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Review of Ms Patricia Orelly doctoral dissertation

entitled: ***Building competitive advantage in Bangladesh's FMCG sector - the perspective of customers***, prepared under the supervision of dr hab. Joanna Bednarz, prof. UG at the Faculty of Economics of the University of Gdańsk

The formal basis for the review of the doctoral dissertation was a resolution of the Economics and Finance Discipline Council of the University of Gdańsk and a letter from the Chairman of the Discipline Council, dr hab. Przemysław Borkowski, prof. UG dated April 22, 2021.

Selection of the topic and the definition of the research problem

The doctoral student took up the topic of the doctoral dissertation important from the point of view of economic practice in Bangladesh, trying to demonstrate what factors may have an impact on building a competitive advantage on the market of that country in relation to the Fast Moving Consumer Goods sector.

Bangladesh is a country with large labour resources, the costs of which are still at the level that makes Bangladesh an attractive destination to locate foreign investments. An additional factor encouraging investment in this country may be the dynamically developing economy, as evidenced by the over twofold increase in national income per capita in 2013-2020. Due to the changes taking place, Bangladesh has become the object of interest of foreign investors for many years, not only as a large "textile processing plant", but also as an attractive market for many products, especially for everyday use. Therefore, it can be concluded that scientific

research in which an attempt is made to explain the conditions accompanying investing in this sphere of the economy has cognitive and practical values, in particular for foreign business entities, deciding about the existence and competition on the market of this country.

While justifying the topic of the dissertation, the PhD student emphasized that the selection of the subject of the study was determined by the specificity of the FMCG industry, offering products characterized by a short life cycle and relatively low costs, which means that the market success depends largely on the behaviour of consumers and the increase in the level of their purchasing power, but also on the chosen strategies of individual entities operating on this market. Achieving a competitive advantage requires the implementation of instruments of competition in the form of deliberately selected and used methods and tools for building customer capital and creating enterprise value.

Therefore, as I assume, the PhD student focuses on marketing instruments and the concept of relationship marketing, one of the tools of which is CRM. A very important element of relationship marketing is the staff, to whom the author did not pay enough attention. It is worth noting that the staff builds and maintains relationships with customers.

From my point of view, some doubts may arise from the fact that building a competitive advantage, which is the first part of the title of the dissertation, suggests to the reader that the PhD student will focus on the strategic goals of the FMCG sector companies on the Bangladesh market and strategies for their implementation.

On the other hand, the wording of the second part of the title informs that the reader can expect to receive an answer to the question of how consumers perceive the effects of building competitive advantage by individual entities operating on this market, why they choose products of a given brand and not another.

Meanwhile, the author focused on the determinants of success in this market, subjecting empirical research of consumers - their attitudes, shopping preferences, perception of products through the prism of cultural conditions and ethnocentrism, knowledge of which is of course necessary, but before making a decision on the strategy of entering a given foreign market. Such decisions are usually preceded by in-depth marketing research. In my opinion, the title: "Determinants of building competitive advantage in Bangladesh's FMCG sector - the perspective of customers" would be more appropriate to the substantive content of the work. This is a debatable comment and I would like the PhD student to respond to it during the public defence.

The topic chosen by the author is up-to-date, and the formulated research problem, concerning the diagnosis of the situation and finding an answer to the question, what factors influence the achievement of competitive advantage on the market of everyday products and what are the premises of the buyers when making purchases, is of an application nature.

Aims of the dissertation and research hypotheses

The doctoral student formulated five objectives of the dissertation, four hypotheses and ten research questions to which the results of the conducted research should provide answers. It is a pity that the main purpose of the dissertation has not been defined, which would synthetically show the reader what the author's most important research task is. It can be assumed, based on the statement on page 5, that this is to review the market situation of Bangladesh from the point of view of companies entering this market for the first time. To implement it, the PhD student formulated the following research goals:

