

ANÁLISIS DE BERKELEY RESEARCH GROUP (BRG)

GENERALIDADES

BERKELEY RESEARCH GROUP (BRG) es una consultora estratégica fundada en 2010, ofrece servicios de asesoramiento independiente, análisis de datos, estudios autorizados, testimonios de expertos, investigaciones, asesoría regulatoria y de disputas a corporaciones de Fortune 500, instituciones financieras, agencias gubernamentales, importantes bufetes de abogados y organismos reguladores de todo el mundo.

BRG ofrece asesoramiento económico, financiero y analítico para una variedad de disciplinas como: políticas antimonopolio y de competencia, certificación de acciones colectivas, construcción, gobierno corporativo, análisis de daños, energía, medio ambiente y recursos naturales, finanzas y valoración, informes financieros evaluación y fraude, investigaciones financieras forenses, análisis de salud, tecnología de la información, seguros y reaseguros, propiedad intelectual, arbitraje nacional e internacional, trabajo y empleo, política pública y cuestiones de seguridad.

METODOLOGÍA OPERATIVA

En cuanto a su plan de trabajo, plantea como objetivos el desarrollo de información estratégica para el procesamiento judicial de JG a través de información de inteligencia, investigación y búsqueda de activos a nivel global y sus colaboradores.

Disponen de una investigación preliminar de JG durante la última década, sosteniendo que tienen sólidos indicios acerca de actos irregulares y de corrupción en perjuicio al Estado.

Su hipótesis se basa en que funcionarios del actual Gobierno y ex funcionarios públicos, tendrían conocimiento y habrían participado de hechos irregulares que podrían ser sustentados bajo la investigación multi-jurisdiccional. Además, indican que estos funcionarios, valiéndose de su inmunidad política, habrían levantado una red de testaferros que se dedicaban a lavar dinero proveniente de actividades ilícitas; indica también que podrían tener vínculos con el crimen organizado.

Establecen dos tipos de entrega de información:

1. Primer reporte en un período de 15 días laborables, con información relacionada a la jurisdicción de Estados Unidos.
2. Entrega del reporte final en un período de 45 días laborables, con información relacionada a dos países adicionales.

PRESUPUESTO

No presentan una propuesta económica ni tarifas de honorarios.

CAPACIDADES Y EXPERIENCIAS

La empresa está compuesta por expertos acreditados, académicos, CPA, líderes empresariales, ex funcionarios del Gobierno y consultores experimentados con conocimiento de economía, finanzas, estadísticas, políticas públicas y estrategia comercial.

Global Competition Review (GCR) clasificó a BRG entre las 20 firmas de economía de la competencia más importantes del mundo en “Economía 20”, evaluación de GCR de las principales consultorías económicas mundiales en 2012 y 2013.

Registra varias notas periodísticas entre 2016 y 2018 en cuanto a su trabajo y miembros de su equipo, sin embargo, no se especifica años anteriores de experiencia o casos efectivos realizados en cuanto a recuperación de activos.

ANÁLISIS

La empresa BRG es una consultora estratégica de servicios, análisis de datos y asesorías, sin embargo, no especifica experiencia en temas relacionados a recuperación de activos, casos de corrupción o extradición. Nombra a tres miembros de su equipo de trabajo como líderes de la entidad, sin embargo, no detallan la experticia que se necesita para estos casos. Tampoco mencionan casos emblemáticos de recuperación de activos ni trabajo conjunto con firmas jurídicas de prestigio a nivel internacional.

Se basan prácticamente en hechos o actos ya conocidos sobre el caso de JG y en cuanto a metodología operativa, los informes que entregarán como producto final no especifican la clase de información que se dispondrá, ni una metodología exacta de recuperación de activos, tampoco con qué jurisdicciones internacionales trabajarían.

Nota:

La empresa BRG presentó un documento que contiene indicios de JG vinculado a una red de corrupción que sería parte del perjuicio al Estado, pero debido a la insuficiente información en la propuesta, se podría realizar un contrato parcial como proveedor de información en este caso específico.

INTRODUCCION – POTENCIAL INVESTIGACION

Entendemos que el cliente desea alcanzar los siguientes objetivos a través de esta asesoría:

1. Desarrollar información estratégica que permita el procesamiento judicial del Ciudadano Ecuatoriano JG a través de la recopilación de inteligencia humana y consultas discretas con fuentes confidenciales con respecto a determinadas actividades ilícitas a las que se encuentra asociado junto con su principal entorno de colaboradores y asesores. Esta información puede ser utilizada como evidencia para probar la participación de otros ex funcionarios involucrados en actos de corrupción e irregularidades cometidas en perjuicio de La Republica Del Ecuador.
2. Investigación y búsqueda inicial de activos a nivel global para JG y sus principales colaboradores.
3. Diseminación de la información clave e inteligencia a través de canales apropiados y estratégicamente seleccionados para obtener evidencia que permita probar que se han cometido actos irregulares y de corrupción en perjuicio de la imagen del Estado Ecuatoriano.

METODOLOGIA

INVESTIGACION PRELIMINAR JORGE GLAS (JG)

Nuestro relevamiento preliminar efectuado durante la última década en diferentes esferas familiarizadas con el anterior Gobierno de La Republica del Ecuador, sus principales colaboradores y las principales relaciones indican que existen fuertes indicios acerca de actos irregulares y de corrupción en perjuicio de La Republica Del Ecuador.

