

OPINION

**by Toni Bogdanova Mihova - Associate Professor, Doctor at the Technical University - Sofia,
Plovdiv Branch**

of dissertation for awarding the educational and scientific degree "Doctor" in the field of
higher education 3. Social, economic and legal sciences, Professional field 3.8. Economics

Author: Arman Hasanovich Islamgaleev

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

1. General description of the submitted materials

By order № 182/22.11.2021 of the Rector of the Higher School of Insurance and Finance Assoc. Prof. Dr. Grigory Vazov I was appointed a member of the scientific jury to provide a procedure for the defense of dissertations on "Increasing the effectiveness of sales management of metallurgical companies in the Republic of Kazakhstan" for obtaining the educational and scientific degree "Doctor" in the field of higher education 3. Social, economic and legal sciences, Professional field 3.8. Economics.

The author of the dissertation is Arman Hasanovich Islamgaleev - PhD student at the Department of Finance. The materials submitted by Arman Hasanovich Islamgaleev include documents on the presented inventory: CV, copy of the diploma for the acquired educational qualification degree "Master", abstract, dissertation, 8 publications and all required references and meet the requirements.

2. Brief biographical data about the candidate

The doctoral student has attached a detailed CV in which the highlights of the procedure are related to the master's and doctoral degrees in Business Administration, as well as 18 years of professional experience as a director and business consultant in the metallurgical industry.

3. Characteristics and evaluation of the dissertation

The dissertation consists of an introduction, presentation in three chapters, conclusions, proposals and a list of references. The exhibition is presented in a volume of 228 pages. The main text

contains 25 figures and 32 tables. The literature review systematizes 215 sources: 14 - in Cyrillic and 201 - in Latin.

The first chapter examines in depth the theoretical foundations of the essence of customer-oriented concepts. The key concepts of the research are clarified, such as loyalty, satisfaction, co-creation of services, commitment, key factors for overall quality management TQMFC, TQMHR, online offline trading (O2O) and others. The skillful consideration of the main problems is impressive, through the prism of the specifics of the relations with clients in the metal trade, as well as the characteristic features of the state of the market for metal trade in Kazakhstan.

The second chapter contains the methodological foundations of the study. The indicators for measuring the focus of customers in the metal trade are considered. Of great scientific value is the development of a conceptual model for more effective customer orientation of companies. The study focuses on identifying new regressors and is based on eight concepts, such as improving customer expectations, analysis and information, XRM systems, commitment, co-creation, TQMHR, TQMFC, O2O. It is important to note that the theories discussed in the areas of SDL, TQM, digital technology, Industry 4.0, engagement, social psychology, customer focus and sales, confirm that the level of customer focus can be influenced not only from related but also from different areas of government.

The third chapter is devoted to specific ways to improve customer orientation in the metal trade in Kazakhstan. A conceptual framework for customer enhancement has been proposed - the orientation applicable to goods and services in the metallurgical industry purchased in a contractual environment. The author proves that emotional satisfaction is influenced not only by the direct actions of the company in the form of customer engagement, but also by corporate information systems XRM. The XRM system provides automation of all administrative activities of the company within its business processes. Significant is the doctoral student's conclusion that metal traders have a market leadership with fewer employees and investments than companies that, despite having a full value chain, with huge investments and a large number of employees, show low efficiency. When metal retailers move to the architecture of modern customer-oriented solutions, they must adhere to the principles of basic systems: interoperability, modularity, virtualization, real-time information, service orientation and decentralization.

The dissertation is a completed study of the theoretical and practical foundations of the customer focus in the metal trade, based on which a conceptual framework for increasing the focus of customers in metal trading companies in Kazakhstan is proposed. The doctoral student has presented a report on the authenticity and originality of the dissertation.

4. Contributions and significance of the development for science and practice

I accept the contributions of the dissertation research specified in the reference. I consider the following scientific and scientific-applied contributions to be highly significant:

- Systematized the theoretical basis for raising the level of customer orientation, with clarification of its components.
- Formulated specific tasks for implementation in order to improve the level of customer orientation in the trade of metals.
- Development of a system of factors for updating the provision of customer orientation in the development of quality.
- Developed a mechanism for managing the customer orientation of metallurgical companies in order to increase the innovative development of the industrial sector in Kazakhstan.

5. Evaluation of the publications on the dissertation

The presented publications are related to the topic of the dissertation research and reveal the results of the dissertation. There are 8 publications, which can be classified as follows:

- Articles in indexed and referenced international periodicals and conferences Scopus and Web of Science - 3 issues;
- Articles in indexed and referenced international periodicals without Impact factor IF and impact rank SJR - 2 copies;
- Conference reports - 3 issues.

Five of the publications are independent works, and the other three are co-authored. Publications in indexed and referenced international periodicals and Scopus and Web of Science prove that the creative abilities of the doctoral student are highly valued among the scientific community.

6. Assessment of compliance with the minimum national requirements

Full compliance with the minimum national requirements for obtaining the educational and scientific degree "Doctor" in the professional field 3.8 has been established. Economics.

7. Abstract

The abstract is developed according to the requirements of the legislation and reflects the main results achieved in the dissertation.

8. Critical remarks and recommendations

The in-depth literature review of the sources, the theoretical knowledge of the doctoral student and the well-chosen methodology are the basis for the development of the dissertation research, in which the goal and tasks are fulfilled. The achieved results have a strong practical significance and enable the doctoral student to develop a system of recommendations for orientation to clients in the divisions of metallurgical companies.

My recommendations are related to the wording of the conclusions after each chapter. In order to achieve a higher degree of definiteness and precision of the conclusions, the descriptive form could be replaced by presenting them in short and clear sentences, in a synthesized and summarizing form.

The other recommendation is related to future research in which the doctoral student can deepen the research of customer orientation in the context of the digital transformation of the metallurgical industry in Kazakhstan.

It is also recommended that the doctoral student promote the results of his / her research in indexed and referenced international specialized journals.

CONCLUSION

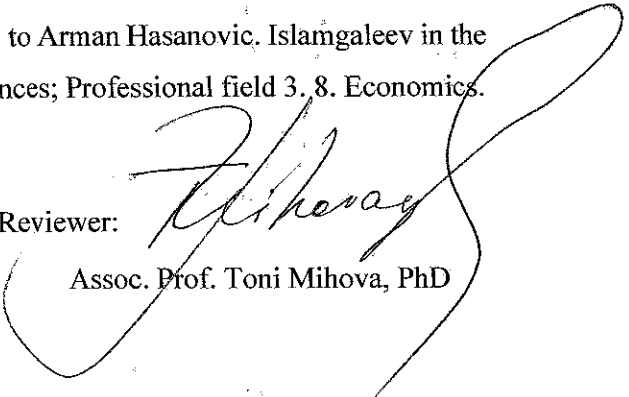
The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the requirements of the law on the development of academic staff in the republic of Bulgaria (ZRASRB) and the regulations for the implementation of ZRASRB. The presented materials and dissertation results fully comply with 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 the candidate Arman Hasanovich Islamgaleev **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 confidently give my *positive assessment* of the research presented by the peer-reviewed dissertation, abstract, results and contributions, and I invite the esteemed scientific

jury to award the educational and scientific degree "Doctor" to Arman Hasanovic, Islamgaleev in the field of higher education 3. Social, economic and legal sciences; Professional field 3. 8. Economics.

30.12.2021 r.

Reviewer:



Assoc. Prof. Toni Mihova, PhD