

Significance of the Online Publicized Corporate Culture of Industrial Enterprises in Bulgaria (Beer Manufacturers)

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Abstract

In the current conditions of digitalization, globalization and dynamic business environment, the crafting of a digital space image is becoming increasingly important for the competitive positioning of businesses. Publicizing the official corporate culture online is essential for improving the goodwill of industrial enterprises and, as a result, their performance indicators. The aim of this paper is to outline the characteristics of the online publicized corporate culture of industrial enterprises in Bulgaria (on the example of beer producers), as well as their specifics and direction, and on this basis to propose certain guidelines for improvement so that the corporate culture visualizes better the strategic priorities of companies in the virtual space. The research tools used include structural analysis, content analysis and the comparison method. The obtained results show that the tendency to publicize the mission, vision, values and other elements of the official corporate culture is more pronounced in large brewing companies than in craft beer producers.

Keywords: publicized corporate culture, brewers, mission, vision, values

JEL: M14, M31

Introduction

Company culture is a factor of increasing importance in the current conditions of a dynamic and highly uncertain market environment, globalization and „green“ economy. Depending on the degree of its development, it supports the aspiration of companies to create and develop innovations (Pavlov, 2021), to be socially responsible (Kurshumov, 2022), to create sustainable competitive advantages under conditions of a digital environment (Ivanov&Mihailova, 2021), etc. Last but not least, company culture is important because it enables business organizations to build a unique vision for themselves in the market space that distinguishes them from their competitors. Some cultural artifacts and company documents, published in the virtual space as part of the official culture of companies, contribute to this in particular. Their task is, above all, to demonstrate the strategic intentions and goals of the business, as well as its philosophy, which contributes to building a positive image of the organizations in the

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eyes of partners and favours their desired positioning on the market. This part of the company culture includes elements published on the Internet, which form the content of the „publicized company culture“ construct. It should also be noted that the level of publicized culture of a company is related to the number of disclosed elements on the one hand, and to their content, on the other.

The object of research described in this article are the official web pages of beer producers in Bulgaria, as a means of publicizing the aspects of the official organizational culture. The aim of this paper is to outline the characteristics of the online publicized corporate culture of industrial enterprises in Bulgaria (on the example of beer producers), as well as their specifics and direction, and on this basis to propose certain guidelines for improvement so that the corporate culture visualizes better the strategic priorities of companies in the virtual space.

1. Literature review

Similar to any other economic/management category, corporate culture “has grown” over time, its original substance now enriched with numerous nuances added over the years by various researchers. The classic foundational definitions by E. Schein, A. Pettigrew, L. Gorman, R. Kaplan and D. Norton, etc., still relevant today, became the starting point for the research carried out by a number of scholars in the field of culture. Among the many modern definitions, the approach by P. Weil is worth mentioning, who regards it as a system of relationships, actions and artifacts that stands the test of time and builds a unique common psychology among the members of a cultural society (Basenko, Zhukov and Romanov, 2012). Here, the author emphasizes

the unity of cultural elements in building a unique work atmosphere in the company. In this regard, we can also note the assertion that if an organization has a “soul”, then this soul is its organizational culture (Shemetov, Cherednikova and Petuhova, 2012).

There are various ways to define and characterize corporate culture, as it is influenced by factors such as: the sector in which the relevant organization operates; its geographical location; the events that occurred during its history; the personalities of its employees and their patterns of interaction (Minkov & Zlateva, 2022). Different authors’ definitions of organizational culture often differ greatly from one another: a cognitive framework consisting of attitudes, values, behavioral norms and expectations (Greenberg & Baron, 1997); collective thinking, habits, attitudes, feelings and behaviour patterns (Clemente & Greenspan, 1999); a programmed way of perception derived from the beliefs and values; a behavioural pattern that was adopted by an organization as an acceptable way to solve problems (Mohelska & Sokolova, 2015); basic values, attitudes and beliefs that exist in the organisation, patterns of behaviour that express the connection between beliefs, values and behaviours of members of the organisation (Denison, 1990).

Undoubtedly, the existing corporate culture plays a key role in the functioning of an organization. This role is expressed in the degree of its support in relation to the adopted competitive strategy under the existing conditions of the market environment. Moreover, according to Lipton, the role of corporate culture “comes down to translating the organization’s primary purpose and strategy into action – from the highest organizational level down to the smallest operation. It is about actions that

are subordinated to specific organizational values and embody the unique culture of the organization" (Dimitrov, Ivanov and Geshkov, 2018). In this context, Harizanova (2006) argues that culture does not exist as an end in itself, but is a management tool for achieving common goals in the desired way, and the relationship between them is formulated through the organization's policy. According to Graham et al. (2022) the construction of company culture by the management team often begins with specifying and formulating a mission and some guiding values, but it can also occur without these values being explicitly stated. Sn. Ilieva (2006) adds that in the process of strategic planning, the mission requires a strategy to support it, and the culture is required to support the strategy.

From these viewpoints it is clear that culture is considered an important tool in the "hands" of the executives in the process of strategic management, and its contribution to the successful implementation of the company's strategy depends on the efforts made for its development. In view of this, we reinforce Cooper's view that culture is never neutral – it must support the strategy, and if it is not part of the solution, then it is probably part of the problem (Ilieva, 2006).

The fundamental role of corporate culture for a company's strategic development can be illustrated by Flamholtz and Randall's Pyramid of Organizational Development (Fig. 1).

