

REVIEW

Reviewer Monastyrskiy Grygorii,

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on the qualification work of Ye Jianfu on the topic:

“Management of China’s Post Pandemic Sustainable Business Model”,

submitted for the degree of Doctor of Philosophy in the specialty

073 – Management

Relevance of the research topic

In the context of the global economy undergoing profound transformations due to the COVID-19 pandemic, geopolitical instability, and climate change, the concept of sustainable business models has gained critical importance. The pandemic has exposed the vulnerabilities of traditional growth models, prompting businesses and governments to seek resilient, inclusive, and environmentally responsible alternatives. One such model is the post-pandemic sustainable business model, which integrates value co-creation, green development, and stakeholder collaboration.

The relevance of this topic is determined by several key factors. First, contemporary economic recovery requires effective tools for analyzing and implementing sustainable practices across industries. Benchmarking serves as one such tool, enabling the identification of best practices and facilitating their adaptation to new economic conditions. Second, the formation of sustainable business models has significant potential for fostering long-term competitiveness, social inclusion, and environmental protection. This is particularly crucial for China, a global manufacturing hub facing challenges related to environmental degradation, regional inequality, and post-pandemic recovery. Third, international economic relations are becoming increasingly interconnected, necessitating the development of effective strategies for integrating sustainability principles into global trade and investment.

Given the above considerations, the dissertation by Ye Jianfu on the topic "Management of China's Post-Pandemic Sustainable Business Models" is highly relevant and significant for advancing theoretical and practical approaches to managing sustainable development. This research holds substantial importance for global economic governance and the future of inclusive, green growth. The research was conducted within the framework of the scientific research activities of the West Ukrainian National University, specifically: "European Inclusive Circular Economy: Post-War and Post-Pandemic Module for Ukraine" (Erasmus+ Jean Monnet Module, registration number 101085640); "Enterprise Sustainable Business Model Transformation in Global Value Chain Restructuring" (International Cooperation Project Registration No. 2023-INT-089).

These research initiatives incorporate the author's proposals aimed at improving theoretical and methodological frameworks for the implementation of sustainable business models, as well as analyzing the evolution of sustainability practices in the post-pandemic context.

Personal contribution of the researcher to the obtained scientific results

The qualification work is an independently conducted scientific study in which the author has personally developed a new model for managing post-pandemic sustainable business models. All scientific ideas, theoretical developments, generalizations, research methodology, conclusions, and recommendations presented in the dissertation are the sole work of the author. The author's contribution to collectively published works is specified in the list of publications; only those ideas that belong exclusively to the author have been used in the dissertation. The level of the author's personal contribution is sufficient.

Degree of justification of scientific provisions, conclusions, and recommendations

A review of Ye Jianfu qualification work confirms the high level of the conducted research and the presence of scientific novelty. The justification of the

scientific provisions, conclusions, and recommendations is based on modern theories and concepts of international economic relations, as well as relevant studies by scholars from various countries.

To substantiate the research results, the author employed a comprehensive set of general scientific and specialized methods, including theoretical generalization, qualitative and quantitative analysis, SWOT and PESTEL analysis, structural equation modeling, principal component analysis, cluster analysis, and benchmarking. A substantial number of literary and statistical sources, as well as analytical data from 31 Chinese provinces and 127 Belt and Road projects, were examined.

At the theoretical level, the dissertation systematically explores the theoretical foundations and evolutionary characteristics of sustainable business models in China's post-pandemic era (pp. 14–20), proposes an original “three-dimensional, nine-element” framework for sustainable business models (pp. 21–25), constructs a system structure based on value co-creation and green supply chains, and compares this model with transnational investment practices under the Belt and Road Initiative (pp. 26–50). Of particular note is the author's in-depth discussion of how enterprises can achieve green transformation through benchmarking management in the post-pandemic context (pp. 51–75), leading to the development of an evaluation index system for sustainable business models tailored to China's national conditions (pp. 76–90).

The dissertation further develops a path evolution model for sustainable business models under regionally differentiated conditions (pp. 91–110), analyzes the adaptive differences among industries and regions in green transformation, and proposes original planning frameworks for high-tech industrial parks and transnational projects (pp. 111–130). Using the China-Laos Railway as a case study, the author conducts empirical research, establishing a three-dimensional synergistic evaluation mechanism for transnational infrastructure projects that integrates ecological, economic, and social dimensions. This provides systematic support for Belt and Road projects and the international expansion of large Chinese enterprises (pp. 131–160).

