

## REVIEW

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

**Author of the dissertation:** Vlora Limani Hainuni, doctoral student of self-study at the Department of "Management and Marketing" at the Agrarian University, Plovdiv

**Dissertation topic:** "Marketing strategies for managing the sales of chemical preparations for the needs of farmers"

**Reviewer:** Prof. Ivanka Milkova Kostova, PhD, University of Plovdiv "Paisiy Hilendarski", field of higher education 3. Social, economic and legal sciences, professional direction 3.8 Economics, scientific specialty Economics and Management

appointed as a member of the scientific jury by order No. RD-16/1312 of 19.12.2022 by the Rector of AU.

### 1. Brief introduction of the candidate.

Vlora Limani Hainuni was born on 06/05/1982 in Kosovo. In 2006, he graduated from the University of Pristina, Faculty of Mathematics and Natural Sciences and received a bachelor's degree in chemistry. In 2010, he received a Master's degree in Environmental Chemistry and Analytical Chemistry in Economics from the same university. He has over 12 years of experience in management and public administration. He speaks English. He is a doctoral student in independent training at the Department of "Management and Marketing" at the Agricultural University, Plovdiv.

### 2. Relevance of the problem.

In the conditions of a market economy, enterprises achieve sustainable competitive advantages by using various competitive determinants. 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.

Building sustainable competitive advantages requires a business enterprise to diversify its activities and thereby fully satisfy customer needs. The change in the cost structure at a given volume of production begins to play an important role in managing the process of concentration of financial capital. The relationship between capital concentration and production diversification reflects a decrease in the elasticity of capital, and inevitably managers reach a point where cost management becomes inefficient and complex. These regularities in capital management raise the question "at what levels of capital concentration does the firm reach its peak in market superiority?".

The main advantage of concentrated capital is that it enables rapid increases in market share through factors such as price leadership and product diversity. Those business enterprises that have large-scale financial capital are able to perform a wider range of strategic financial activities than their competitors, which activities allow them to achieve a competitive advantage through the use of the financial factor. They create a complex organizational structure to manage their financial flows, in which structure they attract financial managers and specialists with experience in financial management, who increase the capacity of the enterprise to manage its competitiveness.

The relevance of the dissertation work is indisputable.

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

The correctly formulated goals, tasks, object and subject of the research directly correspond with the thesis defended in the dissertation work.

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

In order to achieve the goal of the research, the following tasks are solved:

- (1) The essence of strategic business planning as an object of the strategic management of the chemical enterprise is clarified;
- (2) Apply a conceptual framework to build a successful business strategy for better sales of chemicals for farmers' needs;
- (3) Application of a conceptual framework for the development of a marketing, production and financial plan of the chemical enterprise;
- (4) Implementation 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 to agricultural producers;
- (6) Formulation of recommendations to improve strategic marketing management as a factor for higher sales in the sector.

### *The research thesis*

In the current dissertation research, the hypothesis is raised that the marketing management of the chemical enterprise determines the level of competitiveness of its sales.

The leading sub-hypotheses of the study are:

The concentration of capital in the chemical enterprise determines its potential to compete in the market and realize higher sales;

The process of capital concentration in the chemical enterprise requires a management approach based on marketing. The implementation of this process requires consistent and full implementation of certain strategic marketing activities;

- The implementation of strategic marketing activities is determined to a significant degree by the presence of a marketing unit in the structure of the enterprise;
- The implementation of strategic marketing activities leads to an increase in the competitiveness of the chemical enterprise.

### *Object of research*

The object of the scientific study are 30 enterprises from the sector of chemical processing and production of preparations for the needs of farmers, operating on the territory of the EU.

### *Subject of research*

The subject of research is the strategic management of the marketing activities of enterprises.

### *Research methodology*

The methods used in the study are:

- System analysis, Situational analysis, Comparative analysis, Diagnostic analysis, Statistical methods, Constructive method.

Research period - 5 years. The indicators characterizing the state of the studied objects cover the period from 2015 to 2020 inclusive.

Sources of information - data from EUROSTAT, FAO, national statistical institutes, regulatory documents were used.

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

The dissertation consists of an introduction, eight sections, a conclusion, a list of sources used. The work is presented in 158 pages of typewritten text, 22 tables and 3 diagrams and 1 appendix.

