



### **CONCLUSION**

**on the scientific novelty, theoretical and practical significance of the results of Ye Jianfu's dissertation on the topic: " Management of China`s post pandemic sustainable business model", submitted for the degree of Doctor of Philosophy in the field of knowledge 07 - Management and Administration, specialty 073 Management**

### **EXTRACT**

**from the meeting of the professional seminar of the Department of International Economics  
of the West Ukrainian National University  
dated September 12, 2025, No. 1**

**PRESENT:** Head of the Department of International Economics, Doctor of Economics, Professor Zvarych I.; Professor of the Department of International Economics, Doctor of Economics, Professor Saveliev E.; Professor of the Department of International Economics, Doctor of Economics, Professor Kurylyak V.; Professor of the Department of International Economics, Doctor of Economics, Professor Lishchynsky I.; Professor of the Department of International Economics, Doctor of Economics, Professor Lyzun M.; Deputy Director of the NNIPI, Doctor of Economics, Borisyak O.; Associate Professor of the Department of International Economics, Candidate of Economics Associate Professor Herman L.; Associate Professor of the Department of International Economics, Candidate of Economics, Associate Professor Karas O.; Senior Lecturer of the Department of International Economics, Candidate of Economics, Kurylyak M.; Senior Lecturer of the Department of International Economics, PhD, Ivashchuk O.; Postgraduate Student Vankevych I.

### **AGENDA**

Discussion of the dissertation research of the dissertation candidate Ye Jianfu on the topic: "Management of China`s post pandemic sustainable business model ", submitted for the degree of Doctor of Philosophy in the field of knowledge 07 - Management and Administration, specialty 073 Management, regarding its recommendation for defense.

## **LISTENED TO:**

1. Report by dissertation candidate Ye Jianfu on the results of the dissertation research on the topic "Management of China's post pandemic sustainable business model".

Ye Jianfu reported on the results of the research, substantiated the relevance of the topic, revealed its goal, objectives, object and subject of the research. He noted that the research proposes the creation of a dynamic management system for the sustainable development of business models after the pandemic and the development of evaluation systems and optimization tools adapted to the Chinese context.

The purpose of the dissertation is to develop theoretical and methodological foundations for the study of sustainable business model management, develop an evaluation system, an evaluation path and an empirical analysis of the management of the development of a sustainable business model in China after the pandemic, and to offer suggestions for the development of the "One Belt, One Road" initiative regarding the management of investments in the development of a sustainable business model in China after the pandemic.

The object of the research is the practice of managing a sustainable business model in post-pandemic China. The subject of the study is the innovation paths and practical optimization of China's sustainable business model after the pandemic through benchmarking.

Ye Jianfu outlined the scientific novelty and practical value of the results obtained, and emphasized the evolution of sustainable development models in China after the pandemic. Based on the sustainable development framework and reference examples, a comprehensive evaluation system was developed and the management of transnational investments under the "One Belt, One Road" initiative was analyzed; evaluation models of the sustainable business model after the pandemic were built based on the three dimensions of "economic-social-environmental", combined with benchmark management methods to develop an evaluation system containing 28 indicators, which allows quantitatively comparing the development levels in different industries and regions; A three-stage evolutionary model of "benchmark-adaptation-innovation" for sustainable business models was developed, revealing the dynamic evolutionary patterns from imitation benchmarking to independent innovation in the post-pandemic period; in the dimension of international cooperation, creating localization methods for sustainable modeling based on cultural sensitivity, solving the adaptation problems faced by Chinese enterprises in the "Belt and Road" investments; improved the application methods of benchmark management in a cross-cultural context, creating an adaptability assessment matrix for sustainable business models in the "Belt and Road" investments; developed a real-time monitoring and early warning system for sustainable development models using big data analysis technology, achieving accuracy and intelligence in the process of making management decisions.

