

REVIEW

by the official opponent

Doctor of Economics, Professor, Professor of Department of management of
foreign economic activity of enterprises, National Aviation University

Oleksandr Naumov

for Qiu Hongzhou's dissertation

**“The theory and method principle of logistics management in agricultural
enterprises”**,

applied for the degree of Doctor of Philosophy

from the field of knowledge 07 Management and administration

in the specialty 073 Management

1. Relevance of the dissertation topic. The urgency of the research topic lies in the need to form a perfect logistics management theory and method in the work of agricultural enterprises, which is caused by internal and external factors. The work of agricultural companies was adversely affected. These factors include: lack of liquid assets, low qualifications, low wage levels, risks of an economic and environmental nature, and inadequate logistics management systems in the agricultural sector. External factors adversely affecting agribusiness operations should note the instability of the political situation in the country, the evolution of military operations in the east into a War of Invasion by Russia, the inflation process, limited investment and the low level of EU subsidies to agribusiness. Domestic agricultural producers. These circumstances have led to the need to form better theories and methods of logistics flow management in the work of agricultural enterprises, whose purpose is to increase the economic potential of the work of agricultural enterprises and improve the competitiveness of agricultural products in domestic and foreign markets. Therefore, the urgency and practical significance of this article are indisputable.

2. Connection of work with scientific programs, plans, topics. The dissertation work was carried out in accordance with the research plan of the Sumy National Agrarian University on the topic: "Organization and economics aspects to foreign economic activity agrarian enterprises of One Belt And One Road ", within the framework of which the author investigated the basic principles of logistics in agricultural enterprises.

3. The scientific novelty of the obtained results lies on. The most important result of the novelty of the research obtained by the authors is that the theoretical and methodological provisions of logistics management in the work of agricultural enterprises will be improved.

First received:

- developed an evaluation method for logistics potential of agricultural enterprises, which contains fuzzy logic elements and forms an effective management decision-making standard for logistics system level.

Improved:

- provisions on methods for evaluating the economic benefits of logistics management in agricultural enterprises, different from existing provisions, including the formation of quantitative and qualitative indicators of logistics management to determine its level of efficiency;

- organize and provide logistics management in the activities of agricultural companies. Different from the existing activities, it includes: subsystems describing the current situation of logistics management and identifying problems; existing business process standardization subsystem of logistics activities; in the operation of logistics management to introduce new elements of the subsystem; logistics management efficiency economic monitoring subsystem; logistics management economic risk detection subsystem of agricultural enterprise logistics strategic solution formation subsystem;

Acquired further development:

- the theoretical provisions of agricultural enterprise logistics management are different from the existing theoretical provisions, including the new classification signs of agricultural enterprise logistics management;

- economic modeling of logistics management business process in the work of agricultural enterprises. In sharp contrast to it, the existing management chooses the direction of logistics management so as to obtain effective logistics management type enterprises in agricultural work;

- the concept of logistics management in the work of agricultural enterprises is different from the existing concept, which contains a set of management theory, principles, in order to form the theoretical basis of agricultural logistics management company.

4. Scientific and practical significance is to improve the theory and method of logistics management in agricultural enterprises. Solve the problem of working efficiency of agricultural logistics enterprises.

The main results were reported at subsequent conferences: «Modern problems of management of businesses: theorism and practice» (18-19 March, 2019, Kharkov, Ukraine); «The 19th International Scientific and Practical Conferences», (19-21 April, 2019, Odessa, Ukraine); 13th international conference for young scientists and students «innovational processes of economic, social, and cultural development: domestic and foreign experiences», (April 01–02, 2020, Ternopil, Ukraine); XVII international scientific and practical conference of young scientists «economic and social development of Ukraine in the XXI century: the national vision and the challenges of globalization» (14-15 may, 2020, Ternopil, Ukraine); «Sumy State University Oleg Balatskyi Academic and Research Institute of Finance, Economics and Management. socio-economic challenges proceedings of the International Scientific and Practical Conference», (3-4 November, 2020, Sumy, Ukraine and others.

5. Completeness of presentation of the dissertation material in scientific publications. The main results of scientific research were published in 14 scientific articles: 3 articles in specialized publications of Ukraine; 2 article in journals of

foreign countries - members of the EU or OECD; 2 chapters in monographs, 1 articles in journals included in the scientific metric databases Scopus, 6 theses at international conferences.

Scientific publications meet the requirements of clauses 8, 9 of the Procedure for awarding the degree of Doctor of Philosophy and canceling the decision of the one-time specialized academic council of a higher education institution, scientific institution on awarding the degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44). Acquaintance and detailed analysis of the presented scientific works makes it possible to assert that the elements of scientific novelty, on which the dissertation is positioned, are fully explained in the articles and theses of the reports.

