

## REFEREE'S REVIEW

<b>Program:</b>	MIB
<b>Student:</b>	Dmitrii Potapov
<b>Title of thesis:</b>	Measuring Customer Orientation in Emerging Markets: Development of an Instrument Based on Content Analysis

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</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.	5	<u>4</u>	3	2
<b>Structure and logic of the text flow.</b> 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
<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.	<u>5</u>	4	3	2
<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.	<u>5</u>	4	3	2
<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.	5	<u>4</u>	3	2
<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.	<u>5</u>	4	3	2
<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.	<u>5</u>	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

### Additional comments:

This study examines the concept of customer orientation in the Russian context, developing a measurement instrument tailored to the emerging markets context. The report provides a pleasant reading with a balanced structure and a good flow of argumentation. The objectives of the study and the general research problem are defined clearly, and the choice of topic is well justified.

The study is based on a comprehensive review of literature, and well positioned in its field. The data used in the study is partly collected by external researchers, without contribution from the present author. Thus, the scope and research setting are partly defined by researchers external to the study.

The methodological approach is well justified and addresses the stated research problem. The processes of collecting and analysing data described in great detail, leading to a well transparent research report. Advanced methods are used for analysing the data, reflecting the author's strong ability to conduct research in a rigorous manner.

The second research question state as "How valid..." is not a very good research question, as it is very difficult to confirm such validity in practice. Rather, the presented study addresses the compatibility between the company websites and interviews with managers in terms of their degree of agreement. Considering companies' statements on their websites as an "objective" reflection of their market orientation (p. 28) is also somewhat problematic, as it is nearly impossible to distinguish between true commitment and empty statements. However, these represent rather semantic issues that do not severely undermine the value of the study.

On p. 44, the author decides to reject items emerging from the data analysis but not present in the extant scales. As the aim of the study is to renew the extant scales to better match the emerging markets context, these findings should rather be used as a basis for developing new items to complement the existing ones.

Whether the Russian data used can be really considered as representative of the overall emerging markets context would deserve more discussion (as a limitation).

The author uses appropriate language and terminology with a professional style of writing well appropriate for academic research. Overall, this is a very strong thesis that could even be converted into an academic publication.

Master thesis of Dmitrii Potapov meets the requirements of the MIB program, and according to the reviewer's opinion deserves an "*excellent (A)*" grade, thus the author can be given the desired degree.

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