

Creative Industries and Culture-based Economy

Creative Industries and Cultural Diplomacy

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I. Context

The shift of U.S productive structure towards **Sustainability** and the emergence of the **Networked and Healthiest City-based Civilization** are requiring the “**Forward approach of Diplomacy**” which puts emphasis on **Education, Advertising and Pressure** in order to accelerate the evolution of taste, preference, life style, skills and competencies towards digitized and Sustainability-based taste, preference, life style, skills and competencies on the one hand and guarantees effectively U.S. and Global Prosperity, Sustainability, Stability and Peace on the second hand. In fact, when we slice up the **societal harmony value chain's**, we observed that the traditional approach of diplomacy seems to deal mainly with the **afterward actions of harmony** which puts emphasis on the extension of influence and the market, resource and knowledge seeking strategies on the one hand and the prevention and resolution of conflicts within nations on the second hand.

By doing so, the afterward approach of diplomacy has ignored the key drivers of an Effective Change Management such as Education, Advertising and Pressure on the one hand and the overwhelming contribution of an evolutionary and gradual approach to radical behavioral change. Furthermore, it has paid less attention to the “**cultural and religious diplomacy**” while most of the current conflicts such as conflicts in the Middle East (Afghanistan, Iraq, and Palestine etc.), North of Ireland (Europe), Africa (Nigeria) and the Terrorism on the one hand and the obstacle to Sustainability and the emergence of the Networked and Healthiest City-based Civilization such as obstacle to the natural capitalism and the Personalization on the second hand have been based upon **the cultural and religious differences**.

Moreover, this traditional approach of diplomacy seems to pay less attention to the growing importance of Creative People, Creative Industries and Creative Economy While they're considered as key driver of the global competitiveness of the Educational and training services and Advertising industries on the one hand and have a great ability of influencing simultaneously Corporates' 7S (Shared Values, Strategy, Structure, System, Style, Staff and Skills) and Personal commitment of people to change in the period of complexity and pressure on the second hand.

In fact, **first of all**, the global competitiveness of U.S. Universities in **STEMAGDC** competencies and skills which include **Science, Technology, Engineering, Management and Marketing, Arts, Green, Digitized and Cultural** competencies and skills is accelerating the evolution of the U.S. and the global taste, preference, life style, skills and competencies towards digitized and Sustainability-based taste, preference, life style, skills and competencies. In fact, according to Jorge I. Dominguez (1997), on the academic side, U.S. neoliberal “Think Tanks” experts, and mentors (notably those of the economics and political science departments of the University of Chicago, the Massachusetts Institute of Technology, and **Harvard University**) have been very influential in shaping governments' business and market policies abroad, for example, in various Latin American countries. Furthermore, according to P. Carey (1990) and J. Marceau (1998), Leading U.S. business schools have formed strategic alliances with counterparts elsewhere in the world, founding international business schools biased towards U.S. business models, which then shape the practices of executives around the world. Moreover, U.S. is recognized around the World as having an extensive and Top-quality system of higher education (U.S.I.T.C, 2011). In fact, U.S. Universities share of all foreign students abroad was approximately 37% in 1970 and 21% in 2008 (U.S.I.T.C, 2011). Furthermore, the BRIC, particularly China and India are still increasing their demand of Science, Technology-Engineering and Management competencies and skills from U.S. Universities in order to sustain their rapid urbanization and industrialization processes . For example, currently 73% of Indians are majoring in STEM in

US. It's 43% for Chinese and 22% for Brazilian. Furthermore, from 1995 to 2012, in average, China has provided almost 18.5% of the foreign students in U.S. The share of India during the same period was almost 16, 6% and since 2010, the two countries have represented over than 45% of the foreign students in US. As a result, according to U.S.I.T.C (2011), Business and Management, Engineering, and Mathematics and Computer Science continued to be the Top fields of study for foreign students in the U.S.

By doing so, U.S. educational and training system is accelerating the shift of the U.S. productive structure towards Sustainability and favoring the emergence of the Networked and Healthiest City-based Civilization throughout the constant and continual rise of productivity growth on the one hand and constant and continual improvement of U.S. **scientific, economic, cultural, artistic, ecological and architectural creativity** on the second hand. Furthermore, beyond the constant and continual rise of productivity and improvement of Creativity, U.S. educational and training system is also favoring the cultural dialogue and the promotion of cultural and biological diversity.

Secondly, the explosion of the frequency of advertising/per day inherent from the growing importance of the Generation Y and the social media and Mobile-based technologies and services, e-Marketing, e-Publishing and e-Advertising on the one hand and the emergence of Consumer-Centered Model (Consu-actor), Student-Centered Model, Big Data, Cloud computing on the second hand are increasing the capacity and responsibility of “Advertisers” and corporates to shape our beliefs, taste, preference and life style and influence our occupational choice (jobs). In fact, Moons, Wesley G., Diane M., Garcia-Marques and Teresa (2009) have found that more something is repeated to you, more you'll believe it. Furthermore, according to Ziad El-Hady (2013), as well showing us products, adverts also present us with values, ideals and social standards. Moreover, Ziad El-Hady (2013) has found that taking into account the average hours of TV viewing, radio listening, newspapers/magazine reading, internet surfing, public street and transport use; common estimates range from around **250 advertisings per day** on the conservative side, **to 3,000 and above**. As a result, ZenithOptimedia (2013) forecasts global ad recovery to accelerate from 4.1% of growth in 2013 to 5.6% in 2015 on the one hand and Internet advertising will grow by 14.6% in 2013, while traditional media will grow by 1.7% on the second hand. Moreover, Online video and social media to help drive 20% annual growth in internet display over the next three years internet advertising to exceed combined newspaper and magazine total in 2015.

By doing so, Advertising Creativity is favoring the evolution of the U.S. and the global taste, preference, life style, skills and competencies towards digitized and Sustainability-based taste, preference, life style, skills and competencies on the one hand and stimulating the cultural dialogue and the promotion of cultural and biological diversity on the second hand.

In third time, as an agent of change, the reactivity of the Creative People to the complexity (pressures) of the Corporates' environment and their high capacity of influence corporates' 7S (Shared Values, Strategy, Structure, System, Style, Staff and Skills) are also favoring an Effective Change Management and sustaining the Personal commitment of people to change.

As a result, Creative People, Creative Industries and Creative Economy could be considered as key driver of the Forward approach of Diplomacy and a cornerstone of an Effective Change Management. Furthermore, Cultural Diplomacy should also put emphasis on Education, Advertising and Pressure because they favor radical structural and cultural change throughout the annihilation of cultural barriers on the one hand and the promotion of cultural and biological diversity on the second hand.

Moreover, the growing importance of the Creative People and Creative Industries is accelerating the shift away from the Depersonalization to the **Personalization** which is

playing an important role into the production of the global public goods and favoring the emergence of the “**Gradual Polycentric Configuration**” on the second hand.

In fact, first of all, the Creative People’ preference for digitized goods and services has accelerated the digitization of U.S. productive structure while their preference for urban amenities and soft factors such as “Green Cities” and Regional Culture of Tolerance, Openness and Diversity has accelerated the urbanization and the Personalization of the local economic development. Furthermore, the rapid digitization of U.S. productive structure featured by the adoption of ICTs by consumers, corporates, governments and healthcare industries has also accelerated Personalization of the production, distribution and consumption on the one hand and the Personalization of the Personal medical treatment and learning process on the second hand. In return, those different categories of **Personalization have stimulated the emergence of the Human-Centered, Citizen-Centered and People-Centered development models on the one hand and the emergence of the Patient-Centered Care Model (PCCM), Consumer-Centered (consu-actor) and Student-Centered Models** on the second hand. Those different models of Personalization are becoming the cornerstone of the **U.S. Personalized Development Model (U.S.P.D.M)**.

Secondly, the integration of the urban amenities and soft factors into the Personal medical treatment by the PCCM and the growing demand of urban amenities and soft factors by the Creative People and urban planners have favored the emergence of new circular causality based upon the “**Local Hospitality Industry**”. It includes the Personalization of the local economic development and tends to market the specificity and uniqueness of City (City’s Branding Strategy) throughout the development of Regional Facilities and Regional Culture of Tolerance, Openness and Diversity.

This new circular causality and the rapid urbanization and industrialization of the developing countries have accelerated the Metropolization U.S. and the global productive structure on the one hand and favored the emergence of the “Gradual Polycentric Configuration”. In fact according to Odile Jacob (1997), in 1950s, Western economies represented around 64% of World Gross Production. By 1980, this proportion had declined to 49%. Furthermore, according to some estimates, Western economies could represent only 30% of the World Gross Production in 2013. As a result, according to Ledbury Research, by 2016, Western Europe will have 15,000 centa-millionaires while North America will account 21,000 centa-millionaires and Asia will have 26,000 centa-millionaires.

However, on a country-by country basis, the U.S. will continue to dominate the spatial distribution of Wealth. In fact, by 2016, U.S. will account 17,100 while China will have 14,000 centa-millionaires. Most of those centa-millionaires from the North or from the South are living in the coastal cities. In fact, most of them will live in the Top 10 most important cities (London-New-York, Hong Kong-Paris-Singapore-Miami-Shanghai-Beijing-Sao-Paulo and Geneva) which account 8 Coastal global cities (Citi Investment Research and Analysis, 2011).

As a result, Globalization could be driven by the Metropolization where Ney-York and London could remain the main global laboratory.

By analyzing, the growing importance of the Metropolization in the U.S., J.R. Reed (2013) found that the U.S. 100 largest Metropolitan Areas (MA) take up just 12% of America’s land. And yet, these places are home to over two-thirds of the country’s population and contribute more than 75% of U.S. GDP. Furthermore, more than 50% of the World population is living in cities and it's projected that developing countries will triple their built-up urban area between 2000 and 2030 from 200,000 squares kilometers to 600,000 squares kilometers (Suzuki et al., 2009). These will add 400,000 squares kilometers constructed only just 30 years which is equal the world's build up urban area in 2000.

As a result, the Personalization, Metropolization and the growing importance of the Local

Hospitality Industry and the Creative People could sustain the predominance of the **Networked and Healthiest City-based Civilization**.

However, the Sustainability of this City-based Civilization could be threatened by the current and future challenges of the Globalization such as demographic challenges, pollution, natural disaster and climate refugees, migration and mobility, poverty, urban violence, structured inequalities and global war on terror and cyber-attacks. In fact, First of all, our global melting and Coastal cities are constantly threatened by natural disasters which include the floods, storms Tornadoes and droughts. According to OECD (2013), their costs have risen dramatically since the beginning of 1960s and have resulted annually in some 79,000 fatalities, and some 200 million people affected. For example, in 2012, Hurricane Sandy that costed about \$50 billion has hit New York which is considered as the main “Laboratory of Globalization” and the key driver of U.S. and the global economic activities. We can’t also underestimate the impact of the Hurricane Katrina that costed approximately \$ 30 billion in 2007 on the one hand and Hurricane Andrew that destroyed 38 facilities and caused economic losses to \$ 30 billion in 2000 prices in 1992 on the second hand on U.S coastal cities and states.

Secondly, recently, most of our Western global cities have been targeted by terrorist attacks that are threatening our Personal and Corporates safety and security on the one hand and weakening Cities’ economic growth drivers such as confidence, diversity, mobility, proximity and transaction. One of the most costly terrorist attacks has been the one of September 11th, 2001 in New York. In fact the loss of this attack is about 3,000 deaths. Furthermore, loss of physical assets amounted to over U.S. \$ 15 billion. For example rescue and clean-up amounted to some \$ 11 billion. Lower Manhattan lost approximately 30% of its office space and scores of businesses disappeared. Some 200,000 jobs were destroyed and security costs have risen.

Since this period, Western Countries have intensified their global war on terror in order to secure our Cities and populations. As a result, since almost 13 years (from 2001 to 2013), we did not have any attacks like the one of September 11th in U.S. and in the whole Western Countries.

Thirdly, the industrialization (and reindustrialization) and urbanization (and re-urbanization) of the Western Countries that have been accelerated since the 18th and the rapid industrialization and urbanization of the developing countries have intensified the loss of species and biodiversity on the one hand, decreased the agricultural land and threaten the climate.

As a result, it has become relevant to favor the emergence of the **Zero Waste**, **Zero Carbon**, **Zero Injustice**, **Zero Insecurity** and **Zero Energy Cost Housing and Infrastructure** Cities with risk and natural disaster aversion on the one hand and favor the emergence of the Natural Capitalism which is focusing in its emerging stage on the assessment of “Natural Capital” which will focus on the constant and continual rise of the Natural capital productivity and the adoption and extension of the Lithium and Renewable based Automobile on the second hand in order to guarantee the Sustainability of our Networked and Healthiest City-based Civilization.

However, the emergence and adoption of the “Five Zero Cities with natural disasters and risks aversion” could favor “Societal Change” and increase the growing importance of the Creative People, Creative Industries and Creative Economy. Furthermore, it could require an “Effective Change Management” on the one hand and an Effective Cultural Diplomacy on the second hand in order to annihilate all the social and cultural barriers to Sustainability the emergence of the Networked and Healthiest City-based Civilization. Moreover, it could favor the emergence of **New Cultural Era** in which “Sustainability and the emergence of the Networked and Healthiest City-based Civilization could become a Matter of Culture and

Cultural Diplomacy.

In this article, I would like to put emphasis on the overwhelming contribution of the Forward Approach of Diplomacy' framework to the Effective Change Management and Cultural Diplomacy. This framework will focus first of all on the growing importance of Creative People, Creative Industries and Creative Economy to Effective Change Management featured by the growing contribution of the Creative Economy to the emergence of U.S. Personalized Development Model, the shift of U.S. and the global productive structure towards Sustainability and the emergence of the Networked and Healthiest City-based Civilization. In the second time, this framework will put emphasis on the growing contribution of Education, Advertising and Pressure to the Effective Change Management and Cultural Diplomacy on the second hand.

By doing so, this Creative framework will sustain the Personalization of U.S. global and Competitiveness and Leadership for the next two coming centuries (from 2000 to 2200) while guaranteeing the Global Prosperity, Sustainability, Peace and Stability on the second hand.

From section II to section V, I'll put emphasis on the contribution of the Creative industries to the U.S. global competitiveness on the one hand and analyze the main characteristic of the Creative people particularly the Bohemians group.

From section VI to section VII, I'll focus on the contribution of the Creative people to the personalization of local economic development.

In Section VIII, I'll analyze the emergence of the Patient-Centered Model and its implication on the urbanization and the promotion of cultural and biological diversity.

From section IX to section X, I'll put emphasis on the digitization of the global productive structure and the internationalization of U.S. educational and training services.

From section XI to section XII, I'll focus on the contribution of the creative industries to urbanization and the emergence of the Gradual Polycentric Configuration on the one hand and to emergence of the New Personalized and Sustainable urban model on the second hand.

In section XIII, I'll put emphasis on the emergence of the Five Zero Cities with natural disasters and risks aversion and the Natural capitalism.

In section XIV, I'll focus on the Sustainability and the emergence of the Networked and Healthiest City-based Civilization as a Matter of Culture and Cultural Diplomacy. This section will also put emphasis on the Education, Advertising and Pressures as a cornerstone of the Forward approach of Diplomacy on the one hand and the key drivers of the Effective Change Management and Cultural Diplomacy on the second hand.

In section XV, I'll put emphasis on U.S. Personalized Development Model.

In section XVI, I'll analyze the Personalization of U.S. global leadership.

In section XVII, I'll focus on the contribution of Sustainability and the emergence of the Networked and Healthiest City-based Civilization to U.S. Global Competitiveness and Leadership.

And conclude in the last section (section XVIII).

II. Creative Industries and U.S. Global Competitiveness

The shift of U.S. productive structure towards Tertiariation is improving the global competitiveness and performance of our Country. In fact, according to U.S. International Trade Commission (2011), U.S. is the world's largest service market and was the world's largest cross-border exporter and importer of services in 2009. Furthermore, according to the New York Time (June 5th, 2012), service companies employ roughly 90% of American workforce. Moreover, according to the World Bank, in 1995, the share of services represented more than 60% of U.S. GDP.

United States' competitiveness in the global services market is mainly based upon our professional services (U.S. International Trade Commission, 2011) which include the educational and training services, ICTs, the healthcare services, the legal services and audiovisual services.

In fact, first of all, in 2002, Siwek (2004) found that U.S. exports and foreign sales of **information services** were \$ 90 billion, relative to total service exports of 295\$ billion and manufacturing exports of \$ 627 billion while, in 2003, information services were 5% of U.S. GDP (relative to 14% for manufacturing).

Secondly, the healthcare service market is one of the most important markets in the World because it sustains the existence, well-being and happiness of every single human on earth. According to the WTO (2008), from 2003 through 2008, global healthcare spending rose at an average annual rate of roughly 9% to reach \$5.9 trillion dollars or nearly 10% of global GDP. This global healthcare spending will continue to grow with the retirement of the Baby Boomers in the Western countries and growing importance of the chronic disease.

U.S. remains one of the largest markets of healthcare service. Furthermore, according to the USITC (2011), U.S. has maintained a trade surplus in healthcare services, which grew to \$ 1.74 billion in 2009, largely due to exports to its neighbors in North America (the U.S. exported \$ 2.6 billion of healthcare services- triple the figure for U.S. imports, which totaled \$ 879 billion).

Thirdly, NAFSA has estimated that foreign students and their dependents contributed to more than \$12.87 billion to the U.S. economy during the 2003-2004 academic years on the one hand and during the 2010-2011, academic year, their (foreign students) contribution has almost doubled to reach approximately \$ 20.23 billion.

Fourthly, U.S. is considered as one of the most important legal service market in the World. In fact, according to U.S.I.T.C (2010), in 2009, U.S. market accounted for 80.4% of the Americas' legal services market and 47.6% of the global legal service market. Furthermore, the current maturity stage of Globalization and the 21st century production revolution featured by slicing up of the Corporate value chain's at the global level and the integration of the emerging markets and Cities into the Global Production, Distribution and Consumption Networks will continue to increase the growing importance of the legal service market which considers as a key input of the international commerce (MSITS, 2010). In the previous years, global legal services revenue totaled \$ 546.8 billion, reflecting only 0.5% growth in 2009 with 5.4% average annual growth during 2005-08 while the global legal services market grew at a 4.5% annual rate between 2001 and 2005, and at 4.2% between 2005 and 2009 (Datamonitor, 2010).

Fifthly, U.S. dominates the arts industries without any counterpart. For example, Siwek (2005), found that **exports of U.S. motion pictures accounted for 73% of box office revenues in Europe**. Furthermore, according to David Waterman, since the mid-1990s, American films "routinely accounted for more than half the box office in...France, Germany, Italy, the United Kingdom and Japan". Moreover, in her recent study, Carol Balassa (2008) found that the EU markets for US audiovisual goods, including box-office receipts, video

cassette rentals, and television rights, was \$ 7.4 billion in 1988, compared with a US market for European films of just \$ 706 million. This bilateral trade corresponds to a **ten to one ratio** that parallels that reported by Waterman for the EU as a whole (Carol Balassa, 2008).

As a result, according to H. Hanson and Chong Xiang (2011), the 2004 *Economic Reports of the President* touts **information services** (Internet publishing and service provision, motion pictures, printed media, radio and TV programming, software, sound recordings, telecommunications) and **professional services** (accounting, advertising, architecture, consulting, engineering, law, R&D services) as **sectors with the highest recent growth in U.S. net exports**.

Those drivers of U.S. global competitiveness are increasing the overwhelming importance and contribution of U.S. **Creative industries** to U.S. Economy. Currently, they're ranked second of U.S. exportations according to US census bureau.

As a result, US are seen as a "**creative nation**". We count almost 1.4 million artists (4.95 individuals per 1000). Most of them (the US artists) are located in US global cities. In fact, according to Caves (2000), artists, like other knowledge workers, have many incentives to locate where the other artists are, both for ideas about art, but also because buyers will also tend to look for product where there are many producers. Then, most of US global cities are considered as "**Creative City**". For example, according to Rushton (2007), the 6 top cities with high **artists' index** in US are San Francisco (4.28), **Atlanta (3.76)**, Orlando (3.47), Salt Lake City (3.44), Minneapolis (3.28) and Seattle (3.32).

By doing so, Creative Industries could be considered as key driver of U.S. public and cultural diplomacy on the one hand and play an important role into the economic development of Cities and States.

However, regarded to the complexity and the variety of the Creative Industries, I'll first of all target the Creative Class and the determinants of the geography of the Creative people in order to analyze the effective contribution of the Creative Industries to Cultural Diplomacy.

III. Creative Industries, Creative Class and Creative People.

Creative Industries describe Industries that employ Creative Class (cf. Table 1) to produce Creative goods and services.

Table 1: The creative occupations

Group of creative people	Occupations (ISCO-Code)
Creative Core	Physicists, chemists, and related professionals (211); Mathematicians, statisticians, and related professionals (212) Computing professionals (213); Architects, engineers, and related professionals (214) Life science professionals (221) Health professionals (except nursing) (222); College, university, and higher education teaching professionals (231); Secondary education teaching professionals (232); Primary and pre-primary education teaching professionals (233) Special education teaching professionals (234) Other teaching professionals (235) Archivists, librarians, and related information professionals (243); Social sciences and related professionals (244) Public service administrative professionals (247)
Creative Professionals	Legislators, senior officials, and managers (1) Nursing and midwifery professionals (223) Business professionals (241) Legal professionals (242) Physical and engineering science associate professionals (31); Life science and health associate professionals (32) Finance and sales associate professionals (341); Business services agents and trade brokers (342); Administrative associate professionals (343); Police inspectors and detectives (345); Social work associate professionals (346).
Bohemians	Writers and creative or performing artists (245); Photographers and image and sound recording equipment operators (3131) Artistic, entertainment, and sports associate professionals (347) Fashion and other models (521)

Source: R. A. Boschma and Fritsch (2007).

Every given occupation could be related to one or several Creative Industries. As a result, we could have different categories of Creative Industries.

However, for a strategic and pragmatic purpose, I could be relevant to put emphasis on the Creative occupation (Creative Class) that focuses on the Supply and Demand sides of Creative Economy.

According to Florida (2002b, xii), the creative class includes scientists, engineers, artists, musicians, designers and knowledge based professionals. We could divide the group of Creative Class into three categories: creative core, creative professionals group and bohemians group (cf. Table 1).

The Creative core includes individuals directly involved in creative occupations such as architects, engineers, scientists and education and training professionals.

The Creative professionals group is shaped with occupations that enhance of foster innovation and creativity such as management, business, and financial, legal, health care, high and sales occupations.

The Bohemians group is group which gathers individuals involved in artistic and cultural occupations such as arts, culture, design, and fashion.

Creative People are considered as skilled and talented people with high income featured by high marginal propensity to consume and save on the one hand and high scientific, economic, ecological, architectural, artistic and cultural creativities on the second hand.

IV. The Bohemians Group and Creative Economy.

Creativity is becoming a key driver of local and global economic growth and development. In fact, according to Florida (2002b) has found an overwhelming contribution of technologic, economic and artistic creativities to economic growth's mechanisms. Furthermore, Lucas (1988), Simon (1998), Glaeser and Saiz (2004), Corenzen and Anderson (2009) and Boshman and Fritsch (2009) have found that the role of the **creative people** such as **talent** is becoming an essential component of **local economic growth**.

Then, attracting and retaining the Creative People has become the main target of the urban planners in order to favor the economic, politic, diplomatic, social and cultural emancipation of their cities. In fact, according to Jacobs (1969) and Hall (1998), the local level of innovation depends on the combination of the local creativity, economical, technological and social diversity level of the city. Furthermore, according to Knudsen and al. (2008) and Acs and al. (2004), cities or regions with high concentrations of creative class reach virtuous path of economic competitiveness because they produce more innovation, attract innovative firms and high levels of entrepreneurship. Moreover, according to Michael Rushton (2007), amongst urban planners, the first decade of the **twenty-first century** will be remembered as the time when all attention was directed toward the "creative class", **those young, educated, and mobile individuals** who work in occupations involving some **degree of creativity and judgment**, and who are seen as the most **important source of growth in contemporary urban economies**.

As a result, Urban Planners are putting emphasis on the location choice of Creative People in order to attract and retain them.

