

## REFEREE'S REVIEW

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

<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.			3	
<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.			3	
<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.			3	
<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.		4		
<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.			3	
<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.		4		
<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.		4		

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

### Additional comments:

The topic chosen by the author is an interesting and challenging to study. The author has set a goal to develop the basic elements of entry strategy for potential foreign newcomers into Russian health care market. The topicality of the research is also worth mentioning as the market of medical services in Russia growing rapidly, stimulated by healthcare reforms.

Despite the aim of the research is defined very clear, the logic of the analysis is not fully reflected in the research objectives (moreover the author does not provide the set of research objectives and shows only main research questions). Therefore the first part of the literature review (including peculiarities of health care market, types of health care systems, as well as the observation of international trade in health care services) seems quite isolated from the rest of the research.

The description of health care market and the analysis of its' peculiarities is quite poor structured and limited. The author explained the need for government intervention to health care market but did not identify the features and attributes of health care services related to the consumer perception and behavior. Moreover it is not clear what is meant under the health services. The author also neglects the structure of the health care market. At the same time statistics of the market segments of health care services in Russia is particularly lacking in empirical part of the research.

Unfortunately, the author did not pay proper attention to secondary (statistical) data (including data of the independent think-tanks), which could contribute to confirmation of the author's conclusions about the availability of opportunities and challenges / risks of the health care services market in Russia (especially in PEST analysis).

The conclusions of the author about the most relevant entry strategies are generally based on the regulatory, market and consumer analysis. Therefore the attempt to make comprehensive analysis is commendable.

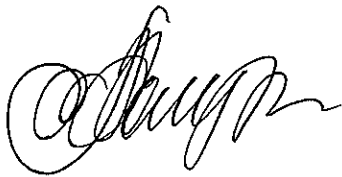
Nevertheless, the recommendations made by the author might be more justified if the author showed a broader statistics on the Russian market of medical services (in terms of prices, existing sources of services differentiation, etc), and also gave examples of successful entry strategies into this market.

There are also some mistakes in English though English quality is not bad. In some cases the author does not provide references to given definitions or figures.

Master thesis of Olga Svetlorusova meets the requirements of MIB program, and deserves a/an “satisfactory” grade, thus the author can be given the desired degree.

Date 15.06.2011

Referee: *Senior Lecturer, Anastasia A. Golubeva*

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