

# Review

**Submitted in fulfilment of the requirements for the educational and scientific degree “Doctor of Philosophy” at “D. A. Tsenov” Academy of Economics, Svishtov**

**Reviewer: Prof. PhD. Krasimir Shishmanov**, scientific specialty “Application of Computer Technology in Economics”, appointed as a member of the Scientific Jury by Order No. 342/28.04.2026 of the Rector of “D. A. Tsenov” Academy of Economics, and designated as reviewer pursuant to the decision of the Scientific Jury at its inaugural meeting on 29.04.2026 (appointment of Chair and reviewers).

**Author: Marin Georgiev Gerganov**

The PhD candidate commenced study in the Department of Business Informatics at the “D. A. Tsenov” Academy of Economics as a part-time doctoral student in 2022. In 2026, the candidate was enrolled with the right to defend the dissertation. The PhD candidate Marin Gerganov is currently employed as a Technical Specialist and Infrastructure Administrator at Becton Dickinson Rowa GmbH, Kelberg, Germany.

**Dissertation title: “OUTSORSING OF INFORMATION SERVICES”**

## **I. General presentation of the dissertation:**

The dissertation submitted for review comprises 190 standard pages and includes an introduction, three chapters, a conclusion, and a bibliography. The main text spans 182 pages and contains six tables and one figure. The referenced literature comprises 154 sources by Bulgarian and international authors.

*The object* of the dissertation is the outsourcing process for information services, with emphasis on the regulatory environment, institutional practices,

technical infrastructure, and interaction with external service providers. *The subject* comprises contemporary trends, technological challenges, and good practices in implementing outsourced information services in public-sector organizations. Particular attention is devoted to identifying potential adverse consequences and risk factors associated with the application of a conceptual framework for sustainable, transparent, and effective management of the outsourcing process.

*The central thesis* advanced in the dissertation is that outsourcing of information services may serve as an effective instrument for the modernization and digital transformation of public administration only when aligned with clearly defined strategic objectives, underpinned by an adequate regulatory and standardization framework, and governed through robust institutional capacity, transparency, and control mechanisms.

I believe these formulations are appropriate and are consistent with the subsequently defined goals and objectives of the study.

Overall, the dissertation is *well structured*, with a balanced distribution of content across chapters.

**The first chapter** outlines key perspectives and definitions concerning nature, applicability, and characteristics of major outsourcing types.

**The second chapter** examines the specificities of technological management of information services. It analyzes the principal technical, organizational, legal, and economic challenges associated with outsourcing information services and presents selected international practices and approaches as potential implementation solutions.

**The third chapter** assesses the state of the Bulgarian outsourcing industry and examines the application of information services within Bulgarian public administration. It proposes a methodology for assessing the risks associated with outsourcing information services in public administration.

Each chapter concludes with clearly articulated findings and generalizations that are logically interconnected and aligned with the advanced thesis.

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

### *1. Assessment of the relevance and development of the scientific problem researched*

The dissertation is both relevant and significant in theoretical and applied terms. The dynamic environment in which public administration entities operate presupposes an adequate technological context for the effective accomplishment of assigned tasks. These tasks relate both to expanding the scope of administrative activity and to the increasingly comprehensive and large-scale adoption of contemporary information technologies. Consequently, there is a clear need to identify appropriate forms of information processing and organization of information processes within public administration.

In this context, the study substantiates the potential for outsourcing of information services to serve as an appropriate instrument through which public administration may access specialized expertise, technological innovation, and cost optimization, without the necessity of establishing a comprehensive internal IT infrastructure.

During the research, the author presents the views of numerous Bulgarian and international scholars on key theoretical propositions concerning the opportunities outsourcing provides for the modernization of information systems, the enhancement of service efficiency and security, and the sustainable management of resources.

A substantial portion of the exposition is devoted to the importance of effective IT Service Management (ITSM) integration, which may yield significant improvements in the efficiency and quality of delivered services. At the same

time, the dissertation identifies a range of challenges and risks associated with ITSM implementation that require careful consideration and assessment.

From a practical standpoint, the dissertation's proposed methodology for assessing risks in the outsourcing of information services in public administration constitutes a valuable instrument for identifying potential adverse consequences and relevant risk factors. The author argues that analysis of the relationships between these factors and undesirable outcomes enables the development of strategies to mitigate risks and enhance the effectiveness of outsourcing arrangements.

Accordingly, the theoretical issues examined and the proposed methodology are of scientific and practical relevance to public administration, which constitutes the primary application context of the study. The research addresses an identifiable gap in the literature and offers results with clear potential for practical utilization.

The abstract comprises 43 pages and presents the main arguments of the dissertation together with the achieved research results. It is accompanied by a Statement of the main scientific contributions, a Declaration of originality and authenticity, and a list of publications related to the dissertation.

The doctoral student has submitted three publications addressing the research problem, published in specialized academic journals and edited volumes. The publications are thematically aligned with the dissertation and meet the relevant requirements.

## 2. *Language, volume and tools of the dissertation work*

The exposition is clear and adheres to the required academic style. The introduced terminology is directly relevant to the issues under analysis. An appropriate set of approaches and methods has been employed to conduct the study.

The empirical examples drawn from public administration are presented objectively and enable the collection of information necessary to address the research questions.

The dissertation meets the required scope and provides enough illustrative examples that appropriately support the presented arguments.

### **III. Scientific and applied scientific contributions of the dissertation work**

1. The role and importance of the forms, application models, and trends in the development of outsourcing of information services in the public sector are analyzed.
2. The main technological challenges of outsourcing IT services, as well as the mechanisms for their management, are revealed.
3. The applicability of outsourcing information services as an effective tool for modernization and sustainable management of public information systems is substantiated.
4. A methodology for assessing the risk of outsourcing information services in public administration is proposed.
5. A conceptual concept for improving the application of standards for infrastructure and management of dedicated information services is proposed.

### **IV. Notes and questions on the dissertation**

As a recommendation, greater use of visual materials (e.g., figures and diagrams) would further clarify the proposed ideas, processes, and relationships, thereby enhancing the specificity and persuasiveness of the exposition.

### **V. Summary evaluation of the dissertation work**

The dissertation submitted by doctoral student Marin Gerganov constitutes an independent study of a problem of relevance to both theory and practice. It contains the necessary scientific and applied contributions and complies with the applicable requirements. On this basis, I propose that the esteemed Scientific Jury award the educational and scientific degree “Doctor” in the specialty “Application of Computing Technology in Economics” to doctoral student Marin Georgiev Gerganov.

Svishtov,

04.05.2026

Reviewer : ..

/Prof. PhD. Krasimir Shishmanov/