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ИНТЕЛИГЕНТНАТА СПЕЦИАЛИЗАЦИЯ В
ДЕСЕТИЛЕТИЕТО НА СВЪРЗАНОСТТА И
АВТОМАТИЗАЦИЯТА**

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**CONTEMPORARY MANAGEMENT PRACTICES XI
SMART SPECIALISATION IN THE DECADE OF
BUSINESS CONNECTIVITY TO LOCOMOTIONS**

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АБСТРАКТИ ОТ КОНФЕРЕНЦИЯТА

BOOK OF ABSTRACTS

ИНДУСТРИАЛНИ ПАРКОВЕ – УПРАВЛЕНСКИ ПРАКТИКИ В БЪЛГАРИЯ

**Д-р Антоанета Барес, Изпълнителен директор на Национална
компания индустриални зони**

**INDUSTRIAL PARKS - MANAGEMENT PRACTICES IN BULGARIA
Antoaneta Bares, PhD, Chief Executive Officer, National Company
Industrial Zones PLC, Bulgaria**

**Antoaneta Bares, PhD
National Company Industrial Zones PLC, Bulgaria**

В настоящото резюме ще бъдат засегнати едни от най – важните аспекти на темата, свързана със съвременните управленски практики в България по отношение на индустриалните паркове, а именно:

- Формулиране на визията и стратегическите цели при управлението на индустриални паркове - изграждане на индустриални паркове от нов тип в Република България, като предпоставка за привличане на инвеститори в сектори с висока добавена стойност, положителен търговски баланс и устойчиво икономическо развитие.
- Развитие на индустриални зони от нов тип и усъвършенстване на предлаганите услуги според най-високите стандартни на индустрията в световен мащаб и обмяна на добри практики. Ролята на новия Закон за индустриалните паркове за условията и реда за тяхното създаване, управлението, развитието, както и статута на индустриалните паркове. Идеята е да се стимулира развитието на атрактивна среда за реализация на привлечените инвестиции, а също така за тяхното задържане и разширение като се осигури подкрепа на индустриалното развитие от страна на държавата. Целта на закона е инвеститорите да получат по-сериозна помощ и повече облекчения. А от друга страна да се урегулира работата на оператора на индустриалната зона
- Ролята на Закона за насърчаване на инвестициите (ЗНИ) за стимулиране на реализацията на проекти в нови, иновационни и/или структуроопределящи сектори в икономиката с висока добавена стойност, включително изграждане на центрове за високотехнологични и иновативни производства.
- Организационна структура на операторите на индустриални паркове в България – директно -управление, управление чрез дъщерни дружества, съвместно управление със съответните общини.
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- Партньорство и развитие на съвместни инициативи с водещи български и международни научни и образователни институции
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- Поддържане на дългосрочни отношения с инвеститорите и партньорите, основани на принципите за сътрудничество, прозрачност и предвидимост.
- Социално – икономически ефект от индустриалните паркове върху отделните региони – подпомагане на развитието на отделни икономически райони в страната с акцент върху регионалната интелигентна специализация и конкурентни предимства на региона. Насочването на инвестициите, освен в техническа инфраструктура, и в подобряване на жизнената и социалната среда на парковете, така че да се превърнат в привлекателно място не само за работа, но и за отдих.
- Кръговата икономика като един от основните приоритети на ЕС и съответно прилагането ѝ е във фокуса на бизнеса. Ключовите цели на концепцията за кръгова икономика и реализиране на идеята за спестяване на ресурси, създаване на заетост и намаляване на отрицателното въздействие върху околната среда.

This summary will address some of the most important aspects of the topic related to modern management practices in Bulgaria in the field of industrial park management, namely:

- Defining the vision and strategic goals in the management of industrial parks - construction of new industrial parks in the Republic of Bulgaria, as a prerequisite for attracting investors in sectors with high added value, positive trade balance and sustainable economic development.
- Development of new type of industrial zones and improvement of the offered services according to the highest industry standards worldwide and good practices. The role of the new Law on Industrial Parks for the conditions and procedure for their creation, management, development, as well as the status of industrial parks. The idea is to encourage the development of an attractive environment for the realization of the attracted investments, as well as for their retention and expansion by providing support for the industrial development by the state. The purpose of the law is for investors to receive more serious help and more relief, and on the other hand – the regulation of the industrial zone operator’s activities.
- The role of the Investment Promotion Act (IPA) to stimulate the implementation of projects in new, innovative and / or structural high value-added sectors of the economy, including the construction of centers for high-tech and innovative industries.
- Organizational structure of the operators of industrial parks in Bulgaria - direct management, management through subsidiaries, joint management with the respective municipalities.
- Partnership and development of joint initiatives with leading Bulgarian and international scientific and educational institutions.
- Maintaining long-term relationships with investors and partners based on the principles of cooperation, transparency and predictability.
- Socio-economic effect of industrial parks on the territory of different regions - supporting the development of a particular economic regions in the country with an emphasis on regional smart specialization and

competitive advantages of the region. Directing investments, in to technical infrastructure, as well as in improving the living and social environment of the parks, so that they to become an attractive place, not only for work, but also for recreation.

- The Circular economy as one of the main priorities of the EU, and respectively its implementation is in the focus of business. The key objectives of the concept of the Circular economy and the realization of the idea of saving resources, creating jobs and reducing the negative impact on the environment.

MULTI-DISCIPLINARY INNOVATION FOR SOCIAL CHANGE IN THE QUADRUPLE HELIX

Katri-Liis Lepik
School of Governance, Law and Society AT Tallinn University,
Visiting Fellow Northumbria University
Chair of the COST Action CA18236

THE SMART SPECIALISATION FOCUS TO THE INDUSTRIAL REGIONAL SCALE

Prof. Milen Baltov, PhD
Burgas Free University, Bulgaria

The focus of this paper is to provide a model for indexing the innovation activity of the companies at national (macro level) and regional level (micro level in two regions), depending on their sectoral affiliation (under NACE) and establishing inconsistencies analysis) to the already identified priority thematic areas at the end of the implementation period of the Integrated Intelligent Specialization Strategy (ISIS). The presented model will serve to correct the existing or validate new priority thematic areas for the post-2021 period and will present criteria for new (for the next programming period) compliance of the fields both with the specifics of the circular economy and with the expected new in territorial aspect planning regions in the Republic of Bulgaria.

The main research thesis is that a new model of indexing of the innovation activity of business units and their regional concentration should be set, which should not only correspond to the available capacities and assets but also to the specific advantages of a circular economy. In the paper one of the the research hypotheses is challenged. Namely it is on the assumption that technological prerequisites stand to some sectors, the principles of the circular economy, such as long-term asset use, multiple use of materials; repairability and upgrading of products through the 'Internet of Things' to work faster and with a lower level of investment, and priority should be given.

In Bulgaria, the team of Burgas Free University performed already a field research behind a substantial part of the content in this paper under the IRISI („Indexing the Regional Innovative Levels in the Sectors of the Economy - scenario for the identified in the ISSS four priority thematic areas for smart specialization and their positioning towards the circular economy“) project financed under the Bulgarian National Scientific Fund. The research objectives, met are on a desk research of the existing models for assessing the innovation activity of the companies and in particular the activity towards the principles of the circular economy will be made, and on a field research of some 150 business units from the Southwest and South-Eastern regions in Bulgaria, surveyed on the basis of their behavior and behavioral and management decisions of their owners / managers.

SMART SPECIALISATION FOR PROMOTING ARTIFICIAL INTELLIGENCE IN THE WIDENING COUNTRIES

Prof. Nikolay Shterev, PhD
University of National and World Economy, Bulgaria

At the end of 2010 an interim evaluation of the framework programme (FP) for science identified that some member states of the European Union (EU), mainly those that joined the EU after 2004, had low participation rates in the scientific and research projects. Couple of years later when programming the next FP some widening actions under the Spreading Excellence and Widening Participation part had to address the causes of low participation by fully exploiting the potential of Europe's talent pool. Thus appeared the terminology widening became a narrative for the countries in this frame – altogether 15 member states and 12 associate countries and territories to the EU. For the last couple of years, a substantial part of the effort toward the widening countries are focused on accelerating the Artificial Intelligence (AI) development and utilization. Much more it is considered itself as accelerator for other research achievements and innovation impacts and becomes a key for the smart specialisation of the countries and their regions.

The research developments in the modelling of innovation capacity of SMEs in Bulgaria and in Europe, as well as assessing the current state of innovation capacity for AI of SMEs by exploring accessible data on the economic situation of Bulgarian companies. At the same time, two pilot studies were carried out at the first stage: on innovation processes, products and services in SMEs, investments, cooperation with other business units, etc. and on innovation processes, products and services in SMEs, organizational and marketing innovations, investments made and planned, common and new business practices, their cooperation with other business units future is now as the transformations documented in this chapter are already taking place. In fact, some of them have been occurring for a few decades already. Some of the challenges they entail have therefore been in need of policy action for quite some time, but many countries have

been slow to respond to the AI. Other challenges, however, are gaining strength now or remain difficult to foresee given the uncertainty about future changes in the world of work, and here comes the smart specialisation both in the countries and in their regions. In this context, responsible policy making should aim to enhance the resilience of the innovation, investments and labour market, effectively preparing for a range of potential future.

HUMAN POTENTIAL IN FORMATION OF SOCIAL REPRODUCTION RELATIONS

Assoc. Prof. Grigoriev Viktor, Ph.D
University of management technologies and Economics, St.
Petersburg. Russian Federation

The relevance of perfection of the individual's self-awareness and the existing socio-economic relations that evolve stepwise towards the objectively necessary economic freedom consistent with the fundamental goal of social and personal reproduction is predetermined by the exacerbation of social, ecological, political, religious, national, and other contradictions at all levels of the social structure.

In this regard, the content and nature of the relationship and interdependence of individual and social consciousness and the complex of the existing socio-economic relations as a single system of social and personal reproduction are considered as the main goal of the given research. At the same time, the interaction of the most important components of personality self-awareness, such as the Lower Self, the Actual Self, the Higher Self, volition, desires and others categories, as well as the fundamental differences and peculiarities of their influence on the formation of the essential behavioural characteristics – all the above is considered as a priority objective.

A number of research teams have been working in this direction and already have certain results. For instance, the announced comprehensive strategy Society 5.0 developed by the Japanese government with the active participation of a Japanese big-business association Keidanren is aimed, in the first place, at creating conditions in the society when everyone feels comfortable, where everyone can and wants to take an active part in the life of the society.

It is assumed that Society 5.0 will provide opportunities for everyone to realize their potential; new technologies will help to remove physical, administrative, and social barriers to human self-realization and technology development. "This is supposed to result in sustainable social and economic growth" (as believed by the programme developers). This will be promoted by the technologies which are not an end in themselves, but work to improve the quality of people's life.

Indeed, the technologies used under the Society 5.0 programme are conceived "not only for the sake of deriving profit", but are reinterpreted (as emphasized in the programme) in the context of benefits for the society.

As a matter of fact, the Industry 4.0 strategy, although aimed at production and profit, is developed also in the context of improving the quality of people's life, creating a more comfortable living environment.

Well, the opportunities declared in the Society 5.0 strategy for realization of every person's potential and removal of physical, administrative, and social barriers is a pious wish that may be realized in some cases or will unexpectedly come true as a result of the scientific and technological progress. Whereas, it is necessary to purposefully form the necessary social conditions and opportunities for scientifically grounded perfection of self-awareness of the individual and the society, on the one hand, and, for the harmonization of the existing system of economic egoistically-capitalist relations with their inherent institutional structure and innovational self-awareness of the individual and the society, on the other hand. One should bear in mind at the same time that creating conditions in the society (Society 5.0) where everyone feels comfortable does not guarantee everyone's active participation in the life of the society and for the benefit of the society.

ОНЛАЙН ВИДИМОСТ НА КОРПОРАТИВНАТА СОЦИАЛНА ОТГОВОРНОСТ (КСО) НА ХОТЕЛИТЕ В БЪЛГАРИЯ: СРАВНИТЕЛНО ИЗСЛЕДВАНЕ

**Проф. д-р Лина Анастасова
Бургаски свободен университет**

ONLINE VISIBILITY OF CORPORATE SOCIAL RESPONSIBILITY OF THE HOTELS IN BULGARIA: COMPARATIVE STUDY

**Prof. Lina Anastassova, PhD
Burgas Free University, Bulgaria**

Настоящият доклад изследва състоянието на онлайн видимостта на дейностите свързани с корпоративната социална отговорност на хотелите в България и прави сравнителен анализ на резултатите спрямо 2014 година по същия проблем. Докладът съдържа резултати от контент-анализ на сайтовете на 130 хотела в България и изводи спрямо предходното изследване.

Corporate Social Responsibility (CSR) has progressively become known as one of the key issues in the corporate world including in the hotel industry for the past decades. According to Porter & Kramer (2006) "corporate social responsibility has emerged as an inescapable priority for business leaders in every country." There is much research evidence that companies that practice CSR achieve improved brand image, better reputation, increased customer loyalty and they are more visible to investors. In addition, consumers are progressively more concerned with how companies make their revenue and are expecting businesses to engage in socially responsible

activities that will limit, as well as lessen their social, environmental and ethical impact on society and the communities' life.

