these estimates, we approached the companies to ask them to either confirm our numbers or provide more precise ones. Many companies were willing to cooperate. Others were not. In many of those cases, however, we were sufficiently confident in our own estimates.

\$202.8 billion

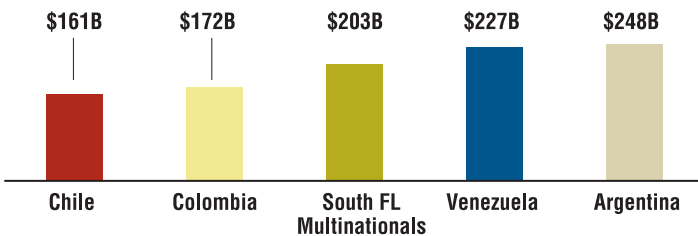
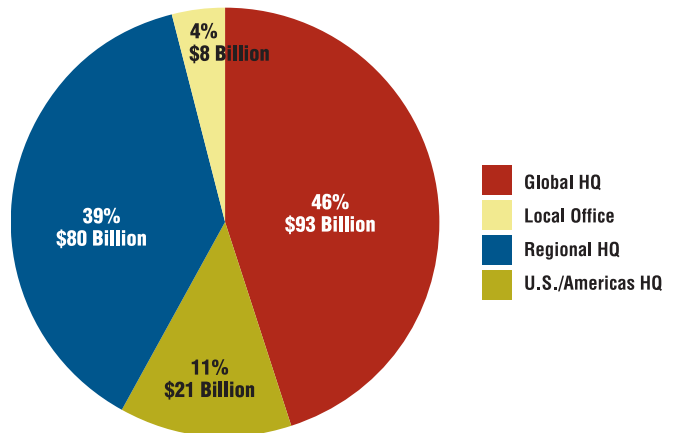
How the numbers stack up

WorldCity obtained reliable revenue numbers for 728 of the 1,183 companies included in the study. Our success rate with companies in the Global HQ and US/Americas HQ categories – at around 90 percent – was significantly higher than the other two categories. We managed to obtain revenue data for just over 50 percent of the regional headquarters of multinational companies. Increasing our success rate in this category to 90 percent would likely contribute an additional \$40-\$50 billion to the total.

WHO'S HERE SUMMARY	NO. OF COMPANIES	NO. OF COMPANIES WITH REVENUE DATA	%	COMBINED REVENUE (US\$ MILLION)
Global HQ	232	215	92.7%	\$93,323
US/Americas HQ	158	139	88.0%	\$21,390
Regional HQ	420	225	53.6%	\$79,705
Local Office	373	149	39.9%	\$8,378
TOTAL	1,183	728	61.5%	\$202,798

Share of the \$203 billion pie

The Global HQ category (\$93 billion) is the largest of the four. The average revenue for companies with global headquarters in South Florida is \$434 million, while the median revenue for this category is \$12 million. The Regional HQ category is the second largest slice of the pie at \$80 billion. The average revenue for companies with regional headquarters in South Florida is \$353 million, while the median revenue for this category is \$25 million. For those US/Americas HQ category companies that run their U.S., North America or Americas operations from South Florida, the average revenue managed from South Florida is \$154 million, while the median revenue is \$16 million.



Putting the number in perspective

Just how big is \$203 billion? It's more than double the GDP of Miami-Dade County and it is larger than the GDP of several South American countries. See how the numbers compare to the economies of Argentina, Colombia, Chile, Venezuela and Peru.



Analyzing the number

Below is a breakdown of the total combined revenue by size of company.

A few very large companies account for a significant portion of total revenues managed from South Florida. There are nine companies that each manage over \$5 billion in annual revenues. Together these nine companies account for nearly \$84 billion or 40 percent of the total revenue managed by the 728 companies for which WorldCity obtained reliable revenue data.

The top-heavy result is even more pronounced, when you look at the largest 71 companies, roughly 10 percent of the total, which manage annual revenues above \$500 million. Together, they account for \$170 billion, or 84 percent of the total combined revenue managed from South Florida.

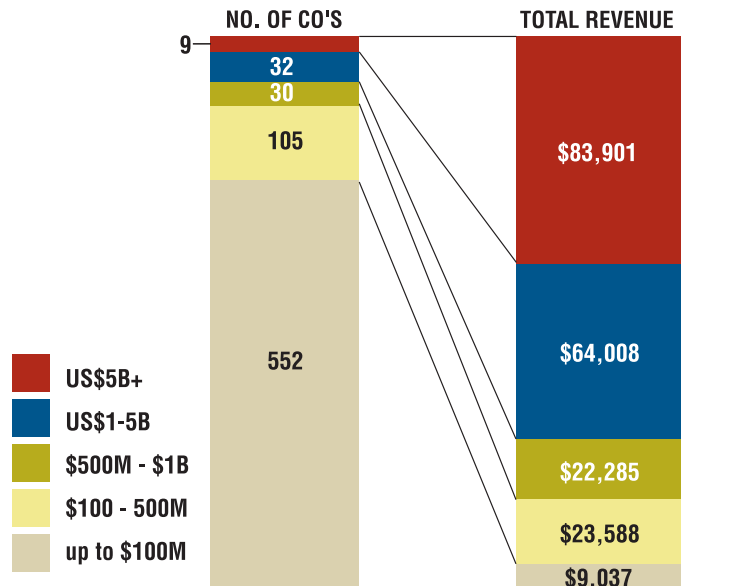
The remaining 657 companies – 90 percent of the 728 total – account for the other 16 percent, or \$33 billion.

So, who are the largest companies in terms of global revenue managed from South Florida ?

Listed on the opposite page are the 41 members of the Billion-Dollar Club. The South Florida offices of all of these companies manage global or regional operations that generate more than \$1 billion in annual revenue.

There are some familiar names on this list, such as Office Depot, Carnival, Ryder, Brightstar and Burger King. Then there are others, whose prominent place in this ranking is bound to surprise many. The General Motors office in Miramar, responsible for all operations in Latin America, the Middle and Africa, is a \$14 billion business. Miami-based Hewlett-Packard Latin America is a \$7 billion business. DHL's Americas operation, based in Plantation, is bigger than Ryder's worldwide operation.