Nuestras fuentes indican de manera preliminar que varios ex funcionarios que sirvieron durante el Gobierno del Ex Presidente Rafael Correa, y funcionarios que se desenvuelven actualmente para el presente Gobierno tendrían conocimiento o habrían participado de hechos irregulares que podrían ser sustentados a través de una compleja investigación de tipo multi-jurisdiccional. Estos ex funcionarios se habrían valido de su inmunidad política para levantar una red de testaferros que se dedicaron por varios años a lavar el dinero que provenía de actividades ilegales y de esta manera adquirir activos a nivel internacional.

Las personas involucradas han sido extremadamente cautas y reservadas respecto a los hechos cometidos, sin embargo nuestras fuentes han logrado a través de diversas investigaciones el acceso a testimonios y relaciones cercanas al entorno de estos anillos de corrupción a nivel local e internacional que nos permiten entender el modo de operación que no es de conocimiento público. Resulta importante indicar que tenemos conocimiento que las relaciones no solo se limitan a la esfera política de estos países; sino que también existen otro tipo de vínculos con el crimen organizado.

Nuestro equipo se encuentra en capacidad de realizar una investigación profunda con el propósito de identificar y desarrollar un mapa de autores de las principales relaciones del objetivo; localización geográfica de los principales grupos de apoyo e interpretación de sus modus operandis. Entre otros aspectos importantes también podemos mencionar el desarrollo de la siguiente información:

- Colaboradores cercanos al objetivo que han participado de acciones irregulares.
- Participaciones accionarias en empresas.
- Controversias derivadas de acusaciones de conducta indebida.
- Participación indirecta en procesos criminales.
- Actos de corrupción.
- Escándalos públicos.

En cada fase se analizará la información para determinar si existen riesgos que ameriten o no un trabajo investigativo más extenso y amplio.

Basándose en la información obtenida, llevaremos a cabo averiguaciones puntuales en las jurisdicciones relevantes para desarrollar información a través de fuentes humanas sobre los antecedentes reputación, y cualquier otro factor de riesgo sobre el objetivo de esta investigación. De manera discreta nos acercaremos a diversas fuentes establecidas y contactos locales e internacionales. Típicamente este tipo de contactos implican a individuos de los siguientes campos:

- Fuentes de gobierno local o nacional.
- Contactos en autoridades regulatorias relevantes, registros corporativos y otras entidades relevantes, usualmente a nivel local.
- Fuentes establecidas en asociaciones industriales, el sector económico en cuestión.
- Economistas, analistas, periodistas, académicos y otros especialistas que cubren o saben sobre el sector relevante.

Es importante destacar que todas nuestras entrevistas discretas e interacciones relacionadas se llevarán a cabo en apego a las leyes aplicables de cada país y en estricta confidencialidad.

ENTREGABLES

- 1.- Identificación de no menos de cinco (5) testaferros ligados a las operaciones financieras, inmobiliarias u otras actividades del señor JG.
- 2.- Identificación de cuentas bancarias utilizadas (mínimo dos), titulares de las cuentas, monedas en que se operan tales cuentas así como los montos y circuito financiero para dichas operaciones u otras. Nota: La información preliminar indica que a través de estos canales se habrían movilizado un mínimo de US\$ 5 millones en un periodo de un año.
- 3 - Compañías utilizadas como vehículos para dichas operaciones

4.- Modus operandi de cada organización.

5.- Conexiones con compañías y sujetos en el exterior que se hayan o estén siendo utilizados para la realización de los ilícitos.

6.- Propiedades y negocios de JG en Ecuador y en el exterior. Nuestras fuentes cuentan con información que indica que JG ha invertido una parte importante de sus ganancias ilícitas en el sector inmobiliario. Estas inversiones de acuerdo con las fuentes no pueden ser justificadas ni por él, ni por sus testaferros.

7.- Información obtenida como resultado de investigaciones indica que Glas tuvo una participación protagónica en los ilícitos relacionados con la actividad petrolera, entre otros, los resultados preliminares de esta investigación en su primera entrega conducirán a los vínculos de JG en dichas actividades con el ex Presidente y otros, permitiendo fundamentar futuras investigaciones con bases sólidas. En ese sentido es importante mencionar que nuestro equipo de investigación tiene la capacidad de desarrollar una estrategia de investigación similar sobre posibles irregularidades cometidas por el Ex Presidente Rafael Correa. A solicitud del cliente podemos presentar un plan de trabajo y presupuesto detallado por separado.

8.- Se subraya que los testaferros identificados no han sido mencionados hasta la fecha en ninguna investigación o información pública. Puesto que no son de preponderancia política, sino que han sido identificados como parientes cercanos y amistades.

9.- Cabe destacar que todo lo mencionado anteriormente cuenta con la información necesaria que permitirá presentar resultados preliminares a corto plazo.

En ese sentido los tiempos de entrega son los siguientes:

- Primer Reporte: la primera entrega de información se realizará en quince días laborables.
 - Toda la información contenida en esta primera entrega está relacionada con la jurisdicción de Los Estados Unidos
- Entrega Final: la entrega final de información respecto a esta fase se entregará dentro de cuarenta y cinco días laborables.
 - Toda la información contenida en la entrega final estará relacionada a otros dos países adicionales.

BERKELEY RESEARCH GROUP



De acuerdo a su página web, BRG es una consultora estratégica que ofrece servicios de asesoramiento independiente, análisis de datos, estudios autorizados, testimonios de expertos, investigaciones, asesoría regulatoria y de disputas a corporaciones de *Fortune 500*, instituciones financieras, agencias gubernamentales, importantes bufetes de abogados y organismos reguladores de todo el mundo.

