

Vladimir Bulatnikov, Ph.D.

I. BIOGRAPHICAL DATA

Citizenship: Russian

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Present Rank: Doctor of Philosophy (Ph.D.)

Specialization: Marketing (Health)

- *Business Process Management*
- *Digital Transformation in Healthcare*
- *Health Equity / Access Disparities*
- *Patient Experience / Satisfaction*
- *Patient-Centered Systems*
- *Health Payment Modelling*
- *Health System Efficiency*

Expertise:

- *Mixed-Methods Research Design*
- *Systematic Literature Reviews*
- *Stakeholder Engagement*
- *Process Optimization*

ORCID: [0000-0003-4131-0374](https://orcid.org/0000-0003-4131-0374)

II. ACADEMIC RECORD

Final Degree: Doctor of Philosophy (Ph.D.)

Date Awarded: March 3rd 2023

Specialization: Marketing (Healthcare Systems / Patient Experience)

Institution: Transilvania University of Braşov, Romania

Ph.D. (Sep 2019 - Jun 2023)

- Specialization: Marketing (Health)
- Institution: Transilvania University of Braşov, Romania
- Thesis: "Marketing of Healthcare Systems in Russia and Romania: Development Prospects and Suggestions for Improvement"
- Supervisor: Prof. Dr. Cristinel Petrişor Constantin (cristinel.constantin@unitbv.ro)

M.Sc. (Hons) (Sep 2017 - Jul 2019)

- Specialization: Management
- Institution: Southwest State University, Faculty of Regional Economics, Russia

B.Sc. (Sep 2013 - Jul 2017)

- Specialization: Management (Health)
- Institution: Kursk State Medical University, Faculty of Health Economics, Russia

Degree: (*Candidate*) Cand. Econ. Sc. (Sep 2023 - Jul 2026)

- Specialization: Management
- Institution: Southwest State University, Kursk, Russia
- Thesis: "Innovative Business Process Management in the Healthcare System Based on the Development of Digital Technologies"
- Supervisor: Prof. Yulia Polojentseva (polojenceva84@mail.ru)

III. EXPERIENCE

i. (Sep 2024 - Jul 2025):

- Position: Visiting Ph.D. Researcher
- Institution: University "MATE", Godollo, Hungary
- Principal Investigator: Prof. Dr. Zoltán Károly Lakner (lakner.zoltan.karoly@uni-mate.hu)
- Nature of work: Conducted extensive economic modeling to estimate the burden of Obstructive Sleep Apnea disease. Applied predictive statistics to hospital datasets to identify cost-saving workflows.

IV. PUBLICATIONS

i. Peer-Reviewed Articles (Web of Science / Scopus Indexed)

1. [Q1] Bulatnikov V, Constantin CP. Assessing Customer Satisfaction to Support Future Improvement Strategies of Healthcare Systems: Evidences from Russia and Romania. *MDPI Sustainability*. 2023;15(19):14534. [DOI]
* Impact: Based on author's survey of 410 respondents, this article applied the IS-matrix to prioritize marketing strategies. It empirically demonstrated that while private clinics in both nations outperform public ones, it revealed a critical need for public sector focus on "Service Process" and "Physical Evidence" rather than price.
2. [Q2] Bulatnikov V, Constantin CP. Systematic Analysis of Literature on the Healthcare Financial Models to Follow in Russia and Romania. *MDPI Healthcare*. 2022;10(6):1086. [DOI]
* Impact: This systematic literature review paper evaluated the legacy allocation against modern insurance models introduced worldwide. It proposed a hybrid funding that balances mandatory social health insurance with private funding to mitigate the financial instability inherent in single-payer systems during crises.
3. [Q2] Bulatnikov V, Constantin CP. Systematic Analysis of Literature on the Marketing of Healthcare Systems. Challenges for Russian and Romanian Healthcare Systems. *MDPI Healthcare*. 2021;9(6):656. [DOI]
* Impact: Through a systematic review using PRISMA methodology, this study established the application of the extended marketing mix (7Ps) to public healthcare in Eastern Europe. It demonstrated how market orientation can stimulate innovation and efficient fund allocation in state-dominated systems.
4. Bulatnikov V, Constantin C. Qualitative Analysis: Expert Views on Healthcare Systems of Russia and Romania. In: *Digital Economy and the Green Revolution. Springer Proceedings in Business and Economics*. Springer, Romania, Bucharest. 2023. [DOI]

