

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master of International Business
<b>Student:</b>	Anna Pavlova
<b>Title of thesis:</b>	Electronic Data Interchange Implementation and its Influence on Supply Chain Performance

<p><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.</p>
<p>The student has done an excellent job in selecting and defending the topic and in defining and explaining the aims of the research. The topic is highly original as very little survey based research work of this type exists in Russia. The thesis is well aligned in terms of topic, aim, and objectives.</p>
<p><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.</p>
<p>The structure of the thesis is excellent. It is well organized and well written. The theoretical component is very well connected to the empirical elements of the thesis.</p>
<p><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.</p>
<p>The student has done an excellent job in terms of formulating and conveying the research problem. The student does not really offer options for solving the research problem, but rather focuses on a specific path for addressing the research problem based on an analysis of sample survey data. The literature review is current and illustrates a strong understanding of the latest research and practical trends in terms of electronic data interchange.</p>
<p><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.</p>
<p>The student used data collected by the Centre for International Logistics and Supply Chain Management (at GSOM, SPbU). The data collection process is accurately represented in the thesis. The student analysed the appropriate data to test the proposed hypotheses.</p>
<p><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.</p>
<p>The scientific aspect of the thesis is excellent. The student of her own volition decided to use a structural equation model (AMOS) to assess the hypotheses. The student in essence used a very advanced method and was able to teach herself many of the more detailed nuances of the statistical tool. This is very impressive. The student reports on an initial model and then, based on modification indices, adjusted the model to create a better fit. The student appropriately reports on overall measures of model fit, test statistics, and direct and indirect effects. The student also adequately addressed issues related to scale reliability. Again, all of this is very impressive for a master's student.</p>
<p><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.</p>
<p>The practical nature of the thesis is very impressive. The student provides insight into how electronic data interchange predicts operational and organizational performance while controlling for demand uncertainty, organizational size, and information exchange with customers. The key issue is the student's focus on how the focal variable (electronic data interchange) associates with performance – this is central managerial contribution of the thesis.</p>
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>The quality of the layout is very high.</p>

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

Date: 14.06.2012

Scientific Advisor: *Professor Richard Germain*

A handwritten signature in black ink, appearing to read "Richard Germain". The signature is stylized, with a large, sweeping "G" that extends to the right and loops back. The name "Richard" is written in a cursive script to the left of the "G".