



ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА

STATEMENT

Вх. № PA20-474/05.04.2022

From: Prof. Stoyan Marinov, PhD;

University of Economics – Varna;

Scientific specialty: "Economics and Organization of Tourism Department"

Regarding: Dissertation thesis for acquiring the scientific degree

" **Doctor** " in the field of higher education: 3. Social, economic and legal sciences. Professional field: 3.9. Tourism. The scientific specialty: "Economics and Management (Tourism)" at the University of Economics - Varna

Author of the dissertation: Lilyana Petrova Bardukova

Dissertation topic: "Economic efficiency of a seaside hotel complex"

Grounds for submission of the statement: participation in the scientific jury of defence for the dissertation thesis in accordance with Order № 06-42 /07.03.2022 of the Rector of the University of Economics - Varna.

1. Information about the PhD Student

The PhD Student studied under a doctoral program at to the Department of Economics and Organization of Tourism, Faculty of Management, University of Economics - Varna in the doctoral program "Economics and Management (Tourism)" according to the decision of the Faculty of Management at the Faculty Council, protocol № 37 / 28.01.2015 and order № 17-448 / 03.02.2015 of the Rector of UE-Varna. The training was carried out in part-time form during the period 02.02.2015-02.02.2019. The PhD student was expelled with the right to defense according to a decision of the Faculty Council of the Faculty of Management, protocol № 37 / 29.01.2019 and order № 17/-312/06.02.2019 of the Rector of UE-Varna.

2. Summary of the presented dissertation work

The dissertation contains a total of 242 pages . It has a balanced structure that includes all the mandatory elements of scientific research : an introduction (5 pages), a presentation in three chapters with a total of 207 pages , a conclusion (6 pages), reference (14 pages) and 3 appendices (11 pages).

The dissertation has a clearly defined object and subject of research. The *object* of consideration is the seaside hotel complex and specifically the hotel complex "Atlas" in the "Golden Sands" resort , and the *subject* of study is the economic efficiency of a seaside hotel complex.

The *research goal* is to "through theoretical systematization, analysis and evaluation of the economic efficiency of the seaside hotel complex to outline guidelines for its increase on the example of the hotel complex" Atlas " The goal is correctly specified in five research tasks

The author demonstrates in-depth knowledge of the available literature on the subject and has used a wide range of information sources. The list of used literature includes a total of 196 titles, of which 175 - literary and 21 from the Internet,

The interpretations and conclusions in the exposition are illustrated and argued



with 13 tables and 13 figures

The author uses appropriate research methods and approaches to achieve the scientific goal such as: theoretical analysis, comparative analysis, induction and deduction method, data aggregation approach (DEA),

The content of the dissertation proves the achievement of the set scientific goal.

The first chapter of the dissertation systematizes the theoretical foundations of the economic efficiency of a seaside hotel complex. An author's model for measuring the economic efficiency of a seaside hotel complex is presented.

In the second part of the study an analysis of the economic efficiency of a seaside hotel complex is made on the example of hotel complex "Atlas".

In the third chapter of the study, the author formulates recommendations for increasing the economic efficiency of a seaside hotel complex on the example of the hotel complex "Atlas".

3. Evaluation of the scientific and applied scientific results

In our opinion, the dissertation contains four significant applied scientific contributions.

First, in theoretical terms, the features of investment and economic efficiency of a seaside hotel complex are presented.

Second, an author's model for assessing the economic efficiency of a seaside hotel complex based on a system of economic indicators has been developed.

Third, a comparative analysis of the economic efficiency of hotel "Atlas" in Golden Sands resort in comparison with the basic hotel "Cassandra Palace" in Greece is made.

Fourth, practical guidelines for increasing economic efficiency in a seaside hotel complex have been formulated.

4. Assessment of the dissertation publications

Lilyana Bardukova applies 6 publications on the topic of the dissertation. Two of the publications are stand-alone articles, one of which is in peer-reviewed publications. 4 are scientific reports in collections of scientific forums in Bulgaria. The presented publications reflect significant results of the dissertation and provide it with sufficient publicity

5. Evaluation of the abstract

The presented abstract summarizes the content of the main structural parts of the dissertation and meets regulatory requirements

6. Critical remarks and recommendations

I would recommend PhD student Lilyana Bardukova to expand her research work on the topic covering the economic efficiency of all types of accommodation in tourism.



Conclusion

No plagiarism was found in the dissertation and the abstract

The candidate fulfills the quantity requirements under Art. 35, para. 1, item 1-4 of the Regulations for the Development of the Academic Staff in UE-Varna and the minimum national requirements under Art. 2b, para. 2 and 3 of ADASRB.

