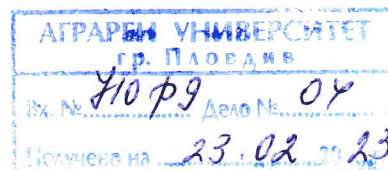


REVIEW



on a dissertation for the degree of Doctor of Education and Science in field of higher education 3.0 Social, economic and legal sciences, professional field 3.8 Economics, scientific specialty: organization and management of production (agriculture and sub-sectors).

The author of the dissertation is **VLORA LIMANI HAINUNI** – full-time PhD student at the Department of Management and Marketing, Agrarian University, Sofia, Bulgaria. Plovdiv Dissertation topic: **“Marketing strategies to manage sales of chemical preparations for the needs of farmers”**.

Reviewer: Assoc. Prof. Dr. Violeta Dinkova Dirimanova, Agricultural University, Plovdiv, Higher Education Area: 3. Social, economic and legal sciences, Professional field: 3.7 Administration and management, Scientific specialty. She is appointed by the Rector of the Agricultural University as a member of the scientific jury with Order No. RD-16-41312/19.12.2022.

1. Brief introduction of the candidate.

Vlora Limani Hainuni was born on 06.05.1982 in Kosovo. In 2010, she graduated with a Master of Economics degree in environmental and analytical chemistry at the Faculty of Mathematics and Natural Sciences at the University of Pristina, Kosovo. Her bachelor's degree is in the field of chemistry from the same university in Pristina.

Presently, Vlora Limani Hainuni is the Quality Director at Premium Bakery, Food Industry – Pristina, Kosovo. Scientific research is related to water pollution and the preparation of chemometric analyzes of some chemical elements in the water from the river Sitnitsa. For over 5 years, she worked as a teacher at "Peter Budi" College in the town of Pristina. She was an external expert on projects related to access to quality healthcare. She participated in the preparation of strategies and action plans for primary healthcare for the period 2020-2025, which were financed by the Swiss Development Agency. She has over 12 years of policy development experience in the health, social care and public administration management at the municipal level.

Vlora Limani Hainuni started a doctoral course of independent training at the Department of "Management and Marketing" at the Faculty of Economics at the Agricultural University of Plovdiv, in professional field: 3.8 Economics, scientific specialty: "Organization and management of production (agriculture and subsectors)" supervised by Associate Professor Ds Petar Borisov. The topic that she chooses for her dissertation is related to marketing strategies for managing the sales of chemical preparations for the

needs of farmers.

2. Relevance of the problem.

The topic of the dissertation focuses on the role of the enterprise's marketing unit and its strategic planning for determining market positions in a business-oriented enterprise. There are many strategies for achieving competitive advantages based on marketing, organizational, innovation or financial approaches to enterprise management. The choice of a competitive approach is determined by the entrepreneur's vision of how the business enterprise will establish itself in the market. The rapid entry of the enterprise into the market requires the use of capital on a large scale to implement a strategy to attack all flanks of the competition and quickly open the desired market segments. Attracting capital in a business enterprise requires the entrepreneur to ensure certain levels of profitability and return on invested capitals that satisfy the requirements of investors. This requires a strategic approach to the management of the enterprise, where decisions related to the interests of investors and customers occupy a central place. Balancing these interests is a crucial factor for successful competitive development.

All these approaches are important to analyze the development and the way of management, as well as the strategic management of the marketing activities of 30 enterprises from the sector of chemical processing and production of preparations for the needs of agricultural producers, which operate in the territory of the EU. For this reason, PhD student Vlora Limani Hainuni is directed and chooses a topic in which she will analyze the presented adapted methodology for analysis and evaluation of marketing activities in chemical enterprises. Finally, it forms basic conclusions and recommendations for the marketing management of the enterprises in this sector, according to the economic requirements and market conditions of work.

3. Aim, objectives, hypotheses and research methods.

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

The doctoral student has formulated specific tasks. First task is to clarify the essence of strategic business planning as an object of strategic management of the chemical enterprise. Second task is to apply a conceptual framework to build a

successful business strategy for better sales of chemicals for farmers' needs. Third one is to develop an application framework for the marketing, production and financial plan of the chemical enterprise. Fourth task is to implement a conceptual framework for evaluating the effectiveness of marketing strategies of chemical enterprises. Fifth is to analyze the strategic marketing activities of chemical enterprises as a key supplier of chemical products to agricultural producers, and the last task is related to formulating recommendations for improving strategic marketing management in the sector.

The main hypothesis of the dissertation research is that the marketing management of the chemical enterprise determines the level of competitiveness of its sales. This hypothesis is defended with the help of several sub-hypotheses: The first is related to the concentration of capital in the chemical enterprise, which creates conditions for the potential to compete in the market and realize higher sales. The second is the examination of the process of capital concentration in the chemical enterprise, which requires a management approach related to the consistent and full implementation of certain strategic marketing activities. The third sub-hypothesis is the implementation of strategic marketing activities related to the presence of a marketing unit in the structure of the enterprise. The last sub-hypothesis refers to the implementation of strategic marketing activities that lead to an increase in the competitiveness of the chemical enterprise.

The main methods used in the dissertation are (1) the system analysis, (2) the situational analysis showing the characterization of the state of competitiveness and the financial condition of the enterprises in the sector, (3) the comparative analysis helping to draw certain conclusions about the place of the enterprise in the relevant sector by relation to the financial situation, investment activity, market presence, etc., (4) diagnostic analysis used for the in depth study of the conditions and factors that led to the established state of the enterprise, (5) statistical methods used to study the properties of the studied population and to test the research hypotheses, and (6) a constructive method that was used to develop a model for applying certain management approaches and tools in the functioning of business units.

