

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Yulia G. Troyslit
Title of thesis:	Internationalization strategy of Internet transportation network companies (iTNCs): cross-country case study of Uber Technologies Inc.

Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.

In this paper, author reports on born global firms (BGs), those that conduct international business at or near their founding (Knight & Liesch, 2016). Despite the limited resources that usually characterize new businesses, BGs achieve international sales from an early stage in their development (Cavusgil & Knight, 2009). They tend to internationalize faster than described by traditional perspectives which have observed that internationalizing firms often operate in domestic markets before venturing overseas (e.g., Johanson & Vahlne, 1990). BGs are emerging in sizable numbers worldwide. The phenomenon has challenged traditional views on internationalization in which international business long was dominated by large, well-resourced multinational enterprises (MNEs) (Knight & Cavusgil, 2004; Knight & Liesch, 2016). By 2016 numerous BGs Internet transportation network companies (iTNCs) operated in different countries across the world: international iTNCs such as Uber, Gett, EasyTaxi and Hailo; US based Lyft; Chinese Didi Kuaidi; Indian OlaCabs and TaxiForSure; Russian YandexTaxi. Uber is one of the most successful iTNC BGs. Taking into account all above, the master thesis of Yulia Troyslit appears to be really topical. The title, research problem and research questions are clearly stated. The goal is actual and the tasks are well defined.

Structure and logic of the text flow.

The thesis is structured in a logical way. The structure of the research is divided in to several parts. In introductory Chapter 1 Yulia and formulates research questions and objectives. The Chapter 2 takes aim to study theoretical background of BGs internationalisation and formulates the thesis's research framework. The Chapter 3 is related with empirical study. Author justifies the case study methodology, describes data collection process and overviews Uber technologies and strategy of international expansion. It goes on with results and conclusions plus appendixes. Both theoretical and empirical part of the thesis are consequently aligned in terms of their structure.

Quality of analytical approach and quality of offered solution to the research objectives.

The qualitative research approach is chosen to answer the research question of the paper. As for the research strategy the single case study with embedded units was chosen. The case of Uber Technologies Inc. is analyzed in terms of external and internal drivers of internationalization, internationalization process, the choice of entry modes, and host market strategy. Author demonstrates ability to formulate and convey the research problem and to offer options for its solution applying the latest trends in relevant research.

Quality of data gathering and description.

Quality of selecting research tools and methods is high. Author demonstrates adequacy of used data for chosen research tools and methods. The data samples are well described and analysed. The list of Reference is complete and relevant.

Scientific aspect of the thesis.

The aim of the present master's thesis was to explore the drivers of internationalization as well peculiarities and patterns of international expansion of iTNCs. The study contributes to the theory of Born Globals as well as sheds light on the internationalization process of iTNCs. The aim was achieved by investigating the existing literature on the topic of taxi industry development as well as on the phenomenon of Born Global companies and by applying the theoretical frameworks to the case of Uber Technologies Inc. Author established a good example of independent scientific thinking in solving the set of stated problems/objectives of research by conducting the study and interpreting the results. Research methods are well justified and research results are related with the aim/objectives of the study.

Practical/applied nature of research.

The study develops applied recommendations about iTNCs internationalisation strategy. The managerial implications of the following study are aimed at the following groups of managers: 1) management of internalizing iTNCs; 2) management of iTNC that is going to internalize; 3) management of the domestic iTNC that competes with international one.

Quality of thesis layout.

Layout fulfils the requirements of the Regulations for master thesis preparation and defence. All the tables and figures are properly edited.

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 Yulia Troyslit meets the requirements for master thesis of Master in Management (MIM) program thus the author of the thesis can be awarded the required degree.

05.06.2016

Scientific Advisor:

Asc. Professor S.A.Yablonsky