- “Consider the competitiveness of Bangladesh from the perspective of companies in the FMCG sector”; (I assume that they are foreign entities). It seems to me that it would be more appropriate to formulate the objective as assessing the attractiveness of Bangladesh as a market for locating foreign investments in the FMCG sector;
- “Identify the cultural values currently represent the culture from the perspective of Bangladeshi consumers and that should be the part of the competitive advantage in the FMCG sector”; I would make it more precise and formulate as follows: “Identification of the cultural values currently representing the culture from the perspective of Bangladeshi consumers that should be the part of the building competitive advantage strategy in the FMCG sector”;
- “Identify the approach of ethnocentrism from the perspective of Bangladesh consumers”; Instead of the word “approach” I would use “attitudes”
- “Evaluate the preferences of Bangladeshi inhabitants from their perspective concerning the building of a competitive advantage in the FMCG sector in Bangladesh”; It would have been more precise to formulate it as : “Assessment of Bangladeshi consumer behaviour from the perspective of building a competitive advantage in the sector of FMCG”;

It can be concluded that the aims of the dissertation were formulated correctly, although I lacked the objective referring to the verification of the research hypotheses. The hypotheses were presented in four thematic blocks:

1. "Cultural aspects – consumers in Bangladesh favour brands that represent respect for tradition";
2. "Ethnocentrism – local products are preferred by Bangladeshi consumers";
3. "Competitive advantage – Bangladeshi consumers prefer brands that position themselves through differentiation";
4. "Brand – quality of goods is the most important aspects for building a competitive advantage".

In addition to the hypotheses, the PhD student formulated detailed research questions to provide explanation of which instruments strengthen the competitive advantage and have the strongest impact on consumers, taking into account their age and gender.

"Ethnocentrism of the Bangladeshi consumer:

1. Would customers currently buy foreign products?

Cultural aspects of the Bangladeshi consumer:

2. What cultural attributes should the product represent?

Competitive advantage strategy:

How should a company within the FMCG sector build a competitive advantage strategy in Bangladesh?

Brand:

4. What attributes of are the most important when buying an FMCG product?

Instruments of competitiveness and CRM:

5. In which price segment should the product be?
6. Where does the consumer usually become aware of a product?
7. Where does the consumer usually buy products for daily use?
8. When does the consumer usually make the purchase decision?
9. Is it important for the consumer to be constantly in touch with the products?

10. What are the differences between age and gender considering the instruments of competitiveness?”

In my opinion it was not necessary to give the subtitles: “ethnocentrism..., cultural aspects...”, etc. and instead it would be more appropriate to properly formulate only the questions. The question 4 could have been “What attributes of a **brand** are the most important when buying a FMCG product?” Referring to the question 5 I would say that the price segment depends on the purchasing power of a given target market. I reckon question 10 was not precisely formulated and does not sound very clear for me. Perhaps the Author intended to examine the differences between age and gender in perceiving the instruments of competitiveness? I expect that during the defence the PhD student will clarify her intentions.

Selection of the research methods

To achieve the aims, verify research hypotheses and answer questions, the PhD student used the six-step model of conducting the research process (by Cecile Nieuwenhuizen and Dirk Rossouw), but she did not explain why that particular approach was chosen, while there are other models, such as five-step, seven-step or ten-step ones.

In the theoretical part, the PhD student reviewed the literature of the subject and the theories relating to the essence of competitiveness, competitive advantage and the instruments used to build it. The descriptive method was utilized, in which it lacked a critical approach to the content contained in the referenced literature and reflection. I would expect the author to make a critical assessment of the presented theories and justify her position.

However, the methods used in the empirical part are described in detail in chapter four. The doctoral student conducted a quantitative study using the diagnostic survey method, the direct interview technique. Taking into account the access of Bangladeshi people to the Internet and other elements of the social environment, such as the level of education of potential respondents, I believe that in this situation the choice of direct interview technique, and not the survey technique, was correct. The study was conducted with the use of a research instrument in the form of an interview questionnaire, attached as Appendix 1 to the dissertation. It is not clear to me what was the PhD student's participation in designing the study, creating the interview questionnaire, sampling method (apart from the fact that it was random) and conducting interviews with a group of 100 respondents. The selection of respondents was based on the general census of Bangladesh residents from 2011. Although she

emphasized that the study was carried out with the support of Kantar, she did not explain what this support consisted of - both in the design, execution, calculation and analytical phases.

Some of the questions included in the questionnaire seem to be inadequate in relation to the purpose and scope of the study as well as the analyses and assessments carried out (e.g. question about marital status, form of employment, level of education, or place of residence, since the respondents were residents of Dhaka). Admittedly, the author emphasizes in the introduction that the results of the study cannot be representative of the entire population of Bangladesh, as they concerned only the inhabitants of the capital, therefore the questions in the questionnaire as well as conclusions and recommendations should take this into account.

