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STRATEGIC MANAGEMENT OF UKRAINIAN AVIATION ENTERPRISES: CHALLENGES AND OPPORTUNITIES FOR POST-WAR RECOVERY

Gurina Ganna, Podrieza Serhii, Novak Valentyna, Liskovych Nazarii. *"Strategic management of Ukrainian aviation enterprises: challenges and opportunities for post-war recovery". The brutal full-scale war of the Russian Federation against sovereign Ukraine, launched in February 2022, caused deep human suffering, colossal destruction and damage to the national economy, raised the question not only of the political existence of the country, but also of the physical survival of Ukrainians. However, sooner or later the war must end with our victory and the question of the post-war reconstruction of the destroyed cities and the national economy will arise. Today, there are many opinions on the directions and policies of such reconstruction, but*

what these opinions have in common is the awareness of the need to build a qualitatively different economic system compared to the one that existed before the war and caused the country's significant economic, technological and military backwardness, its inability to independently provide worthy resistance to the aggressor. It is obvious that without the restoration and development of our own industrial production, capable of overcoming this backwardness, we cannot do without it. Before the beginning of the Russian-Ukrainian war, domestic scientists paid a lot of attention to the development of industrial production. However, the war and the destruction of aviation enterprises caused by it force us to reconsider traditional peacetime approaches to the policy of developing the domestic aviation industry. The full-scale military aggression of the Russian Federation against Ukraine from the first minute dealt a devastating blow to the activity of the aviation transport of Ukraine as a whole and the activity of all its components: airlines, airport and airfield systems, air traffic control systems, aviation industry systems of Ukraine, aviation systems education and science. The industry faced unforeseen force majeure challenges and threats to its existence. Under such conditions, the development and substantiation of strategic scenarios for the sustainable development of air transport in Ukraine in the conditions of the post-war economic recovery acquire undeniable relevance and is of practical importance for the further development of both air transport and the national economy, as a whole.

Keywords: strategic management, aviation enterprises, opportunities, sustainable development, post-war recovery, modernization, industrial production

Гуріна Ганна, Подре́за Сергі́й, Новак Валентина, Ліскович Назарій.. «Стратегічне управління авіапідприємствами України: виклики та можливості післявоєнного відновлення». Повномасштабна війна, яку російська федерація розпочала проти суверенної України у лютому 2022 року, спричинила значні людські втрати, масштабні руйнування та завдала серйозної шкоди національній економіці. Вона поставила під загрозу не лише політичне майбутнє країни, а й фізичне виживання українського народу. Однак війна неминуче завершиться нашою перемогою, і перед державою постане завдання післявоєнного відновлення міст та економіки. Нині існує багато поглядів на те, якими мають бути напрямки та підходи до відбудови. Водночас, усі ці думки об'єднують розуміння необхідності створення принципово нової економічної системи, яка б відрізнялася від тієї, що існувала до війни та стала однією з причин економічної, технологічної та військової вразливості країни. Очевидно, що ключовим елементом післявоєнного розвитку має стати відновлення та модернізація національного промислового виробництва, що дозволить подолати попереднє відставання та забезпечити економічну незалежність. До початку війни українські науковці приділяли значну увагу розвитку промислового сектору. Однак унаслідок бойових дій та знищення авіаційних підприємств традиційні мирні підходи до розвитку авіаційної галузі потребують перегляду. російська військова агресія завдала нищівного удару по всіх складових авіаційного сектору України, зокрема по авіакомпаніях, аеропортах, системах управління повітряним рухом, авіаційній промисловості, а також по освітніх і наукових установах галузі. Перед авіаційним сектором постали безпрецедентні виклики та загрози його подальшому існуванню. У такій ситуації розробка стратегічних сценаріїв сталого розвитку авіаційних підприємств в умовах післявоєнного відновлення є вкрай важливою. Вона має не лише теоретичне, а й практичне значення, оскільки визначатиме майбутнє української авіації та сприятиме загальному економічному відродженню країни

Ключові слова: стратегічне управління, авіаційні підприємства, можливості, сталий розвиток, повоєнне відновлення, модернізація, промислове виробництво