Having assessed comprehensively the qualities of the author and the merits of the proposed dissertation work, without any reservation, I give a **positive assessment** and highly recommend the scientific degree "Doctor" in the scientific specialty "Economics and Management (Tourism)" in the professional field 3.9 Tourism to be awarded to Lilyana Petrova Bardukova

31.03.2022 / Varna

Signature:
(prof. S. Marinov, PhD)

TO
THE CHAIRMAN OF THE SCIENTIFIC JURY
DETERMINED BY ORDER OF THE RECTOR
OF THE UNIVERSITY OF ECONOMICS - VARNA
under the procedure for acquiring the educational and scientific degree "Doctor" in the
scientific specialty "Economics and Management (Tourism)"

SCIENTIFIC OPINION

For acquiring the educational and scientific degree "Doctor" in a professional field 3.9.
'Tourism', PhD program "Economics and Management (Tourism)" according to a procedure
announced by the University of Economics - Varna

by Prof. Dr. Bratoy Georgiev Koprinarov, University "Prof. Dr. Asen Zlatarov"- Burgas,
Department of Marketing and Tourism

for the dissertation of Lilyana Petrova Bardukova, PhD student at the Department of
Economics and Organization of Tourism at the University of Economics - Varna on the topic
"Economic efficiency of sea hotel complex" for awarding the educational and scientific degree
"Doctor" in higher education 3. "Social, economic and legal sciences", professional field 3.9.
"Tourism", PhD program "Economics and Management (Tourism)"

1. Grounds for the opinion

This opinion is prepared on the basis of Order № RD-06-42 / 07.03.2022 of the Rector of
the University of Economics - Varna for determination of the Scientific Jury and decision of the
Faculty Council of the Faculty of Management Protocol № 31 of 23.02.2022.

2. General presentation of the dissertation

The dissertation of Lilyana Petrova Bardukova consists of 242 pages, of which: an
introduction (5 pages); an exposition in three chapters (207 pages); a conclusion (6 pages) and
literature (14 pages). The main text contains 13 tables and 13 figures. The list of literature used
consists of 196 titles, incl. 175 literature sources and 21 online sources. 3 appendices (11 pages)
have been prepared for the dissertation.

The actuality of the topic is objectively determined by two main factors: the
unprecedented pandemic situation and the challenges it poses to the tourism sector and in
particular - the hotel and restaurant industry and the fact that efficiency is becoming a key area
in hotel management.

The object of the study is the sea hotel complex and more specifically the hotel complex
"Atlas" in "Golden Sands" resort. The subject of the study is the economic efficiency of a sea
hotel complex.

The scientific goal of the dissertation is through theoretical systematization, analysis and
evaluation of the economic efficiency of a seaside hotel complex to outline guidelines for its
increase on the example of the hotel complex "Atlas".

To reveal the scientific goal in the dissertation, PhD student Bardukova has formulated
five research tasks.

The dissertation proposed for scientific opinion has been developed on the basis of a detailed review and analysis of the available scientific publications on the topic of Bulgarian and foreign authors. As research tools the PhD student has used a number of research methods such as: analysis and synthesis; chronological approach; questionnaire survey; descriptive, statistical, non-parametric and mathematical methods; content analysis; comparative analysis. Secondary and primary information sources were used to fulfill the goals and tasks of the research.

3. Publications and participation in scientific forums

PhD student Bardukova has published six scientific papers, incl. two scientific articles and four reports at scientific forums, which meets the quantitative requirements of Art. 35, para. 1 and items 1-4 of the Normative Regulation in the Development of the academic staff at the University of Economics – Varna.

4. Assessment of the structure and content of the dissertation

Structurally, the content of the dissertation is logically constructed and well balanced, the style is clear and understandable. The PhD student has successfully managed to develop and prove the hypotheses set in the doctoral thesis. In general, the dissertation is characterized by a clear author's position, originality and depth of conclusions.

The research methodology used in the dissertation is subordinated to its scientific goals and specific research tasks. The PhD student has achieved optimal use and combination of abstract, scientific and practical methods during the research process.

The author's intervention is in accordance with the requirements of the used research methods. There is a clear authenticity of the source data, logic and reliability of the conclusions and recommendations.

The research logic and structure of the dissertation are correct and well developed. The structuring follows the traditional approach in writing that kind of research papers, first clarifies the theoretical foundations of the issue, secondly presents the research methodology and thirdly, rationally applies the described methodology to the specific issue and the necessary conclusions and suggestions.

