

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in International Technology and Innovation Management Program
<b>Student:</b>	Ekaterina Abrakhova
<b>Title of thesis:</b>	Decisive factors affecting a government organization's cloud computing adoption: a case study of Sakha Republic government

<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 author addresses a very relevant managerial problem confronted by e-government practitioners around the world and which as any problem related to spending budget money is of concern of every citizen. The topic is original and very timely given that in spite of its uncertain costs and benefits, cloud computing has become a strategic direction for many government agencies around the world including Russia. The topic is well justified and adequately covered; the aim and tasks are clearly defined.</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 thesis is well structured and easy to follow. The first chapter introduces e-government and cloud computing concepts, discusses the reasons behind implementation of cloud computing technologies in e-Government and concludes with articulation of research problem and objectives. The second chapter describes the approach and methods to be used for achieving the research objectives. The empirical part is described in the forth chapter. Conclusions and implications are discussed in the final chapter.</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 solutions applied for reaching the objectives are based on the tools developed within two years and in line with the very latest trends in cloud computing research.</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>To reach the research objective the study deployed DEMANTEL framework which unlike other more popular models testing only the relationships between the model constructs, allowed to divide a set of factors into cause and effect groups with a causal diagram. The approach comprised a number of clearly defined steps giving the possibility to check every step in the construction, thus minimizing errors and bias during the research process. Tasks for execution by the decision-makers were rather simple, reducing the risk of acquiring invalid data. The list of references is extensive and relevant.</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>Considering that most of the research literature related to the use of cloud computing technologies in private sector, the author had to execute an independent work to modify existing valid tools/frameworks to be applicable for public sector.</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 theoretical background is obviously used to deal with a managerial problem, in turn confronted by e-government practitioners around the world, including Russia which in spite of lagging behind other countries in e-government implementation, is introducing first pilots of using cloud applications to carry out some of the government's work. One of government organisations involved in such pilots is used as a case study. Interpretation of the empirical allowed providing the decision makers in the case organization</p>

with perceivable and comprehensive information allowing them to develop effectual actions.

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

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The Master thesis of Ekaterina Abrakhova meets the requirements for master thesis of Master in International Technology and Innovation Management program thus the author of the thesis can be awarded the required degree.

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Scientific Advisor: *Dr. Ishmatova Diana*