Please note that Caterpillar and UPS Americas are included in this list, but not in the ranking. Both regional operations are well in excess of \$1 billion in annual revenues, but these firms requested that WorldCity not publish their revenue figures. Both of these Miami-based companies would figure high up in the ranking. Caterpillar runs its Latin American division from here, while UPS runs its Canada and Latin American operations.



The Billion-Dollar Club

	GROUP	COUNTRY OF ORIGIN	REVENUE (US\$BILLION)	SOURCE	
1	Office Depot	Global	U.S.A.	\$15.0	Hoover's
2	General Motors	Regional	U.S.A.	\$14.6	company
3	Carnival Corporation	Global	U.S.A.	\$11.8	Hoover's
4	World Fuel Services	Global	U.S.A.	\$10.8	company
5	Hewlett-Packard Latin America	Regional	U.S.A.	\$7.0	WC estimate
6	DHL	US/Americas	Germany	\$6.9	company
7	Ryder System	Global	U.S.A.	\$6.3	Hoover's
8	Royal Caribbean	Global	U.S.A.	\$5.2	Hoover's
9	Brightstar	Global	U.S.A.	\$5.0	WC estimate
10	Rinker Materials Corporation	US/Americas	Mexico	\$4.1	Hoover's
11	Nokia	Regional	Finland	\$4.0	company
12	AIG	Regional	U.S.A.	\$4.0	WC estimate
13	Cordis	Global	U.S.A.	\$4.0	Hoover's
14	Del Monte Fresh Produce	Global	U.S.A.	\$3.2	Hoover's
15	Danone Foods Latin America	Regional	France	\$3.0	company
16	American Airlines	Regional	U.S.A.	\$3.0	WC estimate
17	Citigroup - Global Consumer Group Latin America	Regional	U.S.A.	\$2.4	WC estimate
18	ADT Security Services	Global	U.S.A.	\$2.1	Hoover's
19	Burger King	Global	U.S.A.	\$2.1	Hoover's
20	Kraft Foods	Regional	U.S.A.	\$2.0	company
21	Spherion	Global	U.S.A.	\$1.9	Hoover's
22	Hilton International	Regional	U.K.	\$1.7	Hoover's
23	Alcatel - Lucent	Regional	U.S.A.	\$1.6	WC estimate
24	Cisco Systems	Regional	U.S.A.	\$1.5	WC estimate
25	Ingram Micro	Regional	U.S.A.	\$1.5	Hoover's
26	Claire's Stores	Global	U.S.A.	\$1.5	Hoover's
27	Motorola	Local	U.S.A.	\$1.4	OneSource
28	SEACOR	Global	U.S.A.	\$1.3	Hoover's
29	Greenberg Traurig	Global	U.S.A.	\$1.3	company
30	Oxbow Group	Global	U.S.A.	\$1.3	Hoover's
31	Microsoft Latin America	Regional	U.S.A.	\$1.3	WC estimate
32	Norwegian Cruise Line	Regional	Malaysia	\$1.2	Hoover's
33	Electrolux Home Products International	Regional	Sweden	\$1.1	company
34	Citrix Systems	Global	U.S.A.	\$1.1	Hoover's
35	B/E Aerospace	Global	U.S.A.	\$1.1	Hoover's
36	Tech Data	Regional	U.S.A.	\$1.1	WC estimate
37	LAN Cargo	Global	Chile	\$1.1	company
38	TracFone Wireless	US/Americas	Mexico	\$1.0	Hoover's
39	FedEx Express	Regional	U.S.A.	\$1.0	WC estimate
	Caterpillar Americas Services	Regional	U.S.A.	\$1.0+	not for publication
	UPS	Regional	U.S.A.	\$1.0+	not for publication



Multinational companies in S. Florida

BY COUNTRY OF ORIGIN

		GLOBAL HQ	US/AMERICAS HQ	REGIONAL HQ	LOCAL OFFICE	TOTAL	
Asia (76)	Australia		1	2	1	4	
	China		2	1	5	8	
	Hong Kong			2	4	6	
	India			1		1	
	Indonesia		1			1	
	Japan		2	29	8	39	
	Malaysia			2		2	
	New Zealand			1		1	
	Singapore			3		3	
	South Korea		1	3	1	5	
	Taiwan		1	5		6	
	Canada (27)	Canada	1	8	11	7	27
	EMEA (305)	Belgium				3	3
		Czech Republic		1	1		2
Denmark			1	1	2	4	
Finland				1		1	
France			14	21	11	46	
Germany			5	18	7	30	
Greece					1	1	
Ireland					1	1	
Israel			5	2	4	11	
Italy			12	11	2	25	
Monaco			1			1	
Netherlands			5	7	6	18	
Norway			1	3	1	5	
Portugal					1	1	
Romania			1			1	
South Africa			1		2	3	
Spain			18	15	26	59	
Sweden			2	4	4	10	
Switzerland			2	8	14	24	
U.K.			7	34	18	59	
Latam (116)		Argentina		6	2	3	11
		Bahamas				2	2
		Barbados		1			1
	Bermuda		1	2		3	
	Brazil		9	1	6	16	
	Cayman Island			1	1	2	
	Chile	1	3	1	5	10	
	Colombia		5	3	5	13	
	Costa Rica		1		1	2	
	Ecuador			1	6	7	
	El Salvador		2			2	
	Guyana		1			1	
	Haiti			1		1	
	Jamaica		1		1	2	
	Mexico	1	5	3	8	17	
	Netherlands Antilles			1		1	
	Nicaragua		1			1	
	Panama				2	2	
	Peru				2	2	
	Suriname				1	1	
	Trinidad & Tobago		2		2	4	
	Uruguay				1	1	
	Venezuela			4	1	9	14
US (659)	U.S.	229	24	217	189	659	
Total (1,183)		232	158	420	373	1,183	



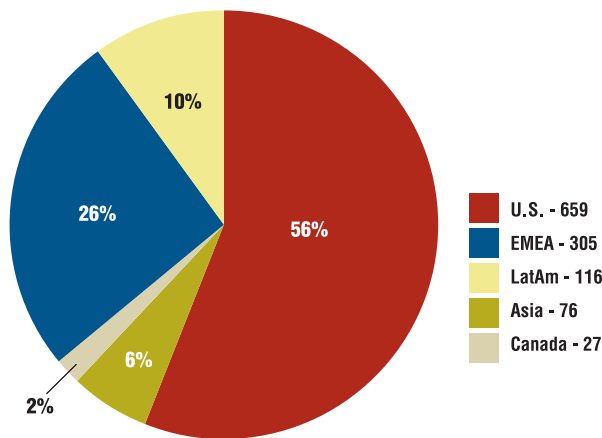
Breakdown by geographical region

South Florida's multinational community impresses not only by the sheer number of companies, but also by their extraordinary geographical diversity. They hail from 56 different countries. U.S. multinational companies dominate, with 56 percent of the total - 659 companies. Tied for second place are the U.K. and Spain with 59 companies apiece. In fourth place is France with 46, followed by Japan (39), Germany (30), Canada (27), Italy (25), Switzerland (24) and the Netherlands (18).

