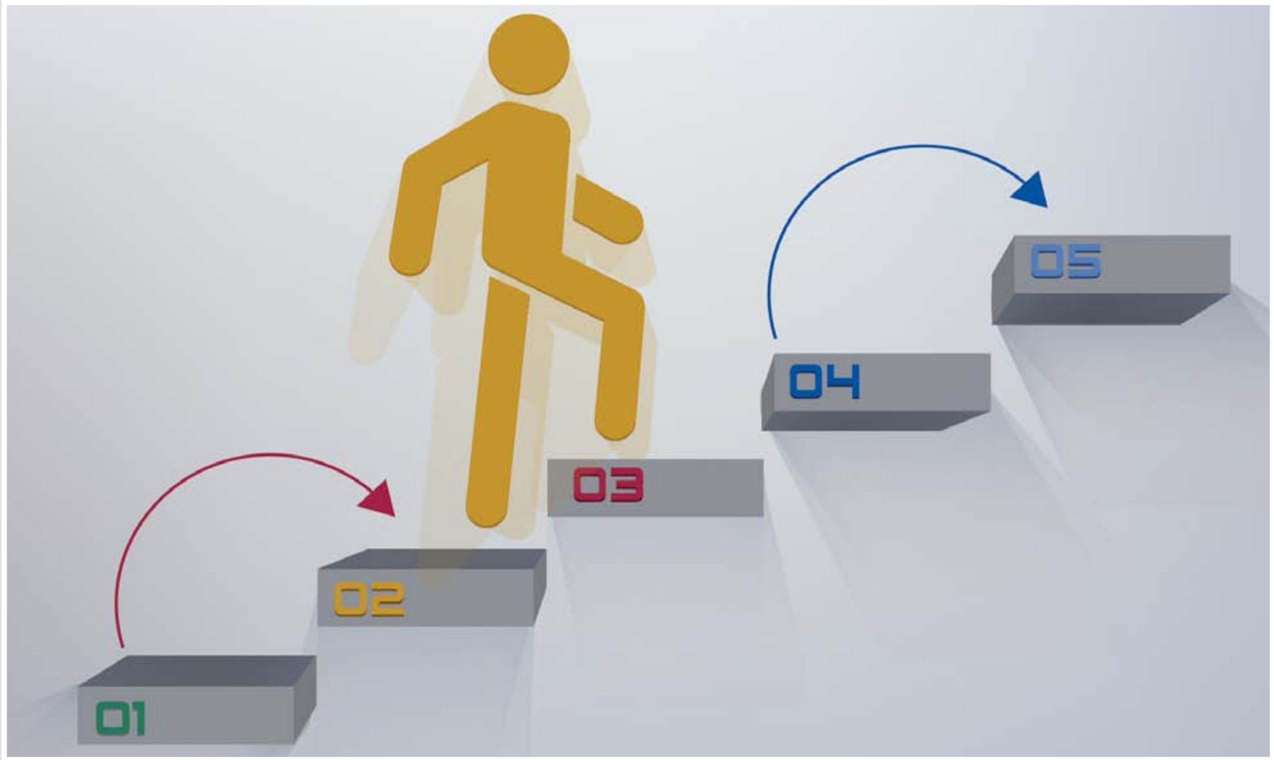
Charterhouse Research

# Fundamentals of market research techniques

## An e-book from Charterhouse Research

# Foreword




**Charterhouse Research is pleased to bring you its *Fundamentals of market research techniques* guide.**

The book is intended to be a basic step-by-step guide to market research techniques, designed for new-to-research client-side research personnel.

We are often asked by our clients if we can talk through some key principles with their research teams: for example, what makes a good brief? We hope you find our e-book a useful tool.

Best wishes from the Charterhouse Research team.

Charterhouse Research

# A guide to market research techniques

## An e-book from Charterhouse Research

# Contents

Click on each heading to jump straight to that page



Charterhouse Research

## 1.1 The structure of an ideal research brief

Back to Contents

**The ideal brief is broken down into the following sections:**

1. Introduction & background
2. Business objectives
3. Research objectives
4. Target audience
5. Sample provision
6. Possible approach/ methodology
7. Topic coverage/ what to ask
8. Deliverables/ output
9. Timescale
10. Budget

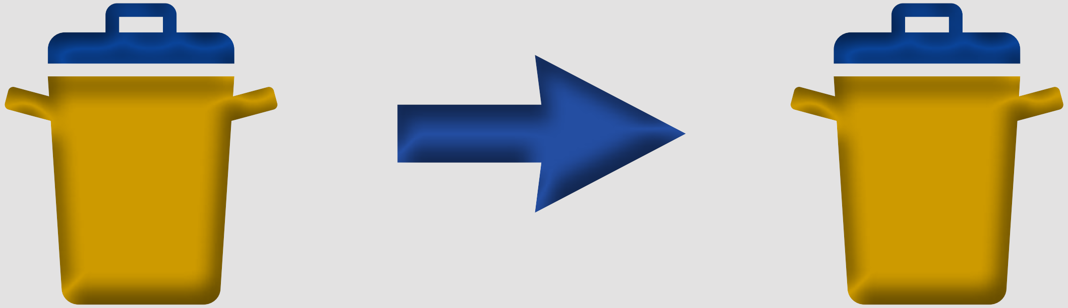
Charterhouse Research

# Briefing

## 1.2 What are you trying to achieve from the research?

Back to Contents

**Rubbish in**



**Rubbish out**

From your briefing from your internal clients through to the briefing of the agency, avoid the rubbish in, rubbish out scenario. A good understanding of the objectives will drive the project's success.

### Business objectives:

- What is the ultimate aim to the business of the overall project? For example, bring in 10,000 new customers.

### Research objectives:

- What are we hoping to learn from the research?
- What sort of questions are we hoping the research will answer?
- How do we intend to use the research results?

The business objectives are NOT the research objectives. Typically business objectives cover only one or two sentences in the written brief. The research objectives shown should be relatively broad areas and not a list of the questions to be asked in the discussion guide or questionnaire.

