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ТЕМАТИЧНО НАПРАВЛЕНИЕ:
БИЗНЕС РАЗВИТИЕ И ИНОВАЦИИ
THEMATIC AREA:
BUSINESS DEVELOPMENT AND INNOVATIONS

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МЯСТОТО НА ЮГОИЗТОЧНИЯТ РАЙОН ПРИ ФОРМИРАНЕ НА
ПРОДОВОЛСТВЕНИТЕ РЕСУРСИ НА БЪЛГАРИЯ
THE PLACE OF THE SOUTHEAST REGION IN THE FORMATION OF THE
FOOD RESOURCES OF BULGARIA

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The aim of the report is to determine what is the position of the South East in shaping the food resources of Bulgaria in the context of national food security. Its implementation analyzes and evaluates the available resources (land, livestock, employees) for the production of basic food products; Its quantitative parameters; Specialization and changes in its relative share in the country's production. Methods of comparison, statistical methods, etc. are used in the course of the study. The results are in the direction of diagnosing the realities and highlighting opportunities to make full use of the potential of the area.

Keywords: Food products, production, relative share in national production.

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ПОВИШАВАНЕ НА КОНКУРЕНТНИЯ ПОТЕНЦИАЛ НА ЗЕМЕДЕЛСКИТЕ
СТОПАНСТВА ЧРЕЗ СЪТРУДНИЧЕСТВО И КООПЕРАЦИЯ
INCREASING THE COMPETITIVE POTENTIAL OF AGRICULTURAL
HOLDINGS THROUGH COLLABORATION AND COOPERATION

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The high relative share of small farms in Bulgaria and Serbia and their low incomes, high unemployment, and population decline in rural areas are among the reasons for seeking forms of co-ordination, co-operation and cooperatives for farmers.

The purpose of the report is to analyze the problems of small farms and the opportunities for increasing their competitive potential through participation in network structures.

The subject of the report is the benefits for farmers in Bulgaria and Serbia from participating in different network structures, as well as the difficulties in their creation and functioning.

Keywords: small farms, network structures, agribusiness, chain management

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ОТНОСИТЕЛНА ЕФЕКТИВНОСТ НА ЕНЕРГИЙНИЯ СЕКТОР В ЮИР
**RELATIVE EFFICIENCY OF ENERGY PRODUCTION PLANTS IN SOUTHEAST
REGION IN BULGARIA: DEA ENVELOPMENT ANALYSIS**

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This paper attempts to analyze the relative efficiency of six power generation plants in the Southeast Region in Bulgaria covering 8-year period of 2007-2015. The period analyzed covers two sub-periods - 2007-2009 and 2010-2015 as to follow the impact of economic crisis started in 2009. The purpose of the study is to measure the relative effectiveness of the surveyed energy plants. The comparative analysis of relative effectiveness was performed by applying the Data Envelopment Analysis (DEA) method to highlight the most effective Decision making units (DMU). In determining the input and output parameters, the authors follow the Lam and Shui (2001), Dogan and Tugcu (2015) methodology with the application of one output variable. The results of the analysis point out those DMU that form the empirical effect boundary.

Keywords: Technical Efficiency, Energy Sector, Data Envelopment Analysis, Economic Crisis, Bulgaria

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ЕФЕКТИ НА ИКОНОМИЧЕСКАТА КРИЗА ВЪРХУ ИНОВАЦИОННАТА И
ИНВЕСТИЦИОННАТА АКТИВНОСТ В ЮИР
**THE IMPACT OF THE ECONOMIC CRISIS ON INNOVATION AND
INVESTMENT ACTIVITY IN SOUTHEAST REGION IN BULGARIA**

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This paper study the impact of the economic crisis on the investment and innovation decisions of enterprises in the South East Region, Bulgaria for the period 2007-2015. An attempt has been made to distinguish between enterprises showing innovation activity and

those that do not spend on development, concessions and patents with regard to their investment decisions. Empirical data of the survey is based on firms' intangible assets for the period up to and after 2009 to track the impact of the economic crisis. The purpose of the study is to assess the effects of the economic crisis on the investment costs of enterprises and to determine the extent of their impact on the investment costs of innovative and non-innovative enterprises. The innovation activity of enterprises has been investigated as well as in terms of their size, small, medium and large, in order to assess their flexibility and ability to respond to external shocks in a short time.