The paper explores the online reporting of social responsible activities of the hotels in Bulgaria in 2021 and conducts a comparison with the state in 2014. A модел of 5 indicators for CSR "reporting" (Holcomb, Upchurch & Okumus, 2007) is extended and implemented for the purposes of the study which is based on content-analysis of 130 hotel websites which were analyzed in year 2014. The paper contains conclusions about the state of the CSR online "reporting" of the hotels in Bulgaria nowadays and suggestions about better usage of it for hotel online marketing.

THE QUINTIPLE HELIX AND THE REGENERATIVE ECONOMY

**Prof. Diana Kopeva, Ph.D, University of National and World Economy,
Bulgaria**

MEASURING CIVIL SERVICE POLITIZATION

**Jr. Prof. Madalina Voican, Ph.D, Law Faculty, Craiova University,
Romania**

КОНКУРЕНТОСПОСОБНОСТ НА МСП ЧРЕЗ ПРИЛАГАНЕ НА КОНЦЕПЦИЯТА LEAN

**Проф. д-р Юлия Йоргова, доц. д-р Мария Нейчева
Бургаски свободен университет**

COMPETITIVENESS OF SMES THROUGH THE APPLICATION OF THE LEAN CONCEPT

**Prof. Yuliya Yorgova, PhD, Assoc. Prof. Mariya Neycheva, PhD
Burgas Free University, Bulgaria**

Постигането на устойчивост на резултатите и конкурентоспособност на пазара изисква от организацията непрекъснато оптимизиране и усъвършенстване на съществуващите бизнес процеси. Това предполага както ефективно и ефикасно използване на всички налични ресурси, така и въвеждането на успешни управленски концепции и инструменти в практиката. Една от известните концепции, доказали възможностите си за усъвършенстване на производството на стоки и услуги е Lean концепцията. Въвеждането и в управлението на множество успешни компании в развитите икономики показва във времето, че може да бъде използвана като стратегическо оръжие за постигане на по-добри

резултати и конкурентно предимство. Процесът на въвеждане на принципите на концепцията Lean в организацията може да бъде определен като реализиране на иновационен управленски проект в условията на конкретна организационна структура. За да бъдат постигнати целите на един толкова мащабен за компанията проект, е особено важна ролята на висшето управленско равнище, както и на екипа, който ще го изпълнява. Това до голяма степен зависи от нагласите на ръководството да прилага иновации в управлението на организацията.

В доклада са представени и анализирани данни от проведено проучване за иновационна активност на МСП в югоизточен и югозападен региони на България. На тази база са дискутирани възможностите за внедряване на концепцията Lean като иновативна система за цялостно управление на организацията и ползите, които тя би допринесла за конкурентоспособността на МСП в България.

Achieving sustainability of results and market competitiveness requires the organization to continuously optimize and improve existing business processes. This implies both efficient and effective use of all available resources and the introduction of successful management concepts and tools in practice. One of the well-known concepts that have proven their ability to improve the production of goods and services is the Lean concept. Its introduction and management of many successful companies in developed economies has shown over time that it can be used as a strategic tool to achieve better results and competitive advantage. The process of establishment the principles of the Lean concept in the organization can be defined as the implementation of an innovative management project in the conditions of a specific organizational structure. In order to achieve the goals of such a large-scale project for the company, the role of the top management level is especially important, as well as the team that will implement it. This largely depends on the attitudes of management to apply innovation in the management of the organization.

The report presents and analyzes data from a study on innovation activity of SMEs in the southeastern and southwestern regions of Bulgaria. On this basis, the possibilities for implementation of the Lean concept as an innovative system for overall management of the organization and the benefits that it would contribute to the competitiveness of SMEs in Bulgaria are discussed.

МОДЕЛ НА ВЪЛНОВ ПРЕОБРАЗОВАТЕЛ ЗА ДОБИВ НА ЕЛЕКТРОЕНЕРГИЯ ОТ ЧЕРНО МОРЕ

**Проф. д-р Радостин Долчинков, Доц. д-р Силвия Лецковска,
Елдар Заеров
Бургаски свободен университет**

MODEL OF A WAVE CONVERTER FOR ELECTRICITY PRODUCTION FROM THE BLACK SEA

**Prof. Radostin Dolchinkov, PhD, Assoc. Prof. Silviya Letskovska,
PhD, Eldar Zaerov
Burgas Free University, Bulgaria**

Използването на достъпна електроенергия, преобразувана от морските вълни, би решило доста проблеми, свързани с недостига на енергия. Освен, че технологията за преобразуване на вълновата енергия (WEC) е интересна от техническа гледна точка, тя има няколко ползи за обществото, като например: енергията на морските вълни е устойчив и безкраен енергиен източник; електрическата енергия, получена от вълновата енергия ще повиши енергийната независимост на страните от гледна точка на вноса на енергия; ще се създаде нов производствен сектор, иновативен и осигуряващ работни места; за производството на електричество от морските вълни, не се изискват земни площи.

Тъй като световните енергийни нужди ще продължават да се увеличават, докато запасите от изкопаеми горива се изчерпват, енергията на вълните ще придобива все по - голямо значение.

Преобразувателите на вълновата енергия WEC могат да бъдат категоризирани в зависимост от мястото им на инсталиране: на брега (On-shore) – т.е. в крайбрежни райони, в които дълбочината на водата е в диапазона 10÷15 метра, а максималната височина на вълната – 7÷8 метра; близо до брега (Near-shore) - в плитки водни зони, в които дълбочината на водата е 15÷25 метра, а максималната височина на вълната е 15,6 метра; извън брега (Off-shore) – в дълбочинни водни зони, в които няма естествено ограничение както по отношение на дълбочината, така и по отношение на височината на вълната. Дълбочината на водата винаги трябва да бъде повече от 50 метра, а височината на вълната може да надвишава 30 метра.

Анализът на различните класификации на преобразуватели на вълнова енергия, представени в много научни публикации показва, че те се различават значително. Представени са множество предложения и патенти, които не се вписват в рамките на класификациите.

В настоящия доклад са представени резултати от разработване и изследване на работен модел на вълнов преобразувател за добив на електроенергия от Черно море. Идеята е да се комбинират два типа преобразуватели, които вече са изследвани и работят в реална обстановка. Първият преобразувател от типа подвижен поплавък, който е фиксиран към стената на вълнолома. Преминаваща вълна повдига поплавката, той се задвижва постъпателно и предава движението си към устройство, преобразуващо хидравличното усилие в електрическа енергия. Конструкцията на този тип устройство е относително евтина и безопасна, тъй като в агресивната морска вода се намира само поплавък, за изработката на който не се използват скъпи елементи. Вторият преобразувател е изграден на база на модела на станция Pelamis, в който се използват няколко поплавъка свързани по между си. При преминаване на вълната гъвкавите елементи на преобразувателя се огъват. Така разработвания модел на вълнов преобразувател може да използва готови конструкции, които от една страна в някаква степен

предпазват устройството от супер-вълни, а от друга страна могат да бъдат ефективни в режим на работа, когато има само вертикалното движение на вълната, без силна приливна вълна.

Using affordable electricity converted by sea waves would solve a lot of energy shortage problems. Apart from the fact that wave energy conversion technology (WEC) is technically interesting, it has several benefits for society, such as: sea wave energy is a sustainable and endless source of energy; electricity generated from wave energy will increase the energy independence of countries in terms of energy imports; will establish a new manufacturing sector, innovative and providing jobs; for the production of electricity from sea waves are not required land areas.

As global energy needs continue to increase as fossil fuel reserves run out, wave energy will become increasingly important.

WEC wave energy converters can be categorized according to their place of installation: On-shore - ie. in coastal areas where the water depth is in the range of 10÷15 meters and the maximum wave height - 7÷8 meters; near the shore (Near-shore) - in shallow water areas, where the water depth is 15÷25 meters and the maximum wave height is 15.6 meters; Off-shore - in deep water areas where there is no natural restriction both in terms of depth and in terms of wave height. The depth of the water should always be more than 50 meters and the wave height can exceed 30 meters.

The analysis of the different classifications of wave energy converters presented in many scientific publications shows that they differ significantly. Numerous proposals and patents are presented, which do not fit within the classifications.

This report presents the results of the development and study of a working model of a wave converter for electricity production from the Black Sea. The idea is to combine two types of converters that have already been studied and work in a real environment. The first converter of the mobile float type, which is fixed to the wall of the breakwater. A passing wave lifts the float, it moves translationally and transmits its motion to a device that converts hydraulic force into electrical energy. The construction of this type of device is relatively cheap and safe, as in the aggressive sea water there is only a float, for the manufacture of which no expensive elements are used. The second converter is based on the Pelamis station model, which uses several floats connected to each other. When the wave passes, the flexible elements of the converter bend. The wave converter model developed in this way can use ready-made constructions, which on the one hand to some extent protect the device from super-waves, and on the other hand can be effective in operation mode when there is only vertical wave motion without strong tidal wave.

СЪВРЕМЕННОСТ: EMERGING TECHNOLOGIES И РИСКОВЕ

**Акад. Иван Попчев, проф. д-р Даниела Орозова
Бургаски свободен университет**

MODERNITY: EMERGING TECHNOLOGIES AND RISKS

**Ivan Popchev, Prof. Daniela A. Orozova, PhD
Burgas Free University, Bulgaria**

В новата парадигма Industry 4.0 се идентифицират водещите технологии - emerging technologies, които се характеризират с радикална новост, бърз растеж и въздействие върху останалите технологии. Сложността и взаимната им обвързаност е съпътствана и от значително увеличаване на рисковите фактори от всеобхватната и в някои аспекти стихийна цифровизация, което е повод за безпокойство от формирания разрыв в релацията „човек–цифрова среда“. Всеки риск има негативни, а често и неизвестни, предварително недефинирани въздействия. В тази връзка в доклада се предлага схема от пет фази при изучаване и вземане на решение относно риска. Почертава се необходимостта от нови подходи и решения за формиране на повишена информираност, система от знания, умения и компетентности в сегашните и бъдещите поколения да ползват възможностите на Industry 4.0 за технологични пробиви.

The new paradigm Industry 4.0 identifies the leading technologies - emerging technologies, which are characterized by radical innovation, rapid growth and impact on other technologies. Their complexity and interconnectedness is accompanied by a significant increase in the risk factors of the comprehensive and in some respects spontaneous digitization, which is a cause for concern about the gap formed in the relation "man-digital environment". Each risk has negative, and often unknown, undefined effects. In the report proposes a five-phase scheme for studying and deciding on risk. The need for new approaches and solutions for the formation of increased awareness, system of knowledge, skills and competencies in current and future generations to use the capabilities of Industry 4.0 for technological breakthroughs is emphasized.

KNOWLEDGE MANAGEMENT IN THE CORPORATE LEARNING SYSTEM BASED ON INTERNATIONAL STANDARDS

**Assoc. Prof. Svetlana Fyodorova, PhD and Assoc. Prof. Tatyana
Sokolova, PhD
UMMC Technical University, Verkhnyaya Pyshma, Sverdlovsk
region, Russian Federation**

The article considers methodological approaches to the organization's knowledge management; on the basis of international standards, the elements of the knowledge management system are identified and adapted to the conditions of the educational organization; the result of the work is an algorithm of the knowledge management process in the conditions of

corporate training implementation, which was tested on the basis of the Technical University of the Ural Mining and Metallurgical Company (Russia).

QUINTUPLE SPIRAL AS AN APPROACH FOR EFFECTIVE ACTUALIZATION AND IMPLEMENTATION OF RIS3 OF SOFIA

**Prof. Kostadin Kostadinov, and CAP Tsvetelina Yorgova, PhD
Institute of Mechanics, Bulgarian Academy of Sciences, Bulgaria**

Quintuple spiral is used to develop sustainable world: science and technology to preserve the world for the future generation.

The quintuple approach aims to promote smart and sustainable urban development by strengthening innovative activities in the public sector, carried out in cooperation between citizens, public organizations, businesses and local authorities. The aim is to develop a concrete, focused and realistic plan for updating and implementing the innovation strategy to increase the capacity of the administration and citizens of Sofia Municipality for smart, sustainable and inclusive growth and emphasizes the implementation of the concept of smart specialization as a way to achieve these goals.

RIS3 of Sofia aims to ultimately contribute to improving the QUALITY OF LIFE in the capital city, by establishing Sofia as an innovative and smart city that creates opportunities and conditions for development of young people in sectors and professions of the future and makes business competitive. international markets, by offering goods and services based on responsible research and innovation aimed at markets and the consumer for their effective commercialization.

