



**OPINION**

**of dissertation work**

**for the establishment of an educational and scientific degree “Doctor” in the doctoral program “Economics and Management (Tourism)” of the University of Economics – Varna**

**1. General information**

*Reviewer:* Assoc. Prof. Dr. Georgina Lukanova, University of Economics - Varna

*Grounds for writing the review:* participation in the Scientific Jury, determined by order of the Rector at the University of Economics - Varna RD-06-191/23.12.2024, and decision of the first meeting of the Scientific Jury, held on January 13, 2025.

*Author of the dissertation:* Dimitar Hristov Kolev, a PhD student at the Department of Economics and Organization of Tourism of the University of Economics – Varna.

*The topic of the dissertation:* "Strategy for the development of golf resorts in Bulgaria".

*Supervisor:* Prof. Dr. Tanya Dabeva

**2. General presentation of the dissertation (following requirements of Article 27, paragraph 2 of the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria)**

The dissertation submitted for opinion is in a form and volume that meets the specific requirements of the Department of Economics and Organization of Tourism. The dissertation has a total volume of 244 pages, of which 226 pages are main text and 18 pages are appendices. The main text is structured as follows: introduction (5 pages), exposition in three chapters (chap. I - 70 pages, chap. II - 76 pages, chap. III - 55 pages, total 201 pages), conclusion (4 pages), list references (11 pages). The bibliographical apparatus includes 146 sources, of which 40 are in Bulgarian, 96 in English, and 9 Internet addresses are given. The quantitative and qualitative structure of the literature sources shows that the doctoral student has a good knowledge of both Bulgarian and foreign literature on the topic. Contemporary sources predominate (nearly 85% of sources are post-2000), appropriately selected and correctly interpreted. The presentation includes 34 tables and 25 figures. There are 6 appendices to the thesis. Additionally, a declaration of originality is attached.

**3. Assessment of the structure and content of the dissertation (compliance with the requirements of Article 34, paragraph 2 and paragraph 3 of the Regulation for the Development of the Academic Staff at the University of Economics)**

The research focuses on a specific type of tourism and the derivation of a strategy for its development in Bulgaria. The chosen topic is of practical relevance in the context of contemporary characteristics of tourism demand.

The subject and object are logically derived from the formulated topic of the dissertation. The dissertation clearly defines the research objective and formulates six tasks for its achievement, which could be presented in a more general way (e.g. combining tasks 3 and 4, also 5 and 6). The thesis, which specifies the nature and direction of the research, links the correct formulation of a development strategy for golf resorts to their competitiveness and the effective development of golf tourism. Proof of the thesis is provided by testing three working hypotheses and the use of appropriately selected research methods. The limitations of the research are correctly identified.

The structure of the thesis is classical. Following the approach from the general to the specific, the author begins with a thorough review of the theoretical formulations in the field of strategic planning and the peculiarities of the strategic management of a golf complex. As a logical step, the author proposes a model for the development of a strategy for a golf complex as a business unit, based on the marketing philosophy. In the second chapter, the research moves from the theoretical to the empirical level and according to the logic of the proposed model, its content elements are analysed and evaluated concretised for the destination Bulgaria. Semi-structured interviews were conducted with managers and consultants of golf resorts (the method is not mentioned in the relevant section of the introduction), as well as a consumer survey to evaluate the golf tourism offer in Bulgaria. In the third chapter, based on the results and conclusions of the empirical study, the current trends and best practices in the strategic management of golf resorts are examined and guidelines for the strategic management of golf resorts in Bulgaria are presented.

The structure and content of the dissertation fully correspond with the set scientific research aim and tasks. A good logical sequence of the structural elements has been achieved. The style of the exposition is concise and precise, and understandable scientific language is used. In general, it can be concluded that the doctoral student has theoretical knowledge of the relevant specialty and abilities for independent scientific research.

