

## REFEREE'S REVIEW

<b>Program:</b>	Master in Management (MIM)
<b>Student:</b>	Konovalova Darya
<b>Title of thesis:</b>	Integration of CRM system with social networks as part of quality management approach: case for a Russian regional company from beauty industry

<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	4	3	2
<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.	5	4	3	2
<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	4	3	2
<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	4	3	2
<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	4	3	2
<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	4	3	2
<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.	5	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:

Topic of the thesis is well defined and focused on CRM integration with Social networks in the beauty industry companies. The objective of research has practical value, and highly corresponds on current market trends of marketing campaigns within social media and sales organization. The research question stated are well interconnected and explore in depths the chosen area of quality management approaches. The master thesis is well structured, has detailed literature review and comprehensive empirical part which consist of 3 sub-chapters.

The methodology represents the combination of 3 different complex methodologies, which make work more complicated to understand. However, they became a solid base for the logic of empirical part: firstly, describing general trends and problems within Russian market via online questionnaire, secondly, more detailed investigation of these problems via descriptive case studies of several companies, and thirdly, the benchmarking of best practises and author's recommendations implementation on the example of described company.

The work has a strong practical orientation. The objectives correspond to the result and outcomes. All recommendation could be used and generalized, as based on the company typical to the industry. The outcomes are presented logically and with clarity.

The work basis on various types of data, mostly on primary one. The questionnaire research includes 87 responses from small sized studios. Then, the author gives detailed description of 3 cases, which represent 6 small sized companies, and gives interesting aspects of business development within industry and detailed description of companies' internal process. This kind of primary data has a vast impact on to this research field. The cases description includes the citations of the interviewees from companies of interest. This cases descriptions are vividly illustrates the current situation in the industry. Paper has 3 main practical contributions. Firstly, the survey results illustrate the tendencies and problems of typical companies in general. Secondly, cases description again underlines these problems in more detailed way, and discovers internal practices of small Russian companies, which are not descried in literature. And thirdly, the most important detailed recommendation of changes, which are theoretically approved. The results of implementations are could be used and generalized.

Master thesis of *Konovalova Darya* meets the requirements of the Master in International 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

Referee:

Chief Execution Officer,  
Beauty Salon "Maxim Sobolev"



Maxim O. Sobolev