The study confirms that scientific evaluation and management mechanisms are crucial for the transformation of the business model. Quantitative targets, comprehensive evaluation systems, effective incentives and supporting policies contribute to business optimization and enhance competitiveness. From the perspective of benchmarking, successful global cases such as European green supply chains, North American sharing economy models and Japanese lean manufacturing integrated with

circular economy are valuable guidelines for Chinese enterprises. Benchmarking management establishes cross-cultural standards and exchange mechanisms that improve the global image of Chinese enterprises and contribute to the recovery of the green economy.

The dissertation also pointed out the testing of the obtained research results, their practical implementation and major publications on the topic of the dissertation.

## 2. Questions to the dissertation.

The dissertation was asked questions by the participants of the meeting, in particular:

1) Deputy Director of the NNIPI, Doctor of Economics, Borisyak O.:

- How does your “three-stage dynamic benchmarking model” differ from existing theories of benchmarking management?
- How do you solve the problems of bias in management caused by cultural differences in the “One Belt, One Road” projects?

2) Professor of the Department of International Economics, Doctor of Economics, Professor Lishchynsky I.:

- Why did you choose the “post-pandemic era” as the basis for your research? In what aspects is its uniqueness reflected?
- Why did you make “The Belt and Road” an independent dimension in your five-dimensional evaluation system?

3) Professor of the Department of Management, Public Administration and Personnel, Doctor of Economics, Professor, Monastyrsky G.:

- In your thematic study “The Belt and Road”, you identified the “China-Laos Railway” as a successful model of sustainable business development. Is there a risk that the environmental or social benefits of this project have been overestimated?
- What do you consider to be the greatest theoretical innovation of this study?

4) Professor of the Department of International Economics, Doctor of Economics, Professor Kurylyak V.:

- Can your model be applied to non-Chinese contexts? For example, to Africa or Latin America?
- What do you consider to be the greatest limitation of your study? How can it be improved in the future?

Thesis candidate Ye Jianfu gave an exhaustive and thorough answers to the questions posed, which characterizes his scientific maturity.

3. Conclusion of the scientific supervisor of the head of the Department of International Economics, Doctor of Economics, Professor Zvarych Iryna Yaroslavivna (conclusion submitted).

Zvarych I.Ya. emphasized the relevance of the topic of the dissertation research, its practical significance, because the scientific substantiation Sustainable business models and benchmarking management effectively solve the problems of development in the post-pandemic period, which have become more acute due to

dependence on traditional growth models. Sustainable business models help enterprises achieve sustainable development during economic downturns by reconstructing value propositions, optimizing resource allocation and implementing innovative profit models. Benchmarking management identifies gaps and shortcomings, comparing them with advanced international experience, drawing out successful experiences and promoting the adaptive application of sustainable development models in different industries and regions, accelerating the transformation of enterprises. The combination of these approaches provides a viable solution for high-quality economic recovery in the post-pandemic period. The results of YeJianfu's research are characterized by scientific novelty and are the basis for further development of theoretical and practical aspects. Benchmarking management offers practical recommendations for governments and enterprises to promote sustainable development models. For enterprises, it accurately identifies strengths and weaknesses in sustainable development dimensions, promotes learning from industry leaders to optimize business model design, and enhances market adaptability and risk resilience. For governments, benchmarking management identifies exemplary cases in different regions and industries, informs differentiated policy measures, guides the formation of sustainable development ecosystems, and promotes industrial transformation and coordinated economic and social development.

The scientific supervisor noted that for the first time in the work, a model for evaluating post-pandemic sustainable development models based on "economic-social-ecological" dimensions has been developed. This model includes benchmarking management methods with a 28-indicator scoring system, which allows quantitative comparison of development levels across industries and regions.

The supervisor emphasized that the theory of stakeholder cooperation has been further developed, the construction of a sustainability analysis framework for sustainable development models based on co-creation of value; the integration of digital transformation with sustainable development strategies has been proposed, and the three-pronged model of "digital empowerment-green development-inclusive growth" has been proposed, which provides differentiated paths for Chinese enterprises participating in international competition in the post-pandemic period.