4. Illustration and presentation of the results.

Doctoral student Vlora Limani Hainuni has used various means to visualize and summarize the obtained results. The dissertation has 22 tables, 3 diagrams and one appendix, which allow it to correctly systematize and objectively present the obtained results. The dissertation has an introduction, 8 sections, conclusion and a list of used references. In total, there are 79 scientific titles, which have been used. The main sections are related to in-depth analyzes of the essence of strategic business planning, the development of the enterprise's marketing and production plan, the planning of the enterprise's finances and business policies according to the individual elements of the marketing mix, and an analysis of the implemented strategic marketing activities in chemical enterprises.

5. Discussion of results and literature used.

In her work on the dissertation, the doctoral student studied a large part of the modern specialized scientific publications. In the theoretical part, various methods have been developed to study the influence of strategic marketing activities on the competitiveness of sales. The choice of method determines the type of signs representing the investigated phenomena and relationships. Using the "Chi-square method" the connections and interactions of the investigated phenomena are investigated. To conduct the analysis, a survey was conducted among the investigated enterprises and three statistical groups of investigated indicators were studied - (1) presence of a financial unit; (2) start of business and (3) amount of available assets. The choice of exactly these signs has an impact on the ability of enterprises to compete in the market.

The main issues that are analyzed and discussed in the dissertation are related to the degree of implementation of strategic marketing activities in the sector, as well as strategic marketing activities at the enterprise level. The results show that the construction of a monitoring and control system for the implementation of the marketing strategy is a poorly represented strategic activity among the studied enterprises. Less than half of them have such a system that can have a positive impact on the market share and return on equity of the enterprise.

Summarizing the results of the cluster analysis, the implementation of strategic

marketing activities leads to positive effects on the sales competitiveness of the studied enterprises. The implementation of these activities has a significant impact on the market power of the enterprise, expressed by the market share indicator.

The relationship between the implemented strategic marketing activities and the presence of a marketing unit, the age of the business model and the amount of available assets in the enterprises are analyzed according to the method used. The results of the statistical analysis show that strategic marketing activities are related to the presence of a marketing unit in the structure of enterprises. Enterprises that have an information system for collecting and analyzing marketing information, perform marketing analysis and form a marketing strategy have the potential to achieve a competitive advantage on the market through their strategic activities. It is important for these enterprises to develop a detailed and justified marketing plan and implement a system for monitoring the performance of their marketing strategy in order to maintain their market superiority over time. Therefore, it can be summarized that strategic marketing activities are performed in those enterprises in which they have a marketing unit with their structure, have gained experience in their market presence and have more assets compared to their main competitors.

The analysis also shows the relationship between the implemented strategic marketing activities and the level of competitiveness. In conducting this analysis, strategic marketing activities are defined as indicators-factors, and change in market share, return on assets, and return on sales as outcome factors. From the analysis carried out, five strategic marketing activities clearly stand out, which have an impact on the level of sales competitiveness, these are: (1) conducting a marketing analysis, (2) preparing a marketing plan, (3) formulating a marketing strategy, (4) orientation of the marketing strategy to achieve a competitive advantage and (5) the provision of resources for the implementation of the marketing strategy. These strategic marketing activities have an impact on market share dynamics, return on assets and return on sales.

6. Contributions of the dissertation.

In the dissertation "Marketing strategies to manage sales of chemical preparations for the needs of farmers" contains the following contributions, ideas and solutions:

- (1) The essence of strategic business planning as an object of the strategic management of the chemical enterprise has been clarified;
- (2) A conceptual framework is proposed for building a successful business strategy

for better sales of chemicals for farmers' needs;

(3) A conceptual framework for evaluating the effectiveness of marketing strategies of chemical enterprises is proposed;

(4) An analysis of the strategic marketing activities of chemical enterprises as a key supplier of chemical products for agricultural producers was carried out; and

(5) Recommendations are formulated to improve strategic marketing management as a factor for higher sales in the sector.

7. Critical comments and questions.

The methodological part is very well argued in the study itself. The literature references are extensive and well analyzed and illustrated in the theoretical part. I have the following recommendations for the candidate:

- I recommend that she publish the results of this in-depth research in scientific works in a journal with a high impact factor, so that her scientific output will be evaluated by a larger circle of specialists;
- To continue to be active in preparing/offering projects related to access to quality health care and in preparing specific strategies and plans for health care as well.

8. Published articles and citations.

On the topic of the dissertation, the PhD student has published four independent articles, which is the required minimum for obtaining the educational qualification degree of doctor. They are:

1. Limani, V. (2021). The role of landscape in the multifunctionality of the development of the social community. Modernizacija izmedju prosperiteta i destrukcije, vol.14(1), 283-296. ISBN: 978-86-85985-48-5
2. Limani, V. (2022). Chemometric analysis of the water of sitnica river. Journal of Chemical Problems. Vol. 12 (1). 305 – 316, ISSN 2221-8688
3. Limani, V. (2022). Establishing a Career Building Decision – Making Process. International Journal of Recent Research in Arts and Sciences – MIT University, Scopje, vol.15 (1). 504-519. ISSN: 1857-8128
4. Limani, V. (2022). The family business as a driver for the development and survival of the family household. Journal of Bio-based Marketing, vol. 3-1, 25-35, ISSN 2683-0825

CONCLUSIONS:

On the basis of the different research methods learned and applied by the PhD student, the correctly derived experiments, and generalizations and conclusions drawn, I consider that the presented dissertation meets the requirements of the Agricultural University Regulations for its application, which gives me the reason to evaluate it **POSITIVE**.

I take the liberty to propose to the esteemed Scientific Jury to also vote positively and to award **Vlora Limani Hainuni** the degree of Doctor of Education and Science

Date: 24.02.2023
Plovdiv

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

