REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Gabriel Gretener
Title of thesis:	THE COUNTRY-SPECIFIC INFLUENCES ON SUPPLY CHAIN DIGITALISATION 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			
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			
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.		4		
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.		4		
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			
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.		4		
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.		4		

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

Additional comments:

Supply chain digitalization is very hot topic for logistics and production companies around the world. Leading companies will have competences in digitalizing their supply chains or already have them. However Russia was slightly behind this process due to lack of infrastructure, both in logistics and IT. Anyways, in order to work in this business, Russian companies will have to go forward with digitalization. From this point of view, it was very interesting to read the paper which compares Russian supply chains with ones in Switzerland. The choice of Switzerland, motherland of some well-known supply chain companies (K+N, for example), was a little bit strange and Germany, the most innovative economy in EU now would be more reasonable, but it is not a critical point for the paper. What is missing from this point of view is the understanding why Switzerland "was chosen a proxy for Western Europe". Russia and Switzerland have probably more differences than similarities: size, economic development, logistics, production and IT development, etc., so it is hard to compare because Russia will never have the same approach as Switzerland.

The structure is clear, coherent. Analytical approaches are appropriate from business point of view. I can't judge research approaches from scientific point of view (the methods look quite scientific and well-articulated), as well as any "scientific aspects of the thesis", but from business point of view, author's point of view is defended. I think for business it is a bit too scientific.

Practical outcomes are quite interesting and useful even for our company. We do see the same trends, however Gabriel was able to put them in a very nice way. The major weakness of the practical conclusions, from my point of view is lack of understanding of specificity of doing business in Russia. This is not the same as in Europe and many of conclusions on how digitalization of supply chains would develop in Russia lacks this understanding. In support of the author I should say that there is no understanding practically nowhere, a great deficit in such kind of research and reports. I wish Gabriel continue his studies and showed us better and more detailed results in future.

Master thesis of Gabriel Gretener meets the requirements of the Master in Management (MIM) program, and according to the reviewer's opinion deserves a/an "*good (B)ю)*" grade, thus the author can be given the desired degree.

Date 04.06.2018

Referee: Nekrasova Olga