



## SCIENTIFIC OPINION

on dissertation for obtaining the Doctorate degree in higher education: 3. Social, Business and Legal Sciences, Professional field: 3.8 Economics, Scientific specialty: 'Production Organization and Management'

**Author of the dissertation:** Rosica Stoyanova Nenova, part-time doctoral student at the Department of Management and Marketing at the Agricultural University, Plovdiv

**Doctoral Thesis topic:** Strategies of management for profitability in the wine cellars.

**Reviewer:** Assoc. Prof. Dr. Violeta Dinkova Dirimanova, Agricultural University, 3. Social, Business and Legal Sciences; professional direction 3.7 Administration and management, scientific specialty Organization and management of production, appointed as a member of the scientific jury by order No. RD-16-131/24.02.2021 from the Rector of the Agricultural University, Plovdiv.

### 1. The relevance of the topic under consideration

Rosica Stoyanova Nenova was born on 14.04.1985. She graduated with a bachelor degree, major: Agricultural Economics in the Faculty of Economics at the Agricultural University, Plovdiv, in 2015. She graduated with Master degree in 2017 with major Financial management and accountancy in the same faculty and university. She used English and Italian language. Rosica Nenova has been appointed as a full-time doctoral student at the Department of Management and Marketing at the Agricultural University, Plovdiv.

### 2. Actuality of the problem

The topic of the dissertation is to analyze and evaluate the profitability of the various business models of wine cellars in the Southern wine region in Bulgaria, as well as to develop strategies to increase their profitability.

The dissertation examines issues and results related to the profitability of economic entities in the wine sector, identifies the many factors based on the market situation (market price, market deficit/surplus, government intervention, consumer taste, availability of substitute products) and the intensity of competition. For this purpose, strategic approaches are required in the management of profitability in the sector at both macro and micro levels. The strategic factors for success in the researched economic sector are also analyzed. These strategic factors form a business model that describes the competitive advantage and its sources, the business development strategy and the strategic action plan in a competitive market. In this sense, the current topic is important for the development of the wine sector.

### 3. Purpose, tasks, hypotheses and methods of research

The aim of the dissertation is clearly formulated and aims to assess the



profitability of various business models of wine cellars and to develop strategies to increase profitability in the Southern wine region. Achieving the goal is realized by solving several clearly defined tasks that are actually feasible, but not fully protected in the dissertation.

The doctoral student has formulated a working thesis, which shows that the definition of the economic nature of the categories "business model" and "profitability" clarifies the essence of the strategic approach to profitability management. In order to clarify and study this thesis, it clarifies the methodological approaches and methodological issues in researching and evaluating the profitability of business models of wine cellars in the selected area. Also, the doctoral student makes an in-depth analysis of the state and trends in the development of the main factors influencing the profitability of the business models of wine cellars in the selected area. Based on the comparative analysis of the business models of wine cellars in the studied area, strategies have been developed to increase profitability.

Appropriate methods of analysis were used in the study, which were correctly selected and applied. A systematic approach, comparative analysis, statistical methods, such as SPSS and a statistical package of MS Excel were used in the study of the issue.

#### **4. Visualization and presentation of the obtained results**

The doctoral student has used various means to illustrate and summarize the results obtained through figures, tables and diagrams that allow him to correctly systematize and objectively present the obtained results.

#### **5. Discussion of the results and the references**

In her work on the dissertation, the doctoral student has studied a large part of the modern specialized scientific of Bulgarian and foreign authors; articles of international organizations; reports and bulletins of the Ministry of Agriculture and Food; data from the National Statistical Institute, the National Vine and Wine Chamber, the Executive Agency for Vineyards and Wine, the Agricultural Market Information System, as well as a number of different regulations.

Empirical information of the study is provided by a survey of 31 wine cellars located in the country.

The used literature includes 89 literary sources, which are mainly in Bulgarian and English.

#### **6. Contributions to the Dissertation**

The dissertation "Strategies of managing for the profitability of the wine cellars" contains the following more significant contributions, ideas and solutions:

##### ***Scientific contribution***

- The existing strategies in theory and practice are adapted to the specific conditions under which the economic category "profitability" in the wine business is shown and analyzed.

- The methodological approach used thoroughly analyzes the profitability of the various business models in the wine sector and proposes a strategy for managing a "business model" for its management.

### ***Scientific and applied contributions***

- An analysis of the different types of business models, which can show the needs of the final users in direct and indirect competition, such as production and sale of wine, wine tourism and combination of both.
- Strategies for managing the profitability of the wine business are analysed in order to accumulate new business and non-profit initiatives.

### **7. Critical notes and matters**

The methodological part is not very well argued in the study itself. The literature is extensive, but not very well analysed and illustrated in the theoretical part. At the end of the dissertation, it would be good to present the scientific and applied contributions that can help to develop and summarize the final part of the dissertation. Despite these critical remarks, the dissertation has its merits.

### **8. Published articles and citations**

On the topic of the dissertation, the doctoral student has published four articles, which is the minimum required for obtaining a doctoral degree.

The abstract presented objectively reflects the structure and content of the dissertation.

### **CONCLUSION:**

On the basis of the various methods of research learned and applied by the doctoral candidate, the correctly performed experiments, the summaries made and the conclusions drawn, I believe that the dissertation submitted meets the requirements of the Application of the Act for the Development of the Academic Staff in the Republic of Bulgaria, and the Rules of the Agricultural University for its application, which gives me a reason to rate it **POSITIVE**.

I allow myself to propose to the venerable Scientific Jury also to vote positively and to award to **Rosica Stoyanova Nenova** the educational and scientific degree '**Doctor**' in the scientific specialty: 'Production Organization and Management'.

**Date:** 2.4.2021 r.  
Plovdiv

**SCIENTIFIC OPINION BY:** .....  
(Assoc. Prof. Dr. Violeta Dirimanova)