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REVIEW

on a dissertation for obtaining a 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".

Author of the dissertation: Assoc. Prof. Dr. Petar Borisov Borisov

Associate Professor in the Department of Management and Marketing at the Agricultural University, Plovdiv

Topic of the dissertation: Strategic planning of the competitiveness of the wine sector

Reviewer: Prof. D.Sc. Asen Ivanov Konarev, 3.0. "Social, economic and legal sciences", appointed as a member of the scientific jury by order № RD-16-798 from 08.10.2020 by the Rector of AU.

1. Brief introduction of the candidate

Assoc. Prof. Dr. P. Borisov was born on 17th of March, 1980. He received his education in 2003 at the Plovdiv University of Agriculture, majoring in Agricultural Economics. After that he continued his education as a doctoral student at the same university, and in 2008 he received the educational and scientific degree "Doctor" under the code 05.02.21.

He teaches mainly in two organizations:

- Agricultural University Plovdiv
- Private professional college "Omega" - Plovdiv

He has carried out relatively intensive research, which is confirmed by his participation in eight whose project. For a short period he was the head of a department "Center for Technology Transfer" at MVCRI "Maritsa" - Plovdiv.

In the biography of Assoc. Prof. Dr. P. Borisov I am impressed by the following:

- High concentration of scientific interests in four main areas of research;
- The long-term research interest in the problems of the wine sector;
- Significant consulting and practical experience

2. Relevance of the problem

I rate as high and significant the topicality of the problem developed in the dissertation. Assoc. Prof. Dr. P. Borisov convincingly reveals the evolution of the theoretical model of competitiveness, emphasizing:

- classical doctrine;
- the theory of the marketing approach;
- knowledge theory (innovation) as a competitive determinant;
- the theory of social responsibility (in its modern aspect);
- the theory of environmental friendliness.

On this basis, it forms a modern conceptual model for the triple spiral in the development of the wine sector, integrating competitiveness with society, responsibility and environmental protection. When presenting competitiveness as a complex social phenomenon, the dissertation naturally reaches the quadruple spiral, including political aspects. Following the model of the quadruple spiral, the world is moving from an economy of knowledge to an economy of society.

I evaluate the topic of the dissertation as clear, precise and specific. In this way, assoc. prof. Dr. P. Borisov has well formulated the boundaries of the content and volume of scientific research. In my opinion, the main scientific problem is a consequence of challenges that have arisen in previous research. Knowing well the object of research, the dissertation carefully analyzes the determinants of the development of the wine sector and on this basis makes the important choice of strategic planning as a topical and socially significant problem, the solution of which will contribute to enriching theory and practice. I reaffirm my positive assessment of the correct strategic choice of the main research problem, its relevance and relevance.

3. Purpose, tasks, hypotheses and research methods

Based on the literature review, results of previous research and the identified unsolved problems, Assoc. Prof. Dr. P. Borisov sets as his main goal analysis and strategic orientation of competitiveness of the wine sector. This general objective is well decomposed into three sub-objectives:

- defining the role of strategic planning in the management of competitiveness;
- identification of process details that have a threshold change on competitiveness;
- defining the strategic instruments for increasing the competitiveness of the sector.

I accept the main goal and sub-goals by emphasizing the first sub-goal as fundamental for the research.

I think it is very well formulated the main thesis, which is in fact a scientific hypothesis because it is put to the test of authenticity. In the same way, I evaluate the tested six research hypotheses, which are working hypotheses in terms of content, because even when formulating them, Assoc. Prof. Dr. P. Borisov had more or less an idea of their correct answer. Nevertheless, the hypotheses to which this dissertation will answer are conclusions whose truth must be proved.

To achieve the set goals logically very well 9 specific tasks are formulated, some of which can be performed sequentially, but others can be implemented simultaneously.

As a subject of the scientific research I accept the strategic planning of the competitiveness, it is for the object - the wine sector and the set of enterprises in it. As a researcher in the field of manufacturing economics, I highly appreciate the dissertation's conceptual choice for the subject of wine enterprises, which contain the two main elements for generating value in the sector chain.

When choosing a research strategy, Assoc. Prof. Dr. P. Borisov convincingly argued the holistic approach, as the main approach for conducting the research. In certain places, when analyzing the factors of competitiveness, the differentiated approach is applied.

In various places in the dissertation I found that competitiveness is defined by various terms such as socio-economic category, system, process. I believe that Assoc. Prof. Dr. P. Borisov correctly uses different terms of competitiveness in different parts of the study, focusing on the following theoretical content:

- category: as a concept reflecting the essential properties and relations between competitiveness and the business environment;
- system: as a set of elements and connections with main components, the strengths of the enterprises, forming their competitiveness;
- process: as a dynamic change in competitiveness as a result of the influence of determinants and factors on it.

4. Visualization and presentation of the obtained results

The dissertation is very well illustrated. It includes a large number of figures (82) and tables (67). Graphs are included in one part of the figures, and diagrams in another.

It is a pleasure to read and review such a dissertation.

