

REFEREE'S REVIEW

Program:	Master of International Business
Student:	Dmitry Asinovskiy
Title of thesis:	ECRM 2.0: Social Media and Mobile Applications as an Opportunity to Reinvent 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.	5	<u>4</u>	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.	<u>5</u>	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	<u>4</u>	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	<u>4</u>	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	<u>4</u>	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	<u>4</u>	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.	<u>5</u>	4	3	2

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

Additional comments:

The submitted work of this student is quite good. The thesis is devoted to a relevant topic in modern marketing connected with CRM technologies application, and the student aims at developing conclusions concerning new CRM tools applicability in various industries. The text is well organized and well written, the topic is well thought out, and the objectives are clearly stated. The theoretical review is well organized and is based on relevant and up-to-date literature. However, the major flaw of the whole research is connected with its descriptive nature which might be driven by the chosen research method (i.e. case study) and starts with the objective statement (i.e. *"The main aim of the research is studying theoretical and practical bases and insights of the application and systematization of Social and Mobile CRM methods used in the companies working in the particular industries where those mechanisms and strategies can be applied"*). The first part of this aim (i.e. *studying*) implies the descriptive approach which drives the author from the analytical approach that is recommended according to the Regulations for master thesis preparation and defense.

The theoretical part covers the aspects of CRM technologies transformation, and the author identifies the key problem of the CRM understanding that lies in perceiving it as technology and not as strategy. Although this conclusion is important, it still is relatively obvious, and one could wish to see more of the author's own point of view and conceptual position apart from citing related works behind the theory-based conclusion.

Moving on towards the empirical part of the thesis, it should be mentioned that the chosen method can be considered as relevant to the stated goal of the research. On the other hand, the presented analysis is based

only on open secondary data, and the industry choice needs additional justifications. Nevertheless, I am satisfied with this work and evaluate it as one of good quality.

Master thesis of Dmitry Asinovskiy meets the requirements of MIB program, and deserves a "good" grade, thus the author can be given the desired degree.

Date 14/06/2012

Referee: *Professor Sergei Kouchtch*