It shows that, through its values, beliefs and norms, culture underpins the construction of the management systems at the strategic

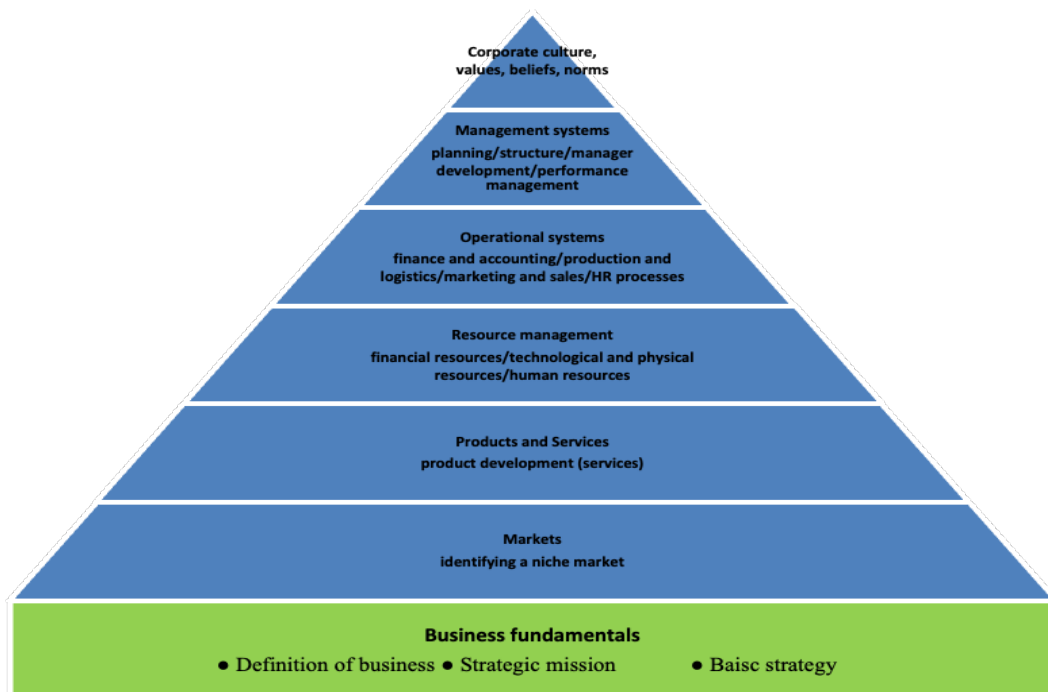


Figure 1. Organizational Development Pyramid

Source: Flamholtz, E. G., Randle, Y. (1997) *GrowingPains: Transitioning from an Entrepreneurship to a Professionally Managed Firm*. Berrett-Koehler Publishers. pp. 25-47.

and operational level of the corporation, contributes to the development of the necessary resources, to the development of the sought-after products/services and to the identification of a viable market niche. Thus, it helps to realize the global goals of the business and to implement its philosophical concept.

The support provided by the culture means that its elements must be in conformity with the parameters resulting from the chosen strategic line of behaviour of the organization. Thus, as according to Schein (2004), cultural elements fall into three cultural layers, it follows that each of them needs to be relevant at the respective levels of strategy operationalization.

The visible side of corporate culture encompasses the system of cultural artifacts. The main task of the artifacts is to provide a tangible expression of the system's deep-seated beliefs and values, thus proclaiming the company's cultural priorities to its partners within the surrounding business environment. A key element of this cultural layer is the officially publicized (proclaimed, announced) corporate culture through which the company "presents itself" in its market space. Some authors add that it can be perceived as a tool/means/mechanism through which the company ensures successful adaptation to the external environment (Basenko, Zhukov and Romanov, 2012), and also that it contributes to improving the image of the company (Makeev, 2012).

A comprehensive definition of a publicized organizational culture is given by K. Dimitrov, who regards it as "embodied in a set of company documents communicating the official culture of a target organization, perceived simultaneously as a relatively stable, but amorphous, and yet uniform

aggregation of multifaceted interrelated norms, adopting a civilizational status in various forms – vision, mission, motto, creed, official philosophy/policy, company values, company history, information "About us", code of ethics, corporate principles, indicative target, organizational culture, corporate social responsibility, slogan or manifesto, all according to the particular needs and wants of the object of study (a company, a non-profit organization, etc.), identifying it in at least three perspectives – culture, strategy and communication" (Dimitrov, Ivanov and Geshkov, 2018).

In our opinion, the following important characteristics of a corporate culture that is publicized online can be derived:

- ✓ it reflects the company's official culture;
- ✓ it is the result of a purposeful crafting by the company's management;
- ✓ it is expressed through written cultural attributes – mission, vision, motto, creed, organizational philosophy, company history, values statement, etc.;
- ✓ it is presented in official documents of companies, communicated in the virtual space through their official websites;
- ✓ it plays an important role for identifying companies in the market space, for building up the desired image in the eyes of their partners, and for successful adaptation to the conditions of the external environment.

