

SCIENTIFIC ADVISOR'S REFERENCE

Program:	MIB
Student:	Ekaterina Saitova
Title of thesis:	Russian Born Globals: Factors Influencing Speed and Degree of Internationalization

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.

Master thesis of Ekaterina Saitova is devoted to the very important issues of the early internationalization process of SMEs. This topic is particularly interesting for Russian companies due to the lack of research based on Russian SMEs. Born Globals phenomenon was identified quite recently in international entrepreneurship literature. The growing interest in the subject is related to the fact that the fast changes in market conditions and business environment point out the need for an entrepreneurial approach to foreign markets. Previous research has provided evidence of existence of Born Globals, but the literature is limited in nature, partly due to recent appearance as a research field. The goal of the master thesis is to identify factors influencing speed and degree of internationalization of Russian Born Global firms.

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.

Structure of master thesis is designed to achieve the goal stated. There are two chapters in the paper. First chapters deals with the theoretical foundations of the Born Global concept. The analysis of existing literature helped the author to identify the different of factors influencing Born Globals development, that have been grouped into four categories. Also first chapters contains a set of hypotheses based on the revealed factors. In the second chapter the methodology, process and results of an empirical study are provided. Conclusions are discussed afterwards, together with study limitations, theoretical contribution and practical implications of the findings. Structure of master thesis is logically designed: the author starts with analysis and synthetic summary of theoretical background, and moves to analysis and summary of relevant empirical works. The conclusions gained are further illustrated and proved by author's own empirical research. Theoretical and empirical parts of research properly coincide with each other. Introduction contains all required elements; conclusion presents general results of master thesis.

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.

Ekaterina formulated research questions and research hypotheses in the proper and accurate way. The topicality of the research is based on the fact that there's a lack of empirical evidence on Born Globals in emerging markets, and particularly there hasn't been any research done on the Russian market. The research problem was identified as the differences in early internationalization factors in developed and emerging markets and companies from the emerging economies can be influenced by some specific factors. Thus, this study fills the gap in the literature by providing results tested for a sample of Russian Born Global companies. In order to meet objectives author applied the latest publications in the international entrepreneurship field and international new venture and Born Globals perspective.

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 empirical part of paper consists of the description the research methods and the results of analysis. Ekaterina uses the quantitative research method and applies the statistical analysis in order to test hypotheses. She developed the questionnaire and collected data on 30 Russian SMEs which have international activity since the first three years after foundation. The results of statistical analysis are presented in the appropriate way and accurate manner, and findings are reliable and valid. References include recent publications on relevant topic; both foreign and Russian sources of information were used.

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 theoretical part includes the deep literature analysis and allows author to develop research hypotheses in appropriate way. Current research summarizes existing knowledge about international entrepreneurship and international new ventures and Born Globals as well. Author demonstrates the ability to both analysis of the existing literature and synthesis main findings in order to provide her own ideas in this field.

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.

This study extends the growing body of international entrepreneurship literature by examining how different external and internal factors influence the speed and degree of internationalization activity of Russian Born Globals. The study focuses on the internationalization of Russia SMEs during first three years after foundation of the firm. Results of the master thesis can be applied in Russian practice of management in SMEs.

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

Layout fulfils the requirements of the Regulations for master thesis preparation and defense, all tables and figures are given in the appropriate way.

The Master thesis of Ekaterina Saitova meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

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