



REVIEW

on the dissertation for the educational and scientific degree of "Doctor" in: field of higher education 3.0 Social, economic and legal sciences professional field 3.8 Economics, scientific specialty Organization and management of production.

Author of the dissertation: Grigor Pavlov Pavlov, full-time doctoral 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: Prof. Dr. Kamen Dimitrov Petrov,

field of higher education 3.0 Social, economic and legal sciences professional field 3.7 Administration and management, scientific specialty Organization and management of production 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 holds a Master's degree in Agricultural Marketing from the Agricultural University of Plovdiv. He currently holds the position of Managing Director at Cream BG Ltd, Bulgaria. His professional activities are focused on managing organizational processes, strategic planning and business development, as well as coordinating projects and teams.

His research interests are concentrated in the field of operations management and resource planning, which is directly related to the topic of the dissertation.

2. Relevance of the problem.

The topic under consideration is highly relevant in the conditions of a dynamic economic environment and growing competition in the agricultural sector. The wine industry occupies a significant place in the national economy, but at the same time is subject to the impact of a number of factors such as globalization, market instability, climate change and requirements for sustainable development.

In this context, strategic management of business processes is a key tool for increasing the efficiency, competitiveness and flexibility of enterprises. This study offers solutions tailored to the specifics of the sector and contributes to the development of modern management approaches.

3. Purpose, tasks, hypotheses and research methods.

The main purpose of the dissertation is clearly defined and is aimed at creating a model for strategic management of business processes in wine-growing enterprises.

For its implementation, tasks have been formulated that include:

- analysis of the theoretical foundations of strategic management;
- research of the peculiarities of the wine-growing sector;
- assessment of existing business processes;

□ development and testing of an author's model.

The hypotheses are substantiated and subject to empirical verification.

The study is based on a variety of methods, including: comparative analysis; statistical and econometric tools; survey methods; systematic and process approach.

The chosen methodology is adequate and corresponds to the goals and objectives of the study.

4. Visuality and presentation of the results obtained.

The dissertation is characterized by a high degree of visualization and well-structured presentation of the results, which significantly facilitates their perception, analysis and interpretation. The author has used a diverse set of visual tools, through which both empirical data and theoretical statements are effectively illustrated.

The tabular material is developed with the necessary precision and logical consistency. The tables summarize a significant amount of information, including results of survey studies, comparative characteristics of the studied enterprises, efficiency indicators and degree of development of business processes. They achieve a clear structuring of the data and create prerequisites for drawing reliable analytical conclusions.

The graphical presentation of the information is implemented through various types of diagrams - bar, linear and sector, which are used appropriately depending on the nature of the analyzed indicators. They allow visual tracking of the dynamics, structure and trends in the development of business processes in wine-growing enterprises. Thanks to this, the key dependencies, problem areas and potential opportunities for optimization are clearly highlighted.

The author's developed model for strategic planning of business processes has made a significant contribution to the visualization of the study. It is presented through flowcharts and logic diagrams, which clearly reveal its architecture, functional elements and interrelationships between individual processes. The visualization of the model is at a high level and allows its easy perception both in theoretical and practical aspects.

The presentation of the results of the empirical study is distinguished by consistency and logical coherence. The data are systematized in accordance with the set goals, objectives and research hypotheses, and their confirmation or rejection is clearly tracked. There is a well-defined distinction between the descriptive and analytical components of the presentation, which testifies to a high level of scientific culture.

The use of various indicators - both absolute and relative - should also be positively assessed, which contributes to a more objective and multi-layered assessment of the state and development of the studied enterprises. In some cases, combined indicators have been applied, which allow for an integrated assessment of the effectiveness of business processes.

Despite the undeniable merits, some recommendations can be made with a view to further improvement. The use of summarizing visual formats (for example, integrated diagrams or infographics) could be expanded to synthesize the key results and conclusions in a more compact form. Also, in certain parts of the presentation, the ratio between text description and visualization could be optimized in order to avoid partial duplication of information.

In summary, the clarity and presentation of the results fully meet the requirements for a dissertation for the award of the educational and scientific degree of "doctor" and

contribute significantly to the persuasiveness, scientific value and practical applicability of the study.

5. Discussion of the results and used literature.

The discussion of the results in the dissertation is distinguished by a high degree of analyticality, logical consistency and criticality. The doctoral student demonstrates in-depth skills in interpreting empirical data, examining them in the context of modern theoretical statements and the specific features of the viticulture and wine sector.

The results of the conducted research are systematically analyzed and compared with the initially formulated goals, objectives and hypotheses. The degree of their confirmation is monitored, which gives completeness and logical integrity to the scientific study. The author manages to draw generalizations that go beyond the purely empirical level and reach a higher level of theoretical abstraction.

The analysis clearly highlights the doctoral student's ability to identify key factors affecting the efficiency and management of business processes. An attempt has been made to reveal the cause-and-effect relationships between the individual elements of the studied system, analyzing their interaction and impact on the final result. This gives the study not only a descriptive, but also an explanatory character.

A significant advantage of the work is the presence of a comparison between the obtained results and the conclusions formulated in the scientific literature. This comparative perspective allows for a more accurate positioning of the study within the framework of existing scientific concepts and contributes to the assessment of its contribution. In a number of cases, the author defends his own position with arguments, which testifies to scientific independence and maturity.

The literature used is voluminous, diverse and directly related to the researched issues. Both classical and contemporary scientific sources are included - monographs, articles in reputable scientific publications, reports, as well as regulatory documents. There is a good ratio between Bulgarian and foreign publications, which provides a broad theoretical base. It is particularly important that the literary sources are not used formally, but are actively integrated into the analysis. The doctoral candidate demonstrates the ability to critically interpret scientific statements, their comparison and adaptation to the specific research framework. This testifies to a high degree of scientific competence and the ability to synthesize knowledge.

In conclusion, the discussion of the results and the literature used meet the high standards of scientific research. They are distinguished by thoroughness, argumentation and good scientific culture, contributing significantly to the credibility and significance.

6. Contributions of the dissertation.

The dissertation highlights significant scientific and applied scientific contributions.

Scientific contributions

- supplementation and development of theoretical statements in the field of strategic management in the agrarian sector;
- systematization of business processes in wine-growing enterprises;
- creation of a conceptual model for strategic management.

Applied scientific contributions

- development of a practically applicable model for optimization of business processes;
- formulation of recommendations for increasing the efficiency of enterprises;
- possibility of real application of the model in practice

7. Critical remarks and questions.

No significant critical remarks to the dissertation are identified.

As a recommendation to the doctoral student, the need for future research aimed at the transfer of knowledge in the field of landscape management with the participation of various stakeholders can be indicated.

8. Published articles and citations.

The doctoral student has presented the required number of publications that reflect the main results of the research and ensure their scientific approbation. The presented abstract objectively reflects the structure and content of the dissertation work.

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 work meets the requirements of the Law on Landscape Management and the Regulations of the Agricultural University for its application, which gives me reason to evaluate it POSITIVELY.

I would like to propose to the esteemed Scientific Jury to also vote positively and award Grigor Pavlov Pavlov the educational and scientific degree of "Doctor" in the scientific specialty of Production Organization and Management

Date: 20.04.2026

city of Plovdiv

REVIEWER:

(prof. d-r Kamen Dimitrov Petrov)