

## OPINION

according to the procedure of the University Prof Dr. Asen Zlatarov Burgas  
for awarding the educational and scientific degree "Doctor"

**Regarding the dissertation on the topic:** Possibilities of applying the Dropshipping delivery method to small and medium-sized enterprises

**Professional Field:** 3.7. Administration and Management

**Doctoral Programme:** Organization and management of production (industry)

**Author:** Nadejda Dimova Koprinkova-Noncheva

**Developed by:** Assoc. prof. Kremena Andonova, PhD – Varna Free University Chernorizets Hrabar, elected as a member of the Scientific Jury, according to the Rector's orders (№ УД-154/23.06.2023 & № УД-179/18.07.2023)

This opinion has been prepared on the basis of submitted: dissertation, Author's abstract, publications and reference for compliance with the minimum required points by groups of indicators for the relevant scientific degree, approved by the National Center for Information and Documentation.

### I. GENERAL CHARACTERISTICS AND EVALUATION OF THE DISSERTATION

The dissertation consists of 271 pages, which are distributed respectively in: lists of figures, tables and diagrams (5 pages), introduction (8 pages), three chapters (227 pages), conclusion (15 pages), bibliography (11 pages).

**There are sufficient grounds for defining the presented dissertation as a complex and complete study, corresponding to the requirements for this type of scientific researches, namely:**

1. The relevance of the chosen topic is undoubted. The subject scope includes theoretical, methodological and applied issues of the introduction and application of the Dropshipping delivery method in Bulgarian SMEs, as well as the possibilities for its subsequent development and improvement.

2. An appropriate logical plan for conducting the overall PhD research has been adopted, which has found expression in a sufficient volume and structure of the dissertation, corresponding to the topic, subject and object of the research.

3. The specified general methodological tools and specific research methods were correctly chosen and skillfully used, which contributed to the successful implementation of the dissertation research.

4. The author knows the literature in the field of the studied problem. The bibliography for the development of the present dissertation is recent and correctly cited, consisting of 158 titles - including 19 sources in Bulgarian, 104 sources in foreign languages, 24 national and foreign legal acts, reports and strategies, as well as 30 Internet resources.

5. An actual quantitative author's study of the application of the Dropshipping delivery method among 374 SMEs from various fields of activity operating on the territory of Bulgaria was conducted.

6. The PhD student demonstrates the ability to discover and analyze unsolved problems, to systematize and form interesting scientific theses, which can be presented comprehensibly and accurately.

7. The results of the dissertation have been published in specialized scientific journals (including refereed journals with impact factor) and have been presented at scientific conferences, which testifies to the development of the author's ideas on the problem, as well as that the contributions are the fruit of independent author's research.

## **II. SUMMARY OF THE MORE SIGNIFICANT STRENGTHS AND RESULTS OF THE DISSERTATION**

**The dissertation submitted for defense satisfies to a high degree the set scientific research objectives, offers verification of the author's theses, formulations and proposals. Theoretical and practical-applied results have been achieved, the more significant of which can be highlighted:**

1. The theoretical discussion related to the application of the Dropshipping method in SMEs enterprises is critically considered. Various points of view of representatives of contemporary science are correctly interpreted, the author's views are highlighted. Working definitions, which are relevant to the application of the Dropshipping delivery method, including as a complementary element to the classic supply chain, are specified and derived.

2. On the basis of identified gaps in the legislation of the studied problem, the need to apply a strategic approach (including the adoption of a National strategy) to manage the Dropshipping delivery method in SMEs in Bulgaria, as well as to manage customer satisfaction in the application of e-commerce, has been argued.

3. As a result of the analysis of foreign experience and national specifics in the problem area under consideration, scientific evidence has been presented for the applicability of the Dropshipping delivery method in SMEs in Bulgaria, as well as for the

opportunities it provides for expanding the range of offered goods and their promotion on foreign markets.

4. A methodology was developed for researching the application of the Dropshipping delivery method, on the basis of which specific steps were subsequently taken to satisfy the adopted research tasks. A three-stage methodological framework is developed and justified. Through application of specific sociological and statistical methods the accurate evidence is obtained in support of the defended research theses.

5. A quantitative assessment of the possibilities for application of the Dropshipping method in SMEs in Bulgaria was made based on a constructed SWOT matrix. As a result, some solutions were generated to minimize the risks of the interaction between weaknesses and threats, as well as to strengthen the favorable opportunities in managing the considered business processes in SMEs.

6. Alternative solutions and possible problems in the application of the Dropshipping method have been identified and substantiated, in the context of analyzed organizational, management, marketing, socio-economic, etc. dimensions of the specific business environment in which Bulgarian SMEs operate.

7. A thorough qualitative and quantitative study of the possibilities of application, development and improvement of the Dropshipping method in the management of Bulgarian SMEs was carried out. The results of the application of the research methods laid down in the methodological part of the dissertation were presented, systematized and summarized in an appropriate way.

8. The tasks defined in the dissertation methodology have been fulfilled, and specific suggestions and proposals for improving the process of introducing the Dropshipping method as part of the supply chain have been formulated.

**In general, the listed contributions are acceptable and could be considered as further development and enrichment of existing knowledge and its application in public practice. They contain theoretical interpretations of issues related to the application of contemporary knowledge of supply chain management and own ideas for the application and improvement of the Dropshipping delivery method.**

### **III. NOTES, RECOMMENDATIONS AND QUESTIONS**

1. From the point of view of a better presentation of the dissertation, the defined goals, tasks and limitations should be included in the Author's abstract, which would outline the research field even more clearly.
2. A formulation of the research problem is also needed (which is currently missing in the dissertation as well). This would allow a clearer identification and understanding

of the unsolved research questions – their degree of complexity, their relationship with other problems, a clearer delineation of the possibilities to substantiate the defense thesis.

3. Regardless of the fact that I accept essentially the contributions that the author claims, a note can be made regarding their structuring (of scientific and scientific-applied) as well as of their reduction (some of them could be combined and accordingly find more appropriate wording – for example contributions 1 and 2, contributions 3,5 and 6, etc.).
4. The author could be recommended as soon as possible to publish a book on the dissertation, which would help to more fully popularize the obtained research results, especially as regards the discussed opportunities for improving the strategic platform for the application of Dropshipping in SMEs in Bulgaria.

**The notes and recommendations made above do not change my definitely positive assessment of the scale and significance of the conducted PhD research. They do not question the future prospects for its development.**

## **V. CONCLUSION**

The dissertation submitted for defense could be considered as a completed scientific research. The author demonstrates the ability to analyze and offer his own solutions to complex social problems. The obtained contribution results from the dissertation give me reason to assume that it fully meets the requirements of the Law and the Regulations for the Development of the Academic Staff in the Republic of Bulgaria.

**I propose to the members of the Honorable Scientific Jury to award the educational and scientific degree "Doctor" in Organization and Management of Production (Industry), in professional direction 3.7. Administration and Management, to Nadezhda Koprinkova-Noncheva.**

28.07.2023

Opinion drawn up by:

(Assoc. prof. Kремена Андреева, Phd)

Подпис заличен  
Чл.2 от ЗЗЛД