# Do not reinvent the wheel


**Before putting together a research brief, ask:**

- What other information does the business have already that answers some of the objectives?
- What similar projects have you already undertaken?
- What other non-research information might answer the questions?

A review of existing information or data might result in a different type or size of project to fill the gaps. Avoids the 'so what/nothing new' final assessment.

Charterhouse Research

# Briefing

## 1.4 Target research audience

Back to Contents

### Who?

• Who is the target audience? How are you defining them, e.g. qualifying criteria?

• Are there other stakeholders – i.e. staff, ex-customers, intermediaries – that need to be included?

• For business research, who within the target company will be the decision maker? Are there any significant opinion formers/influencers?

### How do we find them?

• Does the internal client have his/her own source of sample/ database of customers/prospects/intermediaries?

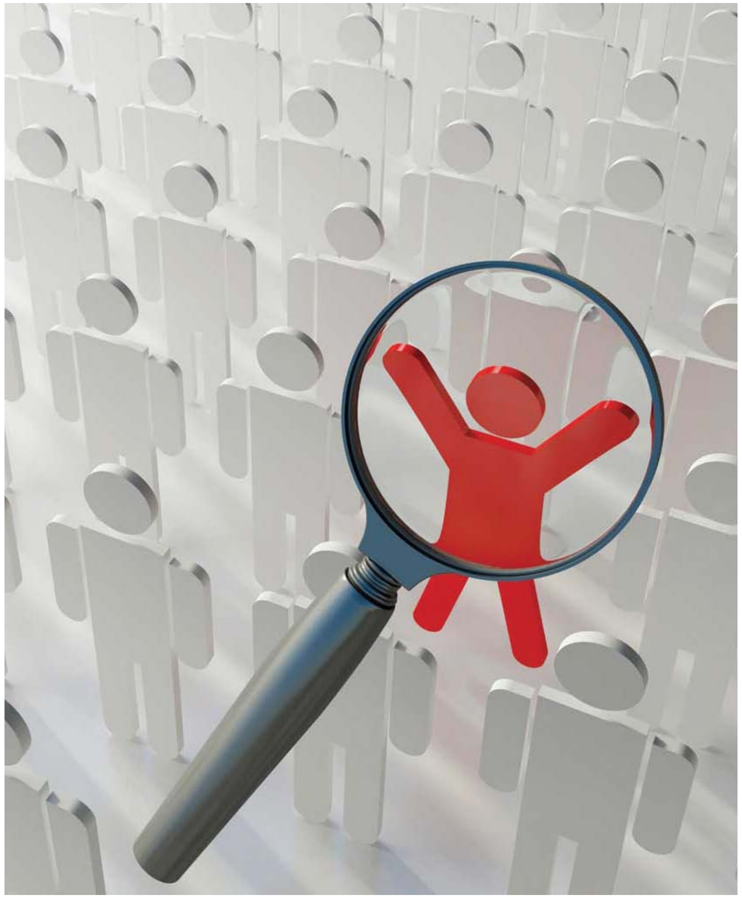
• Have they been developing target lists, etc?

• Does the research agency need to free-find? Do we have any internal data (e.g. penetration figures that will help the agency free-find)?

### Any sub-groups of interest?

• Do we want to be able to identify any differences by sub-group (e.g. life stage, location, gender)?

• Any must-haves versus nice-to-haves?



# Briefing

## 1.5 Possible approach/methodology

Back to Contents

### Not all methodologies will be appropriate and logistics might prevent you from doing what you ideally want to do

**Objectives**
- Is exploratory research needed: will require qualitative method?
- Are robust numbers needed: will require quantitative research?

**Sample provision**
- Does the sample allow for a quantitative methodology; is the universe big enough?
- Does the sample allow for clustering for f2f groups, or cost-effective f2f depths?

**Use of stimulus**
- Do we need to show respondents something?
- Is a face-to-face methodology required – could we talk by phone/email/online?

**Timing**
- What is the ultimate deadline for results? Do you need toplines, etc?
- Is it achievable with ‘the best’ methodology, or do we need to compromise?

**Cost**
- What is the budget available?
- Is ‘the best’ methodology achievable within budget, or do we need to compromise?

# Briefing

## 1.6 What to ask?

Back to Contents

**The respondent CANNOT directly answer your business objective for you**

**They CAN answer questions that are relevant to them in language they can understand**

**Competitor intelligence**

**Market research**

**Internal information**

**INSIGHT**
**ANSWER**
**DECISION**

# Briefing

## 1.7 Other items to include in the brief

Back to Contents

**Deliverables/ Output**
- What outputs do you need?
  - Who is going to use the feedback?
  - How are they going to use it?

**Timescale**
- Are there any deadlines?
  - Any timings of importance (e.g. communication mailing, product launch)

**Budget**
- What is the ballpark budget?
  - Any compromises?

# 2 Research methods available and sampling considerations

## 2.1 When is market research appropriate and not appropriate?

Back to Contents

**In the majority of cases, market research can add value where a better understanding of the market, people's motivations and attitudes can affect business**

**Importantly, primary research is not always appropriate**

- **When existing data is already available**
- **When you can't conduct the study effectively because:**
  - There is insufficient budget
  - There is insufficient time
  - There is insufficient sample
- **When results cannot be actioned**

- **Given strict rules set by the MRS, market research is inappropriate as a:**
  - Lead generation exercise
  - Direct sales/marketing tool

Charterhouse Research

# Research methods

## 2.2 What methodologies should be used?

Back to Contents

**Qualitative research provides the 'why/how do people think?'**

- Relatively small number of respondents
- Elicitation and exploration of the full range of reactions, ideas, thoughts, perceptions
    - the motivations, feelings and attitudes behind behaviour
- Not statistically reliable

**Quantitative research provides the 'how many people think that way'**

- Large number of respondents
- Allows for a better understanding of how many customers display the reactions/thoughts/ideas elicited at the qualitative stage
    - places these items in some sort of order/hierarchy
- Statistically reliable data

