



OPINION

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: *Plamen Petrov Petrov* PhD student at the
Department of Management and Marketing at the Agricultural University, Plovdiv

Topic of the dissertation: Communication management strategy in wineries.

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-16-477/02.04.2026
by the Rector of the Academy of Sciences.

1. Relevance of the problem.

The research topic is highly relevant in the conditions of the modern economic environment, characterized by dynamism, globalization and increasing competition. The wine sector occupies a significant place in the structure of the agrarian economy, but at the same time faces a number of challenges related to market fluctuations, climate change and the need for sustainable development.

In this context, strategic management of business processes is a key factor for increasing the efficiency, competitiveness and adaptability of enterprises. The present dissertation is aimed at developing modern management solutions, taking into account the specific features of the sector, which emphasizes its practical significance.

2. Purpose, tasks, hypotheses and research methods.

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

To achieve the set goal, specific tasks have been defined, including theoretical analysis of strategic management, study of the specifics of the sector, assessment of existing business processes and development and testing of an author's model. The formulated research hypotheses are logically argued and are subject to empirical verification. Various methods have been used for their study, including comparative analysis, statistical and econometric approaches, survey studies, as well as a systematic and process approach. The chosen methodology is adequate to the goals and objectives and guarantees the reliability of the results obtained.

3. Visualization and presentation of the results obtained.

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The dissertation is distinguished by a high level of illustration and a well-structured presentation of the results. The author uses a variety of visual aids - tables, graphs, diagrams and schemes, which help to perceive the presented information and facilitate the analysis.

The tabular material is systematized and summarizes essential information from the conducted research, including comparative characteristics and performance indicators. The graphical elements allow for clear tracking of trends and dependencies in the development of business processes.

The developed author's model deserves special attention, which is presented through logical schemes revealing its structure and interrelationships. The presentation of the results is consistent and consistent with the set goals and objectives, with a clear distinction between the descriptive and analytical aspects.

4. Discussion of the results and literature used.

The discussion of the results is thorough, well-reasoned and consistent. The doctoral student demonstrates the ability to interpret the empirical data, examining them in the context of contemporary theoretical frameworks and the specific features of the studied sector.

The results are compared with the formulated objectives and hypotheses, assessing the degree of their confirmation. The analysis includes identifying key factors and examining cause-and-effect relationships between the individual elements of the business processes.

The literature used is rich and relevant, including both Bulgarian and foreign scientific sources. They are integrated into the presentation through critical reflection and comparison with the obtained results, which contributes to the scientific validity of the study.

5. Contributions of the dissertation work.

The dissertation contains significant scientific and applied scientific contributions that enrich existing knowledge and have a practical focus.

Scientific contributions

Theoretical propositions in the field of strategic management in the agricultural sector have been developed and supplemented.

Business processes in wine-growing enterprises have been systematized.

A conceptual model for strategic management has been developed, tailored to the specifics of the sector.

Scientific and applied contributions

A practically applicable model for optimizing business processes is proposed.

Specific recommendations have been formulated to increase the efficiency of enterprises.

An opportunity has been created to implement the developed model in a real business environment.

6. Critical notes and questions.

No significant weaknesses or omissions are identified in the dissertation. As a recommendation, the need for future expansion of the study by including additional factors related to digitalization and sustainable development, as well as a broader empirical application of the proposed model, can be indicated.

I have the following question for the doctoral student: "What are the main sources of conflicts on farms?"

7. Published articles and citations.

The doctoral student has submitted the required number of scientific publications that reflect the main results of the research and ensure their scientific validation.

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 the Law on the Protection of Scientific and Technological Research of the Republic of Bulgaria and the Regulations of the Agricultural University for its application, which gives me reason to evaluate it POSITIVELY.

I would like to suggest that the esteemed Scientific Jury also vote positively and award the **Plamen Petrov Petrov** the educational and scientific degree "doctor" in the scientific specialty Production organization and management.

Date: 21.04.2016
city of Plovdiv

PREPARED

Подписите в този документ са заличени

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