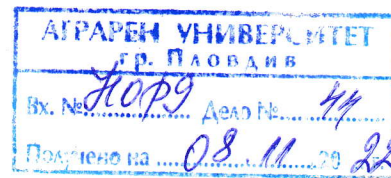


REVIEW



on a dissertation work for obtaining the educational and scientific degree "doctor" in: field of higher education 3.0 Social, economic and legal sciences professional direction 3.8 Economics, the scientific specialty Organization and Management

Author of the dissertation: *Kushtrim Emruch Qamili* PhD student (self-study) at the Department of "Management and Marketing" at the Agricultural University, Plovdiv

Dissertation topic: The efficiency of sales of agricultural enterprises in Albania

Reviewer: Assoc. Dr. Teodor Radev, Plovdiv Agricultural University, Social, economic and legal sciences appointed as a member of the scientific jury by order No. RD-16-985 / 07.10.2022. from the AU Rector.

1. Brief introduction of the candidate.

Kushtrim Qamili received his Master's degree in Economics from Pristina, Kosovo. He is currently a teacher at the Higher School of Agriculture in Giljan, Kosovo. His professional interests are in the field of agricultural business organization and management. He explores models to improve the market positions of agricultural enterprises.

2. Relevance of the problem.

The topic of the dissertation is relevant because the agricultural sector of Kosovo is an important part of the country's economy and increasing its contribution to rural areas is an important task of national policy. Agricultural enterprises in Kosovo in recent years have been improving their market positions, with active state support also contributing to this process. Analyzing the value chain in the sector and effective sales management are important to improve the market positions of agricultural enterprises.

3. Purpose, tasks, hypotheses and research methods.

The purpose of the dissertation is clearly formulated and refers to establishing the factors improving the sales of the agricultural enterprises in Kosovo. To realize the goal, 3 research questions have been defined, which are logically linked and allow the work to have a finished look. The doctoral student has formulated three working hypotheses that considering the contribution of the participants in the value chain in the conditions of increasing competition is a prerequisite for improving the functioning of the entire marketing chain and achieving good sales results. This is achieved by increasing the interaction between the elements of the business system (cluster) and designing activities that are tailored to the interests of those participating in the cluster.

Appropriate methods of analysis were used in the research, which were correctly

selected and applied. Methods of situational analysis, diagnostic analysis and prognostic analysis were used in the study of the problem. The analysis methods use a rich base of empirical data collected through field research.

4. Transparency and presentation of the obtained results.

The doctoral student has used a wide range of tools for visualizing and summarizing the obtained results in tables, graphs and schemes, which allow him to correctly systematize and objectively present the obtained results. The research hypotheses were tested using multiple linear correlations and regression. The research sample has the necessary representativeness.

5. Discussion of results and used literature.

In his work on the dissertation, the doctoral student studied a major part of the modern specialized scientific literature in relation to management theory and the possibilities of applying the Value Chain approach. Opinions of well-known authors have been commented and presented, and on their basis the author's understanding of the researched problem has been formed.

Based on the analysis of scientific publications, it was concluded that currently local agrarian enterprises are forced to pay much more attention to sales activities, since the wholesale system is not sufficiently developed.

Different forms of non-cash payments are examined and classified, and the scale of their application in the Albanian economy in general and in the agricultural industry in particular is assessed.

The features of the manifestation of the crisis of non-payments in the agricultural sector have been analyzed.

The question of the influence of the methods of supplying the enterprise with resources on the specifics of its marketing activity and the process of payment with the buyers of products is considered.

In the second chapter "Management of the planning process of the sale of products in the agrarian enterprise" the process of settlement with the buyers of products, its place in the commercial policy of the enterprise and the relationship with other elements of sales are considered. policy are defined.

The scale of the use of trade credit in the sale of agricultural products was analyzed, a conclusion was made for a significant increase in the share of trade credit during the transition from a planned economy to a market economy, which necessitates the development of this problem.

The work of local and foreign scientists on this problem is reviewed, a conclusion is drawn about the insufficient development of the analyzed direction, the lack of complex methods and mathematical models that allow enterprises to plan the process of receiving payments from buyers, as well as the inapplicability of Western methods in Albanian

conditions.

The process of developing a credit policy for the agricultural enterprise is considered, a methodology is proposed that allows you to effectively manage cash and barter flows for the sale of products in the context of the spread of barter in settlements.

In the third chapter, "Using mathematical models for planning the terms of sale of agricultural products", mathematical models are proposed that allow formalization of the decision-making process regarding the credit and discount policy.

The proposed mathematical model for choosing the optimal option for the delivery of products to various consumers using the linear programming method allows you to maximize cash and barter flows for the sale of products. In order to ensure the comparability of cash and barter income, a methodological approach is proposed, with the help of which barter transactions are reduced to cash, which allows taking into account the additional costs arising from the use of barter transactions.

The simulation model of cash and barter flows for the sale of products allows the use of simulation methods to estimate the most likely volume of incoming cash and other resources for products sent to customers.

In the conclusion, the results of the work performed are summarized, the main conclusions are formulated and practical recommendations are given.

6. Contributions of the dissertation work.

The Dissertation "Increasing the efficiency of sales management of agricultural enterprises in Albania" contains the following more substantial contributing ideas and solutions.

Scientific contributions

1. A methodological framework has been developed for applying linear programming to optimize sales management in the agricultural sector.

Scientific and applied contributions

1. The main risks that accompany farmers participating in marketing chains have been identified.
2. Good practices of relationship management are analyzed.
3. Proposals have been made for the use of mathematical models in sales management in the agricultural sector.

7. Critical Notes and Questions.

I have no critical notes and questions.

I have a recommendation for the doctoral student to carry out a comparative study on the sales efficiency of agrarian enterprises within several Balkan countries.

8. Published articles and citations.

On the topic of the dissertation, the doctoral student has published four articles, which covers the required minimum for acquiring the educational-qualification degree doctor. The doctoral student participated in international conferences and gave reports on issues related to the topic of the dissertation work. The doctoral student meets the minimum national requirements for acquiring the Doctorate of the National Academy of Sciences.

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

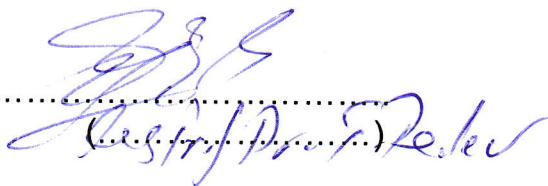
CONCLUSION:

Based on the various research methods learned and applied by the doctoral student, the correctly performed experiments, the generalizations and conclusions made, I believe that the presented dissertation meets the requirements of the ŽARSRB and the Regulations of the Agrarian University for its application, which gives me a reason to evaluate it POSITIVE.

I take the liberty of proposing to the honorable Scientific Jury to also vote positively and award **Kushtrim Qamili** the educational and scientific degree "doctor" in the scientific specialty Organisation and Management.

Date: 20/10/2022

REVIEWER:


(.....) Review