УСПЕШНИЯТ ЕКИП
THE SUCCESSFUL TEAM
Mr. & Mrs. ИКОНОМИКА 2018

Форумът на успешните бизнес лидери
In "The Successful Team" you will read stories about the power of a team, about motivation, inspiration and ambitions, vision, mission, achievements of the participants in this edition. Here you will feel the pulse of all those who have taken upon the challenge to show the key importance of the professionals who devote their skills and talent to the overall progress. We will see people who are tightly connected to the companies, for whom the company is not just a workplace.

Every team has the right to their secrets, but the one who is truly successful can be recognized by the language of numbers.

The common thing about all successful teams is the fact that people in them work with pleasure while pursuing high goals together.

We are familiar with brands and successful companies, but we usually don’t know who stands behind their top results. Most often, people and teams remain invisible to everyone who uses their products and services, and often to the entire b2b chain.

After the success of “The Successful Companies” in the two special editions in 2017 and 2018, prepared thanks to the joint efforts of Economy Magazine and the economic.bg economic portal, we decided to change the focus and put under the spotlight the people who are the drivers of these prosperous companies.

In “The Successful Team” you will read stories about the power of a team, about motivation, inspiration and ambitions, vision, mission, achievements of the participants in this edition. Here you will feel the pulse of all those who have taken upon the challenge to show the key importance of the professionals who devote their skills and talent to the overall progress. We will see people who are tightly connected to the companies, for whom the company is not just a workplace.

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The materials in this book have been provided to the publisher by the companies according to their views on corporate image.
The European portal for cities and citizens
A good team can be recognised by the good synergy and the high peaks they conquer.
Every company strives for its success in this globalising world under the conditions of growing competition. But some succeed better than others. Why? Surely, there are many answers to this question, as there are many factors that influence high performance. Including - luck, chance, good opportunity, right moment and right place. We can hear business leaders say that people make companies and that the focus must be on them - both people from the team and the clients. Undoubtedly, people are the heart of companies and they will work from their hearts if companies create the necessary prerequisites.

Sign

What would increase the competitive power of an enterprise - strategies, technology, finance, or marketing? Or maybe the team? In the age of rapidly developing technologies and digital connectivity, teamwork can keep the competitive advantage of a business at a high level. If a company has a well-functioning team that, depending on its size, can be a collection of many teams, it will also develop an adequate development strategy and the marketing and sales will be successful if technology is good enough to produce the demanded products and services. Teamwork is a key sign when an organization prospers, but also when it sinks.

The Endless Opportunities

Often people or companies face seemingly insurmountable challenges that look like a great mountain that cannot be climbed. People tell themselves that there is no way for them to succeed; they think they do not know enough and are not capable enough, that the obstacles before them are too big. But thanks to the team, when you can rely on them, you go straight ahead. You climb the first hill, then the next, and finally you climb the whole mountain. Many times in every company there have been situations in which it seems that no solution can be found. But when people overcome their inhibitions and try, they often succeed. That is why business leaders begin to believe in the capabilities of their people much more after the teams have managed to overcome a series of difficult situations.
Focus

It is a skill to create an atmosphere, which catalyses suitable growth policies and good practices. This helps businesses cope with the significant challenges, being exposed to a deadly pace, great competition, and grand-scale complexity. Equally crucial is the fanatical focus on the clients. When a client seeks assistance, even if the problem is not in the specific product, the company may try to help them. Because they need a solution and don’t want to hear how something cannot be done. And they will appreciate it if the company manages to help. And if a company really does well, its clients became its biggest ambassadors. Thus, it will have an army of marketers and a sales department, which can even spread all over the world. This is a key moment, and when the focus is put on the team and the clients, sooner or later the success should come.

Strength

Usually, successful business leaders, who do not lack flexibility and good eye for people, can appreciate the strengths of the employees in the company. They focus on the positive, not on the negative, because everyone has their own bad traits. What is more, they find a way to “correct” the weaknesses or at least to tackle them. The unity of different characters and talents not only gives colour, but it is also useful, as people complement one another. Managers also have their peculiarities, but when they work in agreement towards the common goal, they easily and quickly allocate the responsibilities. This is how they achieve a higher result. And if what they do is in their hearts, as well as in the hearts of the people in the team, as the word goes, they will not have to work for a day.
**Trust**

Trust is an important factor for each company. No leader can do everything by themselves. That is why it is a skill to delegate responsibilities. Of course, to people who are well-chosen and can be trusted. Even when someone makes a mistake, it is better not to make reproaches. Statements such as “I could have done better” are also useless. Let us learn from our mistakes, in order to avoid them and not do them again. It feels good knowing that everyone in the team gives everything they are capable of at the moment. And when we have freedom of decision and action, creativity is unlocked, and more experiments and innovations are made. Thus, everyone becomes more daring and it shows in their work. And ultimately, success not only comes soon, but it adds up.

**Cohesion**

When the people from the team row in the same direction, the company can take the lead – including on new markets and in tough competition. We will hear all kinds of rules for building successful teams. No matter how carefully we select them, however precisely we may apply them, the chemistry among people may not work. Because people, not the rules themselves make the team.

Here are three rules as an example: Work with strong people, do not compromise on quality, create good working conditions and improve them constantly. Brief, accurate and clear, but the key to success also includes the quality of the assembly itself. When the necessary cohesion between the people is achieved, when they have the freedom to create and to give the best of themselves, when the formula for high efficiency of the team is found, then the results will be present. A lot of time and energy are invested in building a successful team. Then it pays off repeatedly. As long as we manage to protect it from the emergence of centrifugal forces, that may also arise due to more attractive career prospects.

The successful teams gathered in this edition reveal details of their “magical” synergy, which they skillfully turn into a competitive advantage.
A1 Team: We share knowledge and learn from each other

We at A1 have the privilege to be part of the life of millions of people through the products, services and innovative solutions that we offer. We are opened to the people, the world and the opportunities that technology presents, which move us forward. We are proud with and share the success of our people.
A1 in Bulgaria

A1 is a leading provider of digital services and telecommunication solutions in Bulgaria. With its 4 000 employees the company delivers mobile and fixed services to about 5 million customers. Additionally the company offers, high speed broadband, digital and satellite TV, including its three own sport channels MAX Sport, cloud and IoT solutions, a music streaming platform and financial services.

The guiding principles of our team

- **Curiosity**: we share knowledge with the team and learn together from each other.
- **Diversity**: we respect the variety of opinions and we use it to achieve better results.
- **Results**: we are focused on a common goal, we take responsibility and we are proud with the common result.
- **Support**: we are always helping our colleagues, when they need our support.
Възможности за развитие

В А1 ние предоставяме широк достъп до възможности за учене и развитие, международен стандарт на работа в модерна среда, съвършенстван сет от навигация и гушмилно прекъсвания и открита комуникация.

A1 предлагает много възможности за карiera чрез разнообразие от програми за професионално и личностно развитие. Служителите могат да получат компетентна насока и съвет как да развият своите качества, умения и самостоятелно да определят бъдещия си професионален път чрез карьерно консултиране.

Използваме различни съвременни и иновативни методи за усъвършенстване на индивидуалните компетенции. Осигуряваме богато портфолио от изкуствени, научноизследователски и съветни културни конференции.

Career development opportunities

At A1 we deliver a lot of opportunities for learning and development, international work standards in a modern environment, unlimited connectivity and access to the most recent innovations, digital experience and open communication.

A1 offers a lot of career development opportunities through a variety of professional and personal improvement programs. Our employees receive expert advices in order to develop their capabilities, skills and to determine their future professional path.

We use different and innovative methods for improvement of individual capabilities. We provide broad portfolio of entry-level, intermediate and specialized trainings, including digital ones.

Инвестираме в таланти

Признаваме и стимулираме отличното представяне и изключително постижения чрез специално разработени програми за топ служителки и лидери в продажбите. Търсим, развиваме и инвестираме в таланти и служители с висок потенциал.

Вярваме, че успешните лидери са в основата за постигането на високи резултати. Затова им предоставяме възможности за постоянно учене ги зазнаяване с най-новите технологии и тенденции за управление на бизнеса.

Създаваме собствена програма за развитие на таланти на А1 България. Тя предосъщева възможност за обучаване и запознаване с най-новите технологии и тенденции за управление на бизнеса.

Създаваме собствена програма за развитие на таланти на A1 Bulgaria. That gives us the opportunity to provide more training opportunities to employees and sales leaders. We search, develop and invest in talents and people with high potential.

We believe that the successful leaders are fundamental in accomplishing high results. That is why we give them opportunities to learn about the newest technologies and trends in business management constantly.

We have our own Talent Development Program. It allows our high potential employees and young talents to be nominated and become part of a long term training program.

The program has a special focus on innovation, digital future and personal development. Each month there are learning modules on different topics which include workshops, discussions, video presentations and group practices. Each module includes a preliminary task, webinars, trainings and a project. The participants have the chance to learn from the experience of the best international lecturers from City College, University of Sheffield. More than 95% of the talents partpate actively in the trainings and more than 93% of them were satisfied with it.

We invest in talents

We acknowledge and stimulate excellent performance and results through development programs for top employees and sales leaders. We search, develop and invest in talents and people with high potential.

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We at A1 work in a modern work environment, use innovative technologies and digital channels for communication. Our everyday work features challenging projects and tasks in a dynamic environment. We offer flexible work time and home office opportunities.

We provide our people with additional health insurance, a medical office, psychologist, sports center, kinder garden, own transportation options, free parking, mobile devices and discounts, annual medical exams, etc.

We provide comfort, health and satisfaction for our employees through different initiatives for work-life balance, shorter work day on Friday, etc.
The success of this project is due to the team work between Stanislav Saykov and diamond experts Albena Lenkova and Ergoan Mustafov, who portray the experience and excellent reputation of Altinbas Diamond in Bulgaria.

With more than 60 years of experience in the field of international investments, we keep augmenting our contribution to the world economy. The most important indicators of our success are the awards we have been receiving, the large share of exports and the numerous investments we have around the world. As industry leaders, we have now taken over the Stock Channel Union* and the Exporters of precious metals and mines' Union*. It is not by chance that Altinbas has been deemed “the most secure brand”.

Success is the result of passionately executed ideas as a team.
Често се чува за изявените студенти на Американския университет в България (АУБ) и за професионалните постижения на възпитанците му. По-малко се говори за неговия екип. Кои са хората, които с идеи и размах развиват тази реномирана институция?

One often hears about the brilliant students of the American University in Bulgaria (AUBG) and the career success of its alumni. There is less talk about its team though. Who are the people who develop this renowned institution with ideas and a dash?

Дух на разнообразие

Преподавателите в АУБ (около 70 души от над 15 страни) са носители на различни култури и образователни традиции. Това културно многообразие е от големо значение за студентите. Многоеизменен е и административният екип на АУБ. За тези хора с млади сърца работата е синоним на мисия.

The Spirit of Diversity

The AUBG 70-strong faculty come from more than 15 countries and represent various cultures and educational traditions. This diversity matters a lot to students. The AUBG administration is multilingual too. For these young-spirited professionals work is a mission.
Dr. Steven F. Sullivan, AUBG President:

Every member of the administration feels inspired by AUBG’s mission to serve our students. We all share the same pride and passion for the institution, and we encourage constant innovation and creativity in every aspect of our work. Team spirit, common goals and a unified vision for the future of the university are the key drivers for success. We also understand the huge responsibility we all carry – to provide the best education possible for our students so they graduate with the set of skills, knowledge and values which would help them be successful and make a difference in their communities. In return, we have the privilege to live and work with an outstanding group of people from all over the world who inspire and motivate us every day.

Breadth of Knowledge

Every student chooses their own classes, professors and majors, and creates their unique schedule, thus developing their leadership, communication, critical thinking and problem-solving skills. This is the spirit of the liberal arts approach that is very popular overseas. A key to its success is the work of the professors who serve as mentors to their students.

Shared Success

AUBG gives both an American and European diploma, so its students graduate on an equal footing with their peers from the U.S. and Europe. This makes finding a good job easier - 99.8 percent of alumni begin work almost immediately after graduation and grow as business leaders in Bulgaria, North America, Europe and the rest of the world. AUBG graduates keep in touch long after they complete their studies and create a unique community with long-lasting contacts and friendships. Every member of this group can rely on support and ideas from this informal think-tank.

Will for Change

Because of the growing need for successful business and community leaders, AUBG offers postgraduate education opportunities in Sofia. The Executive MBA educates professionals able to transform the business environment. The program is accredited in both the U.S. and Bulgaria and recently joined the renowned Association of MBAs (AMBA). Since 2017, jointly with SDA Bocconi, AUBG has been offering an executive master's program in finance, banking and real estate. Students in both programs learn from professors with global know-how who put the material in a local perspective.
Investment, Modernization and Good Team. This has been the secret of success of the biggest company in Bulgarian ore mining industry Assarel-Medet JSC for more than 50 years so far. 1,200 work in the company and some of them have been part of team since the times of Medet Mining and Processing Complex.

At a company ceremony which is traditionally held in the week preceding the Miner's Day in August, workers, employees and managers from Assarel-Medet JSC who have been selected by their coworkers as the best in the profession and those of long professional experience are awarded every year. Ivan Dralev who works as an equipment operator in the Substations and Networks unit which is part of the Electric Power Supply, Energy Efficiency and Engineering is among them. This year, he was selected again as The Best in the Profession by his coworkers and he was awarded with For Merits to the Company honorary token based on a resolution by the Management Board of Assarel-Medet JSC. “I have a maxim which I abide to in life which states that you need ambition to start doing something but in order to accomplish it, you need a lot of efforts and perseverance. Our work is very responsible but it is a pleasure for me to do it. We get along perfectly with my coworkers”, Ivan Dralev says.
Силата на „Асарел” не е в техниката, не е в ресурсите, не е в капиталата, а в прекрасните хора, които работят тук. Колкото и да модернизираме производството, колкото и да залагаме на върхови технологии, на дигитализация, нашият екип е в основата на всички наши успехи.

Димитър Цоцорков, председател на Надзорния съвет:

“Нашата работа е екипна, за да вървят нещата добре, трябва да сме хората и точни в отношенията си. Работата е баланс от отговорност, дисциплина, правилна оценка и вярност, споделя Петка Димитрова.
През тази година общо 200 асарелци бяха отличени за професионални постижения и трудов стаж в компанията или в дъщерни дружества. Всеки от тях получи благодарствена грамота и фирмен меден сувенир от председателя на Надзорния съвет Димитър Цоцорков и от изпълнителяния директор инж. Денко Николов.

Инж. Денко Николов, председател на УС и изпълнителен директор:

За тези близо 40 години, откакто съм в предприятието, съм работил с хиляди хора. Те са различни по характер, по мислене и по съдба. Но общото е, че огромната част от тях са хора, които можем да се доверим и които са съвършили грешки, а понякога и последствията. Замисли се, че всеки обективно може да звънне на всяка минута и да се събере за работа, без да се тури на транспорт или навреме да върне българската купчина. Приятното е, че всеки от тях има ценност, че съберат и възприемат всичко, което се претегля в компанията, без да ги оценява негативно. Отговарят на работата и със същата подходяща честност, същата добросъвестност, същото вярно значение. Това, че всеки от тях има ценност, показва, че нашият екип е съставен от същите хора, от личности, които имат чест и високи критерии.

