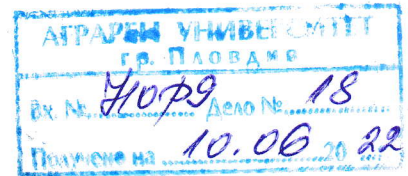


# REVIEW



on the dissertation for obtaining the educational and scientific degree "Doctor" in the field of higher education: 3 "Social, economic and equal sciences", professional field: 3.8 "Economics", scientific specialty: "Organization and management of production (agriculture and sub-sectors) ".

The author of the dissertation is DRAGAN METODIA MILADINOSKI, PhD student in self-study at the Department of Management and Marketing with the topic of the dissertation: "Management and development of competitiveness of agricultural enterprises in the Republic of Northern Macedonia."

**Reviewer:** Assoc. Prof. Dr. Violeta Dinkova Dirimanova, Agricultural University, Plovdiv, field of higher education: 3. Social, economic and equal sciences, professional field: 3.7 Administration and management, scientific specialty: Organization and management of production appointed chairman of the scientific jury with order № RD 16-481 / 05.05.2022 of the Rector of the Agricultural University.

## 1. Brief introduction of the candidate.

Dragan Miladinovski was born on October 30, 1969 in Northern Macedonia. In 2010 he graduated with a Master's degree in Economics from the Faculty of Economics at the University of Saints Cyril and Methodius, Skopje, Northern Macedonia. From 1993 to 1998 he worked in companies that were engaged in the import and export of goods. The main activity is related to the management of the company, planning and analysis of markets and organization of production. Since 1998 he has been a senior customs inspector in the Customs Administration of the Republic of Macedonia. The main activity is related to the monitoring of the laws, regulations and internal documents related to the customs activities and competencies of the customs, as well as international agreements, ratification or accession of the Republic of Northern Macedonia to the European Union.

In 2020, a doctorate in self-study will begin at the Department of Management and Marketing at the Faculty of Economics, Agricultural University, Plovdiv, in the professional field: 3.8 "Economics", scientific specialty: "Organization and management of production (agriculture) and sub-branches) "with research supervisor Assoc. Prof. Petar Borisov. The topic he chooses for his dissertation is related to the competitiveness of agricultural enterprises in Northern Macedonia. He speaks English, German and Bulgarian.

## 2. Relevance of the problem.

The topic of the dissertation is to analyze and evaluate the factors determining the competitiveness of agricultural enterprises in the Republic of Northern Macedonia and to develop guidelines for improving their competitiveness in the internal market. The competitiveness of the agricultural enterprise depends on a set of factors that directly affect the development of organizations and is considered as a function of the choice of

organizational form for business development.

The dissertation deals with issues related to the economic nature of the agricultural enterprise, production system and the main elements that make it up. It is also considered the systematic approach to research and analysis of the agricultural enterprise. In assessing the competitiveness of the agricultural enterprise, the doctoral student used two main approaches, the first approach is based on the neoclassical theory of the enterprise, where the competitiveness of the agricultural enterprise is considered as a result of using the main factors of production - land, labor, capital and entrepreneurship. The second approach is based on institutional theory, which assesses the competitiveness of agricultural enterprises at the level of transaction costs.

All these approaches are important to be analyzed the development and management of the agricultural sector in the Republic of Northern Macedonia. In the conditions of intensified market competition in the country, the main factor for achieving economic growth and maintaining employment is the competitiveness of local enterprises compared to all other market participants. For this reason, the doctoral student focuses and chooses this topic in order to conduct a useful theoretical and practical study, consistent with the economic conditions of the country and aimed at improving market conditions and competitiveness in the industry.

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

The aim of the dissertation is to analyze and evaluate the factors determining the competitiveness of agricultural enterprises in the Republic of Northern Macedonia and to develop clear guidelines for improving the competitiveness of the domestic market in the country.

The doctoral student has formulated specific tasks. First to determine the economic nature of the agricultural enterprise, as a production system and its constituent elements. Second, to clarify the methodological approaches and methodological issues in the study and assessment of the competitiveness of the agricultural enterprise. Third, to study and analyze the state and trends in the development of the main factors determining the competitiveness of agricultural enterprises in the Republic of Northern Macedonia. Based on the analysis to develop comprehensive guidelines for improving the competitiveness of agricultural enterprises in the Republic of Northern Macedonia. The subject of the study is the competitiveness of agricultural enterprises in the Republic of Northern Macedonia.

The methods used in the present study are neoclassical theory without taking into account the imperfections of the institutional environment, assuming that the market is in equilibrium and all transactions involving the exchange and use of factors of production are carried out without transaction costs. The second approach used by the doctoral student is institutional theory, taking into account the level of transaction costs in

their organization and management. The approach is applied in the following sequence, first defining the main types of transactions in which the managers of agricultural enterprises participate and then determining the cost levels of these main types of transactions.