The illustrated material in the dissertation consists of 13 tables and 13 figures which are presented clearly and with the required quality. The sources of the illustrated material are correctly cited. In general, this content is sufficient to present and argue the author's ideas and conclusions.

The doctoral student demonstrates the ability to analyse, generate ideas, discuss research results and conduct independent research.

The dissertation is developed by applying the classical structure for this type of research as follows: introduction, main content of research in three chapters, conclusion, bibliography and appendices.

In the first chapter, the theoretical bases for revealing the content of the economic efficiency of a sea hotel complex are presented in content and in detail. The PhD student accepts "efficiency as the general content, comprehensive, relating to the use of all types of resources: natural, human, material and financial, for all components of activity: production, trade, services, their quantitative and qualitative aspects, economic and social, direct and indirect. Given the specific nature of tourism, how effective a service is determined not only by the way it is prepared, but also by the needs it meets. For the purposes of the dissertation, the emphasis is on the economic efficiency of the tourist enterprise, considered in the context of its

correlations with the social and technological factors of the external and internal environment of the company, which determine its main components. Contributing moment in the first chapter is the proposed by the author "Model for comparative analysis of economic efficiency of sea hotel complexes.

The second chapter in structural and logical aspect is devoted to the analysis and evaluation of the economic efficiency of the hotel complex "Atlas". According to the main research thesis of the dissertation, formulated by the doctoral student, the economic efficiency of the hotel complex and its increase are multifactorial in terms of company's costs and revenue.

Based on the presented analysis, the author outdraws the following main conclusions: First, despite the relative reduction in the number of employees in response to the challenges of COVID-19, wage costs remain the largest, directly reflecting the economic efficiency of the surveyed enterprises.

Second, the achievement of economic efficiency is a function of the structure of the total income from the company activity.

Thirdly, the types of efficiency should not be mutually exclusive and contradictory, but should be in constant integration with each other.

In the third chapter, the study is aimed at formulating recommendations for increasing the economic efficiency of the hotel complex "Atlas". In this context, PhD student Bardukova formulates three directions for increasing efficiency: improving the investment process for site development; optimization of operating costs; optimization of company's revenue.

These findings allow me to draw the following conclusion: the dissertation is presented in a form and volume that meets the requirements of Art. 34, para. 2 and para 3 of Normative Regulation in the Development of the academic staff at the University of Economics – Varna.

5. Identification and evaluation of scientific contributions

In the dissertation we highlight the following contributions of scientific and applied nature:

- The theory is systematized and the peculiarities of the investments and the economic efficiency of a sea hotel complex are presented in the context of the understanding of economic efficiency in tourism;
- An author's model for the assessment of economic efficiency of a seaside hotel complex based on an analysis of a system of economic indicators has been developed;
- A comparative analysis of the economic efficiency of a specific seaside hotel complex has been performed by systematizing quantitative and qualitative data from various information sources;
- Guidelines for increasing economic efficiency in a seaside hotel complex have been formulated.

6. Detected or undetected plagiarism

No plagiarism was found in the dissertation.

7. Critical remarks and recommendations:

With regard to the dissertation, the main exposition, the argumentation of the author's thesis and the argumentation of the conclusions, I have no significant critical remarks and recommendations.

8. Conclusion

The dissertation proposed by Lilyana Petrova Bardukova, PhD student in the Department of Economics and Organization of Tourism at the University of Economics - Varna on the topic "Economic efficiency of sea complex" significantly enriches science and practice in terms of opportunities to increase the efficiency of hotel complexes.

In conclusion, based on the positive aspects of the dissertation, scientific achievements and personal contribution of the PhD student, I confidently give my categorical positive assessment and propose to the esteemed Scientific Jury to award PhD student **Lilyana Petrova Bardukova the educational and scientific degree "Doctor" in the field of higher education: 3. "Social, economic and legal sciences", professional field 3.9. "Tourism", scientific specialty "Economics and Management (Tourism)".**

20.04.2022
Burgas

Prepared the opinion:
Prof. Dr. Bratoy Koprinarov



ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА
Вх. № <u>PhD-568</u> / <u>03.06.2022</u>

TO
THE CHAIRMAN OF THE SCIENTIFIC JURY
DETERMINED BY ORDER OF THE RECTOR
OF THE UNIVERSITY OF ECONOMICS - VARNA
under the procedure for acquiring the educational and scientific degree "Doctor" in the scientific specialty "Economics and Management (Tourism)"

SCIENTIFIC OPINION

For acquiring the educational and scientific degree "Doctor" in a professional field 3.9. 'Tourism', PhD program "Economics and Management (Tourism)" according to a procedure announced by the University of Economics - Varna

I. General information

Reviewer: Assoc. Prof. Veselina Ivanova Atanasova, PhD, University "Prof. Dr. Asen Zlatarov" - Burgas, Department of Marketing and Tourism.

