

A B S T R A C T S

of the scientific publications

of Chief Assist. Prof. Vladi Kurshumov, PhD

Department of Industrial Business and Logistics, University of Economics - Varna
for participation in a competition for the academic position “Associate Professor” in the
Area of higher education 3. Social, Economic, and Legal Sciences, Professional field 3.8.
Economics, Scientific specialty: "Economics and Management (Business Diagnostic and
Project Management)", announced in the DV, issue 104/05.12.2025.

A. Scientific Publication on the Dissertation

General number	Number in category	Title
1.	1.	Kurshumov, V. (2013). Main aspects in the outsourcing process and its planning. Prerequisites and opportunities for industrial growth in Bulgaria: XIV scientific and practical conference dedicated to the 65th anniversary of the Department of "Industrial Business", October 4-5, 2013, UNWE, Sofia: UNWE Publishing complex, 462-471, ISBN (print) 978-954-644-494-3
<p>The uniqueness of each company defines the choice for outsourcing as strictly individual. Strategic nature of this decision requires thorough analysis of all costs necessary to make the contract; research of multiple factors affecting business, and quantification of the benefits and risks of the process. The aim of the paper is bringing out the main aspects in the outsourcing process planning by dividing it into separate stages and their commitment to the indicated directions analysis. Each outsourcing stage is a kind of „gateway” to the next one, so they need to be planned in a specific sequence and interdependence in order to achieve the desired effect.</p>		
2.	2.	Kurshumov, V. (2013). Classification of outsourcing and directions for its application. Scientific conference of young scientists: 2013: Varna: Science and Economics, 303-311, ISSN (print) 1314-4812
<p>Outsourcing is a modern business practice, the correct application of which leads to a more effective and fuller use of the available resources of companies. With the development of business at the national and international levels, the relationships between business entities are significantly complicated, and at the same time the scope of the concept is expanded. The purpose of the scientific paper is to derive a comprehensive classification of outsourcing based on its constituent components - outsourcing partners and the peculiarities of the relations between them. The significance of this is important from the point of view of the strategic choice of each company as to which type of outsourcing is most suitable for it, according to its individual characteristics.</p>		
3.	3.	Kurshumov, V. (2013). Strategic Aspects of Outsourcing. Izvestia. Journal of the University of Economics - Varna, Varna: Science and Economics, 3, pp. 89-98, ISSN (print) 1310-0343
<p>The decisions in the area of outsourcing are of importance to the competitiveness of each and every company and are among the main priorities of top management. It is necessary for managers to develop an adequate outsourcing strategy, based on the indicators <i>breadth</i> and</p>		

depth. It must be bound both to the corporate and the functional strategies of the firm. Along with the type of strategy it is necessary to determine also the most suitable business relations among partners in accordance with their commitment and interdependence for achieving efficient economic activity.

4.	4.	Kurshumov, V. (2012). Place and Role of Outsourcing in Modern Business Practices. Trends and Challenges in the Development of the Economy: International scientific conference, Varna: Science and Economics, 1, c. 418-424, ISBN (print) 978-954-21-0600-5
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Every enterprise carries out its activities surrounded by numerous factors that influence it. Some of these factors directly influence the activity, while others manifest themselves indirectly, with the business adapting to them rather than trying to control them. Managers have the complex task of studying and evaluating all these factors in order to derive the most appropriate strategy for action. The object of research in the paper is the concept of “outsourcing” and its essential characteristics and features. The scientific goal of the publication is to reveal the possibilities for increasing the efficiency of the business activities of companies through the outsourcing process. The results show that outsourcing has a great importance and role in satisfying private and public interests and represents a kind of strategy for action for managers. Its essence allows for practice, both as an anti-crisis measure and as an alternative for better development and improvement in the conditions of an economically stable environment.

B. Scientific Publication on the Competition for Associate Professor

I. Monograph

General number	Number in category	Title
5.	1.	Kurshumov, V. (2025). Financing Enterprises in Bulgaria Through European Funds. Varna: Science and Economics, p. 220 – (Monographic Library "Prof. Tsani Kalyandzhiev", Book 104), ISSN (print) 978-954-21-1194-8

In the contemporary economic conditions, enterprises seek to maintain a high level of competitiveness and market presence by way of investing in technological renewal, developing new products and services, maintaining a high level of information security, sustainable development, etc. In order to achieve these objectives, top-level managers need to deal with a number of challenges, including limited financial resources and prioritizing investment cost with a view to achieving the strategic vision for development. Grant financing under the European Funds is one of the tools for resolving the abovementioned problems, and the adequate absorption of the former provides enterprises with the opportunity for more complex development that is conformable to the market.

