

A B S T R A C T S

of scientific publications

of assoc. prof. Ilian Minkov, PhD

Department of Industrial Business and Logistics, University of Economics - Varna for participation in a competition for “professor” in the field of higher education 3. Social, Economic, and Legal Sciences, Professional field 3.8. Economy, Scientific specialty: "Economics and Management (Business Planning and Corporate Culture)", announced in the State Gazette, issue 32/15.04.2025.

I. Monograph

1.1. Minkov, I. (2025) The corporate culture of business organizations in Bulgaria published on the internet. Varna: Science and Economics (Monographic library “Prof. Tsani Kalyandzhiev“, Book 101) ISBN - 978-954-21-1062-0, pp. 164

Abstract of the monograph

In the contemporary conditions of globalization, digitalization and highly competitive market environment, the role of corporate culture increases considerably, since the purposeful management of the latter results in the development of new competitive advantages for business organizations. An essential element of corporate culture is the culture published on the Internet, through which companies communicate their strategic objectives and intentions.

The monographic work defends the proposition that a higher rate of publication of the official corporate culture on the Internet contributes to the adequate informing of partners and stakeholders as regards the strategic priorities of companies and thus facilitates the achievement of positive organizational results.

A study of companies from four sectors of Bulgarian economy: beer production, courier services, construction and meat processing, is conducted, and is assessed the degree of development of the official culture published by them, its main content characteristics are identified and the relation between the level of disclosure of culture and the economic results of the companies is studied. On that basis a comparative analysis between the individual sectors is performed, the main issues of its development in companies are drawn and possibilities for its improvement are put forward.

The results of the study show that the corporate culture of business organizations in Bulgaria, published on the Internet, is insufficiently developed, and in many of those it is actually missing, which deprives them of the possibility to use the potential of the

former to distinguish themselves from the competition in the marketplace and to build the desired image of the organization.

The monographic work is structured in six chapters, the sequence of which follows the logic of the exposition.

Chapter one presents the theoretical and methodological premises of the study, which serve as the foundation for further research. The role and place of corporate culture as an important factor for the competitiveness of companies in modern business conditions are examined. In this context, the essence of publicized culture is defined as part of the official culture of the company, and its more important characteristics are outlined. The elements of publicized culture that build its internal structure are deduced, their hierarchy is argued and their substantive characteristics are presented. The methodological foundations of the study are built in the last two paragraphs, as: 1/ a methodology for studying the publicized corporate culture of business organizations is developed, and 2/ a statistical toolkit is justified for studying the relationship between the level of disclosure of the elements of culture and the profitability of companies.

The second, third, fourth and fifth chapters have an identical structure and are dedicated to the analysis and assessment of the degree of development of the publicized corporate culture in four sectors of the Bulgarian economy, respectively - beer production, courier services, construction and meat processing. The first paragraph examines the features, status and trends in the development of each sector, with a view to presenting the context in which the official, and in particular the publicized culture of business organizations is built. The analysis of culture is directed in four directions: 1/ determining the relative share of companies in the sector in which each element of the publicized culture is present; 2/ determining the relative share of companies disclosing a precisely defined number of elements of the publicized culture; 3/ determining the coefficient of disclosure of the elements of the publicized culture, and 4/ identifying the main substantive characteristics of the individual elements. Each chapter concludes with an examination of the strength and direction of the relationship between the level of disclosure of cultural elements and the profitability of the revenues of companies in the sector.

Chapter six synthesizes the main results of the study, makes a comparative analysis

between the individual sectors, identifies the main problems in building the publicized corporate culture of Bulgarian business organizations on the Internet, and suggests opportunities for its improvement. The first paragraph defines some general indicators for the level of publicized culture, based on which conclusions are drawn about the degree of its development in the conditions of the Bulgarian economy, as well as about the strength of its impact on the results of the companies' activities. Further, the main similarities and differences in the publicized culture of the studied economic sectors are identified in three main areas: 1/ degree of importance of the individual elements of the publicized culture; 2/ number of elements that make up the cultural portfolio, and 3/ emphases and priorities in the content of the messages sent. Based on the outlined main problems, recommendations and measures have been defined to improve and raise the level of the publicized corporate culture, which are universal in nature and could be successfully implemented by any business organization.

II. Monographs and studies

2.1. 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

Abstract of the whole monograph

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.

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.

