

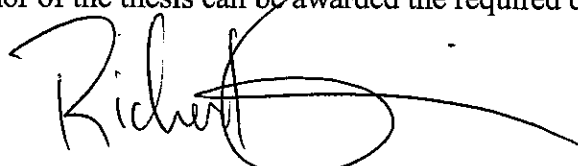
SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master of International Business
Student:	Gregory G. Grebeshkov
Title of thesis:	Performance Measurement of Indirect Procurement for Evaluating Suppliers in Order to Achieve High Quality of Purchasing (Case of Unilever Russia)

<p>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.</p> <p>The student has identified significant problems inherent in Unilever's (Russia) supplier evaluation and selection processes. The student justifies the thesis topic on the bases of Unilever process shortcomings. The aims of and the tasks within the thesis are consistent with the identified problem. The thesis topic is highly original in that it addresses a problem that Unilever understands on the margin, but has not formally addressed.</p>
<p>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.</p> <p>The structure and logic of the thesis are superior.</p>
<p>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.</p> <p>The quality of the analytic approach is superior. The research problem is original and the student clearly demonstrated knowledge of the latest trends in procurement processes. The student developed models of the current procurement process, evaluated whether elements of it are informally utilized, and then proposes a complete model that formally articulates an entire process.</p>
<p>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.</p> <p>The student collected original (primary) data from Unilever to assess elements of the procurement model. The data is valid and adequate. Sample size selection is driven by the number of bid processes available and therefore the sample size (n=80) is more than adequate. The analysis of the data (e.g., paired-difference t-tests, regression models) is entirely appropriate and the discussion of the findings is completely consistent with the methods selected. The references are more than adequate.</p>
<p>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.</p> <p>The student clearly demonstrates independent scientific thinking. While guidance by the thesis supervisor was provided in terms of data collection, identification of variables, and appropriate statistical tests, the student's contribution to "fitting" the research methods to the stated objectives was clearly superior.</p>
<p>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.</p> <p>The thesis is highly practical as it validates a portion of the procurement process utilized by Unilever. In addition, based on the results the student proposes an actionable and highly relevant process driven model that Unilever should implement that formalizes elements of the procurement process.</p>
<p>Quality of thesis layout. 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 superior.</p>

The Master thesis of **Gregory G. Grebeshkov** 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*