R. A Boschma and Fritsch (2007-066) found that the **Regional Population Share Of Employees In Creative Occupations (RPSOEICO)** depends on four explanatory variables:

- The **first explanatory** variable is about **the economic condition of the region** that includes job density, past economic growth, high economic growth and profit opportunities.
- The **second explanatory** variable is about **Population density**. It's considered as a 'catch-all' variable for all kinds of regional factors such as land prices, wage levels etc..., which tend to be associated with this indicator.
- The **third explanatory** variable is "**The Regional Culture (RC)**" which is associated with **particular cultural qualities** of regions such as "**Tolerance and Openness**". It (RC) is assessed by the **Share Of Regional Population** that is in **Bohemians Occupations (SRPBO) and the Share Foreign Born People (SFBP)**.
- The **fourth explanatory** variable is "**the Regional Facilities (RF)**" (urban amenities). According to R.A. Boschma and Fritsch (2007), it includes two indicators such as "Public Provision Index and Cultural Opportunity Index that assess the "Regional provision of different kind of facilities". **The cultural opportunities index** is given by the share of workforce active in cultural and recreational activities. It includes NACE codes 553 (restaurants), 554 (bars), 921 (activities in the field of film and video), 922 (radio and television), 923 (entertainment), 925 (libraries, public archives, museums, and other cultural activities) and 926 (sports). **The public provision index** is measured by the share of the labor force which is working in public health care and public education (NACE codes 80 and 85).

All those four determinants could be considered as "**Territory-based Determinant**" and increase the ability of "City" to attract and retain the Creative People.

For example, according to R. A Boschma and Fritsch (2007-066), **the regional climate of culture and openness** tends to attract members of the creative class. They also found that the **public provision index** that indicates the level of supply in health care and education only has

a significantly positive effect on **regional share of creative core employment**. Furthermore, they found as well that **the share of Bohemians** in regions has a considerably positive impact on **the share of creative core and creative professional employment**. In fact, according to Florida (2004), SRPBO has a positive effect on the presence of other creative occupations. Furthermore, he found that being artistically creative, bohemians had a meaning of liveliness to a location ('the place to be') and tolerance (openness to different lifestyles and value) which makes the region attractive for the two other types of categories of the creative class (creative core and creative professionals). Moreover, Bohemians could reveal the soul and the Cultural identity and specificity of the city that **personalize and differentiate** from other cities. In fact, according to R.A. Boschma and Fritsch (2007), a high proportion of Bohemians indicates a kind of local culture, life style, and set of values that different from the mainstream.

As a result, urban planners should target the **"Bohemians" and the Regional Culture of Tolerance and Openness** in order to attract and retain Creative People.

By doing so, the taste, preference and life style of the "Bohemians" could become a new driver of the emergence of the **"Creative City"**.

V. Taste and Preference of the Bohemians.

Bohemians are becoming the key driver of the local and global performance and competitiveness Creative Economy because their location choice influences the spatial distribution of the Creative Industries and the economic activities.

That's why the determinants of the location choice such as urban amenities and soft factors such as Regional culture of Tolerance and Openness on the one hand and taste, preference and life style on the second hand have become the main targets for the corporates and urban planners.

In this section (V), I'll put emphasis taste, preference and life style of the Bohemians particularly the "BoBos" (**Bohemians and Bourgeois**) and their different implications featured by the emergence of Consumption driven economy, the Cultural-based Identity and Networked driven economy.

5.1. "BoBos" and Consumption driven economy and Cultural-based identity.

Yuppies and Dinks (Dual Income and no Kids) are one strategic group of "BoBos" which need to be studied regarded to their implications.

As professionals, Yuppies and Dinks **earn high salaries** and have few dependents because they tend to be either single, or, if married, childless. In fact, according to Susan Stephenson (1997), Yuppies and Dinks work for long hours. And because of **this time constraints**, they don't have enough time for cooking, and sometime for family. That's why some of them have strong preference for "**Telework**" in order to mix effectively work, leisure and family life.

However, their high income favors a **conspicuously high-consumption life style** that sustains **hyper consumption society** (Mark Abrahamson, 2004) and accelerates the emergence of the "**Consumption driven economy**". Furthermore, according to Clark, et al. (2002), a residential population of young professionals with more education and fewer children such as Yuppies and Dinks creates a social profile geared towards **recreation and consumption concerns**. Moreover, according to Mark Abrahamson (2004), many Yuppies and Dinks that are located in gentrified areas can afford to emphasize convenience over cost because **they have a lot of disposable income**.

As a result, the increasing importance of the Yuppies and Dinks is favoring the emergence of **new norms** which are associated with the societal transformation from **industrial/production to postindustrial/consumption** (Anthony Giddens, 1991).

This postindustrial/consumption is mainly featured by strong taste and preference for cultural goods and services. In fact, according to David Brooks (2000), Yuppies and Dinks are featured by proclivity for **combining conventional and unconventional tastes**. Furthermore, in decorating their homes, for example, the US "BoBos" prefer furniture that is new and expensive, but has a distressed look to mask its newness. They also believe it is okay to display religious items on tables or walls if the objects are associated with distant or remote religions (for example, a shaman's mask is acceptable but a crucifix is not).

This strong preference for Cultural goods and service has favored the emergence of a "Cultural-based Identity". In fact, according to Anthony Giddens (1991), through the transformation, **identity and sense of self** became less work based, instead deriving more **from leisure styles and consumption patterns**. As a result **people's identities are more fluid** (less locked into class and occupation, which are more enduring), created and displayed through consumption choices that **reflect cultural preferences**. Furthermore, this "Cultural-based Identity" improves the global competitiveness of the Cultural Industries by annihilating all the need of worrying about **the demand for the cultural goods and services** as it was in the 70s in US when economist Tibor Scitovsky (1972) proclaimed "what's wrong with the arts

is what's wrong with society". In fact, during that period in US, high arts used to struggle because the consumer demand was not there.

So to speak, the high income and the strong taste and preference for cultural goods and service of the Yuppies and Dinks have favored the emergence of "Consumption driven economy" and "Cultural-based Identity". Furthermore, their preference for Cultural goods and Services could sustain the performance and competitiveness of the "Local Hospitality Industry" on the one hand and Cultural and favor the promotion of the cultural and biological diversity on the second hand.

5.2. Creative People and Networked driven economy.

In general, Creative People have high preference for digitized products and services. In fact, according to Reena Jana (2000) and Ed Boland (2000), they seemed to use them into work and none work activities. Furthermore, as Geeks, they considered cell phone and other "ipad" as a social ascension mark (Eric A. Taub, 2001; John E. Lycett and Robin M. Dunbar, 2001).

This preference for Digital Technologies and Space is favoring the emergence of "**Image and Networked Society**". In fact, according to Mark Abrahamson (2004), in this consumer-dominated context, in which the **media and advertising are of heightened importance, self-advertising** became a socially acceptable means of making contact. According to Elisabeth Jagger (2001), an increasing number of people turned to personal sections in newspapers, magazines, and other periodicals to design and present an image of themselves for the social marketplace: "attractive and witty...enjoys music and food and shopping...". This self-advertisements could tend to strengthen the overwhelming importance of "the society of desire" and e-love (Ed Boland, 2000). In fact, according to Reena Jana (2000), one twenty-nine-year-old business executive in Boston, who worked in e-commerce and spent much of his day on the internet, explained that meeting someone on-line "seemed more natural".

However, perhaps surprisingly, Jagger reports that these self-advertisements continue gender stereotyping, with women emphasizing physical attractiveness and nurturing qualities and men describing themselves as sexy in a self-confident way.

5.3. Conclusion

Corporates and urban planners need to be aware that beyond their preference for urban amenities and soft factors, Creative People particularly "BoBos" are considered as high income and skilled Creative class which provide to them high marginal propensity to save and consume "Cultural and digitized goods and services".

This strong taste and preference for cultural and digitized goods and service of the Yuppies and Dinks have favored the emergence of "Consumption driven economy", "Cultural-based Identity" and "Image and Networked Society".

Furthermore, their preference for Cultural goods and Services could sustain the performance and competitiveness of the "Local Hospitality Industry" on the one hand and favor the promotion of the cultural and biological diversity on the second hand.

By doing so, the concentration of the "BoBos" could increase the ability of a given City to become a "Creative City" and accelerate Personalization of the local economic growth and development process.

VI. Creative People and Personalization of local economic growth Process

The Personalization of the local economic development process is a new concept of development that puts emphasis on the specificity and the uniqueness of the local endogenous growth process.

It has been accelerated recently with the increasing demand of the **Territory-based determinants** by the Creative People and the urban planners. In fact, the following Territory-based Determinants such as Regional Culture (RC) and Regional Facilities could be considered as unique and specific to one given region. In fact, beyond the “Regional Facilities”, “Regional Culture” could include **the local cultural assets and architectural heritage that are specific and unique to the given region.**

Furthermore, those “Regional Facilities and Regional Culture” could be considered as key inputs of the **Local Hospitality Industry** which is becoming the key driver of the local Creative Economy and economic growth and development.

As a result, the growing demand of Regional facilities and Regional Culture that favors the emergence of the local Hospitality Industry by Creative People and urban planners is accelerating the Personalization of the local economic development process.

Furthermore, by increasing the overwhelming importance of the soft factors such as **people’s climate (Tolerance, openness), freedom, security, green cities (biodiversity), quality of life, peace and cultural diversity**, the emergence of the Local Hospitality Industry that sustains the Personalization is accelerating the dispersion of the economic activities. In fact, Scott (2006) found that soft factors could play an important role put emphasis on the role of soft factors into the attractiveness of the first and second tiers cities. Furthermore, he also found that those soft factors could mainly attract artistic and cultural occupations professionals. Moreover, those soft factors could sustain an Effective Positive Externalities of People’s climate in which the concentration of Creative people particularly Bohemians favors more Tolerance, openness and Diversity. Furthermore, Isaken (2005), Harisch and Klopper (2005), Anderson and Lorenzen (2006), Fritsch (2007), Hansen (2008), Clifton (2008), Boschma and Fritsch (2009) have found a positive correlation with the location of the Bohemians group and the people’s climate.

Empirically speaking, some recent studies have found that cities with higher levels of creative people are also those that offer a high quality of people’s climate.

Then, the Creative people simultaneously will tend to become the co-owner and co-producer of the soft factors particularly Tolerance-Openness and Diversity which are considered as essential input into the innovation process. In fact, according to Andersen and Lorenzen (2005), creative people perceive the inherent values of a tolerant environment as being extremely positive and because diversity serves as a source of inspiration for innovative activities.

By doing so, we could shift away from an Effective Positive Externalities of People’s climate to an Effective Positive Externalities of Creativity in which **Creativity can call Creativity and bring more Creativity and Innovation.** In fact, Florida (2003, 40; 2004, 8) has found that the artistic/cultural creativity, technological creativity (=innovation) and economic (= entrepreneurship) creativity are interlinked and reinforce each other.

Then, endogenously speaking, Creative People will have a high preference for soft factors in order to increase their productivity on the one hand and maximize their utility on the second hand. Furthermore, they’ll play an important role into the promotion of cultural and biological diversity throughout their co-production and co-ownership of the soft factors. Moreover, they’ll shift **“Creative Industries as a matter of Culture and Cultural Diplomacy”.**

As a result, the Personalization of the development process could lead to the emergence of

new circular causality based upon the Creative People particularly the Bohemians, Soft factors and Local Hospital Industry. Furthermore, this Personalization will also increase the overwhelming importance of the “**Places**” into the development process. In fact, according to Florida (2002b, 30), “Places” have replaced companies as the key organizational units in our economy because Creative People seemed to be mainly attracted by **places** characterized by tolerant and open climate to diversity, new ideas and new comers.

However, this increasing importance of the soft factors and the Personalization of the local economic development process need to be considered as fruit of Personalization of the production, distribution and consumption process inherent from the Tertiarization.

VII. Tertiariation, Personalization Process and Creative Industries

The Tertiariation of the global productive structure has increased the overwhelming importance of Service sector in GDP. In fact, according to the CIA World factbook (2011), 5.9% of the world GDP comes from the agricultural sector, while 31.3% comes from the industrial sector and **62.2% from the tertiary sector**.

However, the predominance of the service sector seems to be more important in the Western countries. In fact, according to the CIA World factbook (2011), 1.2% of the US GDP comes from the agricultural sector, while 22.2% comes from the industrial sector and 76.6% from the tertiary sector. In Europe (EU 27), 1.8% of the European GDP comes from the agricultural sector, 25% from the industrial sector and 73.1% from the tertiary sector.

This predominance of the service sector has favored the shift away from the Fordism mainly sustained by the “Depersonalization” and the mass production to the Post-Fordism featured by the “Personalization” of the production, consumption and distribution processes. This new “Business Model” is currently sustaining the “Creative Industries” and the growing importance of the “Digital Technologies and Space”.

At the supply side, the “Personalization” of the production process has increased the growing importance of the “Differentiation” and the “Niche” strategies that take into account **cultural, skills and competencies diversity into the production process**.

Furthermore, by favoring the emergence of “Line Management”, the “Personalization” of the production process has stimulated the emergence of “Collaborative and Cooperative Framework and Project” within the corporate that provides more flexibility, Reactivity, Proactivity, Adaptability and Competitiveness on the one hand and increases corporate’s creativity and innovation ability on the second hand.

Moreover, the Personalization of production process has included also the Personalization of Corporate Culture by putting emphasis on the Uniqueness and Specificity of every given Corporate. By doing so, the “Personalization” of the production process could enable the adoption of the Cultural Diplomacy during the Networking of the Global Productive Structure featured by the emergence of the **Global Production Network (GPN)** because GPN gathers networks of corporates with different Business Culture.

By doing so, We could consider the Global Production Network that sustains current 21st Production revolution as a key driver of the Culture-based Economy and favors the promotion of the cultural and biological diversity.

At the demand side, the “Personalization of distribution and consumption Processes” increases the ability of the consumers to become the **co-owner and the co-producer of his own demand**. As a result, **consumer is not passive anymore** but becomes **the main actor of his own consumption**. Furthermore, he (the consumer) plays an important role into **the marketing mix** of the corporate throughout his **active contribution to the build of brands and products that reveals and takes into account his real-time taste, preference and life style** on the one hand and **cultural background** on the second hand. This active contribution plays an important role into the dramatic reduction of the product life cycle on the one hand and the Maximization of the Utility of consumer with preference for variety.

This shift has favored the emergence of **the concept of “Consu-actor”** which is **boosting “e-commerce, e-Marketing, e-Publishing and e-Advertising”** which are mainly sustained by the “Digital Technologies and Space” on the one hand and the “Mobile-based Technologies and Services” on the second hand. Furthermore, the growing importance of the Personalization Process and the emergence of the Consu-actor have favored the shift of **power** from Business and Government to the Consumer, Patient and Citizen and favor the emergence of the Citizen-Centered and People-Centered Development Model on the hand and Patient-Centered Care Model on the second hand.

VIII. Personalization and Emergence of the Patient-Centered Care Model

8.1.Context.

Healthcare service is considered as an essential component of the Human well-being and happiness which plays an important role into the economic development, country's long term competitiveness strategy and effective local and global governance strategy. In fact, individual's earning potential, labor productivity, marginal propensity to consume and/or save, and preference and taste are affected by "personal health". Furthermore, if a citizen suffers catastrophic illness, the cost of treatment may exceed the citizen's accumulated savings. Moreover, ongoing illness may limit the ability of such persons to work, reducing the labor force and possibility increasing the state's burden.

It's considered as an essential component of the human's right and fundamental service demanded by almost every single human on earth.

As a result, Healthcare Service represents a global market of almost 7 billion patients that offer high growth, profit, productivity growth, investment and employment opportunities. In fact, according to recent studies, on average, total healthcare spending represented about 9.5% of GDP by 2010 up from just 5% in 1970 and around 7% in 1990. Furthermore, the Health and social sectors are still employing a large and growing number of People in OECD countries. In fact, according to OECD (2010), employment in the health and social sectors grew by 2.8% per year in nearly all OECD countries between 1995 and 2009- twice as fast as the total civilian employment growth rate of 1.3%.

However, the opportunities of the Healthcare service seem to be more important in U.S. and Europe that are considered as the World's largest Healthcare service markets. In fact, according to the USITC (2011), U.S. has maintained a trade surplus in healthcare services, which grew to \$ 1.74 billion in 2009, largely due to exports to its neighbors in North America. In fact, U.S. exported \$ 2.6 billion of healthcare services- triple the figure for U.S. imports, which totaled \$ 879 billion.

The growing importance of the healthcare service is also increasing global healthcare spending. In fact, according to U.S.I.T.C (2011), from 2003 through 2008, global healthcare spending rose at an average annual rate of roughly 9% to reach \$ 5.9 trillion, or almost 10% of the global GDP. Furthermore, the retirement of the baby boomers in the North and the further increasing share of the aging population in Asia (Japan-China and India) could also rise the global healthcare spending. In fact, according to the BLS (2007), from 2006 to 2034, more than 150 million of baby boomers will be retired in U.S.

As a result, healthcare public spending could increase between 50% and 90% by 2050. Furthermore, Governments around the World have launched programs and reforms to meet the growing needs of their constituents and address shortcomings in healthcare infrastructure and supply of healthcare workers (USITC, 2011).

Then, Most of the Governments around of World are willing to adopt Healthcare Model which will improve the quality of their healthcare service while lowering its cost. Currently, many governments and cities are tempted to adopt The Personalization of the Healthcare service and the emergence of the Patient-Centered Care Model in order to reach their quality and cost-effective care goal.

8.2.From the depersonalization to the Personalization of the healthcare service

The awareness of **the uniqueness of every human and every biodiversity** is intensifying the Personalization process. Economically speaking, we've shifted away from the **Depersonalization** which has sustained the Fordism and the industrialization to the

Personalization of the production, distribution and consumption processes that is sustaining the Post-Fordism and the shift away of our productive structure towards Tertiariation and Sustainability. Furthermore, recently, this Personalization process has favored the emergence of the **Consu-actor concept** and has stimulated the promotion of the cultural and biological diversity.

Then, the Tertiariation of the global productive structure has favored the shift away from the “**Depersonalization**” to the “**Personalization**” of the Production, distribution and consumption Services on the one hand and increased the growing importance of the “**Consu-actor**”.

This shift has also influenced and impacted the whole Service-oriented and Knowledge-based Economy. For example, at the medical level, the “Personalization” has favored the shift away from “**Population-based medical and healthcare**” to the “**Patient Centered Care**”.

Theoretically speaking, the Institute of Medicine defines the Patient-Centered care as: “**Providing care that is respectful of and responsible to individual patient preferences, needs, and values, and ensuring that patient values guide all clinical decisions**”.

By doing so, the Patient Centered care gets aware of uniqueness and the specificity of every human. Furthermore, Robert A. Peraino (2008) has found that **Patients are each very unique biological, social, psychological, economic, ethnic and spiritual beings**. Moreover, Swiss Re (2007) considered the PCCM as, “the healthcare industry comprises (doctors, nurses, and other health professionals) **who offer individualized and specialized services** in medical facilities, including hospitals; medical offices; clinics; and other ambulatory facilities; and nursing and residential care facilities”.

So to speak, Patient Care Model favors the emergence of the Multidisciplinary approach of “Medical Treatment” which takes into account biological, social, psychological, economic, ethnic, anthropology, cultural and spiritual determinants of Personal Health” on the one hand and put Patient at the heart of his healing process.

As a result, Patient-Centered Care has favored the emergence of the **Patient-actor approach**. In fact, **Patient-Centered care supports active involvement of patients and their families in the design of new care models and in decision-making about individual options for treatment**. It requires greater patient involvement in healthcare delivery and design.

Furthermore, Patient-Centered Care Model puts “Primary care” at the heart of the Patients’ Team and lower healthcare costs. In fact, according to Renders et al. (2001), Davis et al. (1999), Starfield et al. (2002,2005), countries with health systems that are more oriented towards Primary care achieve better care co-ordination and health outcomes, greater life expectancy, better patient satisfaction and lower overall healthcare costs.

Empirically speaking, recently, the Patient Centered Primary Care Collaborative has focused on some empirical evidence of the **Patient-Centered Medical Home Model (PCMHM)** which is an extension of the PCCM. While studying 46 medical home initiatives, the found that PCMHM improves quality, enhances outcomes, and lowers cost. For example, the Alaska Native Medical Center had 50% fewer urgent care and emergency room visits and a 53% reduction in hospitals admissions. Furthermore, Danville, PA’s Geisinger Health System had 25% fewer hospital admissions and 50% fewer hospital readmissions. Moreover, Vermont Medicaid’s efforts resulted in 31% fewer ER visits, 21% reduction in patient services, and 22% lower per number per month costs from 2008-2010.

These performance and competitiveness of the PCMHM could accelerate its adoption which increases the quantity of the Creative Professionals group. Furthermore, the intensification of the adoption of the PCMHM could increase the Public Provision Index and improve the quality and effectiveness of the Regional Facilities.

As a result, the adoption of the PCMHM will attract and retain more and more Creative

People particularly the Creative Professional group on the one hand and increase the medical, scientific, economic, artistic, cultural and architectural creativity on the second hand.

Moreover, this Multidisciplinary approach is sustained by a “Teamwork” that enables doctors, Nurse Practitioners (NPS), Physician assistants, nurse, and other to work together on the one hand and enables care to be coordinated and/or integrated across all elements of the **complex healthcare system** (e.g., subspecialty care, hospitals, home health agencies, nursing homes) and the patients’ community (e.g., family, public, and private community-based services).

This growing importance of the Patient-actor and Multidisciplinary approach is bringing **Greater Medical Change**. In fact, according to Robert A. Peraino (2008), the “Population-Based medical and healthcare” is fine for planning and budget allocation, but it is not Patient Centered care. Furthermore, for James Rickert, our current system is more physician-centered which focuses on “what is the matter with our patients” instead of focusing on “what matters to our patients”. Furthermore, by increasing the growing importance of “**Patient-actor**”, PCCM could improve the quality of life and well-being throughout the integration of **additional social and locational determinants** into medical treatment and follow up such as jobs, housing, safe/activity, friendly neighborhoods, accessibility to safe foods, proximity to specific and rich biodiversity, the accessibility to healthy public policy, practice of sport and accessibility to sport and cultural facilities and the feeling of living in the safer environment (security).

As a result, Patient-Centered care Model could be considered as a “**Territory-based Activity**” which will **include the demand of urban amenities and soft factors** into the medical treatment of Patient. **In fact, soft factors such as Openness, Tolerance and Diversity could provide safer and secure environment to the patient and have a positive impact on his health throughout the reduction of stress. Furthermore, urban amenities could provide a given comfort that improve the well-being of the Patient.**

By doing so, PCCM could increase the “Territory-based Capital” productivity such as the rise of local human capital, physical capital, cultural capital, natural capital, social capital and spiritual capital productivity on the one hand and accelerate the dispersion of economic activities on the second hand. Furthermore, **PCCM could also improve the effectiveness of the Local Hospitality Industry on the one hand and accelerate the urbanization and the shift of global productive structure towards Sustainability on the second hand. Furthermore, this demand of soft factors and urban amenities by the PCCM could increase social, cultural and spiritual capital productivity of the Healthcare Professionals on the one hand and increase the ability of City to attract and retain the creative people on the second hand.**

In sum, the Tertiarization of the global productive structure has favored the shift away from the “**Depersonalization**” to the “**Personalization**” of the Production, distribution and consumption Services which is impacting the whole Service-oriented and Knowledge-based Economy. In fact, It has favored the shift away from “**Population-based medical and healthcare**” to the “**Patient Centered Care**”. This model is offering a quality and cost-effective care throughout the emergence of the Patient-actor and healthcare Multidisciplinary approaches. Furthermore, **Patient-Centered care Model is improving the effectiveness of the Local Hospitality Industry on the one hand and accelerating the urbanization and the shift of global productive structure towards Sustainability throughout the increasing demand of the urban amenities and soft factors into the Medical treatment of the patient on the second hand. Moreover, PCCM is increasing the local physical, human, natural, social, cultural and spiritual capital productivity that boost the local endogenous growth and accelerate the spatial dispersion of the economic activities on the one hand and increasing the ability of City to become a “Creative City” by attracting and retaining**

Creative People on the second hand.

However, the effective management of the mass of data and information inherent from PCCM and the Patient-actor and Multidisciplinary approaches could require the adoption of Big Data and Health ICTs that are becoming the driver of the Creative economy and offering the promotion of cultural and biological diversity opportunity.

8.3. PCCM, Patient-actor and Multidisciplinary approaches and Big data

The adoption and extension of PCCM could become one of the largest users of Big Data because the use of the Multidisciplinary approach into Personal medical treatment and follow up process could produce mass of data and information that need to be collected, treated and managed effectively within a short period of time.

