



Foodservice Industry Trends in Emerging Markets

TABLE OF CONTENTS

About GLG Research	2
About Cornell's Emerging Markets Institute	2
Survey Overview	3
Survey Results	5

About GLG Research

GLG Research partners with organizations seeking efficient, targeted connections to insights. We provide access to primary research for a wide range of companies: financial and investment institutions, life science companies, the Fortune 1000 and entrepreneurs around the globe. Our extensive and rigorous compliance framework enables our clients' best practices—while we connect them to the most relevant insights.

About Cornell University's Emerging Markets Institute

At Cornell's Emerging Markets Institute in the Samuel Curtis Johnson Graduate School of Management, we provide thought leadership on the role of emerging markets – and emerging market multinationals – in the global economy. Our institute brings together preeminent practitioners and academics from around the world to create the premier research center on these rapidly developing markets.

Overview

Despite continuing challenges in the global economic environment, there is no denying the significant and sustained growth of the global foodservice industry, which is valued at \$ 2.55 trillion—with 65% of global spending growth now coming from emerging markets. For a stark perspective, look at the foodservice industry in China. The industry now encompasses over 6,500,000 food outlets and \$418 billion in spending. The implications of such examples of emerging markets growth have profound implications globally.

The ultimate challenge in approaching these opportunities is whether the foodservice industry will evolve in a similar manner within the emerging markets as has been the case throughout developed economies. For global food manufacturers, foodservice operators, distributors and wholesalers it is vital to gain an understanding of this.

With the view of tackling this topic, a team of Executive MBA students from Cornell University has partnered with GLG Research to undertake a global survey of 150 Foodservice professionals representing 14 countries. The primary objective of this survey is to gain insight on the differing approaches amongst various groups within the foodservice industry covering a number of topics such as:

- » What are the primary global growth drivers?
- » How do foodservice manufacturers, distributors and operators differ in their global outlook for the industry?
- » How are various market participants approaching to various market opportunities such as research and development and brand loyalty?

We are pleased to provide you a snapshot of these findings in the following report. We are grateful for the opportunity to work with GLG Research and their support on this project.

Operators

Emerging markets

- » Former Supply Chain Director, Corporate QSR Chain

Developed markets

- » Former VP, multi-unit restaurant franchise
- » Former CEO, multi-unit restaurant franchise
- » Current President, multi-unit restaurant franchise business,
- » Former COO, Corporate QSR Chain

Manufacturers

Emerging markets

- » Former CEO, food manufacturer
- » Current CEO, food manufacturer
- » Former EVP, global food manufacturer
- » Current VP, food manufacturer

Developed markets

- » Former SVP, global CPG manufacturer
- » Current Chief Procurement Officer, global CPG manufacturer
- » Former CEO, CPG manufacturer
- » Current CEO, global food processor
- » Current President, food processor

Distributors

Emerging markets

- » Owner, foodservice distributor

Developed markets

- » Former VP, foodservice distributor
- » Current VP, food supplier
- » Current COO , foodservice distributor
- » Current EVP, foodservice distributor
- » Former SVP, foodservice distributor

Cornell University Student Participants

Hari Gopal Challapalli
Guy Gresham
Scott Raffo

Sam Van
Mike Zani

Foodservice Industry Trends in Emerging Markets

Global Food Service Industry



Q1. In which food service industry segment do you have the MOST experience? (Please provide all other responses in this survey from the point-of-view of the selected option for this question)



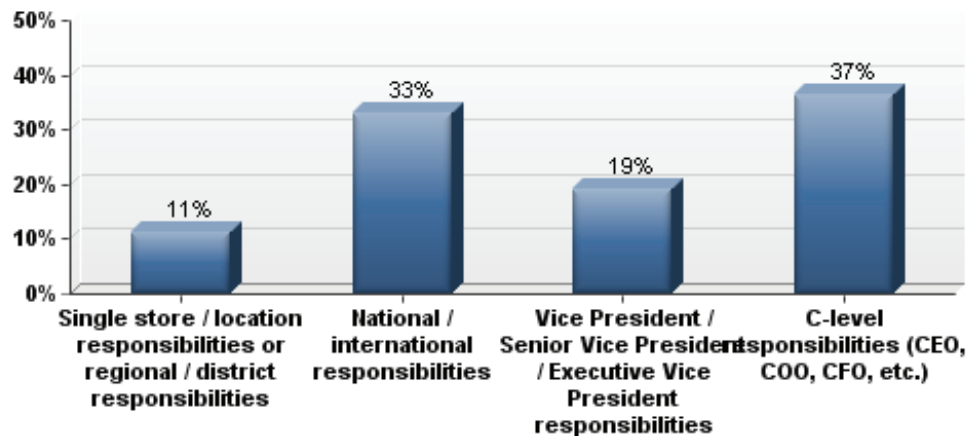
Foodservice Manufacturers	<div style="width: 48%;"></div>	48%
Distributors	<div style="width: 25%;"></div>	25%
Operators	<div style="width: 27%;"></div>	27%
Total		100%

Q2. In what country do you currently work?



