

TRAKIA UNIVERSITY



FACULTY OF ECONOMICS

РЕЗЮМЕТА НА ДОКЛАДИ

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SUMMARIES OF PAPERS

1st INTERNATIONAL SCIENTIFIC CONFERENCE  
**"BUSINESS AND REGIONAL DEVELOPMENT"**

12 – 13 NOVEMBER 2009  
STARA ZAGORA  
BULGARIA

### III

## УПРАВЛЕНИЕ НА БИЗНЕС ЕДИНИЦИ И ОРГАНИЗАЦИИ

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## MANAGEMENT OF BUSINESS UNITS AND ORGANIZATIONS

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### КООПЕРИРАНЕТО МЕЖДУ ФЕРМЕРИ И ПОТРЕБИТЕЛИ - РЕАЛНОСТ ИЛИ ИЛЮЗИЯ?

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### COOPERATION BETWEEN FARMERS AND CONSUMERS - A REALITY OR A PIPE-DREAM?

*Robin Pooley,  
Cambridge University, England*

The purpose of the paper is to answer the question posed in the title, by demonstrating that co-operation is much more than an alternative to national statutory regimes, EU regimes, free capitalist enterprise or any other form of interventionist policy which attempts to balance the needs of consumers with the needs of farmers and intermediate industries. In my view it is the ONLY system which will deliver market stability, consumer satisfaction and reasonable returns to farmers and processors in the long term. I support this hypothesis with illustrations of co-operative enterprises which have succeeded and cooperative enterprises which have failed. At the same time the essential difference between success and failure has been identified, as being the level of commitment by farmers, the quality of management and policy determination, the commitment to the application of science and technology at all levels of production and distribution, and the continuing support of national and EU governments in maintaining regimes which encourage cooperation.

**Key words:** co-operation, farmers, consumers, opportunities

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### ФАКТОРИ ЗА РАСТЕЖ НА МАЛКИТЕ ТУРОПЕРАТОРСКИ ФИРМИ В БЪЛГАРИЯ

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### DETERMINANTS OF GROWTH OF SMALL TOUR-OPERATOR COMPANIES IN BULGARIA

*Katya Vladova,  
University of Economics, Varna, Bulgaria*

The growth of SMEs is a complex process that involves the influence of the external environment, the internal firm resources, the personality and behaviour of the manager. He/she plays a key role in the growth process and integrates all determinants' growth. The manager decides to what extent the external and internal stimuli and penalties will be used. Based on this decision he/she sets and implements the goals and strategies for firm growth. The purpose of the paper is to conclude the results of a recently conducted research among the tour-operators in Bulgaria and makes recommendations for their management and future development. After constructing a theoretical growth model, we test and validate it based on a specifically designed survey among managers of tour-operator companies. The main factors of desired growth according to the opinion of the managers of researched companies are derived considering factor analysis. Actual growth determinants are empirically analyzed and estimated by using regression analysis.

**Key words:** SME, growth model, growth determinants, tour-operator companies

**ERP-СИСТЕМИТЕ КАТО СРЕДСТВО ЗА ПОВИШАВАНЕ КОНКУРЕНТОСПОСОБНОСТТА НА  
СЪВРЕМЕННИТЕ ПРЕДПРИЯТИЯ**

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**ERP SYSTEMS AS A TOOL FOR INCREASING COMPETITIVENESS OF MODERN ORGANISATIONS**

*Radka Ivanova,  
University of Economics, Varna, Bulgaria*

Resource planning represents a necessary but not a sufficient condition for the competitiveness of an organisation, regardless of its scope of activities. The purpose of the paper is to disclose the need for applying the modern information systems for planning such as the ERP systems. These systems provide the integration of traditional production systems MRP II with CAD / CAM / CAE and PDM. As a result, it is achieved the realization of the concept of product life-cycle management (PLM). ERP systems enable the planning and modelling of business processes, their management at all levels of the company as well as the development of relations and co-operation with other organisations.

**Key words:** ERP, resource planning, organisations

**ИКОНОМЕТРИЧЕН МОДЕЛ ЗА ОПРЕДЕЛЯНЕ ГРАНИЧНИ НИВА НА ЕФЕКТИВНОСТ ПРИ  
ДИВЕРСИФИКАЦИРАНИ АГРАРНИ ПРОИЗВОДСТВА**

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**ECONOMETRIC MODEL FOR DETERMINING BOUNDARY LEVELS OF EFFECTIVENESS IN DIVERSIFIED  
AGRICULTURAL PRODUCTIONS**

*Desislava Ivanova,  
Trakia University, Stara Zagora, Bulgaria*

The elaborated econometric model has the aim to estimate the diversification in agriculture based on criterion: determining of boundary level of effective diversification on the basis of number of activities and duration of work in the enterprise. Production diversification is not always a precondition for increasing efficiency, but it is a possibility for expanding the scope of business to a specific border level of number of activities in order to redistribute the risk. Basic production factors influencing income from sales in diversified companies arranged according to the number of activities are included in the models. Strong factor influences are available, which is a sufficient reason to claim that the factor side of the models includes important structure-defined elements of costs predetermining the level of the dependent variable in the different groups of diversified productions.

