

## Opinion

by Assoc. Prof. Dr. Monika Veselinova Tsaneva

**Regarding the dissertation work for the acquisition of the educational and scientific degree "Doctor" in the scientific specialty "Application of Computer Technology in Economics" at the "D. A. Tsenov" University of Applied Sciences - Svishtov**

**Author of the dissertation:**

**Marin Georgiev Gerganov**

**Topic of the dissertation:**

**" Outsourcing of information services"**

I. General presentation of the dissertation:

1. Subject

The subject of the study is "modern trends, technological challenges and good practices in the implementation of outsourcing of information services in public sector organizations". The thesis developed in the dissertation is that "outsourcing of information services can be an effective tool for the modernization and digitalization of public administration, including the Bulgarian one, only if it is subordinated to clearly defined strategic goals, supported by an adequate regulatory and standardization framework and managed with a high degree of institutional capacity, transparency and control". In accordance with this, the author sets as his main goal – "...by identifying potential undesirable consequences and risk factors, to propose a conceptual concept for sustainable, transparent and effective management of the process of outsourcing of information services in public administration.." and correctly defines the main tasks that must be consistently solved to achieve it. The scope of the study is correctly limited.

2. Volume;

The dissertation submitted for review has a total volume of 190 pages, with the main content comprising 181 of them, and the remaining 8 containing a bibliography. The development is illustrated with 6 tables and 1 figure.

3. Structure;

The dissertation is structured classically - an introduction, three chapters and a conclusion, with each chapter having four sub-points and conclusions.

The first chapter is dedicated to the systematization of theoretical statements regarding the concept of outsourcing. It analyzes the classifications of IT outsourcing and the strategic motives for its implementation, while simultaneously highlighting the critical advantages and risks arising from the delegation of activities to external providers.

Chapter 2 examines the management of information services and the operational challenges of outsourcing them. Along with a critical review of established ITSM models and leading global solutions, an empirical analysis of a practical case study in the structure of the National Revenue Agency is included, illustrating the applicability of the theoretical propositions derived.

The third chapter analyzes the mechanisms for managing information services in public administration through a focus on risk management and based on the current state of the Bulgarian outsourcing market. The potential of ITIL (v.3/v.4) for increasing customer satisfaction and operational efficiency is studied. The chapter proposes a conceptual concept for improving infrastructure standards, aimed at overcoming deficits in the provision of public services.

In conclusion, the main theoretical generalizations and practical conclusions from the study are systematized, namely that IT outsourcing in the Bulgarian administration must be transformed from an operational tool into a strategic instrument for state modernization. The

success of this process depends on the synchronization between institutions, business and scientific circles, with a key factor being investment in qualified human capital.

The content of the individual parts of the dissertation is logically consistent and well-balanced, providing a consistent and logical presentation of the scientific research process and its results.

#### 4. Literature;

For the purposes of the study, 154 books, articles and reports published in the period 1991-2025 in Bulgarian and English were studied. The literature review is sufficiently detailed, covers authoritative and current sources and provides a good basis for the analyses and developments made in the work. The author demonstrates excellent knowledge of world standards, European regulations and good practices in the field and the ability to apply them creatively in scientific research.

#### 5. Appendices.

The dissertation does not include appendices, but the set of materials submitted for review includes the dissertation's CV, a reference to the scientific contributions in the work, references to the fulfillment of national minimum requirements, the dissertation's publications, his participation in scientific forums and a declaration of originality and authenticity. The attached documents prove that Marin Georgiev Gerganov and his dissertation meet all the requirements for such a type of work.

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

#### 1. Relevance and elaboration of research in the dissertation scientific problem;

In the conditions of the delayed digital transformation of the Bulgarian state administration, the topic of the dissertation work is very relevant, it is both practical and applied and has serious scientific potential. It is dedicated to the possibilities of using outsourcing as an effective way to modernize the information systems of the state administration without the need for significant capital and human investments. The conclusions, generalizations and proposals made are based on a very thorough complex analysis of the world and European theoretical achievements and standards in this area. Judging by the presented work, the publications made and the professional experience, Marin Gerganov has carried out a serious amount of targeted research work in the field of modernization and management of information technologies in the public sector.

#### 2. Language, volume and tools of the dissertation;

The overall impression of the dissertation is that it is a very well-structured result of thorough and conscientiously carried out research. The presentation is very detailed, consistent and logical, although insufficiently illustrated with appropriate figures. The author clearly defines his attitude on each issue, and the conclusions drawn and the approaches adopted on this basis are very well motivated.

#### 3. Abstract

The abstract is developed in total volume of 43 pages (including a reference to the contributions of the dissertation work and a list of publications on the dissertation). In terms of structure and content, it fully corresponds to the content of the dissertation work and correctly summarizes the scientific research conducted and the results achieved.

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

In principle, I accept what is stated in the Reference for contributions to the dissertation, but as the most significant contributions of the dissertation I assess:

- Systematization of theoretical propositions about the essence, application models and forms of outsourcing of information services.
- The developed methodology for risk assessment in outsourcing information services in public administration, which allows for identification and management of potential negative consequences.
- The proposed concept for improving the infrastructure and management of information services, based on international standards and good practices

As significant scientific and applied results of the development, I also accept the justification of the applicability of outsourcing of information services as an effective tool for modernization and sustainable management of public information systems, as well as the formulation of the main technological challenges in implementing outsourcing solutions in the field of information technologies.

IV. Dissertation questions.

Some questions can be asked about the development, which do not diminish its value, but aim to clarify some elements of the presentation, as well as the prospects for its future application:

- How should the term "technology management" be understood and how does it differ from IT Service Management?
- Is it possible to digitize and how to manage risks when outsourcing information services in public administration,

V. Summary evaluation of the dissertation work and conclusion.

In conclusion, I believe that Marin Georgiev Gerganov presented a dissertation based on detailed, thorough and conscientiously conducted research, which has been developed at a very good scientific and professional level. With its scientific and scientific-applied contributions, the work can be useful both for future theoretical research in this area and in the practice of specialists from the IT departments of the public administration, who will actually manage the processes of digital transformation through outsourcing of information services. The dissertation submitted for review fully meets the requirements of the Act on the Development of the Academic Staff of the Republic of Bulgaria and the Regulations for the Implementation of the Act on the Development of the Academic Staff of the Republic of Bulgaria. Therefore, I propose to the esteemed scientific jury to award the scientific and educational degree "doctor" to Marin Georgiev Gerganov in the scientific specialty "Application of Computing in the Economy".

Date: 21.05.2026

Prepared the opinion: .

(Assoc. Prof. Dr. Monika Tsaneva)