**The abstract** is written according to the requirements and correctly and completely represents the main parts and content of the dissertation.

#### **4. Identification and assessment of scientific and scientific-applied contributions in the dissertation**

The submitted report on the usefulness of the dissertation contains four contributing points. After the analysis of the dissertation, I confirm the 4 contributions, following Art. 6 para 3 of LASDRB.

#### **5. Publications related to the dissertation**

Doctoral student Dimitar Kolev has submitted a list of six publications on the dissertation, including 1 scientific article, 2 independent reports and 3 - co-authored. It should be noted that publication No. 5 from the list - a report on "Trends in the development of golf tourism", from the scientific conference "Tourism. Education. Business.", College of Tourism - Burgas, October 2024, is not presented in full text as part of the works of Dimitar Kolev.

The volume of the doctoral student's scientific outputs and the nature of the publications correspond to the requirements for acquiring the PhD degree. The report on compliance with the national requirements under the Regulations on the Implementation of the LASDRB shows achievement of the required points for acquiring the doctoral degree.

#### **6. Detected or undetected plagiarism in the dissertation and the abstract**

No plagiarism was found in the PhD thesis and the abstract submitted by Dimitar Kolev.

#### **7. Critical remarks and recommendations**

I have made notes and recommendations for improving the thesis during its discussion in the primary unit and these have been reflected in the final version of the thesis. I have noted some inaccuracies, mainly of a technical nature, which do not detract from the quality of the research. I would recommend the doctoral student share his achievements in hotel practice in more publications.

#### **10. Conclusion**

Based on the findings regarding the requirements outlined in the opinion, I believe there are sufficient grounds to provide a positive assessment and recommend to the esteemed members of the Scientific Jury that they award the educational and scientific degree of 'Doctor' in professional field 3.9 'Tourism', scientific specialty 'Economics and Management (Tourism)' to the doctoral candidate Dimitar Kolev.

February 10, 2025  
Varna

Author of the opinion:

(Assoc. Prof. Dr. Georgina Lukanova)

Заличена информация съгласно  
ЗЗЛД и регламент (ЕС) 2016/ 679

TO

**THE CHAIRMAN OF THE SCIENTIFIC JURY  
DETERMINED BY Rector's ORDER  
OF THE UNIVERSITY OF ECONOMICS - VARNA**  
according to the procedure for acquiring the educational and scientific degree "doctor"  
in the scientific specialty "Economics and management (tourism)"

### STATEMENT

Regarding dissertation thesis for the acquisition of the educational and scientific degree "doctor" in professional field 3.9. "Tourism", doctoral program "Economics and Management (Tourism)" according to the announced procedure from the University of Economics - Varna

#### 1. General information

**Author of the statement:** Assoc. Prof. Elena Ilieva, PhD, University "Prof. Dr. Asen Zlatarov" - Burgas, Faculty of Social Sciences.

**Reason for writing the review:** Order No. **RD-06-191/23.12.2024** of the Rector of the University of Economics - Varna for the appointment of a Scientific Jury and decision of the Scientific Jury on 13.01.2025.

**Author of the dissertation:** Dimitar Hristov Kolev, full-time doctoral student in the Department of "Economics and Organization of Tourism" at the University of Economics - Varna.