- * Impact: Through author's semi-structured interviews with 32 clinical experts conducted in Romania and Russia, this research exposed the "Hidden Customer" dynamics in mandatory insurance systems. It categorized structural weaknesses into financing, management, and commercialization issues, revealing a structural isomorphism in healthcare governance.
5. Bulatnikov V, Constantin C. The Relationship between the Living Environment and People Attitudes towards Healthcare System. Case of Russia and Romania. *Bulletin of the Transilvania University of Braşov*. 2022;9-14. [DOI]
 - * Impact: This comparative study established a statistical correlation between urban/rural living environments and trust in medical institutions. It found that while Romanian rural residents are significantly more concerned about systemic flaws, dissatisfaction in Russia is geographically uniform, challenging assumptions about the rural-urban healthcare divide.
 6. Bulatnikov V, Constantin C. Quantitative analysis: Customer opinions about healthcare systems in Romania and Russia. *Bulletin of the Transilvania University of Braşov. Series V: Economic Sciences*. 2022.
 - * Impact: Delivered a large-scale quantitative assessment validating a 7-P marketing mix survey instrument for cross-border healthcare. The findings highlighted that "Personnel Competence" (Russia) and "Service Quality" (Romania) are the primary drivers of patient dissatisfaction, overriding financial concerns.
 7. Bulatnikov V, Constantin C. Coordinates of healthcare systems in Russia and Romania. *Proceedings of the International Conference on Business Excellence*. 2021;15(1):196-209. [DOI]
 - * Impact: This paper mapped the structural "Coordinates" of healthcare efficiency. It established a baseline for comparative performance, despite different political integrations (EU vs. non-EU), systems exhibit morbidity and funding stagnation.

ii. Peer-Reviewed Articles (RINC Indexed)

8. Bulatnikov V, Polozhentseva YS. Conceptual approaches to business process management in healthcare based on the implementation of digital technologies. *Proceedings of the Southwest State University. Series: Economics. Sociology. Management*. 2025;15(5):40-53. [DOI]
- * Impact: Utilizing a mixed-methodology, this study identified the gap between theoretical digital frameworks and practical implementation in Russian healthcare. It systematized digital innovation streams, providing a roadmap for developing economies to leapfrog legacy infrastructure barriers through process re-engineering.
9. Bulatnikov V, Polozhentseva YS. Key directions of digital transformation of managerial business processes in the healthcare sector. *Forpost Nauki (Science Outpost)*. 2025;19(3):106-121. [DOI] [RINC]
- * Impact: Analyzed post-pandemic digital shifts, 15 directions for transformation from tracking to predictive analytics. It outlined strategic pivots for managerial processes for AI-driven diagnostics and reduce administrative overhead.
10. Bulatnikov V. Digitalization of healthcare: International experience in implementing innovative business processes. *Digitalization: Economics and Production Management*. Belarusian State Technological University. 2025;419-422. [RINC]

- * Impact: Contrasted implementation speeds of digital health records across three different national systems.
11. Bulatnikov V. Transformation of business management processes in healthcare: systematization of 4 areas of digital innovation. *Economic Development of Russia: Strategies for Digital Transformation and Technological Sovereignty: Proceedings of the XXV All-Russian Scientific-Practical Conference*, Krasnodar. [RINC]
 * Impact: Systematizes the core directions of digital innovation in healthcare management into a practical four-vector framework for strategic planning.
 12. Bulatnikov V, Polozhentseva YS. The economic potential of using innovative technologies in healthcare in developing countries. *New Reality of Management*. Kursk. 2024;29-34. [RINC]
 * Impact: Estimated the GDP impact of adopting telemedicine and AI diagnostics (diabetic retinopathy) in developing regions. Automation is a necessary tool for overcoming personnel deficits in resource-constrained economies.
 13. Bulatnikov V. A philosophical view on innovative approaches to business process management in healthcare. *Historical, Philosophical, Methodological Problems of Modern Science*. Kursk. 2024;65-69. [RINC]
 * Impact: Explored the ethical dimensions of algorithmic management, analyzing the tension between "Systemic Efficiency" and "Patient-Centered Care" through the lens of historical philosophical schools (Stoicism, Utilitarianism).
 14. Bulatnikov V. Evolution of the healthcare management system: challenges and prospects. *Modern Trends in Management Development*. Oryol. 2023;96-100. [RINC]
 * Impact: Traced the historical evolution of post-Soviet healthcare management from the 1990s insurance reforms to modern digital ecosystems, identifying the "Managerial Resistance" to process-oriented solutions.
 15. Bulatnikov V, Kalimov OV. Analysis of the internal environment of a regional healthcare organization. *Actual Problems of Development of Economic Entities*. Kursk. 2019;197-201. [RINC]
 * Impact: Applied SWOT analysis to regional hospitals to identify internal operational inefficiencies, specifically highlighting the disparity between increased funding and stagnant service quality in regional medical centers.
 16. Bulatnikov V, Eshova IG. State regulation of the regional economy. *Education. Science. Career*. Kursk. 2018;196-199. [RINC]
 * Impact: Analyzed the efficacy of state intervention methodologies in regional economic clusters, proposing a "Structural-Center" for economic management.