НАГЛАСИ НА БЪЛГАРСКИТЕ ПРЕДПРИЕМАЧИ КЪМ ПРОДЪЛЖАВАЩОТО ОБУЧЕНИЕ И УПРАВЛЕНСКОТО КОНСУЛТИРАНЕ

**Доц. д-р Мария Нейчева, Проф. д-р Юлия Йоргова – Форд
Бургаски свободен университет**

ATTITUDES OF BULGARIAN ENTREPRENEURS TO CONTINUING EDUCATION AND MANAGEMENT CONSULTING

**Assoc. Prof. Mariya Neycheva, PhD, Prof. Yulia Yorgova, PhD
Burgas Free University, , Bulgaria**

Докладът представя резултатите от проучване на нагласите на малките и средни предприятия към продължаващо обучение на служителите и консултиране на мениджмънта. Проучването е проведено през 2020г. с 151 български предприятия от различни сектори на територията на

югоизточния и югозападния регион, като са събрани данни за широк спектър индикатори за дейността, позволяващи анализи и съпоставки. Резултатите показват, че преобладаваща част от компаниите не разпознават обучението на служителите си като фактор за конкурентно предимство и успех, като се наблюдават и географски разлики - тези практики са по-разпространени в югозападния регион. По отношение на управленското консултиране фирмите предпочитат независими специалисти или малка компания вместо образователна институция. Проучването потвърждава липсата на позитивни нагласи към концепцията „учене през целия живот“, което е сериозно препятствие пред конкурентноспособността, ефективността и икономическото развитие на нашата страна.

This conference paper discusses the results of a survey about attitudes of small and medium-sized enterprises towards continuing education and management consulting. It is conducted with 151 Bulgarian enterprises operating across different economic sectors during the year 2000. Data for a wide range of indicators have been gathered which allows for comparative analyses in different perspectives to be carried out. The study outputs imply that approximately 2/3rd of respondents do not recognize staff training as a factor for competitive advantage and success though some geographical differences have been observed. The companies operating in the southwestern region use these practices more often than those in the southeast. Independent specialist or small specialized companies instead of educational institutions have been preferred in case of management consulting. The survey confirms the view for a lack of sufficient interest and positive attitudes of Bulgarian companies to life-long learning which is an obstacle to competitiveness, efficiency and country's economic development.

ХИБРИДЕН ВЪЗОБНОВЯЕМ ЕНЕРГИЕН ИЗТОЧНИК

**Проф. д-р Радостин Долчинков, инж. Виктор Атанасов
Бургаски свободен университет**

HYBRID RENEWABLE ENERGY SOURCE

**Prof. Eng. Radostin Dolchinkov, PhD, Eng. Victor Atanasov
Burgas Free University, , Bulgaria**

Турбините с вертикална ос на ротация са с много по-голямо разнообразие на конструкция и действие. Известни са разработки от този тип още от 30-те години на миналият век /Дариос, Савонис и др. автори/, за които има информация за изработка на образци, но никога не влезли в приложение. Основният им недостатък се оказва по-ниската им ефективност /около 25-30 % / в сравнение с пропелерните конструкции, които достигат до 40% ефективност и ниският въртящ

момент който могат да създадат. Единствените им предимства остават простата конструкция и независимостта им от посоката на вятъра. Авторите представят нова идея за роторна турбина с вертикална ос на ротация. Принципа на работа на тази турбина, се пренася от ветроходството, като се прави паралел между роторна турбина и яхта, или група яhti движеща се в кръг и свързани в общ център, и вместо шкипера насочващ платната в активен ъгъл спрямо посоката на вятъра, се въвежда механизъм, който се нарича направляващ апарат. Разработката включва създаване на нов тип планетарен двустепенен ремъчен редуктор с четири работни изхода. Този тип редуктор позволява вграждането му в носещата конструкция на ротора и подобрява общия дизайн на турбината и доказано с най-висок КПД на работа от останалите трансмисии. Не изисква мазане, никаква поддръжка и има голям ресурс /живот/, тъй като не изпълнява никакви силови функции. Използва се нестандартното решение, а именно създаване на нова електрическа машина, която да преследва поставените от начало цели, а именно ниска себестойност и висока ефективност на работа. Идеята е за създаване на ниско оборотен, безконтактен и без възбудителни намотки и елементи право токов генератор.

Turbines with a vertical axis of rotation have a much greater variety of construction and operation. Developments of this type are known since the 30s of the last century / Darios, Savonis and others. authors / for whom there is information for making samples, but never entered the application. Their main disadvantage is their lower efficiency / about 25-30% / compared to propeller structures, which reach 40% efficiency and the low torque they can create. Their only advantages remain the simple construction and their independence from the wind direction.

The authors present a new idea for a rotary turbine with a vertical axis of rotation. The principle of operation of this turbine is transferred from sailing by drawing a parallel between a rotor turbine and a yacht, or a group of yachts moving in a circle and connected in a common center, and instead of a skipper directing the sails at an active angle to the wind direction, a mechanism called a guide apparatus.

The development includes the creation of a new type of planetary, two-stage belt reducer with four operating outputs. This type of reducer allows its incorporation into the supporting structure of the rotor and improves the overall design of the turbine and proven to have the highest operating efficiency of other transmissions. It does not require lubrication, no maintenance and has a large resource / life /, as it does not perform any power functions.

The non-standard solution is used, namely the creation of a new electric machine to pursue the goals set from the beginning, namely low cost and high efficiency. The idea is to create a low-speed, non-contact and without excitation windings and elements right current generator.

ИНОВАТИВНИ ПРИЛОЖЕНИЯ НА ВЕИ В МОРСКИЯ ТУРИЗЪМ

Проф. д-р Радостин Долчинков, Доц. д-р Камен Сейменлийски, д-р Гинко Георгиев
Бургаски свободен университет

INNOVATIVE APPLICATIONS OF RES IN SEA TOURISM

Prof. Eng. Radostin Dolchinkov, PhD, Assoc. Prof. Kamen Seimenliiski, PhD, Ginko Georgiev, PhD
Burgas Free University, Bulgaria

Морският туризъм добива все по-голяма популярност и като се има в предвид нарасналия интерес на туристите към атрактивни развлечения, трябва да се търсят решения подходящи за кръговата икономика.

Той има някои особености: при него има съчетание на две съставки: възстановяване и развлечение. Акцентът върху всяка от тях зависи от маркетинговата концепция на туристическите центрове.

- за млади хора – повече спорт, двигателни активности и развлечения;
- за туристи от "третата възраст" – възстановяващи, уединени, тихи забавления.

Използването на ВЕИ при задвижването на малки плавателни съдове като алтернатива е подходящ и отговорен към природата начин.

Екипът има разработки в областта на изследвания, свързани с използването на възобновяеми енергийни източници – слънце, вятър, морски вълни. Тествани са в реални работни условия проектирани и реализирани и са получени практически резултати за параметрите на системите им. Продължаването на изследването в цитираната област изисква допълнителни изследвания, свързани с използването на ВЕИ за пътувания при морски туризъм с използване на най-новите технологии в тази област.

Sea tourism is gaining more and more popularity and given the growing interest of tourists in attractive entertainment, solutions suitable for the circular economy must be sought. It has some peculiarities: it has a combination of two ingredients: recovery and entertainment.

The emphasis on each of them depends on the marketing concept of the tourist centers.

- for young people - more sports, physical activities and entertainment;
- for tourists of the "third age" - restorative, secluded, quiet entertainment.

The use of renewable energy in the propulsion of small vessels as an alternative is an appropriate and environmentally responsible way.

The team has research in the field of research related to the use of renewable energy sources - sun, wind, sea waves. They have been tested in real working conditions, designed and implemented, and practical results have been obtained for the parameters of their systems. The continuation of the research in the mentioned area requires additional research related to the use of RES for sea tourism trips using the latest technologies in this field.

ONLINE ADVERTISING CAMPAIGN OF AGRICULTURAL EQUIPMENT

Ch. Assist. Prof. Dr. Tsvetelina Kabakchieva
“D. A. Tsenov” Academy of Economics, Svishtov, Bulgaria

One of the strengths of the modern economy is the progressive use of online communications. Today, every organization, regardless of its activity and size, is aware of the key role that information and communication solutions play in its competitiveness, efficiency, growth and development. Future communication is needed to satisfy both parties.

The purpose of the report is to present the main forms of online advertising of a company offering agricultural machinery, emphasizing the role of online shopping.

EVALUATION OF THE TRANSPORT SECTOR IN EUROPEAN UNION MEMBER STATES

Dr Agnieszka Jakubowska
Koszalin University of Technology, Poland

The aim of the article is an attempt to assess the condition of the transport sector in EU countries. The analysis focused on the assessment of the importance of this sector in the national economy, also in the context of job creation. The differentiation of selected parameters describing the productivity of the transport sector at the level of the economies of the EU Member States was assessed. The specificity of this process was assessed in the context of differences between the countries of the "old" and "new" Union. The convergence processes taking place in this area within a group of EU countries were analyzed.

TAXONOMIC ANALYSIS OF THE SUSTAINABLE TRANSPORT DEVELOPMENT IN CHOSEN EUROPEAN UNION COUNTRIES – A SPATIAL APPROACH

Artur Czech
Warsaw Management Univeristy, Poland

Transport is considered as the basis of socio-economic development in the European Union countries. It is strictly connected with moving goods as well as humans. It should be noted that each transport activity generates both positive and negative external effects. On one hand, positives include achieving economic goals like production of goods and delivering them on the market. On the other hand, transport brings a wide range of problems

such as greenhouse gases emission, global warming, accidents, etc. which affect human's well-being and quality of life.

Nevertheless, transport is considered to be the basic factor of development, both on macro and microeconomic scale. Therefore, all of these put a lot of pressure to implement policies in order to reduce pollution, noise emission, oil consumption or the number of accident victims. Furthermore, the area of European Union is diversified taking into account both its socio-economic development and natural environment pollution. Consequently, all activities should be balanced in order not to destabilize the economy of particular countries, help the natural environment and protect society.

There is a need for the correct diagnosis of sustainable transport development in particular European Union countries. Moreover, it can be considered as the basis for implementation of proper support policy.

The main aim of the paper is to attempt the assessment of sustainable transport development level in European Union countries and identify the underdeveloped spatial areas as the base of implementation for the support policy.

In the scope of dealing with research problem, both classic and order, chosen multivariate statistical measures were implemented into the research process. Moreover, the order taxonomic method with Weber median were introduced which allowed to take into account interactions (directly unobservable relationships) in the set of diagnostic variables. Additionally, implementation of this kind of median allows to make the analysis immune to skewness of particular diagnostic variables.

The source of information for the research was data drawn from the Eurostat Data Base.

A MOBILE APPLICATION DEVELOPMENT THAT SHOWS THE CRIME RATE IN ISTANBUL

**Ceren Cubukcu, Mehmet Gurun
Maltepe University, Istanbul, Turkey**

Crime rates have a very important place in evaluating social welfare of countries and the factors affecting this is a dynamic issue. Types of crimes can be classified in different categories. For example, categories of crimes according to the Turkish Criminal Code types include treason crimes, crimes against liberty, crimes against the state administration, crimes committed against the courthouse, crimes against public order, crimes against public trust, crimes against public welfare, crimes against public morality and family order, crimes of violence against individuals and properties and cybercrimes. Istanbul is experiencing a high problem in terms of crime rates. The fact that the number of unsolved cases is around 33% reveals the need for an urgent solution to this problem. It is possible to develop a program to slow down this increase and increase people's safety. This program can contribute to make people feel safer and help them have a more protected environment. This program is better suited as a mobile

application. This application will both ensure the safety of the people and facilitate the work of law enforcement. As a result of this application, citizens will be able to see the safest and most dangerous neighborhoods with one-click and behave accordingly. This application is primarily intended for visitors of Istanbul in addition to the people who have just moved to the area. The aim of this study is to reduce the crime rate in Turkey starting from Istanbul and provide the safety of the citizens with the help of a mobile application. Therefore, this application targeted crime rates. However, this application can also be extended to other cities and other countries. Numbeo's API will be used in this application. Numbeo is the world's largest cost of living database. Numbeo is also a crowd-sourced global database of quality of life information including housing indicators, perceived crime rates, and quality of healthcare, among many other statistics. This study distinguishes from other studies by both raising awareness and taking on social responsibility.

BROADCAST MANAGEMENT STRATEGY OF MALAYSIAN PUBLIC TELEVISION IN THE DIGITAL AGE

Fakrulnizam Jafri
Universiti Teknologi MARA Shah Alam, Malaysia

This research will focus on broadcast management strategy in Malaysian public television stations as a way for its business sustainability in the digital age. The digital revolution has modified the way television consumed. Audiovisual content can still be enjoyed watch live shows via television sets but recently the audience can also watch it by using their other screen devices such as mobile phones, personal computers, tablets, or other gadgets. With the evolution of internet technology, people can watch live, recorded, and on other digital devices as well. As a result, the audience is becoming fragmented with numerous programming offers and the best and creative content programming will win over the battle. Broadcast managers, executives, and the production team have an important role in the success of a program. It has responsibility for pre-production, production, and post-production activities. It is not an easy thing for the production team to maintain the aired programs with high demand and ratings. The theory used in this research is the Theory of Broadcast Media Management Strategy by Terry (1968), covering four broadcast management functions like planning, organizing, actuating, and controlling (POAC). The proposed research will be a qualitative case study that will be using online personal interviews as the main source of data collection tool.

