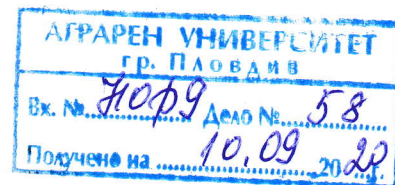


REVIEW



ON A DISSERTATION FOR OBTAINING THE EDUCATIONAL AND SCIENTIFIC DEGREE "DOCTOR" IN: FIELD OF HIGHER EDUCATION 3. SOCIAL, ECONOMIC AND LEGAL SCIENCES, PROFESSIONAL FIELD 3.8 ECONOMICS, SCIENTIFIC SPECIALTY ORGANIZATION AND MANAGEMENT

AUTHOR OF THE DISSERTATION: GORAN (ZORAN) LAPCHEVICH

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TOPIC OF THE DISSERTATION:
VALUE CHAIN IN GRAPE GROWING AND WINE PRODUCTION IN
SERBIAN WINERIES

Reviewer: Prof. Dr. Nelly Andreeva Bencheva,

Agricultural University, Plovdiv; 3. Social, Business and Legal sciences, Professional field 3.7 Administration and management, Scientific specialty: Organization and management appointed as a member of the scientific jury by order No. РД - 16-559 / 01. 07.2020 from the Rector of the AU.

1. Brief introduction of the applicant.

Doctoral student Goran Lapcevic was born on March 17, 1970 in Serbia. In 2012 graduated with a bachelor's degree in economics from the Faculty of Business Economics and Entrepreneurship, Belgrade. The topic of the defended thesis is "Analysis of the products of small and medium enterprises in terms of innovation and competitiveness" In 2016, the same faculty completed a master's program in economics. Master's thesis: "Technological progress and modern technologies and the function of enterprise development."

Team leader of the project "Fight against illegal trade through research, education and awareness" and assistant at the Faculty of Business Economics and Entrepreneurship Belgrade more than 18 years of experience in the design and implementation of instruments for economic development, entrepreneurship support, development of business infrastructure, including business incubators, small business management, job creation, implementation of active labor market measures and development of public-private partnerships.

Currently, Goran Lapcevic is an assistant at the Faculty of Business Economics and Entrepreneurship in Belgrade. He is the team leader of the project "Fighting Illegal Trade through Research, Education and Awareness". He is a lecturer at the College of Professional Business Studies "Dr. Radomir Boykovic" Krusevac. At the same time he holds the position of Managing Director of the Regional Center for Development of Small and Medium Enterprises Krusevac. He manages 37 projects funded by investors and donors, the most important of which are the European Union, USAID, UNDP, JICA, and the Republic of Serbia through various institutions and programs. He is the President of the Assembly of the Association of Regional Development Agencies of Serbia. He is a member of the Board of Directors of the Republican Network for Development of Small and Medium Enterprises in Serbia. As an expert, he leads teams on 7 business incubation projects working in the Business Incubator, Kruševac, Bor, and Maidanpek. He is a member of the Executive Council of the European Movement in Serbia.

His international activities include working as an expert on the United Nations Development Program (UNDP), VNG International - The Netherlands, White Young Green International (WYG), the Swiss Agency for Development and Cooperation (SDC) and the GIFT consortium with the Ministry of Infrastructure, Transport and Networks Greece as a leading partner.

2. Relevance of the problem.

The dissertation deals with a topical and important topic related to the study of competitiveness in wine production in Serbian wineries, from the point of view of building a value chain. The fact that the competitiveness of wine cellars in the Republic of Serbia has not yet been fully explored is in itself a sufficient reason for the competitiveness of wineries to be subjected to a critical analysis and study of the strategic development of their competitiveness through the application of value chain.

In this context, the chosen topic deals with important and current aspects of competitiveness, requiring both in-depth theoretical analysis and assessment of specific trends and the set of factors determining the processes of its management through the study of the value chain.

The analysis and assessment of the state of the value chain are the basis for building strategies on which the increase in the competitiveness of wine production in Serbian wineries largely depends. I believe that the doctoral student very skillfully,

with objective arguments has substantiated the relevance of the chosen topic.