Grounds for the opinion: This opinion is prepared on the basis of Order № RD-06-42 / 07.03.2022 of the Rector of the University of Economics - Varna for determination of the Scientific Jury and decision of the Faculty Council of the Faculty of Management Protocol № 31 of 23.02.2022.

Author of the dissertation: Lilyana Petrova Bardukova, PhD student at the Department of Economics and Organization of Tourism at the University of Economics - Varna

Topic of the dissertation: "Economic efficiency of a sea hotel complex"

General presentation of the dissertation

The dissertation of Lilyana Petrova Bardukova consists of 244 pages, of which: an introduction (5 pages); an exposition in three chapters (207 pages); a conclusion (6 pages) and literature (15 pages). The main text contains 13 tables and 13 figures. The list of literature used consists of 196 titles, incl. 175 literature sources and 21 online sources. 3 appendices (11 pages) have been prepared for the dissertation.

The author's dissertation is devoted to current issues in modern tourism for economic efficiency, based, on one hand, on the unprecedented pandemic situation and the challenges it poses to the tourism sector and on the other hand, declining demand due to COVID-19 and its real reflections on the creation of general uncertainty in the industry. The author's choice on the doctoral thesis topic is very well motivated and logically justified: "The need of studying the economic efficiency of the accommodation sector is emerging due to the economic performance deterioration of the hotels and their general presentation on the tourist market."

The subject of the research is clearly and precisely defined, emphasizing the benefits of the economic efficiency of a sea hotel complex. The object of study is the sea hotel complex and specifically the hotel complex "Atlas" in "Golden Sands" resort.

The scientific goal of the dissertation corresponds to the need for hoteliers indicated by the author and in particular, through theoretical systematization, analysis and evaluation of economic efficiency of a sea hotel complex to outline guidelines for its increase on the example of the hotel complex "Atlas". In order to achieve the formulated scientific goal, PhD student Lilyana Bardukova has set and realized five research tasks: systematization of the available theory and derivation of the peculiarities of economic efficiency in tourism and in particular

investment and economic efficiency of a sea hotel complex; development of a model for studying the economic efficiency of a sea hotel complex; performing analysis and evaluation of economic efficiency of a hotel complex on the example of the hotel complex „Atlas” in “Golden Sands” resort; consideration of economic trends in Bulgarian hotel complexes development; outlining recommendations for increasing the economic efficiency of a sea hotel complex on the example of hotel complex “Atlas” in “Golden Sands” resort.

The dissertation successfully verifies and proves the thesis that the economic efficiency of a sea hotel complex and its increases are multifactorial in terms of company's costs and revenue. The formulated thesis is concretized in three research hypotheses.

The used research methods correspond to the research goals and tasks set in the dissertation.

The sources of information are primary /company public financial reports, owner statements/ and secondary /specialized literature, including scientific publications of Bulgarian and foreign authors (mostly in English), specialized publications of tourist organizations, research agencies and consulting companies, legal acts and others/.

Structurally, the content of the dissertation is logically connected, detailed, consistent, with relatively well-balanced parts, the style is clear and understandable. The dissertation is characterized by a clear author's position, originality and depth of conclusions, with a precise scientific apparatus.

The author's approach is in accordance with the requirements of the used research methods. There is a clear authenticity of the source data, consistency and reliability of the conclusions and recommendations.

The research logic and structure of the dissertation are correct and well presented. The structuring follows the traditional approach in writing that kind of research papers, first clarifies the theoretical foundations of the issue, secondly presents the research methodology and thirdly, rationally applies the described methodology to the specific issue and the necessary conclusions and recommendations. The PhD student has successfully demonstrated the ability to conduct and analyze independent research, to discuss results and to generate ideas and suggestions.

The dissertation has the character of a comprehensive, complete, original and significant research on the problem of economic efficiency and precisely develops recommendations for its increase, generation benefits for the hoteliers.

These findings allow me to draw the following conclusion: the dissertation structure and volume meet the requirements of Art. 27, para. 2 of Regulations on the Implementation of the Development of Academic Staff in the Republic of Bulgaria act and of Art. 34, para. 2 and para 3 of Normative Regulation in the Development of the academic staff at the University of Economics – Varna.