Furthermore, the use of social and locational determinants into the Personal Medical Treatment could favor the emergence of **Consu-Patient-Citizen actor approach** on the one hand and extend the targets of the PCCM on the second hand. In fact targeting the Patient “jobs, housing, safe/activity, friendly neighborhoods, accessibility to safe foods, proximity to specific and rich biodiversity, the accessibility to healthy public policy, practice of sport and accessibility to sport and cultural facilities and the feeling of living in the safer environment (security) could require the need of taking into account the whole dimension of the Patient’s life that includes the consideration of Patient as Patient, Patient as Citizen, Patient as Consumer, Patient as employee and Patient as member of family and community.

By doing so, the Consu-Patient-Citizen actor approach could favor the emergence of a “Collaborative and cooperative framework” that takes into account the “Multi-dimensional and Multi-disciplinary” aspect of Patient’s life.

As a result, this framework could be included into PCCM and accelerate the Personalization which will favor the promotion of the cultural and biological diversity because it’ll need also to take into account the cultural background and cultural environment of almost the 7 billion patients and potential patient of the World.

Furthermore, this framework could accelerate the use of the Big Data on the one hand and boost Creative Economy throughout high growth, profit, and productivity growth, employment and investment opportunities. In fact, according to MacAfee and Brynjolsson (2012), companies that inject Big Data analytics into their operations show productivity rates and profitability that are 5% to 6% higher than those of their peers. Furthermore, Gartner estimates that, by 2015, Big Data will directly create 4.4 million IT jobs globally, of which 1.9 million will be in the U.S. Moreover, according to Thibodeau (2012), with the multiplier effect, each of these additional IT jobs will create employment for three people outside the Tech Industry in the U.S., adding 6 million jobs to the economy.

Regarded to the greater preference for urban amenities and soft factors, this growing number of Creative jobs could accelerate the urbanization on the one hand and intensify the promotion of Cultural and biological diversity on the second hand. In return, the acceleration of the promotion of Cultural and Biological diversity could increase the growing importance of the Sustainability and Cultural Diplomacy.

Furthermore, this adoption of Big Data could play an important role into the reduction of budget deficit. In fact, Mc Kinsey (2011) has estimated that the governments of developed European Union countries could save more than €100 billion (U.S \$ 149 billion) in operational efficiency improvements alone by using Big Data.

Moreover, **the emergence of Consu-Patient-Citizen actor approach could boost e-commerce, e-Marketing, e-Publishing and e-Advertising because PCCM and Corporates will need to capture and analyze of what Patient, Consumer and Citizen buy online, what they look at and don’t buy online, their navigation paths (clickstreams), their**

propensity to respond to promotions and reviews, their own recommendations, and so on in order to improve their food safety and security on the one hand and analyze the spatial-temporal evolution of their behavior and the Multidimensional and Multidisciplinary framework.

As a result, the adoption of the PCCM and Big Data could intensify the reduction of the Western Countries' budget deficit on the one hand and offer high profit, growth, productivity growth, investments and employment opportunities. In fact, according to Accenture (2012, p.12), in the recent Survey of European decision makers, 43% reported that they are currently facing at least a moderate shortage of required skills. Furthermore, according to Grantz and Reinsel (2011), based on the current trends, by 2020 the World will generate 50 times the amount of information and 75 times the number of "information containers" it uses now, while IT staff to manage it will grow less than 1.5 times. Moreover, according to Davenport and Patil (2012), investigating Big Data to answer a business question typically involves a "mashup" of several analytical efforts, and this requires a new breed of professional. For example, we'll need more professionals in data management and analytics, and to generate intellectual on the one hand and data scientists on the second hand.

So to speak, we'll need to favor the evolution of our skills and competencies towards ICT based skills and competencies in order to bridge the creative skills gap and mismatch on the one hand and avoid the talents shortage which is becoming one of the greatest obstacles to realizing value from Big Data.

In return, this growing demand of Creative occupations will also accelerate the urbanization and the promotion of the cultural and biological diversity because of the preference of Creative people for urban amenities and soft factors. Furthermore, the Healthcare industries' investments in Big Data could accelerate the adoption of the Health ICTs and sustain the Personalization of the healthcare service and the emergence of the PCCM.

8.4. PCCM and Health ICTs

The adoption of the Health ICTs will increase the Creative Occupations particularly the ones of Creative Professionals group. In fact, a study of actual employment found that more than 50,000 Health IT jobs have been created between 2007 and 2011. Furthermore, according to the U.S. Bureau of Labor Statistics, employment of Medical Records and Health Information Technicians is expected to increase by 21% from 2010 to 2020, faster than the average for all other occupations. Moreover, the adoption of the Health ICTs will offer high growth and profit opportunity to the Creative Industries. In fact, according to OECD (2010), the global market for Health ICT products and services is estimated at U.S. \$ 96 billion.

As a result, the adoption of the Health ICTs could have a positive impact on the competitiveness and the performance of the Creative Economy on the one hand and increase the global competitiveness of the ICTs goods on the second hand. In fact, in 2010, global exports of ICT goods accounted for 12% of the World Merchandise trade, and as much as 20% in developing countries. Furthermore, as regards ICT services, revenues from the Telecommunication sector reached U.S. \$ 1.5 trillion in 2010, corresponding to 2.4% of the World's Gross Domestic Product. Moreover, the adoption of Health ICTs needs to be considered as the prerequisite of the adoption and extension of the PCCM because it (the adoption of Health ICTs) provides efficiency gains, reduce the cost of Health care service and medical errors and improve the Healthcare delivery and Patient Safety.

8.4.1. The different types of Health ICTs

Health ICTs include:

- Computerized Physician Order Entry (CPOE)
- Picture Archiving Communication System (PACS).
- E-Prescribing.
- Automated Data Collection and Processing.
- Electronic Health Records (EHRs).
- Electronic Medical Records (EMRs).
- Electronic Payment Tools such as Electronic Data Interchange (EDI) and Electronic Fund Transfer (EFT).
- Medicare Electronic Claiming (MEC).
- Medication Management Methodology and Tools that include:
 - Pre-populated online forms and access to, and use of, approved abbreviation.
 - Access to, and use of online medicines database (e-Mims).
 - Easily accessibility Information for reconciling the medications prescribed to a patient.
 - Automatic high-risk drug and allergy lists and alerts.
 - Chronic Diseases Management (CDM) toolkit.
 - The Health Mobile-based Technologies and Services

All those Health ICTs could be considered as essential component of PCCM.

8.4.2. The main contribution of the Health ICTs

Health ICTs increase the efficiency of health care services throughout the reduction of the utilization of healthcare facilities. In fact, according to Rothschild et al. (2000), more effective information sharing, such as rapid electronic delivery of hospital discharge reports or the use of CPOE that delivers support at the point of care can reduce the uptake of laboratory and radiology tests sometimes by as much as 24%.

This reduction of the utilization of healthcare facilities can intensively use the EDI, EFT, MEC, EMRs and provide a gain of time, income, well-being and specialization. In fact, the benefit of utilization could cut the healthcare spending and favor the supply of costly health services such as Medical Tourism. Furthermore, according to Scott et al. (2005), Chaudhry et al. (2006), Shekelle and Glodzweig (2009), EMRs, E-prescriptions and CPOE systems can drive improvements in quality and efficiency in health care on the one hand and reduce and prevent Medical Errors which represent 4th and 6th of highest cause of death in U.S according to the Institute of Medicine (2000). Moreover, according to Chaudhry et al. (2006), a related major effect of Health ICT on patient safety and the overall quality of the care delivered and its role in increasing compliance with guideline- or protocol-based care particularly in the management of Chronic Diseases such as asthma, diabetes or heart failure.

Then adoption of Health ICTs provides a quality and cost-effective care throughout the improvement of the efficiency of the healthcare service on the one hand and reduction of the cost of Health care service on the second hand. Furthermore, it improves the Patient Safety throughout the reduction of medical errors.

The adoption of the Health ICTs is also increasing the productivity of the Healthcare service professionals. In fact, the growing contribution of the PACS to acquire, store, retrieve, present, and distribute digital medical images can increase the demand of 3G and 4G infrastructures in order to lower the total number of X-Rays, improve the turnaround time and provide some costs saving. Furthermore, according to referring physicians, PACS had also a positive impact on Patient Care. In fact, with two-thirds of respondents indicating that PACS

had improved their ability to make decisions regarding patient care, 80% reporting that PACS has reduced the time they had to wait to review an-exam (images), 58% indicating that PACS had reduced the number of exams reordered because the results were not available (e.g. lost or located elsewhere) when they needed them, and 43% reporting that PACS has reduced the number of patient transfers between facilities due to new ability to share images and consult remotely.

Then, the adoption of the Health ICTs increases the productivity of the Healthcare service professionals on the one hand and improves the Healthcare delivery on the second hand. Furthermore, it could increase the growing importance of Broadband revolution throughout the increasing demand of the 3G and 4G infrastructures.

In return, the intensification of the broadband penetration could boost economic growth and development and increase the growing importance of the Creative Economy throughout the creation of new Creative Jobs and Creative Industries. In fact, according to the Broadband Commission, every 10% increase in broadband penetration results in additional growth of 1.3% in national GDP. Furthermore, in a 2011 study across 33 countries in the OECD countries found that doubling the Broadband speed for an economy increases GDP by 0.3%.

Moreover, beyond its impact on growth, Broadband penetration is improving U.S. competitiveness and sustaining U.S. global leadership in mobile data usage. In fact, according to GTR (2013), by 2011, 3G penetration reached over 60% of the population in Western Europe and over 90% in the U.S. Furthermore, U.S. mobile data usage grew, on average by 400% a year between 2005 and 2010, while in the Western European countries considered, it grew by an average of 350%. Moreover, In U.S., mobile data per 3G connection grew, on average, by more than 300% a year between 2005 and 2010, while in the Western European countries considered it grew by 170% over the same period. Furthermore, according to Deloitte's 2011 report on the impact of 4G Technology on commercial interactions, economic growth, and U.S. Competitiveness, wireless Telecommunications companies in U.S. could invest between \$ 25 and \$ 53 billion in 4G networks between 2012 and 2016, triggering between \$ 73 and \$ 151 billion GDP and creating 371,000 to 771,000 jobs.

As a result, the adoption of the Health ICTs and the extension of the PCCM could become one of the key drivers of economic growth within the OECD countries and sustain U.S. global competitiveness and leadership while becoming on the cornerstone of the most the current revolution such as Digital, Mobile-based Technologies and Services and Broadband Revolutions on the one hand and Big Data and Cloud Computing on the second hand.

Those revolutions could play an important role into the adoption of the Health ICTs and the emergence of the PCCM. In fact, Mobile-based Technologies, Delocalization and Diseases Management Tools can improve the **“Traceability and follow up”** of patients on the one hand and favor the **continuity of care while bridging the gap of care** on the second hand. Furthermore, this combination of the Diseases Management Tools with Geoscience and Mobile-based Technologies and services can improve the management of the chronic diseases. In fact, according to Balas et al (2000), they can play a key role in monitoring regulatory patients throughout the track of clinical parameters trends and the rapid identification of any further deviation. Furthermore, the continuity of care could compensate the shortage of Medical Personal in U.S. and within the OECD countries and accelerate the internationalization of the healthcare service throughout the development of the medical tourism on the one hand and the location of the down and middle stream medical activities in the low cost countries.

As a result, the continuity of care could boost the Creative economy and bridge the care gap. Furthermore, it could compensate the shortage of Medical Personal on the one hand and stimulate the shift of our productive structure towards Sustainability throughout the

accessibility to healthcare service.

This shift towards Sustainability could be accelerated with the healthcare administrative costs. In fact, the administrative simplification, the reduction of time taken into the process of billing and claims-related information manually inherent from the adoption of health ICTs can lower the labor costs per paper transaction and reduce the consumption of paper. Empirically speaking, the Healthcare provider Baystate Health has been able to save more \$ 1.5 million through lowered transaction fees in less than three years, between September 2006 and April 2009.

As a result, the adoption of the Health ICTs could accelerate the shift of our productive structure towards Sustainability throughout the reduction of the consumption of paper that contributes to the preservation of forestry.

In sum, the adoption of Health ICTs needs to be considered as key driver of the adoption and extension of the PCCM because it's providing a quality and cost-effective care throughout the improvement of the efficiency of the healthcare service on the one hand and reduction of the cost of Health care service on the second hand.

Furthermore, the adoption of the Health ICTs is improving the Patient Safety throughout the reduction of medical errors on the hand and is increasing the productivity of the Healthcare service professionals on the second hand. Moreover, it's boosting the Creative economy throughout the increasing demand of the 3G and 4G infrastructures which is improving the competitiveness of U.S. on the one hand and accelerating the shift of our productive structure towards Sustainability on the second hand.

8.5.Conclusion

The Tertiariation of the global productive structure has favored the shift away from the “**Depersonalization**” to the “**Personalization**” of the Production, distribution and consumption Services which is impacting the whole Service-oriented and Knowledge-based Economy. By doing so, It has favored the shift away from “**Population-based medical and healthcare**” to the “**Patient Centered Care**”. This model is offering a quality and cost-effective care throughout the emergence of the Patient-actor and healthcare Multidisciplinary approaches. Furthermore, Patient-Centered care Model is improving the effectiveness of the Local Hospitality Industry on the one hand and accelerating the urbanization and the shift of global productive structure towards Sustainability throughout the increasing demand of the urban amenities and soft factors into the Medical treatment of the patient on the second hand. Moreover, PCCM is increasing social, cultural and spiritual capital productivity of the Healthcare Professionals throughout the emergence of the patient-actor on the one hand and the integration of the Multidisciplinary and Multidimensional approach into the Medical treatment on the second hand.

The management of the mass of data and information inherent from Personalization of the Medical treatment has increased the demand of Big Data which is boosting Creative Economy and offering high growth, profit, and productivity growth, employment and investment opportunities. Furthermore, the Healthcare industries' investments in Big Data have accelerated the adoption of the Health ICTs and intensified the adoption and extension of the PCCM. In fact, Health ICTs has provided a **quality and cost-effective care** throughout the improvement of the efficiency of the healthcare service on the one hand and reduction of the cost of Health care service on the second hand. Furthermore, the adoption of the Health ICTs is improving the Patient Safety throughout the reduction of medical errors on the hand and is increasing the productivity of the Healthcare service professionals on the second hand. Moreover, the adoption of the Health ICTs has boosted the Creative economy throughout the increasing demand of the 3G and 4G infrastructures on the one hand and sustains the global

competitiveness and leadership of U.S.

By doing so, the Personalization has launched a new Healthcare revolution which favoring the emergence of a **“Healthiest Civilization”** throughout the emergence of a Quality and Cost-effective care on the one hand and increasing the growing importance of the Creative Economy, Creative Industries and Creative People on the second hand.

Furthermore, the growing importance of the Creative People and the emergence of the PCCM are favoring the emergence of the **“City-based Civilization”** and accelerating the shift of the global productive structure towards Sustainability because of **the preference of the Creative People and urban planners for the urban amenities and soft factors** on the one hand **and the integration of the urban amenities and soft factors into Personal medical treatment by PCCM.**

Moreover, the extension of the PCCM to the **current 7 billion patients and potential patients of the World and the strong preference of the Creative People for urban amenities, soft factors and cultural and digitized goods and services** could favor the emergence of the **“Healthiest and Networked City-based Civilization with Cultural-based Identity and accelerate the digitization of the global productive structure.**

IX. The digitization of the global productive structure.

The extension of the PCCM at the global level and the strong preference of the Creative People for urban amenities, soft factors and cultural and digitized goods and services could accelerate the digitization of the global productive structure on the one hand and favor the emergence of the **Networked driven economy** on the second hand. In fact, according to the GITR (2013), Worldwide, growing numbers of consumers want constant, high-quality wireless internet access, along with higher traffic allowances and higher connection speeds, so they can enjoy available internet services such as over-the-top video wherever they are.

This preference has increased the demand of the Mobile-based Technologies and services. In fact, according to the Cisco Systems Visual Networking Index, on average, total mobile data usage has more than doubled every year from 2005 to 2010 in some given countries. Furthermore, according to GITR (2013), in the late 2011, the number of mobile telephones in the U.S. exceeded country's population. Moreover, in the developed countries, more than 70% of households had Internet by end 2011, as compared with 20% in developing countries (up from 17% a year previously).

This mass adoption of Internet could increase the growing importance of the “Networked driven economy” in the coming years. In fact, by 2015, 60% of the World population should be online and 40% of the households should be connected to Internet. Furthermore, by 2015, Internet user penetration should reach 80% in developed countries, 50% in developing countries and 15% in LDCs.

As a result, this mass adoption of Internet and the increasing demand of Mobile-based technologies and services could increase the demand of the ICTs based skills and competencies on the labor market. Empirically speaking, today, 6% of total employment in OECD countries consists of ICTs-specialists and ICTs-intensive occupations account for more than 20% of all employment. Furthermore, this acceleration of digitization could require a huge investment in fixed and mobile infrastructure in order to meet the demand for the fixed and mobile traffic which is expected to grow by 34% and 84% respectively, each year to 2015 (GITR, 2013). In fact, most of the Countries around the World are putting emphasis on the Telecommunication Investments (Table 1). Regarded to their strategic implications, most of the Countries are embedding Telecommunication investments into a “Digital Agenda” including an effective e-government strategy. According to GITR (2013), in 2012, 60 countries had hired an e-government strategist in order to implement and improve their e-government strategy. Furthermore, by the end of 2015, all of the countries of the World should adopt a "Digital Agenda".

However, because of the “**Predominance of the increasing return to scale**”, the Telecommunication Investments in the developed countries seem to be more important than those in the developing countries despite their (developed countries) initial high stock of physical capital (Table1). Furthermore, the Telecommunication revenues are also more important in the developed countries than in the developing countries (Table2).

Meanwhile, despite the growing importance of their Telecommunication Investments and revenues, most of the developed countries are victims of “**employment illusion**” and are facing the “**Productivity dilemma**”. In fact, according to the “**Productivity growth driven economy hypothesis**”, constant and continual rise of productivity in the high income countries implies an avoidance of hiring new workers for Corporates.

As a result, in their “**Transitional period**”, the digitization has had **less impact on the employment and GDP of High Income Countries compare to the middle and low income countries (Table 3)** because the constant and continual rise of productivity has tended to outsource and offshore the down and middle streams activities of the high income countries into the low cost countries such as South Asia and East Asia and Pacific. By doing so, this

slicing up of the high income countries MNCs has tended to increase their unemployment rate particularly the one of the middle class (unskilled and low income labor force).

Table1: Telecommunication Investment (Capital Expenditure (Capex)In Telecommunication)			
Years	Developed countries (\$ billion)	Developing Countries (\$ billion)	World (\$ billion)
2007	156	77	233
2008	181	95	276
2009	152	92	244
2010	148	93	241
Source : ITU (2010)			

Table2 : Telecommunication revenues			
Years	Developed countries (\$ billion)	Developing Countries (\$ billion)	World (\$ billion)
2007	452	225	677
2008	481	265	746
2009	461	270	731
2010	470	293	763
Source : ITU (2010)			

Table 3: The impact of Digitization on GDP and jobs in 2011.		
Regional impact		
Regions	GDP impact (U.S. \$ billion)	Number of Job Created
Africa	8.3	615,699
Commonwealth of Independent States	11.8	340,820
East Asia and Pacific	55.8	2,370,241
Latin America and the Caribbean	27	636,737
Eastern Europe	7	159,015
Middle East and North Africa	16.5	377,772
North America	25.3	167,650
South Asia	9.4	1,117,753
Western Europe	31.5	213,578
Total	192.6	6,002,266
Source: Booz and Company 2011		

Then, many Western Countries such as Europe will need to make additional effort in order to improve their comparative advantage in Telecommunication sector. In fact, according to GTR (2013), Europe 15 will need between 250 to 320 billion to upgrade the fixed Telecommunication infrastructure in order to achieve Fiber-To-The-Home (FTTH) household coverage of around 50% and vector-based very high bit-rate digital subscriber line (VDSL) for all other households on the one hand and revamp Europe's mobile infrastructure that will create a mobile Networking using LTE technology and coverage 95% of the EU 15 population on the second hand.

However, according to GTR (2013), from 2005 to 2009, Europe invested, on average U.S. \$ 141 per head in Telecommunications, while U.S. and Canada, in contrast invested U.S. \$ 212 and U.S. \$ 230 per head, respectively, **implying a Telecommunications investment**

gap between Europe and U.S. of around U.S. \$ 100 billion over those five years. Furthermore, more than 90% of homes in the U.S. are already passed by cable operators using hybrid fiber coaxial technologies. Moreover, in Q1 2012, around 64% of the Worldwide 4G LTE subscriptions were in North America, 33% were in Asia Pacific and only 3% were in Europe.

As a result, Europe is becoming less competitive compared to the U.S.

Furthermore, Europe has started losing its Leadership in Telecommunication value chains. In fact, according to GTR (2013), in the Network infrastructure and equipment industry, European-based companies lost 21% of total industry profit pool between 2006 and 2011 to companies from other regions. Furthermore, in the handset market, European manufacturers lost 22% of their worldwide market share to Asian and North American companies between 2007 and the first half of 2012. Moreover, none of the 10 most visited internet sites hails from Europe and today's industry leaders on the services and applications such as Google, Yahoo, Facebook, eBay and Baidu are based in U.S. and Asia.

Then, Europe has started missing the globalization and the opportunities inherent from the Digital and Broadband Revolutions. Furthermore, its innovative and creative ability is becoming weak. In fact, five times more Telecommunications-related patent applications are filed in U.S. than in Europe. Moreover, the European Digital Agenda (Europe 2020) is not bearing all the fruits expected on the one hand and the share of the European's GDP allocated to the R&D is lower than the one of U.S. and Japan.

However, we need to remain optimistic for Europe after a careful SWOT analysis of Europe. One of the main challenges and Weakness of Europe about Globalization on the one hand and Digital and Broadband revolutions on the second hand is about culture. Europe needs a rapid and effective change management in order to adopt and adapt to the current revolution throughout an acceleration of the evolution of the European taste and preference on the one hand and European skills and competencies on the second hand towards more ICTs skills and competencies on the one hand and digitized taste and preference on the second hand.

That's why; U.S. is encouraging the current initiatives of Europe that focus on supporting co-investment, allowing geographic differentiation, providing public funding, and maintaining wholesale price for access to "unbundled" copper connections, modernizing spectrum policy, allowing more pricing flexibility and allowing a reduction in the number of fixed and mobile operators. Furthermore, U.S. is building an effective framework throughout a U.S.-E.U. E.P.A. in order to implement an effective "**Digital-based Cultural Diplomacy**" that will empower, strengthen and improve the global competitiveness of Europe.

Moreover, the extension of U.S. Digital Cultural Diplomacy could increase our ability of **bridging the current Digital gaps**. In fact, according to the GTR (2013), while in most of the developed countries it's difficult to imagine day-to-day life without internet, two-thirds of the World's population, and more than three-quarters of the population in developing countries, are not yet online, and those that are, many don't have access to high-speed, high-quality internet services. Furthermore, by 2010, developed countries attained an estimated Fixed-Network subscribed capacity (including both voice and data) of **3190 Kbit/s per capita**, as against only **260 Kbit/s per capita for developing countries**.

This geography of the capacity of communication has implied a divide of 12 to 1. By comparison, the Fixed-line divide in terms of subscription appears to have stabilized at a ratio of 4.5 to 1. Moreover, in our Western countries at least 20% of the households are not online yet on the one hand and an increasing share of the population don't see the Digital Technologies and Space as powerful tools which play an important role into the human capital productivity on the second hand.

In sum, the extension of the PCCM at the global level and the strong preference of the

Creative People for urban amenities, soft factors and cultural and digitized goods and services are accelerating the digitization of the global productive structure on the one hand and favor the emergence of the **Networked driven economy** on the second hand.

This digitization is featured by this mass adoption of Internet and the increasing demand of Mobile-based technologies and services which require a huge investment in fixed and mobile infrastructure. However, despite the growing importance of their Telecommunication Investments and revenues, most of the developed countries are victims of **“employment illusion” and are facing the “Productivity dilemma”** because the digitization has had **less impact on their employment and GDP compare to the middle and low income countries** as the constant and continual rise of productivity has tended to outsource and offshore the down and middle streams activities of the high income countries into the low cost countries such as South Asia and East Asia and Pacific.