THE INFLUENCE OF INTRINSIC AND EXTRINSIC REWARDS ON EMPLOYEE ENGAGEMENT AT WORLD TRADE CENTER, KUALA LUMPUR (WTCKL)

**Irmohizam Bin Ibrahim, Norzanah Mat Nor, Luqman Bin Mohd Hata
and Amera Zulaikha Binti Mohd Zubir
AAGBS at the Universiti Teknologi MARA, Shah Alam, Malaysia**

This study focuses on the elements that influence intrinsic and extrinsic rewards toward employee engagement at World Trade Centre, Kuala Lumpur (WTCKL), Malaysia. The purpose of this study was to investigate the relationship between feedback, opportunity of professional growth, self-esteem, pay, benefit, promotion and employee engagement through leadership and recognition, organizational policies and team relations in the work environment. This study applied both qualitative and quantitative approaches. The data was collected from an interview session with the Human Resource Director of WTCKL, while a questionnaire survey was distributed among 169 employees, which were selected through convenience sampling. SWOT analysis, reliability analysis, descriptive analysis and correlation analysis were used to achieve the research objectives. The results from the survey confirmed that feedback, opportunity for professional growth, self-esteem, pay, benefit, and promotion directly influenced employee engagement towards the organization, where the employees feel personally driven to help this organization succeed in the future. Respondents whose age is in the bracket of 31 to 40 years old were found to have a higher employee engagement level than those of other age groups. Male respondents (69.2%) were found to have a higher employee engagement level than female respondents (30.8%) at a ratio of 7:3. Intrinsic rewards have been found as the strongest factor that influenced employee engagement at WTCKL. The results from this study would be very much needed in providing an important implication for the management of WTCKL in enhancing their reward system. This could help the management team to increase the level of their employee engagement and concentrate on the more significant elements to improve future growth.

THE USE OF DECISION TREES IN PLANNING EMPLOYMENT IN TOURISM ENTERPRISES

**Dr Kamila Radlińska
Koszalin University of Technology, Poland**

Tourism enterprises are the basic entity of the tourism economy, which operates on the basis of the assumptions of the microeconomic theory of companies. Their economic decisions focus on determining service levels and pricing to maximize profit. However, the functioning of tourism enterprises shows a significant sector specificity resulting mainly from the seasonality of tourism demand. Because seasonality means that tourism enterprises use their material, financial and human resources to the full only

for a small part of the year. In the context of employment, this forces tourism enterprises to use different planning methods from the traditional ones.

The aim of the article is to try to answer the questions about the basic possibilities of determining the labor demand in tourism enterprises and to check what determines the choice of approach to determining the level of employment. To solve this problem, the conclusions of the literature review and the conclusions of the survey conducted among the tourism industry companies in the Polish seaside area were used. Methods of building and analyzing decision trees were used to explain the mechanism of determining the labor demand in the tourism industry.

Note: * Research funded by the Polish National Science Center on the basis of a decision DEC-2018/02/X/HS4/02506.

DEVELOPMENT PROCESS OF EDUCATIONAL SOFTWARE USING THE SCRUM METHOD

Dr. Mehmet Elibol
Marmara University, Turkey

Educational software is developed to provide solutions to problems related to education or to facilitate training processes. In addition, systems that provide solutions to educational problems are being developed. Different methodologies are used in the development of educational software. The aim of this study is to adapt the Scrum method, which is one of the agile software development methodologies, to the educational software development processes. Scrum principles were explained to students within the scope of mobile application development and web design courses so that students can realize the project process with the Scrum method. After explaining the Scrum principles, they were asked to form project teams. It is explained that each project team can develop a system or software in the field of educational technologies or in a different field. 29 projects that found solutions to educational software or educational problems or education-related problems were included in the research process. Participants of the research process are students who take web design and mobile application development courses in 2016/2017, 2017/2018, 2019/2020 academic year. Since the research is spread over a long period, it includes the project processes of students who take these courses in different periods and develop educational software or educational systems with the Scrum method. While the process is generally followed face to face, part of the research was conducted during the distance education process due to the Covid-19 outbreak that started in 2019. In the research process, interviews, opinion forms, documents that students explain the project development process, and project files were used as data collection tools. In this context, participants who developed educational software in mobile application development and web design courses were enabled to apply the principles of the Scrum method. The stages the participants went through in this

process were explained. Participants successfully performed the processes of determining the Scrum team in the educational software development processes, creating user stories, creating the requirement list, software mapping, preparing screen prototypes, and performing the Sprint processes in cycles. In this direction, it is recommended to follow the Scrum method, which is one of the agile software development processes, in educational software development processes.

GERMANY AS A EUROPEAN LEADER IN DIGITAL COOPERATION WITH THE RUSSIAN FEDERATION

**Prof. Sava Dimov Ph.D.
Burgas Free University, Bulgaria**

The object of analysis is the possibilities of Germany as a European leader in digital cooperation with the Russian Federation. For this purpose, a brief overview of the state of the Russian digital economy, possible digital areas of cooperation between Russia and Germany, the Russian-German initiative for digitalization of the economy and the German-Russian concept of "Factory of the Future" in the context of accelerated digitalization of the Russian economy.

The term Industry 4.0, also known as I4.0 or simply i4, first appeared in the Federal Republic of Germany in 2011. It is part of the German federal government's new high-tech strategy to accelerate the computerization of production. The term described a set of technological changes in production. The term sets out priorities for a coherent policy framework in order to maintain the global competitiveness of German industry.

The Industry 4.0 concept was presented to the public for the first time in the same year at the Hanover Fair on 4-8 April 2011. At its initiative, a working group composed of academic and university staff, managers and businessmen, led by Siegfried Dyce of Robert Bosch GmbH and Henning Kagermann of the German Academy of Sciences and Engineering, who launched the main aspects of the strategy. Industry Working Group 4.0 proposed a set of recommendations from the German federal government for the introduction of a new digital industry.

The digital economy refers to a wide range of economic activities in which digitized information and intellectual knowledge are used as key factors in production. The wide scope of the application of digitalization processes requires sustainable cooperation between the parties. In this context, the possibilities for cooperation between the Russian Federation and Germany in the field of digital processes are considered.

In the context of cooperation in the field of digital economy between the two countries, we could draw the following conclusion: The Russian Federation and the Federal Republic of Germany have a different understanding of Industry 4.0. In Germany, this is, first of all, the digitalization of the entire industry, and Russia has gone very far ahead in terms of digital services. The digital economy is an economy of partnership, it opens up a wide field for cooperation. German companies are ready to offer solutions for the modernization of Russian industry,

including the implementation of the Smart Region project which provides the solution of a wide variety of problems, from infrastructural to legislative.

NEW CHALLENGES AND POTENTIAL OPPORTUNITIES ON THE LABOUR MARKETS IN THE ERA OF ECONOMY 4.0.

**Asso. Prof. DSc. Stanisław Lipski
Warsaw Management University, Poland**

The purpose of the presentation is to identify and characterize the main trends in changes in work processes. The author emphasizes the importance of new roles for human resources in intelligent manufacturing processes. Contemporary and noticeable changes in the economies of many countries force the acquisition of the necessary qualifications and competences, as well as organizational changes in companies and in the work environment. As a consequence, further digitization, automation and the use of organizational and process innovations in many sectors are foreseen. The published researches show that representatives of many companies are convinced of the positive impact of the rules of economy 4.0 and strengthening their potential and competitive position. The attention of entrepreneurs is drawn to machines working in networks, robots of all types, the latest technologies and better and better construction materials. The strategic task is to create intelligent production chains that connect suppliers, producers, distributors, recipients and consumers. It is noticeable that newly built networks are definitely more efficient and flexible. As a result of these processes, new types of integrated enterprises of autonomous means of production are created, communicating with each other, with products, component resources, co-producers and other partners. These types of trends herald a change in the way of value creation, product life cycle management, and this forces different competences of employees and the organization.

НЯКОЙ ОСОБЕНОСТИ ПРИ ИЗБОРА НА КОМПЮТЪРЕН ХАРДУЕР ЗА ДЕСКТОП КОМПЮТРИ

**Доц. д-р Пламен Ангелов
Бургаски свободен университет**

SOME FEATURES WHEN CHOOSING COMPUTER HARDWARE FOR DESKTOP COMPUTERS

**Assoc. Prof. Plamen Angelov, PhD
Burgas Free University, Bulgaria**

При първото ви сглобяване на компютърна конфигурация трябва непременно се вземат под внимание важни особености относно избор на хардуера. Съществуват няколко основни пропуски които биват допускани свързани с оптималния избор на компютърен хардуер.

When assembling a computer configuration for the first time, important hardware selection considerations must be taken into account. There are several major shortcomings that are allowed related to the optimal choice of computer hardware.

НАЙ-ЧЕСТО СРЕЩАНИТЕ ПРОПУСКИ ПРИ АСЕМБЛИРАНЕ НА ДЕСКТОП КОМПЮТРИ

**Доц. д-р Пламен Ангелов
Бургаски свободен университет**

OFFEN MISTAKE WHEN WE ASSEMBLING DESCTOP COMPUTERS

**Assoc. Prof. Plamen Angelov, PhD
Burgas Free University, Bulgaria**

След като бъде направен оптимален избор на компютърните компоненти и особено в предвид на това че повечето хора познават основните компоненти (MB, HDD, PSU, CPU, GPU) в този материал ще бъдат разгледани най-често срещаните пропуски. Някой от наблюдаваните пропуски не са фатални, но е добре те да бъдат взети в предвид.

Once the optimal choice of computer components has been made, and especially given that most people know the basic components (MB, HDD, PSU, CPU, GPU), this material will address the most common mistakes. Some of the observed omissions are not fatal, but it is good to take them into account.

THE FUTURE OF BITCOIN AND OTHER CRYPTOCURRENCIES

**Assoc. Prof. Alev Dilek, Ph.D.
Halic University, Turkey**

Bitcoin and other crypocurrencies are decentralized digital currencies without a national bank that can be transferred from client to client on the distributed ledger unconditionally. In the March of 2020, the price of Bitcoin was only around 6.000 USD whereas, it reached to almost 60.000 USD in May 2021, only after one year. It is obvious that the Corona pandemia has changed the destiny of the Bitcoin and other cryptocurrencies. Traditionally, a currency should have three features that distinguish it from all other

commodities. These features are having the capability of being used as a medium of exchange, being a unit of account and functioning as a store of value. Although it is early to state that Bitcoin and other cryptocurrencies perform all of these features, the popularity of them as a currency in the market is rising and they are more preferred as a commodity to invest. The cryptocurrency market and particularly Bitcoin, turned out to be the most resistant to economic fluctuations experienced by all global markets in the last one year. However, the future of Bitcoin and other cryptocurrencies is closely related to the course of pandemia and several other factors which may push down demand for them.

ПРАКТИКИ НА ВЪТРЕШЕН МАРКЕТИНГ ПРИ УПРАВЛЕНИЕ НА ВЗАИМООТНОШЕНИЯ С КЛИЕНТИ

**Докторант Борислава Черкезова
Икономически университет – Варна**

INTERNAL MARKETING PRACTICES IN CUSTOMER RELATIONSHIP MANAGEMENT

**Borislava Cherkezova, PhD student
University of Economics – Varna, Bulgaria**

Докладът представя резултати от проучване (фокус група) сред мениджъри от сферата на финансовите услуги от гр. Варна и София. Изследването има за цел да установи до каква степен вътрешния маркетинг е възприет като практика от организации от финансовия сектор при ангажиране на служителите със стратегията за управление на взаимоотношенията с клиенти. На база проведената фокус група са изведени също:

- ключовите характеристики на ангажирания служител с CRM стратегията от мениджърска гледна точка;
- възможни посоки за подобряване ангажираността на персонала с изпълнение на стратегията за управление на взаимоотношения с клиентите (CRM) в този сектор.

Резултатите от качествено проучване могат да се ползват за разработване на инструмент за количествено изследване на ангажираността на служители от финансовия сектор, които директно или индиректно участват в обслужването на клиентите и съответно тяхното привличане и задържане.

The report presents survey results (focus group) among managers from the field of financial services from the city Varna and Sofia. The study aims to establish the extent to which internal marketing is perceived as a practice by financial sector organizations in engaging employees with the customer relationship management strategy. Based of the focus group results are carried out, the:

- the key characteristics of the employee involved with the CRM strategy from a managerial point of view;
 - possible directions to improve staff engagement with the implementation of the Customer Relationship Management Strategy (CRM) in this sector.
- The results of the qualitative study can be used to develop a tool to quantify the engagement of financial sector employees who are directly or indirectly involved in customer service and customer attraction and retention.
- Keywords: employee engagement, customer engagement strategy, internal marketing.

