

Master's Thesis Evaluation by the Supervisor

Title of the Master's Thesis:

Industry 4.0: Digital transformation replicability in manufacturing

Author of the Master's Thesis:

Bc. Lucie Geroldová

Goals of the Master's Thesis:

Providing a road map for manufacturing companies in order to transform the way they do their business in the context of digital revolution. The author also aims to identify key pillars, drivers, and trends of the fourth industrial revolution and their impact on the business, providing specific examples and thus answer the question: "Is there a clear goal that each company can identify and follow, gradually undergoing a digital transformation?"

Evaluation:

	Criteria	Description	Max. points	Points
Content 70%	Output Quality	The highest value of this thesis is the overview of she provided in field of Industry 4.0 and its aspects in manufacturing. Here the author did a really great job. What is a bit disputable whether the author really offers a transformation replicability in manufacturing. Here I see the biggest limitation of the thesis, which is actually identified by the author herself as well. What is on the other hand also good sign of the maturity of the author. Looking at the case study, I would also focus on some other elements like setting the strategy more in depth. The author focuses mostly on technicalities but in the text correctly stresses out the importance to start with the strategy.	20	14
	Goals	The goal of the thesis is not unfortunately explicitly formulated. It is obvious from the thesis title and the abstract, but to evaluate whether the goal was really reached or not, it would be valuable to be more explicit. Some other research questions are formulated further in the text, but I would expect them to be emphasised at the beginning, so it is clearer how some of the thesis parts contribute to answering them.	10	5
	Methodology:	No much comments here. The author performed good secondary data research followed by the case study. So far it was good, but as indicated before, to provide a roadmap to other companies, some deeper research would be required to advice good practice to others.	20	15
	Theory/ Conceptualization:	As indicated above. This is the most important value of the whole thesis. Few drawbacks are indicated below, but indeed the author did a very good job.	20	18
Formal requirements 15%	Structure:	The thesis is well organized and structured.	3	3
	Terminology:	No comment on that, everything is according to required standards.	4	4
	Formalities:	No comment on that.	4	4

	Citing:	Quality of citations and reflection of Ephorus results.	4	4
Delivery 15 %	Presentation document:	Is the presentation itself structured in a clear way? Is it appealing and easy to follow? Does it convey the message efficiently?	5	
	Presentation skills:	Are you conveying the message efficiently and timely? Do you use appropriate words, speed, tone of voice, gestures, movement etc. to express your thoughts in a clear manner?	5	
	Argumentation:	Are you able to readily and briskly react to questions or comments? Are you able to explain unclear parts and connect comments to relevant places in your presentation or parts of particular analyses? How well are you able to defend to your ideas and recommendations?	5	
			100	0

Other comments:

I would suggest providing sometimes a bit bigger perspective on the discussed topic. E.g. there are some authors who believe that if the KSF of the third industrial revolution was mastering the vertical integration, the KSF for the fourth industrial revolution is about mastering the virtual integration. (see the question below ref. this point)

Questions or comments to be discussed during the thesis defence:

Could there be also other drivers for company to follow the bandwagon of Industry 4.0?. The motives mentioned in the thesis are pretty company centric rather than customer centric. The author touches this point later on, but I feel it should be part of the overview of motives.

Has the author uncovered also any elements of virtual integration in the given case as a phenomenon of Industry 4.0?

The author suggests assessing company's digital maturity in order to pursue a digital transformation. It would be nice, if there could be demonstrated the way how this could be evaluated.

The name of the Supervisor:

Ing. Ladislav Tyll, MBA., Ph.D.

The employer of the Supervisor:

KSG, FPH, VŠE

Date 19. 5. 2018

Signature of the Supervisor:

