

Higher School of Insurance and Finance (VUZF University)

REVIEW

by assoc.prof. Dr. Marin Stefanov Marinov

D.A. Tsenov Academy of Economics, Svishtov, Bulgaria

of dissertation for awarding the scientific degree "Doctor" in the field of higher education 3. Social, economic and legal sciences professional field 3.8. Economics doctoral program Finance, Insurance and Social Security.

Author: Arman Islamgaleyev, PhD

Topic: Improving the efficiency of sales management and the impact on the financial performance of steel companies in the Republic of Kazakhstan.

1. General description of the presented materials

By order No. 182 dated 22.11.2021 of the Rector of the Higher School of Insurance and Finance assoc.prof. PhD Grigori Vazov, I was appointed as a member of the scientific jury to ensure the defense of the dissertation on the topic: "Improving the efficiency of sales management and the impact on the financial performance of steel companies in the Republic of Kazakhstan for the academic and scientific degree "Doctor" in the field of higher education 3. Social, Economic, and Legal Sciences, Professional Field 3.8. Economics, PhD program in Finance, Insurance, and Social Security. The author of the dissertation is **Arman Islamgaleyev**.

The materials submitted by **Arman Islamgaleyev** include documents according to the list provided: a certificate of scientific and scholarly contribution to the dissertation; a certificate of meeting the minimum national requirements for the degree of "Doctor" in the professional field 3.8. Economics. The doctoral student attached a list of 7 publications on the dissertation topic, including 3 publications from the database (3 in Web of science and Scopus).

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

In accordance with the continuing relevance on the basis of the approach generally accepted in scientific methodology, the author of the dissertation conducted a systematic review and identification of scientific, scientific and practical literature, journalism and classifications of the most relevant to the problem of implicit theories of client-centeredness. The paper considers various views, definitions, variables and factors affecting client-centeredness and sales management of steel companies in terms of economic, financial, organizational disciplines,

strategic marketing. However, there is a phenomenon of cross-referencing the same names of opinion leaders who developed the problem of client-centeredness, which has led to relative transparency and clarity in the theoretical part of the dissertation.

The dissertation topic corresponds to the profile of training and qualification of the applicant for the PhD academic and scientific degree. The dissertation is correctly formulated and models the logic of the dissertation and the analytical tools applied.

The dissertation is structured in accordance with the purpose, hypotheses and subject matter of the research and reflects the author's approach to the research topic.

3. Knowledge of the problem

Arman Islamgaleyev shows a thorough and objective formulation and evaluation of the problems explored in the dissertation. 217 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 were used to achieve the goal and to solve the research problems. Empirical research methods are logical and correct, with the application of methods of mathematical statistics, the main predictive metric is the root mean square error, obtained by structural analysis of the model by CB - SEM method using LISREL version 8.8. The validity of the measurement scales was confirmed by the SPSS statistical package, and the cumulative reliability of the variables was assessed using the Cronbach alpha. However, the distribution test was unnecessary, due to the fact that confirmatory factor analysis does not require or imply statistical criterion selection and asymptotic significance. However, these remarks are not significant, do not affect the results of the research, and encourage possible future research.

The theoretical research sufficiently reviewed the empirical literature and constructs in the field of predictors of client-centeredness, but not related to the field of industry and metallurgy. Factor loadings of variables in the field have not been sufficiently considered by other researchers. The reviewer was positively surprised by the description of practical sales and marketing techniques in metal trading and the professional knowledge of the metal market, which gives the impression of significant practice of the doctoral student.

5. Characteristics and evaluation of the dissertation

The dissertation consists of 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 228 pages, 32 tables and 25 figures are presented, 217 are the used literary and internet sources.

The subject is the economic relationship in the market of rolled metal products between clients and the company, employees and the company arising in the process of client-centeredness management.

The object of the dissertation is the metals industry of Kazakhstan, employees and clients of the metal trading company "Kazpromkomplekt" LLP.