ИНОВАЦИИ В ДЕЙНОСТТА НА ПРЕДПРИЯТИЯТА ОТ ТУРИСТИЧЕСКАТА ИНДУСТРИЯ И ФАКТОРИ, ОКАЗВАЩИ ВЛИЯНИЕ ВЪРХУ ИНОВАЦИОННАТА ИМ АКТИВНОСТ

**Доц. д-р Златина Караджова, Университет „Проф. д-р Асен
Златаров“ –Бургас и д-р Валентина Маренова
Бургаски свободен университет**

INNOVATIONS IN THE ACTIVITIES OF THE TOURIST COMPANIES AND FACTORS AFFECTING THE INNOVATION ACTIVITY

**Assoc. Prof. Zlatina Karadzhova, “Prof. D-r Assen Zlatarov”
University- Burgas, Bulgaria and Valentina Marenova, PhD, Burgas
Free University, Bulgaria**

Иновацията ни заобикаля и отдавна е част от нашето ежедневие. Свикнали сме със света на технологиите и изглежда немислимо да имаме живот без тях днес. Иновациите все повече се въвеждат в маркетинга и той наистина продава. За да бъде търсена услуга или продукт, трябва да бъдат въведени все по-новаторски идеи, така че неговата полезна стойност да не бъде изчерпана. Иновациите в туристическата индустрия са важна част от привличането на потенциални потребители на услугата и създаването на лоялни клиенти. В този контекст внедряването на туристически иновации спомага за повишаване на конкурентоспособността на бизнес организациите, предлагащи туристически услуги и продукти.

Целта на този доклад е да разгледа видовете иновации, приложими за дейностите на предприятията от туристическата индустрия, и да подчертае ползите от тяхното прилагане.

В заключение авторите обосновават тезата си, че иновациите и новите информационни технологии се превръщат в решаващи фактори за конкурентоспособността на туристическата индустрия и за засилване на обмена с други сектори на икономиката, свързани с нея.

The Innovation surrounds us and has long been a part of our daily lives. We are accustomed to the world of technology, and it seems inconceivable to have a life without them today. Innovation is increasingly being introduced

into marketing, and it is he who really sells. In order for a service or product to be sought, more and more innovative ideas need to be put in place so that its useful value is not exhausted. Innovations in the tourism industry are an important part of attracting potential users of the service and creating loyal customers. In this context, the implementation of tourism innovations helps to increase the competitiveness of business organizations offering tourism services and products.

The purpose of this report is to look at the types of innovation applicable to the activities of tourism industry businesses and to highlight the benefits of implementing them.

In conclusion, the authors substantiate their thesis that innovation and new information technologies are becoming decisive factors for the competitiveness of the tourism industry and for enhancing exchange with other sectors of the economy related to it.

ТРАНСНАЦИОНАЛНОТО СЪТРУДНИЧЕСТВО В КОНТЕКСТА НА ИНТЕЛИГЕНТНАТА СПЕЦИАЛИЗАЦИЯ

**доц. д-р Диана Съботинова
Бургаски свободен университет**

TRANSNATIONAL COOPERATION IN THE CONTEXT OF SMART SPECIALISATION

**Assoc. Prof. Diana Sabotinova, PhD
Burgas Free University, Bulgaria**

Запазването на конкурентоспособността в глобалната икономика зависи от транснационалната дейност и участие в глобалните вериги на стойността. Транснационалното сътрудничество е в основата на постигането на икономически растеж. Много региони разработват стратегии за интелигентна специализация. Засилването на междурегионалното сътрудничество в контекста на интелигентната специализация повишава конкурентоспособността на икономиките. Иновациите подпомагат икономическия растеж посредством идентифицирането и прилагането на конкурентни предимства, които засилват интеррегионалните и интернационалните връзки и сътрудничество.

Maintaining competitiveness in the global economy is based on transnational activities and participation in the global value chains. Transnational cooperation is the key for achieving economic growth. Many regions develop smart specialisation strategies. Strengthening interregional cooperation in the context of smart specialisation increases competitiveness of the economies. Innovation promotes economic growth through identifying and implementing of competitive advantages, which amplify interregional and international connections and cooperation.

UNITED ARAB EMIRATES – CHALLENGES TO TRADE DIPLOMACY

**Zorka Rusinova, PhD
Veliko Turnovo University, Bulgaria**

This paper aims at analyzing the different approaches and priorities of Dubai and Abu Dhabi's trade policy. Throughout 2020, the coronavirus pandemic had a harsh effect on Dubai's economy, which explains the different plan it adopted to tackle the virus, conflicting with Abu Dhabi. This economic hardship in Dubai created a context in which it could be expected that Abu Dhabi would similarly try and solidify its power in the federation. However, instead there have been elements of the two emirates' specific approaches consolidated within a unified strategy.

ЕКСПЕРТНА ИНТУИЦИЯ ПРИ ВЗЕМАНЕ НА УПРАВЛЕНСКИ РЕШЕНИЯ

**Доц. д-р Ирена Емилова
Стопанска академия "Д.А. Ценов" - гр. Свищов**

EXPERT INTUITION IN MAKING MANAGEMENT DECISIONS

**Assoc. Prof. Irena Emilova, Ph. D.
„D.A. Tsenov“ Academy of Economics - Svishtov, Bulgaria**

Темата за управленските решения е научно поле, което предизвиква изследователите. Средата на пълна неопределеност изисква бързи и адекватни решения. Методите за изработване на управленски решения са многообразни, но безпрецедентните условия от последната година показват, че практическият опит и научните познания не са достатъчни. Ставаме свидетели, че решения на едни мениджъри са по-адекватни от решения на други. Основната идея, която защитаваме в настоящия материал е, че ролята на експертната интуиция в този случай е много голяма. Мениджъри, притежаващи експертна интуиция са търсени и започват да се адаптират със своята експертиза. Това налага нов подход към експертната интуиция и нейното преосмислено прилагане при изработване на управленски решения.

The topic of management decisions is a scientific field that challenges researchers. The environment of complete uncertainty requires quick and adequate solutions. The methods for making management decisions are diverse, but the unprecedented conditions of the last year show that practical experience and scientific knowledge are not enough. We are witnessing that the decisions of some managers are more adequate than the decisions of others. The main idea we defend in this article is that the

role of expert intuition in this case is very large. Managers with expert intuition are sought after and begin to adapt with their expertise. This requires a new approach to expert intuition and its rethought application in making management decisions.

ИЗСЛЕДВАНЕ ПРИЛОЖЕНИЕТО НА МИКРО ВЕИ ЦЕНТРАЛИ ЗА СГРАДИ С ПОЧТИ НУЛЕВА КОНСУМАЦИЯ НА ЕНЕРГИЯ

**Доц. д-р Силвия Лецковска, доц. д-р Камен Сейменлийски и докторант Радослав Симионов
Бургаски свободен университет**

RESEARCHING THE APPLICATION OF MICRO RENEWABLE ENERGY PLANTS FOR BUILDINGS WITH ALMOST ZERO ENERGY CONSUMPTION

**Assoc. Prof. Silviya Letskovska, PhD, Assoc. Prof. Kamen Seymenliyski, PhD and Radoslav Simionov, PhD Student
Burgas Free University, Bulgaria**

In 2010, the European Parliament and the Council of Europe adopted the Energy Performance of Buildings Directive 2010/31 / EU (EPBD), which states that from 31 December 2020, all new buildings in the EU must to be built as buildings with almost zero energy consumption.

Nearly zero or very low energy needs must be covered to a large extent by energy from renewable sources, including energy from renewable sources, produced on site or in the vicinity of the building.

The EU has adopted the following classification of buildings according to their level of energy efficiency: old building - a building built in the mid-70s of the 20th century, for the heating of which 200-300 kWh / m² of heat energy is needed; new building - a building built before 2000, for the heating of which no more than 150 kWh / m² is required; low energy house - since 2002 in Europe it is not allowed to build houses with heat consumption over 60-70 kWh / m² per year; "passive" house - the specific annual consumption for heating and cooling must not exceed 15 kWh / m², and the specific heat load for heating must not exceed 10 W / m²; house (active house), or house with positive energy - building, with installed equipment: solar panels, collectors, heat pumps, recuperators, ground heat exchangers, etc., which can generate more energy than consumed, <0 kWh / m².

With the advent of the passive house standard in Europe, the Zero Energy Building (ZEB) concept began to develop in the United States and Canada, which has both similarities and differences with the idea of the passive house. Zero Energy Home is an energy efficient building capable of supplying heat and electricity entirely by generating energy from renewable energy sources locally.

The widespread use of ZEB technology is limited by high equipment prices. This leads to the emergence of an alternative program - NZEH (near zero-energy building). The development of this program implies a reduction of energy costs without a complete rejection of external energy.

NZEH, like the Passive House, focuses on methods for passive energy conservation. This means sealing the house using effective insulation in the building envelope. The idea is to reduce heat loss to a minimum. The shape and design of the roof and the whole building, the orientation of the facades of the structure to the main points and other nuances give the opportunity to further increase the energy efficiency of the house. Every element of the house provides opportunities for energy savings, from the water supply system to ordinary lamps.

There is no exact definition for this type of building, there are several options: a building with zero energy consumption from the general network (zero net energy buildings), which supply to the network for a year as much energy as they received from it; zero carbon buildings that do not use energy that leads to CO₂ emissions or that compensate for the energy used from fuels for a year by producing sufficient non-CO₂ energy on site; separate buildings with zero energy consumption from the general network (zero stand-alone buildings) that do not require connection to any network other than backup. Such buildings can store energy for use at night or in winter; buildings with a positive energy balance that supply the energy supply system with more energy than they use. In a year they produce more energy than they consume; zero emission buildings that do not produce carbon monoxide during operation, construction or the production of the materials from which they are constructed.

All EU Member States must draw up national plans to increase the number of buildings with close to zero net consumption. For Bulgaria, the energy consumption of the building, defined as primary energy, corresponds to class A of the scale of energy consumption classes for the respective type of buildings. Not less than 55% of the consumed (supplied) energy for heating, cooling, ventilation, domestic hot water and lighting is energy from renewable sources located on site at the building level or near the building. Achieving zero energy consumption is not possible in all buildings. For school buildings, however, the goal of net zero consumption is feasible.

The report presents research aimed at reaching zero net consumption for the BFU building. Results for production of energy from a photovoltaic power plant for own needs, located on the roof of the university, realized modularly using photovoltaic panels of different types are shown.

ТЕНДЕНЦИИ И ВЪЗМОЖНОСТИ ЗА РЕГИОНАЛНОТО РАЗВИТИЕ НА ЮЖНИТЕ ЧЕРНОМОРСКИ ОБЩИНИ В БЪЛГАРИЯ

Доц. д-р Камен Петров

Университет за национално и световно стопанство

TRENDS AND POSSIBILITIES FOR THE REGIONAL DEVELOPMENT OF THE BLACK SEA MUNICIPALITIES IN SOTHERN BULGARIA

Assoc. Prof Kamen Petrov, PhD
University of National and World Economy, Bulgaria

Докладът е посветен на очертаващите се предизвикателства пред общините от южното черноморие на България. Фокусът е върху постигнатия регионален модел на функциониране. Представена е социално-икономическа оценка на административно-териториалните единици, както и състоянието на регионалния бизнес и развитие на човешкия капитал в тях. Очертани са възможностите за постигане на целенасочено и ефективно регионално развитие, чрез подобряване на публичното управление, привличане на инвестиции и развитие на местния бизнес в условията на членство на България в Европейския съюз.

The paper is dedicated to the emerging challenges facing the municipalities of the southern Black Sea coast of Bulgaria. The focus is on the achieved regional model of functioning. The socio-economic assessment of the administrative-territorial units is presented, as well as the state of the regional business and development of the human capital in them. The possibilities for achieving more purposeful and effective regional development are outlined by improving the public administration, attracting investments and developing the local business in the conditions of Bulgaria's membership in the European Union.

**NON-GAAP PERFORMANCE MEASURES – AN ALTERNATIVE OR NOT
IN THE COVID-19 ENVIRONMENT**

Assoc. Prof. Eleonora Petrova Stancheva-Todorova, PhD
Sofia University “St. Kliment Ohridski”, Bulgaria

Non-GAAP performance measures, also referred to as alternative performance measures (APMs), are company's financial metrics that fall outside the scope of the applicable financial reporting framework such as EBITDA (earnings before interest, taxes, depreciation and amortization), net debt, cash earnings, etc. They are considered an efficient tool for communication with the stakeholders as they might provide useful information for supporting their decision-making process. As the novel coronavirus tend to impact significantly companies' financial position, performance and cash flows, a recent discussion was initiated about the relevance of adjusting some non-GAAP financial metrics. In particular, some companies attempt to extract losses from their performance measures that were incurred due to the pandemic and the forced lockdowns. For instance, EBITDAC (earnings before interest, taxes, depreciation, amortization and coronavirus) was introduced as a modification of EBITDA with a quantifiable adjustment, reflecting the Covid-19 implications. In light of the ongoing pandemic, this paper is aiming to focus attention of practitioners and

academics on the use of APMs in the Covid-19 environment. Their relevance and reliability are discussed through the lens of the guidance, issued by the International Organization of Securities and Commissions (IOSCO), the European Securities and Markets Authority (ESMA) and the Swiss Exchange (SIX). Furthermore, we focus our research interest on the recommended additional disclosures for companies to reflect how the pandemic outbreak has impacted their operations and financial performance.

