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REVIEW

of the thesis of Rakhmetulina Aigerim Abayevna
«Development of logistics infrastructure and supply chains of agri-food products in the Republic of Kazakhstan»
for the degree of Doctor of Philosophy (PhD) «8D04101 – Economy»

Under market conditions that prioritize the values of end consumers of goods and services, the forms and methods of production and commercial activities of enterprises are undergoing significant changes. These enterprises, which form supply chains and operate based on a logistics approach, are particularly impacted. These changes primarily affect businesses involved in the procurement, production, and distribution of agricultural products, which are characterized by a wide variety of assortments.

The specific nature of agricultural products results in considerable complexity in managing resource flows, which move from initial suppliers to end consumers, whose values may vary significantly. This variability often leads to numerous, and in some cases chronic, problems within supply chains and reduces the competitiveness of their links.

The resolution of these issues is achieved through the development and implementation of modern enterprise management concepts, including logistics. The implementation of logistics involves, among other measures, the creation and continuous development of a network of logistics centers. The primary function of these centers is the consolidation and deconsolidation of products, including agri-food products, for subsequent supply chain stages and final consumers.

At the same time, the lack of necessary knowledge, skills, and competencies in managing these centers under the conditions of Kazakhstan necessitates further development of the theory and methodology of logistics, underscoring the relevance of A.A. Rakhmetulina's dissertation research topic.

The dissertation as a whole, including the research hypotheses, conclusions, suggestions, and recommendations formulated within it, are scientifically substantiated. This is achieved through the application of the methodology of theoretical and empirical analysis of agro-industrial enterprises, as well as systemic and process approaches. The study employs both general scientific methods of theoretical and empirical knowledge and applied economic-statistical and cartographic methods.

The formulation of the goals and objectives of the dissertation research is the result of a thorough analysis and critical evaluation of the works of foreign and Kazakhstani scholars in the areas of logistics infrastructure development, agri-food

supply chains, and the management of logistics centers handling agricultural product flows.

The author has synthesized materials from modern periodicals and Internet resources. The high reliability of the empirical data, coupled with the theoretical and methodological foundation of the research, has allowed the author to approach the dissertation's objectives in a precise, comprehensive, logical, and well-substantiated manner. This includes the justified and appropriate selection, generalization, and application of methods for processing and interpreting the necessary statistical data and factual basis of the study.

The structure of the dissertation is logical and aligns with the stated goals and objectives of the research. The presentation of the material is characterized by a clear sequence, theoretical, methodological, and practical justification, as well as a style that is accessible and scientifically rigorous.

The results of the dissertation research are theoretically substantiated and derived from a proper analysis of theoretical and analytical materials. The conclusions are well-argued and supported by tables, diagrams, and charts, which demonstrate the scientific and practical significance of the findings.

The dissertation research attests to the author's proficiency in conducting independent scientific research and analyzing the performance of agri-food supply chains. The validity of the scientific propositions, conclusions, and recommendations of the research is ensured by:

- ✓ The selection, systematization, analysis, and methodological generalization of theoretical concepts and analytical developments related to the operations of logistics centers involved in the processing of agricultural products;
- ✓ The accurate application of recommended scientific research approaches and methods, including systems analysis, synthesis, and others methods;
- ✓ A clear interpretation of the results obtained by the author;
- ✓ The use of a sufficient array of statistical and analytical data, sourced both from specialized information resources and empirical data collected by the author;
- ✓ The testing of the research findings and results at scientific conferences, including international ones.

All of the above demonstrates the validity of the scientific propositions, conclusions, and recommendations formulated in the dissertation by A.A. Rakhmetulina.

The scientific novelty of the dissertation is beyond doubt and lies in the development of recommendations and an organizational-economic mechanism for the development of logistics infrastructure and sustainable supply chains for agri-food products in Kazakhstan. The results obtained in the dissertation are scientifically innovative, hold practical significance, and contribute to the advancement of the theoretical and methodological foundations for the formation of logistics infrastructure, agri-food supply chains, and logistics centers. These findings are essential for the development, optimization, and management of both strategic and operational logistics activities within the supply chain links of agri-food products.

The methodological approaches, recommendations, and conclusions developed by the author, from my point of view, could be applied to the logistics infrastructure and supply chains of agri-food products not just in the Republic of Kazakhstan, but also in economies of other countries.

Overall, the dissertation has been performed at an appropriate academic level and holds significant practical value. The results obtained by the author represent new scientific knowledge in the field of study.

Based on my opinion, the dissertation titled «Development of logistics infrastructure and supply chains of agri-food products in the Republic of Kazakhstan» is a serious and detailed study that meets all the requirements for dissertations submitted for the degree of Doctor of Philosophy (PhD) and its author, Aigerim Abayevna Rakhmetulina, deserves to be awarded the degree of Doctor of Philosophy (PhD) in the educational program 8D04101 - Economy.

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