**Topic of the dissertation:** "Strategies for the Development of Golf Complexes In Bulgaria".

**Research supervisor:** Prof. Tanya Dabeva, PhD

#### 2. General presentation of the dissertation

The dissertation work of PhD student Dimitar Hristov Kolev is an in-depth independent study with a significant interdisciplinary character, which examines a current topic for the development of golf tourism and golf complexes in the context of the growing importance of sports tourism worldwide. Golf complexes are distinguished by their specificity, which makes them intended to both investors and destinations. They attract predominantly solvent tourists with a high price of stay and high additional costs for services and experiences. On the other hand, strategic planning, as part of business management, is of great importance for the successful development of the tourism business. Choosing the right development strategy is of essential importance for the long-term effectiveness of the business and its positive reputation. Golf complexes are in the initial stage of development in Bulgaria, but are already perceived to offer high product quality. They have balanced territorial dispersion and significant potential for this business model development. In addition, the country's unique natural features, especially considering the temperate continental climate, diverse relief with the presence of mountains and sea, and low rainfall, are a significant indication for Bulgaria's potential to become a preferred destination for golf tourism. This is also supported by the fact that Europe is a top destination among golfers, with seven of the top 10 preferred countries for golfing being European destinations. The stated arguments prove the **significance and relevance of the presented research**, as they are well outlined both in the chosen subject and object of the research and in the main goal of the study. Based on this, six specific research tasks have been identified, which were also correctly implemented in the scientific paper.

In the introduction of the dissertation, the **research thesis** is excellently formulated and is successfully proven in the study based on **three main hypotheses**. The research methods and scientific tools used by the author are in accordance with the subject and object of the study. The interdisciplinary approach is very impressive in the presentation, as the doctoral student demonstrates excellent competencies in both the field of strategic business planning and tourism, respectively golf tourism. This is a certificate of the real applicability and perspective of the research in the doctoral thesis.

The number of **sources of information** is sufficient and corresponds to the topic of the study. Doctoral student Dimitar Hristov Kolev has conducted a review of diverse Bulgarian and foreign literature, with the latter significantly predominating (nearly 70% of the presented list). Publications in the fields of business modeling, strategic planning, golf tourism management and consumer behavior predominate. Predominantly, these are publications in the field of business modeling, strategic planning, golf tourism management and consumer behavior. The limitations of the study mentioned by the author are relevant and acceptable.

As a result of the presented so far, I believe that the presented dissertation **fully meets** the requirements of Art. 27, para. 2 of the Regulation for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria.

### **3. Publications and participation in scientific forums**

PhD student Dimitar Kolev presents six scientific publications directly related to the topic of the dissertation work – 1 independent article and 5 scientific reports (including 3 of them in co-authorship), with which he achieves 45 points. The article is published in English in a scientific journal with a high scientific reputation, which testifies to the valuable contribution of the author to the promotion of Bulgarian science internationally. The scientific production presented by the PhD student meets the minimum national requirements for awarding doctoral degree according to Art. 3 of the Law for development of the academic staff in the Republic of Bulgaria and the quantitative requirements under Art. 1-4 of the Regulations for the Development of the Academic Staff at the University of Economics – Varna.

### **4. Assessment of the structure and content of the dissertation**

In relation to the **structure of the dissertation** of Dimitar Hristov Kolev, it has a total volume of 244 pages, of which: introduction (4 pages); exposition in three chapters (199 pages); conclusion (4 pages); used literature (11 pages). The main text contains 34 tables and 25 figures for visualizing the presented information. There are also 6 Appendices with a total length of 18 pages. The structure of the PhD is excellently balanced in terms of length.

The used **scientific literature** numbers 146 sources, of which 40 in Cyrillic and 97 in Latin. Literary sources correspond to the subject and object of the study. They are used appropriately and are cited correctly in the exposition. Their volume is sufficient in relation to the volume of the doctorate.

Regarding the **content**, the dissertation follows the classical model: introduction; theoretical chapter; analytical chapter; applied chapter and conclusion. The content is extremely well balanced and logically coherent.

In the **first chapter**, after the author emphasizes the importance of planning as the first function of management, he outlines the main aspects of business planning. The definitions and types of strategies in business planning are in-depth examined, which culminates in an author's definition of the term "strategy". Considering the types of business development strategies, they are very well presented with an emphasis on modern business strategies. The PhD student makes a reasonable conclusion about the strategic choice in tourism pointing out three main steps in the process with their own specificities. In accordance with the topic of the dissertation, the researcher examines the development and nature of golf tourism as a steadily growing market. Well-founded the sport of golf is positioned in the tourism system and based

on reasonable statistical data the golf tourism development worldwide is presented with Europe positioned as a leader. Additionally, the topic of business models is well considered in terms of various definitions and main features, emphasizing the specifics of the tourist golf complex business model. Logically, the author compiles and proposes a conceptual model for a golf complex strategy development and presents the methodology of the study.