**УПРАВЛЕНИЕ НА ИМИДЖА НА ОКРЪЖЕН СЪД – БУРГАС. БРАНД
СТРАТЕГИИ (2020 – 2021 г.)**

**Д-р Соня Игнатова
Софийски университет „Св. Климент Охридски“**

**MANAGEMENT OF THE IMAGE OF THE DISTRICT COURT -
BURGAS. BRAND STRATEGIES (2020 – 2021)**

**Sonya Ignatova, PhD
Sofia University "St. Kliment Ohridski", Bulgaria**

В доклада са обхванати въпроси от стратегическите принципи на управление на Окръжен съд – Бургас в периода 2020 – 2021 година. Успешната комуникация с целевите публики и публичните политики на съдебната институция. Проучени са възможностите за медийно участие при създаване на институционален „имидж“ и „бренд“, управлението на репутацията и кризисните заплахи на комуникацията със съдебната аудитория в изследвания период. Стратегическото планиране и управление като основа на публичния образ на съда.

The report covers issues of the strategic principles of management of the District Court - Burgas in the period 2020 - 2021. Successful communication with the target audiences and public policies of the judicial institution. The possibilities for media participation in creating an institutional "image" and "brand" have been studied, the management of the reputation and the crisis threats of the communication with the court audience in the studied period. Strategic planning and management as a basis for the public image of the court.

**ПРЕДИЗВИКАТЕЛСТВАТА НА НОВОТО ДЕСЕТИЛЕНИЕ ПРЕЗ
ПРИЗМАТА НА ХОРИЗОНТИТЕ ПРЕД ПАЗАРА, МАРКЕТИНГА И
ПРОИЗВОДСТВОТО**

**Тодор Йосифов, докторант
Бургаски свободен университет**

THE CHALLENGES OF THE NEW DECADE THROUGH THE PRISM OF THE HORIZONS FOR THE MARKET, MARKETING AND PRODUCTION

**Todor Yosifov, PhD student
Burgas Free University, Bulgaria**

На 9-ти Март тази година в Брюксел Европейската комисия презентира визията си за успешна цифрова трансформация на континента до 2030 г. Знаковите цели и пътища за постигането на тази цел е от решаващо значение за осъществяване на прехода към кръгова и устойчива икономика. Курсът към постигане на цифровизирана Европа до края на текущото десетилетие ще даде възможност на хората и предприятията да се възползват от ориентирано към личността, устойчиво и по-благоприятно цифрово бъдеще. Основен момент в това предизвикателство е процесът по ускоряване на инвестициите. Интелигентната специализация в перспекта на годините, посветени на свързаността и автоматизацията поставя своите предизвикателства пред пазара, начина на поведение на икономическите субекти и в основна линия ще преначертае основни канони на маркетинга. Дали това ще даде положителни резултати и ще развие бизнеса, как той ще успее да се адаптира в новата ера? Възможно ли е кризата в световен мащаб, породена от Ковид-19 пандемията да е „тествала“ гъвкавостта на фирмите в готовността им да посрещнат следващите предизвикателства пред оцеляването си и своето развитие в новата ера? Променят ли се очакванията на пазара към предлагането, начина на представяне и дистрибуция, производство и дали МСП имат готовност да се адаптират? В доклада ще бъде разгледан и инструмента, обединяващ четирите основни точки в амбициите на ЕС за цифровите технологии – т. нар. „Цифров компас“. Разглеждайки тезата, която акцентира върху визията за посрещането на 2031 г. след успешно преминал процес на цифровизация, надраснала ролята на подпомагащ фактор и внедрена основна част в новите производствени процеси, продукти и бизнес модели. Съсредоточавайки се върху успешните и неуспешните досега опити за постигане на тази ера от отделни икономически субекти и до каква степен грешките на маркетинга оставиха тази ера да започне да се развива през 2020 г. Значението и амбициите за дигитализация през фокуса на очакванията на потребителя, неговата реална степен на очакване, възможност за възприемане на тези процеси и дали в опитите до момента бизнеса не беше прекалено „подранил“ и не се опита да навлезе единично в недотам „подготвен“ за тази нова ера потребителски пазар. Икономически анализ за ясните и конкретни цели в подкрепа към предприятията и до каква степен това ще бъде рентабилна колаборация със сегментираното участие на потребителските очаквания, движения в маркетингов аспект и предизвикателствата на пазара в интернационален мащаб.

On March 9-th this year in Brussels, the European Commission presented its vision for a successful digital transformation of the continent by 2030. Significant goals and ways to achieve this goal are crucial for the transition

to a circular and sustainable economy. The course towards a digitalised Europe by the end of the current decade will enable people and businesses to benefit from a person-centered, sustainable and more prosperous digital future. A key point in this challenge is the process of accelerating investment. The intelligent specialization in the prospect of the years dedicated to connectivity and automation poses its challenges to the market, the way of behavior of economic entities and will basically redraw the basic canons of marketing. Will this give positive results and develop the business, how will it be able to adapt to the new era? Is it possible that the global crisis caused by the Covid-19 pandemic has "tested" the flexibility of companies in their readiness to meet the next challenges to their survival and development in the new era? Are market expectations changing for supply, presentation and distribution, production and are SMEs ready to adapt? The report will also look at the instrument that brings together the four main points in the EU's ambitions for digital technologies - the so-called "Digital Compass". Considering the thesis, which focuses on the vision of meeting 2031 after a successful digitalization process, the role of a supporting factor has grown and a major part has been introduced in the new production processes, products and business models. Focusing on the successful and unsuccessful attempts to achieve this era by individual economic entities and the extent to which marketing mistakes allowed this era to begin to develop in 2020. The importance and ambition of digitalization through the focus of consumer expectations, its real level of expectation, the ability to perceive these processes and whether in the attempts so far the business was not too "early" and did not try to enter a single not so "prepared" for this new era consumer market. Economic analysis of the clear and specific objectives in support of enterprises and the extent to which this will be a cost-effective collaboration with the segmented participation of consumer expectations, marketing developments and international market challenges.

КОВИД 19 И ДИГИТАЛИЗАЦИЯТА В ЗДРАВЕОПАЗВАНЕТО- КАПРИЗ ИЛИ НОВА РЕАЛНОСТ?

Татяна Зафирова
Пловдивски университет „Паисий Хилендарски“

COVID19 AND DIGITIZATION IN HEALTH CARE, CAPRICE OR A NEW REALITY?

Tatyana Zafirova
University of Plovdiv „Paisii Hilendarski“, Bulgaria

Докладът е фокусиран върху необходимостта от дигитализация и цифровизация в здравния сектор. Повишаването на ефективността и изграждане на нови стратегии в здравеопазването са ключов приоритет както в Национален, така и в Европейски контекст. В изследването е

направен анализ на вторични източници, в т.ч. Програма за развитие на електронното здравеопазване, Национална здравна стратегия 2016-2020, Проекта на Национална здравна стратегия 2021-2030. На база обстоен преглед на литературни източници са конкретизирани ефектите от дигитализацията и трансформациите в електронно здравеопазване. Целта на проучването е да се отговори на въпроса възможно ли е да се оцени влиянието и до каква степен цифровите здравни услуги допринасят по оптимален начин за целите на здравната система. Представени са решения за приемане на нови цифрови здравни услуги, както и ефективността, оптимизирането и усъвършенстването на процеса по подготвяне, подреждане, актуализиране и съхранение на база данни на различни нива на болничната системи.

Този статия е част от проект КП-06 К2-10 „Икономически измерения на пандемията COVID-19: въздействието на психологически, правни и социално-политически фактори и подходи за преодоляване на техните отрицателни ефекти“, Фонд „Научни Изследвания“, Базова организация ПУ „Паисий Хилендарски“, гр. Пловдив.

The report focuses on the need for digitisation and digitisation in the health sector. Increasing efficiency and building new health strategies are a key priority in both the National and European contexts. The study analysed secondary sources, including EHealth Development Programme, National Health Strategy 2016-2020, National Health Strategy Project 2021-2030. Based on a comprehensive review of literary sources, the effects of digitization and transformations in eHealth are specified. The aim of the study is to answer the question of whether it is possible to assess the impact and to what extent digital health services contribute optimally for the purposes of the health system. Solutions for the adoption of new digital health services are presented, as well as the efficiency, optimization and improvement of the process of preparing, arranging, updating and storing a database at different levels of hospital systems.

**ИНТЕЛИГЕНТНАТА СПЕЦИАЛИЗАЦИЯ В КОРПОРАТИВНАТА
ОТЧЕТНОСТ НА ЗАСТРАХОВАТЕЛИТЕ В НАЧАЛОТО НА ТРЕТОТО
ДЕСЕТИЛЕТИЕ НА 21 ВЕК**

**Д-р Галина Стоянова
Бургаски свободен университет**

**SMART SPECIALISATION IN CORPORATE ACCOUNTABILITY OF
INSURENS IN THE BEGINNING OF THE THIRD DECADE OF THE 21ST
CENTURY**

**Galina Stoyanova, PhD
Burgas Free University, Bulgaria**

Съветът за Международни счетоводни стандарти / СМСС / превърна 2021г в началото на важен етап на въвеждане в корпоративната отчетност на застрахователите. Стратегическата линия за застрахователите да бъдат част от интелигентна икономика и интелигентния растеж - икономика и растеж, основани на знания и иновации, ликува пред въвеждането на новия МСФО 17 Застрахователни договори, който регламентира революционна промяна за последните 20 години в счетоводния модел, прилаган в застрахователното дружество. Стандартът въвежда единна и цялостна рамка за отчитане на всички видове застрахователни договори на застрахователите. Съществената, сложна и дългоочаквана промяна в застрахователния счетоводен модел, продиктувана от целта за постигане на задълбочено глобално хармонизиране на застрахователното счетоводство с принципите на МСФО, регламентира рисково – базираното оптимизиране на застрахователните портфейли и тяхната отчетност. В основата е групирането и оценката на всички застрахователни договори в застрахователното дружество, според изискванията на Стандарта и отделянето на застрахователните приходи и разходи от финансовите. Изследвана е подготовката на застрахователите за въвеждането на МСФО 17 Застрахователни договори, ключови предизвикателства пред тях, резултат от неговите изисквания и потенциалните „магистрални ефекти„ от приложението му върху процесите в застрахователния бизнес. В продължение на направените оценки и изводи и с цел постигане на пълнота на изследването, автора поставя и началото на дългосрочни наблюдения и изследвания върху очакваното удовлетворяване на критерия за висок резултат от интелигентната специализация в корпоративната отчетност на застрахователите чрез въвеждането на МСФО 17 Застрахователни договори, обвързан с възможностите за повишаване на конкурентноспособността и пазарните предимства на застрахователите и постигане на качествено подобрене в клиентската удовлетвореност от застрахователните услуги и разбирането за прозрачност на застрахователния бизнес.

The International Accounting Standards Board / IASB / turned 2021 into the beginning of an important stage of introduction into the corporate reporting of insurers. The strategic line for insurers to be part of a smart economy and smart growth - economics and growth based on knowledge and innovation - rejoices ahead of the introduction of the new IFRS 17 Insurance Contracts, which regulates a revolutionary change over the past 20 years in the accounting model applied to the insurance. The Standard introduces a single and comprehensive framework for reporting all types of insurance contracts to insurers. The substantial, complex and long-awaited change in the insurance accounting model, dictated by the objective of achieving a thorough global harmonisation of insurance accounting with the principles of IFRS, regulates risk-based optimisation of insurance portfolios and their reporting. The basis is the grouping and evaluation of all insurance contracts in the insurance company, as required by the Standard and the separation of insurance income and expenses from the financial one. The preparation of insurers for the introduction of IFRS 17 Insurance Contracts, key challenges facing them, as a result of its requirements and the potential "

highway effects" of its application to the processes in the insurance business. In the course of the assessments and conclusions made and in order to achieve the completeness of the study, the author also launches long-term observations and studies on the expected satisfaction of the criterion of high performance of intelligent specialization in the corporate accountability of insurers through the introduction of IFRS 17 Insurance Contracts, tied to the possibilities of increasing the competitiveness and market advantages of insurers and achieving a qualitative improvement in customer satisfaction with insurance services and understanding of transparency of the insurance business.

УПРАВЛЕНИЕ НА ЗНАНИЕТО В ИНТЕЛИГЕНТНИТЕ ПРЕДПРИЯТИЯ

**Проф. д-р Галина Куртева
Бургаски свободен университет**

KNOWLEDGE MANAGEMENT IN SMART ENTERPRISES

**Prof. Dr. Galina Kurteva
Burgas Free University, Bulgaria**

В доклада се представя бизнес модела на интелигентното предприятие, като се акцентира върху ключовата роля на управлението на знанието за повишаване капацитета на интелигентното предприятие да управлява промяната и непрестанно да се адаптира към бързо променящите се бизнес среди.

The paper presents the smart enterprise business model, focusing on the key role of knowledge management in enhancing the smart enterprise's capacity to manage the change and continuously adapt to rapidly changing business environments.

DID STUDENTS LEARN TO STUDY ONLINE?

