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STRATEGIC DEVELOPMENT OF AIR TRANSPORT ENTERPRISES IN CRISIS CONDITIONS

Economic crises are an integral part of the development of the world economy. The pattern of economic development is cyclicity. The crisis can be considered as a point of bifurcation, which contains the potential for both destructive and constructive nature. May be the reason for system transition to a new state or termination of existence. The causes of the crisis are various factors that can have a serious impact on the social and economic development of countries. Understanding the underlying causes of economic crises is important for developing strategies to prevent and overcome them.

According to different classification criteria, crises can manifest themselves at different levels, be regular and unpredictable, short-term and long-term. Consequences of crises are unpredictable. However, it has been established that crises are usually an objective process that leads to the optimization of economic systems, as it promotes the emergence of new technologies, the improvement of production organization, and opens up space for growth.

The most significant shocks that affected world aviation are the oil crisis (1979), the Persian Gulf War (1990), September 9, 2000, the global financial crisis (2007), the COVID-19 pandemic (2019), the war in Ukraine (2022). It should be noted that in the considered cases, a year before the crisis, the volume of air transportation in the global dimension was significantly higher than the trend level. After the shock events, the volume of air transport in the long term returns to the main rate of growth.

A thorough analysis of the global trends in the development of air transport indicates its constant dynamism and dependence on global trends and macroeconomic indicators, such as GDP, the state of international trade, unemployment, inflation, investment activity, etc [1].

Nevertheless, despite the economic difficulties that affect the purchasing power of the population and the costs of airlines, the recovery of global demand for air

transportation remained stable - passenger kilometers traveled in 2023 are already only 12% below the pre-crisis level, in international connections – by 18,4%. The aircraft load factor over the past year also indicates an increase in demand for air transportation. However, it is important to note that while activity in the air transport sector is approaching and even exceeding 2019 levels, it remains significantly lower than it would likely have been had the COVID crisis not occurred.

North America and Africa are the only regions where freight volumes exceeded 2019 levels. In the Asia-Pacific region, the largest air cargo market, there is a decline in market share. Due to the war in Ukraine, European airlines also experienced a decrease in cargo ton-kilometers by 11,5% compared to 2021.

The modern air transport sector faces a number of complex challenges and threats, including the return of the coronavirus, geopolitical instability, rising global prices for aviation fuel, public environmental awareness, disruption of supply chains, shrinking of the wide-body aircraft market, the transformation of business travel, staff shortages, etc [2].

The study of the global experience of maintaining the air transport sector in crisis conditions allows us to single out key mechanisms: general economic support (applied in Australia, Brazil, Great Britain and the USA; in the EU state aid is prohibited under normal circumstances), state support of airlines (applied in Germany, France, the Netherlands, Japan, Switzerland and other countries), state support of airports and other companies (Croatia, France, Lithuania, etc.).

We emphasize that the war in Ukraine significantly affected the activity of the entire air transport system of the world: due to the closure of the airspace over Ukraine, international flights are carried out via longer routes, which leads to an increase in the duration of flights, fuel costs and additional emissions of carbon dioxide into the atmosphere; the energy crisis caused an increase in air ticket prices; the war caused an imbalance of incoming and outgoing flows of international air transport in countries neighboring Ukraine [3]. Limitations to the rapid recovery of air transport are: ongoing large-scale war, lack of funding for infrastructure projects, the need to adapt Ukrainian legislation to EU legislation, etc.

Thus, the main strategic tasks of the development of international air transport of Ukraine are: reconstruction and further development of airports, restoration of air navigation services, liberalization of the air market, implementation of the Agreement on a common aviation space with the EU, state support of the air transport sector, etc.

The stages of strategic planning for the restoration of international air transport of Ukraine are: in the short term – ensuring the economic stability of Ukraine during the war, the restoration of the economy in the post-war period; in the long term – structural modernization of the air transport system of Ukraine and integration into the EU.

References:

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