

**MINISTRY OF EDUCATION AND SCIENCE OF
THE REPUBLIC OF KAZAKHSTAN
SULEYMAN DEMIREL UNIVERSITY
SDU BUSINESS SCHOOL**

«Approved»

Head of department

«Economics and Business»

_____ Syzdykov Y.Zh.

«___» _____ 2022

THESIS WORK

Theme: « **Implementation of strategic marketing management to improve the
performance of company of Kazakhstan market place**»

Specialty «**7M04102 - Management**»

Submitted by Student
2-nd course, group
«Management»

(signature of the student)

Baiken Aigerim

Scientific Supervisor
PhD, Assistant Professor

(signature of the
supervisor)

Nurgabdeshov Assylbek

Kaskelen, 2022

TABLE OF CONTENT

TABLE OF CONTENT	2
LIST OF TABLES	3
LIST OF FIGURES.....	4
ABBREVIATIONS.....	6
ABSTRACT.....	7
1 LITERATURE REVIEW	8
1.1 The essence of the efficiency of the enterprise and the main factors affecting it	8
1.2 The role of strategic marketing management in enterprise efficiency management	16
1.3 Relevance in the study of the topic	22
2 RESEARCH METHODOLOGY	27
2.1 Type of study.....	27
2.2 Respondent profile and sample size.....	30
3 ANALYSIS OF THE RESULTS OBTAINED	33
3.1 Processing of research results	33
3.2 Main conclusions on research issues.....	50
4 DISCUSSION AND CONCLUSION.....	55
5 LIMITATIONS OF THIS STUDY	58
REFERENCES.....	59
APPENDICES	62
Appendix A: Questions for respondents	62

LIST OF TABLES

Table 1	Fragment from interview of respondent No. 1.....	43
Table 2	The first cluster of content analysis topics, the cluster "the essence of the company's strategy".....	44
Table 3	The second cluster of content analysis topics, the "essence of business efficiency" cluster.....	45
Table 4	The third cluster of content analysis topics, the cluster "specifics of marketing strategy".....	45
Table 5	The fourth cluster of content analysis topics, cluster "connections between phenomena in business: strategy; efficiency; marketing".....	46
Table 6	Fifth cluster of content analysis topics, cluster of "impact on airline performance".....	46
Table 7	Sixth cluster of content analysis topics, cluster "specifics of airline marketing strategy".....	47
Table 8	Seventh cluster of content analysis topics, cluster "reflection of the pandemic situation on the company's performance".....	47
Table 9	Eighth cluster of content analysis topics, cluster "the impact of marketing strategy on the elimination of the negative consequences of the pandemic on the efficiency of the airline".....	48
Table 10	Ninth cluster of content analysis topics, cluster "marketing areas in need of changes".....	49
Table 11	The tenth cluster of content analysis topics, the cluster "factors to consider when developing an airline's marketing strategy during a crisis period".....	49

LIST OF FIGURES

Figure 1	Internal factors influencing the efficiency of the enterprise.....	12
Figure 2	The category "enterprise efficiency" through the pyramid of influence zones.....	14
Figure 3	Distribution of the sample according to the answer to question No. 1: "How do you understand the term "company strategy"?..	34
Figure 4	Distribution of the sample by the answer to the question: "If you say that the company is working effectively, what do you mean?".....	35
Figure 5	Distribution of the sample according to the answer to question No. 3: "What do you think can be considered a marketing strategy?".....	35
Figure 6	Distribution of the sample according to the answer to the question: "How do you think the following phenomena in business are related: strategy; efficiency; marketing?".....	36
Figure 7	Distribution of the sample according to the answer to the question: "What can affect the efficiency of the airline?".....	37
Figure 8	Distribution of the sample according to the answer to question No. 6: "What do you think the specifics of the airline's marketing strategy can manifest themselves in?".....	38
Figure 9	Distribution of the sample according to the answer to the question: "How did the situation with the Covid-2019 pandemic affect the efficiency of your company?".....	38
Figure 10	Distribution of the sample according to the answer to question No. 8 "How can the marketing strategy reduce or eliminate the negative effects of the pandemic on the efficiency of the airline?"	39

Figure 11	Distribution of the sample according to the answer to the question: "What areas of marketing do you think need strategic changes in your company?"	40
Figure 12	Distribution of the sample according to the answer to question No. 10: "What do you think, which of the factors (internal, external) should be taken into account when developing an airline's marketing strategy during the crisis period"	40
Figure 13	Distribution of the sample according to the answer to question No. 10 by type of orientation.....	41
Figure 14	Diagram of the answer to research question No. 1: "What is the marketing management strategy aimed at improving the efficiency of the airline?"	51
Figure 15	Schematic representation of the answer to the second research question: "How does a special marketing strategy minimize the negative effects of the external environment on the efficiency of the airline?.....	52
Figure 16	Schematic representation of the answer to the second research question: "What components and elements should be presented in the marketing strategy, taking into account the influence of factors of the external and internal environment of the company?"	53

ABBREVIATIONS

1. COVID-19 COronaVirus Disease 2019
2. JSC Joint-stock company
3. B2B Business to Business
4. B2C Business to Consumer
5. IPO Initial Public Offering

ABSTRACT

The topic of effective enterprise development becomes particularly relevant in times of crisis, including after the ongoing pandemic that began in 2019 and has been affecting the global economy for three years. The pandemic has led to a significant deterioration in the main indicators of the solvency of enterprises, their reliability and efficiency. Enterprises of some industries, including the aviation, tourism and hospitality industries, assumed excessive risks for their core activities, which affected the efficiency of their functioning.

The efficiency of an enterprise as a scientific category is represented in many scientific disciplines that study business problems in one way or another: marketing, management, strategic management, economics, personnel management, financial management.

This study examines the impact of strategic marketing management on the company's efficiency, including in the post-crisis period, namely on the aviation industry company - Air Astana.

The survey took place in March 2022 and 26 respondents took part in the interview, which consists of employees aged 23 to 55 years. The sample is divided into those respondents who are related to the airline's marketing department and those who work in other departments.

This study is a marketing qualitative study that aims to study various factors of the external and internal environment of the enterprise. Content analysis makes it possible to take a broader approach to the study of a new phenomenon, one of which is the impact of the Covid-19 pandemic on the strategic marketing management of the company.

1 LITERATURE REVIEW

1.1 The essence of the efficiency of the enterprise and the main factors affecting it

Efficiency is one of the most important characteristics of the activity of enterprises in a market economy. An enterprise that functions effectively has advantages over other enterprises of the same profile in the selection of suppliers, in obtaining loans, in attracting investments, and in the selection of qualified personnel. In addition, Kostromin notes (2013) that an effectively functioning enterprise does not conflict with society and the state on the transfer of taxes and non-tax payments, on the payment of dividends, wages, repayment of loans and interest on them ¹.

Kostromin (2013) also says that efficiency is often identified with profitability, utility, as well as rationality, efficiency, economy or optimality ².

According to Zhigas (2009), the effectiveness of the organization is a complex multilateral concept. The author believes that the main condition for the effectiveness of the organization's activities is to ensure the interest of all participants in the commercial, as well as its owners, managers, employees, buyers and contractors of the organization ³.

The category of "efficiency" has always been the main characteristic of the success of financial and economic activities. It still remains the main criterion in the process of substantiating management decisions. However, the essence of this category, with all the clarity available, is understood ambiguously.

Despite the non-necessity of achieving the goal, entrepreneurial activity necessarily ends with a result, even if the result is not positive or differs from the planned one. The economic rationality or irrationality of the activity determines

¹ Kostromin P.A. Sustainable development of the enterprise in the conditions of modernization of the economy// Economics and modern management: theory and practice: collection of articles on Mater. XXIV International Scientific and Practical Conference – Novosibirsk: SibAK, 2013

² The same place.

³ Zhigas M.G. Ensuring the financial stability of organizations in a market economy. Abstract of the dissertation for the degree of candidate of EC. Sciences'.-Irkutsk: 2009.-16 p.

precisely the coincidence or discrepancy of the actual result of the activity with the planned one.

The relationship between "goal" and "result" is well revealed in economic theory through the position of economic efficiency of activity, which is understood as the achievement of an effect (Mumladzde, 2015)⁴.

The ability to modern qualitative changes is expressed using such categories as "effect" and "efficiency", they are given the opportunity to be expressed in volume indicators (reflect the rise and formation of the organization as a financial object). In general, the performance indicator uses the concept of "effect" as the initial term (from the Latin effectus - "execution", "action"), which means some effect, due to some reasons or actions, the result of movement towards the goal (Efimova, 2010)⁵.

As such, the effect is the result of the financial and economic activities of the organization and can be determined both by cost indicators and in kind. These indicators include: the volume of production in value and in kind, profit, savings in certain categories of costs, total savings received from cost reduction, and others.

Bakanov (2014) concludes that a distinctive feature of efficiency from the effect indicator is taking into account not only the achieved result of activity, but also the conditions under which it was achieved. This is due to the fact that the same expenses give completely different results, and on the contrary, the same effects can be obtained in different ways with different costs, i.e. no matter how important the result is, there is a need to know which ways the final effect is obtained⁶. According to Savitskaya (2017), the measurement of the achieved effect and the costs of achieving it can be considered the main measurement of the economic efficiency of the organization⁷.

In scientific and methodological works on the theory of the functioning of

⁴ Mumladzde R.G. Improving operational efficiency//Publishing house: Rusain, 2015. – 195 p.

⁵ Efimova O. V. Financial analysis: modern tools for making economic decisions: textbook. — 3rd ed., ispr. and add. - M.: Publishing house "Omega L", 2010. — 351 p.

⁶ Bakanov M. I., Melnik M. V., Sheremet A.D. Theory of economic analysis. Textbook. / Edited by M. I. Bakanov. - 5th ed., reprint. and additional - M.: Finance and Statistics, 2014. – 117 p.

⁷ Savitskaya G.V. Economic analysis. 14th ed., reprint. and additional — M.: INFRA-M, 2017. — 649 p.

enterprises as complex systems (Asaul, 2013), a number of important circumstances on the effectiveness of the system are highlighted:

- meeting the requirements of socio - economic development and market equilibrium;
- a finite or very long interval of operation time;
- the need for hierarchical management of effective development, ensuring the coordination of conflicting interests with the indispensable fulfillment of key requirements ⁸.

The analysis of various approaches and opinions of many scientists on the theory of effective development of general economic systems allows us to believe that the formation of a system of effective development of an enterprise operating in the market is possible in combination with the general economic state of the national economy and, using a systematic approach, this implies the unity of the principles of its formation and functioning, the justification of the stages and strategies of their development and mechanisms implementations.