# Research methods

## 2.3 Qualitative Research – Why use it?

Back to Contents

### Objectives/purpose:

- To gain understanding of underlying reasons and motivations
- To provide insight into the background/context of a situation/problem, generating ideas/hypotheses to be tested in quantitative research
- To uncover trends in thought and opinion and help identify potential market segmentation
- Can be conducted as a standalone research project or part of a mixed methodology

### Samples:

- Typically small numbers, not designed to be statistically significant
- Samples are often structured with a minimum number of respondents in key quota groups (e.g. business size, industry sector, location, consumer socio demographics, etc.) rather than structured to be representative of the total market

### Data collection:

- Unstructured
- Semi structured
- Observation
- Participation


**Qualitative research is used to answer the Why? and How? questions**

# Research methods

## 2.4 Qualitative Research - Methods

Back to Contents

**Focus Groups**

✓Cross fertilisation of views and ideas:
- Ideal for product/ service development

✓Relies on availability of clustered sample of relatively homogenous respondents

✗Less suitable where information is sensitive

✗Not ideal for understanding individual decision making

**F2F depth interviews**

✓Allows for detailed probing and individual granular feedback:
- Ideal for investigating why customers have made a particular decision
- In b2b environment opportunity to observe respondent at work/ consumer at home
- Interviews can be paired/triads

✗Can be costly and time consuming to complete if respondents are not geographically clustered

**Tele-depth interviews**

✓Telephone widely used method of communication among b2b audiences and thus tele-depths work well

✓Typically lower cost than f2f

✗Interview length typically shorter than f2f interviews so less detailed feedback

✗Difficult to establish the same level of respondent rapport gained in f2f depths

**Online forums**

✓Allows for cross fertilisation of views and ideas although level of detail gained is less than f2f focus groups

✓Can be conducted over a number of days – ideal if some form of diary completion exercise is required

✗Response rates to online forums are typically lower than f2f focus groups

**Mystery/sensitised shopping**

- A form of participant observation which typically uses researchers (though sometimes research respondents, marketing staff, business customers, etc.) to act as a customer/ prospect to monitor the quality of processes and procedures used in the delivery of a service

Charterhouse Research

# Research methods

## 2.5 Quantitative Research - Methods

Back to Contents

### F2F Interviews

✓Allows for stimulus material to be shown to respondents (e.g. product/service proposition, literature)
✓Can administer a longer interview as interviewer/ respondent rapport built
✗Can be costly and time consuming to complete

### Telephone interviews

✓Easy to interview geographically unclustered sample
✓Typically lower cost than f2f interviews
✗Cannot easily show stimulus material, though can email info/link for return call
✗Interview typically shorter than f2f interviews
• Widely used method of communication among b2b audiences


### Online interviews

✓Can use multimedia/show stimulus
✓Can be a quick and cheaper medium for high volumes, but not always so
✗Open end responses are not probed, so answers often limited
✗Response rates often lower than other mediums with interviewer contact
✗Cannot be sure who has completed
• Essentially self completion so needs to be relevant and engaging to get good response rate
• Interview length should be kept to a minimum

### Postal interviews

• Not used as frequently
✓Can be inserted with other marketing material
✗Open ended responses un-probed, so answers often limited
• Routing and other instructions clear enough for respondents to follow
✗Response rates lower than other mediums with interviewer contact
• Essentially self completion so need to be relevant and engaging to get good response rates
• Interview lengths should be kept to a minimum

Charterhouse Research

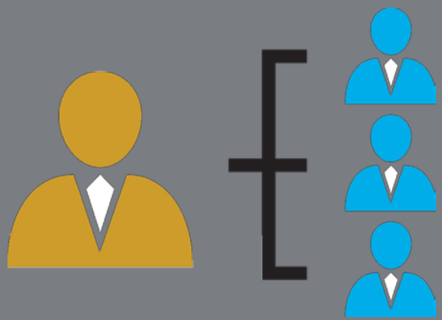
# Research methods

## 2.6 Types of quantitative study available

Back to Contents

### Individually commissioned custom studies

- One client
- Data confidential to client



### Syndicated studies

- Group of clients share findings – outputs are also not confidential
- Copyright remains property of agency
- Typically market studies – where competitor benchmarking required
- Often involve large sample sizes or hard-to-reach respondents or limited universes
- Costs are shared among subscribers so are often cost effective


### Omnibus studies

- Agency will interview a set number each week/month
- Questionnaires will have a set classification section
- Clients 'buy questions' in the questionnaire
- Omnibus studies can be a cheap and quick way of getting answers to a few quick questions. They are often used to generate data for PR purposes

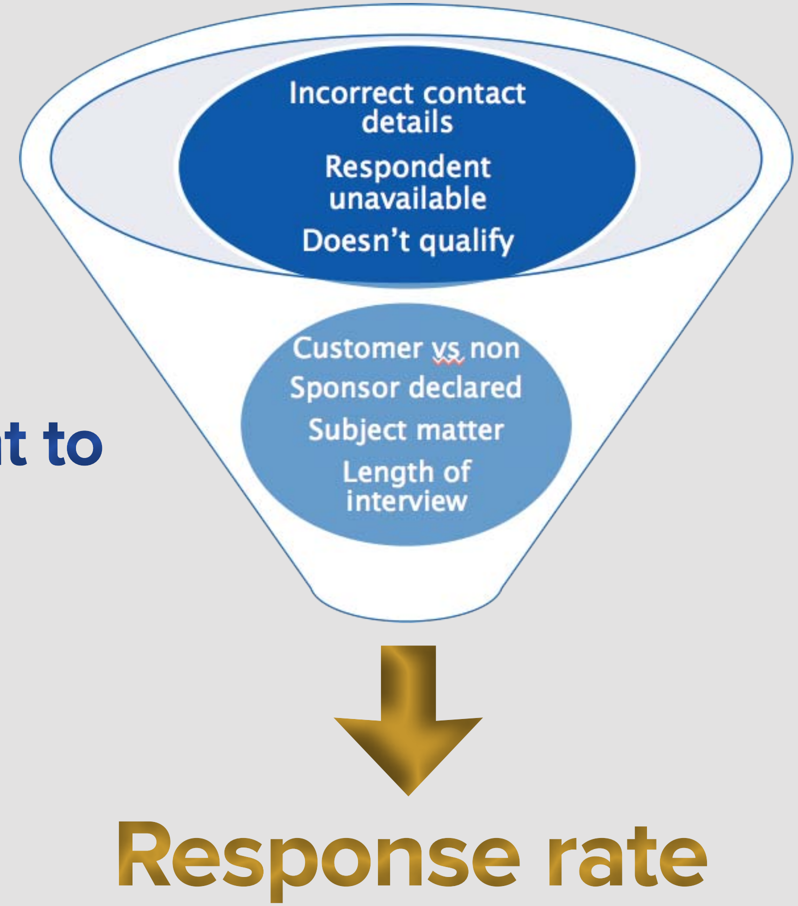
# Not every contact will result in an interview