Eng. Delcho Nikolov, Chairperson of the Management Board and Executive Director of Assarel-Medet JSC:

“For those almost 40 years since I am in the company, I have been working with thousands of people. They are all different in terms of their character, mindset and destiny. However, their common feature is that the enormous part of them are people whom you can trust and who are not afraid to look right into your eyes. I know that I can call anyone of them on the phone anytime of the day and they would respond to help the team, without grudging or bargaining. The other valuable quality that I appreciate very much is frankness. The fact that anyone of them has the courage and valor to say what they think demonstrates that our team consists of strong people, personalities of honor and high criteria.”
The bank that cares for you now

Yes, we care - with our strictly individual approach we offer products based on three principles: promptness, flexibility and innovativity.
Because our modern financial solutions have three interrelated priorities: green, social and sustainable banking.
BULGARIAN BANK FOR DEVELOPMENT:
We are seeing off a profitable year and welcoming an anniversary one
The Bulgarian Bank for development has to honour the passing 2018 year with the following:

- Organizing of its first international economic forum "Infrastructure for growth", which made the start of discussions for financial cooperation and mutual projects in our region. And it ended with Memorandum of understanding with the Black sea Bank for commerce and development, the International Investment Bank, Croatian Bank for development, Hungarian Bank for development, Macedonian Bank for development.

- Hosting of the first meeting of the Interbank Association between China and CEEC, which took place in Sofia and where the first documents for mutual work between the participating banks were signed.

- Signing of Frame Agreement for 1.5 billion Euros with the Chinese Bank for development, which is an enormous success not only for this institution, but for the whole bank sector in Bulgaria.

- Establishing of new subsidiary company, part of the group of the Bulgarian Bank for development – Fund for capital investments, which is a continuation of the mission of the bank for support of the Bulgarian business and making up for the market deficiency.
Българската банка за развитие има какво да отбележи новата 2019 г.:

✓ Създадена като Насърчителна банка през 1999 г., през 2008-а тя е преименувана на Българска банка за развитие и е приет специален закон за дейността ѝ. През 2019 година тя ще отбележи 20-годишния си юбилей. ББР е сред четирите банки с най-висок кредитен рейтинг у нас - „BBB” със стабилна перспектива от международната рейтингова агенция Fitch. Това е единствената българска банка, която освен директно финансиране, предоставя ресурс и чрез други кредитни институции и е най-добре позиционираната банка в страната за привличане на средства от международни партньори.

Успехите на една финансова институция не се дължат на чудеса – зад тях стои професионализъм, ангажираност и отговорност на хората, които работят в нея, които са част от реализацията на задачата ѝ да подпомага растежа на малкия и средния бизнес, да стимулира икономическото развитие, да привлича публичен и частен ресурс за инвестиции в приоритетни отрасли.

Сред мисиите ѝ обаче е не само да подпомага конкурентоспособността на българските компании и икономическата стратегия на правителството, но и да бъде активен участник в общественото развитие.

Екипът на ББР приема като своя корпоративна и социална отговорност подкрепата на Българското културно наследство, на паметта за приноса на предишните поколения. Съхраненото културно наследство пренася през времето образци и постижения на архитектурата и изкуството. То е комбинация от историческата памет на обществото и напомняне за важните неща, които трябва да направим по примера на строителите на съвременна България – да гадем и съв принос и да се погрижим за това, което ни е завещано. Защото върху общото наследство създаваме общо бъдеще.
The Bulgarian Bank for development has to honour the new 2019 year with the following:

- Established as Encouraging Bank in 1999, it is renamed to Bulgarian Bank for development in 2008 and a special Law for its activity has been adopted. In 2019 it will mark its 20-year anniversary. The Bulgarian Bank for development is among the four banks, enjoying the highest credit rating in our country: "BBB" with stable prospect from the International Rating Agency Fitch. This is the only Bulgarian Bank which, apart from direct financing, renders resources through other credit institutions too and it is the best situated bank in this country for attracting resources from international partners.

The success of a financial institution is not due to miracles, but professionalism, involvement and responsibility of people, working in it are behind this success, which is part of implementing of its task to support the development of the small and medium business, to stimulate the economic development, to attract public and private resources for investments in the priority branches.

Among its missions however are not only the ones of stimulating the competitive power of the Bulgarian companies and the economic strategy of the Government, but to be an active participant in the public development. The team of the Bulgarian Bank for development adopts as its corporate and social responsibility the support of the Bulgarian cultural heritage, of the memory for the contribution of the former generations. The treasured cultural heritage makes a bridge through time not only for patterns and achievements of Architecture and Art, but it is an anchorage for the historical memory of the society and remembrance of the important things we have to do after the example of the builders of contemporary Bulgaria – to lay our contribution and to take care of what has been bequeathed to us. Because upon the collective heritage we shall build a universal future.
bERS Logistics is a company for outsourcing of logistics services, founded in 2005. It allows producers and traders to focus on their core business activities – production, marketing, and sales, while transferring the logistics and supply chain management to bERS. Thus, the economies of scale and scope are achieved, as the logistics operator continuously develops new opportunities for dynamic, optimized and cost efficient solutions.
Role
bERS Logistics accepts, stores, handles and transports goods, owned by bERS clients. The company utilizes logistics premises and transport vehicles with or without temperature control, whose range may vary from -20°C up to +25°C. The logistics operator performs up to the requirements of the Bulgarian Food Safety Agency for storing food and household products, Bulgarian Drug Agency for pharmaceuticals and medical devices, as well as adheres to ISO 9001:2015 and IFS Logistics quality standards.

Development
bERS Logistics has its own vision for development. In the end of 2017 the legal entity Media Transport Ltd. from bERS Group has acquired 100% of the shares of Univeg Bulgaria Ltd., part of Greenyard – the global leader in trading of fresh, frozen and processed packaged goods with presence in more than 25 countries. The two entities now operate under the commercial brand bERS Logistics.

Russian
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Georgi Dinev, Founder of bERS:

The success of every project depends on the team and their experience, that’s why we invest in people with knowledge and skills. The successful team does not consist of only goal shooters, because to achieve victory every player is important. We need to always compete internally, but we learned to analyze the market and form our action policies. The logistics business is very specific. We benchmark ourselves to world logistics leader while adapting their best practices to our reality and our clients. A major moment in the business is that it is long past the time when the key from the warehouse is in the pocket of the general manager and everything happens before their eyes. We help clients optimize their warehousing costs, while providing service of a world class level.
The companies from bERS Group have two logistics centers in Musachevo and Kazichene. Loads are cross-locked in logistics hubs in Plovdiv, Varna and Stara Zagora. bERS Logistics provides everyday temperature-controlled transport with routes from Sofia to more than 56 cities in Bulgaria. This business activity also includes solutions for distribution towards the retail network in Sofia and the country, part of the modern trade of retail chains, as well as the small traditional shops. bERS Logistics uses different types of temperature-controlled vehicles, as well as complex solutions. bERS entered also in the niches of ecommerce by easing some specific goods to reach without obstacles the end customers. The Group has developed solutions for e-traders via their own online shops, as well as via marketplaces like Amazon, eBay, eMAG – handling of individual items and packages, delivered to the home or office.
**The Successful Team**

**Ivan Shopov** is the Executive Director at bERS. He has extensive commerce experience and practice in managing people. He has been a commercial director and general manager in leading producers, importers and distributors of FMCGs. He leads the management of the operational business of bERS Logistics.

**Dimitrinka Andreeva** is the Transport Manager. She is long-term member of bERS team and heads the relations both with operational employees of clients in executive specific tasks, as well as with people, responsible for transport, and the carriers themselves.

**Vladimir Belchev** is the Finance Director. He has more than 7 years of experience in one of the leading companies for finance consulting services. He maintains the financial discipline and manages the cash flows of bERS.

**Asen Manov** is the Logistics Operations Manager. He plans, executes and controls the daily tasks. For more than five years he makes sure that the services bring added value also to the clients.

At bERS team there is a place for new hires, because the company has high goals for development.

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**Agenda**

**Mission** The mission of bERS Logistics is to provide reliable services with guaranteed quality on an international level. The new technologies change this business and the digital transformation has no alternative. Continuously, the logistics operator becomes a digital enterprise and an operational structure, a leader in its market segment of services and solutions.

**Horizon**

**Clients**

bERS Logistics has more than 150 clients. Among them are the retail chains Metro, REWE Group – Billa, Maxima Bulgaria – T-Market, producers and traders of FMCG products Tyrbul/Olympus, Amperel, Mongiel, Nestle-Froneri, as well as pharmaceutical companies like Boehringer Ingelheim, 3M International. The developed system of logistics hubs is affordable also for small and medium sized enterprises.

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Когато дойде време за ПРЕСТРУКТУРИРАНЕ

When it comes to restructuring

Консултантска къща „Велинов и партньори“ вече над 15 години е сред водещите кантори в България. Специализирана е в областта на търговското, трудовото и облигационно-то право и обществените поръчки. Неиният фокус е върху управлението на човешкия капитал - най-ценения ресурс на всяка компания. В кантората царя атмосфера на приятелиство, но и на респект, като тя е образец за силен и компетентен екип. Вратите са отворени за нови знаещи и мотивирани хора. От кандидатите се очаква да мислят и да оглеждат казусите от всички посоки, да се поставят на мястото на насрещната страна и да предвиждат ходовете й. Задължително качество за членовете на екипа е да имат отговорност към поставените задачи и желание за развитие както в професионален, така и в личен план. Амбициозни юристи с доказана професионална квалификация и високи работни стандарти за качество – това е екипът на „Велинов и партньори“, чиито лидери са Светослав Герджиков и адв. Асен Велинов.

www.advokatite.bg
Attorney Asen Velinov:

There are many reasons that lead to the restructuring of an enterprise. The most common reason to seek this cardinal approach is the introduction of new generation of machines and equipment. This requires both a change in the approach and a drastic reduction of the staff – such as optimizing workflow, but also as payroll and supplier costs. The strategy we are developing should cover all aspects and be economically justified. Often, cases are related to owner’s sentiments towards one or other part of the company. They do not dispose of the side rational view of the activity, and this misleads them. And only the implementation of the measures as a whole would result in a satisfactory final result for them, but the conviction that it really is worth comes with time and work in the new conditions.

The sense of detail and the awareness of the strength of the team are advantages, thanks to which “Velinov and Partners” Consulting House managed to specialize in a very specific service – restructuring of companies.

Svetoslav Gerdzhikov:

Mного са причините, които водят до преструктурирането на едно предприятие. Най-честите основания да се търси този кардинален подход са свързани с въвеждането на ново поколение машини и съоръжения. Това налага както смена на подхода при работата, така и фръстчично намаляване на персонала – като оптимизиране на работните процеси, но и като разходи за заплати и за доставчици. Стратегията, която разработваме, следва да покрие всички аспекти и да е икономически обоснована. Често казусите са свързани със същността на собствениците към една или друга част от предприятието. Те нямат страничния рационален поглед върху дейността и това ги подвежда. И само прилагането на мерките в цялост би довело до удовлетворителен краен резултат за тях, но убеждаването, че наистина си струва, избяга с времето и с работата в новите условия.

Агвокат Асен Велинов:

Any major change in the company’s activity should be accompanied by some restructuring. Otherwise, it would not be possible to optimize the processes and hence expect an increase in the financial result. Sustainable development requires the disclosure of posts that were previously unnecessary. Our great advantage over the management of the enterprise is that we have an outside look, unencumbered by solving current problems. This allows us to offer options for improving the processes that immediately have financial implications. Our know-how and accumulated experience allow us to avoid traps. They may occur in each activity and at each step along the path of the implementation of a restructuring project.

For more than 15 years, “Velinov and Partners” Consulting House has been one of the leading law firms in Bulgaria. It is specialized in the field of commercial, labor and contract law and in public procurements. It is focused on the management of the human capital – the most valuable asset of every company. The office has an atmosphere of friendship, but also of respect, and it is a model for strong and competent team. The doors are open to new knowledgeable and motivated people. Candidates are expected to think and look at cases from all directions, put themselves in the place of the opposite side, and anticipate its moves. Mandatory quality for team members is to treat every task/case with responsibility and to desire to develop both professionally and personally. Ambitious lawyers with proven professional qualifications and high quality work standards – this is the team of “Velinov and Partners”, whose leaders are Svetoslav Gerdzhikov and att. Asen Velinov.
GEOSTROY AD is among the leading construction companies in Bulgaria with substantial experience and a long-term track record in implementing various high-profile projects. Thanks to its diverse competences and potential, the company has been providing its clients with a wide range of high quality services.
TEAM
GEOSTROY AD employs approximately 800 highly qualified and well-trained specialists and workers who can effectively execute challenging projects in good quality and on time. The company has been making continuous investments in staff training programmes to increase their skills and qualification level, improve workflow efficiency and give a better quality of end product and services.

In mid-2018, GEOSTROY AD successfully completed the project Modernization of Working Conditions and Labour Organization under the Operational Programme Human Resources Development. The purpose of the project was to improve occupational safety, working conditions, staff motivation and performance efficiency by promoting a new type of management approach and paying special attention to the workers and employees in the company. The results obtained are related to improving the health and safety of all employees in their workplace, minimizing the potential risks, facilitating the operation of work processes and reducing difficulties arising among employees from different age groups, as well as improving the psychological climate and motivation.
Striving to be acknowledged as an attractive, stable and preferred employer, GEOSTROY AD constantly makes substantial investments of time, commitment and financial resources to enhance the development of young professionals. By doing so, it has successfully implemented its internship programme. For several years now, students from the University of Architecture, Civil Engineering and Geodesy, the American University and the University of Mining and Geology “St. Ivan Rilski” have been gaining valuable experience under this programme. A large number of interns have already become full-time employees of the company.

The mentors, who took part in the internship programme, said, ‘This year the selection of interns has been remarkably good. The young people are bright and diligent, showing great zeal and energy in completing their tasks. It is obvious that they are willing to learn and develop in their chosen professional field.’

On their part, the trainees shared their impressions of working at Geostroy AD, “I chose Geostroy for its high prestige in the construction sector, because I want to learn from the best professionals in the industry.” “We are impressed by the variety of Geostroy’s ongoing projects - metro construction, road construction, industrial and civil engineering projects, hydropower plants.”

In its commitment to sharing experience and best practices, Geostroy AD also participates in Manager for a Day initiative organised by Junior Achievement. Within one business day, top-level managers from the company will introduce young specialists to the real working atmosphere of the company.

The children and grandchildren of GEOSTROY’s employees have an opportunity to participate in various initiatives as well as in events specially organised for them, such as Children’s Day celebration (1 June), Christmas Party and Open Day.

The company periodically organizes team meetings in various formats within the framework of its strategy for improving internal communication processes and boosting up team spirit and cooperation. Thus Geostroy’s employees working on various projects across the country get together in an informal environment to share experience and best practices.
DOBROVOLCHEISKI KAMPANII
I SPORT

Geostroy AD се стреми да бъде атрактивен и конкурентен работодател, като за целта стимулира различни спортини инициативи и програми за подобряване на здравословното състояние на работещите в дружеството. Такива са: действащият Клуб за планински туризъм, членовете на който регулярно покоряват красивите български върхове, езера, водопади и пещери; предоставените карти за спорт; създадените футболни отбори на някои от големите обекти в страната и предстоящото вътрешнофирмено първенство за голямата награда на Геострой AD; действащият Клуб за спортен риболов, чиито членове се готвят за Турнир 2018 г. В екипа на Геострой AD работят национални състезатели по бейзбол и борба свободен стил.

VOLUNTEER CAMPAIGNS
AND SPORT

Geostroy aims to be an attractive and competitive employer by promoting and supporting various sports initiatives and health improvement programmes for its employees. These include a Mountain Hiking Club whose members climb up gorgeous Bulgarian peaks and enjoy the natural beauty of lakes, waterfalls and caves; sport cards for all employees, etc. Staff members from some of the biggest company projects have formed football teams to compete in an intra-company tournament for the Grand Prize of Geostroy AD. Furthermore, the members of the Sports Fishing Club are preparing for the upcoming Tournament 2018. Last but not least, among the company staff there are baseball players and wrestlers from Bulgaria’s national teams.