The study of definitions, definitions and opinions of various authors allowed us to formulate our own understanding of the phenomenon of "effective enterprise development". In our opinion, the effective development of an enterprise acts as a complex concept that combines stability as a condition and development as a change at the same time. At the same time, the enterprise acts as a socio-economic system, and is at a certain level of development, which is influenced by many factors.

The efficiency of the enterprise is greatly influenced by factors that can be divided into external and internal. Internal directly depend on the organization of the work of the organization itself; the change of external ones is almost or not at all subject to managerial actions on the part of the organization's management. The management of the organization is responsible for the correct modeling of the company's production and economic activities, also improves the efficiency of the company and employees, and also plans different ways of implementing the

⁸ Organization of entrepreneurial activity: textbook for universities / A. N. Asaul ...3rd ed. The third generation standard. – St. Petersburg: Peter, 2013. – 416 p.

company.

External factors, i.e. all those factors that are outside the company and can affect it. The external environment in which the company has to work is in constant motion, subject to change. The company's ability to respond and cope with these environmental changes is one of the most important components of its success.

The main factors of the external environment of the organization can be divided into four large groups:

1) political and legal factors. Various factors of a legislative and governmental nature can influence the level of existing opportunities and threats in the company's activities: changes in tax legislation; the alignment of political forces; interaction between representatives of business and government; legislation of different levels; legislation on environmental protection; government spending; antimonopoly legislation; monetary policy; government regulation; elections; political conditions in foreign countries; the size of state budgets; government relations with foreign states;

2) economic factors. The ability of a company to make a profit depends on the general welfare of the economy, the stage of development of the economic cycle. The macroeconomic climate is responsible for the level of the company's capabilities on the way to achieve certain economic goals. Economic conditions in the country can lead to different consequences. For example, a decrease in demand for the company's products and services, or an increase in economic indicators due to the solvent population. When analyzing the external situation for a particular organization, it is necessary to evaluate a number of economic indicators of the effective state and development. This includes the interest rate, currency exchange rates, economic growth rates, inflation rate and some others;

3) social and cultural factors influence the lifestyle of the country's residents, their work, as well as the consumption of goods. Social and cultural trends create certain trends, as a result of which values are created among the representatives of this country;

4) technological factors. The technologies that were invented in the last 10

years have made a significant breakthrough in absolutely all spheres of the economy. For example, the creation of electronic systems, the mass use of digital gadgets, the production of various robots. In a market economy, every manager must take into account this technological progress.

A special role in the company's efficiency is played by the level, dynamics and changes in the effective demand for the company's services and products. After all, the role of revenue is important for the development of each company. All this is very closely related to the income of the population, the state of the country's economy, as well as the services provided by large companies.

The efficiency is also significantly affected by the phase of the economic cycle in which the country's economy is located. During the crisis, there is a lag in the pace of sales of products (services) from the pace of production (provision of services).

Competition policy is a key factor determining the competitiveness and efficiency of enterprises on the one hand, and the standard of living of citizens on the other.

Now let's consider the internal factors influencing the efficiency of the enterprise (Figure 1).

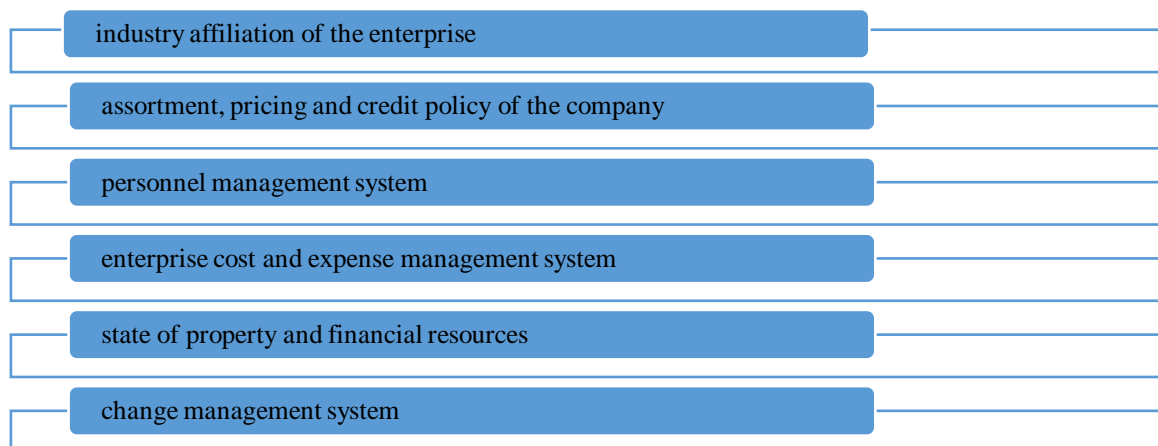


Figure 1 - Internal factors influencing the efficiency of the enterprise

Note: compiled by the author

The degree of their cumulative impact on the efficiency of the enterprise depends not only on the ratio of the above factors, but also on the stage of the operating cycle at which the enterprise is currently located, on the competence and

professionalism of its managers.

The first two factors of the internal environment relate to the implementation by management personnel of the marketing function of enterprise management, including:

- the industry affiliation of the enterprise affects the relationship of the enterprise with the market, the policy of competitiveness management;
- assortment, pricing and credit policy – factors influencing consumer behavior.

The next factor is the personnel management system, which in modern companies has a significant impact on their effectiveness, since there is a saying "people are everything". Due to the high turnover of financial resources, high risks of activity in the aviation market, the presence of high-class, efficiently working personnel in the staff of the organization ensures the airline not only current efficiency, but also effective development in a competitive environment.

Another significant factor in the efficiency of an aviation enterprise, closely related to the types of flights performed, is the optimal composition and structure of the company's financial resources, as well as the correct definition of their management strategy.

Thus, the effective development of an enterprise is a complex concept that depends on a large number of economic, environmental and social factors

As already noted above, the effective development of an enterprise is a multifactorial and multidimensional concept, therefore modern management approaches should take into account all aspects:

- interested persons (stakeholders);
- different areas of the internal environment of the enterprise (financial, marketing and organizational);
- the external environment.

Clearly, the circumstances or signs of an effectively developing enterprise from the position of various stakeholders are presented in Figure 2 in the form of a pyramid.

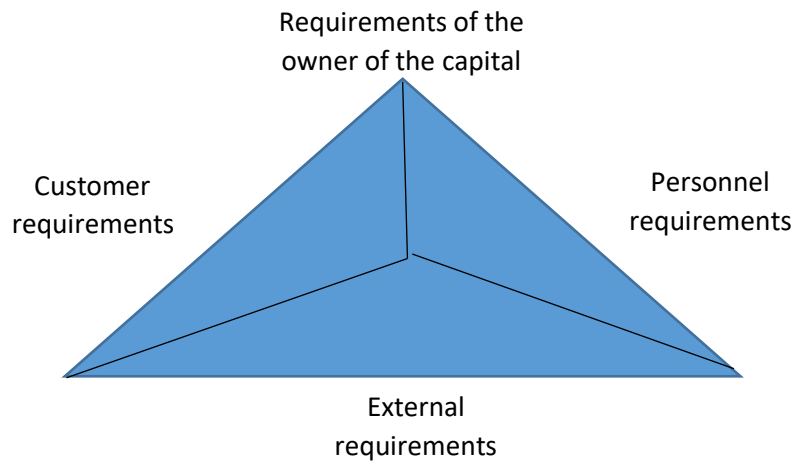


Figure 2 – The category "enterprise efficiency" through the pyramid of influence zones

Note: compiled by the author

Taking into account the opinions of stakeholders is important for assessing the effectiveness of the company's functioning, since the result has different values for different categories of persons interacting with the company. Thus, first of all, the category of "enterprise efficiency" is revealed through the expectations and needs of stakeholders (stakeholders) - groups of persons, individuals or enterprises whose actions, behavior or decisions can affect the enterprise.

From the point of view of investors, founders and managers, an effective enterprise makes a profit over a long period of operation. It should be emphasized that the time factor is of great importance here, especially for capital owners, since one-time or periodic "bursts" of profit as an indicator of financial effect cannot be taken by reasonable entrepreneurs for efficiency. Efficiency for the owner of capital should be accompanied by the absence of risk or minimization of the risk of making a profit in the future. As a result, such a mandatory aspect of an effective company as management is of great importance. Here management means a multi-level process of supporting the functioning of a complex structured system, since the organization is a complex structured socio-economic system.

From the perspective of the client and marketing analysts, an effectively functioning enterprise provides customers with a product that fully meets their needs

"here and now". In this aspect, the current (present) moment of functioning efficiency is important, the user (buyer) of the product is not so important as the period of the company's presence on the market, its financial viability, as a result of its functioning, expressed in the product.

From the point of view of the staff, the efficiency of the functioning of an enterprise can be understood as an organizational structure and communication mechanisms in which each employee clearly understands his functions and his contribution to the business, interacts qualitatively with other employees, and also receives appropriate remuneration for his work and social guarantees.

As can be seen, in addition to stakeholders, the effective development of the enterprise must take into account the dynamically changing external environment. Thus, the statement is built that the effective development of an enterprise operating in a dynamically changing external environment and under the influence of the needs and expectations of stakeholders acts as a complex concept that combines both current stability as a state and development as a change. At the same time, the enterprise acts as a socio-economic system that has certain parameters of the current state (finance, marketing, personnel) and is in the process of constant development.

As can be seen, in addition to stakeholders, the effective development of the enterprise must take into account the dynamically changing external environment. Thus, the statement is built that the effective development of an enterprise operating in a dynamically changing external environment and under the influence of the needs and expectations of stakeholders acts as a complex concept that combines both current stability as a state and development as a change. At the same time, the enterprise acts as a socio-economic system that has certain parameters of the current state (finance, marketing, personnel) and is in the process of constant development.

1.2 The role of strategic marketing management in enterprise efficiency management

In the theory of management (Daft, 2016), two approaches to management are

identified, which correspond to two aspects of efficiency (the effectiveness of the state and the effectiveness of changes):

- situational approach (management of the current state taking into account the parameters of the situation;

- dynamic approach (change management) ⁹.

At the same time, both situational and dynamic approaches can be aimed at the same key points (targets): finance, market, personnel, marketing.