Emerging Markets		64%
Developed Markets		36%
Total		100%

Q3. Thinking about all your years in the food service industry, what best describes been your highest level of oversight / responsibilities?



Q4. Please select the top 3 systemic factors that pose the greatest positive impact on influencing the growth of the food service business in your country.

	Foodservice Manufacturers	Distributors	Operators
Disposable income	66%	68%	67%
Growth in urbanization	36%	53%	31%
Demand for convenience in dining	34%	35%	56%
Macroeconomic factors	30%	15%	19%
Dining habits of 20-30 year olds	28%	47%	42%
Distribution & infrastructure	27%	26%	8%
Government policies	25%	26%	8%
Relative cost of food	20%	9%	31%
Women entering the workforce	13%	9%	11%
Technology	9%	9%	8%
Dining habits of 40+ year olds	6%	3%	14%
Geographical constraints	5%	0%	3%

	Emerging Markets	Developed Markets
Disposable income	67%	65%
Growth in urbanization	53%	11%
Demand for convenience in dining	36%	54%
Dining habits of 20-30 year olds	31%	44%
Government policies	30%	7%
Distribution & infrastructure	26%	19%
Macroeconomic factors	22%	20%
Relative cost of food	11%	33%
Women entering the workforce	8%	13%
Technology	6%	13%
Geographical constraints	5%	0%
Dining habits of 40+ year olds	1%	20%

Q5. To your best estimate, in 2-3 years, what would you envision to be the weight of the following channels in terms of total sales volume in your country, across the entire food service industry? Enter the % of total sales volume for each channel. Responses should add up to 100%.

Emerging Markets				
	Min Value	Max Value	Average Value	Standard Deviation
QSR	0	60	20.96	10.99
FSR	0	71	20.58	12.71
Education	0	30	7.75	5.88
Hotels & lodging	0	30	10.68	6.3
Workplace	0	35	8.17	6.17
Pubs & bars	0	20	6.15	4.49
Cafes	0	30	6.45	5.07
Institutions	0	40	7.3	6.18
Travel industry	0	37	7.35	6.01

Developed Markets				
	Min Value	Max Value	Average Value	Standard Deviation
QSR	10	100	30.2	15.1
FSR	0	35	18.26	8.86
Education	0	20	6.78	4.55
Hotels & lodging	0	30	10.31	6.15
Workplace	0	15	5.07	3.7
Pubs & bars	0	30	8.78	6.91
Cafes	0	25	6.63	4.96
Institutions	0	30	7.37	6.35
Travel industry	0	20	6.02	4.53

Q6. Do you see a trend with fast food chains increasing menu offerings for various 'dayparts' in order to attract customers at non-peak times outside of breakfast, lunch or dinner?

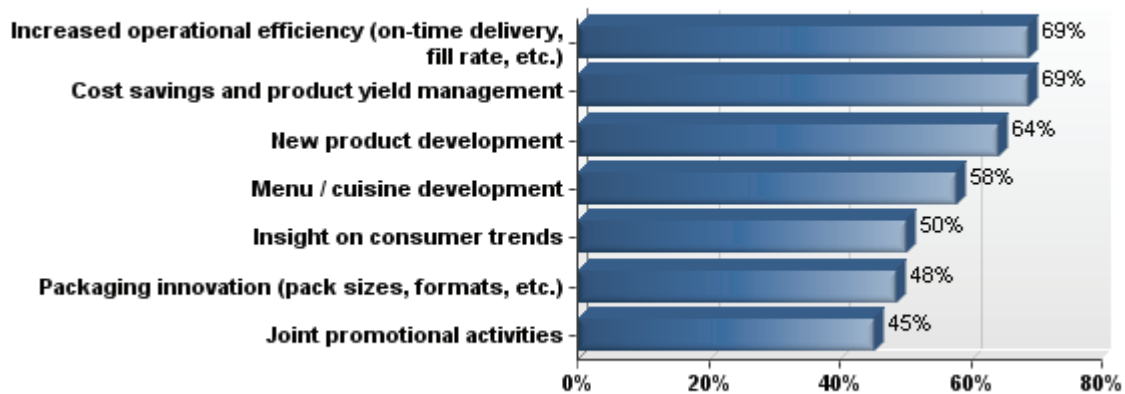
Yes		91%
No		9%
Total		100%

Q7. To what level do you believe that food service manufacturers and operators in your country are collaborating to drive business growth?

