

SCIENTIFIC ADVISOR'S REFERENCE

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| Program: | MIB |
| Student: | Manaeva Anna |
| Title of thesis: | Identification of European Football Club Competitive Advantage on the Basis of Resource-Based View |

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.

The research is devoted to the investigation of the football club competitive advantages with regards to resources and capabilities. On the one hand football in Europe is turned into professional industry now, on the other - football clubs differ from typical companies because their performance judged not only by financial results but also by on the field performance. That's why the identification of sources of competitive advantage is topical. These research can contribute to football business papers by developing ideas on football club strategy based on internal resource analysis and can provide some ideas how reorganize those resources to ensure football and business achievement in long-term perspective

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.

The research paper is well enough structured, the theoretical part includes the review of resource-based view and description of football business, resources and capabilities of Football Club and related research papers. The author should have paid more attention to the analyses of existing literature on the resource-based view. The empirical part includes the description of the methodology and data collection techniques and provides a summary of research design, sample selection, results of expert interviews and sources of information, regression model overview and empirical results obtained from regression analysis.

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.

The author demonstrates the ability to define the research questions, organize the empirical research and make conclusions.

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.

The author used factor and regression analysis to analyze data. Ideas and recommendations for building

long-term competitive advantages for Football Club presented in the thesis were determined from examination of Top Thirty European Football clubs listed in UEFA Ranking. The UEFA Ranking is most reliable rating of Football Clubs. The primary information needed to carry out the research was composed with help of several expert interviews. Reliability of the results would have benefited if the author had used wider sample of clubs.

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.

The author presented her own concept of football club competitive advantage, identifying the research model, sources of data and methods of data analyses.

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.

Recommendations concern the significance of communication with fans and sponsorship and licensing contracts to determine the football club success can be used in practice of Russian football clubs management.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

The paper is formed and designed in accordance with the required standards.

The Master thesis of Manaeva Anna meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

18/06/12

Research advisor:

Associate professor



Olga Verkhovskaya