Summing up, I can say that the PhD student correctly chose the research methods used both in the theoretical and empirical part. She devoted a lot of space to the presentation of the method used in the empirical study, justifying the rationale for choosing this and not another course of action, which allowed her to verify the formulated research hypotheses. To present the results of secondary research, the PhD student used the descriptive method and presented the results of primary research in a descriptive, tabular and graphic manner. Full documentation relating to the primary research is reflected in the appendices, making it easier for the reader to follow the research process.

Dissertation structure and content

The structure of the dissertation consists of the following elements: abstract in Polish and English, introduction, six chapters, conclusion, lists of figures, tables and sources. The dissertation was supplemented with appendices in the form of an interview questionnaire and detailed statistical analyses relating to the obtained results of the quantitative research. The reviewed dissertation covers 138 pages, and together with lists of figures, tables, sources and attachments, it has 167 pages.

The chapter titles are worded as follows:

1. The concept of competitiveness and competitive advantage;
2. Influencing competitive advantage: impact of national culture and instruments;
3. Conditions for conducting business activity in Bangladesh with particular emphasis on the FMCG sector
4. Methodology of the dissertation

5. Data results and relevant determinants of building a competitive advantage in Bangladesh;
6. Analysis of the environment in Bangladesh for building the instruments of competitiveness

In my opinion, the titles of some chapters are imprecise and their content inadequate to the substantive content.

In the first chapter, aimed at introducing the reader to the theories concerning the issues related to competitiveness, the PhD student reviewed the literature on the subject and presented the definitions of competitiveness and competitive advantage.

However, I have not found a definition of the concept of competition, which is a process, while competitiveness is a trait. The author devotes a relatively large amount of attention to competitiveness at the meso and micro level, while competitiveness at the macro level has been treated very superficially.

In my opinion, the theoretical considerations should be further developed and deepened in relation to the macro level of competitiveness, as it would be consistent with the content of chapter 3, constituting a good theoretical basis for presenting Bangladesh as a country characterized by dynamic social and economic development, with a large potential of labour resources, which can be perceived as an attractive destination by enterprises undertaking foreign direct investments also in sectors other than textiles. The doctoral student cites many authors conducting research on competitiveness and competitive advantages, rightly focusing her attention on Porter. However, I missed an in-depth and critical approach to the presented concepts. Porter's trilogy¹ presents three levels of competitiveness that the PhD student writes about, but she does not subject them to critical analysis and evaluation.

In my opinion it would have been a good opportunity to present Porter's Diamond Model of National Competitive Advantage, on the basis of which Bangladesh could have been presented in Chapter 3, as mentioned earlier. It would also be worth quoting the critical opinions of other authors who pointed to some imperfections of Porter's five forces of competitiveness, emphasizing its limitations due to its static nature. The model does not take into account the radical and dynamic changes, often difficult to predict, which are constantly taking place in the environment as a result of technological innovations, global threats, political changes, often transforming into armed conflicts and others, such as the Covid-19 pandemic. Critics also point to the

¹1. *Competitive strategy. Techniques for analysing industries and competitors*, Free Press, 1980 and next editions, 2. *Competitive advantage: Creating and sustaining superior performance*, Free Press, 1998, 3. *Competitive advantage of nations*, "Harvard Business Review", 1990, <https://hbr.org/1990/03/the-competitive-advantage-of-nations> [access 31.05.2021]

fact that more and more often we can observe the phenomenon of replacing fierce competition with cooperation, or simultaneously competing and cooperating where it is beneficial for entities (co-opetition)². After reading Chapter 1, the reader has the feeling of being somewhat unsatisfied. There is also no clear attitude towards the presented theories and views of various researchers, and if they do appear, they are quite sparing and laconic.

The reader has the right to expect that the chapter will include considerations on the sources of competitiveness not only of enterprises, but also national economies, as the sources of competitiveness of economic entities partly result from their internal resources, but to a large extent are related to the external environment, both closer and distant.

At the end of this part of the dissertation, I expected to find out what conclusions the author has come to and what is her opinion on competitiveness and competitive advantage, but there is no such synthetic summary.

