

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Program
Student:	Olga Svetlorusova
Title of thesis:	The Development of Entering Strategy for Foreign Health Care Companies into Russian Market

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 thesis represents a "consulting-type" paper on developing entry strategy for a foreign health care company at the Russian market. The paper's aim and objectives are aligned with the entry strategy model by Green, Barckay, and Ryans (see page 18). The topic is original in a sense that the Russian market is becoming more attractive for foreign provider after implementation of recently announced reforms while becoming more competitive at the same time. Developing an entry strategy is a challenging task under these circumstances. Coverage is full in term of the elements of the model, but each element is touched only slightly. The thesis lacks in-depth analysis of the raised problems.

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 logic follows the model. The alignment between theoretical and empirical parts is not adequate, partly due to the availability of data, partly due to shortcomings of the analysis.

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.

Although the research problems are formulated, there're some serious deficiencies in analytical approach to their solution. The approach is not consistent throughout the thesis. The author should have provided more explanations behind some conclusions / recommendations.

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 paper is based on secondary data on the Russian health care system and primary data on behaviour of consumers and provider of services. The latter is a set of representative phone survey in St. Petersburg and Moscow as well as in-depth interviews with top-managers of private and public hospitals in St. Petersburg and Republic of Karelia. The author performed regression analysis on the basis of data on consumer behaviour, but the analysis is very preliminary and requires more sophistication on specification of the model and methods used (e.g. cluster analysis might contribute to deriving relevant groups of customers for a potential entrant).

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 text is written by the author, but with very little critical assessment of approaches offered in the literature. Since the text is of "consulting type", contribution to research is quite limited if any.

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 author comes to a set of recommendations for a potential foreign entrant to the Russian market. This set may be as a starting point for developing a real entry strategy for a company.

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

Layout is readable, containing necessary elements, but with a number of small corrections to be made.

The Master thesis of Olga Svetlorusova meets the requirements for master thesis of Master in International Business program thus the author of the thesis can be awarded the required degree.

Date: *June 17, 2011*

Scientific Advisor: *Associate Professor Igor Baranov*

A handwritten signature in black ink, appearing to read 'Igor Baranov', written in a cursive style.