



## OPINION

on the dissertation for the educational and scientific degree of Doctor of Science in the 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:** Dean Naskov Kurdov, full-time doctoral student at the Department of Management and Marketing at the Plovdiv University of Applied Sciences.

**Topic of the dissertation:** "Marketing strategy for managing the production and sale of honey"

**Prepared by:** Prof. Dr. Dimitar Ivanov Kostov, field of higher education 3. Social, economic and legal sciences, professional field 3.8. Economics, scientific specialty economics and management, appointed as a member of the scientific jury by Order No. RD - 16-479 of 02.04.2026 of the Rector of the Plovdiv University of Applied Sciences.

### 1. Relevance of the problem

Agriculture in Bulgaria has a long history with a high degree of development and traditions in some sectors. Among these sectors is the production of honey. This is due both to the experience of Bulgarian honey producers and to the rich flora of honey-bearing plant species. At the same time, it is necessary to emphasize that Bulgaria is forced to compete with large countries that are trying to impose themselves on the market. This confronts Bulgarian honey producers with numerous problems that need to be solved continuously. In this regard, the topic of the dissertation is very important and disputable.

### 2. Purpose, tasks, hypotheses and methods of the study

The purpose of the dissertation is very precisely defined and clearly presented in the title itself.

The tasks to achieve the goal are very well defined and are placed in such an order of solution that each of them builds on the next.

By clarifying the importance of the marketing approach in the management of business organizations, it is possible to justify its significance for the management of honey production.

The subject of the study is specifically specified and refers to honey producers in Southern Bulgaria.

The thesis of the study is very precise and specific. It is set to solve the tasks through strategic marketing in modern market conditions.

There are several hypotheses and they are related to solving the marketing strategy through strategic marketing.

The methods of the study are both traditional and modern.

### **3. Visualization and presentation of the obtained results**

The results of the scientific research are presented in three parts of the dissertation work. This is a classic scheme with opportunities for the best visualization of the materials from the study, which are in the volume of 124 pages.

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

In the first part of the work, a very good analysis of the essence of the marketing strategy has been made. A number of literary sources have been analyzed and at the same time the author's own view on the marketing strategy is presented. The author presents this view regarding the agricultural sector and thus connects it with the topic of the study.

A very good analysis has been made regarding the comparison of operational and strategic marketing. The modern trends in strategic marketing are indicated, as well as its features in agricultural production. These features are shown in tabular form, which is a contribution of the dissertation work.

As a result of the good theoretical analysis of the work, the research methodology has been indicated and well-made. The main place in it is occupied by the survey method of collecting information. Completing the theoretical part of the work, the author makes very well-structured conclusions.

The specific analytical part is presented in the second part of the work and includes a fairly detailed analysis of honey in Bulgaria. For the analysis, the doctoral student uses a modern analysis through which he has determined the strengths and weaknesses of the production, as well as the opportunities and threats that could arise.

In this part of the work, a lot of space is devoted to the barriers that exist in the realization of the produced honey. In relation to them, the author of the dissertation indicates to the producers the way and possibilities for their removal. This is also an important contribution of the dissertation work.

The third part of the work is related to the basic principles of the market orientation of honey producers and it is indicated how they should be included in the marketing strategy. This part of the study also contains the most significant contributions of the dissertation work.

In conclusion, very precise and specific conclusions have been made that are directly related to the production and realization of honey in Bulgaria.

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

### **A. Theoretical scientific contributions**

1. A model for the formulation, implementation and control of a marketing strategy has been developed.
2. The approaches to improving the information and documentary basis for the needs of the strategic analysis have been developed and indicated.
3. The approaches of the marketing strategy for the agricultural sector have been adapted.

### **B. Applied contributions**

1. The developed methodology has been adapted to a specific agricultural enterprise.
2. Specific conclusions have been made for improving the marketing strategy for honey production in Bulgaria.

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

I suggest that the author of the dissertation develop a brochure for preparing marketing strategies for an individual honey production enterprise and submit it to the Ministry of Health for use by producers in the country.

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

The published articles are sufficient and meet the requirements for defending a dissertation.

The presented abstract fully meets the presentation of the materials in the dissertation.

## CONCLUSION

The dissertation is a fully completed scientific study with available theoretical and practical contributions.

Based on the research methods learned and applied by the doctoral student, as well as the summaries, conclusions and recommendations made, I believe that the presented dissertation work meets the requirements of the Law on the State Audit Office of the Republic of Bulgaria and the Regulations of the Academy of Sciences 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 Dean Naskov Kurdov ONS Doctor of Higher Education in the Field of Higher Education 3. Social, Economic and Legal Sciences, Professional Direction 3.8. Economics, Scientific Specialty Organization and Management of Production (Agriculture and Sub-Industries).

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