The title of chapter 2: *Influencing the competitive advantage: impact of national culture and instruments* does not inform the reader which instruments the PhD student has in mind. Concluding from the wording of the title, it can be assumed that the national culture of Bangladesh and its dominant features (shown through the prism of different models of analysing cultural differences) and their evaluation in the context of stimulating or limiting or inhibiting competitiveness will be subjected to considerations and in-depth analysis. However, putting forward the thesis that a national culture implies a country, industry or enterprise gaining a competitive advantage is, in my opinion, quite risky and difficult to prove empirically.

The reader's expectations, arising from the wording of the title of chapter 2, differ from the content of the chapter and sub-chapters. In section 2.1, entitled *Consumer insights and their impact on competitive advantage*, there are considerations on consumer insight. The author does not explain the essence of this instrument in detail, but in the first sentence she puts forward a categorical thesis that it has an impact on building a competitive advantage. It seems that first the concept should be defined and it should be explained that this activity aims at in-depth knowledge and understanding of consumers' needs. It can be achieved by quantitative and qualitative marketing research, among which an important role is played by the study of consumer behaviour, about which the doctoral student writes on page 32. This research allows for the

²M. Bengtsson, S. Hinttu, S. Kock, *Relationships of Cooperation and Competition between Competitors*, file:///C:/Users/48509/Downloads/Relationships_of_Cooperation_and_Competition_betwe%20(2).pdf [access 5.06.2021]

identification of various consumer segments and the description of their preferences and purchasing behaviour. Segmentation is rightly referred to as the "heart" of marketing strategies. If it is performed with the use of a wide range of various criteria (economic, demographic, behavioural, essential needs, geographic, socio-psychographic, among which there are, inter alia, cultural criteria and others), which are used to identify the needs and behaviours of consumers as fully as possible, then in effect you can create a marketing persona (a buyer persona), which allows you to visualize the consumer.

If it is performed with the use of a wide range of various criteria (economic, demographic, behavioural, essential needs, geographic, socio - and psychographic , including, inter alia, cultural criteria, others), to identify the needs and behaviours of consumers as fully as possible , then in effect you can create a marketing persona (buyer persona), which allows you to visualize the consumer. Thanks to the tools provided by constantly improved IT technologies, it is possible to comprehensively and thoroughly understand the needs of consumers and their behaviours. As a result, it allows for a better adjustment of the offer to the needs of consumers and thus gaining a competitive advantage. In many cases, IT innovations mean that consumers actively cooperate in creating a product. The phenomenon of individualization of the offer is particularly visible in the service sector.

The PhD student unexpectedly, after two paragraphs on consumer insight, quotes Kotler's definition, defining the essence of consumer behaviour, and immediately afterwards formulates the thesis that culture plays a decisive role in consumer behaviour (p. 31). This is a debatable thesis, as in many cases economic considerations can effectively displace culturally conditioned preferences and behaviours. I believe that the level of generated income often plays a key role in making purchasing decisions, and this also applies to FMCG. It should be noted, however, that in the further part of subsection 2.1. The doctoral student mentions aspects shaping consumer behaviour, among which she again mentions cultural, social, psychological and economic factors. Then she presents the concepts of the dimensions of culture by two authors - G. Hofstede and S. Schwartz, but she does not convincingly justify the reasons why she decided to choose these models. By reading section 2.1. I get the impression that the PhD student did not fully rethink its content and structure, I also noticed a shortage of some order and systematization of terminology.

Subsection 2.2. was devoted to the brand treated as a key instrument for building a competitive advantage. This may cause the reader to doubt which of the factors, from the point of view of the doctoral student, is more important, because from subchapter 2.1. it was culture.

In subsection 2.3. The doctoral student re-analyses subsequent instruments for achieving competitive advantage, which she identifies with marketing tools. On page 42, she states that: "the product covers the brand ...". Therefore, the question arises why the author has devoted a separate subchapter to the brand, instead of including these considerations in subchapter 2.3.

In many publications devoted to marketing, promotion includes, in addition to advertising, propaganda, and sales promotion, also: direct marketing and public relations. Therefore, it seems that the author should also present the approaches of other authors (p. 43, fig. 12).