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 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 parts, developed by assoc. prof. Ilian Minkov, PhD

The introduction of the monograph outlines the key assumptions underlying the development of Bulgaria's industrial sector in the years following the financial and economic crisis. It also outlines a number of factors and circumstances that hinder industrial enterprises in their efforts to improve their market positions and increase their competitiveness. The conclusion summarizes the main conclusions of the study, and raises some questions that are the subject of future research on the topic.

3.2. Minkov, I. (2023) Problems of Corporate Culture in Bulgarian Industry. Varna: Iko-consult (Library PhD defended doctoral dissertations), ISBN (print) 978-954-8235-21-1, pp. 188.

Abstract of the monograph

Culture is a distinctive characteristic of any community of people, regardless of its size – nation, ethnicity, region, organization or other form of differentiation. Through its beliefs, assumptions, perceptions and rules, culture determines the way people think and act as members of this community. Corporate culture plays an essential role in the functioning and activities of business organizations, because its values, practices and norms determine the effectiveness of the daily work process in the long term. The object of study are enterprises from the Bulgarian industry, which, despite their different

spheres of activity and operating conditions, have common characteristics and problems related to corporate culture. The aim of the study in the monograph is, after the theoretical clarification of the essence and features of corporate culture, to analyze its status and development in the Bulgarian industry and to reveal opportunities for its improvement and adaptation to modern dynamic conditions.

The results obtained show that the culture of Bulgarian industrial enterprises is insufficiently favorable for the purposes of building distinctive competitive advantages in the markets in which they operate. The main reason for this is that people do not sufficiently share the values necessary for an adequate market presence of their organizations. In this regard, a number of suggestions have been made to business leaders regarding the targeted management of the cultural elements susceptible to influence: values, heroes, myths, rituals, ceremonies, symbols, physical environment and management style.

4.3. Minkov, I., Zlateva, D. (2022) Published Organizational Culture of Bulgarian Higher Education Institutions – Significance and Manifestations. Annual book - Varna University of economics – Varna: Nauka i ikonomika, 92, 2022, ISSN 0861-6752, pp. 73-114.

Abstract

The visualization of the strategic priorities of higher schools in the digital space is a key task of academic management in the modern conditions of a dynamic educational environment, digitalization and globalization. Proclaiming the official organizational culture on the Internet is essential for improving the image of educational institutions in the external environment and, respectively, for the demand for their services. The purpose of this study is to examine the characteristics of the official organizational culture of higher schools in Bulgaria published on the Internet and to reveal their common features, specifics and direction. The research tools used include descriptive statistical analysis, content analysis and comparison method. The obtained results show that the higher schools in Bulgaria demonstrate a high desire to publicize the official culture in the digital space, with the most actively proclaimed elements being the organizational mission and the history of the institutions.

(Scopus)**5.4. Minkov, I., Zlateva, D. (2023) Primary Elements of the Publicized**

Organizational Culture of Higher Education Institutions in Bulgaria. Economic Studies, Sofia: Economic Research Institute Bulgarian Academy of Science, 32, 7 , ISSN 0205-3292, pp. 158-178. (Scopus)

Abstract

The visualization of the strategic priorities of the universities in the digital space is a key task of academic management in the conditions of dynamic educational environment and globalization. Proclaiming the official organizational culture on the Internet is essential for improving the image of educational institutions. The purpose of this study is to explore and identify the main priorities when publishing online the organizational culture of higher education institutions, with an emphasis on its primary elements and to reveal their general features, specifics and purpose. It was established that the primary element of utmost importance for universities is the mission, and that least important is the organizational vision. It is concluded that universities should more actively proclaim vision and values in addition to the mission, in order to create a complete portfolio of key elements of the organizational culture and thus build the desired image.

6.5. 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 – Varna: Nauka i ikonomika, ISSN 0861-6752 (accepted for publication)

Abstract

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.

7.6. 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, ISSN 0205-3292, pp. 124-149. (Scopus)

Abstract

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.

III. Scientific articles

8.1. Minkov, I. (2015) Prof. Todor Nenov, DSc. // The professors of the University of Economics - Varna : 1920 - 2015, Varna: Science and Economics, pp. 246 - 253, ISBN 978-954-21-0810-8

Abstract

The article examines the life and creative path of Prof. Todor Nenov, DSc. The publication activity is presented and the theoretical-methodological and practical-applied contributions contained in his scientific works are outlined. The main disciplines on which Prof. Nenov lectures and his contribution to the preparation of many young economists in the field of industry are indicated. The consulting and expert activities of Prof. Nenov are highlighted, as well as the managerial functions that he performs at the University of Economics - Varna.