The research objective of the monographic work comprises a theoretical overview of the operation of EU Programmes, incl. the formulation of the main advantages and risks for business organizations; an assessment of the participation of enterprises in grant financing projects and their overall level of project activity, as well as working out guidelines aimed at improving project management by way of balancing the interests of stakeholders.

The conducted study covers the degree of participation of Bulgarian enterprises in European Programmes for supporting innovation and competitiveness as well as the development of human resources after 2007, analyzes it and assesses it at three levels: national

level, regional level and enterprise level. At the national level the emphasis is on the opportunities before enterprises to access a non-repayable financial resource: there are laid down principal trends with respect to the various Programme periods and Programmes. The study of the second level draws the attention to the project activity of the beneficiaries - private organizations from the Province of Varna - and reveals the regional peculiarities of the absorption of European Funds. The third level is focused on determining the individual level of project activity for a total of 272 enterprises.

Results show that European Funds actually provide numerous opportunities to business organizations for their economic development. In order to maximize efficiency, enterprises should perceive project activity as an opportunity of strategic importance and should adequately and appropriately model and manage the processes of initiation, planning, implementation and reporting of their projects.

II. Other monographs and extended scientific articles

General number	Number in category	Title
6.	1.	Minkov, I., Zlateva, D., Kurshumov, V. (2025). Publicized Corporate Culture of Insurance Companies in Bulgaria. Economic Studies, Sofia: Economic Research Institute Bulgarian Academy of Science, 34, 4, 124-149., ISSN (print) 0205-3292, ISSN (online) 0205-3292
<p>An important component of the official corporate culture of business organizations is that part of it that is publicized in the digital space. Namely it enables companies to build a unique identity in the market space. This is of essential importance for insurance companies offering services in a highly competitive market. The aim of the research is to examine the role of the publicized corporate culture in the communication policy of insurance companies in Bulgaria, by outlining the main aspects and issues in its structure. The results show that at least one element of the corporate culture has been proclaimed by 95.65 % of the insurance companies. A low degree of proclamation of the vision and inaccuracies in its formulation were found. The insurance companies should more actively proclaim their vision in order to send an overall strategic message to the surrounding business environment.</p>		
7.	2.	Minkov, I., Zlateva, D., Kurshumov, V. (2024). Role of the Mission, Vision and Values in Building the Corporate Culture Published on the Internet of the Insurance Companies in Bulgaria. Annual Book. Varna University of Economics, Варна: Science and Economics, 94, 7-46., ISSN (печатно) 0861-6752
<p>In a dynamic and highly competitive environment, the mission, vision and values of business organizations are strategic documents with an important role in the communication with their partners and customers. In this regard, they should occupy a significant place in the publicized on the Internet official corporate culture of companies from various sectors of the economy. The aim of the study is to reveal the significance of mission, vision and values in the corporate culture of the insurance companies in Bulgaria publicized on the Internet, outlining the specificity of their content and application. The research tools used include structural analysis, content analysis and method of comparison. The obtained results show that the mission, vision and values/principles have a significant role in the proclaimed online corporate culture of the insurance companies in Bulgaria and they are used in an appropriate way to build a positive public image of the companies.</p>		

