С.А."Д.А.Ценов" Свищов
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THE D.A. TSENOV ACADEMY OF ECONOMICS
SVISHTOV

REVIEW

for

the acquisition of the educational and scientific degree of "PhD"
in the doctoral program "Planning".

Reviewer: Prof. Dr. Milen Mitkov, professional field 3.7. Administration and Management, scientific specialty "Economics and Management" (Economic, Financial and Strategic Management).

Author of the dissertation: Eng. Miroslav Georgiev Marinov, d010323309, PhD candidate in the "Planning" doctoral program at the D. A. Tsenov Academy of Economics, within the Department of Strategic Planning.

Topic of the dissertation: "Development of Human Resource Development Strategies in Business Organizations within the Chemical Industry,"

Reason for writing the review: participation in the scientific jury, according to Order No. 789 of 31.08.2026 of the Rector of the Academy of Economics "D. A. Tsenov".

I. General presentation of the dissertation:

The documentation for the competition **meets the requirements** of the Act on the Development of the Academic Staff in the Republic of Bulgaria (AADRB, Art. 2, para. 2, item 1) and the Regulations for its implementation (Art. 1a, para. 1). The procedure is in accordance with the regulatory framework - the Act on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for the implementation of the Act on the Development of the Academic Staff and the internal regulations of the D.A.Tsenov Academy of Economics.

The subject of the dissertation is the processes, methods, and interrelationships involved in the development of long-term strategic plans for human resource development within the industrial sector.

The dissertation spans 160 pages and comprises an introduction (4 pages), three chapters, conclusions, a final summary, a bibliography, and appendices. It includes 11 figures and 18 tables.

The work is organized into three logically interconnected chapters: Chapter One (38 pages), Chapter Two (42 pages), and Chapter Three (39 pages). The introduction and the conclusion are structured in accordance with the established requirements. Each chapter concludes with a set of specific findings.

The work fully aligns with the doctoral thesis topic and incorporates a number of innovative solutions.

The list of references spans 12 pages and includes a total of 114 sources: 11 in the Cyrillic script and 103 in the Latin script.

There are 4 appendices, which contain statistical data derived from in-depth interviews and a cross-check analysis. A methodological toolkit for the operational implementation of the hybrid intelligent model HIRA is also presented.

II. Assessment of the form and content of the dissertation.

This research focuses on strategic human resource planning within the context of a digital economy, specifically in the production of fibrous semi-finished products, paper, and cardboard. The sector is characterized by a very high degree of automation and high capital intensity. Implementing an innovative and flexible approach to long-term strategic human resource management improves the staffing of operational processes. This enhances strategic competitiveness and ensures a stable future for companies within the chemical industry in Bulgaria.

The core content of the dissertation is comprehensive and complete, providing a clear and effective presentation of the research work undertaken.

The subject of the study is business organizations in the pulp and paper industry in Bulgaria.

The subject of the study is the processes, methods, and relationships involved in the development of long-term strategic plans for human development in the industrial sector.

The main objective is to examine the current state of strategic human resource planning in the sector.

The object, subject, goal, and objectives are clearly defined; analyses have been conducted systematically, and well-founded conclusions have been drawn following the verification of results through experimental methods.

The working hypothesis of the study is that the implementation of an innovative approach to strategic human resource management within business organizations in the Bulgarian chemical industry has significant potential to improve the staffing of internal activities and business processes—and, consequently, the strategic competitiveness of the organizations as a whole.

Based on the information presented in the dissertation, it is my assessment that the doctoral candidate played a leading role in developing the concepts, the methodologies for their implementation, and the final outcome.

The research work is methodologically sound and logically structured, and the reliability of the presented results is guaranteed.