Fue co fundada en 2010 por un grupo que incluye al Dr. David Teece, reconocido economista, quien se ha desempeñado como su presidente y director ejecutivo y Tri Mac Donald, líder en las prácticas farmacéuticas, presidente, entre otros. BRG tiene su sede en Emeryville, California, y tiene oficinas en: Estados Unidos, Asia, Australia, Canadá, América Latina, Medio Oriente y el Reino Unido.

Según su descripción, la empresa está compuesta por expertos acreditados, académicos, CPA, líderes empresariales, ex funcionarios del gobierno y consultores experimentados con conocimiento de economía, finanzas, estadísticas, políticas públicas y estrategia comercial.

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BGR maneja redes sociales como Facebook, Twitter y LinkedIn en las que realiza publicaciones relacionadas a sus actividades profesionales.

Global Competition Review clasificó a BRG entre las 20 firmas de economía de la competencia más importantes del mundo en Economía 20, evaluación de GCR de las principales consultorías económicas mundiales en 2012 y 2013.

De acuerdo a varias notas periodísticas:

-En julio de 2 018, se afirmó a la organización como una consultora estratégica líder a nivel mundial en asesoramiento independiente, análisis de datos, investigaciones, etc; se especializa en sectores como: economía, asistencia sanitaria, banca, tecnología, energía, construcción y el sector inmobiliario.

-En junio de 2 018 se señaló que el economista especializado en competencia y trabajo regulatorio, Andrew Hildreth, fue nombrado como director general y Tigran Ter-Martirosyan, consultor financiero con particular experiencia en disputas relacionadas con Rusia, como director, en las oficinas de Londres.

-En noviembre de 2017 se publicó que, BRG para esa fecha contaba con 1 000 empleados distribuidos en 41 ciudades y seis continentes. La firma de servicios profesionales que van desde litigios colectivos hasta investigaciones de contabilidad forense. En la nota, además se señala que Michael Kenyon, experto cuántico, es el director general en Dubái y su oficina en Kuwait se centra en el asesoramiento de estrategias del gobierno regional.

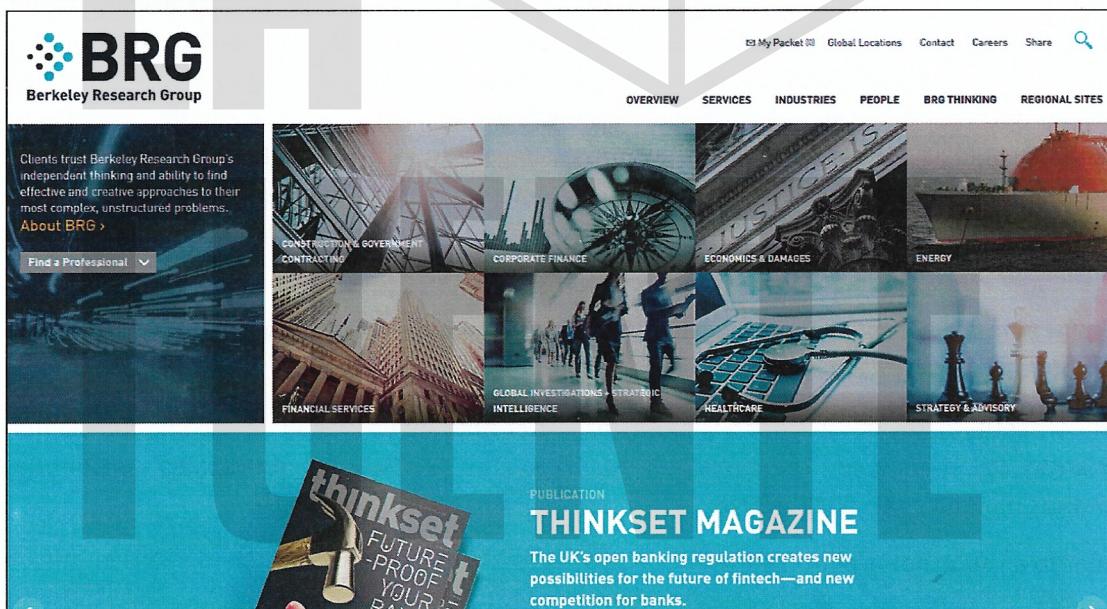
-En junio de 2017, BRG anunció que Lawrence Futa se unió a la firma para dirigir su oficina en Tokio como Director en la investigación Global Intelligence + Strategic Intelligence, quien fue anteriormente agente del FBI.

-En marzo de 2017, BRG informó que recibió una inversión de capital minoritario de USD 62.5 millones de parte de las afiliadas de Endeavor Capital, y el producto de la inversión se usaría para proporcionar capital de trabajo adicional, para respaldar la expansión continua de BRG en todas sus líneas de servicios centrales y para redimir parcialmente a los primeros inversores ángeles.

-En marzo de 2016, BRG comunicó la apertura de sus operaciones en Centro América y el Caribe, con base en la ciudad de Panamá.

INFORMACIÓN RELEVANTE EN FUENTES ABIERTAS

PÁGINA WEB OFICIAL BRG BERKELEY RESEARCH GROUP



Berkeley Research Group's Global Investigations + Strategic Intelligence practice provides companies, their counsel, and other advisors and stakeholders with the relevant and timely information required to make fully informed business and legal decisions necessary to prevail in a complex, global operating environment.

Who We Are

Ranked by [Global Investigations Review](#) as one of the world's top investigations consultancies, our experts possess a wide range of skills and disciplines and include former federal and state prosecutors, law enforcement officials, intelligence experts, and law firm partners, as well as forensic accountants, computer forensics and technology consultants, data analytics specialists, cyber security experts, litigation support professionals, and governance and regulatory experts.

