

**SUMMARIES OF SCIENTIFIC PUBLICATIONS PUBLISHED ON THE TOPIC OF
THE DISSERTATION FOR OBTAINING THE SCIENTIFIC DEGREE "DOCTOR OF SCIENCES"
3.0. «SOCIAL, ECONOMIC AND LEGAL SCIENCES»,
PROFESSIONAL FIELD 3.8. "ECONOMICS",
SCIENTIFIC SPECIALTY - "ECONOMICS AND MANAGEMENT"**

1. Borisov, P. Influence of production technology on the competitiveness of vineyards. Mr. "Economics and Management of Agriculture", Sofia, 2010, no. 3, pp. 28-42.

Abstract

In recent years, the EU's agricultural policy in the wine sector has been aimed at reducing the area under vines in the Member States in order to reduce the surplus of grapes on the international market. Increasing the competitiveness of the industry is in expanding the supply of high quality wine and dessert grape varieties that have a higher market price. A key problem that must be solved in the construction of vineyards in order to achieve competitiveness of the vineyard is the choice of production technology and its rational implementation.

The aim of the article is to model the influence of different production technologies on the level of competitiveness of the farm. To achieve this goal, the following tasks have been solved: development of models of vineyards, applying different production technology; assessment of investment efficiency and competitiveness of farm models. The modeling uses a calculation-constructive and index method.

Developed models of vineyards are differentiated by the following criteria: size of the vineyard area, grape variety, type of applied formation of vineyard cultivation and type of ownership of the equipment used in production.

Based on the performed modeling, it can be concluded that the high level of investment efficiency and competitiveness of the vineyard models largely depends on the following elements of the production technology:

- The formations of growing the vineyards and the scheme of their planting determine different amounts of production costs and level of average yields. This reflects on the cost of production, the amount of cash income, cost-effectiveness, profitability of production and the level of competitiveness.

- The type of ownership of the equipment used in production determines the ratio of variable and fixed costs, which in turn affects the ability of the vineyard to respond to changes in the environment. When using own production equipment, the level of efficiency and competitiveness increases significantly.

- The varietal composition of the vineyards grown on the vineyard determines to the greatest extent its efficiency and competitiveness. It is established that the models of farms growing varieties with high market price, such as Early Melnik vine, Mavrud, Shiroka Melnik vine, Muscat Otonel, Cabernet Sauvignon, Alicante Terrace, Shevka, Bulgar, Brestovitsa, Black Pearl, etc., have high efficiency of investments and are an attractive form of investment.

2. Borisov, P. State of the competitiveness of the wine sector - guidelines and opportunities for its improvement. Mr. Economics and management of agriculture no. 5/2011, pp. 66 - 77.

Abstract

For many years, the wine production in the country has had the importance of an intensive high-turnover and structure-determining industry. The presence of good natural and climatic conditions, the potential of local and introduced varieties and distinct wine regions were a real prerequisite for the competitiveness of Bulgarian wine on the international market.

The purpose of the article is to establish the current competitiveness of the wine sector and to provide guidelines and proposals for its improvement.

The competitive advantages of the sector are assessed by the indicators - comparative index of export advantages, comparative index of import advantages, index of relative trade advantages, size and dynamics of market share.

It is established that Bulgaria is losing its market position - a consequence of the highly competitive environment in the international market, where countries - traditional wine producers, are pressed by strong competition from new producers - Chile, Australia, South Africa and Argentina.

Under these conditions, Bulgaria must diversify the production of vineyard products. Trade and production of wine will continue to develop in the conditions of overproduction and accumulated significant market surplus. The state's agricultural policy should focus on encouraging production other than wine production, such as the production of grape juice, raisins and table grapes, products whose markets do not suffer from a chronic surplus. In a few years, under these climatic conditions, Bulgaria will have a balanced varietal and age structure of the vineyards needed for the production of the above products. It is necessary to objectively assess the risk in the revitalization of industries such as logistics and warehousing, which are vital for maintaining high quality products on the international market.

3. Borisov, P., T. Radev. Regional analysis of the specialization of viticulture in Bulgaria. Mr. Economics and Management of Agriculture”, Sofia, issue 2/2011, pp. 31 - 39.

