



## OPINION

on a dissertation for obtaining the scientific degree "Doctor of Science" in: field of higher education 3.0. " Social, economic and legal sciences ", professional field 3.8. "Economy"

**Author of the dissertation:** Assoc. Prof. Dr. Petar Borisov Borisov, Associate Professor in the Department of Management and Marketing at the Agricultural University, Plovdiv

**Dissertation topic:** Strategic planning of the competitiveness of the wine sector

**Prepared the opinion:** Prof. Dr. Ivanka Milkova Kostova - Plovdiv University "Paisii Hilendarski", Plovdiv, 3.0. "Social, economic and legal sciences", 3.8. "Economy" appointed a member of the scientific jury by order № RD-16-798 from 08.10.2020 by the Rector of AU

### 1. Relevance of the problem

The relevance of the study is indisputable. The issue of the competitiveness of the wine industry has led to the latest policy decisions at EU level, which declare a full desire to strengthen the Organization of the Common Wine Market. In this way, the national wine sector is directly affected, which justifies the relevance and urgency of the current research. Today, the competitiveness of the sector is formed in the conditions of the growing role of technology transfer and the diffusion of innovations, which lead to the emergence and imposition of new business models, and hence of new value chains. The wine market is defined as one in which price competition strongly dominates. All these factors require the imposition of the approach of strategic planning and control over the competitiveness of the wine business in our country.

### 2. Purpose, tasks, hypotheses and research methods

The aim of the dissertation is clearly formulated: to analyze the competitiveness of the wine sector and to determine its strategic orientation in the process of increasing sectoral competitiveness. The author's aim is to identify the main factors - part of the business environment, determining the competitiveness of all participants in the sector and their impact in the future.

The aim of the dissertation concentrates several important aspects of the research: Clarification of the role of strategic planning in the process of managing the competitiveness of the wine sector; Identification of the factors of the business environment (process drivers), which have a bifurcation influence (threshold change) on the competitiveness of the wine sector; Defining the strategic goals and measures ensuring the development of the competitiveness of the wine sector.

The goal formulated in this way makes it possible to clearly understand the highlights of the present study. It also predetermines research tasks:

1. The importance of strategic business planning in the process of achieving and developing competitiveness in the wine sector is clarified;
2. Defining a conceptual framework for strategic planning of the competitiveness of the wine sector;
3. Development of a sound methodology and methodology for analysis and assessment of the competitiveness of the wine enterprise and the sector as a whole;
4. Analysis of the specialization, the concentration, the comparative and the competitive advantages of the wine sector;
5. Diagnosing the competitiveness of wine enterprises;
6. Analysis of the factors that are determined as sources of competitive advantages of the wine enterprises;
7. Analysis of the strategic planning activities in the wine-growing enterprises with a view to the systematic application of the strategic planning;
8. Strategizing the competitiveness of the wine sector and outlining guidelines for its development;
9. Testing of the research hypotheses and validation of the main thesis of the dissertation.

The object of study is the set of wine enterprises, which are the main participants in the chain of values in the wine sector.

The subject of research is the competitiveness and the process of strategic planning of the competitiveness of the wine sector, both at micro and macro level.

The main thesis that is put forward for credibility testing is that strategic planning is a reliable approach that ensures the achievement and development of the competitiveness of the wine sector, both at micro and macro level.

The verification of the authenticity of the dissertation thesis is carried out by testing the following research hypotheses:

- competitiveness is a complex (multi-layered) socio-economic process, the management of which requires the systematic application of the strategic planning approach;
- there are indicators that can be used to identify the competitive factors arising from the business environment when studying the competitiveness of the sector (at micro and macro level);
- the degree of concentration of capital in the wine enterprise determines its potential for achieving and developing competitiveness;
- the organizational form of the wine enterprise creates a framework for achieving and developing its competitiveness in a strategic aspect;
- The main competitive determinants in the wine sector are: (1) access to innovation, (2) access to marketing and (3) access to finance.
- the implementation of strategic planning activities determines the ability of the wine enterprise to compete.

The main approach to studying competitiveness used in the present study is the holistic approach. The choice of this approach is necessitated by the fact that

competitiveness is a multi-layered socio-economic category and as such, its study requires to be carried out through the prism of multifacetedness. It is necessary to take into account the impact of all elements in the system, as well as their interaction and reaction to the environment.