CORPORATE SOCIAL RESPONSIBILITY

Along with pursuing its staff related social policies, Geostroy implements its corporate social responsibility practices in the regions where it operates.

Geostroy AD undertakes and supports various initiatives and high-profile projects dedicated to children's wellbeing, protection and rehabilitation of the environment, disaster relief, and construction of churches. Some of the major initiatives are as follows:

• Construction of a children's playground in Lagera Residential District, Sofia
• Repair and restoration of Sts Cyril and Methodius Church in the village of Biser
• Construction of The Nativity of Jesus Christ Church in Mladost Residential District, Sofia
• Repair and restoration of St Charalampius Church in the village of Bogdanlia
• Support in purchasing traditional national costumes for the Folklore Ensemble “Balkan Youth”, town of Etropole
• Donation for “Cyril and Methodius” Cathedral in the city of Lovech. Geostroy’s representatives and their families joined the volunteer initiative “Let’s Clean Bulgaria Together”. Being equipped with secure clothing and tools, they helped clean up the following areas on 15 September 2018:
  - The area around Zemlyane Metro Depot, Sofia; The town's garden and the sports playground “The Cave” in the town of Zlatitsa; The street in front of Hristo Botev Primary School and the school yard in the village of Gara Lakatnik; The Iskar River valley near the village of Lakatnik.

Because
Hand in hand, we are building the future with innovations and experience
Geotrading AD has 13 years of business experience as a well-established, reliable, loyal and sought-after partner, both in Bulgaria and abroad. The company is constantly expanding its customer base, its market share and its team.

Geotrading AD’s business is focused on representation and sales of established global brands. To respond to the needs of its customers, Geotrading AD is constantly expanding its product and brand offerings, with the goal always remaining the same - excellent quality and competitive prices. In the last few years, the company has been focused on selling a wide range of products for the mining industry.
This year was extremely successful for Geotrading AD. The company started production and sales of its own brand of lubricants - ProAuto. In Bulgaria, Geotrading AD markets engine, hydraulic and transmission oils and greases.

The company won two new key businesses to mark another successful year. Geotrading AD won the exclusive rights to sell the chemical reagents produced by the Serbian plant Župa Krusevac. It is one of the world’s largest chemical manufacturers.

Geotrading AD also won the exclusive Bulgarian rights to sell the high quality mining products of SHAREATE TOOLS LTD - a globally recognised Chinese manufacturer of drilling tools, tri-cone drill bits and spare parts.

In 2018 Geotrading AD continued its successful partnerships with many established brands in the mining equipment, tyres, fuel and lubricants, spare parts and supplies, and other markets. Some of them are: LiuGong construction equipment; the Belarus Belshina tyres; the Slovakian Continental Matador Rubber conveyor belts; the polyurethane products of the Spanish manufacturer Inelas Poliuretanos; the ground-engaging tools of Hensley Industries, etc.

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ГЕОТРЕЙДИНГ АД РАЗВИВА ДЕЙНОСТ В СЛЕДНИТЕ НАПРАВЛЕНИЯ:

• продажби на машина и строителна механизация;
• продажби на машинно оборудване и резервни части за машини;
• представителство на произво- дителите на гуми;
• продажби на резервни части и консумативи;
• продажби и доставки на горива;
• произвеждане и продажби на смазочни продукти ProAuto;
• продажби на химически реагенти;
• сервиз за строителна и специализирана техника;
• сервиз за машина техника;
• системно интегриране на дизелови двигатели MTU.

GEOTRADING AD OPERATES IN THE FOLLOWING BUSINESS SEGMENTS:

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2018 ГОДИНА

Тази година е изключително успешна за Геотрейдинг АД. Компанията стартира производството и продажбите на собствена марка смазочни продукти – ProAuto. Геотрейдинг АД предлага на българския пазар двигателни, хидравлични и трансмисионни масла и греси.

Доказателство за успешното развитие през годината са и двете нови ключови представителства, които дружеството спечели. Геотрейдинг АД получи ексклюзивни права за продажба на химически реагенти, произведени в сръбския завод „Жупа” – Крушевец. Той е един от най-големите производители на химически продукти в света.

Геотрейдинг АД получи и ексклюзивни права за продажба на територията на България на висококачествените продукти за минната индустрия на SHAREATE TOOLS LTD - световно признат китайски производител на пробивни инструменти, триролкови длета за сондирание и резервни части за сонди.

През 2018 г. Геотрейдинг АД продължи успешните си партньорства с производители на редица доказани марки за строителна и минна механизация; миннично оборудване и резервни части за минници; представителство на произво-дителите на гуми; продажби и доставки на горива; производството и продажби на смазочни продукти ProAuto; продажби на химически реагенти; сервиз за строителна и специализирана техника; сервиз за машина техника; системно интегриране на дизелови двигатели MTU.

A PARTNER, YOUR CAN RELY ON

2018

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**CARE FOR OUR EMPLOYEES...**

As the company grew over the years, its most valuable asset - its team - grew stronger. Today, it numbers 192 people. All company employees share the corporate values - integrity and loyalty to the customers and partners, professionalism, responsibility and ambition for the successful development of the ever-growing business. **Geotrading AD** provides the training they need for their career and personal development.

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**MR IVAN VUTOV, PHD:**

Our company’s goal is to provide not only an outstanding working environment, but also the best possible conditions for career development. It is evident from the fact that our long-term employees are now company executives. Some of them have been with us from the start and still help our business to grow. They started as entry-level employees, held various positions and now lead the key departments at **Geotrading AD**. Each and every one of them has my personal gratitude for their commitment and contribution to the growth of our business. Without our employees’ hard work, we wouldn't achieve the top performance we have today.

**CARE FOR OUR EMPLOYEES...**

The care for our employees is key for the management of **Geotrading AD**. Over the years, our company had multiple initiatives not only to promote their development, but also to reward our best. As part of our corporate social responsibility policy, **Geotrading AD** was one of the companies within the **Geotechmin** group to focus not only on our employees, but on their children, as well. In 2016, the first Children’s Day fest was held at the premises of the **ProAuto** service centre in Sofia. The next year, it was organised for the children of all employees of the **Geotechmin** group, to become a widely-anticipated tradition.
...AND FOR OUR LOCAL COMMUNITIES

Geotrading AD develops its corporate social responsibility policy to include all stakeholders. It is a guiding principle for the company to support the local communities where it does business. We have established great partnerships with the municipalities, we support church renovations, underprivileged children and many other initiatives. Both the local communities and our customers know that Geotrading AD is a partner they can rely on.

A PARTNER FOR A HIGHER QUALITY EDUCATION

As of this year, Geotrading AD is a partner to a dual-education project of the Agro-Technical Vocational School in Zlatitsa. The company, jointly with other Geotechmin group companies, will provide hands-on training to the Automotive Equipment students and will offer them jobs later. The company is further involved in partnership projects with leading Bulgarian universities and in KRIB’s Education committee.
Dreamix is a Bulgarian IT company, specialized in Java and Angular Technologies. We provide professional software solutions for companies based in Germany, Great Britain, Switzerland and the Silicon Valley. They work with us, not because it is cheaper in Bulgaria, but because in our company they can find experts who can support them in the realization of their products or in the implementation of the right processes of work in their departments. We work with partners rather than with clients. The difference is that the client just wants to have the job done, while the partner first introduces us his business and then seeks for our expert opinion on the best way to achieve his goals.
We believe that
the main objective
of each company should be the development of everyone in the team, as well as the relationship between the employer and the employee should be based on a partnership rather than on a transaction.

Culture is created and maintained by everyone in the team. It distinguishes companies and makes them unique, giving them a competitive advantage. When we hire people to work with us, we judge them according to their personal qualities in combination with our corporate values. (Find more about our company culture here: https://dreamix.eu/blog/dreamix/company-culture). Before joining the team, the new candidate has to spend some time in our office to see if Dreamix is the right place for him.

Each of us has
personal contribution to the company’s success
we all can offer new ideas, try different methodologies and make decisions. Everyone can organize a team building event, sponsored by the company. We have been climbing, sailing, painting. The greater the participation, the bigger is the budget provided for the event.

We have no set office hours - the only requirement is everyone to do their job well. We 24/7 access to our office in Sofia yet we can work from the seaside or from the mountains. This summer, 30 team members worked for a week from a coworking space near the beach. We do not like passivity.

We do not like passivity,
we are people of the action
- two of us are part of the project Dank 40 to 40. Also, we are proud winners of the prestigious John Atanasoff Award for a project with great social impact. In summer, two of #dreamixteam were exchange students in Germany, and in autumn one of our lead programmers participated in a climbing expedition all the way to the United States. Dreamix is a community of people who share corporate values and beliefs. As a result, in the last year only one colleague has left the company to work for a startup in Hong Kong. We believe that culture is the backbone of any organization and it is the thing that enables our company to grow and move forwards.
Dundee Precious Metals EAD is a company that brings together motivated, positive thinking young people engaged in the Bulgarian mining industry - a major sector of economy shaped by the natural occurrence of mineral resources. Our Bulgarian operations are located in Chelopech and Krumovgrad.

Being part of an innovative company with development potential, our work is interesting, fascinating and rewarding. What makes us stand out is that we share the benefits of our work with our employees, partners and stakeholders. We can be trusted that we do what we say, in the best possible way.
Инвеститори, клиенти, партньори, служители и обществото са основни фактори за разкриването на успеха на предприятието като успешен бизнес. За да бъдат ангажирани, те трябва да видят своята роля в организацията или взаимодействието с организацията. Стратегията за растеж трябва да бъде реализирана на такъв начин, че всеки да вижда ползата за себе си. В “Дънди Пресъш Металс” и дружествата й в България измерваме успеха с желанието на хората да идват на работа, да работят без злополуки и без екологични инциденти, да постигат резултати с оптимизирани разходи. Колкото по-добър баланс успяваме да постигнем, толкова по-успешна е компанията.

За нас е важно да работим според нашите ценности: достойнство и уважение, прозрачност, постоянно усъвършенстване, безопасност, екологична отговорност и инвестиции в обществото. Когато служителите споделят и демонстрират тези ценности в своята работа, това създава уважение и доверие към организацията. Ценности като доверие и закрепване на думите с делата, които демонстрират, са отворени врати за гумитко и за оценка отвън.

We are the reason that young people decide to stay where we operate, since we support their development and career growth. We also support our local communities by creating trust and a sense of security that there is future for them in their home place.
DIGITAL TECHNOLOGIES IN ACTION

Dundee Precious Metals Chelopech EAD is a company engaged in the mining and processing of copper-gold-pyrite ores from the Chelopech Deposit. It is an underground mining operation and the mined ore is processed to mineral concentrates.

We are still the only mine that has got 100% wi-fi coverage 600 m below ground. We are recognized as a digital mine and we have been honoured with the Mining Magazine’s Technology Leadership Award for our unique mining project. This is all thanks to the people with their brave and out-of-the-box thinking, with the way they work and interact. Reaching our high goals is persistently making those little steps in a good way that makes us different. This is how we stand out in the mining industry.

THE FIRST GREENFIELD MINE PROJECT IN 40 YEARS

Dundee Precious Metals Krumovgrad EAD is a Bulgarian company engaged in mineral exploration and development. For over 13 years now, the Company has been investing in the development of an open pit mining operation at the Ada Tepe prospect near Krumovgrad. With the commitment of the entire team and in close dialogue with our stakeholders, the Company has gained social license to operate the Krumovgrad Gold Project for the mining and processing of auriferous ores. This is the first greenfield mine in Bulgaria for the past 40 years.

IRENA TSAKOVA, Eng., Director Permits and Legal Affairs

She was recognized as one of the 100 Global Inspirational Women in Mining 2015 as part of the biggest international forum of investments in the mining industry, Mines and Money.

Modern mining companies offer attractive career opportunities for an increasing number of women; our commitment is for the next generation to recognize the career potential that this industry holds. In our company, women have deservedly made their way up to the executive top. We are valued for thinking through every action.
Инж. Цветомир Велков, оперативен директор на „Дънди Прешъс Металс Челопеч“

Кариерното развитие на инж. Цветомир Велков може да се опише с думи като динамика и промяна. След като е бил стажант по време на следването си в Минно-геоложки университет „Св. Иван Рилски“ в София, постъпва в „Дънди Прешъс Металс Челопеч“ през 2001 г. като инженер „Геомеханика“. През 2005 г. е отличен с наградата „Млад специалист с най-добри постижения в минната индустрия“, връчена от авторитетното минно списание „Майнинг Джърнал“ в Лондон. След 2005 г. заема различни длъжности – върху частта за Chelopech и Krumovgrad, а от 2016 г. е оперативен директор на “Дънди Прешъс Металс Крумовград”. Аз съм инженер с добър професионален опит, а добрият и сплотен екип е задължително условие за постигане на предизвикателни цели. Когато се случи нещо хубаво, постигнем успех, разпознати сме или отличени, смятам, че е изключително важно да се намери подходящ начин това да бъде споделено с всички в екипа, а което прави ням ли разширяване на обработваемата площ в Челопеч, и сеса, като директор на на първия новоизграждане се радвам за последните 40 години.

Lubomir Hainov started his career in 1995 at the Chelopech Process Plant as a mechanical fitter. He became shift boss two years later and gradually took over the responsibility for mechanical maintenance and the entire process plant's maintenance. In 2011, he was appointed Process Plant Director and has been Operations Director of DPM Krumovgrad since 2016. He says it has been his dream to start something from scratch, see it grow and become independent. The first time was when he was in charge of a large-scale expansion of the Chelopech process plant, and now as director of the first green field mine project over the past 40 years.

“I'm a mining engineer with great professional experience. A good and cohesive team is a mandatory precondition for attaining challenging goals. When something good happens, when we achieve success, win recognition or get honoured, I think it is vital to find a way to share it with everybody on the team. Every team member contributes to our success. It is important that this contribution is appreciated and shared, so that everybody could see their place in the broad picture. The most natural way to do things is by direct communication with the people.”

The operation I am currently in charge now is completely different from everything I have done before, i.e. starting from scratch. I am excited not only because we are about to commission something really big, but also because we succeeded in building a team that is highly motivated to work hard and learn new things. I am truly happy to have a dedicated team, the support of everybody working for Dundee Precious Metals Krumovgrad, and we very much count on our colleagues who will be providing shared services to Chelopech and Krumovgrad.”

THE SUCCESSFUL TEAM

“THE SUCCESSFUL TEAM

УСПЕШНИЯТ ЕКИП / THE SUCCESSFUL TEAM 45
Бизнесът е конкурентна надпревара. Той е съревнование, в което важат правилата в спорта, уверява Ася Милева, собственик и управител на ЕЛЕЙА ЕООД. Затова като предприемач тя често се опира на твърдението на именития баскетболист Майкъл Джордан, че талантът печели игри, но работата в екип и интелигентната игра печелят шампионати.

Business is a competitive race. It is a competition in which sports rules apply, assures Asia Mileva, owner and manager of Eleya Ltd. Therefore, as an entrepreneur, she often refers to the statement of the famous basketball player Michael Jordan that talent wins games, but teamwork and intelligence wins championships.
The company

Eleya is dynamically developing family-owned company specialized in the production of processed vegetables. The innovative enterprise is located in Dolna Dikanya, Radomir municipality. It is equipped with high-tech energy saving machines and has a photovoltaic installation for the production of electricity for its own needs, as well as an installation for anaerobic degradation of biological waste, which produces biogas. The company constantly expands its portfolio of products. In the beginning the family was a potato grower, but in search for a better realization of their production and higher added value, they foresaw the prospect of creating a processing factory. Then the idea of offering freshly cut, washed and packaged vegetables came up. They worked with a few food chains and managed to fully realize the potatoes produced by the family and even buy up production from farmers in the region.

