

OPINION

From

Prof. DSc. Krasimir Todorov Todorov

Higher School of Insurance and Finance (VUZF), Sofia

of a dissertation for awarding the educational and scientific degree "doctor" in the field of higher education 3. Social, economic and legal sciences, professional direction 3.8.

Economics, PhD program "Finance, Insurance and Insurance" at VUZF

Author: Nikola Dimitrov

Topic: Financial optimizations of organizations through Lean

Research supervisor: Prof. Dr. Julia Dobрева

1. General description of the presented materials

By order No. 50/05.02.2024 of the Rector of the Higher School of Insurance and Finance, Prof. D Sc. Boris Velchev, I have been appointed as a member of the scientific jury to ensure a procedure for the defense of a dissertation on the topic: "Financial optimization of organizations through Lean thinking" for the acquisition of the educational and scientific degree "doctor" in the field of higher education 3. Social, economic and legal sciences, professional direction 3.8. Economics, PhD program "Finance, Insurance and Assurance".

The author of the current dissertation is Nikola Dimitrov - a doctoral student in independent study at the Department of Finance and Insurance with supervisor Prof. Dr. Yulia Dobрева.

The materials submitted by Nikola Dimitrov include documents according to the presented inventory:

- Dissertation work in English; Abstract of the dissertation in Bulgarian and English;
- Reference on the fulfillment of the minimum national requirements for obtaining the degree "doctor";
- List of scientific publications on the subject of the dissertation;
- Summaries of publications on the topic of the dissertation;
- The full texts of the publications on the topic of the dissertation work;
- Autobiography;
- Declaration of originality and authenticity

2. Brief biographical data about the candidate

From the presented autobiographical reference, and from my acquaintance with him as a colleague from VUZF, I should emphasize that Nikola Dimitrov has extremely intensive professional and consulting experience in the field of lean management and optimization of business processes. He is also a long-time university lecturer. This is quite enough to expect to read a dissertation at a high scientific level.

3. Characterization and evaluation of the dissertation work

In continuation of what has already been highlighted, in Nikola Dimitrov's dissertation work, the characteristic elements for this type of academic research are presented in a very clear and reasoned way - thesis, goals and objectives, object and subject of the research, as well as the applied 6 methods. In conclusion, I should emphasize that the purpose and tasks of the study fully correspond to the stated thesis, according to which lean systems and tools can serve not only to mitigate operational shocks, but also to create an environment conducive to sustainable organizational growth and financial stability of the organizations under consideration.

The dissertation has a volume of 152 pages, consisting of an introduction, four chapters, as well as 24 pages of bibliography and appendices.

4. Contributions and significance of the development for science and practice

I accept the formulated 3 contributing moments by doctoral student Nikola Dimitrov as completely valid, namely:

- In-depth research on the theoretical level of the constructs "organizational chaos" and "lean management".
- Revealing the strategic role of lean management in streamlining processes, promoting organizational stability and improving productivity.
- Revealing the importance of lean management for optimizing the financial results of organizations.

5. Evaluation of publications on the dissertation work

The presented three articles on the subject of the dissertation have been published in English in non-refereed scientific publications, and these publications are independent.

6. Assessment of compliance with minimum national requirements

The submitted evidence of publication of 3 articles, as well as the dissertation itself, effectively means that the required minimum of 80 points has been achieved.

7. Abstract

The attached abstract fully reflects the structure and content of the dissertation and is in full compliance with the regulatory requirements.

8. Critical remarks and recommendations

After reading the presented dissertation work, I do not find a reason to single out critical remarks, since there is none. I would only allow myself to make some recommendations that aim to raise the level of the dissertation work, but which could also be accepted as bona fide academic "nagging".

1. The wording of the introduction is the work of the author alone, and there is no place to refer to other authors.

2. The content of the dissertation work should correspond in number of chapters to that on page 13, as well as to find a better balance of the volume of the respective chapters.

3. The reference to individual authors should also be more balanced - it is striking that Womack is used more than 30 times in the text, of the otherwise sufficiently diverse presented bibliography.

CONCLUSION

THE DISSERTATION CONTAINS SCIENTIFIC AND SCIENTIFIC-APPLIED CONTRIBUTIONS AND MEETS THE REQUIREMENTS OF THE LAW ON THE DEVELOPMENT OF THE ACADEMIC STAFF IN THE REPUBLIC OF BULGARIA (ZRASRB) AND THE REGULATIONS FOR THE IMPLEMENTATION OF ZRASRB.

THE DISSERTATION SHOWS THAT THE DOCTORAL STUDENT NIKOLA DIMITROV HAS IN-DEPTH THEORETICAL KNOWLEDGE AND SKILLS IN PROFESSIONAL FIELD 3.8. ECONOMICS, DEMONSTRATING QUALITIES AND SKILLS FOR INDEPENDENT RESEARCH.

DUE TO THE ABOVE, I GIVE MY POSITIVE ASSESSMENT OF THE CONDUCTED RESEARCH, PRESENTED BY THE ABOVE-REVIEWED DISSERTATION WORK, ABSTRACT, ACHIEVED RESULTS AND CONTRIBUTIONS, AND I PROPOSE TO THE HONORABLE SCIENTIFIC JURY TO AWARD THE EDUCATIONAL AND SCIENTIFIC DEGREE "DOCTOR" TO NIKOLA DIMITROV IN THE FIELD OF HIGHER EDUCATION 3.

SOCIAL, ECONOMIC AND LEGAL SCIENCES; PROFESSIONAL DIRECTION 3.8.
ECONOMICS; PHD PROGRAM IN FINANCE, INSURANCE AND ASSURANCE.

19.02. 2024

PREPARED THE OPINION:

PROF. D.SC. KRASIMIR TODOROV

SOFIA,