BRG's global multidisciplinary teams have significant experience in financial services, energy, healthcare, education, consumer goods, mining, and the technology and media industries. Our experts have conducted investigations throughout North America, Latin America, Europe, the Middle East, Africa, and Asia-Pacific. Our teams leverage extensive investigative experience with powerful analytical tools and industry expertise to provide bespoke solutions to complex legal, business, or regulatory matters.

BRG's Global Investigations + Strategic Intelligence experts serve as trusted advisors to law firms, financial institutions, corporations, and their counsel around the world, and resolve their most important matters efficiently and ethically.

What We Do

As trusted advisors to companies, financial institutions, and law firms around the world, BRG's Global Investigations + Strategic Intelligence experts uncover facts, make sense of them, place them in context, and develop cutting-edge strategies to assist clients with addressing their most significant challenges. Whether in a dispute, contemplating a business transaction, assessing a system of compliance, investigating a potential fraud, or addressing a regulatory inquiry, our experts develop the information necessary to favorably resolve the issue.

We provide critical litigation intelligence in shareholder disputes, theft of intellectual property, product liability class actions, environmental claims, antitrust cases, and more. Our reports have been used to successfully bring closure to allegations of fraud and internal malfeasance; Foreign Corrupt Practices Act (FCPA), anti-corruption, and anti-money laundering investigations; whistleblower complaints; mergers, acquisitions, and divestitures; contests for corporate control and proxy battles; identifying illegal or inappropriate computer use; and independent monitorships.

We have advised clients on multijurisdictional regulatory inquiries and investigations, complex compliance issues, crucial business transactions, and high-stakes litigation. We have acted at the request of regulators, courts, and corporations as compliance monitors to oversee an organization's adherence to a settlement agreement or court order.

We incorporate sophisticated, custom data analytics into every matter to ensure that our advice is informed by the relevant available data. In many situations where our clients prefer to be "hands on" with their data, we build bespoke applications to "liberate" the data and present our analysis in an interactive manner. To manage workflow or manage information flowing between our team and the client, we often build applications to facilitate this process throughout the engagement in a manner that leaves an auditable trail to explain why certain key decisions were made throughout the project. These innovative tools, coupled with rapid inventorying, inspecting, and validating data from disparate systems, allow us to identify and model useful information to support informed decision making. When applicable, we employ various data mining and data science techniques, including statistical analysis, descriptive statistics, exploratory and confirmatory data analysis, and predictive analytics, to develop useful and timely business intelligence.

Our Clients

- Legal
- Financial Services
- Technology
- Private Equity and Hedge Funds
- Manufacturing
- Pharmaceutical
- Healthcare
- Gaming
- Telecommunications and Media
- Higher Education
- Mining and Mineral Extraction

Certain investigations are conducted by licensed BRG entities, including: Berkeley Research Group Texas, LLC (████094); Berkeley Research Group Investigatory Services of Illinois, LLC (Illinois █████723 and Michigan █████962); Berkeley Research Group of Florida, LLC (████243); BRG Investigations, LLC f/k/a Berkeley Research Group Investigatory Services of New York, LLC (████295).

Equipo de liderazgo

David Teece

Chairman and Principal Executive Officer

Dr. Teece is a renowned economist and an authority on matters of industrial organization, technological change, and innovation, particularly as it relates to antitrust and competition policy and intellectual property. He is the Thomas W. Tusher Professor in Global Business at the Haas School of Business at the University of California, Berkeley, and a former member of the board of governors for the faculty of arts and sciences at the University of Pennsylvania.

Dr. Teece has a Ph.D. in economics from the University of Pennsylvania and has held teaching and research positions at Stanford University and Oxford University. He is the author of more than 200 books and articles and is the co-editor of *Industrial & Corporate Change* (Oxford University Press). According to *Science Watch* (November/December 2008), he is the lead author on the most-cited article in economics and business worldwide from 1995 to 2005. Thomson Scientific recognized him as one of the 10 most-cited scholars from 1997 to 2007, and *Accenture* has named him one of the world's top 50 business intellectuals. In addition, he is among the "A-List of Management Academics 2011," an honorary group of 50 accomplished and distinguished U.S. business professors.

Richard Boulton

UK Chairman

Mr. Boulton is a chartered accountant and barrister who advises clients on strategic, regulatory, economic, accounting and valuation issues, with particular expertise in the assessment of complex damages. He has been engaged in over 200 litigations, including many of the UK's largest commercial disputes, and has led several major fraud investigations. He has given oral evidence on approximately 40 occasions in the English High Court, the Copyright Tribunal, the European Commission (Competition Directorate) and before many international Arbitration Tribunals. He has also co-written a best-selling business book on strategy.

David Kaplan

Executive Director and Vice Chairman

Mr. Kaplan, a member of BRG's board of directors, specializes in antitrust economics (including matters related to claims of price fixing and monopolization), damage assessment in intellectual property matters (including those involving patents and trade secrets), and analysis of damage issues related to general commercial litigation (including issues related to valuation). He has served as a consultant to the Federal Trade Commission's Bureau of Economics, Department of Justice, and Senate Judiciary Committee. He has published in the field of economics, taught business statistics in the MBA program at Johns Hopkins University, and served as a lecturer in economics at George Mason University.