Undoubtedly, the role of the publicized corporate culture is growing in the conditions of a dynamic and highly competitive market environment, where an important condition for success is the crafting of unique distinctive features which the users identify with the company. In this context, we believe that an important prerequisite for the proper creation, management and development of this culture

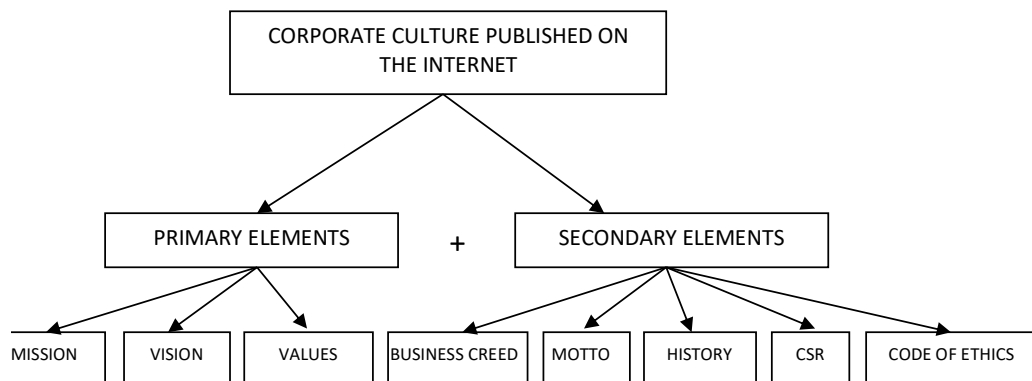


Figure 2. Structure of corporate culture published on the Internet

Source: Compiled by the author

is knowledge of its structural elements and their role in expressing the strategic intentions of the company. Based on the studied positions of numerous authors, it can be concluded that the culture publicized online is actually an amalgam of documents of lower or higher priority, whose purpose is to present information about the strategic priorities of the business in a multifaceted and appropriate manner. We believe that the corporate culture of a business organization publicized online can include primary (key) and secondary (additional) documents/attributes (see Fig. 2). Given their role for the strategic positioning of the company, it is the mission, (Ozdem, 2011; Darbi, 2012; Shemetov et al., 2012), vision (Taiwo et al., 2016; MacLeod, 2016; Rothaermel, 2017) and values (principles) (Mescon, et al., 1999; Groshev&Yuriev, 2010; Schermerhorn, 2013) that are of primary importance, while the following cultural attributes are of secondary nature: business creed, motto, company history, corporate social responsibility, code of ethics.

It can be argued that the presence of more secondary elements, in addition to the main ones, on the Internet pages of companies gives a higher degree of publicization of the official

corporate culture and, accordingly, a higher contribution to crafting the desired image of the company in its business ecosystem.

2. Data and methodology

The methodology of the research is based on the systematic approach, as it assesses the degree of development of the corporate culture publicized online as a system of its primary and secondary elements. The methodological toolkit used includes structural analysis, content analysis and the comparison method. The analysis has the following directions:

1. Determination of the relative share (in %) of companies in which each element (primary and secondary) of the publicised company culture is present. It includes the determination of two coefficients:

(1) Coefficient of presence of each element in the total number of companies that have announced an official company culture (Kpres.).

$$K_{pres.} = \frac{ki}{n} \times 100 \quad (1)$$

where: ki – number of companies that have disclosed an element i of the publicized corporate culture ($i \in (1 \div 8)$);

n – total number of companies covered by the study¹.

(2) Coefficient of presence of each main element in the total number of companies that disclosed main elements of the publicized corporate culture ($K_{pres. main}$).

$$K_{pres. main} = \frac{li}{m} \times 100 \quad (2)$$

where: li – number of companies that disclosed a main element i of the publicized corporate culture ($i \in (1 \div 3)$);

m – total number of companies in the study that disclosed main elements of the official corporate culture.

2. Determining the relative share (in %) of the companies, disclosing i element of the publicized corporate culture ($i \in (1 \div 8)$). This includes the determination of two coefficients:

(1) Saturation coefficient accounting for the relative share of companies that disclosed accurately i element of the publicized corporate culture ($K_{sat. i}$).

$$K_{sat. i} = \frac{pi}{n} \times 100 \quad (3)$$

where: pi – number of companies that disclosed accurately i element of the publicized corporate culture ($i \in (1 \div 8)$);

n – total number of companies in the study ($n = \sum_{i \in 1}^8 pi$)

(2) Saturation coefficient accounting for the relative share of companies that disclosed accurately i main elements of the publicized corporate culture ($K_{sat. i main}$).

$$K_{sat. i main} = \frac{qi}{m} \times 100 \quad (4)$$

where: qi – number of companies that disclosed accurately i main elements of the publicized corporate culture ($i \in (1 \div 3)$);

m – total number of companies in the study that disclosed main elements of the publicized corporate culture ($m = \sum_{i \in 1}^3 qi$).

3. Determining the coefficient (in %) of disclosing the elements of the publicized corporate culture. This comprises the determination of the following coefficients:

(1) Coefficient of disclosing all elements of the publicized corporate culture for each company in the sector

$$Kd = \frac{At}{8} \times 100 \quad (5)$$

where: At – number of elements in the publicized corporate culture, disclosed by company t ($t \in (1 \div n)$);

n – total number of companies in the sector.

On this basis, the average integral coefficient of disclosure of the elements of publicized corporate culture for the business sector is determined, as an arithmetic mean of the individual coefficients of individual companies:

$$Kd_{sect.} = \frac{\sum_{t \in 1}^n Kd t}{n} \times 100 \quad (6)$$

(2) Coefficient of disclosure of the main elements of publicized corporate culture for each company in the sector

$$Kd_{main} = \frac{Bt}{3} \times 100 \quad (7)$$

where: Bt – number of the main elements of the publicized corporate culture, disclosed by company t ($t \in (1 \div n)$).

On this basis, two average integral disclosure coefficients of the main elements of publicized corporate culture for the business sector are determined:

¹ Only business organizations that have disclosed at least one element of publicized corporate culture on their web pages are included in the study

Articles

- on the basis of all companies in the sector, as an arithmetic average of the individual coefficients of the individual companies:

$$Kd_{main\ sect.} = \frac{\sum_{t \in 1}^n Kd_{main\ t}}{n} \times 100 \quad (8)$$

where n – total number of the companies in the sector

- Based only on the companies from the sector that disclosed the main elements of publicized corporate culture as an arithmetic mean of the individual coefficients of the individual companies:

$$Kd'_{main\ sect.} = \frac{\sum_{t \in 1}^n Kd_{main\ t}}{m} \times 100 \quad (9)$$

m - total number of companies in the sector that have disclosed the main elements of publicized corporate culture.