Introduction. The research for this article is based on a comprehensive analysis of secondary data sources, expert opinions, and

case studies from countries that have experienced post-war aviation recovery. A qualitative approach was used to assess the

challenges and opportunities faced by Ukrainian aviation enterprises, incorporating insights from economic reports, policy documents, and industry analyses. Key methods employed include comparative analysis, which examines historical aviation recovery models, and a strategic assessment of potential pathways for Ukraine's aviation sector. Additionally, a policy evaluation framework was used to analyze the role of governmental and international support mechanisms in aviation reconstruction. The combination of these methodologies ensures a thorough understanding of the factors influencing post-war aviation recovery and provides actionable recommendations for strategic management in Ukraine's aviation industry.

The formulation of the goals of the article. The primary goal of this article is to analyze the strategic management challenges and opportunities for Ukrainian aviation enterprises in the post-war recovery period. The study aims to identify key factors influencing the reconstruction of the aviation sector, including infrastructure restoration, financial stabilization, regulatory adjustments, and market competitiveness. Additionally, the article seeks to explore the role of government policies, international cooperation, and technological advancements in ensuring a resilient and sustainable recovery. Another important objective is to evaluate global best practices in post-war aviation recovery and assess their applicability to Ukraine's unique economic and geopolitical context. By providing a comprehensive analysis of potential development pathways, this article aims to offer practical recommendations for policymakers, industry leaders, and investors on how to effectively rebuild and modernize Ukraine's aviation industry.

Ultimately, this research aspires to contribute to the broader discourse on post-war economic reconstruction by emphasizing the strategic importance of aviation as a driver of national recovery and integration into global markets.

Analysis of recent research and publications. The issue of post-war economic recovery, particularly in the aviation sector, has been widely discussed in global academic and policy-oriented research. Studies on the reconstruction of aviation industries in war-affected regions highlight the necessity of strategic planning, international cooperation, and financial investment to ensure a successful recovery. Many researchers emphasize the role of government policies and external support in rebuilding critical infrastructure and restoring operational capacities.

Prior to the Russian invasion, Ukrainian scholars and industry experts extensively analyzed the development of the national aviation sector, focusing on modernization, competitiveness, and integration into the global market. However, the full-scale war has necessitated a revision of these approaches. Recent research has shifted toward examining the impact of military conflicts on aviation enterprises, the challenges of post-war recovery, and the adaptation of global best practices to Ukraine's current situation. International publications, including reports from organizations such as the International Civil Aviation Organization (ICAO) and the European Union Aviation Safety Agency (EASA), provide insights into post-crisis aviation recovery strategies. These studies stress the importance of sustainable development, digital transformation, and the adoption of innovative technologies in rebuilding aviation infrastructure.

Despite the growing body of research, there remains a significant gap in studies focused specifically on Ukraine's aviation sector within the context of post-war economic recovery. This article seeks to bridge this gap by synthesizing existing research findings, analyzing successful international experiences, and proposing strategic recommendations tailored to the unique challenges and opportunities faced by Ukrainian aviation enterprises.

Presentation of the main results. The Ukrainian aviation sector has faced

unprecedented challenges due to the ongoing war, which has severely impacted infrastructure, financial stability, and operational capacities. However, the post-war recovery period presents an opportunity to rebuild the industry in a way that is more resilient, sustainable, and competitive. Effective strategic management will be essential in overcoming the current crises and shaping a new future for Ukrainian aviation enterprises.

Challenges Facing Ukrainian Aviation Enterprises:

1. Infrastructure damage and reconstruction needs. One of the most pressing issues is the extensive damage to airports, air traffic control facilities, and aviation hubs. Rebuilding infrastructure requires significant investment, both domestic and international, and a clear strategy for modernization to meet global standards.

2. Financial instability and economic constraints. With economic downturns and the loss of revenue due to grounded fleets and disrupted operations, Ukrainian airlines are struggling with liquidity and debt management. Access to funding from international financial institutions and government support will be crucial in ensuring financial stability during the recovery phase.

