REFEREE'S REVIEW

Program:	MIB
Student:	Yulia Denisova
Title of thesis:	Brand Portfolio Analysis in The Female Segment of Russian Market: The Case of Gillette Company

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.	**5**	4	3	2
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.	**5**	4	3	2
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.	5	4	**3**	2
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.	**5**	4	3	2
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.	5	**4**	3	2
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.	**5**	4	3	2
Quality of thesis layout. 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 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

The study of Yulia Denisova begins with a comprehensive introduction, which provides a thorough overview of the respective fields, progressing from the basics to discussion of the relevance of the results presented in the thesis. Objectives, methodology, research delimitations and basic definitions are provided in the introduction, which is well written and include a number of helpful figures, making research problem and main research questions clear. The literature is carefully referenced and a comprehensive bibliography contains all the key papers.

The main body of the thesis is reasonably structured, providing the step-by-step theoretical background analysis in the first chapter, which support the relevance of the chosen topic. It is appropriately proceeded with the second chapter, which contains a description of Gillette Venus brand architecture.
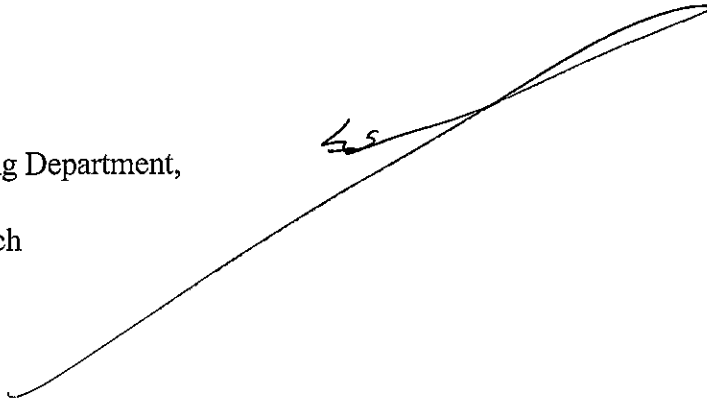
The author conducted qualitative in-depth interviews with Gillette brand managers, as well as an on-line survey with 168 respondents, which had a potential to reveal several scientifically interesting results concerning brand portfolio architecture. Nevertheless, the quality of analytical approach and offered solution to the research objectives could have been consistently improved as the work lacks concrete solutions and recommendations: all conclusions are rather broad and not specific for Gillette brands.

However, the topic of the research is highly relevant and final conclusions correspond to the research aim and questions.

Thus, master thesis of Yulia Denisova meets the requirements of MIB program, and deserves a "good" grade, thus the author can be given the desired degree.

June, 17, 2001

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Professor
Sergei P. Kouchtch