## Can't do it

e.g. away during fieldwork

## Doesn't want to

e.g. company policy




**Putting customers first**

You need to consider how frequently you are approaching customers for their feedback and help.

Do you have a contact database so that you can manage how frequently you provide the same customer details for research?

Charterhouse Research

# 3 Questionnaire and interviewing

## 3.1 Questionnaire design and ideal interview length

Back to Contents

### A good questionnaire should engage the respondent from the start

- Set the scene; tell them why research is being done and why their help is of value
- Be honest/transparent about the potential length of the interview
- Avoid repetitive questioning
- Keep a logical order from a respondent point of view
- Avoid excessive classification (do we have some of this information already, e.g. on database or sample?)
- Ensure respondents have a chance to 'have their say'

### Interviews vary dependent on:

- Respondent type
- Context/relevance
- Closeness of relationship
- Medium (f2f can be longer)

**The shorter the better. Max lengths:**

- f2f: 30 mins
- Phone: 20 mins
- Online: 20 mins

# Questionnaire and interviewing

## 3.2 Questionnaire design – asking the right questions

Back to Contents

### Are we asking questions that can be answered:

**Accurately – known facts**
**e.g. What was your age last birthday?**

**Through memory**
**e.g. How many times in the last month have you done X?**

**Through a best choice of options, none of which may correspond precisely to the respondent's view/behaviour**
**e.g. Which of these three statements comes closest to describing your view...?**

**Through estimation, guesswork or even speculation**

### Golden rules

- Is it possible for the respondent to answer (in business-to-business research for example, can a single informant answer all the different questions? Can a customer answer all questions if a financial advisor was used?)?
- Keep question concepts understandable with as little ambiguity as possible. A question should be interpretable in only one way
- Questions should be clear and phrased in language appropriate to the respondent's way of thinking/talking. Consider the appropriateness of question wording to the audience
- Only one question should be asked at a time – questions containing multiple concepts (e.g. How would you rate the accuracy and speed…?) rarely give sensible data
- Ensure that respondents are not led to a particular answer
- Take care with sensitive subject areas, often placing them towards the end
- Appropriate answer options should be available that reflect the reality of the range of responses. Give the opportunity to decline to answer a question
- Where appropriate include standard questions or questions used on previous research – it gives comparability across studies and can enhance the value of the data to the client
- Pilot if possible

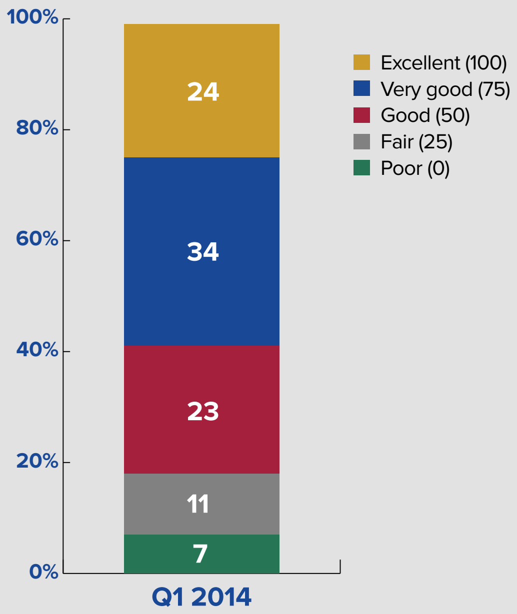
# Questionnaire and interviewing

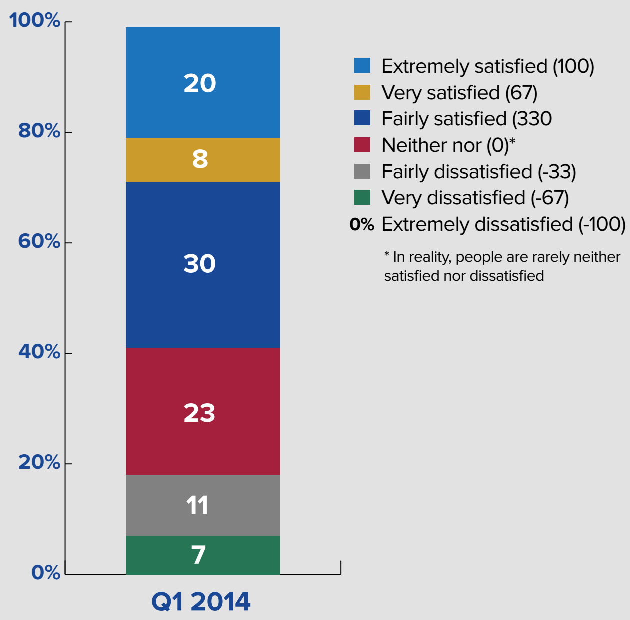
## 3.3.1 Scales, nets, top box and mean scores

