



## OPINION

on the 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, scientific specialty Organization and management of production.

**Author of the dissertation:** Grigor Pavlov Pavlov PhD student full-time 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. Nikolay Ivanov Tsonkov, 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. Relevance of the problem.

The issue under consideration is characterized by significant importance in the conditions of the modern economic environment, which is characterized by high dynamics and intense competition. The wine-growing sector occupies an important place in the structure of the agrarian economy, but at the same time it faces a number of challenges related to global market transformations, climate change and the need for sustainable development. In this regard, strategic management of business processes is established as a key tool for increasing the efficiency and flexibility of enterprises. The dissertation proposes solutions and approaches that take into account the specifics of the sector and are aimed at their practical application.

### 2. Purpose, tasks, hypotheses and research methods.

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

For its implementation, interrelated tasks have been defined, including:

- research of the theoretical aspects of strategic management;
- analysis of the peculiarities of the wine-growing sector;
- assessment of existing business processes;
- development and testing of an author's model.

The formulated hypotheses are logically argued and are subject to verification through empirical analysis. The methodological apparatus used includes comparative analysis, statistical and econometric methods, survey research, as well as a systematic and process approach. The selected methods are adequate and correspond to the set goals and tasks.

### 3. Visuality and presentation of the results obtained.

The dissertation work is distinguished by a high degree of clarity in visualization and a

well-structured presentation of the results. A variety of graphic and tabular tools have been used to support the analysis and facilitate the perception of information.

The tabular material is logically organized and contains summarized data from empirical research, including comparative characteristics and analysis results. Graphic elements – diagrams and schemes – contribute to a clearer tracking of trends and interrelationships in the development of business processes.

The proposed author's model is illustrated by appropriate visual means that reveal its structure and functional dependencies. This facilitates its understanding and creates prerequisites for its practical application.

The results are presented consistently and in accordance with the set goals and objectives, with a clear distinction between the descriptive and analytical aspects of the presentation.

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

The analysis of the results is thorough and reasoned. The doctoral student demonstrates the ability to interpret the obtained data, considering them in the context of modern scientific concepts and practices.

The results are compared with the formulated goals and hypotheses, and the degree of their confirmation is assessed. The analysis highlights the main factors influencing the studied processes, as well as the connections between them.

The literature base used is extensive and diverse, covering both Bulgarian and foreign sources. They are selected purposefully and are integrated into the analysis through critical reflection and comparison.

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

The study highlights significant scientific and applied scientific results.

Scientific contributions:

- further development of theoretical statements in the field of strategic management in the agrarian sector;
- systematization and structuring of business processes;
- creation of a conceptual model for strategic management.

Scientific and applied contributions:

- development of a practically applicable model;
- formulation of guidelines for increasing the efficiency of enterprises;
- possibility of implementing the model in real conditions.

#### **6. Critical notes and questions.**

No significant shortcomings are found in the presented dissertation work.

#### **7. Published articles and citations.**

The doctoral student has submitted the required number of scientific publications that reflect the main results of the research. There are also citations, which indicates interest in his scientific production.

The presented abstract correctly and adequately 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 Scientific Research and Development 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 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 Organization and Management of Production**

Date: 17.04.2026

PREPARED THE OPINION:

city of Plovdiv

(Prof. Dr. Nikolay Tsonkov)