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## **OPPONENT'S REVIEW**

**Doctoral thesis:** Digital Transformation and Its Influence on Performance of Creative Industry Companies: The case of Vietnam

**Author:** Van Hai Trieu Tran

**Degree program:** Economics and Management

**Degree Course:** P6208 Economics and Management

### **1. Topicality of the dissertation thesis**

The topic of digital transformation currently occupies all companies. It is therefore important to pay attention to the correlation between technological, organizational, and process factors of performance and digital readiness. The recommendations that the student identified through the analytical part confirmed the research gap defined by him. Knowledge of the processes of adoption of digital transformation and factors of business performance in the environment of creative companies opens up space for modelling business processes in the digital space. I agree with the statement that the digital transformation improves the business models as a whole. The Vietnamese creative industry is one of the dynamically developing ones and therefore the fact that the student focused only on the area of Vietnam is a positive element from the point of view of knowledge and experience of the functioning of digital technologies in advanced creative companies.

### **2. Fulfilment of the goals set in the dissertation thesis**

Based on the fact that Vietnam has its own strategy until 2030 for the development of creative industries (p. 31), the research objective oriented on the identification of factors influencing creative companies, digital transformation and performance of creative industry companies is basis for the statement of a relevant research questions 1 and 2 (p. 32). I consider the decomposition of factors into three areas (technology, organisation environment) to be a systemic understanding of the essence of the analysed problem.

The hypotheses defined subsequently H1a-f, H2a-c, and H3a-d clearly demonstrate the analytical knowledge and abilities of the student. Especially in the field of artificial intelligence – social impact – customer, it is evident that the student correctly identified the key intersections – priority correlation dependencies of the three mentioned topics. The research model presented in Figure 3.1 identified the relevant research gap according to the orientation of the dissertation and is compatible with the goal definition.

### **3. Procedure for solving the problem and the results of the dissertation, indicating the specific contribution of the student**

In Chapter 4, the student clearly presented the methodology of scientific research. At the same time, he adequately argued for the use of selected methods. I positively evaluate the link with the citations of selected scientific authors. Using statistical methods, he verified set scientific

hypotheses. He demonstrated the validity of selected factors for adopting digital transformation. Chapter 5.6 Multigroup invariance analysis is prepared at a very good level. It presents a comprehensive view of the problem investigated by the student. Through research, he demonstrated that social influence and organizational mission are important parameters for the digital transformation of creative enterprises. Using other scientific knowledge, he also noted the need for information sharing and a certain type of freedom in company communication processes. At the same time on p. 69 confronts the results of his research with other authors. The result of this part of the dissertation is the important statement 'creative companies need to change their organizational culture to digital companies'. The success of digital transformation in companies depends on this option.

#### **4. Significance for practice and for the development of the scientific field**

Chapter 8.1. – theoretical contribution – optimal navigation on the advanced understanding of digital transformation is a crucial point of realised research procedures in this dissertation work. In relation to practice, an important guideline of this dissertation is the fact that companies must understand the essence of digital transformation (“make the right decision for innovation and investment in digital technologies”). The final chapter of the dissertation is formulated as a summary and contains important outputs from the submitted dissertation.

#### **5. Formal preparation of the dissertation and language level**

The formal arrangement corresponds to the requirements for this type of work, and the work has an adequate language level. The literary sources used in the number of 181 are relevant to the chosen topic of research and the solution of the dissertation. Although the questionnaire, presented in Appendix A, contains up to 68 questions, its content corresponds to the addressed topic. For this reason, a higher number of questions is also acceptable.

#### **6. Publication activity of the student**

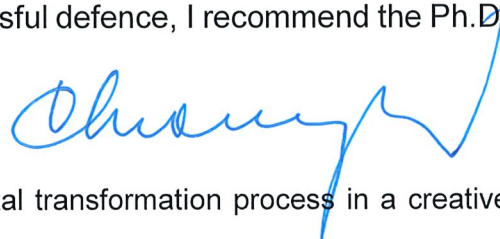
The list of student publications includes 7 published articles (4 conference papers, 3 scientific journals). Thematically, all publication outputs are focused similarly to the topic of the dissertation thesis.

### **CONCLUSION**

The dissertation thesis “Digital Transformation and Its Influence on Performance of Creative Industry Companies: The case of Vietnam”, author Van Hai Trieu Tran, meets the requirements for the mentioned type of qualification thesis, and therefore

- **I recommend** –

this dissertation thesis for defence. After a successful defence, I recommend the Ph.D. degree for Van Hai Trieu Tran.



#### **Questions:**

1. What indicators can be used to quantify the digital transformation process in a creative industry company?
2. Are there risks in understanding the digital transformation process from the point of view of the time duration of the transformation process (does it affect the life cycle of the technologies used for digital transformation)?
3. Top management navigation in the digital transformation process is important. What do you consider to be 2-3 essential recommendations for this navigation?