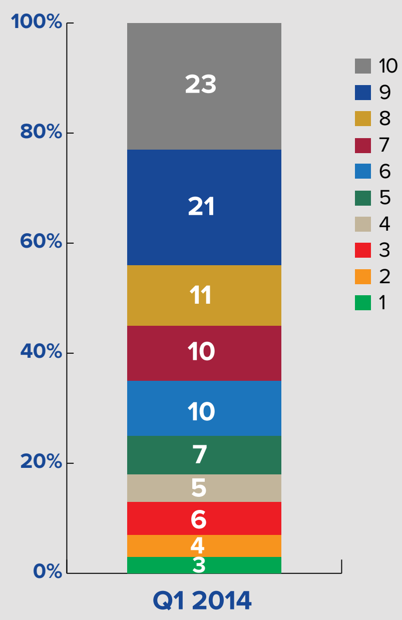
Back to Contents

**Scales**

- Scales should be typically balanced. However, some argue that an unbalanced scale is suitable because:
  - good should be the midpoint as most providers would want to be better than good
  - customer experience should usually be positive so emphasis should be on moving from good
- Some researchers prefer 5 or 7 point verbal scales, or some prefer non-verbal scores out of 10. There is much debate about which is best and there is no real black and white answer. The best starting point is 'can the respondent answer the question?'
- It is generally good practice to keep scales consistent throughout a survey so respondents don't get confused




Charterhouse Research

# 3.3.2 Scales, nets, top box and mean scores

Back to Contents

**Net**

- In pre-coded questions, you should have as many options as possible. Nets can be created at the tables stage if needed (linked to client needs/groupings)
- Open-ended questions are usually recorded verbatim and can be coded at a granular level (to provide for more detailed understanding) and also at a net level (to allow for easier measurement)

| Reason for Complaint, SME YE Q1 2014 NETS | Total |
|---|---|
| Errors/mistakes | 24 |
| Customer Service | 12 |
| Charges | 9 |
| Online banking | 8 |
| Branch Related | 8 |
| Poor service (operational) | 7 |
| Lending | 7 |
| International service | 6 |
| Poor communication | 6 |
| Relationship Manager | 5 |
| Money transmission | 4 |
| Lack interest in my business | 3 |
| Merchant services/own cards | 2 |
| Other | 6 |

| | |
|---|---|
| Errors re account transactions | 4% |
| Errors re day to day admin | 1% |
| One or two major errors/mistakes | <0.5% |
| Admin errors/they lose things | 4% |
| Errors/problems with BACS payments | 2% |
| Charges raised in error/clarity of charges | 7% |
| Money taken from account on error/without authorisation/Paid into wrong account/Lost money/cheques paid into account | 6% |
| Silly/minor errors/mistakes | 1% |

They had a big banking error around system failure

Fees charged in error

Transaction in the account, deduction made in error

Charterhouse Research

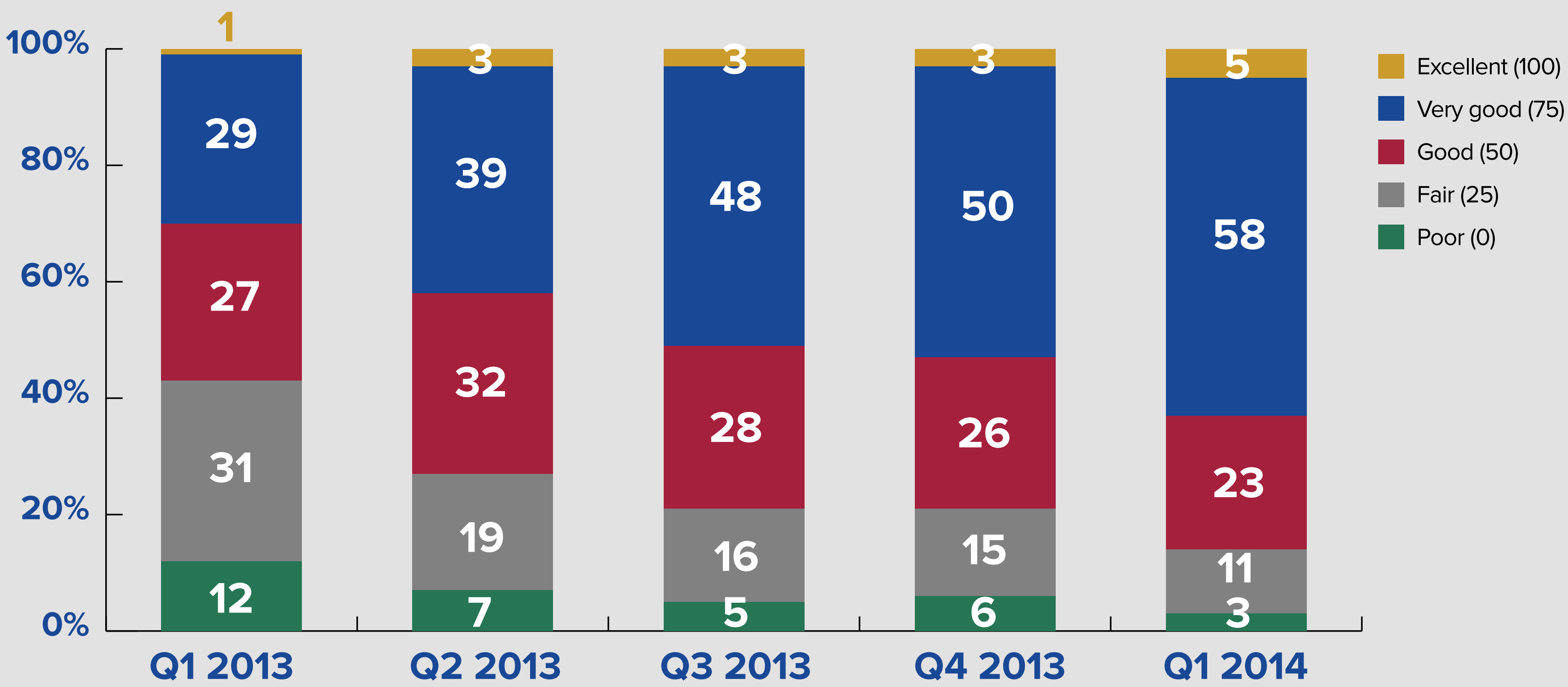
# Questionnaire and interviewing

## 3.3.3 Scales, nets, top box and mean scores

Back to Contents

**Top box**

- Top box scores are often used by clients to target improvement because:
  - Goals are often for best in class (i.e. better than good)
  - Staff better understand the lexicon 'Excellent/very good' rather than a mean score