3. Purpose, tasks, hypotheses and research methods.

The dissertation is developed in a volume of 172 standard pages. Regarding the structure and content of the dissertation, we should point out that a good presentation of the material has been achieved.

The work is thematically structured in seven parts and they are: introduction, theoretical foundation of the research, organizational and economic analysis of the objects of research - 21 wine cellars in the Republic of Serbia, value chain analysis and proposals of models for the value chain of Serbian wineries, literature review and application. 78 literary titles were used. The results of the empirical studies are illustrated in 19 tables, 16 figures and 50 graphs.

The aim of the study is clearly and precisely formulated, namely to analyze the value chains in the wine business and to propose guidelines for improving the interaction of the participants in these chains to achieve higher sectoral competitiveness.

To achieve this goal, the following tasks are solved: Analysis of existing approaches for analysis and evaluation of sectors, clusters and industries presented as a value chain; Adaptation of methodology for research, analysis and evaluation of the value chain in grape growing and production. wine in Serbia; Diagnosis of the value chain in the sector and identification of problem units; Collection, structuring and synthesis of empirical information about the units (participants) in the value chain; Development of approaches to improve the problem units in the value chain in the studied sector.

For the purposes of the research are developed:

General hypothesis (H0) of the doctoral dissertation - strengthening the existing value chains in the wine sector and supporting the formation of new ones is a way to increase the competitiveness of the Serbian economy, especially in its rural areas.

Specific hypotheses:

H1: the varietal structure determines the competitiveness of value chains in both its domestic and foreign markets;

H2: the rationing and management of the operating costs of the actors in the chain leads to the improvement of the competitiveness of the sector;

H3: state support for grape growing and wine production in Serbian wineries may have a positive effect on the sector's competitiveness;

H4: Eliminating key problems in grape growing and wine production in Serbian wineries at the local government level could lead to improved rural infrastructure.

H5: The elimination of key problems in the cultivation of grapes and wine production in Serbian wineries by the competent ministry (Government of the Republic of Serbia) can improve the business environment.

H6: Improving the coordination of participants in the chain of values contributes to the formation and strengthening of wine clusters.

The formulated doctoral thesis is the result of the desire to examine in more detail the issue of the perspective of Serbian wineries in the modern conditions of global business. Therefore, a clear research plan has been drawn up by analyzing the value chain of Serbian wineries.

For the purposes of the research, the empirical information is provided mainly by sample surveys conducted at the winery level through a questionnaire prepared by the author. Research methods and research structure. are described in great detail. The main methods used are: value chain, systematic analysis, comparative analysis, situational analysis, diagnostic analysis, etc.

For the realization of the goals and tasks of the research and proving the hypotheses, official statistical data were used. Scientific publications and works of Serbian, Bulgarian and other foreign authors were used, as well as a number of normative acts of the Republic of Serbia.

The overall information base of the research has allowed the doctoral student to make an objective assessment of the obtained empirical results in order to prove the hypotheses.

4. Visualization and presentation of the obtained results.

In the presented dissertation important theoretical summaries, decisions and conclusions are made about the role and importance of competitiveness considered as a process of competition, in order to achieve better results for wineries in Serbia.

The used methods and means of expert evaluation have allowed to reveal and evaluate the peculiarities of the factors of competitiveness at the level of economic entity and analysis in their management through the value chain and the analysis of the 5 forces in the Porter model.

The dissertation contains concrete results and empirical evidence that objectively reflect the real achievements of the research. The contributions greatly enrich the scientific knowledge for the study of competitive strategies and assessment of the specific factors influencing their construction within the wineries in Serbia. .

The achieved results show that the doctoral student has good theoretical training, knowledge and skills for independent research.

5. Discussion of the results and used literature.

The theoretical part of the study of the value chain in grape growing and wine production addresses the following more important issues:

From a theoretical point of view, the value chain studies grape growing and wine production first in the world and then in the Republic of Serbia. The winery as an economic entity is considered from several points of view, such as: concept, state; legal status; operating conditions; material conditions, equipment and investments in the production enterprise; provision with human capital and prospects for development.

The theoretical foundations of the value chain are considered in the light of the key factors influencing changes in the business environment, competitiveness as a condition for success and survival of the market, as well as strategies for achieving competitive advantage. An analysis of the value chain from a historical and conceptual point of view is made, as the main approaches for analysis of the value chain in grape growing and wine production are considered.

