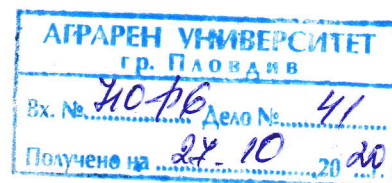


REVIEW



on a dissertation for obtaining a PhD "Doctor of Science" in: field of higher education 3.0 Social, economic and legal sciences, professional field 3.8 Economics, scientific specialty "Organization and management of production"

Author of the dissertation: Assoc. Prof. Dr. Petar Borisov Borisov, 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. Vyara Krasimirova Slavyanska, UARD – Plovdiv. 3.0 Social, economic and legal sciences, 3.7 Administration and management, scientific specialty "Social management"

appointed as a member of the scientific jury by order № RD-16-798 / 08.10.2020 of the Rector of AU.

1. Brief introduction of the candidate

Petar Borisov was born on March 17, 1980. He graduated from the Agricultural University - Plovdiv in 2003 (specialty "Agricultural Economics"). In 2009 he successfully defended his dissertation on "Competitiveness of wine-growing enterprises in the Southern wine-growing region" at the same university, Department of Management and Marketing.

The candidate has 16 years of teaching experience gained at the Agricultural University and Private Vocational College "Omega" - Plovdiv, as well as extensive consulting experience in areas such as competitiveness of business organizations, management and sustainability assessment of the agricultural sector, organization and management of agricultural production, agricultural management, etc.

His rich practical experience gained as the head of a Department "Center for

Technology Transfer" at MVCRI "Maritsa" - Plovdiv and as a consultant to the Ministry of Education and Science, Ministry of Agriculture, Food and Forestry, National Agricultural Advisory Service, LAG "Karnobat", LAG "Tervel -Krushari", MVCRI "Maritsa" - Plovdiv, European Investment Bank, etc., in combination with his teaching and research experience, is a prerequisite for a high degree of understanding of the theoretical achievements in the field of managing the competitiveness of the agricultural sector, as well as mastering its practical application.

Peter Borisov speaks good English and Russian.

2. Relevance of the problem

The topicality and dissertability of the chosen topic is unquestionable, and is clearly understood by the applicant and convincingly justified in the introduction of the development. It is a fact that the low level of competitiveness and sustainability of the wine sector in Bulgaria determines the need for a strategic approach to managing its competitiveness, including a clear long-term vision for the development of individual enterprises, development and implementation of business strategies adequate to market requirements. This would generate primary and secondary effects on the socio-economic development of the regions, in particular - a positive impact on employment, profitability and development not only of viticulture, but also of a number of related industries, which in turn would limit migration flows. Leading to depopulation of rural areas would stimulate investment activity, etc.

3. Purpose, tasks, hypotheses and research methods

The high degree of comprehension of the topicality of the problem and its scientific and practice - applied meaning is the basis of the correct formulation of the thesis, hypotheses, purpose and specific tasks developed in the dissertation.

The conceptual thesis that "strategic planning is a workable (reliable) approach that ensures the achievement and development of the competitiveness of the wine sector at both micro and macro level" is directly related to the formulated six research hypotheses and the main goal set, namely - to analyze the competitiveness of the wine sector and to determine its strategic orientation in the process of increasing sectoral competitiveness. In connection with the achievement

of the goal, nine research tasks are defined, successively solved in the different paragraphs of the dissertation.

The chosen research methodology allows achieving the set goal and solving the defined tasks. The candidate approached from the standpoint of the holistic approach with the belief that competitiveness is a multi-layered socio-economic category, the study of which requires consideration of the impact of all elements in the system and their interaction and response to the environment.

The sources of information used are scientific publications and works of Bulgarian and foreign authors, newsletters of international organizations (OIV, EUROSTAT, FAO, EIB), reports, bulletins and normative acts of the Ministry of Agriculture, Food and Forestry of the Republic of Bulgaria, Customs Agency of the Republic of Bulgaria, National Vine and Wine Chamber - Sofia, Executive Agency for Vine and Wine, etc. Additional empirical information is provided by sample surveys and in-depth interviews conducted at the enterprise level on questionnaires prepared by the author, as well as by the financial and accounting reports of enterprises. The indicated methods and information sources are appropriate and applicable in the considered problem area.

4. Knowledge of the problem

Assoc. Prof. Dr. P. Borisov demonstrates a very good awareness and a high degree of knowledge of the state of the problem, which is evident from the impressive bibliographic reference, including 233 sources relevant to the issue. It is important to note that along with the correct interpretation of the views of many foreign and Bulgarian authors, the personal views of the author clearly stand out.

5. Characteristics and evaluation of the dissertation

In structural terms, the dissertation work includes an introduction, six chapters and a conclusion, which follow the logic of the set goal and the sequence in solving the defined research tasks. The total volume of dissertation is 346 pages, richly illustrated with 82 figures and 67 tables.

The introduction presents the conceptual framework of the research, which includes all the necessary details - clearly justified relevance and significance of the topic, well-formulated subject and object of research, clear and logical thesis, correctly stated goals and objectives, detailed methodology and adopted

constraints. This lays a good foundation for conducting successful and qualitative research.

First chapter "The concept of strategic business planning" is designed to present the specific features of the wine sector as an object of strategic planning. Emphasis is placed on the nature and characteristics of strategic business planning, types of business strategies, the relationship between strategic, marketing, financial and innovation planning. Finally, summaries and conclusions are formulated, focused on business planning as an approach to competitiveness management.