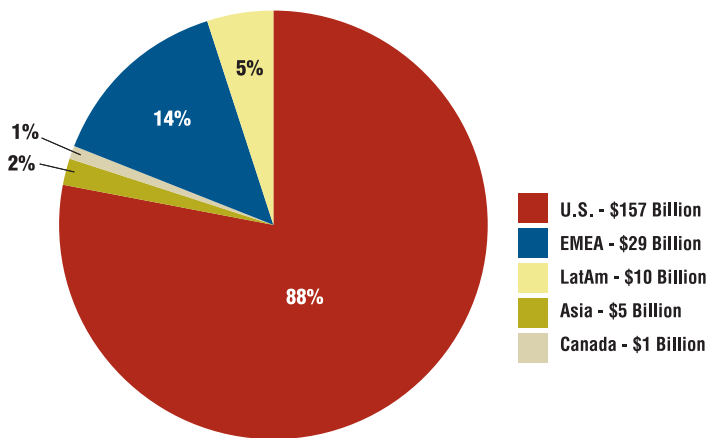
Lumped together in geographical regions, EMEA (Europe, Middle East and Africa) is by far the largest source of multinational investment in South Florida, with more than 300 companies with a presence here. Latin America is next with 116 companies (led by Mexico, with 17; Brazil, with 16; and Venezuela, with 14). As a whole, Asia has a limited presence in South Florida, with only 76 companies.

When analyzing the total combined revenue by geographical region (see pie at the bottom of this page), U.S. companies have an even larger dominance, accounting for 88 percent of the total. This result is skewed, however, by the fact that it is far easier to obtain information about U.S. companies than foreign companies. Annual reports of foreign companies are often harder to come by. Secondary sources are also less plentiful. And in many cases, foreign firms are reticent to share financial information.

COMPANIES BY GEOGRAPHICAL REGION



COMBINED REVENUE BY GEOGRAPHICAL REGION



Largest companies by # of employees

LOCAL STAFF TOTAL **180,560** | MANAGED STAFF TOTAL **524,837**

	COMPANY	GROUP	COUNTRY OF ORIGIN	LOCAL STAFF	TOTAL STAFF MANAGED FROM S. FL	REVENUE (US \$ MILLION)	REVENUE SOURCE
1	Office Depot	global	U.S.A.	3,800	45,000	\$15,011	Hoover's
2	DHL	Americas	Germany	1,500	39,000	\$6,900	company
3	Wackenhut Corp	global	U.K.	3,000	37,000	\$429	Hoover's
4	Del Monte Fresh Produce	global	U.S.A.	200	37,500	\$3,214	hoover's
5	Burger King	global	U.K.	2,000	32,000	\$2,080	Hoover's
6	Ryder System	global	U.S.A.	1,292	28,600	\$6,307	Hoover's
7	PRC	global	U.S.A.	5,000	14,000	\$313	Hoover's
8	Danone Foods Latin America	regional	France	12	13,000	\$3,000	company
9	Rinker Materials Corporation	US / Americas	Mexico	300	13,000	\$4,140	Hoover's
10	Hewlett-Packard Co. Latin America	regional	U.S.A.	300	12,000	\$7,000	WC estimate
11	Caterpillar Americas Services Co.	regional	U.S.A.	200	9,400	NP	company
12	American Airlines, Inc.	regional	U.S.A.	7,000	9,000	\$3,000	WC estimate
13	AIG	regional	U.S.A.	60	6,504	\$4,000	WC estimate
14	B/E Aerospace	global	U.S.A.	70	5,000	\$1,128	Hoover's
15	Ernst & Young	regional	U.S.A.	360	5,000		
16	Nokia Corp	regional	Finland	50	4,500	\$4,000	company
17	Royal Caribbean International	global	U.S.A.	4,000	4,500	\$5,230	Hoover's
18	Benihana	global	U.S.A.	200	4,200	\$273	Hoover's
19	Carnival Corporation & PLC	global	U.S.A.	3,500	4,200	\$11,839	Hoover's
20	Assurant Solutions	local	Belgium	2,100	3,949		
21	FedEx Express	regional	U.S.A.	300	3,460	\$1,000	WC estimate
22	Catalina Lighting	global	U.S.A.	100	3,400	\$172	Hoover's
23	Citrix Systems	global	U.S.A.	900	3,171	\$1,134	Hoover's
24	Unisys Corporation	regional	U.S.A.	165	3,156	\$700	WC estimate
25	Bluegreen Corp.	global	U.S.A.	400	3,000	\$673	Hoover's
26	General Mills	regional	U.S.A.	20	3,000	\$295	company
27	Hyatt Hotels Corporation	regional	U.S.A.	3,000	3,000		
28	Motorola	local	U.S.A.	3,000	3,000	\$1,428	OneSource
29	Neoris	global	Mexico	80	3,000	\$250	company
30	Spherion	global	U.S.A.	1,200	3,000	\$1,933	Hoover's
31	Stiefel Laboratories	global	U.S.A.	60	3,000	\$774	company
32	Marsh Latin American Division	regional	U.S.A.	15	2,700		
33	Avis Rent-A-Car	regional	U.S.A.	350	2,500		
34	UPS	regional	U.S.A.	271	2,500	NP	company
35	Pollo Tropical	local	U.S.A.	2,000	2,300	\$137	Hoover's
36	Greenberg Traurig LLP	global	U.S.A.	700	2,215	\$1,300	company
37	Lan Cargo	global	Chile	856	2,205	\$1,072	company
38	Johnson & Johnson	regional	U.S.A.	60	2,200		
39	Perry Ellis International	global	U.S.A.	500	2,200	\$830	Hoover's
40	Spirit Airlines	global	U.S.A.	2,200	2,200	\$500	company