8.	3.	<p>Kurshumov, V. (2024). Problems of outsourcing in Bulgarian industry. Varna: Iko-Consult, p. 204. - (Bib. PhD defended doctoral dissertations), ISBN (print) 978-954-8235-22-8</p>
<p>The complex economic reality and the constantly changing business environment exacerbate the competition between enterprises and test their ability to adapt to the surrounding conditions in order to maintain a high level of competitiveness. Their activities are influenced by more and more diverse factors that give advantage to some at the expense of other business entities. This requires a search for diverse, innovative and modern business conditions-compliant methods for gaining new competitive advantages and maintaining a high degree of flexibility. Companies resort to outsourcing activities, seeing in this an opportunity to maintain their market positions and meet the needs of their users. Outsourcing is not a new phenomenon, but its evolution places it among modern business practices.</p> <p>The subject of the study is the outsourcing of processes/activities of the surveyed enterprises. The object of the study is the enterprises of class C11.05 "Beer Production", operating on the territory of the country. The scientific objective of the study is, based on revealing the application of outsourcing of processes/activities in enterprises and the effects that it has on their business activities, to build a model for its planning and effective management. The main thesis is that the higher level of application of outsourcing of processes/activities in enterprises leads to an increase in its positive and a decrease in its negative impact on business activities. This can be achieved through its planning and effective management.</p> <p>The results show that outsourcing is suitable for enterprises from different industries, with different subject of activity and different scale of activity. It has been established that enterprises from the class "Beer Production" apply outsourcing, affecting mainly activities related to transport, maintenance of buildings and facilities, hardware servicing, etc. Its positive impact is diverse, and there are reserves for its increase by influencing primarily the way of implementing the process of outsourcing processes/activities.</p>		
9.	4.	<p>Minkov, I., Ivanov, Y., Mihaylova, M., Kurshumov, V., Pavlova, D. (2019) Prospects and Opportunities Facing Industrial Enterprises in Bulgaria. Varna: Science and Economics (Monographic library "Prof. Tsani Kalyandzhiev", Book 56) ISBN (print) - 978-954-21-0992-1</p>
<p><i>Abstract of the whole monograph</i></p> <p>The industrial sector of a country is always the object of increased attention and interest on the part of researchers and analysts, since industry is at the foundation of every economy. With regard to this, the aspiration is to identify and lay down those factors, prerequisites and conditions, which provide the possibility to the enterprises and companies situated in a certain business environment, to compete successfully, both on the domestic and the international markets.</p> <p>The book, in its ideological concept, is a combination of several individual studies, conducted during the period after the global financial and economic crisis, concerning the problems of Bulgarian industrial enterprises in certain topical thematic areas and the search for solutions aimed at adequate adaption to the conditions of a dynamic environment.</p> <p>Firstly, there are examined the dynamic capabilities of industrial enterprises, and there is worked out a model for their management, of universal applicability, which provides the opportunity for the creation and development of competitive advantages. The next study is devoted to outsourcing and its application in the industry of Bulgaria. There is drawn an outsourcing profile of the Bulgarian industrial enterprise and are offered guidelines in four areas</p>		

for improving the use of outsourcing and its effect. Further on the attention is focused on the contemporary marketing concept of *customer capital* and its management in industrial enterprises in Bulgaria. On the basis of the obtained results and the testing of the research hypotheses, there are drawn specific opportunities and is designed a model for the management of customer capital of the enterprises. In the last study the emphasis is on the price aspects of competitiveness in industrial enterprises, particularly the place which value takes in the former. There are identified the key factors of price competitiveness and the opportunities those present to producers.

Abstract of the part, developed by Vladi Kurshumov

The application of outsourcing on a global scale is increasingly strengthened with the increase in competition between enterprises from different industries and the change in the economic situation. Enterprises from developed economies accept outsourcing as a potential and highly effective strategy for achieving competitive advantage. In Bulgaria, the application of outsourcing can be conditionally considered in two directions: first, the transfer of activities from foreign companies to Bulgaria or from Bulgarian companies outside the country (offshore outsourcing) and second, onshore outsourcing between enterprises within the country. Currently, significant efforts are being made to develop offshore outsourcing to Bulgaria. Many foreign companies invest in transferring part of their activities to the territory of the country, driven by factors such as the good geographical location, relatively low labour costs and, at the same time, the availability of specialists in various fields of activity.

The correct implementation of outsourcing by organizations leads to economic results for both parties involved in it, both in terms of financial results and in terms of improving the quality of work. The methodological foundations of the study include a model that analyses the level of application of outsourcing in enterprises and the degree of its influence on their activities. The results show that enterprises outsource various processes and activities, mainly related to transport, but there is still a significant reserve for increasing the activity of enterprises in terms of outsourcing activities such as the implementation of new technologies; environmental protection, etc. Enterprises are not inclined to use external suppliers when it comes to competitively determining processes, such as production functions and those for managing relationships with business counterparties and customers. The studied beer producers in Bulgaria do not cede overall control over the outsourced activity to the external contractor. At the same time, the degree of influence depends on the level of application of outsourcing.