4. Outlining the main content characteristics of the individual elements

When deriving the main content characteristics of the elements of publicized

corporate culture, the starting point is their role in disclosing the long-term strategic priorities of the business. In this regard, in a content analysis of the primary (main) elements, the focus is on:

- Mission: size of the mission; scope (width) of statements; strategic emphasis of messages; nature and direction of the elements involved; degree of similarity between the missions of the companies in the sector, etc.
- Vision: scope of defining the global goal of the business; nature of the strategic aspirations: broad or narrow; tools for realizing the global goal; degree of similarity between the visions of the companies in the sector; degree of overlap between vision and mission, etc.
- Values/principles: number of values in the value core; nature and focus of the business's leading priorities, expressed through the values; degree of conformity

Table 1. Highlights in the secondary elements of the publicized corporate culture of business organizations from the ... sector in Bulgaria

Element	Highlight
Business credo	- Credo, company - Credo, company - Credo, company ...
Organizational slogan	- Motto/slogan, company - Motto/slogan, company - Motto/slogan, company ...
Corporate social responsibility	- Key areas of CSR, company - Key areas of CSR, company - Key areas of CSR, company ...
Code of ethics	- Basic ethical principles, company - Basic ethical principles, company - Basic ethical principles, company ...

Source: Compiled by the author

Table 2. Brewers in Bulgaria included in the study

Large brewing companies producing mass consumption beer	Microbreweries, craft beer producers
<ul style="list-style-type: none"> • Boliarka VT AD - https://boliarkacompany.com/ • Britos EOOD - https://britos.bg/ • Zagorka AD - https://zagorkacompany.bg/ • Kamenitza AD - https://kamenitza.bg/ • Carlsberg Bulgaria AD - https://carlsbergbulgaria.bg/ • Lomsko Pivo AD - https://lomskopivo.com/ 	<ul style="list-style-type: none"> • Glarus Craft Brewing - https://glarus.bg/ • Rhombus - http://rhombusbrewery.com/ • White Stork - http://whitestorkco.com/ • Pivovarna 359 - http://pivovarna359.com/ • Meltum - https://meltum.eu/ • Beer Bastards - https://beerbastards.eu/ • Metalhead Brewery - https://metalhead.beer/ • Jagerhof - https://jagerhof.bg/ • Tryavna Brewery - https://lucs.tryavna.biz/

Source: Compiled by the author

of the values with the mission and vision of the company; universality/specificity of the key priorities; degree of similarity between the values of the companies in the sector, etc.

The analysis of the secondary elements of the publicized corporate culture is systematized in tabular form, with an outline of the main emphasis in each element (Table 1). The facts and events included in the company background are not reflected in the table.

The object of study are the official websites of brewers in Bulgaria, including 6 large breweries producing mass consumption beer and 9 microbreweries producing craft beer, as presented in Table 2. Brewers that do not have an official website have not been included in the study.

3. Results and discussion

It has been found that the websites of 12 out of the 15 companies studied contain elements of the publicized corporate culture, i.e. 80% of brewers aim to publicize their strategic priorities online. At the same time, there are certain differences in this regard between large companies and small craft

beer producers. While absolutely all major breweries have publicized elements of their official corporate culture, this is the case with only 2/3 of microbreweries. A point of interest in the study is the extent to which individual elements of this culture are “relied upon” (Fig. 3).

When building up the public image of brewing companies, significant weight is generally given to their history: 75% of all those who have publicized on the Internet their corporate culture have published either extensive or concise information about key events of their past. Second in importance, but with a significantly lower degree of publicization, are the organizational mission and company motto, presented on the websites of 4 companies (33.33%). Even lower priority is given to otherwise vastly important strategic documents such as the vision (3 companies) and the values (2 companies), as well as the obligations undertaken under CSR (2 companies). The brewing companies seem to regard as irrelevant the code of ethics and the business creed, the former having been proclaimed by one company and the latter by none.

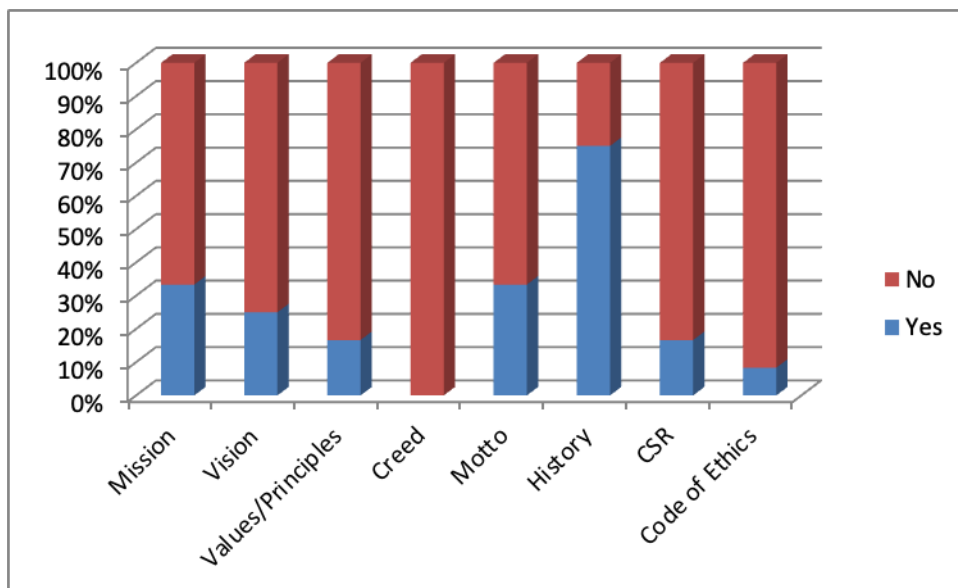


Figure 3. Proportion (in %) of breweries that have published online the individual elements of corporate culture

