

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in International Business Program — Supply Chain and Logistics
Student:	Lagarde Pierre
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.

The aim and tasks of the thesis are well-known to the author according the text of his thesis estimated as a whole. Unfortunately, there are no formal definitions for the said aim and tasks in the body of Introduction.

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.

The logic of research is rather clear: "Literature review" gives the information well-analysed for sufficient understanding place, role and perspective of adding technologies in new innovative technological paradigm of the contemporary world. Then, the author presents the theoretical prolegomena of the process of market/technological environment adoption of innovations as applied to the additive technologies under consideration. Finally, the case studies approach is used to test theoretical considerations received.

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.

The thesis content (see the interim and final considerations and outputs) permits to say about explicit author's ability to formulate and convey the research problem and ability to offer some decisions for its solution. Strategic road map to increase rate of adoption of AM technologies proposed by the author is rather well-done and could attract attention of those who are skilled in the Art.

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.

The procedure of the research data gathering and description is based on the initial interview with 3D manufacturers and distributors that has given the primary data. The said procedure has allowed collecting together data collected from differences sources and, to our mind, serves to achieve the adequacy of used data for chosen research tools and methods. However, the means of avoiding the subjective impacts from the side of reviewees' SRCs do not find the necessary place in the work.

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.

The author has shown a sufficient level of his scientific thinking in solving the set problems on the market of additive technologies from the viewpoint of the adoption of the said technologies while 3D-printer suppliers are trying to develop new target markets. The case studies method involving three kinds of market actors seems to be an attractive one because, to our mind, should help to analyse this multifaceted problem from different viewpoint using a complex approach factually. Unfortunately, the author's lapidary did nopt

permit to develop and apply this productive approach in the full possible scale.

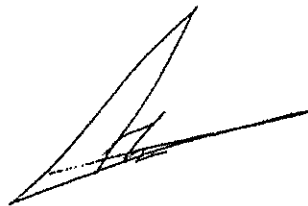
Practical/applied nature of research. Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.

Some improvements proposed by the author to be applied to the business models of additive manufacturing companies could be estimated as having practical use. The same could be said about the summary table of improvements of each of the four constructs of the economic benefit framework and the strategic road map to increase rate of adoption of AM technologies. Besides, a certain interest could be found in the author's consideration concerning the international dimension of the study but it's a pity that there is a dozen of lines only.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

The thesis's layout fulfils basically the requirements of the GSOM Regulations for master thesis preparation and defence.

The Master thesis of *M. Lagard. Pierre* meets GSOM requirements for master thesis of Master in International Business Program (concentration — Supply Chain and Logistics) thus the author of the thesis can be awarded the required degree.



Date JUN09, 2015

Referee: (Dr., Prof., Vitally Cherenkov)