

REVIEW

by Assoc. Prof. Radostina Dimitrova, PhD

Higher school of finance and insurance

Of dissertation for the granting of educational and scientific degree „**doctor**”

In area of higher education 3. Social, economic and judicial sciences

Professional field 3.8. Economics

Author: Soncica Jovanova

Topic: „The impact of the economic globalization process on financial operations and marketing in the air traffic in the world with a review of Delta Air lines“

Academic supervisor: Prof. Ljupco Stijceski, PhD

1. General description of the submitted materials

By order No. 257/27.06.2023 of the Rector of the Higher School of Insurance and Finance, Prof. SJD Boris Velchev, I have been appointed as a member of the scientific jury to ensure a procedure for the defense of a dissertation on the topic “The impact of the economic globalization process on financial operations and marketing in the air traffic in the world with a review of Delta Air lines” for the acquisition of the educational and scientific degree “doctor” in the field of higher education 3. Social, economic and legal sciences, professional direction 3.8. Economics. The author of the dissertation is Soncica Jovanova – a doctoral student in an independent form of study at the “Finance and Insurance” department with scientific supervisor Prof. Dr. Lyupcho Stoycheski.

The materials submitted by doctoral student Soncica Jovanova include documents according to the presented inventory:

1. Dissertation work for the award of an educational and scientific degree “Doctor”
2. Abstract to the attached dissertation work in Bulgarian and English
3. Reference on the fulfillment of the minimum national requirements
4. Copy of articles/reports published in non-refereed peer-reviewed journals.
5. List of publications of the doctoral student

6. Summary of the PhD candidate's publications
7. Declaration of originality and authenticity
8. Autobiographical reference

For the purposes of fulfilling the minimum national requirements for awarding the educational and scientific degree “doctor”, the doctoral student has presented 1 dissertation and 3 articles published in non-refereed peer-reviewed journals.

2. Short biographical data of the applicant

Doctoral student Soncica Jovanova has a Master's degree in “Marketing Management” from the European University in Skopje, Macedonia. The provided autobiographical reference shows that she acquired specialized knowledge in disciplines such as “Marketing Research”, “International Marketing”, “Consumer Behaviour”, “Distribution and Sales Methods”, etc. Her knowledge in the field of marketing is complemented by her long experience in the field of air transport. The PhD student impresses with over 12 years of career at Qatar Airlines – an airline that has always been in the first or second place in the rankings for the best airlines in recent years. The management position she holds implies a deep knowledge of the field, which is demonstrated in the publications presented.

3. Relevance of the topic and appropriateness of the set goals and tasks

Air transport is a major industry that provides an important contribution to wider economic, political and social processes. The sector is essential to modern society and takes the role of one of the most important players in the process of globalization by connecting regions, promoting world trade and tourism, and facilitating economic and social development. Despite this, there is a lack of sufficient research on the relationship between globalization and the aviation industry in the years after the emergence of the Covid-19 pandemic, which determines the relevance of the studied issue. It remains unclear how to measure the impact of globalization on airline performance and the industry as a whole.

Doctoral student Soncica Jovanova has correctly formulated the subject of research – “determining the impact of the globalization process on air transport and a specific company from the sector”. The tasks of the research are clearly and precisely set. The main goal of the development is to analyze the impact of globalization on financial flows and on airline

marketing. For this purpose, PhD student Soncica Jovanova considers the need to first examine the impact of globalization on world economic trends and then to specifically emphasize airlines and, in particular, Delta Airlines. I believe that the set goals and tasks are expedient in nature. One main, two special and one auxiliary hypothesis are presented. In my opinion, that the main and auxiliary hypothesis could be specified better so that they are not in the form of questions.

4. Knowledge of the problem

The candidate for ESD “doctor” Soncica Jovanova demonstrated a thorough understanding of the problem and skills in evaluating literary material. The combination of acquired theoretical and practical competencies makes her a prepared researcher in the scientific field she has chosen for her dissertation work.

5. Methodology of the research

For the successful preparation of the dissertation, the doctoral student used a number of research methods, including: historical method, content analysis, comparative method, statistical method and synthesis.

6. Characteristics and evaluation of the dissertation

The dissertation has a volume of 161 pages. The work has a classic structure of an introduction, an exposition in three chapters, a conclusion and references. 107 sources are included in the used literature. A large part of them are Internet based. There is a noticeable imbalance between the individual heads of work.

