

REFeree'S REVIEW

Program:	Master in International Business Program
Student:	Pierre Lagarde
Title of thesis:	COMPLEX PRODUCT ADAPTATION TO LAUNCH 3D PRINTERS ON NEW MARKETS

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.		4		
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			
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			
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.		4		
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:

The thesis of Pierre Lagarde investigates the challenges of transferring recently emerging 3D printers into successful and useful products in various industries. The author motivates that problem well and describes how a technology that has seen great interest and still is seen with great potential, faces its challenges before thorough market adaptation. The author describes these trends clearly and positions his research well.

Organized in seven chapters, the thesis follows a logical structure. While the overall organization is well done, the flow of reading and contents is sometimes not smooth enough; the author does not always take the reader from one aspect to the next, neither does he provide summarizing introductions that would allow the reader to better follow the arguments.

The author's case studies are very international and provide broad and interesting insights into the context of the 3D printing industry. As a reader, it is a joy to learn from these many and diverse perspectives of the industry, and it becomes evident that the author has developed great knowledge about subject matter. The case studies provide an in-depth look into the industry.

The overall approach of the work is very pragmatic and hands-on, which makes the thesis well suited to provide insights for managerial practice. There are fewer thoughts about scientific theory in this work than I would have hoped for, e.g. hypothesis that could be applied on a more abstract and general level. On that level the thesis sometimes lacks clarity. The model of the additive manufacturing market could have been improved to increase its usability; the economic benefit diagram does a much better job in explaining dependencies. The role and relevance of this work such remains slightly under explored and there are not many thoughts about the broader context. Given the depth in acquired empirical knowledge, this would have surely been interesting for better understanding managerial implications.

Overall, the author accomplishes his goal to address the topic and provides a number of managerial experiences that clearly show the direct challenges of introducing innovative technologies, such as 3D printers. It would have been interesting and valuable to take these findings and reflect and discuss them in the larger context of other innovative technologies.

The thesis is well laid out and references are consistently formatted. There are some smaller formatting issues, such as the lack in consistency of headings and tables, the lack of table numbers, etc. that make the reading experience slightly less enjoyable than it could be.

The master thesis of Pierre Lagarde meets the requirements of the Master in International Business Program program, and according to the reviewer's opinion deserves a "good (B)" grade, thus the author can be given the desired degree.

Date: 12.06.2015



Referee: *Dr. Tatjana Samsonowa*