



**The foreign Research Advisor's review of  
a dissertation on the topic:  
“Strategy for the Development of Youth Innovative Entrepreneurship as a Factor  
in Enhancing the Competitiveness of the Tourism Industry of the Republic of  
Kazakhstan”  
of Arailym Muratovna Shohamanova,  
a PhD candidate in the speciality 8D04107 “Innovation Management”.**

The dissertation research conducted by A.M. Shohamanova addresses a relevant scientific and practical issue of considerable importance for contemporary economic science and for management practice in the Republic of Kazakhstan. The study considers tourism as a sector with a pronounced multiplier effect that influences not only the dynamics of services but also stimulates the development of related areas. The author convincingly demonstrates that, although tourism is recognized as a strategic direction of development, the issues of strengthening the innovation component and increasing youth participation in entrepreneurial processes within the industry remain unresolved. In this regard, the development of a strategy for youth innovative entrepreneurship in tourism is reasonably presented as a timely and in-demand scientific and practical task aimed at reinforcing the competitive advantages of the tourism sector and supporting sustainable growth.

The relevance of the topic is logically linked to national priorities and strategic guidelines articulated in the public speeches and addresses of the Head of State, which emphasize the need for systemic measures in tourism, infrastructure modernization, support for small and medium-sized businesses, digitalization, and the introduction of artificial intelligence technologies. In the dissertation, this linkage is substantiated through a meaningful analysis of the regulatory framework and the institutional environment for supporting entrepreneurship and innovation. The author consistently shows that the formation of a modern tourism market requires not only infrastructural solutions, but also renewal of the entrepreneurial environment, the creation of new tourism products and services, the development of digital channels and business models, and the strengthening of human capital, where youth potential serves as a key resource.

The work is characterized by a clear formulation of the aim, objectives, object, and subject of the research and demonstrates a well-structured research logic. The theoretical and methodological foundation is based on fundamental works by domestic and international scholars in the fields of innovation management, entrepreneurship, and entrepreneurial ecosystems, as well as strategic management approaches. The methodological toolkit combines theoretical, statistical, and econometric methods together with analytical procedures that make it possible to assess regional features and identify factors influencing the development of youth entrepreneurship in tourism. The information and empirical base relies on official statistics, international tourism statistics, analytics of entrepreneurial activity, periodical and Internet sources, as well as expert assessments and a sociological survey among young people. Importantly, the author draws attention to limitations in the available

data for certain competitiveness indicators and appropriately selects analytical methods in line with the capabilities of statistical monitoring, which enhances academic integrity and the persuasiveness of the findings.

The scientific results of the dissertation demonstrate internal coherence and consistency. The conceptual and terminological component of the study is logically connected with the development of strategic solutions and applied recommendations. The author consistently уточняет the content of key categories, develops original approaches to the interpretation of youth innovative entrepreneurship and to the strategy for its development, highlights the advantages of a strategic approach, and proposes a model for the strategic development of youth innovative entrepreneurship in tourism. A significant strength of the dissertation is its comprehensive nature: alongside theoretical generalizations, it presents the results of an analysis of international experience in developing competitive tourism start-up projects; it diagnoses the position of youth entrepreneurship in Kazakhstan's tourism sector; it identifies regional heterogeneity of potential and describes groups of regions with different development trajectories. Particular attention should be given to the empirical component based on a sociological survey of young people, which revealed a high level of interest in tourism entrepreneurship and outlined the perceived advantages and barriers to entering the sector. On the basis of correlation analysis, the author substantiates the socio-economic impact of youth entrepreneurship development on key indicators of regional and sectoral development, which strengthens the evidence base and the applied focus of the dissertation concept.

The applied significance of the results lies in the fact that the proposed approaches, models, and recommendations are oriented toward use by public authorities and tourism industry organizations when improving programmes and support measures for youth innovative entrepreneurship in tourism, developing regional support platforms, eliminating financial and institutional barriers, and adjusting monitoring of the effectiveness of implemented measures. The dissertation offers an original model of the entrepreneurial ecosystem for youth innovative entrepreneurship in tourism, which systematizes the conditions and resources for development and links them to the objective of enhancing sector competitiveness. The final outcome of the study is a developed strategy for the development of youth innovative entrepreneurship in Kazakhstan's tourism industry, based on recognized scientific approaches to strategic planning and the development of entrepreneurial ecosystems and oriented toward phased implementation, adaptation to changes in the external environment, and institutional consolidation of growth mechanisms.

The extent of the author's approbation and publication activity is sufficient: the main provisions of the dissertation are presented in scientific publications, including materials indexed in international databases, articles in journals recommended by authorized bodies, as well as publications in proceedings of international scientific and practical conferences. The research results have been reported at academic venues, confirming their discussion within the professional community and an appropriate level of scholarly communication. Practical relevance is additionally confirmed by the implementation of the results in the activities of relevant local government units and by their use in the university educational process, which indicates the applicability of the findings and developments both in management practice and in teaching and methodological work.

Overall, the dissertation by Arailym Muratovna Shohamanova represents a completed scientific qualification research project carried out at a high theoretical and methodological

level. It is distinguished by logical integrity, well-grounded conclusions, and a clear practical orientation. The dissertation meets the requirements for works submitted for the degree of Doctor of Philosophy (PhD) in the speciality 8D04107 “Innovation Management” and may be recommended for public defense, and its author—for the award of the sought degree.

Foreign Research Advisor  
Assoc. Prof. Ivan Angelov, PhD  
Sofia, Bulgaria  
Jan 2026