The first chapter is entitled “**Characteristics of the globalization process**” and examines established definitions of globalization and its varieties such as economic, financial, cultural, political, sociological, technological, geographical and environmental globalization. A special place is devoted to the main characteristics of marketing globalization. The application of marketing in the world market is considered. A positive impression is made by the presented in-depth theoretical presentation.

The second chapter is titled **“Globalization of air traffic in the world”** and it examines the main characteristics of international air transport, globalization, financial operations and marketing of global airlines. The contribution of air transport to global economic prosperity is explored. The sector is established as a significant global employer. Social benefits of air travel are presented, including its importance for the sustainable development of regions, the possibility of delivering humanitarian aid, how and its general contribution to the well-being of users. A positive impression is made by the variety of airlines that are considered, which confirms the in-depth knowledge of the doctoral student in the field. The characteristics of airline marketing, the marketing mix of airlines, the various marketing strategies, etc. are defined in detail. Emphasis is placed on marketing trends in the aviation industry, including: increase in digital marketing tools in aviation, increased focus on customer experience, increased influence of social media marketing on the industry, increased use of social media in the sector, etc.

Chapter three is titled **“Features of Delta Air Lines”**. The airline’s extended marketing mix, as well as all activities, services, destinations, financial operations and its marketing strategy, are reviewed. The lack of a specific paragraph with specific conclusions based on the research done is noticeable.

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

I accept that the dissertation work shows the possession of in-depth theoretical knowledge in the relevant scientific field and the ability for independent scientific research of the doctoral student. In the abstract, the doctoral student lists 8 contributions of the dissertation work. In my capacity as a reviewer, I do not accept my contributions presented in this way. The significance of the thesis could be formulated in the following contributions:

- An in-depth study of globalization processes on the activities of international airlines has been carried out.
- Innovative marketing strategies that could be used by airlines are suggested.
- The importance of marketing for the effectiveness of international airlines is confirmed.

8. Review of the publications supporting the dissertation

Doctoral student Soncica Jovanova presented 3 independent articles in English published in non-refereed peer-reviewed journals. Two of the articles are in the magazine “Money and

Culture” and the third is in the magazine “VUZF Review”. The publications fully correspond to the field of the dissertation work.

9. Assessment of compliance with minimum national requirements

The submitted materials prove that the candidate fulfills the minimum national requirements for acquiring the educational and scientific degree “doctor” in the professional direction 3.8. Economy.

10. Personal involvement of the candidate

Based on the presented materials, it can be concluded that the obtained results are a personal merit of the doctoral student and the work has a strong author’s position.

11. Abstract

A 34-page abstract is attached to the dissertation. It contains all the main components and is prepared in accordance with the requirements adopted for similar types of developments. It includes a description of the main characteristics of the dissertation work, its structure and content, a summary presentation of the dissertation, publications on the topic of the dissertation, selected literary sources and a declaration of non-plagiarism.

12. Critical remarks and recommendations

1. The dissertation could undergo editorial processing to remove technical and stylistic errors.
2. It is noticeable that in some places it is spoken about a master’s thesis instead of a dissertation work.
3. In the second chapter of the dissertation there is a text in the North Macedonian language, which should be removed or translated into English.
4. When describing the methodology used, another airline (Qatar Airlines) is mentioned in the abstract, and the activity of Delta Airlines is analyzed in the dissertation.
5. A better balance could be achieved between individual points in some specific chapters, as well as between the chapters themselves in the dissertation.
6. The paper could be improved by delineating a specific paragraph in which all conclusions, recommendations and guidelines to the airlines would be summarized. The latter

can be deduced on the basis of the considered theoretical statements and the conducted research and serve as a basis for creating a generally applicable author's model.

13. Personal impressions

I have no personal impressions of PhD student Soncica Jovanova.

14. Recommendations for future use of dissertation contributions and results

I recommend that the research be further developed by developing an author's model, consisting of a system of measures and activities for the successful implementation of financial and marketing activities by international airlines.

CONCLUSION

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

The dissertation shows that the doctoral student Soncica Jovanova has in-depth theoretical knowledge and skills in professional field 3.8. Economics, demonstrating qualities and competencies for independent conduct of scientific research.

Due to the above, I give my **positive assessment** of the research conducted, presented by the above-reviewed dissertation work, abstract, achieved results and contributions, and **I propose to the honorable scientific jury to award the educational and scientific degree “doctor”** to Soncica Jovanova in field of higher education 3. Social, economic and legal sciences; professional direction 3.8. Economics.

22.08.2023 г.

Reviewer: Assoc. prof. Radostina Dimitrova