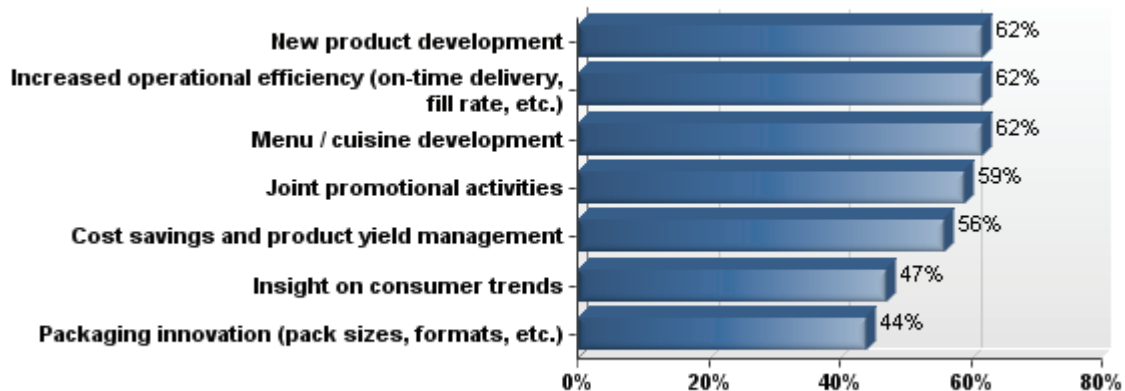
	Emerging Markets	Developed Markets
1 - Lack of any collaboration	6%	4%
2	20%	19%
3	36%	44%
4	23%	33%
5 - Collaborating very effectively to drive business growth	15%	0%

Q8. In what areas of business are QSR, FSR and other food service outlets looking for collaboration with their value chain partners (food service manufacturers) in order to drive business growth? Please select all that apply.

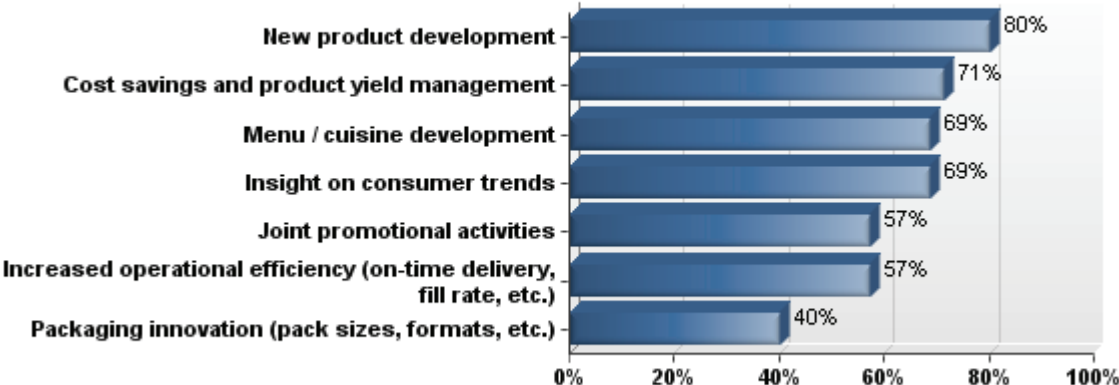
Foodservice Manufacturers:



Distributors:



Operators:



Q9. Are there any emerging trends of collaboration between manufacturers and operators? If so, please describe.

Text Excerpts

More and more, operators - especially in the fast food segment - are seeking product solutions that are increasingly ready for finalization "in situ," because the physical space has diminished, labor is scarce and expensive, and problems in the standardization of flavor, color and texture of plates being served are recent trends with the change in the Brazilian economy.

- 1. Greater availability of specialty ingredients for ethnic restaurants. / 2. Increasing use of local/regional trade shows/exhibits by the larger food service distributors specifically for their customers. / 3. Food service distributors broadening more into equipment.

The rate at which manufacturers and operators are entering into special pricing agreements is increasing. Manufacturers are writing deals with much smaller operators than used to be the case. The operator then shops these deals to the various distributors to get the best delivered price to the operator. The net effect is that distributor are losing a great deal of pricing power and the influence of operators within the supply chain is increasing. We are also seeing an increase in the emphasis placed on "locally sourced" products.

Q10. What are the top 3 factors that food service operators evaluate a food service manufacturer on?

Foodservice Manufacturers and Operators:






Distributors:



Q11. As food service operators in emerging markets look to move into new geographic areas, how would do you rate the quality of the distribution in these new markets?

Emerging Markets			
	Manufacturers	Distributors	Operators
1 - Very Poor / inadequate	5%	0%	6%
2 - Poor	24%	19%	31%
3 - Okay	45%	59%	31%
4 - Good / adequate	26%	19%	31%
5 - Excellent	0%	4%	0%

Q12. Is the lack of an organized national-level distributor network a deterrent to growth of food service in emerging markets?

