

REVIEW
of the dissertation titled:
"Cash Flow Management in the Import and Domestic Trade of
Automotive Components in Bulgaria"
Author: Doctoral Candidate Galina Petrova Georgieva, PhD Registration
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Department: Finance and Credit, D. A. Tsenov Academy of Economics

Reviewer: Prof. Stoyan Prodanov, PhD

Field of Scientific Competence: 05.02.05 – Finance, Monetary Circulation, Credit and Insurance (Finance)

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Doctoral Program: Full-time PhD in "Finance, Monetary Circulation, Credit and Insurance"

Supervising Department: Department of Finance and Credit

Faculty: Faculty of Finance

Scientific Supervisor: Assoc. Prof. Alexander Ganchev, PhD

Dear colleagues,

The dissertation submitted by PhD candidate Galina Georgieva is titled "Cash Flow Management in the Import and Domestic Trade of Automotive Components in Bulgaria." This review has been prepared in accordance with the requirements of the Law for the Development of the Academic Staff in the Republic of Bulgaria (LDASRB), its Implementing Regulations, and the Internal Rules of D. A. Tsenov Academy of Economics.

1. General information about the doctoral student

PhD candidate Galina Petrova Georgieva completed her doctoral studies in the Department of Finance and Credit at Academy of Economics "D. A. Tsenov" under the program "Finance, Money Circulation, Credit and Insurance (Finance)".

2. General Presentation and Formal Structure of the Dissertation.

The dissertation comprises 174 standard pages and follows the classical academic structure: three main chapters, a conclusion, appendices, and a list of references. The bibliography includes 93 sources. The dissertation is supplemented by 67 figures, 31 tables, and 16 equations. The conclusion presents the main results of the research, and references are cited according to the APA citation style, meeting the formal academic requirements. A declaration of originality is also attached.

3. Scientific and Content-Based Evaluation of the Dissertation

The object of the dissertation is the import and domestic trade of automotive components in Bulgaria. The subject of the dissertation concerns the tools for managing and analyzing cash flow in the context of these import and trade activities.

The dissertation examines cash flow management within the import and internal distribution of automotive components in Bulgaria—a topic of high relevance and contemporary significance given the central role of mobility in modern society. In the context of increasing globalization and dynamic economic change, the study contributes to a deeper understanding of the financial challenges facing businesses in this sector.

The dissertation sets a clearly defined research objective aimed at analyzing the challenges in cash flow management and identifying optimization opportunities. The research tasks are well-structured and address the core aspects of the topic, including:

- Exploring methods, techniques, and models for cash flow management;
- Analyzing the economic challenges associated with the import of automotive components;
- Identifying the main import counterparties;
- Defining key challenges in managing cash flows in both import and domestic trade of automotive components in Bulgaria;

- Proposing management solutions.

The central research thesis posits that effective cash flow management in the import and trade of automotive components in Bulgaria requires the application of a comprehensive analytical toolkit that takes into account the influence of key macroeconomic indicators and the financial condition of the firms operating within the sector.

From a methodological standpoint, the study is grounded in the application of various analytical approaches, including theoretical analysis and synthesis, comparative analysis, descriptive analysis, time-series analysis, ratio analysis, regression-correlation analysis, and the least squares method, among others.

4. Content of the Dissertation

Chapter One, titled *“Theoretical Foundations and Models for Effective Management of Corporate Cash Flows,”* focuses on the theoretical framework of cash flow management by presenting key concepts, methodologies, and models for analysis and optimization. The chapter discusses the fundamentals of cash flows, defining essential terms and their importance for a firm’s financial health. It emphasizes that effective cash flow management is a critical factor for maintaining liquidity, sustainability, and profitability. A systematic analysis of cash flow management models is provided, highlighting various techniques such as horizontal and vertical analysis, ratio analysis, regression-correlation analysis, and the least squares method. The chapter also discusses approaches to forecasting cash flows and evaluates their effectiveness under different economic conditions. Additionally, it presents methodologies for optimizing cash flows by examining techniques to enhance operational efficiency, reduce payment times, and improve liability management. The chapter concludes by underscoring the importance of adapting these models to dynamic market conditions.

Chapter Two, titled *“Analysis of the State of the Bulgarian Market for Automobiles and Automotive Components under Conditions of International Competition,”* offers a detailed examination of the automotive sector in Bulgaria

and its role in the international trade context. It discusses the significance of the sector “Trade and Repair of Motor Vehicles and Motorcycles” within the national economy and analyzes trends in Bulgaria’s foreign trade in goods. The main focus is on the structure and dynamics of import and domestic trade in automotive components, identifying key import partners and financing sources within the sector. The financial condition of the industry is analyzed using key economic indicators affecting revenues and expenses of companies involved in the trade of automotive parts. The chapter also examines the impact of economic and transnational challenges on imports, such as the effects of global crises, the COVID-19 pandemic, and regulatory constraints. The conclusion highlights that, although the sector is highly dependent on global economic developments, it has strong potential for growth through effective cash flow management and adaptation to international trends.

Chapter Three, titled *“Financial and Economic Assessment of Cash Flow Management in a Company Trading in Automotive Components in Bulgaria,”* centers on the empirical study of a specific company—“Primex” Ltd.—operating in the automotive components sector in Bulgaria. The first part presents a financial analysis of the company, employing techniques such as horizontal analysis, ratio analysis, and regression-correlation analysis. Key financial statement positions related to revenues, expenses, and cash flow dynamics are examined. A comparative analysis of the company's financial condition relative to competitors in the sector is then conducted. The chapter reviews major factors influencing financial stability, including external economic risks, shifts in demand, and fluctuations in component prices.