Let's highlight the main targets of strategic enterprise performance management:

1) Financial performance management. The financial efficiency of the enterprise is managed by attracting, optimizing and distributing the company's own and borrowed funds, income, and costs. Management efficiency is assessed by analyzing financial coefficients, studying the dynamics of their changes over a certain period. The basic values for financial assessment can be:

- indicative values for the previous period;
- the indicators are average for the industry;
- values of efficiency coefficients of competing enterprises;
- theoretically justified, or optimal (critical) values established as a result of an expert survey¹⁰.

Kreinina (2013) believes that the effectiveness of the company and the potential effectiveness of entrepreneurship largely depend on the quality of asset management of the organization, on what and how many assets are involved, what is the size of reserves and assets in cash, etc. The author also notes that an effectively functioning enterprise should assess the risk of insolvency, which can affect everything operational processes and cause the shutdown of activities due to lack of inventory¹¹.

Amanbayev (2012) identifies profit as the main result of the company's functioning, since its extraction is one of the two main economic goals of each

⁹ Daft R. Management. 10th edition-STD.: Peter, 2016. - 864s.

¹⁰ Vasilyeva L. C. Financial analysis: textbook / L. C. Vasilyeva, MB. Petrovskaya. – M.: KNOSSRT, 2012. – 544 p.

¹¹ Kreinina M.N. Analysis of the financial condition of the enterprise. – M.: DIS, 2013. -287s.

company's work in modern conditions. Profit characterizes the efficiency of the use of invested capital and represents the entrepreneur's remuneration for the risk of entrepreneurial activity¹².

2) Organizational efficiency management. From our point of view, it is not enough to form conclusions about the effectiveness of an organization's development by evaluating its financial efficiency. We believe that it is also necessary to evaluate the effectiveness of the organization as a management system. The availability and effectiveness of the management system will make it possible to assess the internal stability of the organization as a system, including to study the state and dynamics of the following key points of the enterprise's functioning: personnel management; operational management of current business processes; strategy management.

These particular key points correspond to the functional area of enterprise management, which in the organizational structure of management find expression in the corresponding target subsystems. Krotkov (2011) believes that organizational management is included in the management system of competitive advantages of the enterprise¹³.

3) Management of market efficiency (competitiveness). It is assumed that the competitiveness of an enterprise is a cumulative comparative characteristic of an enterprise, which reflects the qualitative degree of advantages of the enterprise performance indicators system that determine success in a particular market in a specific period of time relative to the totality of the system of indicators of competing enterprises. In our opinion, this definition most accurately reflects the content of the term "competitiveness" in the conditions of the crisis period of the pandemic.

The competitiveness of the airline is based on the following factors:

- the quality and range of flights and additional services of the airline;
- availability of effective marketing tactics;

¹² Amanbayev U.A. Enterprise Economics: a textbook. -Almaty:Bastau, 2012.-432 p.

¹³ Krotkov A. Competitiveness of the enterprise: approaches to ensuring, criteria, evaluation methods / A. Krotkov, Yu. Eleneva // Marketing in Russia and abroad. – 2011. - No. 6. – pp. 59-68.

- the level of management and professionalism of employees;
- technological level of operational activity;
- pricing policy;
- flexible response to foreign policy, economic and social factors in the world.

The implementation and development of the competitiveness management of an enterprise operating in the aviation market is a difficult task that requires a systematic solution in the implementation of a huge number of managerial, technical, technological conditions.

N.S. Yashin (2019) argues that the competitiveness of an enterprise is related to its ability and dynamics of adaptation to market competition conditions. Ajazade (2015) also notes that an organization can achieve excellent business results only if it can provide products and services for which customers will pay more than the costs of their production have been realized. Ajazade (2015) also says that strategic competitiveness management necessarily includes managing the value chain of goods (services) for customers¹⁴.

Strategic marketing management is important in the management of enterprise efficiency, since marketing affects all the above-mentioned key points (targets) of efficiency: finance by managing the processes of attracting customers and generating revenue; operational activities by forming a common strategy for positioning the enterprise, defining a roadmap for achieving goals; competitiveness by creating value chains for customers and the formation of competitive advantages.

The literature review made it possible to identify the following main directions of strategic marketing management, which, according to the authors, have the most obvious factors influencing the efficiency of the enterprise:

1) Managing a sustainable competitive advantage. Achieving a sustainable competitive advantage allows an organization to achieve excellent results

¹⁴ Aghazadeh H. Strategic Marketing Management: Achieving Superior Business Performance through Intelligent Marketing Strategy// Procedia - Social and Behavioral Sciences, Volume 207, 20 October 2015, Pages 125-134. <https://doi.org/10.1016/j.sbspro.2015.10.161>

(McNaughton et al, 2002; Li and Tsai, 2009). According to these authors, the management of sustainable competitive advantages creates a marketing perspective for the organization and act as a source of organizational success. The main strategy for managing sustainable competitive advantages is to focus on using the resources available to the enterprise to create and maintain value for the stakeholders of the organization, especially for its customers. Ajazade (2015) agrees with these authors and adds that an organization's competitive advantage can be sustainable if it is valuable, rare, inimitable for competitors and can be manageable for the organization itself.

2) Progress management. Walker (2019) states that improving the efficiency of an enterprise is impossible without three components: setting goals, measuring progress and sketching a strategy to achieve the goal. The author believes that strategic marketing management should include tracking progress and adjusting marketing plans based on regular quarterly reviews of the organization¹⁵.

3) Process management. 3.1 Management of planning and implementation processes. Bas (2018), speaking about strategic marketing management, identifies two independent tools: planning and implementation¹⁶. Osborne (2018) notes that the marketing strategy planning system includes the processes of defining and setting goals, objectives of the organization, as well as determining the appropriate and best action plans among all available alternative strategies to achieve them (Osborn, 2018)¹⁷. Maharjan (2017) contradicts the opinion of the Bass (2018), meaning by marketing strategy management specifically the strategy of responding

¹⁵ Walker, R. M. (2019). Does Strategic Planning Improve Organizational Performance? A MetaAnalysis. *Public Administration Review*, 79, 810-819

¹⁶ Bus, A. J. (2018). An Overview of Strategic Management Practices. Retrieved from *Austin Journal of Business Administration Management*: <https://austinpublishinggroup.com/businessadministration-and-management/fulltext/ajbam-v2-id1033.php>

¹⁷ Osborn, C. (2018). The 5 Stages of The Strategic Management Process. Retrieved from *thetrainingassociates*: <https://thetrainingassociates.com/blog/5-stages-strategic-management-process>.

to market changes ¹⁸. 3.2 Research processes. Some authors highlight the special role of research, on which the product positioning strategy in the organization is compiled (Ali, 2018) ¹⁹. The author believes that this is important for the company's comprehensive advancement forward. At the same time, strategic marketing is understood as: setting goals, formulating the design of strategic research and drafting a product positioning strategy. Weller (2016) also notes that strategic marketing should include research and allocate a budget for it for each target market. The author emphasizes the need for marketing details to specify strategic directions of promotion in this market ²⁰. Jaakkola and co-authors (2010) also say that the problem is that most studies study only the influence of two or three marketing factors. Studying the general marketing effects, we get highly averaged results that may contain a lot of "noise", therefore, it is necessary to highlight the specifics of the influence of specific marketing factors on various types of business contexts ²¹.

4) Managing adaptation to changes. The authors also note as an important element of the strategic marketing management system, the management of adaptation to various market conditions. Maharjan (2017) emphasizes the need to take into account internal and external factors so that the organization can safely adapt to various performance conditions.

5) Innovation management. Ajazade (2015) says that organizations should consider innovative knowledge as a new contribution to maintain a competitive advantage and develop an intelligent marketing strategy (more than the existing internal capabilities and wider than the external position as existing resources). The author has developed a comprehensive model of an intelligent marketing strategy,

¹⁸ Maharjan, K. K. (2017). Customer satisfaction and customer loyalty. *Marketing for Entrepreneurs and SMEs*, 1, 21-36.

¹⁹ Ali, M. (2018). Strategic management practices and performance of the sme's in Bangladesh. *International Journal of Advanced Research*, 7, 69-78.

²⁰ Weller, J. (2016). 12 Free Marketing Budget Templates. Retrieved from [smartsheet: https://www.smartsheet.com/12-free-marketing-budget-templates](https://www.smartsheet.com/12-free-marketing-budget-templates)

²¹ Jaakkola M., Möllera K., Parvinena P., Evanschitzky H., Mühlbacher H. Strategic marketing and business performance: A study in three European 'engineering countries'// *Industrial Marketing Management*, Volume 39, Issue 8, November 2010, Pages 1300-1310. <https://doi.org/10.1016/j.indmarman.2010.06.005>

- which includes a number of strategic actions: - creating a sustainable competitive advantage based on internal capabilities and external position at the same time;
- application of innovative knowledge as a source of value creation;
 - measures to formulate a strategy based on opportunities, resources and needs (values for clients);
 - marketing intelligence and market analysis to assess the possibility of implementing the strategy;
 - evaluation of ways to distribute marketing information and create relationships with customers;
 - building a system for collecting marketing information and analyzing it;
 - adjustment of marketing plans and adaptation of the company to market changes.

Ajazade (2015) believes that this strategy will not only determine the values of customers, attract and satisfy them, encourage customers to return, but also lead the company to high performance.

Thus, in this paragraph, the main aspects of strategic marketing management were considered for the purpose of improving the efficiency of the enterprise.

1.3 Relevance in the study of the topic

The conducted literature review showed that:

- effective development of an enterprise operating in a dynamically changing external environment and under the influence of the needs and expectations of stakeholders, acts as a complex concept that combines both current stability as a state and development as a change. At the same time, the enterprise acts as a socio-economic system that has certain parameters of the current state (finance, marketing, personnel) and is in the process of constant development.

- in management theory, there are two approaches to performance management: situational approach (management of the current state taking into account the parameters of the situation; dynamic approach (change management). Both of these

approaches can affect various key areas and targets of enterprise efficiency. The situational approach is represented by a large number of scientific papers and many tools for measuring efficiency have been developed for it.

- the main objectives of strategic enterprise efficiency management are highlighted: financial efficiency management, organizational efficiency management and enterprise competitiveness management in the market.

- strategic marketing management is important in enterprise efficiency management, since marketing affects all the above-mentioned key points (targets) of efficiency: finance by managing the processes of attracting customers and generating revenue; operational activities by forming a common strategy for positioning the enterprise, defining a roadmap for achieving goals; competitiveness by creating value chains for customers and the formation of competitive advantages.