All Respondents		
Yes		74%
No		18%
Not applicable		8%
Total		100%

Emerging Markets			
	Manufacturers	Distributors	Operators
1 - Very Poor / inadequate	5%	0%	6%
2 - Poor	24%	19%	31%
3 - Okay	45%	59%	31%
4 - Good / adequate	26%	19%	31%
5 - Excellent	0%	4%	0%

Q13. What strategies would you recommend to overcome the challenges associated with the lack of an organized national-level distributor network in emerging markets?

Text Excerpts

Providing the most reliable, lowest cost distribution network will be the key. Clearly products are important as well however on many occasions the food service distribution networks carry the same or similar products in terms of both price and quality. So in effect the distribution effectiveness(price, service, reliability) is the key to who will succeed and who will not.

Partnerships with suppliers of major urban centers, so that they begin operating in small centers. For this, newcomers in these markets should join forces to form these partnerships and make the investment worthwhile for suppliers.

Divide the market into territories and work with local distributors that means that you can have more than one distributors but at least you can have one important that can be account for his territory.



Service standardization, management institutionalization, Commodity unified add dependency, Localization production basis and materials base.

Focusing on city-clusters with relatively better distribution network to gain experience and to prove business model before moving into the more challenging areas.

1. Introduce the related international organizations branches, drive the appropriate network development;
2. The government need develop related network system.
3. Enterprise union or industry association function ascension.

With the growth of retail, QSR and FSR models, Manufacturers will need to develop models which will depend on large scale distribution houses which will collaborate, accumulate and cross sell multiple food categories. Infrastructure will be required to support the same and hence ambient and cold chain distribution systems will have to be co created by distribution companies.

Q14. Do you believe that condiment brands can positively influence the brand strength of food service outlets?

All Respondents		
Yes		68%
No		32%
Total		100%

	Manufacturers	Distributors	Operators
Yes	72%	68%	64%
No	28%	32%	36%

Q15. In your opinion, what is the future market outlook for the food service industry in your country?

	Emerging Markets	Developed Markets
Market will grow significantly	80%	11%
Market will grow somewhat	20%	63%
Market will maintain about the same footprint	0%	17%
Market will shrink somewhat	0%	9%
Market will shrink significantly	0%	0%

Q16. To your best estimates, what do you believe are the current weightings of the QSR channel in your country? Allocate 100% across the below, where higher percentages indicate greater presence/impact. Your total should add to 100%.

	Emerging Markets	Developed Markets
	<i>Average Weight</i>	<i>Average Weight</i>
Independent Operators	39.71%	20.30%
National chains	24.91%	37.78%
Global chains	35.39%	41.93%

Q17. In the next 3-5 years, what do you believe will be the weightings of the QSR channel in your country? Allocate 100% across the below, where higher percentages indicate greater presence/impact. Your total should add to 100%.

	Emerging Markets	Developed Markets
	<i>Average Weight</i>	<i>Average Weight</i>
Independent Operators	31.58%	17.85%
National chains	28.96%	37.69%
Global chains	39.46%	44.46%

Q18. To your best estimates, what do you believe are the current weightings of the FSR channel in your country? Allocate 100% across the below, where higher percentages indicate greater presence/impact. Your total should add to 100%.

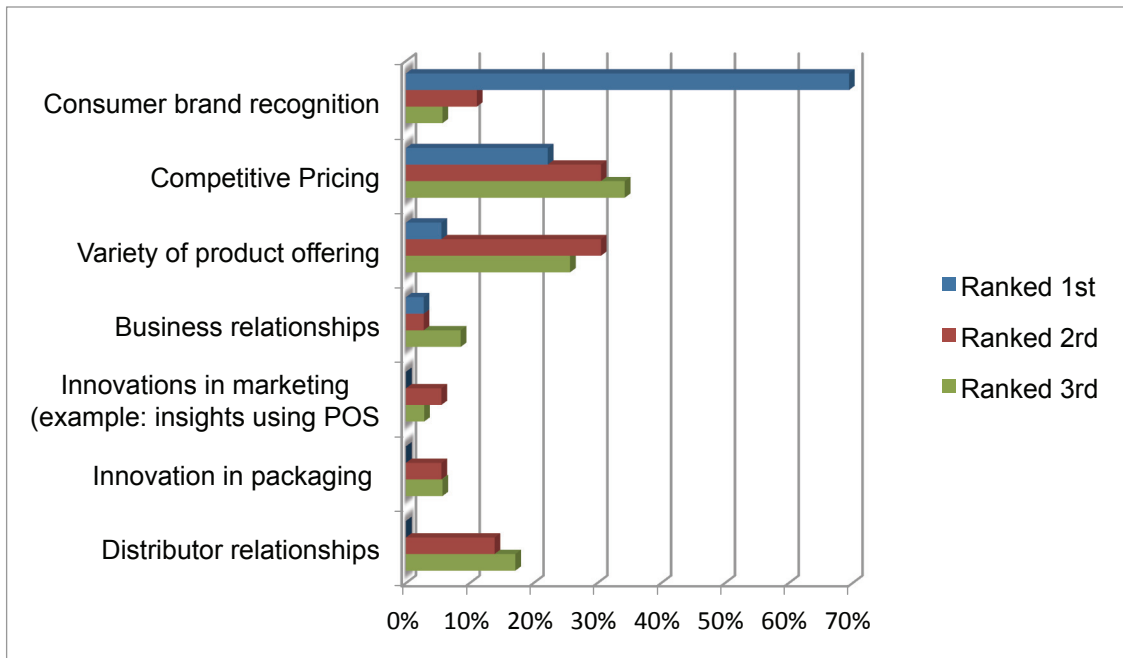
	Emerging Markets	Developed Markets
	<i>Average Weight</i>	<i>Average Weight</i>
Independent Operators	49.11%	41.89%
National chains	27.22%	37.63%
Global chains	23.67%	20.48%