Breakdown of companies

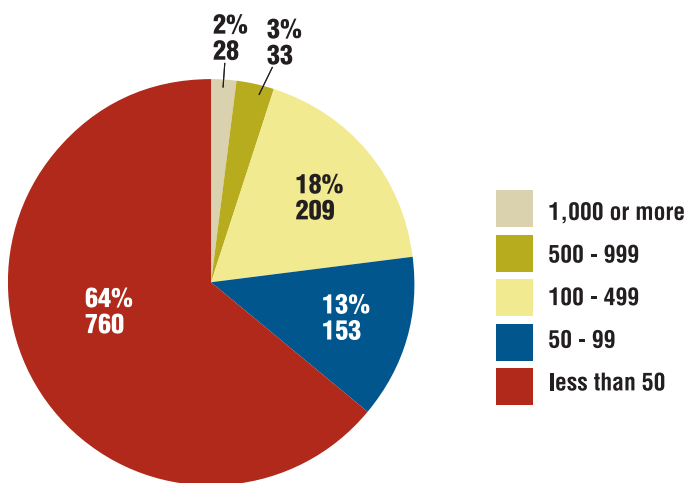
BY # OF LOCAL STAFF AND TOTAL MANAGED STAFF

South Florida's multinational companies employ roughly 180,000 locally and over 500,000 throughout the region and around the globe. Below is a breakdown of the companies by size and geographical region.

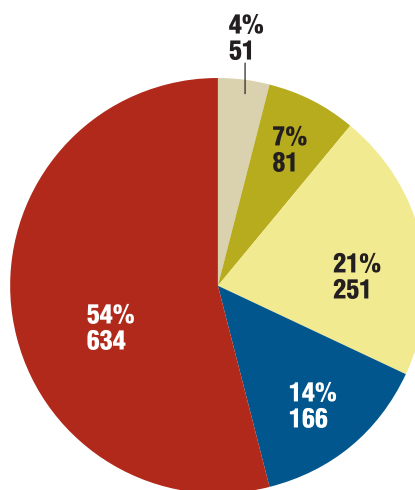
The first two pie charts show the breakdown of the multinational community by local office size (number of local employees per office) and by the size of the total staff managed from South Florida.

The pie charts at the bottom of the page show the breakdown of local employees and the total staff managed from South Florida according to the geographical origin of the companies.

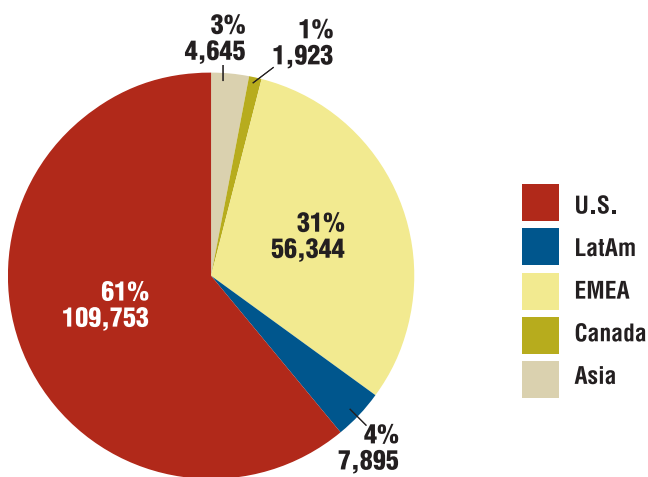
**BREAKDOWN BY OFFICE SIZE
(NUMBER OF LOCAL STAFF)**



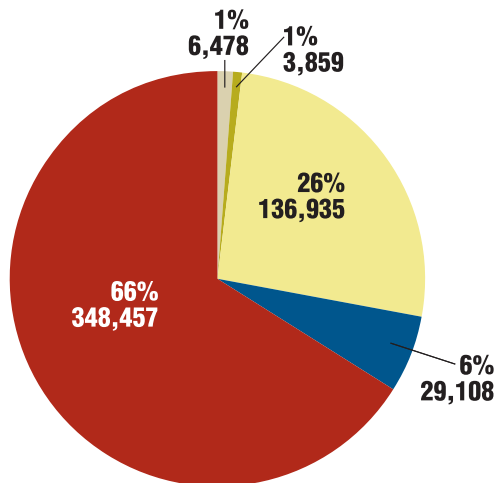
BREAKDOWN BY TOTAL NUMBER OF EMPLOYEES MANAGED FROM SOUTH FLORIDA



LOCAL MULTINATIONAL JOBS BY GEOGRAPHICAL ORIGIN OF COMPANIES



NUMBER OF STAFF MANAGED OUT OF S. FLORIDA BY GEOGRAPHICAL ORIGIN OF COMPANIES



Source: Who's Here database



Global HQ group

FINDINGS & ANALYSES

232 COMPANIES | TOTAL COMBINED REVENUE: \$93.3 BILLION

		COUNTRY OF ORIGIN	LOCAL STAFF	STAFF MANAGED	REVENUE (US\$MILLION)	SOURCE
1	Office Depot	U.S.A.	3,800	45,000	\$15,011	Hoover's
2	Carnival Corporation	U.S.A.	3,500	4,200	\$13,030	Hoover's
3	World Fuel Services	U.S.A.	175	600	\$10,785	company
4	Ryder System	U.S.A.	1,292	28,600	\$6,307	Hoover's
5	Royal Caribbean International	U.S.A.	4,000	4,500	\$5,230	Hoover's
6	Brightstar	U.S.A.	600	1,050	\$5,000	WC estimate
7	Cordis Corporation	U.S.A.	1,800	1,800	\$3,982	Hoover's
8	Del Monte Fresh Produce	U.S.A.	200	37,500	\$3,214	Hoover's
9	ADT Security Services	U.S.A.	500	500	\$2,148	Hoover's
10	Burger King	U.S.A.	2,000	32,000	\$2,080	Hoover's
11	Spherion	U.S.A.	1,200	3,000	\$1,933	Hoover's
12	Claire's Stores	U.S.A.	89	89	\$1,481	Hoover's
13	SEACOR	U.S.A.	150	2,100	\$1,323	Hoover's
14	Greenberg Traurig	U.S.A.	700	2,215	\$1,300	company
15	Oxbow Group	U.S.A.	115	1,000	\$1,300	Hoover's
16	Citrix Systems	U.S.A.	900	3,171	\$1,134	Hoover's
17	B/E Aerospace	U.S.A.	70	5,000	\$1,128	Hoover's
18	LAN Cargo	Chile	856	2,205	\$1,072	company
19	Elizabeth Arden	U.S.A.	216	216	\$955	Hoover's
20	MasTec	U.S.A.	100	100	\$946	Hoover's

WorldCity identified 232 multinational companies that have corporate headquarters in South Florida. One would assume that, by definition, all of these companies are American companies. But, in fact, there are exceptions.