In the second chapter "Competitiveness of the wine enterprise and the sector" are the object of attention the concepts of "competition", "competitive advantage" and "competitiveness". The in-depth literature analysis covers the main approaches and theories clarifying the nature of the competitiveness of economic enterprises. The key importance for the dissertation is the detailed methodology for analysis and diagnosis of the competitiveness of both the sector as a whole and the individual wine enterprise, including stages and many specific micro and macro indicators.

Chapter Three "Analysis of the specialization, concentration and competitive advantages of the wine sector" analyzes the specialization, concentration and degree of integration of the main industries in the wine sector. Here are the comparative and competitive advantages of the Bulgarian wine sector on the international wine market. The influence of the Common Agricultural Policy on the development of the sector is commented. Important summaries and conclusions are formulated.

The fourth chapter, "Analysis of the competitiveness of wine companies", analyzes the suitability and relevance of the research tools. The indicators (drivers, markers and indicators) for analysis and diagnostics of wine enterprises are validated through the multi-criteria analysis and the method of expert evaluation, in which 33 experts take part.

Chapter Five "Analysis of the strategic planning activities of wine enterprises" aims on the one hand to present the state, problems and prospects for development of the sector as a whole, revealing the general, typical in the existing business environment, and on the other - to identify specific factors that affect the competitiveness of individual wine. By applying chi-square analysis, an assessment of the interaction of the factors determining the sustainability of the competitive

advantages of the wine enterprises is sought. The drivers of sustainability are the access of enterprises to finance, innovation and marketing.

Chapter Six "Strategic profiling of the competitiveness of the wine sector" focuses on conducting a SWOT-analysis of the factors for successful development of wine enterprises and on this basis the formulation of measures and prescriptions to increase their corporate competitiveness. An important point is the specification of strategic goals and actions to increase competitiveness at micro and macro level.

The conclusion unequivocally argues the implementation of the research tasks, leading to the achievement of the main goal, and presents evidence to confirm the formulated research thesis and hypotheses.

In summary, the dissertation has the character of a completed scientific research, dedicated to an important research problem and containing significant scientific and mostly applied results. The following can be singled out as more specific advantages:

- Selected topic with indisputable relevance and significance for the Bulgarian economic reality.
- Conceptual framework of the research (presented in the introduction), including all the necessary details - from relevance and relevance of the topic, thesis, research hypotheses, subject and object of research, approach, purpose and tasks to perceived limitations.
- High degree of comprehension of the topicality of the problem and its scientific and practical-applied meaning, reflecting in correct formulation of the thesis, hypotheses, goal and specific tasks developed in the dissertation.
- Application of a research approach, allowing to achieve the set goal and solve the defined tasks.
- Logical and balanced structuring of the dissertation research in accordance with the tasks solved in it.
- Demonstrated undeniable abilities to detect and analyze unsolved problems, to summarize and synthesize conclusions (at the end of each chapter).
- Developed and tested model (methodology and methodology) for analysis and assessment of the competitiveness of the wine enterprise and the sector as a whole.
- Reasoned implementation of the set research tasks, achievement of the

main goal and confirmation of the research thesis and hypotheses in the conclusion of the paper.

- Impressive bibliography - guarantee a high degree of familiarity with the problem.
- Use of an understandable and at the same time terminologically sound style of presentation, including precise design of the work in technical terms.

6. Contributions of the dissertation

In the abstract, Assoc. Prof. Dr. P. Borisov has systematized the contributions that he believes he has in theoretical and practical-applied aspect. The developed dissertation definitely contributes to the development and enrichment of existing knowledge in the field of competitiveness of the wine sector, by offering ideas for its measurement at micro and macro level (including determinants), strategic planning and specifying ways to achieve it. I accept the 9 contributions indicated by the candidate as sufficiently significant and corresponding to the real results and achievements in his research work.

I am convinced that the conducted dissertation research is entirely a personal work of Assoc. Prof. Dr. P. Borisov, respectively the formulated contributions and obtained results are his personal merit.

7. Critical remarks, questions and recommendations

I have no significant remarks on the content and structure of the dissertation. I would only recommend presenting the tools used in the introductory part, some reduction in the volume of work, consolidation of research tasks and synthesis of contributions to the most important.

8. Published articles and citations

The candidate is popularized the main formulations and results of his work on the dissertation through a sufficient number of scientific publications, incl. 13 pcs. in Bulgarian and 7 pcs. in English. I consider that these publications really present his achievements and are representative enough to make them known to the academic community and interested professional circles in practice. The fact that they have been cited 15 times can be interpreted as proof of their high quality.

The presented abstract is prepared according to the requirements and reliably

reproduces the content of the work in a synthesized form. It is developed in a volume of 78 pages and includes four parts related to the general characteristics, content, publications and contributions to the dissertation.

CONCLUSION

The dissertation presented for review has the character of a completed scientific research, dedicated to a particularly important research problem in cognitive and applied aspect and definitely of interest not only for the academic community, but also for professional practice. Its content is indicative of a comprehensive knowledge of the specialized literature and scientific achievements in the specific field, as well as the possession of qualities and skills for independent research. Relevant scientific-theoretical summaries, methodological and practical solutions are presented with the necessary competence, depth, system and scientific-empirical argumentation. The dissertation contains scientific and applied results, which represent an original contribution and meet all the requirements of ZRASRB and the Regulations 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 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: 25.10.2020, Plovdiv

REVIEWER: 

/Professor Doctor of Science Vyara Slavyanska/