Abstract

In recent years, the EU has increasingly adopted a cluster approach to increase the competitiveness of regions. This requires the promotion of local factors for the development of regional sectors of the economy. In the different regions the viticulture industry has its own strictly specific features, which the planning regions in our country can use to form their competitive advantages. Different strategies can be used to achieve a competitive advantage in a particular type of activity. One of them is the strategy of specialization, through which the production of quality products is achieved, which differs in this characteristic from the products of the competitor.

The aim of the study is to determine the specialization and market orientation of the viticulture industry in the different planning regions in Bulgaria. To determine the specialization of viticulture, the indicators are used - contribution, total production, commodity production. To determine the market orientation (commodity) of the sub-sectors, the indicator - commodity coefficient is used.

The analysis takes place in the following stages - determining the sectoral structure of viticulture; determining the structure of the contribution of the regions for planning in viticulture; analysis of the commodity of the industry.

Based on the analysis of the wine sector, the following more important conclusions and summaries can be made:

- Viticulture is a widespread agricultural production in all planning regions in Bulgaria;
- There is a strong dualistic structure of the industry according to the size of vineyards on agricultural holdings;
- Specialization in viticulture is typical for the southern regions of Bulgaria;
- The economic potential of viticulture by regions is realized to the greatest extent in the South-East and South-Central region;
- Viticulture in our country has a low stock. In almost all analyzed regions and industries, half of the produced grapes are not sold on the market. The low cost of viticulture is a signal that the regulation of the wine sector is not effective;
- The development of viticulture is not in line with the production needs of wine production, this blocks the commodity of the industry.

4. Borisov, P., T. Radev. Analysis and assessment of the factors determining the economic profitability of wine enterprises in southern Bulgaria. Mr. Agrarian Sciences, Plovdiv, issue 9/2012, pp. 49 - 52.

Abstract

Achieving and maintaining increasing economic profitability is one of the main characteristics of the effective management of the enterprise. Economic profitability is determined mainly by the dra factor, namely the profitability of sales and turnover of assets of the enterprise.

The aim of the present study is to analyze and evaluate the influence of the factors determining the economic profitability of the wine enterprises from southern Bulgaria.

The object of study are all 55 functioning wine enterprises on the territory of southern Bulgaria. DuPont's approach is used to analyze the factors determining the economic profitability of the enterprise.

The economic profitability of wine enterprises is largely determined by the impact of profitability on sales and asset turnover. Profitability of sales is the main factor determining the economic profitability of enterprises. It is influenced by the amount of marketing costs incurred in the sector. The emphasis is on developing and following an adequate product and pricing policy. In the product policy of the wine enterprises the leading importance is the maintenance of the quality of the final product, and in the price - the correct determination of the psychological price. Maintaining the quality of the manufactured product requires an increase in the fixed capital used in production, which also determines higher fixed costs, which must be in line with the selling price.

5. **Borisov, P.,T.** Radev. Investment standards in viticulture. Beloprint Publishing House, Pazardzhik, 2012, p. 120.

Abstract

This book is intended for the needs of all entrepreneurs and managers of wine cellars, vineyards and complexes who wish to invest in vineyards, as well as state regulatory authorities regulating the activities of the industry. The aim of the authors is to design and evaluate all investment parameters in viticulture, which can be used as a basis for comparison in making investment decisions in the sector. The efficiency of investments in a large set of vineyard varieties, grown in the most common in practice formations and schemes of planting vineyards in our country, is analyzed and determined. A dynamic assessment approach is used, reflecting the influence of the time factor on the investment process in order to more fully assess the investment attractiveness of each variety. The amount of current and investment costs in the presented investment assessments is established by calculation and construction. For this purpose, technological instructions and maps were used, including standards developed by specialists from the Institute of Viticulture and Enology in Pleven. The evaluation of the efficiency of the investments in the different varieties of vineyards has been performed, taking into account the amount of the subsidies intended for the development of viticulture in our country.

6. **Borisov, P.,T.** Radev. Influence of the CAP on the production structure of viticulture in Bulgaria. Mr. Agrarian Sciences, Plovdiv, issue 9/2012, pp. 27 - 33.

Abstract

The traditions related to the life and culture of the Bulgarian population, the appropriate natural conditions for growing the vine and the created scientific potential are the main prerequisites that led to the establishment of Bulgaria as a typical viticultural country. In recent years, there have been dynamic processes in the sector. The condition of the Bulgarian viticulture is a result of the restructuring of the production and trade of wine. Here is the role of the EU CAP, whose mechanisms are aimed at helping farmers, incl. and grape growers to increase their competitiveness.