In the **second chapter** the author makes a critical analysis of Bulgaria as a destination for golf tourism including a comparative analysis with similar European golf destinations. The existing golf complexes in Bulgaria shaping the golf tourism supply are excellently studied. Based on the methodology of the study, a number of business environment indicators are assessed. Two empirical surveys among golf complexes managers and tourists are also presented and analyzed. Special attention is given to the second respondents group considering the possibility for shaping the client's perspective and needs as a successful business model foundation. The wide range of statistical methods and approaches applied is impressive: SPSS statistical package with ANOVA analysis; correlation analysis; Cronbach's alpha coefficient. Reasonably, based on the empirical data, the author fully confirms the first and third and partially confirms the second research hypotheses.

The **third chapter** presents discussion of the results from the empirical study and guidelines for successful business strategies for the Bulgarian golf complexes development. Based on the golf tourism development trends and the empirical data, 5 main target segments for the Bulgarian golf complexes with a detailed profile and the required supply approaches are suggested. The author elaborates beneficial strategies for the development of the Bulgarian golf complexes including the stakeholder's essential actions for stimulating golf tourism as well. The professional approach in the author's recommendations is impressive – they are based on best practices in golf tourism destinations and are fully applicable in terms of the current National Strategy for Sustainable Tourism in Bulgaria.

The **introduction and conclusion** of the PhD thesis effectively fulfill their role. The author uses appropriate scientific and professional terminology from the field of tourism and strategic business planning.

The **abstract** in volume of 28 pages fully meets the requirements for this type of scientific papers and correctly reflects the main results of the dissertation work.

In conclusion, the dissertation is presented in a form and volume that meets the requirements of Art. 34, paragraph 2 and 3 of the Rules for the terms and conditions for acquiring scientific degrees and occupying academic positions at the University of Economic - Varna.

#### **5. Evaluation of scientific and scientifically applied contributions**

I fully accept the scientific and scientifically applied contributions highlighted by the PhD student within the presented conclusion of the dissertation work. These are theoretical (enrichment of theoretical statements in the tourism theory); methodological (conceptual model for a golf complex strategy development) and applied (approbation of the author's model; identification of the potential golf complexes market segments in Bulgaria; guidelines for sustainable gold tourism model).

#### **6. Confirmed or unconfirmed plagiarism in the dissertation or the abstract**

I find no plagiarism in the doctoral thesis and the abstract presented by the PhD student.

#### **7. Remarks and recommendations**

I have no critical remarks and recommendations regarding the dissertation work.

#### **8. Questions to the PhD student**

I have no questions for the PhD student, in view of the comprehensive and logically stated research in the PhD thesis.

### **9. Conclusion**

The presented PhD is an original and in-depth scientific study that has a distinct contribution to the theory of tourism and a definite applied character for the Bulgarian golf tourism and golf complexes development. The research model and methodology are applicable, especially given the fact that they are consistent with the current National Strategy for Sustainable Tourism in Bulgaria. The author successfully combines his theoretical knowledge with his professional interests, demonstrating competence, a prominent author's position and strategic business thinking.