LAN Cargo, while owned by LAN Airlines of Chile, has its worldwide headquarters in Miami. It manages more than \$1.0 billion in annual sales from here. Another notable exception is Mexican IT firm Neoris. A subsidiary of the Mexican cement giant Cemex, Neoris decided on Miami as the site for its global headquarters.

The top 20 of the Global HQ group are the local corporate celebrities, companies that South Floridians are proud to call their own. As would be expected, most of these companies are major employers in South Florida.

Of the 232 Global HQ companies, 21 have more than 500 local employees and 76 have more than 100 employees, while 117 companies in this category (51 percent of the total) have fewer than 50 employees.

This suggests that, aside from a few dozen large firms, most of the multinational companies with corporate headquarters are small and medium-sized firms. This is borne out by the revenue figures.

Only 56 companies – 26 percent of the companies for which we have revenue data – have annual revenue above \$100 million. The average revenue of the other 159 companies for which we obtained data is significantly lower, at \$14 million.

The median revenue for the Global HQ category is \$12 million, meaning that the annual revenue of half of the 232 companies in this category is \$12 million or less.

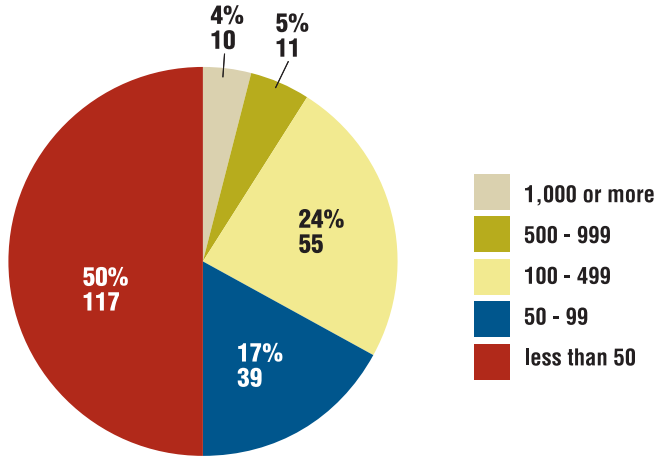
The low median number (for all four categories) is skewed by the fact that many of our revenue figures were not corroborated by the companies themselves. When companies were willing to corroborate our research, we routinely found Hoover's figures and other secondary sources to be understated.

One example is Miami-based Arrow Cargo. It is listed in Hoover's at \$104 million. However, the actual 2006 revenue figure provided to us by the company for their global operation was considerably higher at \$199 million. Arrow's preliminary revenue figure for 2007 is \$211 million.

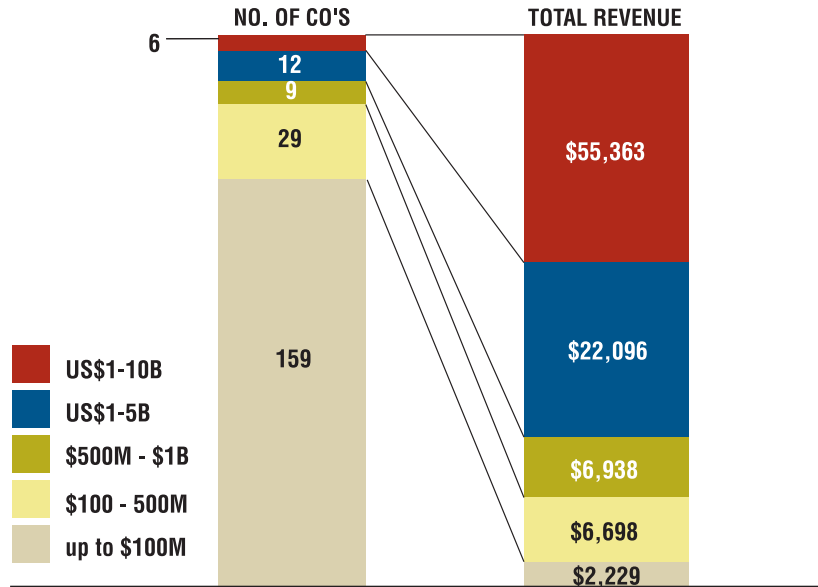
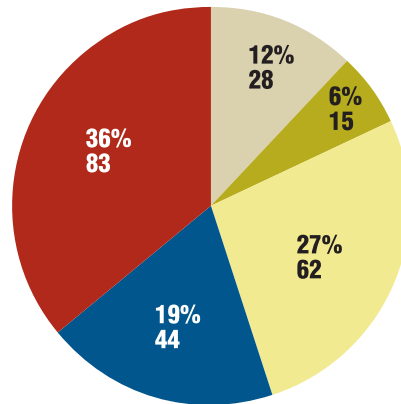


Global HQ group
FINDINGS & ANALYSES

BREAKDOWN BY OFFICE SIZE
(NUMBER OF LOCAL STAFF)