The purpose of this study is to determine the impact of the Common Agricultural Policy (CAP) on the production structure of viticulture in Bulgaria.

The results of the survey are based on official data provided by the Ministry of Agriculture and Food. The research period covers the first four years of our country's membership in the EU (2007-2010), and 2006 is considered the base year. Dynamic analysis was used to analyze the development and change of processes in the sector. The nature and strength of the studied processes are determined by the following descriptive indicators: level of development, rate of development with a constant base, average rate of development, average absolute growth.

Based on the analysis of the wine sector, the following more important conclusions and summaries can be made:

- The investments made in the sector are not sufficient for the reproduction of

its production potential;

- The concentration of production in all three directions of viticulture is growing;
- There is an unfavorable age structure of the areas with vineyards;
- The varietal structure of the plantations is in the process of renewal, but the pace is extremely slow;
- The interest of investors in viticulture is extremely weak to the typical Bulgarian varieties.

In general, it can be concluded that the CAP does not create conditions for stimulating economic activity in the sector. It is obvious that there are problems in the sector that require a specially developed sectoral policy in accordance with the specific production and economic situation.

7. Borisov, P., T. Radev. Analysis of some factors determining the market power of wine enterprises from southern Bulgaria. *Mr. Economics and Management of Agriculture*, Sofia, issue 1/2012 pp. 30 - 36.

Abstract

In recent years, the European wine market is determined by strong competition due to the accumulated surpluses resulting from the influence of agricultural policy in the sector. This determines the leading unit in each wine company to be the marketing department.

The purpose of this study is to analyze the extent to which the concentration of capital in the wine company and the implementation of strategic marketing activities determine its market power.

Statistical testing of hypotheses proves or rejects the main hypothesis explaining the dependence of the factors determining market power. The conceptual thesis that is tested for credibility is that the size of the wine company and the strategic marketing activities it performs determine its market power in the industry. The analysis of the reliability of the conceptual hypothesis takes place in two successive stages - 1) determining the influence of the degree of concentration of capital in the wine enterprise on the market power; 2) determining the impact of strategic marketing activities on the market power of the enterprise.

As a result of the performed statistical analysis it is established that the market power of the wine enterprises is determined by the size of the assets, the own capital, as well as by the implementation of strategic marketing activities.

In conclusion, it can be concluded that the studied factors have a moderate to strong impact on the market power of wine companies. The great variety of the offered product range on the market shows that the wine-growing enterprises pursue an active product policy. The other elements of the marketing mix don't matter that much. The forecast is that in the future, in order to maintain market positions in the industry, individual wine companies will increasingly rely on the implementation of strategic marketing activities, and for this purpose all elements of the marketing mix will be taken into account. This will also require more funding.

8. Nikolov, D., T. Radev, P. Borisov. (2013). Landscape as a driver for competitiveness of Pazarjik district in Bulgaria. 2nd AIEAA Conference - Between Crisis and Development: which Role for the Bio-Economy Parma, 6-7 June 2013

Abstract

This research focuses on building a specific framework and to measure the contribution of landscape to the development of rural economy. The main issues are to be determined how CAP connected what the landscape and how it contributes to the competitiveness of the rural economy.

Analysis is made in key sectors of rural economy of Pazarjik district in Bulgaria. The empirical result indicates that there is a demand for the following landscape services: food, raw materials, fresh water, climate and air quality, spiritual experience and sense of place. Based on cascade approach it was defined the influence of CAP on rural competitiveness. Following the analysis in the paper are presented recommendations and suggestions for the improvement of the common agricultural policy.

9. **Borisov, P.** Investments in Green Innovations in Wine Producing Sector and Second Order Effects. Scientific works of the Agricultural University - Plovdiv, Volume LVII, pp. 159-165.

Abstract

Wine producers are the main beneficiaries of EU funding in agriculture of Bulgaria. As a result they become one of the major influencers of the local ecology of the rural regions of the country. Changes of landscape and exhaust of natural resources are the result of wine processing and vine-growing.

This research aims to reveal what kind of ecological practices and investments in ecological assets made wineries in South Bulgaria as major beneficiaries of EU funding. There have been analyzed 55 wineries from South Bulgaria. Comparative analysis according to the legal status of wineries is used as a basic analytical tool. The period of research is 2011-2012. The collected data is provided by own survey. Basic tool for collecting data is inquiry and internal financial reports of wineries.