Then, many Western Countries such as Europe are making effort in order to improve their competitiveness and comparative advantage in Telecommunication sector. U.S. is helping them by building an effective framework such as U.S.-E.U. E.P.A. in order to implement an effective **“Digital-based Cultural Diplomacy”** that will empower, strengthen and improve the global competitiveness of Europe on the one hand and bridge the digital, economic and skills gaps.

However, the combination of all those efforts in favor of the digitization could accelerate the internationalization of the “Professional services” such as the one of the educational and training service, increase the overwhelming importance of the “Creative industries” and accelerate the emergence of the **“Healthiest and Networked City-based Civilization”**.

X. **Digitization and the internationalization of U.S. educational services.**

Digital technologies and space are offering new “opportunities to participate in new kinds of social activities, civic life, and learning and work (Hague and Williamson, 2009, p.3). This digitization of the global productive structure is bringing enough change.

In this section, I’ll put emphasis on one (the change) that is occurring in the educational and training system and analyze their impact on the internationalization of the U.S. educational service.

10.1. **The digitization of the educational and training system**

According to Julia Gillen and David Barton, Education at all levels faces great opportunities and challenges in the face of rapid change. Indeed, we’re in a period that could be characterized as fruitful turbulence in education as digital technologies create new social, cultural as well as cognitive affordances.

As a result, the ways in which we read and write, acquire and evaluate knowledge and communicate at all levels are changing (Leu et al., 2004).

In fact, first of all, the digitization of the educational and training system has introduced the Web 2.0 into the educational system.

Theoretically speaking, the term Web 2.0 is used to denote the proliferation of tools on the internet that are allowing so many to become involved in collaboration, creativity, no least in finding various ways of representing and performing roles and identities. Empirically speaking, Educational system could be considered as an effective framework to implement the Web 2.0 project (Education 2.0) in this current context of “Personalization of economic development and spatial dispersion of economic activities” because Education is a field of systematically shared priorities, policies and practices and so can be difficult to shift unless research-led evidence, top-down policy change and bottom-up’ creative shifts instituted by teachers all combine as pressure for wholesale change. Furthermore, according to Julia Gillen and David Barton, as digital technologies have spread, matured and developed, more people are participating in the creation and collaboration that have become characteristic of the Web 2.0.

As a result, the digitization of the educational system is favoring the emergence of the “Multidisciplinary and Multidimensional approach” that sustains and support the educational collaborative and cooperative project and framework.

Secondly, the digitization of the educational and training system is accelerating the Personalization of the educational service featured by the emergence of the “**Student-Centered Model (SCM)**” that focuses on the ability of the Student of becoming the an affective actor, co-owner and co-producer of his own learning and training process. SCM could play an important role into the knowledge accumulation process because the notion of learning is always connected to specific domains of activity, the settings, participants, discourses and dynamics of participation (Lave and Wenger, 1999).

Thirdly, the digitization of the educational and training system has favored the emergence of the “**Digital literacies**” which is defined as **the constantly changing practices** through which people make **traceable meanings** using digital technologies. According to Gilster (1997), Digital literacies have favored the emergence of four competencies: “Assembling knowledge, Evaluating Information, Searching and Navigating in non-linear routes”. Those new competencies are playing an important role into the “Online education and training”.

As a result, it should be relevant to include the digitization of the educational and training system into an evolutionary and continuity approach which focuses on the constant and continual rise of productivity including the one of Human capital in order to mix it with our

long term competitiveness and evolution of taste, preference, skills and competencies goals.

So to speak, the digitization of the educational and training system is improving the effectiveness of our educational and training system throughout the emergence of “Student-Centered Model” and Education 2.0 and “Digital Literacies” in this “Digital age” on the one hand and is playing an important role into the internationalization of our educational and training services on the second hand.

10.2. Creative economy and Internationalization of the educational and training services

The internationalization of the Educational and training services is becoming one of the key drivers of the economic growth of the U.S. In fact, NAFSA has estimated that foreign students and their dependents contributed to more than \$12.87 billion to the U.S. economy during the 2003-2004 academic years. Furthermore, during the 2010-2011 academic year, their (foreign students) contribution has almost doubled to reach approximately \$ 20.23 billion. Moreover, according to U.S. Department of Commerce, during the academic year of 2011-2012, their contribution was about \$22.7 billion.

Furthermore, this market will continue to growth with emergence of new competencies and skills life cycle inherent from the emergence of the Knowledge-based economy on the one hand and the “Digital and Broadband” revolutions on the second hand, the acceleration of the urbanization and industrialization of the developing countries, the politic, economic, diplomatic and geopolitical emancipation of Cities, the digitization of the educational system and the “U.S. second industrial revolution (Third industrial Revolution)” featured by the emergence of the Lithium and Renewable energy based automobile, the “Production revolution featured by the slicing of the corporate value chain’s at the global level, the “Healthcare Revolution featured by the emergence and extension of the Patient-Centered Care Model at the global level and the Personalization of the economic development process on the one hand and the Personalization of the production, consumption and distribution process on the second hand.

As a result, this growing demand of competencies and skills could increase the profitability of high education institutions and accelerate their internationalization process which will improve their reputation at the local and global level. In fact, according to Fischer (2010), the internationalization of the educational service will provide income gains to the Universities. Furthermore, according to the Economist (2010), one of the most important aims of the Universities to attract foreign students is to **increase the international flavor** of their campuses, a process that not only broadens the experience of domestic students but also heightens academic performance by both domestic and foreign students.

By doing so, Universities could raise the local human, social and cultural capital productivity while favoring the promotion of the cultural and biological diversity. Furthermore, those outcomes could be increased and intensified with the competitive pressures have led universities to **redesign curricula, upgrade campus facilities, install state-of-the art communications networks, and enhance campus amenities** (U.S.I.T.C ,2011). In that case, beyond the rise of the local human, social and cultural capital productivity, the internationalization of the educational service will also increase U.S. Cities’ and States’ **physical capital productivity. In that case, the internationalization of the educational and training services could increase the capacity of U.S. Cities and States to attract and retain Creative People throughout the raise of the Regional facilities and improvement of the Regional culture of Openness and Tolerance.**

10.3. The contribution of the digitization to the educational value chains.

The adoption of the ICTs by high education institutions and students is improving the market, knowledge and resources seeking strategies of U.S. Universities on the one hand and U.S. educational services on the second hand.

However, it should be relevant to analyze the educational value chain's (educational inputs and outputs) in order to deepen our understanding of the contribution of the digitization to the internationalization of U.S. educational and training services.

Theoretically speaking, **Educational inputs** includes **school's reputation**, educational facilities, class size, teacher salaries, funding, teacher quality, the role of school choice, autonomous and the ability of the educational system to identify the skills of the future, and the culture of the people about the understanding of the role the teacher and their preference for education and training.

The **Educational outputs** include competencies, skills, job opportunities, the avoidance of skills gap and labor force performance.

Currently, with emergence of the "Image and Networked Society", most of the Universities put emphasis on their reputation because it includes some key drivers of the **Universities' branding strategy** on the one hand and global performance and competitiveness on the second hand. In fact, according to Culbert (2010), Universities' reputation includes name recognition, perceptions of Academic quality and students' post-graduation job prospects, and even a school's history and heritage.

Furthermore, Universities are right to do so because their reputation could be improved effectively and rapidly at low cost with the use of the digital technologies and space. For example, according to Fischer (2010), Universities' efforts to attract foreign students have included **extensive informational web sites** that aim at foreign students, foreign "road shows", and the use of specialized international recruiting consultants. Furthermore, the emergence of the "Student-Centered Model and the Education 2.0 have improved the teacher and student quality throughout the emergence of multidisciplinary and multidimensional approach on one hand and a collaborative and cooperative framework in charge of the Personalization on the second hand. This new framework is favoring the effective allocation of the financial aid, including low-interest loans, tuition grants, scholarships, and on-campus employment to foreign students. Moreover, digital technologies and space are favoring the Personalization of the students learning and recruitment processes on the one hand and favoring the evolution of the skills and competencies towards ICTs-based skills and competencies on the second hand.

As a result, the digitization of the educational value chains could improve the global competitiveness of U.S. educational services.

10.4. Global competitiveness of U.S. educational services.

The global performance of U.S. educational service is based on our ability of concentrating the **World's best Universities**. In fact, most of the Top 10 of the World's Best Universities comes from U.S. (cf. Table 1). U.S. Universities owe this position to several factors including highly regarded Professors, World-class academic facilities, cutting-edge research on a variety of subjects, **and decades of substantial funding from both public and private sources** (U.S.I.T.C, 2011). For example, U.S. Universities belong to the World's best universities in **STEMAGDC** competencies and skills which include **Science, Technology-Engineering, Management and Marketing, Arts, Green, Digitized and Cultural** competencies and skills (cf. Table 2 to 20).

As a result, U.S. is recognized around the World as having an extensive and Top-quality

system of higher education (U.S.I.T.C, 2011). In fact, in 1970, U.S. Universities share of all foreign students abroad was approximately 37% (U.S.I.T.C, 2011).

However, this share has consistently declined from 37% to 21% of all students abroad in 2008 even if the BRIC, particularly China and India are still increasing their demand of Science, Technology-Engineering and Management competencies and skills from U.S. Universities in order to sustain their rapid urbanization and industrialization processes (cf. Table 21). For example, according to U.S.I.T.C (2011), Business and Management, Engineering, and Mathematics and Computer Science continued to be the Top fields of study for foreign students in the U.S. Empirically speaking, currently 73% of Indians are majoring in STEM in US. It's 43% for Chinese and 22% for Brazilian. Furthermore, from 1995 to 2012, in average, China has provided almost 18.5% of the foreign students in U.S. The share of India during the same period was almost 16, 6% (cf. Table 21). Since 2010, the two countries have represented over than 45% of the foreign students in US (cf. Table 21).

This growing demand of U.S. educational service has a significant contribution to the U.S. economy (cf. Table 22). In fact, NAFSA has estimated that foreign students and their dependents contributed to more than \$12.87 billion to the U.S. economy during the 2003-2004 academic years. During the 2010-2011 academic years, their contribution has almost doubled to reach approximately \$ 20.23 billion. This contribution has reached \$22.7 billion during the academic year of 2011-2012 (U.S. Department of Commerce).

However, some given State has a competitive advantage in educational service than other. For example, the internationalization of the educational service provides more revenue to California, New York, Texas, Massachusetts and Illinois because they house the World's best Universities (cf. Table 22).

This spatial distribution of educational service provides the empirical evidence of the consideration of the Universities as "**Territory-based Activity**" which play an important role into the rise of the "**Territory-based Capital Productivity**" such as the rise of the local physical, human social and cultural capital productivity.

By doing so, the World's top 10 Universities from California, New York, Texas, Massachusetts and Illinois have increased their ability of becoming "Creative Cities" on the one hand and the key driver and the laboratory of the globalization.

Furthermore, the extension of the **Twin Cities Project** in Asia in particular with China and India could increase the benefits of all of the U.S. cities and provide significant diplomatic and geopolitical gains with the increasing importance of the Emerging countries. In fact, the internationalization of U.S. educational system could offer an opportunity of training and equipping Asian's future leaders.

Then, the global performance of U.S. educational service and the internationalization of U.S. universities need to be seen as "Positive sum game" and an opportunity to create strong, lasting relationships between the U.S. and emerging leaders Worldwide. Because today's youth are tomorrow's leaders and moreover, students return home with new perspectives and global skill set that will allow them to build more prosperous, stable societies (Ann Stock). Furthermore, according to Goodman (2012), Academic and Intellectual exchange fuels innovation and prepares the next generation for global citizenship. He also found that "Today's students will become future business and government leaders whose international experience will equip them to build a prosperous and more peaceful World.

As a result, U.S. Universities need to be considered as essential actor of the Global "Peace building process" and Cultural Diplomacy.

That's why; it'll also be relevant to increase the number of U.S. students studying abroad particularly in emerging countries and emerging markets throughout a **Twin Cities Project**.

Empirically speaking, currently, most of the U.S. students abroad are in Europe even if there was a growing demand for China by U.S. (cf. Table 23). In fact, in average, over the

period of 1995 to 2012, U.K has attracted over than 32% of the U.S. students who go abroad for studies. This share was over than 60% for the Western Europe (cf. Table 23).

However, regarded to the proximity (NAFTA) and the financial opportunities (low cost of studies and cultural and linguistic proximity with the American Hispanic community), some U.S. students are choosing Mexico and by extension Canada for their studies abroad (cf. Table 23).

10.5. Conclusion

The digitization of U.S. educational value chains is improving the global competitiveness and performance of U.S. educational and training service at home and abroad.

The adoption of ICTs by U.S. educational and training service has mainly favored the emergence of “Student-Centered Model” and Education 2.0 and “Digital Literacies” . In return, those new tools and methodology have improved the teacher and student quality throughout the emergence of multidisciplinary and multidimensional approach on one hand and a collaborative and cooperative framework in charge of the Personalization on the second hand. Furthermore, they’ve improved U.S. Universities’ Image at home and abroad.

As a result, most of the Top 10 of the World’s Best Universities comes from U.S. U.S. Universities owe this position to several factors including highly regarded Professors, World-class academic facilities, cutting-edge research on a variety of subjects, **and decades of substantial funding from both public and private sources** (U.S.I.T.C, 2011). For example, U.S. Universities belong to the World’s best universities in **STEMAGDC** competencies and skills which include **Science, Technology-Engineering, Management and Marketing, Arts, Green, Digitized and Cultural** competencies and skills.

This competitive advantage in STEMAGDC has increased the ability of U.S. to meet the need of new competencies and skills inherent from the emergence of the Knowledge-based economy on the one hand and the “Digital and Broadband” revolutions on the second hand, the acceleration of the urbanization and industrialization of the developing countries, the politic, economic, diplomatic and geopolitical emancipation of Cities, the digitization of the educational system and the “U.S. second industrial revolution (Third industrial Revolution)” featured by the emergence of the Lithium and Renewable energy based automobile, the “Production revolution featured by the slicing of the corporate value chain’s at the global level, the “Healthcare Revolution featured by the emergence and extension of the Patient-Centered Care Model at the global level and the Personalization of the economic development process on the one hand and the Personalization of the production, consumption and distribution process on the second hand.

Furthermore, the competitive advantage in STEMAGDC has increased the global competitiveness and performance of U.S. educational and training services which are becoming one of the key drivers of U.S. economic growth.

However, some given State has a competitive advantage in educational service than other. For example, the internationalization of the educational service provides more revenue to California, New York, Texas, Massachusetts and Illinois because they house the World’s best Universities.

This spatial distribution of educational service provides the empirical evidence of the consideration of the Universities as “**Territory-based Activity**” which play an important role into the rise of the “**Territory-based Capital Productivity**” such as the rise of the local physical, human social and cultural capital productivity.

As a result, the internationalization of the U.S. educational and training services could accelerate the emergence of the **Healthiest and Networked City-based Civilization**. Furthermore, the internationalization of U.S. educational and training services could increase

the ability of U.S. Universities to become an essential actor of the Global “Peace building process” and Cultural Diplomacy. Moreover, the World’s top 10 Universities from California, New York, Texas, Massachusetts and Illinois could increase their ability of becoming “Creative Cities” on the one hand and the key driver and the laboratory of the globalization on the second hand.

Table 1: World's best Universities (2012)

Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	100	100
2	University of Cambridge	U.K	99.8	100
3	Harvard University	USA	99.2	100
4	University College London	U.K	98.7	99.6
5	University of Oxford	U.K	98.6	100
6	Imperial College London	U.K	98.3	99.8
7	Yale University	USA	97.5	100
8	University of Chicago	USA	96.3	99.9
9	Princeton University	USA	95.4	100
10	California Institute of Technology	USA	95.1	99

Source: World University Rankings 2012

Table 2: World's best Universities in Mathematics (2012)

Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	87	100
2	Harvard University	USA	86.3	81.1
3	Stanford University	USA	85.3	83.5
4	University of Princeton	USA	84.3	82.3
5	University of California, Berkeley	USA	83.4	85.3
6	University of Cambridge	U.K	83.4	82.1
7	University of Oxford	U.K	82.4	81.7
8	New York University	USA	80.8	77.8
9	Yale University	USA	80	67.7
10	University of California, Los Angeles	USA	79.3	76.6

Source: World University Rankings 2012

Table 3: World's best Universities in Chemical engineering (2012)

Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	97.1	100
2	University of California, Berkeley	USA	92.6	93.9
3	University of Cambridge	U.K	90.7	88.8
4	ETH Zurich	Switzerland	89.4	85.1
5	Stanford University	USA	88.8	82.3
6	University of Oxford	U.K	88.7	84
7	National Institute of Singapore	Singapore	88.6	84.5
8	Yale University	USA	87.6	87.7
9	Imperial London College	U.K	86.5	88.3
10	The University of Tokyo	Japan	86.4	83.9

Source: World University Rankings 2012

Table 4: World's best Universities in Civil Engineering (2012)

Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	91.7	97.7
2	The University of Tokyo	Japan	88.2	89.2
3	University of California, Berkeley	USA	86.9	95.2
4	Stanford University	USA	85	84.3
5	National Institute of Singapore	Singapore	84.5	83.3
6	Imperial London College	U.K	84.2	87.5
7	University of Cambridge	U.K	82.6	82.8
8	University of Urbana	USA	81.8	100
9	Kyoto University	Japan	81.7	84.5
10	University of Oxford	U.K	81.2	77.3

Source: World University Rankings 2012

Table 5: World's best Universities in Mechanical, Aeronautical, and Manufacturing Engineering (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	94.0	100
2	Stanford University	USA	91.8	95.6
3	University of Cambridge	U.K	91.7	90.6
4	Harvard University	USA	89.0	77.5
5	National Institute of Singapore	Singapore	88.8	82.6
6	University of California, Berkeley	USA	87.0	90.6
7	Imperial London College	U.K	85.9	87.8
8	The University of Tokyo	Japan	85.5	84.6
9	University of Oxford	U.K	85.2	80.5
10	ETH Zurich	Switzerland	84.3	80.4

Source: World University Rankings 2012

Table 6: World's best Universities in Electrical Engineering (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	95.6	100
2	Stanford University	USA	94.1	95.8
3	University of California, Berkeley	USA	90	92.2
4	University of Cambridge	U.K	90	85.7
5	University of Oxford	U.K	88.8	82.5
6	ETH Zurich	Switzerland	87	85
7	Harvard University	USA	86.8	83.4
8	University of California, Los Angeles	USA	86.3	87.5
9	Imperial College of London	U.K	85.7	78.9
10	The University of Tokyo	Japan	83.5	88.2

Source: World University Rankings 2012

Table 7 : World's best Universities in Chemistry (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	97.5	100
2	University of California, Berkeley	USA	90.5	81.4
3	Harvard University	USA	90.4	83.7
4	Stanford University	USA	87	77.8
5	California Institute of Technology	USA	85	80
6	University of Oxford	U.K	84.8	81.2
7	University of California, Los Angeles	USA	84.7	72.5
8	University of Cambridge	U.K	83.8	76.3
9	University of Hong Kong	Hong Kong	83.3	75.4
10	Imperial College of London	U.K	83.2	75

Source: World University Rankings 2012

Table 8: World's best Universities in Economics and Econometrics (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	96.6	100
2	Harvard University	USA	92.4	84.8
3	University of Chicago	USA	85.3	79.7
4	University of Princeton	USA	85.0	79
5	London School of Economics and Political Science (LSE)	U.K	84.1	79.1
6	Stanford University	USA	84.1	78.1
7	University of California, Berkeley	USA	83.4	80.8
8	Yale University	USA	81.7	77.6
9	University of Pennsylvania	USA	80.3	71.7
10	Columbia University	USA	79.0	71.4

Source: World University Rankings 2012

Table 9: World's best Universities in Politics and International Studies (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Harvard University	USA	97.7	100
2	University of Oxford	U.K	93.3	94.9
3	London School of Economics and Political Science (LSE)	U.K	93.2	97.2
4	Yale University	USA	91.8	96.3
5	Stanford University	USA	88.3	88.1
6	University of Princeton	USA	87.5	92.8
7	University of Cambridge	U.K	87.4	88.7
8	Columbia University	USA	86.6	88.4
9	University of California, Berkeley	USA	85.5	92.6
10	Australian National University	Australia	85.0	87.2

Source: World University Rankings 2012

Table 10: World's best Universities in Accounting and Finance (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Harvard University	USA	99.8	100
2	Massachusetts Institute of Technology (MIT)	USA	94.2	98.7
3	London Business School	U.K	93.1	94.9
4	Stanford University	USA	91.6	92.4
5	London School of Economics and Politics Science (LSE)	U.K	90	91.1
6	University of Pennsylvania	USA	89.3	92.5
7	University of Oxford	U.K	89	83.7
8	National University of Singapore	Singapore	88.8	84.2
9	University of Chicago	USA	87.7	90
10	University of Cambridge	U.K	86	82.9

Source: World University Rankings 2012

Table 11: World's best Universities in Computer Science (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	92.8	95.5
2	Stanford University	USA	91.9	91.5
3	Carnegie Mellon University	USA	91	100
4	University of California, Berkeley	USA	89.1	90.2
5	Harvard University	USA	88.6	85.5
6	University of Oxford	U.K	88.3	85.2
7	University of Cambridge	U.K	86.1	83.3
8	ETH Zurich	Switzerland	85.5	82.1
9	National Institute of Singapore	Singapore	84.9	80
10	Princeton University	USA	84.9	80.0

Source: World University Rankings 2012

Table 12: World's best Universities in Physics and Astronomy (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	91.6	100
2	Harvard University	USA	89.6	87.4
3	Stanford University	USA	87.2	86.6
4	University of Oxford	U.K	87	86.9
5	University of Cambridge	U.K	86.3	85
6	University of Princeton	USA	86.1	83.3
7	University of California, Berkeley	USA	85.7	86.7
8	University of Chicago	USA	85.5	79.3
9	Ecole Polytechnique Federal de Lausanne	Switzerland	84	74.2
10	ETH Zurich	Switzerland	83.7	82

Source: World University Rankings 2012

Table 13: World's best Universities in Statistics and Operational Research (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Stanford University	USA	96.5	99.7
2	University of California, Berkeley	USA	95.1	98.1
3	Massachusetts Institute of Technology (MIT)	USA	93.8	100.0
4	Harvard University	USA	92.3	95.8
5	National Institute of Singapore	Singapore	90.2	92.2
6	Georgia Institute of Technology	USA	86.9	93.1
7	University of Cambridge	U.K	86.4	90.0
8	University of California, Los Angeles	USA	84.4	86.9
9	University of Pennsylvania	USA	84.3	83.8
10	Princeton University	USA	83.7	86.6

Source: World University Rankings 2012

Table 14: World's best Universities in Metallurgy and Materials (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Massachusetts Institute of Technology (MIT)	USA	91.4	100
2	Stanford University	USA	85.0	87
3	University of Cambridge	U.K	84.6	88.9
4	University of California, Berkeley	USA	82.9	84.3
5	Harvard University	USA	82.7	76.5
6	North Western University	USA	80.8	76.6
7	National Institute of Singapore	Singapore	80.0	80.7
8	University of Oxford	U.K	79.3	86.5
9	Johns Hopkins University	USA	78.7	53.7
10	University of California, Los Angeles	USA	78.6	72.3

Source: World University Rankings 2012

Table 15: World's best Universities in Earth and Maritime Science (2012)

Rank	School	Countries	Overall Score	Academic Reputation Score
1	Harvard University	USA	93.9	94.8
2	University of Cambridge	U.K	91.1	100
3	University of Princeton	USA	89	84.1
4	University of Oxford	U.K	88.8	94.8
5	University of Chicago	USA	88.2	74.7
6	University of California, Berkeley	USA	88	95
7	Massachusetts Institute of Technology (MIT)	USA	87.9	99.1
8	Australian National University	Australia	84.8	93.7
9	California Institute of Technology	USA	84.8	93.4
10	University of California, Los Angeles	USA	84.3	87.5

Source: World University Rankings 2012

Table 16: World's best Universities in Environmental Science (2012)

Rank	School	Countries	Overall Score	Academic Reputation Score
1	Stanford University	USA	88.7	87.7
2	University of California, Berkeley	USA	88.5	91.8
3	Harvard University	USA	88.3	87.7
4	Massachusetts Institute of Technology (MIT)	USA	87.5	100
5	California Institute of Technology	USA	82.3	79.6
6	Yale University	USA	81.6	83.3
7	University of Oxford	U.K	81.4	84.5
8	ETH Zurich	Switzerland	81	77.4
9	Australian National University	Australia	80.9	81.3
10	University of Toronto	Canada	80.6	73.8

