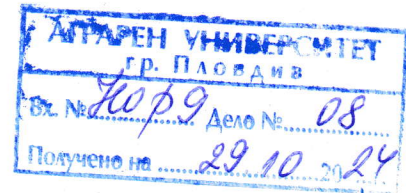


## REVIEW



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. Dr. Petar Borisov Borisov**

3. Social, economic and legal sciences 3.8 Economics, scientific specialty; "Production Organization and Management"

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

Anastasia Mitrevska was born on 30.07.1996. She graduated with a bachelor's degree in 2019, majoring in "business informatics" at the University of Skopje. He then attended the University of Belgrade, from which he obtained an educational qualification "Master" from the Faculty of Business Economics and Entrepreneurship. He speaks English, Albanian, Serbian and Slovenian languages.

### 2. Originality of the problem

Agriculture is one of the strategic branches in the development of the national economy of the Republic of North Macedonia. Political efforts to create a favorable business environment for the development of agriculture have been essential in recent years, due to the country's desire

to meet European standards and provide a sustainable base for production and food security for the population. In recent years, the country has managed to implement a number of projects that have given the opportunity to develop logistics both at the regional and national level, which is one of the basic prerequisites for achieving an effective marketing policy in the agricultural sector. That is why I think that the choice of the topic of the dissertation work is relevant.

### **3. Aim, tasks, hypotheses and methods of the research**

The main objective of the dissertation is to analyze the specific features of agribusiness and its products and to determine the critical factors that influence the choice of marketing channel in the sector. So stated, the purpose of the dissertation corresponds to its title and provides an opportunity to prove or disprove the main thesis of the dissertation. After correctly defining the scientific thesis, the doctoral student correctly identifies the subject of scientific research, namely the main factors related to the transformation of agriculture into a modern and competitive industry. As such factors, the PhD student determines the demand for agricultural products in both domestic and foreign markets, the available natural resources and the overall production potential of agriculture.

The object of research is the marketing channels for the distribution of agricultural products on the territory of the Republic of North Macedonia.

The scientific tasks that the doctoral student seeks to solve in his dissertation research are correctly formulated and enable the achievement of the goal of the scientific research.

The main research methods used are objective and provide the opportunity to acquire sufficient information about the subject of research. The following methods are mainly used - the comparative method, the non-extrapolation method, expert methods and the graphic method for presenting and interpreting the information obtained from the field research. Through the methods chosen in this way, the doctoral student was able to correctly synthesize and analyze the obtained data, which gives him the opportunity to formulate objective summaries and conclusions resulting from the analysis.

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

The dissertation is sufficient in volume and meets the requirements for a dissertation, that is, it contains all the attributes of a completed dissertation research. The total volume of the dissertation work amounts to 188 pages and fully reflects the studied scientific problem. The dissertation is structured in the following sections – introduction, presentation in 6 (six)

chapters, conclusion and references. The obtained results of the dissertation research are diligently illustrated through 14 figures, 20 tables and 23 diagrams, which enables the reviewer to quickly and easily perceive the scope of the dissertation research. The total number of cited literary sources is 99.

## **5. Discussion of results and references**

The dissertation submitted for review has a high degree of completeness and, in my opinion, no further editing and restructuring of the text and graphics is necessary. The introduction is comprehensive and reflects the relevance and importance of the chosen topic. The main thesis, the subject and object of research, as well as the purpose and tasks of research are correctly defined. It is impressive to follow a good logical framework for carrying out the scientific research, which is already explained in the introductory part of the dissertation work.

In the first chapter, the doctoral student managed to present the main distinguishing features of agrarian business, which distinguish it from other types of business. In a good logical sequence, all the factors along the value chain that determine the different nature of agribusiness and its role for economic development in rural areas are considered.

In the second chapter, the main marketing concepts that marketing theory are considered. It is noteworthy that the literature review of this problem is thorough. The doctoral student has managed to penetrate deeply into the studied scientific problem. The main conclusions of this section are formulated, as the doctoral student has provided his objective and scientifically reasoned understanding of the nature of the marketing of agricultural products.

The following third chapter examines the types of marketing channels that are used to deliver agricultural products. The main factors have been identified, which determine the choice of channel as well as strategies for effective marketing in positioning agricultural products in the market.

Of particular interest is the information contained in the fourth chapter of the dissertation. This part presents the experience of developed countries in organizing marketing channels in agriculture. Their structure, organization and efficiency have been studied.

In the following fifth chapter of the dissertation, the analysis of the structure is presented, of the organization and effectiveness of marketing channels in the agricultural sector of the Republic of Macedonia. I define this part of the dissertation research as extremely important, because the doctoral student was able to objectively compare the state of

the marketing channels in his homeland with the state of the same channels in developing countries. This part of the dissertation is interspersed with numerous graphs and charts, which makes it possible to clearly stand out in a comparative plan, which are the strengths and weaknesses of the marketing channels, when positioning agricultural production in the Republic of North Macedonia.

In the last, sixth chapter, the empirical analysis of the data, which was collected through a survey, personally by the doctoral student, was carried out. Based on the data obtained, the doctoral student was able to correctly summarize the information and formulate scientifically based conclusions and conclusions. On the basis of these conclusions, working recommendations and proposals for improving the marketing channels, which are used in the positioning of agricultural products in the agriculture of the Republic of North Macedonia, are given.

In the concluding part, the doctoral student has well summarized all his findings, conclusions and generalizations, which he made in the course of the scientific research.

## **6. Dissertation Contributions**

Scientific-theoretical and scientifically applied contributions can be highlighted in the dissertation submitted for review. I define these contributions as original and resulting from the scientific research that the doctoral student, guided by his supervisor, was able to formulate and present, both in his dissertation work and in the abstract. I accept the presented reference of scientific contributions and group them as follows:

### **A) Scientific and theoretical contributions**

- Developed methodology for analysis and evaluation of marketing channels in the agriculture of the Republic of North Macedonia.

### **B) Scientifically 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**

I have no significant comments regarding the work done by the doctoral student and his supervisor. Regarding the submitted review materials, I feel that the abstract is a little longer in volume and could be revised by emphasizing only the most important points of the dissertation.

#### **8. Published articles, citations and abstract layout**

The scientific publications submitted for review are 3 (three) in number and, in my opinion, correspond to the topic of the dissertation work. These publications are independent and provide the opportunity to cover the minimum required for admission to the public defense of the dissertation work.

No list of noticed citations of these scientific publications is provided, but they are not required to acquire the ONS "PhD". By made those scientific publications, the doctoral student has been able to popularize his contributions resulting from the scientific research carried out.

The abstract largely reflects the main points in the dissertation work. It is well structured and includes all the contributions of scientific research.

#### **CONCLUSION**

The dissertation submitted for review is a fully completed scientific study that has both theoretical and practical value.

I believe that the research methodology formulated, the scientific research carried out, the conclusions and generalizations defined, as well as the proposals made for practice are the original work of the doctoral student. This gives me reason to believe that the submitted dissertation work, as well as the accompanying materials, meet the requirements for its admission to public defense. Through this review, I express my FAITHFUL evaluation and 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 minors).

Date: 21.10.2024

Plovdiv city

REVIEWER:.....

/prof. Petar Borisov/