The wineries from South Bulgaria are excellent evidence that EU funding programs can pull up investment activity of ecology and development of rural regions. The survey shows that all wineries use ecological practices in wine processing and vine growing. More than 56% of wineries invest in building a renewable energy system and 34% of them use resource saving technologies. The basic motivator for investing of ecological assets is the greater contribution of EU programs, funding project which integrates ecological with economic purposes. Green innovations take 27.6% of total investments of wineries. These tendencies are a positive sign that EU funding policy can change the attitude of wineries management to the local ecology problems such as preservation of natural resources, effective landscape management and sustainable development of rural economy.

10. **Borisov, P., T. Radev** (2013). Analysis of the competitive determining factors in the wine enterprises. Scientific works of the Agricultural University - Plovdiv, Volume LVII, pp. 145-150.

Abstract

Modern business organizations operate in a business environment that is strongly influenced by serious political, social and technological changes, which define it as complex, uncertain, uncertain and dynamic. This requires business organizations to be sustainable and competitive.

The purpose of this study is to identify the main factors determining the competitiveness of wine companies. The main competitive determining factors in the sector are the size of the enterprise expressed through the available assets and equity and the marketing activities performed by it.

Empirical research shows that the competitiveness of wine companies in the wine market is determined mainly by investment in new productions, market segmentation, development of a specific marketing mix, and the maintenance of a marketing system.

11. **Borisov, P., P. Marinov** (2013). Analysis of the sources of competitive advantages of the wine-growing cluster. Scientific works of the Agricultural University - Plovdiv, Volume LVII, pp. 151-158.

Abstract

In an environment of heightened competition between national economies in production and marketing of wine, a leading approach to achieve sustainable competitive advantage is the cluster approach. Within this approach, the production and marketing of wine is seen as a cluster in which the participants form a better economic result, unlike others who are not part of the cluster. The aim of this study is to determine the spatial location and sources of competitive advantage in the wine cluster in the country. To determine the location of the wine cluster indicators are used size and structure of areas under vines, volume production of grapes and wine. Territorial location of the cluster is defined at the planning regions of Bulgaria (NUT2). To identify the sources of competitive advantage we use the concept of "

12. Nikolov, D., P. Borisov, T. Radev (2013). Identifying the needs of small farms in four sectors to increase their competitiveness. *Mr. Economics and Management of Agriculture*, Sofia, issue 4/2013 pp. 26 - 39.

Abstract

A characteristic feature of the structure of agricultural holdings in Bulgaria is its dual nature. This essence is expressed in the presence of a large number of small farms cultivating a small part of the utilized agricultural area (UAA) and a small number of large farms cultivating a significant part of the UAA. Small farms are important in terms of employment in rural areas and they play the role of social buffer in the context of the economic crisis. In these farms a significant part of the production is used for own consumption, which limits the income from agricultural activity and the opportunities for investment and structural development.

The purpose of the article is to identify the main competitive determinants of small farms in order to be able to make practical proposals for achieving sustainable competitiveness of these organizations under the new RDP.

In order to achieve this goal from a methodological point of view, it is necessary to solve two main problems - first: to determine the specific features of small farms and second: to identify their competitive determinants. Knowledge of these factors is the first step in taking measures to increase the competitiveness of small farms. Farmers themselves are actively involved in the implementation of this process. The present study identifies factors that are used to examine small farms in different sectors of agriculture. The relationships of competitiveness factors in the statistical groupings of holdings were studied by applying χ^2 -analysis. As a result of the analysis, the main competitive determinants in small farms in four sectors are identified, as well as their needs are identified.

As a result of the analysis, several areas related to increasing the competitiveness of small farms can be summarized. At the heart of these areas is the thesis of increasing the size of small farms. First of all, this is the need to improve the land market, including the creation of a specialized agricultural mortgage bank. The second priority is related to the need to pay attention to the development of services for the functioning of the market, including information systems, supply channels, marketing and processing. These tasks can be achieved effectively by stimulating the creation of service cooperatives. As a third priority, we need to look at the issue of agricultural finance in general, and the development of rural credit unions in particular. The emphasis on the competitiveness and profitability of the Ministry of Foreign Affairs is related to improving the financing of small farms. Different interconnection conditions and production contracts can provide an additional source of working capital for small farms. Efforts to develop credit unions as a source of financial services for farms must continue. Finally, as a fourth priority - to expand the provision of advice by the National Agricultural Advisory Service. Efforts to develop credit unions as a source of financial services for farms must continue. Finally, as a fourth priority - to expand the provision of advice by the National Agricultural Advisory Service. Efforts to develop credit unions as a source of financial services for farms must continue. Finally, as a fourth priority - to expand the provision of advice by the National Agricultural Advisory Service.