- the literature review made it possible to identify the following main directions of strategic marketing management, which, according to the authors, have the most obvious factors influencing the efficiency of the enterprise: management of sustainable competitive advantage; management of the progress of the enterprise; process management, including planning and implementation of strategy, research processes; management of adaptation to changes and innovation management. It can be concluded that strategic marketing management is an area widely and comprehensively studied by many authors from various sides.

Nevertheless, there remain some aspects of strategic marketing management that are insufficiently presented in the literature, including the following:

- crisis management of marketing strategy;
- the specifics of the strategic management of the airline's marketing in order to increase the efficiency of its operation.

Grinin (2009) notes that a feature of the functioning of the world economy is the cyclical recurrence of economic phenomena. Economic crises are one of these proofs ²².

²² Grinin, L. E. Korotaev, A.V. The global crisis in retrospect. — M., 2009., p.8

Kachurovsky (2012) highlights the following feature of the impact of the crisis on efficiency: during crises, there is a decline in production and accumulation of unrealized goods in the markets. There is also a drop in prices and the collapse of the system of mutual settlements, the collapse of banking systems, the ruin of industrial and trading firms, a sharp jump in unemployment, etc.²³

The crisis of 2020, which was not caused by financial ties and their instability, allowed the leaders of both large and small companies to experience stresses of a different order.

The current crisis is associated with the realization of a world-class epidemiological risk - the sudden appearance and sharp spread of a new type of infection of the coronavirus family. The virus was labeled 2019-nCoV, the disease – COVID-19. This risk is realized when the world economy is not in its best condition. In the context of this crisis, China's growth as the locomotive of the global economy has slowed down. COVID-19 has become a trigger ("trigger") for a broader and deeper global economic crisis.

The channels of influence on the economy are the very implementation of quarantine measures taken to reduce the spread of COVID-19, which sharply reduce the traditional economic activity of companies. For example, as of October 2020, the loss of the global air transportation sector due to COVID is estimated at more than 270 billion US dollars. At the same time, airlines are faced with the fact that their working capital stock covers no more than 3-6 months of activity.

And this is not an industry effect, crisis phenomena affect various sectors of the real economy:

- production is suspended, for which, after resumption, additional time will be required to reach the pre-quarantine output level;
- a decrease in business activity leads to a contraction of the labor market and increases the burden on the state budget;
- shock shocks of economic systems from COVID-19 have an impact on

²³ Kachurovsky, E. P. Modern World Economy / E. P. Kachurovsky. — Minsk : Belprint, 2012., p.128.

financial markets, there is a drop in liquidity;

- uncontrolled decline in the value of assets causes a chain reaction, which can lead to a series of bankruptcies.

Thus, the peculiarity of this crisis is that its beginning is not in the financial bloated system, and not in the real sector of the economy, but in the social system, i.e. in the very final and concrete market that provides the entire world economy.

At the same time, governments are faced with the need to artificially reduce market activity in order to preserve the viability of the system itself (the state), there are examples of such solutions in public life – this is an artificial coma of the body.

The problems of conservative financial management are that the management of an enterprise can be directed to the belief that none of the zones of strategic resources and groups of influence of the enterprise depends on the external environment so much that it is threatened by serious shocks. At the same time, the management misses the fact that the idea of threats is included in the existing "picture of the world" of current ideas about crises. Until 2020, business could not assume that social interaction, i.e. the basis of the functioning of humanity, including the market, will be under threat and not in connection with bloated financial systems. The most widespread in the world in the context of business assistance are the instruments of providing debt financing, followed by employment support measures and tax incentives. Despite the relatively favorable financial conditions, they turned out to be insufficient for businesses to withstand the economic consequences of the pandemic, and not only the SME sector, but also large corporations suffered.

The study of some publications in the field of specifics of the airline's strategy management allowed us to identify some of the most relevant topics for the crisis management system:

- problems of constructing strategies for forecasting demand for future flights and their adaptation with the airline's revenue and profit management system (Vinod, 2021). The marketing planning process should include flexible scheduling, pricing and revenue management, and should easily adapt to rapidly changing

market conditions. This new approach will remain relevant after COVID-19²⁴.

- the problems of building effective crisis communications with customers that affect the image of the airline's social responsibility and its business reputation in the long term (Yu et al., 2020)²⁵. Until 2020, there were corporate programs for the company's information behavior in a crisis, but they were focused on disasters, not people's response to a pandemic (Osman and Yusoff, 2020)²⁶. In addition, most of the epidemics and economic crises that airlines have experienced in the past occurred at a time when social networks and digital technologies were not as widespread as they are today. This explains the need to build new communication strategies for airlines during the pandemic.

- Scheywiller and Zizka (2021) also raised the issue of the effectiveness of a communication strategy for responding to crises. At the same time, the authors studied the preferences in the choice of communication channels by consumers of aviation services for the dissemination of up-to-date information in the process of responding to crisis phenomena²⁷. The authors formulated recommendations on building working groups and customer service centers in times of crisis and concluded that this would have a positive impact on the airline's business reputation in a crisis.

- the problems of relevance of marketing research of the links between the growth of online communication systems and the reduction of air travel needs. Fu and co-authors (2021) note that the pandemic has revealed the possibilities of large-scale use of platforms for online meetings, which have become the most important

²⁴ Vinod B. Airline revenue planning and the COVID-19 pandemic// *Journal of Tourism Futures*, July 2021. doi/10.1108/JTF-02-2021-0055/full/html.

²⁵ Yu, Meng, Li, Zhiyong, Yu, Zhicheng, He, Jiabin, Zhou, Jhingyan, 2020. Communication related health crisis on social media: a case of COVID-19 outbreak. *Current Issues in Tourism* 2020, 1–7. <https://doi.org/10.1080/13683500.2020.1752632>.

²⁶ Othman, A.F., Yusoff, S.Z., 2020. Crisis communication management strategies in MH370 crisis with special references to situational crisis communication theory. *Int. J. Acad. Res. Bus. Soc. Sci.* 10 (4), 172–182. <https://doi.org/10.6007/IJARBSS/v10- i4/7118>.

²⁷ Scheiwiller S., Zizka L. Strategic responses by European airlines to the Covid-19 pandemic: A soft landing or a turbulent ride?// *Journal of Air Transport Management*, Volume 95, August 2021, 102103. <https://doi.org/10.1016/j.jairtraman.2021.102103>.

tool for business communication. The authors note that it is necessary to investigate the impact of changes in the style of business communication on the needs for flights, as well as further qualitative studies aimed at assessing the development of aviation services in the future ²⁸.

Thus, there is a need for further study of this topic, since, as can be seen, the identified problems are located at various points of strategic marketing management.

²⁸ Fu X., Hensher D., Chen N. Aviation Market Development in the New Normal Post the COVID-19 Pandemic: An Analysis of Air Connectivity and Business Travel. ERIA Discussion Paper Series. - September 2021.

2 RESEARCH METHODOLOGY

2.1 Type of study

Due to the fact that a modern company is faced with periodic changes in the external environment, and also goes through its own unique path of development, it needs to form a development strategy, including a marketing management strategy. Above, in the previous chapter, we reflected the relevance of strategic marketing management and its role in improving the efficiency of the enterprise. The essence of strategic marketing management and its impact on the development of the enterprise consists, among other things, in taking into account various factors on the company's activities and building a management strategy based on this knowledge. Therefore, in strategic marketing management it is necessary to reflect the specifics of the influence of various factors of the internal and external environment. In recent years, the external environment on a global scale has demonstrated the results of the impact of the Covid-19 pandemic on the activities of companies. Various companies are faced with the need to develop a new development strategy. As a result, in this study, the task was set to study the specifics of the strategic management of the airline's marketing, aimed at improving the efficiency of this airline in the conditions of the consequences of the impact of the pandemic.

Currently, marketing qualitative research is aimed at studying various factors of the external and internal environment of the enterprise, their results demonstrate the expected effects, repeat each other, as a result of which the importance of conducting content analysis becomes important. Content analysis provides an opportunity to take a larger approach to the study of new phenomena (phenomena), one of which is the Covid-19 pandemic. Thus, this study will be based on qualitative content analysis.

The object of this study: a sample consisting of top managers of the airline JSC "Air Astana"

Research methods:

- Theoretical method (analysis and synthesis, study and analysis of literature, documentation);

- Empirical method (semi-structured interview of airline employees);

The methodological objective of the study is to develop recommendations for strategic management of airline marketing.

The empirical objectives of the study include the following:

1) to identify the features of the marketing management strategy in a modern company;

2) identify the components in the marketing strategy related to the effectiveness of the company;

3) to identify the conditions that develop the airline's efficiency in the context of the global Covid-19 pandemic.

The object of the study is the airline's marketing strategy, and the subject is the elements of the marketing strategy that increase the efficiency of the airline in an unstable external environment.

Since the term "efficiency" is not equivalent to performance, but correlates the result with the conditions under which it was achieved, in this study, the impact of the pandemic on the airline's activities will be studied as these conditions. To study these conditions, we posed the following research questions for this study:

1. What is the marketing management strategy aimed at improving the efficiency of the airline?

2. How does a special marketing strategy minimize the negative effects of the external environment on the efficiency of the airline?

3. What components and elements should be presented in this strategy, taking into account the influence of factors of the external and internal environment of the company?

A review of existing research by colleagues and the range of tasks set in this work dictated the need to use the methodology of content analysis in the study, namely, a qualitative approach to count the number of certain words found in semi-structured interviews, the texts of which will be analyzed by the method of A. Giorgi.

A. Giorgi 's method consists of a sequence of steps:

- reading the interview in its entirety, because the first step involves a holistic perception;
- division of the description into semantic units;
- transformation of semantic units into invariant values describing the phenomenon;
- definition of the structure of phenomenology: the largest invariant relationship of values belonging to a particular experience is carefully described.

The next important task to solve was the formation of such a survey for a semi-structured interview for the study.

To conduct a semi-structured interview, it was necessary to create a special survey questions, for which significant areas were identified based on the study of theory.

The survey consisted of 10 questions grouped under the following headings:

1. Block of general questions
2. The airline's Business Specifics block
3. The block of specifics of crisis phenomena
4. Block of recommendations

The age of the respondents, their position and education, although collected to build a profile of the respondent, but at the same time in this study did not affect the sample of respondents and the results of content analysis.

Thus, in this study, the method of a semi-structured interview will be applied according to a pre-prepared toolkit, which may allow changes in the formulation and order of questions.

