CALCULATE YOUR
FOOTPRINT COMPLEXITY SCORE

[Wilson Perumal & Company](#) developed the Footprint Complexity Score (FCS) to add a measure of quantification to an area that was previously relatively qualitative: the geographic complexity of a company's global footprint. Using the [Global Markets Complexity Index country groupings](#), the FCS quantifies the extent to which a company's operations have expanded into complexity groups different from where it originated. By assessing current geographic footprints, we can look at companies in the same industry and compare the geographic complexity of the portfolio and expansion strategies.

3 STEPS TO CALCULATE YOUR FCS

1 Count the number of countries in each [GMCI group](#) in which you operate. In our example, the company operates in 8 Group 1 countries and 10 Group 2 countries.

2 Next, calculate the percentage of operating countries that belong to each group. For example, if a UK-based company operates in 38 different countries, with 10 of those countries belonging to Group 2, then Group 2's percentage is 10 divided by 38, or 26%.

3 Finally, within each group, multiply the percentage of operating countries by how many "complexity steps" the group is from your company's originating complexity group. For example, Group 2 is 1 step from Group 1, hence that group's FCS contribution 26% x 1, or 0.26.

FCS CALCULATION EXAMPLE

Originating Country: UK, GMCI Complexity Group 1

GROUP	# OPERATING COUNTRIES	% OPERATING COUNTRIES	FCS (ORIGINATING GROUP—GROUP)%
1	8	21%	0
2	10	26%	0.26
3	0	0%	0
4	12	32%	0.96
5	3	8%	0.32
6	5	13%	0.65
7	0	0%	0
8	0	0%	0
			FCS: 2.2

FCS WATCHOUTS

Scores Don't Tell the Whole Story

FCS is an average, thus two companies with the same score can look very different when you examine the group mix: one company equally dispersed in Groups 1 and 8 and another equally spread across all groups yields the same score.

Originating Group Must be Consistent

The score does not allow easy comparisons of companies that originate in different groups. To ensure a credible comparison, ensure your peer set only contains companies headquartered in the same group. Fortunately, many multinationals are based in Group 1 countries.