iii. Other Articles

17. Bulatnikov, V., Literature Review on Likert's Leadership Model in Modern Organizations: A Framework with Renewed Contemporary Perceptions. *Classical Scholars of Leadership Theory, Hungarian University of Agriculture and Life Sciences, Gödöllő, Hungary* 2025;9-22. [DOI]

- * Impact: This paper bridges classic leadership theory with modern organizational challenges, offering managers a practical hybrid framework to improve performance in today's remote and rapidly evolving work environments.

iv. Submitted Peer-Reviewed Manuscripts (In Review Process)

18. Bulatnikov V. Prioritization in Health Digital Transformation: A Correlation Analysis of the Relationship Between Medical Professionals' Attitudes Towards Current Business Processes and Demanded Innovative Solutions in Healthcare. *Journal of Economics Entrepreneurship and Law*, Moscow. 2026;16(4). - April 2026. [DOI]

- * Impact: Using correlation and GAP analysis of author's survey from 390 physicians, reveals rational problem-driven priorities for digital transformation, identifying a strategic disconnect where demand for automation outpaces problem recognition.

19. Bulatnikov V. Comprehensive assessment of barriers, control tools, and the potential for optimizing digital transformation trends in the healthcare sector. *Proceedings of the Southwest State University. Series: Economics. Sociology. Management*. 2026;3(1). - March 2026.

- * Impact: Proposes a novel framework for calculating the administrative overhead of digital transition, offering a cost-benefit analysis model for regional hospitals.

20. Bulatnikov V, Polozhentseva YS. Problems of digital transformation of business processes in healthcare: an empirical analysis based on survey data. *Economic Development of Russia: Architecture of the Future*. Kuban State University - April 2026.

- * Impact: Empirically identifies the "Digital Fatigue" phenomenon among healthcare workers using author's new survey data.

V. CONFERENCES & INVITED PRESENTATIONS

i. Conference Presentations (Oral):

1. Bulatnikov V. Inclusive and Sustainable Economic Growth in Healthcare. Oral presentation at the *ISEG 2022 Conference. Bucharest, Romania*. 2022.
2. Bulatnikov V. Business Excellence in Healthcare Systems. Oral presentation at the *16th International Conference on Business Excellence (ICBE). Bucharest, Romania*. 2022.
3. Bulatnikov V. Coordinates of Healthcare Systems. Oral presentation at the *15th International Conference on Business Excellence (ICBE). Bucharest, Romania*. 2021.
4. Bulatnikov V. Sustainable Management in Healthcare: Digital Imperatives. Oral presentation at the *GPM AWARDS Scientific Conference on Sustainable Management. Moscow, Russia*. 2025.
5. Bulatnikov V. Social and Technological Trends in the New Reality of Management. Oral presentation at the *NRM 2025 Conference. Kursk, Russia*. 2025.

ii. Conference Contributions (Non-Oral):

6. Bulatnikov V. Transformation of business management processes in healthcare: systematization of four areas of digital innovation, at the *All-Russian Scientific-Practical Conference "Economic Development of Russia: Strategies for Digital Transformation and Technological Sovereignty"*, Krasnodar, Russia. 2025.

7. Bulatnikov V., Polozhentseva Y.S. The economic potential of using innovative technologies in healthcare in developing countries, at the *Scientific Conference "New Reality of Management"*, Kursk, Russia. 2024.
8. Bulatnikov V. A philosophical view on innovative approaches to business process management in healthcare, at the *Conference "Historical, Philosophical, Methodological Problems of Modern Science"*, Kursk, Russia. 2024.

VI. AWARDS AND SCHOLARSHIPS

- i. "Young Scientist of the Year - 2025", Research Excellence (2025)
 - * Recognized for outstanding early-career research contributions and academic excellence in the fields of healthcare administration and regional economic development, *Kursk, Russia*
- ii. "GPM Awards", Research Presentation Excellence (2025), Scientific Conference on Sustainable Management, Moscow, Russia.
 - * Awarded for oral presentation excellence in sustainable management practices in health.
- iii. "Stipendium Hungaricum", Visting Ph.D. Researcher Program (2024-2025), Tempus Public Foundation / Government of Hungary
 - * Visiting Ph.D. researcher. Position covered all fees and provided grant to support research on the economic modeling of OSA for the Hungarian healthcare system.
- iv. "Transilvania Academica Scholarship", Ph.D. Scholarship Program (2019-2023), Transilvania University of Braşov, Romania
 - * Awarded full tuition coverage, monthly stipend, and housing allowance for cross-border research excellence in digital healthcare systems.
- v. Diploma for Excellence in Research Presentation (2022), "ISEG 2022" - Conference on Inclusive and Sustainable Economic Growth, Bucharest, Romania.
 - * Awarded for the oral presentation on comparative healthcare analysis.
- vi. Diploma of Merit (2022), 16th International Conference on Business Excellence (ICBE), Bucharest, Romania.
 - * Recognized for outstanding contribution to the session on healthcare systems.
- vii. Diploma of Merit (2021), 15th International Conference on Business Excellence (ICBE), Bucharest, Romania.
 - * Recognized for outstanding contribution to the session on healthcare systems.
- viii. Award of Research (2021), Fundamental Research Funding, Executive Agency for Higher Education, Research, Development and Innovation Funding, Bucharest, Romania.
 - * Recognized for competitive dissemination of high-quality peer-reviewed publications in Q1 and Q2 indexed journals regarding healthcare financial models.
 - * Grant Reference: PN-III-P1-1.1-PRECISI-2021-61146

