



## 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, full-time doctoral student at the Department of "Management and Marketing" at the Agricultural University - Plovdiv

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

Member of the scientific jury: Prof. Dr. Nikolay Ivanov Tsonkov, 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. Brief presentation of the candidate

Plamen Georgiev Petrov is a doctoral candidate with a strong interdisciplinary profile, combining academic training in the fields of economics, management, law and regional development with many years of practical experience in business process management. His accumulated professional experience in organizational coordination, negotiation and team management creates a good practical basis for developing issues related to organizational communications.

It should be emphasized that the candidate demonstrates the ability to transform practical management experience into scientific research with applied value for the agricultural sector.

### 2. Relevance of the problem

The selected topic is particularly relevant in the conditions of increasing competition in the wine production sector, where communications are acquiring the role of a strategic resource. In wine-growing enterprises, the communication process has a dual meaning - on the one hand, as an internal organizational mechanism for coordination, and on the other - as a means of building sustainable relationships with customers, institutions and partners.

The scientific value of the study stems from the fact that the author considers communication not simply as an operational function, but as a strategic tool for organizational development and competitiveness.

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

The purpose of the dissertation is clearly formulated and is consistently achieved through well-structured research tasks. A particularly positive impression is made by the fact that the tasks are subject to the logic of "theory - diagnostics - model - application", which gives completeness to the scientific research.

The main hypothesis is well argued and successfully verified through a combination of quantitative and qualitative methods. The methodological tools are adequately selected: questionnaire survey, expert assessment, statistical chi-square analysis, comparative analysis and logical synthesis. The application of Cramer's coefficient is particularly appropriate in proving the strength of the dependencies between communication factors and competitiveness.

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

The dissertation is compositionally well-structured and visually balanced. The figures and tables used are informative and significantly support the analytical part of the presentation. The graphic presentation is not only illustrative, but also serves as a tool for proving the conclusions.

The results are presented clearly, with good analytical consistency, highlighting the author's striving for objectivity in the interpretation of empirical data.

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

One of the essential advantages of the dissertation is the author's ability to connect theoretical statements with real practice in wine-growing enterprises. Instead of remaining at the level of general theoretical reasoning, the study reaches specific organizational solutions. In the first chapter, the systematic approach to communications as a multi-faceted management process is impressive. The author successfully integrates leadership, conflict management, negotiations and organizational communication networks into a single framework. The second chapter has high analytical value because

it presents a real diagnosis of the communication environment in the sector. The study of 52 enterprises allows for the formation of a reliable picture of the state of communications and the identification of specific problem areas. A particularly significant contribution is made by the third chapter, where the author's strategy for communications management is developed. This strategy is distinguished by its applicability, structure and practical orientation. The proposed implementation algorithm can be used directly in management practice. The literature base is sufficiently broad and thematically relevant. The sources used show good knowledge of classical and contemporary approaches to organizational management.

## **6. Contributions of the dissertation**

Scientific contributions:

1. The theoretical framework of communication management in the context of wine-growing enterprises has been enriched.
2. An analytical model for assessing communication effectiveness in agricultural enterprises has been proposed.
3. An author's concept for strategic communication management in the sector has been developed.

Scientific and applied contributions:

1. An applicable strategy has been created to increase the effectiveness of internal and external communications.
2. Practical recommendations have been formulated to improve organizational coordination in wine-growing enterprises.
3. The developed tools can be implemented in a real management environment.

## **7. Critical notes and questions**

Along with the high merits of the work, some recommendations can be made:

- In future developments, it would be useful to include a comparative analysis between different wine-growing regions in Bulgaria.
- The international comparative perspective could be strengthened in the study by including European practices in communication management.

□ In some places, the terminology could be more strictly unified.

Question to the doctoral student:

1. How does the author assess the possibility of the developed strategy being digitalized by implementing CRM and ERP communication platforms in wine-growing enterprises?

### **8. Published articles and citations**

The doctoral student has presented publications thematically related to the dissertation research, which reflect its main aspects. They are sufficient in volume and content to defend the dissertation work.

The abstract correctly presents the structure, methodology and main results of the study.

### **CONCLUSION**

The presented dissertation possesses the necessary scientific qualities of an independently completed study. It contains original scientific and applied results that contribute to the development of theory and practice in the field of organizational management. **Based on the above, I believe that the dissertation meets the requirements of the Law on the Organization of Agricultural Research and Development of the Republic of Bulgaria and the Regulations of the Agricultural University - Plovdiv, therefore I give my POSITIVE assessment and propose to the esteemed Scientific Jury to award Plamen Georgiev Petrov the educational and scientific degree of "doctor" in the scientific specialty: "Organization and management of production (agriculture and sub-sectors)" who studied at the Agricultural University - city of Plovdiv.**

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city of Sofia

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