



## REVIEW

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

**Author of the dissertation:** *Tihomira Yordanova Radeva* PhD student (full-time study) at the Department of Management and Marketing at the Agricultural University, Plovdiv

**Topic of the dissertation:** **JOINT MARKETING ACTIVITIES TO MANAGE THE PRODUCTION AND SALE OF VEGETABLES**

**Reviewer:** **Assoc. Prof. Petar Borisov Borisov**, field of HE 3.0 Social, economic and legal sciences, PN 3.7 Administration and management, scientific specialty - "Organization and management" appointed a member of the scientific jury by order № RD-16-780 / 05.07.2022 by the Rector of AU.

### 1. Brief introduction of the candidate.

Tihomira Radeva in 2018 obtained a master's degree in "Economics and Management of European Agriculture and Rural Areas" from the Agricultural University - Plovdiv. In 2018 she won a competition and was enrolled as a full-time doctoral student at the department. Since 2020 he has been an assistant in the Department of Management and Marketing at the University of Plovdiv. In parallel with this activity, Tihomira Radeva works as a sales manager in ELIT 95 Ltd., Plovdiv.

### 2. Relevance of the problem.

The topic of the dissertation is relevant, as the vegetable sector is developing dynamically and its impact on rural development is tangible. In some regions, such as Pazardzhik, Dobrich, Kardzhali and Smolyan, vegetable production is a major agricultural sector and is a major factor in securing employment in rural areas. In the context of the EU CAP, the vegetable sector is extremely difficult to develop its production and economic potential. In the changed economic environment, vegetable farms need a resource to neutralize the impact of natural and climatic conditions, and to withstand competitive pressures and market conditions.

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

The aim of the dissertation is clearly formulated and corresponds to the chosen title of the dissertation.



The structure of the dissertation is subordinated to the logical framework "validation and proof / rejection" of the main thesis of the dissertation. The aim of the research corresponds to the chosen topic, and the scientific tasks give the opportunity to realize the set goal of the dissertation. The methodology and research methodology are objectively developed so as to allow a sufficient depth to study the scientific problem addressed in the dissertation. They are based on the doctoral student's understanding of what are the most striking characteristics of the organizational behavior of farmers in the implementation of joint marketing activities. From the presented text in this part of the dissertation it is clear that the author realizes a vision of consistency and logical pragmatism in the implementation of scientific research. This proves

The doctoral student has formulated the following working hypothesis - "Joint marketing activities in modern market conditions and increasing competition is a prerequisite for the development of agricultural holdings engaged in the production and sale of vegetables." and subject to the logical framework of the study. After defining the working hypothesis, the doctoral student determined the purpose of the dissertation research, namely it is "to establish the impact of joint marketing activities in the management of production and sale of vegetables." the reliability of the working hypothesis raised in the study.

- Clarification of the place and importance of organizational behavior in the management of business organizations;
- Clarify the nature of joint marketing activities and justify their importance for managing the production and sale of vegetables;
- Modeling of methodology for studying the impact of joint marketing activities on the production and sale of vegetables;
- Determining the factors determining the production activity of the studied sites and its results;
- Assessment of the potential for joint implementation of activities by vegetable producers.
- Defining recommendations for improving the management of agricultural holdings on the basis of joint marketing activities;
- Creating and testing a model for formulating, implementing and controlling a marketing strategy for joint marketing activities (joint marketing).

I believe that the scientific tasks are solved in the order indicated in the dissertation research and allow to achieve the goal of the dissertation.

The doctoral student in his dissertation pointed out that the object of scientific research are agricultural farms specializing in the cultivation of vegetable crops, and the subject of scientific research are management and marketing activities that farmers perform. I believe that the object and subject of research are properly



defined and allow proper and effective organization of research.

The main methods used to prove / reject the working hypothesis in the dissertation are - comparative analysis, chi-square analysis and the gross margin method. These methods, I define as appropriate tools for the analysis and formulation of the main findings and conclusions in the analytical part of the dissertation.

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

The presented dissertation has a volume of 174 pages (A4 format), of which 154 pages with main text, which I define as an exposition of the research. The main text contains 46 figures and 32 tables. The bibliography consists of 78 titles - literature sources, strategic documents and Internet resources. The volume and structure of the dissertation work allows to achieve the goals and tasks formulated in the introductory part.

I believe that the doctoral student has used a wide range of tools to illustrate and summarize the results in tables, graphs and charts, which allow him to correctly systematize and objectively present the results.