In conclusion, on the basis of the opinion presented by me, I give my **highly positive assessment of the presented doctorate and recommend the honorable Scientific Jury to award the PhD student Dimitar Hristov Kolev the educational and scientific degree "doctor" in professional field 3.9. Tourism, scientific specialty "Economics and Management (Tourism)".**

**10.02.2025,  
Burgas**

**The statement has been prepared by:**

**/Associate Professor Elena Ilieva, PhD/**

Заличена информация съгласно  
ЗЗЛД и регламент (ЕС) 2016/ 679

**TO**

**THE CHAIRMAN OF THE SCIENTIFIC JURY  
DETERMINED BY Rector's ORDER**

**OF THE UNIVERSITY OF ECONOMICS - VARNA**

**according to the procedure for acquiring the educational and scientific degree "doctor" in  
the scientific specialty "Economics and management (tourism)"**

**OPINION**

**To acquire the educational and scientific degree "Doctor" in professional  
direction 3.9. Tourism, Economics and Management (Tourism) doctoral programme  
Announced procedure by University of Economics - Varna**

**1. General information**

**Drafted the opinion:** Prof. Dr. Vesselina Ivanova Atanasova, University "Prof. Dr. Asen Zlatarov" - Burgas, College of Tourism - Burgas.

**Reason for writing the opinion:** Order No RD 06-191/23.12.2024 of the Rector of the University of Economics - Varna appointing a Scientific Jury.

**Author of the dissertation:** Dimitar Hristov Kolev, PhD student at the Economics and Organization of Tourism Department at the University of Economics - Varna.

**Subject of the dissertation:** Strategies for the development of golf complexes in Bulgaria.

**Scientific supervisor:** Prof. Tanya Dabeva, PhD

**2. General presentation of the dissertation**

The scientific paper of PhD student Dimitar Hristov Kolev, submitted for review, is focused on the opportunities for development of golf complexes on the territory of the Republic of Bulgaria. According to the author, Bulgaria has real potential to become one of the most desirable and popular golf destinations in Europe because it has favorable climate conditions and golf courses located among remarkable landscapes.

137 literature and information sources have been used and successfully integrated into the text, including 131 literature sources and 9 websites.

Argued and convincingly defined, the topicality of the analyzed topic, the subject and the object of the study. The main goal of the dissertation, says PhD student Kolev, is "the formation and elaboration of strategies for the development of golf complexes in Bulgaria on the basis of a conceptual model for the development of these strategies." In order to achieve this scientific goal, the author sets and formulates 6 research tasks.

The paper defends the **thesis that** the properly formulated strategy for the development of golf complexes is a prerequisite for increasing their competitiveness and for the effective development of golf tourism in the respective destination.

The formulated thesis is specified in three research hypotheses.

The research methods used are fully consistent with the research objective and tasks set in the dissertation. Their totality includes: analysis and synthesis, system approach, situational analysis, survey.



An appropriate and justified statistical approach was correctly used to process the data collected during the empirical study.

In the exposition is clearly expressed the author's position of the doctoral student, originality and depth of conclusions, with precise scientific apparatus. The author's approach is consistent with the requirements of the research methods used. There is a clear authenticity of the source data, consistency and credibility of the conclusions and recommendations.

The sources of information are in sufficient volume and thematic focus and correspond to the topic of the study. Doctoral student Dimitar Kolev has conducted a review of 137 Bulgarian and foreign literary sources.

The dissertation work has the character of a complete, completed, original and significant scientific research on the problems and opportunities for construction and development of golf complexes in the country.

As a result of the above, we believe that the dissertation is presented in a form and volume **fully compliant with the requirements** of Art. 27, para. 2 of PPZRASRB and Art. 34, para. 2 and para. 3 of the Rules for the conditions and procedure for acquiring scientific degrees and occupying academic positions in the University of Economics - Varna.

### **3. Publications and participation in scientific forums**

Doctoral student Kolev presents six scientific publications, fully or partially related to the topic of the dissertation - 1 article and 5 papers. The scientific output of the developed doctorate meets the minimum national requirements for the award of a doctoral degree in accordance with Article 26(2) and (3) of the ZRASRB and the quantitative requirements under Article 35(1)(1) to (4) of the Rules for the Development of Academic Staff at UE-Varna.