The supervisor pointed out that the practical significance of this thesis lies in providing operational tools for sustainable development model management, which offer a scientific basis for enterprise transformation and policy development. In particular, it provides enterprises with comprehensive recommendations from benchmarking to model innovation, improving sustainable development capabilities through diagnostic assessment tools, path optimization, and performance evaluation; offers empirical support to government agencies for the development of differentiated policies, clarifying development priorities and supporting directions in various industries and regions.

In general, the work is carried out at the appropriate scientific and applied levels, has a clear structure and logic of the presentation of the material. During the work on the scientific research, the author studied a large amount of Chinese and international literature, which indicates a thorough approach of the applicant to the selection of materials on the topic of the dissertation. The work in terms of content, form and title - corresponds to the specialty 073 "Management", the requirements of

the Procedure for Awarding the Degree of Doctor of Philosophy and the Cancellation of the Decision of the One-Time Specialized Academic Council of an Institution of Higher Education, a Scientific Institution, approved by the Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44.

**Speakers:**

Reviewer, Doctor of Economics Borisyak O. noted the following regarding Ye Jianfu's dissertation "Management of China's post pandemic sustainable business model". The scientific statements, conclusions and recommendations presented in the study are based on the concepts of circular economy, green economy, and inclusive development. The structure of the dissertation is logical. This dissertation focuses on the management and practical evolution of sustainable development models in post-pandemic China. This study complies with the international consensus on inclusive growth and green development, providing Chinese enterprises with systematic methodological support and practical recommendations for participating in global competition by integrating advanced concepts and practical benchmark management tools.

The results of the study show that in the post-pandemic period, sustainable development models in different regions and industries in China show clear differences in diversification and structural characteristics. The thesis analyzes the theories of sustainable business model management. A system of evaluation indicators is defined to manage the development of sustainable business models.

The thesis innovatively constructs a multidimensional, three-dimensional evaluation model of the post-pandemic sustainable development model based on five key dimensions: economic sustainability, social sustainability, environmental sustainability, innovation movement, and special cooperation of the Belt and Road Initiative for comprehensive evaluation. With this model, this study enriches the theory of business model innovation and establishes a theoretical analytical foundation and a system of practical recommendations with Chinese characteristics.

The research empirically confirms that the establishment of scientific, comprehensive, and dynamic evaluation and management mechanisms is a key factor in promoting the post-pandemic transformation of sustainable business models for enterprises. From the perspective of benchmark management, successful global examples such as European green supply chain management, North American sharing economy models, and Japanese lean manufacturing integrated with circular economy, combined with China's national conditions, provide meaningful and practical guidance for domestic enterprises.

Empirical research was conducted using sustainable development models in the management of transnational investment under the Belt and Road Initiative as key examples, and found that Chinese enterprises face multiple challenges, including communication difficulties due to cross-cultural differences, compliance risks due to inconsistent environmental standards in different countries, supply chain disruption risks, and geopolitical interference. The study indicates that enterprises need to

continuously strengthen the capabilities and adaptability of innovative business models, balance economic interests with social and environmental responsibility, while governments should improve supporting policies to create a favorable external environment. Models of sustainable enterprise development at the micro, meso and macro levels after the pandemic are proposed.

This thesis also considers ways to integrate circular economy concepts with sustainable business models and analyzes the driving role of digital transformation. A number of targeted and practical recommendations are proposed on systemic issues for the development of China's sustainable business model after the pandemic, including: strengthening top-down design at the national level, promoting innovation and application of green technologies, developing demonstration model enterprises, and improving multi-level evaluation and supervision mechanisms.

