

SCIENTIFIC ADVISOR'S REFERENCE

Program:	MIB
Student:	Alexander Bekhterev
Title of thesis:	Specifics of Born globals' development in Russia: Evidence from IT industry

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.

Master thesis by Alexander Bekhterev is devoted to very interesting and highly important concept of Born global companies. This topic is particular relevant for Russian companies due to the need of development of the competitive advantage in international market. The author has chosen IT industry as an object of the research because the majority of Born globals are from this industry. The research questions were arisen in the master thesis concern the peculiarities of Born global companies in Russian IT industry. Alexander has identified the research gap related to Born globals characteristics and success factors in emerging markets. In his master thesis he has tried to fill this research gap through case study approach. It should be noted that once this topic has been developing since the end of the 1990s, there is a lack of knowledge in the literature particular on emerging markets, thus the author set up the very ambitious goal.

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.

Structure of master thesis is designed to achieve the goal stated. There are five chapters in the paper including introduction and conclusion parts. The introduction consists of justification of the research topic, goal statement and research questions. The second part includes the literature review concerns the International entrepreneurship theory and approaches to Born global definition. The third part is devoted to the methodology of the empirical study including the explanations of chosen research strategy, data collection techniques and data analysis procedure. Also this part consists of companies' profiles and detailed description of sources of information for case analysis. The deep analysis of the previous findings allowed the author to develop his original approach to analysis the Russian Born globals and formulates the research questions in the proper way. The fourth part of the paper consists of the results of the empirical part of the research. It includes cross companies comparison and main peculiarities of Born globals in Russian IT industry. The last part of paper provides main findings in terms of contribution to the theory and practice. The rigor methodology allows the author to make relevant and reliable conclusions and provide very interesting results of the research in the discussion and conclusion parts of the paper.

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.

Alexander has formulated research questions in the proper and accurate way. The research problem was defined as a main peculiarities and success factors of Born globals in Russian IT industry. It should be noted that this study is one of the first research on this topic in Russia. In order to meet objectives author applied the latest publications on international entrepreneurship and Born global field and developed the original approach for case analysis.

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>Alexander uses the qualitative approach in the empirical part which includes case study based on the five cases in the IT industry. In order to prove the choice of the research strategy, author provides elaborated explanation and comparative analysis of the different research methods. For this particular research questions explorative nature of the study is most appropriate thus one can conclude that chosen research strategy is relevant. Also the author provides the description of the data collection techniques and data analysis procedure in the adequate way which allows trusting the results of the empirical analysis. References include recent publications on relevant topic; both foreign and Russian sources of information were used.</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 theoretical part includes the deep literature analysis and allows author to develop research questions in appropriate way. The methodological and empirical parts of the research include all necessary elements of the good scientific paper in business studies. Author demonstrates the ability to both analyses of the existing literature and synthesis main findings in order to provide his own ideas in this field.</p>
<p>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.</p>
<p>The results of the study have both theoretical and practical implications. From the theoretical perspective, this study extends the growing body of Born global literature by examining how Russian IT companies are going global and what are the main differences between Russian and foreign firms in applying the early internationalization strategy. As for managerial implication, the results suggest that in the different institutional setting the firms with different origins would have different characteristics and approaches for strategizing in international market.</p>
<p>Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>Layout fulfils the requirements of the Regulations for master thesis preparation and defense, all tables and figures are given in the appropriate way.</p>

The Master thesis of Alexander Bekhterev meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

June 11, 2013.

Research advisor

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