Subchapter 2.4. has been dedicated to building relationships with consumers through the use of a tool such as CRM. However, the doctoral student did not explain why she titled this part: *International customer relationship management in creation of enterprises' competitive advantage*. My critical remark concerns the failure to define the essence of customer relationship management. The doctoral student only states that there is no unambiguous and universally accepted definition of this concept, which should not, however, prevent her from proposing her own definition, which - from her point of view - would be the most appropriate for further considerations. It is a pity that the PhD student did not refer in this part of the work to the concept of relationship marketing, in which the loyalty triad is used. The starting point is loyal employees who build partnership relations with consumers and suppliers. It is also not clear to me why the word "international" is used in the title. I would like the PhD student to explain this when defending the dissertation.

The structure of chapter 2 and its substantive content, the lack of a summary and conclusions resulting from the deliberations, make the reader unaware of what the PhD student wanted to prove in this part of the work, what was her keynote. In my opinion, the title of the chapter could be slightly modified to better reflect its content, e.g. *Determinants of achieving competitive advantage*. This is, of course, a debatable remark, but it would be worth finding out during the defence of the PhD student's opinion on this subject.

In Chapter 3, the PhD student presents the conditions for doing business in Bangladesh, with particular emphasis on the everyday goods industry. Five sub-chapters are successively presented: general information about Bangladesh, its competitive position, and cultural values to show the specificity of the FMCG industry and its functioning in the examined country. After an in-depth study of the PhD student's deliberations, the reader once again feels unsatisfied. The theses and statements made are largely supported by the results of research by other authors, which of course deserves a positive assessment. However, it could be expected that the PhD student

would be tempted to study, evaluate and draw conclusions based on statistical sources in more depth. Tables illustrating the formulated theses could be included in the attachments to this dissertation, presenting Bangladesh against a wider, international background.

In particular this remark applies to subsection 3.1, which is entitled *Bangladesh – general presentation of the country*. It would have been worth showing a map of the country (included in the appendix), illustrating some facts (e.g. population density, communication routes, location of industrial centres, etc.) and a tabular presentation of the level and dynamics of the most important economic and social indicators of Bangladesh. Among the key indicators showing the level and dynamics of Bangladesh's economy development, the Human Development Index, which illustrates not only the economic but also social aspects of the development of a given society, was missing³. The doctoral student cites data from the platform dealing with research and analysis of the situation of women in the world, instead of referring to the original source (p. 56). There is also a lack of indicators such as the level of investments, the size and dynamics of the inflow of foreign investments, the volume and structure of foreign trade, the level of inflation, savings, etc.

In subsection 3.2, entitled *Assessment of Bangladesh's competitiveness*, the cited data could be presented in a more structured and systematized way, preferably tabular, which would be a good illustration of the analyses relating to the socio-economic situation of the country.

Subsection 3.3, entitled *The cultural values of Bangladesh*, is to some extent a repetition of the content contained in sub-section 2.1. (p. 34), in which two models are presented: Hofstede and Schwartz. In this subsection, the doctoral student, characterizing the culture of Bangladesh, uses only Hofstede's approach, unfortunately to a very limited extent, because the content of the subsection consists of only 1 page of the text and the figure containing a graphic presentation of the dimensions of Bangladeshi culture without any comment or evaluation. I am convinced that it would be worth considering this issue a bit deeper, paying attention to how cultural values influence business behaviour, and in particular consumer behaviour. Then it would be possible to make a comparative analysis with the results obtained in the empirical study conducted by the PhD student.

The next subsection 3.4. is entitled *Specificity of the FMCG sector as an environment for developing business and the impact on the instruments*. It is not very

³The United Nations Development Program reports, Human Development Reports, are published annually and are available in PDF format. In the 2020 Report, Bangladesh was on the 133rd place (among 189 countries listed in the UNDP), reaching the level of 0.632.

clear what instruments are meant and what influences them: the specificity of FMCG or the environment.

The doctoral student presented examples of products belonging to this industry (p. 63), but I think that from the point of view of the subject of the thesis, it would be advisable to classify these products based on the selected criterion or criteria.

