

REVIEW

**official opponent of Doctor of Economics, Professor Kozlovskiy Serhii
for Liu Zeyu's dissertation
on the topic "Mechanisms for managing the competitive advantages of
territories" submitted for the degree of Doctor of Philosophy
in the field of knowledge 07 "Management and Administration" in the
specialty 073 "Management"**

The relevance of the chosen topic and its connection with scientific programs. In the global context of the modern world, new challenges and opportunities arise associated with the competition of territories for competitiveness. Regardless of the level of development, countries focus their efforts on creating strategies aimed at effective governance and maintaining competitive advantages in their territory. Given this global nature, not only the national, but also the regional and local levels of governance become important. In this context, the study of management mechanisms competitive advantages of territories are of particular importance. This study is aimed at revealing the key aspects of good governance, taking into account the specific features of the Chinese context. A deep understanding of these mechanisms will allow us to identify optimal strategies and tools that will contribute to the stable and sustainable development of territories in the modern world. Thus, the dissertation "Mechanisms for managing the competitive advantages of territories" aimed at disclosing the complex characteristics of the quality management system acquires special importance and actualization. At the same time, the theoretical understanding of the system of management of territories in order to ensure the proper level of competitiveness is critically important for the formation of adequate answers regarding the prospects for sustainable development. Therefore, Liu Zeyu's dissertation research is of significant scientific importance.

Liu Zeyu's dissertation was carried out within the framework of the research plan of Sumy National Agrarian University. It refers to the scientific topic "Management of competitiveness of enterprises on the basis of innovative marketing" (0119U100250). In this context, the PhD student at the theoretical level substantiated the principles of methodical approach to clustering of regions of China according to the degree of manifestation of competitive advantages.

Completeness of the presentation of the main provisions of the dissertation, the degree of validity of the scientific provisions, conclusions and recommendations formulated in the dissertation. A detailed analysis of Liu Zeyu's dissertation and academic conclusions confirms the comprehensiveness and depth of his scientific results. The provisions that the author discloses in his dissertation research, including the conclusions, are fully reflected in his scientific

works.

The author has published 9 scientific publications. Of these publications, 4 are published in scientific professional journals of Ukraine, which are registered in international scientometric databases, 1 is a chapter in a collective monograph and 4 is in other publications. Important theoretical and methodological principles that form the basis of the dissertation were presented at a conference of teachers and graduate students at Sumy National Agrarian University (Sumy, Ukraine, 2022-2023); Kharkiv Innovation Forum (Kharkiv, 2020); Skills for smart specialization – Foresight session in the Kharkiv region "High Value-Added Mechanical Engineering" (Kharkiv, 2021); "European Platform for Cluster Cooperation: Opportunities for Ukrainian Business" (Kharkiv, 2021).

The scientific conclusions presented in the dissertation "Mechanisms for managing the competitive advantages of territories" are sufficiently scientifically grounded, based on the provisions of the practical value of the territory management system, which is supported by many sources of information.

In the work, the dissertator defines a range of tasks that reveals all aspects of the formulated problem and is sufficient to achieve the goal set in the dissertation research. The structure of the work includes an introduction, three main sections, conclusions, a list of references, and appendices. The total scope of work provides a comprehensive approach to the definition of this problem, based on the fundamental provisions of the theory of the quality management system. In the study Complex methodological approaches were used, in particular, the method of analysis and synthesis, the historical and logical method, the system approach, comparative analysis, economic-statistical and econometric methods, forecasting.

The work is characterized by consistency, depth of research, logic of presentation of the material and analysis of cause-and-effect relationships. The content of Liu Zeyu's dissertation fully and consistently reveals the chosen topic of the dissertation research.

The conclusions and recommendations presented in Liu Zeyu's dissertation are confirmed by relevant documents certifying their practical significance. Thus, the scientific foundations of the dissertation research, conclusions and recommendations presented in the work "Mechanisms for managing the competitive advantages of territories" have a high degree of validity and reliability.

Scientific novelty of the obtained results. The scientific postulates and recommendations given in the dissertation research have a high degree of validity and evidence base. A comprehensive approach to the systematic organization and content of the dissertation research made it possible to effectively implement the defined tasks within the framework of the set goal. The most significant results of the study, which have scientific novelty, include:

- scientific mapping of the research field of competitive advantages of territories with the help of bibliometrix R-package was carried out, which made it possible to establish that the development of territories has a direct interaction with competitiveness, since ensuring competitiveness is one of the main goals of this process. Accordingly, the competitiveness of territories is determined by their ability to attract investment, tourists, enterprises and talented specialists compared to other regions;

- methodical approach to clustering the regions of China according to the degree of manifestation of competitive advantages, which provides for the development of economically justified tools using factor analysis for the formation of a system of indicators that comprehensively characterize groups of competitive advantages of technological-innovative, educational-intellectual, economic-infrastructure, tourist-cultural types;

- the model of dependence of the gross regional product on the degree of manifestation of competitive advantages of territories allows to predict the value of the gross regional product per capita of a certain region of China based on the values of the most influential indicators by groups of competitive advantages