Tri MacDonald

President

Mr. MacDonald is a senior member of BRG's Health Analytics practice and a leader in the firm's International Healthcare and Pharmaceutical practices. For over 20 years, he has provided accounting, financial, statistical, data analytical, and operational consulting services to clients in the healthcare, life sciences, insurance, banking, and government contracting arenas.

Philip Rowley

Executive Director and Chief Revenue Officer

Mr. Rowley brings over 25 years of experience in the expert services and litigation consulting industry. He has held various management positions in both public and private entities. His responsibilities included national, regional, and practice area oversight as well as business development and marketing disciplines.

Dave M. Johnson

Senior Vice President and Chief Financial Officer

Mr. Johnson has more than 30 years of financial services and capital markets experience. Most recently, he was the senior vice president and CFO of the International Rescue Committee, a prominent non-governmental organization that responds to the world's worst humanitarian crises. He holds an A.B. degree with honors in social studies from Harvard University and a master's degree in economics from Yale University.

Kimberly Starr

Senior Vice President and Chief Accounting Officer

Ms. Starr has over 25 years of experience in accounting and finance and was previously the chief financial officer of LEOG. She obtained her CPA while at KPMG, where she was a banking and higher education expert, national instructor, and recruiter. She graduated from the University of Hawaii and was awarded the Outstanding Senior in Accounting award.

Eric Miller

Senior Vice President and General Counsel

Mr. Miller has spent his career working at professional services firms. He served as PwC's general counsel from 2004 to 2010, at which time he returned to DLA Piper (where he had spent his entire career until joining PwC). Mr. Miller holds a J.D. from the University of Pennsylvania Law School and received his B.A. from the Johns Hopkins University with honors.

Marvin Tenenbaum

Senior Vice President and Special Advisor to the

<https://www.thinkbrg.com/>

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Información

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▼ Fundación en febrero de 2010

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MÁS INFORMACIÓN

ⓘ Descripción

BRG provides strategic advisory and expert consulting to Fortune 500 corporations, financial institutions, government agencies, and regulatory bodies.

ⓘ Premios

Global Competition Review Economics Top 20/21 (2013, 2014, 2015)

ⓘ Productos

Analytics
Compliance and Regulatory
Financial Advisory
Global Investigations + Strategic Intelligence
Human Capital
Litigation Consulting
Performance Improvement
Strategy
Technology Advisory

ⓘ Agencia consultora

BRG is a leading global strategic advisory and expert consulting firm that provides independent advice, data analytics, valuation, authoritative studies, expert testimony, investigations, transaction advisory, restructuring services, and regulatory and dispute consulting to Fortune 500 corporations, financial institutions, government agencies, major law firms, and regulatory bodies around the world.

BRG experts and consultants combine intellectual rigor with practical, real-world experience and an in-depth understanding of industries and markets. Their expertise spans economics and finance, data analytics and statistics, and public policy in many of the major sectors of our economy, including healthcare, banking, information technology, energy, construction, and real estate. BRG is headquartered in Emeryville, California, with offices across the United States and in Asia, Australia, Canada, Latin America, the Middle East, and the United Kingdom.

Berkeley Research Group LLC, including its subsidiaries, is not a CPA firm and does not provide audit, attest, or public accounting services. BRG is not a law firm and does not provide legal advice. BRG is an equal opportunity employer.

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22 de agosto a las 15:54

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Descripción
Berkeley Research Group LLC (BRG) es una firma líder global de asesoramiento estratégico y consultoría experta que proporciona consejo independiente, análisis de datos, valuación, estudios autoritativos, testimonio de expertos, investigaciones, asesoramiento de transacciones, servicios de reestructuración, y asesoramiento regulatorio y de disputa a las empresas Fortune 500, instituciones financieras, agencias gubernamentales, grandes firmas de abogados y cuerpos reguladores alrededor del mundo.

Empleos
Marcela Carrillo
Asistente en Privada

Vida en la empresa

Sobre nosotros

Berkeley Research Group is a leading global strategic advisory and expert consulting firm that provides independent advice, data analytics, valuation, authoritative studies, expert testimony, investigations, transaction advisory, restructuring services, and regulatory and dispute consulting to Fortune 500 corporations, financial institutions, government agencies, major law firms, and regulatory bodies around the world.

BRG experts and consultants combine intellectual rigor with practical, real-world experience and an in-depth understanding of industries and markets. Their expertise spans economics and finance, data analytics and statistics, and public policy in many of the major sectors of our economy, including healthcare, banking, information technology, energy, construction, and real estate.

Named by Forbes as one of America's Best Management Consulting Firms in 2017, BRG is headquartered in Emeryville, California, with offices across the United States and in Asia, Australia, Canada, Latin America, the Middle East, and the United Kingdom.

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<https://www.linkedin.com/company/berkeley-research-group-llc/>

BUSINESS WIRE**25 JULIO 2018****BRG STUDY: RETAIL'S HOLLOW VICTORY- THE HIGHER-SALES/LOWER-PROFITABILITY CONUNDRUM FROM RECENT SALES GROWTH**

EMERYVILLE, Calif.--(BUSINESS WIRE) -- Berkeley Research Group released today a report prepared by professionals from its Retail Performance Improvement practice showing that in spite of healthy sales increases in the fourth quarter, many retail executives felt the impact of a dynamic business environment that challenges retail companies on numerous fronts, including new technology, evolving consumer preferences, digitalization and new competitors.

"Recent strength in year-over-year sales increases is not surprising," said Managing Director Keith Jelinek, co-leader of BRG's Retail Performance Improvement practice. "We questioned whether the sales increases are actually driving increased profitability."

