

## Dissertation reviewer assessment

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**Title:** Customer Retention in Supermarkets: An Evidence from Retail Market in Vietnam

### ***Dissertation thesis topicality***

The theme of the dissertation thesis is highly topical due to the situation of the Vietnamese retail market described by the author in the Introduction.

### ***Problem solving procedure and results of dissertation thesis with specific contribution of the student***

I was the reviewer of thesis in 2021 and this enables comparison of the effort and better evaluation of the progress the author made.

In the beginning of my assessment, I note that the progress is substantial. Except one comment, unfortunately very relevant comment, the text is the proof of high level of competencies of the author.

The author clearly defines the research gap, formulation of research objectives and research questions are in harmony and are based on well-done literature review (with some minor shortcomings). Research framework is logical and well-argued and measures for constructs are selected based on a literature review of relevant and numerous sources and their selection can be assessed as highly relevant and coherent with the objectives. Methodology is written in a clear manner, there are no irrelevant passages. Qualitative research is well documented and serves as a real stepping stone for the quantitative one. Report of findings and discussion show that the author understands the meaning and implications of results. Quality of reporting is very high.

The only one problem that I see, and which remains from the thesis is with the real understanding of retail operations. So, the first comment from the assessment of the thesis has not been sufficiently considered. Citing from my previous assessment:

1. "I am not sure if the author really understand what do Operations mean, what do they contain in retail and what is managed in the retail operations management"..... "To clarify this point is crucial for the successful finalizing of thesis and may help to publish results in at least average quality journal. To be more concrete, understanding of the concept should lead to the adaptation of some variables used in model and/or in the adaptation of the objectives of the dissertation."

To add...it seems that author is not aware of the similarities and differences between marketing, merchandising and operations management and mixed these three areas together. And this is not correct.

### ***Relevance for the practice and development of the scientific field***

Dissertation – despite some problems – brings many interesting insights into the attitudes and beliefs of Vietnamese consumers about the situation of the retail market which could influence their retention. This is important for the practical implications. There are some new pieces of knowledge and some benefits also for the theory, however the review led to some insufficiencies which could make problems in publishing. Therefore, I repeat one sentence from my assessment of thesis: "Implications for the science requires more explanation and claims supported with the relevant arguments".

To be positive in the end, especially the review enriches my knowledge of some concepts. Thank you.

### ***Formal layout of the dissertation thesis and its language level***

The thesis meets all formal level requirements. Language level is sufficient with some reservations. The author sometimes uses too emotional expressions – e.g. “to gain fascinating insight of” (p. 24). Last sentence on the p. 24 is not understandable as well as two sentences in the third paragraph on the p. 13.

I would like to highlight number of references – 296 with the majority of highly relevant sources and the quality of review (despite some problems introduced above).

### ***Evaluation of student's publishing activities***

The publishing activity is excellent. I also appreciate the fact that the author did not rely only on the cooperation with the co-authors but at least in the case of conferences she tried her best and wrote paper as a single author.

### ***Comments on thesis***

I have no further comments to the thesis.

### ***Questions recommended for further explanation in defence***

1. Why you decide to deal with those factors which you include into the operations ones as you did and not with some other factors?
2. What is the difference between product, price and people as operations and from marketing point of view?
3. What are some other limitations of your research? This is repeated question which was already formulated for your thesis defence and for dissertation the text devoted to limitations is too simple and not sufficient.

### ***Conclusions***

I hereby state that the submitted thesis meets the required content and formal requirements for this type of work.

As a reviewer I RECOMMEND dissertation for defence.

Doc. Ing. Alena Klapalová, Ph.D.

Brno, 28. 10. 2022