Charterhouse Research

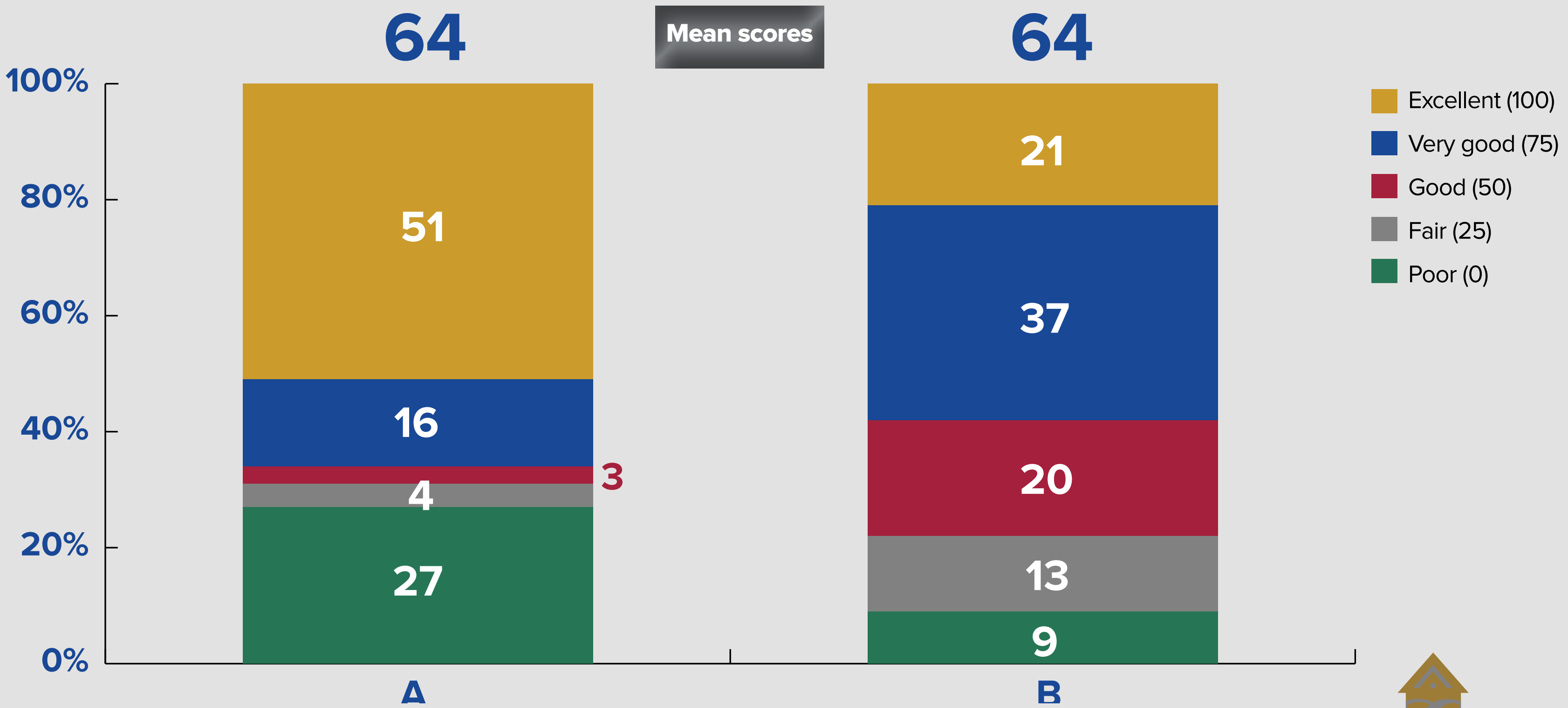
# Questionnaire and interviewing

## 3.3.4 Scales, nets, top box and mean scores

Back to Contents

**Mean scores**

- Mean scores are a calculated average score. They can be calculated on a scale used in the questionnaire or sometimes you can apply a value to the respondent's answer (e.g. excellent = 100, very good = 75, etc.)
- Mean scores take into account the full range of answers across the scale and provide a single figure, which can be useful for tracking change
- The danger with using mean scores is that they can hide polarised views




Charterhouse Research

## 4.1 How to check tables (agency side)

Back to Contents

**Any tables you receive from an agency should be fully checked. However, there may be occasions you have conducted in-house research. Therefore, when checking tables, for all tables you should:**

- Check that each table you have specified is in fact present
- Check that its title, base and side headings are correctly described and that there are no spelling errors
- Check against the hole count to ensure the base is correctly defined
- Check against the hole count to ensure that the side headings have been correctly defined. Ensure that they add up to 100% for single code questions and to at least 100% for multi-codes
- Check that the correct breaks have been applied to the table and that they are correctly labelled
- Refer to the hole count to check that the breaks have been correctly defined. Make sure that where appropriate they add across to 100%
- Check breaks against their corresponding table (to ensure for example that if frequency of use is used as a break it corresponds with the frequency of use table)

**LOOK AT THE TABLE AND MAKE SURE IT MAKES SENSE**

- Where possible, check that the table corresponds with previous or subsequent tables (e.g. spontaneous awareness and prompted awareness equals total awareness)
- You should also check any data that is derived from the sample – ask data processing if you don't know where to find the sample information