9.2. Kurshumov, V., Minkov, I. 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. Management & Sustainable Development – Sofia: University of Forestry, vol. 84, 5, pp. 88-93, ISSN 1311-4506

Abstract

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.

10.3. Minkov, I., Mihaylova, M. (2021) Corporate Culture as an Instrument to Manage the Interaction between Strategic Management and Employees' Self-actualisation within Business Organisations. Izvestiya: Journal of Varna University of Economics – Varna, Varna: Science and Economic Publ. House, vol. 65, 4, pp. 365-379., ISSN (Print): 2367-6361 ISSN (Online): 2367-6957

Abstract

The functioning of business organisations in the context of the current dynamic and digital environment predefines a different managerial approach toward people so that they can transform into human capital and contribute to the achievement of the company objectives. This requires stimulation of the employees' self-expression in the internal organisational environment defined by the existing corporate culture. The scientific objective of this paper is to outline the possibilities to stimulate the aspiration toward employees' self-actualisation through management of corporate culture with a view to achieving the strategic objectives of the business organisations. This work is of conceptual nature and it integrates and gives an overview of the existing theoretical grounds in the field of strategic management, corporate culture and human resources. Different research methods and approaches have been used, including the methods of

analysis and synthesis and the systematic, complex and interdisciplinary approach. As a result of the research, the necessary matches have been discovered, with the support of which corporate culture helps stimulate self-expression of the employees in the context of the companies' strategic development.

11.4. Minkov, I., Mihaylova, M. (2021) Opportunities for Management of The Relationship "Strategic Management - Organizational Culture - Self-Realization of Employees" in The Organization. Izvestiya: Journal of Varna University of Economics – Varna, Varna: Science and Economic Publ. House, vol. 65, 3, pp. 248-264., ISSN (Online): 2367-6949 ISSN (Print): 1310-0343

Abstract

The functioning of business organizations in a dynamic and digital environment predetermines a different management approach to people in order for them to become human capital and contribute to the achievement of company goals. This requires stimulating the self-expression of employees in the internal organizational circumstances determined by the existing organizational culture. The scientific purpose of the article is to outline the features of the relationship "strategic management - company culture - self-realization of employees" and the possibilities for its management, in the context of reaching the desired organizational goals. The paper has a conceptual character, thus existing theoretical formulations in the field of strategic management, company culture and human resources are integrated and summarized for its preparation. Various research methods and approaches have been used, including methods of analysis and synthesis, as well as systematic, complex and interdisciplinary approaches. As a result of the research, the concepts in the relation have been operationalized and the necessary congruences have been revealed in order to achieve synchronization between them.

12.5. Minkov, I. (2022) Elements of Published Corporate Culture of Business Organizations. Management & Sustainable Development – Sofia: University of Forestry, vol. 92, 1, pp. 33-37., ISSN 1311-4506

Abstract

The visualization of business in the market space is a key task of management in the modern conditions of globalization, dynamic business environment and rapid

development of high technologies. The publication of the official corporate culture is of key importance for improving the image of the organizations in the external environment and as a result - the results of their activity. The objective of this article is to establish the elements of published corporate culture, as part of the official culture of business organizations, and to give some recommendations for their creation. Numerous modern literary sources and research in the field of strategic management of business organizations have been analyzed. Different research methods and approaches have been used, including the methods of analysis and synthesis, and the systematic, complex and interdisciplinary approach. As a result of the analysis, primary (main) and secondary (additional) elements were identified, building the structure of published corporate culture of the companies.

13.6. Minkov, I. (2022) Characteristics of Corporate Culture Published on The Internet in The Modern Business Environment. HR & Technologies – Varna: Association "Creative Space", vol. 1, pp. 18-29, ISSN 2738-8719

Abstract

The visualization of business in the digital space is a key task of management in the modern conditions of globalization, dynamic business environment and rapid development of high technologies. The publication of the official corporate culture on the Internet is of key importance for improving the image of the organizations in the market space and as a result - the results of their activity. The objective of this article is to outline the characteristics of the published corporate culture, as part of the official culture of business organizations, and to give some recommendations for its construction. Numerous modern literary sources and research in the field of strategic management of business organizations, as well as the Internet pages of companies from various sectors of the Bulgarian economy, have been analyzed. Different research methods and approaches have been used, including the methods of analysis, synthesis and content analysis, and the systematic, complex and interdisciplinary approach. As a result of the analysis, primary (main) and secondary (additional) elements were identified, building the structure of the corporate culture of the companies published on the Internet

