

REVIEW

АГРИКЛУРЕН УНИВЕРСИТЕТ ГР. ПЛОВДИВ	
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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", scientific specialty - "Organization and management of production"

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. Dr. Vasko Nikolov Koprivlenski - Agricultural University, 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. Brief introduction of the candidate.

Assoc. Prof. Dr. Petar Borisov Borisov was born on March 17, 1980, in the Republic of Bulgaria. He completed his higher education, bachelor's degree in agricultural economics, in 2003 at the Agricultural University - Plovdiv. The main disciplines covered in the professional growth of P. Borisov are Agricultural Economics, Agricultural Management, Marketing, Business Analysis, Markets, Exchanges and Markets and others. P. Borisov began his career immediately after graduating from the Agricultural University - Plovdiv, where he was enrolled in a full-time doctorate under code 05.02.21 at the Department of Management and Marketing. In 2008 he successfully defended his doctoral dissertation. For the period 2008 - 2009 he worked as head of the "Center for Technology Transfer" at IZK "Maritsa" - Plovdiv. From 2004 to the present, Petar Borisov has been giving exercises and lectures in the disciplines: "Fundamentals of Business Management", "Organization and management of agricultural production", "Agricultural Management", "Strategic Business Planning", "Competitiveness Management", "Innovation Management", "Conflict Management". For the period 2007 - 2010 he conducts classes in the disciplines: "Business Planning" and "Company Management" at the Private Vocational College "Omega" - Plovdiv. The practical activity of Petar Borisov is expressed in providing consultations and advisory services commissioned by the Ministry of Education and Science, MAF, the National Agricultural Advisory Service, LAG "Karnobat", LAG "Tervel-Krushari", IZK "Maritsa" - Plovdiv, European Investment Bank and others. The main areas of research of Assoc. Prof. Borisov are: Competitiveness of business organizations, Management and assessment of the sustainability of the agricultural sector, Organization and management of agricultural production,

In the course of the work he constantly improves his qualification and computer skills in the field of management, information and communication technologies, as well as for improving the practical training of the students at the University of Plovdiv. He has excellent computer literacy. Works with modern computer programs and tools. He is distinguished by very good organizational qualities and ability to work in a team, modest, educated, ambitious, hardworking and loyal in his relations with colleagues. He has a good level of proficiency in English and Russian - written and spoken.

From the brief but substantial biography it can be seen that Assoc. Prof. P. Borisov goes through the different stages of training and professional growth, acquires practical skills, improves his theoretical training, contributes to a favorable combination of knowledge and experience related to its formation as distinguished researcher and lecturer.

2. Relevance of the problem.

The topic of the dissertation has a particularly topical sound. It has been selected in line with the common European policy for sustainable rural development. The research is adapted to the conditions of Bulgaria and is aimed at a specific object of study - the wine sector, which has high added value and has a significant contribution to foreign trade. This makes the study even more significant and of great scientific and practical value. Research in the field of viticulture has characteristics that distinguish it from other sectors of agriculture, due to the specifics of the sector, the nature of plantations, significant investments per unit area, long period of operation and return on investment, the intertwining of biological and economic and environmental processes. The relevance of the topic is reinforced by the fact that the priorities in today's European strategy for the development of viticulture are competitiveness, which integrates labor productivity in production with the requirements of environmental protection and social responsibility. All these problems require the imposition of the approach of strategic planning and control over the competitiveness of the wine business in our country. Insufficient research in the field of strategic planning of the competitiveness of the wine sector, the stimulation of innovation in order to sustain its effective development, raises the need for in-depth research in this direction.

From what has been said so far, it can be concluded that the topic of the dissertation has been successfully selected. It is extremely up-to-date, dissertable and has great practical significance.

3. Purpose, tasks, hypotheses and research methods.

The main goal of the research is formulated clearly and precisely in the introduction of the dissertation. The author aims to analyze the competitiveness of the wine sector in our country and to determine its strategic orientation in the process of increasing sectoral competitiveness. The aim is to identify the main competitive factors of the business environment and their impact in the future on all participants in the sector. To achieve this

goal, nine logically related tasks have been identified. The subject and object of the research are correctly defined, as well as the main thesis of the author, according to which strategic planning is a working and reliable approach that guarantees the achievement and development of competitiveness of the wine sector, both micro and macro. The validation of the thesis is carried out by testing six research hypotheses. In the course of the research the tasks are completed,

Competitiveness is rightly seen as a multi-layered socio-economic category. Therefore, the author studies it through the prism of multifacetedness, taking into account the influence of all elements in the system, as well as their interaction and reaction to the environment.