The purpose of the dissertation is to examine the role of client-centeredness in metal trading, and to propose a conceptual framework for improving client-centeredness in metal trading companies in Kazakhstan.

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

Hypothesis 1. Exceeding client expectations has a positive effect on rational loyalty.

Hypothesis 2. Co-creation of services (W2C) builds high client satisfaction and creates affinity.

Hypothesis 3. Creating XRM systems in the enterprise has a positive effect on the emotional loyalty of stakeholders.

Hypothesis 4. Total Quality Management of client-centeredness processes (TQMFC) creates low satisfaction and affinity.

Hypothesis 5. Analysis and information has a positive effect on rational loyalty.

Hypothesis 6. A sense of employee demand (TQMHR) builds high client satisfaction and creates affinity.

Hypothesis 7. Engagement builds emotional loyalty among clients and employees.

Hypothesis 8. The integration of online and offline (O2O) forms low satisfaction and creates affinity.

The dissertation attempts to analyze and evaluate the problem of metal traders who face increasing difficulty in maintaining long-term relationships with their clients, due to the expanding client experience, the high impact of the digital environment, and increasing expectations. According to steel producers in the Kazakhstani market, in recent years the level of client satisfaction in relation to existing suppliers of steel products has decreased significantly. According to this research, rising client expectations, primarily in certain segments, have forced metal traders to create factors and different client relationship models in order to develop more effective client-centric strategies that will require them to adapt to these factors and establish strong and profitable relationships with their clients.

The first section discusses the essence of client-centric concepts, showing connections to theories, examining various multivariate and univariate constructs, and theoretical aspects of key

research variables. The current state of Kazakhstan's metal trading market was also examined. **The second section** describes the indicators for measuring client-centeredness in metal trading, considers the factors and variables of the conceptual research model, tests hypotheses according to the rules of correct application of modern methods of descriptive statistics used in quality control, standardization and metrology tasks.

The third section presents the author's conceptual model of client-centeredness with a detailed description of the components based on the results of the research. The model is based on detailed cycles of the client-company relationship: the client experience management cycle, the client interaction cycle, the cycle of future service technologies, which include research variables. Presented the necessary amount of integration of SDL-technology, XRM-system, SST-technology in the trading network of metal traders in Kazakhstan to support the strategy of all sales channels.

Perspectives on service-dominant logic in metal trading suggest that sales are at the heart of all business activity, and that metal is only a distribution mechanism. On this basis, ten prerequisites of the dynamic service-oriented structure of the phenomena associated with sales explanatory to metal trading are explained.

Examples of comprehensive quality control and business management solutions for the steel industry using Industry 4.0 Intelligent Association were prepared and presented.

6. Contributions and significance of development for science and practice

The acquaintance with the dissertation allows to assess that the goal of the research has been achieved, and the tasks arising from it have received adequate solutions. As a consequence, I am getting the belief that there is enough evidence in the dissertation for scientific and applied contributions.

The results presented and the problems identified clearly show that the scientific results:

1. The necessity of solving the following tasks in improving the level of client-centeredness in metal trading has been substantiated: improvement of autonomous TQM FC strategy by solving; requirements for the construction of new client-centeredness models, taking into account the technological mode of Industry 4.0; development of client-centeredness quality control; improvement of XRM systems of metal traders; improvement of metal traders' O2O e-commerce.

2. A theoretical framework for increasing client-centeredness is offered, including a detailed explanation of its components.

3. The essence of providing customer-oriented quality development is updated through the creation of new independent factors that contribute significantly to its development, which are

ahead of customer expectations, customer involvement and staff, business processes of the company, co-creation of services with customers, quality management and O2O service technologies based on future service technologies.

Results with practical and applied functions

1. Comprehensive assessment and analysis of testing the suitability of the resulting factorial structure of client-centeredness factors of the metal trading company "Kazpromkomplekt".