Q19. In the next 3-5 years, what do you believe will be the weightings of the FSR channel in your country? Allocate 100% across the below, where higher percentages indicate greater presence/impact. Your total should add to 100%.

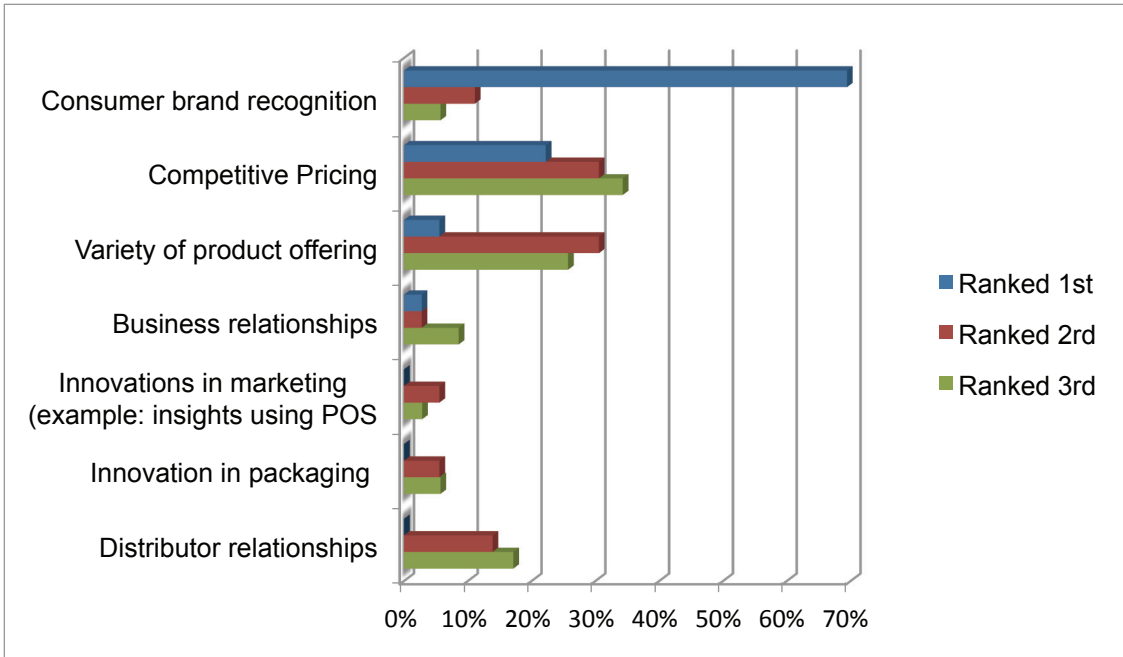
	Emerging Markets	Developed Markets
	<i>Average Weight</i>	<i>Average Weight</i>
Independent Operators	42.74%	38.70%
National chains	30.08%	39.50%
Global chains	27.18%	21.80%

Q20. What do you believe are the primary attributes of successful product brands among food service manufacturers? Please rank the top 3. Enter "1" to indicate the MOST important attribute, "2" to indicate the 2nd most important attribute, and "3" to indicate the 3rd most important attribute.