The introduction presents the author's view on the relevance of the chosen topic, the reasons for the choice as well as the arguments defending the originality of the dissertation research are defined. In this part of the dissertation, the purpose, tasks, subject and object of research are described. The research thesis defended in the dissertation is defined.

*The first section* "Essence of strategic business planning" is dedicated to clarifying the main principles, approaches and methods of business planning. The business model is considered as the main tool for strategic business planning. Analyzed for the main advantages and disadvantages of business strategies and tactics known in theory and practice.

*The second section* "Development and implementation of a business strategy" is devoted to the analysis of the business environment as a critical factor in the process of developing a successful business strategy. The main factors that make up the business environment - internal and external - are clarified.

*The third section entitled* "Business planning and the nature of the business plan" clarifies the nature and role of the business plan in the management of the company's sales. The main elements of the business plan are discussed.

*The fourth section, "Development of an Enterprise Marketing Plan",* examines the process of goal setting in the management of the marketing activities of a business enterprise. The main approaches and methods for analyzing the marketing environment, for market segmentation and positioning of the company's products are given.

*The fifth section, Developing an Enterprise Production Plan,* examines the fundamental role of the production plan in enterprise sales management. A connection is made between marketing planning and production planning in the enterprise.

*The sixth section, "Planning the Enterprise's Finances",* examines the role of finance in the marketing management of the enterprise's sales. Basic hypotheses for managing cash flows, methods and approaches for optimizing and achieving financial stability in managing the company's sales are presented.

*In the seventh section, "Business policies of the enterprise according to the individual elements of the marketing mix",* the main approaches to the development of successful policies in the development of the specific marketing mix of the enterprise to achieve high levels of sales are considered.



*In the eighth section "Analysis of the implementation of strategic marketing activities in chemical enterprises" an adapted methodology for the analysis and evaluation of the marketing activities of chemical enterprises is presented. An analysis of the marketing activities was carried out using the specially adapted methodology. They formulate basic conclusions and recommendations to the marketing management of enterprises.*

*In conclusion, the main conclusions of the dissertation research, as well as recommendations, are given.*

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

The content of the dissertation testifies that the doctoral student has carried out an in-depth scientific study.

The list of sources used has 79 literary sources.

My assessment of the structure and content of the dissertation is positive. It also includes combined scientific knowledge and practical approaches to solving problems. There is evidence that the PhD student can carry out independent research, draw conclusions and justify proposals for solving problems.

The analysis of the dissertation work, of the means of scientific research used in it, forms the conviction that the dissertation work contains sufficient evidence of scientific and applied contributions.

I believe that the contributions listed in the Statement of Contributions of the dissertation reflect what has been achieved in it.

## **6. Contributions of the dissertation work.**

I accept the statement of contributions attached to the dissertation.

The following contributions of a scientific and applied nature can be highlighted in the dissertation:

- The essence of strategic business planning as an object of strategic management of the chemical enterprise has been clarified;
- A conceptual framework is proposed for building a successful business strategy for better sales of chemicals for farmers' needs;
- A conceptual framework for evaluating the effectiveness of marketing strategies of chemical enterprises is proposed;
- An analysis of the strategic marketing activities of chemical enterprises as a key supplier of chemical products for agricultural producers was carried out;
- Recommendations are formulated to improve strategic marketing management as a factor for higher sales in the sector.



## 7. Critical Notes and Questions.

My recommendation to the PhD student is to continue working on the problems of marketing strategies for managing the sales of chemical preparations for the needs of farmers.

*Question:* How are enterprises provided with marketing organizational-management resources?

## 8. Published articles and citations.

The presented publications (4) of the doctoral student are a reflection of the results of the theoretical and empirical research in the dissertation work.

The dissertation research conducted, the results obtained, the dissertation publications and the formulated contributions are the personal merit of the doctoral student.

The abstract has a volume of 28 pages and is developed according to the requirements, faithfully reflects the main results achieved in the dissertation and gives a true idea of the content and quality of the dissertation work.


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 allow myself to propose to the honorable Scientific Jury to also vote positively and award Viora Limani Hainuni the educational and scientific degree "doctor" in the scientific specialty: Organization and management of production (agriculture and sub-sectors).

Date: 02/05/2023  
Plovdiv

REVIEWER:   
(Prof. Ivanka Kostova, PhD)