

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	MiM
<b>Student:</b>	Cai Jiannan
<b>Title of thesis:</b>	<b>Digital transformation of SMEs' Business Models in the post-pandemic era —— An Effectuation Perspective</b>

<p><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.</p>
<p>Master thesis by Cai Jiannan scrutinizes digital transformation of SMEs' business models in the post-pandemic era through the lenses of effectuation perspective. The topic is in general justified. At the same time, however, I would say that the greater problematization would be expected in the Introduction, including a clearer formulation of the research goal and objectives.</p>
<p><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.</p>
<p>The thesis structural parts are generally aligned. There is a connection between empirical and theoretical parts.</p>
<p><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.</p>
<p>Cai Jiannan has shown independence in formulating the empirical research strategy and conducting data analysis. The quality of the empirical layout is good. The theoretical model is generally justified.</p>
<p><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.</p>
<p>Overall, the data employed in this study is relevant for the chosen research task.</p>
<p><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.</p>
<p>The thesis provides theoretical contribution to the chosen field, however, it could have been stronger articulated in the paper.</p>
<p><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.</p>
<p>Managerial implications could have been articulated in the text in a more prominent way.</p>
<p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>
<p>The quality of thesis layout corresponds to the requirements.</p>
<p><b>Originality of the text.</b> All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.</p>
<p>The text is original and contains no elements of plagiarism. Borrowings from existing texts are essentially technical and comprise less than 4% of the submitted work.</p>

The Master thesis of **Cai Jiannan** meets the requirements for master thesis of MiM program thus the author of the thesis can be awarded the required degree.

Date: 07/06/2022

Scientific Advisor:

Karina A. Bogatyreva, PhD,

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