

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Dmitrii Viktorov
Title of thesis:	Mitigation of liability of foreignness through global value chain configuration: The case of Internet companies with Russian origin

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 master thesis by Dmitrii Viktorov is devoted to the study of the liability of foreignness (LOF) phenomenon on the example of Internet companies with Russian origin. The goal of the thesis is to define the key reasons behind LOF and approaches to the LOF mitigation for Russian firms. The topic relevance is very high due to the increasing importance of LOF phenomenon for emerging market (and particularly Russian) firms going abroad, and the shortage of respective studies in the Russian context. The topic is fully covered, being aligned with the goal and objectives of the thesis.

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 thesis is written in the accordance with the standards of the master thesis preparation, being consistent, structural and logical. The paper consists of four chapters, including introduction and conclusion, the list of the references, and appendices. The structure of the research is consequent and logical. Both theoretical and empirical components are presented and well balanced in the thesis.

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 topic, goal and research questions of the thesis are well aligned, presented are covered in the thesis. The relevant sources of the information were involved and the analytical capability while doing the study was well demonstrated.

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 data gathered fully meets the requirements of the thesis's aim and objectives. Author has analysed an impressive amount of contemporary literature in the area of the liability of foreignness (LOF) and global value chain (GVC). To better explain the context, author has relied actively on the primary data, getting the access to the number of Russian software firms and conducting interviews there. All data is valid and fits the thesis objectives. The relevant list of the references is provided in the end of the master thesis.

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.

Author has demonstrated the independent scientific thinking in solving the goal and answering research questions of the thesis. The extent of author contribution to the research content and quality is really high. The methodology for the research is valid and consistent for master thesis standard. The methodology selected is in line with the respective literature and work in progress in the area of internationalization of emerging market firms.

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.

The research validity of the study is high and the practical orientation of the thesis is also very significant. The results of the thesis can be applied in the course of the international strategy of Russian high-tech and software firms, as well as by other information-intensive companies from Russia and from other emerging economies.

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

The layout of thesis, including tables, figures, and references, is correct. Layout fulfils the requirements of the

Regulations for master thesis preparation and defence.

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.

The thesis text is original and does not contain elements of plagiarism.

The Master thesis of Dmitrii Viktorov meets the requirements) for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

Andrei Yu. Panibratov
Professor, GSOM
June 1, 2016

A handwritten signature in blue ink, appearing to read 'Panibratov', is written on a light-colored rectangular background.