**Assoc. Prof. Nadya Sokolova, PhD
Sofia University "St. Kliment Ohridski", Bulgaria**

The innovative activity of the educational process is specific and quite complicated, requires specific knowledge, skills, abilities. Today, the strategic task of educators-innovators is the effective educational motivation for students. The 2020 academic year is vastly different to previous years and institutions, staff, and students are facing complex challenges. In terms of the impact of the COVID-19 pandemic on different countries' education systems many differences exist. Online learning is an

amalgamation of various pedagogical models instead of any one single model. The purpose of this article is to present the impact of coronavirus on higher education and the challenges facing students in online learning.

ВИНОПРОИЗВОДСТВОТО В ЮГОИЗТОЧЕН РЕГИОН НА БЪЛГАРИЯ

**Доц. д-р Николай Милев, Екатерина Стаматова
Университет „Проф. д-р Асен Златаров“ – гр. Бургас**

DIGITAL TRANSFORMATION TRENDS IN WINE PRODUCTION IN BULGARIAN SOUTHEAST REGION

**Assoc. Prof. Nikolay Milev, PhD, Ekaterina Stamatova
“Prof. D-r Assen Zlatarov” University - Burgas, Bulgaria**

Настоящата статия се фокусира върху основните тенденции на дигитална трансформация във винопроизводството в Югоизточен регион на България. Основната ѝ цел е да се определи нивото на внедряване на иновативни продукти и услуги, методи и процеси и степента на дигитализация в предприятията. За целта, се разглеждат данни, подадени към НСИ, от осемнадесетте най-големи винопроизводителя в Югоизточен регион за периода 2016 – 2018 година. Информацията изследва внедряването на продуктови иновации и иновационни дейности, използването на нови и усъвършенствани процеси в предприятията и направени разходи за НИРД като критерий за разширяване дейността на предприятията и повишаване конкурентоспособността им.

This article focuses on the main trends of digital transformation in wine production in the Southeastern region of Bulgaria. Its main goal is to determine the level of implementation of innovative products and services, methods and processes and the degree of digitalization in enterprises. For this purpose, data submitted to the NSI by the eighteen largest wine producers in the Southeast region for the period 2016 - 2018 are considered. The information examines the implementation of product innovations and innovation activities, the use of new and improved processes in enterprises and R&D costs incurred as a criterion for expanding the activities of enterprises and increasing their competitiveness.

ТУРИСТИЧЕСКИТЕ ПЪТУВАНИЯ СЛЕД COVID-19

**Доц. д-р Теодора Ризова
Нов български университет**

TOURIST TRIPS AFTER COVID 19

**Assoc. Prof. Veleva Rizova, PhD
New Bulgarian University, Bulgaria**

Статията разглежда общите възгледи за развитието на ситуацията с туристическите пътувания след края на пандемията Covid 19, както и промените в дейността на авиокомпаниите и сухопътния транспорт, осигуряващи пътувания. Новите условия ще наложат модели за управление на кризи в световната туристическа индустрия.

The article examines the general views on the development of the situation with tourist travel after the end of the Covid 19 pandemic, as well as the changes in the activities of airlines and land transport providing travel. The new conditions will impose crisis management models in the global tourism industry.

INNOVATION AND CORPORATE CULTURE. CULTURE OF INNOVATION IN BULGARIAN ENTERPRISES

**Assos. Prof. Yanica Dimitrova, PhD
University of Library Studies and Information Technologies,
Bulgaria**

Organizations are under constant pressure to compete successfully, and innovation becomes an essential factor in their efforts. Innovations provide opportunities to respond to stakeholders' ever-changing requirements and needs and support both the technological development of companies and increase their performance in a highly competitive business environment. Corporate culture is an essential condition for the existence and implementation of innovations in the company, i.e. corporate culture is at the heart of innovation. Corporate culture, in this context, is understood as a culture of innovation. The theory is illustrated by data from an empirical study of 300 companies by the report's author.

ДИГИТАЛНИТЕ КОМПЕТЕНТНОСТИ В ОБУЧЕНИЕТО ПО СЧЕТОВОДСТВО

**Доц. д-р Илияна Анкова
Софийски университет "Св. Кл. Охридски"**

DIGITAL COMPETENCIES IN ACCOUNTING TRAINING

**Assoc. Prof. Dr. Iliana Ankova
Sofia University "St. Kl. Ohridski", Bulgaria**

През последните години засилващите се процеси на дигитална трансформация определят до голяма степен развитието на икономиката. Широкото приложение на големите масиви от данни, облачните технологии, изкуствения интелект, блок-чейн технологиите и др. променят счетоводството като икономическа наука. Дигитализацията трансформира и професионалните компетентности на счетоводителите. Става необходимо те да притежават специфични знания на границата на различни науки и нови компетентности в областта на информационните и комуникационни технологии. Актуален въпрос за висшето образование е как да се промени образователния процес, така че да се формират и развиват съвременни компетентности.

Целта на настоящата статия е да се изведат дигитални компетентности, подходящи за обучението по счетоводство във висшите учебни заведения в България.

Изследването е базирано на литературно проучване по въпросите на дигиталните компетентности в областта на счетоводството и на компетентностните рамки на международните счетоводни професионални организации.

На база на учебното съдържание на дисциплината „Управленско счетоводство“, изучавана в бакалавърска степен в Стопански факултет на СУ „Св. Кл. Охридски“ е направен опит за очертаване на дигиталните компетентности, които могат да бъдат развити в обучението. Резултатите могат да подпомогнат един цялостен процес по разработване и внедряване на компетентностна рамка, която да подготви бъдещите счетоводители за предизвикателствата на професията.

In recent years, the intensifying processes of digital transformation have largely determined the development of the economy. The wide application of large data sets, cloud technologies, artificial intelligence, blockchain technologies, etc. change accounting as an economic science. Digitalization also transforms the professional competencies of accountants. It becomes necessary for them to have specific knowledge at the border of different sciences and new competencies in the field of information and communication technologies. A topical issue for higher education is how to change the educational process so that modern competencies are formed and developed.

The purpose of this article is to derive digital competencies suitable for accounting training in higher education institutions in Bulgaria. The research is based on a literature study on the issues of digital competencies in the field of accounting and the competency frameworks of international accounting professional organizations.

Based on the curriculum of the discipline "Management Accounting", studied at the bachelor's degree at the Faculty of Economics at Sofia University "St. Kl. Ohridski" is an attempt to outline the digital competencies that can be developed in education. The results can support a comprehensive process of developing and implementing a competency framework to prepare future accountants for the challenges of the profession.

ИНКУБАТОРИТЕ И ТЯХНОТО МЯСТО В ИНОВАЦИОННАТА ИНФРАСТРУКТУРА НА БЪЛГАРИЯ

**Доц. д-р Радка Петрова Иванова и Гергана Бойчева Николова,
студент
Икономически университет – Варна**

INCUBATORS AND THEIR PLACE IN THE INNOVATIVE INFRASTRUCTURE OF BULGARIA

**Assoc. Prof. Radka Ivanova, Ph.D. and Gergana Nikolova, student
University of Economics – Varna, Bulgaria**

МСП имат водещо значение за развитието на икономиката на България. Успешното им функциониране, обаче, предполага наличие на благоприятна инфраструктура, подпомагаща стартирането на дейността им. В тази връзка инкубаторите имат важно значение. Те създават условия за технологично обновяване и реструктуриране в икономически аспект, подпомагат оцеляването на новосъздадените фирми, тяхното развитие и растеж.

Целта на настоящия доклад е да се анализират разновидностите на инкубаторите и приносът им за развитие на иновационната инфраструктура в България.

SMEs are of leading importance for the development of the Bulgarian economy. However, their successful operation presupposes the existence of a favorable infrastructure supporting the start of their activity. In this regard, incubators are important. They create conditions for technological renewal and restructuring in economic terms, support the survival of start-ups, their development and growth.

The purpose of this paper is to analyze the varieties of incubators and their contribution to the development of innovation infrastructure in Bulgaria.

СЛЕД КРИЗА (КОВИД 19) – НЕОЛИБЕРАЛИЗМЪТ И МАКИАВЕЛИЗМЪТ КАТО УПРАВЛЕНСКИ ПРЕДИЗВИКАТЕЛСТВА ЗА ДОВЕРИЕТО КЪМ ОРГАНИЗАЦИИТЕ

**Д-р Пламен Атанасов
Софийски университет "Св. Кл. Охридски"**

AFTER THE CRISIS (COVID-19) - NEOLIBERALISM AND MACHIVELISM AS MANAGERIAL CHALLENGES TO THE TRUST IN ORGANISATIONS

Plamen Atanasov, PhD

Sofia University "St. Kliment Ohridski", Bulgaria

Опитът показва, че всяка световна криза се съпътства от спад в общественото доверие към институции и организации, при това и в сектори, които нямат отношение към кризисния агент. Няма причина да не се очаква такава заплаха и след пандемията от Ковид 19.

Работата е фокусирана върху зависимостите доверие – организации и то с акцент върху активността на фактори, каквито са неолиберализмът и макиавелизмът. Неолиберализмът е разбран като проблемна област между днешните политики и пазарните отношения, а макиавелизмът – като психологическо обусловено поведение в социалните групи, в частност – в организациите и отношенията им със заобикалящите публики. В доклада са използвани съществуващи разработки по темата и медийни публикации. Направен е и вторичен анализ по данни от свободно достъпни изследвания.

Резултатите показват, особено в посока на бизнеса, че общественото доверие – разбрано в смисъла на Теорията на Н. Луман, като конструкт, който намалява комплексността в обществените отношения – е нарушено поради неопределености и изкривявания от неолиберализма.

Решението за организациите е изследвано в посока на поддържане на транспарентност и недопускане на макиавелизъм в комуникацията със заобикалящите ги публики.

Experience has taught us that every global crisis is associated with a downfall in the social trust in institutions and organisations, even in sectors which are unrelated to the crisis agent. There is no reason to expect a different scenario after the Covid-19 pandemic either. The present work focuses on the relationship trust-organisations, with an emphasis on the magnitude of factors, such as neoliberalism and machiavelism. Neoliberalism is accepted as a problematic area between today's policies and market relations; while machiavelism - as a psychologically defined behaviour in social groups; particularly in organisations and their relations with the surrounding audience. This work uses existing developments on the subject, and media publications. Secondary analysis has been performed on data from publicly available research. The results show, especially as far as businesses are concerned, that the social trust - defined as per N. Luhmann's theory as a construct which lowers the complexity of social relations - is eroded, due to ambiguities and distortions caused by neoliberalism. The solution for organisations is explored in the context of maintaining transparency and preventing machiavelism in their communication with the surrounding audience.

INNOVATIVE BUSINESS MODELS EMBODYING COWORKING SPACES IN THE WORLD OF SHARED ECONOMY

**Vilyana Ruseva, PhD
Burgas Free University, Bulgaria**

In the last decade of the 21st century, society has witnessed a revolution of cooperation as important as the industrial revolution. Referring to Rahul Prakash, "The concept of Coworking Space will not be just a term of the future. It will most likely be just the way we humans work. " , but at the same time strong dynamics of technology development. The choice of workspace becomes an opportunity to share values, mutual assistance and cooperation between people with different professions and developing independent ideas, which in turn raises a high level of relevance, and its appearance in Bulgaria in 2012 creates the need for in-depth research.

GROWTH AND PROFITABILITY OF POLISH AGRICULTURAL DISTRIBUTORS

Piotr Korneta, Warsaw University of Technology, Poland
Wojciech Korneta, Łomża State University of Applied Sciences, Poland

The relationships between growth of sales and profitability of companies have been little studied and reported results for different countries, industries and over the time are often contradictory. Here the relationships between growth of sales measured as the annual percentage variation in sales and profitability measured with return on sales, return on assets and return on equity for 24 Polish agricultural distributors, which account for over 90% of the market in sales terms, is studied in 11-years period between 2006 and 2016. This period includes faster and slower economic growth, but no recession. The Spearman rho and Kendall tau-B coefficients have been used to quantified these relationships and examine their statistical significance. The existence of positive and statistically significant relationships between various profitability measures and the growth of sales have been found. The highest correlation has been identified between the growth of sales and return on equity, weaker for return on assets and the weakest for return on sales. It is shown that relationships between the growth of sales and prior years profitability measures are weaker than those identified for the same year. Agricultural distributors in order to grow in a sustainable way should pay an attention to their profitability levels, which should be linked to the growth of sales.

CHALLENGES TO PROGRAMMING OF THE REGIONAL DEVELOPMENT IN EUROPEAN UNION

Metodi Ivanov, PhD
Sofia University "St. Kliment Ohridski", Bulgaria

This report will present the main challenges for the programming of regional development in the European Union during the new programming period and with a focus on the possibilities for determining the development trends of regions after 2027. In this regard, a critical analysis of the main elements in the programming of regional development in the European Union during the current programming period will be made in order to identify the key elements in the programming of regional development in a changing turbulent environment. In addition, the analysis will cover key points from the European Union's reconstruction and development programs to overcome the effects on the socio-economic development of the regions as a result of the COVID-19 pandemic. The focus of this study will be the analysis of the possibilities for integration of the new regulatory elements in the process of developing programs related to regional development. Rethinking the regulatory elements in the process of developing and managing programs in the field of regional development implies changes in the established framework of competence by the administration and analysis and assessment of necessary administrative capacity to address current challenges to regional development programming in the European Union. Undoubtedly, the answer to the question related to the increase of the efficiency in the planning and management of each program must be sought, as through the developed programs the priorities of the respective country for the development of its constituent regions are presented. Particular attention should be paid to the process of involving all civil society stakeholders and encouraging their active participation in the programming and management of operational programs, as they largely determine the future appearance of the region inhabited by them.

