

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Nikita Bannikov
Title of thesis:	KEY DECISION-MAKING FACTORS FOR ADOPTION OF SAAS IN SMES IN RUSSIA

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:

The author unambiguously defined the goals and objectives of the study, which is actual. The industry of cloud solutions in Russia grows fast capturing not only large companies, but also SME. The author formally outlined the structure of his work, as well as precisely formulated approaches and methods of research. The results were obtained with modern business intelligence tools - IBM SPSS AMOS and IBM Watson Analytics. Parallels Company - the leading Russian SaaS developer, determines the criterial model. However, one conclusion - namely «hypothesis H2 (business need in adoption of cloud solution by SME is positively affected by its actual features and capabilities) is not confirmed» looks strange. Perhaps this is due to the high level of aggregation of the criterial model. In particular, it did not include such factors of gaining hidden benefits, such as ease of management and integration of cloud applications, as well as simplicity of re-engineering SaaS solutions compared to on premise ones.

Master thesis of Nikita Bannikov meets the requirements of the Master in Management (MIM) program, and according to the reviewer's opinion deserves an excellent (5A) grade, thus the author can be given the desired degree.

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