



REVIEW

On dissertation work for obtaining the educational and scientific degree of
Doctor of Higher Education: 3. Social, economic and legal sciences,
professional field: 3.8. Economics, scientific specialty "Organization and
management of production (agriculture and sub-sectors)

Author of the dissertation: Nora Khairulah Sejdiu - PhD student in self-study
at the Department of Management and Marketing at the Agricultural University
- Plovdiv.

Dissertation topic: Economic aspects of franchising management on the
example of the agricultural sector in Kosovo.

Reviewer: Prof. Dimitar Ivanov Kostov - VUSI

- Field of higher education: 3. Social, economic and legal sciences,
- professional field: 3.8. Economy,
- scientific specialty: Economics and Management

Appointed a member of the Scientific Jury, by decision of the Faculty of
Economics, protocol № 205 / 29.04.2022 and order of the Rector № RD-16482
of 05.05.2022.

I. Brief presentation of the candidate

PhD student Nora Khairulah Sejdiu was born in 1984 in Pristina, Kosovo. In
2006 she graduated from the University of Pristina with a degree in Marketing.
Since 2007 he has been the CFO of Nasa Shped. He is active in financial
management. Fluent in computer programs and several foreign languages.

II. Relevance of the problem

The dissertation was developed for one of the most important industries in
Kosovo - agriculture. This sector has a large share in Kosovo's GDP. The country
is in a favorable area for agricultural development and any development in this
area has both theoretical and practical significance. With regard to franchising,
there are few developments worldwide, because this type of activity is related to
"giving and taking". This requires the franchisor to grant rights and knowledge to
the franchisee. However, this activity also has many legal and financial aspects.
For its part, the franchisor must have faith and security in the franchisee. These

two relationships determine the relevance of the topic, both theoretically and practically.

Every company must have well-developed strategies in each area of franchising - distribution, delivery, pricing, finance and more.

III. Purpose, tasks and methods of the research

The dissertation is well structured, thematically divided into six parts and each of them is connected and complements the others.

The thesis of the dissertation defends the thesis that franchising is a business model for the development of farmers and their relationships with their suppliers, consumers and the resources they need.

The subject of the research is franchising as a business model of the enterprise.

The object of the study are the agricultural sector and its enterprises, which is noted in the title.

The aim of the dissertation is short and clear. It determines the study itself. The goal is related to competitiveness, marketing, distribution and sales.

The tasks used are interrelated and give a good idea of how the research was done. In turn, they are consistent to upgrade research and are sufficient to achieve the goal.

The methods used give an idea of the reality of the results.

IV. Visualization and presentation of the obtained results

The dissertation is well illustrated. As an economic term, franchising is familiar to scientists and large companies, but not well known to manufacturers. Therefore, it is very well done in a separate part of the dissertation to explain the term so that it can be perceived by manufacturers who would seek to participate in this type of business model.

This business model is the basis of entrepreneurship in large companies. In this part of the dissertation it is very well explained that franchising is related to the brand, design, management method, distribution, market and everything on which the realization of the product depends.

This section sets out the main tenets of franchising. The explanations for the development of marketing highlight the methods of growth of the company and cite famous scientists in this field.

It makes a good impression that the relationship between the business model of the franchise and the marketing concept is given importance. We could not talk about a good business marketing concept without developing the franchise, as do Coca-Cola, Pepsi Cola and other world-famous companies in the food business.

In order to evaluate a company, it is good to make a full economic analysis of its indicators. This is well done in the dissertation, indicating the main indicators starting from labor productivity and reaching the impact of each type of work.

The paper cites many foreign authors and pays special attention to the ranking made by Lovric regarding the main types of franchising. According to the author, franchising has many forms of development, but not all are used. The figure shows the most used species.

Contribution of the dissertation work can be noted that in several places the author clarifies that the good business strategy of franchising is to differentiate and meet the needs of customers. According to him, this view is the philosophy of the company.

The issue of the company's attitudes towards production and sales is also well developed in the paper. It is noted that a strong brand is becoming a strong and successful business.

It is explained that in order to enter the market and enter the big business, a novice entrepreneur must know well the company that can make him a franchisee. It is necessary to know its product and to know the attitudes of consumers.

