

Opinion

**by a member of a scientific jury,
for the acquisition of the educational and scientific degree "Doctor"
at the Academy of Arts "D. A. Tsenov" – Svishtov**

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Dissertation Topic: Outsourcing of Information Services

I. General presentation of the dissertation

1. The object and subject of the study are clearly and correctly formulated and fully correspond to the stated topic. The aim of the dissertation – to identify risk factors and undesirable consequences of the outsourcing of information services in public administration and to develop a conceptual concept for sustainable management – is logically derived and consistently implemented through clearly structured research tasks.

The dissertation has a clear logical structure and includes: theoretical and methodological analysis of the concept of outsourcing; systematization of the types of IT outsourcing and their management dimensions; analysis of technological, organizational, legal and economic risks; in-depth empirical analysis and practical case study (NRA); development of a risk assessment methodology; comparison and application of ITIL v.3 and ITIL v.4 standards; formulation of a conceptual concept for improving infrastructure and management standards.

The presentation is characterized by a high degree of consistency, analytical and terminological correctness.

The volume of 190 pages, of which 8 pages of used literature is quite sufficient for the development and justification of the main ideas in the dissertation.

The bibliographic base is extremely rich, up-to-date and interdisciplinary, including established international research, standards, regulatory documents and good practices.

The dissertation has no applications.

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

1. Relevance and development of research in the dissertation scientific problem.

The chosen topic of the dissertation, dedicated to the outsourcing of information services in public administration, is extremely relevant and socially significant. In the context of accelerated digital transformation, growing requirements for the security, sustainability and

efficiency of public information systems, the problem of managed and strategically justified implementation of IT outsourcing is becoming of key importance.

2. Language, volume and tools of the dissertation.

The methodological apparatus used is adequate to the objectives of the study and includes systematic, comparative and economic analysis, conceptualization and case study.

The abstract fully reflects all the essential points of the full text of the dissertation.

III. Scientific and scientific-applied contributions of the dissertation.

In the dissertation, the following main contributions can be highlighted, which are completely real and their acceptance.

Systematized and updated theoretical model for outsourcing of information services in the public sector;

Developed methodology for identification and assessment of risk factors in IT outsourcing;

Justified application of ITIL v.3 and ITIL v.4 in the context of public administration;

Proposed conceptual concept for sustainable, transparent and secure management of outsourcing processes;

Practical validation through a real case.

The work has both scientific and distinct practical and applied value.

IV. Questions on the dissertation.

I have several critical notes and questions for the dissertation. The critical remarks refer to the large volume of some sub-points, there is a certain disproportionality. There is also a lack of illustrative material, the topic suggests a more pronounced visualization of the methodology. The three publications are from one year, the two papers are from the same conference. These criticisms do not affect the scientific value and overall logic of the work.

I have the following questions for my dissertation:

1. What are the minimum institutional prerequisites for outsourcing of information services in public administration to be effective?

2. How will the thesis that outsourcing is not a universal solution, but a tool depending on the degree of institutional maturity be argued?

3. Are there elements of public governance that should not be outsourced, even if there is an economic benefit, and if so, why?

V. Summary evaluation of the dissertation and conclusion

The dissertation is a complete, independent and original scientific research, which fully meets the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations of the Academy of Sciences "D. A. Tsenov" - Svishtov. The formulated scientific and applied scientific contributions and the results of the practical research can be defined as real achievements of the PhD student.

I believe that Marin Georgiev Gerganov has the necessary theoretical knowledge and research skills, I give a positive assessment and I propose to the esteemed scientific jury to award the educational and scientific degree of "Doctor".

Date: 11.05.2026

Issued the opinion:

(Assoc. Prof/Dr. Vanya Lazarova)