Source: World University Rankings 2012

Table 17: World's best Universities in Biological Science (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Harvard University	USA	93	100
2	Massachusetts Institute of Technology (MIT)	USA	91.2	94.1
3	University of Cambridge	U.K	87.7	98.3
4	Stanford University	USA	85.6	91.2
5	University of Oxford	U.K	84.9	96
6	University of California, Berkeley	USA	87.3	89.2
7	Yale University	USA	84	87.6
8	The University of Tokyo	Japan	81.5	86.1
9	University of California, San Diego	USA	81.2	85.7
10	California Institute of Technology	USA	81.1	84

Source: World University Rankings 2012

Table 18: World's best Universities in Communication and Media Studies (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Stanford University	USA	94.8	93.6
2	Columbia University	USA	92.2	93.2
3	National Institute of Singapore	Singapore	91.2	88.4
4	University of California, Berkeley	USA	90.7	93.5
5	Massachusetts Institute of Technology (MIT)	USA	89.7	88.2
6	London School of Economics and Politics Science	U.K	88.9	82.1
7	Yale University	USA	88.2	89.1
8	University of California, Los Angeles	USA	87.3	89.2
9	The University of Tokyo	Japan	86.7	83.1
10	University of Melbourne	Australia	85.7	79.1

Source: World University Rankings 2012

Table 19: World's best Universities in Psychology (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Harvard University	USA	97.9	100
2	University of Cambridge	U.K	93.2	94.2
3	Stanford University	USA	92	93.2
4	University of Oxford	U.K	91	90.2
5	University of California, Berkeley	USA	88.8	92.7
6	Yale University	USA	88.8	90.1
7	University of California, Los Angeles	USA	87.4	88
8	University of Michigan	USA	86	88.8
9	University of Princeton	USA	85.4	84.1
10	University of Chicago	USA	85.3	82.8

Source: World University Rankings 2012

Table 20: World's best Universities in Sociology (2012)				
Rank	School	Countries	Overall Score	Academic Reputation Score
1	Harvard University	USA	99.7	100
2	University of California, Berkeley	USA	92	93.3
3	University of Oxford	USA	91.7	93.4
4	London School of Economics and Politics Science	U.K	89.7	92.6
5	University of Chicago	USA	89.6	91.6
6	University of California, Los Angeles	USA	88.8	89.8
7	University of Cambridge	USA	87.8	90
8	University of Princeton	USA	87.2	87.6
9	Stanford University	USA	87	86.2
10	University of Michigan	USA	86.4	86.5

Source: World University Rankings 2012

XI. Creative Industries, Urbanization and emergence of the Gradual Polycentric Configuration.

The shift of our productive structure towards Tertiarization featured by the growing importance of the “Professional services”, the extension of the Patient-Centered Care Model to the current 7 billion patients and potential patients of the World, the digitization and the internationalization of the U.S. educational and training services and the increasing importance of the Creative People with strong preference for urban amenities, soft factors and cultural and digitized goods and services are accelerating the urbanization of the global economy, increasing the growing importance of the Creative industries and Creative economy and favoring the emergence of the Gradual Polycentric Configuration. In fact, according to Sascha Brinkhoff, Elmar Kulke and Scott Bollens (2006), policy-makers and scholars around the world have tried to use creative industries as favorable tools for regional and urban economic development and as source of localized competitive advantage in global competitions of cities and regions. Furthermore, for Rebecca Grynspan (2010), if nurtured, the creative economy can be a source of socio-economy growth, jobs, innovation and trade while at the same time contributing to social inclusion, cultural diversity and sustainable human development.

Empirically speaking, according to CREATIVITY and INNOVATION (2007), **creative industries contribute between 5 and 6 percent of the OECD countries’ GDP.**

In Europe, according to TERA consulting (2010), in 2008, the European Union’s “Creative Industries”, based on the more accurate and comprehensive definition, **represented 6.9% of the total European GDP** (approximately €860 billion) on the one hand and **represented 6,5% of the total workforce** (approximately 14 million) on the second hand.

In U.S., “Creative Industries” represent 11% of the U.S. GDP (CREATIVITY and INNOVATION, 2007). Furthermore, currently, “Culture and entertainment” represent the second largest export industry of US. Moreover, “Creative industries” are becoming the key driver of several US states economic performance such as New York, Minneapolis, Baltimore and California that houses Hollywood.

As a result, beyond the Creative people preference for urban amenities and soft factors, urban planners and other policy-makers and scholars are putting emphasis on the agglomeration and spatial factors such as “agglomeration and market effects” that are influencing “economic, scientific, cultural, artistic, ecological and architectural” creativity.

11.1. The contribution of agglomeration and market effects to the spatial distribution of Creative Industries.

According to Roland Anderson, John Quigley and Mats Wilhelmsson (2005), agglomeration and spatial factors are important in influencing creativity. Because patent activity is increased in larger and denser labor markets and in regions in which a larger fraction of the labor force is employed in Medium Sized Firms. Furthermore, Varga (1998) has found the overwhelming importance of agglomeration in the production of new knowledge in US.

Then, agglomeration and market effects could be considered as key inputs into the innovation process. For example, when we consider a patent as a proxy for the output of regional knowledge production, we could observe a positive co-relation within urban factors and the production of knowledge. Furthermore, Fisher and Varga (2003) and Acs et al. (2002) found that university research and private R&D exerted substantial effects on innovative activity in US Metropolitan areas.

As result, beyond the growing importance of the “BoBos”, the Regional facilities and

culture of Tolerance, Openness and diversity, agglomeration and markets effects could also be considered as key drivers of economic, scientific, cultural, artistic, ecological and architectural” creativity on the one hand and a constant and continual productivity growth on the second hand.

Empirically speaking, the work by Glaeser et al. (1992) and by Henderson and al. (1995) has documented the link between spatial concentration of economic activity, economic growth and productivity in US cities. Furthermore, Shefer (1973) found that the output per worker is higher in urban regions that are larger and denser. Moreover, Roland Anderson, John Quigley and Mats Wilhelmsson (2005) have found a better functioning of the labor markets in larger and denser environments which is mainly explained by Marshallian external economies of scale in production.

Then, by doing so, the concentration of “Creative Industries” in Cities could lower the costs of production, consumption and distribution of creative goods on the one hand and increase **Cities’** ability of attracting creative people and FDI throughout high **agglomeration and location economies** on the second hand.

Furthermore, the agglomeration and markets effects could accelerate the territorialization of the key drivers of globalization such as “Creative and Cultural Clusters and Technopoles”. In fact according to Rothfield and Silver (2008), scale and scope played a role in shaping the clustering and concentration of the creative industries such as music industry firms. Furthermore, DiMaggio (1987), Currid (2007), Clark, Rothfield and Silver (2008) noticed that there’s a tendency to concentrate in geographical creative centers. Moreover, according to Scott (2000) and Currid (2007), this tendency of concentration intensifies the innovative ability of “Creative Industries”.

As a result, agglomeration and market effects could be considered as key driver of the Creative economy because they play an important role into economic, scientific, cultural, artistic, ecological and architectural” creativity on the one hand and favor the emergence of Creative and Cultural Clusters and Technopoles.

Furthermore, we could find complementary effects within the contribution of the Creative people particularly the “Bobos” to the spatial distribution of the Creative Industries and the role of the agglomeration and market effects because of the preference of the “Bobos” for urban amenities. Moreover, as agglomeration and market effects play an important role into the co-location of the Creative industries, they could be considered as driver of “Supply side” of the Creative economy.

Theoretically speaking, this complementary should sustain the predominance of the Core Periphery configuration.

However, the overwhelming contribution of the digital technologies and space and Local Hospitality Industry to the production of creative goods and services is favoring the emergence of the gradual polycentric configuration featured by the spatial dispersion of creative industries in the first, second and third tiers Cities of the World.

11.2. Creative Industries and emergence of the Gradual Polycentric Configuration.

The intensive use of ICTs by Creative Industries could favor the emergence of the “Gradual Polycentric Configuration”. In fact, Scott (2000) and Currid (2007) have found that the rise of internet, social media and digital distribution of music have favored the concentration of creative industries and the distribution of creative goods and services. However, according to Jaffe et al. (1993); Feldman (1994); Audretsch and Feldman (1996) and Krugman (1996); the digital technologies and space have accelerated the dramatic reduction of the **spatial barriers** that form barriers to global diffusion of knowledge.

In return, this reduction of the spatial barriers and the global diffusion of knowledge favor the spatial dispersion of creative industries and offer high profit, growth and development opportunities to the second and third tiers cities on the one hand and the emerging countries on the second hand. In fact, according to Edna Dos Santos (2010), the new technologies and internet give developing countries a feasible option to promote their creativity and entrepreneurship in the global market. Furthermore, the Personalization of the local economic development which is mainly sustained by the Local Hospitality Industry and the local cultural assets and architectural heritage plays also an important role into the dispersion of the Creative Industries and the emergence of the Gradual Polycentric Configuration.

As a result, the growing importance of the “Creative industries” could sustain the emergence the “Gradual Polycentric Configuration” on the one hand and favor the promotion of the cultural and biological diversity on the second hand. Furthermore, the concentration of the Creative Industries in Cities could increase the production of the Creative inputs and outputs such as cultural assets and architectural heritage on the one hand and cultural goods and services on the second hand and accelerate the dispersion of the Creative Industries. In fact, according to A. Marshal (1898-1920), the co-location of firms increased the production of inputs and outputs throughout the economies of agglomeration and location.

Then, the spatial dispersion of the Creative Industries throughout the intensive use and adoption of ICTs and their concentration in Cities could sustain the emergence of the “Gradual Polycentric Configuration” and favor the promotion of the cultural and biological diversity throughout the intensification of the assessment of the local cultural capital.

11.3. Personalization, Gradual Polycentric Configuration and Cultural Diplomacy.

The demand side of the Creative Economy featured by the preference of the Creative people for urban amenities and soft factors such as the Regional Culture for Tolerance, Openness and Diversity, the location choice of the “Bohemians” and the integration of the urban amenities and soft factors into the medical treatment of patient on the one hand and the supply side of the Creative Economy featured by the overwhelming importance of the agglomeration and market effects into the location choice of the Creative industries and the preference of the urban planners for the Creative people on the second hand are sustaining the emergence of the **Gradual Polycentric Configuration and favoring the promotion of cultural and biological diversity**. Furthermore, by doing so, the Supply and Demand sides of the Creative Economy could accelerate the “Urbanization, Metropolization and Clusterization of the Global Economy”.

Moreover, by sustaining the growing importance of the Creative Economy they could play an important role into the emergence of the “New Economic Revolution” featured by the “Natural, Cultural and Human” Capitalism on the one hand and a sustainable economic growth on the second hand. In fact, Creative Economy seems to be resilient to the economic crisis. Empirically speaking, according to the Creative Economy report 2010 of the U.N., from 2002 to 2008, creative industries have grown by 14% while the global trade declined by 12%. Furthermore, they (the supply and demand sides) could sustain the Personalization of the local economic growth and development featured by the emergence of the Patient-Citizen-Consumer-Centered Model, Personalization of the production, consumption and distribution processes featured by the growing importance of the Consumer-Centered Model (“Consumer”) and the Personalization of the medical treatment featured by the emergence of the Patient-Centered Care Model.

Those different categories of Personalization including the Personalization of the learning and training process featured by the emergence of the Student-Centered Model and the

Education 2.0 could sustain an “Effective Change Management” on the one hand and become the key driver of effective Cultural Diplomacy. In fact, Personalization improves the forward approach of diplomacy such as the emergence of “Gradual Polycentric Configuration” and achievement of “Global development, Stability and Prosperity Project” that annihilates risks of cultural conflict throughout the promotion of cultural and biological diversity.

XII. Creative Economy, City-based Civilization and Gradual Polycentric Configuration and New Personalized and Sustainable Urban Model

The shift of our productive structure towards Tertiarization featured by the growing importance of the “Professional services”, the rapid urbanization of the developing countries, the extension of the Patient-Centered Care Model to the current 7 billion patients and potential patients of the World, the digitization and the internationalization of the U.S. educational and training services and the growing importance of the agglomeration and market effects on the one hand and the Creative People with strong preference for urban amenities, soft factors and cultural and digitized goods and services on the second hand are favoring the emergence of the **City-based Civilization** featured by the concentration of the World Population and the economic activities in Cities. In fact, according to Suzuki et al. (2009), it's projected that developing countries will triple their built-up urban area between 2000 and 2030 from 200,000 squares kilometers to 600,000 squares kilometers. These will add 400,000 squares kilometers constructed only just 30 years which is equal the world's build up urban area in 2000. **It sounds like humans are building a whole new world at about ten times the speed in countries with severe resources constraints** (natural, fiscal, administrative and technical).

As a result, **more than 50% of the world population will live in cities in the coming years**. Furthermore, most of them will live in the **Coastal Cities** and will tend to increase the overwhelming importance of the “**Coastal Finger Plan Configuration**”.

12.1. City-based Civilization and the Coastal Finger Plan Configuration.

The spatial distribution of economic activities and population is sustaining the Coastal Finger Plan Configuration and the emergence of the City-based Civilization. In fact, currently, **40% of the world's population lives less than 60 miles from the coast**. Furthermore, 100 million people live less than one meter above mean sea level. Moreover, most of the current and future important Cities of the World are “Coastal Cities” (cf. Table 1). In fact, as shown in Table 1, among the Top 10 of the most important cities now and in 10 coming years, 8 are considered as “Coastal global cities”: London-New-York, Hong Kong-Paris-Singapore-Miami-Shanghai-Beijing. Furthermore, except Paris, they'll continue to grow in importance in the coming years as well. Moreover, new comers in the Top 10 such as Mumbai, Sao Paulo and Dubai could also be considered as “Coastal Cities”.

As a result, the growing preference for “Coastal Cities” will continue to sustain to the spatial distribution of economic activities and population in the coming years. For example, In U.S. Coastal Cities belong to the Richest Cities (cf. Table 2) and tend to concentrate the Household with high income (cf. Table 3 and 4). However, most of the times as well, some “Coastal Cities” Cities as well seem to concentrate a growing share of poor Households (Table 5, 6).

Furthermore, the emergence of the new Networks of Cities for “Geopolitics Purpose” is increasing the diplomatic and geopolitical power of cities compare to the countries. For example, the Networks of the following cities: **Washington-New York-Chicago; Beijing-Hong Kong- Shanghai; Berlin-Frankfurt; Istanbul-Ankara; Sao Paulo-Rio De Janeiro-**

Brasilia are becoming the driver of Globalization and provide the evidence of the overwhelming importance of “Twin Cities Project” for Geopolitics purpose at the local and global level.

Table1: EIU Global City Index

Rank	The most important city now	The most important city in 10 years	The fastest Growing in importance according to HNWIs.
	Cities	Cities	Cities
1	London	London	Beijing
2	New York	New York	Shanghai
3	Hong Kong	Beijing	London
4	Paris	Shanghai	Singapore
5	Singapore	Singapore	Hong Kong
6	Miami	Hong Kong	New York
7	Geneva	Paris	Sao Paulo
8	Shanghai	Sao Paulo	Dubai
9	Beijing	Geneva	Mumbai
10	Berlin	Berlin	Paris

Source: Global Growth Generators, CITI Investment Research and Analysis, 2011

Table 2: The 10 U.S. cities with the highest real incomes (2013)

N°	Cities	Median Household incomes	Cost of living index	Adjusted Median Household income
10	Raleigh-Cary North Carolina	\$59,316	101.3	\$58,555
9	Atlanta-Sandy Spring-Marietta, GA	\$55,464	94.2	\$58,879
8	Madison, Wisconsin	\$ 56, 709	96.2	\$58,948
7	Dallas-Plamo-Irving, Texas	\$54,539	92.1	\$59,217
6	Colorado Springs	\$55,176	92.2	\$59,779
5	Ogden-Clearfield, Utah	\$60,208	100	\$60,208
4	Houston-Sugar Land-Baytown, Texas	\$54,146	89.3	\$60,634
3	Worcester, Massachusetts	\$63,360	103.7	\$61,099
2	Washington-Arlington-Alexandria, DC, VA-MD-WV MA	\$85,168	\$138.6	\$61,449
1	Des Moines, Iowa	\$56,576	90.6	\$62,446

Source: U.S. Census (2013)

Table 3: America’s Richest Cities in 2013

N°	Cities	% of Household with high income
10	Napa, California	9.3%
9	Boulder, Colorado	9.4%
8	Boston	9.7%
7	Thousand oaks, California	9.7%
6	New York	10%
5	Trenton, New Jersey	11.6%
4	San-Francisco	13%
3	Washington DC	14.1%
2	San Jose	15.9%
1	Stamford, Connecticut	17.9%

Source: U.S. Census (2013)

Table 4: Ten Metros with lowest % of households making less than \$ 15,000 in the last 12 months

N°	Metros	% of Household with income of less than \$ 15,000 in the last 12 months
1	Fair Banks, AK MA	8%
2	Norwich-New London, CT MA	8%
3	Rochester, MN, MA	8%
4	Ogden-Clearfield, Utah MA	8%
5	NAPA, California, MA	7%
6	Oxnard-Thousand Oaks-Venture CA, MA	7%
7	San-Jose Sunnyvale-Santa Clara, California MA	7%
8	Anchorage, AK, MA	7%
9	Washington-Arlington-Alexandrie, DC, VA-MD-WV	6%
10	Manchester-Nashua, New Hampshire MA	8%

Source: U.S. Census (2011)

Table 5: The nine Metros with highest % of households making less than \$ 15,000 in the last months

N°	Metros	% of Household with income of less than \$ 15,000 in the last 12 months
1	MC Allen-Edinburg-Mission Texas Metro Area	24%
2	Brownsville Harlingen Texas Metro Area	24%
3	College Station- Bryan, Arizona Metro Area	23%
4	Pine Bluff, Arizona Metro Area	21%
5	Morgan Town, Wisconsin Metro Area	21%
6	Albany, Georgia Metro Area	21%
7	Athens-Clarke Country Georgia Metro Area	21%
8	Bloomington, Indiana Metro Area	21%
9	Danville, Virginia, Metro Area	20%

Source: U.S. Census (2012)

Table 6: The 10 U.S. cities with the lowest real incomes (2013)

N°	Cities	Median Household incomes	Cost of living index	Adjusted Median Household income
10	Scranton-Wilkes-Barre	\$41,823	98.1	\$42,663
9	Miami-Miami Beach- Kendall, Florida	\$45,946	109.8	\$41,845
8	Los Angeles-Long Beach-Glendale, CA	\$ 58,525	141.6	\$41,331
7	Springfield, Massachusetts	\$49,117	119.8	\$41,049
6	Honolulu, Hawaii	\$67,744	166,3	\$40,736
5	El Paso, Texas	\$36,146	89.7	\$40,297
4	Fresno, California	\$45,661	120,1	\$38,019
3	Modesto, California	\$48,716	136,6	\$35,663
2	New York-White Plains-Wayne, NY	\$62,887	\$177.8	\$35,370
1	MC Allen-Edinburg-Mission, Texas	\$30,460	87.2	\$34,931

Source: U.S. Census (2013)

So to speak, the growing importance of the Creative Economy and the spatial distribution of the Creative Industries will sustain the emergence of the City-based Civilization and the Coastal Finger Plan Configuration. Furthermore, the emergence of the New Networks of Cities for Geopolitics purpose will increase the diplomatic and geopolitics power of Cities compare to their Cities.

However, Cities will also concentrate both households with high and low income even if the emergence of the current Gradual Polycentric Configuration will favor the spatial dispersion of Wealth.

12.2. Gradual Polycentric Configuration and the spatial dispersion of Wealth.

The emergence of the Gradual Polycentric Configuration is also impacting the spatial distribution of Wealth. In fact, the shift of the Western countries (Europe and U.S) productive structure towards Tertiarization and the recent urbanization and industrialization of Asia particularly the Asian's emerging countries have increased the number of centa-millionaires in Europe, U.S. and Asia. In fact, according to Ledbury Research, by 2016, Western Europe will have 15,000 centa-millionaires while North America will account 21,000 centa-millionaires and Asia will have 26,000 centa-millionaires. On a country-by country basis, the U.S. will continue to dominate the spatial distribution of Wealth. In fact, by 2016, U.S. will account 17,100 while China will have 14,000 centa-millionaires. Furthermore, New-York and London will remain the global laboratory and key driver of the globalization.

As a result, the emergence of the Gradual Polycentric Configuration could be considered as a positive sum game that strengthens the Leadership and competitiveness of the U.S. In fact, U.S. was the top World's largest economies in 2010 and will become the 3rd World's largest economies in 2050 (cf. Table 7). Furthermore, as in 2010, U.S. will remain among the Top 10 of the Countries with high GDP per capita in 2050 (cf. Table 7).

However, Europe will need to improve its global competitiveness and performance throughout effective structural reform because it'll concentrate most of the Bottom 10 countries with lower economic growth in 2050 such France, Spain, Belgium, Germany, Italy, Netherlands, Switzerland and Sweden (cf. Table 7). (Furthermore, their performance is weakening the global competitiveness of the Western economies which seems to decline with the globalization. In fact according to Odile Jacob (1997), in 1950s, Western economies represented around 64% of World Gross Production. By 1980, this proportion had declined to 49%. Furthermore, according to some estimates, Western economies could represent only 30% of the World Gross Production in 2013.

As a result, if in 2010, they included U.S. some Asian's countries such as China, India and Japan, Some European's Countries such as Germany, Russia, France, UK and Italy and one country from South America (Brazil); in 2050, the World's largest economies will include U.S, some Asian's countries such as India, China, Indonesia and Japan , Only one European Country (Russia), Two countries in South America (Brazil and Mexico) and two countries in Africa (Nigeria and Egypt).

So to speak, there won't be any given Western Europe countries which will be considered as World's largest economies. Furthermore, most of the Countries with high economic growth in 2010 and 2050 will be located in Asia (India, Iraq, Bangladesh, Vietnam, Philippines, Mongolia, Indonesia, and Sri-Lanka) and in Africa (Egypt).

So to speak, the emergence of the Gradual Polycentric Configuration will lead to the positive sum game and a spatial dispersion of wealth and economic activities. U.S., Asia, Russia, South America and Africa will be the beneficiaries while Western Europe will need to improve its competitiveness and performance.

Furthermore, most of future World's largest Economies will be driven by their Coastal

Cities which will house their centa-millionaires and economic activities.

However, despite the concentration of economic activities, centa-millionaires and Wealth in Cities (Coastal), most of the current and future challenges of the globalization such as demographic challenges, pollution, natural disaster and climate refugees, migration and mobility, poverty, urban violence, structured inequalities and global war on terror and cyber-attacks among other could occur in **global melting and coastal cities and require the emergence of New Personalized and Sustainable Urban Model (NPSUM).**

Table 7: Spatial distribution of economic activities and wealth from 2010 to 2050.

Rk	The World's largest Economies				Economic Growth 2010-2050				GDP per Capita			
	2010		2050		The Top 10		Bottom 10		2010		2050	
	Country	GDP \$ trillion	Country	GDP \$ trillion	Count ry	%	Count ry	%	Country	\$ U.S	Country	\$ U.S
1	U.S	14.12	India	85.97	Nigeria	8.5	Spain	2	Singapore	56,532	Singapore	137,310
2	China	9.98	China	80.02	India	8	France	2	Norway	51,226	Hong Kong	116,639
3	Japan	4.33	U.S.	39.07	Iraq	7.7	Sweden	1.9	U.S.	45,511	Taiwan	114,093
4	India	3.92	Indonesia	13.93	Bangladesh	7.5	Belgium	1.9	Hong Kong	45,301	South Korea	107,352
5	Germany	2.91	Brazil	11.58	Vietnam	7.5	Switzerland	1.8	Switzerland	42,470	U.S	100,802
6	Russia	2.20	Nigeria	9.51	Philippines	7.3	Australia	1.7	Netherlands	40,336	Saudi Arabia	98,311
7	Brazil	2.16	Russia	7.77	Mongolia	6.9	Netherlands	1.7	Australia	40,525	Canada	96,311
8	U.K	2.16	Mexico	6.57	Indonesia	6.8	Italy	1.6	Austria	39,073	U.K	91,130
9	France	2.12	Japan	6.48	Sri-Lanka	6.6	Germany	1	Canada	38,640	Switzerland	90,956
10	Italy	1.73	Egypt	6.02	Egypt	6.4	Japan		Sweden	36,438	Austria	90,158

Source : Global Growth Generators, CITI Investment Research and Analysis, 2011

12.3. The Sustainability of the City-based Civilization and the emergence of New Personalized and Sustainable Urban Model (NPSUM)

The Sustainability of the City-based Civilization could be threatened by the current and future challenges of the Globalization such as demographic challenges, pollution, natural disaster and climate refugees, migration and mobility, poverty, urban violence, structured inequalities and global war on terror and cyber-attacks.