III. Scientific articles

General number	Number in category	Title
10.	1.	Kurshumov, V. (2025). Implementation of the Recovery and Resilience Facility in the Balkan Countries. <i>German International Journal of Modern Science</i> , Satteldorf: Artmedia24, 103, 12-17, DOI: https://doi.org/10.5281/zenodo.15365528 , ISSN (print) 2701-8369, ISSN (online) 2701-8377

In recent decades, the European Union has made great efforts to support Member States in their development and competitiveness. This assistance is particularly important in the emergence of the Covid-19 pandemic, when national economies are facing a number of social and economic challenges. This study is focused on the implementation of the Recovery and Resilience Facility (RRF) in the countries of the Balkan Peninsula. The scope of the study

<p>includes Bulgaria, Greece, Croatia, Romania and Slovenia. The scientific objective is to highlight the main characteristics of the National Recovery and Resilience Plans (NRRP) of the countries and to analyze the degree of their implementation, as well as their contribution to the achievement of pan-European policies, part of the RRF. The results show that Greece and Croatia are the most successful in absorbing funds, while Bulgaria reports serious delays in implementation.</p>		
11.	2.	<p>Kurshumov, V. (2025). Co-modality in Urban Logistics: is it Possible in Bulgaria? <i>Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series</i>, Varna: Union of Scientists - Varna, 14, 1, ISSN (print) 1314-7390, ISSN (online) 2603-4085 (Accepted for publication)</p>
<p>The transport of goods in urban conditions, incl. last mile logistics, is an important part of supply chains and a structural element for achieving efficiency in deliveries. The environmental sustainability and viability of cities depend on the organization of the urban logistics system. There are many good examples of optimizing urban logistics processes, one of which is related to the application of the concept of co-modality, combining the transport of goods with public transport. The aim of this study is to examine the possibilities for the application of this concept in Bulgaria, including the main advantages and challenges. Among the research methods and approaches used are structural analysis, method of comparison, content analysis, etc. The results show that under certain circumstances and for given type of municipalities, co-modality is applicable and, if properly organized, would lead to positive effects for transport in the city and for improving the quality of life.</p>		
12.	3.	<p>Kurshumov, V. (2024). Prospects for the Development of Urban Logistics in Bulgarian Municipalities. <i>Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series</i>, Varna: Union of Scientists - Varna, 13, 1, 122-130, DOI https://doi.org/10.56065/IJUSV-ESS/2024.13.1.122, ISSN (print) 1314-7390, ISSN (online) 2603-4085</p>
<p>In the modern conditions of a distinct consumer society and ever greater demands on manufacturers and retailers, the need to optimize transport flows, especially in an urban environment, is being intensively discussed. A balance is sought between satisfying the needs of the population and at the same time ensuring appropriate living conditions, characterized by viability of cities, availability of the necessary social services, a clean and safe environment. The aim of the study is to analyse the possibilities for optimizing the urban logistics processes in municipalities in Bulgaria. The methods and approaches used include content analysis, comparison, synthesis, etc. The results show that in Bulgaria the problems of urban logistics are still relatively low priority, but can be optimized through investments in infrastructure solutions and reorganization.</p>		
13.	4.	<p>Kurshumov, V. (2024). Trends and Challenges in the Implementation of the National Recovery and Resilience Plan in Bulgaria. <i>Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series</i>, Varna: Union of Scientists - Varna, 13, 1, 131-138., DOI https://doi.org/10.56065/IJUSV-ESS/2024.13.1.131, ISSN (print) 1314-7390, ISSN (online) 2603-4085</p>
<p>As part of the European Union, Member States have access to significant funding to achieve sustainable development in social, economic and environmental aspect. Through the Recovery and Resilience Facility, countries have the opportunity to overcome the consequences</p>		

of the Covid-19 crisis while at the same time achieving development in terms of digital transition, innovation, employment and climate neutrality. The present study aims to analyse the degree of implementation of the National Recovery and Resilience Plan in Bulgaria, including main areas of funding, types of beneficiaries, number of contracts, etc. Among the research methods and approaches used are structural analysis, induction, method of comparison. The main results show that there is a serious delay in Bulgaria in terms of utilization of funds and fund flow, due to multiple macroeconomic factors, as well as an imbalance between priorities, beneficiaries and expected results.

14.	5.	Kurshumov, V., Radev, R. (2022). Consumption, Production and Safety of Food and Beverages in Bulgaria in the Conditions of Covid Pandemic. <i>Izvestia. Journal of the University of Economics - Varna, Varna: Science and Economics</i> , 66, 1, 23-41, ISSN (print) 1310-0343, ISSN (online) 2367-6949
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The scientific goal of the article covers research and analysis of consumption, production and safety of food and beverages in Bulgaria in the context of the Covid pandemic in order to derive basic trends and prospects for mitigating the pandemic effects. The study found that the Covid pandemic affects the consumption and production of food and beverages in Bulgaria. Consumers reallocate their costs to certain specific foods and beverages. Difficulties in production are mainly related to the need for rapid adaptation of staff to new working conditions in a pandemic environment. In pandemic conditions, Covid-19 was not found to pose a serious risk to food and beverage safety, which is essential for consumers. The results obtained in the study may be useful in future studies related to the effects of the Covid pandemic on the food industry in Bulgaria.