Keywords: Economic Crisis, Investment, Innovation, Firm Size, SMEs, Bulgaria

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ВЪЗМОЖНОСТИ ЗА РЕАЛИЗАЦИЯ НА ЗЕМЕДЕЛСКИ ПРОДУКТИ ЧРЕЗ КЪСИ
БЕРИГИ ЗА ДОСТАВКА В БЪЛГАРИЯ
**OPPORTUNITIES FOR DISTRIBUTION OF AGRICULTURAL PRODUCTS
THROUGH SHORT SUPPLY CHAINS IN BULGARIA**

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This article aims to reveal some specifics of short supply chains of agricultural products in Bulgaria, the process of their development as well as the possibilities for support of small farms under the European Agricultural Fund for Rural Development (EAFRD) for the 2014-2020 period. The authors have employed comparative and retrospective methods, together with factor analysis to assist in the investigation of specific data on the dynamics of implemented projects under EAFRD. The paper also explores the risks and possible solutions in direct sales in this framework. The authors arrive at the conclusion that short distribution chains are an innovative channel for marketing agricultural products in Bulgaria and their development and financing through European Agricultural Fund for Rural Development establishes conditions for competitive advantages and expansion of sustainable small agricultural enterprises in Bulgaria.

Keywords: Short distribution chain; agricultural products; small agricultural enterprises

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ПАЗАРЪТ НА ВИНО В БЪЛГАРИЯ: ТЕНДЕНЦИИ И ПЕРСПЕКТИВИ
WINE DRINKS IN BULGARIA: KEY TRENDS AND FUTURE PERSPECTIVES

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This paper reviews the market for wine drinks in Bulgaria. It charts the key trends, as it utilizes latest data on production, volume and value by category of wine drinks, by transacted deals, import and export, profitability, liquidity, indebtedness. The paper discusses the impact of several microeconomic and macroeconomic factors of this industry. For the purposes of this paper, the market has been defined to include: sparkling wines, still (table) wines, special wines.

Keywords: alcohol drinks market, wine drinks

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ПРЕДИЗВИКАТЕЛСТВОТА НА ОФШОРИНГА И АУТСОРСИНГА
THE CHALLENGES OF OFFSHORING AND OUTSOURCING

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The impact of global economic uncertainty on every business agent is a driver in searching for alternatives to allocate resources, which allow obtaining the expected return and risk management of the economic process. With the business model of outsourcing and offshoring, organizations receive suitable tool for managing company resources and optimizing the quality of their business processes. The main purpose of this paper is to review the positives and negatives of outsourcing and offshoring, to summarize some of the factors and the trends determining the formation of Bulgaria as a destination for this business model. The continuous development of outsourcing and offshoring and the associated advantages and disadvantages with them can be a factor in the competitiveness of modern business at regional, national and global level.

Keywords: outsourcing business model, offshoring business model, risk transfer

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ПРОЕКТНО ФИНАНСИРАНЕ НА ВОДНИЯ СЕКТОР В БЪЛГАРИЯ
PROJECT FINANCING OF THE WATER SECTOR IN BULGARIA

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During the programming period 2014-2020, new opportunities for the water sector appear through using the funds from OPE 2014-2020, axis Water. The aim of the paper is to analyze and assess the project funding in the water sector for the period 2007-2013. On this basis are made conclusions of the program period and recommendations for improvement the sector's potential by using project financing. The first part of the paper analyzes and assesses the use of funds for the development of the water sector during the period 2007-2013. On the basis of a survey of beneficiaries of OPE 2007-2013 the second part of the paper assess the OPE 2007-2013, axis Water. Based on the analysis and assessment are made recommendations for improvement of the project financing in the water sector. Conclusions in the paper are based on the results of university research project "Project management of sustainable development of water sector" (UNWE) (Stoyanova, 2015) and information from Ministry of the environment and water.

