

THESIS COMPLETION CERTIFICATE

This is to certify that the thesis entitled “**Developing an Internet of Things (IoT) Business Model for increasing operational efficiency and employee productivity in Indian Public Sector Retail Oil Outlets**” submitted by **Sudip Das** to University of Petroleum and Energy Studies, Dehradun for the award of the Degree of Doctor of Philosophy (Management) is a bona fide record of the research work carried out by him under our joint supervision and guidance. The content of the thesis, in full or parts have not been submitted to any other Institute or University for the award of any other degree or diploma.

Internal Guide

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