

ANALYTICAL TOOLS OF STRATEGIC MANAGEMENT OF INTERNATIONAL BUSINESS OF AVIATION INDUSTRY IN UKRAINE

Chaikova O.I., Barabash Y.V.

National technical university «Kharkiv polytechnic institute», Kharkiv

Among the tools of strategic management are: industry analysis, structural analysis of the company's competitive environment, situational and portfolio analysis of the company [1].

Ukraine's aviation market size is approximately \$ 150 million in annual revenue. 350,000 pieces of hydraulic parts, engines, aircraft equipment, aircraft and helicopters [2]. The market growth rate is 6-7 % annually. Products of the aviation industry are exported and delivered to the European Union, China, South Korea, Azerbaijan, India, the UAE, the USA, Canada and Brazil.

There are 16 largest companies of the aviation industry in Ukraine. Plants that produce airplanes and helicopters are consumers of factories that produce aircraft assembly parts all over the world. Airlines, Air Force of countries are consumers of aircraft plants worldwide. Approximately 1000 customers; most are aircraft plants, airlines and Air Force of countries.

The type of vertical integration is direct. 5 of 16 largest companies produce component parts, engines for the subsequent assembly of aircraft and helicopters. The remaining 11 factories develop, assemble and repair aircraft and helicopters for international sale. No intermediaries between aircraft plants and consumers of details, parts and planes. Every year, the production of parts and engines increases by 2000 pieces, not only for Ukrainian consumers but also for the foreign market.

The brands of different producers are essentially identical – highly standardized (buyers perceive little real difference from a seller to seller). Manufacturing standards for aircraft parts and assembly of airplanes and helicopters are the same worldwide.

The aviation market has a high level of barriers. The market is unattractive for small companies, since entering this market requires significant investment resources, high technologies, high capital requirements for the construction of a new plant, the acquisition of technologies and equipment (worth \$ 1 billion). The number of participants in such a market is consistently the same, the market has a high level of competition due to the limited number of consumers.

Given the impact of 4 PR [2], a comprehensive approach is needed and the involvement of all stakeholders from the public and private sectors to academia and civil society to strategic dialogue to ensure further sustainable development of enterprise and its international business.

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