14.7. Minkov, I., Ivanov, Y. (2023) Impact of the Publicization of Corporate Culture on the Internet on the Financial and Economic Indicators of Courier Companies in Bulgaria. Strategies for Policy in Science and Education, Sofia: Azbuki National Publishing House for Education and Science, vol. 31, 6s, pp. 94-102, DOI 10.53656/str2023-6s-8-imp., ISSN 1310-0270; ISSN 1314-8575 (Web of Science)

Abstract

In the current conditions of a dynamic and highly competitive market environment, the official corporate culture of companies published online plays an essential role in building up their image. However, the question of importance for the managers of business organizations is whether and to what extent the scope of publicization of corporate culture elements affects their market performance and financial and economic results. The purpose of this study is to establish the relationship between the degree of development of the publicized corporate culture of courier companies in Bulgaria and the level of their profitability as a key financial and economic indicator. The results show that, depending on the nature of the proclaimed elements, the publicized corporate culture exerts between a weak and a significant influence on the sales revenue of the studied companies.

15.8. Minkov, I. (2024) Significance of the Online Publicized Corporate Culture of Industrial Enterprises in Bulgaria (Beer Manufacturers). ECONOMIC Alternatives – Sofia: Sofia : UNWE Publishing Complex, 30, 3, pp. 490-507, DOI 10.37075/EA.2024.3.02., ISSN 1312-7462; ISSN 2367-9409 (Scopus)

Abstract

In the current conditions of digitalization, globalization and dynamic business environment, the crafting of a digital space image is becoming increasingly important for the competitive positioning of businesses. Publicizing the official corporate culture online is essential for improving the goodwill of industrial enterprises and, as a result, their performance indicators. The aim of this paper is to outline the characteristics of the online publicized corporate culture of industrial enterprises in Bulgaria (on the example of beer producers), as well as their specifics and direction, and on this basis to propose certain guidelines for improvement so that the corporate culture visualizes better the strategic priorities of companies in the virtual space. The research tools used include

structural analysis, content analysis and the comparison method. The obtained results show that the tendency to publicize the mission, vision, values and other elements of the official corporate culture is more pronounced in large brewing companies than in craft beer producers.

16.9. Minkov, I. (2024) Role of Values Disclosed on The Internet for Business Organizations in Bulgaria. Economic Archive, Svishtov, vol. 4, pp. 41-55, ISSN (print) 0323-9004 ISSN (online) 2367-9301, DOI: <https://doi.org/10.58861/tae.eansa.2024.4.03.bg>

Abstract

The successful positioning of business organizations in modern economic conditions requires appropriate disclosure in the virtual space of key strategic documents, one of which is the company values. In this regard, the aim of the article is to identify and assess the role of the values disclosed on the Internet by organizations from different sectors of the Bulgarian economy, and to make recommendations for building a company value system in the conditions of a dynamic, highly competitive and digitally dominated business environment. The tools used in the study include determining relative values, the method of comparison and content analysis. The results of the study show that in most of the studied economic sectors, values do not take their rightful place as a basic strategic document in the system of the publicized culture of business organizations, taking into account some inaccuracies in their formulation.

17.10. Minkov, I. (2024) Role of organizational vision in the online publicized culture of companies in Bulgaria. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series, 13(2), pp. 22-31. <https://doi.org/10.56065/IJUSV-ESS/2024.13.2.22> ISSN (print): 1314-7390; ISSN (online): 2603-4085

Abstract

The vision is a basic strategic document and a key element of the corporate culture of business organizations published on the Internet. It has an important communication function because it highlights to the company's external and internal stakeholders how far the dreams of its top executives stretch. In this regard, the aim of the paper is to establish the role of the organizational vision of companies from various sectors of the Bulgarian economy, proclaimed on the Internet, and to outline the common features and

differences in its publication and content characteristics. The results of the research show that senior managers of companies underestimate the importance of the vision and make significant mistakes in its formulation.

18.11. Minkov, I. (2024). Manifestations of the mission in the published online corporate culture of business organizations in Bulgaria. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series, 13(2), pp.32-41. <https://doi.org/10.56065/IJUSV-ESS/2024.13.2.32> ISSN (print): 1314-7390; ISSN (online): 2603-4085

Abstract

The organizational mission statement is an important strategic document for any business organization, revealing its official ideology. The publication of the mission has an essential role in identifying the companies in the market space and building the desired organizational image. In this regard, the aim of the paper is to establish the degree of publication on the Internet of the missions of organizations from various sectors of the Bulgarian economy, and to identify their substantive features. The results of the survey show that the mission is among the most publicized elements of the publicized culture of Bulgarian companies, and the content of the proclaimed messages is adequate to the conditions of the modern market environment.

IV. Scientific papers

19.1. Minkov, I., Ivanov, Y. (2013) The Potential for Growth of Industrial Firms in North-Eastern Planning Region. Prerequisites and Opportunities for Industrial Growth in Bulgaria: Collection of Reports from the 14th Scientific and Practical Conference, Sofia: Publishing Complex - UNWE, pp. 271 - 284. ISBN 978-954-644-494-3

Abstract

The social-economics processes during the last five years highlighted a number of problems for the Bulgarian economics. Most of them are the result of economic events which were consistently disparege with proved harmful influence upon the current economic climate. Many small, medium and large industrial companies became as a victim of obscure and chaotic priorities of the governments. In summery the purpose of this paper is to give a diagnosis of the potential for growth of surviving firms, to define the key factors for their long-term sustainability and last but not least, we have to make

a proposition for actions which have to provide a favorable environment for the development of existing and creation of new industrial companies in Bulgaria.

20.2. Minkov, I. (2013) Sixty Years of The Department of Economics and Management of Industry. // Perspectives for Industrial Business: International Scientific Conference: Dedicated to the 60th Anniversary of the Department of Economics and Management of Industry: Collection of Papers, 6 - 7 Dec. Varna: Eco-consult, pp. 8 - 10., ISBN 978-954-8235-09-9

Abstract

The paper presents the development of the Department of Economics and Management of Industry at the University of Economics - Varna from its establishment in 1953 to 2013. The focus of the teaching and research work of the members of the Department is revealed and the changes in the curricula resulting from the existing economic and social conditions in the country. The main thematic areas of the publication activity of the Department and the lecturers who worked in each of them are outlined. The current educational products offered by the Department, at Bachelor's and Master's educational and qualification levels in all forms of training are also presented.

21.3. Minkov, I., Stoeva, G. (2013) Aspects of The Attitudes of Staff to The Organizational Culture in The University of Economics – Varna. // Perspectives for Industrial Business: International Scientific Conference: Dedicated to the 60th Anniversary of the Department of Economics and Management of Industry: Collection of Papers, 6 - 7 Dec. Varna: Eco-consult, pp. 251 - 254, ISBN 978-954-8235-09-9

Abstract

This paper examines the attitudes of University of Economics – Varna staff to the organizational culture of the university by focusing on the following aspects: values, verbal expressions, behavioural expressions, symbols, leadership style, training activity and image. Positive and negative aspects in the attitudes of staff towards the university and its culture are outlined. On that basis, some conclusions are drawn and recommendations made that could contribute to greater involvement of the staff in university affairs, in order to improve the image of University of Economics - Varna and its competitiveness in the marketplace.

22.4. Minkov, I., Ivanov, Ts. (2018) Competitive intelligence as a tool for increasing competitiveness. Challenges to Industrial Growth – Sofia: Publishing Complex - UNWE, pp. 33 - 41., ISBN 978-619-7009-12-5

Abstract

This paper aims to highlight the main advantages that the application of competitive intelligence in industrial enterprises would bring. The authors focus on the positive impact on the competitiveness of companies, regardless of the economic sector in which they operate.

23.5. Minkov, I., Kunova, S. (2018) Problems of Culture of Project Management Teams in Business Organizations. Industrial business and entrepreneurship – innovations in science and practice, Varna: Science and Economic Publ. House, pp. 173 - 183, ISBN 978-954-21-0982-2

Abstract

Project work enables modern business organizations to increase their competitiveness by introducing different innovations, increasing market flexibility and adaptability, and more. A substantial problem for the effective implementation of project work is building teams, which share an appropriate team culture and values. The paper examines the key issues facing the project management team leader in building a team culture, on the basis of which specific measures can be taken to improve it and to increase the cohesion of team members.