The reviewer noted several comments that can improve the work:

- In paragraph 1.2, when analyzing the management methods of the sustainable business model, it would be appropriate to identify the advantages of using the benchmarking method compared to other methods.
- In paragraph 1.3, it would be advisable to highlight the features of building a system of evaluation indicators for managing the development of a sustainable business model from the point of view of environmental, economic and social values.
- It would be advisable to determine how the three-stage dynamic benchmarking model differs from existing benchmarking management theories.
- Additional explanations are needed on how to take into account managerial biases caused by cultural differences in the Belt and Road projects.
- It would be advisable to analyze the role of human capital in managing sustainable development models after the pandemic.

The reviewer noted that the above remarks are of a clarifying nature and do not belittle the positive assessment of Ye Jianfu's dissertation, which is an independently completed scientific work, and recommends it for defense for the degree of Doctor of Philosophy in the specialty 073 "Management".

**The reviewer, Doctor of Economics, Prof. Monastyrsky G.,** noted that this dissertation explores the evolution of sustainable development models in China after the pandemic. Based on the sustainable development framework and benchmark examples, we developed a comprehensive assessment system and analyzed the management of transnational investments under the Belt and Road Initiative to explore how enterprises can overcome market challenges and achieve sustainable growth. The study provides methodological support for Chinese enterprises in global competition by integrating advanced benchmark management concepts and practical tools. The dissertation proposes a three-level approach to the development of a sustainable development model: micro-level (internal management, technological innovation and green production), meso-level (platforms for industry cooperation, resource sharing) and macro-level (state regulation, financial support, incentive mechanisms). By using

benchmarking tools, enterprises can identify strengths and weaknesses, learn from leaders, and increase market adaptability and competitive advantage.

The thesis analyzes the integration of circular economy concepts with sustainable business models and the impact of digital transformation. Digital technologies reduce transaction costs, optimize resource allocation, increase efficiency, and improve customer experience. Circular economy concepts guide the reconstruction of the business model from linear to cyclical development, maximizing resource efficiency and value. Combined, these approaches help enterprises create competitive advantages and achieve sustainable development.

The reviewer noted several comments that could improve the work:

- In your case study on the Belt and Road Initiative, you identified the China-Laos Railway as a successful model of sustainable development. You can develop a concept of risk, such as environmental or social.
- Also, the value of the results would increase if models were used in section 2 for comparison on the example of individual European or Asian countries.

However, these remarks are of a clarifying nature and do not reduce the positive assessment of Je Jianfu's dissertation, which is an independently completed scientific work and recommended for defense for the degree of Doctor of Philosophy in the specialty 073 "Management".

**The reviewer, Doctor of Economics, Professor I. Lishchynsky** noted, The dissertation proposes a three-level approach to the development of a sustainable business model: micro-level (internal management, technological innovations and green production), meso-level (platforms for cooperation in the industry, sharing of resources) and macro-level (state regulation, financial support, incentive mechanisms). Using benchmark management tools, enterprises can identify strengths and weaknesses, learn from leaders, and increase market adaptability and competitive advantages.

We also analyze the integration of circular economy concepts with sustainable business models and the impact of digital transformation. Digital technologies reduce transaction costs, optimize resource allocation, increase efficiency, and improve customer experience. Circular economy concepts guide the reconstruction of business models from linear to circular development, maximizing resource efficiency and value. Combined, these approaches help enterprises create competitive advantages and achieve sustainable development.

Based on the study, it is recommended to strengthen national design, promote green technology innovation, develop benchmark enterprises, and improve evaluation and supervision mechanisms. These recommendations provide a foundation for high-quality development and enhance international competitiveness. The study promotes theoretical innovation to integrate circular economy concepts, digital transformation, and sustainable business models, supporting coordinated economic and social development in China.

Among the comments, the reviewer noted:

- the need to reflect the theorization of the coordinates of the points and the position of “specific measures” at the end of the paragraph should be strengthened and presented in a separate diagram.



