

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in Information Technologies and Innovation Management
<b>Student:</b>	Petri Tuominen
<b>Title of thesis:</b>	EVALUATING THE TRANSPORTATION SERVICE PROVIDER SELECTION FOR RUSSIAN EXPORT DELIVERIES BY FINNISH MANUFACTURERS

**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.

Selection of a transportation service provider is one of the prime decisions faced by companies in global economy. It affects their ability to fulfill expectations of customers regarding consistent delivery performance, safety and timeliness. An ongoing trend of lean manufacturing and just-in-time inventories has increased the requirements for delivery performance and strengthens the importance of carrier selection. There is a wide range of business models and techniques to solve relevant problems and, thus, the topic is of high value of both theory and practice.

The topic is clearly formulated, the goal and objectives are put consistently and accurately.

**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 thesis fully reflects the logic of research which is characterized by an extensive scope of issues raised. The alignment of the chapters and paragraphs inside is clear, makes the author ideas, arguments and statements easily readable.

The theoretical and empirical parts of research are well connected and harmonized.

**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.

Analytical tools employed are sufficient to analyse the sample data, the principal axis factoring (PAF) provided the author with aggregation of 29 selection criteria. Although alternative methods for analysis of the data sample could be used, the results obtained look up to the modern standards of the research in supply chain area.

**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 research tools and methods chosen by the author match the goal and objectives of the study. Data sample includes 56 answers from the companies to the survey interview. It would be desirable to have bigger sample, but even the one used in the study provided a sound insights to the problem. The list of references complete and fully relevant.

**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 author demonstrated independent scientific thinking solving the stated problem. The mainly multiple-choice questions questionnaire witnesses the author's creative way of thinking and deep understanding of the issues under investigation.

**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 research is of practical nature, the recommendations are clearly and well-groundedly represented in the sections Recommendations and discussions. Recommendation touch several relevant aspects and actors: Decision support systems, Connecting with Russian TSPs, Role of individuals and Carriers. They look essential and appealing to the reality of life and business.

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

The thesis's layout fulfils the requirements of the Regulations for master thesis preparation.

The Master thesis of Petri Tuominen meets for master thesis of Master in Information Technologies and Innovation Management program thus the author of the thesis can be awarded the required degree.

Date 21/06/2012



Scientific Advisor: *Associate Professor Yuri V. Fedotov*