The chosen methodology and methodological tools correspond to the complex, multidimensional nature of the research. The functional, process and structural approach, upgrading of already done researches, theoretical analysis and synthesis, collection, systematization and generalization of statistical data and their graphic, tabular and schematic presentation, comparative and retrospective analysis, descriptive and deductive methods for derivation and generalization are used. of the essential characteristics of the basic concepts - productivity, competitiveness, return, efficiency, innovation. In order to achieve the main goal and the set tasks, methods and tools for assessment of the production potential have been used, the productivity and efficiency of the Bulgarian wine sector and methods for analysis of the comparative advantages and its competitiveness, calculation-constructive and graphic methods, expert evaluation, statistical and other methods. From the field methods, questionnaires and in-depth studies were used on questionnaires prepared by the author himself.

I give a very high assessment of the literature review of the research, the used methodology and the methodological tools, which are correctly applied in the course of the work and contribute to the successful completion of the set tasks and to the achievement of the set goal of the dissertation.

4. Discussion of the results and used literature.

The presented dissertation is in the volume of 346 standard pages. Structurally, it includes six chapters, an introduction and conclusion, a list of references and appendices. In the dissertation are presented and cited 233 literature sources, all in direct connection with the problem. The study is illustrated with 82 figures and 67 tables. The results are obtained through the application of modern tools and are illustrated with appropriately selected and designed tables and figures, which is proof of the qualities of the author as an excellent researcher.

The introduction presents the chosen research problem, the topicality of the topic and its significance is substantiated, the main goal, the tasks and the author's thesis are formulated correctly. The object and the subject of the research are specified, a brief overview of the state of the problem in our country is made. The main aspects of the research of the problem are presented -socio-economic, political and environmental aspects. Six research hypotheses have been formulated to test the validity of the author's

thesis.

Chapter One has been developed in a volume of 33 pages and is focused on the concept of strategic business planning. In this regard, the specifics of the wine complex are revealed, which is essential for the interpretation of the nature and characteristics of different types of business strategies in the industry, as well as the integration of strategic planning with marketing, innovation and finance in the enterprise. The author's excellent theoretical training on the interrelation and subordination of strategic planning with marketing, financial and innovative planning, as well as the handling of a broad conceptual apparatus, makes a very good impression.

The second chapter covers 55 pages and is entitled "Competitiveness of the wine company and the sector". Practically, this chapter has a theoretical-methodological and methodological character. Structurally, it is made up of three groups of logically bound paragraphs. It includes the theoretical clarification of competition and competitive advantages, theory of the innovation process and types of innovations, the methodological approach for organizing research, as well as the methodology for assessing and strategic planning of the competitiveness of the wine sector at micro and macro level.

A significant contribution in this chapter is that on the basis of the considered theoretical and methodological formulations an adapted methodology for analysis of the studied problems is proposed and the main indicators for efficiency and competitiveness of the sector by periods are calculated. The chapter ends with the theoretical model for diagnostics and strategy of the competitiveness of the wine sector. It is constructed on the basis of the use of the method of expert evaluation and the method of SWOT-analysis.

The analytical part of the dissertation - Chapters three, four and five cover an extensive and in-depth study of 140 pages, where in practice, the accepted methodology and research methodology is strictly applied. Based on the immanent characteristics of competitiveness, appropriate systems of indicators have been used for analysis and assessment of the competitiveness of the sector at micro and macro level. A detailed analysis of the specialization, concentration and competitive advantages of the wine sector in the monitored sites was made. Practical conclusions have been drawn. The competitiveness of the sector is analyzed. A description of the monitored farms, their legal status and the degree of indebtedness is made. The efficiency of their activity is assessed - return, profitability, as well as the impact of investments, assets and equity, as well as market share on their profitability. The main production, financial and market factors are substantiated and analyzed, which affect the competitiveness of the wine sector: the degree of concentration of capital, the organizational form of the wine enterprise, access to innovation, access to marketing, access to finance and the implementation of the planned strategic activities. Using a wealth of factual material, correct summaries, conclusions and recommendations are made, resulting from the analysis of the strategic approach to managing the competitiveness of wine enterprises.