Source: Compiled by the author based on information from the official websites of the companies

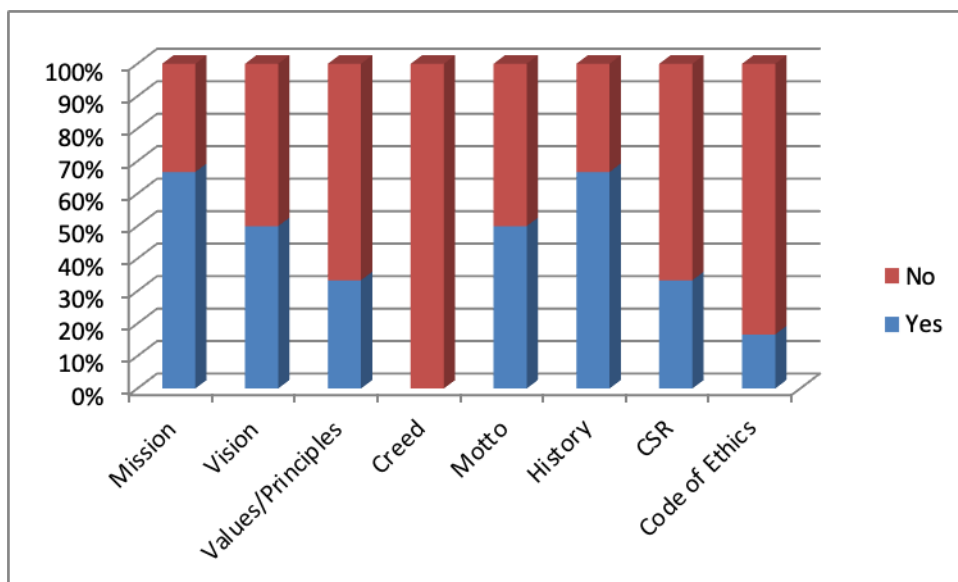


Figure 4. Proportion (in %) of large breweries that have published online the individual elements of corporate culture

Source: Compiled by the author based on information from the official websites of the companies

Within this overall “picture”, however, there is significant differentiation in the cultural priorities of large brewers and microbreweries. In fact, it should be noted that all the companies that have proclaimed the main elements of the culture – mission, vision and values – are the big brewing companies, with mission statement present on the websites of 66.67% of them, vision – on 50%, and values/principles – on 33.33%. Company history (66.67 %) and business motto (50 %) are also important for large brewers when publishing the official corporate culture (Fig. 4).

In contrast, craft beer producers publicize mainly facts from their history (83.33%) and only one company has presented a company motto. The remaining elements of the publicized corporate culture are not present on the websites of these breweries (Fig. 5). The structure of their websites features mainly sections saturated with information aimed

primarily at customers: products offered, recipes, photo galleries, etc.

Based on the above data, it can be concluded that the structure of the corporate culture of the large brewers published online is much better formed and balanced, with the primary cultural elements occupying most of it, which helps to appropriately present their strategic intentions in the virtual space.

Another factor of interest to the research is the proportion and distribution of the elements in the case of only those breweries whose websites contain primary elements of the publicized corporate culture. A negative impression is left by the fact that only a third of the companies (4 breweries) have proclaimed at least one of the primary cultural elements: either mission, vision or values/principles, and this, as indicated, is only in the case of large companies. The results show that all four producers have published

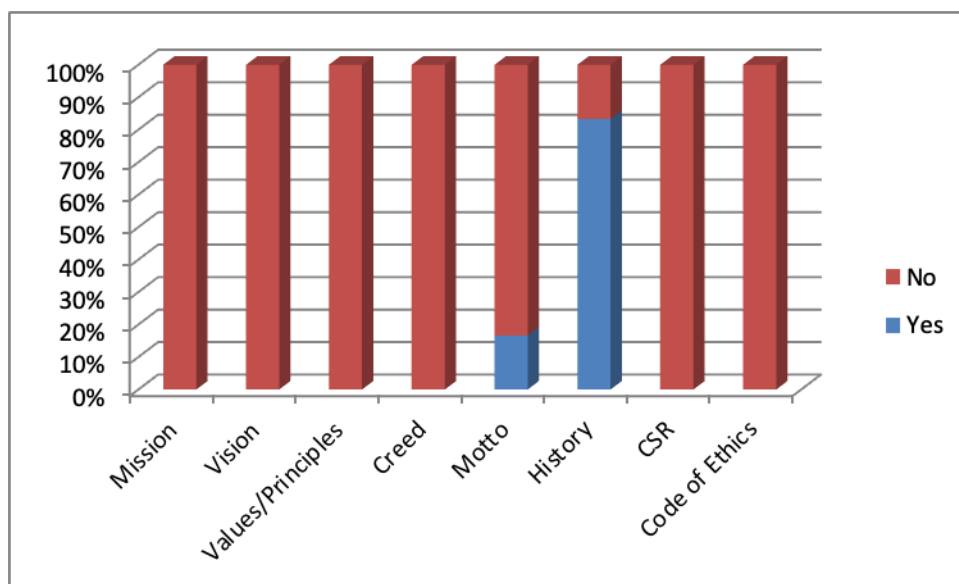


Figure 5. Proportion (in %) of the microbreweries that have published online the individual elements of corporate culture

Source: Compiled by the author based on information from the official websites of the companies

the organizational mission, three – the vision and two – the values (Fig. 6). Based on this, it can be inferred that in the context of their strategic development, the executives of these companies attach more importance to

the philosophy of their existence than to their place and priorities in the beer market.

