

## OPINION

By Prof. Nadya Mironova, UNWE, Sofia

of the materials submitted for participation in the competition for the academic position of  
'professor'

of the Higher School of Insurance and Finance (VUZF) - Sofia

in the field of higher education 3. Social, economic and legal sciences,

scientific direction 3.7 "Administration and management (Strategic management and  
operations management)"

In the competition for 'professor', announced in the State Gazette, issue 22 of 18.03.2022 and on the website of the Higher School of Insurance and Finance - Sofia, as a candidate participates Assoc. Krassimir Todorov Todorov, lecturer at the Higher School of Insurance and Finance - Sofia.

### **1. General presentation of the procedure and the applicant**

By order № 125 of 30.05.2022 of the Rector of the Higher School of Insurance and Finance - Sofia I was appointed a member of the scientific jury in a competition for the academic position of 'professor' at the Higher School of Insurance and Finance - Sofia in the field of higher education 3. Social, economic and legal sciences, scientific field 3.7 "Administration and Management (Strategic Management and Operations Management)", announced by the Higher School of Insurance and Finance - Sofia.

The only candidate for participation in the announced competition has submitted documents, namely Assoc. Prof. Krassimir Todorov, lecturer at the Higher School of Insurance and Finance - Sofia.

Presented by Assoc. Prof. Krassimir Todorov set of materials in electronic version is in full compliance with the Regulations on the terms and conditions for holding academic positions at the Higher School of Insurance and Finance - Sofia, and includes the following documents:

- CV;
- monographic work, reviewed by two habilitated persons;
- a list of publications after the defense of a dissertation for the award of the scientific degree "Doctor of Science", together with a copy of the publications themselves;
- reference for the fulfillment of the minimum national requirements for holding the academic position "professor";
- reference for the original scientific contributions in the dissertation for obtaining the scientific degree "Doctor of Science" and in the monographic work "Hygiene of strategic thinking";
- Certificate of experience in the position of "Associate Professor";
- official notes for publication of papers and scientific guidance of a doctoral student.

The candidate Assoc. Prof. Krassimir Todorov has submitted a total of 8 scientific papers, namely: 1 study, 1 monograph / on the topic of the competition / and 1 chapter of a collective monograph, 1 book / on a dissertation for "Doctor of Science" /, 1 article and 3 reports from international conferences. The distribution of scientific papers by relevant sections, in the country and abroad, is as follows: all publications are in the country as 7 are in Bulgarian and 1 in English.

I accept the presented documents, as well as evidence for the publications without remarks.

## **2. Short biographic data**

The candidate in the competition for "professor" of VUZF Assoc. Krassimir Todorov received a bachelor's and master's degree in Accounting from the University of National and World Economy in 2000, as well as a master's degree in business administration from the Vienna University of Business and Economics in 2016. Acquired the educational and scientific degree "Doctor" in 2005. / according to the Higher Attestation Commission / and the scientific degree "Doctor of Science" - in 2021. at VUZF.

His professional teaching experience began in 2001. as a part-time assistant at UNWE-Sofia until 2005. After a 10-year academic break, in 2016 Assoc. Prof. Krassimir Todorov continued his academic career at VUZF. In 2018 he was elected "Associate Professor" in strategic management and business modeling of VUZF. He is a member of the Department of Marketing and Management; of the Academic Council of VUZF, of the Editorial Board of the Publishing House "St. St. Gregory the Theologian "and VUZF LAB - research center. From 2020 was elected Dean of the Academic Program and a member of the Rector's Council of VUZF.

Assoc. Prof. Krassimir Todorov has extensive professional experience in the business of well-known international companies: Chief Financial Officer (2006-2010) and Manager (2010-2014) of the Bulgarian divisions of the English Automotive Multifranchiser Inchcape; Director of Strategic Development (2014 - 2017) and member of the Board of Directors (2015 - 2017) of CARIO Group; Manager (Regional Manager) and member of the Executive Committee of FCC Bulgaria (2017 - 2020) and Business Development Manager of BERLIN TIRES EUROPA GmbH (2021 - present).

He is a member of international professional companies: the Institute of Management Accounting. There is an international specialization in Mergers and Acquisitions (M&A) July 2016 Carlson School of Management, University of Minneapolis, Minnesota.