Keywords: water projects, OPE 2014-2020

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КОНЦЕПТУАЛНА РАМКА НА ВРЪЗКАТА "СОЦИАЛНИ ИНОВАЦИИ -
КОРУПЦИЯ" В СЕЛСКИТЕ РАЙОНИ
**CONCEPTUAL FRAMEWORK OF THE RELATIONSHIP "SOCIAL
INNOVATION-CORRUPTION" IN RURAL AREAS**

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In the last decades, the innovation activity of business has been devastated as closely related to the social context in which it is placed. Innovations are relatively rarely the product of a single social participant and are more often the result of collective action by entities of different interests, competences and authority. In this respect, the development of the capacities of different public actors to work together together is a condition for the development of society and, on the other hand, a basis for realizing other types of innovation, including product and process.

The importance of the process of creating social innovations highlights the issue of the factors that favor it and the accompanying barriers. In this connection, the influence of the phenomenon of "corruption" is interesting, which has the potential to simultaneously stimulate and impede the commented social changes. The aim of the research is to draw on a conceptual framework to explore the relationship between social innovation and corruption in rural areas, based on an analysis of existing concepts, models and results of empirical research.

Keywords: social change, interactions, models of development

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ЛИДЕРСТВО НА МАРКЕТИНГА: ИЗИСКВАНИЯ НА ИНДУСТРИЯ 4.0 КЪМ
НОВО ПОКОЛЕНИЕ "МАРКЕТИНГ"
**MARKETING LEADERSHIP: THE INDUSTRY 4.0 NEED OF NEXT GENERATION
MARKETING**

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The evolution to Industry 4.0 the Bulgarian business needs to improve not just innovations and human resources, but to change their "software" to manage their own business. Thus, the change of business requires a next generation of marketing and respectively, a brand new marketing organization.

The main purpose of the paper is to open a discussion whether is a need of new marketing organization as well as does it possible to change the existing marketing or to evolve it. So, the paper is based on the good practices of the world leading companies and explore the opportunities to introduce them to the Bulgarian industrial business.

The methodology approach of the paper is based on the theoretical and methodological research of the contemporary marketing literature and lessons learnt from the business.

The structure of the paper is: 1. Introduction: next steps and requirements of Industry 4.0 approach to change business inside; 2. State of art: discussion on the marketing organization and its evolution; 3. Methodology approach: introducing the steps to establish a marketing leadership in Bulgarian industrial business; 4. Empirical results: presentation of the possibilities to enforce the evolution of marketing organization; 5. Conclusions: next steps of the good marketing practices.

Keywords: Marketing organization, leadership approach, Industry 4.0

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КРАТЪК ПРЕГЛЕД НА ЕТАПИТЕ В РАЗВИТИЕТО НА БЪЛГАРСКАТА
ИНДУСТРИАЛНА ПОЛИТИКА
**BULGARIAN INDUSTRIAL POLICY-A BRIEF REVIEW OF ITS DEVELOPMENT
STAGES**

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In the historical development of the Bulgarian industrial policy after the Liberation of Bulgaria from the Turkish slavery to the present days, several major periods clearly stand out. They differ from each other with their specific in terms of economic governance. In the submitted paper, the author makes a brief review of each of them, highlighting their most important features.

Keywords: industrial policy

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ВНЕДРЯВАНЕ НА "МОДЕЛ НА БИЗНЕС РЕШЕНИЯ" ВЪВ ФИРМИ ОТ
БЪЛГАРСКАТА РЕАЛНОСТ
**INTEGRATION OF "BUSINESS DECISION MODELING" IN COMPANIES FROM
BULGARIAN REALITY**

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A problem that many companies in Bulgaria are facing is that the rules originating from legislation or business policies eventually end up in many different places in the company, with many opportunities for misinterpretation along the way. Traditionally, in most information-intensive companies, their business logic is often hidden in business processes, manuals or work instructions, or hard-coded in their (legacy) information systems. This has led to complex and inflexible processes and systems, and as a result, the inability to quickly respond to changing circumstances, regulations and requirements in Bulgarian reality. In this paper, we explain the role of business decisions and rules in an integrated company design approach, using "The Decision Model" for implementation-independent modeling of the business logic. When modeling business logic, business processes and information as separate, coequal domains, loosely coupled through a limited set of linking elements, the resulting designs become much more flexible and manageable. By first specifying them in an implementation-independent way, it becomes easier to verify whether a design actually meets the requirements of the business. And once there is agreement on the correctness of the design, different implementations can be derived from it. Business agility, i.e., the capability

of companies in Bulgaria to rapidly adapt the organization to a changing environment and changing requirements, becomes increasingly important. Although business rules approaches receive a lot of attention as a way to achieve this, their potential is not yet fully exploited. The Decision Model provides an implementation- and technology-independent way to model business logic, which can be loosely coupled with enterprise architecture, business process and information modeling.