24.6. Minkov, I. (2018) Seventy Years of The Specialty "Industrial Business and Entrepreneurship" at The University of Economics - Varna. Industrial business and entrepreneurship – innovations in science and practice, Varna: Science and Economic Publ. House, pp. 19 - 26., ISBN 978-954-21-0982-2

Abstract

The paper is dedicated to the 70th anniversary of the specialty "Industrial Business and Entrepreneurship" at the University of Economics - Varna and traces the path of its development during the centrally planned and market economy in Bulgaria. The changes in the name of the specialty over the years and the relevant changes in the curricula are highlighted, in view of their compliance with the requirements of the labor market in the country. Special attention is paid to the offering of the specialty in a distance learning form, in response to the demand for this educational product and the opportunities

offered by modern technologies. The spheres of realization of students who have graduated from the specialty are also presented.

25.7. Minkov, I. (2021) Strategic Actions of The Bulgarian Business Organizations in The Conditions of The Covid-19 Pandemic. Sustainable Development and Socio-Economic Cohesion in the 21st Century: Trends and Challenges, Svishtov: Tsenov Academic Publishing House, pp. 166-173, ISBN 978-954-23-2067-8 (print); ISBN 978-954-23-2068-5 (online)

Abstract

The strategic management of business organizations determines the direction in which they will develop and the competitive positions to which they aspire. In the conditions of the health crisis caused by the pandemic of COVID-19, the strategic management of the companies is placed in the framework of adverse impacts of the external environment, limiting the scope of possible actions regarding the business processes. In this regard, the purpose of the report is to establish the nature of the strategic actions taken by Bulgarian business organizations during the COVID-19 pandemic. The survey is part of a large-scale survey conducted in 241 Bulgarian companies from different sectors of the economy in the period April - May 2021. A descriptive statistical toolkit was used, and in particular the distribution of population units by separate groups, formed by certain key features. The actions taken are analyzed through the prism of changes in some key indicators of the surveyed business organizations.

26.8. Minkov, I. (2021) Personnel Measures in The Conditions of a Covid-19 Pandemic in Business Organizations in Bulgaria. Human Resource Management – Varna: Science and Economic Publ. House, pp. 133 - 138, ISSN 2815-5084

Abstract

Management influences on the staff are a key factor for the strategic development of the business organizations, regardless of the conditions of the economic situation in which they operate. In the conditions of economic crisis, however, the management of the companies is forced to resort to actions and approaches that will ensure their survival, as a significant part of them affect their employees. In this regard, the purpose of the paper is to establish the nature of the measures and actions related to staff taken

in Bulgarian business organizations during the pandemic of COVID-19. The survey is part of a large-scale survey conducted in 241 Bulgarian business organizations from different sectors of the economy in the period April - May 2021. Descriptive statistical tools were used, and in particular the distribution of the population units by separate groups formed by certain key signs. The activities undertaken by the enterprises are grouped into three groups - priority, medium in importance and secondary (peripheral).

27.9. Minkov, I. (2022) Manifestations of Corporate Culture Published on The Internet of The Construction Companies in The Varna Region. Building entrepreneurship and immovable property – Varna: Science and Economic Publ. House, pp. 97-104, ISSN 2683-0280 (online)

Abstract

The visualization of business in the digital space is a key management task in the modern conditions of digitization, globalization and dynamic business environment. Proclaiming the official company culture on the Internet is essential for improving the image of companies on the market and, as a result, the indicators of their activity. The objective of this paper is to outline the characteristics of the corporate culture of construction companies from the Varna region published on the Internet, their specifics and direction, and on this basis to propose some guidelines for its improvement, with a view to better visualizing the strategic organizational priorities of the companies in virtual space. The research tools used include descriptive statistical analysis, content analysis and comparison method. The obtained results show that the desire to proclaim the mission, vision, values and other elements of the official company culture is not very prominent among the companies studied, which prefer to disclose other information on their web pages.

28.10. Minkov, I. (2022) Manifestations of Corporate Culture of Courier Companies in Bulgaria Published on The Internet. Logistics in Times of Crisis: Challenges and Solutions – Varna: Science and Economic Publ. House, pp. 37-44., ISBN 978-954-21-1128-3

Abstract

The visualization of business in the digital space is a key management task in the modern conditions of digitization, globalization, dynamic business environment and

post-pandemic environment. Proclaiming the official company culture on the Internet is essential for improving the image of courier companies on the market and, as a result, the indicators of their activity. The objective of this paper is to outline the characteristics of the corporate culture of the courier companies in Bulgaria published on the Internet, their specifics and direction, and on this basis to propose some guidelines for its improvement, with a view to better visualizing the strategic priorities of the companies in virtual space. The research tools used include descriptive statistical analysis, content analysis and comparison method. The obtained results show that the desire to publish the mission, vision, values and other elements of the official company culture is more pronounced in the leading companies in the sector than in those with a smaller market presence.