15.	6.	Kurshumov, V., Minkov, I. (2020). Evaluation of the Project Activity of the Enterprises from Varna Region in the Area of Good and Safe Working Conditions under European Structural and Investment Funds. <i>Management and Sustainable Development. Ser. Society. Man. Nature, Sofia: University of Forestry, Vol. 84, 5, 88-93, ISSN (print) 1311-4506</i>
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The scientific paper analyses the opportunities that Operational Program Human Resources Development 2014– 2020 offers to Bulgarian companies to ensure good and safe working conditions and assesses the actual absorption of funds under the procedure Good and safe working conditions from the beneficiary companies in Varna Region. The aim is to reveal the characteristics of the participants in the procedure in terms of funds absorbing degree, own financial contribution, sustainability of results, implementation of the indicators, etc. The research methods and approaches used include: analysis and synthesis; content analysis; systematic approach, etc. A major source of information is the secondary data available in Information System for Management and Monitoring of EU Funds in Bulgaria 2020.

16.	7.	Kurshumov, V. (2017). Importance of Operational Programmes for Achieving Sustainable Development in Bulgaria. <i>Management and Sustainable Development. Ser. Society. Man. Nature, Sofia: University of Forestry, Vol. 62, 1, 78-83, ISSN (print) 1311-4506</i>
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Contemporary business environment is characterized by growing production aimed at satisfying the increasing demands of consumers. Therefore, it is necessary to rethink the priorities and achieve them following the concept of sustainable development and the integration of social, economic and environmental aspects as guiding principles The importance of Operational Programmes to achieve sustainable growth in Bulgaria is undeniable and its

management is critical to the formation of a green economy based on intelligent solutions. The aim of the scientific article is to examine the importance and role of the Operational Programmes during the 2014–2020 programming period in achieving sustainable development. After reviewing the priorities, sources of funding and the distribution of funds, it becomes clear that in Bulgaria the greatest importance is given to achieving environmental sustainability, followed by sustainability in economic terms and lastly, with the least allocated funds, is the social direction.

17.	8.	Kurshumov, V. (2016). Role of Outsourcing in the Sustainable Development Concept of Industrial Enterprises in Bulgaria. Management and Sustainable Development. Ser. Society. Man. Nature, Sofia: University of Forestry, Vol. 56, 1, 65-70, ISSN (print) 1311-4506
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Contemporary business conditions are characterized by limited resources, rapid technology development and pollution of nature. At the same time, the concept of sustainable development arises to focus on balancing the interests of all stakeholders in terms of the environment. By using outsourcing enterprises could achieve smart development and adaptation of business to the new requirements of the society. The aim of the scientific article is to study the possibilities of using outsourcing as a tool for achieving sustainable development. The results show that among Bulgarian manufacturing enterprises (in particular for beer producers) the outsourcing of work directly related to sustainable development is still not advocated to the necessary extent. However, given the pronounced positive impact of outsourcing on various aspects of the overall business activity, there are reservations for increasing the sustainability of companies through the use of external contractors in the direction of environmental protection, more active inclusion in public life and more responsible production.

IV. Research papers

General number	Number in category	Title
18.	1.	Kurshumov, V. (2025). Sustainable Development Policy: Good Practices in Nigher Education. Business and Management in a Changing World: Realities and Challenges: Round Table Proceedings on the Occasion of the 5th Anniversary of the "Business and Management" Major at the University of Economics - Varna, 17 October 2025, Varna: Knowledge and Business, 2025, 75-86., ISBN (online) 978-619-210-083-4

In recent decades, sustainable development has become increasingly important for national economies and is gradually becoming an integral part of the management of every organization. In order to achieve global goals in social, economic and environmental aspects, higher education institutions have a special role, which, in addition to forming basic knowledge and skills in young people, are also the organizations with socially significant behaviour. The aim of the paper is to examine good practices in higher education in the field of sustainable development in terms of a formalized policy, the degree of its disclosure and its scope. The results show that a large part of universities in Bulgaria still do not give the necessary importance to the problems related to sustainable development. At the same time, the policies of leading European universities are based primarily on the UN SDGs goals and are an integral part of their strategic orientation.