**Key words:** production diversification, econometric model, production factors

**УПРАВЛЕНИЕ НА ТЕХНОЛОГИЧНИ ПРОЦЕСИ И ТЯХНАТА ЕФЕКТИВНОСТ ПРИ ПРОИЗВОДСТВА,  
ОСНОВАНИ НА СИСТЕМАТА НАССР**

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**MANAGEMENT OF TECHNOLOGICAL PROCESSES OF MANUFACTURE BASED ON HACCP SYSTEM  
AND THEIR EFFICIENCY**

*Irina Potoroko,  
South Ural State University, Chelyabinsk, Russia*

The article discusses challenges of developing consumer market of safe food products in compliance with current systems of quality management. The article also contains research on safety indices of dairy products, as well as a scheme of introducing the HACCP system for fermentation of dairy products, which allows identifying their safety.

## АНАЛИЗ НА ПРОИЗВОДСТВЕНИТЕ РАЗХОДИ И ЕФЕКТИВНОСТТА НА АГРАРНОТО ПРЕДПРИЯТИЕ

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### ANALYSIS OF THE PRODUCTION COSTS AND EFFICIENCY OF AN AGRARIAN FIRM

*Hristo Momchilov,  
Trakia University, Stara Zagora, Bulgaria*

The present study was held in the real production conditions of the agrarian firm "Ivan Chavdarov", in the village of Boiadjik, in the District of Yambol. The goal of the study is to determine the profit of the firm on the basis of the firm's production costs and revenue analysis. To realize the goal a period of three years has been investigated (2006-2008). The level and the dynamics of production costs have been determined. The analysis of the production efficiency has been made on the basis of indicators: profitability of revenues and costs.

**Key words:** structure of costs, production of revenues, profit of an agrarian firm

## ДИНАМИКА НА КООПЕРАТИВНИТЕ КОНТРАКТИ В УСЛОВИЯТА НА КРИЗА

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### DYNAMICS OF COOPERATIVE CONTRACTS IN CONDITIONS OF CRISIS

*Boryana Popova, Dimo Atanasov  
Agricultural University, Plovdiv, Bulgaria*

Increased enterprise risk is a common phenomenon in conditions of economic crisis. One of the main functions that theoreticians assign to the cooperative is minimizing the risk of the farmers' individual economic activities. Even though present-day Bulgarian agricultural cooperatives cannot be determined as risk minimizing organizations, it can be expected that under conditions of crisis they would regulate their activity toward strengthening this function through change in cooperative contracts.

The objective of this paper is to estimate the adaptation of agricultural cooperatives to functioning in a crisis situation from a contract-theoretical perspective.

To achieve the set purpose, an analysis is performed of the changes in the main groups of contracts regulating the establishment and operation of agricultural cooperatives. The study comprises the contracts for homogeneity, decision-making and regulating the residual claims in the organization.

## УСТОЙЧИВИ ОРГАНИЗАЦИОННИ ФОРМИ В БЪЛГАРСКОТО МЛЕЧНО ГОВЕДОВЪДСТВО

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### SUSTAINABLE ORGANIZATION FORMS IN BULGARIAN DAIRY FARMING

*Dimo Atanasov,  
Agricultural University, Plovdiv, Bulgaria*

An important objective of the European agricultural policy is to have a sustainable and efficient farming sector. The managerial and structural characteristics are significant in explaining differences in farm sustainability. Better sustainability performance is observed on farms with higher levels of economic efficiency (Passel, et. al., 2006). Bulgaria's dairy sector has a lot of specific features, having impact on the economic shape of the farms and their sustainable development. The variety of organization structures in the country is large, starting from small semi-subsistent family farms, with 1-2 cows to large production units, with more than 100 dairy cattle. The objective of this work is to trace and analyze the changes in structure, organization, socio-economic characteristics and institutional dependency of the dairy farms in Bulgaria and to establish, which organizational forms are performing better and are more sustainable in the initial years of the country's European Union membership.

**Key words:** dairy farming, sustainability, structural changes.

**ЕФЕКТИВНОСТ НА ПРОИЗВОДСВОТО ПРИ ТРИ СИСТЕМИ НА УГОЯВАНЕ НА ЧШ МЪЖКИ  
ТЕЛЕТА**

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**EFFECTIVENESS OF PRODUCTION OF THREE SYSTEM TYPES FOR FATTENING OF BLACK-SPOTTED  
MALE BULLOCKS**

*Roumen Otouzbirov, Rumen Kalev, Zhivka Gergovska  
Trakia University, Stara Zagora, Bulgaria*

The following research has been conducted in accordance with three different systems for fattening of black-spotted bullocks: tie barn, loose barn and combined rearing (pasture and loose barn rearing). The feeding of the two groups of barn reared bullocks and that of the bullocks in the combined rearing system during their additional fattening period included a whole-ration mixture of dry and combined fodder. In the course of the fattening period all production expenditures have been estimated, including animal purchase; fodder expenses; wages; medical treatment expenses; electricity, etc., as well as the income from the fattened bullocks sale. In calculating economic indices, a conventional unit of measurement (CUM) has been used since there is no actual correlation or comparison between prices in the course of the experiment and the current ones. The economic indices are presented in percentage correlation to the prime cost of 1 kg of live weight for each of the experimental groups. Production effectiveness for each of the three types of fattening systems has been calculated.