The author further outlines the prospects for promoting China's sustainable business models under the Belt and Road framework, focusing on the evolution model

of green technology spillover and cultural adaptation mechanisms in transnational projects (pp. 161–175), and presents an original roadmap for Chinese enterprises to achieve green upgrading in the global value chain in the post-pandemic era (pp. 176–185). The implementation prospects of sustainable business models in global governance and green recovery are systematically discussed (pp. 186–195). The study ultimately proposes a new type of sustainable business model oriented toward global green governance and regional synergistic development, emphasizing the integration of green technologies, digital transformation, and social inclusion into corporate strategies and national policies. This model requires the collaborative participation of governments, enterprises, international organizations, and local communities (pp. 196–205).

Content and structure of the dissertation

Therefore, the content and structure of the dissertation fully meet the requirements of the title, research objectives, and tasks. The scientific arguments are presented in a step-by-step and logically rigorous manner, forming a closed-loop between theory, models, methods, and empirical analysis. The conclusions and recommendations are based on thoroughly tested research results. The dissertation complies in structure and format with the modern standards set by the Ministry of Education and Science of Ukraine in Order No. 40 dated January 12, 2017, On Approval of the Requirements for the Design of Doctoral Dissertations, with clear figures, detailed data, and standardized citations. Taking into account the scientific arguments, conclusions, recommendations, and their practical significance, it can be concluded that Ye Jianfu's qualification dissertation is complete, coherent, and well-structured, meeting the academic and innovation standards required for a Doctor of Philosophy degree.

Scientific novelty of the provisions, conclusions, and recommendations formulated in the dissertation

The most significant results that characterize the scientific novelty of the study include:

- A methodological approach has been developed that, through a system of 42 indicators across five dimensions (economic, environmental, social, innovation, and Belt and Road), enables the assessment of regional sustainable business model development and its classification across Chinese provinces.
- The conceptual justification and theoretical positioning of sustainable business models within the post-pandemic context have been refined, integrating global benchmarking with local adaptation strategies.
- A three-dimensional spatial model has been constructed to visualize the evolution of sustainable business models, using standardized coordinates (0,0,0) to (1,1,1) to represent development trajectories.
- A dynamic evaluation system has been implemented for Belt and Road investment projects, based on cross-border collaboration, risk management, and technology spillover indicators.
- Key challenges in the implementation of sustainable business models have been conceptualized, including environmental standard coordination, cross-cultural management, supply chain resilience, and innovation capacity.
- A benchmarking-driven optimization mechanism has been proposed, including model adaptation scores, cultural dimension matrices, and cross-border value spillover coefficients.

Thus, it can be concluded that the key scientific provisions, findings, and conclusions of Ye Jianfu's qualification work demonstrate scientific novelty and are sufficiently substantiated.

Theoretical and practical significance of the dissertation

The theoretical results of the conducted research advance the interdisciplinary foundation of post-pandemic sustainable-business-model studies by elucidating their

structure, stakeholders, value-creation logic, dynamic-evolution mechanisms and cross-cultural benchmarking methods. The dissertation enriches the existing evaluation system by critically reviewing the merits and limitations of frameworks issued by the National Development and Reform Commission, the Ministry of Commerce, the Ministry of Ecology and Environment and the National Bureau of Statistics (macro level), as well as those proposed by leading domestic and foreign scholars (meso/micro level). An original five-dimensional index system—covering economic resilience, environmental adaptation, social collaboration, innovation drive and Belt-and-Road special indicators—has been constructed; the weights are objectively assigned through a combined AHP-entropy procedure, and the key principal components are extracted by means of factor analysis, thus raising scientific rig our and operability. Moreover, region-specific and sector-specific recommendations for optimizing China’s post-pandemic sustainable business models are derived from an empirical evaluation of 31 provinces, municipalities and autonomous regions and from four transnational pilot projects.