Keywords: business process management, decision making, innovations in organization, business rules, technical language, information models and tools

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ПОДОБРЯВАНЕ НА ЕФЕКТИВНОСТТА НА АЛУМНИ МРЕЖИТЕ С МАШИННО
САМООБУЧЕНИЕ
IMPROVING ALUMNI NETWORK EFFICIENCY WITH MACHINE LEARNING

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Universities tend to rely on alumni organizations for providing long-term support for the institution and keeping track of successful students. Powered by network connectivity and recent advance in the area of social network research it's custom to have these organizations operating mostly in internet thus evolving into a dedicated small social networks. In this paper we analyze how machine learning can be used to improve efficiency of alumni organizations. SVM and K-means clustering algorithms are examined as tools that can not only give valuable information about members of the organization but also improve the level of support provided to the university by targeting the most appropriate alumni members for a particular event or project. Sample implementation is provided with demonstration on information from sample alumni networks.

Keywords: support vector machines, machine learning, social network clustering

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БИОЛОГИЧНОТО ЖИВОТНОВЪДСТВО И ПРЕДПОСТАВКИ ЗА РАЗВИТИЕТО МУ
В ЮГОИЗТОЧНА БЪЛГАРИЯ
**ORGANIC LIVESTOCK FARMING AND PRECONDITIONS FOR ITS
DEVELOPMENT IN SOUTH EAST BULGARIA**

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The goal of the article is to show the importance and growing economical interest for organic livestock farming and to underline its potential for the region of South East Bulgaria. For this purpose will be made a review of existing theoretical framework that will settle the scope of organic livestock farming for the purpose of this research. A general overview of the Dynamic market growth for organic products and its perspectives will be drawn along with existing rules and EU regulations especially in the field of eco and organic certification. Some main conclusions will be made following the existing official statistical data and trends. A

general conclusion on organic livestock farming profitability compared to conventional farming systems will be made to approve the competitive advantage that it could provide to the region of South East Bulgaria.

Keywords: organic products, EU Eco regulation, organic producers distribution, profitability

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БАРИЕРИ ПРЕД ИНОВАЦИИТЕ В МЕБЕЛНИТЕ ФИРМИ
BARRIERS BEFORE INNOVATIONS IN FURNITURE COMPANIES

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The dynamics of the environment shows that the competitiveness at the company level is impossible without the presence of innovation activity. Innovations influences consumers opinion, they impose new needs, they refine materials, business processes, technologies and products. Innovation is crucial for the survival, development of Bulgarian industrial companies. Each company's innovation policy is specific, there are no uniform rules or clear instructions for it. It is the basis of creating competitive advantages and from it depends the survival of the company on the market. Unfortunately, innovation faces many different barriers. Some of them are of an external nature and are imposed by the environment in which the company operates. Another part is of an internal nature and reflects company culture, management views on development, risk taking, and so on. This article outlines the state of Bulgarian reality under the conditions of a "timid innovator" and examines the major groups of barriers faced by companies. The work shows an empirical study related to the obstacles to the innovation activity of the Bulgarian managers in the furniture industry

Keywords: Industry; Psychological barriers; Organizational barriers, Consumer barriers

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ИНОВАЦИОННИ ПРОЦЕСИ И УСЛОВИЯ ЗА ФИНАНСИРАНЕ НА ИНОВАЦИИТЕ
В БЪЛГАРИЯ
**INNOVATIVE PROCESSES AND CONDITIONS FOR FINANCING INNOVATIONS
IN BULGARIA**

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The assessment of innovation processes in the country should be based on the context in which the country's economy has developed since 2009. From the start of this period to 2015, national statistics reported a seventh year in which stable economic growth would not be achieved. Domestic consumption and investment activity remain low, in the absence of quality new business projects. In such conditions, innovation and the development of entrepreneurial activity are developing at an extremely low pace, due to the problems mentioned, and not due to a purposeful state policy.