13. Nikolov, D., P. Borisov, T. Radev. (2014) Integrated Landscape Analysis: Consumers' Preferences Approach for Defining the Competitive Landscape Composition. A Case of Wine Tourism in Pazardjik District, Bulgaria. *Bulgarian Journal of Agricultural Science*, 20 (No 4) 2014, pp 761-766.

Abstract

Tourism is a driving force that is generally considered as an opportunity for promoting economic and social development as well as a useful tool for landscape planning and management. This article focuses on a method for landscape analysis aimed at quantifying the relationship between preferences of visitors and landscape features for defining the competitive wine tourism landscape composition. An application based on the rural areas in Pazardjik district, in Southern Bulgaria.

The methodology followed in this paper can be divided into five distinct parts. First, using geographic information systems, the study area was classified into unhomogeneous landscape compositions. Second, we took photos that were intended to cover the most important landscape elements in the context of wine tourism. Third, we assessed the perception of the landscape as a value in consumers' perspectives. Fourth, we evaluated the attractiveness of the landscape elements present in each image using nominal variables. Finally, we build a model of attractive wine tourism product to consumers' perceptions of visual quality of the landscape.

Based on the results we build a model of attractive wine tourism product to consumers' perceptions of visual quality of the landscape. The model includes key landscape elements and consumers' preferences for valuable landscape composition. The main elements included at the model are:

- Short location of the winery in the composition of the landscape. Placement selection of the complex in a particular landscape, must comply with the following factors - open, expansive and diverse landscape that captures the eye.

- Attractive building of winery. The architecture of the winery, should enable them to maximize the view of the surrounding landscape. Another factor that must be taken into account in the construction of the complex is to provide a quiet atmosphere. To meet this condition, the complex must be located away from traffic, but at the same time the access to it has to be easy.

- Enoteka is another important element of the product is the creation of conditions for a tasting of local wines. This requires an enoteca and a special place for wine sales in the complex.

- In wine production is necessary to combine local traditions and history. This ensures uniqueness of the wines offered in the complex.

- The wineries must possess vineyards. From consumers' point of view vineyards create a spiritual experience and a sense of place.

14. **Borisov, P., T. Radev, D. Dimitrova (2014).** Comparative advantages of EU Member States in Trade with Wine. *Economics and Management of Agriculture*, no. 4/2014, Sofia, pp. 59-65.

Abstract

During the last few years, the agricultural policy of the EU aims to achieve a comparative advantage in the wine sector based on improving the quality of wines and diversification. The impact of the CAP on the wine sector in EU member states is different and led to the formation of a few leaders in wine exports and many countries that remain inert in the sector.

The aim of the current research is to identify the comparative advantage of member states in the EU in a highly competitive global market of wine. The comparative advantage of every member state in wine trading is estimated according to the EU (28 members) level. The comparative analysis is conducted by using official data given by FAO (www.fao.org) and OIV (www.oiv.org). Members of the EU that gain comparative advantage in export for this period of years are United Kingdom + 30%, Italy + 28%, Lithuania + 24%, Latvia + 14% and Malta + 11%. Member states that lose comparative advantage in export of wine are: Bulgaria -48% (dramatic change), Romania -38%, Cyprus -25%, Luxembourg -20%, Portugal -18%, Belgium -11%, France -10%. The group of countries that gain comparative advantage in import include: Latvia + 86%, Lithuania + 84%, Estonia + 38%, Ireland + 28%, Denmark + 24%, Slovakia + 18% and Sweden + 17%. Dramatic change in comparative advantage in wine import have the following member states: Belgium -21%, Luxembourg -16% and Spain with -10%.