29.11. Minkov, I. (2023) Level and Content Characteristics of The Online Publicized Corporate Culture of The Large Beer Manufacturers In Bulgaria. Industrial business - perspectives & opportunities – Varna: Science and Economic Publ. House, pp. 63-67, ISBN 978-954-21-1164-1

Abstract

Online publicized corporate culture has an essential role for the "visualization" of the strategic priorities of companies in the conditions of a dynamic and highly competitive environment. This is related on the one hand to the published number of elements of this culture, and on the other - to their content. The aim of this paper is to identify the level of the online publicized corporate culture of the large beer manufacturers in Bulgaria, to outline and analyze the content characteristics of the messages sent and their role in building a unique image of the organizations in the market space. The research tools used include structural and content analysis.

30.12. Minkov, I. (2023) Role of The Online Publicized Corporate Culture for The Large Beer Manufacturers in Bulgaria. Industrial business - perspectives & opportunities – Varna: Science and Economic Publ. House, pp. 35-39, ISBN 978-954-21-1164-1

Abstract

In the current conditions of digitalization, globalization and dynamic business environment, the crafting of a digital space image is becoming increasingly important

for the competitive positioning of businesses. Publicizing the official corporate culture online is essential for improving the goodwill of beer producers and, as a result, their performance indicators. The aim of this paper is to identify the role of the online publicized corporate culture of large beer producers in Bulgaria for visualizing their strategic priorities in the virtual space. The research tools used include structural and content analysis.

31.13. Minkov, I., Ivanov, Y. (2025) Impact of Corporate Culture Publicized on the Internet on the Organizational Performance of Insurance Companies in Bulgaria. 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, pp. 366-375., ISSN(online) 2738-7267 / DOI [10.53656/igc-2024.31](https://doi.org/10.53656/igc-2024.31)

Abstract

The corporate culture of business organizations publicized on the Internet has a positive influence on their image, but its impact on organizational performance and results has not been indisputable. In this regard, the purpose of this paper is to establish the correlation between the degree of development of the corporate culture of insurance companies in Bulgaria publicized on the Internet and their organizational performance, measured by the return on equity. The results obtained on the nature of this correlation in insurance companies show that it is rather weak, with the number of all publicized elements having a stronger positive influence than the number of only the primary ones.

V. Textbooks

32.1. Nenov, T., Minkov, I. (2015) Managing competitiveness and growth. Varna: Science and Economic Publ. House, pp. 266, ISBN 978-954-21-0844-3 (§ 2.2 of Chapter 13; § 5 of Chapter 14)

Abstract

The structure and content of the textbook "Managing Competitiveness and Growth" are prepared in accordance with the curriculum for the discipline of the same name, studied by students of the specialty "Corporate Business and Management" educational and qualification degree "Master". The individual chapters are divided into three separate thematic areas - measurement and evaluation of company activities

(topics from 1 to 8), competition and competitiveness (topics from 9 to 13) and economic growth (topics 14 and 15). The parts developed by assoc. prof. Ilian Minkov, PhD are: state and trends in changes in international competitiveness during the period 2007-2014 (chapter 13, item 2.2) and dynamics of economic growth of the national economy (chapter 14, item 5).

33.2. Ivanov, Y., Minkov, I., Yanakiev, V., Mihaylova, M. (2012) Pricing management. Varna: Science and Economic Publ. House, pp. 213, ISBN 978-954-21-0574-9

Abstract

The textbook is in accordance with the curriculum and program approved for training students at the University of Economics - Varna, studying the disciplines "Pricing Management", "Pricing" and "Prices and Pricing Policy". It is in full compliance and is a logical continuation of the thematic areas covered in the textbook "Pricing Management". The main goal of the textbook is to ensure the conduct of seminar classes, as well as to enrich the educational content of the discipline. The parts developed by assoc. prof. Ilian Minkov, PhD are: main pricing factors (topic 2) and cost methods of pricing (topic 4).