



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 of Production.

Author of the dissertation: *Grigor Pavlov Pavlov* PhD student at the Department of Management and Marketing at the Agricultural University, Plovdiv

Topic of the dissertation: Strategic planning of business processes in wine-growing enterprises

Reviewer: Assoc. Prof. Dr. Teodor Nikolaev Radev,

field of higher education 3.0 Social, economic and legal sciences professional field 3.7 Administration and management, the scientific specialty Production Organization and Management

appointed as a member of the scientific jury by order No. RD-16-480/02.04.2026 by the Rector of the Academy of Sciences.

1. Brief presentation of the candidate.

Grigor Pavlov Pavlov has received a Master's degree in Agricultural Marketing from the Agricultural University of Plovdiv. He is currently the Managing Director of Cream BG Ltd, Bulgaria. His professional responsibilities are in the field of business management, strategic planning and business development, project and team coordination. His research interests are in the field of operations management and resource planning.

2. Relevance of the problem.

The topic of the dissertation is extremely relevant in the context of modern economic conditions and increased competition in the agricultural sector. The wine industry is strategically important for the Bulgarian economy, while at the same time facing a number of challenges - globalization, market dynamics, climate change and the need for sustainable development.

Strategic planning of business processes in this sector is a key factor for increasing the competitiveness, efficiency and adaptability of enterprises. The study contributes to the development of modern management approaches, tailored to the specifics of wine-growing enterprises.

3. Purpose, tasks, hypotheses and research methods.

The main goal of the dissertation is clearly formulated and aimed at developing a model for strategic planning of business processes in wine-growing enterprises.

The tasks set are logically related to the goal and cover:

- theoretical analysis of strategic management;
- research into the specifics of the wine sector;
- analysis of existing business processes;
- development and testing of an author's model.

The formulated hypotheses are justified and subject to verification through the applied methods. The methods used include:

- comparative analysis;
- statistical and econometric methods;
- survey research;
- systematic and process approach.

The methodological framework is adequate to the set goals and tasks.

4. Visualization and presentation of the results obtained.

The dissertation is distinguished by a very good degree of illustration and a clearly structured presentation of the research results, which significantly assists their perception and interpretation.

The presentation uses a variety of visual aids – tables, graphs, diagrams and schematic models, which not only illustrate the empirical data, but also contribute to a deeper understanding of the interrelationships between the analyzed indicators. The tabular material is precisely structured, containing summarized information from the conducted research, including comparative analyses between different groups of enterprises, performance indicators and survey results.

Graphical representations (bar, line and pie charts) are used appropriately to visualize the dynamics and structure of the studied processes. They allow for clear tracking of trends in the development of business processes in wine-growing enterprises, as well as identification of key problem areas.

Of particular note is the conceptual model for strategic planning developed by the author, which is presented through flowcharts and logic diagrams. The model is visualized in a way that clearly reveals its main components, stages and interrelationships between individual business processes. This facilitates not only its theoretical perception, but also its practical application.

The presentation of the results of the empirical research is characterized by consistency and logical coherence. The data are systematized in an appropriate manner, and are compared with the research tasks and hypotheses set. There is a clear distinction between the descriptive part and the analytical interpretation, which testifies to the good scientific skills of the doctoral student.

A positive impression is also made by the fact that in presenting the results, relative and absolute indicators were used, which allows for a more objective assessment of the state of the surveyed enterprises. In some cases, combined indicators were also applied, which allow for a more complex analysis.

In summary, the visualization and presentation of the results in the dissertation are at a high scientific level and fully comply with the requirements for

a doctoral dissertation, significantly contributing to the persuasiveness and practical applicability of the research.

5. Discussion of the results and literature used.

The discussion of the results obtained in the dissertation is characterized by analyticality, logical consistency and a critical approach. The doctoral student demonstrates the ability not only to present empirical data, but also to interpret them in the context of modern theoretical statements and the specific features of the viticulture and winemaking sector.

The results of the conducted research are examined in direct connection with the set goals, objectives and formulated hypotheses, while tracking the degree of their confirmation or rejection. This gives completeness to the study and testifies to a systematic approach to the analysis. A particularly positive impression is made by the author's desire to derive generalizations with a higher degree of abstraction, linking them to management practices in the sector under consideration.

In the process of discussion, the doctoral student's ability to identify key factors influencing the effectiveness of business processes, as well as to distinguish cause-and-effect relationships between the individual elements of the studied system, stands out. The analysis is not limited to an ascertainable level, but moves to an interpretative and explanatory level, which increases the scientific value of the work.

There is a comparison between the obtained results and the conclusions of other authors, which allows to assess the degree of correspondence or deviation from established scientific theses. This comparative perspective contributes to a better positioning of the study within the framework of existing scientific knowledge. In some cases, the author defends his own positions with arguments, which is an indicator of scientific maturity.

The literature used is rich, diverse and relevant to the researched issues. Modern sources are included - monographs, scientific articles, reports and regulatory documents, both by Bulgarian and foreign authors. This allows the construction of a solid theoretical basis for the study. There is a good knowledge of classical and modern concepts in the field of strategic management, business process management and agrarian economics.

The literary sources are used correctly, complying with the requirements for scientific citation. They are not only formally included, but actively integrated into the analysis through critical reflection and comparison with the author's results. This shows the skill of working with scientific information and the ability to synthesize knowledge.

In summary, the discussion of the results and the literature used meet the high requirements for scientific research, demonstrating thoroughness, analytical skills and good scientific culture. They contribute significantly to the validity of the conclusions drawn.

6. Contributions of the dissertation work.

The dissertation contains the following important contributions.

Scientific contributions

- Development and enrichment of the theoretical foundations of strategic planning in the agricultural sector;
- Systematization of business processes in wine-growing enterprises;
- Development of a conceptual model for strategic management.

Scientific and applied contributions

- Proposed a practically applicable model for optimizing business processes;
- Developed recommendations for increasing the efficiency of enterprises;
- Possibility of adapting the model to a real business environment.

7. Critical notes and questions.

I have no critical remarks or questions.

I have a recommendation for the doctoral student to conduct research on the possibilities for knowledge transfer on landscape management issues by involving various stakeholders.

I have the following question for the doctoral student: "What factors have the strongest impact on the planning process of business processes in agriculture?".

8. Published articles and citations.

The doctoral student has submitted the required number of scientific publications related to the topic of the dissertation. They reflect the main results of the research and contribute to its scientific validation.

There are also citations that demonstrate interest in the candidate's scientific work.

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 **Grigor Pavlov Pavlov** the educational and scientific degree "doctor" in the scientific specialty Production organization and management

Date: 21.04.2026
city of Plovdiv

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