The next step after the interview will be data analysis, which includes several steps:

- 1) step – several readings of the transcript of the interview with the formation of notes, ideas and comments;
- 2) step – re-reading the transcript of the interview and notes in order to transform the latter into more specific topics from the point of view of marketing

concepts. The source of the data will be transcripts of interviews.

3) step – clustering of topics, i.e. data reduction by establishing links between topics highlighted in the second step;

4) step – the final table of topics, i.e. assigning descriptive labels (generalizing names) to clusters and correlating their topics with phrases from the source data;

5) step – writing conclusions, i.e. connecting the source data with different levels of their interpretation, forming answers to research questions from them, discussing the results of this study.

2.2 Respondent profile and sample size

The problem of this study lies not only in the fact that there are different approaches to marketing management strategy, but also in the fact that the key points in the development of recommendations are practically not investigated from the position of employees of the company itself. In this study, a semi-structured interview will cover exactly the sample, i.e. the part of the general population that is represented by the company's TOP management.

The general totality is the totality of all objects (units) concerning which the researcher intends to draw conclusions when studying a specific problem. That is, the general totality consists of all objects that have qualities, properties of interest to the researcher.

In this study, the general population is the employees of the airlines of the Republic of Kazakhstan.

A sample from the general population is always the result of a limited number of n observations. Sample size is the total number of observation units in the sample population. The sample size depends on the size of the relative sampling error, which with a certain probability ensures the specified accuracy of the observation results.

The sample included top managers of Air Astana JSC.

The survey took place in March 2022, lasted three working weeks, 26 respondents took part in the interview. The sample consisted of 8 men and 18

women, aged from 23 to 55 years. The sample is divided into those respondents who are related to the airline's marketing department and those who work in other departments. During the study, 100% visual control of survey questions was carried out.

As limitations of this study, the following should be noted:

- the formation of the sufficiency of the primary sample for the study may be influenced by the voluntary participation of respondents in the study;

- a certain limitation for the study is the duration of its conduct, the study will remain relevant for one or two years, since crisis phenomena tend to change, stop or intensify;

The main assumptions in the study:

- respondents answered the survey questions on a large scale. One of the problems associated with conducting a semi-structured interview is the lack of volume in the responses of respondents. The tendency of people to shorten answers, give formal answers, or not answer questions at all, in the answers to which they do not have much confidence, can seriously distort the results of the study. In this study, we specifically did not make the interview too structured, which gave us the opportunity to ask additional questions that increase the reflexivity of respondents' reflections.

- often, both among TOP management and among ordinary employees in domestic companies, respondents are concerned that one of the persons conducting the research may find out some business information. This assumption could have influenced the reduction of the truth in the respondents' answers, but we provided the respondents with a non-disclosure contract, as well as an assurance that only the conclusions common to all airlines based on the results of processed interview responses would be published, without publishing confidential information;

- the survey questions were clear to the respondents. It was assumed that the airline's top managers understand such terms as "marketing", "strategy", "efficiency". The theory of internal and external environmental factors, which is a private marketing concept, was explained in this interview.

The value of this research also lies in the fact that its results obtained by the interview method and presented in the form of displayed specific topics can be included as various categories of future qualitative studies that can already be tried empirically confirmed or refuted.

3 ANALYSIS OF THE RESULTS OBTAINED

3.1 Processing of research results

The problem of this study is that today the directions of strategic marketing management are described in sufficient detail, which, according to the authors, have the most obvious factors influencing the efficiency of the enterprise: management of a sustainable competitive advantage; management of the progress of the enterprise; process management, including the processes of planning and implementation of strategy, research processes; management adaptation to changes and innovation management. However, nevertheless, there remain some aspects of strategic marketing management that are insufficiently presented in the literature: crisis management of marketing strategy; specifics of strategic marketing management of an airline in order to increase the efficiency of its functioning.

In this connection, we saw it as significant to study the phenomenology of strategic marketing management of an airline in crisis conditions in order to increase the efficiency of its functioning.

The purpose of the study was to study the key points of strategic marketing management of the airline in crisis conditions from the position of employees of the company itself. The study was conducted by interviewing respondents, top managers of the airline JSC "Air Astana" using a survey. The results of the survey of 21 respondents are presented in this section.

21 interviews were conducted with respondents. The sample consisted of 9 men and 12 women, aged 23 to 45 years, nine people from the sample had experience in making strategic decisions, 12 people did not have such experience. In addition, the sample was distributed to those subjects (15 people) who worked for the company during the pandemic and those (6 people) who did not work during this period.

The method of sampling is sending out an invitation to an interview to all management personnel of the company. 48 invitations were sent, 21 people

responded to the invitation and took part in the interview.

The analysis of the results obtained, first of all, contains descriptive statistics of the sample on the answer to each question. Figures 3-14 below graphically show the results of calculating the sample statistics.

So, Figure 3 shows the results of the answer to question No. 1 "How do you understand the term "Company strategy"?".

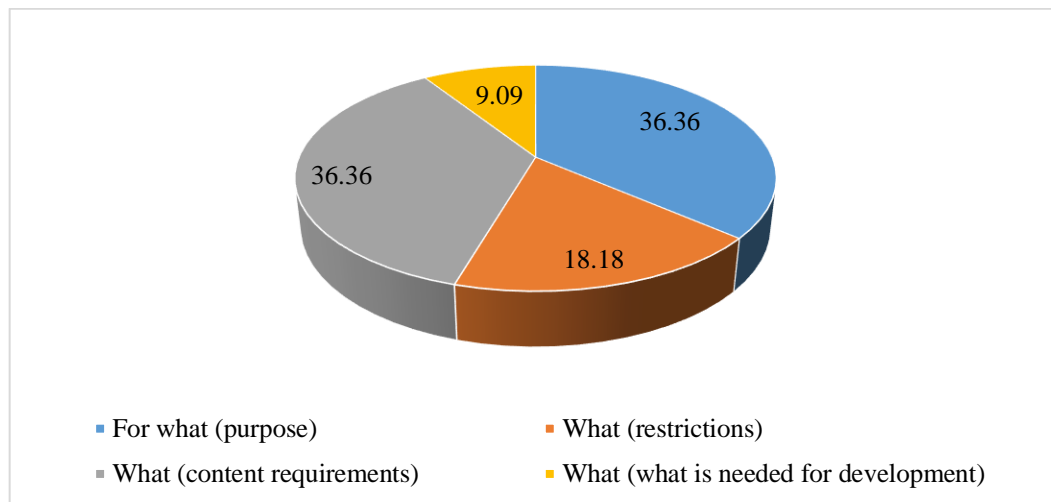


Figure 3 – Distribution of the sample according to the answer to question No. 1: "How do you understand the term "company strategy"?"

As can be seen in Figure 3, 36.36% of respondents assume that the essence of the term "company strategy" is that it serves to achieve the company's goal. Also, 36.36% of respondents from the total sample assume that the essence of the term is expressed in the requirements for the strategy. A smaller number of respondents, 18.18%, express its essence in limitations, and 9.09% in what is needed for its development.

Thus, only 9% of respondents consider the strategy as a specific management process.

Figure 4 contains answers to question No. 2: "If you say that the company is working effectively, what do you mean?".

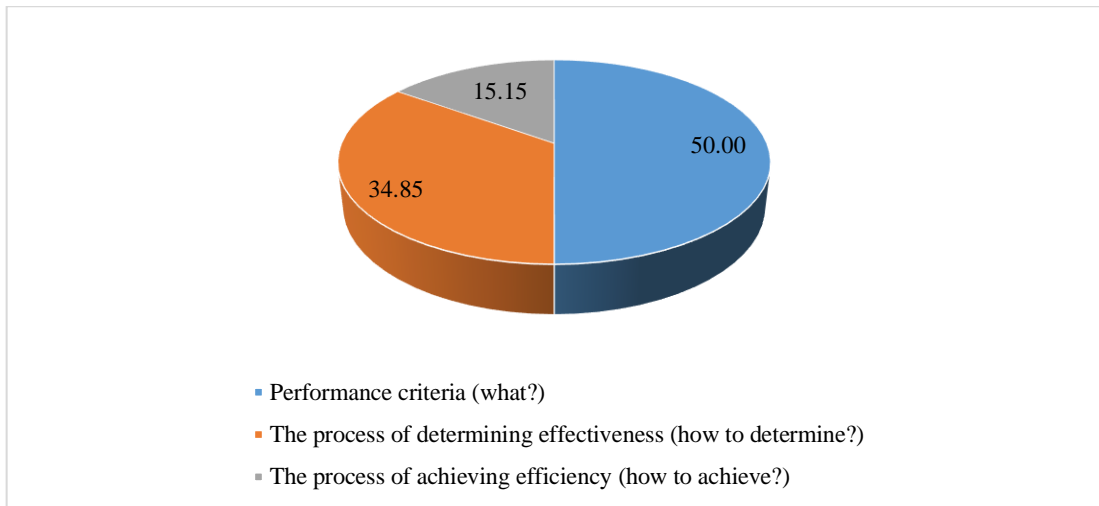


Figure 4 - Distribution of the sample by the answer to the question: "If you say that the company is working effectively, what do you mean?"

According to Figure 4, it can be seen that most of the respondents (50%) mean specific performance criteria by the company's performance; 34.85% - the process of determining efficiency; and only 15.15% - the process of achieving efficiency.

Thus, only 15.15% of respondents comprehend the term "efficiency" in terms of measures to achieve this efficiency.

Figure 5 shows the distribution of the sample according to the answers to question No. 3: "What do you think can be considered a marketing strategy?".

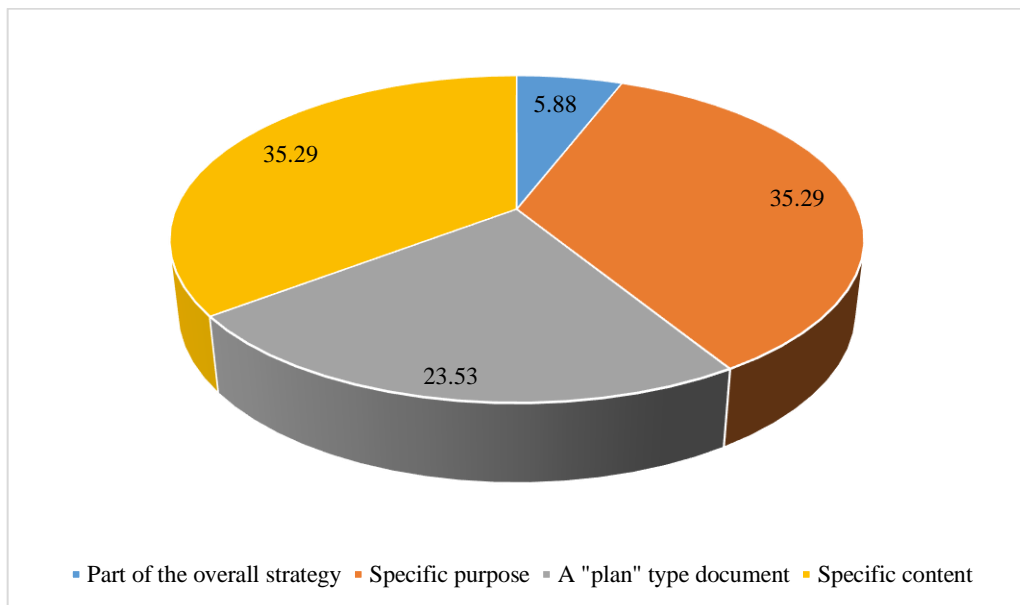


Figure 5 - Distribution of the sample according to the answer to question No. 3: "What do you think can be considered a marketing strategy?"