**Key words:** fattening systems, black-spotted bullocks, effectiveness

**КРАТКОСРОЧНА ПРОГРАМА ЗА РАЗВИТИЕ НА МЛЕЧНОТО ГОВЕДОВЪДСТВО В БЪЛГАРИЯ**

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**A SHORT- TERM PROGRAM FOR THE DEVELOPMENT OF THE DAIRY CATTLE PRODUCTION IN  
BULGARIA**

*Prof. Ivan Stankov, Associate Professor Nanio Nanev,  
Asisst.Prof Konstantin Stankov*

The contemporary condition of the dairy production sector in Bulgaria in is scrutinized in the program in the conditions of a world financial crisis. The analysis of the results has shown extremely unfavourable trends in the age and race structure of the cattle breeding during the last 20 years. The number of the animals is rapidly dropping as well as the volume of the production. There is a slight increase in the average milk productivity per cow. Financing from national and international fund programs is not sufficient. That puts the sector in a non-competitive condition in comparison to the other sectors of agriculture.

The authors suggest three scenarios to come out of the crisis based on the tendencies being revealed. The financial funds needed to guarantee the successful proposal of the program come up to 140 mln levs including 110 mln levs subsidies from the national budget and financing from the Governmental fund "Agriculture" to the amount of 30 mln levs.

**Key words:** dairy cattle production, tendencies, program for development, subsidies, scenarios.

**ВЪЗМОЖНОСТИ И ПЕРСПЕКТИВИ ЗА ОПТИМИЗИРАНЕ ПРОИЗВОДСВОТО НА ГОВЕЖДО  
МЕСО В РЕПУБЛИКА БЪЛГАРИЯ**

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**OPPORTUNITIES AND PERSPECTIVES FOR OPTIMIZATION OF BEEF PRODUCTION IN BULGARIA**

*Zhivka Gergovska, Roumen Otouzbirov, Georgi Zhelyazkov,  
Trakia University, Stara Zagora, Bulgaria*

Beef represents approximately 18 % of the overall production of red meat in Bulgaria for the year 2007. There is a decrease of about 5.3 % in the total meat production from cattle for

2007 in comparison to the previous year. Some of the main reasons for the low production of fattened cattle can be found among low purchase prices and high fodder costs combined with the small number of beef cattle. The analysis of the state of the raw material used in meat industry indicates an aggravation for the last few years. 90 % of beef is imported from abroad. Forecast for the future development of the beef production sector made by the European Commission regarding agricultural development points to a slight tendency for a decline in the overall production of beef in Bulgaria and a similar tendency in beef consumption per head – up to 5.3 kg for 2010.

**Key words:** beef, production, optimization

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## ФАКТОРИ ЗА УСПЕХА ПРИ ФЕРМЕРИ, ЧЛЕНОВЕ НА ОРГАНИЗАЦИИ НА ПРОИЗВОДИТЕЛИ

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### SUCCESS FACTORS FOR FARMERS BELONGING TO PRODUCER ORGANIZATIONS

*Stela Todorova, Nelly Bencheva*  
*Agrarian University, Plovdiv, Bulgaria*

The need of stronger competitive positions of farmers has led to establishment of agri-producer organizations, which is a way of overcoming the barrier to the agricultural produce marketing. In their collective action, farmers may obtain benefits and advantages that otherwise would not be likely to achieve. The objective of this article is to make a brief review of the producer organizations in "Fruit and vegetables" sector and on the basis of investigating the activity of one of them, to find out how integrated actions can improve the vegetable producers' competitive power. The examination findings substantiate the need of urging forward the idea of setting up producer organizations. On one hand, due to their integrated actions in produce marketing, farmers obtain different benefits that are not likely to achieve in a case of lacking coordination. On the other hand, Bulgarian farmers are able to overcome many psychological barriers resulting from their former experience in the ex-socialist type cooperative farms. The empirical research results indicate that undertaking actions of functional character regarding the produce marketing and the established in this connection producer organizations, initiates changes in their members' farms - better economic performance, higher production efficiency, improved quality of products, entering new markets and well-timed produce marketing.

**Key words:** producer organizations, Bulgarian farmers, produce marketing, benefits and advantages, cooperation, PO "Bulko", success factors.



FACULTY OF ECONOMICS  
TRAKIA UNIVERSITY  
STUDENT CAMPUS  
6000 STARA ZAGORA  
BULGARIA