

## SCIENTIFIC ADVISOR'S REFERENCE

<b>Program:</b>	Master in Management (MIM)
<b>Student:</b>	Polina Potapova
<b>Title of thesis:</b>	BUILDING SUSTAINABLE SUPPLY CHAINS: COLLABORATION CAPACITY IN EMERGING MARKETS
<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>The topic chosen by Polina is very relevant today for academia and practitioners, as collaboration in the supply chain for sustainability can increase transparency, resilience and reliability of the companies, as well as diminish risks and negative externalities. The topic is of high relevance for the companies from emerging markets, where weak institutional environment inhibits development, incorporation, and implementation of sustainability principles along the value chain. The author clearly and accurately justified the choice of the topic providing all necessary arguments. Polina aligned goal, objectives of the research with the topic of the thesis.</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 is clearly structured and aligning of the parts is provided. Theoretical and empirical parts are balanced and help the author to reach the goal of the research. Three interrelated chapters of the work are well done and even could be further developed and published as independent paper, which demonstrates strong abilities of Polina for scientific and applied research. As supervisor I was very much pleased to work with her!</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>Polina demonstrates himself as an independent researcher. She collected rich data through secondary sources (72 reports of the companies), as well through primary data (7 interviews) and applied very advanced techniques tools for analysis - comprehensive bibliometric analysis by mapping the findings in VOSviewer, thematic analysis by using MaxQDA software. The literature review made through systematic literature review technique in Scopus needs to be paid attention to, as application of such rigor, advanced technique is rare among master students. The method, complex research design applied by the author gives interesting and novel results for understanding the topic from different perspectives.</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>All the data collected by the author is relevant and sufficient for qualitative methods of research, developing all necessary recommendations and making theoretical contribution.</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>Research questions, goal and objectives are clearly stated, the methodology of the research has originality. The author demonstrates scientific thinking and makes theoretical contribution to the researched field. The way of identification of the research gaps through systematic literature review give the author an opportunity to discover relevant spheres for conceptual development in this field of research. This is valuable and outstanding achievement made by Polina.</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>Results obtained by Polina could help companies and regulators better understand the types of collaboration of the companies for building sustainable supply chains and barriers which can prevent SSC development in emerging markets, particularly in Russia.</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>Layout fulfils the requirements of the Regulations for master thesis preparation and defence. Additionally, it is necessary to pay attention to the way how accurately the author report qualitative data in the main text as well as in Appendix which enhances reliability and validity of her research.</p>	

**Originality of the text.** All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.

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The Master thesis of **Polina Potapova** meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Date: 10.06.2023

Scientific Advisor, Yulia N. Aray, Associate Professor of Strategic and International Management Department