- It is worth noting whether the study reflects the advanced situation of the eastern regions of China and whether it properly recognizes the development opportunities and unique advantages of the central and western regions of China.
- It is worth confirming the reliability and impartiality of the data collected for the case study of the China-Laos Railway (Chapter 2, Section 2.3, pages 115-116).
- It is necessary to indicate in the thesis whether the proposed incentive measure “15% export tax rebate” (Chapter 3, Subsection 3.3, Page 178) could potentially conflict with WTO rules on prohibited subsidies.

The reviewer noted that the above remarks are of a clarifying nature and do not diminish the positive assessment of Ye Jianfu's dissertation, which is an independently completed scientific work, which he supports and recommends for defense for the degree of Doctor of Philosophy in the specialty 073 Management.

The following took part in the discussion of the dissertation:

D.Sc. in Economics, Professor, Professor of the Department of International Economics Saveliev E. , who noted that, ultimately, the work offers comprehensive strategies for solving the problems of developing a sustainable business model in China: strengthening strategic planning, promoting green technologies, developing demonstration enterprises, and improving assessment standards. The study examines ways of adaptive transformation in different cultural and institutional environments, offering practical tools for Chinese enterprises participating in global competition. Therefore, I believe that Ye Jianfu's dissertation is interesting, and the problem raised by the applicant and the supervisor is relevant and significant.

Cand.Sc. in Economics, Associate Professor, Associate Professor of the Department of International Economics Herman L. noted the relevance of the topic and its practical direction. She noted the analysis of the problems of bottlenecks in the implementation of sustainable development models in order to provide empirical evidence for governments to formulate accurate support policies, as well as the creation of dynamic monitoring mechanisms to achieve real-time tracking and optimization of feedback on the development trajectories of sustainable development models.

D.Sc. in Economics, Professor, Professor of the Department of International Economics Kurylyak V. who noted that the topic is extremely relevant and interesting, as well as practice-oriented. In particular, she noted that the practical significance of this dissertation lies in providing operational tools for managing a sustainable business model, which offer a scientific basis for the transformation of enterprises and policy development.

Based on the results of the discussion, those present at the meeting

### **RESOLVED:**

To adopt a conclusion on Ye Jianfu's dissertation on the topic: "Management of China's post pandemic sustainable business model", submitted for the degree of Doctor of Philosophy in the field of knowledge 07 - Management and Administration, specialty 073 - Management, as meeting the requirements stated for the dissertation, and to propose to the Academic Council of the University to approve the conclusion of the professional seminar.



## **CONCLUSION**

**on the scientific novelty, theoretical and practical significance of the results of Ye Jianfu's dissertation on the topic: "Management of China's post pandemic sustainable business model", submitted for the degree of Doctor of Philosophy in the field of knowledge 07 - Management and Administration in the specialty 073 - Management**

**Justification for the choice of the research topic and its connection with the university's scientific work plans.** Relevance of the topic. In the post-pandemic era, the global economic landscape is undergoing profound changes. Market demand is shrinking, supply chains are being restructured, and consumption concepts are being transformed, creating unprecedented challenges for business survival and development. Sustainable business models, based on co-creation of value, balance social value and environmental responsibility while achieving economic growth. These models have become a key path for businesses to overcome difficulties and build long-term competitiveness. Benchmarking management, as a scientific tool for optimizing practices and increasing efficiency, provides systematic methodological support for innovative design and implementation of sustainable business models. The study of the management of sustainable business models in China after the pandemic has significant practical value for management and theoretical innovative significance.

The applicant participated in the implementation of an international project (Erasmus+ Jean Monnet Module) on the topic "European Inclusive Circular Economy: Post-war and Post-pandemic Module for Ukraine" (registration number 101085640); Geoeconomic and civilizational challenges of the development of the global economy (state registration number 0121U111077).

**Purpose, objectives and methods of research. Object and subject of research.** The purpose of the dissertation is to develop a theoretical framework for the management of sustainable business models in China after the pandemic and propose an optimization strategy and implementation paths with practical value through empirical analysis.