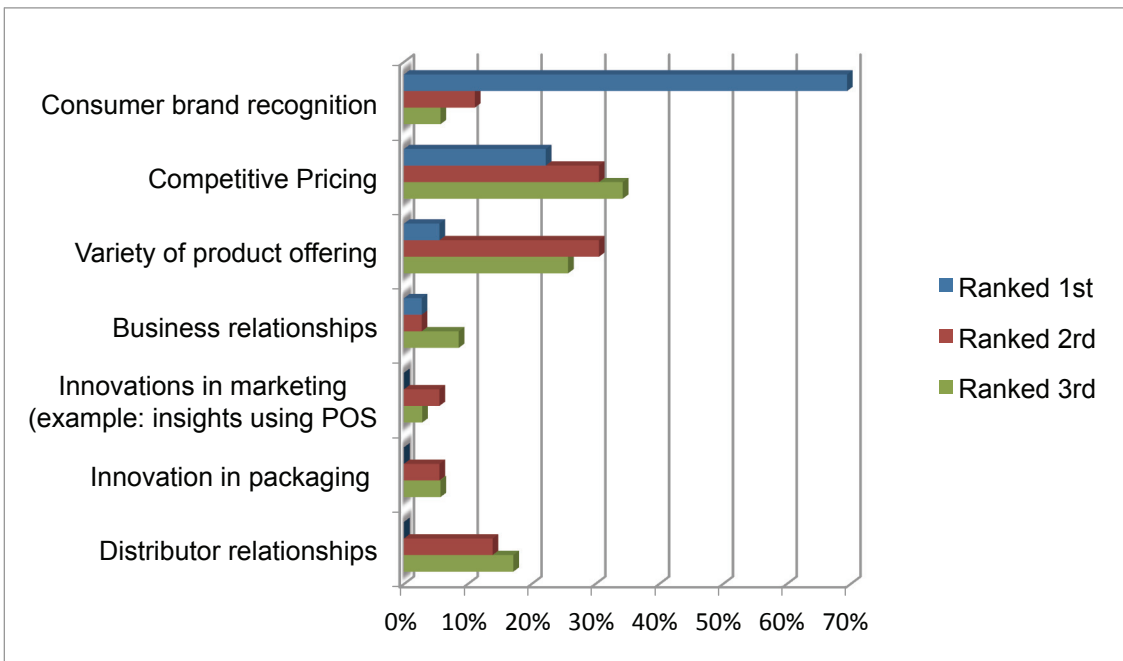
Foodservice Manufacturers:



Distributors:



Operators:



Q21. When considering the various participants in the food service industry in your country, who would you consider the global market leader in the following categories, and why?

EMERGING MARKETS:

Category – Foodservice Manufacturers:

Acceptance Adm Agra Airlines Answer Appeal Based Baxters Bespoke Biggest Bottlers **Brands** Buying Cadbury Capabilities
Cargill Catering Central Ceo Coca **Coke** Cola Collaboration Commitment Commodity Con **Conagra** Consistency
Consumer Cormick Costco Count Currently Cust Customers Cuts Dayparts Depth Development Distribution Division **Due** Extensive
Fielder Fmc Focus Fonterra **Foods** Fragmented Fsr Goodman Gradually Handled **Heinz** Hobart House Improve
Infrastructure Ingredients **Innovation** Internationally Kitchen **Kraft** Largest Leader **Lee** Lines Logistics Maintain Market
Maximise Mc **Mccaine** Meat Mills Mix Multiple Na **Nestle** Offerings Operations Organic Outstanding **Pactiv** Participation
Pepsi Poc Portfolio Power Presence **Product Quality** Recognition Relationships Sara **Service**
Tyson Unilever Varieties Worldwide

Category – Distributors:

Able Adn Ahead Alliance Appears Aramark Australia Base **Bidvest** Biggest **Biggest** Brakes Brand Braod **Breadth** Brothers Business Cf Channels
Clients Cohesive Companies Compass **Consistency** Continue Crf Csrs Cutomer Depot Depth Distribution **Distribution Distributors** Dma
Dual Due Enables Enhances Equipment Etc Excellence Execute Exists Expand Experience Facilitate Focused **Foods** Foot Footprint **Fragmented** Fs
Gfs **Globally** Gordon Harder Havi Hub Industry Infrastructure Innovative Label Larger **Largest** Leclerc Logistic Mainly Major Margins **Market**
Mass Mbm Modonalds Mclane Movement Mustafa **Na** National **Network Offerings** Offeringscand Operating Overall Past **Performance** Pockets
Presence Print Private **Product** Product Qsr Reach Region Service Size **Sysco** Variety Wide

Category – QSR & FSR Operators:

Ability Able Accumulated Adaptation Admirable Aging Ahead Appeal Approach Base Basic **Biggest** Bk Blend **Brand** Bread Breadth Breands Broad Bucks Buffalo **Burger**

Capitization Carlson **Ceo** **Chain** Cheap Chipotle Coffee Commitment Concepts **Consistency** Consumer Continue Convenience Critical Cuisines Curve **Darden**

Daren Define Demand **Demographic** Depth Development Distribution Dominance **Donalds** **Drives** Ds Due Eat Economies Enterprises Entertain Equity **Etc** Execution Expansion

Experience Fairness Finesse Five **Footprint** Formula Forward Franchise Fresh Fridays **FSR** Gain Garden Geographic Global Growing Hut Innovation Kfc

Largest Management **Market** Mc Mcd **Mcdonalds** Na Offering Olive Operations Panera

Penetration **Product** **Quality** Reach Restaurants Sales Scale **Subway** System Wendys Yum

DEVELOPED MARKETS:

Category – Foodservice Manufacturers:

Abc Ability Able Absolutely Access Addition Advertising Affordable Api Assurance Awareness Background Bakeries Baskins Beauty **Bectors** Belfoods **Beverages** Biggest **Br**

Brand Brasil Brf Bunge Cain Category Cause Central Cereals **Chain** Cholmex Choose Class Coca **Coco** Cofco Cognizing **Cola** Cold Comment

Company Consumers Control Cost Cremica Customer **Decide** Development Distributors Dominos Eager **Etc** Example

Excellent **Food** Global Guan Hard Help Hormel Improve **Indofood** **Industry** Innovation Kfc Khong

Leader Leading Life Local Management **Manufacturer** **Market** Mayora Mcdonalds Meats

Nestle Operator Pepsi **Products** Promote **Quality** Reach Reason Recognize Sadia

Service Set Source Standard Strategy Strong Supplier Supply Trust Tua **Unilever** Urban Wide Wings

Category – Distributors:

Abc Ability Able Accor Adibella Affiliated Ambev Annual Approach Aramark Arta Bairro Blurred Boga Br **Brand** Brasil Brf
Bridge Brka Broad **Brower Build** Business Capital Car Cargill Carrefour Carry Cash Category Cause Cemerlang Centre
Chain Change Chans Chinese Choice Chosen Cisco Cities **Class** Coca Cola Comment **Company** Condiment
Consumer **Country** De **Dealers Distribution** Distributors Dominos
Efficient Enables Etc Exotic Extra Factors **Food** Foodland **Global** Indonesia
Industries Kfc **Leader** Lestari Level Limited **Local** Manufacturers **Market**
Mart **Martin** McCain Metro Middle Nestle **Network** Nirwana None Offer **Operators**
Participator **Product** Promotion Pt Quality **Reach** Rk Role **Sales Service** Sns
Subway Technologies Unilever Wal

Category – QSR & FSR Operators:

Able Accepted According Accurately Adapt Advantage Affect Awareness Ayam Bekaner Belawa Bento Beverages Bikaner Bikanerswast **Brand** Brazil Bull Burger Business Buy
Cafe Capability Casa Category **Catering** Cease Chain Charging Characteristics Cheap Chicken China Chinese Choose Coffee **Consumers**
Country Customers Day Decide Development **Direct** Directly Distribution **Dominos Donald** Easy Etc Example **Fast**
Food Fried Fsr **Global** Grow Guide **Hut** Indian Indonesia Innovation Kentucky **Kfc** King **Leader** Leading
Level Local Macdonalds Management Manufacturers **Market** Mc **Mcdonalds** Name
Operators Outback Peoples **Pizza** Position Price **Product** Profit Qsr Quality Reach Recognition
Restaurant Revenue Seen **Service** Share Strong Subway **Supplier** System Terminal Trend Yoshinoya **Yum**

Q22. What are the primary challenges affecting business growth of food service manufacturers in your country? (Select all that apply.)

	Emerging Markets	Developed Markets
Poor supply chain dependability	69%	48%
Low brand recognition	57%	17%
Lack of own distribution network	52%	23%
Poor product quality	52%	29%
Uncompetitive Pricing	51%	67%
Effectiveness of sales force	39%	44%
Lack of product offering	38%	21%
Poor Business relationships	28%	40%
Size of sales force	14%	17%

Q23. What types of information could food service manufacturers provide via online media (websites, blogs, apps, etc.) to help food service operators?

	Emerging Markets	Developed Markets
Information on Brands & Products	81%	63%
Insights on consumer and menu trends	72%	81%
Nutritional Info	61%	67%
Culinary Expertise	45%	59%
Pricing	45%	33%
Recipe ideas	39%	63%

	Manufacturers	Distributors	Operators
Information on Brands & Products	83%	70%	67%
Insights on consumer and menu trends	69%	88%	72%
Nutritional Info	64%	55%	64%
Culinary Expertise	47%	64%	50%
Recipe ideas	44%	61%	47%
Pricing	28%	42%	61%

Q24. From your perspective, what do you believe are the key R&D areas that global foodservice manufacturers should be investing in? Please select the top 3.

	Manufacturers	Distributors	Operators
New product development	77%	82%	89%
Creating health conscious products	72%	82%	72%
Identifying consumer trends	70%	79%	83%
Environmentally friendly packaging	30%	29%	28%
Packaging innovation	25%	21%	25%
Brand extensions	20%	18%	11%

Q25. From your perspective, what do you see as the primary challenges faced by foodservice operators in your country?

