

## OPINION



*of a dissertation for the acquisition of the educational and scientific degree "Doctor" at the "D. A. Tsenov" University of Applied Sciences - Svishtov*

**Prepared the opinion:** Assoc. prof. Petya Emilova Popova, PhD, Department of Business Informatics at the D. A. Tsenov Academy of Economics – Svishtov, professional field 05.02.08 „Application of Computing in Economics“.

**Grounds for writing the opinion:** Order No. 342/2.04.2026 of the Rector of the Academic University "D. A. Tsenov" - Svishtov on the appointment of a scientific jury for an open procedure for the defense of a dissertation.

**Author of the dissertation:** Marin Georgiev Gerganov – PhD student in professional field 3.8. "Economics", doctoral program "Application of Computing in Economics" at the Department of "Business Informatics" at the "D. A. Tsenov" University of Applied Sciences - Svishtov.

**Topic of the dissertation:** Outsourcing of information services

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

*The object* of research in the dissertation is the process of outsourcing of information services, considered in the context of organizational management and the digital transformation of the public sector. *The subject* of the research is the trends, technological challenges and good practices in the implementation of outsourcing of information services in public sector organizations. *The main goal* of the dissertation is to propose a concept for sustainable and effective management of outsourcing of information services in public administration by identifying potential undesirable consequences and risk factors. To achieve this goal, the author sets and solves three theoretical and three practical-applied tasks.

The formulated *research thesis* states that outsourcing of information services can be an effective tool for the modernization and digitalization of public administration 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.

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

*Relevance and significance of the researched issues*

The dissertation examines the outsourcing of information services as an important tool for increasing the efficiency of organizations and accelerating the processes of digital transformation. In the conditions of dynamic development of information technologies and increasing dependence of institutions on digital systems, outsourcing is gaining ground as an approach for optimizing costs, accessing specialized expertise and implementing modern technological solutions.

The application of outsourcing in public administration is particularly significant, where there is a need to modernize the information infrastructure and improve the quality of electronic services. At the same time, outsourcing information activities to external contractors is associated with a number of risks - technological, organizational and data security risks, all of which require effective management decisions.

Therefore, the study of the outsourcing of information services and the development of approaches for its effective management in the public sector is a topical and significant scientific and practical problem.

#### *Structure and content of the dissertation*

The dissertation is structured logically and consistently. It includes an introduction, three chapters, a conclusion and a list of references.

In the *first chapter "Theoretical foundations of outsourcing"*, the author examines the theoretical aspects of outsourcing as a management concept. Various definitions, classifications and models of outsourcing are analysed, as well as the evolution of this practice in the modern economy. Attention is paid to the different types of outsourcing, the advantages and disadvantages of outsourcing are analysed.

*The second chapter "Technological challenges in outsourcing of information services"* is devoted to the technological and organizational aspects of information service management. The main models and frameworks for managing IT services are examined, including the concept of IT Service Management (ITSM). The author analyses a number of problems and risks that may arise when implementing outsourcing solutions. Particularly interesting is the presented practical case study related to the application of IT outsourcing in the National Revenue Agency, which illustrates the real application of the concepts under consideration.

*The third chapter, "Outsourcing of information services in public administration"*, has a strongly applied character. It analyses the state of the Bulgarian outsourcing industry and the role of outsourcing in the modernization of public administration. A methodology for risk assessment in outsourcing of information services has been developed. A risk assessment system is also presented. At the end of the chapter, the author proposes a conceptual concept

for improving the infrastructure and management of information services in the public sector, based on international standards such as ITIL.

*Evaluation of the methodology and sources used*

The study used a variety of scientific methods, including: system analysis; comparative analysis; economic analysis; conceptualization method; case study method. The combination of theoretical and empirical approaches allows for a more complete and substantiated picture of the research problem.

The list of literature used includes 154 in number, both classical scientific sources and modern research and international standards in the field of IT service management.

The language in which the dissertation is written is clear, understandable and at the appropriate scientific level.

The abstract accurately reflects the content and structure of the dissertation.

### **III. Scientific and applied scientific contributions**

The presented dissertation work contains the following scientific and applied contributions:

1. Systematization and generalization of theoretical statements regarding the nature, development and types of outsourcing of information services.
2. Analysis of technological and organizational challenges in implementing outsourcing solutions in the field of information technologies.
3. Substantiation of the applicability of outsourcing of information services as an effective tool for modernization and sustainable management of public information systems through analysis of a specific institutional case.
4. Development of a methodology for risk assessment in outsourcing of information services in public administration, which allows for identification and management of potential negative consequences.
5. Proposing a conceptual model for improving the infrastructure and management of information services, based on international standards and good practices.

### **IV. Recommendations and questions on the dissertation work**

Recommendations, critical remarks and questions on the development were made during the discussion of the dissertation work.

### **V. General assessment of the dissertation work and conclusion**

In conclusion, I believe that the dissertation work presented by **Marin Georgiev Gerganov** is a study of a current problem that is important for theory and practice. The work contains the necessary scientific and scientific-applied contributions and meets all the requirements and criteria for awarding the educational and scientific degree "Doctor". This gives me reason to give a positive assessment under this procedure.

15.05.2026

Prepared the opinion: ..

(Assoc. Prof. Petya Emilova, PhD)