In the final part of Chapter Three, various models for forecasting cash flows are applied, analyzing the impact of key macroeconomic indicators on the company’s financial performance. Based on this analysis, specific recommendations are offered for improving cash flow management, including the adoption of innovative financial practices and optimization of operating expenses.

The conclusion of the dissertation summarizes the key findings of the study,

emphasizing the importance of effective cash flow management for the stability and resilience of firms operating in the automotive components sector. The main conclusions include:

- The need to apply a comprehensive analytical approach to cash flow management that considers macroeconomic factors and the financial condition of companies.
- Global economic processes and regulatory constraints significantly impact the sector and require adaptive strategies.
- Automation and digitalization of cash flow management can greatly enhance the efficiency and competitiveness of firms.
- Forecasting and financial planning are essential for the sustainable development of companies in the automotive sector.
- The author recommends broader use of financial technologies, improvement of the regulatory environment, and increased investment in innovation as key strategies for optimizing cash flow management in the sector.

5. Scientific and Applied Contributions of the Dissertation

The dissertation of Galina Georgieva presents clearly distinguishable scientific and applied contributions in the field of financial management of firms within the automotive sector. Through an in-depth theoretical analysis, the study systematizes and classifies the concepts related to cash flow management, thereby contributing to a better understanding of the financial mechanisms operating in this industry. Furthermore, through empirical research, the dissertation reveals key dependencies and factors that influence cash flow dynamics, identifying both challenges and opportunities for companies. By analyzing macroeconomic factors, the study offers practical solutions for enhancing the financial resilience of businesses—an especially important aspect in the context of economic volatility and global uncertainty.

The main contributions, as derived from a thorough reading of the

dissertation, can be summarized as follows:

1. Systematization and classification of cash flow management concepts, including the formulation of key financial and mathematical constructs for defining and measuring cash flows. This contribution supports the advancement of financial management theory and can be used in the strategic planning of liquidity and capital structure within firms.
2. Identification of macroeconomic dependencies in the Bulgarian automotive sector through analysis conducted in the context of international competition. The study highlights a high degree of sensitivity to global economic shocks such as financial crises, pandemics, and geopolitical factors, while also recognizing the long-term growth potential of larger companies in the sector under certain conditions. The findings may inform the development of policies aimed at promoting sustainable development of the automotive industry, including targeted state measures to mitigate macroeconomic risks.
3. Empirical confirmation of the necessity for a financial buffer in cash flow management based on a detailed analysis of the operational performance of a company trading in automotive components (Primex Ltd.). This allows the study to emphasize the importance of maintaining financial reserves to ensure resilience in the face of force majeure events, such as economic downturns or price fluctuations. The contribution has direct practical relevance, offering concrete tools and methods for improved liquidity management and financial stability in uncertain economic conditions.
4. Quantitative assessment of the factors influencing the dynamics of net cash flows, identifying and measuring the impact of key drivers on cash flow changes within the sector.
5. Development of an analytical toolkit for optimizing cash flows. Based

on both theoretical and empirical insights, the dissertation proposes an innovative analytical framework that can be applied by managers of firms engaged in automotive component trade. This contribution is central to the practical applicability of the research, as it delivers specific financial strategies for improving cash flow management across the sector.

6. Evaluation of the Publications Related to the Dissertation

The doctoral candidate is the author of four publications related to the topic of the dissertation, including one article, one abstract, and two scientific papers. These demonstrate her ability to disseminate ideas within both the academic and professional communities. The article has been published in a peer-reviewed journal indexed in SCOPUS. All publications are single-authored, which reflects the candidate's independent research capacity.

7. Evaluation of the Dissertation Abstract

The submitted abstract by PhD candidate Galina Georgieva presents the key achievements of the dissertation convincingly and competently. Through the abstract, the candidate demonstrates her ability to analyze and synthesize complex material and to clearly systematize conclusions and recommendations.

8. Critical Remarks, Recommendations, and Questions

I have no significant critical remarks or recommendations. Despite certain limitations—such as the absence of an international comparative analysis and a predictive model for the future development of the sector—the dissertation presents valuable scientific and practical findings.

I would like to pose the following two questions related to the dissertation topic:

1) Have you observed the effects of global logistics crises and rising transportation costs on the structure of cash flows in companies operating in this sector? What preventive measures would you recommend?

2) How would you assess the impact of exchange rate fluctuations on cash flow management in the import of automotive components, and what financial or operational mechanisms would you recommend for Bulgarian firms to mitigate these risks?

9. General Conclusion and Evaluation

In conclusion, the dissertation of PhD candidate Galina Georgieva is well-structured, methodologically sound, and supported by thorough analyses, making it valuable to both the academic and professional communities. The work presents a detailed and in-depth study of cash flow management within the automotive sector. Its main strengths lie in the systematic analytical approach, applied empirical methodology, and strong practical orientation.

The submitted dissertation meets both the quantitative and qualitative criteria set by the Regulations for the Development of Academic Staff at D. A. Tsenov Academy of Economics. The scientific and applied contributions are clearly formulated and well-argued, and the study fully complies with the requirements for awarding the educational and scientific degree "Doctor of Philosophy (PhD)". The dissertation is distinguished by a professional presentation style, analytical depth, and practical relevance. The overall evaluation is entirely positive. I support the awarding of the educational and scientific degree "Doctor of Philosophy (PhD)" to Galina Georgieva.

Reviewer:

/Prof. Stoyan Prodanov, PhD/