### **3. Visualization and presentation of the obtained results**

The dissertation is a completed study with a clear logical interdependence between the professionally used methodology, through which the successfully formulated research tasks are realized and the achievement of the goal of the dissertation.

The information presented by Assoc. Prof. Dr. Petar Borisov about his research achievements covers the scientometric criteria of NACID.

### **4. Discussion of the results and used literature**

The dissertation is presented in an introduction, six chapters and a conclusion, located on 346 pages, used literature and appendices. The study is illustrated with 82 figures and 67 tables. 233 literary sources were used and cited in the dissertation.

The dissertation is developed using: scientific publications and works of Bulgarian and foreign authors; newsletters of international organizations - OIV, EUROSTAT, FAO, EIB; reports and bulletins of the Ministry of Agriculture, Food and Forestry of the Republic of Bulgaria, Customs Agency of the Republic of Bulgaria, reports of the National Vine and Wine Chamber - Sofia, reports and database of the Executive Agency for Vine and Wine, as well as a number of regulations acts.

The challenge for the author to develop the topic is to make the right choice among the huge amount of sources and literature to justify his thesis.

The results of the analysis confirm the formulated research goal and objectives. My assessment of the structure and content of the dissertation is positive.

### **5. Contributions of the dissertation**

The analysis of the dissertation work, of the means for scientific research used in it forms the conviction that in the dissertation work there is sufficient evidence for scientific and applied contributions. I believe that the contributions indicated in the Report on Contributions of the dissertation reflect what has been achieved in it.

The indicated contributions of the scientific research in the dissertation work are correct, their formulation highlights the theoretical and practical-applied side of the research. The contribution moments are the result of the independent work of the doctoral student.

I accept the contributions indicated by the author. In the dissertation the following contribution moments of scientific and applied character stand out:

**A. Scientific contributions:**

1. The essence of strategic planning as an approach for managing the competitiveness of the wine sector is clarified;
2. The essence of the socio-economic category "competitiveness" of the wine enterprise is clarified;
3. A conceptual framework for diagnosis and assessment of the main factors determining the competitiveness of the wine sector has been developed and validated - at micro and macro level.

**C. Practical contributions:**

1. The competitiveness of the wine sector in the country has been diagnosed and assessed;
2. The influence of the main factors determining the level of competitiveness of the wine-growing enterprises has been established;
3. The application of the strategic approach in the management of the competitiveness of the wine enterprises in the sector is analyzed and evaluated;
4. The needs of the wine-growing enterprises have been established, regarding their competitive development in a strategic plan;
5. An approach for analysis and management of the change for achieving a higher level of competitiveness of the wine enterprises is proposed;
6. A model of financial-innovation system for increasing the competitiveness of the wine sector is proposed.

**6. Critical remarks and questions**

The present study is a good basis for upgrading. The models and the forecasts made in the paper give a good opportunity to the author to continue the development of these problems.

**7. Published articles and citations**

The publications mentioned in the abstract show the long-term in-depth preparation of the author on the issues studied in the dissertation. In the attached reference the author indicates 20 publications and 15 citations related to the dissertation.

The presented publications of the doctoral student are a reflection of the results of the theoretical and empirical research in the dissertation.

The conducted dissertation research, the obtained results, the publications on the dissertation and the formulated contributions are a personal merit of the doctoral student.

The presented abstract objectively reflects the structure and content of the dissertation.

**CONCLUSION:**

The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the

requirements of the Law for development of the academic staff in the Republic of Bulgaria (RASRB), the Rules for application of ZRASRB and the respective Rules of AU. The presented materials and dissertation results fully comply with the specific requirements of the Faculty of Economics, adopted in connection with the Regulations of the University of Economics for application of the Law on Economics.

The dissertation shows that the dissertation Assoc. Prof. Dr. Petar Borisov Borisov has in-depth theoretical knowledge and professional skills in science, demonstrating qualities and skills for conducting research with original and significant scientific contributions.

Due to the above, I confidently give my POSITIVE assessment of the research presented by the above peer-reviewed dissertation, abstract, results and contributions, and I propose to the esteemed scientific jury to award the degree of "Doctor of Science" to Assoc. Prof. Dr. Peter Borisov Borisov in the field of higher education: 3.0. Social, economic and legal sciences, professional field: 3.8 Economics, scientific specialty "Organization and management of production"

Date: 26.10.2020

Prepared the opinion: .....

Prof. Ivanka Kostova, PHD