

OPPONENT'S REVIEW

Doctoral Thesis

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Title: Strategic Transformation into Fourth Party Logistics: A Methodological Approach for Local Logistics Service Providers in Vietnam
Degree Program: Management and Economics

1. Topicality of the Doctoral Thesis

Dissertation topicality is given by the radical change of process concepts used in the area of logistics. Based on the latest knowledge achieved by the literature review, the student declares a serious interest in the process technologies connected with an effective logistics process. These days, logistics services are confronted with customers' requirements and are oriented toward cost-effectiveness, flexible supply chains, and competitive advantage. The logistics outsourcing trend in the global market requires the right orientation between logistics service providers. According to the strategic orientation of logistics companies, it's required to analyse actual trends in the logistics area and combine them with relevant high-value-added solutions. Transformation into 4PL for local LSPs in Vietnam is based on qualitative and quantitative data analytics. Defined capabilities of 4PL connected with a model proposal have an important contribution to the research and practice in Vietnam. Results presented in the model proposal have the potential for improvement and can be used by other logistics companies around the world. The core idea of the doctoral thesis is to minimise the concentration on ineffective activities in the supply chain through the implementation of 4PL's innovative solution. The results achieved can also be a basis for the relevant next research activities.

2. Fulfilment of the goals set in the Doctoral Thesis

4PL services are supply chain services where service providers associated with supply chain departments organise complete supply chain operations and complex logistics processes. 4PL market analyses (fig. 1.1-1.3) declare the orientation of research in the global logistics market. Results achieved in this data analysis are used for the identification of crucial data analytics of 4PL in Vietnam. Based on the literature review, the student identified the actual research gap based on the strategic development of the 3PL to 4PL logistics concept. Relevant research objectives were identified. RQ1-RQ3 presented the research orientation toward the factors affecting the transformation process, system-oriented 4PL characteristics and strategical orientation of the process transformation 3PL to 4PL. The research basis and clarification of the research questions was determined. The research questions are oriented on the Vietnam's logistics market and service providers services. Research design presented in the

chapter 1.5 has an optimal research process structure (fig. 1.4). Chapter 2 describes the theoretical background of the development fundamentals of 4PL, transformation process into 4PL, key attributes of 4PL. The fundamentals of factors impacting the transformation into 4PL based on the transportation capability, warehouse operations, information technology application, human resources, logistics services, transportation infrastructure and logistics outsourcing trends presented in chapter 3 are seriously research outputs dedicated for hypothesis formulation and verification.

3. The procedure of problem-solving and the results of the Doctoral Thesis

The student used for model proposal the knowledge about the innovation in logistics services based on the TRIZ innovative approach. Details of 39 engineering variables were presented (table 4.1) together with the 40 inventive principles (table 4.2). Vertical and horizontal correlation analyse was realised to analyse the differences between technical and service procedures of 4PL transformation and the model of TRIZ contradiction matrix was constructed to generate the recommendations for solving existing problems that appear in both engineering and service areas. Based on this results, the research framework and hypotheses were formulated (chapter 5). In the model proposal the development strategies for local LSPs in Vietnam was formulated. The conclusions from realised statistical analyse were declared the relevance of the tested and verified scientific hypotheses. The systematically research summarisation is presented in the chapter 7.2. All results presented in this part of the dissertation thesis explain in depth the influence of all included determinants on the transformation into 4PL.

4. Significance for practice and science

The 4PL brings value added to the logistics providers and customers. Presented data analyse, model proposal, conclusions toward the short-term and long-term strategies (table 8.1) declares the justification of the dissertation thesis orientation. Core significance for practice lies in the recommendation oriented on the logistics providers capabilities for the strategic transformation into 4PL. Contribution for science is oriented more on systematically research in this area, which is connected with the depth data analytics of more logistics variables under selected innovative concept (here TRIZ methodology). The study suggests the application of one innovative concept for definition and application of optimal strategy for LSPs in the 4PL transformation area.

5. Formal status of Doctoral Thesis

The doctoral thesis is processed well, the text is logical, and the tables and pictures are understandable. The cited literary sources have a thematic connection with the addressed topic of the dissertation.

6. Publication activity of the student

The list of student publications is thematically connected with the content of the doctoral thesis. It includes the scientific papers registered by Web of Science and Scopus, and more papers were presented at scientific events. All papers are co-authored with other scientists (declaration of relevant scientific teamwork of the student).

CONCLUSION

I **recommend** the doctoral thesis “Strategic Transformation into Fourth Party Logistics: A Methodological Approach for Local Logistics Service Providers in Vietnam” of student Le Truong Diem Trang, MBA to the defence. After a successful defence, I recommend conferring a Ph.D. degree.

In Uherské Hradiště, 14 June 2024

Questions:

1. The doctoral thesis used TRIZ methodology as an innovative concept for system-oriented model proposal. Why did you select directly this concept? Are the results achieved with this concept representative for EU logistics providers for example?
2. The transformation strategy from 3PL to 4PL were presented, the conclusions of the doctoral research are available promptly for use by Vietnam’s logistics providers or should be modified – if yes, in which factors or parameters?



prof. Ing. Vierošlav Molnár, PhD.