The team

There are about 40 people working in Eleya, but also staff accompanying activities, such as harvesting. The key to success is thinking outside of the box, combined with hard work and good manufacturing practices. Innovation is prerequisite for finding the right way in a competitive race to offer delicious and quality food at a reasonable price. Eleya faces difficulties in finding food technologists, as there is no food industry developed in the region and a large number of young professionals are looking for a job abroad. I wish the cadres set up in Bulgaria would stay in the country and we are ready to encourage them. We offer a good reward and a unique opportunity to further develop their professional career. Students who pursue specialties that apply to us can enroll in our internship program. In this way they will make sure they have a place to work, says Asia Mileva. Through the bonus system employees and staff receive incentives to give the best they are capable of.

Мисията

Стремежът на ЕЛЕЙА е да завоюва трайно пазарно присъствие със своите продукти, които имат вкус и качествена храна. Произвеждат по технологии, вдъхновени от традиционни рецепти, съобразени с най-високите стандарти за качество и в хармония с природосъобразното хранене.

Мисия

Eleya’s goal is to gain a lasting market presence with their products which have the taste and quality of homemade food. Using technology and inspired by traditional recipes tailored to the highest quality standards and in harmony with the healthy food standards.

Компанията

ЕЛЕЙА е динамично развиваща се семейна компания, специализирана в производството на зеленчуци. Инновативното предприятие се намира в радомирското село Долна Диканя. То е оборудвано с високотехнологични енергосъбесствени машини и разполага с фотоболомащна инсталация за производство на електроенергия за собствени нужди и инсталация за анаеробно разграждане на биоложките отпадъци от технологичния процес. Компанията непрестанно разширява свояте пределации. В началото семейството е произвождащо на картофи, но в търсене на по-добра реализация за продукцията бързят перспективи в създаването на преработваемо предприятие. После се разглежда идеята да предизвикат и прясно нарезани, измити и пакетирани зеленчуци. Работят с няколко вериги и успяват напълно да реализират произвеждания от семейството картофи и дори изкупуват продукция от земеделски производители от региона.

Company

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All employees go through several months of training

NADYA HALACHEVA, Manager of Este Fitness&Spa:
Team spirit and customer service are of utmost importance to Este Fitness&Spa

Nадя Халачева, мениджър на Este Fitness&Spa:
Екипният дух и отношението към клиента са водещи за Este Fitness&SPA

Всички служители минават през обучение, което трае няколко месеца

www.estespa.bg
Mrs. Halacheva, is it difficult to find qualified specialists in the spa industry and what is your principle when selecting people? What matters the most to you in this process - experience, the desire for development and improvement, personal charisma or something else?

- My criteria change over time, but in the first place, the main reason to invite someone to discuss the opportunity of becoming part of our team is experience. This, I believe, is the most important for all employers. In the second place, I put the charm and energy that a person emits. This is an important element for me because, in reality, this is the energy that the employee will pass to the client and to their colleagues from the team.

The main principle that I use to select people is through recommendations. I have worked with professionals from all over the world and I often hire people namely because of my colleagues' recommendations. For me, they are very important - as is the case for every manager when selecting personnel. In my team, for example, there are two therapists from the island of Bali, Indonesia. I have worked with local therapists, I like the massage technique that Bali therapists apply in their work and this is something that is sought on the Bulgarian market. They act very calmly and have a particular charm. The on-the-spot interviews in Indonesia were conducted by people I know well - therapists I have worked with and they have provided me with invaluable recommendations.
- Какво включва обучението на хората в екипа? Имате ли продължаващо обучение и процес на квалификация? Минават ли хората при вас специално обучение в областта на обслужването на клиенти, или т.нар. soft skills?
- Съществуват общоприети критерии за това какво да бъде поведението на служителите в един spa център. В същото време обаче ние налагаме тези критерии и имаме персонален метод на израждане на умения на екипа за обучване с клиентите. Аз съм сигурен, че имаме персонално отношение към всеки един клиент и имам изисквания как служителите в центъра да се държат с клиентите. Той трябва да бъде посрещнат, разбъркан и центъра с позитивно отношение. Да се почувстват добре дошли, обзрежени и специални.

При обучението на новопостъпващите минимум, който ни е нужен, за да въведем един опитен масажист в работата, е два месеца. Докато за персонал, който не е толкова опитен, въвеждането в работата може да отнеме и пет месеца обучение, което включва всичко – от посрещането на клиента и запознаването му, през това как служителите да се държат в екипа, срещ колегите, до това как да възприемат всички един масаж. И тук бих искала да подчертя, че нашите масажи са много. Всъщност, именно последното е основното в обучението на терапевтите – въвеждаме една непрекъсната техника, тъй като ние имаме доста автorskска масажи, които не се предлагат на други места.

Освен въвеждащото обучение, предлагаме също периодични обучение-от типа „припомнящи“. Тук може да ги пример с отдел „Козметика“. Работим с две световноизвестни марки козметика и във всяка една от тези марки съществуват автorskи движения, обвързани с козметичните процедури и масажи.

- Кои качества на служителите цените най-много и как насърчавате и мотивирате екипа?
- Сред много работодатели е разпространено мнение, че ако покажеш на служителите си, че не си доволен, те ще се стараят повече и ще знам, че трябва да се ожакуват всички още и още. За мен това не е правилен подход. Затова някои допусна грешка, дори и те да е ми-
more and more. For me, this is not the right approach. When someone makes a mistake, even if it is a very small one, it does not mean that it has to remain without any consequences. I have been in such situations - to resort to a punishment in case of recurring mistakes. For me, however, it is very important to encourage people, as well as to make them realise and understand their mistakes. It is also important, besides encouraging, to express in words my satisfaction and admiration for their overall work.

I strive to build a team spirit and a sense of commitment to the Este Fitness & Spa family, and I can definitely say that we are doing well. I have lost people from my team for various reasons, and that always leaves a mark on me. I often compare our team with a body, and I, as a manager, am the head of this body. When you hurt or lose a part of your body, then the balance is lost and things are not the same. Every member of the team has their own charm and energy, and when that part is torn away from the total, things change. In fact, each person has their charisma and is indispensable in this sense.

- Is it difficult to lead a team of highly qualified specialists, what challenges do you face?

- It’s definitely not easy. It is a challenge for me to adjust to 25 different individuals - each person with their own character and peculiarities, of different ages and with different priorities. This is a great challenge for me. I wouldn’t say that it is easy or difficult, it’s just a challenge. I succeed thanks to my experience and the fact that I like to communicate with people and I am flexible in my relationship with them, which I believe is what makes me successful.
ING Bank is one of the first international banks in Bulgaria, providing wholesale banking services. In 2019 ING Sofia will celebrate its 25th anniversary. Thanks to its strong European footprint, innovative ideas and proactive agile approach tailored to its clients, ING has managed to establish long-term trustworthy relationships with its core client base – the subsidiaries of the international ING clients operating in Bulgaria and local blue chips.

ING motto: **EMPOWER PEOPLE TO STAY A STEP AHEAD**

**ING BANK: the heart of the lion - our team**

**IN LIFE AND IN BUSINESS.**

ING has established a work environment, which stimulates people to express themselves, take initiative and be ready and open to innovations and change. ING’s people are dedicated to accelerate change and innovation and they thrive by engaging in social activities. This is how people’s motivation at ING is a self-powered process.

ING Bank Sofia is a team of 70 people of different professional and personal background. We asked some of them what makes their team successful and attractive:
Глеждам, гладен изпълнителен директор:

Шампионът съм и мотивиран да работя в професионален екип от хора, които наистина са амбицирани да подобрат услугите и продуктите за нашите клиенти. Екипът ни е малък и се познаваме един друг много добре. Комбинирайки сме доста успешно опита с младостта, балансираните възможности с ентузиазма. Именно това разнообразие създава база, благогорение на която всички колеги могат да учат едни от други и да се разбуждат както индивидуално, така и като екип. Благогорение на екипния ни работен среда в ING е и забавна. Имахме много социални, спорти и културни инициативи, които превърнаха нашата компания в предпочитано място за работа.

Grzegorz Konieczny, Country Head:

I feel very energized and happy to be surrounded by a team of professionals who truly want to make a difference to our clients. The team is rather compact so everybody knows each other very well. It is also a good mix of experience and youth, balanced views and enthusiasm. With such variety a great development platform is created where team members can learn from one another and develop both individually and as a group. Finally, thanks to my team it is fun place to be part of with many social, sport or cultural initiatives shared. All this makes our work environment very attractive!
Established far back in 1924, KAOLIN EAD is the oldest, operating and today, mining facility in Bulgaria – being strong while time challenges, the company has proved its partnership to clients in more than 30 countries over the world. Looking towards the future is also being a responsible employer of a 900+ team – motivated and qualified employees with long history with the company.

As of 2013, KAOLIN's sole owner had become Quarzwerke GmbH, with headquarter in Frechen, Germany. The company is currently following big investment and social policy. Numerous strategic, investment and social projects are completed or successfully advanced now: new storage area for products in Kaolinovo Factory, total reconstruction of the filter-drying unit in Vetovo Factory with 9 mln budget, along with many smaller projects - for modernization of the production and working environment, for raw material supply and yield optimization, for work conditions improvement to employees and workers. There is a strong project development and for the new factory in Dulovo town which will ensure desired job and higher living standard of the people in the region.
Robert Lindemann-Berk, managing partner of Quartzwerke and Chairman of the Supervisory Board of Kaolin while opening the Center for Dual Education:

Our mission is to show that there is an alternative route young people to return in the region and that there is a reason to stay.
Cargotec Business Services was set up in Sofia, Bulgaria in August 2017 and one year later it has close to 270 employees. Our goal is to help accelerate Cargotec’s success by providing world-class global business services in the areas of Finance, Human Resources and Indirect Procurement. Cargotec is at the forefront of the transformation in the cargo-handling industry. As leaders in ports, on roads and at sea, our business areas Kalmar, Hiab and MacGregor have a unique position to make global trade smarter, better and more sustainable.

www.cargotec.com
За отдел „Управление на информацията“ в Cargotec Business Services

Екипът „Управление на информацията“ (IM) в Cargotec Business Services работи активно за оптимизиране на процесите и това ни помага да предоставяме първокласни бизнес услуги. Ние сме екип от експерти с различни знания и умения, и в същото време сме любопитни и искаме да учим непрестанно. Ръководител на отдела е Санни Котамаки, родена в Финландия и с над 20 години опит в управлението на IT проекти. Тя е ръководила проектите в Швеция, Китай и САЩ.

Какво ни дава работата в отдела
• Силен и придобиваш екип, в който уважаваме, обратната връзка и откритостта се ценят високо
• Отворен дух и партньорство със скандинавски традиции
• Среда, която възхищава и стимулира бързото учене и развитие
• Възможност да работим с ясна цел, да се разявява и да се усъвършенстваме
• Фокус върху баланса между професионален и личен живот.

Benefits
• An inclusive and caring team where respect, feedback and openness thrive
• Collaborative culture with Nordic roots
• An empowering environment that supports quick learners
• Opportunities to work, grow and develop with purpose
• Focus on good work-life balance

Готови ли сте да направите утрешния ден по-добър?
Като млада и амбициозна организация Cargotec Business Services търси хора, които искат да учат бързо и имат голям интерес за постоянно развитие. Талантите, които ценяме, трябва да се развиват в отговор на нашия стремеж за постоянна оптимизация на процесите. Фокусът в отдела е на бързото и нестабилното развитие, затова възхищаваме съвършените си решения.

САНИНИ КОТАМАКИ, ръководител на отдела „Управление на услугите“ и „IM“:
Възхищавам се на чудесата, които хората и машините могат да сътворят заедно. Най-важното при това е да подкрепяме членовете ни в усвояването им на експертизата, като им давам възможността да се усъвършенстват и постепенно да се развиват. На български и финландски език говорим си със специалисти с различни интереси. Разбира се, ние сме любопитни и искаме да учат бързо и непрестанно, като създаваме заедно проекти, които стимулират непрекъснато развитие.
Wine is a product, which requires high professionalism in its creation. The wine varieties of Katarzyna Estate are made by an inspired and inspiring team.

An eye for every detail
Our goal is to grow beautiful grapes, to make wonderful wine from them and after that to sell it on the market while keeping a good price-quality ratio. Of course, we need to present it in the best way so that it is valued and accepted. Good management is essential, too. And when a manager knows the detail of every process, he or she not only sees the achievements but also can find a solution to every problem.
ИВАН и СВИЛЕН КИСЬОВИ са техно-
лози – „Катаржина Естейт” е първо-
то им работно място и признават,
че точно тук са научили професи-
ята.

Ние сме винена държава от много поколения и имаме съвършенства виноградарство. Единство
но лозе се различава и ние не трябва да правим друго, освен да направим
виното, което да е отражение на нашият грозде. Варно е, че виното се отличава по характерностите на гроздето, но най-вече забвии от хората, които го правят. От друга страна обаче, пазарът прави виното, той формира търся,
нето, следователно той е причината да работим. Най-добро вино е продаденото.

Приносеят на всеки от нас
“Катаржина Естейт” работи със 100% собствено грозде. Разнообразният терио-
р, с който разполагаме, определя специфични характеристики на гроздето и
това е божествено, което допринася за отличителен стил на нашата винна. Добрите агрономи и добри технолози са изключително важни, но в края на
сметка виното забвии от професионализма на всеки един в компанията.

The contribution of every one of us
Katarzyna Estate uses 100% own grapes. Our varied terroir defines the specific
features of the grapes and this a wealth that contributes to the distinguishing
style of our winery. It is true that the experienced agronomists and wine
technicians are crucial but after all, the wine depends on the professionalism of
every employee of the company.

Разширяване на пазарите
“Катаржина Естейт” реализира около 85% от продукцията си в страна-
ta, като близката ни църкво е да разбъркам и външните пазари. Отделените спе-
циално внимание на всичко стокено от лозето до маркетинга и продажбите.
Многообразните участъци на конкурса в нас и по света се признава за качествено, което настойчиво. Разбъркваме компанията, но и културата за пие на
вино, като обучаваме потребители и ги пропълваме в ценителни. Работим
и за измина на България като винопроизводител. Стремим се да сме сред
„законодателите” на моята да се пие хубаво вино, направено с любов.

Expanding the markets
Katarzyna Estate sells about 85% of its produce in Bulgaria but our short-
term objective is to develop the foreign markets, too. We pay special attention to
every step – from the vineyard to marketing and sales. The multiple awards from
competitions in Bulgaria and abroad are recognition of the quality we achieve. We
develop the company but also the culture of drinking wine by training consumers
and turning them in connoisseurs. We also work for the image of Bulgaria as a
wine-producing country. We strive to be among the “trend-setters” of the fashion of
drinking good wine, made with love.
KCM 2000 Group is a modern business structure, built entirely with Bulgarian private capital. The main business sectors in which the holding operates are mining and processing of mineral products, complex industrial and commercial service, technological engineering and trade.
THE SUCCESSFUL TEAM

The new lead production process is part of the KCM AD project for technological renewal and production expansion. It is unique and its technological sequence has no analogue in the world. The innovative solutions implemented are products with high added value, developed based on the latest world standards in the field of metallurgy. Highly efficient and competitive production of lead and alloys has been established with an investment of over BGN 200 million – the production process energy consumption decreased significantly while the labor performance doubled. The project management team consists of 25 persons, and more than 1,000 people have worked in the project over the years.

