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SWOT ANALYSIS OF THE WINE-GROWING REGIONS OF BULGARIA

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АННОТАЦИЯ: Эта статья посвящена некоторым аспектам создания и поддержания конкурентоспособного винного туризма в Болгарии. Чтобы сохранить традиции в виноделии и туризме, необходимо сохранить привлекательность и привлекательность места назначения. Винный туризм как специализированный вид туризма имеет свои особенности и особенности, которые, в отличие от массового туризма, требуют усилий. В SWOT-анализе изложены основные направления и направления его развития в винных туристских направлениях в Болгарии.

ABSTRACT: This article is devoted to some aspects of the creation and maintenance of competitive wine tourism in Bulgaria. To preserve traditions in wine-making and tourism, the attractiveness and attractiveness of the destination must be maintained. A wine tourism as a specialized type of tourism has its peculiarities and specifics which, unlike the mass tourism, require effort. The SWOT analysis outlines the framework and direction of its development in the wine tourism destinations in Bulgaria.

Ключевые слова: SWOT-анализ, винодельческие регионы, направления винного туризма, бенчмаркинг

Keywords: SWOT analysis, wine-growing regions, wine tourism destinations, benchmarking

Actuality of the topic: The current study's relevance is determined by the need to create a benchmarking model for wine-growing areas as destinations for the development of wine tourism that is tailored to their specifics. Benchmarking issues in wine tourism are a relatively weak topic in the scientific and applied literature so far. In this connection, an extensive research and comparative analysis of the wine-growing regions as a destination for the development of wine tourism was made. The SWOT analysis provides answers to questions about the destinations surveyed - where they are on the world wine card, what they have or what they lack, what is possible to achieve, what to use or protect as positive or negative trends.

At present there is no developed National Strategy for the Development of Wine Tourism in Bulgaria. At national level, there is also no analysis of the opportunities and threats to its development, in which its strengths and weaknesses are mentioned as an alternative form of tourism. In 2001, BAAT developed and published an Alternative SWOT analysis of tourism in Bulgaria [1].

A SWOT analysis of the Republic of Bulgaria as a tourist destination was made in the developed "Strategy for Perspective and Sustainable Development of Bulgarian Tourism for the Period 2007-2013" [2]. The main stances in the strategy are largely related, particularly to wine tourism. But although a strategy in perspective, there is again no mention of the strengths and

weaknesses of wine tourism as an alternative form, nor even possible prospects for its development.

The Ministry of Agriculture and Forestry and the National Viticulture and Wine Chamber, National Strategy for the Development of the Viticulture and Wine-growing in the Republic of Bulgaria 2005-2025 [3], has prepared an Assessment of the Condition of Bulgarian Viticulture and Wine Producing. The strategy aims to outline the framework for the development of the sector and the expansion of the Bulgarian wine market in the country and beyond, as well as the achievement of strong positions in the market niches for quality wines in markets with prominent gastronomic habits and lifestyle.

All these documents and strategies, however, analyze the specific situation and outline the current state of affairs, but do not plan and impose sustainable measures and actions to achieve the goals thus set.

A similar situation is analyzed in "Small Wine and Strategic Options: The Role of the Premium Bag in Box", prepared for the III World Wine Symposium in Montpellier 6-8 June 2006 [4]. By adopting this innovation in the wine-growing industry, Italian wine companies have avoided the dynamics of the world. The SWOT analysis defines the threats and opportunities for small Italian winemakers and illustrates why Premium Bag in Box can be a strategic opportunity for them.

Material and methods: The survey is done at the wine-growing area (it refers to the five wine-growing

regions of Bulgaria), but the model is also applicable at national level. The benchmarking method, which has so far not been applied to leading wine destinations, has been used, and larger initiatives in this direction are also lacking. The survey largely sheds light on the current state of wine tourism in Bulgaria (from the point of view of supply).

In this regard, our study aims to provide guidance on concrete sustainable measures for the development of wine tourism destinations in Bulgaria. The approach of product (competitive) benchmarking has been adopted to assess products, competition and competitors' prices. For the competitors in this development are accepted the wine-growing regions in Bulgaria, which the author defines as destinations for wine tourism. The wine-growing regions in Bulgaria were selected as wine destination destinations for the analysis of the analysis. The characteristics of the considered destinations are decisive in making a number of decisions related to the methodology of the empirical studies. The applied technique for strategic management and planning is fully compatible and applicable in the specific situation.

The survey was conducted at the end of 2016 among tourists and aims to identify attitudes and trends for the development of wine tourism. The results were presented by the author of the dissertation thesis "Benchmarking of Wine Tourism Destinations" in February 2018. The questionnaire contains 22 questions, divided into 3 sections:

Section 1 - defining the sex-age structure of the respondents; **Section 2** - Evaluation of the wine-growing regions of Bulgaria: wine-growing region "Danube Plain", wine-growing region "Thracian Lowland", wine-growing region "Struma Valley", wine-growing region "Black Sea Region", wine-growing region "Rozova Valley"; **Section 3** - Assessment of the destinations offering wine tourism and the trends for its development in Bulgaria.

The closed questions method is chosen, but the 22nd question is open-ended, allowing comments. The number of participants - 49, shows no statistical dependence on the supply, but takes into account the tendencies in the supply of wine tourism in Bulgaria. The same survey was also carried out among specialists in wine tourism. The comparison of the two types of opinions - among experts and consumers, gives us the opportunity to reveal the appearance of wine tourism in Bulgaria.