In accordance with the stated goal, the following tasks were identified and solved in the research process:

- to reveal the mechanisms of benchmarking management in the development, implementation and optimization of sustainable business models for enterprise transformation;
- to create a multidimensional system of sustainable business model evaluation indices for scientific assessment of the development level of various industries in the post-pandemic period;
- to explore adaptive evolutionary models of transnational sustainable business models based on empirical research on the investment cases of the "One Belt, One Road";
- to highlight benchmarking models from different regions and industries, summarizing successful experiences that can be reproduced and promoted;

- to analyze the problems of bottlenecks in the implementation of sustainable business models to provide empirical evidence for governments to formulate accurate support policies;
- to build dynamic monitoring mechanisms to achieve real-time tracking and feedback optimization of the development trajectories of sustainable business models;
- to investigate the methods of applying benchmarking management in a cross-cultural context to increase the adaptability of Chinese enterprise models in international cooperation;
- to investigate the ways in which value co-creation mechanisms influence the stability of sustainable development models from the perspective of stakeholder cooperation.

*Research methods.* To achieve the stated goal, the dissertation uses a combination of theoretical, historical, empirical and other research methods. In particular, the dissertation applies: the method of theoretical generalization - explores the development trajectory and connections between sustainable development models and benchmarking management, establishing conceptual models and analytical frameworks; methods of analysis and synthesis - for analyzing secondary data from financial reports, policy texts and industry statistics of listed companies, using multivariate statistical analysis, structural equation modeling and time series analysis to test theoretical hypotheses; qualitative research – conducts case studies, field observations and interviews, analyzing the innovations of sustainable development models of benchmark enterprises to identify their operating mechanisms and success factors; comparative research compares sustainable development models between China and developed countries, in different regions and industries, identifying representative benchmarking experiences and practical implications; analytical hierarchy process (AHP) – for principal component analysis, which creates a multidimensional evaluation index system, ensuring the objectivity of the assessment of the development of the sustainable development model; SWOT analysis – assesses the internal strengths and weaknesses, as well as external opportunities and challenges of implementing sustainable development models in different contexts, providing a basis for differentiated strategies.

The object of the research is the management practices of sustainable business models in China in the post-pandemic period.

The subject of the research is the paths of innovation and practical optimization of China's post-pandemic sustainable development models through benchmarking in management.

**Scientific propositions developed personally by the doctoral candidate and their novelty.** The scientific results characterizing the novelty of the conducted research are as follows:

– *for the first time*, models for assessing sustainable business models in the post-pandemic period were developed based on three dimensions “economic-social-ecological”, in combination with benchmark management methods to develop an assessment system containing 28 indicators, which allows quantitatively comparing development levels in different industries and regions;

– *for the first time*, a three-stage evolutionary model “benchmark-adaptation-innovation” for sustainable business models was developed, which reveals dynamic evolutionary patterns from benchmarking imitation to independent innovations in the post-pandemic period; in the dimension of international cooperation, establishing localization methods for sustainable modeling based on cultural sensitivity, solving the adaptation problems faced by Chinese enterprises in the "One Belt, One Road" investment, and accordingly developing a gradient development policy support system to solve the problems of unbalanced development between the eastern, central and western regions, and promoting regional coordination and balanced development;

– *improved* the methods of applying benchmark management in a cross-cultural context, creating an adaptability assessment matrix for sustainable business models in the "One Belt, One Road" investment;

– *improved* the development of real-time monitoring and early warning systems for sustainable development models using big data analysis technology, achieving accuracy and intelligence in the process of management decision-making;

– *further developed* the theory of stakeholder cooperation, and built a stability analysis structure for sustainable development models based on co-creation of values;

– *further developed* the integration of digital transformation with sustainable development strategies, proposing a three-pronged model of “digital empowerment - green development - inclusive growth”, which provides differentiated paths for Chinese enterprises participating in international competition in the post-pandemic period.