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

The dissertation submitted for review is structured in an introduction, a three-chapter presentation, a conclusion and references, and the relevant appendices. I believe that within this structure the doctoral student managed to present in depth the results of his research.

In his dissertation work, the doctoral student has studied a major part of the modern specialized scientific literature in connection with the management of marketing activities in business organizations and in particular on farms. It is an honor for the doctoral student that on the basis of the systematized literary analysis he was able to give his interpretation of the concept of "joint marketing" in agriculture. The marketing activities of business organizations in strategic terms are considered and the specific characteristics of agricultural holdings in the management of marketing activities are indicated. Opinions of famous authors are commented and presented, and on their basis the author's understanding of the researched problem is formed.

From what is stated in the first chapter of the dissertation it is understood that the doctoral student correctly defines and uses the terms correctly. Tihomira Radeva successfully summarizes the state and problems of the applied policy in the management of the marketing activities of the vegetable farms. This gives her the opportunity to develop a sound methodology and research methodology through which to perform an objective analysis of the defined problem.



The second chapter of the dissertation presents the analysis of the research problem. An analysis of the joint activities on the production and sale of vegetables was performed. The state of the Vegetable Production sector as well as the marketing environment has been diagnosed. The potential for joint marketing activities by farmers has been assessed. Based on the analysis, the doctoral student has formulated findings and conclusions that I consider objective and personal work of the doctoral student.

The third chapter presents guidelines for improving the marketing activities of farmers in the sector. These guidelines are in line with the objectively defined conclusions in Chapter Two. The doctoral student presents and defends in detail a model for organizing joint marketing activities. I believe that the presented model is a personal contribution of the doctoral student and solves the problems in the analytical part of the dissertation.

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

The presented methodology and research methodology, the performed analysis, the formulated findings and conclusions, as well as the proposed solutions for dealing with the defined problems in the sector are personal and original work of the doctoral student and can claim contributions. I believe that the following scientific contributions can be distinguished in the dissertation of doctoral student Tihomir Radeva:

1. The main factors influencing the potential for cooperation between farmers have been identified;
2. Existing in theory and practice marketing strategies and approaches are adapted to the specifics of the agricultural sector, which is a prerequisite for their successful implementation.
3. A methodological framework for the implementation of joint marketing activities in the management of vegetable production and supply has been developed.
4. The main risks that accompany the implementation of joint marketing activities, as well as their benefits for farmers have been identified.

I believe that the following scientific and applied contributions can be distinguished in the dissertation of doctoral student Tihomira Radeva:

1. Practices of joint marketing and individual entry of agricultural holdings on the vegetable market are analyzed.
2. Proposals have been made to improve the information and documentation base in organizing and managing joint marketing activities.
3. Suggestions have been made to improve marketing in agricultural producers producing and offering vegetables.



4. A model for organization and implementation of joint marketing activities by vegetable producers has been developed.

## 7. Critical remarks and questions.

I have no questions for the doctoral student, but I have the following suggestions in order to facilitate the perception of the dissertation (reader) of the dissertation, namely to give a list of used figures and tables in the dissertation.

I have recommended to the PhD student to study the possibilities for knowledge transfer on the problems of marketing management in the vegetable sector, by attracting various stakeholders.

## 8. Published articles and citations.

On the topic of the dissertation the doctoral student has published three independent articles, which covers the national scientometric indicators for the acquisition of ONS "Doctor" in P.N. 3.8 "Economics" in the doctoral program "Organization and management of production - agriculture", specified in ZRASRB. The doctoral student has participated in international conferences and has given reports on issues related to the topic of the dissertation.

The presented abstract reflects objectively the structure and content of the dissertation and I accept it in the form presented for review as structure and content.

## CONCLUSION:

Based on the different research methods learned and applied by the doctoral student, the correctly performed experiments, the summaries and conclusions made, I believe that the presented dissertation meets the requirements of ZRASRB and the Regulations of the Agricultural University for its application, which gives me reason to evaluate it. POSITIVE. In the submitted for review - dissertation, abstract and copy of scientific publications I do not find indications and evidence of plagiarism and I believe that the formulated contributions are personal work of the doctoral student and under the guidance of his supervisor he created them.

Based on the above, I would like to suggest to the esteemed Scientific Jury that it also vote in favor and award **Tihomira Yordanova Radeva** the educational and scientific degree "Doctor" in the scientific specialty "Organisation and Management"

Date: 15.07.2022  
Plovdiv

REVIEWER:   
/ Assoc. Prof. Petar Borisov /