

STRATEGIC MANAGEMENT IN THE ACTIVITIES OF AIRLINE COMPANIES

Summary

The need to reorient management models under the impact of COVID-19 on the economic condition of enterprises, in the aviation industry in particular, requires the search for new strategies. The article presents an empirical study searching to demonstrate whether a strategic management model aimed at implementing innovations can contribute to the aviation industry performance during the COVID-19 crisis and exit from it. Based on a comprehensive study of the bibliography on the strategic management theory, a management model is determined, which focuses on introducing innovations. The key aspects of management strategies are studied, and the strategy is defined as a concept of multidimensional processes. Management strategy is important for the enterprise's results with its seven features of influence on management: the essence of the strategy is complex, the strategy affects the overall state of the enterprise, the strategy includes aspects of both process and essence, strategies have a purpose, strategies exist at different levels, and strategies include several thinking processes.

In a survey conducted as an electronic one for management representatives of 209 aviation companies, 16 complete responses were received (7.7%). Their sufficiency for the conclusions set as the purpose of research is established. According to the results of the survey, there are two types of management: companies with strategic management based on the introduction of innovations and companies with traditional management. The results partially confirmed the hypothesis that companies using the concept of strategic management based on innovative values are more likely to maintain their positions in productivity compared to companies using traditional management. The practical orientation of the obtained data will allow directing the efforts of airline companies to clearly define the concept of innovation-based management for efficient performance, which can help achieving its goals while overcoming losses ceasing the activities under the pandemic crisis.

Further developments should be aimed at analyzing the differences between groups of companies with high and low efficiency in terms of the parameters of the innovation introduction results and their impact on productivity growth.

Keywords: strategies, strategic management, innovations, efficiency, aviation enterprises

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