**СРАВНИТЕЛЕН АНАЛИЗ НА РАЗХОДИТЕ ЗА НАУЧНО-
ИЗСЛЕДОВАТЕЛСКА И РАЗВОЙНА ДЕЙНОСТ В СТРАНАТА**

**Проф. д-р Ангел Тошков, доц. д-р Веселина Жечева, доц. д-р
Евгения Николова
Бургаски свободен университет**

**COMPARATIVE ANALYSIS OF THE COSTS FOR RESEARCH AND
DEVELOPMENT IN THE COUNTRY**

**Prof. Angel Toshkov, PhD, Assoc. Prof. Veselina Zhecheva, PhD,
Assoc. Prof. Eveniya Nikolova, PhD
Burgas Free University, Bulgaria**

В доклада са изнесени обобщени статистически данни за научно-изследователската и развойната дейност (НИРД) в периода 2000-2018 г. в Република България. Обобщени данни са представени в графичен вид по различни критерии - статистически райони, области и общини, по големина на предприятията, по източници на финансиране, по области на науката и по видове разходи. Представени са данни за заетостта на

персонала по пол в категории, персонал зает с НИРД, по сектори, по статистически райони, по области на науката, по степен на образование, персонал, зает с НИРД - общо и изследователи. Представена е извадка и за изследователи по възрастови групи и пол в държавен сектор и сектор висше образование, по големина на предприятията, както и за бюджетни разходи за НИРД по социално-икономически цели. Данните са анализирани и са направени изводи относно тенденциите на развитие на научно-изследователската и развойна дейност в изследвания период. Направени са анализ, коментари и изводи относно разпределението на инвестициите в НИРД в страната. Основният извод е, че разходите за научноизследователска и развойна дейност в изследвания период нарастват, но остават силно дебалансирани и са сред най-ниските в ЕС спрямо размера на националната икономика и brutния вътрешен продукт на България.

The report presents summarized statistical data on research and development (R&D) in the period 2000-2018 in the Republic of Bulgaria. Summary data are presented graphically by various criteria - statistical regions, districts and municipalities, by size of enterprises, by sources of funding, by fields of science and by types of expenditures. Data on the employment of staff by gender in categories, staff engaged in R&D, by sectors, by statistical regions, by fields of science, by level of education, staff engaged in R&D - general and researchers are presented. A sample is also presented for researchers by age groups and gender in the public sector and the higher education sector, by size of enterprises, as well as for budget expenditures for R&D for socio-economic purposes.

The data are analyzed, and conclusions are made about the development trends of research and development in the study period.

An analysis, comments and conclusions have been made regarding the distribution of R&D investments in the country. The main conclusion is that the expenditures for research and development in the studied period increase but remain strongly unbalanced and are among the lowest in the EU in relation to the size of the national economy and the gross domestic product of Bulgaria.

ЕЛЕКТРОННИ ПЛАЩАНИЯ ЗА УЧАСТИЕ В КОНФЕРЕНЦИЯ, ФОРУМ ИЛИ ПУБЛИКАЦИЯ В НАУЧНО ИЗДАНИЕ

**Доц. д-р Димитър Минчев
Бургаски свободен университет**

ELECTRONIC PAYMENTS FOR PARTICIPATION IN A CONFERENCE, FORUM OR PUBLICATION IN A SCIENTIFIC PUBLICATION

**Assoc. Prof. Dr. Dimitar Minchev
Burgas Free University, Bulgaria**

Настоящият доклад представя платформа за извършване на сигурни електронни плащания по Интернет за участието в конференция, форум или публикация в научно издание на Бургаски свободен университет, използвайки платежната система на Банковата организация за разплащания с използване на карти наричана за краткост БОРИКА.

This report presents a platform for making secure electronic payments on the Internet for participation in a conference, forum or publication in a scientific publication of Burgas Free University, using the payment system of the Bank Organization for payments using cards called BORICA for short.

ВОДАТА КАТО ИЗТОЧНИК НА ЕНЕРГИЯ

**Марин Бангев
Бургаски свободен университет**

WATER AS A SOURCE OF ENERGY

**Marin Bangev
Burgas Free University, Bulgaria**

Водата е един от първите източници на енергия. Водата е в основата на производство на електрическата енергия.
Water is one of the first sources of energy. Water is the basis of electricity production.

FACTORS IN INTRODUCING MARKETING INNOVATIONS IN THE ACTIVITY OF THE COMPANIES FROM THE SOUTH BULGARIA

**Assoc. Prof. Engeniya Nikolova, PhD, Assoc. Prof. Vesselina
Zhecheva, PhD, Prof. Angel Toshkov, PhD
Burgas Free University, Bulgaria**

This report will present the results of a survey conducted among 150 companies from the Southwestern and Southeastern region of Bulgaria to determine the importance of the following factors for the introduction of marketing innovations in the activity: 1. changes in the design and packaging of a product or service; 2. new methods and techniques for product promotion; 3. new methods for positioning products on the market or entering new sales channels; 4. new methods for pricing of goods or services and establishing the state of the factors in introducing innovations in products and services for the companies in the sample. The research was done within the activities of the project "Indexing the Regional Innovative Levels in the Sectors of the Economy (IRISI) - scenario for the identified in

the ISSS four priority thematic areas for smart specialization and their positioning towards the circular economy” under National Scientific Fund of the Ministry of Education. The aim of the project is to provide a model for indexing the innovation activity of the companies at national (macro level) and regional level (micro level in two regions), depending on their sectoral affiliation (under NACE) and establishing inconsistencies analysis) to the already identified priority thematic areas at the end of the implementation period of the Integrated Intelligent Specialization Strategy (ISIS).

КРАТКОСРОЧНО ПРОГНОЗИРАНЕ НА ВРЕМЕВИ РЕДОВЕ С ИЗПОЛЗВАНЕ НА ИЗКУСТВЕНИ НЕВРОННИ МРЕЖИ

**доц. д-р Пенка Георгиева
Бургаски свободен университет**

SHORT-TERM FORECASTING OF TIME SERIES USING ARTIFICIAL NEURAL NETWORKS

**Assoc. Prof. Penka Georgieva, PhD
Burgas Free University, Bulgaria**

В тази статия е предложено използването на едно от средствата на изкуствения интелект за краткосрочно прогнозиране на времеви редове. В представения модел за прогнозиране входните променливи са последователни наблюдения от времевия ред; а изходните променливи са стойностите на наблюдаваната величина за три следващи периода. При реализацията на модела е използвана изкуствена невронна мрежа. Моделът е тестван с реални данни за изменението на валутни двойки.

This article proposes short-term forecasting of time series constructed with one of the tools of artificial intelligence. In the presented forecasting model, the input variables are sequential observations from the time series; and the output variables are the values of the variable for the next three periods. An artificial neural network has been used in the implementation of the proposed model. Tests on real data for currency pairs have been conducted and some of the results are shown.

EXAMINATION OF SMES PERFORMANCE AND ITS RELATIONSHIP TO INNOVATIONS IN BULGARIA

**Assoc. Prof. Vesselina Zhecheva, PhD, Assoc. Prof. Engeniya
Nikolova, PhD, Prof. Dr. Angel Toshkov, PhD
Burgas Free University, Bulgaria**

SMEs play a very important role in each country's economy. Therefore it is vital to participate in innovation activities and to examine the internal and external obstacles they encounter during the innovation process. This paper presents examination of some of the results from a survey, conducted with 150 companies in Bulgaria and related to their innovation culture, attitudes and perceptions, as well as their activities, including investments. The obtained results could be used for SME investors framework development using classification and clustering methodologies.

ПРЕДИВИКАТЕЛСТВА ПРЕД МЕНИДЖМЪНТА В ОРГАНИЗАЦИЯТА

Гл. ас. д-р Милен Емилов Динков
Стопанска академия „Д. А. Ценов“ – Свищов

CHALLENGES IN FRONT OF MANAGEMENT IN THE ORGANIZATION

Chief Assist. Prof. Milen Emilov Dinkov, PhD
D. A. Tsenov Academy of Economics - Svishtov, Bulgaria

Съвременните организации днес са изправени пред предизвикателството свързано със справяне с негативните последици от глобализацията, което води до висока доза несигурност, а това засяга до голяма степен и изработването, и прилагането на стратегии в бързо променяща се бизнес среда. Това от своя страна изисква от мениджърите на всички йерархични нива да вземат бързи и ефективни решения, попадайки в проблемни ситуации от всякакво естество. Съществуват различни техники за справяне с даден управленски проблем, но въпросът как да се изберете най-подходящия метод все още остава нерешен. Ето защо, от жизнено важно значение за всяка организация е бързото намиране на правилен и подходящ метод за вземане на решение за преодоляване на възникналото затруднение.

Contemporary organizations today face the challenge of dealing with the negative effects of globalization, which leads to a high dose of uncertainty, and this greatly affects the design and implementation of strategies in a rapidly changing business environment. This in turn requires managers at all hierarchical levels to make quick and effective decisions, getting into problematic situations of all kinds. There are various techniques for dealing with a management problem, but the question of how to choose the most appropriate method still remains unresolved. Therefore, it is vital for any organization to quickly find the right and appropriate decision-making method to overcome the difficulty.

ЕНЕРГЕТИЧНИ ХАРАКТЕРИСТИКИ НА ЕЛЕКТРОНЕН ТРАНСФОРМАТОР

**Д-р Даниела Марева
Бургаски свободен университет**

ENERGY CHARACTERISTICS OF ELECTRONIC TRANSFORMER

**Daniela Marева, PhD
Burgas Free University, Bulgaria**

Целта на настоящата статия е да се изследват енергетичните характеристики на тиристорен АС/АС електронен трансформатор.

Sometimes it is necessary to work with alternating voltage, the value of which is different from the mains voltage. However, transformers and autotransformers are heavy and expensive equipment. For this reason, they are being replaced by electronic AC transformers. The function of electronic AC transformers is to provide an output voltage with a shape close to sinusoidal and with a frequency equal to the input voltage. In addition, these devices provide smooth regulation of the output voltage, zero consumption in idle mode and therefore high efficiency, low weight and dimensions, the possibility of current protection and more.

The purpose of this article is to investigate the energy characteristics of a thyristor AC / AC electronic transformer.

СТРАТЕГИЧЕСКИ МОДЕЛ ЗА ОЦЕНКА НА ЕФЕКТИВНОСТТА НА ОРГАНИЗАЦИИ В МЕДИЦИНСКИЯ ТУРИЗЪМ В ПЕРИОД НА КРИЗА

**Д-р Албена Янакиева
Университет "Проф.д-р Асен Златаров" - гр. Бургас**

STRATEGIC MODEL FOR EVALUATING THE EFFECTIVENESS OF THE ORGANIZATION IN MEDICAL TOURISM IN TIMES OF CRISIS

**Chief Assistant Prof. Albena Dasheva Yanakieva, PhD
University "Prof. d-r Asen Zlatarov" – Burgas, Bulgaria**

Medical tourism organizations, currently under crisis pressure from the external environment, are making changes in their market behavior, strategy and structure to adapt more flexibly to changes in the volatile economic conditions associated with the pandemic from COVID-19. Health and rehabilitation, recreational organizations face challenges related to their survival and the creation of a synergistic product. This requires the application of innovative management mechanisms and strategic models for improving the activities in accordance with the crisis factors. The influences

of modern means of communication, the digitalization of the economic environment, the negative consequences of the pandemic crisis have put this type of organizations in medical tourism in a state of transformation in their micro and macroclimate and reflected on the activity. The search for forms of strategic management are strictly necessary to neutralize the effects of the crisis. Stability, after severe economic crises, can be restored through timely performance appraisals. As a current management practice in organizations in the field of medical tourism, which has proven its applicability for management purposes, is the Balanced Scorecard System. The implementation of the method will help the improvement of their management activity, the creation of conditions for further development, recovery after the crisis. The aim is synchronization between strategy, structure, resources and control for the restoration of a synergistic tourist product, important for the consumer needs of health-medical and recreational services.

ТЕОРЕТИЧЕН ХИБРИДЕН МОДЕЛ ЗА ДОБИВ НА СЛАДКА ЧЕРНОМОРСКА ВОДА

**Полина Градинарова
Бургаски свободен университет**

THEORETICAL HYBRID MODEL FOR FRESH BLACK SEA WATER PRODUCTION

**Polina Gradinarova
Burgas Free University, Bulgaria**

Основна цел на този доклад е да се представи теоретичен хибриден модел за обезсоляване на морска вода включващ фотоволтаична централа и солниците като източник на морска вода във затворен производствен цикъл.

The main purpose of this report is to present a theoretical hybrid model for seawater desalination including a photovoltaic plant and salt pans as a source of seawater in a closed production cycle.