Entering the fourth quarter of 2017, BRG's Retail team conducted a survey of over one hundred retail executives and asked about their expectations for the holidays and what they foresaw in terms of promotional activity. Based on the survey responses, the BRG Retail team predicted another year of moderate year-over-year sales growth, coupled with significantly lower retail margins resulting from aggressive promotional activity during the holiday season. The new ex-post analysis completed by BRG's Retail team suggests that while sales outperformed expectations, gross margin percentages did decline.

To gauge the impact of promotional activity, BRG professionals examined the financial results of seventy-seven large and medium-sized public US retailers across eighteen retail channels. They found that while total sales increased 5.5 percent and gross margin dollars increased 3.3 percent, gross margin rate declined by 55 basis points—high promotional activity had its expected impact, especially on the bottom line.

The BRG Retail team's analysis also shows that the top-line growth did not translate to increases in EBITDA improvements in all channels. In addition to gross margin softness due to promotional activity, they found that retailers continue to face higher cost to serve in the highly competitive retail environment. The authors believe that the higher cost comes from increased transportation costs, wage pressures in a tighter labor market and greater cost of complexity from delivering omni-channel initiatives and other efforts to grow the business.

"In today's fluid and competitive consumer environment, retailers still believe they have to entice consumers with aggressive prices and promotional discounts—and this may be the case," said Managing Director Rick Maicki, co-leader of BRG's Retail Performance Improvement practice. "But based on our examination of Q4 results, the much-heralded sales bump over the holidays failed to generate added profitability for retail in aggregate and yielded a profit increase for only a subset of retailers."

According to the authors, despite recent green shoots, retail remains a stressed industry. Companies in all retail categories have undergone a wave of disruption, and over the last few years some have fallen short in addressing challenges. Those that remain will face more tests, but opportunities exist for those that can piece together the puzzle. They say it will require a strategic and coordinated effort across the operation, as well as flexibility in addressing both short- and long-term challenges.

"Attracting new customers and keeping loyal shoppers 'in the fold' is never a fait accompli," said Managing Director Rich Vitaro, co-leader of BRG's Retail Performance Improvement practice. "We have identified six strategies that help retailers profitably grow the business while maintaining a relentless focus on cost and complexity reduction."

The full report is available [here](#).

About Berkeley Research Group, LLC

Berkeley Research Group, LLC (www.thinkbrg.com) is a leading global strategic advisory and expert consulting firm that provides independent advice, data analytics, valuation, authoritative studies, expert testimony, investigations, transaction advisory, restructuring services, regulatory and dispute consulting to Fortune 500 corporations, financial institutions, major law firms and regulatory bodies around the world. BRG experts and consultants combine intellectual rigor with practical, real-world experience and an in-depth understanding of industries and markets. Their expertise spans economics and finance, data analytics and statistics, and public policy in many of the major sectors of our economy, including healthcare, banking, information technology, energy, construction and real estate. BRG is headquartered in

Emeryville, California, with offices across the United States and in Asia, Australia, Canada, Latin America, the Middle East and the United Kingdom.

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<https://www.businesswire.com/news/home/20180725005615/en/BRG-Study-Retail%20%99s-Hollow-Victory--Higher-SalesLower-Profitability-Conundrum>

CDR

19 JUNIO 2018

BRG SUBE EN LONDRES

Expert consultancy Berkeley Research Group has added to its London ranks with the hire of an economist and a financial consultant, while appointing new leadership in its Asia practice.

Andrew Hildreth, an economist specialising in competition and regulatory work, and Tigran Ter-Martirosyan, a financial consultant with particular expertise in Russia-related disputes, have joined the London office of Berkeley Research Group (BRG) as a managing director and director, respectively.

Hildreth arrives at BRG from Alvarez & Marsal, where he was an equity partner and managing director based in New York and London, he has also spent time at AlixPartners and CRA International.

<https://www.cdr-news.com/categories/construction/8291-brg-ramps-up-in-london>

ME CONSTRUCTION NEWS

01 NOVIEMBRE 2017

LEGAL EAGLES: CONSTRUCTION DISPUTES IN THE MIDDLE EAST

Middle East Consultant speaks to Berkeley Research Group's Craig Gibson about disputes in the construction sector, legal framework and the firm's growth in the region

The Berkeley Research Group (BRG) was founded in 2009 in Emeryville, California and today has over 1,000 employees spread across 41 cities and six continents. The professional services firm offers economic and litigation consulting and advisory and strategy services, ranging from class action litigations to forensic accounting investigations. The firm also offers big data analytics across sectors including construction, healthcare, telecommunications, energy, natural resources, financial services and public policy.

In the Middle East, BRG mainly focuses on international and domestic arbitration in the construction sector, and offers strategic intelligence for the benefit of regional government authorities.

Ahead of the first anniversary of the firm's new office in Dubai, Middle East Consultant caught up with Craig Gibson, senior managing consultant, to talk about construction disputes and the state of the industry.

Q. Talk to us in brief about the disputes you tend to get involved with, and your focus in the region

Globally, we are involved in all manner of major disputes. Our focus in the region will be on supporting international and domestic arbitrations, and we'll be leveraging the international reputation of Michael Kenyon (managing director, Dubai) as a leading quantum expert.

Q. BRG recently set up an office in Dubai. What prompted the decision, and had the company been involved in disputes in the region prior to setting up an office in Dubai?

Our expansion in the region has been sustained over many years; in fact, BRG has an established office in Kuwait focusing on advising regional government strategies. The construction team in our Dubai office comprises professionals with many years of experience in the region, many of whom have worked together previously on disputes in the UAE and beyond.