In January 2017 the plant’s design capacity was reached, and in March 2017 was reached a maximum lead production of 7,675 tons. At present, the team consists of about 200 employees. Many months of hard work by the entire team stand behind the successful implementation of the technology in KCM – from managers and engineers to operators and technologists.

Rumen Tsonev, Chief Executive Officer of KCM 2000 Group:

On 17 December 2015, the State Acceptance Committee issued and signed Certificate 16 for the KCM “New Lead Production” construction commissioning with no remarks or recommendations. This is the end of this exceptional investment, accomplished with a purposeful efforts and high professionalism of numerous people – the successful team!

MILAN CHALKOV, director on the project:
For the successful work from the beginning of the project there was a great importance of an adequate communication, interaction and coordination between experts and contractors, which were able to use the strengths of everyone involved in the project.

NIKOLA KATEV, technologist:
The effective communication, interaction and coordination between experts and contractors were of great importance.

ENG. DIANA IVANOVA, Occupational Health, Safety and Environment Coordinator:
Despite all the difficulties, problems and obstacles, the time has come for the plant to work. It is only then you feel the emotion rising to your throat, the feeling that one has given something of their heart and soul to this project. For me, this moment is unforgettable.

ENG. GEORGI PAPRATILOV, project manager:
Competence in many areas is needed in order to successfully manage such a unique project. That is why the team consisted of people with different areas of expertise. We were working together and everyone contributed with their knowledge, skills and expertise in building this plant unmatched in the world.

NIKOLA KATEV, technological:
Dynamics of the project phases, the daily battle with unique issues, as well as the contacts with local and foreign designers have formed in me many qualities that are valuable in my work.
Iliana Alipieva is the founder and managing owner of MDL & Delta Handel. A lawyer by education, she has a rich experience of more than 21 years in the field of retail trading with world-famous fashion brands of clothing, bags, shoes and accessories. She is an official representative for Bulgaria of over 25 top fashion brands, including Dior, Gucci, Brunello Cucinelli, Dolce & Gabbana, Givenchy, Moschino, Ermenegildo Zegna, MaxMara, Paul Smith, Valentino, Alexander McQueen, MAX & CO, Marella, Marina Rinaldi, Marc Cain, Furla, Palmers, United Colors of Benetton, Sisley, Motivi and others.
Ms. Alipieva, what is your definition of success and how do you assess what you have achieved so far?

- Every day we set some goals we want to achieve, personal and work-related tasks. We overcome and solve them, then set new ones and move on. The people who have managed to be useful to others have been successful, they have left a trail with their lives, with what they have done. If, by what you are doing, you have managed to help the world become a better place to live in, you have succeeded. This, I think, is the broadest definition of success. But the personal assessment is subjective. It is important how others value our work.

- What is the role of the team and the people around you in the success of MDL?

- Throughout my years of work, a major task for me has been to find and work with people, who share my worldview and ideas, and to go along the way of their realization together. Our business is extremely dependent on the people I work with. The process requires a connection between the units, synchronization of the work between them, very close and continuous contact, exchange of information, sharing ideas and discussing opportunities to improve our work. Teamwork is at the core of what we do. I work mainly with young people, the big commitment for me is to help with their personal development and professional orientation. To inspire someone is a difficult task. A lot of effort is needed, and it is a continuous process to keep the interest of the young ones. The process is two-sided. I also learn from the young, trying...
опитваме да се направи към техните идеи и да помогаме, за да се намери нужната формула за работа. За мен е важна и личната връзка с хората, с които работим. Мога да кажа, че имаме много добри извънслужебни отношения. Когато познаваш хората, с които работаши, много по-лесно можеш да разбереш дейността им, мотивацията им и да помагаш да разбият онеzi страни и индивидуални качества, които най-добре представят човека. Това помага както за личностното, така и за служебното израстване.

- Какво препоръчваме за вас и екипа ви като нови предизвикателства в работата?

- Най-важното задача за нас е да запазим лидерската си позиция в мода, което правим, като обем и като качеството на предлагаемите услуги. Задачата е с повишена трудност. Липсата на карти, която наблюдаваме като тенденция от няколко години, започва да придобива katastrofalни размери. Неговствите има на всеки ниво. Висшето учебно заведение със силно заведени са със сила, за да се представи критерий в обучението. Липсват средни професионални училища, които да посрещат технически и изкуствалици, В IT сферахата, където имаме добри картини, неговствето е поради “изтънчане на мозъците” ниво на страната. Ако не се вземат незабавни и много разширени мерки на държавно ниво, всъщност скоро ще има патова ситуация на пазара на пръда. За нас като фирма много съществен момент е да намерим бърз начин за роботизиране на максимално голяма част от работата, което е непосредствено необходимост от човешки труд, но пък изисква голям финансов ресурс, въвеждане на съвсем нови подходи в работата ни.

- Вече повече от 20 г. работите на пазара на луксозни стоки в България. Как се разбива това на у нас и какво са препятствията?

- Този сегмент от пазара е много деликатен. Мени не прекъснати събитията си. Но някоя не остава права. Не можем да придобиваме интелектуална собственост или размери. Пазарът на луксозни стоки е силно лимитиран у нас. Все близките в Луксозния сегмент по-късно от останаляте български фирми. За мен това е несъстоятелно разбиране. Чака ни още много работа за израховане на добра среща и успокои за съществуване на пазара. Намераваме се в момент на смяна на поколенията потребители, наречени Милениали, хората около 35-годишна възраст, които стават основна потребителска маса. Те грабат камеооръдия си, когато избират, мисля за това, че искам промяна.

- Тя прибяга да бъде разнообразна, бърза и адекватна. В момента моят брани се забелязва като решаващ фактор в обслужващата ни сфера. Затова различните образувания са и силно преоценени в нас. Ние близките в Луксозния сегмент по-късно от останаляте български фирми. За мен това е несъстоятелно разбиране. Чака ни още много работа за израховане на добра среща и успокои за съществуване на пазара. Намераваме се в момент на смяна на поколенията потребители, наречени Милениали, хората около 35-годишна възраст, които стават основна потребителска маса. Те грабат камеооръдия си, когато избират, мисля за това, че искам промяна.

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Mechatronica is an innovative company that sells all over the world and holds nearly a quarter of the market for cosmetic packaging machines. Founded in 1961 in Gabrovo, it was privatised in the 1990s, but some time went by before it found its way in the world of a market economy. It reached international markets thanks to the combination of many factors. "We did not start from scratch, but we stepped on a solid foundation and took advantage of the situation in the best way. We directed the business in a direction where we had a chance. We produce sophisticated equipment and there are two or three Swiss companies in the world that we compete with. To share a market with only a few companies is much easier than to compete with a mass product created by corporations", comments Miroslav Hinkov, CEO of Mechatronica.
Path

In 1990, four engineers from the Technical University of Gabrovo founded a company for electronic sensors, and in 1996 they organised the production of shampoos and toothpastes. At that time, the tubes were made of aluminium, but laminate packages started to enter the market. However, the machines were expensive and the young Bulgarian company did not have the resources which is why the experienced engineers came up with the idea to make the necessary equipment themselves. They became not-by-choice inventors who constantly experimented and perfected what had already been done. When they gained confidence in the quality of the machines, they started seeking opportunities to trade with them. Today Mechatronica is a modernly equipped plant that can solve various problems in the packaging industry. They strive to revolutionise packaging machinery and they are fully digitalised and ready for the Industry 4.0 era.

Experience

“We were good at creating new machines, but we also had luck,” the founders of the company admit. Currently, the R&D team of Mechatronica consists of 10 people. They have engineer thinking, knowledge, experience, and apply scientific approaches. Half of them are young people with ambition and potential. Most are locals that have graduated from the Technical University of Gabrovo. Mechatronica have created good conditions for their professional growth. Ingenuity is a quality that must be unlocked and developed.

Locally and Globally

The desire to achieve something and the confidence that you can do it is essential. If you measure your achievements objectively, the chance for success is on your side, the founders of the company assure. According to their observations today young people have knowledge and skills, but unfortunately most of them have no confidence that they can have great achievements in Bulgaria. The story of Mechatronica, however, is the living proof that there are opportunities - it is a Bulgarian company that develops in a small town and achieves world success.

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"Motion Arts Ltd."
is an advertising operator that 17 years now has been successfully operating on the Bulgarian market setting high, up-to-date professional standards offering the largest variety of outdoor advertising opportunities. Our portfolio includes an ever expanding number of outdoor advertising facilities on the territory of the big cities in the country and the national road network as well as the well-known advertising positions in the Sofia metro, Billa and the Kaufland stores, public transport and the cinemas. Our business model has been continuously oriented towards the consistent application of all good corporate governance and corporate social responsibility practices and our success is mainly due to the high efficiency of the services provided by the company, the superior customer service and the commitment of our whole team in the implementation of each project.
ZARINA GENCHEVA – Managing Director

Motion Arts Ltd. is one of the professional projects of my life. I became part of the company in 2001 and climbed the career ladder to my current position of a Managing Director. Through all these years the team of Motion Arts Ltd. and I have worked without any compromise in the quality of our services and the correct approach to both our business partners and our clients. This is the reason for which I can be definitive that the most valuable asset of a company is the people. I am proud of our team of educated, creative and ambitious professionals who are not just employees but also friends and family who share their values with those of the company and strive to achieve high goals, despite the difficulties and challenges!
I am happy that for 5 years now I have been part of the team of Motion Arts Ltd. My inspiration is the feeling that I am part of the company's success. Good management, excellent working conditions, freedom to express myself and feel important as a professional are part of the things that motivate me every day.

"Motion Arts" Ltd. is a company that makes professional dreams come true because it gives the freedom to be creative and take responsibilities. I find my work as a responsibility and a challenge at the same time because of the almost endless horizons of our activities, but it also brings me joy and pride because of the consistency and purposefulness of the whole team and satisfaction with the results we achieve together. The dynamics of processes does not affect the sustainability of values. And what makes us really strong is the fact that the corporate values of "Motion Arts" Ltd. "live" in each of our team.

Our work at Motion Arts Ltd. can be described in one sentence that summarizes all: "We have freedom here! This means that people can show what they are capable of, or else say: "Let successful people be successful." We learn not only to listen but also to share. We are much more than just an employee in a company - we define ourselves as a family. No member of our team appears to be frightened by work. Just on the contrary, we strive to permanently develop ourselves, be multifunctional and even better. The team of Motion Arts is proactive and eager to provoke changes. We strive to be "the best" in what we do. Each of us is ready to give you at least three solutions to your questions.
As for my work in the company, I would say it is dynamic, related to making fast and adequate decisions. The team is composed of young, intelligent and well-educated people, making it successful and adequate for the dynamics we live and work in. What inspires me is the tenacity, the struggle and the efforts of the management for the development of the company.

At Motion Arts I found and learned a lot of new things related to my profession of graphic designer. I've also found many friends who, in most cases, make it possible for tasks to turn into fun! Working with the company's team is interesting and entertaining, and my greatest satisfaction is when I see a project – already completed and assembled that is seen every day by thousands of people.

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Everyday challenges train the good team fostering its progress. This is us - a team on its way to the top!
“Огняново К” е част от Plena Group – шведска фамилна инвестиционна компания. Името й произлиза от латинския израз In plenum, което означава включване на всички за постигане на общ цiel. Изпълнителният директор д-р Николай Колев приема поканата на собственика Ларс Шоборг да оглави българския офис не само защото вижда потенциала на инвеститора, но и защото има свободата да изгради и мотивира български екип от менджъри. Доверие, което днес получава и от наследниците на компанията. Така от самото начало с него са хора, които не само имат общ цiel, но и работят в синхрон.

Ognyanovo K is a part of Plena Group, a Swedish family-owned investment company. Its name derives from the Latin phrase "in plenum", meaning to involve everyone in a common goal. The Managing Director Dr. Nikolay Kolev accepted the invitation of the owner Lars Sjoborg to head the Bulgarian business undertakings of the family not only because he saw the potential of the investor but also because he would have the freedom to build and motivate a Bulgarian team of managers. Trust, which he receives today from the company’s heirs as well. So, from the very beginning, with him are people who not only have a common goal, but also work in sync.

www.ognyanovo-k.com
DR. NIKOLAY KOLEV, Managing Director of Plena Bulgaria and Ognyanovo K:

I don't believe in ready formulas for a successful team but I am convinced that everything starts with a clear development strategy, open dialogue and mutual trust.

BORISLAV BORISSOV, Financial Director of Ognyanovo K, since its opening is an uncompromising professional and a person you can rely on:

The challenge today to be more experienced than yesterday. The possibility to realize your potential. The ability to unite and motivate colleagues to work in a team.

STEFAN BOCHEV, Manufacturing Director. The manager who moves innovations in this traditional heavy industry:

The tradition and the innovation. The satisfaction with the work. The creativity.

LYUBOMIR UZUNOV, Logistics Director. Connects physical and emotional spaces with ease so that the product can be at the right place in the right time:

The continuous development. The dynamics. The adequate solutions.

VICTOR PAYAKOV (in the middle), Director of Ognyanovo Plant. The new person in the management body - goes through different levels and is at the head of the plant for several months:

The successful team. The dynamics, the new challenges. The ability to persuade, engage and empower people of his team to perform their tasks.

ALEXANDER HRISTOV (in the middle), Director of Silvnitsa Plant. Develops in the company hierarchy and successfully manages the innovative projects at the plant:

People and ideas. The dynamics and the new projects. The ability to encourage and delegate rights, find non-standard solutions, and remain open to feedback.

GEORGI GEORGIEV, Marketing Director. The person who unmistakably reads the market signals and transforms them into clear and workable solutions:

People and ideas. The new projects. The personal example.

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VICTOR PAYAKOV (in the middle), Director of Ognyanovo Plant. The new person in the management body - goes through different levels and is at the head of the plant for several months:

The successful team. The dynamics, the new challenges. The ability to persuade, engage and empower people of his team to perform their tasks.

ALEXANDER HRISTOV (in the middle), Director of Silvnitsa Plant. Develops in the company hierarchy and successfully manages the innovative projects at the plant:

People and ideas. The dynamics and the new projects. The ability to encourage and delegate rights, find non-standard solutions, and remain open to feedback.

BORISLAV BORISSOV, Financial Director of Ognyanovo K, since its opening is an uncompromising professional and a person you can rely on:

The challenge today to be more experienced than yesterday. The possibility to realize your potential. The ability to unite and motivate colleagues to work in a team.

STEFAN BOCHEV, Manufacturing Director. The manager who moves innovations in this traditional heavy industry:

The tradition and the innovation. The satisfaction with the work. The creativity.

LYUBOMIR UZUNOV, Logistics Director. Connects physical and emotional spaces with ease so that the product can be at the right place in the right time:

The continuous development. The dynamics. The adequate solutions.

VICTOR PAYAKOV (in the middle), Director of Ognyanovo Plant. The new person in the management body - goes through different levels and is at the head of the plant for several months:

The successful team. The dynamics, the new challenges. The ability to persuade, engage and empower people of his team to perform their tasks.
Siemens България е част от Siemens AG – световен лидер в производството на иновативни продукти, технологии и решения в сфера на електрификацията, автоматизацията и цифровизацията. Компанията е водещ доставчик на турбини с комбиниран цикъл за производство на електроенергия и решения за пренос на мощности, пионер в областта на инфраструктурните решения, сградни технологии, автоматизация и софтуерни решения за индустрията.

Днес, със своите 140 години присъствие в България, Siemens използва вековните си традиции и впечатляващо ноу-хау, за да предлага и внедрява най-новите решения, спомагайки за модернизиранието на българската икономика и нейната технологична база.