Text Response
The primary challenge is to establish a reliable and efficient supply chain that can guarantee safety, on-time delivery and stable pricing.
Brand Awareness & Food Safety Awareness
Lack of R&D and facilities , including a long turn around time thus leading to more products being not available for operators
The foodservice operators are fighting for the same pie in the same pool of consumers. Many engage in providing value for money proposition to customers but at the expense of higher operating costs. Lower sales & higher operating costs caused a more difficult operating environment.
Competition from smaller, more nimble, companies
Remaining relevant to a very demanding and fickle group of young customers.
Logistics is one of the big challenges.. Poor infrastructure and deferred government investment over time makes distribution in the interior difficult and expensive. Brazilian taxation is another challenging aspect, as each state has its own legislation with different tax rates, and on top of that, expensive tax rates for food.
Food service operators with a global brand often fall victim to protesters' anarchism when anti-American issues or religion (Islam) issues emerge, and therefore a strong relationship with community or religion figure is needed.
The competitive environment is in a transition between "old school" sales/purchasing relationships which are very opaque, and newer "transparent" purchasing relationships. So for international companies, it is important that they are willing to "Do in Rome as the Roman's do..." or, create a strategy to avoid this situation completely but still remain competitive.

Q26. From your perspective, what strategies/steps can food service manufacturers take to increase loyalty among food service operators? (optional)

Text Response

Reliability of supply.

Focus on consolidation to achieve economies of scale and this reduce costs.

Improve level of services, and availability of current products

Product quality, unique taste

1. focus on basics: quality, service, cleanliness, and value / 2. stay current on mobile media, mobile payment, and social media trends, esp. among the younger age groups. / 3. innovate with new menu items and LTO's.

Provide ideas on how to increase business through menu analysis and providing suggestions for improvement.

Invest in branding and an automatic replenishment of inventory.

independent end-user surveys to prove the desirability of their products.

ensuring good business relationships, through loyalty programs and training to enhance the capabilities and productivity.

IMPORTANT DISCLAIMER- This report is for informational purposes only and does not constitute investment advice or a recommendation. Gerson Lehrman Group is not responsible for the questions or content of Surveys arranged by the Gerson Lehrman Group. All respondents have signed Gerson Lehrman Group's Terms and Conditions which state, among other things, that the Council Member will not reveal confidential information or material nonpublic information and is participating in accordance with all employment or other agreements. Gerson Lehrman Group relies on the accuracy of these representations of the Council Member, but does not seek independent verifications as to these matters from any entities, persons or organizations associated with the Council Member. We do not represent or guarantee that respondent biographies are accurate nor that any information contained herein is accurate, complete or timely, and it should not be relied on as such. In using this Survey, you agree to hold Gerson Lehrman Group and Council Members harmless and free of all liability as a result of your use of this Survey, other than liability resulting from the gross negligence or willful misconduct of the protected party. You otherwise agree to be bound by Gerson Lehrman Group's Usage Policies in your interactions with Gerson Lehrman Group and Council Members.

AUSTIN

301 Congress Avenue, Suite 900
Austin, TX 78701

BEIJING

Office 719, Tower 2
China World Trade Center
No.1 Jianguomenwai Ave.
Chaoyang, Beijing
China 100004

BOSTON

211 Congress Street, 6th Floor
Boston, MA 02110

CHICAGO

225 W Washington Street, Suite 1675
Chicago, IL 60606

DUBLIN

Pinebrook House
72-74 Harcourt Street, 2nd Floor
Dublin 2 Ireland

GURGAON

Infinity Tower A, 9th Floor
DLF Phase 2
Gurgaon 122002

HONG KONG

9th Floor, Henley Building
5 Queens Road Central
Hong Kong

LONDON

101 Wigmore Street, 5th Floor
London W1U 1QU

LOS ANGELES

9000 W Sunset Blvd, Suite 512
Los Angeles, CA 90069

MUMBAI

Platina, Level 9, Plot C-59, Block G
Bandra Kurla Complex
Mumbai 400051

MUNICH

Kolosseumstraße 1A, 80469
Munich, Germany

NEW YORK

850 Third Avenue, 9th Floor
New York, NY 10022
(Headquarters)

PARIS

34 Rue du Mont Thabor
75001 Paris, France

SAN FRANCISCO

801 Montgomery Street, 5th Floor
San Francisco, CA 94133

SÃO PAULO

Empresariais Ltda. AV. Brigaderio
Faria Lima, 3729-4e5 Andares
Sao Paulo
SP 04538-905 Brazil

SEOUL

27th Floor, West Tower
Center 1 Building
67 Suha-dong, Jung-gu

SHANGHAI

Hong Kong New World Tower
300 Middle Huaihai Road, 23rd Floor
Shanghai, China 200020

SINGAPORE

65 Chulia Street
(#32-08) OCBC Centre
Singapore 049513

SYDNEY

Sydney Macquarie House
Levles 13 &14 – 167
Macquarie Street
Sydney, 2000 Australia

TOKYO

15th Floor
Tokyo Bankers Club Building
1-3-1 Marunouchi, Chiyoda-ku
Tokyo 100-0005, Japan

WASHINGTON D.C.

1023 Fifteenth Street, NW, Suite 600
Washington, DC 20005



A Gerson Lehrman Group offering.

Visit us online

www.glgresearch.com