In fact, First of all, our global melting and Coastal cities are constantly threatened by natural disasters which include the floods, storms Tornadoes and droughts. According to OECD (2013), their costs have risen dramatically since the beginning of 1960s and have resulted annually in some 79,000 fatalities, and some 200 million people affected. For example, in 2012, Hurricane Sandy that costed about \$50 billion has hit New York which is considered as the main "Laboratory of Globalization" and the key driver of U.S. and the global economic activities. We can't also underestimate the impact of the Hurricane Katrina that costed approximately \$ 30 billion in 2007 on the one hand and Hurricane Andrew that destroyed 38 facilities and caused economic losses to \$ 30 billion in 2000 prices in 1992 on the second hand on U.S coastal cities and states.

As a result, the growing importance of the natural disasters could require a build of a **Coastal Cities with risk and natural disaster aversion.**

Secondly, recently, most of our Western global cities have been targeted by terrorist attacks that are threatening our Personal and Corporates safety and security on the one hand and weakening Cities' economic growth drivers such as confidence, diversity, mobility, proximity and transaction. One of the most costly terrorist attacks has been the one of September 11th, 2001 in New York. In fact the loss of this attack is about 3,000 deaths. Furthermore, loss of physical assets amounted to over U.S. \$ 15 billion. For example rescue and clean-up amounted to some \$ 11 billion. Lower Manhattan lost approximately 30% of its office space and scores of businesses disappeared. Some 200,000 jobs were destroyed and security costs have risen.

Since this period, Western Countries have intensified their global war on terror in order to secure our Cities and population. As a result, since almost 13 years (from 2001 to 2013), we did not have any attacks like the one of September 11th in U.S. and in the whole Western Countries.

However, recently, we faced new categories of terrorist attacks such as "Lonely wolf attacks" and the Cyberattacks and Cybercrime.

Both intensify the threat on confidence, proximity, and mobility, agglomeration and market effects, transaction including e-transaction and Creative people preference and life style on the one hand and are more expensive than the other category of terrorism. For example, Cyberattacks and Cybercrime threaten our entrepreneurship, innovative and creativity ability because they target the Business plan of our corporates, our innovation process, the long term project of our corporates, and our strategic data such as personal data including the one on health. By doing so, Cyberattacks and Cybercrime could threaten the whole existence of our Networked and Digitized society and decrease (annihilate) the profitability of our digital investments. Furthermore, the "Lonely wolf attacks" that seem to be dangerous and complex as enemy is coming from inside and is unidentified threaten "Diversity" which is becoming a key input of the innovation process on the one hand and the determinant of the location choice of the Creative people on the second hand.

As a result, all those categories of terrorism could threaten the global performance and competitiveness of the Creative Economy which is sustaining the Networked and Healthiest City-based Civilization and require the build of the **Zero Insecurity Cities**. Furthermore, this need of Zero Insecurity Cities could be intensified with the emergence of the "**Productivity growth driven economy**" in our Western Countries that is accelerating the eviction of the unskilled labor force from the labor market on the one hand and is leading to high unemployment rate and structured inequalities that produce cultural, direct and structured violence.

Thirdly, the industrialization (and reindustrialization) and urbanization (and re-urbanization) of the Western Countries that have been accelerated since the 18th and the rapid industrialization and urbanization of the developing countries have intensified the loss of species and biodiversity on the one hand and decreased the agricultural land.

In return, the loss of species and biodiversity could threaten our health and food security and safety. In fact, according to recent findings, 80% of the World's population relies upon natural medicinal products. Furthermore, of the top 150 prescription drugs used in the U.S., 118 originate from natural sources: 74% from plants, 18% from fungi, 5% from bacteria, and 3% from one vertebrate (snake species). Moreover of the top 10 prescription medicines, 9 originate from natural plants products. However, many species and biodiversity are threatened with extinction. In fact, according to OECD (2013), around 12% of biodiversity, 25% of mammals, and at least 32% of amphibians are threatened with the extinction over the next century. Furthermore, humans may have increased the rate of global extinctions by up to 1000 times the "natural" rate typical of Earth's long term history. Moreover, in U.S., 735 species of plants and 496 species of animals are listed as endangered species on the one hand and 11

species of plants and 74 species of animals are proposed for listing.

As a result, humans may have decreased the ability of the nature to guarantee our health over time. Furthermore, plants used for food have been hardly hit. Although humans ate around 10,000 plants species in the past, today's diet is based on just over 100 plant species, a dozen of which represent 80% of human consumption, and four of which (rice, wheat, maize and potatoes) provide more than half of our energy requirements. In fact, according to OECD (2013), China has lost 90% of the wheat varieties it had 60 years ago while Mexico lost 80% of its corn varieties and India 90% of its rice varieties. Furthermore, in the developed countries, agricultural land area has decreased since the 1990s. Furthermore, the U.S. has lost over 90% of the fruit tree and vegetable varieties it had at the start of the 20th century. In Spain, the number of Melon varieties has gone down from nearly 400 in early 1970s to a dozen.

As a result, the nature of post-industrial urbanization has been considered as doubly parasitic and unsustainable (Kamil Khan Muntaz, 2011) and could require the build of New Personalized and Sustainable Urban Model which puts emphasis on the rise of the "Natural capital productivity" (Natural capitalism) on the one hand and favor the emergence of the "**Zero Waste Cities**" on the second hand.

Fourthly, the reindustrialization of the Western countries featured by U.S. second industrialization and the emergence of the Lithium and renewable energy based automobile on the one hand and the rapid urbanization and industrialization of the developing countries could increase the risk of pollution in Cities. In fact, according to UNEP (2011:20), cities will account for 60-80% of global energy consumption and 75% of carbon emissions.

As a result, the reindustrialization of the Western countries and the rapid urbanization and industrialization of the developing countries could require the build of **Zero carbon and Zero Energy Cost Infrastructures and Housing Cities** in order to reduce the waste of the natural resource and improve the quality of life in Cities.

Those above threats, provide the empirical evidence of the potential risk of failure of City-based Civilization (Daniel Hoornweb and Perinaz Bhada).

That's why there's a need of building Zero Carbon, Zero Waste, Zero Insecurity and Zero Injustice and Zero Energy Cost Housing and Infrastructure Cities with risk and natural disaster aversion in order to increase the productivity of the natural capital and guarantee the Sustainability of the City-based Civilization.

12.4. Conclusion

The shift of our productive structure towards Tertiarization featured by the growing importance of the "Professional services", the rapid urbanization of the developing countries, the extension of the Patient-Centered Care Model to the current 7 billion patients and potential patients of the World, the digitization and the internationalization of the U.S. educational and training services and the growing importance of the agglomeration and market effects on the one hand and the Creative People with strong preference for urban amenities, soft factors and cultural and digitized goods and services on the second hand are favoring the emergence of the **City-based Civilization** featured by the concentration of the World Population and the economic activities in Cities and the Gradual Polycentric Configuration.

The Gradual Polycentric Configuration will lead to the positive sum game and a spatial dispersion of wealth and economic activities. U.S., Asia, Russia, South America and Africa will be the beneficiaries. Furthermore, this positive sum game will tend to strengthen the Leadership and competitiveness of the U.S. However, Western Europe will need to reform deeply their productive structure in order to remain competitive and survive.

Meanwhile, the current and future challenges of the Globalization that are occurring in **global melting and coastal cities** such as demographic challenges, pollution, natural disaster and climate refugees, migration and mobility, poverty, urban violence, structured inequalities and global war on terror and cyber-attacks could threaten the Sustainability of the City-based Civilization. That's why I've Suggested the emergence of the "Zero Waste-Zero Carbon-Zero Injustice-Zero Insecurity and Zero Energy Cost Housing, Corporate and Infrastructure" Cities with risk and natural disaster aversion in order to increase the capacity of Cities of driving the global economies, progress, creativity and well-being on the one hand and rise the natural capital productivity.

XIII. The Five Zero Cities with risk and natural disasters aversion and Natural Capitalism

According to Mike Kennedy and Jeff Wilson (2009), human cannot live without nature because it provides medicinal products for health, raw materials, food, and ecological services such as fresh drinking waters, air, and solar energy.

Then, the Sustainability of our City-based Civilization is mainly based upon the capacity of the natural capital sustaining the human's life over long period of time (Eternity).

However, there's a need of considering a natural capital as limiting factor in economic development. In fact, according to the "**Biological life cycle**", nature and all its components have life cycle. The intensive use and waste inherent from human's activity without any optimal period of renewable could lead to its extinction.

That's why the shift of our productive structure towards Sustainability is favoring the rise of natural capital productivity in order to increase the capacity of the nature of sustaining our City-based Civilizations.

13.1. The awareness of the natural capital as limiting factor in economic development.

This awareness of the natural capital as limiting factor in economic development has resulted from the above challenges of globalization such as natural disasters and their costs, the unequal distribution of the natural capital, the growing importance of the Creative People with a strong preference for urban amenities and soft factors, the integration of the urban amenities and soft factors into the Personal medical treatment by the PCCM, the unsustainable and rapid urbanization and industrialization of the emerging countries and rapid diffusion of positive and/or negative ecological externalities at the global level. In fact, according to Daniel P. Loucks and John S. Gladwell (1999), "perhaps what has pushed the concept of Sustainability into public's conscience more than any other factor is the growing awareness of **the global scale of many environmental impacts associated with our economic activities**. In fact, what people do to the rain-forests of Brazil or Cambodia can affect those living in China and North America, and indeed, the consumption of the coal, oil, and wood for energy and North America will influence the decision of resource managers living in Brazil and Cambodia.

As a result, the unequal distribution of the natural capital and the management of the global biodiversity on the one hand and the ecological impact of the rapid urbanization and industrialization of the developing countries on the second hand are becoming a matter of global security, Peace, stability and Sustainability.

By doing so, the global **biodiversity could be considered as Global Public Goods. Their production, distribution (diffusion of positive and/or negative ecological externalities), consumption, management and preservation are requiring a global unity and a global collaborative and cooperative framework in order to accelerate the shift of our taste, preference and life style towards a Sustainability-based taste, preference and life style on the one hand and favor the emergence of the Five Zero cities with risk and natural disaster aversion on the one hand and guarantee the sustainability of the Creative Economy and the City-based Civilization on the second hand.**

13.2. Theoretical approach of the awareness of the Natural Capital as limiting factor in economic development and Natural Capitalism

During the predominance of the "Agro-based and Industry-based economies", the "Human-made capital" was considered as limiting factor into the economic development while the "**Natural Capital**" was seen as **unlimited factor into the economic development**.

So to speak, for almost 6,000 years, we've allocated all our efforts including the educational and training system to the rise of the "Human capital productivity".

Furthermore, despite the overwhelming contribution of the natural capital to economic growth and development, few researches in endogenous growth theories have been made on the role of natural capital in economic development while Joseph Fisher (2002) has found that economies that have greater endowment of natural resources must surely have a much better chance of attaining higher economic growth rates and prosperity than relatively resource-poor economies. Moreover, according to Edward B. Barbier (1999), few researches have been made on the assessment of resource scarcity on innovation and technological change.

As a result, we know that natural capital is important for our human's life but we never assess and analyze its life cycle (the life cycle of the nature).

Empirically speaking, we're aware that the abundant natural capital of the U.S has played an important role into our industrialization and urbanization since the 15th century. However, we did not build any endogenous growth theories which could assess exactly and accurately the contribution of U.S. natural capital to our global competitiveness and performance. Furthermore, we're not sure if this available natural capital could sustain our City-based Civilization over a long period of time. That's why we need to embedded into an evolutionary and gradual approach in order to deepen our understanding of the life cycle of the different component of the biosphere and find out whether the current natural capital is able to sustain the human's life over long period of time.

13.2.1. The Market-based approach of the natural capitalism

The consideration of the natural capital as limiting factor in economic factor has favored the emergence of the Market-based approach of the Natural capitalism.

According to this approach, market could rise effectively the natural capital productivity on the one hand and guarantee effective and rapid diffusion of the ecological externalities at the local and global level. Furthermore, it could match effectively the environmental constraints with the economic and business opportunities. In fact, Paul Hawken, Amory Lovins and L. Hunter Lovins (2012), the natural capitalism describes a future in which business and environmental interests increasingly overlap, and in which businesses can better satisfy their customers' needs, increase profit and help solve environmental problem all at the same time. By doing so, natural capitalism could play an important role into the emergence of the "Sustainable Brands" on the one hand and increase the production, distribution and consumption of the "Sustainable goods and services" on the second hand. Furthermore, in the same time, it could maximize the utility of the Creative people by improving the quality of their life. Moreover, as Territory-based activity, the growing importance of the Natural capitalism could also rise the physical, human, cultural, social and spiritual capital.

By doing so, natural capitalism could increase the ability of the City to attract and retain creative people and increase the growing importance of the Creative Economy. Furthermore, it could provide some new economic and business cycles that offer high profit, growth, employment and investment opportunities. In fact, according to Costanza et al. (1997), the annual global value of ecosystem services is between \$17 trillion and \$ 54 trillion, with a most likely value of \$ 33 trillion that represents 1.8% of the global GNP. Furthermore, the

value of the pollination services from wild pollinators in the U.S. alone is estimated at four to six billion dollars per year.

Furthermore, the emergence of the U.S. Zero Waste and Zero Carbon Cities which aims at annihilating the risk of pollution while improving the quality of local biodiversity could increase the demand of incinerators for Waste recyclable purpose. In fact, according to Matt Hale, Even Mayor and Nicholas Themelis (2010), there's a great need for US cities to build more clean incinerators.

This increasing demand could boost the incinerators industries. Furthermore, it could integrate our Cities into **Global Waste Recyclable Network** (GWRN) in order to extend the product Life Cycle of our obsolete carbon goods and service to the second tiers, third tiers and fourth tiers market.

Moreover, this market-based approach of the natural capitalism could require the use of a multidisciplinary approach and intensify the intra and inter sectorial externalities and deal efficiently with the environmental issue. In fact, according to Barbier et al. (1994), the overwhelming need of the Multidisciplinary approach will be inherent from the complex environmental management problems our current world is facing such as biodiversity loss, climate change, and the spread of biological invasions and infectious diseases.

So to speak, the Market-based approach of the Natural capitalism could increase effectively the natural capital productivity on the one hand and increase the growing importance of the Creative Economy. Furthermore, it could offer high profit, growth and productivity growth opportunity. Moreover, it could increase the growing importance of the Multidisciplinary approach on the one hand and Network Cities on the second hand. However, Natural capitalism needs to be embedded into an evolutionary and gradual approach.

13.2.2. An evolutionary and gradual approach of the natural capitalism.

In its emerging stage, the awareness of the natural capital as limiting factor in economic development should focus on the identification, assessment and promotion of the natural capital. For example, some recent studies state that in 1996, there were 2.2 ha per person of biologically productive land on the planet. A total of 12.6 billion ha, covering $\frac{1}{4}$ of the earth's surface that include 3.3 billion ha forest land, 3.3 billion ha fishing grounds, 4.6 ha billion grazing land, 1.3 billion ha cropland and 0.2 billion ha build-up land. Furthermore, according to the Millennium Ecosystem Assessment (2013), about 7,000 species of plants and several hundred species of animals have been used for human food consumption at one time or another.

However, the intensive agricultural activities on the one hand and rapid urbanization and industrialization have tended to reduce dramatically the biologically productive land on the planet on the one hand and increase the extinction of species and plants for consumption. For example, according to OECD (2013), for nearly all OECD countries, agricultural land area has decreased since the 1990s.

That's why; it's relevant to constantly and continually assess the biologically productive land on the planet and the other biodiversity.

Beyond the assessment of the biologically productive land on the planet, it's also relevant to assess the biodiversity, water and species. For example, it should be relevant to put emphasis on the pollination services as one third of human food comes from plants pollinated with wild pollinators. Empirically speaking, currently, over than 100,000 different animal species, including bats, bees, flies, moths, beetles, birds, and butterflies, provide free pollination services.

Rising the natural capital productivity should imply the need of accelerating the shift away from the oil-based energy to the solar and renewable energy on the one hand and accelerating the digitization of the global productive structure on the second hand in order to preserve the global forestry. In fact, first of all, the adoption of ICTs by consumers, corporate and government reduce dramatically the consumption of paper. Secondly, the adoption of renewable energy will reduce the use of wood for fuel purpose. In fact, according to the Millennium Ecosystem Assessment (2013), wood fuel provides more than half the energy used in developing countries. And even in industrial countries such as Sweden and the U.S., wood supplies 17% and 3% of total energy consumption respectively.

In sum, the awareness of the natural capital as limiting factor in economic development is recent in economic literature. Lesser researches particularly the endogenous growth theories have put emphasis on the contribution of the natural capital to the economic growth. However, the emergence of the natural capitalism which is considered already as future economic revolution will offer high profit, growth, productivity growth, investments, employment and research opportunities. Meanwhile, to effective, the natural capitalism will need to be integrated into an evolutionary and gradual approach and focuses on the assessment of water (sea), the biologically productive land on the planet and other biodiversity. Furthermore, this assessment of the Natural capital could be accelerated with the miniaturization of the micro-processor, “Big data”, the cloud-based infrastructures and services, the geolocalization and the Broadband, Robotic and Blue revolutions. Moreover, this emerging stage requires an Effective change Management Strategy and Cultural Diplomacy in order to annihilate the cultural barriers to its acceptance and take into account the uniqueness and specificity of local biodiversity and biosphere.

13.2. Natural Capitalism as a matter of Culture and Cultural Diplomacy.

Natural capitalism needs to be considered as matter of culture and cultural diplomacy because it implies radical cultural change which requires an effective change management and cultural dialogue. In fact, culturally speaking, there’s different perception of nature according to the “Society life cycle”. Most of the time, in the low and middle income countries most of the (or culture) focused on the “Spiritual and sacred” approach of the nature. In fact, according to Millennium Ecosystem Assessment (2013), many cultures attach spiritual values to ecosystem or components such as tree, a hill, river or grove; thus loss or damage to these components can harm social relations.

However, this “Spiritual and sacred” approach seems less important in the high-income countries which focus on the economic, growth, profit, investment, medical, well-being, research, employment and development opportunities that offer of the natural capital. Recently, the movie “**Avatar**” has put emphasis on this opposition within the **pros and cons spiritual and sacred approach of Natural capital**.

So to speak, there’s a growing need of changing individual preference in the low, middle and high income countries in order to mix economic efficiency with social fairness and preference for ecological sustainability.

As a result, Natural capitalism could become a matter of Culture and Cultural Diplomacy featured by, cultural dialogue, effective cultural management and a constant and continual change of individual preference. For example, in low, middle and high income countries, citizens will need to become **simultaneously homo economicus, homo communicus and homo naturalis** in order to promote cultural and biological diversity on the one hand and build a peaceful world throughout the annihilation of cultural conflict risks on the second hand.

Homo economicus provide efficiency (efficient allocation of resource and willingness to

pay); Homo communicus favors the emergence of social fairness (social inclusion, social cohesion and justice) and homo naturalis provides a preference for ecological sustainability.

This shift of individual preference towards simultaneous homo economicus, homo communicus and homo naturalis preference is been accelerating with the growing importance of the Creative Economy and Creative people.

13.3. Natural Capitalism and Creative People

Creative people could be considered as homo economicus, communicus and naturalis simultaneously. First of all, they're considered as homo economicus because their skills, competencies, taste and preference and high income that includes their high marginal propensity to consume and save, sustain the current consumer driven economy (cf. section 5). Secondly, they're considered as homo communicus and homo naturalis because their preference for soft factors such as "Tolerance, Openness, Diversity, Freedom, Security, Peace, quality of life, biodiversity and cultural goods and services implies social fairness and preference for ecological sustainability.

For example, diplomatically speaking, the demand of urban amenities and soft factors such as "Tolerance, Freedom and Openness" could increase the growing importance of the promotion of Cultural diversity. In fact, according to Florida (2004), creative class members have a non-conformist life style that combines disciplined work ethics with hedonist values. He assumes that creative people are attracted to tolerant and open-minded regional societies that offer a diversity of people with different cultural and ethnical backgrounds. Furthermore, according to R.A. Boschma and Fritsch (2007), creative class attaches great values to urban facilities and small-scale cultural services such as cinemas, bars, museums, art, galleries, restaurants, and trendy shops. Moreover, they consider "diversity as an integral component of their innovation process.

As a result, the share of foreign born people which is used as proxy for the degree of open-mindedness, tolerance, cultural diversity and openness to new ideas and newcomers (Florida, 2004) will be integrated into the Creative People Utility maximization program.

Then, Creative People will become co-producer and co-owner of the local Cultural Diplomacy Strategy and Project on the one hand and favor social fairness and Sustainability.

By doing so, Creative people could accelerate the shift away from the consideration of the Natural Capital as unlimited factor in economic development to the consideration of the Natural Capital as limiting factor in economic development.

Moreover, they could boost the economic, scientific, cultural, artistic, architectural and ecological creativity that is required for effective Natural Capitalism. In fact, Creative people play specific role in **creativity and innovation** throughout their use of synthetic, analytic and symbolic knowledge bases (Asheim and Hansen ,2009) and their **productive role** is entirely dedicated to **stimulate and supervise innovation** (Carter, 1994).

As a result, the preference of the Creative People featured by the mix of homo economicus, homo communicus and homo naturalis preference could sustain effectively the Natural Capitalism and favor an effective change management and Cultural Diplomacy.

Those preferences have also stimulated the emergence of Flexible and Adaptable Tertiariized and Sustainable Urbanization Model (**FATSUM**) that has sustained the build of **Zero Carbon, Zero Waste, Zero Insecurity and Zero Injustice and Zero Energy Cost Housing and Infrastructure with risk and natural disasters aversion.**

At the supply side, Creative people are considered as **changing agents** because of their great capacity of perpetuating, institutionalizing and anticipating change on the one hand and their Flexible Identity on the second hand. In fact, according to Sascha Brinkhoff and Scott Bollens (2006) have found that, **Creative Industries are perceived as role models in the**

restructuring process of economic and societal organization. In fact, new institutional forms of creative and knowledge based production, vertical disintegration, flexible specialization, and new forms of distribution and commercialization of products with shorter product cycles may become common in other parts of economic production have emerged in Creative Industries.

Then, the Creative Industries could be considered as the cornerstone of the Personalization and the driver of the 21st century production revolution featured by the growing importance of the Global Production Network on the one hand and the intra-industry and intra-branch trade on the second hand.

As a result, the demand and supply sides of the Creative Economy (Creative People and Creative Industries) are providing an effective framework that is restructuring and transforming the whole society featured by the shift towards **Sustainability** and the emergence of **Healthiest and Networked City-based Civilization**.

Both of them (Sustainability and Healthiest and Networked City-based Civilization) could be become a matter of Culture and Cultural Diplomacy because all of their key drivers such as Natural capitalism require cultural dialogue, radical change of individual preference and effective cultural management.

XIV. Sustainability and Healthiest and Networked City-based Civilization as a matter of Culture and Cultural Diplomacy.

Sustainability and Healthiest and Networked City-based Civilization need to be considered as a matter of Culture and Cultural Diplomacy because all of their key drivers such as the Personalization of the production, distribution and consumption which sustains U.S. second industrial revolution, the Personalization of the economic development process, the emergence of the PCCM and the integration of soft factors and urban amenities into Personal medical treatment, the digitization of the global productive structure, the Natural capitalism, the growing importance of the creative people with strong preference for urban amenities and soft factor, the internationalization of the educational and training services, the urbanization and industrialization of the developing countries, the deindustrialization and re-industrialization of the Western Countries and the emergence of the Five Zero Cities with risk and natural disasters aversion could require cultural dialogue, radical change of individual preference and effective cultural management on the one hand and the annihilation of all the cultural barriers to Sustainability on the second hand.

