

REFEREE'S REVIEW

Program:	Master in Corporate Finance
Student:	Ekaterina Tsygankova
Title of thesis:	Facilitation of call center size decision under uncertainty: Consulting project

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.	<u>5</u>	4	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.	<u>5</u>	4	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.	<u>5</u>	4	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.	<u>5</u>	4	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 = 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:

The thesis under review examines how call center size can be determined to maximize customer satisfaction by minimizing customer abandonment rate and servicing as many calls as possible.

First chapter offers an excessive review of call center industry, current trends and research on related issues. The only missing thing is probably information on Russian research in this field (or lack of it), as well as approaches of Russian companies to call center problems.

Methodology described in the second chapter is well justified and clear, but certain assumptions would need some more justification. The author examines only calls not handled by interactive voice response system. Such approach perfectly fits the task but requires modification in further research since for a client maximum tolerated waiting time is a function of not only actual waiting, but of dealing with automated voice response as well. As sometimes navigation through this system is confusing and time-consuming, it would be advisable to either elaborate on this issue, or mention it in proposed further research.

Application of proposed methodology to the actual case study is also thoroughly explained and well justifies in most of the assumptions and data collection. It would be advisable to discuss one of the assumptions in more details: Maximum waiting time is derived from a survey of mostly Russian individuals and applied to an American bank call center analysis assuming that behavioral characteristics of customers are the same. Reference to any research supporting this assumption would be desirable.

The layout meets the requirements of the Regulations for master thesis preparation and defense, text is well structured, reader-friendly and clear.

Master thesis of Ekaterina Tsygankova meets the requirements of Master of Corporate Finance program, and according to the reviewer's opinion deserves a/an "excellent" grade (ECTS grade is A), thus the author can be given the desired degree.

Date: June 13 2015

Scientific Advisor:
Associate Professor
Anna E. Loukianova

A handwritten signature in black ink, appearing to read 'A. Loukianova', written in a cursive style.