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Doctoral Thesis Opponent's review

Thesis title: Digital Transformation and Its Influence on Performance of Creative Industry Companies: The case of Vietnam
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In accordance with § 72 par. 7 of Act no. 111/1998 on Higher Education Institutions, I am sending you the opponent's review on the Doctoral Thesis written by Van Hai Trieu Tran. The review is structured with regard to the requirements of the TBU in Zlín.

1. Currentness of thesis topic

The dissertation focuses on the intersection of two interconnected research areas - digital transformation and creative industry. A quick look at the bibliometric and citation databases offers a pretty good picture of the topicality of both areas. While the creative industry is currently one of the relatively well-researched areas, the digital transformation (amplified by the pandemic) was a game-changer in practically all areas of life. The research focused on the digitization of specific economic sectors is growing rapidly and offers timely initiatives. The presented dissertation focuses on the impact of digital transformation on the performance of creative industry companies. Considering the relatively underdeveloped research in this area and the research and application potential of the solved issue, the thesis is highly topical.

2. Fulfilling the objectives

The aim of the dissertation is defined on p. 32 as follows: "To identify factors influencing creative companies' digital transformation adoption and analyze the effect of digital transformation on company performance of creative industry companies." The aim conceived in this way is methodologically and scientifically correct. The author also divided the research aim into two questions and a subsequent research objective. I have slight concerns about the wording of research objective 2. According to the nature of RQ2, it should probably be focused on "impacts" and not on "identification of factors". The author defines three types of factors according to the TOE framework - Technology, Organization, and Environment. He defines separate constructs in each factor and develops specific hypotheses. Company performance measurement is also based on a thorough literature analysis. As a result, the author defines a Conceptual framework (Fig. 3.1), which is the basis for quantitative analysis. In the methodology section, but especially in the Results section, the student presents the questionnaire survey results and statistical analysis. With regard to the above, it can be clearly stated that the stated goal of the work was fulfilled.



3. The procedure of problem solving, the results of the dissertation and the particular contribution of the student

In part 1, Current state of subject area, the author defines the basic characteristics of the researched area. This part is processed logically and with appropriate references. At the same time, in section 1.3, the author offers a brief but sufficient probe into Vietnam's economy and the development of the creative industry. In Table 1.2, the author defines Value added to the cultural industry in Vietnam, giving values for the years 2007, 2012 and 2016. In the context of social and economic changes in recent years, it would be more appropriate if the author included more recent data in this analysis. After defining the conceptual model, the author elaborated on the questionnaire, which can be found in Appendix A. The construction of the questionnaire questions was based on a review of the relevant literature, which the author draws attention to in Table 4.1. A 7-point Likert-type scale was used, which is standard in SEM. The sample of 674 respondents was sufficient, but some risks can arise by snowball sampling, leading to the risk of nonrepresentativeness and harder generalization of results. For statistical analysis, the author used AMOS, which also belongs to the standards for SEM studies. The statistical analysis processing procedure is correct - from reliability testing through exploratory factor analysis, and confirmatory factor analysis to SEM itself. Based on reliability testing (chapter 5.2), the three elements – BLO, FS and COS – were removed from the model. In this section, the author could at least briefly explain why he thinks this happened - to add a broader context to the strictly statistical results. The resulting goodness of fit indices of CFA indicates a relatively good level of reliability of the model. There is a minor inaccuracy in Table 5.4 - "CS" is given twice - apparently, it is a wrong coding, and in the first case, "CUS" should be given. One of the main results of the research can be found in chapter 5.5, where the author presents the SEM results. The hypotheses are statistically confirmed at a relatively high level of significance. The discussion part is underrated, in my opinion. In this section, the author mainly statistically summarizes the results. The results are evaluated correctly, but it would be more appropriate if the author placed them more in a scientific context. What research directions can its results bring? Compared to current knowledge, what has been confirmed and not confirmed? Are there any significant or contradictory findings that merit further research? The author partially answers these questions in section 8.1, but it is instead just a summary of the results. I think Sections 8.1, 8.2 and 8.3 are elaborated only superficially. In these sections, the author should explain the contribution of his findings with insight and context. Although I mention these partial shortcomings, overall, I can state that the research process, results, and student contribution to the solved issue are significant.

4. The importance of research for the practice and development of the scientific field

In my opinion, digital transformation will be one of the top topics in the field of economic and management sciences. This work offers a comprehensive view of the relationships between TOE elements and performance of creative industry companies. On the practical side, I see benefits primarily for the business environment in Vietnam and culturally and economically comparable countries. The author's results offer interesting implications contributing to the development of the scientific field of management. I firmly believe that the topic, procedure, and results presented by the author in his work are competitive and can be published in top-tier management journals.

5. Formal quality and language

Readability, fluency, and used jargon are at a good level. The author presents his ideas in a professional but easy-to-understand manner. The individual parts follow each other, although in some cases, it would be more appropriate to include a "connecting" text between the chapters that would logically connect both parts. The formal quality is at a sufficient level. Sometimes I noticed minor formal flaws (inconsistent font size, dividing the tables into two pages, and different types of citations). However, these were isolated cases that did not fundamentally reduce the quality of the work.



6. Publication activity of the student

The student published a total of 7 research studies - four of them at conferences and three in scientific journals. Considering that the Ph.D. study aims to teach the student to work scientifically, such publication activity is sufficient. In my opinion, the results of this doctoral thesis have great potential to be published in top-tier management journals.

Final evaluation and statement

Doctoral Thesis of Van Hai Trieu Tran entitled "Digital Transformation and Its Influence on Performance of Creative Industry Companies: The case of Vietnam" is an original scientific work connecting two perspective areas - digital transformation and creative industry. With the presented work, the author clearly demonstrated that he is capable of independent scientific work - from conceptualizing a scientific problem through its operationalization, solution, and presentation of results and implications. Based on a careful study of the Doctoral Thesis in question, I conclude that the work brings new scientific knowledge and meets the standard requirements for this type of work in the given field, and therefore I

recommend

this assessed doctoral thesis for defense.

At the same time, I ask that the student pay attention to the following questions during the scientific debate:

1. In section 4.2, you state that Snowball sampling was used. To what extent did you consider the risks of this type of sampling, and how could it affect your results?
2. The literature presents several concepts directly connected with digital transformation - e.g. Inductive framework (Vial, G. (2019) Understanding digital transformation: A review and a research agenda, Journal of Strategic Information Systems, 28(2), pp. 118-144), information/digital/dynamic/big data capabilities etc. You used the TOE framework. Have you considered other approaches than TOE, which could identify factors influencing creative industries?
3. Research positivism prevails in this work; practically all assumptions have been confirmed. Do your results offer findings that contradict current knowledge or refute previously published findings?

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