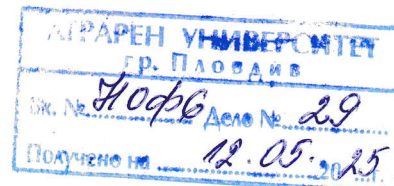


REVIEW



on a dissertation for obtaining the educational and scientific degree "doctor" in: field of higher education 3.0 Social, economic and legal sciences professional field 3.8 Economics, the scientific specialty Organization and Management

Author of the dissertation: Pavel Georgiev Chervenkov a PhD student at the Department of Management and Marketing at the Agricultural University, Plovdiv

Thesis topic: Strategy for digitalization of the wine sector

Reviewer: Assoc. Prof. Dr. Teodor Nikolaev Radev, field of higher education 3.0 Social, economic and legal sciences, PN 3.7 Administration and management, scientific specialty Organization and management appointed as a member of the scientific jury with Order No. PD 16-519 /22.04.2025 of the Rector of the Agricultural University - City of Plovdiv.

1. Brief presentation of the candidate.

Doctoral student Pavel Georgiev Chervenkov was born in the town of Asenovgrad and received his bachelor's and master's degrees from the Agricultural University of Plovdiv. His interests lie in the application of digital technologies in the management of business structures.

2. Relevance of the problem.

The topic of the dissertation is relevant, as Sustainable Competitive Development requires the imposition of perfect control over all business processes in the wine-growing enterprise, which is possible only by imposing the approach of digitalization of these processes. Competitiveness increasingly relies on digitalization and the skillful extraction of benefits from this process, benefits that can be turned into a competitive advantage over other market participants.

3. Purpose, tasks, hypotheses and research methods.

The goal of the dissertation is clearly formulated and refers to developing a strategy for the digitalization of the wine industry, taking into account the specifics of the industry.

To achieve the goal, 5 tasks have been defined, the solution of which gives the work a completed look.

In his dissertation, the doctoral student defends the following main hypothesis that the digitalization of the sector is a critical factor for achieving competitiveness and competitive development of the winemaking sector in our country.

The doctoral student has applied a successful methodology for analyzing and assessing the competitiveness of wine-growing enterprises that have implemented digital solutions. The process of compiling a methodology for analyzing and assessing the competitiveness of wine-growing enterprises includes two main stages - (1) identifying indicators for analyzing and assessing the competitiveness of wine-growing enterprises and (2) validating the indicators for assessing the competitiveness of wine-growing enterprises. The main methods used in compiling the methodology are the multi-criteria analysis method and the expert assessment method.

4. Visualization and presentation of the results obtained.

The doctoral student has used a wide range of tools to visualize and summarize the obtained results in tables, graphs and diagrams, which allow him to correctly systematize and objectively present the obtained results.

In the first part of the dissertation, a critical analysis of the concepts of "competition" and "competitiveness" is made. The main theses that the theory of competition defends are set out. A critical analysis of the opinions of researchers of the problem is carried out. The main competitive advantages of the various organizational forms for managing the wine-growing business are derived. In the following part, the theory of innovation is presented, with references to competitiveness being made. The idea is presented that innovations are the basis of the competitiveness of wine-growing enterprises. An in-depth analysis of the theories and approaches to analyzing the business enterprise in the digital environment is carried out. The process of digitalization is presented in depth as a system encompassing various software and hardware solutions in the process of achieving higher competitiveness. The approach of precision agriculture is presented as a tool for achieving competitive advantage in the industry. At the end of the first chapter, the methodological approach of the dissertation research is presented and argued. Summarizing the literature review of the publications of researchers on the problem of the competitiveness of the wine-growing enterprise, it becomes clear that the main problems in competitiveness management have been identified.

In the second part of the dissertation, an analysis of the challenges facing the digitalization process of the wine-growing sector has been carried out. The main factors of the digitalization process that affect the competitiveness of wine-

growing enterprises have been identified. The aim is to identify the strengths/weaknesses and the opportunities and threats for accelerated digitalization of business processes in wine-growing enterprises by analyzing these factors in the subsequent third chapter of the dissertation. A survey is used to analyze the demand and supply of digital services on the market, and information is collected on the degree of implementation of digital solutions in the management of the competitiveness of enterprises in the sector. Through analysis and synthesis, conclusions arising from the conducted field research are formulated and argued.

In the third part of the dissertation, the strategic goals and choice of solutions for accelerating the digitalization process of the wine sector to achieve a higher level of competitiveness are defined. The process of assessing the potential of wine enterprises to accelerate the digitalization process, by using the most significant strengths to utilize the most attractive opportunities, ends with the definition of strategic goals and management decisions needed to achieve them. It is necessary for the strategic goals to be adequate to the identified opportunities. In this context, the map of strategic decisions is analyzed in 4 quadrants, assessing the interaction of the elements in the SWOT matrix.

5. Discussion of the results and literature used.

In his work on the dissertation, the doctoral student has studied a major part of the modern specialized scientific literature in relation to strategic management and the possibilities for digitalization of economic structures. The opinions of famous authors have been commented on and presented, and on their basis the author's understanding of the researched problem has been formed.

The doctoral student defines and correctly uses the terms. Pavel Chervenkov successfully summarizes the state and problems of the applied approaches in the management of agricultural holdings when they participate in supply chains. This allows her to formulate specific conclusions for improving the applicability of a strategic approach in the management of the digitalization of agricultural holdings in the wine sector.

6. Contributions of the dissertation work.

The dissertation "Strategy for the Digitalization of the Viticulture and Winemaking Sector" contains the following contributing ideas and solutions.

Scientific contributions

The specifics of production structures in agriculture and the possibilities for digitalization in business process management have been clarified.

Scientific and applied contributions

The impact of digitalization on the competitiveness of the wine sector has been analyzed and assessed.

Identifying the challenges for implementing the digitalization of the industry and the application of precision agriculture in winemaking enterprises;

A strategy for the digitalization of the wine sector has been developed and validated;

7. Critical notes and questions.

I have no critical remarks. I have a question regarding the degree of digitalization of management activities.

8. Published articles and citations.

The doctoral student has published three articles on the topic of the dissertation, which meets the minimum requirements for obtaining the educational and qualification degree of Doctor. The publications also ensure that the national minimum requirements are met.

The presented abstract objectively reflects the structure and content of the dissertation.

CONCLUSION:

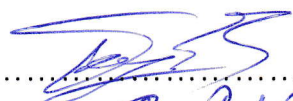
Based on the various research methods learned and applied by the doctoral student, the correctly conducted experiments, the generalizations and conclusions made, I believe that the presented dissertation meets the requirements of ZRASRB and the Regulations of the Agrarian University for its implementation, which gives me reason to evaluate it POSITIVELY.

I would like to suggest to the esteemed Scientific Jury to also vote positively and to sentences of **Pavel Georgiev Chervenkov** the educational and scientific degree "doctor" in the scientific specialty "Organization and Management"

Date: 12.07.2023

city of Plovdiv

REVIEWER:


(Assoc. Prof. Dr. P. Chervenkov)