Siemens Bulgaria

is part of Siemens AG – a world leader in the manufacturing of innovative products, technologies and solutions in the fields of electrification, automation and digitalization. The company is a leading supplier of combined cycle turbines for power generation, a major provider of power transmission solutions and a pioneer in infrastructure solutions as well as automation, drive and software solutions for industry.

Today, with its 140-year presence in Bulgaria, Siemens uses its centuries-old traditions and impressive know-how to offer and implement the latest technology solutions, supporting modernization of Bulgarian economy and its technology base.
Историята зад цифrite

140 години присъствие в България, близо 500 служители в момента, 2 компетентни центъра, 1 завод за измервателна апаратура високо напрежение в Правец. Така би изглеждала Siemens България, описана накратко в цифри.

Те обаче не разказват цялата история. За тях стоят множество значими проекти в полза на българската индустрия, енергетика, транспорт, здравеопазване, инфраструктура, десетки престижни награди и отличия, неизброими доволни клиенти и усилията на един екип от отдадени професионалисти, които превръщат значимото в реално.

The Story behind the numbers

140 years of presence in Bulgaria, nearly 500 employees currently, 2 competence centers, 1 plant for high-voltage measurement equipment in the town of Pravets. This is how Siemens Bulgaria would look like described with numbers.

But they don't tell the whole story. Behind the figures lie many significant projects, supporting the Bulgarian industry, energy, transport, health, infrastructure, dozens of prestigious prizes and awards, countless satisfied clients and the efforts of a team of dedicated professionals, who make real what matters.
The Path to Success

Along with the innovations, people have always been Siemens’ main driver for success. The founder of the company, Werner von Siemens, is one of the first entrepreneurs in Europe to introduce social benefits, such as supplementary pension insurance for widows and orphans, distribution of company’s profits among workers, canteen, etc.

As part of the global company, the aim of Siemens Bulgaria is to make its employees feel secure, motivated and satisfied. A corporate kindergarten, with a significant part of the tuition fee being paid by the firm, allows parents to concentrate on their work without worrying about their children. Among other social benefits are additional health and pension insurance, food vouchers, as well various general and specialized courses and trainings. Sports cards, Pilates classes, office massages and a special relaxation corner make it possible to maintain a healthy lifestyle.

In 2013, Siemens Bulgaria was awarded second place in the category of Human Resources Development by the Forbes Awards.

In 2018, Siemens Bulgaria was certified under the SA 8000: 2014 international standard for Corporate Social Responsibility (CSR), with one of its aspects being the care for the employees.
One of the most difficult things is keeping the balance between professional performance and personal life. Siemens understands the significance of it and enables its employees to manage their tasks in a way that allows them to achieve this balance.

Siemens gives me the opportunity to work on interesting projects within a team of young and talented colleagues. And this is important to me because when the atmosphere in the office is cohesive, one feels motivated and gives his best.

Did you know that …?

- Siemens AG was established in Berlin in 1847 by Werner von Siemens and Johann Halske.
- Currently, the company operates in over 200 countries around the world.
- Siemens started its operations in Bulgaria in 1878.
- Siemens is the leader among German companies in European patent applications in 2017, according to the European Patent Office. The company holds over 63,000 patents on a global scale.
- Siemens took the top spot as the most regarded company in the world for 2017, according to the prestigious ranking of Forbes magazine - The World’s Top Regarded Companies.
- Siemens is the first large company in the world that publicly committed itself to become carbon neutral by 2030.

Antoaneta Koteva, Key Account Manager

Живко Василев, Senior Software Engineer, Building Technologies Center of Excellence

Едно от най-трудните неща е съвместяването между служебните задължения и личния живот. Siemens разбира важността на това и дава свобода на служителите да управляват задълженията си по начин, който позволява постигането на този баланс.

“One of the most difficult things is keeping the balance between professional performance and personal life. Siemens understands the significance of it and enables its employees to manage their tasks in a way that allows them to achieve this balance.”

“Siemens gives me the opportunity to work on interesting projects within a team of young and talented colleagues. And this is important to me because when the atmosphere in the office is cohesive, one feels motivated and gives his best.”
Hill Clinic is a private clinic, established in 2009 in Sofia, Bulgaria and provides renowned treatment in Urology, Dermatology, Endocrinology, Dietetics, ENT, Laboratory researches. More than 70,000 patients were successfully treated for 9 years with innovative and minimally invasive technologies and methods.
Hill Clinic is the leading AMS reference prostate center in Europe. The core competences of Hill Clinic:

- Best local and worldwide experts, second opinion option – live and online
- The only Green light laser in Bulgaria. New golden standard in BPH treatment
- Laparoscopic surgeries for prostate cancer and urology diseases
- Laser lithotripsy of all stones in the entire urinary tract and kidneys

Hill Clinic runs an active science exchange program and works with leading European medical experts:

- PROF. STOLZENBURG – European urologist, experienced in incontinence, urology and microsurgery, as well as in benign and malignant prostate diseases
- DR. EUGENI ALARGOFF – European urologist, experienced in incontinence, reconstructive and micro surgery
- DR. FERNANDO GOMEZ SANCHA – Leading expert in the International Green Light User Group and the founder of the Institute of Advanced Urological Surgery. He is a pioneer in the application of Photoselective vapourisation of the prostate, Cryosurgical ablation. Currently he combines clinical work with academic and teaching activities, training other doctors in these techniques, throughout Spain and abroad
- DR. ALEXANDER BOTSEVSKI – Urologist, with practical and scientific experience in the treatment of BPH, incontinence, renal-stone disease, author of a number of scientific articles and medical publications
- DR. GORAN DERIMACHKOVSKI – Urologist, with practical and scientific experience in the treatment of BPH, incontinence, renal-stone disease, author of a number of scientific articles and medical publications

What Hill Clinic is the best in?

Photoselective vaporisation of the prostate adenoma (PVP) with GreenLight™ laser. Hill Clinic pioneered in Bulgaria the treatment and is still the only facility that offers it. The procedure involves the use of the specially developed system Green laser. The impulses of the laser are directed towards the tissue of the prostate gland to effectively vaporize the adenoma. This is a much more efficient alternative to the widely spread customary operative treatment - transurethral resection of the prostate (TURP). A significant advantage is the almost absolute absence of bleeding – it can be done even on patients that are taking blood diluting drugs because of a cardiovascular disease. This significantly reduces the surgery and anesthesia duration, because no time is spent for coagulation of the bleeding vessels as it is spent in the classic operation of the prostate.
ИКОНОМИКА
economy MAGAZINE

ДЖОРИДЖ МАРКОНИС: ИЗГРАЖДАМЕ БЪДЕЩЕ БЕЗ КУТУЗОВ
GEORGE MARGONIS: WE ARE DESIGNING A SMOKE-FREE FUTURE

ПЕТЯ ДИМИТРОВА: ДИГИТАЛИЗАЦИЯТА НА БАНКИРАНЕТО Е НАША
PETIA DIMITROVA: BANKING DIGITALIZATION IS OUR MUSCLE

АЛЕКСАНДЪР ЩЕНИТИРЪВ: МТЕЛ СТАВА А1 И ОСТАВА ИНОВАТОР
ALEXANDER ZHENITIROV: MTEL BECOMES AT AND REMAINS AN INNOVATOR

АБОНИРАЙ СЕ ЗА СПИСАНИЕ ИКОНОМИКА

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Seven risks that threaten our leadership role

Nowadays, we change our work position around every two years, both within and outside of a company. If, some time ago, the idea of a successful career was realized in a series of promotions, today, the focus is put on the ability to successfully implement the transformation from one professional role to another. Many managers survive the change, but they don’t always manage to realize their full potential, while leading a team for the first time.
What are the greatest risks that threaten managers while they work with their teams:

**Clinging to the familiar**

A newly appointed manager believes they can be successful when executing well-known actions and sticking to the knowledge and experience they have accumulated. They prefer to apply the practices they are firmly accustomed to. This usually prevents them from looking beyond the point of view of an operatively involved employee. The management role requires a more strategic grasp of the situation, process management, delegation of technical tasks.

**Dissipation**

In your desire for rapid progress in getting control of the new responsibilities, positive acceptance by the other colleagues and the approval of the leaders above you, you embark on too many activities and internal initiatives, which leads to total dissipation of energy and loss of focus on priority tasks.
**Lack of feedback**

The pressure from the lack of time and the reluctance to delegate tasks often prevent inexperienced managers from developing the habit of giving feedback to individual team members. Positive feedback for qualitative performance on a given task is often avoided. More frequently, feedback is given when applying the so-called “edification” about how badly the task was performed, without giving any guideline on how to improve the performance.

**Focusing on self-affirmation**

You want to quickly establish yourself in the new position, enjoy the respect of your subordinates and get the approval of leaders above you. You think the easiest way to achieve this is by looking for solutions to operational problems and cases entirely on your own, without asking for the assistance of other colleagues, departments or partners. The delusion that you know “best” and that your proposal for a solution is the last resort in the organization will not help you gain the respect of others, but will surely help you to be seen as an egocentric and self-serving manager.

**Engaging in irrelevant learning**

The technical part of the business is certainly important for acquiring competences as an expert, but the new role requires much more focus on acquiring knowledge on the nature of the business, the cultural features in managing people, the balance between your personal goals and those of the company, and their impact on the overall process of managing the team.
Lack of internal networking

The topic of building contacts and meaningful relations with others as an investment in one’s own career should not be related solely to the accumulation of contacts outside the organization. The full use of a managerial potential in a company in all cases requires the expansion of contacts also in a horizontal perspective (functional relationships with departments, unit managers, etc.). Most “young managers” are focused on keeping in touch and communicating only horizontally - subordinates and managers above them. The feeling that we are doing well in our role as managers lies on three important bases: competence, work satisfaction and motivation to deal with operational problems. The three components are directly dependent on the sense of connectedness with colleagues and the company. The more effort we put into being recognizable in a company, knowing for what we can rely on other colleagues, sharing our goals, but also our values, will contribute to our more successful performance as a team manager.

Realistic time period

The ambition to grow in our career, the impatience to show how we can act as team managers, and the desire to quickly immerse ourselves into the new matter reflects the desire to realize it in the shortest time possible, which is often completely unrealistic. Psychologists say that in order to acquire a new habit, we need 21 days of practice. Career management professionals believe that making a successful transition into a promotion or a new job requires at least 90 days. These three months are the realistic time period for readjusting our point of view, finding the intersection between our personal aspirations and the strategic goals of the company, and laying the foundations of trust between us and our team.
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Весела Дживедева: „Инвестбанк“ съчетава традиции и модерно обслужване

Без успешен екип няма как да се развиваме и да правим стабилни крачки в бъдещето

Весела Колева-Дживедева заема позицията изпълнителен директор на „Инвестбанк“ АД от октомври 2016 г. През 2014 г. се присъединява към банката като регионален директор, а през 2015 г. вече е член на Управлятелния съвет на „Инвестбанк“. Завършва е финансис в Университета за национално и световно стопанство. Наг 20 години е опитът ѝ в областта на банковото дело. Преминава през различни експертни и менежърски позиции в няколко банкоб цитации в България - ТБ Биохим, Ейч Ви Би Банк Биохим, Уникрегис Булбанк, МКБ Юнионбанк. Има значителни специализации в областта на стратегическия менежмънт, маркетинга и продажбите, управлението и развитието на човешките ресурси.

Участва в много дарителски кампании и инициативи, свързани с деца в неравностойно положение.

Омъжена, майка на три деца.

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Vesela Dzhidzheva: Investbank combines tradition and modern services

Vesela Koleva-Dzhidzheva holds the position of Executive Director of Investbank AD since October 2016. In 2014, she joined the bank’s team as a Regional Director, and by 2015 she was already a member of the Executive Board of Investbank. She has graduated in Finance from the University of National and World Economy. She has over 20 years of experience in the field of banking. She has held various expert and managerial positions in several banking institutions in Bulgaria - TB Biochim, HVB Bank Biochim, Unicredit Bulbank, MKB Unionbank. She has a number of specializations in the areas of strategic management, marketing and sales, human resources management and development.

She has participated in many charity campaigns and initiatives supporting disadvantaged children.

She is married, a mother of three children.

Without a successful team, we cannot develop and make steady steps towards the future.
Какво Джефри Пъркъл приключи преговорите за априлно покупка на ТБ „Виктория“? Какво предстои отново наметък за светъте финансови институции?
- Проекти на покупка на ТБ „Виктория“ EAD, която бе финансирана успешно през юли т. с., беше възможно предизвикателство за нас. Преговорите 100% от акцията от капитала на Вторична банка „Виктория“ на 12.07.2018 г. и в момента изпълнението предвиден план за бийнг, като се очаква процесът да продължи до край на месец ноември 2018 г. Това ще доведе до увличане на стойността на банковите активи и кредитния портфейл на „Инвестбанк“, както и намаляване на общата администрация разходи в резултат на оптимизация на централизирани операции и текущи. Важно е да отбележа, че този проект е реализиран без участници на Външни консултанти и изцяло от професионални екипи на банката.
- В какво посока ще бъде „Инвестбанк“? Какво са амбициите за иновативно развитие на банката на фона на цифровизацията на финансовия сектор?
- Стратегия на банката е да продължи да следва разумна и балансирана политика, която може да досега и възможна. „Инвестбанк“ се стреми да постигне своите стратегически цели през предвидените инновативни продукти и услуги и иновативен подход на обслужване в съответствие със съвременните бизнес стандарти и настъпилите технологически изменения. Продължаваме да разширяваме предлагащите услуги си във всички сектори на корпоративното банкиране, но още и да предлагаме подобряване обслужван нето на нашите клиенти, както и да обезпечим качеството на предлаганите услуги. За нас е важно да се отнасяме с нежеланието на потребители и на нашия бизнес клиентите. Добре е заменение на високите услуги им очакване. Основен фокус на „Инвестбанк“ през следващата година ще бъде да получим и естествена модел на работа към цифровизацията, която ще включва в сектора.
- Как измени сега бизнес моделът на банката?
- Модерната банка е институционална, която успява да съчетава предизвикателствата на цифровизацията с умерено премахване от традиционния банково обслужване към модерното, или т. нар. „neo“ банково обслужване, без да отстрашава клиентите си. Да постигнем бизнес предизвикателствата в цифровицата банкове, изисква ясно разбиране какво на нуждите на банковите клиенти, така и на бизнеса. Модерната банка Всичко по-вече се асоциира с открито самодоброхождане. Новите технологии и по-големият подход за обслужване на клиентите си, имащи предвид забравената икономика, като българия ние живеем и работим. Тенденциите за цифровизация на банковите, а и на бизнеса като цяло, съществуват, тъй като поставя за компаниите също много - упълномощено обслужване на клиентите, като сателити във във финансовата индустрия.

"Клиентът вече иска да е в състояние да контролира нето, да банкара и да управлява финансовите си козмето и както желаете."

"The customer wants to be able to control things now, to use banking services and manage their finances whenever and wherever they wish."
„Инвестб ank“ има изградена политика, насочена към приживечането и обучението на нови кадри.”

ускоряване на бизнес процесите и не на последно място - намаляване на оперативните разходи. Модерната банка присъства в социалните мрежи, за да е по-близо до своите клиенти - комуникацията с „цифровото“ поколение е много по-лесна и бърза - отхраняване на въпроси и в рамките на няколко минути получавал отговор. Колкочко по-лесно е една банка, толкова е по-модерна, но няма забравяне, че има и доста консервационни клиенти, които предпочитат традиционните методи на банкиране, и те също трябва да имат своето място.

- Какво са най-важните предизвикателства пред банките в момента, в частност и пред „Инвестб ank“?

