



REVIEW

of a dissertation for the award of the educational and scientific degree “Doctor” in: Field of Higher Education 3. Social, Economic and Legal Sciences, Professional Field 3.8. Economics, Scientific Specialty “Organization and Management of Production (by sectors and subsectors)”.

Author of the dissertation: Plamen Georgiev Petrov, PhD student (full-time) at the Department of Management and Marketing, Agricultural University – Plovdiv

Dissertation title: Strategy for Communication Management in Viticulture and Wine-Producing Enterprises

Reviewer: Prof. Dr. Violeta Dinkova Dirimanova, Agricultural University – Plovdiv, Field of Higher Education 3. Social, Economic and Legal Sciences, Professional Field 3.8. Economics, Scientific Specialty: Organization and Management of Production (Agriculture and Sub-sectors), appointed as a member of the scientific jury by Order No. RD-16-477/02.04.2026 of the Rector of the Agricultural University.и подотрасли)“.

1. Brief Presentation of the Candidate

The candidate, Plamen Petrov, is currently a manager of Dan Travel Ltd. His main responsibilities include managing and leading a team, negotiating with hotels, organizing domestic and international travel, and developing marketing strategies and reports. He has also worked as an operations manager in the travel agencies Astral Holidays AD and Tirs Ltd.

The doctoral student holds a Bachelor's degree in Regional Development Management and a Master's degree in Economics and Management of Tourism Business from the Agricultural University – Plovdiv. He has also completed coursework in Law at Paisii Hilendarski University of Plovdiv. Additionally, he holds a Master's degree in Slavic Philology and has specialized in Tourism at the University of Plovdiv.

The candidate possesses extensive professional experience in organizational competencies, personnel management and administration, organization and logistical support of international conferences, events, training sessions, protocol meetings for delegations, as well as preparation of documentation for participation in public

procurement procedures and competitions. He has an expert level of English and intermediate proficiency in Russian, Czech, and Italian.

2. Relevance of the Research Problem

The wine market is characterized as dynamic and highly competitive in terms of both price and quality. Consumers are becoming increasingly demanding regarding the quality of wine, which requires wine-producing enterprises to pay greater attention to communication with their customers and their preferences. While consumers can quickly change their wine choices, restructuring processes in wine-producing enterprises are significantly slower. Various factors influence these processes, such as time required for attracting investment, hiring specialized personnel, and acquiring new production equipment. Therefore, effective communication with customers is one of the most important factors for achieving competitiveness in the wine market. Any change requires managers to be effective communicators capable of adapting the company to new market demands. Once change begins, it often leads to resistance among employees and the emergence of conflicts. These conditions require managers at all levels to develop skills in effective communication, conflict management, and negotiation. In this context, the presented dissertation is not only innovative but also significant for both science and practice, as it demonstrates strategies for communication management at different levels in viticulture and wine-producing enterprises.

3. Aim, Objectives, Hypotheses, and Research Methods

The main objective of the dissertation is to analyze the key environmental factors determining communication effectiveness and to propose a model for a communication management strategy in wine-producing enterprises.

The subject of the study is the environment in which the communication process takes place, while the object of the study includes wine-producing enterprises located in the South Central Region of Bulgaria.

The objective is achieved through the following research tasks:

- Identifying the main characteristics of communication in wine-producing enterprises and their role in effective personnel management;
- Identifying key managerial skills necessary for effective communication;
- Developing and testing a methodological approach for analyzing and evaluating environmental factors influencing communication effectiveness;
- Conducting analysis and evaluation of these factors;
- Developing a model for an effective communication management strategy.

The research methods include survey methods, expert evaluation, chi-square analysis, comparative analysis, and logical analysis and synthesis. The study was conducted during the period 2022–2024 through interviews with managers and staff from wine-producing enterprises in the studied region.

4. Presentation and visualization of results

The dissertation consists of an introduction, three chapters, and a conclusion, totaling 132 pages, including references and appendices. The results are illustrated with 36 figures and 6 tables, demonstrating precision and contributing to better understanding.

5. Discussion of results and literature used

A comprehensive and in-depth literature review has been made on the given topic, showing different views of different researchers on the topic under consideration. The literature review is made in the first chapter and includes 103 sources that analyze the main factors of the business environment and a strategy for managing communications in wine-growing enterprises. This shows that the doctoral student makes good use of literary sources to become familiar with the topic of the dissertation in depth.

Plamen Petrov successfully analyzes and discusses the main factors determining the way of organizing business communications in wine-growing enterprises in the studied region. After the analyzes, the doctoral student notes that good communication between different teams guarantees the achievement of maximum efficiency in

management in the organization. He also takes into account the need for continuous learning and improvement of the personnel of wine-growing enterprises in the field of effective communication and interaction in order to reduce conflicts caused by the information overload of the communication process. For this reason, a model of a strategy for effective communication management in wine-growing enterprises has been proposed for practice.

The discussion of the results has been done consistently, competently and thoroughly. The doctoral student has skillfully compared, compared and commented on the results obtained based on the interviews conducted in 52 wine-growing enterprises. The dissertation work shows that the candidate can conduct independent scientific work and correctly interpret the collected information. As a result of the discussions and analyses made, he has formulated the conclusions and recommendations in the dissertation.

6. Contributions of the Dissertation

The results obtained from the dissertation entitled "Strategy for Communication Management in Viticulture and Wine-Producing Enterprises" make it possible to distinguish the following groups of contributions:

Scientific contributions:

In the dissertation, the following scientific contributions can be identified:

- The main features of communications in wine-growing enterprises and their role in effective personnel management have been revealed;
- The main skills that a manager must possess in order to achieve efficiency in the communication process have been identified;
- A methodology for analyzing and assessing the factors of the business environment that determine the effectiveness of the communication process in wine-growing enterprises has been developed and tested;

- Analysis and assessment of the factors of the business environment that determine the effectiveness of the communication process in wine-growing enterprises have been carried out.

Scientific and applied contributions

- A model of a strategy for effective communication management in wine-growing enterprises has been created and proposed for practice;

- A comprehensive communication strategy has been developed to unite internal and external communications, taking into account the specifics of the wine sector and regional identity.

7. Critical notes and questions.

I have no critical comments or questions regarding the dissertation. I recommend that the doctoral student continue to publish the results of the dissertation in journals with an impact factor.

8. Published articles and citations.

Three independent publications directly related to the dissertation work are attached, which has covered the required minimum for acquiring the educational and qualification degree of doctor. The publications also ensure that the national minimum requirements are met. No document for citing the articles is presented.

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

CONCLUSION:

Based on the applied research methods, correctly conducted experiments, and well-formulated conclusions, I consider that the presented dissertation meets the requirements of the Law on Academic Staff Development and the regulations of the Agricultural University. Therefore, I evaluate it **positively**.

I recommend that the esteemed Scientific Jury also vote **positively** and

award **Plamen Georgiev Petrov** the educational and scientific degree “**Doctor**” in the specialty “Organization and Management of Production (by sectors and sub-sectors)”.

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Plovdiv

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