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by Assoc. Prof. Dr. Radostin Grigoriev Vazov,

VUZF

**in the field of higher education 3. Social, economic and legal sciences; Professional field 3.
8. Economics.**

**Subject: dissertation for the award of educational and scientific degree "Doctor" in a
scientific specialty at VUZF.**

Author of the dissertation: Hitesh Singhavi

Scientific adviser: Assoc. Prof. Dr. Krassimir Todorov

Topic of the dissertation:

**"How does an organization's performance framework (OPF) driven by strategic leadership
lead to an organization's financial growth?"**

Grounds for presenting the opinion: participation in the composition of the scientific jury for the defense of the dissertation according to Order № 105 of 08.03.2021 № of the Rector of the Higher School of Insurance and Finance Assoc. Prof. Dr. Grigoriy Vazov.

1. General characteristics of the presented dissertation

The dissertation consists of 233 pages, the main text is 196 pages, structured in accordance with the goal, research objectives, thesis, object and subject of research and reflects the author's approach to the research topic. It consists of an introduction, an exposition in four chapters, a

conclusion, a list of scientific and scientific-applied contributions, literature, appendices. The list of used literature sources includes 350 copies. The dissertation is written in English, the abstract is in Bulgarian and English.

The presented dissertation is especially relevant with the specifics of the researched issues, its content and the applied research approaches, methods and directions. It objectively and realistically presents the qualities, skills and capabilities of Hites Sanghavi as a researcher, analyst and professional in the specific field of science and knowledge.

The presented work is oriented and tested through real data and indicators. In its content can be found "hot" problem areas, formulations and other important questions, as well as possible answers, author's opinions, options and ways to solve them.

The relevance of the issues is determined by the necessary changes that should be made in the elements of organizational growth, using internal engines for change and focus on the implementation of effective PMS, consistent with strategic leadership and managed by strategic leadership. The paper examines various existing strategic leadership initiatives, models, and frameworks available in the industry, and provides a framework or modified model suitable for achieving the strategic benefits of leadership for profitable growth in the organization. Creates a new framework called the OPF (Organization Performance Framework), designed by merging the Balanced Scorecard (to implement the strategy) and the McKinsey 7S (Organizational Leadership) model.

The instability of the environment in which modern companies operate increases the risk of adverse crises resulting from sudden and unforeseen changes in the social, economic, legal or technological environment. Theoretical and empirical research methods have been used to solve the research problem. The chosen research methodology allows the achievement of the set goal and gives an adequate answer to the tasks set and solved in the dissertation.

The doctoral student has shown extremely good skills for independent research. He knows very well the researched issues, both in theoretical and practical aspect. The multifaceted examination of the problems reveals his in-depth knowledge in this field of science and knowledge.

The presented dissertation has emphasized theoretical and applied significance, based on the author's research in the considered field. The well-constructed monolithic structure of the content

has allowed the doctoral student to develop the theoretical, methodological and practical-applied interpretations in a logically connected sequence and comprehensibility of the otherwise relatively more complex matter and terminology of the considered issues.

The dissertation is characterized by depth, complexity, high level of knowledge of the subject, scientific logic in the presentation of research results, with correct adaptation of existing methodologies and methodological solutions, with adequate empirical argumentation of the defended thesis and the proposed solutions. This makes it relatively easy to apply and use.

2. Brief biographical data about the candidate

Hitesh Sanghavi graduated with a bachelor's degree in engineering (computer science) in 1989 from the Ramrao Adik Institute of Technology, Mumbai University, India. In 2000 he graduated with a master's degree in business administration - MBA from the CSM Institute of Management Studies, Canada. In 2017 he graduated from the Management Development Program on “Academic Writing and Publishing” from ABV Indian Institute of Information Technology and Management, Gwalior, India. In 2018, he obtained a Master of Research in Applied Research (MRES) in Professional Practice (Applied Research) unlike Lancaster University, UK.

Hitesh Sanghavi's professional experience began at Datapro Information Technology in August 1989, where he worked until December 1991. Since January 1992, he has worked at CUNIX Infotech Pvt. Ltd., Mumbai, India, being the company's founder and managing director. It is obvious that the doctoral student has extremely rich experience in the field of management, which is clearly evident in his in-depth dissertation. His multicultural experience is very impressive - he has worked in a number of countries: USA, Spain, Portugal, China,

3. Evaluation of the obtained scientific and scientific-applied results

The acquaintance with the dissertation allows to assess that the goal of the research has been achieved, and the tasks arising from it have received adequate solutions. Combining the McKinsey-7S and Balanced Scorecard models will increase the design, structure and efficiency of the organization. The present paper investigates that both models can exist in a newly formed

symbiosis. The balance chart has 4 vital pillars that can act as a predictor or engine and affect the components of the McKinsey-7S model. The paper examines the dependence and interaction between the components of the two models with each other. When comparing the components of these models, we found that some of these intercomponent correlations are cyclic. This means that the component of the balanced scorecard acts as an engine for one or more components of the McKinsey model and vice versa. This is how the model called OPF (Organization Performance Framework) was constructed, which is a combination of the Balanced scorecard and the McKinsey model. The focus is on the qualitative correlations between the components of a mixed OPF model.

4. Evaluation of scientific and scientific-applied contributions

The dissertation contains scientific - applied results with the nature of contributions. I accept the scientific contributions provided by the author and I agree with their wording. Other scientific contributions can be made, given the in-depth statistical analysis and the scope of research in the field of research - 101 interviews worth mentioning in a more significant way.

5. Evaluation of the abstract

The abstract reflects the content of the dissertation, containing the necessary information and highlights of the study. It correctly and comprehensively presents the dissertation, the contributions and the main conclusions in the text.

6. Critical remarks, recommendations and questions

After my detailed acquaintance with the presented dissertation, I did not establish the existence of significant omissions, inaccuracies or contradictions. Maybe some statements on the researched issues do not coincide with my views, but these are personal interpretations and interpretations of the doctoral student and they can be protected by him. Therefore, I believe that they do not affect my overall positive assessment and do not underestimate the scientific achievements of the candidate. That is why my remarks are rather indicative and recommendatory for his future research, namely:

- in some places I find the great desire of the doctoral student to present us as rich content as possible, which leads to scattering in not always appropriate details;
- some diagrams, tables and graphs, although very carefully and reasonably made, could be exploited in depth.

7. Conclusion

The dissertation contains scientific, scientific-applied and applied results, which represent an original contribution to science and meet all the requirements of the Law for development of the academic staff in the Republic of Bulgaria (ZRASRB) and the Regulations for application of ZRASRB. The presented materials and dissertation results fully comply with the specific requirements of the Regulations for admission and training of doctoral students at UNWE.

The doctoral student is well acquainted not only with the scientific literature and achievements in this field, but also with the practice itself. The results of the study are presented logically, understandably and clearly. I believe that the conclusions of the analysis in the dissertation should be considered and taken into account by insurance companies.

Based on these positive results, as well as the nature of my critical remarks as recommendations in the process of future research work of the doctoral student, with full conviction and a sense of responsibility I propose that the esteemed scientific jury unanimously vote for the award of educational and scientific Hitash Sanghavi's Doctor's Degree in Higher Education 3. Social, Economic and Legal Sciences; Professional field 3. 8. Economics.

Sofia

Signature:

15,06,2021

Assoc. Prof. Dr. Radostin Grigoriev Vazov