

REVIEW



on dissertation for obtaining 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. "Economics", scientific specialty - "Economics and Management (by industry)"

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

Reviewer: Prof. Dr. Stela Atanasova Todorova - Agricultural University, Plovdiv, 3.0. "Social, economic and legal sciences", 3.7. "Administration and management" 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.

Historically, viticulture and winemaking in Bulgaria have established themselves as important economic and social sectors. The issue of the competitiveness of the wine industry has led to a number of policy decisions at EU level aimed at strengthening the Organization of the Common Wine Market. The main priority in the modern European strategy for the development of viticulture is competitiveness. The competitiveness of the sector is formed in conditions of increasing role of technology transfer and innovation, which lead to the emergence and imposition of new business models and new value chains. These factors require the imposition of the approach of strategic planning and control over the competitiveness of the wine business in Bulgaria. Achieving and developing sustainable competitiveness of the wine sector leads to the creation of primary and secondary effects on the socio-economic development of the regions and affects their ecological status.

2. Purpose, tasks, hypotheses and research methods.

The aim of the presented dissertation is 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 determine the main factors that influence this process. The aim of the research is decomposed into the following sub-objectives:

- 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, which have a 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 main thesis that is put forward for verification is that strategic planning is a working (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 six research hypotheses.

In view of the realization of the set goal of the scientific research the following research tasks have been solved:

1. The importance of strategic business planning in the process of achieving and developing competitiveness in the wine sector has been clarified;
2. The conceptual framework for strategic planning of the competitiveness of the wine sector has been defined;
3. A methodology and methodology for analysis and assessment of the competitiveness of the wine enterprise and the sector as a whole has been developed and substantiated;
4. An analysis of the specialization, concentration, comparative and competitive advantages of the wine sector has been performed;
5. The competitiveness of the wine enterprises has been diagnosed;
6. The factors determined as sources of competitive advantages of the wine enterprises are analyzed;
7. An analysis of the strategic planning activities in the wine-growing enterprises has been carried out;
8. The guidelines for development of competitiveness are outlined;
9. The research hypotheses are tested and the main thesis of the dissertation is validated.

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

The main approach 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. 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.

Competitiveness is perceived and analyzed as a process that is determined by changes in the business environment. Through the method of scientific abstraction, the author seeks to abstract from the specific features or

manifestations of the processes that define the category of "competitiveness" and to understand its deep essence. The following methods are used to prove the conceptual thesis in the research process: systematic analysis; comparative analysis; graphical analysis; statistical methods - descriptive statistics, chi square analysis.

3. Visualization and presentation of the obtained results.

The dissertation submitted to me for an opinion is 346 pages long and includes an introduction, an exposition of six chapters, conclusions, conclusion, used literature and appendices. The study is very well illustrated with 81 figures, 60 tables and appendices.

4. Discussion of the results and used literature.

The first chapter of the dissertation defines the specific features of the wine sector as an object of strategic planning. The essence and the characteristics of the strategic business planning, the types of business strategies, the subordination of the strategic planning with the marketing, with the financial and with the innovation planning are considered. At the end of this chapter are summarized and concluded regarding the nature of business planning as an approach to competitiveness management.

In the chapter entitled Competitiveness of the wine enterprise and the sector as a whole, the concepts - competition, competitive advantages and competitiveness are considered. Through an in-depth literature analysis, the author seeks to cover all the immanent characteristics of the socio-economic category of "competitiveness". The main approaches and theories explaining the essence of the competitiveness of economic enterprises are considered. The chapter concludes with summaries and conclusions on the socio-economic category of 'competitiveness'. In this part of the dissertation a tool for analysis of competitiveness at the macro level has been developed. The analysis of the competitiveness of the sector takes into account the impact of the processes of specialization, concentration and integration of industries. As a result of these processes in the sector, specific cross-sectoral links are determined, which are the basis for sustainable development and its competitiveness in general.

To account for the specialization of the wine sector, the indicators (1) coefficient of commodity (market orientation), (2) coefficient of concentration of commodity production are used. The comparative advantages are evaluated with the indicators - (3) comparative index of the export advantages; (4) comparative index of import advantages and (5) index of relative trade advantages.

The register of the National Vine and Wine Chamber - Sofia, in which all registered vineyard enterprises as of 31.12.2018 are entered, was used as a source for forming the sample of the survey. The obtained general population consists of 9280 wine-growing enterprises. In the formation of the sample, the

method of simple random sampling was used, as its constituent units were selected by irreversible selection. The volume of the sample is 155 vineyard enterprises, which manage a total of 166,445 decares, which is 4.5% of the registered vineyard areas in the Republic of Bulgaria.

Chapter three analyzes the specialization, concentration and degree of integration of the main industries in the wine sector. The comparative and competitive advantages of the Bulgarian wine sector on the international wine market and the influence of the Common Agricultural Policy on the development of the sector are studied. As a result of the performed analysis, specific summaries and conclusions have been formulated.

The chapter "Analysis of the competitiveness of wine enterprises" validates the interest of parties in the process of managing the competitiveness of the wine sector and the research tools by stakeholders on its suitability and relevance. This validated toolkit analyzes the competitiveness of wine enterprises and formulates summaries and conclusions.

The indicators used for analysis and diagnosis of wine enterprises are validated using multi-criteria analysis and the method of expert evaluation. Indicators include drivers, markers and competitiveness indicators. The process of validation of the indicators is attended by 33 experts who have validated the extent to which the indicators meet the principles set out in the methodological part.

In the fifth chapter entitled "Analysis of the strategic planning activities of wine enterprises", the analysis is performed in two main areas - the distribution of answers to each question included in the survey and the relationship between company strategic activities and indicators characterizing the competitiveness of individual business units. The analysis, which is conducted, aims to present the state, problems and prospects for development of the sector as a whole, revealing the general, typical in the existing business environment. The analysis in the second direction, unlike the previous one, looks for those specific moments that affect the competitiveness of the individual wine enterprise.

Chapter six of the dissertation validates the results of the analysis of the factors determining the company and sector competitiveness, which is done through the application of the focus group method. By summarizing the results of the analysis in the dissertation, through strategists (and managers) from selected vineyards, the validation of the conclusions arising from the analysis is sought. Using the technique of the SWOT-matrix, the factors for successful development of the wine-growing enterprises in terms of their company competitiveness are identified.

5. Contributions to the dissertation.

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 to 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 - at micro and macro level - has been developed and validated.

B. 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 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 is proposed in order to achieve a higher level of competitiveness of the wine enterprises;
6. A model of financial-innovation system for increasing the competitiveness of the wine sector is proposed.

6. Critical remarks and questions.

The research is complete, supported by the relevant tools and conclusions, which is why I have critical remarks.

7. Published articles and citations.

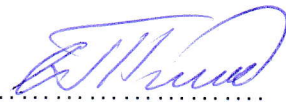
There are 20 publications and 15 citations related to the topic of the dissertation

CONCLUSION:

Based on the different research methods learned and applied by the candidate, the correctly performed experiments, the summaries and conclusions made, I believe that the presented dissertation meets the requirements of ZRASRB and the Rules of the Agricultural University for its application, which gives me reason to evaluate it POSITIVE.

I allow myself to propose to the esteemed Scientific Jury to vote positively and to award Assoc. Prof. Dr. Petar Borisov Borisov the scientific degree "Doctor of Science" in the scientific specialty "Organization and Management of Production".

Date: ...28.10.2020.....
Plovdiv

Reviewer: ........
(Prof. Dr. S. Todorova)