

## REFEREE'S REVIEW

<b>Program:</b>	Master in Management (MIM)
<b>Student:</b>	Maksim Shlegel
<b>Title of thesis:</b>	Coopetition as a Lead Generating Mechanism: Design, Modelling and Simulation

<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			
<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.	4			
<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.	5			
<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.	5			
<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			
<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.	5			
<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.	4			

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.

### **Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis**

The author has attempted to fill the gap in practical application of a game theory to rapidly emerging internet-based instruments of coopetition. The gap was clearly identified and was fulfilled with a validated model, designated to provide practical guidance for companies, engaging in coopetition.

### **Structure and logic of the text flow.**

The structure of the thesis reflects the aim to provide a particular example and analysis of effects of coopetition in a defined market niche. Nevertheless, the theoretical review could have been more elaborated on the applicability of game theory methods to internet-based coopetition strategies and less descriptive on general concepts of game theory; further elaboration would have created a profound link with existent theoretical research and would serve as a logical background for the further practical part.

### **Quality of analytical approach and quality of offered solution to the research objectives**

In order to deliver tangible output, the author applies the agent-based modelling methodology to run the simulation, based on the market data. The choice of the approach was clearly justified and relevant limitations were outlined.

### **Quality of data gathering and description**



The data used for the research serves as a sufficient base for a realistic and statistically valid output. The model, used for the research, is clearly outlined and described, and simplifications, applied to the model, were based on meaningful assumptions.

**Scientific aspect of the thesis.**

The methodology and scientific background of the research fully match the aim of the thesis.

**Practical/applied nature of research.**

The research aims to provide practical evidence from the viewpoint of a classic game theory approach. The results can cater for not only scientific purposes, but also serve as a background for practical decision-making.

**Quality of thesis layout.**

Quality of thesis layout can be evaluated as adequate. However, the list of figures is missing, as well as the connection of appendices to the main body; the discussion part is included in conclusion, whereas logically it would have formed a dedicated chapter after the simulation results.

Master thesis of Maksim Shlegel meets the requirements of the Master in Management program, and according to the reviewer's opinion deserves a/an "excellent B" grade, thus the author can be given the desired degree.

Date 04/06/2016

Referee: Anastasia F. Koroleva, Key Account Manager at OOO Unilever Russia