As a contribution to the dissertation I consider the recommendations made on:

- Necessary research
- Potential topics for new research
- Potential topics for practical research
- Proposed activities for the Serbian franchise organization
- Proposed activities for the competent ministry

I will briefly dwell on some of these recommendations and suggestions.

An important point is the study of the relationship between franchising and entrepreneurship. Here it can be noted that the author mentions two different

concepts of franchise business models. There is much room for research in this area.

Franchising is developing very fast and on a large scale. The author points out the differences between the classic American form of franchising and that in Europe. The advantages of each of them are indicated. The author notes that the main form of franchising is connecting small companies with large companies. It is quite right to define that the important moment in franchising is placing the market in a central place.

The author also notes that innovation, marketing and pricing play an important role in the franchise business model. This requires the study of customer requirements to be at the forefront.

The author also makes a connection between the philosophy and policy of the company and franchising. The PhD student believes that in order for this relationship to become a business model of company management, it is necessary to identify, differentiate and meet the needs of clients. This, in turn, requires a fundamental change in the attitudes of the company's management.

According to the author, every entrepreneur entering the market must find his place in the franchising of a large company if he wants to succeed in business. But the market has its own rules and does not tolerate the inexperienced. That's why franchising is necessary.

The author's contribution is the study of whether the franchise business model affects entrepreneurship and which of the two companies has a better impact. This problem is important for research.

Secondly, the author raises the question of the relationship between franchising and innovation. The author believes that innovation can stimulate entrepreneurship and so these two links are included in the franchise chain. Moreover, this issue is in the interest of both companies and provides an opportunity to conquer new markets.

There are many problems with potential research topics. It all depends on which company from Serbia will be taken to study and what is the influence of this company in Kosovo. But in any case, studying the practical issues of franchising in Serbia will help make this type of activity more quickly adopted in Kosovo.

A contribution to the dissertation is the proposal to establish a register of franchisors in Kosovo. This register will provide rich information to future entrepreneurs.

In the dissertation work a proposal is made for the creation of franchise standards. Here I would like to ask the question: Can't those from Germany and the USA be used? These issues are well developed in these countries. This is a contractual relationship with a legal entity.

In the following proposals, which are also practical in nature, it is proposed to study the example of neighboring Balkan countries that are more advanced in this area.

Important is the proposal made by the author to propose legislation on franchise models in business. Here, too, I would like to ask the question, is it not possible to use foreign legislation? Moreover, the author says that additional lawyers need to be hired in Kosovo for this purpose.

Finally, the proposals are addressed to the state bodies - which bodies? I have a question here too. Once a proposal has been made to the highest level of government - the state, it must be clarified what it is.

V. References

Sufficient literature sources have been used, given that there are few publications in this field - 63 and 18 sites.

VI. Contributions to the dissertation

I accept the report on the contributions of the dissertation, but I will divide them into:

Scientific contributions:

- A conceptual framework for assessing the impact of franchising on agricultural development in the Republic of Kosovo has been developed.
- The key factors for the introduction of franchising in agriculture have been identified.
- Recommendations have been formulated to improve the implementation of franchising in agriculture in the Republic of Kosovo.

Scientific and applied contributions:

- The impact of agricultural franchising in the Republic of Kosovo has been analyzed and assessed.
- The issues of the nature of franchising as an element for the economic development of agriculture have been clarified.

VII. Critical remarks and questions

1. Why is it not proposed to use ready-made franchise standards, but to develop them for Kosovo?
2. Why is there no foreign law on franchising in Kosovo?
3. To which state bodies are the proposals for the development of franchising in Kosovo addressed?

VIII. Published articles

Three independent articles have been published, which are sufficient.

The abstract fully corresponds to 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 is fully completed and meets the requirements of ZRASRB and the Regulations of the Agricultural University for its application, which gives me reason to rate it POSITIVE.

I take the liberty of proposing to the Honorable Scientific Jury also to vote in favor and award Nora Khairulah Sejdiu the educational and scientific degree of Doctor of Science in the Organization and Management of Agriculture.

06/05/2022

REVIEWER:


Prof. Dimitar Kostov