REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Artem Efremov
Title of thesis:	Factors influencing adoption of Platform as a Service in Higher Education Institutes

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.
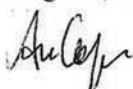
Additional comments:

Business innovations demand agility and event processing at web scale. New cloud platform technologies are meeting this challenge, but enterprises lack the skills or policies to adopt them. Indeed designing, implementing, deploying, managing and maintaining a IaaS or a PaaS is not a trivial task. The goal of this thesis is relevant and interesting for practical use. The topic choice is well justified, the aim and tasks of the thesis are defining properly. The topic of mobile messenger business models case study is up-to-date and it covers an important industry segment.

This study applied a multi-dimensional implementation of the modified UTAUT model where behavioral intention to adopt a computing platform IBM Bluemix is theorized to be affected by behavioral intentions to adopt four emerging technologies included in IBM Bluemix platform: cognitive computing advanced analytics, internet of things, and platform-as-a-service.

The author of the thesis has demonstrated good theoretical and practical knowledge in the field of PaaS IBM Bluemix platform services and capabilities. In his quantitative analysis, Artem used advanced analytics tool IBM Watson analytics in order to investigate factors affecting technology adoption, while most of the previous works on the topic of technology adoption used traditional statistical models in order to test hypotheses about relationships between theoretical model's constructs. Overall, results from analysis with IBM Watson analytics are consistent with results from analysis with structural equation modeling approach. However, IBM Watson analytics helps to identify indirect relationships between model's items more easily because it allows exploring hidden relationships in input data by using simple yet powerful visualization. That is a new scientific result and a successful case of IBM Watson analytics usage.

Master thesis of **Artem Efremov** meets the requirements of the MITIM program, and according to the reviewer's opinion deserves an **excellent B** grade, thus the author can be given the desired degree.

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