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by Prof. Dr. Nadia Dimitrova Mironova

**Scientific specialty: "Social Management", University of National and World Economy,
Sofia**

of a dissertation for the award of ONS "Doctor of Science" in the field of higher education

3. Social, economic and legal sciences, professional field 3.8. Economics

Author: Dr. Norbert Życzyński, PhD

**Topic: Marginalization of sales chains and vulnerability to financial and image crisis in the
context of the implementation of the omnichannel strategy**

1. General description of the submitted materials

I present this opinion on the basis of order № 28 of 02.03.2021 of the Rector of the Higher School of Insurance and Finance Assoc. Prof. Dr. Grigoriy Vazov, by which I was appointed a member of the scientific jury in the procedure for defense of dissertation on Marginalization of the sales chains and the vulnerability to financial and image crisis in the context of the implementation of the omnichannel strategy for obtaining the educational and scientific degree "Doctor of Science" in the field of higher education 3. Social, economic and legal sciences, Professional field 3.8. Economics with the author of the dissertation is Dr. Norbert Ziczynski and the decision of the scientific jury with protocol no.1.

The materials submitted by Dr. Norbert Zhichinski include the following: inventory of scientific and applied contributions to the dissertation; reference for fulfillment of the minimum national requirements for acquisition of ONS "Doctor of Science" in professional field 3.8. Economics;

dissertation work; abstract. The doctoral student has attached a list of 18 publications on the topic of the dissertation, and the abstract contains 25, incl. and 2 monographs. The documents correspond to the inventory.

2. Relevance of the topic and expediency of the set goals and objectives

The functioning of distributed trade networks in the context of their marginalization is an interesting and important problem, especially from the point of view of the connection between science and practice. It is particularly relevant and in the context of the particular sensitivity of retail chains to crisis situations, which requires special competence to respond to crises. The author's idea to implement an integrated omnichannel strategy in accordance with the possibilities for transparent integration of sales is an innovative solution for distributed commercial activity in the conditions of information revolution.

The research thesis reflects the topicality of the topic and successfully combines the research approaches and the applied analytical tools. The dissertation is structured correctly and in accordance with the new requirements for the quality of doctoral dissertations.

3. Knowledge of the problem

The work creates the impression of a thorough and objective knowledge of the problems studied in it. 165 literary and internet sources of specialized scientific literature in different languages, normative documents were used and analyzed.

4. Research methodology

Theoretical and empirical research methods, including observation and scientific CATI method, have been used to achieve the set goal and to solve the research tasks. I believe that the methods are chosen correctly and reasonably and are applied correctly to the research tasks.

6. Characteristics and evaluation of the dissertation

The dissertation is structured correctly in an introduction, an exposition in three chapters, conclusions, literature, a list of included figures and tables, there is no official conclusion. The development is in a total volume of 214 pages, 56 tables and 77 figures are presented, 165 are the used literary and internet sources.

The subject of the dissertation is focused on the theoretical and practical aspects of the functioning of the distributed trade networks in the context of their marginalization and ways of implementing the omnichannel strategy.

The subject of the study is a sample of the 500 largest Polish companies, published by "Rzeczpospolita". The research sample includes representatives of all voivodships with a predominance of the Masovian Voivodeship.

The aim of the dissertation is to analyze and evaluate the problems with the marginalization of distributed retail chains as a special type of enterprises, characterized by intersectoral marginalization, which makes them particularly vulnerable in a crisis situation.

To achieve this goal, the following scientific hypotheses have been tested and confirmed:

Hypothesis 1. Scattered trade networks as a special type of enterprises, characterized by intersectoral dependence, are particularly vulnerable in a crisis situation.

Hypothesis 2. Implementation of the omnichannel strategy can be considered as a proactive and preventive action, which allows to obtain and maintain a competitive position.