This has expedited the formation process and quickly given our clients the confidence to engage us on complex, high-value disputes across the region.

Q. What is the unique proposition you're offering to the market and to regional clients?

BRG prides itself on being a professional services firm led by its professionals. As a group of professionals and leading experts already established and recognised in the region, we are familiar with the practitioners, market and regional nuances. As a new company, we are in the unique position of being independent of many of the conflicts of interest found in a growing market.

Q. What's your take on the UAE construction sector at present, and how do you see it evolving in the next year?

The market is maturing, and that brings with it oscillations that seem to get more attention in the UAE than they perhaps would in other markets. The UAE construction sector still has a number of macro developments and flagship projects underway, and indications are that the backlog of construction projects are coming online again but with more streamlined margins. This is to be expected in a maturing market with more sophisticated monitoring, auditing and taxation procedures being introduced.

Q. What are some of the key reasons disputes occur on projects in the UAE and wider GCC region?

Generally, every construction project is unique and relies on a multi-party organisation that has never worked together before – and has competing aims and objectives – to deliver a large, complex product. Clients can further complicate this as design and requirements change, and a regional legacy from oil & gas projects is that design development is often carried out via shop drawings which the client must approve, which acts as a vehicle for client re-engineering.

Other common factors include unrealistic project timetables, unrealistic and unachievable solutions, and an unfortunate tendency to negotiate now and worry about the details later. Most of these issues could be avoided if contracts were better administered on-site, and if claims made on-site were better substantiated and explained.

Q. How common are disputes in the construction sector in the current market? Has the volume of disputes changed recently for any particular reason?

Disputes in the construction industry are common, and there is a link between the economy and the amount of arbitration. By way of example, as the economic crisis caught up with the Middle East towards the end of the last decade, the Dubai International Arbitration Centre reported twice as many cases in 2009 as in 2008.

The regional economy has been investing heavily in infrastructure, power plants and construction projects over recent years. By virtue of the volume of large projects underway and a lower oil price than forecast at the outset of many of those projects, the market has a number of regional disputes to be resolved, and owing to the size and complexity of many of these projects, arbitration may be required.

Q. What are the challenges your organisation and staff face when working on disputes in the Middle East?

A lack of records and data is a major inhibitor to demonstrating the position of disputing parties in construction. In-house, BRG has world-leading forensic software to liberate data and support class action litigations, which we regularly use in other sectors, but at present the construction industry is not sophisticated enough to benefit from this technology. This requires that we manually syphon through various sets of documents purportedly in support of the same claim, which through human error are sometimes contradictory to one another or simply not reliable enough to support a claim.

Q. Are there any changes you would like to see made to the legal system in the GCC, from the perspective of the work that you do?

There has been much attention given to the amendment of Article 257 of the Penal Code by Federal Law No. 7 of 2016, which means arbitrators found to breach their duty of neutrality and integrity could potentially be punished by imprisonment. We understand this is in the process of amendment and repeal.

We also understand that the UAE is enacting a new federal arbitration law based on the UNCITRAL Model Law and associated international standards by the end of 2017. This is a strong step for the UAE and a testament to its leadership,

and is expected to increase confidence in the arbitration process. This in turn will hopefully encourage further foreign investment and strengthen the UAE's position as a regional arbitration hub.

Q. What are BRG's plans for the next two years? Is expansion into other countries in the region on the table?

Our focus is on attracting the best talent and growing a flat, lean team to serve our clients. Our focus at the moment is on growing a quality, multi-faceted team in Dubai, which will bolster our established office in Kuwait. Should we open offices in other countries, it will be composed and necessary growth.

<http://meconstructionnews.com/25536/legal-eagles-construction-disputes-in-the-middle-east>

MARKETS INSIDER

05 JUNIO 2017

BERKELEY RESEARCH GROUP APPOINTS FBI VETERAN TO LEAD TOKYO OFFICE

Global strategic advisory and expert consulting firm Berkeley Research Group announced today that Lawrence Futa has joined the firm to lead its Tokyo office as a Director in BRG's Global Investigations + Strategic Intelligence practice. Futa was previously a career Federal Bureau of Investigation agent, where he was an Asia specialist and served as the head of the FBI offices in Tokyo and Hong Kong.

"As we continue to forge a strong presence in the Asia-Pacific region, we are excited to have Lawrence join the firm," said BRG Chairman and Principal Executive Officer David J. Teece. "Lawrence brings a wealth of experience from his FBI career, having established an exceptional track record in conducting sensitive investigations throughout Asia. We are pleased to add his investigative expertise to our already stellar team."

"We are delighted to welcome Lawrence to our team. His broad and relevant experience in Asia will differentiate us from competitors in Japan," said Stuart Witchell, Asia-Pacific leader of BRG's Global Investigations + Strategic Intelligence practice. "Lawrence has years of experience handling the most sensitive investigations involving corruption, fraud, cybercrime, intellectual property rights and terrorism. His skillset is unparalleled."

"Japan is an important market for BRG, and we are pleased to have Lawrence lead our operations there," said Allen D. Applbaum, the global leader of BRG's Global Investigations + Strategic Intelligence practice. "His experience in conducting complex investigations across multiple jurisdictions will provide our Japanese and global clients and their advisors a valuable resource for responding to cross-border challenges throughout Asia."

Futa will be responsible for conducting corporate investigations regarding due diligence, internal malfeasance, whistleblower complaints, potential corruption, fraud and money laundering, focusing on supporting Japanese firms throughout the Asia-Pacific region and in Japan.

