### SCIENTIFIC ADVISOR’S REFERENCE

<table>
<thead>
<tr>
<th>Program:</th>
<th>Master in International Technology and Innovation Management - MITIM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student:</td>
<td>Mikhail Borodkin</td>
</tr>
<tr>
<td>Title of thesis:</td>
<td>Contemporary art gallery innovation management</td>
</tr>
</tbody>
</table>

**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 reviewed work is dedicated to one of the important issues of innovation management studies namely the problem of contemporary art gallery innovation management.

**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 starts with a literature overview, formulation of the theoretical framework, and goes on with empirical part, empirical research design, results and conclusions plus appendixes. The thesis aims to study the capabilities the galleries implement to sustain the performance, the innovations the galleries adopt and how do stakeholders (companies, customers) perceive the gallery offer (actual art).

**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.

To the advantages of the paper one can attribute multiple methods of research applied. However, theoretical part fully covers only two of the central themes of the thesis (i.e. dynamic capabilities and innovation adoption) and much less other (ecosystem theories and stakeholders). Research focus and problems should have been defined more narrowly – current topic is too wide for a thesis as it requires analysis of four different units of analysis: innovations, market ecosystem, firms (art galleries) and stakeholders.

**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 new information about the activities of contemporary art galleries in St. Petersburg is collected, processed and analyzed. Yet, in the empirical part the chain of evidence is sometimes lacking. Reliability and validity issues related to empirical study should have been discussed.

**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 study provides specific recommendations for improving management of the contemporary art galleries. Nevertheless, in the key figures 6, 7 some of concept relations are used incorrectly.

**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 results of the research are transferred to Association of contemporary art galleries in Saint-Petersburg.

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

Layout fulfills the requirements of the Regulations for master thesis preparation and defence. However, the text is partly not coherent and there are typos within the text.

---

The Master thesis of Mikhail Borodkin meets the requirements for master thesis of Master in International Technology and Innovation Management - MITIM program thus the author of the thesis can be awarded the required degree.

06.06.2011

Scientific Advisor: Associate professor Sergey Yablonsky