II. Assessment of the structure and content of the dissertation

The dissertation follows the classical structure for such research: introduction, main content of the research in three chapters, conclusion, bibliography and appendices and meets the requirements of Art. 34, para. 2 and para. 3 of Normative Regulation in the Development of the academic staff at the University of Economics – Varna.

In the first chapter the theoretical aspects for revealing the content and peculiarities of the concept of "sea hotel complex" in the context of the hotel superstructure are presented in detail and in depth, the author's generalized conclusions stand out.

A theoretical debate is also observed on the topic of "efficiency", in which the author stands out with a generalized conclusion: "Integral relationships between economic, social and technical efficiency are of strategic importance for successful positioning and retaining on the

market of each economic entity". I would like to notice that the relationship between economic efficiency and investment in a sea hotel complex has been extremely successfully discovered and justified. A significant contribution can be seen in the first chapter.

In § 1.4. PhD student Bardukova presents "A model for measuring the economic efficiency of sea hotel complex", author's model for monitoring the processes of measuring and optimizing economic efficiency. PhD student Bardukova also presents the methods for evaluating real investment projects. The potential of the model is revealed through a comparative analysis of the economic efficiency of marine hotel complexes. For the purpose of practical applicability, through the constructed conceptual model, the author shares his views on "own set of variables for analysis and evaluation of the efficiency of a hotel complex".

In structural and logical aspect, the second chapter is devoted to the analysis of the current state of the hotel complex "Atlas" from the economic efficiency point of view. An author's research design for comparative assessment of the accounting information and a questionnaire for non-accounting information of hotel complex "Atlas" and the Cassandra Palace Hotel is proposed.

The third chapter reveals essential recommendations for increasing the economic efficiency of hotel complex "Atlas" in "Golden Sands" resort. Clearly expressed and argued contribution moments in this part of the dissertation are the presented recommendations in three areas: improvement of the investment process for hotel complex development; optimization of operating costs; optimizing the revenue management.

PhD student Bardukova summarizes the logical relationship between revenue and cost management and concludes that only with an appropriate and balanced relationship among them, hotels can achieve an optimal strategy to increase their efficiency and increase their performance accordingly.

The author's summary of the dissertation prepared by PhD student Bardukova consists of 38 pages and summarizes in a sufficiently high degree the developed scientific work, accurately and correctly reflects the essential aspects and conclusions. The attached list of publications on the dissertation consists of 2 articles and 4 reports, which correspond to the required number for acquiring the educational and scientific degree "Doctor". I have no remarks regarding the summary of the dissertation and in particular about the lexical and stylistic characteristics of the text.

No plagiarism was found in the dissertation and in the abstract.

III. Scientific and applied contributions in the dissertation:

The following scientific and scientific-applied contributions are highlighted in the dissertation:

1. The theory is systematized and the peculiarities of the investments and the economic efficiency of a sea hotel complex are presented in the context of the understanding of economic efficiency in tourism;
2. An author's model for the assessment of economic efficiency of a sea hotel complex based on an analysis of a system of economic indicators has been developed;
3. A comparative analysis of the economic efficiency of a specific sea hotel complex has been performed by systematizing quantitative and qualitative data from various information sources;
4. Guidelines for increasing the economic efficiency in a sea hotel complex have been formulated.

Critical remarks and recommendations:

I have no critical remarks and recommendations regarding the dissertation, the main presentation, the argumentation of the author's thesis and conclusions.


IV. Conclusion

The dissertation proposed by Lilyana Petrova Bardukova, PhD student at the Department of Economics and Organization of Tourism at the University of Economics - Varna on the topic "Economic efficiency of sea complex" significantly enriches science and practice in terms of opportunities to improve business results and ensure indicators for hotels that have not reached the maximum efficiency. I adhere to the author's summary that the obtained results can be used for further research in the field of economic efficiency of a sea hotel complex and the generalized quantitative and qualitative information may be additionally interpreted and compared by different research methods.

In conclusion, based on the positive aspects of the dissertation, scientific achievements and personal contribution of the PhD student, I confidently give my categorical positive assessment and propose to the esteemed **Scientific Jury to award PhD student Lilyana Petrova Bardukova the educational and scientific degree "Doctor" in the field of higher education 3. "Social, economic and legal sciences", professional field 3.9. "Tourism", scientific specialty "Economics and Management (Tourism)".**

April 27, 2022.
Burgas

Reviewer:
Assos. Prof.


[Stamp: UNIVERSITY OF ECONOMICS - VARN A, FACULTY OF TOURISM AND HOSPITALITY, DEPARTMENT OF ECONOMICS AND ORGANIZATION OF TOURISM]