BREAKDOWN BY TOTAL NUMBER OF EMPLOYEES MANAGED
FROM SOUTH FLORIDA



US/Americas HQ group

FINDINGS & ANALYSES

158 COMPANIES | TOTAL COMBINED REVENUE: \$21.4 BILLION

		COUNTRY OF ORIGIN	LOCAL STAFF	STAFF MANAGED	REVENUE (US\$ MILLION)	SOURCE
1	DHL	Germany	1,500	39,000	\$6,900	company
2	Rinker Materials Corporation	Mexico	200	10,085	\$4,140	Hoover's
3	TracFone Wireless	Mexico	150	200	\$1,020	Hoover's
4	Martinair	Netherlands	112	186	\$941	company
5	COTIA (USA)	Brazil	8	12	\$800	company
6	Embraer Aircraft Holding	Brazil	210	480	\$775	IFC
7	Regus Business Centre - Latin America	U.K.	50	510	\$600	company
8	Hellmann Worldwide Logistics	Germany	214	550	\$500	company
9	OHL USA	Spain	1,000	1,000	\$500	company
10	Club Med	France	90	90	\$451	Hoover's
11	Altadis USA	Spain	100	100	\$438	Hoover's
12	Wackenhut Corp	U.K.	33,000	33,000	\$429	Hoover's
13	Ekman and Co.	Sweden	20	20	\$300	Hoover's
14	Iberia Airlines of Spain	Spain	24	180	\$205	IFC
15	South African Airways	South Africa	60	150	\$200	company
16	Odebrecht Construction	Brazil	157	157	\$165	Hoover's
17	IVAX	Israel	500	500	\$153	Hoover's
18	Nipro	Japan	24		\$142	Hoover's
19	Simclar	U.K.	100	550	\$116	Hoover's
20	Barfield	Netherlands	250	250	\$114	OneSource

The US/Americas HQ category consists largely of European and Latin American multinationals that have chosen South Florida as their primary platform for the U.S. or North American market, or in some cases, for the entire Americas.

European logistics firms, such as DHL and Hellmann WorldWide of Germany, and Martinair of The Netherlands, stand out prominently in this category. And the reason is location, location, location. As Frank Scheibner, CEO of Hellmann USA explained to WorldCity, South Florida is the only place in the world that is strategically and conveniently located at the crossroads of three major world markets – Europe, North America and Latin America.

Also prominent in this category are Spanish companies, many of them recent arrivals. For the Spaniards, it's not only geographical concerns, but also cultural, linguistic and climatic affinities that make South Florida, especially Spanish-speaking Miami, a logical springboard for expansion not just into Latin America but North America, too.

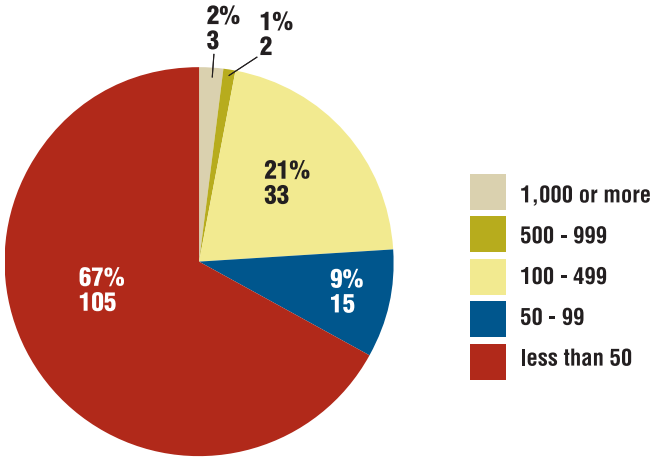
A recent example is Spanish construction firm OHL, one of that country's largest, which made its entrée into the U.S. market two years ago by acquiring two South Florida construction firms for \$140 million. Davie-based OHL USA plans to expand its presence across the United States.

The largest of the US/Americas HQ companies have a significant impact on the local labor market. DHL, for example, has 1,500 employees in its four divisions all located in Plantation. OHL has more than 1,000 employees. Still, only 37 companies, or 24 percent of the total, have more than 100 employees. The majority – 105 companies, or 67 percent – have fewer than 50 local employees.

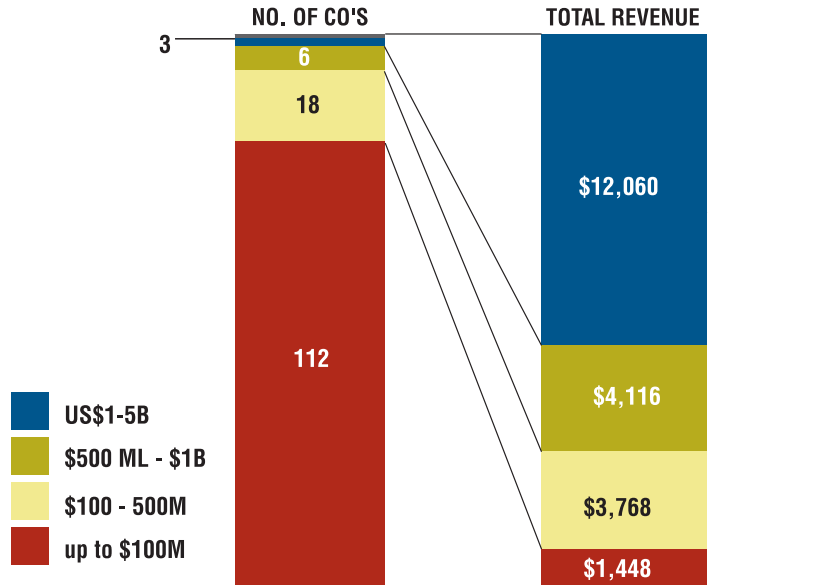
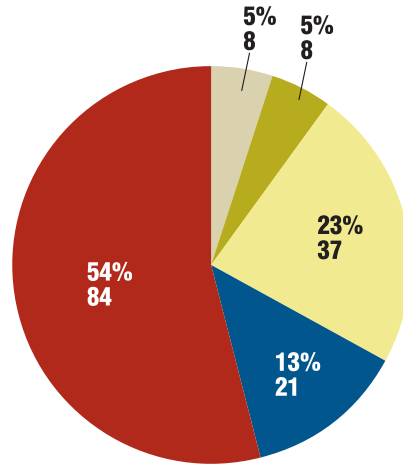
US/Americas HQ group