# Tables, weighting, sig testing

## 4.2 How to read tables

Back to Contents

Charterhouse UK Business Confidence Survey 2014 (Survey Period: March - May 2014) - BC questions
Table 1
BC1. How do you feel about the current health of the UK economy?
Base: All answering

| | | Main Bank | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | Barclays | BoS | Clydesdale | Co-op | HSBC | Lloyds | NatWest | RBS |
| Significance Level: 95% | | a | b | c | d | e | f | g | h |
| Unweighted base | 2418 | 505 | 109 | 36 | 45 | 396 | 380 | 447 | 220 |
| Weighted base | 3492112 | 756284 | 113457 | 31782 | 82394 | 607424 | 611611 | 594570 | 198932 |
| Extremely positive (100.0) | 169038<br>5% | 39112<br>5% | 4162<br>4% | 1265<br>4% | 1666<br>2% | 37149<br>6% | 28129<br>5% | 33697<br>6% | 8732<br>4% |
| Fairly positive (75.0) | 2035703<br>58% | 438141<br>58%<br>cm | 78129<br>69%<br>acdghjm | 11476<br>36% | 39969<br>49% | 375616<br>62%<br>chjm | 364800<br>60%<br>cm | 334145<br>56%<br>cm | 106293<br>53% |
| Neither positive nor negative (50.0) | 811006<br>23% | 182378<br>24%<br>e | 19647<br>17% | 14807<br>47%<br>abefghijkl | 34556<br>42%<br>abefghijkl | 111678<br>18% | 147131<br>24% | 137720<br>23% | 47546<br>24% |
| Fairly negative (25.0) | 372843<br>11% | 76507<br>10% | 9605<br>8% | 4234<br>13% | 4670<br>6% | 61996<br>10% | 58627<br>10% | 76585<br>13% | 28254<br>14% |
| Extremely negative (0.0) | 103523<br>3% | 20145<br>3% | 1914<br>2% | 0<br>0% | 1534<br>2% | 20985<br>3% | 12924<br>2% | 12423<br>2% | 8108<br>4% |
| **Net** | | | | | | | | | |
| Positive | 2204741<br>63% | 477253<br>63%<br>cm | 82291<br>73%<br>cdghjlm | 12740<br>40% | 41635<br>51% | 412765<br>68%<br>cdhjm | 392929<br>64%<br>cm | 367842<br>62%<br>cm | 115025<br>58%<br>c |
| Negative | 476365<br>14% | 96652<br>13% | 11519<br>10% | 4234<br>13% | 6204<br>8% | 82981<br>14% | 71551<br>12% | 89008<br>15% | 36362<br>18%<br>fi |
| Mean score | 62.8 | 63.2<br>lm | 66.1<br>chlm | 57.7 | 60.8 | 64.2<br>hlm | 63.8<br>hlm | 62.6<br>lm | 60 |
| Standard error | 0.44 | 0.94 | 1.81 | 3.12 | 2.66 | 1.11 | 1.04 | 1.02 | 1.56 |

"Columns Tested: a,b,c,d,e,f,g,h,i,j,k,l,m - a,b,c,d,e,f,g,h,i,j,k,l,m,n,o - a,b,c,d,e,f - a,b,c,d,e,f,g,h,i - a,b - a,b,c,d"
* small base
Survey Period: March - May 2014 Charterhouse Research

**Question/title**

**Base**

**Cross break**

**Sub break**

**Total base**

**Filtered base**

**Column %**

**Side label**

**Mean score point**

**Net: excellent/very good**

**Mean score**

**Standard error** (used in significance testing)

**Significance testing**
Significance testing at the 95% level is applied to the tables. Each column is given a letter and then compared against each other. The letters shown underneath denote where there is a statistically significant difference to other columns

**Small base warning**
If a base is under 50 it will be denoted by a *

Charterhouse Research

# Tables, weighting, sig testing

## 4.3 Base sizes

Back to Contents

**Small base sizes**

- **We should always be cautious of trying to segment the sample too much as results will become unreliable**
  - As a rule of thumb, bases under 50 should be treated with caution; bases under 20 should be considered more as qualitative indicative findings
  - With specialist audiences (e.g. businesses) we are often restricted to using relatively small sample sizes (due to small universes and budget restrictions). Where this is the case, we look for supportive data within a data set and other client information, rather than relying purely on statistical observations

**Quotas**

- **To enable a large enough base for analysis at a sub-group level we often set quotas. This can result in certain groups being over or under-represented at a total level. Thus, weighting is sometimes applied to make sure the results are truly representative of the whole market**

Charterhouse Research

# Tables, weighting, sig testing

## 4.4 Weighting

Back to Contents

### Total respondents – 1,000

| | | | | | |
|---|---|---|---|---|---|
| **Quotas set** | Sector A – 200 interviews<br>20% of total | Sector B – 200 interviews<br>20% of total | Sector C – 200 interviews<br>20% of total | Sector D – 200 interviews<br>20% of total | Sector E – 200 interviews<br>20% of total |
| **In reality (% of total universe)** | Sector A – 32% | Sector B – 25% | Sector C – 16% | Sector D – 8% | Sector E – 19% |
| **Weighting factor** | Sector A – 1.6<br>Weighted base = 320 | Sector B – 1.25<br>Weighted base = 250 | Sector C – 0.8<br>Weighted base = 160 | Sector D – 0.4<br>Weighted base = 80 | Sector E – 0.95<br>Weighted base = 190 |

# Confidence intervals

- The confidence interval is the range around the survey percentage or mean score into which the true figure for the market as a whole is likely to fall
- The 95% confidence interval means there is a 95% chance the true figure is within this range – and only a 5% chance it is outside this range
- For percentages, the range is determined by the percentage and the sample base – the bigger the sample, the smaller the range
- For mean scores, the range is also affected by how clustered the scores are – the more clustered, the smaller the standard error, and the smaller the range
- The minimum significant difference between two percentages or mean scores is the difference required to be 95% sure there is a real difference in the market as a whole

PERCENTAGES

Estimate of 95% confidence interval around survey percentages and minimum significant difference at 95% level between two percentages

| Actual | Sample A | Sample B | Difference |
|---|---|---|---|
| Percentage to be tested | 50.0% | 54.0% | 4.0% |
| Unweighted sample size | 1500 | 1500 | |
| | | | MSD |
| 95% confidence interval: +/-: | 2.5% | 2.5% | 3.6% |
| So 95% sure that true value is between: | 47.5% | 51.5% | |
| and: | 52.5% | 56.5% | |
| Is the difference in percentage between A and B significant? | | | Yes |

