

REFEREE'S REVIEW

Program:	Master in International Technology and Innovation Management
Student:	Kaisa Kukkonen
Title of thesis:	Defining the Key Measures for Corporate Intranet Development: Business Outcomes for Fortum Corporation

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:

It seems that the main problem with this thesis is methodological weakness of the research design. Probably, this is not a fault of the author but of the whole literature stream. The central methodological question should be: *What criterion should be used to make decision about implementation of an IT change?* Theoretical frameworks that are reviewed in the thesis (BSC, etc.) offer nice systems for planning or monitoring IT change, but they do not allow to make decision on a particular IT change or to choose between alternative IT systems. However, in real life this choice is the hardest task for the managers.

Therefore, it would be right to ask the author next questions:

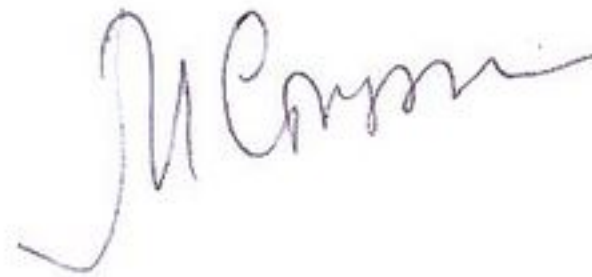
- 1) What criterion is used (should be used) for choosing "key measures"?
- 2) Can we unequivocally compare two alternative variants of IT change on the basis of these key measures and decide which one is better?
- 3) Can we unequivocally decide if the IT change implemented was a success or failure? Can we measure the degree of this success?

In my opinion, if “key measures” do not allow making the second and the third choices, then the central problem of IT management is left unsolved.

Saying all this, I should admit that in all other aspects the quality of the paper is quite acceptable and it deserves as such a good grade. It is necessary to recognize that the master thesis of Kaisa Kukkonen meets the requirements of Master in International Technology and Innovation Management program, and the author can be given the desired degree.

November 30, 2012

Referee: *Senior Lecturer Maxim A. Storchevoy*

A handwritten signature in blue ink, appearing to read 'M. Storchevoy', is written over the printed name of the referee.