

REFEREE'S REVIEW

Program:	Master in International Technology and Innovation Management
Student:	Anton Zyryanov
Title of thesis:	The Application of the Multi-Channel Approach in Marketing Campaigns of Luxury Car Dealers in Russia: the Case of Land Rover

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.			3	
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.			3	
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.		4		
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.			3	
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.			3	
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.		4		
Quality of thesis layout. 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 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

The paper is written in the topic of "multi-channel approach in marketing campaigns of luxury car dealers". The first question to rise is about this topic: what does author means by multi approach in marketing campaigns (why the author narrows the scope of research from marketing in general to marketing campaigns), what is so particular in luxury car campaigns (why particularly this market was chosen, was it possible to make a research on other markets?). Unfortunately, nothing was written about it in the introduction, except the fact that car dealers in Russia are way behind western dealers. The introduction itself is written not in a proper way. Starting with abstract – it suppose to give a notion about the paper. Unfortunately, it doesn't. The aim of the paper is always go on the first place, before tasks and research questions. It is a mistake to formulate the aim of the paper basing on research questions. The aim itself is "to evaluate how... approach... is applied". I don't understand how it is possible to "evaluate the application" (p.4). The tasks of the paper are more then strange (p. 5): "define key concepts" (Define? Concepts of what?), "evaluate special features of luxury car segment" (evaluate or define?). Further, unnecessary information about methodology is given (absence of methodological part in the text), as well as "limitations of the study" (which usually goes at the very end of the research).

Literature review is not a list of concepts, suggested by different authors with brief description. Literature review also have to have conclusions. For instance, finding the research gap. However, literature review itself has some gaps. Here are some examples. I suppose the author has weak

understanding of what is marketing-mix, promotion-mix, etc. On p. 9 he writes about marketing communications-mix, which consist of 8 elements. Later, on page 16 he writes that it (marketing communication-mix) is one of element of marketing-mix (it seems, promotion). Then where is sponsorship and packaging, for instance? We can find them later in the list of 12 elements of marketing channel (p.18). Does it mean, that marketing channels is something wider, than marketing-mix? What is the difference between list on p. 9 and on pp. 18-19 (the answer that one is IMC, the other is marketing channel elements is not acceptable, from my point of view, it is really weak explanation, that, by the way, given later)? Besides, please, explain, why you have to define, for instance, advertising in two similar ways? Anther example might be found on p. 16: author argues that marketing-mix elements might be are "key factors in making strategic decisions" (p. 16). I want to note, that marketing strategy is "segmenting, targeting and positioning" (it seems that author heard about it, because we can find paragraph with it, but written in a very bad manner – marketing mix is not a "marketing strategy + marketing program"), marketing-mix is an operational level and marketing plan is based on marketing strategy, not vise versa. On the top of it, there is paragraph 1.4. "multi-channel marketing-mix". Not to bother commission, this paragraph is about marketing strategy.

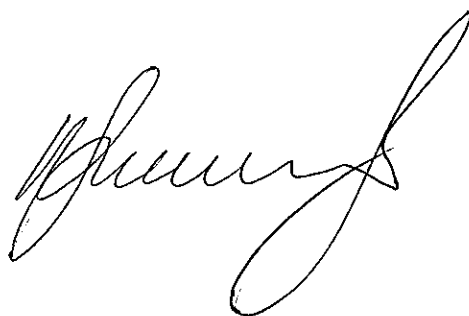
A special attention of commission should be drawn to last sentence at p. 21, especially on the term "food program" which goes along with pricing program, sales program, etc. What is it? And what do you mean using the term "program"?!

Some parts are oversimplified. For instance, the paragraph on "multi-channel marketing environment" on pp. 27-30 is nothing but elementary macro- and micro-environmental analyses. Description of market and consumer behavior (chapters 2 and 3) is extremely short! Where did author get the information.

The quality of layout is poor in part of English (several mistakes at every page of the paper), design of the pictures and tables ("copy-paste" of the pictures are always negatively characterize the paper). The titles of the paragraphs and chapters should be more informative. At the rest of the paper it is quite good and neat. Reference list is good enough.

Master thesis of Anton Zyryanov meets the requirements of MITIM program, and deserves a satisfactory grade, thus the author can be given the desired degree.

Referee



senior lecturer
Konstantin V. Krotov