All tables, figures, graphs and charts are well formed and numbered, clearly and precisely indicates the source (author's product or borrowing from a literary source).

I believe that the dissertation is at a very high level according to the criterion of "visualization and presentation of results".

5. Discussion of the results and use of literature

The dissertation is relatively large in volume - 346 pages, including applications, which are 14 pages. This large volume, by the standards of a large doctoral dissertation, has enabled Assoc. Prof. Dr. P. Borisov to develop the non-traditional structure.

I give a positive assessment of the structure of the dissertation. In a non-traditional style are formed six chapters, an introduction and a conclusion. The first chapter convincingly presents the conceptual framework of the subject of research. The second chapter adapts the framework to the object of study.

In the third, fourth and fifth chapters the author correctly decomposes the research sequentially to:

- the wine sector;
- wine-growing enterprises;
- the planned activities of the wine enterprises.

The sixth chapter with in-depth justification and pragmatic style proposes new technologies for competitiveness strategy, identification of strengths and weaknesses,

threats and opportunities in competitiveness management, a new conceptual approach to change management to achieve a higher level of competitiveness and an original model of a financial-innovation system.

I am impressed by the tools that Assoc. Prof. Dr. P. Borisov uses for the development of the dissertation. On pages 90-92 he offers an original analytical apparatus through which to analyze and evaluate the competitiveness of wine companies. Using computer science concepts, he constructed a system of indicators, including drivers, markers and indicators to assess the competitiveness of enterprises. This system is successfully associated with the immanent signs of competitiveness.

I consider this toolkit to be a significant scientific contribution, although it is not mentioned in the report on contributions. Given that then from the diagnostic phase, this toolkit is used in the strategic planning phase, the contribution acquires an applied aspect.

In another way, the study of competitiveness at the macro level is constructed, where the results of collective research and literature sources are adapted. Here it is difficult for me to assimilate the components of the system "determinants-factors-indicators" and to identify them with the concept of "indicators".

In the dissertation 233 literature sources are used and cited, which are distributed by types as follows:

- in Cyrillic-136
- in Latin - 97

The literature is well arranged and the citation is done correctly. There are many sources from recent years, which shows that Assoc. Prof. Dr. P. Borisov has studied the current state of the problem.

6. Contributions to the dissertation

My acquaintance with the dissertation gave me convincing arguments to accept the report on the contributions and I definitely believe that it contains significant contributions, corresponding to the claims of the presented dissertation.

I consider the following contributions to be significant in theoretical and methodological terms:

- the clarified nature of strategic planning as an approach to competitiveness management;
- the conceptual framework for diagnosis and assessment of the main factors;

- the approach for analysis and management of change to increase competitiveness;
- the model for financial-innovation system for increasing the competitiveness;
- the clarified nature of the category "competitiveness" of wine enterprises.

Significant in scientific and applied aspect I define the following contributions:

- the diagnosed and assessed competitiveness of the wine sector;
- the established influence of the main factors of the competitiveness of the wine enterprises;
- the assessed application of the strategic approach in competitiveness management;
- the identified needs of the wine enterprises for competitive development.

Distinguishing between the concepts of "conceptual framework" and "system", I believe that the dissertation contains the following two contributions:

- the system "immanent traits - drivers-markers-indicators" formed as an analytical tool for studying the competitiveness of wine enterprises'
- the application of this system as a tool for strategic competitiveness planning.

In summary, I believe that the contributions are the result of the development of the dissertation and are the personal work of Assoc. Prof. Dr. P. Borisov.

7. Critical remarks and recommendations

I have no significant critical remarks worth noting. In certain places in the text the exposition is first person, plural, and in fact the dissertation is a personal work.

I have the following questions:

1. What is the difference between "strategic management" and "strategic approach to management"?
2. On page 272 it is indicated as strategic goal 1: "Creating skills and competencies in the field of strategic planning". What specific skills (on the one hand) and what specific competencies (on the other hand) does this goal define?
3. What is the content that the candidate puts into the terms "determinants" and "factors"?

8. Published articles and citations

On the dissertation work are published and indicated 20 scientific papers for the period 2011 - 2020, which are distributed as follows:

- independent - 4 pieces;

- in co-authorship - 16 pieces.

In 13 of the collective publications the leading author is the candidate.

The publications are in authoritative scientific journals.

A list of participations in 5 national and 7 international scientific forums is also presented.

From the presented publications and citations I establish that there is all the evidence for fulfillment of the national minimum criteria, according to ZRASRB for awarding the scientific degree "Doctor of Sciences".

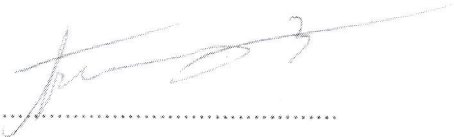
CONCLUSION:

Based on the different research methods learned and applied by the candidate, correctly performed experiments, summaries and conclusions, 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 suggest to the esteemed Scientific Jury also 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: 26.10.2020

REVIEWER:



(Prof. A. Konarev, Ph.D.)