

АГРАРЕН УНИВЕРСИТЕТ ГР. ПЛОВДИВ	
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REVIEW

on a dissertation for obtaining the educational and scientific degree "Doctor"
in: field of higher education 3.0 Social, economic and legal sciences professional
field 3.8 Economics, scientific specialty Organization and Management

Author of the dissertation: *Nora Khairulah Sejdiu*

PhD student (independent preparation) at the Department of Management and Marketing at the Agricultural University, Plovdiv

Topic of the dissertation: Economic aspects of franchise management. The example of the agricultural sector in Kosovo

Reviewer: Assoc. Prof. Petar Borisov Borisov, field of HE 3.0 Social, economic and legal sciences, PN 3.7 Administration and management, scientific specialty Organization and management

appointed a member of the scientific jury by order № RD-16-482 of 05.05.2022 by the Rector of AU.

1. Brief introduction of the candidate.

Nora Khairulah Sejdiu was born in Pristina, Republic of Kosovo, on August 26, 1984. In 2006 he obtained a Bachelor's degree from the University of Pristina, majoring in Management and Informatics. The topic of the thesis is "Management of small businesses in Kosovo in the period 2000 - 2014". In 2016, Nora Sejdiu obtained a Master's degree from the Faculty of Economics at Glian University, majoring in Economics.

In 2007, she started working as CFO of a business services company in the Republic of Kosovo. He speaks 4 languages - Albanian, Macedonian, Croatian and

English. In 2016 he obtained a certificate for financial auditor. Her interests are in the field of management and finance.

2. Relevance of the problem.

The topic of the dissertation is relevant, as agriculture is an important branch of the national economy of the Republic of Kosovo. The twenty-first century as a timeline in which future entrepreneurs must carry out their business activities is characterized by a very unfavorable economic environment. This is especially true of the global economic crisis, which has slowed down some economic activities and, in some situations, even stopped them. In such a situation, the development of each country is based on its readiness to adapt to change, to anticipate and create it.

The current trend of globalization and the very strong influence of multinational companies still leave enough space for the development of entrepreneurship, as a special form of business that is able to provide a strong positive stimulus to the economic development of each country. One of the ways to develop entrepreneurial activities, which is a particularly attractive way to start a business in countries with a low level of entrepreneurship, is franchising. Franchising offers a chance to entrepreneurs and opens the door to market entry, helps in the initial stages of entrepreneurship, which are certainly the most risky in the development of the company as a whole.

In essence, franchising enables entrepreneurs with insufficient experience to start their own entrepreneurial venture and gain an enviable position in the market over time. New entrepreneurs operate under the auspices of the franchisor, with the right to use their developed business system and thus with less risk.

Franchising as a specific business model is expanding worldwide. By way of illustration, there are about 11 million employees in franchise companies in the United States alone, compared to Kosovo, where this business model is not yet sufficiently accepted, mainly due to a lack of knowledge about franchising and its application. That is why I think that the topic of the dissertation is relevant and interesting for development both in scientific and practical terms.

3. Purpose, tasks, hypotheses and research methods.

The aim of the dissertation is clearly formulated and subordinated to the topic. In order to achieve the set goal, 4 scientific tasks are solved, namely:

- The nature of franchising as well as its role in achieving and developing the competitiveness of agriculture in Kosovo is clarified;
- A methodology for analysis and evaluation of business processes within the franchise in the business model of the agricultural enterprise is being developed;
- The factors determining the motivation of the enterprises to switch to franchising management of their activity are analyzed;
- Based on the analysis, to define measures to encourage companies to move to a franchise business model.

The formulated working hypotheses are proven by using several tools, namely systematic analysis, situation analysis and diagnostic analysis.

4. Visualization and presentation of the obtained results.

The presented dissertation is structured in six parts, introduction, methodological basis of the dissertation research, theoretical analysis of the concept of "franchise", types of franchise, empirical study of franchising in the agricultural sector in Kosovo, conclusions and recommendations.

The introductory part explains the topicality of the topic in detail, presents the scientific thesis, the object and subject of research, the goals and objectives of research, as well as the methods used and scientific contributions.

The second part deals with the theoretical foundations of scientific research, or in other words, presents the theoretical justification of the thesis. The first section deals with the construction of the system of indicators used, such as conceptual definition, factors influencing the spread of franchising, approaches to measuring the competitiveness of this business model, its specific application in agriculture, and the way it contributes to the development of the sector as a whole. In the second part of the

theoretical statement the main factors determining the franchise network in agriculture are presented.

In the third part of the dissertation the meteorological settings of the research are determined. This part of the dissertation examines preliminary theoretical and empirical results from previous research and selects certain indicators and indicators for analysis and conducting empirical field research. A questionnaire is developed and defined based on the experience in this field in order to determine the influence of all factors of the franchise model of agricultural products and services related to their production.

The description of franchising as an economic system is set out in the fourth part. In this part, franchise models are defined, described and presented.

The fifth and sixth parts of the dissertation present the results of the empirical research on the spread of franchising as a business model in the agricultural sector. The strengths and weaknesses for the development of franchising in the sector are identified.

The last seventh part of the dissertation presents the conclusions and possible directions for further research on the system of distribution of agricultural products in Kosovo, through the use of franchising.

After the conclusion, there is a list of all literature sources used in the dissertation.

5. Discussion of the results and used literature.

In his dissertation work, the doctoral student has studied a major part of the modern specialized scientific literature in connection with strategic management and the possibilities of applying franchising for the development of economic structures. Opinions of famous authors are commented and presented, and on their basis the author's understanding of the researched problem is formed.

The doctoral student defines and uses the terms correctly. Nora Sejdiu successfully summarizes the state and problems of the applied approaches in the management of agriculture in the Republic of Kosovo. This gives her the opportunity to formulate specific conclusions to improve the applicability of franchising in the management of agricultural structures.

6. Contributions to the dissertation.

In the abstract of the dissertation are formulated 5 contributions, which I accept as the work of the doctoral student.

Scientific contributions

The essence of franchising as an element for economic development of agriculture is clarified;

A conceptual framework for assessing the impact of franchising on agricultural development in the Republic of Kosovo has been developed;

Scientific and applied contributions

The impact of nafranchising in agriculture in the Republic of Kosovo has been analyzed and assessed;

The key factors for the introduction of franchising in the rural population have been identified;

Recommendations have been made to improve the implementation of the agricultural franchise in the Republic of Kosovo.

7. Critical remarks and questions.

I have no critical remarks or questions.

Published articles and citations.

On the topic of the dissertation the doctoral student has published three articles, which covers the required minimum for obtaining the educational qualification degree of doctor. The publications also provide coverage of national minimum requirements.

The presented abstract objectively reflects the structure and content of the dissertation.

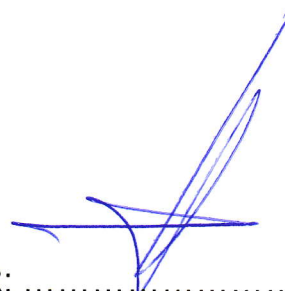
CONCLUSION:

Based on the different research methods learned and applied by the doctoral student, correctly performed experiments, summaries and conclusions, I believe that the presented dissertation meets the requirements of ZRASRB and the Rules of the Agricultural University for its application, which gives me reason to evaluate it. POSITIVE.

I take the liberty of proposing to the Honorable Scientific Jury that it also vote in favor and

award Nora Khairulah Sejdiu the educational and scientific degree "Doctor" in the scientific specialty "Organisation and Management"

Date: 06.06.2022



REVIEWER:

Plovdiv

(Assoc. Prof. Petar Borisov)