



There are 4,500 firms that classify themselves as “research” companies in the US alone. Why start a new one?

We all know the world evolves but sometimes we fail to appreciate just how much and how fast. Think about the following changes in just the last few years:

	Then	Now
iPods	2001: launched in November 2001	2007: 51.63 million sold in FY 2007
Blackberrys	2001: 160,000 in use	2008: more than 12 million in use
M&A transactions	2001: Value of all M&A transactions USD 683 billion	2007: Value of all M&A transactions USD 4.5 trillion
Crude Oil	2002: average crude oil price USD 26.12 per barrel	2007: average crude oil price USD 73.20 per barrel
China's exports	2001: USD 266 billion	2007: USD 1.2 trillion

The pace and breadth of change today is driving fundamentally different market intelligence needs amongst corporations and investment firms. Businesses today need research that helps them:

- Make decisions under increasingly tight timelines
- Address complex questions with easily understood (but not superficial) answers
- Gain detailed local insight into foreign geographies
- Work with uncertain, vague, or ambiguous problems
- Present insights in a way that's compelling to the specific audience

Most external research providers have not been able to adapt to meet these changing needs, and most internal research organizations don't have the time or budget. To address this gap, after extensive dialog with clients of research and market intelligence, Monitor Group committed in 2006 to build the next-generation research and decision support firm – Grail Research.

Grail Research was created with the sole purpose of meeting the market intelligence needs of organizations in today's fast-paced, complex, global business environment. At Grail Research we organize around the following principles:

- **Business decisions often arise unexpectedly and need to be dealt with immediately; clients need partners who can help them when the need arises**

Grail Research can have a team up and running within 24 hours and will tailor research approaches to deliver information based on your timeline. We also offer same-day turnaround on basic information requests for our relationship clients.

- **Clients are strapped for time and need leverage; they can't afford partners that require too much hand-holding**

Our client service officers are experienced consultants who are successful because, just like your highest-performing team members, they are able to take ambiguous questions and, with a few brief (i.e., 15 minute) check-in conversations, deliver exactly the information you need.

▪ **Because you don't know what you don't know, the scope and direction research takes often needs to change as new information is uncovered**

Grail Research embraces uncertainty and structures projects to be flexible, allowing discovery and your feedback early in the research process to guide the approach, scope, deliverables and timeline moving forward. Unlike other firms, our Monitor Group management consulting heritage ensures a level of comfort with learning and adapting as projects unfold.

▪ **Data takes many forms and lives in many places; good research is about getting at the data wherever it resides**

Grail Research has expertise in a wide variety of research techniques. We take a multidisciplinary research approach for most projects to ensure we are gathering the right data and providing you with a complete, unbiased and validated perspective. For example, projects may begin with the review of reports and databases, then move to qualitative expert interviews before launching a quantitative survey.

▪ **Having a global business perspective is about more than having offices around the globe**

Critical to the success of a research project is the ability to synthesize and frame data in the global context in which you operate. To provide the global perspective you need, Grail Research has assembled a team of experts that understand the culture, language, business networks and regulatory environments of key countries and regions around the world.

▪ **Simple questions deserve easily understood answers, even if the process of arriving at the answer is complex**

While the success of a research project depends on the detailed data collection, analysis and intricacies that go on behind the scenes, you care most about synthesized answers communicated in a clear, concise, business-relevant manner.

▪ **Delivering value to clients doesn't happen without investment and hard work**

To truly be a next-generation research firm and help you meet the complex challenges of today's business environment requires new thinking about how to organize and operate. From our rigorous recruiting process to our unique project engagement model, proprietary technology and exclusive network of experts, Grail Research is aligned to deliver exactly the service experience, data and insights you need.

Grail works with clients in the way that best suits their demand for information and analytics. For clients with a constant demand for high quality market intelligence, we dedicate a team to support both recurring and ad-hoc information needs. For our project-based clients, we have a large team of experts to support projects as needs arise.

Grail Research has completed more than 50 projects in the past 3 months alone for clients in a wide range of industries addressing a broad set of business challenges. The majority of questions we address for clients require rapid information gathering across a range of geographies using multiple research techniques to assimilate and validate the answers we deliver. To learn more about Grail Research, visit www.grailresearch.com.

Facts about Grail Research:

- Founded in 2006 by Monitor Group, a leading strategy consulting and investment firm with US \$2 billion in assets under management and over 1,000 professionals in 30 offices around the world
- More than 200 employees in 7 offices: Cambridge, Chicago, Johannesburg, New York, Toronto, Beijing and New Delhi
- Global capabilities with experience conducting research in 100 countries and 35 languages; particularly strong capabilities in fast developing regions such as China, India, Brazil, Russia, the Middle East, and Africa
- Expertise in a wide variety of industries including Consumer Brands, High Tech/Telecom, Life Sciences, Media and Private Equity
- Research support for a broad array of business challenges, including competitive insight, customer experience & branding, customer analytics, investment & due diligence, market entry and product launch
- Optimized network of partners, experts and vendors to enable rapid turnaround on time-sensitive projects