As regards the presence of individual elements in the publicized corporate culture of breweries, the following findings can be made (Fig. 7):

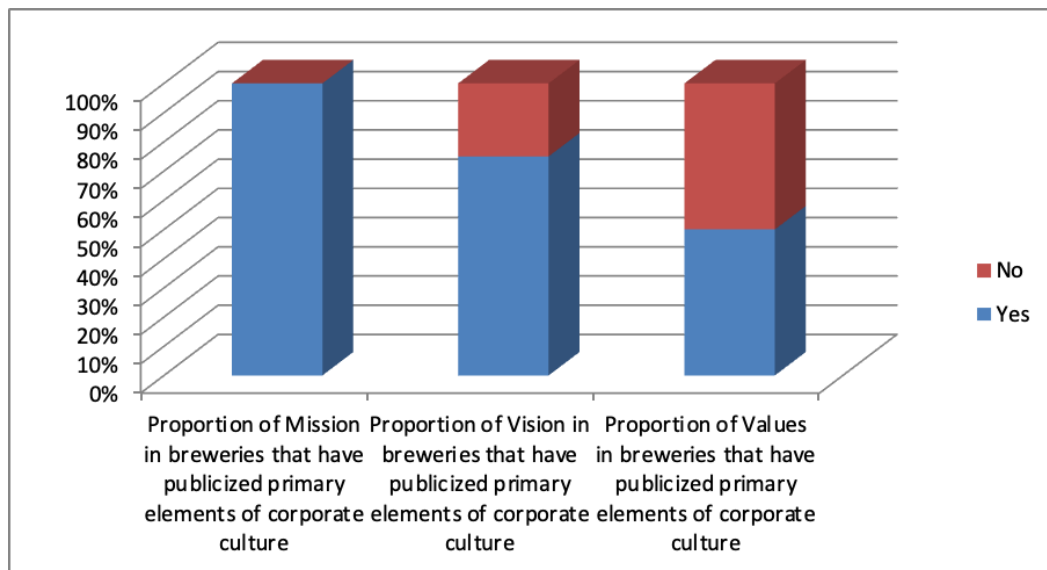


Figure 6. Proportion (in %) of breweries that have announced mission, vision or values of all breweries that have publicized primary elements of corporate culture

Source: Compiled by the author based on information from the official websites of the companies

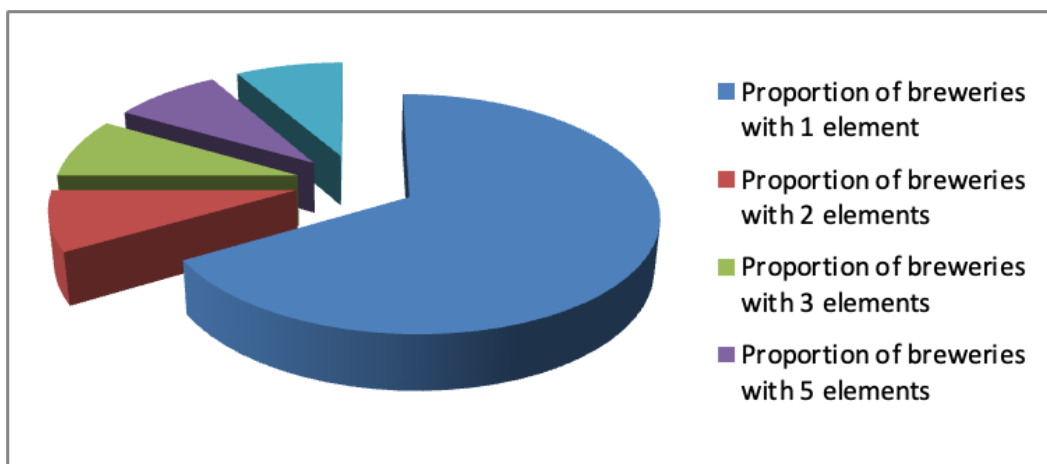


Figure 7. Proportion of breweries by number of available elements of corporate culture published online

Source: Compiled by the author based on information from the official websites of the companies

The largest share is that of breweries that have proclaimed only one element of the official corporate culture on their websites – 66.67% (8 companies). Two, three, five and seven elements have been publicized by one company each, all being major brewers. Accordingly, no company has publicized four, six, or all eight elements of corporate culture. In view of these results, it should be noted that:

1. All major beer producers have announced at least one element of official culture on their websites, and Zagorka AD has an almost complete portfolio, with its seven cultural elements. This leads to the conclusion that the management of these companies has realized the importance of the strategic priorities of the culture for the beneficial communication with the customers and other partners in the surrounding environment.

2. Craft breweries demonstrating a positive attitude towards publicized corporate culture have only proclaimed one element each, and this is predominantly the history of the company. Thus, it can be concluded that the owners of these enterprises do not appreciate the importance of the corporate culture for the success of the business, or are generally unaware of its essence and components.

Undoubtedly, the primary elements (mission, vision and values/principles) are of the greatest importance in building the profile of the publicized corporate culture. In view of this, it is interesting to look at the proportion of breweries that have publicized primary elements, according to the latter's number – one, two or three (Fig. 8).

