



REVIEW

on a dissertation work for obtaining the educational and scientific degree of doctor

Field of higher education: 3.0 Social, economic and legal sciences

Professional direction: 3.8 Economics

Scientific specialty: Production organization and management (Agriculture and subsectors)

Author of the dissertation: Anastasia Sasho Mitrevska, doctoral student of independent training at the Department of "Management and Marketing" at the Agricultural University - Plovdiv.

Dissertation topic: Strategy for the development of marketing channels in the agribusiness of the Republic of North Macedonia in accordance with Art. 30 (3) of PPZRASRB and art. 49 (3) of PPZRASAU.

Reviewer: Prof. Dimitar Ivanov Kostov, d.s. 3. Social, economic and legal sciences 3.8 Economics.

Appointed as a member of the Scientific Jury by Order No. RD-16-701 dated 24.09.2024 of the Rector of AU - Plovdiv and decision of the first meeting of the Scientific Jury.

1. Brief introduction of the candidate

Doctoral student Anastasia Mitrevska was born on July 30, 1996. She graduated with a bachelor's degree in 2019, majoring in business informatics at the University of Skopje. He has a master's degree at the Faculty of Business Economics and Entrepreneurship at the University of Belgrade.

He has a specialization in digital marketing at the University of Skopje. He knows and uses English, Albanian, Serbian and Slovenian languages.

2. Relevance of the problem

Of particular importance for the development of the economy in the Republic of North Macedonia is the development of strategies for the development of marketing channels in agribusiness. The study of this problem is of particular importance not only for the development of agribusiness, but also of the infrastructure of the regions where agricultural production takes place. This, in

turn, supports the development of other types of economy in agricultural regions.

Everything said so far gives me reason to conclude that the topic of the dissertation work is dissertable and has both theoretical and practical application.

3. Purpose, tasks, hypotheses and research methods

The topic of the dissertation work is directly related to agribusiness and contributes to the sustainable development of the agricultural sector.

The subject of the research is the study of the main factors related to the creation of modern and efficient agriculture, for which those that show the demand for agricultural products on the domestic and foreign markets, the available natural resources and the production potential for agricultural production are adopted for use.

The subject of the development is aimed at researching the marketing channels of agricultural and food products. In this regard, a comparison was made of the experience of agribusiness in North Macedonia with that of developed European countries.

The purpose of the research is well and correctly formulated and fully reflects the solution of the problem formulated as the title of the dissertation work. It shows the specificity of agricultural and food products and the way of choosing the marketing channels of the agrarian sector of the Republic of North Macedonia.

Tasks to achieve the goal are correctly selected. They are arranged in such a way that the solution of each preceding task supports the following ones in order.

The main hypothesis is related to considering the importance and specificity of marketing channels for the competitiveness of agribusiness in the Republic of North Macedonia. In this connection are the auxiliary hypotheses that are related to online sales, to sales channels, to the challenges of strategies to improve distribution and the necessary solutions for this purpose.

The research methods used in the study are traditional and modern. They are both theoretical and practical.

Scientific-theoretical methods are related to information gathering, and applied scientific methods are related to data processing and research analysis.

4. Transparency and presentation of the obtained results

The dissertation work is very well designed. The materials are presented in six sections with a total volume of 188 pages.

There are 99 cited literary sources, of which 7 are in electronic format.

The analytical part is presented in 14 figures, 20 tables and 23 diagrams.

5. Discussion of the results and used literature

The detailed analysis and commentary of the literature used makes a good impression. Particular attention is paid to the state of agribusiness in countries with developed economies and the state of marketing channels in these countries. It is concluded that in the Republic of North Macedonia attention to this problem is not at the required level.

For this purpose, the author also identifies some unidentified factors that are limiting for the effective inclusion of the country's agricultural products in international markets. I consider these definitions of the author to be an important contribution of the dissertation work, as some of them need to be noted:

- Insufficiently rapid introduction of modern marketing in the agricultural sector.
- The lack of long-term contractual relations between producers and processors of agricultural raw materials.
- The lack of economic market connections between producers and processors of agricultural products.