In subsection 3.5, entitled *The FMCG sector in Bangladesh*, the PhD student focused on presenting the everyday products industry, but she probably did not manage to accurately determine or even estimate the value of this market based on the available data. The reader learns only about increasing consumption expenditure by households (p. 68) and the approximate structure of these expenses (55% for food and drinks and 45% for other expenses). On p. 69, the author lists enterprises operating in the FMCG sector, but she does not specify the form of the market structure in which they operate. Judging by the number of mentioned entities, it should be assumed that this is a monopolistic competition. It is a pity that the PhD student did not manage to determine the market share of at least the largest players, how many years they have been operating on the Bangladesh market, what internationalization strategies they have adopted, what their branding, promotion and distribution strategies look like, how they establish and maintain relationships with consumers. At the end of the subsection, domestic enterprises (six in total) are listed, which, according to the author, are successful, but the reader does not find an answer to the question why. The doctoral student does not find out how these successes are measured, because this statement is not accompanied by any numerical data, such as the size of employment, sales, profit, etc. Local enterprises are able to achieve a competitive advantage over foreign entities operating on a given market. The sources of this advantage may be: institutional differences between markets, the position of enterprises in the network of relations with other key enterprises for effective and efficient operation in business, knowledge of the local culture and market characteristics, or preferential treatment by local authorities. It would be worth knowing which, for example, the sources of competitive advantage, mentioned by me, are used or potentially could benefit from local enterprises operating in the FMCG sector.

Extending Chapter 3 by the above-mentioned issues would be an excellent basis for confronting and comparing the instruments used by FMCG enterprises with the expectations, behaviours, opinions and preferences of consumers who are subjects of the empirical research, the results of which are included in Chapter 6. I expect that during the defence, the PhD student will also be able to respond to this remark.

In contrary to the first three chapters, the last three do not raise any major objections from my side. In Chapter 4, the PhD student presented the Saunders model, based on the onion metaphor, declaring that her research process would be based on it. Admittedly, as mentioned earlier, it was possible to present other models and justify why this one was chosen.

I am convinced that it was possible to better discount the obtained results of the empirical study by expanding some threads and deepening the conclusions, but I assume that the adopted volumetric framework was a kind of limitation for the PhD student. However, a certain statement on p. 105 (the last paragraph) is not clear to me: "... internalization is often easier for younger people" and therefore I would like the PhD student to explain what she meant when formulating such a statement.

In chapters 5 and 6, the PhD student carries out detailed analyses, interpretations and evaluations of the results of the empirical study in order to formulate conclusions and verify the formulated research hypotheses on this basis. From the cognitive and application point of view, these are the most valuable parts of the dissertation and constitute its added value.

At the end of the dissertation, entitled *Discussion, recommendations and conclusions for building the competitive advantage in Bangladesh's FMCG sector*, the PhD student summarizes and assesses the results of both literature and empirical research.

I believe that this part of the dissertation, which is a synthesis of the PhD student's research, can be recommended primarily to foreign investors who envisage expansion into the Bangladesh market in their strategic plans, but also to companies that are already present on it. The first, the knowledge about Bangladesh's consumer behaviour can help succeed on the market, and for the latter ones to gain a competitive advantage.

Formal comments

Considering the formal side of the dissertation, I must say that the sources were not always correctly described, especially under tables and drawings. The author based the footnotes on the Harvard system, but I believe that in the dissertation it would be advisable to provide the page numbers after the year of publication, as it would make it easier for the reader to precisely reach the presented content, tables and figures. Of course, the form without specifying the page number is acceptable, although I think that a precise definition of the source of the referenced content would be advisable in this type of scientific work.

The thesis is illustrated with 54 drawings and 15 tables, the lists of which are included at the end of the dissertation. The list of literature, which consists of 196 items, was prepared correctly, although I believe that it could have been divided into books, articles and other publications, which would make the collected material more transparent.

Final conclusion

When assessing the substantive value and the formal aspect of the doctoral dissertation of MSc Patricia Orelly, I state that, despite a number of reservations and doubts, the prepared dissertation entitled *Building competitive advantage in Bangladesh's FMCG sector - the perspective of customers*, meets the basic requirements for doctoral dissertations in the Act on academic degrees and an academic title as well as degrees and titles in the field of art, that is:

- an original solution of a scientific problem,
- evidence of general theoretical knowledge in the discipline of economics and business,
- confirmation of the PhD student's skills in independent research

The presented comments and doubts are debatable and I expect that the PhD student will be able to respond to them during the public defence of the dissertation.

Therefore, I am applying to the Economics and Finance Discipline Council of the University of Gdańsk for the admission of MSc Patricia Orelly to public defence.


Dorota Simpson