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

The doctoral student used various tools to illustrate and summarize the results. The dissertation has 10 figures and 5 tables, which allow him to correctly systematize and objectively present the results. The dissertation has a classical structure, including an introduction, three chapters and a conclusion, used literature and one appendix. 142 literary sources were used, such as scientific publications and works of Bulgarian and foreign authors; newsletters of international organizations; reports and bulletins of the Ministry of Agriculture and Food in the Republic of Northern Macedonia; data from the National Statistical Institute, as well as a number of regulations.

#### **5. Discussion of the results and used literature.**

In the first chapter of the dissertation, the doctoral student made a literature review of the theoretical views on the nature of the enterprise and its features in agriculture, as well as an in-depth critical analysis of scientific discussions on this issue. To substantiate the nature of the enterprise, a systematic approach is used, which examines the production, economic, social and legal subsystems. Also, PhD student Miladinovski identifies the factors determining the specifics of the agricultural enterprise that distinguish it from enterprises in other economic sectors and analyzes the main characteristics of competitiveness.

A critical review of the methodologies and methodologies on the researched problem has been made. A specific methodology for analysis and assessment of the competitiveness of different types of vineyards in the Republic of Northern Macedonia has been developed. These enterprises were taken from the register of the Ministry of Agriculture, Food, Forestry and Rural Development of the Republic of Northern Macedonia and 69 agricultural enterprises were selected on the basis of a simple random sampling method. In these studied sites the factors of market development are identified with the help of the SWOT-analysis method.

The second chapter analyzes the competitiveness of agricultural enterprises. Through the SWOT-matrix, the doctoral student identifies the most significant strengths and weaknesses, opportunities and threats to the development of farms and assesses the interaction of factors in the matrix through the method of expert evaluation. The results show that farm owners identify strengths as the main source of competitive advantage. The link between strengths and identified opportunities should be a priority in the future development of this type of economy. Using the method of SOR-analysis, the doctoral student demonstrates which of the most significant strengths will be able to realize the most attractive opportunities in agricultural enterprises, removing obstacles to their implementation.

The third chapter shows the needs of agricultural enterprises to increase competitiveness. Initially, the PhD student identifies these needs and then suggests

various ways, such as using innovation, risk management and implementing marketing for the successful development of agricultural enterprises in the Republic of Northern Macedonia.

Increasing the competitiveness of agricultural enterprises is done by promoting and developing innovation activity, enabling its financing and by promoting and developing a strategic approach to managing the competitiveness of agricultural enterprises. Combining these two principles in solving the problem is a leading factor in the presentation of the financial system in this part of the dissertation. The proposed financial system consists of 6 elements, including a mutual financial fund, an innovation extracurricular fund (encourages and increases the innovation activity of agricultural enterprises), a cooperative loan, an insurance guarantee fund, an advisory board and agricultural enterprises, a major consumer of funds.

**Question to the doctoral student:**What methodology has been used to determine the number of transactions and how does the number of transactions affect the competitiveness of agricultural enterprises?

#### **6. Contributions to the dissertation.**

In the dissertation, the doctoral student highlights the following contributions, which are scientific and applied:

- Clarifies the nature and manner of the agricultural enterprise and the management of its competitiveness;
- Develops a conceptual framework for assessing the competitiveness of agricultural enterprises;
- Analyzes and assesses the level of competitiveness of enterprises in the sector;
- Identifies the needs of agricultural enterprises in terms of their better competitiveness and opportunities to increase their competitiveness;
- The dissertation proposes a financial model for improving the competitiveness of agricultural enterprises.

#### **7. Critical remarks and recommendations.**

I have recommendations for the candidate:

- To deepen its research in the field of competitiveness and management of agricultural enterprises, as well as the development of human resources in agriculture;
- I recommend publishing more scientific articles in a journal with a high impact factor in order to evaluate the scientific output of a wider range of specialists, both in Bulgaria and abroad;
- To be more active in its participation in international forums in order to be able to report their results in renowned scientific journals.

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

In connection with the dissertation, doctoral student Dragan Miladinovski presented 5 articles that have been published in various journals. Three of the articles are stand-alone


and the others are co-authored. It is not stated whether there are citations to the published articles. The presented abstract reflects objectively the structure and content of the dissertation.

**CONCLUSION:**

Based on the arguments and applied by the doctoral student, different research methods, research, 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 in favor and to award Dragan Metodija Miladinovski the educational and scientific degree "Doctor" in the scientific specialty Organization and Management of Production.

Date: 06.06.2022.

REVIEWER:  .....  
(Assoc. Prof. Dr. Violeta Dirimanova)