

## SCIENTIFIC STATEMENT

**By:** Associate Prof. Mariana Kirilova Ianeva, PhD

**About:** dissertation paperwork for awarding with educational and scientific degree "PhD" in professional direction: 3.8 Economics, scientific specialty: "Economics and management (tourism)", Academy of Economics "D. A. Tsenov – Svishtov".

Author of the dissertation paperwork: *Galya Koleva Moneva*

Theme of the dissertation paperwork: *"Restaurant Engineering for the purposes of Revenue Management"*

### 1. General characteristics of the dissertation paperwork

**Structure** of the dissertation paperwork of PhD student Galya Moneva rests on well-grounded logic, consistency and connection between the reviewed issues. It consists of introduction (6 pages), exposition in three chapters (220 pages), conclusion (11 pages) and list of used literature resources (9 pages). The paperwork is in a **volume** of 250 pages.

- *Assessment for: the topic; the purpose; the tasks; the object; the subject; the main thesis of the dissertation.*

Argumentatively and convincingly are highlighted the **relevance and significance** of the researched issues related to the need for revenue management in the restaurant industry, through the application of modern and innovative concepts in the expression of menu engineering. The researched revenue management tool in the restaurant business serves as an approach to optimize management processes in terms of reducing lost benefits from unrealized sales, as well as creating prerequisites for increasing the profit from the activity of the tourism enterprise. Studied are possibilities of creating new and modern perspective for increasing the competitiveness of restaurants, by successfully applying the means of menu engineering.

The **main goal** of the dissertation paperwork is clearly and precisely defined, namely – to analyze and study the role of restaurant menu engineering in the management of the restaurant business, with the aim to achieve optimal revenue and increase the competitiveness of enterprises. The goal is achieved by solving **5 research tasks**.

Correctly distinguished are the **object** of the research – the restaurant menu engineering and the **subject** of the research, which concerns the process of optimizing management operations in the restaurant business.

The **main thesis** of the dissertation paperwork is appropriately formulated, which is based on analysis and study of the role of restaurant menu engineering

in the management of revenue in the restaurant business, with the goal to achieve optimal incomes and increase the competitiveness of tourism companies.

**Limitations** accompanying the dissertation paperwork are mainly related to an analysis of the presented issues, concerning only practices applied in Bulgaria, without researching the world's leading tourism destinations. A limitation is also the emphasis on menu engineering as a means of revenue management in the restaurant business, without considering other organizational-management aspects of revenue management in the restaurant industry, available both in the scientific literature and in the tourism practice.

- *Scientific literature recourses of information.*

**The resources of information** include monographs and scientific works of Bulgarian and foreign authors, examining the issues related to revenue management; specialized publications of business and tourism organizations; legal and regulatory acts in the field of tourism; reports from regional, national and international conferences; statistical publications of international tourism organizations and NSI.

PhD student Galya Moneva **knows well** the concepts of famous authors on the studied issues and successfully interprets them. Literature resources have been used in **good faith and correctly**.

## **2. Assessment of the obtained scientific and scientifically applied results**

- *Emphasis is placed on the main scientific and/or scientifically applied results achieved in the dissertation paperwork*

**The content** of the dissertation paperwork testifies that the PhD student Galya Moneva realized a **deep scientific study** and is a very **good practical proof** of author's goals and tasks. The **style** is tight and precise. Text is written in understandable **scientific language**.

The logical framework of the exhibition is presented in the **introduction**. Justified is the necessity of researching menu engineering, the relevance of the presented topic and the author's goals.

**First chapter** of the dissertation paperwork "**Theoretical foundations of revenue management and the place of menu engineering in it**" examines the theoretical foundations, definitions and characteristics of revenue management. Special attention is paid to the place of menu engineering in the restaurant industry within the scope of revenue management.

In the **second chapter** of the dissertation "**Methodological framework for application of menu engineering in the restaurant business**" are analysed specifics of the introduction of menu engineering in the restaurant business and the application of menu engineering to achieve the goals of revenue management in the restaurant business. Emphasis is placed on the elements when building a menu design.

Presented is a system of criteria aimed at evaluating individual menu items on a three-point Likert scale.

In the **third chapter** of the dissertation “**Applied aspects of revenue management in the restaurant business**” presents tourism sites – restaurants, where the newly created conceptual model is tested. A situational analysis of the structure types of food and entertainment establishments is places. Emphasis in the research is the testing of the studied model in selected 2 restaurant establishments.

**Main conclusions and summaries** of the dissertation paperwork are presented. In the **conclusion**, the main theoretical propositions related to the specifics of menu engineering in the scope of revenue management are summarized and the results and recommendations given to the restaurant establishments, as a result of the conducted research, are synthesized.

- *Attention is paid to the research methodology.*

The research methodology is based on a set of research approaches and methods. They are induction and deduction, inquiry and observation, analysis and synthesis, survey research, planning and development.

- *Assessment is given to the performance of the assigned tasks and the achievement of the goal of the dissertation work are evaluated.*

The achieved **scientific and scientific-applied results** in the course of developing the dissertation represent an original contribution to the science of tourism. They give grounds for the conclusion that the objective has been **achieved**. The research tasks have been **completed**. The research thesis is **confirmed**.

### **3. Critical notes, recommendations and questions**

I have no **critical notes** on the presented dissertation paperwork.

As **recommendations** – the following can be given, for publicizing the achieved results – to issue a scientific studia with the results of the conducted research.

#### **Questions for the PhD student:**

1. Can the methods of menu engineering help to increase the loyalty of restaurant visitors and if so – in what way?
2. Is it possible for menu engineering to find an application for repositioning the image of the restaurant?
3. According to the author, is it possible to apply an identical strategy of menu engineering in restaurants of one chain that are located in different countries?

### **4. Conclusion**

The dissertation paperwork is a **scientific-applied solution** to a real practical issue of public importance. The PhD student has in-depth theoretical

knowledge in the field of restaurant business and the ability to conduct independent scientific research. Based on the convincing evidence of the scientifically applied results with the nature of contributions, the PhD student has achieved the goal of the dissertation paperwork and fulfilled the relevant tasks. She correctly formulates and defends her PhD thesis, knows the literature resources well, expresses her own opinion, demonstrates the ability to conduct independent research and interpretation of the results, as well as the ability to present them comprehensibly. With the substantiated scientific conclusions and recommendations, it enriches the existing scientific knowledge in the field of revenue management of the restaurant business and the application of menu engineering for its development.

I propose **to start a procedure** for awarding the educational and scientific degree “PhD” in the field of higher education in professional direction 3.8 “Economics and management (tourism)” to GALIA KOLEVA MONEVA, a PhD student at the Academy of Economics “D. A. Tsenov – Svishtov”.

Prepared:  
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