

## OPPINION

**Submitted by:** Assoc.Prof. Tatyana Petrova Kicheva, PhD, Department of Management, University of National and World Economy, Scientific specialty: "Social Management"

**About:** Dissertation work for obtaining the educational and scientific degree "Doctor" in the professional direction 3.7. "Administration and Management", scientific specialty "Social Management"

**Grounds for the opinion:** Participation in the scientific jury for the defense of the dissertation according to Order №315 / 11.05.2022 of the Rector of SA "D. A. Tsenov "-Svishtov.

**Author of the dissertation:** Pencho Malinov Malinov

**Topic of the dissertation:** "Achieving competitiveness by implementing innovative strategies (following the example of companies in the industrial sector)"

### I. General presentation of the dissertation

The **subject** of research in the dissertation is the competitiveness of organizations through the application of innovation strategies (following the example of companies in the industrial sector).

The total **volume** of the dissertation is 169 pages and consists of: list of abbreviations, list of figures and tables, introduction, three chapters, conclusion, bibliography, appendix and declaration of originality.

The list of used **literature** contains 100 sources - 54 in Cyrillic, 40 in Latin and 6 electronic. 8 figures and 11 tables are included in the development. The sufficient number and the relevance of the sources used to the developed topic show the good awareness of the author about the issues under consideration.

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

The **relevance** of the topic of the presented dissertation is indisputable, because in conditions of strong competition innovation is essential for improving the quality of products / services, conquering new markets and creating added value for modern organizations and their customers. Still in Bulgaria a small part of the enterprises manage to create lasting competitive advantages and more and more of them are focused on the implementation of innovations in order to find an effective model for development and improve competitiveness.

The **volume** of the dissertation meets the requirements for this type of research. Structurally, the development is well balanced. The author has made a critical analysis of the presented scientific productions. The innovation strategies in Bulgaria, as well as in the EU and countries such as the USA, China and Russia are analyzed. It makes a good impression that after each chapter the author formulates conclusions on the issues discussed in it.

The **research goal and objectives** are well formulated. The **object and the subject** of the research are clearly outlined. The **research thesis** is correctly formulated. The dissertation is thoroughly developed. **The style and language** of development are scientific. The **tools** used are suitable for the purposes of the dissertation.

The **abstract** is 59 pages long and correctly presents the content and structure of the dissertation, as well as the achieved scientific and scientific-applied contributions and results.

The **publications** on the presented dissertation include one report and two articles in Bulgarian, related to the issues of development and ensure publicity of the main results of the dissertation.

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

In general, I accept the contributions of theoretical and scientific-applied nature indicated by the doctoral student and I believe that they may be of interest to experts dealing with the introduction of innovations in order to improve the competitiveness of Bulgarian enterprises.

In my opinion, the main contributions of the dissertation under consideration are the following:

1 /. Based on the analysis of the views of Bulgarian and foreign authors, the doctoral student has derived his own definitions of the terms "competitiveness" and "innovation", which is an indisputable theoretical contribution.

2 /. The author proposed his own methodology for studying competitiveness by applying innovative strategies, which he then used in empirical research.



3 /. Based on the conducted empirical research, the main practical problems related to achieving competitiveness through the implementation of innovative strategies in the industrial sector are identified and specific recommendations are made to business practice.

#### **IV. Critical notes, recommendations and questions on the dissertation.**

My only critical note to the doctoral student, which does not diminish the merits of the presented dissertation, is that the model of citing literary sources is not the same throughout the whole dissertation.

I recommend the author to continue and deepen his research in this field of great practical importance and to publish the results in international journals for greater visibility.

**My question to the doctoral student is:** Do you think that in the future "green" innovations will be mandatory to increase the competitiveness of organizations?

#### **V. Summary assessment of the dissertation and conclusion.**

In conclusion, I believe that the presented dissertation contains scientific and applied research results that represent an original contribution to science and meet the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria.

The dissertation shows that the doctoral student has in-depth theoretical knowledge and demonstrates qualities and skills for independent research. In accordance with the accepted criteria, I give a positive assessment and **I will confidently vote "YES" for the award of educational and scientific degree "Doctor" to Pencho Malinov Malinov in the scientific specialty "Social Management"**.

23 May 2022

Prepared the opinion: ..

(Assoc.Prof.Tatyana Kicheva, PhD)