

REFeree'S REVIEW

Program:	Master in International Business
Student:	Anna Pavlova
Title of thesis:	ELECTRONIC DATA INTERCHANGE IMPLEMENTATION AND ITS INFLUENCE ON THE SUPPLY CHAIN PERFORMANCE

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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

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

Additional comments:

Master thesis of Anna Pavlova studies the problem of electronic data interchange (EDI) networks implementation in supply chain. The main goal of the research is to assess the influence of EDI on the supply chain performance. The topic is quite new and up-to-date especially in Russia. The integrated supply chain allows cost optimization of logistics and production functions which explains its recent development. In Western countries electronic system designed for delivery of goods and payments, trade directories, business automation approaches and EDI have developed over decade, while in the Russian Federation it appeared just a few years ago. EDI may increase the efficiency, transparency and speed of the processes involved in supply chain.

Master thesis consists of three chapters. In the first chapter the author identifies ways of gaining sustainable advantage within the integrated supply chain; gives the definition to the electronic data interchange and demonstrates the scope of applications; characterizes the benefits from implementing EDI alongside with potential hazards and analyzes the stage of EDI adoption in the Russian Federation taking into account the barriers companies faces in Russia. The second chapter is devoted to empirical study which is done in order to make and test the hypotheses about EDI implementation. As the current research is a part of the project undertaken by Deutsche Bahn and Russian Railways Center for International Logistics and Supply Chain Management, Graduate School of Management, St. Petersburg State University the author used the data from the survey of 500 international companies with their significant presence on the Russian market dealing with global purchasing and contracting, aiming at developing the internal functions and implementing the innovations. The third chapter of the research paper is devoted to reasoning including logical deduction from the hypotheses and their testing, draw

conclusions about implementing of EDI influence, suggest managerial implication of the results. Therefore, we can conclude that the logic of research is well organized and thesis' structural parts are aligned in a good way.

As the method of the empirical study A. Pavlova chose structural equation modeling. She stated 5 hypothesis:

1. Size and EDI technology involvement are positively related.
2. Demand uncertainty is negatively related to (a) operational and (b) organizational performance.
3. Demand uncertainty and EDI technology involvement are positively related.
4. Informational exchange with customers and EDI technology involvement are positively related.
5. Involvement in the EDI technology and operational performance are positively related.

The third hypothesis was rejected while others were accepted. Detailed theoretical explanation and managerial interpretation are given for all the results. It is worth to mention that the author used wide range of the existing literature (60 sources) to explain the advantages of EDI implementation and justify the stated hypothesis.

The layout of Anna Pavlova's master thesis fulfills the requirements of the Regulations for master thesis preparation and defense, the layout of tables, figures and references is correct as well.

The master thesis can be considered as finished scientific work which includes both theoretical investigation and well designed empirical study.

Master thesis of Anna Pavlova meets the requirements of Master in International Business program, and deserves an "excellent" grade, thus the author can be given the desired degree.

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