### **4. Assessment of the structure and content of the dissertation**

From a **meaningful point of view**, the dissertation has a classical structure for this type of scientific work: introduction; theoretical part; Analytical part; Application part and conclusion.

Golf tourism has a future, says PhD student Kolev, in Bulgaria it can undoubtedly contribute to diversifying the offer in world golf tourism with its unique nature. Worldwide, most golf courses are located in the tropical climate zone and much less in the temperate-continental. A prerequisite for the development of golf tourism in Bulgaria is the condition that the temperate-continental climate zone has more opportunities to extend the game season compared to that in the tropical zone.

Structurally, the content of the dissertation is logically bound, detailed, consistent with relatively well-balanced parts, clear and understandable style.

In the course of the presentation, comprising a total of 218 pages, of which: introduction (4 pages); presentation in three chapters (199 p.); Conclusion (4 p.); a list of the literature used (137 literary sources, 11 p.), logically, consistently and in depth, the basic concepts of "strategic planning" and "business model of tourist golf complexes" are revealed, the theoretical formulations, the analysis are clarified, and specific isodes and guidelines are made for the development of strategies for the development of golf complexes in Bulgaria. The dissertation also includes 6 annexes. The main text contains 34 tables and 25 figures.

**In the first chapter** are systematized the theoretical foundations and features of strategic planning, the author follows the development of the concepts of strategic positioning of business units. The review and systematization of specialized publications and scientific literature in the field confirms the conclusion that the process of strategic choice in tourism is derived from strategic planning.

In summary of the classification concepts of the different authors, we offer our own systematization of the types of strategies, which we believe that each golf complex, considered as a business organization or enterprise, should develop and implement in order to achieve competitiveness.

The author's proposed 'conceptual model for developing a golf complex strategy' is already a contributing point in the first chapter.

**The second chapter** in structural and logical aspect is devoted to the situational analysis of golf complexes in Bulgaria.

The author affirms that the favorable climatic conditions in Bulgaria definitely allow playing on suitable golf pitches almost all months of the year, which in itself is a great advantage. On the other hand, the wide variety of natural resources is also a very important component for the successful development of golf tourism and represents a challenge for golf lovers from all over the world. The atmospheric conditions, the natural environment and the rich historical heritage of the country are the key to turning Bulgaria into a successful golf destination for South and Southeastern Europe.

After a detailed analysis of the macro environment of golf complexes in Bulgaria, PhD student Kolev considers the micro environment as a subdivision of the business environment, which includes the factors that are closest to the company and over which it may have some control. Analyzing the clients of the golf complexes and their main motivation for travel, the conclusion is confirmed that they give priority to destinations with famous golf courses and facilities, first-class accommodation, restaurants and entertainment activities, contributing to the luxury segment of the tourism industry.

The results of the empirical research give us grounds to make the following conclusions about the empirical hypotheses formulated in the research work:

With regard to the first hypothesis, 'There are no clearly formulated strategies for the development of golf complexes in Bulgaria', the results of the surveys conducted prove that we cannot talk about a unified strategy between individual golf complexes.

With regard to the second hypothesis, 'Visitors to golf resorts in Bulgaria do not have golf as their main objective', although the difference in percentages is small, golf takes precedence and, on the basis of these results, hypothesis 2 is rejected.

In the third hypothesis: "Favourable conditions exist for the development of golf tourism in Bulgaria" for:

A:Golf facilities and golf services

B:Accommodation and feeding

C: Various accompanying activities and services

The hypothesis is confirmed in all three categories.

In **chapter three**, the doctoral student reveals specific guidelines for developing strategies for the development of golf complexes in Bulgaria.

