

REFEREE'S REVIEW

Program:	Master in Management - International business
Student:	Maria Aleksandrova
Title of thesis:	LOCALIZATION AND ADOPTATION OF B2B/B2C BUSINESS MODEL IN RUSSIA: CASE STUDY OF ALIBABA GROUP HOLDING LIMITED

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 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

Additional comments:

Student Aleksandrova Maria completed a good research work on the real business case for promoting the Alibaba-Aliexpress trading platform in Russia. In this work she applied the new approaches to the analysis of multilateral business activities: the Oviatt&McDougall framework for definition of new enterprises born global, Sustained competitive advantage formation by Ganitsky, Concept of the multy-sided platforms (Yablonsky), and Business Model canvas by Osterwalder.

The work is characterized by the novelty of approaches, relevance in relation to the global nature of many modern business processes. The comparison of the states of the Aliexpress platforms in Russia and the PRC are of practical importance.

Master thesis of Maria Aleksandrova meets the requirements of the Master in Management (MIM) program, and according to the reviewer's opinion deserve an excellent (A) grade, thus the author can be given the desired degree.

Date 2/06/2017

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