**SCIENTIFIC ADVISOR’S REFERENCE**

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| **Program:** | **Master in Management** |
| **Student:** | **Artemii Uverskii** |
| **Title of thesis:** | **Determinants of innovation performance in Russian companies** |

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| **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. |
| Innovation is important for companies, since it makes them competitive, so many companies nowadays strive to increase their innovation performance. In order to increase the company’s innovation performance, the manager should know which factors determines its innovation performance. Therefore, the thesis topic is practically useful, especially in Russia due to the fact that more attention toward innovation is generated in our country. Despite there are plenty of models of innovation at the firm’s level, they exhibit several drawbacks, so that there is a need for a model that can tackle the existing challenges. Therefore, the thesis topic is theoretically useful. To meet a need for a new model, Artemii Uverskii created the attributive innovation model. To achieve his goal to create the useful model, Artemii met the following objectives: conducted a thorough overview of papers on innovation at the firm level, marketing and general management; came up with their disadvantages; proposed the attributive innovation model to address these disadvantages. Afterwards, he empirically tested the model using multiple linear regression models on the sample of 148 Russian companies and compared his results with those of other researchers. As a general conclusion about the thesis, it can be said that the student chose an important topic for his research and used an innovative approach to revise the imperfections of existing innovation models. The thesis topic, research goal and objectives are accurately defined and aligned. |
| **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 structure of the thesis is as follows: introduction, two chapters, conclusion and references list. In the first chapter, the student provides general theory about innovation, overviews existing models of innovation at the firm’s level, introduces the attributive innovation model, justifies determinants in the model, and explains methodology of the empirical part of the research. In the second chapter, the student describes the empirical research, which is based on econometric modeling, compares its results with other researchers’ findings, and explains practical and managerial implications of the research. The thesis is logically structured; all the objectives set by the author are met. The structure and the content of the empirical research are based on the theoretical approach presented in the first chapter. |
| **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. |
| All the objectives set in the thesis are met. The methodology is consistent with the approaches considered in the contemporary academic literature. Literature review is logically related to the research topic, the conducted study and the obtained results demonstrate good level of the author’s analytical skills. In general, the quality of the analytical approach meets the requirements for master’s thesis. |
| **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. |
| The data used in the study is relevant. The presented methodology and methods of the econometric analysis are adequate for conducted research. List of references is relevant and includes contemporary sources: both classical papers and contemporary studies on the researched topic. Cross-sectional data on 148 Russian companies was gathered using self-selection sampling method. The data was collected with the use of electronic questionnaires (Google Forms), which were publicized in innovation-related publics on Facebook and vk.com. The final version of the questionnaire was five pages long and could be answered in less than ten minutes. The data is balanced in terms of company size. |
| **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. |
| The author compiled results of various studies on innovation at the firm’s level, marketing and general management into one convenient model. Moreover, he included several determinants that were not empirically tested in previous papers. For empirical part of the research, Artemii used well-established methodologies, compiled from different papers on innovation and new product management. These facts underscore that the student thinks and works independently. Taking into account the fact that there is a relatively small number of comprehensive papers devoted to the studied problem, the thesis differs by novelty, innovativeness and practical significance. |
| **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. |
| The research is practically applicable, since managers may use the research as a starting point if they want to increase their companies’ innovation performance. To increase product innovation performance, they should increase the company’s R&D expenses, marketing expenses on innovative product launch, and strengthen the company’s innovation strategy. To increase process innovation performance, moreover, they should increase the expenditures on employees training and strengthen the company’s innovation strategy. The research is especially useful for Russian companies because of increased attention to innovation in Russia in recent years. |
| **Quality of thesis layout.** Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references. |
| The formal structure of the paper meets the requirements of the thesis preparation. |
| **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. |
| The thesis text is original and does not contain elements of plagiarism. |

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

Date

02.06.2016

Scientific Advisor:

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