The doctoral student paid great attention to the issues of the influence of distribution channels on the sale of agricultural products, as well as increasing their competitiveness on foreign and domestic markets.

At the beginning of the development, competent analyzes of the publications on the topic of the dissertation work are made. The main research method is empirical analysis. Copyright is the conduct of a survey to collect factual data by combining statistical methods or with the interview method.

All these data are summarized and presented in figures and diagrams. The surveys collected material from both end users and manufacturers. With regard to consumers, data were taken on the frequency of purchase of agricultural products, the manner of their selection and their attitude towards local production.

It can be said that the author's contribution point in this survey is the issue related to obtaining information from consumers regarding new agricultural products. The author points out that recommendations from personal contacts are important in this matter. All other channels of receiving information occupy a small part of it.

A fairly detailed analysis has been made regarding the certification of the two types of production – organic and local. The development shows data that is also important for state authorities. The author concludes that the most important indicators for measuring the success of marketing and distribution are sales revenue as well as the number of customers.

Another important conclusion from the conducted survey is that farmers believe that a good brand and reputation have a great influence on the sales of their products. In this regard, an analysis has been carried out regarding the participation of local farmers in international markets. An analysis shows that the participation of local farmers in them is very difficult due to a lack of good logistics, as well as due to the high requirements of international standards.

In this regard, the author finds that it is necessary to increase the cooperation of farmers regarding the different marketing channels. The conclusion that the author makes in this regard is a significant contribution to the dissertation work.

At the end of the development, the doctoral student indicated the most important results of the research, which boil down to:

- The application of the marketing concept in agribusiness shows that the production and processing of agricultural products are strategic autonomous units in the market business and that the marketing concept imposes a new way of thinking, which is related to what and how to produce, but according to the needs of consumers. This conclusion is one of the most important contributions of the dissertation work.
- The sale of agricultural products is carried out through marketing channels related to the market, the processing industry and the commercial network.
- The Republic of North Macedonia has an unfavorable agricultural economy compared to that of the European Union. This requires the adoption of all EU standards related to phytosanitary and veterinary standards.
- According to the responses of consumers and farmers made in the surveys, the great importance of the development of marketing channels in agribusiness is emphasized.

- An important component in the marketing strategy is brand building and product reputation.
- Farmers should focus on effective distribution of their products using online channels.
- The development of marketing channels in the agribusiness of the Republic of North Macedonia requires an integrated approach, which includes improving product quality and active communication with consumers.

The author of the dissertation offers a way of a successful strategy for the development of marketing channels in the agribusiness of the Republic of North Macedonia.

6. Contributions of the dissertation work

I accept the reference for the scientific and applied contributions of the dissertation work, but I will allow myself to specify them in the following way:

A. Scientific and theoretical contributions

- A methodology has been developed for the analysis and evaluation of the marketing channels in the agriculture of the Republic of North Macedonia.

B. Scientific applied contributions

- The essence of the agricultural sector of the Republic of North Macedonia as a multi-aspect concept and system has been clarified.
- The essence of agrarian marketing as a tool for agricultural management in the Republic of North Macedonia has been clarified.
- A study was conducted to identify the factors for choosing marketing channels in the agriculture of the Republic of North Macedonia.

7. Critical Notes and Questions

The author's reference lacks a list of the literature used.

I recommend to the author that the materials from the survey be submitted to the Ministry of Agriculture of the Republic of North Macedonia.

8. Published articles and citations

The doctoral student has published three scientific publications that are directly related to the dissertation work.

The content of the abstract fully corresponds to the materials included in the dissertation work.

made. I consider that the presented dissertation meets the requirements of the ŽRASRB and the rules of the AU¹ for its application, which gives me reason to evaluate it POSITIVELY.

I allow myself to propose to the honorable scientific jury to also vote POSITIVE and award Anastasia Sasho Mitrevska ONS "doctor" in the scientific specialty: Organization and management of production (agriculture and juveniles).

15.10.2024

REVIEWER:

prof. d.s. Dimitar Kostov