

OPINION



on the 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 (agriculture and sub-sectors)"

Author of the dissertation: Plamen Georgiev Petrov

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Topic of the dissertation: **"Strategy for management of communications in wine-growing enterprises"**

Member of the scientific jury: Prof. Dr. Kamen Dimitrov Petrov, UNWE - Sofia, appointed as a member of the scientific jury by order No. RD-16-477/02.04.2026 of the Rector of the Agricultural University - Plovdiv.

1. General characteristics of the dissertation and the candidate

The presented dissertation work of Plamen Georgiev Petrov is dedicated to an extremely topical and significant problem in the modern management of agricultural enterprises - the strategic management of communications in the wine sector. The topic is very well chosen, as it unites two key aspects of modern management - organizational efficiency and communication sustainability, which are decisive for the development of enterprises in a dynamic competitive environment.

The doctoral student demonstrates very good theoretical preparation, a mature analytical approach and the ability to formulate and defend independent scientific positions. It is clear that the author possesses not only academic training, but also practical management experience, which significantly increases the applied value of the work. His professional biography and accumulated organizational experience have a positive influence on the way in which the results are interpreted and the recommendations are formulated.

2. Relevance and significance of the research problem

The relevance of the chosen topic is undeniable. In the conditions of a highly competitive and globalized wine market, wine-growing enterprises are faced with the need to constantly improve their internal and external communication processes. Communication can no longer be considered only as an administrative

or auxiliary process - it becomes a strategic resource on which both internal coordination and the enterprise's ability to build trust among partners, customers and institutions depend.

The particular significance of the dissertation stems from the fact that the wine-growing sector in Bulgaria has a high economic and export value, and at the same time suffers from a number of management deficits, including insufficiently structured communication mechanisms. It is here that the author's research fills an important scientific and practical niche by proposing a specific model for strategic communication management, adapted to the specifics of the sector.

3. Purpose, subject, object and methodology of the study

The purpose of the dissertation is formulated clearly, specifically and scientifically sound – to analyze the factors that determine the effectiveness of communications in wine-growing enterprises, and on this basis to propose a strategy for their management. The goal is consistently followed in all parts of the study and has been fully achieved.

The object and subject of the study are correctly defined. This gives methodological precision and clarity to the scientific framework. The formulated tasks are logically connected and build an internally consistent structure of the study.

The methodological toolkit is a serious merit of the work. Adequate modern methods have been used – questionnaire surveys, expert assessment, statistical analysis, chi-square tests, Cramer's coefficient, comparative and logical analysis. A particularly positive impression is made by the skillful combination of quantitative and qualitative methods, which gives a high degree of reliability to the results obtained.

4. Structure and content of the dissertation

The structure of the dissertation is logically sound, well-balanced and corresponds to the academic standards for a doctoral thesis. The research is organized into three main chapters that follow a clear scientific logic - from the theoretical framework, through the empirical analysis, to the author's model.

The first chapter builds a serious theoretical foundation, which examines the basic concepts of communication, communication networks, leadership, conflicts and negotiations in an organizational environment. The author demonstrates good knowledge of the scientific literature and the ability to synthesize different theoretical approaches into a single analytical framework.

The second chapter is a particularly valuable part of the dissertation, because it contains an empirical study of real wine-growing enterprises. The analysis of 52 enterprises allows us to draw a realistic and reliable picture of the state of

communication processes in the sector. Here, the author's ability to work with empirical data, to interpret them correctly and to derive practically significant dependencies is clearly evident.

The third chapter is the strongest contribution of the work. It is here that the author's model of a communication management strategy is developed. The proposed model is not only theoretically substantiated, but also practically applicable. It includes clear strategic principles, an implementation algorithm and specific mechanisms for improving communication efficiency. This gives the dissertation a high applied value.

5. Scientific and scientific-applied contributions

The dissertation contains significant scientific and applied contributions. The scientific value is expressed in the development of a new analytical model for assessing communication efficiency in wine-growing enterprises and in the expansion of the theoretical framework of communication management in the agricultural sector. The author offers an original conceptual approach that integrates organizational communication with leadership, conflict management and strategic management.

The scientific-applied contribution is even more clearly expressed. The developed strategy has direct practical applicability and can be implemented in real enterprises. It provides specific tools for increasing organizational efficiency, reducing communication barriers, and improving coordination between structural units.

6. Critical notes and recommendations

Despite the high quality of the dissertation, some recommendations can be made. It would be useful for the author to include an international comparative analysis in future developments, which would allow for a comparison of Bulgarian practices with those in other wine-producing countries. This would enrich the comparative perspective and expand the applicability of the model.

In some places in the presentation, terminological repetitions and certain stylistic unevenness are observed, which can be editorially smoothed out. In addition, future development of the topic could also include the role of digital communication systems, CRM platforms and automated ERP solutions in communication management.

7. Publications and abstract

The doctoral candidate has presented the necessary publications that reflect the main aspects of the dissertation research. They are thematically related to the development and prove his ability to publish scientific results. The presented

abstract correctly and objectively reflects the structure, methodology and main conclusions of the dissertation.

8. Conclusion

In conclusion, I believe that the presented dissertation work of Plamen Georgiev Petrov represents an independent, complete and original scientific research, which possesses the necessary qualities for awarding the educational and scientific degree "doctor". The development contains significant scientific and applied scientific contributions, demonstrates a high level of theoretical preparation and proves the author's ability for independent scientific work.

On the basis of the above, I give my categorically positive assessment and propose to the esteemed Scientific Jury to award Plamen Georgiev Petrov the educational and scientific degree "doctor" in the scientific specialty: "**Organization and management of production (agriculture and sub-sectors)**".

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