- Регуляторните промени, клиентската устойчивост, новите технологии и цифровизацията са най-важните предизвикателства пред сектора, според мен. От 1 януари 2018 г. се въвежда новият Международен стандарти за финансови отчети 9 (МСФО 9). Процесът по адаптиране на сектора продължава и в момента, тъй като промените са комплексни и имат отражение в много аспекти на отчетността. Съществени усуквания и ресурси се инвестират в промените в оперативната дейност на банките, събрани с възможността за по-бързи и по-лесни процеси, приели с Директивата за пазарите на финансови инструменти и Обща регулация за защитата на лиците имовини. От друга страна, регуляторните промени, новите технологии и цифровизацията са важни за достижаване на високи критерии за равнищата на операции в банките. Въвеждането на нови техники за обработка на данни има много възможности за оптимизиране на процесите в банките и намаляване на рисковете.

В началото на 2018 г. ще влязат в действие промени на банковата регуляторна среда, които са важни за развитието на банковия сектор. Статута на банковите съобщава какво е възвръщането на банките в еволюцията и развива се със своята активност.

- Съветелят си на съвета за иновации и обучение, но според анализатори тренда е, че въпреки оценката на рисковете, сега се създават нови възможности за развитие.

„Investbank has an established policy aimed at attracting and training new employees.”

- Regulatory changes, customer satisfaction, efficiency improvement and digitization are the biggest challenges for the sector, I think. On January 1, 2018, the new International Financial Reporting Standard 9 (IFRS 9) was introduced. The process of adapting the sector is an ongoing one, as the changes are complex and have an impact on many aspects of accountability. Significant efforts and resources are being invested in changing banks’ operational activities related to the introduction of more stringent measures, adopted by the MiFID and the GDPR. On the other hand, the challenges that arise from the market environment continue to be predominantly determined by the return, as a result of free liquidity in the context of negative inter-bank interest rates, combined with declining interest rates on new loans, as a result of steep competition on the credit market.

In the beginning of 2019, three guidelines of the European Banking Authority (EBA) will be in place, which are also binding for the Bulgarian banks. Two of them will have a bearing on risk assessment and the formation of senior management. This, in turn, will lead to an increase in banks’ expenditures for capital, provisions, remunerations, and information systems.

Before Eurozone countries decide whether to admit Bulgaria to the two-year currency mechanism - ERM II - our banking sector will be subjected to another assets quality reassessment.

- We are witnessing a period of low interest rates, but analysts say the trend is turning. When do you expect this stage to be over and what comes next in regards to credit?

- Interest rates are influenced by both the country’s economy and the financial and economic processes in the European Union (EU), in the mid-term, I do not expect a significant change in interest rates. These are also the indications, coming from the European Central Bank (ECB). Even if there is a reversal of the trend, it will first have to overcome the zone of negative values. The extent to which such a reversal will impact the prices of loans and deposits on the market depends entirely on the liquidity buffers accumulated by the banks, and the competitive activity as well as the macroeconomic environment in the country itself. By their very nature, it is necessary for credit institutions to manage sensitivity to changes in interest rates, and in that sense, they are obliged to be prepared at any time for anticipated or stressful market changes. One of the most important assets for the bank is its clients. I believe that in the years in which we have gone through both good and critical economic conditions, Investbank has proved to be a valuable partner to its clients and has won their trust.

- In recent years, there has been an increase in companies’ CSR activities. Tell us more about Investbank’s activity in this direction.

Corporate Social Responsibility of Investbank has been present for years, supporting a number of causes related to the preservation and development of Bulgaria’s spiritual and cultural values, Bulgarian education and a positive change in the urban environment. At the end of last year, we launched a campaign “Amid modern ambitions, don’t forget the Bulgarian traditions”, which was inspired by our busy everyday life and by our desire to remind the Bulgarian society of our roots, and for the young generation to recognize and preserve our traditions. We have chosen the Bulgarian embroidery as the unifying element of our campaign, as it holds a lot of symbolism. The embroidery we use is stylized, but every detail is coordinated with experts from the Ethnographic Museum to be as authentic as possible. Each one of them is unique with the message it carries. We strive to use modern approaches in our campaign communication so that we are closer to the young people. We branded the facade of Investment Bank Head Office with a colored embroidery, we shot flashmob with the “101 kaba gazi” ensemble in front of the National Palace of Culture.
са длъжни да бъдат подготвени във всеки момент за опаковки или спрейски промени на пазара. Един от най-важните актифи за банката са нивните клиенти. Смятам, че в го-
дините, в които сме минали и през добрата, и през критични икономически условия, „Инвестбанк“ е доказала, че е досто-
вен партньор на своите клиенти и справлява сполучни им.

- През последните години се забелязва повишаване на активността на компаниите по отношение на корпора-
тивната социална отговорност. Разглеждете точна за георгостата на „Инвестбанк“ в тази насока.

  - Корпоративната социална отговорност на „Инвестбанк“ от години се изразява в подкрепа на редица кампании, свързани със съхраняване и размножаване на духовните и културните ценностни на България, българското образование и позитивна

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- В тази бърза вълна е „рецептата за успех“ на женското бизнес лидерство?
- Не мисля, че има конкретна рецепта, а по-скоро компликация от много лични качества, професионални познания и опит и, разбира се, доза щастие. Бизнесът се определя като „мъжка територия“ и жените в него биват отначало подценявани понякога. Определено не е лесно да бъдеш дама в една мъжка среда, но жената е призивана да съхранява, да наддържа това, което има. Причинявайки през различни нива на професионалното си развитие, съм се съобразявала с рецесията на ситуации, които са ме извързали като професионалист. Опитът, който придобивам, ми позволява да виждам един проблем като детайлно, така че да негативният ефект да не ослабява решението. Да усвоявам да мотивирам екипите, които ръководя, да постигам резултати, тъй като всички работят за една обща цел - просперитета и разбирането на Инвестбанк.
- Как една дама успява да бъде добра в професията си и добър майкa на три деца?
- Много е трудно да се намери равен баланс, но когато човек има желание и вътрешна мотивация – успява. Разбира се, винаги съм имала подкрепата на семейството си и на екипите, с които съм работила през годините. Невъзможно ем казвала, че съм екипен цар и въпреки мои успехи и израстване в кариерата си дължа на хората, с които съм работила и продължавам да работя и в момента.

the people I lead. Without a successful team, we cannot develop and make steady steps towards the future. 'The leader takes the people where they want to go. A good leader takes people where they do not necessarily want to go, but where they need to be,' Rosaline Carter has said.

- In that connection, what is the "recipe for success" for female business leadership?
- I don’t think there is a specific recipe, but rather a combination of many personal qualities, professional knowledge and experience, and, of course, some luck. Business is defined as a "male territory" and women are sometimes partially underestimated. It is definitely not easy to be a lady in a male world, but the woman is meant to keep, to build upon what she has. Going through different stages of professional development, I have encountered a number of cases and situations that have built me as a professional. The experience I have allows me to look at a problem both in details and in its entirety, to take responsibility and to make decisions. To succeed in motivating the teams I lead to achieve results, because we all work towards a common goal - the prosperity and development of Investbank.

- How does a woman manage to be a good professional and a good mother of three children?
- It is very difficult to find a balance, but when one has a desire and an inner motivation - she succeeds. Of course, I’ve always had the support of my family and the teams I have worked with over the years. I have said more than once that I am a team player, and all my successes and career growth are due to the people I have worked with and continue to work at the moment.
ГЛОБАЛНИТЕ лидери на успеха
The Global Leaders of Success

Най-големите световни компании доказват, че екипът е ключът към върха
The world’s largest companies prove that the team is the key to the top
Not surprisingly, the world’s largest companies give home to the most successful teams in the world. However, they do not come together by accident, and have no perfect, predictable pattern or formula on how to create them. Google analysis tell us that we cannot just bring together the most qualified people and create a great team, but we need to focus on how our team works together. This is the key to the success of the following nine companies, which we will tell you about.

They are global, they are leaders in the industries they operate in, and, last but not least, they are the dream job for thousands of people. This has made us look at and understand how exactly Amazon, Google, Alibaba, Apple manage to stir the technology world, who is behind them, and what inspires them. Another example we give is Airbnb, which came out on the global stage a decade ago and managed to convince millions of people to open their homes for strangers. We were also carried away by the Spanish tale of Amancio Ortega’s Zara, and the Japanese giant Toyota, while the stellar teams of Virgin Group and Versace are also among the 9 most successful ones that we have collected for you on the following pages.

They all agree - building a successful team is more than finding a group of people with the right combination of professional skills, and the best team is made up of members with a sense of responsibility to their colleagues and businesses. And a business is successful when the team members work together.

As the American writer Helen Keller says, “Alone we can do so little, together we can do so much more.”
The tourism business, organized excursions and countless hotels are a huge and rich niche, in which two guys who had just moved from New York to Los Angeles found their place 10 years ago. Since they had no job, paying their rent was a very difficult task. However, during an industrial design conference, there was not one free hotel room left in their city. It was then that the idea of the Airbnb platform, Air breakfast and bed, was born. The resourceful boys Brian Chesky and Joe Gebbia decided that this was the perfect opportunity to make some money by buying several inflatable beds and lending them for USD 80 in the attic over their apartment.
Illyaistorietamatrionobiknovenimomcheta,kohtoprostouiskahtadisupayemtagaisiaplaqhamentnaemad

Or the story of three ordinary boys who just wanted to be able to pay their rent

They certainly didn't assume that the small business idea would turn into a tourist empire, which, at the end of 2017, was estimated at USD 31 billion. The path was surely not all sunshine and rainbows. After just one year on the market, the boys already had debts of over USD 20,000, and their profit from the platform was minimal. While searching for investors, however, they got another brilliant idea - during the US presidential election, they began to produce and sell cereals with the faces of the two main contenders. With the earnings, they managed to get on their feet, and the third enthusiast, Nathan Blecharczyk, joined them. Thus, at the end of 2008, they received their first funding - USD 20,000 from the Y Combinator Incubator. They invested the amount in a camera and started going around the apartments, included in the platform, because they knew that the photos were of a great importance.

"It's better to have 100 people who love you than 1,000,000 who like you," the co-founder Brian Chesky says. Three years after the company was created, Chesky's attic was used as an Airbnb office, and he provided his bedroom to its employees, while he used the services of the site to find a place for the night. In spite of that, at the end of 2011, and with several investors behind it, Airbnb was estimated at more than USD 1 billion.

However, in July this year, the European Union gave Airbnb a deadline to bring its general conditions and pricing in line with the Union's rules. The online platform for short-term lease and rental has to change the way it introduces the price information, as well as to clearly indicate whether the offer is from a private person or a company, because the consumer protection rules are different in both cases. The company's Internet fairy tale continues, despite the obstacles, and it is a preferred way of tourism by millions of people around the world.
Made in China, or how
Achieved Worldwide
Success

At the core of the Chinese phenomenon is the founder of the company Jack Ma

Estimated at about USD 400 billion, Alibaba is not just the largest Chinese corporation, but also an absolute phenomenon on the global market. Since its creation in 1999, the e-shop has earned its place among the best in the industry and today it competes directly with Amazon and eBay. Like most emblematic business empires, Alibaba also owes its success to an innovative leader who has managed to crush the teeth of a huge machine with his charisma.

For Alibaba, this is Jack Ma, a former English teacher, and the richest man in China today. He is one of those people who are often in the spotlight, and his life is an example of how anyone can succeed if they want to. Ma grew up in an ordinary, even poor family. However, the difficulties in his childhood didn’t make him give up, but rather taught him to always find a way.
He had been rejected by 30 employers, before, at the age of 29, he decided to set up an internet company with a group of friends. At that time, Jack Ma didn’t have any marketing or financial knowledge, but he had another key skill - the ability to identify and cultivate talent. He mastered it during his years as a teacher, and in his opinion, it has played a key role in turning Alibaba into a billion-dollar giant. For Ma, people are the most important thing in the company, and he boasts not so much with its business model, as with its talents, organizational structure and the development of a culture.

In Alibaba, an informal company culture has been developed from the very beginning, in which employees are the main focus. Mentorship is widely used and people are encouraged to gain experience in various company divisions. The work at Alibaba is obviously attractive to many, and proof of this is the growing number of employees - from 21,930 in 2012 to 66,421 in 2018, according to Statista.

"Make sure that your staff come at work with joy," advises Jack Ma. Surely, the workplace is also of help here, and Alibaba’s campus definitely impresses and reflects the specific company culture. Situated at tens of thousands of square meters, the technology park has entwined Chinese traditions and contemporary art with innovation.

In one section of the campus, for example, there is a huge screen with a world map, which shows in real time the current activities of the clients. New bubbles from different countries are constantly popping up with a description of the ordered products. In the park, there are also many other things, even a wall of love. Single people leave a photo and a phone number there in an attempt to find their potential partner in life. This model worked out, and on The Day of All, Jack Ma married dozens of couples who got together in this way.

The company can certainly boast with a remarkable corporate culture that has led to the creation of a cohesive community. The people from the community call themselves an All-person, and the face of everything is a "small hollow-cheeked man, with shaggy hair and a devilish smile" - Jack Ma.
"Help us create the most client-oriented company". This is the main message that Amazon, the top-rated trading company, uses to attract new members to its team. But although the client is the most important for the company, it doesn’t forget that its success depends on its employees.

Amazon cares for its employees in many different ways, with the most recent example being its decision to increase more than twice the minimum hourly pay in the US from USD 7.25 to 15. But this is the least that makes Amazon employees like their employer.
By 1st February 2018, on the Glassdoor site, there were around 978 comments from former and current employees, who noted that they feel surrounded by intelligent people, who are proud of what they are doing. A senior manager at Amazon describes his team saying “extremely smart people are the norm” and “the common approach to finding a creative way to cope with difficulties is refreshing.”

The very way of selecting employees for the company of the entrepreneur Jeff Bezos predetermines its successful development. Even though an HR expert compares it to the series of books and movies “The Hunger Games,” the process of filtering out employees of the company is critical to the success of Amazon’s team. So far, the company made its employees periodically evaluate each other, based on their performance. The one with the lowest overall rating was removed. So the company’s team consisted only of highly productive employees. Experts, however, commented recently that this approach is only useful in the short term, when there is restructurings for example, but not in the long-term. That is why Amazon promised to soften this way of optimizing the team, but to fail it up completely. An explanation to this decision was given by a software development manager in 2013, who said that the company was established to work under a Darwinian model - the strong one survives and the weak one does not, and the bar of who will be the next “sacrifice” is constantly rising.

Despite this seemingly aggressive working environment, designed to “squeeze out” perfection out of its employees, to turn them from a plain stone into a diamond, Amazon does not forget to offer incentives. The people working in the company have the right to work from home when they want. Although not every position in the company allows remote work, managers are always ready to discuss this opportunity if anyone from the team brings up the topic.

Amazon’s employees describe the salaries in the company as extremely fair. “Payment is above the average, about 1.5 times more than anywhere else. Of course, with the high salary come higher expectations,” comments the current financial manager of the company. In addition to financial incentives, Amazon offers health insurance, rest time, free breakfast and juice on Monday, free chips, discounts on Friday food, etc. The company even has a gym in its buildings, which is free for its staff members.

So, despite the criticism that the company presses its employees too much to achieve high results, Amazon manages to compete successfully, to satisfy its clients and, at the same time, to reward its employees who perform well. This strong focus on both the client and the employee makes the company the most people-oriented as a whole. Surely, looking at the results and the individual performance of each team member creates tension, but both successful people and successful teams have to be honest with themselves.
The iLeader Behind Apple’s Innovations

It paved the way of sophisticated computers to the general public. It gave meaning to the notion of a modern “smart” phone and gave birth to the tablet. It took the music out of the CDs and made it even more portable to music fans. It is Apple, the Cupertino giant that created revolutionary devices, such as Macintosh, iPhone, iPad and iPod, which are believed to have changed the pace of the technology industry in their areas. 