The dissertation analyzes the dependence of scattered retail chains as a special type of enterprises, characterized by intersectoral dependence, and analyzes the possibility of such organizations to implement the omnichannel strategy. Comparative analysis was used in the context of factors influencing marginalization. It is carried out a study using the method of scientific observation on a group of Polish companies that use distributed multi-channel retail networks, after which the way of implementing this strategy is described.

The set goal, tasks and limitations of the research are logically related and are achieved in the course of the research.

6. Contributions and significance of development for science and practice

I believe that in the dissertation there is enough evidence for scientific and applied contributions and I accept the claims of the author for such.

The study contributes to expanding knowledge about the conditions affecting the particular vulnerability of retail crises and to re-classify this type of organization as cross-sectoral marginal

enterprises. The components of the multi-channel strategy and their impact on the business in the face of the rapidly changing technological environment, which shapes the behavior and expectations of consumers, are identified. Methodologically, a methodology has been developed and applied to identify vulnerabilities in retail chains, where the risk of crisis is so high that it should be included in standard management activities. In application, the integrated, transparent omnichannel strategy removes the barrier between the individual channels and creates a new multi-channel commercial service and the use of the synergy effect. The presented results and conclusions contribute to the clarification and implementation of distributed sales by integrating sales channels as part of the implementation of the omnichannel strategy, supported by a properly implemented IT system.

7. Evaluation of the publications on the dissertation

The results of the research on the topic of the dissertation are presented and discussed with the scientific community through 18 scientific publications, independently and in co-authorship. They reveal the deep scientific interests of the doctoral student and confirm the scientific contributions in the dissertation. The publications reflect the achievements of the dissertation obtained in the course of research. The reference shows the following reflected citations: In Scopus - 4 publications, 6 citations (4 without self-citations), H = 1; in Publons - 15 publications (7 in WoS), 3 citations, H = 1; in Google Scholar - 17 citations, H = 2. There are 2 monographs with a total volume of 322 pages.

8. Assessment of compliance with the minimum national requirements

Attached is a Certificate for fulfillment by the doctoral student of the minimum national requirements for acquiring the educational and scientific degree "Doctor of Science" in the professional field 3.8. Economics. The total number of points is many times higher than required.

9. Personal participation of the doctoral student

I believe that the presented dissertation on "Marginalization of sales chains and vulnerability to financial and image crisis in the context of the implementation of the omnichannel strategy" is a personal research. I have no doubt in the personal contribution of the doctoral student in it.

10. Abstract

The abstract is in a volume of 36 pages and is prepared in accordance with the requirements of ZRAS and PPZRAS. Correctly reflects the nature and results of the dissertation. Demonstrates a good ability of Dr. Norbert Ziczynski to synthesize information to present his most important ideas and conclusions.

11. Critical remarks and recommendations

I have the following notes and recommendations for the dissertation:

The subject and scope of the study are not clearly defined, as well as the restrictive frameworks in the study, as well as the specific time periods for its implementation.

Most of the sources used are before 2016, and the bibliography has not been prepared according to the standards.

There are technical errors in the content that should be corrected when publishing.

12. Personal impressions

I do not know the doctoral student personally.

CONCLUSION

The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the requirements (s) of the Law for the Development of the Academic Staff in the Republic of Bulgaria (ZRASRB) and the Regulations for application of ZRASRB. The presented materials and dissertation results correspond to the specific requirements of the Regulations for admission and training of doctoral students at the Higher School of Insurance and Finance.

The dissertation shows that Dr. Norbert Ziczynski has in-depth theoretical knowledge and professional skills in Professional 3. 3. Economics, demonstrating the qualities and skills for independent research that cover different areas of knowledge.

Due to the above, I give my positive assessment of the research presented by the reviewers, abstract, results and contributions, and I invite the esteemed scientific jury to award the educational and scientific degree "Doctor of Science" to Dr. Norbert Ziczynski in the field of higher education.

3. Social, economic and legal sciences; Professional field 3. 8. Economics;

13.04.2021 PREPARED BY:

Prof. Dr. Nadia Mironova