FINDINGS & ANALYSES

**BREAKDOWN BY OFFICE SIZE
(NUMBER OF LOCAL STAFF)**



**BREAKDOWN BY TOTAL NUMBER OF EMPLOYEES MANAGED
FROM SOUTH FLORIDA**



Regional HQ group

FINDINGS & ANALYSES

420 COMPANIES | TOTAL COMBINED REVENUE: \$79.7 BILLION

		COUNTRY OF ORIGIN	LOCAL STAFF	STAFF MANAGED	REVENUE (US\$MILLION)	SOURCE
1	General Motors	U.S.A.	48	48	\$14,618	company
2	Hewlett-Packard Latin America	U.S.A.	400	500	\$7,000	WC estimate
3	Nokia Corp	Finland	50	4,500	\$4,000	company
4	AIG	U.S.A.	60	6,504	\$4,000	WC estimate
5	Danone Foods Latin America	France	12	13,000	\$3,000	company
6	American Airlines	U.S.A.	7,000	9,000	\$3,000	WC estimate
7	Citigroup - Global Consumer Group Latin America	U.S.A.			\$2,393	WC estimate
8	Kraft Foods	U.S.A.	115	127	\$2,000	company
9	Hilton International	U.K.	32	32	\$1,673	Hoover's
10	Alcatel-Lucent	U.S.A.	250	1,500	\$1,600	WC estimate
11	Cisco Systems	U.S.A.	100	100	\$1,500	WC estimate
12	Ingram Micro	U.S.A.	101	1,400	\$1,481	Hoover's
13	Microsoft Latin America	U.S.A.	130	130	\$1,278	WC estimate
14	Norwegian Cruise Line	Malaysia	1,033	1,033	\$1,162	Hoover's
15	Electrolux Home Products International	Sweden	26	30	\$1,138	company
16	Tech Data	U.S.A.	95	300	\$1,100	WC estimate
17	FedEx Express	U.S.A.	300	3,460	\$1,000	WC estimate
18	Schering-Plough	U.S.A.	270	270	\$990	company
	Caterpillar Americas Services	U.S.A.	200	9,400	\$1,000+	not for publication
	UPS	U.S.A.	271	2,500	\$1,000+	not for publication

The Regional HQ companies constitute the largest of the four categories with 420 companies. We obtained reliable data for 225 of these companies, just over half. Included in this group are dozens of the biggest global brand names, from HP to AIG, Nokia to Kraft, SAP to Caterpillar.

In many senses, this category is the heart and soul of South Florida's multinational community. It is also the least understood, and the most underestimated.

The great majority of these Regional HQ companies fly under the radar in South Florida for the simple reason that, while the executives who run these regional operations are based in South Florida, their clients are not. They are in Brazil, Mexico, Central America, the Caribbean, the Middle East and elsewhere, everywhere but in Florida.

The result is that these multinational executives often spend much of their time traveling abroad, in some cases as much as 50 – 70 percent. When they return to their bases in South Florida, they are often reluctant to get involved in local organizations. For the most part, they remain largely invisible to the South Florida community. Yet, many of them have a significant number of local employees here and command vast operations around the region.

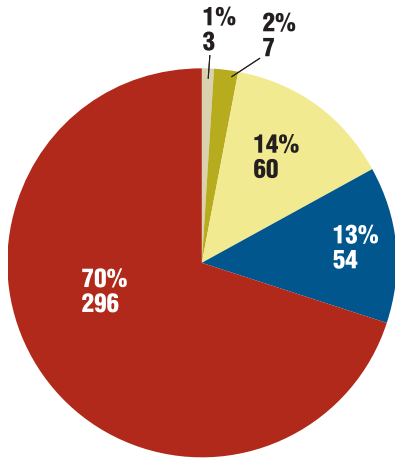
HP is a classic example. At its Latin American headquarters in Blue Lagoon, strategically located – as are many multinationals – next to Miami International Airport, the company's regional CEO Rui da Costa, manages local staff of 300 and more than 12,000 employees across the region.

Microsoft, Nokia, AIG, SAP, Alcatel-Lucent, Porsche, Avaya, MasterCard, Visa, Nortel and many other global companies opt to run their Latin American operations from here. But the definition of a regional headquarters in South Florida is anything but straightforward.

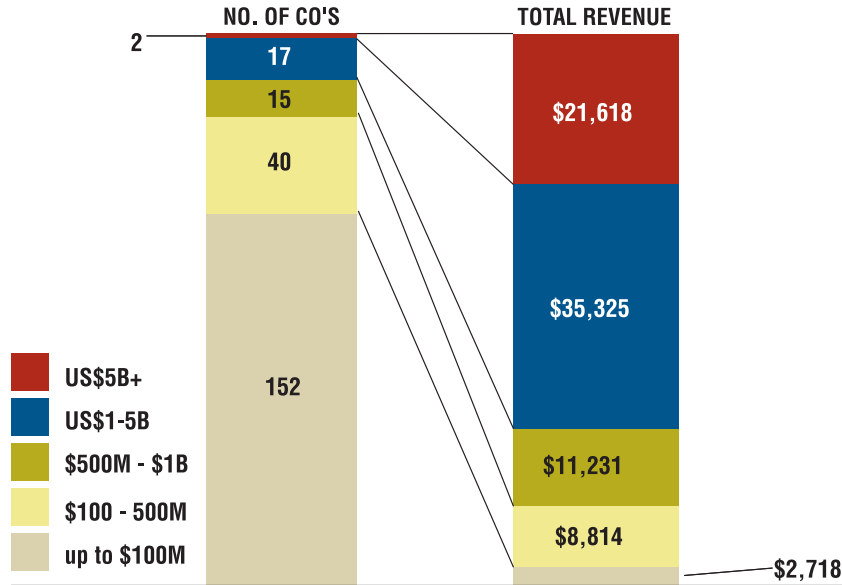
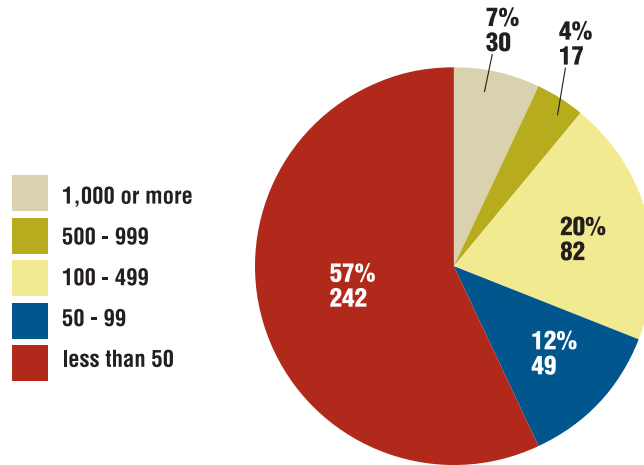
For some companies, such as Audi and Egon Zehnder, the South Florida offices have regional responsibility, but only for a portion of Latin America. In other cases, South Florida is seen as a convenient place to run a wider operation beyond Latin America. General Motors runs Latin America, the Middle East and Africa from its Miramar office, while General Mills runs its Latin American and South African business from its Miami office.