Behind the emergence and success of all of them, there is a name. The one of Steve Jobs. He was the co-founder of the company and its long-time CEO, but above all, he was the visionary behind all the major innovations of Apple. Through the years, he managed to earn the reputation of one of the indisputable innovators in the technological world - a genius visionary who had foreseen the simple needs of the consumer.
Surrounded by Talents

Jobs was insightful not only to how the product should look and function, so that it is accepted well by the clients but also to the fact that the best team is needed to achieve the perfection he aspired to. That's why he didn't save energy surrounding himself with the industry's best professionals. "Once he finds talented people, he does the impossible to keep them," writes Jay Elliot in his book "The Leader."

Despite the hard and hot-tempered character of Steve Jobs, and despite his huge requirements, people also wanted to be part of Apple. Through the years, a huge amount of talented experts has been concentrated in the company. According to Elliot, the secret of good selection lies in the environment that the leader manages to create.

Apple has become so attractive because of its constant aspiration to be the best in the industry. People believe that they will work on industry-shattering projects of historical significance that they would not be able to put their hands on anywhere else.

If they managed to make them happen, Jobs didn't spare the necessary gratitude. On the contrary, he valued his people and showed it to them. Of course, not with celebrations typical for most corporations, but in his own way. Once, for example, he came to the conclusion that as artists sign their works, engineers can do so, too. This led to the fact that the signatures of all team members who developed the first Mac computers were engraved inside the machine case.

This example embodies Apple's philosophy - it's a product-oriented company, so the hype is for it, but also for the talents who created it.

Is there Still Anyone Who Thinks Differently?

Think Different is the slogan in a number of Apple ads. The simple phrase seems to define the Jobs' era - a time when the company was struggling to gain recognition on the market, and as a result, it put in the hands of clients the devices they didn't even know they needed. According to Steve, people rarely know what they want until someone shows it to them. That's what he was doing - he was able to get the right products at the right time, and to attract both clients and competition.

After his death in 2011, the brand continued to follow the same path, but as if mechanically. Today, most critics are unanimous that the iconic Silicon Valley player turned from an innovator and dictator of technological trends into their follower. However, Apple continued to be the most expensive company in the world, and a few months ago it became the first in the US and the second in the world to have a market capitalization of USD 1 trillion. Only time will show if and for how long it will maintain its position and will someone else dare, just like Jobs, to stir it towards the "disruptive" technologies.
Google: Employees Are the Heart of Every Successful Business

The Internet giant Google is a leader in the ranking of the most desirable workplaces in the world. In addition to the high employee earnings, one of the reasons for the company to be selected as the best employer is Google’s staff policy. A significant part of the company’s revenue goes towards creating comfortable working conditions.

The company’s main office is based in Mountain View, California, USA. Google has thousands of servers around the world that handle millions of search queries daily, as well as user data. The company is constantly expanding by developing new products, acquisitions and partnerships with other companies. The Internet giant has around 50,000 permanent employees, for whom it cares around the clock.
For years, the company has been the No. 1 employer in the world.

The jobs in Google are some of the most desired in the technology industry. Google’s employees remain happy and healthy in all aspects of their lives. The company provides a number of conveniences for its staff, giving them access to free car rental, free gym, and some offices also offer childcare services.

Every day Google employees have free breakfast, lunch, dinner, coffee and drinks. The company also has a sustainable policy for encouraging its staff to eat healthier food and reduce waste. For this purpose, Google has introduced specialized terminals for food waste tracking.

In some campuses, such as the one in Mountain View, employees are provided with free rides to work and do not have to use the public transport in San Francisco. They are even allowed to take their pets.

The company gives bonuses to mothers shortly after their baby is born to help them with the costs for their new-born child. In the event of an employee’s death, their relatives receive half of the employee's salary for the next 10 years. What is more, every Friday, Google’s employees can relax, while enjoying free beer and wine.

And that is not all. The main focus in the company's policy is education. “When you think about how to stimulate your employees, the first thing that comes to mind is training. Google focuses its resources and time in offering 10,000 free courses in application coding. The aim is to train not only its own employees but also other companies that have the opportunity to become experts in artificial intelligence programming. All this helps control the growing need for people who can write software that will rule companies,” says Sundar Pichai, CEO of Google.

Google offers the best working conditions in the world - from providing convenient places for a short nap to allowing employees to spend 20% of their working time on side projects. The company’s researches are the key element in its strategy for managing people. All decisions come after inquiries and an in-depth analysis of the needs and desires of the employees. Because of its excellent attitude towards its staff, Google, which turned 20 this autumn, has been the number one employer in the world for years.
Toyota Has not just a Team, but a Family

The company is one of the most hierarchical ones in the industry, but this is a plus.

Toyota is an obvious choice both for every well-established professional in the automobile industry and for those who want to make their first steps in the area. The company offers bonuses and benefits for its employees, as well as highly motivating working conditions that lead to career and personal growth of its team members.
„Toyota е по-тераорична, отколкото другите автобутори, с които работят – екипът много внимае какво иска командините да направят". Коментира Джейсон Ланкастър, служител на компанията, съобщил на Toyota и редактор на сайта TundraHeadquarters.com. Тои добавя, че компанията е много отворена на идейни идеи и работи за промени, за да поддържат служителите си. „Има чувство, че те настинка на всеки, който работи за тях, да расте и да се намира няма. Много компании (включително някои от автомобилните) искаат решения, които да се разработват само ако има бизнес в полза на това", смята още Ланкастър.

Също служителките в Toyota също оценяват високата вярност на компанията и факта, че имат прилив за да са в екипа. „Обичам това, което съм тук, както и компаниита, онова, което правим, това е някъде ново и интересно," коментира един от служителите. Като основна притежателка на работата си, тя поставя въпроса за възможностите да се срещат с много хора, да е връзки и да се организират за екипа, както и концертни билети, които компаниятата осигурява на служителите си.

Друг член на екипа на семейството на Toyota казва: „Още в началото работата в обслужващата сектор на автомобилната индустрия, е настинка многозна на работата. Получавам нови опити, от които се учи.“ Готовността на компанията да даде поле за развитие и трупване на нови идеи накъсова в историята си е основната причина, поради която служителите се чувстват като части от екипна успешна екип. Друга причина е и настинка на предприемачката обстановка, която е култивирана.

„Работата е доста, но я чувствам като семейство," коментира инженер на оборудването на Toyota.

„Автобуторите обаче не разчитат единично на хармоничната атмосфера и на това да даде поле за развитие на служителите си. Компанията предоставя и реции за добрици, както и отговарящите една функция и корпоративните партньорства, които служителите да се чувстват върху стълбите за културно международно, мобилни телефони и компютри с отстъпки.

Както и в автомобилната индустрия, в компанията има и няма да бъде лека, но Toyota си има собствени страници, с които прилива и завърта карти, които правят някои екипи успешни. Това са лиши и по заселените на Джейсон Ланкастър за компаниата: „Сървент мен участващата на екипа на Toyota ще ги направят по-късно и развити мисли и умни, отколкото при конкуренцията. Причината е икономическа – фирмата е изключително печеливша от полуформирания и има възможност да приготви най-добрия, предлагайки най-добрата комбинация от облаци и експери за екипа си".

Toyota employees also appreciate the involvement of the company and the fact that they can be part of the team. "I love it, we are like a family. It's a fabolous experience, but keep in mind that you will have a lot of competition when applying for a job here," one of the company’s employees comments. As a main advantage in his work, he points out the opportunity to meet with many people, the games that are organized for the team, and the concert tickets the company provides to its employees.

Another team member of Toyota’s big family comments on his stay in the company: “Although this is my first time working in the service sector of the automobile industry, I enjoy it a lot. I gain a lot of experience to learn from.” The company’s readiness to provide room for development and new experience to its employees is the main reason why they feel part of a truly successful team. Another reason is indeed the friendly environment that is cultivated. “We work a lot, but we feel like we are a family,” says the engineer of Toyota’s equipment.

The automobile producer, however, does not rely only on its harmonious atmosphere and on providing room for development to its employees. The company also offers a number of benefits, such as additional health insurance and corporate partnerships to help employees buy tickets for cultural events, mobile phones and computers at discounted prices.

As a whole, the work in the automobile production sector has not been easy and will never be easy, but Toyota has its strengths, which attract and retain employees, who make its team really successful. This is also apparent in Jason Lancaster’s conclusion about the company: “In my opinion, Toyota’s team members seem more critical and smart than those of the competition. The reason is economic - the company has been extremely profitable for decades and has the potential to attract the most talented workers, offering the best combination of benefits and extras for its team.”
"Every fashion brand, as well as every company, must develop, in order to succeed. Nothing can remain the same in business, and nothing remains the same in fashion. Versace is a place of incredible enthusiasm and energy. It is a fashion house that has resources, that develops and challenges itself. I love my work and I love the fact that I spend my time with some of the greatest people in the whole industry - my team." This is how captivatingly the queen of the fashion industry Donatella Versace talks about her team. Since 1997, she has been the creative director and vice president of one of Italy’s most luxurious brands, after her brother Gianni Versace was killed.
Donatella Versace and her team manage to keep on the top one of the most famous fashion brands

Despite the twenty-first century whirlwind in the fashion industry, for her 20-year history in charge of Versace, she managed to lead the company up and ahead. Donatella spends 50 hours a week at work, designs 10 collections a year and controls a billion-dollar business.

All her work and creativity are proven by the price of the brand today - USD 2.1 billion. This is the price at which, in September 2018, the American manufacturer of handbags Michael Kors bought the Gianni Versace company, and Donatella Versace remained a shareholder and creative director.

In many of her interviews, the First Lady of the fashion industry draws the attention to her company’s team and says that she chooses it very carefully. I work with people from all over the world. “I’m very fond of them and I believe they like me,” Donatella Versace says.

As a creative director, she played the most important role in the development of the company and her team of specialists, with whom she puts the brand on the world fashion podium. Donatella says that she is dreaming of finding her successor with whom she can talk about the Versace of tomorrow. “I am open to new things, it is important to be brave enough to accept new ideas and to understand that a time has come for a change to take place. You have to invite new people, nurture creativity... but we still haven’t found anyone to replace me.”

And if someday they do find someone to replace her, Donatella promises herself that she’ll spend her time swimming somewhere in the tropics. “Sometimes it’s important to know how to be alone, how to go far, far away, where there is no internet and no one can see you,” she says with a smile.

Her story is ultimately a triumph over the difficulties and troubles that she goes through with style, and thus, today, Donatella Versace has nothing more to prove.

Versace remains a real weapon of mass temptation.
The founder of the company Sir Richard Branson creates an environment where people can thrive.
Virgin Group is a conglomerate of companies founded by the famous British businessman Sir Richard Branson in 1970. His business started with sound recording, carried out by the Virgin Records subdivision, but later expanded successfully in the areas of air transport (Virgin Airlines), mobile communications (Virgin Mobile), computer games development (Virgin Interactive), cable TV and own radio stations. One of the latest ventures is the space travel company (Virgin Galactic), which promises space travel at affordable prices.

The Group has More Than 50,000 Employees in 29 Countries Around the World

And at the heart of its corporate strategy is Sir Richard Branson. His remarkable passion, vision and leadership qualities make him an "exponential entrepreneur."

But how does Branson inspire his employees? Above all, with passion and unconventional look. "If I have fun doing something, I suppose that other people also have fun doing it" Branson says. And he believes business and work should be fun.

When he first told Virgin Music’s CEOs that he wanted to use one-third of the company’s profits to start an airline because it would be “fun,” they were not amused at all. But Branson was excited. He achieves a successful, rich and long career, precisely because he can enjoy what he is doing.

"Entertainment is one of the most important and underestimated ingredients in any successful venture. If you’re not having fun, it’s probably time to quit and try something else," he writes in his book "The Virgin Way: Everything I Know About Leadership".

Another distinctive characteristic of the entrepreneur is his ability to delegate rights to the managers below him in the company hierarchy. "The best advice I can give to each and every company manager is to find someone better than themselves who can carry out their day-to-day work," says Branson in an interview with Business Insider. "Thus, you will set yourself free to think about the bigger picture." By setting myself free, I managed to push Virgin forward in many different areas," he says.

Regarding employees, Branson says: "Take care of your employees and they will take care of your business," and the focus of his corporations has always been on finding excellent employees and creating an environment in which they can thrive.

Virgin Group’s policy towards its employees has often made the corporate world look boring. The company’s leadership team, which includes around 170 managers, can have an annual lease whenever and for as long as they desire. The emphasis, according to Richard Branson, must be put on what needs to be done, not on when it should be done.

Flexible working hours are also a significant part of Branson’s business concept. According to him, it motivates people to work responsibly, quickly and with high quality.
„Бързата мода“, или брандът за милиони на АМАНСИО ОРТЕГА

"Fast Fashion" or Amancio Ortega's Million-Dollar Brand

Преки повече от четири десетилетия в испанския град Ла Коруна отваря врати първият магазин на модната верига ZARA. От този момент брандът е предпочитана марка от милиони, разполага с над 7000 обекта, а собственикът Амансио Ортега е вторият най-богат човек в Европа и пети в света. Империята му Inditex е създадена около Zara и включва още седем други марки, между които Massimo Dutti, Bershka и Stradivarius. А като си помислим, че първото име на магазина на Ортега е било Zorba, сме сигурни, че в големия късмет и част от неспокойния успех на компънсията...

More than four decades ago, the first shop from the ZARA fashion chain opened in La Coruña, Spain. Since then, it is the brand of choice for millions, has more than 7,000 shops, and its owner Amancio Ortega is the second richest man in Europe and the fifth in the world. His Inditex empire was created around Zara, and includes seven other brands, Massimo Dutti, Bershka and Stradivarius, being among them. And having in mind that the first name of Ortega’s shop was Zorba, we are sure that some luck and pure chance are part of the company’s unceasing success.
The billionaire founder of Zara says for his employees that they are the "locomotive that would not let me stop."

In these words precisely is hidden Zara’s philosophy - few bosses and a lot of work. Every team manager can give ideas and different concepts about the shops, and, every two weeks, a new collection arrives in each one of them. In the huge company headquarters in the Spanish city of Arteixo, an international team of a dozen men and women discuss every sweater, every dress and pair of trousers, while they do it, it becomes clear that there is no boss and no one makes the final decision. There is also no head designer, and a hierarchy almost does not exist. In 2005, Ortega hired as a Chief Executive Officer Pablo Isla, former head of Banco Popular Espanol, but he didn’t leave the company himself and continued to go to work most of the days.

Twice a year, at the introduction of the main collections, shop managers from around the world come to Zara headquarters to visit the pilot shops and take pictures of the merchandise arrangement to reproduce it in their own countries. Of course, they share what would be well perceived in their countries, and every recommendation is taken into account. Zara is known as one of the few retailers who do not run traditional advertising and have no separate budget for it, except for social media. That’s why its shops and website serve as the face of the brand.

In his annual 2010 report, Ortega writes: “The client should continue to be our primary focus – both in creating our fashion collections and in designing our stores, our logistics system and any other activity.” He follows what people, influencers and bloggers like, and manages to adjust to the trends of the current season, by producing small collections every two weeks.

The company has more than 88,000 employees worldwide, and because of last year’s 41% growth in online sales, the fashion giant has provided bonuses amounting to a total of EUR 582 million. According to Ortega, people should not get anchored to one place, and most positions have a great deal of rotation. He definitely takes into account the opinion of the young people around him and is always ready to come out of the box. Sam says he believes in teamwork, and this has been reflected in Zara’s growth over the years - from a family business to a million-dollar empire.