

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in Management (MIM)
<b>Student:</b>	Anna Pushkova
<b>Title of thesis:</b>	FACTORS AFFECTING WIN-WIN CROSS-BUSINESS PARTNERSHIPS FOR ACHIEVING SUSTAINABLE DEVELOPMENT GOALS: EVIDENCE FROM FMCG COMPANIES IN RUSSIA

**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 topic of the thesis is quite important due to the (1) importance of the UN SDGs achievements for the civilization development; (2) critical necessity of developing partnerships for searching win-win solutions to reconcile the business purposes with the SDGs achievements, and (3) current theoretical debate in creating shared value field. The purpose of the study is to discover factors, supporting the creation of a *win-win cross-business* partnership to support environmental agenda in achieving SDGs within the FMCG industry. The topic as such looks original and is in line with the hot theoretical debate. In general the topic is covered by the presented research. Unfortunately, the particular objectives are not presented in the Introduction and the research questions appeared only on p.28.

**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.

In spite of the absence of the formal particular objectives in the Introduction, the research in general is conducted in a logical manner. The results and conclusions are directly followed from the study. The theoretical and empirical parts are in good balance.

**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 coverage of objectives is adequate. The research questions are formulated clearly. The main current trends of the theoretical sources are analysed and applied to the research.

**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 research tools and methods are selected properly. The very research is based on the qualitative approach. The sample was collected through non-probability techniques such as convenience and snowball sampling. The selected data validity is quite adequate. The list of references is complete for the particular thesis.

**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 way of scientific thinking is independent. The presented factors and the Model can be shared and used for the researches related to another industries involvement into the UN SDGs achievements. The qualitative research is made on the mainstream level and the author demonstrated the ability to use the main but typical approaches.

**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 theoretical background is directly related to the international and Russian practices. The results are just and can be shared for theoretical as well as practical purposes. The original Model for creation of win-win cross-business partnership for achieving SDGs in FMCG sector in Russia is presented and validated. This model can be used by managers, to understand the analysed factors affecting win-win partnerships.



tables, figures, references.

The main Regulations for the master thesis preparation are fulfilled. The tables, figures, and references in general are presented correctly. There are some mistakes in references and the list of references (not all used papers are mentioned in the list, and not all papers in the list are presented correctly).

**Originality of the text.** All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.

The thesis text is original and does not contain elements of plagiarism.

The Master thesis of Anna Pushkova meets the requirements for master thesis of Master in Management program (CEMS MIM) thus the author of the thesis can be awarded the required degree.

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Scientific Advisor:

Associate Professor Yury E. Blagov