The conclusions and summaries of the results are based on the opinion of the tourists, which plays a leading role in determining the opportunities and trends for the development of sustainable wine tourism in the destinations. Wildlife tourists are natural partners in identifying Bulgaria's identity as a wine destination. The method of induction has been used and some guidelines have been given for enhancing Bulgaria's competitiveness as a destination for wine tourism, based on traditions in wine making.

Table 1: SWOT analysis of wine-growing regions

<p style="text-align: center;">STRENGTHS</p> <p>Excellent natural resources in the regions Rich cultural and historical heritage in and around the wine-growing regions Excellent quality of the wine offered by the cellars Wide variety of wines in the cellars of the regions</p>	<p style="text-align: center;">WEAKNESSES</p> <p>Unsatisfactory status of the designation next to the wine cellars Poor condition of road infrastructure Small share of wines with Protected Designation of Origin Weak contacts with tourist companies and tour operators Lack of a national and regional strategy for the sustainable development of wine tourism Few visitors compared to world trends Lack of a marketing strategy for the development of the country and the wine-growing regions as destinations for the development of wine tourism</p>
<p style="text-align: center;">OPPORTUNITIES</p> <p>Enriching the offers in the cuisines with local specialties from the wine cellars Enhancement of the quality and level of accommodation for wineries Developing the potential of local wine grape varieties in winemaking Improvement of the staff in the service of the visitors in the wine cellars Increase the supply of additional services from the cellars Improving the price-quality ratio of wine products Further develop the supply of food and wine products Possibilities for offering packages combining wine with other types of tourism - cultural, ecological, SPA, rural, adventure</p>	<p style="text-align: center;">THREATS</p> <p>Repulsion of solvent tourists and loss of competitive positions among them due to the low share of wines with Protected Designation of Origin Deterioration of the image of the destination for wine tourism Controversy between tourist and engineering infrastructure (roads, water, sewage) Outflow of tourists due to lack of sufficient information Offering low-quality wine products Inaccessibility of the wine objects due to inconvenience in working time</p>

From the surveys and studies conducted in the field of wine tourism, concerning its state and development in the wine tourism destinations in Bulgaria, the following conclusions can be made:

1. Destinations of wine tourism in Bulgaria have an extremely rich variety of resources for the development of wine tourism, but their advantage is diminished by the unsatisfactory quality of the tourist supply in places. High scores are given to areas of nature, cultural attractions, quality of wine offered and variety of wines. At the same time, alarming low estimates of quality of service and accommodation, infrastructure, signboards, offering local culinary specialties, offering additional services and combining wine with other types of tourism stand out.

2. Despite the lack of state policy, destination marketing organizations, wine and tourism clusters to support and develop wine tourism, many wine producers take the initiative and revive traditions in wine making.

3. The tourists' opinions unanimously classify the five wine-growing regions of Bulgaria, according to the indicators, as destinations for wine tourism, as follows: wine-growing region "Thracian Lowland", wine-growing region "Struma Valley", wine-growing region "Black Sea Region", wine-growing region "Rozova Valley", wine-growing region "Danube Plain".

Conclusions: The analyzes show the need to increase the relative share of PDO wines to overcome the outflow of solvent tourists and the loss of competitive positions among them. It is necessary to improve the tourist accessibility to the wine sites by smoothing out the contradictions between the tourist and engineering

infrastructure in the regions offering wine tourism. Limiting the supply of low-quality wine products and optimizing working time to accommodate a larger volume of tourists.

In this respect, it is imperative to work towards improving the image of wine tourism destinations through more and more extensive advertising and promotion of wine-growing areas. Also, increase the awareness of the tourists about the wine-growing regions, as destinations for the development of wine tourism.

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ФОРМИРОВАНИЯ СИСТЕМЫ УСТОЙЧИВОГО РАЗВИТИЯ ПРЕДПРИЯТИЯ: КОНЦЕПТУАЛЬНЫЕ АСПЕКТЫ

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АННОТАЦИЯ. В статье приводится обоснование концепции формирования системы устойчивого развития предприятия. Рассмотрены подходы к управлению, совместимые с концепцией устойчивого развития, приводится сравнение концепций устойчивого развития и корпоративной социальной ответственности. Автором сделан вывод о том, что концепция устойчивого развития шире концепции корпоративной социальной ответственности по ряду факторов. Поэтому корпоративную социальную ответственность можно определить, как «инструмент» для претворения в реальность целей концепции устойчивого развития. Определено, что бизнес старается внедрять лучшие международные практики и стандарты экологической и социальной ответственности. Как и у любой другой концепции, концепция устойчивого развития имеет ограничения в применении, которые классифицированы в представленной статье.

Ключевые слова: корпоративная ответственность, управление предприятием, устойчивое развитие, устойчивость направленных изменений.

THE FORMATION OF THE SYSTEM OF SUSTAINABLE DEVELOPMENT OF COMPANIES: CONCEPTUAL ASPECTS

ABSTRACT. The article provides a rationale for the concept of formation of sustainable development of the enterprise. The approaches to management compatible with the concept of sustainable development are considered, the concepts of sustainable development and corporate social responsibility are compared. The author concludes that the concept of sustainable development is broader than the concept of corporate social responsibility for a number of factors. Corporate social responsibility can therefore be defined as a "tool" for translating the goals of sustainable development into reality. It is determined that the business is trying to implement the best international practices and standards of environmental and social responsibility. As with any other concept, the concept of sustainable development has limitations in application, which are classified in the present article.

Keywords: corporate responsibility, enterprise management, sustainable development, sustainability of changes.