

REVIEW

АГРАРЕН УНИВЕРСИТЕТ ГР. ПЛОВДИВ	
Вх. № <u>710P9</u>	Дело № <u>04</u>
Получено на <u>23.02.2023</u>	

on a dissertation work for the acquisition of the educational and scientific degree "doctor" (PhD), Field of higher education: 3. Social, economic and legal sciences, Professional field: 3.8. Economics, Scientific specialty "*Organization and management of production (agriculture and sub-sectors)*"

Author of the dissertation: VLORA LIMANI HAJNUNI

doctoral student at the Department of Management and Marketing
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Topic of the PhD thesis:

**MARKETING STRATEGIES FOR MANAGING SALES OF CHEMICALS
FOR FARMERS**

Member of the Scientific Jury:

Assoc. Prof. Ekaterina Dimitrova Kyuskieva-Arabska, Ph.D.

appointed a member of the scientific jury with

Order № RD-16-1312 / 19.12.2022 by the Rector of the Agricultural university

1. Topicality of the problem

The issue of achieving sustainable competitive advantages in modern enterprises through the development and implementation of adequate strategies is of particular relevance in the theory and practice of management. A strategic approach to enterprise management is crucial for its successful development. The subject of research in the dissertation is the strategic management of the marketing activities of enterprises, and the object is enterprises for the production of preparations for the needs of agricultural producers. In this sense, the presented research is distinguished by a high degree of dissertability.

2. Purpose, tasks, hypotheses and research methods

The thesis presented for review examines the hypothesis that the marketing management of the chemical enterprise determines the level of competitiveness of its sales. The leading sub-hypotheses are related to capital concentration; the

implementation of a management approach based on marketing and the implementation of strategic marketing activities.

The main objective of the study is to determine the influence of the enterprise's marketing unit and its strategic marketing activities on the level of sales.

For the fulfillment of the goal thus set, the following research tasks were solved: 1) clarification of the essence of strategic business planning as an object of the strategic management of the chemical enterprise; 2) application of a conceptual framework for building a successful business strategy for better sales of preparations for farmers' needs; 3) application of a conceptual framework for developing a marketing, production and financial plan of a chemical enterprise; 4) application of a conceptual framework for evaluating the effectiveness of marketing strategies of chemical enterprises; 5) analysis of strategic marketing activities of chemical enterprises as a key supplier of chemical products for agricultural producers; 6) identification of guidelines for improving strategic marketing management as a factor for higher sales in the sector.

The methodology of the research meets the set tasks and includes: system analysis, situational analysis, comparative analysis, diagnostic analysis, etc., and the research is distinguished by a skillful application of statistical methods in connection with a well-grounded survey and work with relevant documentation.

3. Visualization and presentation of the obtained results

The dissertation is presented in 158 pages, in which there are eight main sections.

The presented dissertation shows the excellent theoretical preparation of the doctoral student in the field of the conducted research, the ability to select and apply the relevant methods for scientific research and the use of statistical tools.

The results are presented in an appropriate tabular form.

4. Discussion of results and references

The eight sections of the dissertation follow the logical sequence:

1. Clarification of the basic principles, approaches and methods for business planning; business model analysis as an essential tool for strategic business planning and applied business strategies and tactics.

2. Analysis of the business environment - internal and external, as a critical factor in the process of developing a successful business strategy.

3. Clarification of the nature and role of the business plan in the sales management of the enterprise.

4. Development of a marketing plan - goal setting in the management of marketing activities; analysis of the marketing environment; market segmentation and product positioning.

5. Development of a production plan and determination of its role in the sales management of the enterprise, establishing a connection between marketing and production planning.

6. Analysis of the role of finance in the enterprise's sales marketing management - cash flow management, methods and approaches for optimization and achieving financial stability in sales management, etc.

7. Deriving the main approaches for developing successful policies in the development of a specific marketing mix to achieve high levels of sales.

8. Analysis of the implementation of strategic marketing activities in chemical enterprises according to an adapted methodology for the analysis and evaluation of the marketing activities of chemical enterprises and conclusions regarding marketing management.

Special mention should be made of the merits of the applied statistical model, through which it is checked whether there is a relationship between the implemented strategic marketing activities and the level of sales competitiveness, assessed with the indicators of market share, profitability of assets and return on sales.

The list of used literary sources includes 79 titles.

5. Contributions of the PhD thesis

I accept the contributions formulated in the abstract as authentic and personal work of the author, allowing myself to reformulate them and supplement as follows:

Scientific contributions

1. Clarification of the essence of strategic business planning as an object of strategic management of the chemical enterprise and bringing out the main approaches for developing successful policies in the development of a specific marketing mix to achieve high levels of sales.

2. Application analysis and adaptation of a conceptual framework for building a successful business strategy for better sales of chemicals for farmers' needs, a conceptual framework for developing a marketing, production and financial plan of a chemical enterprise and a conceptual framework for evaluating the effectiveness of marketing strategies of chemical enterprises.

Scientific and applied contributions

3. Adaptation and application of a methodology for researching the influence of strategic marketing activities on the competitiveness of sales in enterprises from the chemical industry sector and application of a statistical model to verify the relationship between the implemented strategic marketing activities and the level of competitiveness of sales, assessed with market indicators share, return on assets and return on sales.

4. Carrying out an analysis of the strategic marketing activities of chemical enterprises as a key supplier of chemical products to agricultural producers.

5. Deriving main results about marketing strategies for managing the sales of chemical preparations for the needs of farmers and directions for improving strategic marketing management as a factor for higher sales in the sector.

6. Critical remarks and questions

I offer the following notes of an advisory nature, incl. for future research: achieving a more correct citation of the used literary sources, increasing the level of their relevance, greater clarity around the survey tools used (with appendices to the dissertation work) and shaping and highlighting the formulated recommendations.

Bearing in mind the indisputable merits of the dissertation, both theoretically and practically, I recommend the author to think about more publications in scientific publications, participation in scientific and specialized forums, as well as for the creation of a textbook in the field of the studied issues.

7. Published articles and citations

The presented list of four publications in the abstract covers the scientometric indicators for the acquisition of the PhD degree.

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

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 Law for development of the academic staff in the Republic of Bulgaria and the Rules of the Agricultural University for its application, which gives me reason to evaluate it **POSITIVELY**.

I take the liberty of proposing to the esteemed Scientific Jury that it also vote in favor
and award VLORA LIMANI HAJNUNI the educational and scientific degree
"Doctor" in the scientific specialty "Organization and Management of Production
(Agriculture and Sub-sectors)".

Date: 21.02.2023
Plovdiv

Reviewer: E.A.
(Assoc. Prof. E. Arabska, PhD)