

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	PRASLOVA Anastasia
Title of thesis:	“Agile marketing as a factor of firm performance: Empirical study of Russian companies”

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 choice of the topic is well justified both from theoretical perspective and practical relevance. The objectives are defined both for the theory analysis, and each of the types of the empirical study.

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.

The thesis is very well structured, there is a throughout logic that aligns well the content and results of each of the chapters.

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.

Author demonstrates a very good design of the analytical approach, including a thorough theoretical analysis of the core concepts, as well as design of the empirical methodology of both qualitative and quantitative stages.

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.

Data collection is well presented in the text – all steps are described and documented. Particularly strong is presentation of the qualitative stage of the study, which frequently is presented in a highly descriptive way. In this thesis Author presents a thorough and comprehensive approach to design, analysis, and interpretation of the results of the interviews. This makes the combination of qualitative and quantitative stages particularly meaningful, as well as the results and recommendations more relevant and valid.

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.

There is a high degree of scientific value of the study. There is contribution both at the level of theory, and empirical results. Moreover, the value of the study is not only specific for Russian context, but is also generalizable for other contexts.

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.

Practical value of the study is very high. Moreover, the results are valuable for various types of companies and industries.

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

tables, figures, references.

Thesis layout meets the requirements of the program.

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.

Degree of originality is 93,2.

The Master thesis of Anastasia Praslova meets for master thesis of Master in Management program thus the author of the thesis can be awarded the required degree.

Date

June, 8th, 2023

Scientific Advisor: *Associate Professor Maria M. Smirnova*