19.	2.	Pavlov, P., Kurshumov, V. (2025). Eco-innovation and Circular Economy Development. Circular Economy, Intelligent Business and Education: Industrial Growth 2024: III International Scientific Conference, 27-29 September 2024, Nessebar, Bulgaria, Sofia: Az-buki National Publ. House, 136-145, DOI: https://doi.org/10.53656/igc-2024.07 , ISSN (online) 2738-7267
<p>The transition to a circular economy is of great importance to maintain the balance between quality of life and excessive consumption. In this regard, eco-innovations are established as a vital element for the development of business organizations and the economy. The main objective of the paper is to analyse and evaluate the trends in the development of the innovation activity of the EU countries and in particular Bulgaria in the field of eco-innovations. The results of different measurement are discussed, including eco-innovation index and some indicators related to circular economy in EU.</p>		
20.	3.	Radev, R., Kurshumov, V. (2024). Cost Price of Edible Films and Coatings for Fresh Fruit and Vegetables. Current State, Problems and Prospects for the Development of Agricultural Science: IX International Scientific Conference on Agricultural Science, 2024 (AGRICULTURAL SCIENCE 2024), Les Ulis, Paris: EDP Sciences, 01001 - 1-12. - (BIO Web of Conferences; Vol. 141), DOI: https://doi.org/10.1051/bioconf/202414101001 , ISSN (онлайн) 2117-4458
<p>Scientific studies on determining the cost price of edible films and coatings for fresh fruits and vegetables have not been established in the scientific literature. The purpose of this article is to examine cost price of various edible films and coatings for some fresh fruits and vegetables. The descriptive-analytical method is used to fulfil the aim - the theoretical aspects of the researched scientific field are investigated on the basis of a current literature survey. The collected information is summarized and analysed using a systematic approach; an analytical approach; a study of the works of authors in the field; a comparative analysis and an observational method. In the scientific study, the cost price of edible films and coatings for fresh fruits and vegetables of randomly selected scientific developments was calculated, and three groups according to cost price were presented. In conclusion, opportunities for future research on the cost price of edible films and coatings are presented.</p>		
21.	4.	Kurshumov, V. (2023). City Logistics as a Factor for Achieving Sustainable Development and Economic Growth. Industrial Business - Perspectives & Opportunities: Round Table Proceedings, On the Occasion of the 75th Anniversary of “Industrial Business and Entrepreneurship” Major and the 70th Anniversary of “Industrial Business & Logistics” Department at University of Economics – Varna October 27th 2023, Varna: Science and Economics, 2023, 226-233, ISBN (online) 978-954-21-1164-1
<p>The sustainable development and economic growth of cities determine the quality of life of the population and its viability. A key role for this is the implementation of urban logistics concept as an approach to adequately organize urban freight transport, reduce the harmful impact on the environment and improve mobility. The aim of the scientific report is to present the main characteristics of urban logistics in a theoretical aspect, as well as its role in regional development. The results of the conducted research show that a properly organized urban</p>		

<p>logistics system is one of the main factors for the competitiveness of municipalities, and hence also for achieving the well-being of a number of interested parties, including and society as a whole.</p>		
22.	5.	<p>Kurshumov, V. (2023). Good Practices in the Field of City Logistics. Industrial Business - Perspectives & Opportunities: Round Table Proceedings, On the Occasion of the 75th Anniversary of “Industrial Business and Entrepreneurship” Major and the 70th Anniversary of “Industrial Business & Logistics” Department at University of Economics – Varna October 27th 2023, Varna: Science and Economics, 248-255, ISBN (online) 978-954-21-1164-1</p>
<p>The city logistics concept is increasingly applied and gaining importance among populated areas, allowing the optimization of urban freight transport with the aim of reducing the negative impact on the environment and improving the quality of life of the population. More and more cities manage to develop and implement effective measures to optimize city logistics processes. The purpose of the scientific report is to provide an overview of some of the good practices in the field applied by various European cities, as well as to evaluate the intentions of the Bulgarian municipalities for their integration. The results of the conducted research show a high degree of engagement with the concept from European cities and still extremely low interest in the subject from Bulgarian urban centres.</p>		
23.	6.	<p>Kurshumov, V. (2022). Characteristics of City Logistics in the Context of Sustainable Development Concept. Logistics in Times of Crisis: Challenges and Solutions: Round table proceedings: On the Occasion of the 15th Anniversary of “Logistics” Major at the University of Economics – Varna, October 28th 2022, Varna: Science and Economics, 187-196, ISBN (online) 978-954-21-1128-3</p>
<p>The socio-economic development of the society is faced with a number of challenges related to crises of different nature, including of a health, financial and environmental aspects. They are especially noticeable in cities, where demand and supply, transport, material flows, etc. are concentrated. One of the main factors for achieving a balance between the social, economic and ecological dimensions is integrated and well-managed city logistics. The purpose of the scientific paper is to research the importance of city logistics for achieving sustainable development and public well-being and to derive main directions for balanced management of supply chains in urban conditions. In this context, the elements, the main participants and different organizational models in the development of the urban logistics system are of main interest.</p>		
24.	7.	<p>Kurshumov, V. (2022). The “Zero Waste” Concept as a Factor for Sustainable City Development. Logistics in Times of Crisis: Challenges and Solutions: Round table proceedings: On the Occasion of the 15th Anniversary of “Logistics” Major at the University of Economics – Varna, October 28th 2022, Varna: Science and Economics, 223-231, ISBN (online) 978-954-21-1128-3</p>
<p>The “Zero waste” concept outlines society's path towards a circular economy and improving the quality of life. It is important that all stakeholders participate in the process of effective waste management, including producers, consumers, the State, etc. The main objective of the scientific paper is to reveal the possibilities of zero waste for cities as a way to achieve sustainable development. The research methods used include content analysis, comparative</p>		