The content of the publications, the characteristics of the publications in which they are placed meet the requirements for the publication of the scientific provisions of the dissertation work. Of the scientific works published in co-authorship, only the author's work was used in the dissertation, as indicated in the list of publications. Thus, there are reasons to claim that the dissertation research contains the author's scientific vision regarding the achievement of the set goal and the solution of the specified scientific and applied task.

6. The degree of validity and reliability of scientific statements, conclusions and recommendations. The scientific propositions, conclusions and recommendations set out in the dissertation are sufficiently substantiated, have a deep scientific meaning and are important for the development of economic science. The obtained scientific results are reliable and are based on theoretical and empirical research. The formulated goal corresponds to the research topic, object and subject, scientific and methodological requirements.

The methodology of this paper is based on the detailed analysis of the theories and rules of agricultural logistics enterprises, and the use of comparative analysis to determine the main indicators of economic activities in agricultural enterprises over the years. Economic statistical methods to study the statistical data of agricultural enterprises; Research on the influence of factor analysis method on the work of agricultural enterprises; the system analysis method of logistics management classification characteristics is improved. The economic analysis method and the expert estimation method of the economic benefit evaluation method of the logistics management of agricultural enterprises are improved by developing the economic and mathematical methods of evaluating the logistics potential of agricultural enterprises. A large body of processed scientific literature, statistics, regulatory information, Internet resources and other sources confirm this scientific result. The analysis of the content of the thesis shows that the characteristic of the thesis is to solve the specific task systematically and realize the established task. Draw scientific rules, conclusions and recommendations.

The presented dissertation work of Qiu Hongzhou has a logical structure. The

content fully discloses the topic of scientific research. The applicant presented the material competently, logically, using modern English language and style. The content of the dissertation corresponds to its essence. There is a proper relationship between the sections and subdivisions of the work, all sections contain figures and tables. Links to informational resources are correct. The results presented in the work are confirmed by implementation certificates. Conclusions to the sections of the dissertation and general conclusions are logical and are confirmed by the results of testing at international and all-Ukrainian scientific and practical conferences, publications in scientific specialized publications of Ukraine, international journal indexed in the scientific-metric database Scopus. All of the above allows us to assert sufficient validity and reliability

7. The structure and content of the dissertation. Compliance of the dissertation with the established requirements.

The dissertation is a complete and logical scientific work. His manuscript contains a complete set of structural elements corresponding to the established requirements: abstract, introduction, three sections, conclusions, list of used sources, appendices. The total volume of work is 185 pages. The text of the dissertation contains 25 tables, 32 figures, A bibliography of 119 sources. The dissertation is enriched with logical schemes, structured tables, clear graphical explanations, which allow to comprehensively perceive the conducted research as a detailed and generalized scientific work.

The introduction to the dissertation fully reflects its structure, purpose and tasks, research methods, reveals the obtained scientific results and conclusions. Contains all structural elements, including information about the practical approbation of research results, as well as the author's personal contribution to scientific works published in co-authorship.

In the first chapter, the theoretical aspects of the logistics management of the activities of agricultural enterprises, the economic essence of the management of material and technical support of agricultural enterprises and methodical approaches to conducting dissertation research are defined. One of the aspects of the logistics activity of the enterprise, which distinguishes three levels of decision-making, is the logistics of third-party organizations. Currently, there is a growing trend for manufacturing companies to outsource or subcontract their logistics functions rather than doing everything in-house. Components of material support of agricultural enterprises, elements and classification are analyzed in detail in the section. Modern trends in the material supply of agricultural enterprises and construction of supply chains. The effectiveness of the process of introducing innovations into logistics activity is determined by the degree of penetration of logistics at different levels of enterprise management. Actual areas of innovation implementation in the logistics activities of enterprises are: marketing research of the market; design and

development of technical requirements; development of new types of products; material and technical supply and others. The dissertation offers measures and proposals for the development of modern agricultural logistics in China.

The second chapter "Scientific and methodological provisions on logistic management in the work of agricultural companies" examines the current situation regarding the logistics of agricultural products in various countries of the world, which are representative countries of the developed regions of the world, and makes a comparative analysis with China in terms of modernization of the circulation of agricultural products, logistics, organization and mode of work, material and technical support and technical level, logistics system with the aim of generalizing the best experience of developed countries and regions.

The chapter analyzes the logistics management system of agricultural enterprises in China and developed a system of indices for assessing the competitiveness of agricultural logistics enterprises, which is based on scientific, systematic, and quantitative and qualitative principles. According to the main components of the logistics competitiveness of agricultural products, the chapter states that the evaluation should be determined based on five aspects: service, innovation, marketing, management and culture, and finally a set of evaluation index system consisting of 5 first-level indicators is developed and 22 indicators of the second level.

