

## REFEREE'S REVIEW

<b>Program:</b>	Master in Information Technologies and Innovation Management
<b>Student:</b>	Krystsina Selviashiuk
<b>Title of thesis:</b>	IMPLEMENTATION OF SUSTAINABILITY-ORIENTED INNOVATIONS IN BUSINESS – STUDYING ORGANIZATIONAL AND EXTERNAL CAPABILITIES: EVIDENCE FROM POLAND

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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	<b>4</b>	3	2
<b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	<b>5</b>	4	3	2
<b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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	<b>4</b>	3	2
<b>Quality of data gathering and description.</b> 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	<b>4</b>	3	2
<b>Scientific aspect of the thesis.</b> 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	<b>4</b>	3	2
<b>Practical/applied nature of research.</b> 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	<b>4</b>	3	2
<b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	<b>5</b>	4	3	2

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 subject of the thesis is quite actual and challenging. There are only two drawbacks in the aim formulation: on the one hand, it is a little bit common (investigate how do companies ... apply sustainability-oriented innovation), but on the other hand, it is a little bit narrow (investigate how do companies operating **in Poland** apply sustainability-oriented innovation).

And it is very hard to agree with applying term “capabilities” to the firm’s external environment. It seems to me that “conditions” or even “drivers” would be better.

The author has reasonable spent a lot of time to prove that sustainability-oriented innovations (SOI) must be strategically planned. However there is a very thin connection between thesis and traditional theory of strategic management (it is impossible to find M. Porter in the reference list).

It is very clear that there is a tight connection SOI with the growth strategy of the firm: the problem of introduction of new goods or services make us immediately remember the Ansoff model, it is not so clear but there is a connection SOI with the competitive strategy of the firm: the firms applying SOI in the long run must compensate their social and ecological efforts by the premium price for their goods and services.

The second problem of the thesis is the problem of the findings extension. It is not clear how can we apply the thesis results to the other companies and to even Polish companies. It should be noted that Tables 15 and 16 are not good structured to obtain some generalized conclusions.

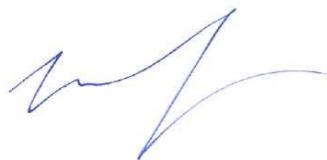
And, finally. At the Fig. 22 “External capabilities and drivers” we can see mix of elements of firm’s strategy and external, so to speak, drivers. It is not quite coincides with, for example, the abstract where the external capabilities are market demand and so on.

Nevertheless, since the details, mentioned above, don’t seem very essential relatively many advantages of the thesis, we can close our eyes to these drawbacks and see an interesting, challenging, and large work.

Master thesis of Krystsina Selviasiuk meets the requirements of Master in Information Technologies and Innovation Management program, and according to the reviewer’s opinion deserves a “good, B” grade, thus the author can be given the desired degree.

Date: 13<sup>th</sup> of June, 2015

Referee: *associate professor*



A. Ivanov