



REVIEW

regarding a dissertation for the acquisition of the educational and scientific degree “Doctor”

Reviewer: **Prof. Dr. Mariyana Varbanova Bozhinova**, "D. A. Tsenov" Academy of Economics - Svishtov, “Economics and management of tourism” department, scientific specialty "Economics and management"

Author of the dissertation: **Galya Koleva Moneva**, PhD student in “Economics and management of tourism” department by "D. A. Tsenov" Academy of Economics - Svishtov

Title of the dissertation: „Restaurant menu engineering for revenue management purposes”

The dissertation submitted for evaluation is intended for discussion by Scientific jury, determined by Order No. 629/27.06.2024 of the Rector of "D. A. Tsenov" Academy of Economics - Svishtov, I was chosen as a reviewer at the first meeting of the Scientific jury, held on 07/04/2024.

I. General presentation of the dissertation

Galya Koleva Moneva's dissertation is a neat, logical and in-depth study, which consists of **240 standard pages** of main text, supported by graphic, tabular and appropriately processed empirical material.

The dissertation is distinguished by a relatively **balanced structure** consisting of an introduction, three chapters, a conclusion and a list of references. The study is graphically illustrated by means of 23 tables and 33 figures. The dissertation contains 3 appendices.

In connection with the development of the individual problems, the PhD student studied a significant amount of scientific literature, the list of which covers **158 titles**, of which 42 are in Cyrillic and 116 are in Latin. This testifies to the deep awareness of the

author regarding the research of the specific discussed problem by Bulgarian and mostly foreign authors.

The *main objective* of the dissertation is to analyze and study the role of restaurant menu engineering in revenue management in the restaurant business, with a view to achieving optimal revenue and increasing the competitiveness of enterprises. In order to achieve the goal, *5 research tasks* have been formulated that correspond to the set goal of the research.

I consider that Galya Moneva achieved her main research goal and solved the set research tasks. On this basis, she also proves her main research thesis, namely: "...the application of a conceptual model for menu engineering, taking into account the specifics of the restaurant business in the conditions of dynamic economic processes, can be a useful tool for managing revenues and increasing the competitiveness of the enterprises." The goal, tasks and thesis are well defined.

The object of research is restaurant menu engineering as a means of effective revenue management in the tourism sector.

The subject of research is the process of optimizing management operations in the restaurant business, applying the principles of revenue management and the methods of menu engineering.

A set of *research approaches and methods* were used in the development of the dissertation, such as: historical, inductive and deductive, analysis and synthesis, content analysis, observation method, interview, survey method, statistical methods.

In general, some *limitations* of the study are correctly marked. The used literary sources are indicated in good faith.

In summary, *the study corresponds to the requirements of Art. 27, para. 2 of the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria.*

II. Assessment of the relevance and content of the dissertation

The *topic of the dissertation* is distinguished by relevance, practical significance and dissertationability. The relevance is well argued in the introduction. The dissertation is innovative and original, considering, on the one hand, the focus on menu engineering, as a modern tool for revenue management in the restaurant business, and on the other hand, the result of the report on checking the authenticity of the text through anti-plagiarism software.

The scientific study of the matter is important for the theory and especially for the tourist business, especially the restaurant business. Galya Moneva manages to cover the specifics and problems of menu engineering, as an important tool for revenue management in restaurant enterprises, and to justify recommendations to the management of the restaurants under study based on the approved author's model of menu engineering.

It should be emphasized that the development of the chosen topic requires a thorough theoretical preparation and good analytical abilities.

In the dissertation, the author strives for a critical analysis of scientific judgments and adherence to a scientific style of presentation.

The structuring and content of the study is logical and consistent.

Constructed in this way, the exhibition meets the main quality requirements for its evaluation: originality of the research; a high degree of penetration into the depth and essence of the problem; methodological soundness to achieve the goal of the research, by applying appropriate analytical tools.

The first chapter has a theoretical and theatrical character, which I accept as correct. It is the basis for the research carried out in the following chapters of the dissertation. This chapter is structured by four points, which successively explain: the origin and development of revenue management; its conceptual foundations; the theoretical views regarding the application of revenue management in the restaurant industry; menu engineering in the restaurant industry. A literature review was made of the opinions of a number of foreign and Bulgarian authors on the essence of revenue management, yield management and menu engineering. On this basis, own definitions for menu engineering and revenue management were derived.

