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by Assoc. Prof. Dr. Radostin Vazov from the Higher School of Insurance and Finance (VUZF), appointed a member of the scientific jury by order of the Rector of the Higher School of Insurance and Finance № 28 of 02.03.2021

concerning

the scientific, applied and professional-academic activity and the production presented by Norbert Ziczynski in connection with his participation in the procedure for obtaining the scientific degree "Doctor of Science" in the field of higher education 3. "Social, economic and legal sciences", professional field 3.8. "Economy"

1. General presentation of the received materials

For the purposes of the present procedure, the candidate Norbert Ziczynski has submitted a total of 48 scientific publications, of which 10 are independent, and the rest are co-authors and 3 monographs.

The dissertation consists of a total of 257 pages, of which 240 pages are body text. The list of references contains over 200 titles. There are over 400 references in the work.

The submitted materials include:

- Curriculum vitae
- Dissertation for obtaining the scientific degree "Doctor of Economics"
- Abstract in Bulgarian and Russian
- Reference with fulfilled quantitative criteria for acquiring the scientific degree
- "Doctor of Economics"
- Reference to the contribution moments
- Reference to the candidate's publications
- Reference to the candidate's citations

The documentation submitted by the applicant is characterized by completeness and visual structuring.

2. General characteristics of the candidate's activity

From the reference for the scientific-applied activity of Norbert Ziczynski it is evident that his scientific publications are from the field of the announced competition.

The presented dissertation of Norbert Ziczynski is dedicated to the problems with the marginalization of the distribution chains for retail trade, as a special type of enterprises and to assess how vulnerable they are in a crisis situation. The author sets two hypotheses to confirm or reject in the study - Hypothesis 1: scattered retail networks, as a special type of enterprises are particularly vulnerable in a crisis situation and Hypothesis 2: the implementation of the omnichannel strategy can be considered proactive and preventive action that allows to obtain and maintain a competitive position. Both the set goal and the formulated two hypotheses fully correspond and are in the spirit of the further content of the dissertation.

The dissertation definitely has a number of merits that make it a useful read not only for students studying the problems of modern management science, but also for a very wide range of readers.

3. Contributions (scientific, scientific-applied, applied)

A total of 4 contributions have been identified in Norbert Ziczynski's research.

1. It has been demonstrated that the risk of falling into a state of crisis is particularly high for companies operating in sectors affected by the economic slowdown. The study shows that in the presence of scattered retail chains it is possible to obtain the transfer of various crisis elements through them.
2. The gradual integration of traditional and electronic sales channels is justified as a possible anti-crisis measure in retail chains. For this purpose, proactive and preventive actions are needed by the endangered enterprises, through which to maintain a competitive position through the use of modern technologies.
3. The components of the multi-channel trading strategy and their impact on the business in the rapidly changing technological environment, which shapes the behavior and expectations of consumers, are identified.

4. Those components have been identified that lead to the vulnerability of retail chains and increase the risk of a crisis to the extent that it is necessary to include these components in standard management activities.

I accept with conviction these contributions in the way they are defined, believing that they fully correspond to the qualities of Norbert Ziczynski's scientific works. I would like to emphasize the fact, seen from the presented biography of Norbert Ziczynski, that he has gained enviable professional experience. Norbert Ziczynski was born on August 20, 1971. In 2006 he graduated from the University of Information Technology and Management in Rzeszow, Poland with a degree in Informatics and Econometrics. In 2008 he graduated from the same university with a degree in economics. In 2015 he obtained a doctorate in economics from the Marie Curie University - Skłodowska also in Poland. He is currently the Chief Executive Officer of COMMIT POLSKA SP Z.0.0., Poland and Associate Professor at the University of Technology in Rzeszow, Poland.

This experience has contributed to its formation as an in-depth professional and completes the profile and as a person who very successfully combines research and teaching with practice in a real business environment.

4. Critical remarks and recommendations

I have no significant critical remarks. I would recommend Norbert Ziczynski to continue to strive to combine academic and practical activities and to develop their knowledge and experience in the form of in-depth research.

CONCLUSION

The documents and materials submitted by Norbert Zhichinski meet all the requirements of the Law for the Development of the Academic Staff in the Republic of Bulgaria (ZRASRB) and the Regulations for its implementation. Undoubtedly, during the years of his development Norbert Ziczynski has established himself as a serious scientist, teacher and professional. Acquiring the degree of "Doctor of Science" is a completely natural part of his growth.

The candidate in the procedure has submitted a sufficient number of scientific papers. The works are distinguished by indisputable original scientific and applied contributions.

After getting acquainted with the presented materials and scientific papers, analysis of their significance and the scientific, scientific-applied and applied contributions contained in them, I find it reasonable to give my positive assessment and recommend to the Scientific Jury to prepare a report on the award of Norbert Ziczynski. degree "Doctor of Science" 3. "Social, economic and legal sciences", professional field 3.8. "Economics" at VUZF

April 14, 2021

Sofia city

Prepared the opinion:

(Assoc. Prof. Dr. Radostin Vazov)