

## REFeree'S REVIEW

<b>Program:</b>	<b>Master in International Business Program</b>
<b>Student:</b>	<b>Liubov Khomenko</b>
<b>Title of thesis:</b>	<b>«Development of Response Approach to Marketing Boycotts for Targeted Companies»</b>

<p><b>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.</b></p> <p>The chosen <i>topic is actual</i> and focuses on consumer boycotts. Today it is crucial for companies to understand the nature of consumer boycott, its types, characteristics and factors of success what allows to develop appropriate response for every targeted company.</p> <p>The <i>main goal</i> of the research is to develop response framework for consumer boycott target on the base of critical analysis and integrated approach to existing theory of consumer boycotts.</p> <p>The goal required <i>several objectives</i> to be investigated and all of them were formulated logically and reflected the steps of the study.</p>	<b>5</b>	4	3	2
<p><b>Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.</b></p> <p>The <i>structure is logically built</i> as it goes from the general issues of the topic and comes to more precise ones. Introduction and conclusion are also interdependent as the conclusion makes an overview on the main findings and gives the answers to the problems stated in the introduction.</p> <p>The research paper is composed of 3 chapters:</p> <ol style="list-style-type: none"> <li>1) the aim of the <i>first chapter</i> was to analyze the phenomenon of consumer boycotts from the theoretical side considering all aspects such as definition, classification, motivation and costs for participation, success and failure factors;</li> <li>2) the purpose of the <i>second chapter</i> was to develop the model RCBT(Response for Consumer Boycott Target) framework in order to fulfill theoretical and managerial gap that was identified by the analysis of various strategic concepts in the sphere of consumer boycotts</li> <li>3) the <i>third chapter</i> served for demonstrating managerial contribution of the newly developed framework while the previous illustrated theoretical one.</li> </ol> <p>Every chapter of the research is connected to the objectives stated in the introduction and leads to the initial aim of the research.</p>	<b>5</b>	4	3	2

<p><b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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.</p> <p>The <i>objectives</i> stated in the thesis <i>are fully covered</i> by the represented analysis. Due to the theory overview the student came up to some specifications and problems that exist nowadays.</p> <p>The research contributed to the theory of consumer boycotts and practice of targeted companies by introducing a new framework which can help a company to establish suitable strategy and actions to minimize the damage from the boycott.</p>	5	4	3	2
<p><b>Quality of data gathering and description.</b> 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</p> <p>Quality of selecting research tools and methods rather high.</p> <p>As for <i>the bibliography list</i>, it looks representative as it includes various sources of publications. The articles and monographs were picked up in accordance with the topic and helped the author to make deep theoretical overview of the current problem.</p>	5	4	3	2
<p><b>Scientific aspect of the thesis.</b> 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.</p> <p>The <i>objectives</i> stated in the paper <i>are fully covered</i> by the represented analysis.</p> <p>The theory of strategies that boycott targets should use is very fragmented and does not provide the company with a whole understanding of how to act at every stage of boycott what created a theoretical and at the same time managerial gap in the literature. The theoretical gap was fulfilled with the newly developed in this paragraph RCBT model based on the critical analysis of the existing strategic approaches to tackling consumer boycotts and on integrated approach to the theory of consumer boycott phenomenon.</p> <p>The revision of the work showed the individual approach of the student to the stated problem. It is shown by the literature that was chosen and analyzed, methodology of the research and the practical application.</p> <p>The <i>strongest part of the thesis</i> is its clear research character. The main advantages of the research referee can be the following:</p> <ol style="list-style-type: none"> <li>1) defining the concept of consumer boycotts with provided classification;</li> <li>2) deep analysis of the motivation theory of boycott participation with determining the success and failure factors of consumer boycotts;</li> <li>3) reviewing of the existing strategic concepts of boycott response by the targeted company with identifying gaps in the literature;</li> <li>4) development of consumer boycott in order to receive feedback on the model and appeared questions;</li> <li>5) implementing the model on the example of Nestle case.</li> </ol> <p>Speaking about the <i>weak sides</i> of the thesis, the referee should mention the following:</p> <ol style="list-style-type: none"> <li>1) the author should turn in the theses, not only the problem of the loss of the company's image but also loss of company' brand equity and its key assets;</li> <li>2) the author should elaborate attention on the use of anti-crisis public relations aimed at restoring the reputation of the company, whose products are subjected to a boycott by consumers</li> </ol> <p>This referee's recommendations does not decrease the high quality of the thesis.</p>	5	4	3	2

<p><b>Practical/applied nature of research.</b> 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.</p> <p>Thesis produces impression as a creative, practice-oriented work, aimed at achieving practical concrete results. Practical recommendations allow to answer the question of how the boycotted company may handle consumer boycotts without suffering economic or brand image damage or by minimizing one.</p>	5	4	3	2
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.</p> <p>Master thesis has neat appearance and makes a positive overall impression. All the figures and tables of the work have sources and references</p>	5	4	3	2

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

**General conclusion:** The Master thesis of **Liubov Khomenko** meets the requirements for master thesis of MIB program and deserves an *excellent grade ( 5 A )* , thus the author of the thesis can be given the required degree.

15/06/2015

Referee:  
 Doctor of Economics  
 Associate Professor



Starov S.A.