The in-depth theoretical study of competitive approaches, strategies and factors in value chain management has allowed the doctoral student to develop the design of the empirical study. The core of the design is the construction of the Value Chain Model in Grape Growing (primary production) and the Value Chain Model in Wine Production (secondary production).

The section Analysis of the results and models arising from the analysis of the value chain of wineries presents the practical implementation of the empirical study of the value chain of wineries, namely:

The analysis of the value chain in the cultivation of grapes from the sampled wineries is made in terms of main activities and ancillary activities. A comparative analysis of the views of the representatives of the wineries on several important

issues - areas of vineyards, grape varieties, the corresponding costs of growing grapes, costs of supporting basic activities, as well as areas of grape growing.

The analysis of the value chain of wine production of the wineries in the sample was made in terms of the main activities and ancillary activities. In this regard, the views of the representatives of the wineries on the following important issues are analyzed and evaluated - capacity for storage of grapes, wine production, costs of wine processing, the corresponding costs to support basic activities, marketing, research within marketing, wine branding, wine marketing and more.

In the Discussion and Recommendations section arising from the value chain analysis of Serbian wineries, the following issues related to the analysis of the results of empirical research - data collection and statistical data processing - were examined. A Value Chain Model has been developed and substantiated, together with an assessment of important factors of the value chain in grape growing, as well as important factors in the results of the analysis of the value chain in wine production,

A business model has been developed to improve the business of wineries. The model of analysis of the value chain of wineries, based on quantitative indicators and parameters of wineries, which integrates two parts of the value chain, the first related to the cultivation of grapes - primary production, and the second related to wine processing - secondary production .

The model for improving the activity of wineries is described by quantitative indicators and parameters, which contain a total of 37 relevant factors, which are additionally related by 99 variables. The model provides the possibility for dynamic performance, which means that it can be applied to measurements in the long run, identifying trends that can significantly increase the reliability and accuracy of measurements, as well as the reliability of forecasting.

We can summarize that the dissertation contains concrete results and empirical evidence that objectively prove the validity of the developed hypotheses and research questions on the impact of strategies and approaches of the value chain to increase the competitiveness of wine production in Serbian wineries.

6. Contributions to the dissertation.

The following more important ones can be pointed out in the presented dissertation:

Scientific contributions

1. The existing approaches for analysis and evaluation of the sectors, clusters and industries presented as a chain of values in the organization of the wine business in Serbia are analyzed;
2. The methodology for research, analysis and evaluation of the chain of values in grape growing and wine production in Serbia has been adapted and applied;
3. Diagnosis of the chain of values in the sector has been performed and the problem units have been identified;
4. Empirical data for the units (participants) along the chain of values are synthesized and analyzed;
5. Approaches have been developed for improving the problem units in the chain of values in the studied sector.

7. Critical remarks and questions.

Specific notes and recommendations may be made to the dissertation, which at the discretion of the doctoral student may be reflected in the eventual publication of the dissertation or parts of it:

- 1) A number of productions need clearer argumentation, supported by concrete results from their own research.
- 2) In some places a clearer position and statements on methodological issues are needed.
- 3) It is recommended that the results of the analysis be summarized at the end of each section.

8. Published articles and citations.

The presented abstract correctly reflects the content of the dissertation. It presents in a synthesized form the main points of the dissertation: general characteristics; content and structure of the work; scientific contributions; publications on the dissertation. The articles published in connection with the dissertation are classified into three sections¹. Reports published in the framework of international scientific meetings - 1 issue; 2. Publications published in journals of national importance - 5 issues; 3. Papers published in publications of national scientific meetings - 4 issues.

CONCLUSION:

Based on the scientific and applied by the doctoral student, various research methods, summaries and conclusions, I believe that the 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 would like to suggest to the esteemed Scientific Jury also to vote positively and to award Goran (Zoran) Lapcevic the educational and scientific degree "Doctor" in the scientific specialty Organization and Management.

Date: 04.08. 2020

Plovdiv

REVIEWER:

(Prof. Dr. Nelly Bencheva)

