

SCIENTIFIC ADVISOR'S REFERENCE

Program:	MIB
Student:	Dmitry Asinovsky
Title of thesis:	eCRM 2.0: Социальные сети и мобильные приложения как новая возможность для CRM

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 aims both to study the foundations of CRM application, particularly social and mobile CRM, as well as to investigate the industry-related differences in applicability and effectiveness of social and mobile CRM. The topic of CRM per se has been attracting substantial attention during 1990-s, but new technological developments are stimulating new applications and new ways to implement CRM systems. The thesis aims to analyze the changes in CRM systems developments and to develop recommendations based on industry comparison of CRM applications.

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 thesis is structured in accordance with the aim and objectives of the study. The first chapter is devoted to theoretical foundations of CRM, key levels of CRM models and evolution of CRM with introduction to social and mobile CRM applications. The second chapter is fully devoted to comparative analysis of four selected industries, which allows illustrating opportunities and challenges of CRM applications.

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 thesis is based on comparative analysis of industrial application of CRM systems in line with investigation of theoretical foundations of the shift in applying CRM. All the selected industry cases are analyzed based on the same analytical framework that has been developed by Author to provide comparative basis for results interpretation. The results of the comparative analysis correspond with the objectives of the study.

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 study has been based on the secondary data collection that has been used for investigation of theoretical foundations of CRM and for comparative analysis of industrial applications. The method of data collection is appropriate to ensure cross-industry comparison. At the same time usage of secondary data only provides certain limitation for the scope of results, but still the method corresponds to the objectives of the study. The type of the study requires particular attention to investigation of theoretical foundations, hence the thesis is based on a thorough review of the most crucial sources on CRM, and mobile and social CRM applications in particular.

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 study has an exploratory nature, thus no objective of proving causal links between the factors has been

defined, but rather the study investigates the nature of transformation in CRM application, opportunities, barriers and success factors of social and mobile CRM. Exploratory studies provide findings that illustrate the phenomenon under investigation, as well as reveal factors of success and barriers in applying CRM systems. The limitations of exploratory approach though are connected to the limited opportunities to explain, rather than illustrate and provide potential for further analysis.

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.

The research has practical implication for the companies who would like to apply or transform their CRM systems. The implications are first of all for the four selected industries (we can speak of limited generalization in case of exploratory study based on secondary data); but still certain conclusions can be applied to wider circle of businesses.

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

The thesis layout meets the requirements of MIB program.

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

Date: 16.06.2012

Scientific Advisor: Asc. Prof. Maria M. Smirnova