Futa spent over 24 years with the FBI as a Special Agent. He was appointed by the FBI director to serve as the FBI representative in Tokyo and later Hong Kong. He was responsible for FBI investigations in Japan, Hong Kong, Macau and Taiwan, and he worked closely with regional law enforcement and intelligence agencies. Futa was awarded a medal of Investigative Excellence by the FBI and a commendation from the US intelligence community for his work overseas. He was the first supervisor of the FBI's Cyber Squad in Honolulu and was recognized by the FBI and the US Attorney's Office for his leadership in protecting national cyber infrastructure, as well as targeting cyber fraud threats. He headed an Organized Crime Squad in San Francisco that utilized sophisticated human source and undercover operations to bring down Asian and Eurasian organized crime groups. Futa also served as a consultant to the FBI on asset forfeiture matters and previously worked for a global financial institution and a global accounting and consulting firm.

Futa earned a bachelor of science in accounting from the University of Wyoming and a post-graduate certificate in enterprise risk management from the University of Hong Kong, and studied Japanese at the Defense Language Institute.

About Berkeley Research Group, LLC

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history. Endeavour is currently investing out of its seventh equity fund, with \$775 million in committed capital, and has offices in Los Angeles, Seattle, Portland and Denver. For more information, please visit www.endeavourcapital.com.

<https://www.benzinga.com/pressreleases/17/03/m9231487/berkeley-research-group-receives-62-5-million-equity-investment-from-en>

PANAMÁ AMÉRICA

01 MARZO 2016

BRG INICIA DESDE PANAMÁ SUS OPERACIONES PARA AMÉRICA CENTRAL Y EL CARIBE

Berkeley Research Group, (BRG), consultora estadounidense líder global en asesoramiento y consultoría estratégica, anuncia la apertura de sus operaciones en Centro América y el Caribe, con base en la ciudad de Panamá.

BRG es líder en asesoramiento estratégico en temas de investigación, cumplimiento, prevención de fraude, soporte de litigio e inteligencia estratégica. Entre sus clientes a nivel global se encuentran instituciones financieras, agencias gubernamentales, bufetes de abogados, organismos reguladores y grupos empresariales.

“La apertura en Panamá, como sede regional para Centro América y el Caribe, es un compromiso con una región que cuenta con empresas fuertes y con trayectoria reconocida, así como nuevas empresas que están en el proceso de crecimiento y posicionamiento local e internacional”, explicó Matías Mora, Managing Director para Centro América y el Caribe.

Apoyándose sobre la privilegiada posición estratégica de Panamá, que le ha permitido convertirse no solo en un “Hub” logístico sino también financiero para toda la región, BRG ha decidido instalar en este país su centro de operaciones para Centro América y el Caribe, con una apuesta de rápido crecimiento de sus actividades.

El principal portfolio de servicios que ofrece la nueva oficina regional –apoyados en la experiencia internacional de sus reconocidos profesionales- tiene como objetivo la mitigación de riesgos de las operaciones de sus clientes, tales como asesoría en prevención de lavado de dinero, investigaciones de “background check” y debida diligencia, prevención de fraude y auditorías forenses, blindaje transaccional, soporte de litigios e inteligencia estratégica, entre otros.

“Vamos a ayudar a las empresas a fortalecer sus estructuras comerciales para que puedan continuar haciendo negocios exitosamente a nivel local e internacional”, explicó Frank Holder, Chairman para Iberoamérica de BRG. “Los tiempos actuales demandarán una relación comercial con mayor escrutinio entre Estados Unidos y Latinoamérica, y es importante que las empresas regionales cumplan con ciertas condiciones requeridas por los Estados Unidos para poder seguir haciendo negocios con ellos o emprender nuevas relaciones comerciales”, añadió Holder, quien lidera además la apertura inicial de 7 oficinas para cubrir la región de América Latina.

BGR cuenta con un equipo de más de 1,000 expertos altamente calificados, cuya experiencia abarca: economía y finanzas, análisis de datos y estadísticas, políticas públicas, sistema financiero y banca, salud, tecnología de la información, energía, construcción y manejo de crisis. Los profesionales han trabajado tanto en entidades públicas como privadas en Estados Unidos y alrededor del mundo, generando un “networking” y una experiencia de campo diferenciadora para beneficio de nuestros clientes alrededor del mundo.

“Los objetivos a corto plazo son establecer nuestra presencia en Panamá, para poder a mediano plazo contar con un reconocimiento regional. El equipo de BRG está preparado y conectado para ofrecer una solución global, pero siempre desde una perspectiva de América Latina. Nuestros profesionales conocen la región, y la forma de trabajar de sus compañías”, sostuvo Mora.

Para el principal ejecutivo de BRG en la región, a largo plazo la empresa se posicionará como “la principal empresa de consultoría a acudir para temas de mitigación de riesgo y asesoría estratégica”. “Estamos en capacidad de asistir a nuestros clientes de manera puntual ante cualquier necesidad que tengan, gracias a nuestras estructuradas áreas de servicio y experimentados profesionales”, agregó Mora.

“BRG apuesta fuerte a Panamá, y a la región”, cerró Mora, quien lidera un equipo gerencial integrado –entre otros- por Federico Pauls, Director comercial (con más de 7 años de experiencia en la región) especializado en inteligencia comercial y análisis de proyectos; y Rene Bermúdez, Director de operaciones, especializado en auditoría interna, inteligencia y análisis financiero.

<https://www.panamaamerica.com.pa/economia/brg-inicia-desde-panama-sus-operaciones-para-america-central-y-el-caribe-1016019>

