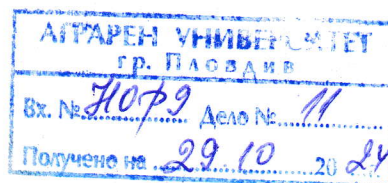


OPINION



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:

Anastasia Sasho Mitrevska, doctoral student of independent training at the Department of "Management and Marketing" at the Agricultural University, Plovdiv

Topic of the dissertation: "Strategy for the development of marketing channels in the agribusiness of the Republic of North Macedonia"

Reviewer: Prof. Ivanka Milkova Kostova, PhD, University of Plovdiv "Paisii Hilendarski", higher education area 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-16/701 of 24.09.2024 by the Rector of AU.

1. Relevance of the problem.

The present work analyzes a very important issue of the turnover of agricultural and food products as inseparable components of the general reproduction process in agribusiness. Trade and other marketing channels in the observed sector perform an increasing number of functions with a relatively reduced number of labor productivity. It is recognized by the reputation of developed market economies the importance of the marketing channels of agricultural products, as a prerequisite for the economic development of this area as a whole, but also the business success of agricultural entities as a result of vertical integration. In addition, as in developed market countries, significant changes in marketing channels in recent decades, above all, in the direction of promoting connections between their participants and strengthening the role of trade (especially shops) in them, and in Macedonia the emphasis should be on expected reform interventions, especially in the area of the integrated food supply chain.

2. 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 the research is to show how the specificity of agricultural and food products and their purpose influence the choice of marketing channels, as well as to

indicate the effects of the organization of channels for marketing agricultural products on the competitiveness of the agrarian sector of the Republic of North Macedonia on the world stage market. More specifically, the aim of the dissertation is to design the structure of marketing channels for certain types of selected products, characteristic of smaller, family and large, agricultural holdings, for both domestic and international markets. In parallel, the changes that have occurred in the structure of the marketing channel and the entire system of agribusiness in our country, which have affected the functioning of the trade so far and which will form future structural changes, have been studied.

Considering the importance of marketing channels and the specificity of marketing channels, the main hypothesis of the dissertation is based on the assumption that

H₀: Cooperation in marketing channels is a key assumption for the competitiveness of agribusiness in the Republic of North Macedonia

Auxiliary hypotheses:

H₁: In the Republic of North Macedonia, farmers use online sales of their products

H₂: Marketing channels influence the improvement of the experience of purchasing agricultural products

H₃: Addressing certain challenges and implementing strategies to improve distribution can improve the effectiveness and efficiency of selling agricultural products and business in general.

H₄: By constantly monitoring and analyzing problems, you will be able to determine the effectiveness of marketing and distribution and have a better idea of where improvements need to be made to increase operational efficiency.

H₅: If improvements are made in the marketing and distribution of agricultural products, as well as the introduction of new channels and interactive tools for consumers, then consumers will have a better experience buying our products and may become more loyal customers.

The subject of the present work is aimed at a comprehensive study of the marketing channels of agricultural and food products. A comparison of different experiences in the development of agribusiness in Western market economies is made, based on which a review of the previous experience in this area in the Republic of North Macedonia is made, as well as proposals for improving the competitive position of the agricultural sector.

The following research methods were used: logical-dialectical method, descriptive method, comparative, analytical-synthetic method, method of concretization, abstractions, methods of generalization, methods of proof and refutation.

3. Transparency and presentation of the obtained results.

The dissertation consists of introductions, six sections, conclusion, list of used sources. The work is presented on 188 pages of typewritten text, 20 tables and 23 diagrams, 14 figures.

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 chapter analyzes the main characteristics and specifics of the farmer and his main functions. Additionally, the specifics of agribusiness are analyzed, as well as the specifics of the sale and supply of agricultural products.

Within the framework of the second part of the dissertation, theoretical considerations related to marketing and agriculture are covered. The decision-making process for purchasing agricultural produce is analyzed.

The third part deals with the concept, meaning and types of marketing channels of agricultural produce. In addition, the specifics of marketing channels in agriculture are analyzed.

The fourth part analyzes the distribution channels in agriculture in developed countries.

In the fifth part, the market of agricultural products in the Republic of North Macedonia is analyzed in terms of distribution channels.

In the sixth part of the doctoral dissertation - Empirical research in an analytical way using a survey shows the role of distribution channels in the sale of agricultural products.

At the end of the dissertation, the conclusions are given, abstracting the most important knowledge in theory and practice to see the role of channels for the distribution of agricultural products in the Republic of North Macedonia.

4. Discussion of the 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 99 literary sources, 7 are internet based.

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.

5. Contributions of the dissertation work.

I accept the statement of contributions attached to the auto-reference.

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

- The essence of the agricultural sector as a multi-aspect concept and system is clarified);
- The essence of agrarian marketing as a tool for agricultural management is clarified;
- An objective methodology has been developed for the analysis and evaluation of the marketing channels in the agriculture of the Republic of North Macedonia;
- A field study was conducted to identify the factors for choosing marketing channels in the agriculture of the Republic of North Macedonia.

6. Critical Notes and Questions.

My recommendation to the doctoral student is to continue working on the problems of marketing channels in the agribusiness of the Republic of North Macedonia".

7. Published articles and citations.

The presented publications (3) 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 42 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 different 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 ŽRASRB and the Regulations of the Agrarian University for its application, which gives me grounds to evaluate it POSITIVE.

I take the liberty of proposing to the honorable Scientific Jury to also vote positively and award Anastasia Sasho Mitrevska the educational and scientific degree "doctor" in the scientific specialty: Production Organization and Management (agriculture and subsectors).

Date: 15.10.2024

Prepared the opinion:

Plovdiv

(Prof. Ivanka Kostova, PhD)