As an overall summary of the theoretical review and the analysis of the empirical results, the third chapter outlines guidelines for developing strategies for the development of golf complexes in Bulgaria. **The trends in the development of golf tourism are revealed and some good practices are outlined.**

Based on the analysis of the target market segments, PhD student D. Kolev concludes that in order to position golf complexes in Bulgaria as a successful golf destination for visitors from local, national and international markets, they must be provided with compelling and authentic experiences that meet all aspects of their expectations. For this purpose, you need to develop products that meet the requirements and preferences of different types of golfers. Based on the profile of the target groups of golfers derived from the analysis of the results of the survey, the author proposes appropriate strategies for each group regarding the elements of the marketing mix.

In the author's opinion, in order for Bulgaria to be a competitive destination for golf tourism, the state and local authorities must encourage and stimulate the construction of golf courses in various ways, including through various forms of public-private partnerships. The main prerequisite for the development of Bulgaria as a golf tourism destination is the construction of golf courses. With the presence of active golf courses, it is clear that Bulgaria is not a country offering a competitive and developed tourism product golf tourism.

The author justifiably presents objectives, measures and actions to create a favorable environment for increasing the competitiveness of Bulgaria as a golf tourism destination and recommends cooperation and cooperation in the sector.

It is also important for the golf industry to promote other activities beyond golf, as research proves that this can become a decisive factor in the travel decision-making process. Encouraging other activities

would also necessitate a commercial partnership with local businesses.

In conclusion, on the basis of the findings presented, the dissertation is presented in a form and volume meeting the requirements of Art. 27, para. 2 of PPZRASRB and Art. 34, para. 2 and para. 3 of the Rules for the Conditions and Procedure for Acquisition of Scientific Degrees and Occupation of Academic Positions at the University of Economics - Varna.

#### **5. Scientific and applied contributions**

At our discretion, the dissertation contains the following theoretical-methodological and practical-applied contributions:

First, in the research field of golf tourism, scientific knowledge is enriched with a specific model that contributes to the theoretical understanding of the business model of the golf complex and reveals new approaches to its analysis.

Secondly, on the basis of the constructed conceptual model, an author's methodology has been developed and a study on the state of golf complexes in Bulgaria has been carried out, with which scientific hypotheses have been tested.

Thirdly, on the basis of approbation of the theoretical model by conducting empirical research, it was established which are the potential market segments of the golf complexes in Bulgaria, which are the tourist motives when choosing a trip and which features of the golf complex influence decision making.

Fourthly, based on the results of the empirical research and emerging trends, guidelines for the development of strategies of golf complexes in Bulgaria are formulated, tailored to the conditions of Bulgaria and having a potential impact on the development of a sustainable model of golf tourism in Bulgaria.

#### **6. Plagiarism found or not found in the dissertation and autoreferencing**

I do not find plagiarism in the presented doctorate and autoreferate by PhD student Dimitar Kolev

#### **7. Critical remarks and recommendations**

With regard to the dissertation - main presentation, author's thesis and argumentation of the conclusions, we have no critical notes and recommendations.

#### **8. Questions for the doctoral student**

We have no questions for the doctoral student, in view of the comprehensive and multifaceted study in the doctorate.

#### **9. Conclusion**

The proposed doctoral dissertation by Dimitar Kolev on "Strategies for the development of golf complexes in Bulgaria" significantly enriches the science and practice regarding the development of this alternative type of tourism.

The presented scientific work is a completed independent study that meets the necessary requirements for such developments in terms of structure, significance and completeness. With its development, specific scientific and applied results have been achieved and contribution points clearly stand out.

In conclusion, on the basis of the opinion I have presented, I give my **positive assessment of the doctorate presented** and recommend to the Scientific Jury to **award the Doctoral student Dimitar Kolev the educational and scientific degree of Doctor in the field of higher education 3. Social, Business and Legal Sciences, professional field 3.9. 'Tourism', scientific specialty 'Economics and Management (Tourism)'**.

29.01.2025  
Burgas

Prepared the opinion  
Assoc. Prof. Dr. Veselina Atanasova

Заличена информация съгласно  
ЗЗД и регламент (ЕС) 2016/ 679