

REFEREE'S REVIEW

Program:	Master in Information Technologies and Innovation Management (MITIM)
Student:	Argyro Almanopoulou
Title of thesis:	Exploring the value creation in service ecosystem context: the case of an information technology company

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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor

Additional comments:

The topic of the thesis is quite actual due to the (1) importance of the theoretical and empirical studies in value creation, (2) lack of research in service ecosystem context. The research objectives, the main research question as well as sub-questions are directly related to the topic. The very topic is completely covered by presented research.

The research in general is conducted in a logical manner. The results and conclusions are directly followed from the study. The theoretical and empirical parts are in satisfactory balance. Nevertheless, the absence of the intermediate conclusions at the end of particular chapters and paragraphs makes their consequence partly disconnected. The particular chapters and paragraphs usually conclude with tables and figures or quotations without any clearly defined preliminary results based on the author's own analysis. As a result the own contribution of the author looks not argued enough.

The coverage of objectives is quite adequate. The main research questions and sub-questions are formulated clearly. The very research is based on the detailed and correct analysis of the relevant literature. Nevertheless, the author did not analyse and even did not mention the actual concept of "creating shared value", presented by M. Porter and M. Kramer in 2011 and related to the connections between creating value for business and for society.

The research tools and methods are selected properly. Nevertheless, the case method is used for analysis of the only company and is resulted in quite non-exemplary results. The list of references is complete and solid.

The way of scientific thinking is independent. The conceptual research model can be shared and used in the field of value creation analysis.

The theoretical background is directly connected to the managerial practices. The results of the research are just and can be widely shared for theoretical and practical purposes. Nevertheless, the use of the only company case study created the limitations for the practical implementations.

The main regulations for the master thesis preparation are fulfilled. The tables, figures, and references are presented correctly.

Master thesis of Argyro Almanopoulou meets the requirements of Master in International Business program, and deserves a “good” grade, thus the author can be given the desired degree.

Date: June 16, 2013

Referee: Yury E. Blagov
Dr., Associate professor



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