



STATEMENT

on a dissertation paper for awarding the educational-and-scientific degree
"doctor" in professional trend 3.8 Economics, doctoral program
"Economics and management (tourism)" in AE "D. A. Tsenov" - Svishtov

Author of the statement: prof. Stoyan Petkov Marinov, PhD

Author of the dissertation paper: Vasilena Shtereva Krastanova

Topic of the dissertation paper: "Opportunities for effective management of the hotel business in conditions of crisis"

Ground for writing the statement: membership in the scientific jury for defending the dissertation paper in accordance with Order № RD 586 from 04.07.2025 of the Rector of AE "D. A. Tsenov" – Svishtov and decision of the scientific jury at a first meeting on 08.07.2025.

1. General presentation of the dissertation paper

The presented dissertation paper of PhD student Vasilena Shtereva Krastanova is the result of her own research work.

In the introduction she has used good argumentation to outline the relevance and significance of the researched topic in refence to managing a hotel enterprise in conditions of crisis. There is a clear division of the subject and object of the research. The paper has a clearly formulated research objective: *"to work out and probe a model of effective management of a hotel enterprise in the conditions of crisis"*. The set goal is suitably elaborated into 5 research tasks whose solving predetermines the structure of the layout of the dissertation paper.

The author successfully checks up and proves the thesis that *"the hotel enterprise is able to overcome the critical consequences successfully by applying a model of effective management which guarantees its sustainable functioning and development."* For the needs of the paper there are used suitable research methods like induction, deduction, comparative analysis, synthesis and content analysis. For the initial gathering of primary data the author applies the methods of questionnaire, interview and observation. Primary data has been processed with appropriate statistical tools. By use of the method comparative analysis there has been traced the dynamics of basic economic and organisational indicators of the chosen hotel enterprises in three consecutive time slots – before crisis, in the course of crisis and after a crisis.

The dissertation paper meets the requirements of article 27, item 2 of the Regulations for applying the Law for development of the academic staff in the Republic of Bulgaria.

2. Evaluation of the layout and content of the dissertation paper

The dissertation paper has 201 pages. Its structure is well balanced, consistent and the treated issues are connected well. The dissertation consists of an introduction (5 pages), main body in 3 chapters (166 p.), conclusion (3 p.), references (10 p.) and 5



appendices (12 p.). The author has used rich illustrative material – 6 tables and 16 figures.

The bibliographic material includes 127 sources, 75 of them in Cyrillic and 53 in Latin alphabet.

The text is written in scientific language. The PhD student has high-level of competence and uses precisely the finance-and-accountancy and organizational terminology specific for the hotel business. The content of the dissertation paper proves well that PhD student Vasilena Krastanova has managed to write a research paper and its results are elaborated logically and consistently.

3. Scientific and scientific-and-applied contributions of the dissertation paper

The contributions of the dissertation paper of PhD student Vasilena Krastanova are:

Firstly, there is an upgrade of the theoretical knowledge about managing a hotel business in conditions of crisis. The key characteristics of critical phenomena are distinguished: cycles and conditionality based on factors.

Secondly, systematized are the methods of analysis and evaluation of the impact of crisis on the hotel enterprise.

Thirdly, the author offers her own conceptual model for managing the hotel enterprise in conditions of crisis. The model includes crisis analysis, assessment of damages, plan for recovery, monitoring and assessment, subsequent post-crisis management.

Fourthly, the author's conceptual model has been probed on the Bulgarian hotel practice by use of a questionnaire research, finance-and-accounting analysis and expert evaluation.

Fifthly, there are formulated pragmatic recommendations for the implementation of anti-crisis and post-crisis policies in hotel enterprises with a highlight on digitalization, customer loyalty and sustainable partnerships.

4. Publications and participation in scientific events

Vasilena Krastanova presents 7 publications on the dissertation topic & participation in a joint chapter as part of a monographic, an independent article to be published and a joint article, 3 reports with co-authors. The presented publications refer to results in the dissertation paper and provide it with enough publicity.

The author of the dissertation paper meets the minimum national requirements for awarding the educational-and-scientific degree "doctor" in compliance with article 2b, item 2 and item 3 of the Law for development of the academic staff in the Republic of Bulgaria.

5. Assessment of the personal abstract

The presented personal abstract summarizes the content of the main structural parts of the dissertation paper and meets the normative requirements.



6. Plagiarism or lack of plagiarism in the dissertation paper or the personal abstract

In the dissertation paper there is no plagiarism in compliance with the legal order.

7. Critical notes and recommendations

In the part about probing the model of management of hotel enterprises in conditions of crisis, the study would have been better with more convincing argumentation in reference to the choice of sites (hotels) illustrating the structure of the Bulgarian hotel sector, namely: types of accommodation, category, number of beds, location, size of enterprises owning them in compliance with AA (Accountancy Act).

8. Questions to the PhD student

According to the PhD student, is it necessary for the hotel enterprises to be provided with financial support by the state for overcoming critical situations? If so, which size of enterprises should receive such support?

9. Conclusion

The dissertation paper is a *scientific-and-applied solving* of a real practical issue of social importance which refers to managing a hotel enterprise in critical environment. The PhD student has theoretical knowledge in the field of "Economics and management (tourism)", as well as competence to carry out independent research.

The study on the topic "*Opportunities for effective management of the hotel business in conditions of crisis*" meets the requirements of LDAS in the Republic of Bulgaria and the Regulations for applying it.

I give positive assessment and vote for awarding the educational and scientific degree "doctor" in the scientific specialty "Economics and management (tourism)" in the professional trend 3.8 Economics to Vasilena Shtereva Krastanova.

Varna,

14.07.2025

Statement written by:

(Prof. Stoyan Marinov, PhD)