2. The mechanism of client-centeredness management of steel companies was proposed and developed, which allowed to consider it as a source of innovative development in the industrial sector of Kazakhstan, which provides recommendations for the development of managerial decisions to improve sales processes, and at the level of small-sized companies;

3. We developed and calculated the path coefficients for the client-centeredness model, which allow to determine how related the fluctuations of the model indicators are, and thus assess the degree of compliance of the client-centeredness factors with the objectives of metal trading companies.

7. Evaluation of dissertation publications

The results of research on the dissertation topic are correctly presented to the scientific community with 18 scientific publications, both independent and co-authored. They are an indicator of the deep scientific interests of the doctoral student and that the scientific contributions in the dissertation are personally of the doctoral student.

The publications are characterized by purposefulness and analyticalness, well-argued author's position, reflect the achievements of the dissertation obtained in the course of research. The reference shows the following reflected citations:

In Scopus - 2 publications, Q1 и Q2 (affiliation VUZF university), H=1; in Publons - 13 publications (2 in Web of Science); in Google Scholar - 11 citations, H=2.

8. Assessment of compliance with the minimum national requirements

Attached is a Reference for fulfillment by the doctoral student of the minimum national requirements for acquiring the academic and scientific degree "Doctor" in the professional field 3.8. Economics.

9. Assessment of the applicant's personal contribution

The presented dissertation on the topic "**Improving the efficiency of sales management and the impact on the financial performance of steel companies in the Republic of Kazakhstan**" is a conscientious scientific and applied research.

I do not doubt the personal contribution of the doctoral student, expressed in in-depth research, creative thinking and further development of the theory and the problem solved in the work..

10. Abstract

The abstract consisting of 51 pages has been prepared in accordance with the requirements of LDAS and RILDAS. It is structurally correct and properly reflects the logic and consistency and contributions of the dissertation. It demonstrates the skills of **Arman Islamgaleyev** to synthesize and summarize in order to present her most important ideas and conclusions.

11. Critical comments and recommendations

The working hypotheses are formed around 4 factors, and loaded with the direct influence of 8 variables with the determination of the influence and concretization of circumstances. However, based on the logic of the research of theoretical aspects, the problem is conceptualized as a multidimensional and complex construct with the influence of moderating effects, in connection with which the hypotheses and direct influence are presented in a relatively simplified order.

The disadvantages of the research are that the financial losses of the author's model of client-centeredness are not calculated, but this fact is reflected in the limitations of the research, where the author is not supposed to search for traditional financial results.

The bibliography section does not identify non-academic sources, but the author considers a more significant list of references used.

As a recommendation, it is desirable to present methods of digital monitoring and financial analytics related to the practical application of Industry 4.0.

12. Personal impressions

I do not know the doctoral student personally. We do not have joint publications and developments.

My impressions come from the dissertation, author's abstract and dissertation publications. They show a serious and erudite researcher, a bona fide scientist with an extensive theoretical background and proven ability for independent research.

CONCLUSION

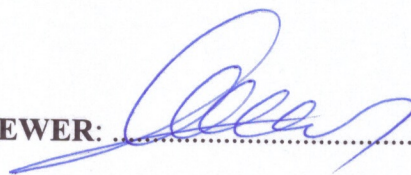
The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the requirements (s) of LDASRB and RILDASRB. The presented materials and dissertation results correspond to the specific requirements of the Regulations for admission and training of doctoral students at the Higher School of Insurance and Finance.

The dissertation shows that **Arman Islamgaleyev** has in-depth theoretical knowledge and professional skills in Professional field 3. 8. Economics, demonstrating qualities and skills for independent research.

Due to the above, I give my positive assessment of the research presented by the above-reviewed dissertation, abstract, results and contributions, and I invite the scientific jury to award the academic and scientific degree "Doctor" to **Arman Islamgaleyev** in the field of higher education 3. Social, economic and legal sciences; Professional field 3. 8. Economics; PhD program "Finance, Insurance and Social Security".

03.01 2022

REVIEWER:



Assoc.Prof. Dr. Marin Marinov