U.S. Cultural Diplomacy could reach that goal by putting emphasis on some forwards initiatives and key determinants of effective cultural management such as “Education-advertising and pressure” in order to favor the evolution of taste, preference, life style, skills and competencies towards Sustainability-based and digitized taste, preference, life style, competencies and skills.

14.1. Forward approach of cultural diplomacy and Effective Change Management.

Cultural Diplomacy implies the use of “culture” for diplomatic purpose. In fact, first of all, We could use of Creative goods and services such as professional services in order to influence and/or improve the image and market, resource and knowledge seeking strategies of a given country at home and abroad. Secondly, We could use the Creative Industries to favor the promotion cultural and biodiversity diversity on the one hand and resolve cultural conflicts on the second hand.

However, this approach could be considered as afterward approach of Cultural diplomacy because it does not take into account the key determinants of the global competitiveness of the Professional services and the market, resource and knowledge seeking strategies such as education, skills and competencies on the one hand and preference and taste of consumer on the second hand.

That’s why; I’ve decided to put emphasis on the “**Forward approach of the Cultural Diplomacy** that puts emphasis on the key determinants of Effective Change Management such as “Education-Advertising-Pressure”.

By doing so, those determinants could improve US global competitiveness and market, resource and knowledge seeking strategies throughout the acceleration of the evolution of taste, preference, life style, skills and competencies towards Sustainability-based and digitized taste, preference, life style, competencies and skills on the one hand and the emergence of the Healthiest and Networked City-based Civilization on the second hand.

Furthermore, those determinants could play an important role into U.S. Cultural Diplomacy because they could favor cultural dialogue and radical change of individual preference on the one hand and annihilate of all the cultural barriers to Sustainability on the second hand.

14.1.1. Education, Effective Change Management and Cultural Diplomacy

Education is one of the key drivers of the “Forward approach of Cultural Diplomacy” because it favors an Effective Change Management on the one hand and is considered as cornerstone of the Culture-based and knowledge-based Economy.

In fact, First of all, Educational and training system favors and accelerates the evolution of the taste, preference, life style, skills and competencies throughout the constant and continual rise of productivity.

For example, on the supply side, the constant and continual rise of the productivity growth has favored the shift away from the predominance of the Agro-based and Industry-based economy to the current Service-oriented and Knowledge-based Economy which is increasing the growing importance of the Creative People, Creative Industries and Creative Economy.

Furthermore, U.S. Educational and training system **is favoring the emergence of Science, Technology-Engineering, Management and Marketing, Arts, Green, Digitized and Cultural (STEMAGDC) competencies and skills** which will sustain the emergence of Networked and Healthiest City-based Civilization and the shift of our productive structure towards Sustainability throughout the constant and continual improvement of U.S. **scientific, economic, cultural, artistic, ecological and architectural creativity.**

Furthermore, by doing so, U.S. educational and training system has built the framework which is favoring an Effective Change Management because it matches the competencies and preference life cycle with the spatial-temporal evolution of the productive structure on the one hand and annihilates cultural barriers to Sustainability and anticipates any further cultural conflicts risks on the second hand.

Secondly, on the demand side, this constant and continual rise of productivity has also increased the consumer’s income on the one hand and favored the emergence of the Consumer-driven Economy. Furthermore, according to the Pyramid of Maslow, this constant and continual rise of productivity has favored the emergence of high-income consumers with high marginal propensity to consume high added value “Tertiaries’ goods and services”.

As a result, both demand and supply sides are accelerating the evolution of our taste, preference, life style, competencies and skills towards Sustainability-based and digitized taste, preference and life style competencies and skills on the one hand and are favoring the promotion of the cultural and biological diversity throughout the strong preference of the Creative People for biodiversity and Regional culture of Tolerance-Openness and Diversity.

Furthermore, the emergence of the Student-Centered Model could tend to improve competitiveness and performance of this forward approach of Cultural diplomacy throughout the recent findings of the Neuroscience, the Personalization of the learning and training process on the one hand and the growing importance of the social media, Mobile-based technologies and services, e-Marketing, e-Publishing and e-Advertising on the second hand.

14.1.2. Advertising, Effective Change Management and Cultural Diplomacy

Advertising could also be considered as one of the key drivers of an Effective Change Management because it could shape our beliefs, taste, preference and life style. In fact, Moons, Wesley G., Diane M., Garcia-Marques and Teresa (2009) have found that more something is repeated to you, more you’ll believe it. Furthermore, according to Ziad El-Hady (2013), as well showing us products, adverts also present us with values, ideals and social standards. They draw upon major personal themes such as beauty, happiness, love, companionship, sex and self-image in a positive but realistic light to promote their product.

As the result, the constant and continual repetition of “Advertisings” that target the key drivers of the Sustainability-based and digitized taste, preference, life style, competencies and

skills could accelerate the evolution of our taste, preference, life style, competencies and skills towards Sustainability-based and digitized taste, preference and life style competencies and skills on the one hand and accelerate the shift of our productive structure towards Sustainability.

This contribution of Advertising is improving and increasing with the growing importance of the Generation Y, Consumer-Centered Model (Consu-actor), Student-Centered Model, Big Data, Cloud computing, social media and Mobile-based technologies and services, e-Marketing, e-Publishing and e-Advertising. In fact, advertising spending is growing in the World (cf. Table 1 and 2). ZenithOptimedia (2013) forecasts global ad recovery to accelerate from 4.1% of growth in 2013 to 5.6% in 2015 (cf. Table 1). Geographically speaking, U.S. remains the World's largest ad market (cf. Table 1); however, advertising spending is growing fastest in the Asia/Pacific region (cf. Table 1&2).

Digital technologies and space are playing an important role into this rise of the advertising spending. In fact, according to ZenithOptimedia (2013), Internet advertising will grow by 14.6% in 2013, while traditional media will grow by 1.7%. Furthermore, Online video and social media to help drive 20% annual growth in internet display over the next three years internet advertising to exceed combined newspaper and magazine total in 2015.

As a result, the frequency of advertising/per is exploding. In fact, Ziad El-Hady (2013) has found that taking into account the average hours of TV viewing, radio listening, newspapers/magazine reading, internet surfing, public street and transport use; common estimates range from around 250 advertisings per day on the conservative side, to 3,000 and above.

Furthermore, this growing importance of advertising spending and frequency is increasing the capacity and responsibility of the "Advertisers" and corporates to influence consumer's preference. In fact, according to the recent findings of Neuroscience which focus on Image, Sound and Movement representation, the intensive and constant and continual repetition of any further information increase our ability of integrating this information in our subconscious and conscious on the one hand and adopting and reproducing it on the second hand.

However, this growing importance of advertising spending and frequency is also increasing the power of the Consu-actors to become the co-producer and co-owner of corporates' Brands and advertising strategy. Furthermore, these adoption co-production and co-ownership have been increased recently with the recent development of **Neuromarketing** that focuses on the scientific measurement of pleasure and satisfaction.

As a result, the growing importance of advertising spending and frequency on the one hand and the overwhelming importance of the Creative People with strong preference for Urban amenities and soft factors such as Regional Culture of Tolerance, Openness and Cultural and Biological diversity could accelerate the evolution of our taste, preference, life style, competencies and skills towards Sustainability-based and digitized taste, preference and life style competencies and skills on the one hand and favor the emergence of the Healthiest and Networked City-based Civilization on the second hand. Furthermore, they could accelerate the adoption of the CSR and LCAs tools and methodology by Corporates on the one hand and sustain the Market-based and consumer driven economy on the second hand. Moreover, this **complementarity within Advertising and Neuroscience** could improve the well-being of Creative People particularly the Yuppies, Dinks and Gen Y on the one hand and annihilate all the Cultural barriers to the Sustainability in the Forward initiatives while preventing any further cultural conflicts in the second hand.

By doing so, the growing importance of advertising spending and frequency of Corporates that have adopted the CSR and the LCA tools and methodology on the one hand and overwhelming importance of the Creative People with strong preference for Urban amenities

and soft factors such as Regional Culture of Tolerance, Openness and Cultural and Biological diversity could lead to an Effective Change Management on the one hand and be a driver of an Effective Cultural Diplomacy on the second hand.

In that case, change becomes a fruit of an endogenous process and evolutionary and gradual approaches that annihilate the need of pressure for change.

Table 1: Advertising Expenditures by Regions					
Major Media (new papers, magazines, Televisions, Radio, Cinema, Outdoor, Internet)					
U.S. \$ million, Current prices- Currency conversion at 2011 averages rates					
	2011	2012	2013	2014	2015
North America	165,086	171,937	177,897	185,779	194,666
Western Europe	109,244	106,815	107,066	109,126	111,549
Asia/Pacific	132,131	140,151	147,912	156,713	167,410
Central & Eastern Europe	26,153	26,716	28,367	30,449	32,858
Latin America	35,282	37,991	41,780	45,549	49,835
Middle East & North Africa	4,155	4,198	4,313	4,412	4,521
Rest of the World	9,508	9,505	10,332	11,422	12,848
World	481,560	497,312	517,668	543,450	573,686

Source: ZenithOptimedia 2013

Table 2: Advertising Expenditure Growth by region					
Major Media (new papers, magazines, Televisions, Radio, Cinema, Outdoor, Internet)					
Year-on-Year change %					
	2011 v 10	2012 v 11	2013 v 12	2014 v 13	2015 v 14
North America	1.8	4.1	3.5	4.4	4.8
Of which America	1.6	4.3	3.5	4.4	4.7
Western Europe	2.3	-2.2	0.2	1.9	2.2
Asia pacific	5.7	6.1	5.5	5.9	6.8
Excluding Japan	10.6	7.9	8.0	8.6	9.1
Central and Eastern Europe	8.2	2.2	6.2	7.3	7.9
Latin America	10.3	7.7	10.0	9.0	9.4
Middle East and North Africa	-14.9	1.0	2.8	2.3	2.5
Rest of the World	7.0	0.0	8.7	10.5	12.5
World	3.8	3.3	4.1	5.0	5.6

Source: ZenithOptimedia 2013

Growth in adspend by regional bloc (2013v2012)	
	Adspend growth (%)
Peripheral Eurozone	-4.0
Northern and Central Europe	0.8
Japan	1.4
Middle East and North Africa	2.8
North America	3.5
Advanced Asia	4.0
Catch-up Asia	9.9
Latin America	10.2
Eastern Europe and Central Asia	11.7

14.1.3. Pressure, Effective Change Management and Cultural Diplomacy

Pressure is not the best option for change in democracy because change needs to be the fruit of an endogenous process. Furthermore, every human is free to make his own choice and decide to change or not. Moreover, forcing someone to change could bring frustration, humiliation, radicalization and resistance to change and promotion of cultural and biological diversity.

That's why no one has to be forced to any further change.

However, empirically speaking, the majority of people don't like change and tend to stay within their safe zones and could be hesitant to change (Sygue, 2007). Meanwhile, if pressure needs to be used for an Effective Change Management, it needs to influence and sustain the Personal commitment of people to change.

For example, endogenously speaking, Creative people as an "agent of change" are bringing change naturally speaking to their environment. Furthermore, the personalization of the production, consumption and distribution processes and the Personalization of the economic development that have favored the emergence of the Citizen-Centered and People-Centered Model on the one hand and the emergence of the Student-Centered, Consumer-Centered and Patient-Centered Care Model on the second hand have increased and improved People commitment to effective change. This commitment has been improved with the growing importance of the social media, E-government services, Mobile-based Technologies and service, e-Marketing, e-Advertising and e-Publishing on the one hand and the line-management and the Collaborative and Cooperative framework on the second hand.

At the supply side, the complexity of the Corporate's value chains featured by its slice up of at the global level on the one hand and the growing importance of the Global Production Networks and intra-industry and intra-branch trade on the second hand could be considered as pressure on Corporate that accelerates the evolution and improvement of the Corporate 7 S (Shared Values, Strategy, Structure, System, Style, Staff and Skills) and favors the rationalization of the Corporates value chain's. In fact, by applying the Chaos theory to Business situation, David Levy (1994) shows how a small disruption to the complex supply chain could make the chain highly volatile and impose significant cost on the organization. This volatility and complexity have been increased with the dramatic reduction of product, market and technology life cycle, the growing importance and overexposure of the natural disasters and risks in media, the growing importance of the Creative People with a strong preference for urban amenities and soft factors on the one hand and strong demand for Sustainable, Creative, Cultural and digitized goods and services, the adoption of CSR and LCA tools and methodology, and the need of **traceability and transparency** into the global trade and production networks and the intensification of the global competition.

In order to improve their global competitiveness and performance, corporates have located their down and middle streams activities on the one hand and most routinized and mechanized activities on the second hand in the low cost countries while concentrating on their core competencies (upstream activities) and locating their headquarters in the high income countries.

By doing so, Corporates become the driver of the **GloCalization** and include the promotion of the cultural and biological diversity into the market, resource and knowledge seeking strategies. Furthermore, by hiring exclusively Creative People for their upstream activities and for the growing importance of the productivity growth driven economy, they integrate cultural and biological diversity on the one hand and Tolerance and Openness on the second hand as an integral component of their innovation process. Moreover, by adopting the ICTs, CSR and LCA tools and methodology, Corporates play an important role into the rise of the natural capital productivity.

As a result, the complexity of the Corporates' environment and the pressure are becoming the drivers of the Effective Change Management and Cultural Diplomacy.

However, according to Kotter's Eight Step Change Model, this shift needs to be embedded into an evolutionary, gradual and procedural approach (Rose, 2002; Chapman, 2006) because, in Corporate, it could take enough time to change effectively Corporate's 7 S.

14.1.4. Conclusion

The **Forward approach of the Cultural Diplomacy** needs to put emphasis on the "Education-Advertising-Pressure" because they favor the emergence of the Sustainability-cultural and digitized based taste, preference, life style, skills, competencies, and Corporates 7 S. By doing so, it's favoring an Effective Change Management and accelerating the shift of our Productive structure towards Sustainability. Furthermore, by doing so, it's also sustaining the growing importance of the social media, E-government services, Mobile-based Technologies and service, e-Marketing, e-Advertising and e-Publishing, the line-management and the Collaborative and Cooperative framework and .the personalization of the production, consumption and distribution processes and the Personalization of the economic development that have favored the emergence of the Citizen-Centered and People-Centered Model on the one hand and the emergence of the Student-Centered, Consumer-Centered and Patient-Centered Care Model on the second hand.

We could find a complementary effects within the forward approach of diplomacy and the afterward approach because simultaneously, Creative Industries such as Educational institutions and Advertising industries and free web startups and Arts industries could favor the emergence of Sustainability, digitized and cultural based taste, preference, life style, skills and competencies on the one hand and be a driver of Effective Change Management and Cultural diplomacy on the second hand.

14.2. The contribution of Creative Industries to the Cultural Diplomacy

Arts industries could be used for diplomatic purposes. In fact according to Carol Balassa (2008), currently, U.S. film distribution program is reflecting a new approach to the use of U.S. motion picture expertise for public diplomacy purposes. Furthermore, according to Philip Adams, a country that makes a film like *star wars* deserves to rule the world.

As a result, movies could be used for a public diplomacy and geopolitics purposes. Furthermore, it could favor the cultural dialogue throughout the promotion of cultural and biological diversity. In fact, according to Carol Balassa (2008), past U.S. film distribution programs, have relied largely on using selected motion pictures to tell our story as a mean of improving foreigners' perception of the United States and extending U.S. democracy values, U.S. history and life style to the world while remaining open to other culture.

However, **the current outreach program conveys respect for different cultures and at the same time provides support for local artists and business leaders to take greater control over their cultural policies, an issue whose importance was clearly manifest in references to "cultural sovereignty"**. Furthermore, it used to listen and offer foreigners the opportunity to tell their own story.

By doing so, U.S. outreach program is empowering and personalizing local cultural industries on the one hand and rise the local cinema entrepreneurial and favor the integration of the local arts industries (local cinema's industries) into the global cinema's industries production, distribution and consumption networks on the second hand. **Furthermore, it's preserving the local cultural identity (local collective memory and identity) and increasing its chance of surviving** in the context of cultural competition. In that case, U.S. film distribution

program could preserve weak culture from extinction and destruction and extend the play the cultural identity life cycle approach which considers the cultural identity as a living entity which is called to emerge, grow and reach the maturity stage. How It could decline and disappear it could not survive.

That's why, U.S. film distribution program aims at providing filmmakers from diverse cultures with an understanding of market realities and the expertise and opportunity to distribute and market at home and abroad the films they produce on one hand and is intending to protect the nascent cultural and creative industries of the foreign countries during their emerging and growth stage on second hand.

Furthermore, according to the US Department of State "Global Initiative" (2006), a number of current professional development programs for foreign filmmakers are focusing on the production, or creative, aspects of filmmaking-screen writing, acting, directing, filming and editing. For example, MPAA's Latin America offices have organized a series of programs, including a Film Production and Screenwriting Training Program. Furthermore, the AFI, in alliance with several US government agencies, currently sponsors the "20/20" project under the Global Cultural Initiative, designed to bring foreign film directors in contact with their American counterparts. Moreover, according to Carol Balassa (2008), US motion picture studios have recently announced partnership agreements with film studios in India, Hong Kong, Germany, France, and Abu Dhabi, among others.

All those initiatives could favor the cultural dialogue on the one hand and favor the promotion of cultural and biological dialogue. Furthermore, they could increase U.S. ability of empowering weak cultures and protect and preserve the indigenous culture. In fact, according to Carol Balassa (2008), instead of distributing American films in an effort to compete with locally produced product, U.S. studios are currently partnering with local filmmakers to create indigenous films, in the local language, designed to appeal primarily to citizenry of the country of origin.

Moreover, those initiatives could intensify the annihilation of fear, frustrations and misunderstanding inherent from U.S. dominance of arts industries and favor the approval of U.S. global leadership in the World. In fact, according to Carol Balassa (2008), "at a time when so many nations fear a loss of cultural identity, and couple that fear with resentment of what is perceived to be self-serving, unilateral U.S. action, a professional training in film distribution that provides foreigners opportunities to make their story known may be small, but constructive, first step in mitigating the perception that the United States is concerned with the views and sentiments of others".

Furthermore, U.S. film production and distribution programs could offer the opportunity to the U.S. to finance non-U.S. content movies (Carol Balassa, 2008). In fact, previously according to Bonnie Richardson, Harry Potter is completely British; author, actors, location of the filming, and probably the vast majority of technical staff as well. The only thing that was American was the company that funded and distributed the production internationally. It was the same case for "*Un Long Dimanche de Fiancailles*" which is one hundred French films, although released by Warner Pictures (Carol Balassa, 2008).

As a result, Creative Industries particularly Cinema's Industries are been used as key drivers of U.S. public and the afterward approach of U.S. cultural diplomacy. Furthermore, they're sustaining the Personalization of the local economic development and the global competitiveness and performance of the Local Hospitality Industries throughout the identification, the assessment, preservation and the promotion of the local cultural assets and the architectural heritage on the one hand and the promotion of Cultural Dialogue and the **avoidance of the loss of collective memory and identity** in short, middle and long term on the second hand.

The overwhelming importance of the Creative Industries to the forward approach and

afterward approach Cultural Diplomacy on the one hand and their contribution to the shift of our productive structure towards Sustainability on the second hand are favoring the emergence of the Sustainability as a matter of Culture and Cultural Diplomacy.

14.3. Sustainability and the Networked and Healthiest City-based Civilization as matter of Culture and Cultural Diplomacy.

Sustainability and the Networked and Healthiest City-based Civilization need to be considered as Matter of Culture and Cultural Diplomacy because all of their key drivers such as the Personalization of the production, distribution and consumption which sustains U.S. second industrial revolution, the Personalization of the economic development process, the emergence of the PCCM and the integration of soft factors and urban amenities into Personal medical treatment, the digitization of the global productive structure, the Natural capitalism, the growing importance of the creative people with strong preference for urban amenities and soft factor, the internationalization of the educational and training services, the urbanization and industrialization of the developing countries, the deindustrialization and re-industrialization of the Western Countries and the emergence of the Five Zero Cities with risk and natural disasters aversion could require cultural dialogue, radical change of individual preference and effective cultural management on the one hand and the annihilation of all the cultural barriers to Sustainability on the second hand.

14.3.1. Sustainability is a Matter of Culture and Cultural Diplomacy (SaaMoCaCD)

The shift of our productive structure towards Sustainability is offering high growth, profit, investment, employment opportunities throughout the Personalization of the production, distribution and consumption which sustains U.S. second industrial revolution, the Personalization of the economic development process, the emergence of the PCCM and the integration of soft factors and urban amenities into Personal medical treatment, the digitization of the global productive structure, the Natural capitalism, the growing importance of the creative people with strong preference for urban amenities and soft factor, the internationalization of the educational and training services, the urbanization and industrialization of the developing countries, the deindustrialization and re-industrialization of the Western Countries and the emergence of the Five Zero Cities with risk and natural disasters aversion.

However, those opportunities could differ from one country to another. In fact, the high-income countries could accelerate the shift of their productive structure towards Sustainability more quickly than the middle and low income countries because of the high level of our physical, human and social capital. In fact, according to OECD (2013), about 60% of the World's infrastructure stock is located in the high-income countries, 28% in the middle income countries and 12% in the low-income countries.

Furthermore, it's much easier to shift a productive structure towards Sustainability after a given period of Tertiarization even if the intensification of the digitization of the global economy could accelerate the shift away from the predominance of an Agro-based and/or Industry-based economy to the Service-oriented and Knowledge-based Economy.

For example, it'll be much easier to shift the Western Countries' productive structure towards Sustainability more quickly than the Middle and Low Income Countries because over than 70% of the GDP comes from the service sector while only one third of the value added of China exports originates from services (OECD, 2013). Furthermore, the concentration of the middle classes in the developing countries which will reach 80% of the World's middle classes in 2030 (OECD, 2013) won't increase their ability of producing and consuming high

price and added value Sustainable goods and services. Moreover, Sustainability is offering more jobs opportunities to the high-income countries than the Middle and low income countries. For example, according to the recent study of the Brookings Institution titled “Sizing the clean economy” that emphasizing the evolution of the Clean Tech Sustainability (CTS) jobs creation in U.S., in 2010, CTS companies and institutions employed 2.7 million workers nationally, almost twice as much as the bioscience industry and more than 50% of total IT jobs in the nation.

As a result, High-income countries will have competitive advantage in rising their natural capital productivity than the Middle and Low income countries despite the concentration of the natural capital in those countries on the one hand and the misunderstanding on the spiritual and sacred approach of Natural capital on the second hand.

Furthermore, Sustainability needs to be embedded into an evolutionary and gradual approach on the one hand and be considered as a matter of Culture and Cultural Diplomacy on the second hand in order to take into account the economic, social, political, cultural and natural capital gaps within the High, Middle and Low income countries and remove all the Cultural barriers to Sustainability. Furthermore, it would be relevant to consider the emergence of the Networked and Healthiest City-based Civilization as a matter of Culture and Cultural Diplomacy in order to take into account the urban amenities gaps and urban cultural differences within the Low, Middle and High Income Countries during the adoption and extension of the “Zero Waste-Zero Carbon-Zero Injustice-Zero Insecurity and Zero Energy Cost Housing, Corporate and Infrastructure Cities” with risks and natural disaster aversion on the second hand.

14.3.2. Networked and Healthiest City-based Civilization as a matter of Culture and Cultural Diplomacy.

The emergence of the Networked and Healthiest City-based Civilization on the one hand and the Natural capitalism on the second hand are favoring the emergence of new **Cultural era** featured by “Everything as a **Matter Of Culture And Cultural Diplomacy**” (**EMOCACD**)”. In fact, most of their drivers such as the Personalization, urbanization and industrialization of the developing countries, reindustrialization and re-urbanization of U.S. featured by the launch of U.S. second Industrial Revolution and the emergence of the Lithium and Renewables based automobile, the emergence of the Five Zero cities with natural disasters and risks aversion and the global war on terror and cybercrime are favoring the **adoption of new Sustainability-based Urban Culture** on the one hand and are requiring an Effective Change Management and Cultural Diplomacy on the second hand.

As a result, in order to annihilate all the cultural barriers to the emergence of the Networked and Healthiest City-based Civilization, the New Sustainability-based urban culture will need to focus **first of all**, on the radical systemic and structural change required by the emergence of the Lithium and Renewables based automobile in the High-Income countries. In fact, our Western civilization is considered as an “Automobile-based Civilization”. So to speak, the emergence of a **new automobile life cycle** such as the one of the Lithium and Renewables Energy based automobile could require an evolution of the taste, preference, life style, skills and competencies **towards Sustainability-based taste, preference, life style, skills and competencies**.

