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## **METHODICAL APPROACHES TO THE FORMATION OF THE AIRLINE'S DEVELOPMENT PROGRAM**

Elaboration of a airline's development program is a creative process which presupposes high qualification and competence of a specialist.

Program of an airlines economic development is the mean to explain the choice of strategy and a document which identifies the aims and priorities of an airline development, measures and tool to implement the elaborated program. A researcher R.L. Akoff considers that the growth can be a result of an enterprise development or can be attained without it and is characterized as the increase of activity, profits, assets, employees, relative market share of an enterprise [1].

As V. Geyet supposes, economic growth should be considered not as short-term increase and decrease of real production in relation to its natural value, but as a longterm change of a natural level of real production related to development of productive forces in a long-term interval [2]. A researcher V. Dovbenko considers that development is a high-quality change of an enterprise state [3]. There are still up-to-date the works of a great economist of the XXth century F. Hayek. He was one of the first to analyse the specific peculiarities of economic development: ambiguity, scarcity of information, insufficient knowledge, – all these are terms that make a basis of innovation process. F. Hayek proposed a concept of «dissipated knowledge». Conclusions which were formulated by F. Hayek are considered as essential for understanding of such phenomena as «knowledge-based economy», and «creative corporation» or «a corporation which is studying». A basis of these studies was a simultaneous combination of such concepts and sciences as psychology (economic behavior), economy, awareness and consciousness [5].

Economic development of an airlines is one of the primary objectives of an enterprise functioning because it ensures their crease of competitiveness and strengthening of an enterprise at the market, as well as satisfaction of consumers' demand [6,7].

There are distinguished two basic ways of the economic grow the achievement: extensive and intensive.

An extensive type of grow this provided by their crease of their sources involved into the main activity. An intensive type is provided by the more effective use of resources, introduction of innovation the best forms to organize main activity.

The program of economic development should be developed on the basis of the following principles: integrity, objectivity, scientific character, balance of economic development, flexibility, dynamics.

Taking into consideration the above-mentioned principles will allow to fulfill the primary enterprise ask in the elaborated program of economic development. It is suggested to develop the program of an airlines economic in such sequence.

I stage. Estimation of economic development level of an airlines.

- 1.1. Information base formation.
- 1.2. Analysis of factors which influence economic development of an enterprise.
- 1.3. Diagnosis of a level of economic development of an enterprise.
- 1.4. Calculation of an integral index of economic development level of an enterprise.

II stage. Development and implementation of the economic development program of an airlines.

- 2.1. Setting the aims of the economic development program of an airlines
- 2.2. Choosing an economic development strategy of an airlines
- 2.3. Estimating threats and possibilities of an enterprise economic development
- 2.4. Developing and introducing measures of implementation of the economic development program of an airline: commodity policy, price policy, expenses rationalization policy, personnel policy, investment policy.

III stage. Control over implementation of the economic development program of an airlines.

- 3.1. Monitoring of introduction of the developed measure soft program
- 3.2. Estimation of a degree of the program implementation
- 3.3. Development of the correcting instruments which help achieve the economic development program of an airlines.

Explanation of the economic development program of an airlines is based on the choice of its economic development strategy. An enterprise can choose strategy of growth which represent intention of an enterprise to increase production, income, capital, investments; an enterprise can choose a stabilization strategy in case of unstable sale and income.

Strategies of an enterprise development can be in different ranges:

- 1) intensive growth than decrease of sales,
- 2) product development – a product should be developed in accordance with the users' and market requirements,
- 3) market development – market knowledge about quality and specification of a new commodity, eagerness to enter new market segments,
- 4) diversification – the process of diversification is caused by the problems which refer to changes in a next external environment, where an airline is forced to change strategy or introduce a new type of activity, to make (to sell) new commodities, to give new services, to invest differently. The main task of diversification is to increase stability of an airlines due to manage availability of resources,
- 5) integrated growth – horizontal integration (merge with other enterprises) or vertical integration (combination of activity with suppliers or with the enterprises of marketing network), in cooperate on between competitors,
- 6) a restructuring strategy -the program of an enterprise development by acquiring other enterprises or their controlling interests,
- 7) strategy of commodity market focusing,
- 8) strategy of strengthening market positions,
- 9) strategy of organizational changes [4, 6].

Methodical approaches for the program of an airlines development presupposes to continue to develop advantages which were attained by an enterprise, to fix position at the assimilated market segments and to enter new ones. The offered sequence of the elaborated program will allow to achieve the long-term economic aims of an enterprise which could provide its effective function in a high level of competitiveness.

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