The second chapter is devoted to the methodological framework for applying menu engineering in the restaurant business. Structurally, the chapter is divided into four parts. The first examines the stages of implementing revenue management in the restaurant business. The second part is focused on menu analysis techniques as part of revenue management in the restaurant business. The different models for menu analysis are reviewed. Emphasis is placed on the application of menu engineering to realize revenue management goals in the restaurant business. The importance of menu design is justified and the toolkit for its design is presented. The third part is aimed at clarifying the methodology of scientific research, after which a conceptual model of menu engineering is built in the last, fourth part.

The third chapter is of a practical and applied nature. It begins with a general description of the objects in which the conceptual model is tested - two restaurants with different locations and types of customers. The second paragraph concerns the situational analysis of the type structure of dining and entertainment establishments, and the third and fourth paragraphs present the results of the testing of the model in the two restaurant sites, M1 and M2, respectively. In the last paragraph, conclusions and recommendations are made to the management of the two studied restaurants, based on the approved conceptual model of menu engineering.

A positive finding is that the issues addressed in each chapter of the dissertation are summarized in conclusions that reflect the opinion of the author.

The proposed illustrative material is at the required level and supports deeper insight into the discussed matter.

The style used by the PhD student generally meets the requirements for writing a dissertation.

The abstract correctly reflects the main points of the overall content of the dissertation. The scientific and scientific-applied contributions presented in the abstract correspond to the actual contribution points in the dissertation and are the personal work of the PhD student.

There are 5 *publications* on the dissertation, of which 2 studies, 1 scientific article and 2 scientific reports, one of them co-authored. With them Galya Moneva scores 55 points, with 30 points required by Law on the Development of the Academic Staff in the Republic of Bulgaria. Publications are evidence that important parts of the dissertation have become public domain and received scholarly evaluation.

III. Scientific and scientific-applied contributions of the dissertation

The main merits of the dissertation can be outlined in the following directions:

First. The existing knowledge about revenue management and menu engineering has been enriched, through a thorough examination, summarization and critical analysis of basic theoretical propositions. On this basis, own definitions of the categories of revenue management and menu engineering in the restaurant industry have been derived. A periodization of the development of the concept of revenue management has been made /scientific contribution/.

Second. Based on a wide-ranging study of restaurant menu analysis techniques and models, a systematization was made and their strengths and weaknesses were identified, as a basis for building a conceptual author's menu engineering model. The degree of applicability of the existing models in the modern economic environment is highlighted /scientific-applied contribution/.

Third. A multi-component methodology for conducting scientific research has been developed, which is based on a theoretically argued interrelationship between the environment affecting the restaurant business, the management of revenue management strategies and the application of menu engineering. The main criteria and sub-criteria for evaluating menu items have been identified /scientific-applied contribution/.

Fourth. An author's conceptual model for menu engineering was built, which was tested in restaurant establishments, based on which conclusions were drawn and recommendations were formulated for the management of the studied establishments /scientific-applied contribution/.

In summary, the contribution points in the dissertation, in my opinion, are related to enrichment of existing knowledge, application of scientific achievements in tourism practice and its improvement.

IV. Critical remarks, questions and recommendations regarding the dissertation

Regarding the scientific development, in the process of discussing it in the department and as an internal reviewer, I made critical comments, recommendations and questions that PhD student Galya Moneva reflected in good faith.

I recommend Galya Moneva plans to publish her dissertation as a book that would be useful for entrepreneurs and managers from the restaurant business in our country.

V. General evaluation and conclusion

The peer-reviewed dissertation represents a bona fide, original and large-scale scientific and applied research in a current field of scientific research in tourism, in particular in the restaurant industry. It meets the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its implementation. This gives me the reason to give a *positive evaluation* of the dissertation and to propose to the respected scientific jury to award *Galya Koleva Moneva* educational and scientific degree "Doctor" in scientific specialty "Economics and management (tourism)".

26.08.2024
Svishtov

Reviewer: ...

(Prof.  Dr. M. Bozhinova)