

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management Program Concentration — International Logistics & Supply Chain Management
Student:	Nadezhda Zapisova
Title of thesis:	Technique development of maritime transportation service supplier selection

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 goal of this thesis is to make technique development of multi-criteria selection of maritime transportation service supplier based on comparison of expert questionnaires and application of results on the chosen case company. In order to achieve the stated goal, the next tasks should be completed: define the criteria of maritime service supplier selection; define the technique of maritime transportation service supplier selection; apply the technique to the case company.

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.

Logics and structure of the paper are excellent. The main part of the topic consists of introduction, three chapters and conclusions, closed by references and appendix.

The introduction discusses the background, rationale, contribution, outline and organizational structure of this thesis. The first chapter is devoted to the theoretical perspectives of maritime supply chain creation. It covers the current state of the maritime supply chain, describes its main trends and main elements of the chain. The chapter provides with the literature review of the criteria of selection of maritime transportation service supplier and finishes with the statement of the problem of such selection.

In the second chapter the research methodology is considered: methods for supplier selection are discussed and the most suitable one particularly for maritime transportation service supplier selection is stated. The chapter covers the criteria of selection and illustrates the hierarchical system of characteristics based on which the selection decision is made. The implementation steps of the selection algorithm are given in detail.

The last chapter is devoted to the application of technique for a chosen freight forwarding company Leap LLC in order to show how the method actually works. The managers of company's logistics department took place in the characteristics' estimation that gave an opportunity to gain the final results of supplier selection. Furthermore, the last chapter highlights the value of method utilization.

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.

Thesis goal and objectives are clearly stated; thoroughness of the content is good; the text is excellent and has all features necessary for the scientific research. The research method used for an evaluation of success factors in logistic outsourcing is literature review and interview.

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.

In this thesis the theoretical and conceptual framework was examined by means of a web-based survey questionnaire. Analyses were performed after collecting and compiling all the data. The quantitative part of the thesis is good. The base and foundation for formulating the questions of the web-survey questionnaire was reviewing literature and theoretical frameworks and concepts.

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.

The developed technique of maritime transportation service supplier selection is structured as follows: firstly the attributes of maritime carrier selection should be determined, after the attributes' metrics should be specified. The next step is the design of hierarchical structure of characteristics of

maritime carrier, collection of data and it's processing in Decision Support System APIS. The final stage is the interpretation of results for their further application.

From the theoretical point of view, the paper fills the gap of not developed framework of maritime transportation service supplier selection. Despite the criteria of such selection are covered in the literature, there is not exist managerial technique that can be implemented in real condition.

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.

From practical side, this paper may be useful for managers of the logistics companies who meet the underlined problem to achieve the next advantages: reduce the time spending on the selection of proper shipping line; decrease the costs connected with the selection; minimize expenses which are correlated with the weak service provided; maximize the opportunity of the most suitable maritime transportation supplier selection.

Nevertheless, there are some limitations of the study. They are mostly connected with the possibility of application of the proposed technique. The term "maritime transportation service supplier" is connected with the field of containership maritime transportation. So, the supplier is a sea carrier, or a shipping line as an element of maritime supply chain, that provides the transportation services from port of origin to port of destination. Moreover, the developed technique is suitable for companies of maritime transportation service industry, because otherwise with lack of expertise in the field, it would be not possible to make an evaluation of the discussed characteristics.

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 the thesis fulfils the requirements of the Regulations for master thesis preparation and defence. The layout of tables, figures and references is also correct.

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 paper is original work and does not contain elements of plagiarism

The Master thesis of Nadezhda Zapisova meets all requirements for master thesis of Master in Management program, thus the author of the thesis can be awarded the required degree.

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Scientific Advisor:



Associate Professor, Operations Management Department
Nikolay A. Zenkevich