However, this radical systemic and structural change will need to be embedded into an evolutionary and gradual approach because we can’t change almost **260 years** (from 1750 to 2010) of None Renewable Energy based Automobile culture which began since the Industrial Era (1750) until now within two weeks or 20 years.

That’s why; it’ll be relevant for the **new Sustainability-based Urban Culture** to put

emphasis on the emergence of the **Zero Waste, Zero Carbon and Zero Energy Cost Infrastructure and Transportation facilities on the one hand and the build of required competencies and skills on the second hand** in the next 50 years (from 2013 to 2073).

In the **second time**, the New Sustainability-based urban culture will need to focus on the adoption and extension of the **Flexible and Adaptable Tertiariized and Sustainable Urbanization Model (FATSUM)** featured by the emergence of the “**Zero Waste-Zero Carbon-Zero Injustice-Zero Insecurity and Zero Energy Cost Housing, Corporate and Infrastructure Cities**” with risks and natural disaster aversion”.

Thirdly, the New Sustainability-based urban culture will need to focus on the constant and continual rise of the city’s Natural Capital productivity in order to improve the quality of life and reduce the risk of pollution.

Fourthly, the New Sustainability-based urban culture will need to focus on the adoption of ICTs and LCA tools and methodology by consumers, Corporate and Government in order to sustain the emergence of the Patient-Centered Care Model and the Citizen-Centered and People-Centered Development Model on the one hand and reinforce the local Government to Citizen and Citizen to local Government Confidence and trust on the second hand.

In the **fifth time**, the New Sustainability-based urban culture will need to focus on the adoption and commitment to the Sustainability-based urban culture because, during the past decades, the misunderstanding and resistance to the urban culture have nourished terrorism. In fact, the recent studies of the global value chains of terrorism and the targets of terrorists in Western Countries have shown that terrorism is mainly a matter of cultural difference because most of the time, terrorists tend to target the key drivers of our Networked and Healthiest City-based Civilization such as urban facilities (transportation facilities including trains, plane, airport, metro) on the one hand and the key drivers of Urban economic dynamism such as mobility, proximity, diversity, urban beliefs, taste, preference and life style, transactional facilities and Personal and Corporates’ safety and security on the second hand.

Then, the global war on terror will need to take into account the cultural gap and favor the promotion of cultural dialogue throughout the emergence of a multidisciplinary approach and a collaborative and cooperative framework. By doing so, Cultural Diplomacy will need be considered as an integral part of the Global war on terror. Furthermore, as a matter of culture and Cultural Diplomacy, Global War on terror will need to be considered as well as booster of Scientific, Economic, Cultural, Artistic, Ecologic and Architectural Creativity.

14.3.3. Conclusion

Sustainability and the Networked and Healthiest City-based Civilization have favored the emergence of new **Cultural era** featured by “**Everything as a Matter of Culture and Cultural Diplomacy**” (**EMoCaCD**)”. Because all of their key drivers such as the Personalization of the production, distribution and consumption which is sustaining U.S. second industrial revolution, the emergence of the PCCM and the integration of soft factors and urban amenities into Personal medical treatment, the digitization of the global productive structure, the Natural capitalism, the growing importance of the creative people with strong preference for urban amenities and soft factor, the internationalization of the educational and training services, the urbanization and industrialization of the developing countries, the deindustrialization and re-industrialization of the Western Countries and the emergence of the Five Zero Cities with risk and natural disasters aversion are requiring cultural dialogue, radical change of individual preference, effective cultural management and the annihilation of all cultural barriers to Sustainability and the emergence of the Networked and Healthiest City-based Civilization.

However, this radical systemic and structural change has been embedded into an

evolutionary and gradual approach in order to change almost **260 years** (from 1750 to 2010) of None Renewable Energy based Automobile culture which began since the Industrial Era (1750) until now.

That's why; it has become relevant for the **New Sustainability-based Urban Culture** to put emphasis on the adoption and extension of **Flexible and Adaptable Tertiariized and Sustainable Urbanization Model (FATSUM)** featured by the emergence of the “**Zero Waste-Zero Carbon-Zero Injustice-Zero Insecurity and Zero Energy Cost Housing, Corporate and Infrastructure Cities**” with risks and natural disaster aversion”.

Furthermore, the New Sustainability-based urban Culture has focused on the constant and continual rise of the city's Natural Capital productivity in order to improve the quality of life and reduce the risk of pollution on the one hand and include Cultural dialogue and Cultural diplomacy into the global war on terror on the second hand. Moreover, it has focused on the digitization of the global productive structure and the adoption of the LCA tools and methodology in order to sustain the emergence of the Patient-Centered Care Model and the Citizen-Centered and People-Centered Development Model on the one hand and reinforce the local Government to Citizen and Citizen to local Government Confidence and trust on the second hand.

As a result, this New Sustainability-based Urban Culture could be embedded into the New Personalized and Sustainable Urban (NPSUM) and sustain U.S. Personalized Development Model.

15. U.S. Personalized Development Model (U.S.P.D.M)

U.S.P.D.M is an aggregate Model that gathers all the models and framework which sustain the Personalization process and U.S. second industrial revolution.

The Personalization process includes the Personalization of the local economic development process, the Personalization of the production, distribution and consumption, the Personalization of the Personal medical treatment and the Personalization of learning and training system. In return, those different categories of **Personalization have favored the emergence of the Human-Centered, Citizen-Centered and People-Centered development models, the Patient-Centered Care Model (PCCM), Consumer-Centered (consu-actor) and Student-Centered Models** and the Local Hospital Industry the **Local Hospitality Industry** that increases city's ability of attracting and retaining creative people in order to become a “Creative City” while preserving and promoting the uniqueness and specificity of local biodiversity and biosphere, Cultural assets, Architectural heritage and settlement history. By doing so, U.S.P.D.M could favor the economic, social, cultural, politic, and diplomatic and geopolitics emancipation of Cities and increase the growing importance of the Networked City-based Civilization.

In the second time, The Personalization process has favored the emergence of the New Personalized and Sustainable Urban (NPSUM) which has favored the emergence the Five Zero Cities with a natural disaster and risks aversion on the one hand and sustained the emergence of the Sustainability-based Urban Culture. This urban model has put into place the effective and efficient framework which will sustain the Lithium and Renewable Energy Automobile-based Revolution (Electric vehicle Revolution) and the New Economic Revolution featured by the emergence of the Natural Capitalism.

In the third time, the Personalization process is sustaining the second digital revolution featured by the growing importance of Cloud Computing, E-governance strategy, Big Data, geoscience (geolocalization), the Mobile-based Technologies and services revolution and the miniaturization of the micro-processor.

By doing so, First of all, U.S. Personalized Development Model aims at specializing

the U.S. into the production of the high added value Tertiariized, Sustainable, Creative, Digitized and Cultural goods and services throughout the constant and continual rise of the Human, Social, Physical, Natural, Cultural and Spiritual Capital productivity. In return, this constant and continual rise of productivity will increase the growing importance of the Scientific, Economic, Cultural, Architectural, Ecologic and Artistic Creativity on the one hand and offer high profit, growth, employment, investments, urbanization, industrialization, development and well-being opportunities at local and global level on the second hand. Furthermore, this constant and continual rise of productivity will sustain the “Productivity growth hypothesis” and accelerate the outsourcing and offshoring of the down and middle stream activities in the low cost countries on the one hand and accelerate the reduction of the complete annihilation of the low and middle income labor force from our productive structure in the long term. Empirically speaking, OECD (2013), has estimated that by 2050, will have 80% of the World middle class in the developing countries and only 20% of the them in the developed countries. Moreover, this constant and continual rise of productivity will accelerate the evolution of our competencies, skills, taste, preference and life style towards the “Sustainability-based competencies, skills, taste, preference and life style and accelerate shift of our productive structure towards Sustainability and sustain the emergence of the Networked and Healthiest City-based Civilization.

As a result, first of all, U.S.P.D.M will increase the growing importance of the Creative People, Creative Industries and Creative Economy and improve the global competitiveness of U.S. Infrastructures and Professional services. Furthermore, U.S.P.D.M could sustain U.S. global Competitiveness and Leadership for two coming centuries (from 2000 to 2200) while guaranteeing the global Prosperity, Sustainability, Stability and Peace. Moreover, U.S.P.D.M could sustain the forward and afterward approach of diplomacy and put emphasis on the fact Leadership requires an effective framework and could be personalized.

16. The Personalization of U.S. global Leadership

Leadership has always been embedded into a specific and unique context. In fact, historically speaking, during the **Medieval Era** (from 500 to 1500 AD), Greece, Rome and Spain were considered as Leaders of the World. This period was featured by the rise of the religion and the last of the Barbarian invasion. Their effective leadership was based upon the growing importance of Wisdom and thinking for the Greece; military force and religion for the Roman and trade and exploration for the Spain.

During the **Renaissance Era** (from 1500 to 1750 AD), Portugal, France and Netherlands became the leaders of the World. This period was featured by the rise of nationalism and the rebirth of learning and rise of Science. Leadership was mainly based upon gold accumulation. However, the Leadership of France was featured by the global competitiveness of its diplomacy and the one of Netherlands by the growing importance of its international trade.

During the **Industrial Era** (from 1750 to 1900), U.K. became the leader of the World. This period was featured by the rise of realism (rationality), the industrial revolution (the First Industrial Revolution), the emergence of the None Renewable Energy based automobile, the emergence of the “Coastal Industry-based City Model”, the acceleration of the industrialization and urbanization of the Western Countries and the launch of the emerging stage of the democratization process.

During the **Mechanized Era** (from 1900 to 1950), **U.S. became the Leader of the World**. The period was featured by the launch of the growth stage of the democratization process, U.S. first industrial revolution that has implied **the development of “Mass Culture”** and the Depersonalization of production, distribution and consumption processes featured by

the mass production inherent from the Fordism.

During the **Information Era** (from 1950 to 2000), U.S. has continued to lead the World. This period was featured by the launch of the first “Digital Revolution (advent of internet), the Tertiariation of U.S. productive structure featured by the growing importance of the Service-oriented and Knowledge-based economy, the emergence of the **Globalization culture** and the “**Production revolution**” featured by the slicing up of the U.S. corporate value chain’s at the global level and the growing importance of the intra-industry and intra-branch trade.

As a result, **we notice that each strategic epoch of the humanity has been sustained by unique and specific context and Leadership. Then, we could Personalize Leadership according to an evolutionary and society life cycle approach.** Furthermore, we could notice for example that Western nations have played an important role into the World’s political, economic, diplomatic, cultural, scientific and social emancipation. In fact, they’ve invented democracy, the Christianity, industrial city model that has favored the urbanization and the industrialization of the global productive structure among other.

Moreover, according to the projection of the Personalization of Leadership, Western, particularly U.S. will continue to lead the World for the two coming centuries (from 2000 to 2200). This global leadership and competitiveness will be structured and framed by U.S. Personalized Development Model which will sustain first of all the emergence of **the Biotech, Nano, Cultural, Green and Blue Era**, the shift of our productive structure towards Sustainability the emergence of the Networked and the Healthiest City-based Civilization, U.S. second Industrial and digital revolutions featured by the different models of the Personalization process and the emergence of the Lithium and Renewable based Automobile on the one hand and the launch of “Cloud Computing, Big Data and the Broadband and Mobile-based Technologies and Services Revolutions” on the second hand. Furthermore, U.S.P.D.M will launch of the third democratization cycle featured by the maturity stage of the democratization process and the extension of the democracy MinMax strategy at the global level.

This framework will provide a global collaborative and cooperative framework and project which aims at sustaining U.S. global leadership while guaranteeing the Global Prosperity, Stability, Sustainability, Security and Peace throughout the predominance of the “Service-oriented and Knowledge-based Economy”, “Culture-based, Natural-based and Green Economies” and the U.S. competitive advantage into the production of higher added value Sustainable, Creative, Cultural, Digitized and Ecological tertiary goods and services on the one hand and the constant and continual rise of Economic, Scientific, Cultural, Artistic, Architectural and Ecological Creativity throughout the emergence of new business, economic, competencies, product, market and technology life cycles.

For example, the emergence of “Zero Carbon Cities” could favor the emergence of the Nano-Bio-Technologies (NBT) and Electric Vehicles Revolutions (EVR) and increase the production and consumption of the **Lithium and renewable energy based products and services**. Furthermore, NBT and EVR could increase the demand of Lithium and Renewable Energy based Automobiles (LREA) on the one hand and could favor the emergence of Zero Energy Cost Housing and Infrastructures on the second hand. Moreover, the emergence of the Five Zero global Cities with natural disasters and risks aversion could accelerate the structuration of the space into “Zero carbon, Zero Waste, Zero Insecurity and Zero Energy cost Road, Rail, Port and Airport Networks” .

As a result, the Personalization of U.S. global competitiveness and leadership for the next two coming centuries will continue to increase the overwhelming importance of Creative People, Creative Industries and Creative economy in U.S. economic growth on the one hand and their contribution to the Effective Change Management and Cultural Diplomacy to the

second hand.

17. The contribution of the Creative People, Creative Industries and Creative Economy to the Personalization of U.S. Global Leadership.

The Personalization of U.S. global leadership which is mainly sustained by the U.S. Personalized Development Model is increasing the ability of the Creative People to be and remain the key drivers of U.S. global competitiveness and leadership for the two coming centuries on the one hand and the cornerstone of an Effective Change Management and Cultural Diversity on the second hand.

For example, their artistic and cultural creativity is considered as ones of the essential input of U.S. global competitiveness and leadership. **In fact, according to Philip Adams, a country that makes a film like *star wars* deserves to rule the world.** Furthermore, David Waterman (2005) has found that there's US dominance in the international motion picture marketplace without any counterpart on the one hand and that the American supremacy in the world trade of movie products is not unique; but in economic terms, it is an extreme, as well as a very significant case on the second hand. Moreover, Gordon Hanson and Chong Xiang (2009) found that United States has competitive advantage in tradable services, due to the country's abundant supply of workers (either native or foreign born) with advanced degrees (computer scientists, engineers, lawyers, MBAs) or specialized skills (actors, musicians, recording technicians, screenwriters), which information and professional services use intensively.

As a result, the Economic, Scientific, Cultural, Ecologic, Artistic and Architectural Creativity of U.S. Creative People are sustaining the Personalization of U.S. global leadership and competitiveness and are guaranteeing U.S. and the Global Prosperity, Sustainability, Security, Stability and Freedom. In fact, according to Jorge I. Dominguez (1997), on the academic side, U.S. neoliberal "Think Tanks" experts, and mentors (notably those of the economics and political science departments of the University of Chicago, the Massachusetts Institute of Technology, and **Harvard University**) have been very influential in shaping governments' business and market policies abroad, for example, in various Latin American countries. Furthermore, according to P. Carey (1990) and J. Marceau (1998), Leading U.S. business schools have formed strategic alliances with counterparts elsewhere in the world, founding international business schools biased towards U.S. business models, which then shape the practices of executives around the world.

By doing so, U.S. educational and training system has become the key driver of the evolution of U.S. and the global Citizens, Corporates and Governments taste, preference, life style, skills and competencies. U.S. educational and training system' Leadership and Performance has been improved recently with the intensification of the internationalization of U.S. educational service on the one hand and the global competitiveness of our Universities into the **STEMAGDC** competencies and skills which include **Science, Technology-Engineering, Management and Marketing, Arts, Green, Digitized and Cultural** competencies and skills on the second hand.

Furthermore, U.S. educational and training system' Leadership and Performance has also been sustained with the growing importance of U.S. management consulting firms which are playing an important role into the Americanization of the global business culture. In fact, according to A. Stiffler (1985), U.S. management consulting firms have also been vehicles for spreading U.S. managerial styles to other countries. Furthermore, according to Mel Van Elteren (2003), in the mid-1980s, some 700 of these firms were active in about one hundred countries, and their number has increased rapidly since then.

By doing so, the internationalization of U.S. management consulting firms' services has

put corporate at the heart of developing countries' economic growth and extended U.S. entrepreneurial model at the global level. Moreover, they contributed to the intensification of the extension of the Anglo-American managerial ideologies and practices which tend to dominate most of business education around the world.

As a result, U.S. educational and training system and U.S. management consulting firms' services could be considered as the cornerstone of U.S. Creativity framework which sustains the Personalization of U.S. global Leadership on the one hand and favors the evolution of U.S. and the global taste, preference, life style, skills and competencies towards digitized and Sustainability-based taste, preference, life style, skills and competencies. Furthermore, they're becoming the key drivers of an Effective Change Management and Cultural Diplomacy which are sustaining the shift of our productive structure towards Sustainability and the emergence of Networked and Healthiest City-based Civilization.

18. Conclusion

The shift of U.S. productive structure away from the predominance of the industry-based economy to the predominance of the service-oriented and knowledge-based economy has favored the shift away from the Depersonalization to the Personalization of the production, distribution and consumption processes.

At the supply side, the "Personalization" of the production process has increased the growing importance of the "Differentiation" and the "Niche" strategies that take into account **cultural, skills and competencies diversity into the production process.**

By doing so, the "Personalization" of the production process has enabled the adoption of the Cultural Diplomacy during the Networking of the Global Productive Structure featured by the emergence of the **Global Production Network (GPN)** which gathers networks of corporates with different Business Culture.

At the demand side, the "Personalization of distribution and consumption Processes" has increased the ability of the consumers to become the **co-owner and the co-producer of their own demand.**

This shift has favored the emergence of **the concept of "Consu-actor"** which is **boosting "e-commerce, e-Marketing, e-Publishing and e-Advertising"** which are mainly sustained by the "Digital Technologies and Space" on the one hand and the "Mobile-based Technologies and Services" on the second hand. Furthermore, the growing importance of the Personalization Process and the emergence of the Consu-actor have favored the shift of **power** from Business and Government to the Consumer, Patient and Citizen and stimulated the emergence of the Citizen-Centered and People-Centered Development Model on the hand and Consumer-Centered Model (consu-actor) on the second hand.

Moreover, the Personalization has also favored the shift away from "**Population-based medical and healthcare**" to the "**Patient Centered Care**". This model is offering a quality and cost-effective care throughout the growing importance of the Patient-actor and healthcare Multidisciplinary approaches. Furthermore, Patient-Centered care Model has improved the effectiveness of the Local Hospitality Industry on the one hand and has accelerated the urbanization and the shift of global productive structure towards Sustainability throughout the increasing demand of the urban amenities and soft factors into the Medical treatment of the patient on the second hand. Moreover, PCCM has increased social, cultural and spiritual capital productivity of the Healthcare Professionals throughout the emergence of the patient-actor on the one hand and the integration of the Multidisciplinary and Multidimensional approach into the Medical treatment on the second hand.

The management of the mass of data and information inherent from Personalization of the Medical treatment has increased the demand of Big Data which is boosting Creative Economy

and offering high growth, profit, and productivity growth, employment and investment opportunities. Furthermore, the Healthcare industries' investments in Big Data have accelerated the adoption of the Health ICTs and intensified the adoption and extension of the PCCM. In fact, Health ICTs has provided a **quality and cost-effective care** throughout the improvement of the efficiency of the healthcare service on the one hand and reduction of the cost of Health care service on the second hand. Furthermore, the adoption of the Health ICTs is improving the Patient Safety throughout the reduction of medical errors on the hand and is increasing the productivity of the Healthcare service professionals on the second hand. Moreover, the adoption of the Health ICTs has boosted the Creative economy throughout the increasing demand of the 3G and 4G infrastructures on the one hand and sustains the global competitiveness and leadership of U.S.

By doing so, the Personalization has launched a new Healthcare Revolution which is featured by the emergence of a Quality and Cost-effective care (PCCM) on the one hand and the integration of the urban amenities and soft factors into Personal medical treatment by PCCM. By doing so, PCCM could favor the emergence of a **“Healthiest and Networked City-based Civilization”** mainly sustained by the Natural Capitalism, the digitization of the global productive structure, the emergence of the Gradual Polycentric Configuration, the emergence of the Lithium and Renewable based Automobile and the emergence of Flexible and Adaptable Tertiariized and Sustainable Urbanization Model (FATSUM) that has favored the build of **Zero Carbon, Zero Waste, Zero Insecurity and Zero Injustice and Zero Energy Cost Housing and Infrastructure with risk and natural disasters aversion.**

Furthermore, PCCM could be considered as “Territory-based Activity” that increased **“Territory-based Capital”** productivity such as the rise of local human capital, physical capital, cultural capital, natural capital, social capital and spiritual capital productivity on the one hand and accelerated the dispersion of economic activities on the second hand.

As a result, by favoring the emergence of the **Human-Centered, Citizen-Centered and People-Centered development models, the Patient-Centered Care Model (PCCM), Consumer-Centered (consu-actor) and Student-Centered Models** and the Local Hospital Industry the **Local Hospitality Industry**, the Personalization of the local economic development process, the Personalization of the production, distribution and consumption, the Personalization of the Personal medical treatment and the Personalization of learning and training system have favored the emergence of **U.S. Personalized Development Model (U.S.P.D.M)** which is sustaining the Personalization of U.S. global Leadership for two coming centuries on the one hand and favors the evolution of U.S. and the global taste, preference, life style, skills and competencies towards digitized and Sustainability-based taste, preference, life style, skills and competencies.

Furthermore, **U.S. Personalized Development Model** has increased the growing importance of the Creative People into U.S. economic growth on the second hand. They include the Creative Core, Creative Professionals group and Bohemians group and are considered as skilled and talented people with high income and high marginal propensity to consume and save on the one hand and high scientific, economic, ecological, architectural, artistic and cultural creativities on the second hand.

Their strong taste and preference for urban amenities, soft factors, cultural and digitized goods and services has sustained the emergence of the consumer driven economy, the Cultural-based Identity, the Image and the Networked Society on the one hand and favored the promotion of the cultural and biological diversity on the second hand. Furthermore, this strong preference has increased the ability of a given City to become a “Creative City” and accelerated Personalization of the local economic growth and development process.

This Personalization of the local economic growth and development process has led to the emergence of new circular causality based upon the Creative People particularly the

Bohemians, Soft factors and Local Hospital Industry. Furthermore, this Personalization has increased the overwhelming importance of the **“Places” which has replaced** companies as the key organizational units in our economy because Creative People seemed to be mainly attracted by **places** characterized by tolerant and open climate to diversity, new ideas and new comers (Florida, 2002b, 30).

Furthermore, the preference and the growing importance of the Creative People have favored the emergence of the Forward Approach of Diplomacy’ which considers “Education, Advertising and Pressure” as key drivers of Effective Change Management and Cultural Diplomacy because they favor the emergence of the Sustainability-cultural and digitized based taste, preference, life style, skills, competencies, and Corporates 7 S. In fact, the U.S. educational and training system has put emphasis on the **STEMAGDC** competencies and skills which include **Science, Technology-Engineering, Management and Marketing, Arts, Green, Digitized and Cultural** competencies and skills in order to favor an effective change management on the one hand and favor the promotion of cultural dialogue on the one hand and cultural and biological diversity on the second hand. Furthermore, The constant and continual repetition of “Advertisings” in TV, Radio, newspapers/magazine, Internet and public street and transport use that target the key drivers of the Sustainability-based and digitized taste, preference, life style, competencies and skills could accelerate the evolution of our taste, preference, life style, competencies and skills on the one hand and favor Sustainability on the second hand. Moreover, the emergence of the Citizen-Centered and People-Centered Model on the one hand and the emergence of the Student-Centered, Consumer-Centered and Patient-Centered Care Model on the second hand have increased and improved People commitment to effective change. This commitment has been intensified with the growing importance of the social media, E-government services, Mobile-based Technologies and service, e-Marketing, e-Advertising and e-Publishing on the one hand and the line-management and the Collaborative and Cooperative framework on the second hand. Furthermore, the complexity of the Corporate’s value chains featured by its slice up of at the global level on the one hand and the growing importance of the Global Production Networks and intra-industry and intra-branch trade on the second hand could be considered as pressure on Corporate that accelerates the evolution and improvement of the Corporate 7 S (Shared Values, Strategy, Structure, System, Style, Staff and Skills) and favors the rationalization of the Corporates value chain’s.

By putting emphasis on Education, Advertising and Pressure, Creative People and Creative Industries has become the cornerstone of Effective Change Management and Cultural Diplomacy.

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