The third chapter of the dissertation analyzes the auxiliary factors of building an optimized logistics system of agricultural products. The chapter focuses on two components: the first is an organizational factor, the second is state policy. With the help of a comparative analysis of the logistics management of agricultural producers in the world, positive factors affecting their development have been identified. These include globalization, innovation, organic production, and others. Negative factors are the influence of nature and climate, the lack of effective logistics policy and sustainable development by the governments of developing countries. The section assesses the logistics potential of the largest agricultural producing countries in the world. A standard basis for assessing the logistics potential of the largest agricultural producing countries has been established. According to the level of logistics potential of the main agricultural countries of the world, ways of increasing the level of internationalization and efficiency of business processes of agricultural enterprises of the world are determined. The directions and ways of optimizing the circulation system of agricultural products are outlined and it is indicated that the optimization of the circulation system of agricultural products should take place on the principles of voluntariness, coordination of interests and systematicity. A specific way of optimization is the development of specialized agricultural cooperatives, the continuous development of the logistics chain and the promotion of the circulation regime of agricultural supermarkets.

Analysis of the dissertation work on checking for plagiarism for the presence of textual borrowings. The reviewers came to the conclusion that Qiu Hongzhou's dissertation work on the topic "The theory and method principle of logistics management in agricultural enterprises" does not contain elements of plagiarism and borrowing in accordance with the resolution of the CMU of January 12, 2022 No. 44, Clause 9. Used ideas, results and texts other authors have a link to the corresponding source.

8. Remarks and wishes for the content. Characterizing the dissertation work of Qiu Hongzhou as a whole, it should be noted that it certainly has relevance, scientific and practical significance. During the review of the work, some issues of a debatable nature, comments and suggestions arose:

1. In order to enrich the integrity of the conceptual study of agricultural logistics, the conceptual study and system architecture study of agricultural logistics industry should be elaborated more extensively in Section 1.2, so as to enrich the shortcomings of existing basic theories.

2. The authors modify the methodology for assessing countries' innovation potential in Section 2.3 by regrouping the innovation-related GCI sub-index and introducing additional indicators of risk bearing capacity (RTC) and firms' use of disruptive ideas (DCI). However, in the evaluation of innovation potential, the design of elements of the system is not complete, and hierarchical grouping is used on the basis of standards to better achieve the balance between vectors.

3. The diversification of the joint management mode of agricultural enterprises introduced by the author in Section 3.1 of this paper can improve the exchange conditions of agricultural products, form aggregate economies of scale, and obtain the benefits of scale economies.

4. In the last chapter of this paper, the direction and path of optimization in the circulation system of agricultural products are vague, and the result that the optimized goal can achieve the operation efficiency of the circulation system is not clear, thus affecting the study of effective ways to improve the internationalization level of world agricultural enterprises and the efficiency of business processes.

However, the indicated comments and wishes do not fundamentally affect the overall positive assessment of the dissertation work, are not fundamental and do not reduce its rather high overall assessment.

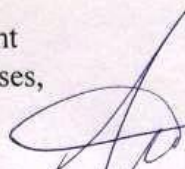
9. Correspondence of the dissertation to the specialty and profile of the council:

Dissertation work of **Qiu Hongzhou "The theory and method principle of logistics management in agricultural enterprises"**, which was submitted for defense to the specialized academic council for obtaining the degree of Doctor of Philosophy in the field of knowledge 07 Management and administration in the specialty 073 Management according to its relevance, scientifically - the theoretical level, the main results of validity, the main provisions and results published in

professional publications, the novelty of the statement and the practical significance meet the requirements of the order of the Ministry of Education and Culture of Ukraine No. 40 of January 12, 2017 "On approval of requirements for the preparation of a dissertation" and the Resolution of the Cabinet of Ministers of Ukraine of January 12 No. 44 of 2022 "On the approval of the Procedure for awarding the degree of Doctor of Philosophy and the cancellation of the decision of the one-time specialized academic council of the institution of higher education, scientific institution on awarding the degree of Doctor of Philosophy" with changes introduced in accordance with Resolution of the Cabinet of Ministers No. 341 dated 21.03.2022. The content of the dissertation corresponds to the passport of the specialty.

Official opponent:

Doctor of Economics, Professor,
Professor of Department of management
of foreign economic activity of enterprises,
National Aviation University, Kyiv



Oleksandr Naumov



Підпис гр. Наумова О.
з а с в і д ч у ю
Вчений секретар
Національного авіаційного університету

