

REFEREE'S REVIEW

Program:	International Technology and Innovation Management
Student:	Tommy Alekski Lahtinen
Title of thesis:	Customer loyalty in DIY retailing in Russia: Innovative approaches for improving customer retention through technology

Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.	5	4	3	2
Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	5	4	3	2
Quality of analytical approach and quality of offered solution to the research objectives. Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives.	5	4	3	2
Quality of data gathering and description. Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references.	5	4	3	2
Scientific aspect of the thesis. Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.	5	4	3	2
Practical/applied nature of research. Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

First of all, I have to note, that the paper is done on a high level, well-written and interesting. Author starts with the introduction, where he clearly states his aim, tasks, methodological approach, basics of theory, structure, etc. There is no questions about it. the paper is well-structured, it is coherent and balanced. It is easy to read the text, following author's idea.

Concerning the quality of analytical approach and quality of offered solution, I think it is also done on a good level. The author wanted to suggest innovative approaches in customer retention process, though it is not much of innovativeness, but the result is approached and it is clear.

Scientific aspect could be, from my point of view, stronger. First of all, I didn't find much of "independent thinking". Also I suppose there was a lack of "loyalty theory" in the text and, actually, the author starts to write about loyalty programs without mentioning what is loyalty I'm marketing context, for instance. I suppose, the paper has practical orientation, though it is quite good for such type of the work. Though, it is practical paper and there are some conclusions and recommendation for DIY retailer, I suppose executive summary should be stronger.

Quality of thesis layout matches all the requirements.

Master thesis of Tommi Alekski Lahtinen meets the requirements of MITIM program, and deserves an "excellent" grade, thus the author can be given the desired degree.

Date

Referee:

Konstantin V. Krotov

A handwritten signature in black ink, appearing to read 'Konstantin V. Krotov', written in a cursive style.