The new producers enjoy many advantages in comparison with EU member states. They work in a more favorable climate and do not worry that they will lose their crops, while Europe must cope with unpredictable weather. These countries managed to impose new brand wines at a lower price than European did. It should be noted that the global market now has new trends. Consumers do not care now only on the quality of the wine, but also its price. They do not prefer to be informed about the region of wine than its brand and price. Increasingly, efforts, skills become the leading factor to increase or decrease the comparative advantages in trade in wine France,, Italy,,

Spain and Portugal now build its trading laurels and do not want to apply new marketing approaches, striving for greater market share. Delay to EU member states is whether to restore the old cellars and vineyards, or to focus on the creation and maintenance of new varieties and brands in the experience of the Newcomers on the global market.

15. Borisov, P., T. Radev, V. Koprivlenski (2014). Investment activity of vineyards and its secondary effects in the conditions of the CAP (following the example of Lyubimets municipality). Mr. Agricultural Sciences, Plovdiv, 2014

Abstract

Due to the high initial investment costs for the creation of vineyards, vineyards are one of the most active applicants for funding under the individual axes of the CAP. This feature defines the investment activity of vineyards as an important factor for increasing the economic viability of agriculture in the individual planning areas and as a source of a number of useful side effects in the sector.

The aim of the study is to determine what is the investment activity of vineyards in the conditions of the CAP and what side effects are manifested as a result.

The results of the study show that vineyards invest primarily in the creation of vineyards, the acquisition of new machinery and equipment. Farmers prefer to provide investments with their own funds, as the main source for this is the income from their economic activity. It was found that the choice of production strategy largely depends on the investment activity of vineyards and the achieved secondary effects of investments in the sector.

The main secondary effects of the investments have been identified, namely: increasing the competitiveness of farms and diversifying their activities. The constraints that have the strongest impact on the farms developing and implementing investment projects in the sector have been identified: difficulties with the management of project documentation, institutional constraints, bureaucratic obstacles and difficulties with securing co-financing for projects.

The main problem that scares investors in the industry is the uncertain market. As a result of the study, it is recommended to provide additional funding for the renovation of the machine-tractor fleet, buildings and irrigation systems on farms, minimizing market risk by ensuring a secure market and using the experience gained in managing project documentation accompanying the receipt of financial assistance under the individual measures.

16. Borisov, P., T. Radev, D. Nikolov. (2014) Influence of the landscape in the process of creating competitive wine tourism. Mr. "Economics and Management of Agriculture", Sofia, 2014, no. 1, pp. 51 - 56.

Abstract

In recent years, there has been significant interest in landscape management as a tool for achieving competitive advantage in a particular industry or economic sector. The right combination of the features of the landscape of a region with the opportunities for economic development can lead to a rapid and multiplier effect.

The purpose of this study is to analyze the contribution of the landscape to the creation of value in the sector "Wine Tourism" and to provide guidelines for increasing its competitiveness. The main working hypothesis, which is put to the test of authenticity, is that the landscape contributes to the creation of competitive wine tourism. The study was conducted in wine cellars in Pazardzhik region.

The elements of the landscape, which play a significant role in the formation of the final product, are determined by the methods of expert assessment and correlation analysis. Every element of the landscape is appreciated by the user. Each correlation between an element of the landscape and the consumer value of the product receives a rank (serial number) according to the indicator "correlation coefficient" in descending order. The approach reveals a statistically significant sequence in the preferences of consumers to the characteristics of the landscape of wine tourism.

Based on the statistical analysis, a model of a competitive product "Wine Tourism" has been developed. Offering competitive wine tourism requires the presence of the following combination of key resources and activities: wine cellar with a separate tasting room and conditions for accommodation of visitors; view of a diverse landscape of the complex, in which the vineyards are present as a key element of the landscape; providing quick access to the complex through an adequate road network.

17. **Borisov, P.** (2015). Impact of product strategy on market share. The case of Bulgarian wineries. Changes and perspectives in the rural areas and in the agriculture of Bulgaria, Poland and other EU Member states. Sofia, pp. 179-187.

Abstract

Product strategy is one of the main factors which determining market share. Two variables are important in planning the product strategy of winery - one is the level of specialization (diversification) of production and second is the scale of production. This raises the question of what is an appropriate product strategy to be followed and how it will affect the market power and efficiency of wineries management.