**The validity and reliability of the scientific propositions, conclusions and recommendations that are defended.** The dissertation is an independently performed scientific research. All scientific results presented in the dissertation and submitted for defense were obtained by the author personally. The scientific propositions, conclusions, recommendations formulated in the dissertation are theoretically justified and reliable. The scientific validity and reliability of the main provisions of the dissertation, the obtained results, conclusions and formulated recommendations are ensured through the application of general scientific and special methods of scientific research.

This dissertation draws on macroeconomic statistics from institutions such as the World Bank, the United Nations Development Program (UNDP), the Chinese Ministry of Commerce, and the National Bureau of Statistics. It integrates them with microeconomic data from the annual reports of listed companies and corporate social responsibility reports. The study also uses policy documents and academic literature from countries implementing the Belt and Road Initiative to ensure scientific validity and reliability of the conclusions.

The reasoning, reliability, and validity of the conclusions and recommendations made in the dissertation are confirmed by an in-depth analysis of the professional literature. A significant number of literary sources were reviewed in the research process - 169, including foreign ones, including scientific articles by Ukrainian and foreign scientists, monographs, and Internet resources. This confirms the high degree of validity of the scientific provisions, conclusions and recommendations of the dissertation work.

**Practical significance of the work.** The main provisions set forth in the dissertation and the conclusions are brought to the level of theoretical and methodological developments, practical recommendations.

**Completeness of the presentation of the dissertation materials in publications and the author's personal contribution to them.** Of the scientific works published in co-authorship, the dissertation uses only those ideas and provisions that are the result of the applicant's personal work. The main results of the author's research were published in 8 scientific works, including 5 works in scientific professional publications of Ukraine; 3 works in other publications based on conference materials. The results of the applicant's research were reported and discussed at international scientific and practical conferences.

## **LIST OF PUBLISHED WORKS ON THE THESIS THEME**

### **Scientific works in which the main scientific results of the dissertation are published:**

Jianfu, Ye., Yaven, L., Zvarych, I. (2022). The practice of Amoeba post-practice sustainable business model in real estate – taking Zhongliang as example. Herald of Economics, 2, 20–33. DOI: <https://doi.org/10.35774/visnyk2022.02.020>

Jianfu, Ye., Zvarych, I., Brodovska, O. (2023). China's choice of sectors for investment in the “belt and road” in the post-epidemic era. Herald of Mariupol State University. Ser.: Economics. – 2023. – Issue 25. P.15-23. DOI: 10.34079/2226-2822-2023-13-25-15-23

Jianfu, Ye., Korniyenko, D., Romanyuta, E. (2024). Challenges of china's foreign direct investment under the “belt and road” initiative in the post-pandemic era. Black Sea Economic Studies - Scientific Journal. – 2024. - Issue 88. P. 31-35. DOI: <https://doi.org/10.32782/bses.88-5>

Jianfu, Ye. (2024). Research on sustainable development of china's direct investment in countries along the Belt and Road initiative. Innovative Economy – Scientific and Production Journal. – 2025. – Issue 101. P. 76 – 83. DOI: <https://inneco.org/index.php/innecoua/article/view/1439>

Jianfu, Ye., Zvarych, I. (2025). The impact of business environment quality in belt and road initiative countries on china's outward foreign direct investment. Economic Space. – 2025. – Issue 202. P. 292 – 298. DOI: <https://doi.org/10.30838/EP.202.292-298>

Ye Jianfu, Iryna Zvarych. (2022). International economy under conditions of climate changes: pandemic and postpandemic period. Матеріали Міжнародної науково-практичної конференції студентів та молодих вчених «Міжнародна економіка в умовах кліматичних змін: пандемічний та пост пандемічний період». (11 квітня, 2022 р.) – Тернопіль, 2022. – С. 46 - 50

Ye Jianfu. (2025). A discussion on legal risks and preventive measures for chinese enterprises' overseas investment under the Belt and Road initiative. Матеріали XVIII Міжнародної науковопрактичної конференції молодих учених і студентів «Інноваційні процеси економічного та соціально-культурного розвитку: вітчизняний та зарубіжний досвід. Тернопіль: ЗУНУ, 2025. 444 с. С. 143-149

