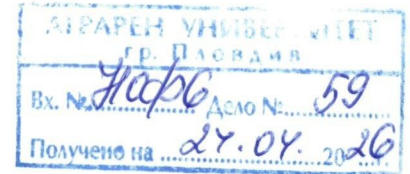


# OPINION



regarding a dissertation for the acquisition 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 sub-sectors)”.

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

**Dissertation topic:** Strategic Planning of Business Processes in Vine-Growing 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-16-480/02.04.2026 of the Rector of the Agricultural University.

## 1. Relevance of the problem

Winemaking is a business that is one of the oldest and most competitive industries in Europe. This type of production, like all other businesses, undergoes its development and change. In the context of globalization in recent decades, the traditional European producer faces competition from the “new players” on the world market, namely Argentina, Australia, the USA, South Africa, Chile and New Zealand. These countries have managed to build large-scale production facilities and, through the use of new technologies and approaches, provide the market with high-quality wine at decidedly low prices. Of course, aggressive competition leads to a change in the organization of the value chain on the old continent. These processes are related to the change in the varietal composition of vineyards and the reorganization of the entire process of ensuring the production and supply of wine. Wine-growing enterprises are forced, under competitive pressure from new players, to rethink their place in the value chain and to organize their business processes in a new way, which will enable them to remain competitive both on the domestic and foreign wine markets.

In this regard, the presented dissertation work is not only innovative, but also significant for science and practice, because with this research it demonstrates new business processes for organizing enterprises and competitiveness in wine production.

## 2. Aim, objectives, hypotheses, and research methods

The main subject of the study is the business processes taking place in vine-growing and wine-producing enterprises, as well as the effects achieved by these processes in terms of efficiency and competitiveness.

The main objective of the dissertation is to analyze business processes in such enterprises and assess their effectiveness. By formulating and evaluating the main

effects of these processes, a strategic approach to managing business processes is proposed, aimed at improving their future efficiency and usefulness.

To achieve the stated objectives, the PhD student addresses the following research tasks:

(1) Developing a scientifically grounded methodology for analyzing and evaluating business processes in vine-growing and wine-producing enterprises, as well as assessing their outcomes;

(2) Analyzing and evaluating these processes and determining the level of competitiveness achieved;

(3) Proposing guidelines for improving the organization of business processes to achieve and maintain high competitiveness in the wine market.

The main approach used to identify and analyze business processes is that of Michael Porter, i.e., business processes occur within the enterprise as a result of its integration into the value chain.

The main methods used in the research include comparative method, expert evaluation method, logical synthesis and analysis, and graphical analysis. Statistical methods such as correlation and regression analysis are used to assess the effects of the organized business processes.

### **3. Presentation and visualization of results**

The dissertation includes an introduction, three chapters, and a conclusion, spanning 133 pages, along with references and appendices. The results are illustrated with 46 figures and 2 tables, demonstrating precision in the doctoral student's work and contributing to better understanding.

### **4. Discussion of results and literature used**

A comprehensive and in-depth literature review has been conducted, presenting various perspectives from different researchers.

The literature review is presented in the first chapter over 45 pages and includes 103 sources, thoroughly analyzing business processes in vine-growing and wine-producing enterprises. This shows the doctoral student's strong ability to work with academic sources.

Grigor Pavlov successfully discusses the main elements of strategic business planning and various development strategies in the sector. The sector is identified as conservative, where market success can be achieved through preserving traditions, following best production practices, and ensuring strong market presence both domestically and internationally.

The discussion of results is consistent, competent, and thorough. Based on interviews with 33 enterprises, the doctoral student effectively compares and analyzes the findings. The dissertation demonstrates the ability to conduct independent scientific research and correctly interpret collected data. Conclusions and recommendations are logically derived from the analysis.

### **5. Contributions of the dissertation**

The results obtained from the dissertation entitled "Strategic Planning of Business

Processes in Vine-Growing 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:

- Identification of key characteristics of strategic business planning relevant to the effective organization of business processes;
- Development of a scientifically grounded methodology for analysing and evaluating business processes and their outcomes;
- Analysis and evaluation of business processes and their impact on competitiveness;
- Recommendations for improving business process organization to achieve sustained competitiveness in the wine market.

### **Scientific-applied contributions:**

- Establishing that enterprises performing more than 30% of the main value chain processes have stable market positions and sustainable development potential;
- Demonstrating that enterprises independently performing a larger share of business processes achieve higher competitiveness and resource efficiency.

## **6. Critical remarks and questions**

No critical remarks, questions, or recommendations are identified regarding the dissertation.

## **7. Publications and citations**

Three independent publications directly related to the dissertation are presented, meeting the minimum requirements for obtaining the PhD degree and national standards.

No document confirming citations is provided.

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

## **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 **Grigor Pavlov Pavlov** the educational and scientific degree “**Doctor**” in the specialty “Organization and Management of Production (by sectors and sub-sectors)”.

**Date:** 21.04.2026  
Plovdiv

