

REFEREE'S REVIEW

Program:	Master in International Business program
Student:	Georgy G. Grebeshkov
Title of thesis:	PERFORMANCE MEASUREMENTS OF INDIRECT PROCUREMENT FOR EVALUATING SUPPLIERS IN ORDER TO ACHIEVE HIGH QUALITY OF PURCHASING (CASE OF UNILEVER IN RUSSIA)

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:

The research study examines performance measurements of indirect procurement for evaluating suppliers in order to achieve high quality of purchasing (case of Unilever in Russia).

The research objective of this research is stated as to develop a supplier selection framework of making decision for managing suppliers.

The thesis consists of introduction, two parts, conclusions, references and appendixes. The first chapter introduces the review of traditional and recent literature on the problem of procurement and purchasing, their distinctions and role of procurement in value chains analysis. Also the definition of indirect procurement is presented and distinctions between direct and indirect procurement are investigated. The third paragraph of the chapter includes the main steps of tendering procedure to select a supplier. As a result, the first chapter represents conclusive theoretical framework for further analysis.

The second chapter is developed to the empirical analysis and explanation of empirical results. It includes explanation of case company, descriptive statistics of the primary data, regression model structure and wide explanation of results obtained. Managerial applications are presented in conclusion.

The goal and research objectives are good aligned. The main result of the research is well presented and meets master level. Applied nature of research is based on the accurate recommendations provided.

Some points to highlight and page remarks:

1. In the regression model variables with different scales are used: binary, ordinary, cardinal. This requires additional explanation;
2. Page 14: "statostocal" should be replaced with "statistical";
3. Page 19: "Firs" should be replaced with "First";

4. Formula for VIP (page 22) and BP (page 23) seem to be the same, but reasons for this are not explained.

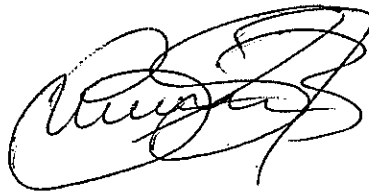
Some commas are wrong. Exhibit 8 is not well formatted.

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

June 14, 2012.

Referee:

Senior lecturer,
Operations Management Department

A handwritten signature in black ink, appearing to read 'Andrei Zyatchin', written in a cursive style.

Andrei Zyatchin