

## REFEREE'S REVIEW

<b>Program:</b>	Master in International Business Program
<b>Student:</b>	Yuliya Zaverskaya
<b>Title of thesis:</b>	POST-DAMAGED BRAND MANAGEMENT: THE ROLE OF BRAND EQUITY

<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

### Additional comments:

The author has selected for his study a topic which is exceptionally actual in branding activities-updating brands. Technological advances, new competition, changing needs and new fashions invariably date products over time. No brand name can save a product that has become obsolete or irrelevant to consumers. Rebranding is usually necessary due to the unfavorable changes in the customer perception of a product/service with the final goal to retain current or to attract new customers and to improve the position of a company.

The main goal of the work is clearly stated. The research goal of this thesis is to study the impact of a set of recovery techniques on brand equity and to compare brand equity held by the consumers with experience of brand performance failure prior to the research and without such. The brand chosen for the research is Media Markt and the consumers of it were presented with a scenario of the brand performance failure and recover technique and questioned on the impact of this failure episode on the brand equity they hold about this brand.

At the very beginning of the work on thesis, clear goals and objectives were stated by the author, which defined further character of research, structure of the thesis and the conclusions which were supposed to be formulated as a result of the thesis/

Yuliya Zaverskaya makes a deep analysis of different rebranding theoretical approaches, of the methods of brand valuation and evaluation and of the concept of brand itself. As for the developing strategies of rebranding, the author correctly confirm that as well as branding, they strongly depend on the current position of a company.

The strongest part of the paper is its clear research character. The author not only tried to describe the role of rebranding the recovery strategies but also to create techniques implemented by the companies in the case of brand performance failure. The subject of the research was the influence of these strategies and techniques on brand equity held by the consumers of the brand. The brand chosen for the research was the chain of consumer electronics products Media Markt.

The thesis includes not only the review of the theoretical materials on the topic, but also represents independent marketing surveys conducted by the student, and therefore brings good practical background for the problem of brand revitalization applications to brand strategy. Results of the data analysis represent the effectiveness of different recovery techniques in terms of their impact on brand equity and the overall influence of the failure episode. The results obtained from this research may be applied for similar retail brands and used for decision making in case of brand performance failures.

Thesis produces impression as a creative, practice-oriented work, aimed at achieving practical concrete results. The current research can be seen as actual and managerially applicable because it provides a comprehensive analysis of factors, relevant for successful rebranding implementation in company's brand strategy.

As for the bibliography list, it looks representative as it includes various sources of publications. The articles and monographs were picked up in accordance with the topic and helped the author to make an theoretical overview of the current problem/

The referee pays special attention to author's erudition, competent use of interdisciplinary research methods

**General conclusion:** Master thesis of Yuliya Zaverskaya meets the requirements of Master in International Business Program, and deserves a/an "excellent" grade, thus the author can be given the desired degree.

14.06. 2011

Referee: 

Associate professor

Sergey Alexandrovich Starov