Figure 5 shows that the majority of respondents (70.58%) note that the marketing strategy differs from the general strategy by the specificity of the goal and the specificity of the content. 23.53% of respondents believe that a marketing strategy is an action plan.

Figure 6 shows the results of the answer to question No. 4 "How do you think the following phenomena in business are related: strategy; efficiency; marketing?".

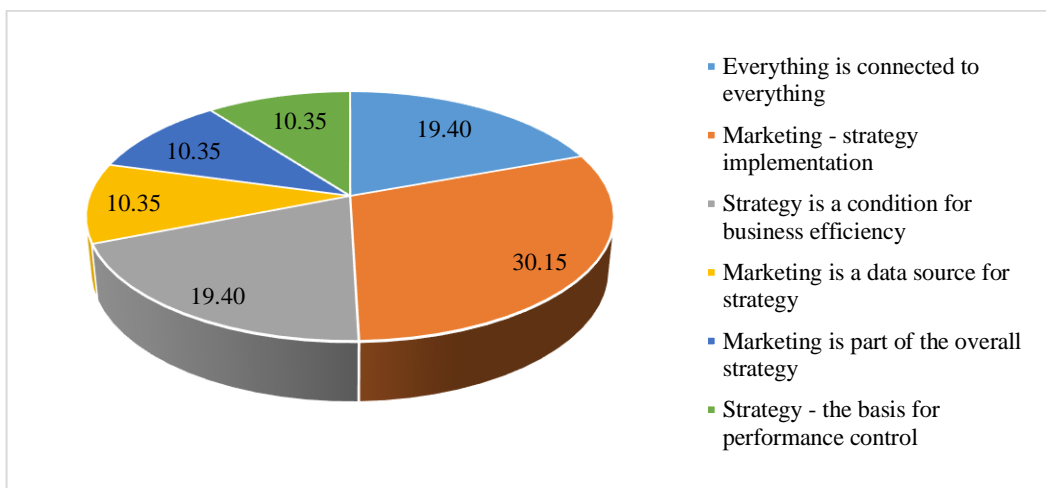


Figure 6 - Distribution of the sample according to the answer to the question: "How do you think the following phenomena in business are related: strategy; efficiency; marketing?"

As can be seen, the largest number of respondents (30.15%) believe that a marketing strategy is necessary in order to describe the way to implement the company's overall strategy. 19.40% of respondents believe that the overall strategy of the company is a condition for business efficiency, and 19.40% indicated without specifying that all these categories are interconnected. The distribution of the following responses took 10.35% each: "marketing is a source of data for strategy", "marketing strategy is part of the overall strategic plan" and "strategy is the basis for monitoring the effectiveness of the company's activities". We consider the opinion of the last group of respondents to be particularly interesting, since strategy and reality often do not correlate, especially in an unstable external environment.

Figure 7 shows the distribution of the sample according to the answers to question No. 5: "What can affect the efficiency of the airline?".

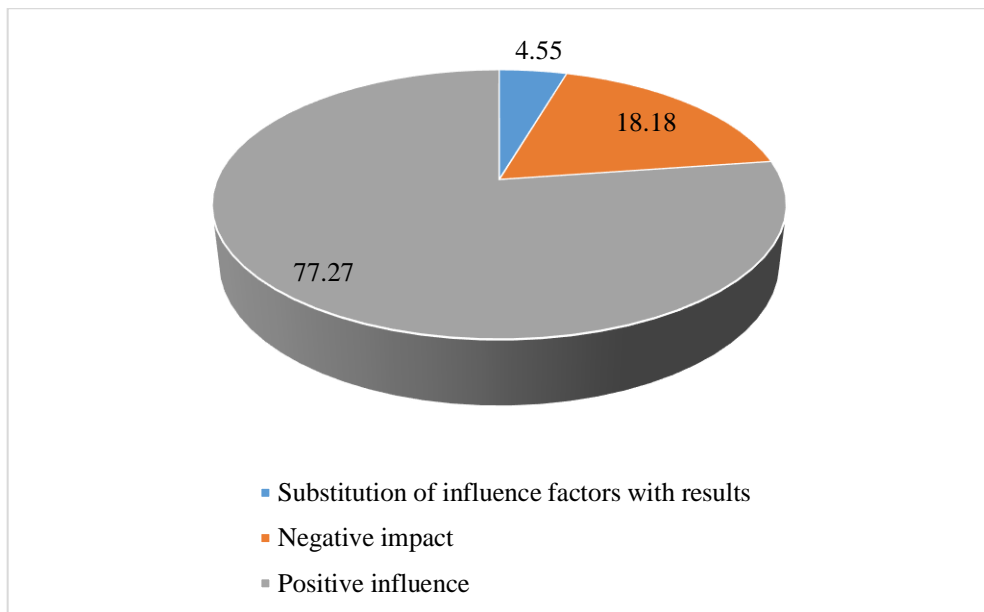


Figure 7 - Distribution of the sample according to the answer to the question: "What can affect the efficiency of the airline?"

According to Figure 7, it can be seen that the majority of respondents noted positive factors that have a positive impact on the efficiency of the airline, including internal factors related to the management of the company: analysis, organization, control, regulation, adjustment.

Figure 8 shows the results of the answer to question No. 6 "What do you think the specifics of the airline's marketing strategy can manifest themselves in?".

It can be seen from Figure 8 that basically the marketing strategy of a particular company, an airline, is specific in that it is influenced in a special way by the external environment, which is characteristic of this particular business. The remaining respondents were evenly distributed. The following characteristic features were noted:

It can be seen from Figure 8 that basically the marketing strategy of a particular company, an airline, is specific in that it is influenced in a special way by the external environment, which is characteristic of this particular business. The remaining respondents were evenly distributed. The following characteristic features were noted:

- specifics of the directions of technical development;

- specifics of grouping of consumers of services;
- specifics of service development;
- specifics of handling image, reputation and brand;
- specifics of positioning and promotion.

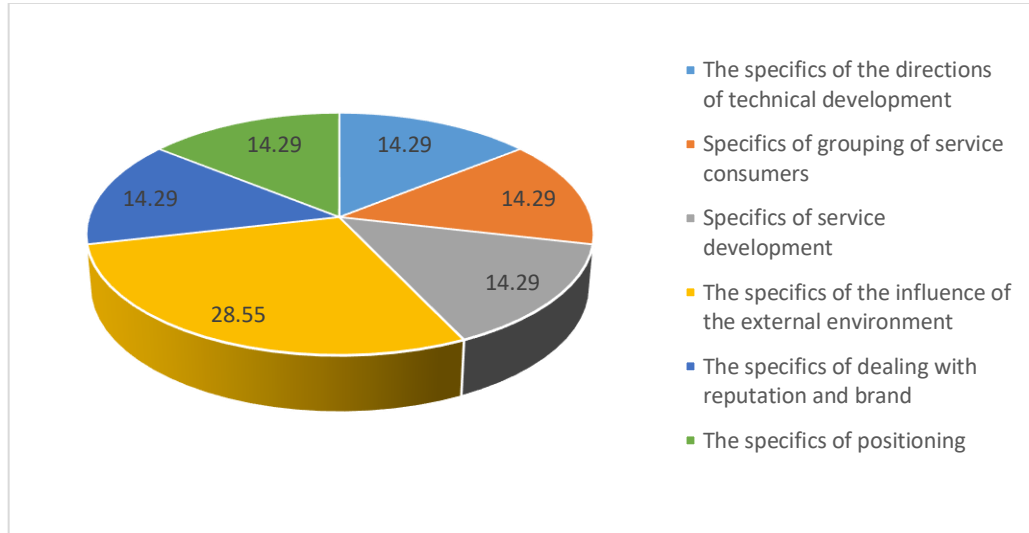


Figure 8 - Distribution of the sample according to the answer to question No. 6: "What do you think the specifics of the airline's marketing strategy can manifest themselves in?"

Figure 9 shows the distribution of the sample according to the answers to question No. 7: "How has the situation with the Covid-2019 pandemic affected the efficiency of your company?".

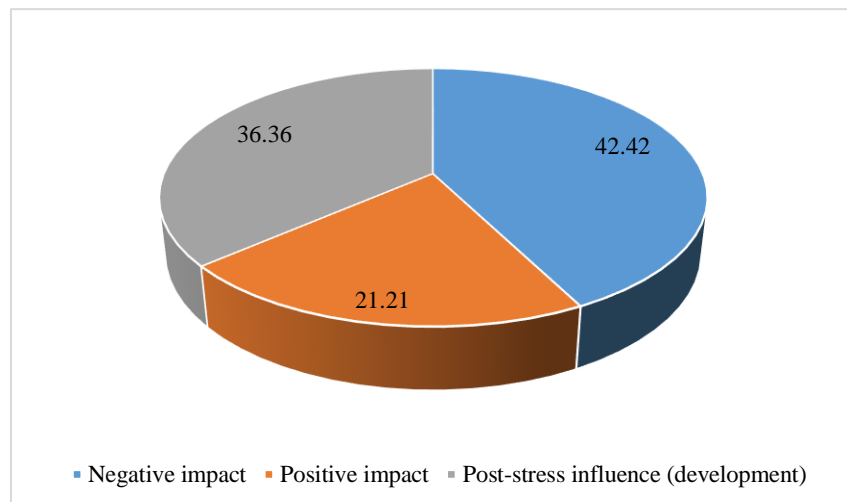


Figure 9 - Distribution of the sample according to the answer to the question: "How did the situation with the Covid-2019 pandemic affect the efficiency of your company?"

