

OPINION

by Assoc. Prof. Lyudmila Boykova Dikova

of a dissertation for awarding the educational and scientific degree "doctor"

in Higher Education Area 3. Social, economic and legal sciences

Professional direction 3.8. Economy

Author: Nikola Nikolov Dimitrov

Topic: FINANCIAL OPTIMIZATIONS OF ORGANIZATIONS THROUGH LEAN THINKING

1. General description of the presented materials

By order No. 50 of 05.02.2024 of the Rector of the Higher School of Insurance and Finance, Prof. Doctor of Law Boris Velchev, I have been appointed as a member of the scientific jury for the provision of a procedure for the defense of a dissertation work on the topic "FINANCIAL OPTIMIZATION OF ORGANIZATIONS, THROUGH LEAN THINKING" for the acquisition of the educational and scientific degree "doctor" in the Department of Higher education 3. Social, economic and legal sciences, Professional direction 3.8. Economy. The author of the dissertation is Nikola Dimitrov - PhD student at the Department of Finance, PhD program "Finance, Insurance and Assurance".

The set of electronic materials submitted by Nikola Dimitrov are in accordance with the Regulations for the Development of the Academic Staff of VUZF (autobiography, copy of diplomas, dissertation, list of contributions, abstract, list of publications, presentation, order for determining the scientific jury).

The doctoral student has attached one monograph and three independent articles.

2. Brief biographical data about the candidate

Nikola Dimitrov is an "internal entrepreneur", strategist and continuous improvement consultant with experience with companies in the IT, insurance, real estate, tourism, banking, shared service centers and car manufacturing sectors.

His portfolio of training and consulting includes companies such as Raiffeisen Bank, OTP Bank, CEZ GROUP, A1, Ingram Micro, Witte Automotive, LEM, OPTIX, Dreamix.eu, Sofia Municipality, etc. It focuses on success strategies in the area of personal and organizational growth and my mission is to help people and organizations to discover and develop their hidden potential.

The candidate is a senior consultant at LeanInstitute.bg and an official trainer and coach of Youmagnus AG for Bulgaria. He leads classes at VUZF in Sofia and has an active volunteer activity and mentoring of young talents.

The candidate has the appropriate education and work experience to acquire the educational and scientific degree "doctor" in the Higher Education Department 3. Social, economic and legal sciences, Professional direction 3.8. Economy.

3. Characterization and evaluation of the dissertation work

The structure and volume of the dissertation work are predetermined by the goal, the set tasks and the logical sequence of conducting the research. The dissertation has a volume of 152 pages and 24 pages of references and an appendix. It is structured into an introduction, an outline in six chapters, a conclusion, references and an appendix. The list of sources of information includes 192 sources in English. The dissertation thus presented gives me reasons to assume that the doctoral student's dissertation contains scientific and scientific-applied results that represent an original contribution to science. The dissertation shows that the candidate has in-depth theoretical knowledge in the relevant scientific field and the ability for independent scientific research.

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

I accept the contributions formulated by the candidate as follows:

Scientific results:

Theoretical study of "Organizational Chaos" and "Lean Management": The work contributes to an in-depth theoretical study of "Organizational Chaos" and "Lean Management". By dissecting these constructs, the dissertation enriches academic understanding of how chaotic environments affect organizational structure and how management principles can be applied to mitigate such chaos. This contribution not only provides a scientific basis for these concepts, but also connects the seemingly disparate fields of organizational theory and process management, suggesting a more integrated approach to the management of contemporary organizations.

Strategic Role of Lean Management: The dissertation reveals the strategic importance of Lean Management in streamlining processes, promoting organizational stability and improving overall performance. By positioning Lean Management as a central element of strategic planning, the research suggests that it is not just a set of efficiency tools or methods, but a holistic approach that can have profound implications for organizational success. This strategic angle helps organizations understand the broader impact of lean management beyond the operational level.

Financial optimization through Lean management: Another important contribution is the delineation of the role of Lean management in financial optimization.

Scientific and applied results:

The study sheds light on how Lean principles contribute to the financial health of organizations by reducing waste, improving process efficiency and leading better resource management. By linking Lean management to financial performance, the dissertation provides

practical insights for organizations aiming to increase their profitability and financial sustainability.

These contributions are important in a business world that increasingly values flexibility, efficiency and financial performance. The study can serve as a foundational reference for practitioners seeking to adopt Lean management principles to navigate organizational chaos and improve financial performance.

5. Evaluation of publications on the dissertation work

The doctoral student has attached one monograph and three independent articles.

The publications are on the topic of the dissertation work and in general allow to achieve a more precise focus on highlights of the dissertation work and give the necessary publicity to the scientific contributions and the author's achievements and complement the development of the scientific theory in this issue.

At the time of preparation of the Review, there is no information that would give grounds to doubt the authenticity of the dissertation work and scientific publications submitted for consideration.

The review of the dissertation work shows that it is the result of personal involvement, the sources used are correctly cited and I do not detect plagiarism.

6. Assessment of compliance with minimum national requirements

Scientific publications on the topic of the dissertation research are in sufficient volume and possess undeniable research merits.

With the presented publications and with his dissertation, the candidate fulfills the national minimum requirements laid down in the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its Implementation for the acquisition of the ONS "Doctor" in the professional direction 3.8. Economy.

7. Abstract

The abstract is prepared in accordance with good academic practices and correctly reflects the essence of the dissertation in a concise form.

The author has scientific publications on the topic of the dissertation. The text of the abstract fully reflects the content and corresponds to the theses developed in the dissertation.

8. Critical remarks and recommendations

I have no critical remarks on the dissertation work, but rather a recommendation: it is possible at the next research stage to expand the scope of the study.

I recommend presenting the results in specialized international publications with IF/IR, which will allow higher visibility of the scientific results and create conditions for more intensive citation.

CONCLUSION

The dissertation presented for consideration is an up-to-date scientific research. It fully meets the requirements for such kind of scientific developments and has indisputable scientific qualities. The publications on the topic complement the image of the candidate as a thorough specialist with serious knowledge of practice, which he combines with an excellent knowledge of the currently existing theory in the field of his chosen topic.

The dissertation contains scientific-applied and applied results that represent an original contribution to science and meet all the requirements of the Law on the Development of Academic Staff in the Republic of Bulgaria (ZRASRB) and the Regulations for the Implementation of ZRASRB. The presented materials and dissertation results fully comply with the specific requirements of the Regulations for admission and training of doctoral students in the Higher School of Insurance and Finance.

The dissertation shows that the doctoral student Nikola Dimitrov possesses in-depth theoretical knowledge and professional skills in Professional direction 3. 8. Economics, demonstrating qualities and skills for independent conduct of scientific research.

Due to the above, I confidently 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 Field of higher education 3. Social, economic and legal sciences; Professional direction 3. 8. Economics, doctoral program: "Finance, insurance and provision".

18.02.2024

Reviewer: Assoc. Dr. Lyudmila Dikova