

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management
Student:	Denis V. Egorenko
Title of thesis:	MATURITY OF RUSSIAN ENTERPRISES IN IMPLEMENTATION OF DATA ANALYTICS

<p>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.</p> <p>Data Analytics is the prominent area of research in knowledge discovery and in identification of hidden patterns from the datasets. Maturity models describe gradual improvement paths toward the development of good practices, to the point of achieving a desirable state in any organization. A company's activity can be assessed in terms of capacity and maturity. The former has to do with the ability to achieve or contribute to the fulfillment of a required objective, whereas maturity addresses the extent to which an organization has consistently implemented processes or practices with a clearly defined scope, thus contributing to the achievement of project objectives (Froger et al., 2019; Von Scheel et al., 2014). Experts have developed various maturity models that can be applied to the different functional areas of a company. They are used as diagnostic and analysis tools to assess the level of development of a product, project or process. The goal of the master thesis is to understand whether the existing models of analytical maturity are suitable for use in Russian enterprises, and to investigate the current level of analytical maturity of Russian enterprises. Considering all above, the master thesis of Denis Egorenko seems to be surely topical. The title, research problem and research questions are clearly specified. The goal is real, accurately expressed and the tasks are defined in a good form.</p>
<p>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.</p> <p>The thesis is organized in a logical way. The structure of the research is divided into four main parts. In the first chapter the theoretical framework for maturity assessment is analyzed through the literature review and terminology investigation. The main research gap is formulated. In chapter two author develops Research Methodology: conceptual research model, data collecting method, research hypotheses formulation and justification of the hypothesis testing method. Empirical study of the third chapter includes survey design, data collection and description of companies and survey participants. In the chapter four author discussed the results of analysis. In conclusion Denis summarizes the paper's results. Both theoretical and empirical part of the thesis are consequently aligned in terms of their structure.</p>
<p>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.</p> <p>Author demonstrates ability to formulate and convey the research problem and to offer options for its solution applying the latest trends in relevant research.</p>
<p>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.</p> <p>For this study the survey reflecting the awareness of the company's employees about the Data Analytics maturity of the company was used as the main assessment tool. Quality of selecting research tools and methods is good. Author demonstrates adequacy of used data for chosen research tools and methods. The data samples are described and analysed. The list of reference is complete and relevant.</p>
<p>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.</p> <p>The study used a structured survey of opinions of data analytics specialists working in Russian companies on how their companies use data analytics. With the subsequent application of three types of analysis of the results obtained. Initially, the results were described using descriptive analysis. The backward stepwise regression analysis was then applied to confirm or refute the hypotheses put forward. At the last stage,</p>

cluster analysis was applied to identify the levels of analytical maturity of Russian companies and the characteristics inherent in companies at each level.

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.

This study provides a practical description how Russian companies use data analytics, based on the opinions of employees working in these companies. As a result of testing the hypotheses, it was revealed that Russian companies use data analytics in accordance with the existing theory about the use of data analytics. This suggests that Russian companies can apply existing models of analytical maturity. As a result of the cluster analysis, the levels of analytical maturity of Russian companies were determined. A description was given of how companies at the identified levels of analytical maturity apply data analytics. Recommendations were formulated for the development of data analytics for the company at each level.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

Layout fulfils the requirements of the Regulations for master thesis preparation and defence. All the tables and figures are properly edited and represented.

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.

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The Master thesis of **Denis Egorenko** meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Date: 14.06.2021

Scientific Advisor:

Assoc. Professor Sergey Yablonsky



reflecting the awareness of the company's employees about the maturity of the company.