It can be definitely stated that the professional, scientific and academic qualifications of the candidate fully correspond to the announced competition of "professor" of VUZF.

## **3. General characteristics of the candidate's activity and contribution moments**

The scientific papers presented by the candidate fully correspond to the announced competition and are dedicated to research on the problems of strategic management and operational management.

The main habilitation work is the monograph on "Hygiene of strategic thinking" is in volume over 300 pages, referring to no less than the number of used literature sources is an in-depth scientific study. The object of the monograph are the phases of developing a strategy of a company at the corporate, business and functional level. An original contribution of habilitation work is the innovative approach in presenting the classic business development strategies. In a strict logical sequence, "Hygiene of Strategic Research" examines the general conceptual framework, functional strategies and international business strategies. Last but not least, the original title of the research paper also provoked the interest of potential readers.

The author's contribution is in the way of arranging the strategic three levels vertically, with the corporate strategy positioned at the top, the operational strategy below it, and the four functional strategies at the second level horizontally - marketing, financial, human resources and information technology. The third level - in depth, is the internationalization of the company, ie. a company is considered successful when it goes beyond the borders of the country in which it is established both in terms of product sales and as the positioning of production facilities.

In addition to the scientific contributions, I would like to highlight the achievements of the candidate for professor in the published book on the basis of a defended dissertation for the degree of "Doctor of Science", namely:

1. Presenting the arguments for categorizing the operational strategy at a separate strategic level, outside the scope of traditional functional strategies, the existence of four overlapping concepts is valid, valid for both the operational strategy and the corporate strategy. Other four theoretical principles characteristic of operational strategy are common to the scientific field of business strategy.
2. Examining the applications of resource-based theory and market-based theory within the strategic hierarchy, and evaluating their respective corresponding elements, establishes the existence of logical consistency in the theoretical impact on corporate, business and operational strategy, deriving the following pattern : at each strategic level, the application of one theory is replaced to the level of application of the other theory, in a logical sequence.
3. Identification of the constituent elements of the operational strategy - content and process, and their comparison with those of the corporate and business strategy. Highlighting the diverse theoretical foundation on which operational management is based. Clarification of the theoretical nature of the operational model and differentiation of its application to the business model.
4. Establishing the theoretical framework of the innovative strategic model for achieving a sustainable competitive advantage. Proving that the theoretical environment satisfies all the criteria for a "good" theory, both in terms of the four basic properties and in terms of the eight additional ones.

According to the submitted documentation, I can definitely point out the presence of a clear personal contribution of the candidate Assoc. Krassimir Todorov in the relevant publications, as well as the fact that the formulated contributions and results obtained are his personal merit.

Based on the submitted information on the implementation of national minimum requirements according to the Law on the Protection of the Human Rights and Fundamental Freedoms and the Regulations for its implementation, it can be concluded that the candidate Assoc. Krassimir Todorov meets the relevant criteria as follows: Group "A" - 50 points with a minimum of 50 points; group "B" - 100 points with a minimum of 100 points; group "D" - 210 points with a minimum of 200 points; group "E" - 110 points with a minimum of 100 points and group "E" - 120 points with a minimum of 100 points.

## CONCLUSION

The documents and materials presented by Assoc. Prof. Krassimir Todorov meets all the requirements of the Law for the Development of the Academic Staff in the Republic of Bulgaria (ZRASRB), the Regulations for the Implementation of the ZRASRB and the respective Regulations of VUZF.

The candidate in the competition has presented a significant number of scientific papers published after the materials used in the defense of the scientific degree "Doctor of Science". In the works of the candidate there are original scientific and applied contributions, which have received international recognition as a representative part of them are published in journals and scientific journals published by international academic publishers. His theoretical developments have a practical application. The scientific and teaching qualification of Assoc. Prof. Krassimir Todorov is undoubted.

After getting acquainted with the materials and scientific papers presented in the competition, analysis of their significance and the scientific, scientific-applied and applied contributions contained in them, I find it reasonable to give my positive assessment and recommend the Scientific Jury to prepare a report-proposal to the Academic Council for election of Assoc. Prof. Krassimir Todorov in the academic position of 'professor' at VUZF in professional field 3.7 "Administration and management (Strategic management and operational management).

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Prepared the opinion: .....

(Prof. Nadya Mironova)