This article aims to present an analysis of the innovation processes in the country without going into the depths of the main problems faced by innovative enterprises in the country.

Keywords: Innovation, business environment, venture capital

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ПРЕДПРИЕМАЧЪТ - КАТАЛИЗАТОР НА РАЗВИТИЕТО В СЕЛСКИТЕ РАЙОНИ НА
БЪЛГАРИЯ
**THE ENTREPRENEUR - CATALYST FOR RURAL DEVELOPMENT IN
BULGARIA**

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Entrepreneurship in agriculture and rural areas is a growing interest of researchers, consultants, policy makers in many countries. Generating high value-added, growth-oriented, using high technology, providing employment to a part of the population, entrepreneurs are a natural driver of economic development in many countries. In our country the development of entrepreneurship in agriculture and rural areas is not yet receiving a wide response in science among researchers among farmers, agribusiness, agricultural authorities and the general public. The objective of this report is to present an overview of entrepreneurs in rural areas in Bulgaria and to analyze the problems and prospects facing them. Their professional knowledge and skills, interests and achievements of farmers must be taken in mind, so this is a good argument and a big challenge to provide them with support to achieve competitive advantages, both national and global level. With the growing global market and increasing technology in all sectors, basically a good and successful business stands entrepreneur-leader

Keywords: entrepreneurship, competitiveness, innovation, rural areas

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КЛЪСТЕРИТЕ КАТО СРЕДСТВО ЗА РАЗПРОСТРАНЕНИЕ НА ИНОВАЦИИ
CLUSTERS AS A TOOL FOR SPREADING INNOVATION

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Modern economic development directs European, national and regional policies towards innovation creation and dissemination. One of the main tools for implementing innovative policies and practices is cluster initiatives. Despite the indisputable advantages, that cluster generate for the region in which they operate, not all clusters are innovative. Therefore, it is important to analyze the main types of clusters and to identify those that contribute to building an innovative environment. The purpose of this article is to present studies related to the spatial character of innovation, highlighting key features associated with their manifestation. Methods: Research is based on methods such as analysis and synthesis, summary and comparison. Results: Definitions have been made of the terms innovation, innovation process, innovative clusters, distinguished are main types of clusters and their potential for spatial dissemination of innovation. The conclusions reached are that clusters cannot be unambiguously identified as a universal solution for disseminating innovation locally. There are innovative clusters that contribute to the development of complex innovations.

Innovations may exist in places where there are no clearly identified clusters. Clusters can exist in regions with low innovation potential.

Keywords: innovation, innovation process, innovative clusters

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ЕМПИРИЧЕН АНАЛИЗ И ОЦЕНКИ ЗА ВЪЗДЕЙСТВИЕТО НА ЕВРОПЕЙСКИТЕ
СТРУКТУРНИ ФОНДОВЕ В СТРАНИТЕ ОТ ЦЕНТРАЛНА И ИЗТОЧНА ЕВРОПА
**EMPIRICAL ANALYSIS AND ESTIMATES OF THE IMPACT OF THE EU
STRUCTURAL FUNDS ABSORPTION IN COUNTRIES OF CENTRAL AND
EASTERN EUROPE**

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The development of the economies of the Central and Eastern Europe (CEE) with the support of the European Structural Funds aims to help the countries carry out the structural transformation and increase the efficiency of their economies as a basis for long-term economic growth. Estimates of the fiscal impact of the European Structural Funds on aggregate demand for each country through the approach and assumptions of Rosenberg and Sierhe (2007) on "crowding out" effect of EU funds on aggregate activity demonstrate their role as a fiscal stimulus for aggregate economic activity. Estimates justify that the impact of European funds on economic growth may reach between 1.5% and 3% of GDP above the baseline scenario, depending on the degree of substitution of European funded and nationally funded projects. EU funds can increase growth, but only if supported by long-term national policies and priorities to ensure economic and social cohesion and achievement of the average European standards.

