

OPINION

Prepared by: Assoc. Prof. Petranka Ivanova Midova, PhD, Department of Commerce, D. A. Tsenov Academy of Economics – Svishtov

Author of the dissertation: Vasilena Shtereva Krastanova, full-time PhD student at the Department of Tourism Economics and Management, D. A. Tsenov Academy of Economics – Svishtov

Topic of the dissertation: "Opportunities for Effective Hotel Business Management in Crisis Conditions"

I. General Presentation of the Dissertation.

The dissertation follows a classical structure, comprising three chapters arranged in a logical sequence, with a total length of 188 /one hundred eighty-eight/ pages, excluding appendices.

The main aim of the dissertation is to develop and validate a model for the effective management of a hotel enterprise under crisis conditions. To achieve this aim, five research objectives have been formulated, each corresponding to the set aim. I consider that the aim has been achieved and the outlined objectives have been successfully addressed. On this basis, it can be concluded that the research thesis has been substantiated, namely: "...a hotel enterprise can overcome the negative consequences of a crisis through the implementation of an effective management model that ensures its sustainable operation and development".

The object of the research includes specific hotel enterprises operating and recovering in the aftermath of a crisis and economic instability. The subject of the study encompasses the opportunities for effective management of a tourism enterprise in times of crisis.

The dissertation employs a wide range of scientific methods, including induction and deduction, comparative analysis and synthesis, content analysis, Likert scale, surveys and interviews, empirical research, historical and statistical methods, as well as methods of cognition and observation, among others. A total of 127 literary sources have been critically reviewed and utilized, contributing to the fulfillment of the educational objectives of the doctoral program. The information is illustrated through 16 figures and 6 tables.

The study of issues related to the management of hotel enterprises under crisis conditions can be defined as a relevant and timely topic, appropriate for a dissertation. It is evident that **the PhD candidate possesses in-depth practical knowledge**, as demonstrated by the interpretation of theoretical aspects and the adaptation of a model for effective business management during a crisis at the level of a tourism enterprise.

In summary, the dissertation meets the requirements of Art. 27, para. 2 of the Regulations for the Implementation of the Academic Staff Development Act of the Republic of Bulgaria.

Evaluation of the Format and Content of the Dissertation

The introduction of the dissertation includes all the necessary elements. It thoroughly presents the relevance of the researched issues, accurately defines the

object, subject, aim, and objectives of the study, formulates the doctoral thesis, and outlines the limitations of the practical research.

The first chapter establishes the theoretical foundations of management processes in hotel enterprises. It highlights the essential characteristics of the impact of crises on hotel operations and the strategic decisions for managing such crises. *The second chapter* is methodological in nature, focusing on the study of methods for analyzing and assessing the impact of a crisis on hotel enterprises. A key component of this chapter is the development of a Model for Effective Management of Hotel Enterprise Operations in Crisis Conditions. *The third chapter* presents the applied aspects of the proposed model. It concludes with an evaluation of the effectiveness of the implemented measures and provides specific recommendations for managing the studied enterprises.

The dissertation includes: a List of Figures, a List of Tables, a List of References, and five Appendices.

The presented dissertation can be defined as an in-depth study with a strong practical application, supported by graphical, tabular, and appropriately processed empirical material. The PhD candidate demonstrates the ability to systematize, analyze, and synthesize both theoretical and empirical data in support of the research objectives.

The structural presentation of the dissertation **meets the fundamental requirements for this type of academic work.**

The abstract (author's summary) prepared by PhD candidate Vasilena Shtereva Krastanova consists of 42 pages. It includes all the elements required for such a document: a general overview, structure of the dissertation, a brief summary of the content, a report on scientific and applied contributions, a list of publications related to the dissertation topic, and a declaration of originality and authenticity.

The abstract fully corresponds to the dissertation itself and accurately reflects the author's views as presented in the main body of the work.

The publications related to the dissertation are as follows: 2 single-authored articles, 1 co-authored study, 1 monograph, and 3 conference papers. This indicates that significant portions of the research have been made available to the wider academic community and have received positive recognition. The candidate fulfills the minimum national requirements for the acquisition of the educational and scientific degree "Doctor."

The dissertation is distinguished by the correct citation of the literary sources used, following the APA style. *The authenticity and originality of the work have been verified. The required principles of academic ethics have been observed, and the similarity index falls within the acceptable range.*

III. Scientific and Applied Contributions of the Dissertation.

The scientific contributions of the dissertation can be outlined in two main areas – theoretical-methodological and practical-applied. The former includes the following:

1. Theoretical systematization and interpretation of the conceptual framework in the field of hotel management under crisis conditions.

2. Critical examination of methods and approaches for analyzing and assessing the impact of crises on hotel enterprises.

3. Development and structuring of a conceptual Model for Managing Hotel Enterprises in Crisis Conditions.

The practical-applied contributions are as follows:

1. Validation of the proposed Model for Managing Hotel Enterprises in Crisis Conditions, with the effectiveness of the implemented strategies being demonstrated.

2. Formulation of specific practical guidelines for the implementation of effective crisis and post-crisis policies in the hotel industry.

The achieved *contributions* contain original scientific ideas, and their significance is substantiated. In this regard, it can be concluded *that the dissertation meets the requirements of Article 27, Paragraph 1 of the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria.*

IV. Questions on the Dissertation.

During the internal review of the dissertation within the department, critical remarks, questions, and recommendations were raised, which were duly considered and addressed by the PhD candidate. I have no specific questions.

V. Overall Assessment of the Dissertation and Conclusion

The dissertation represents an original theoretical and applied study in a field that is highly relevant to contemporary science. It meets the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the corresponding Regulations for its implementation. The candidate demonstrates solid theoretical knowledge and the ability to conduct independent research, thus contributing to the advancement of scientific knowledge in the studied area. Based on all of the above, I give a **positive assessment** of the dissertation and recommend to the esteemed members of the academic committee that Vasilena Shtereva Krastanova be awarded the educational and scientific degree “**Doctor**” in the doctoral program Economics and Management (Tourism).

17.07.2025 г.

Prepared by:

Svishtov

/Assoc. Prof. P. Midova, PhD/