The results show that of four such breweries, two have publicized 1 and 2 primary elements, respectively, and the other two – all 3 elements each. When compared to the total

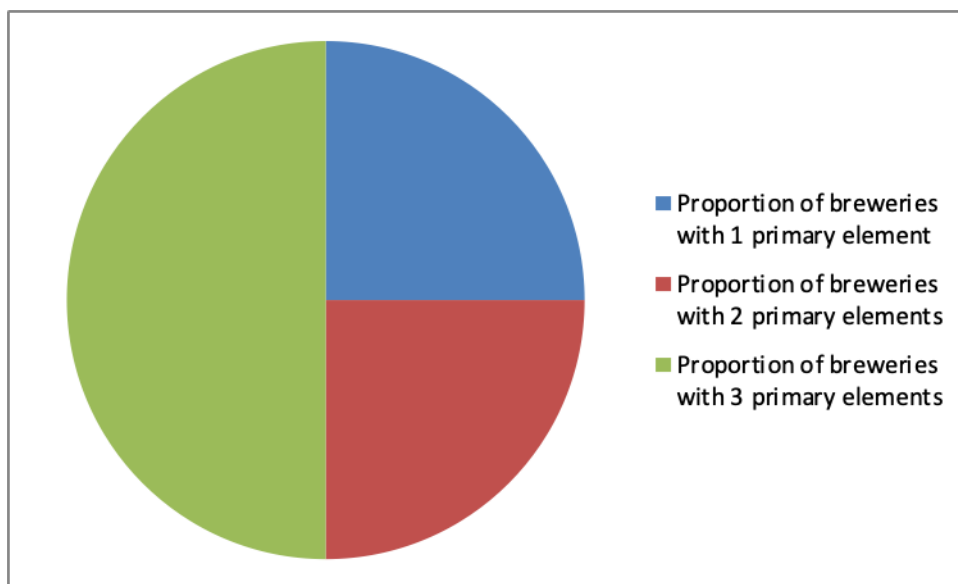


Figure 8. Proportion of breweries that have publicized primary elements of corporate culture (by number of primary elements included)

Source: Compiled by the author based on information from the official websites of the companies

Table 3. Level of disclosure of the elements (general and main) of the publicized corporate culture by the breweries in Bulgaria

Company	Total number of publicised elements	Publicised main elements	Kd (%)	Kd main (%)
Bolyarka VT	3	2	37,5	66,67
Britos	1	0	12,5	0
Zagorka	7	3	87,5	100
Kamenitsa	2	0	25	0
Carlsberg	5	3	62,5	100
Lomsko pivo	1	1	12,5	33,33
Glarus Craft Brewing	1	0	12,5	0
Rombus	1	0	12,5	0
Meltum	1	0	12,5	0
Beer Bastards	1	0	12,5	0
Metalhead Brewery	1	0	12,5	0
Jagerhof	1	0	12,5	0
Kd sect.			26,04	
Kd main sect.				25
Kd` main sect.				75

Source: Compiled by the author based on information from the official web pages of the companies

number of producers who feature elements of this culture (12), it is observed that the full set of three primary elements is present on the websites of only 16.67% of the enterprises. These data confirm the underutilization by breweries of the potential of key aspects of corporate culture to communicate their long-term policy.

Based on the number of elements (general and basic) of the publicized corporate culture announced by breweries, the coefficient of their disclosure is determined for each producer and for the sector as a whole (Table 3).

The integral coefficient of disclosure of elements of culture for the sector is 26.04%, which shows that each company from the sector discloses about 2 elements on average. The highest level of disclosure is

demonstrated by Zagorka: 87.5%, Carlsberg: 62.5% and Bolyarka VT: 37.5%. In two-thirds of the enterprises, the coefficient is 12.5%, as a result of disclosing only one element of culture online.

The integral coefficient of disclosure of only the main elements is 25% on average for all companies in the sector. Determined on the basis of only those breweries that have declared core elements (4 organizations), the ratio is 75%. The leaders in this regard are Zagorka and Carlsberg, having a maximum coefficient of 100%, since they have announced all three main elements: mission, vision and values. A negative tendency is that again two-thirds of the enterprises have not publicised a single key element, which is indicative of the lack of a clear idea on

Table 4. Average integral coefficient of disclosure of the elements (general and main) of publicized corporate culture of the large brewing companies and the microbreweries in Bulgaria

Companies	Kk sect. (%)	Kk main sect. (%)	Kk` main sect. (%)
Large brewing companies	39,58	50	75
Microbreweries	12,5	0	0

Source: Compiled by the author based on information from the official web pages of the companies

the part of their management about their strategic priorities and the desired positioning in the market.

However, it should be noted that there is a significant difference between the values of these indicators between large brewing companies and small craft beer producers, presented in Table. 4.

For large breweries, the integral coefficient approaches 40%, while for small ones it is over three times smaller. This, as stated, is due to the fact that craft producers disclose no more than one cultural element on their web pages. The differences between the two groups of businesses become even more pronounced when focusing only on the core elements. Since small breweries do not proclaim a mission, vision and/or values, the value of the coefficient is 0. At the same time, the capacity utilization factor of the main elements on average for all large enterprises is 50 %.

When examining the substance of the elements of the publicized corporate culture of breweries in Bulgaria, the focus should be mainly on the primary elements, since they contain the key highlights of their long-term policy.

