



REVIEW

on a dissertation submitted for the award of the educational and scientific degree of **Doctor (PhD)** in: Field of Higher Education 3. Social, Economic and Legal Sciences, Professional Field 3.8 Economics, Scientific Specialty “Organization and Management of Production (Agriculture and Subsectors)”

Author of the dissertation: Plamen Georgiev Petrov, full-time doctoral candidate at the Department of Management and Marketing, Agricultural University – Plovdiv

Title of the dissertation: “Strategy for Communication Management in Vine-Growing and Wine-Producing Enterprises”

Reviewer: Prof. Ivan Yochev Boevsky, PhD

field of higher education 3.0 Social, economic and legal sciences, professional field 3.8 *ECONOMICS (BUSINESS MARKETING AND BUSINESS MANAGEMENT)*, Appointed member of the Scientific Jury by Order No. RD-16-477/02.04.2026 issued by the Rector of the Agricultural University – Plovdiv.

1. Brief Presentation of the Candidate

The doctoral candidate, Plamen Georgiev Petrov, has been a full-time PhD student at the Department of Management and Marketing at the Agricultural University – Plovdiv since 2023. He possesses extensive interdisciplinary academic training, including a Master’s degree in Economics and Management of Tourism Business, a Bachelor’s degree in Regional Development Management, and additional legal studies. His professional experience includes more than twenty years of managerial practice in the tourism sector, occupying positions such as Operations Manager, Key Account Manager, and Tour Operations Specialist. This professional background demonstrates substantial practical expertise in organizational communication, negotiations, and team management, providing a solid foundation for his scientific research.

2. Relevance of the Research Problem

The topic of the dissertation is undoubtedly relevant and significant in both theoretical and applied terms. In a highly competitive and dynamic market environment, vine-growing and wine-producing enterprises are increasingly challenged to improve their adaptability, organizational efficiency, and competitiveness. Internal and external communications have become key

determinants of sustainable management, as they directly affect the quality of managerial decision-making, coordination between structural units, and interaction with stakeholders.

The author correctly identifies strategic communication management as a decisive factor for the successful operation of wine enterprises, particularly in the context of changing market requirements, growing consumer expectations, and the need for rapid organizational adaptation. The research has high practical value for the agricultural sector, and especially for the wine industry.

3. Aim, Objectives, Hypotheses, and Research Methods

The aim of the dissertation is clearly defined: to analyze the main business environment factors determining communication effectiveness and to propose a strategic model for communication management in vine-growing and wine-producing enterprises. The formulated research objectives are logically structured and fully correspond to the aim and subject of the study.

The main thesis—that communications are an essential element of effective management in wine enterprises and that their strategic management enhances competitiveness—is well substantiated and consistently defended throughout the dissertation.

The methods applied include survey research, expert evaluation, chi-square analysis, comparative analysis, logical analysis, and synthesis. These methods are appropriately selected and allow reliable empirical verification of the research hypotheses. Particularly commendable is the use of a statistical model employing Cramer's coefficient to measure the strength of relationships among the examined variables.

4. Visualization and Presentation of Results

The dissertation comprises 132 pages and contains 36 figures and 6 tables, providing excellent visualization of the research findings. The structure is logically coherent and includes an introduction, three chapters, conclusion, bibliography, and appendices. The presentation of results is clear, systematic, and analytically sound.

Particularly positive is the extensive graphical material, which significantly facilitates understanding of the interrelationships among the factors affecting communication processes in vine-growing and wine-producing enterprises.

5. Discussion of Results and Literature Used

The dissertation demonstrates strong theoretical grounding and high practical relevance. In Chapter One, the author provides a systematic and in-depth analysis of the essence of communication, communication processes, communication networks, leadership, conflicts, and negotiations in organizational settings. The theoretical review is well structured and demonstrates sound knowledge of both classical and contemporary concepts in organizational management.

A major strength of the dissertation is the integration of communication as a managerial function with leadership skills, conflict management, and organizational adaptation. The author convincingly demonstrates that communication is not an isolated process but an organic part of strategic enterprise management.

Chapter Two contains a detailed analysis of the communication environment in 52 vine-growing and wine-producing enterprises in the South Central Planning Region of Bulgaria. The research covers real organizational structures, leadership styles, communication barriers, effectiveness of feedback mechanisms, and internal and external communication environments. This empirical analysis is one of the strongest aspects of the dissertation, as it is based on real data and generates practically meaningful conclusions.

Particularly valuable is Chapter Three, where the author proposes a strategic model for communication management in vine-growing and wine-producing enterprises. The developed strategic model represents an original authorial contribution and includes clear principles, implementation algorithms, development of communication skills, and training profiling for personnel. This model has a high degree of applicability and can serve as a practical management tool for enterprises in the sector.

The literature used is relevant and adequate to the topic, including both Bulgarian and international sources. The literature review is well integrated into the analysis, and the referencing is accurate and supportive of the scientific argumentation.

In summary, the results are interpreted convincingly, logically, and in direct relation to the stated aims and objectives. The dissertation constitutes a complete and well-developed scientific study with a clear contribution to both theory and management practice.

6. Contributions of the Dissertation

Scientific Contributions:

1. The main theoretical foundations concerning communication in the management of vine-growing and wine-producing enterprises have been systematized.
2. A methodological framework for analyzing and evaluating communication processes in wine enterprises has been developed.
3. An original strategic model for communication management in the wine sector has been created.

Applied Scientific Contributions:

1. Key factors and barriers affecting communication effectiveness in enterprises have been identified.
2. Statistically significant relationships between communication factors and enterprise competitiveness have been empirically demonstrated.
3. The developed strategy can be applied as a practical tool for improving organizational efficiency.

7. Critical Remarks and Questions

Alongside its undeniable merits, several recommendations may be made. In the empirical section, it would be useful to provide a more detailed characterization of the surveyed enterprises by size, economic indicators, and market share. This would enable even more precise interpretation of the findings.

In some parts, theoretical formulations and the author's own interpretations could be more clearly distinguished, which would make the personal scientific contribution even more visible. There are occasional editorial and stylistic inaccuracies that should be refined during the final revision of the dissertation.

Question to the doctoral candidate:

How can the proposed strategic communication management model be adapted for small family-owned wine enterprises with limited human resources?

8. Published Articles and Citations

The candidate has presented publications related to the topic of the dissertation, reflecting its principal aspects. These publications meet the minimum formal requirements for dissertation defense. No citation data have been provided.

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

CONCLUSION

Based on the applied scientific methods, correctly conducted analyses, and well-argued conclusions, I consider that the submitted dissertation meets the requirements of the Academic Staff Development Act in the Republic of Bulgaria and the Regulations of the Agricultural University – Plovdiv for its implementation, which gives me grounds to evaluate it **POSITIVELY**.

I respectfully propose that the esteemed Scientific Jury also vote positively and award Plamen Georgiev Petrov the educational and scientific degree of **Doctor (PhD)** in the scientific specialty “**Organization and Management of Production (Agriculture and Subsectors)**”.

Date: 15.04.2026 Sofia

REVIEWER:

(Ivan Yochev Boevsky)