Ye Jianfu. (2025). Research on the development status and strategies of china's cross-border ecommerce under the belt and road initiative. Збірник тез доповідей IV Міжнародної науково-практичної конференції «Міжнародна економіка в умовах кліматичних змін: глобальні виклики». (24 квітня, 2025 р.) – Тернопіль, 2025

The text of the dissertation was checked for text borrowings by StrikePlagiarism. According to the results of the check, there were no text borrowings without proper reference to the source and it was established that Ye Jianfu's dissertation on the topic: "Managing Sustainable Business Models in China in the Post-Pandemic Period" complies with the **principles of academic integrity**.

**Approbation of the research results.** The main ideas, provisions, theoretical and practical conclusions, and results of the dissertation were reported and received favorable reviews, were published at all-Ukrainian and international scientific and practical conferences: "International Economy in Climate Change: Pandemic and Post-Pandemic Period" (April 11, 2022), "Innovative Processes of Economic and Socio-Cultural Development: Domestic and Foreign Experience" (Ternopil, March 20-21, 2025), "International Economy in Climate Change: Global Challenges" (April 24, 2025).

**Assessment of the language and style of the dissertation.** The dissertation is written in business Ukrainian with adherence to the scientific style of presenting its content, is characterized by semantic completeness, logical consistency of the issues considered, accuracy of the use of special terminology, clarity, clarity and objectivity of the presentation of the research materials. The style of presentation of research materials, scientific positions, conclusions and recommendations is clear and accessible to his perception.

**The content of the dissertation is relevant to the specialty in which it is submitted for defense.**

In terms of relevance, degree of novelty, validity of the results obtained, theoretical and methodological tools used, scientific and practical significance of the results obtained, completeness of presentation of the dissertation materials in scientific publications, Ye Jianfu's dissertation on the topic: "Management of China's post pandemic sustainable business model" corresponds to the specialty 073 - Management and the requirements of the Procedure for awarding the degree of Doctor of Philosophy and the cancellation of the decision of the one-time specialized academic council of an institution of higher education, a scientific institution on the award of the degree of Doctor of Philosophy, approved by the resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44. The professional seminar recommends submitting Ye Jianfu's dissertation on the topic: "Management of sustainable business models of China in the post-pandemic period" corresponds to the specialty 073 - Management for defense in the one-time specialized academic council.

As a result of the review of Ye Jianfu's dissertation and the completeness of the publication of the main research results

**DECIDED:**

1. To propose to the Academic Council to approve the following composition of the one-time specialized academic council:

*as the Chairman of the one-time specialized academic council* appoint Doctor of Economic Sciences, Professor Ihor Orestovych Lishchynsky, Professor of the Department of International Economics of the West Ukrainian National University,

*Reviewers:*

Doctor of Economic Sciences, Olena Borysiak, Deputy Director of the Educational and Scientific Institute of Innovation, Environmental Management and Infrastructure of the West Ukrainian National University;

Doctor of Economic Sciences, Professor Hryhoriy Leonardovych Monastyrsky, Professor of the Department of Management, Public Administration and Personnel of the West Ukrainian National University.

*Opponents:*

Doctor of Economic Sciences, Professor Yulia Orlovs'ka, Head of the Department of Economic Theory and International Economic Relations of the National School of Higher Education "Prydniprovsk State Academy of Construction and Architecture" of the Ukrainian State University of Science and Technology;

Doctor of Economic Sciences, Professor Olha Yatsenko, Professor of the Department of International Trade and Marketing of the Vadym Hetman Kyiv National University.

2. To recommend to the newly established one-time specialized academic council to accept the dissertation for defense.

**Chairing the meeting**

Doctor of Economic Sciences, Professor,  
Professor of the Department of  
International Economics



**Vitalina KURYLIAK**