Four companies have proclaimed an organizational mission: Bolyarka VT AD, Zagorka AD, Carlsberg Bulgaria AD and Lomsko Pivo AD. It is noticeable that their messages have a very different strategic

focus. Zagorka and Carlsberg base their company philosophy on the aspiration to create a better world, as the highest meaning of their existence. On the other hand, Bolyarka emphasizes the traditions it has in beer production as a starting point for its future development, while Lomsko Pivo focuses on the product and its quality. Based on this, it can be said that both global, society-oriented and pragmatically oriented missions are observed in the sector, which implies an aspiration of brewers for differentiated positioning in the minds of target audiences.

Vision is present in the strategic cultural portfolio of Bolyarka, Zagorka and Carlsberg. Based on the content analysis, the following conclusions can be drawn:

1. From the point of view of modern theoretical concepts, only the vision statement of Carlsberg is correctly defined, which states that the global goal of the company is "to be the most successful, professional and attractive brewer in our markets".

2. The visions of respectively Zagorka ("to make the world better") and Bolyarka ("to create quality beer") adhere to older theoretical views where "vision" and "mission" are regarded as interchangeable, but do not have the character of a global goal, which the organizational vision should essentially be a statement of.

Values are published only on the websites of Zagorka and Carlsberg, respectively.

The value core of Zagorka features the categories “care”, “courage”, “pleasure” and “passion”, and of Carlsberg – “adaptability”, “responsibility” and “action”. As we can see, the values of Zagorka are hedonistic in nature and are in full harmony with the company’s mission and vision, which gives a sense of completeness and interrelationship to its portfolio of primary elements. At the same time, the values of Carlsberg outline the brewery’s main priorities in its daily activities and they fully correspond to some of the key values of the modern innovative corporate culture defined by Kaplan and Norton (2006). It is also noteworthy that the value systems of both companies comprise a small number of values, which corresponds to the theoretical postulates and demonstrates a clear vision of the leading drivers in their business philosophy.

The main highlights of the secondary elements of the corporate culture of beer producers in Bulgaria published on their official websites are presented in Table 5.

From a content point of view, it can be argued that the secondary elements contribute to the completion of the cultural profile of the companies, with the greatest contribution in this regard coming from the historical facts and the organizational motto/slogan. Unfortunately, it has been established that too few breweries take advantage of the opportunities provided by the secondary elements and publicize them on their official websites.

Based on the conducted research, the following main **conclusions** can be drawn:

1. The corporate culture publicized on the Internet is created and developed primarily by large brewing companies, thus contributing to the building of a positive image in the eyes of their partners and society as a whole. Craft beer producers, with few exceptions, do not publish elements of official culture in the virtual space.
2. The most frequently publicized element of culture is the history of the brewery,

Table 5. Highlights in the secondary elements of the publicized corporate culture of the studied breweries in Bulgaria

Element	Highlights
Organizational motto	“Independent, close-knit family” (Britos EOOD) “We create a better world” (Zagorka AD) Every sip has a story (Kamenitza AD) We think differently (Glarus Craft Brewing)
CSR	<ul style="list-style-type: none"> • Zagorka AD “We create a better world” – a global strategy for sustainable development in 6 areas: protection of water resources; reducing carbon emissions; use of sustainable resources; responsible consumption; community care; safety and health. • Carlsberg Bulgaria AD – The “Together to Zero Footprint and Beyond” Program, including environmental, social and governance (ESG) objectives
Code of Ethics	<ul style="list-style-type: none"> • Zagorka AD – Fundamental principles: personal integrity; commercial integrity; responsibility to the company

Source: Compiled by the author based on information from the official websites of the companies

while the business creed is not present as an attribute on the official website of any organization.

3. The primary elements of the publicized corporate culture (mission, vision and values) are a priority only for large brewing companies. They play the role of important tools for communicating their strategic intentions.
4. The most important primary element for breweries is the mission, and the least important is the core values/principles. In this regard, it can be argued that the lack of formulated and proclaimed values in the majority of companies is an indicator of unclear business goals and priorities.

Based on the identified weaknesses in the analysis of the corporate culture of beer producers in Bulgaria published on the Internet, the following **recommendations** can be made to their management teams:

1. Microbreweries producing craft beer should include relevant information about their official culture on their websites, which will contribute to improving their image and market performance.
2. When building the brewers' culture to be publicized online, the three primary elements, i.e. mission, vision and values/principles, must be proclaimed in a well-developed form so that they can serve as a solid basis for the strategic planning of the organizations (MacLeod, 2016).
3. Brewers should develop and add one or more secondary elements, formulated in unison and harmonized with the primary attributes.

Conclusion

In modern conditions the publicized corporate culture occupies an increasingly important place in the communication policy of businesses, especially those operating in highly competitive markets. The conducted study of beer producers in Bulgaria showed that there is a significant differentiation in this respect between large brewing companies and small producers of craft beer. While large brewers have established policies and communicate clear messages on the Internet to interested groups in the relevant field, microbreweries neglect such opportunities to create a unique image in the market space. Moreover, the primary elements (mission, vision and values) are disclosed only by large brewers, while microbreweries prefer to disclose mostly customer-oriented information. The mission has the status of a key primary element, as it proclaims a different meaning of existence of the brewing companies: from product-oriented to universally human-oriented. The results of the study are also of interest from the point of view of juxtaposing and comparison of the degree of publicizing of the company culture of beer producers in Bulgaria with that of brewers from other economies both in Europe and around the world.

From the research done, it is clear that individual beer producers have different policies regarding the proclamation of the elements of their official policy in the online space. In this regard, the question arises to what extent the degree of publicization of the official culture contributes to the improvement of the market performance and financial results of the brewing companies. Previous studies in various sectors of the economy

give an uncertain answer and increase the research interest in this regard.

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