As can be seen from Figure 9, an interesting factor is that respondents estimate that the situation with the Covid-2019 pandemic has had a positive impact already (21.21%) and an impact aimed at growth in the future (36.36%).

Thus, despite the fact that 42.42% of respondents assessed the negative impact, more than 50% assume that there is a positive impact.

Figure 10 shows the results of the answer to question No. 8 "How can a marketing strategy reduce or eliminate the negative effects of the pandemic on the efficiency of the airline?".

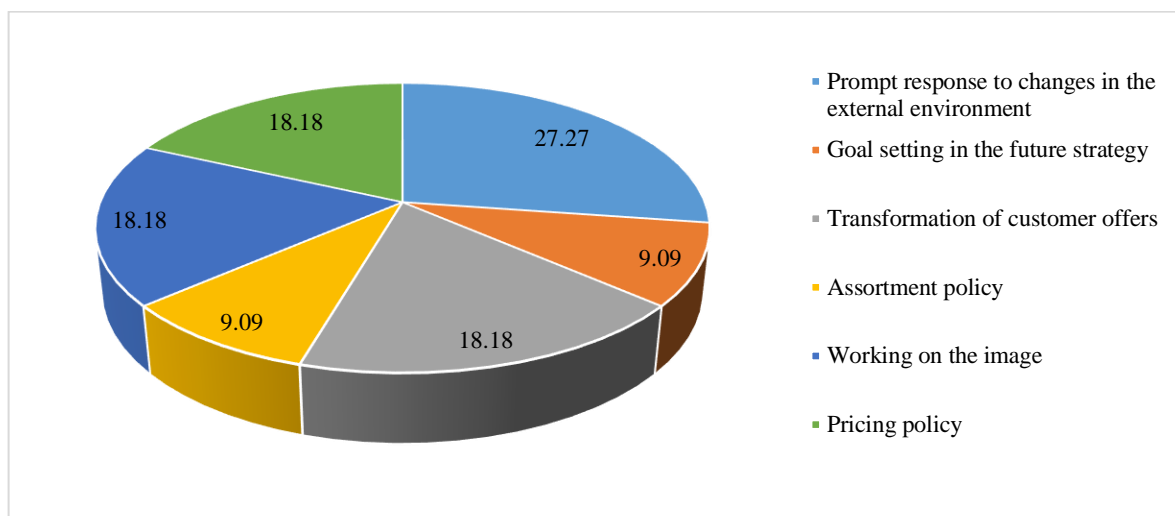


Figure 10 - Distribution of the sample according to the answer to question No. 8 "How can the marketing strategy reduce or eliminate the negative effects of the pandemic on the efficiency of the airline?"

It can be seen from Figure 10 that the marketing strategy can reduce or eliminate the negative effects of the pandemic on the efficiency of the airline by promptly responding to changes in the external environment (27.27%). In addition, several groups of respondents were equally divided by 18.18% according to the following answers: "transformation of offers to customers", "work on image", "improvement of pricing policy".

Figure 11 shows the results of the answer to question No. 9 "What areas of marketing do you think need strategic changes in your company?".

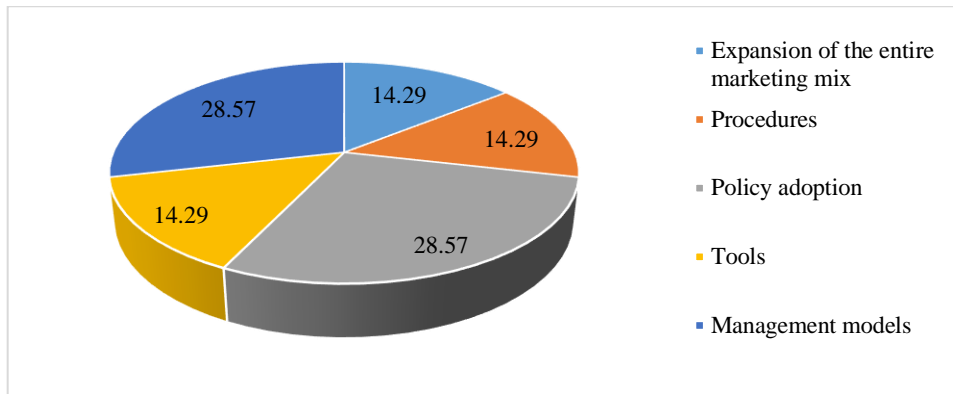


Figure 11 - Distribution of the sample according to the answer to the question: "What areas of marketing do you think need strategic changes in your company?"

Figure 11 shows that two groups of 28.57% of respondents believe that they most need strategic changes: "adoption of policies" and "expansion of the entire marketing mix". Under the policies are understood assortment, pricing policy; under the directions of expansion of the marketing complex – its direction in the direction of educational marketing.

Figure 12 shows the distribution of the sample according to the answers to question No. 10: "What do you think, which of the factors (internal, external) should be taken into account when developing an airline's marketing strategy during the crisis period. And why?".

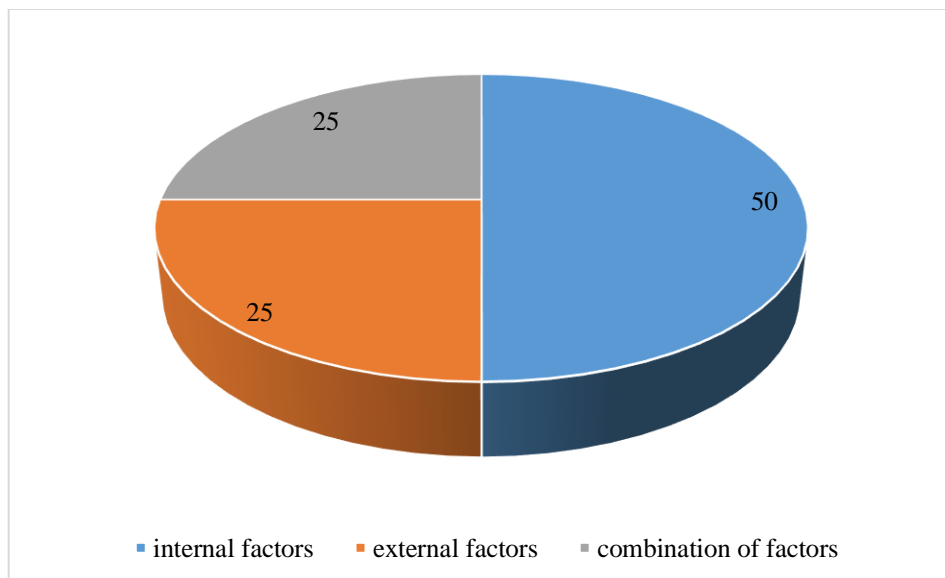


Figure 12 - Distribution of the sample according to the answer to question No. 10: "What do you think, which of the factors (internal, external) should be taken into account when developing an airline's marketing strategy during the crisis period".

As can be seen from Figure 12, 50% of respondents believe that the company should take into account internal factors of influence when developing a strategy in times of crisis. Figure 13 also shows the distribution of the sample according to the answer to question No. 10, but the distribution in a different category.

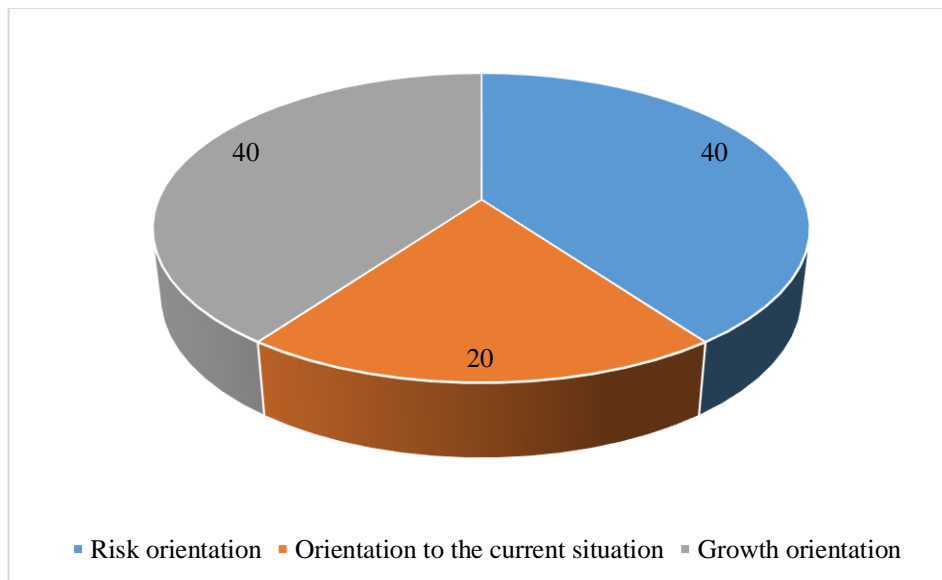


Figure 13 - Distribution of the sample according to the answer to question No. 10 by type of orientation

We see that 40% of respondents focus on risk, 40% also focus on growth, and 20% - on the current situation.

Further, according to the research methodology, we conducted a qualitative study using the content analysis method. Semi-structured interviews with the subjects had a duration of 15 to 30 minutes.

In qualitative content analysis, we adhered to the following principles: the object of analysis is the integral flow of respondents' experiences, which can be divided into "layers"; the essence of the analysis is to intuitively grasp the phenomenon; the phenomenon is "taken" as it is "given".

For a detailed analysis of the survey results, the **Corporate Strategy Model** (Adapted from Gerry J., Kevan S. and Richard W. (2008) was used, which is described in detail in the literature review. It is this model that is suitable for analysis in the strategy in the crisis and post-crisis period, as it includes such parts as:

1. The strategic position
2. Strategic choises
3. Strategy in action

The Figure 1 shows the Corporate Strategy Model and its elements. Based on the components of this theory, the respondents' responses were investigated.

Below, in Table 1, we present a fragment from one of the respondent's interviews to illustrate the content of the content components.