Keywords: Bulgaria, Central and Eastern Europe, EU structural funds, and fiscal stimulus

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МОДЕЛ ЗА РЕШАВАНЕ НА ПРОБЛЕМИ, СВЪРЗАНИ С ИЗБОР НА ДОСТАВЧИЦИ
A MODEL TO SOLVE THE SUPPLIER SELECTION PROBLEM

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The purpose of this work is to design an AHP (Analytic Hierarchy Process) model to solve the supplier selection problem in the Libyan industry.

The hierarchy developed is a five-level, incomplete hierarchy in which the top level represents the main mission of the supplier selection and the last level consists of the alternative suppliers.

Keywords: Supplier selection; Analytical Hierarchical Process; Max-min approach

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ИНТЕГРИРАНА СИСТЕМА ЗА ОЦЕНЯВАНЕ НА РЕЗУЛТАТНОСТ НА
ДЕЙНОСТТА

INTEGRATED PERFORMANCE MEASUREMENT SYSTEM

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This work deals with issues concerning the performance measurement in SMEs. There has been a literature search of existing methods and practices for performance measurement. The Characteristics of Performance Measurement and Factors Influencing Performance Measurement in SMEs are studied. Concept and objectives of the Integrated performance measurement system are developed. The structure and configuration of the performance measurement system are conceptualized.

Keywords: Performance measurement; Performance Measurement in SMEs; Integrated performance measurement

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ВНЕДРЯВАНЕ НА МЕРКИ, БАЗИРАНИ НА ЕКОСИСТЕМНИЯ ПОДХОД В
ЗЕМЕДЕЛСКИТЕ СТОПАНСТВА-НОВИ ВЪЗМОЖНОСТИ ЗА УПРАВЛЕНИЕ НА
РИСКА ОТ НАВОДНЕНИЯ

**ADOPTION OF ECOSYSTEM-BASED MEASURES IN FARMLANDS -NEW
OPPORTUNITIES FOR FLOOD RISK MANAGEMENT**

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Ecosystem-based approach for flood risk management is a growing field of research which has an emphasis on the role of ecosystems for the reduction of floods. One way of implementing this approach is by using the potential of farmlands to reduce and store the surface runoff so that the water retention capacity of the landscape is increased. In Europe during the last few years more and more attention has been paid to the role of agriculture for providing ecosystem services, including flood risk reduction. Currently, one possibility for the implementation of the ecosystem approach in farmlands is the provision of the Common Agricultural Policy and more specifically the implementation of agri-environment measures which have the ability to regulate surface runoff, as well as to reduce soil erosion. The aim of this paper is to present the potential for the adoption of ecosystem-based measures by examining the farmers' willingness to adopt agri-environment measures. The adoption behavior of farmers is analyzed on the base of a survey among 77 farmers in Iskar river catchment in Bulgaria.

Keywords: agri-environment measures, flood risk management

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ТЕНДЕНЦИИ ЗА РАЗВИТИЕ НА ОСП СЛЕД 2020Г
FUTURE DEVELOPMENT OF CAP AFTER 2020

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The main goal of the presentation is to review the most recent developments on the Future of CAP after 2020 as well as to evaluate the current proposals from the European Parliament and European Commission in this area.

Keywords: CAP, Sustainable development, EU

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БИТКОЙН - ИНОВАТИВЕН НАЧИН НА РАЗПЛАЩАНЕ С НОВ ТИП
НЕЗАВИСИМА ВАЛУТА
BITCOIN - AN INNOVATIVE PAYMENT METHOD WITH A NEW TYPE OF
INDEPENDENT CURRENCY

Student Todor Todorov

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Bitcoin is a type of crypto-currency that was launched in January 2009 as an emerging digital phenomenon in the financial technology realm by an unknown computer scientist using the pseudonym Satoshi Nakamoto. It is an innovative and independent currency that uses cryptography for its creation and for performing secure transactions. The aim of this article is targeted to introducing into the bitcoin's technology. The survey results and empirical research show that despite the bitcoin benefits over the currency of central authority people do not believe in this crypto-currency because of its speculative character.

Keywords: bitcoin, crypto-currency, Blockchain, virtual currency, money