The doctoral candidate demonstrates an ability to combine theoretical analyses and generalizations, the definition of key concepts, well-founded critical commentary, and comparisons of literature sources—all of which attest to a strong theoretical background and mindset. Furthermore, the candidate has skillfully designed and conducted empirical analyses based on relevant official data. The "evidence-based research" approach employed not only showcases the candidate's skills but also highlights his scientific, cognitive, and methodological potential.

The literature review is well-structured and provides comprehensive information, enabling even a reader unfamiliar with the subject to grasp the issues

at hand. This leads me to conclude that Eng. Miroslav Georgiev Marinov possesses a thorough understanding of the topic—a factor that has contributed to the highly innovative final outcome of the dissertation.

The extended abstract (autoreferat) spans 42 pages and accurately reflects the structure and content of the dissertation. Its content is fully consistent with the main body of the dissertation, and the facts, conclusions, and propositions presented therein are reliable, having been verified through experimental and analytical methods.

Regarding the requirement that there is no plagiarism proven in accordance with the statutory procedure in scientific works (Art. 53. para. 5 of the PPZRASRB) - at the moment, none has been established.

III. Scientific and Applied Scientific Contributions of the Dissertation

I confirm and fully endorse the doctoral candidate's self-assessment regarding the scientific novelties and their significance (see the Statement of Scientific and Applied Contributions). These represent accurately formulated, substantiated, valid, and practically useful results that enrich the body of knowledge on the subject under investigation. I accept all the listed scientific and applied scientific contributions without reservation, as they are well-founded, proven, and practically applicable. They demonstrate both an original approach and the author's ability to integrate theoretical knowledge with practical solutions.

The doctoral candidate presents four publications related to the dissertation topic—two articles and two conference papers. All of these are single-authored works, which confirms that the contribution of Eng. Miroslav Georgiev Marinov is indisputable. In the publications under review, the doctoral candidate demonstrates a good command of professional terminology, as well as a sound academic style and quality of exposition. The scientific results obtained are of interest to a broad range of users, including researchers, educators, students, and practitioners.

The scientific works are substantial in volume and of good quality, allowing for a comprehensive assessment of the doctoral candidate's work.

The scholarly output of Eng. Miroslav Georgiev Marinov is of a high scientific standard. The submitted texts demonstrate well-developed skills in theoretical generalization, sound substantiation, and methodological rigor, as well as careful, precise, and well-reasoned empirical analysis.

In accordance with the minimum national requirements for obtaining the ONS "Doctor" in Area 3. Social, economic and legal sciences, professional direction 3.8. Economics, PhD student Eng. Miroslav Georgiev Marinov has from Group of indicators D - Sum of indicators from 4 to 10 - **a total of 40 points**, with a minimum required of 30 points. From Group of indicators A - Sum of indicator 1 - a total of 50 points, with a minimum required of 50 points.

IV. Questions regarding the dissertation.

The dissertation by Eng. Miroslav Georgiev Marinov is an in-depth study of high scientific and practical value, characterized by a clear structure, original contributions, and experimentally validated results.

We have no joint publications or research work with PhD candidate Eng. Miroslav Georgiev Marinov.

I do not know PhD candidate Eng. Miroslav Georgiev Marinov personally; however, based on the content of his dissertation, I have been able to ascertain that he possesses experience and knowledge across a sufficiently broad range of issues. The practical implementation of the concept he proposes also demonstrates his ability to combine scientific theory with its practical application, as well as his capacity to employ a creative approach.

I have no further questions for the doctoral candidate, Eng. Miroslav Georgiev Marinov.

V. Summary Conclusion and Opinion.

The dissertation presented to me is complete in nature and meets all the requirements of the *Act on the Development of the Academic Staff in the Republic of Bulgaria* and the *Regulations for its Implementation*. Therefore, I provide a positive assessment and recommend that the doctoral candidate, Eng. Miroslav Georgiev Marinov, be awarded the educational and scientific degree of "Doctor" (PhD) in the doctoral program "Planning."

15.10.2026 г.

Reviewer: .....

Prof. Milen Mitkov. PhD