The purpose of this study is to analyze and assess the impact of product strategy on market share and to measure how market share influence the efficiency of the wineries in Bulgaria. The first stage of the methodological approach is to identify is there relevance between applied product strategy and achieved market share of winery. The second stage is to be evaluated the relevance between achieved market share and level of efficiency of management of wineries.

The results from statistical analysis prove that product strategy has influence on market share and efficiency of management in sector. Strategy of large-scaled product lines has better ability to gain market power and returns on sales. The wineries who applied them can manage very well the economies of scale. Obtaining diversification of products also give another competitive advantage of wineries. They can cover more consumer preferences by providing them with a wide selection of different wines. The strategy of specialization leads to standardization of wine producing. Those factor benefits price leadership, which is a suitable condition for gaining market share.

It can be summarized that the scale of production is the most important factor for achieving market share in the sector. Applying strategy of diversification leads to greater return on sales by achieving higher market share. On the other hand, the strategy of specialization can provide almost the same returns on sales by achieving less market share.

The results of empirical research show that large-scale diversification of product folio is the best product strategy according to the increase of market share and return on sales. Winery, which offers different types of wines and wine products in large-scale cover more costumer's requirements and fast gain market share also, benefits economy from large-scale production.

18. **Borisov, P.,T. Radev, D. Nikolov** (2019). Young Farmers and New Entrants in Bulgarian Agriculture - Profiling their Challenges and Needs. Economics and Management of Agriculture, Sofia, issue 2/2019 pp. 60-71.

Abstract

At the moment in Bulgaria there is no research focused on Young farmers and New Entrants after the CAP reform in 2013. There is foreseen financial support to young farmers through sub-measure 6.1 of the RDP 2014–2020. Increasing the number and share of young farmers is necessary both to ensure sustainable development and to facilitate structural changes in agriculture. In the current research, the profile of young farmers (YFs) and new entrants (NEs) has been identified. There were identified the basic factors that are barriers for the entrance of YF and NE and the specific challenges and needs that will occur in the future.

19. **Borisov, P.,T. Radev** (2020). Profiling the drivers of market power of wineries. The case of Southern Bulgaria. Journal of Bio-Based Marketing, vol.2, 2020, 21-29.

Abstract

During the last decade the competition on the wine market of Europe is going higher. This is a result from the regulation of the wine industry under the common agricultural policy of the European Union. In such market condition the leading role of all departments in every winery is marketing unit. The purpose of this research is to be estimated the influence of the scale of equity and strategic marketing activities on the market power of winery. Using statistical approach is verifying the basic thesis concerning the basic factors which define the market power in wine sector. The statistical analysis is developed in two stages - 1) influence of the scale of equity and assets on market share and 2) influence of strategic marketing activates on market share. It can be concluded that the studied factors affecting the market power of wine enterprises. The great variety of the offered product range on the market shows that wine enterprises pursue an active product policy. The other elements of the marketing mix are not so important.

20. **Borisov P., T. Radev (2020).** Drivers of the economic performance of Bulgarian wineries. Assessment based on Dupont analysis. *Journal of Bio-Based Marketing*, vol.2, 2020, 60-65.

Abstract

The achievement and improvement of economic rent ability of enterprise is true measure of management efficiency. The return on sales and turnover of the assets of the enterprise are the basic drivers of economic rent ability. The purpose of current research is to be valued and determined all factors which are drivers of economic rent ability of wineries from south Bulgaria. The DuPont approach is used for valuation of all drivers of economic rent ability. The results of research show that the return of sales is a key driver which determines the economic rent ability of wineries.

21. **Borisov, P., A. Behluli (2020).** Strategic orientation of business organization - step by step. *Journal of Bio-Based Marketing*, vol.2, 2020, 5-20.

Abstract

The mission of business organization is a global objective which has to be accomplished in purpose to succeed in certain business conditions (Radev, Borisov, 2009). The mission gives answers to the following questions: Who we are? What we want to do? What is our role in community?

The mission has several components - competitive advantage, vision how to use this advantage and message to costumers.

The competitive advantage of organization is something - a feature which helps customers to recognize the organization among others. The meaning of competitive advantage is more sophisticated. The competitive advantage is dominated by certain business conditions. That means an adequate potential of knowledge, recourses, capabilities, experience and motivation to use them in certain business conditions which give a unique chance to dominate the market. In the contextual meaning of mission the business organization has to define her competitive advantage, how she is going to use it and what business ethics will be followed in purpose the give a new value for all potential customers.