<p>method, induction and deduction. The results show that there are many good practices in the field of waste management and reverse logistics in Europe, which are still poorly spread and implemented in Bulgaria.</p>		
25.	8.	<p>Kurshumov, V., Radev, R. (2021). Consumption of Food and Beverages in Bulgaria in Times of Covid Pandemic. Quality and Control of Goods in Conditions of Covid Pandemic: Conference Proceedings from an International Scientific and Practical Conference, Varna, Science and Economics, 264-270, ISBN (print) 978-954-21-1096-5</p>
<p>The Covid pandemic has created unfavourable conditions for the development of national economies, which has confronted countries with various challenges, with food consumption being among the most affected. The purpose of the scientific report is to study the state and development of the food and beverage consumption in Bulgaria in times of Covid pandemic. The object of the study is the consumption of food and beverages and the subject covers its state and development. The obtained results can be the basis for future research related to measures for the development of the food industry in post-Covid conditions.</p>		
26.	9.	<p>Kurshumov, V. (2021). Features and Challenges in Human Resource Management in Project Activity. Human Resource Management: Conference proceeding: International Scientific-Practical Conference organized By the University of Economics – Varna, 24 September 2021, Varna: Science and Economics, 206-214, ISBN (online) 978-954-21-1092-7</p>
<p>Working on projects to provide grants is one of the priorities of organizations ensuring development and competitiveness. The focus is on the successful and quality implementation of the project activities, which is possible through effective management of project teams. The object of research is the project team, and the subject of research covers the factors influencing the efficiency of work and determining the possibilities for its increase. The aim is to review contemporary methods for recruitment, selection and management of the team working on projects and on this basis to provide guidelines for process optimization.</p>		
27.	10.	<p>Kurshumov, V. (2020). Funding the Startups' Innovation Activities by European Funds. Economic Science, Education and the Real Economy: Development and Interactions in the Digital Age: Proceedings of the Jubilee International Scientific Conference dedicated to the 100th anniversary of the University of Economics – Varna: Vol. 2, Varna: „Science and Economics, 2, 349 – 360, ISBN (print) 978-954-21-1038-5</p>
<p>The development of entrepreneurship nowadays is of great importance for the competitiveness of any economy, and that is why it is important the start-up businesses and their innovation activities to be well stimulated. The purpose of the report is to analyse the possibilities for financing the implementation of innovations by Start-ups in Bulgaria through European funds and the efficiency of absorption of funds. The basis is a comparative feature of funding procedures over the programming period 2007-2013 and 2014-2020. The used information is mainly from Information System for Management and Monitoring of EU Funds in Bulgaria. The results show that less and less Start-ups are benefiting from European funding for innovations.</p>		
28.	11.	<p>Kurshumov, V., Valchinov, V. (2018). Performance of the European Union's Cohesion Policy Through the Operational Programs in Bulgaria. Industrial business and entrepreneurship – innovations in science and</p>