Regional HQ group
FINDINGS & ANALYSES

BREAKDOWN BY OFFICE SIZE
(NUMBER OF LOCAL STAFF)



BREAKDOWN BY TOTAL NUMBER OF EMPLOYEES MANAGED
FROM SOUTH FLORIDA



Local Office group

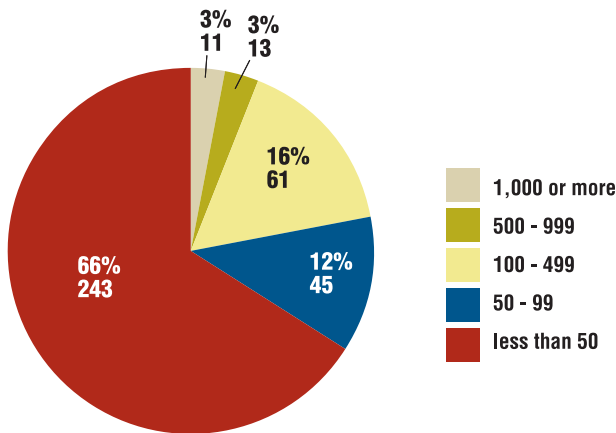
FINDINGS & ANALYSES

373 COMPANIES | TOTAL COMBINED REVENUE: \$8.4 BILLION

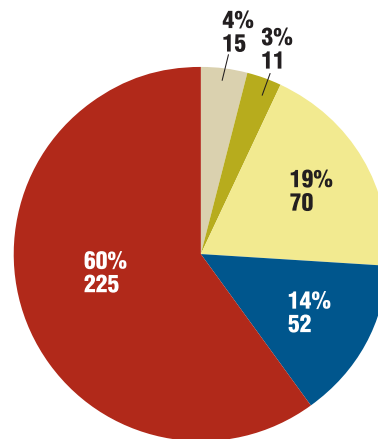
		COUNTRY OF ORIGIN	LOCAL STAFF	STAFF MANAGED	REVENUE (US\$MILLION)	SOURCE
1	Motorola	U.S.A.	3,000	3,000	\$1,428	OneSource
2	Bombardier Aerospace	Canada	150	185	\$495	IFC
3	Sun Microsystems	U.S.A.	170	170	\$420	WC estimate
4	Beckman Coulter	U.S.A.	1,800	1,800	\$380	OneSource
5	Continental Airlines	U.S.A.	210	210	\$295	IFC
6	Tarmac America	Greece	400	400	\$266	OneSource
7	Goya Foods	U.S.A.	170	290	\$261	Hoover's
8	Franklin Templeton Worldwide	U.S.A.	500	500	\$260	Hoover's
9	Tyco International	U.S.A.	1,200	1,200	\$204	Hoover's
10	Mercantil Commercebank	Venezuela	600	630	\$188	company
11	Quest Diagnostics	U.S.A.	900	1,045	\$174	OneSource
12	Itau Private Bank International	U.S.A.	160	180	\$135	FL State Gov
13	SYSCO Food Services South Florida	U.S.A.	713	713	\$117	Hoover's
14	Sprint Nextel	U.S.A.	400	490	\$112	OneSource
15	Mexicana Airlines	Mexico	5	5	\$105	IFC
16	Swire Properties	Hong Kong	50	50	\$100	WC estimate
17	Hamilton Sundstrand	U.S.A.	75	75	\$97	OneSource
18	El Al Israel Airlines	Israel	3	5	\$95	IFC
	Federal-Mogul	U.S.A.	64	104		not for publication
	Mediterranean Shipping	Switzerland	23	23		not for publication

The category of "Local" offices of multinationals is a diverse set of companies that have established an office in South Florida to serve the local market or, in some cases, the Florida market or the Southeast U.S. market. If obtaining revenue data for regional headquarters is difficult, it is even harder to obtain single-office revenue data. The results speak for themselves. We succeeded in gathering reliable data for only 40 percent of the 373 companies in this category. Nevertheless, there are a number of important global brands in this category, with large operations in South Florida.

BREAKDOWN BY OFFICE SIZE (NUMBER OF LOCAL STAFF)



BREAKDOWN BY TOTAL NUMBER OF EMPLOYEES MANAGED FROM SOUTH FLORIDA



Where do we go from here?

The numbers presented in this study tell a compelling story of a vibrant, diverse and powerful community. But they do not tell the whole story. To complete the picture, further research and analysis is required. The next phase of this project will have four primary objectives.

The first will be to further investigate and catalogue the geographic coverage of the multinational companies, especially in the Regional HQ group. Only when the companies have been subdivided into narrower categories – i.e. Latin America HQ, Caribbean Basin HQ, etc – will it be possible to compare similarly organized firms.

The second objective will be to analyze the functionality of the South Florida operations of all the multinational companies. What functions reside here? Is it just the CEO position that is in South Florida, with other C-level positions scattered throughout the region? Or are other C-level functions – HR, marketing, finance, real estate, legal – also located here.

The third objective will be to drill down to better understand the specific product lines that are managed by the multinational companies located in South Florida. In some cases, while the South Florida office may appear, at first glance, to be simply a local operation, further investigation may reveal that it has regional or global responsibility for a specific product line or service. That is the case, for example, with Beckman Coulter, a manufacturer of biomedical testing instrument systems. In this study, we listed Beckman Coulter in the Local Office group. We recently discovered, however, that the South Florida operation is the global headquarters for the company's Clinical Analysis Technology division.

Finally, we will need to increase our success rate in obtaining reliable revenue data. This study is based on reliable data for 728 companies, only 61.5 percent of the total number of multinational companies with offices in South Florida. We will need to increase that success rate to 80-90 percent. Only then will we have a true measure of the global economic impact of South Florida's multinational community.