Chapter six- the constructive part of the development is a logical continuation of the research thesis embedded in the formulation of the dissertation. In it are outlined some basic strategic guidelines for improving the strategic planning activities to increase the competitiveness of wine enterprises in Bulgaria. A model for strategic planning of

competitiveness is proposed. Based on an objective SWOT analysis, the strengths and weaknesses, opportunities and threats in the management of competitiveness are revealed. A management approach to achieve a higher level of competitiveness is justified. An adequate model of financial-innovation system has been developed to increase the competitiveness of the sector.

A significant contribution of the author in this chapter is the identification of the main problem areas related to the subject of study. Recommendations are given for the implementation of alternative models, economic and technical solutions in the wine sector, its organizational development, the creation of clusters and its adaptation to changes in the institutional environment.

The conclusion of the dissertation summarizes the conclusions and findings of the results of the study. They give reason to believe that the main goal and objectives have been achieved, and the thesis is confirmed.

Structurally and compositionally, the dissertation is very well constructed. The main parts of the dissertation follow in a logical sequence. Each previous chapter serves the next, which gives the work a complete and complete character. For the purposes of the research, a wealth of information was collected, processed and analyzed, which can serve as a database for future research in this area. Appropriate methods and indicators for research and analysis are used, which serve the research very well and are a guarantee for the reliability of the obtained results. The conclusions and suggestions made have a strong scientific and practical nature, with opportunities for direct application in practice.

5. Contributions to the dissertation.

I generally accept the report on the contributions to the dissertation of Petar Borisov. I consider the presented contribution achievements as a personal work of the author. Some of the contributions are significant because they have the character of further development, adaptation and enrichment of theoretical and methodological, methodological and practical knowledge in the studied areas, and others - are original and personal achievement of the author. In the dissertation the following contribution moments can be distinguished, divided into two groups: contributions with scientific character and contributions with practical-applied character:

Scientific contributions:

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

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 regarding their competitive development in a strategic plan have been established;
5. An approach for analysis and management of change is proposed to achieve a higher level of competitiveness of wine enterprises;
6. A model of financial-innovation system for increasing the competitiveness of the wine sector is proposed.

The report on the contributions highlights the main positive aspects of the dissertation.

The abstract is presented in the established form and content, ie. meets the accepted requirements. It reflects in a generalized form the main results of the research and gives the necessary idea of the theoretical and applied achievements of the author.

6. Critical remarks and questions.

I have no significant critical remarks about the author, as his work presents him in the best light - as a graduate researcher and researcher. 1. I will allow myself to note that the conclusions to the individual chapters in the development are more numerous, which at certain moments leads to unnecessary repetitions. In Chapter 5, for example, they are 10 in number, in Chapter 4 - 8, and so on. It is recommended to reduce them to 3-4 and to reflect in a generalized form the most important moments of the respective chapter.

2. Scientific work could benefit from maintaining a balance between the individual chapters - the constructive sixth chapter could be even larger in volume than the previous chapters.

3. My recommendation to Assoc. Prof. Petar Borisov is not to weaken the pace and intensity of his scientific work, as well as to look for more opportunities for publication in journals with an impact factor. In addition, with some of the developments in this dissertation can enrich the teaching among students, thereby strengthening the practical nature of their education.

The recommendations made in no way detract from the results achieved in the dissertation. They can be useful to the author in his future work.

Question: According to the author, what are the main reasons for the low investment activity in the wine sector in Bulgaria at present?

7. Published articles and citations.

A total of 20 publications related to the topic of the dissertation are presented, which exceeds the scientometric criteria of the Agricultural University - Plovdiv, for the acquisition of degree "Doctor of Science". 14 articles have been published in publications that are referenced and indexed in a world-famous database of scientific information. Of these, 7 articles are in the journal Economics and Management of Agriculture, 2 articles in the journal Agricultural Sciences, 3 in Scientific Papers of the Agricultural University - Plovdiv

(EBSKO Publishing). 8 of the 20 articles are in English, 2 of which have been published in Bulgarian Journal of Agricultural Science, and 3 - Journal of Bio-Based Marketing. The other publications are participations in our and international scientific conferences and participations in other editions.

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 Regulations of the Agrarian University for its application, which gives me reason to evaluate it **POSITIVE**.

I allow myself to suggest to the esteemed Scientific Jury that they also may vote positive in procedure for obtaining the scientific degree "Doctor of Science" from **Assoc. Prof. Dr. Petar Borisov Borisov** in the scientific specialty "Organization and management of production"

Date: 26. 10. 2020.

REVIEWER:
(Prof. Dr. V. Koprivlenski)