MEAN SCORES

Estimate of 95% confidence interval around survey mean scores and minimum significant difference at 95% level between two mean scores

| Actual | Sample A | Sample B | Difference |
|---|---|---|---|
| Mean score to be tested | 59.1 | 54.6 | 4.50 |
| Standard error of mean score | 1.81 | 1.33 | |
| | | | MSD |
| 95% confidence interval: +/-: | 3.55 | 2.61 | 4.40 |
| So 95% sure that true value is between: | 55.55 | 51.99 | |
| and: | 62.65 | 57.21 | |
| Is the difference in mean score between A and B significant? | | | Yes |

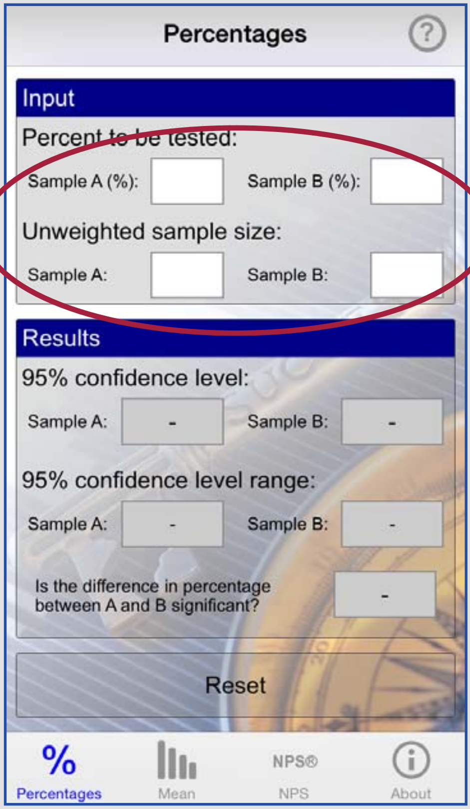
Interactive charts – enter figures into white cells

Back to Contents


# StatsChecker

## Download Charterhouse's significance testing app

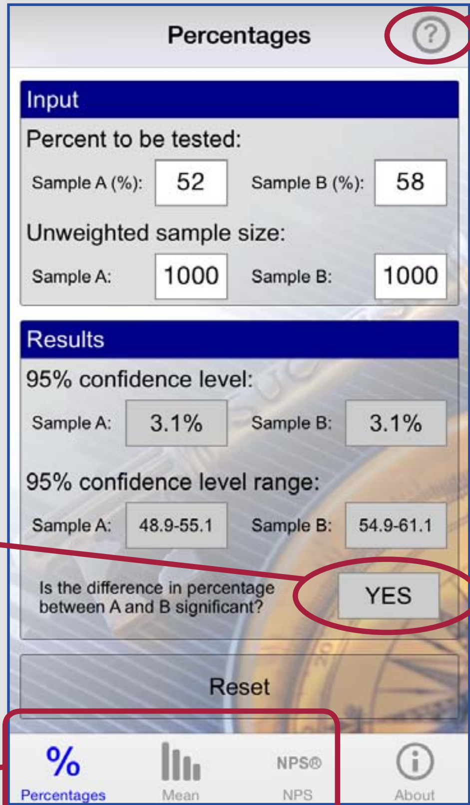
**Charterhouse Research has developed StatsChecker, a FREE app for iOS and Android that enables clients to quickly and simply check whether survey percentage, mean score or net promoter score (NPS®) differences are statistically significant**

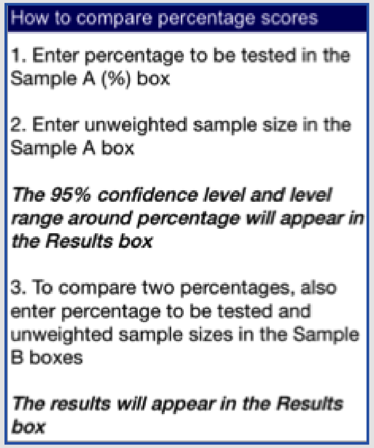



Populate the top four cells – the % scores and the sample sizes to be checked

The app will calculate significance at a 95% confidence level

Test percentages, mean scores and net promoter scores (NPS®)




Available on the App Store

GET IT ON Google play

Charterhouse Research

# 5 Timelines

Back to Contents

**An agency would turn around a typical ad hoc project in about six weeks, but taking into account internal project briefing and setup, it is wise to allow about nine weeks**

| Week | Activity | Deliverable/comment |
|---|---|---|
| 1 | Internal briefing meeting | An idea of approach and scope |
| 2 | Issue brief to agency | |
| 3 | Agency proposal | Near confirmation of approach and scope |
| 4 | Agency briefing meeting | Confirmation of approach and scope |
| 4/5/6 | Set up, sampling, recruitment | |
| 5/6/7 | Fieldwork | |
| 9 | Analysis & presentation | |

(note: all projects are different and each will afford their own specially designed timetable)

Charterhouse Research

# 6 Outputs

Back to Contents

- Have you got your story straight?
- Ask yourself the "so what?" question
  - Any recommendations or questions to put forward?
  - Do the findings have wider relevance? If so, for whom?
  - Test hypothesis with key stakeholders before sharing widely
- A picture is worth a thousand words...
- ...but headlines are just as important
- Context – will the content be delivered face-to-face, or read standalone?
  - Consider the voiceover/amount of detail required, which may differ accordingly
- Attention to detail/consistency
  - Careless mistakes sow the seeds of doubt!
  - Labelling/keys/scales/appropriate chart types for the data presented
  - Brand guidelines
  - Footers – source/question wording/base size

Charterhouse Research

Charterhouse Research Ltd, 68 Lombard Street,
London, EC3V 9LJ

**020 7868 1710**

www.charterhouse-research.co.uk

MRS Evidence Matters™
Company Partner

Charterhouse Research