- scientific argumentation for the creation of an effective and functioning study of the imbalances in China's regional development, which, unlike the existing ones, is important for understanding various aspects of economic, social and technological development in different territories and makes it possible to determine the competitive advantages of certain regions and promote the rational distribution of resources and the development of various sectors of the economy in China

- a model of dependence of the gross regional product on the degree of manifestation of competitive advantages of territories, which is based on the definition of the most influential indicators of groups of competitive advantages. According to the results of the modeling, the most influential indicators are: according to the group of competitive advantages "Technologically Innovative" - TI2 (Number of Patent Applications), TI5 (Projects for New Products Development), TI6 (Sales Revenue of New Products); by the group of competitive advantages "Educational and Intellectual" - IE1 (Average Education Enrolment per 100000 population Secondary Education) and IE6 (Number of Higher Education Institutions); by the group of competitive advantages "Economic and Infrastructural" - EI2 (Quality of Products by Region); according to the group of competitive advantages "Tourist and Cultural" - TC2 (Number of public Museums) and TC5 (Number of Corporate Enterprises (Hotels)).

Absence (presence) of violation of academic integrity. A review of Liu Zeyu's dissertation research and scientific articles revealing the conclusions of the dissertation do not indicate possible academic irregularities committed by the dissertator. The dissertation work is unique, citations are formatted and displayed correctly in the list of information resources used.

The importance of the results obtained by the applicant for science and practice. Liu Zeyu's dissertation makes a significant contribution to the academic discussion of the development of management theory and practice. The work combines in-depth theoretical analysis and review of management systems of territorial associations, which allows them to increase competitiveness.

Proposals and recommendations in the dissertation are formulated as the results of the study constitute both theoretical and applied bases of analysis for the formation, development and implementation of the system of management of competitive advantages of territories.

The significance of the study is manifested in practical significance. The main provisions in the dissertation are brought to the level of methodological developments and practical recommendations. The main theoretical conclusions, scientific and practical recommendations and other results of scientific research are implemented in the practical activities of Sumy National Agrarian University. (certificate of implementation dated 07.02.2022);

The results of the study allowed to form an approach to substantiate the most important directions for improving and implementing the system of management of competitive advantages of territories.

Discussion provisions and comments on the content of the dissertation. Positively assessing the scientific and applied significance of the results obtained by the author, it is necessary to point out certain debatable provisions, which include:

1. In general, agreeing with the scientific proposals proposed by the author for the territories of the People's Republic of China, I would like to see in the work what opportunities and challenges arise in managing the competitive advantages of territories, in particular in the context of attracting investments, tourists, enterprises and talented specialists during hostilities on the territory of Ukraine;

2. Revealing the methodical approach to clustering the regions of China according to the degree of manifestation of competitive advantages, it would be appropriate to dwell in more detail on how the model of dependence of the gross regional product on the degree of manifestation of competitive advantages of territories can contribute to forecasting the development of a certain region of China, and what aspects are taken into account in this model;

4. Considering the peculiarities of the scientific argument for the creation of an effective and functioning study of China's regional development imbalances, it would be advisable to analyze more deeply what are the main conclusions that can be drawn about the effectiveness and functioning of the study of regional development imbalances in China, and why this study is important for the further development of the country's economy and social sphere;

5. Noteworthy is the author's study on the assessment of cooperation between Ukraine and China in the context of the development of international relations "One

Belt, One Road". Understanding that the war in Ukraine and military aggression since February 24, 2022 were not taken into account when constructing forecast data, it would be necessary to describe the economic conditions under which these development scenarios are possible.

At the same time, the above remarks and shortcomings generally do not affect the positive impression of the dissertation and do not reduce the scientific and practical value of the dissertation work of Liu Zeyu.

Conclusion on the compliance of the dissertation with the established requirements. Based on the acquaintance with the content of the dissertation, annotations and scientific publications of Liu Zeyu, it can be concluded that the dissertation on the topic "Mechanisms for managing the competitive advantages of territories" in terms of content and structure is complete, logically constructed, independent. The content of the dissertation corresponds to the defined goal and the set scientific task. The provisions and results of the dissertation work are published in scientific domestic and foreign publications, tested at scientific and practical conferences. In the dissertation, new scientifically grounded results were obtained, which together perform a specific scientific task that is essential for the specialty "management".

The dissertation on the topic "Mechanisms for managing the competitive advantages of territories" corresponds to the specialty 073 "Management", the requirements of the Procedure for training applicants for higher education with the degree of Doctor of Philosophy and Doctor of Science in higher education institutions (scientific institutions) approved by the Resolution of the Cabinet of Ministers of Ukraine dated March 24, 2016 He 261, the requirements for the design of dissertations, approved by the order of the Ministry of Education and Sciences of Ukraine dated January 12, 2017 Ho40, and subparas. 9-12 of the Procedure for conducting an experiment on awarding the degree of Doctor of Philosophy, approved by the Resolution of the Cabinet of Ministers of Ukraine dated March 06, 2019 2167, and the author himself - Liu Zeyu deserves to be awarded the degree of Doctor of Philosophy in the field of knowledge 07 "Management and Administration" in the specialty 073 "Management"

Official opponent

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