		practice: Conference Proceedings on the Occasion of the 70th Anniversary of “Industrial Business and Entrepreneurship” Major at University of Economics – Varna, Varna: Science and Economics, 391 – 401, ISBN (print) 978-954-21-0982-2
<p>Cohesion policy of the European Union is of great importance for the development of the member states, incl. Bulgaria. Operational programs, as a tool for fulfilling the objectives of the Policy and the funding they provide, have an impact on enhancing the competitiveness of both organizations and at national level. The object of research is the EU Cohesion Policy, as an instrument for economic, social and territorial cohesion, and the subject of research is its manifestation on the Bulgarian industry through the action of the Operational programs. The aim of the scientific report is to review the main directions and objectives integrated into the Cohesion Policy, their changes during the different Programming periods and the degree of implementation through the Operational programs.</p>		
29.	12.	Kurshumov, V. (2017). Operational Programmes as a Source of Financing for Development of Courier Companies in Bulgaria. Modern Logistics-Business and Education: Conference proceedings: International Scientific and Practical Conference on the Occasion of 10th Anniversary of Major “Logistics” in University of Economics–Varna, 19- 20 October 2017, Varna: Science and Economics, 133-148, ISBN (print) 978-954-21-0945-7
<p>The companies offering courier services are of great importance for the development of the country's overall economy due to the close connection with the activity of enterprises from different sectors. Operational programmes offer opportunities for additional funding for enterprises to maintain a high level of competitiveness. The object of the scientific report is the companies offering non-universal postal services (courier services) in Bulgaria. The subject of research is the project activity of the courier companies and specifically their work on projects under the Operational programmes. Currently, the participation of courier companies in projects as beneficiaries is not significant, but there are reserves to increase their activity in terms of absorption of funds.</p>		
30.	13.	Kurshumov, V. (2015). Outsourcing and its Usage Among the Bulgarian Brewing Companies. Horizons in the Development of Human Resources and Knowledge: Scientific Conference with International Participation: Conference proceedings, 12-14 June 2015: Vol. 1, Burgas: BFU, 1, 379-386, ISBN (print) 978-619-7126-10-5
<p>In contemporary dynamic business environment, outsourcing is a strategic alternative for Bulgarian producers of beer. Despite its widespread use, there are still reserves for getting the most of opportunities it provides to organizations. It is necessary to analyze many factors; different aspects of outsourcing policy; relationship between partners and assessment of outsourcing impact on the overall business. The object of the study is the enterprises producing beer in the country. The subject of the study is the level of application of outsourcing and the degree of its impact on business activity.</p>		
31.	14.	Kurshumov, V. (2015). Peculiarities of Outsourcing in Industrial Enterprises and a Model for its Integration and Management. Legal and Economic Problems of the Business Environment of the Republic of Bulgaria: Round Table Proceedings: 23 October 2015, Svishtov:

		Academic Publishing House “Tsenov” – Svishtov, 320 – 325, ISBN (print) 978-954-23-1086-0
<p>Outsourcing is an alternative strategy for the industrial enterprises to maintain a high level of competitiveness. To make the most of opportunities it offers, the companies need to follow a model for the integration and management of outsourcing. The model is based on a sequence of activities following the example of breweries in Bulgaria. It helps companies to plan, evaluate and coordinate the outsourcing contract effectively in order to achieve the objectives and to minimize the outsourcing risk. The scientific objective of the report is to reveal the specifics of the applied outsourcing in industrial enterprises and on this basis to derive a model for its integration and management. The object of the study are the brewing enterprises operating on the territory of Bulgaria, and the subject of the study - the specifics of the application of outsourcing among them. The model presented in the study would significantly increase the ability of managers to make correct management decisions in the field of outsourcing and to predict the expected results with greater accuracy.</p>		
32.	15.	<p>Kurshumov, V. (2013). Key Aspects in Determining the Appropriate Outsourcing Activities as a Way for its Successful Implementation in Business Organizations. Prospects for Industrial Business: International Scientific Conference: Dedicated to the 60th Anniversary of the Department of Economics and Management of Industry: Conference Proceedings, 6 - 7 December 2013, Varna: Iko-consult, 167-171, ISBN (print) 978-954-8235-09-9</p>
<p>Outsourcing is a means to enhance the competitiveness of the company but its proper implementation is associated with different analyzes and evaluations. The basis of the process is to identify the most appropriate activities for outsource. The aim of the report is to outline the guidelines for their proper determination based on various factors and according to the importance of these activities for the development of the enterprise. The research shows that through a comprehensive approach to identifying activities suitable for outsourcing, a thorough analysis of them and their adequate prioritization according to the state of the business could be achieved.</p>		

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