The practical value of the findings lies in the fact that the core theoretical propositions—namely the “three-dimensional, nine-element” sustainable-business-model canvas, the “diagnosis–adaptation–innovation” dynamic-benchmarking cycle and the “risk–return–sustainability” spatial-trajectory model—can be directly applied by enterprises, industrial parks and government agencies. The instruments have already been adopted by Fuzhou Mawei Zhuobing Technology Co. Ltd., Fuzhou Tongze Technology Co. Ltd. and other firms for strategic planning, green investment appraisal and stakeholder engagement. The results also provide a replicable decision-support toolkit for further academic research, policy design and international cooperation in the field of sustainable business development.

Completeness of the presentation of the main scientific results of the dissertation in published papers

The results of the qualification research have been published in 8 scientific works, including 5 articles in Ukrainian scientific journals indexed in international

scientometric databases, and 3 papers in academic conference proceedings. The findings were presented at international conferences in Ternopil (2022, 2025). The findings of the research were presented and discussed at international scientific and practical conferences. Ye Jianfu personally developed the scientific ideas, theoretical concepts, generalizations, conclusions, and recommendations presented in the dissertation, which are reflected in the published works and form the basis of the dissertation defense.

The profile of the publications and the content of the scientific works fully comply with the established requirements for the comprehensive presentation of the dissertation's results, in accordance with the academic standards for obtaining the degree of Doctor of Philosophy specialty 073 "Management".

Evaluation of the structure, language and style of the dissertation

The structure of Ye Jianfu qualification research is coherent, logical, and comprehensive. The formatting fully complies with the requirements by the Ministry of Education and Science of Ukraine for qualification scientific thesis for obtaining the Doctor of Philosophy degree, as per the Order of the Ministry of Education and Science of Ukraine dated 12.01.2017, No. 40 "On Approval of Requirements for the Dissertation Design". The qualification research consists of an introduction, three chapters, conclusions, a list of references, and appendices. The total volume of the work is 175 pages, including 55 tables, 10 figures, and 2 appendices. The list of references comprises 170 items. The conclusions, proposals, and recommendations formulated by the author based on the dissertation results incorporate elements of scientific novelty and hold significant value for the development of theoretical and methodological foundations, as well as practical recommendations for the formation of management clusters.

Absence (presence) of academic integrity violations

The text of Ye Jianfu qualification paper "Management of China's Post Pandemic Sustainable Business Model", based on the results of the check for textual

borrowing, does not contain any unreferenced borrowings and adheres to the principles of academic integrity. All references in the paper are made in compliance with the norms of copyright and related rights legislation.

Discussion points and remarks on the content of the dissertation

Along with the significant scientific achievements and the positive evaluation of the content and formatting of the qualification paper, it should be noted that there are certain remarks and contentious points, including:

- In Chapter 1, the author considers the theoretical foundations of sustainable business models and benchmarking. While the author's position is clear, it would be worthwhile to further specify the role of digital transformation in accelerating the adoption of sustainable practices.
- The dissertation introduces a three-dimensional evaluation model, however, it would be advisable to conduct a sensitivity analysis to test the robustness of the model under different policy or market scenarios.
- On p. 86, the author states that cross-cultural management is a key factor in Belt and Road projects. However, a more detailed comparative analysis with EU or US models would strengthen the global applicability of the findings.
- The author investigates the China-Laos Railway as a case study. While insightful, it would be beneficial to include additional cases from Africa or Central Asia to enhance the generalizability of the model.
- The recommendations are primarily China-focused. Expanding the global policy implications of the model would significantly increase the international relevance of the results.

Overall, the aforementioned contentious points and remarks do not diminish the overall positive evaluation of the dissertation, nor the significance of the obtained conclusions and practical recommendations.

General conclusion

The qualification paper by Ye Jianfu titled “Management of China’s Post Pandemic Sustainable Business Model”, submitted for the award of the Doctor of Philosophy degree in the specialty 073 "Management", is a completed independent research project that meets the established requirements. The work is conducted at an appropriate theoretical level and holds practical significance. The topic of the dissertation is fully covered.

The analysis of the dissertation allows for the conclusion that the submitted dissertation complies with the requirements of the Ministry of Education and Science of Ukraine Order No. 40, dated January 12, 2017, and the Procedure for the Awarding of the Doctor of Philosophy Degree. Therefore, its author, Ye Jianfu, deserves the award of the Doctor of Philosophy degree in the field of knowledge 07 – Management and Administration, specialty 073 – Management.

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