3. Workforce and talent retention. The aviation sector has suffered a substantial loss of skilled professionals due to displacement and the general economic downturn. Retaining and attracting a skilled workforce will require strategic investment in training programs, competitive salaries, and stable working conditions.

4. Regulatory and safety concerns. Ensuring compliance with international safety standards while rebuilding operations is another major challenge. Ukrainian aviation enterprises must work closely with global regulatory bodies such as ICAO (International Civil Aviation Organization) and EASA (European Union Aviation Safety Agency) to

restore confidence in air travel safety and security.

5. Market competitiveness and customer confidence. Rebuilding trust among passengers and businesses will be a key factor in the recovery process. The aviation industry will need to focus on competitive pricing, enhanced service quality, and digital transformation to regain market share.

Opportunities for Post-War Recovery:

1. Modernization and sustainable development. Rather than simply rebuilding pre-war infrastructure, Ukraine has the opportunity to implement modern, eco-friendly, and efficient aviation solutions. This includes upgrading airports with green technologies, optimizing flight routes to reduce carbon emissions, and investing in fuel-efficient aircraft.

2. Strategic partnerships and foreign investment. International cooperation will be crucial in the recovery of Ukraine's aviation industry. By forming alliances with foreign carriers, leasing modern aircraft, and securing investment from global financial institutions, Ukrainian enterprises can accelerate their return to the market.

3. Digital transformation and innovation. The integration of digital solutions such as AI-driven logistics, smart airport systems, and contactless passenger services will enhance efficiency and customer satisfaction. Embracing technological advancements can make Ukrainian aviation enterprises more competitive on a global scale.

4. Expansion into new markets. Post-war economic recovery presents an opportunity for Ukrainian airlines to explore new markets, particularly in cargo and logistics. Strengthening Ukraine's role as a regional transit hub could drive economic growth and attract international trade.

5. Government and policy support. A well-structured government aviation policy, including tax incentives, subsidies, and investment-friendly regulations, can significantly aid the sector's recovery. Strategic management must align with

national economic plans to ensure sustainable growth.

Conclusions. The post-war recovery of Ukrainian aviation enterprises is fraught with challenges but also presents unique opportunities for modernization and growth. By focusing on strategic management principles - such as rebuilding infrastructure with resilience, ensuring financial sustainability, fostering international partnerships, embracing digital transformation, and exploring new markets - Ukraine can emerge with a stronger, more competitive aviation industry. The commitment of both the public and private sectors will be instrumental in ensuring a successful and sustainable recovery. The Russian aggression against Ukraine has persisted for a decade, resulting in immense human losses and widespread destruction. Ukrainian cities, villages, civilian infrastructure, industrial facilities, and a significant portion of the country's energy sector have been devastated. These colossal damages have led to a severe decline in Ukraine's economic potential. Despite these challenges, Ukrainian society continues to demonstrate remarkable resilience across all sectors, relying on various adaptation mechanisms to cope with the consequences of military aggression and terrorism.

While some steps toward economic recovery have already begun, full-scale reconstruction can only be achieved once the war concludes. Therefore, it is crucial for Ukraine and its allies to develop comprehensive strategies for post-war

economic recovery now. This process is of global significance, as Ukraine's successful reconstruction will serve as a testament to the resilience and effectiveness of democratic socio-economic models in countering authoritarian regimes. It will prove that democracies can withstand external shocks, rebuild, and strengthen their presence in the global economy.

Euro-Atlantic economic and military solidarity with Ukraine is essential for implementing this vast and resource-intensive reconstruction process. The successful recovery of Ukraine will depend on the efficient integration of both internal and external factors.

A large-scale economic recovery in Ukraine will enable the creation of a modern industrial and technological base, revitalizing the national economy and fostering new competitive advantages in regional and global markets. Additionally, this process presents an opportunity to continue structural reforms across various sectors and accelerate Ukraine's integration into key European and transatlantic institutions such as the EU and NATO.

Given the urgency of these challenges, a thorough conceptual analysis and practical recommendations from leading Ukrainian economists are crucial. Identifying the key prerequisites, directions, stages, mechanisms, and expected outcomes of post-war economic recovery is essential to ensuring Ukraine's successful and sustainable development in the years ahead.

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