VII. ACADEMIC APPOINTMENTS

- i. Feb 2018 - Jul 2018:
 - Exchange Program: "Erasmus+"

- Degree: Master Student (M.Sc.)
- Institution: Stefan cel Mare University, Suceava, Romania
- Specialization: Management (Regional Healthcare Administration)

VIII. POLICY & SOCIETAL IMPACT

- Addressing Geographic Health Inequities: Conducted comparative studies establishing statistical correlations between urban/rural living environments and trust in medical institutions, challenging assumptions about the rural-urban health divide in Eastern Europe.
- Advancing Patient-Centered Systems: Pioneered the application of service accessibility frameworks to public healthcare systems, demonstrating how patient-oriented strategies can stimulate innovation and efficient fund allocation in state-dominated infrastructures.
- Qualitative Systems Evaluation: Utilized semi-structured expert interviews to expose the "Hidden Customer" dynamics and structural governance weaknesses in mandatory insurance systems, providing frameworks for more equitable care.
- Mitigating Personnel Deficits: Evaluated the economic and social potential of automated and digital care tools to alleviate the burden on healthcare workers and caregiving networks in resource-constrained economies.

IX. INTERDISCIPLINARY METHODOLOGICAL EXPERTISE

- Qualitative & Mixed Methods: Advanced application of Sequential Explanatory Design. Certified expertise in ATLAS.ti for coding and analyzing semi-structured health expert interviews (n=32).
- Quantitative Health Analytics: Extensive experience with R / Rstudio for multivariate regression and structural equation modeling (SEM) to analyze large patient experience datasets (n=410 & n=390). Proficient in SPSS and Stata for evaluating regional health indicators and demographic stratification. Knowledge in Python (Pandas, NumPy, Matplotlib) for healthcare data visualization.
- Data Science & Process Optimization: Expertise in applying Agile/Lean methodologies to map patient flow and identify systemic bottlenecks.

X. EDUCATIONAL ACTIVITIES & SKILL ACQUISITION

i. Specialized Training & Methodological Competencies:

- Agile / Lean Methodology (Process Mining) (2025):
 - * *Certified through professional development workshops during the tenure at State University of Management, Moscow, Russia. Applied Lean principles to map patient flow and identify bottlenecks in regional clinic simulations.*
- Python Programming & Anaconda (2025):
 - * *Completed advanced "Python for Data Science" coursework during the Stipendium Hungaricum exchange at MATE University (Budapest). Gained proficiency in libraries such as "Pandas", "NumPy", and "Matplotlib" for healthcare data visualization.*
- R / Rstudio (2023):

- * *Certified through professional development workshops during the tenure at Transilvania University of Braşov. Utilized R and Anaconda for multivariate analysis and structural equation modeling (SEM) within the Ph.D. dissertation to analyze patient satisfaction datasets (n=800+).*
- ATLAS.ti (2023):
 - * *Certified through professional development workshops during the tenure at Transilvania University of Braşov. Applied ATLAS.ti to code and analyze semi-structured expert interviews (n=32) regarding healthcare system efficiency.*
- IBM SPSS Statistics (2023):
 - * *Certified through professional development workshops during the tenure at Transilvania University of Braşov.*

ii. Professional Memberships:

- Association of Professional Marketers (profmarketingassociation.ru):
 - * *Joining a professional community dedicated to advancing marketing standards and protecting the interests of industry specialists. Gaining access to expert consultations, professional events, and a network of marketing professionals to stay current with industry trends.*

iii. Language Certifications:

- **English (Level C1 - Advanced):**
 - *Certification:* Duolingo English Test (Official Certificate ID: [7i4681noy3e5j9nz](#)).
 - *Date:* November 20, 2025.
 - *Details:* Overall Score: 130/160. Breakdown: Writing (140), Literacy (135), Production (130), Conversation (125). Demonstrated ability to understand demanding texts and express ideas fluently for academic purposes.