Table 1 - Fragment from interview of respondent No. 1

Initial semantic components	Transformed semantic components	Specification of categories within semantic components
1	2	3
How do you understand the term "company strategy"?		
Strategy is the definition of how a company participates in competition. A strategy is not a detailed plan describing exactly what a company will do. The strategy determines the direction of development and fixes what exactly the company will not do.	For what (purpose)	How the company participates in competition (<i>to work in a certain market with its conditions</i>)
	What (restrictions)	Not a detailed plan (<i>brevity</i>) Fixes what the company will not do (<i>risk management</i>)
	What (what is needed for development)	How the company participates in competition (<i>based on market research</i>)
	Marketing – ensuring the implementation of the strategy	The company's strategy is difficult to implement without effective marketing
If you say that the company is working effectively, what do you mean?		
Profitability of the company. If, at the end of a certain period, the company does not go into negative territory, but receives a sufficient amount of profit, then the company works effectively. Also, these indicators should be comparable (in a positive way) with the results of previous years.	Performance criteria	Profitability, does not go into negative (<i>absolute indicators according to financial statements</i>)
	The process of determining effectiveness	Indicators should be comparable with the results of previous years (<i>comparison, analysis</i>)

Continuation of Table 1

1	2	3
Marketing in the company covers numerous processes of creating, promoting and providing a product to the buyer. What do you think can be considered a marketing STRATEGY?		
Marketing strategy is an element of an activity strategy aimed at developing, producing and bringing to the buyer the goods and services that best meet his needs.	Part of the overall strategy	activity strategy element
	Focus on a specific goal	aimed at the development, production and delivery of goods and services to the buyer (<i>to the buyer</i>)
How do you think the following phenomena in business are related: strategy; efficiency; marketing?		
These phenomena are closely interrelated with each other. The company's strategy is difficult to implement without effective marketing. The strategy is aimed at increasing profits, profit is the first indicator in evaluating efficiency.	A general sense of influence without specifics	These phenomena are closely interrelated with each other

The content analysis of the interview included the stage of highlighting the final table of topics, for which we assigned descriptive labels (generalizing names) to clusters and correlated them with phrases from the source data (respondents' responses). As a result, according to the respondents' answers to ten questions, the following clusters of topics were identified.

The results of the content analysis of the 1st cluster of topics are shown in Table 2.

Table 2 – The first cluster of content analysis topics, the cluster "the essence of the company's strategy"

Clusters of topics	Topics
For what (purpose)	meet market conditions
	achieving results
	management effectiveness
What (restrictions)	brevity of presentation
	limited action

Continuation of Table 2

What (content requirements)	key performance indicators
	risks
	impact on processes
	action plan to achieve key indicators
What (what is needed for development)	explore the market
	identify goals
	count

The results of the content analysis of the second cluster of topics are shown in Table 3.

Table 3 – The second cluster of content analysis topics, the "essence of business efficiency" cluster

Clusters of topics	Themes
Performance criteria (what?)	Profitability
	Achieving the goals set out in the strategy
	Completing tasks on time
	Customer satisfaction
The process of achieving efficiency (how to achieve?)	Identify directions and goals
	Ensure corporate consistency
	Control
The process of determining effectiveness (how to determine?)	Comparison of indicators with previous years
	Calculation of financial indicators
	Consumer survey

The results of the content analysis of the third cluster of topics are shown in Table 4.

Table 4 – The third cluster of content analysis topics, the cluster "specifics of marketing strategy"

Clusters of topics	Topics
Specific purpose	bringing goods and services to the consumer
	ensuring the company's competitive advantages in the market
	risk management
	increasing market share
	sales growth
	ensuring the company's financial plan

Continuation of Table 4

Specific content	marketing research of the target audience
	assortment policy
	list and justification of promotion tools
	description of the sales process, sales
A "plan" type document	Product promotion action plan
	Team work plan
	Long-term plan

The results of the content analysis of the fourth cluster of topics are shown in Table 5.

Table 5 – The fourth cluster of content analysis topics, cluster "connections between phenomena in business: strategy; efficiency; marketing"

Clusters	Themes
Marketing is part of the overall strategy	the strategy includes not only marketing
Strategy is a condition for business efficiency	increases efficiency
	the choice of effective directions
	the control of efficiency based on the comparison of indicators
Marketing - strategy implementation	is difficult without marketing
	promotes the strategy in life
Marketing serves Efficiency	the choice of directions of action based on research
	helps to increase sales

The results of the content analysis of the fifth cluster of topics are shown in Table 6

Table 6 – Fifth cluster of content analysis topics, cluster of "impact on airline performance"

Clusters of topics	Themes
negative internal factors	failures in the management of operational activities
	inefficient system of regulation and control
positive factors of operational management influence	regulation and control of labor productivity
	quality management, including fuel quality
	HR management, including personnel selection and training
	service
	management logistics management and flight time coordination

Continuation of Table 6

positive factors of influence of marketing management	sales process management
	marketing research
	assortment management (seasonality and relevance of offers)
	management of promotions and reservations
	resale res
positive factors of resource management	technical support of the company (affects the frequency of flights)

The results of the content analysis of the 6th cluster of topics are shown in Table 7.

Table 7 – Sixth cluster of content analysis topics, cluster "specifics of airline marketing strategy"

Clusters of topics	Themes
The specifics of the influence of the external environment	border closures, natural phenomena, etc.
	seasonality, foreign policy of the state, requests for repatriation flights from the state
The specifics of dealing with reputation and brand	development of trust in the brand
	status of the company in the market
The specifics of the directions of technical development	development of the fleet of ships, personnel, innovations
Specifics of grouping of service consumers	local population, tourists from other countries, companies, logistics companies
Specifics of service development	service on board, at the airport, additional services
The specifics of positioning	social networks, influencers, bloggers, ground staff

The results of the content analysis of the 7th cluster of topics are shown in Table 8.

Table 8 – Seventh cluster of content analysis topics, cluster "reflection of the pandemic situation on the company's performance"

Clusters of topics	Topics
Negative impact	development stoppage
	ignored customer needs
	revenue reduction

Continuation of Table 8

Post-stress influence (development)	improves operational management processes
	choice of strategic development direction - customer relations
	research of new market realities
	reorientation to market needs
Positive impact	increase of social responsibility

The results of the content analysis of the 8th cluster of topics are shown in Table 9.

Table 9 – Eighth cluster of content analysis topics, cluster "the impact of marketing strategy on the elimination of the negative consequences of the pandemic on the efficiency of the airline"

Clusters of topics	Topics	The selected criteria
Prompt response to changes in the external environment	a detailed plan reduces time	are detail
	flexible formation of services needed by the market	flexibility
	the possibility of emergency response	urgency
Goal setting in the future strategy	details concretize	concreteness
	a detailed plan gives clarity to the goals	clarity
Transformation of customer offers	of customer preference research	customer focus
	improving service on board and at airports	
	opening low-cost destinations	
Assortment policy	opening new flights	novelty
Working on the image	following the conditions of the changed environment	focus on increasing trust
	organization of repatriation flights	
Pricing policy	opening of low-cost destinations	economy
	cost reduction	

The results of the content analysis of the 9th cluster of topics are shown in Table 10.

Table 10 – Ninth cluster of content analysis topics, cluster "marketing areas in need of changes"

Clusters	Themes
of Marketing topics	Types of strategic changes
Expansion of the entire marketing mix	Staff development, training
	Special programs for employees
Procedures	Customer Relationship research
	Market research
Policy adoption	Assortment policy
	Pricing policy
	Social Responsibility Policy
Tools	Ways to promote
	SMM
Management models	Service development
	SRM-systems
	Online check-in terminals

The results of the content analysis of the 10th cluster of topics are shown in Table 11.

Table 11 – The tenth cluster of content analysis topics, the cluster "factors to consider when developing an airline's marketing strategy during a crisis period"

Clusters of topics	Themes	Highlighted criteria
Risk orientation	personnel	prevention of strikes
	management personnel	prevention of downtime
	management sales	cost reduction
	management sales	increased control
Orientation to the current situation	management conducting research	of customer satisfaction with the service
	conducting research	determination of the point (insecurity, stability, growth)
Growth orientation	conducting research	assessment of factors affecting income
	sales	the process of obtaining data on needs
	management image	branding in sales
	management performance management	study of factors influencing efficiency

Thus, the qualitative analysis of the key points of strategic marketing management of the airline in crisis conditions from the position of the company's own employees allowed us to identify the main topics necessary to answer the research questions.

3.2 Main conclusions on research issues

In general, the analysis of descriptive statistics on respondents' responses allowed us to draw the following conclusions:

1. The strategic position

- the company's strategy serves to achieve the company's goals. The company's strategy must meet certain requirements. When developing a company's strategy, market constraints should be taken into account. Least of all respondents noted that specific actions are required for its development (a specific management process);

- only a small number of respondents consider the "efficiency of the company" in terms of measures to achieve this efficiency;

- the marketing strategy differs from the general strategy by the specificity of the goal and the specificity of the content. Respondents also noted that the marketing strategy is an action plan;

- the marketing strategy is necessary in order to describe the way to implement the overall strategy of the company. The overall strategy of the company is a condition for business efficiency. Marketing acts as a data source for the strategy. Also an interesting fact noted in the responses of respondents is that the strategy is the basis for monitoring the effectiveness of the company's activities;

2. Strategic choices

- among the factors that have a positive impact on the efficiency of the airline, mainly internal factors are highlighted, i.e., those related to the management of the company, the functions of analysis, organization, control, regulation, adjustment of plans;

- the airline's marketing strategy is specific in that it is influenced in a special way by the external environment, which is characteristic of this business. The following characteristic features were noted: the specifics of the directions of technical development; the specifics of grouping consumers of services; the specifics of service development; the specifics of handling image, reputation and brand; the specifics of positioning and promotion;

- respondents noted that the situation with the Covid-2019 pandemic has already had a positive impact on business development and will have an impact aimed at increasing efficiency in the future;

- respondents believe that the marketing strategy can reduce or eliminate the negative effects of the pandemic on the efficiency of the airline by promptly responding to changes in the external environment. The following types of influences were also noted: transformation of offers to customers, work on the company's image, improvement of pricing policy.

3. Strategy in action

- the following areas of marketing are most in need of strategic changes: "adoption of policies" and "expansion of the entire marketing mix". Under the policies are understood assortment, pricing policy; under the directions of expansion of the marketing complex – its direction in the direction of educational marketing.

- the company must take into account internal factors of influence when developing a strategy in times of crisis. Strategy development in times of crisis should be focused on risk, growth or the current development situation.

Research questions for this study included the following:

1. What is the marketing management strategy aimed at improving the efficiency of the airline?

2. How does a special marketing strategy minimize the negative effects of the external environment on the efficiency of the airline? (using the example of a pandemic)

3. What components and elements should be presented in this strategy, taking into account the influence of factors of the external and internal environment of the

company?

The answer to the first research question: "What is the marketing management strategy aimed at improving the efficiency of the airline?" is presented schematically in Figure 14.

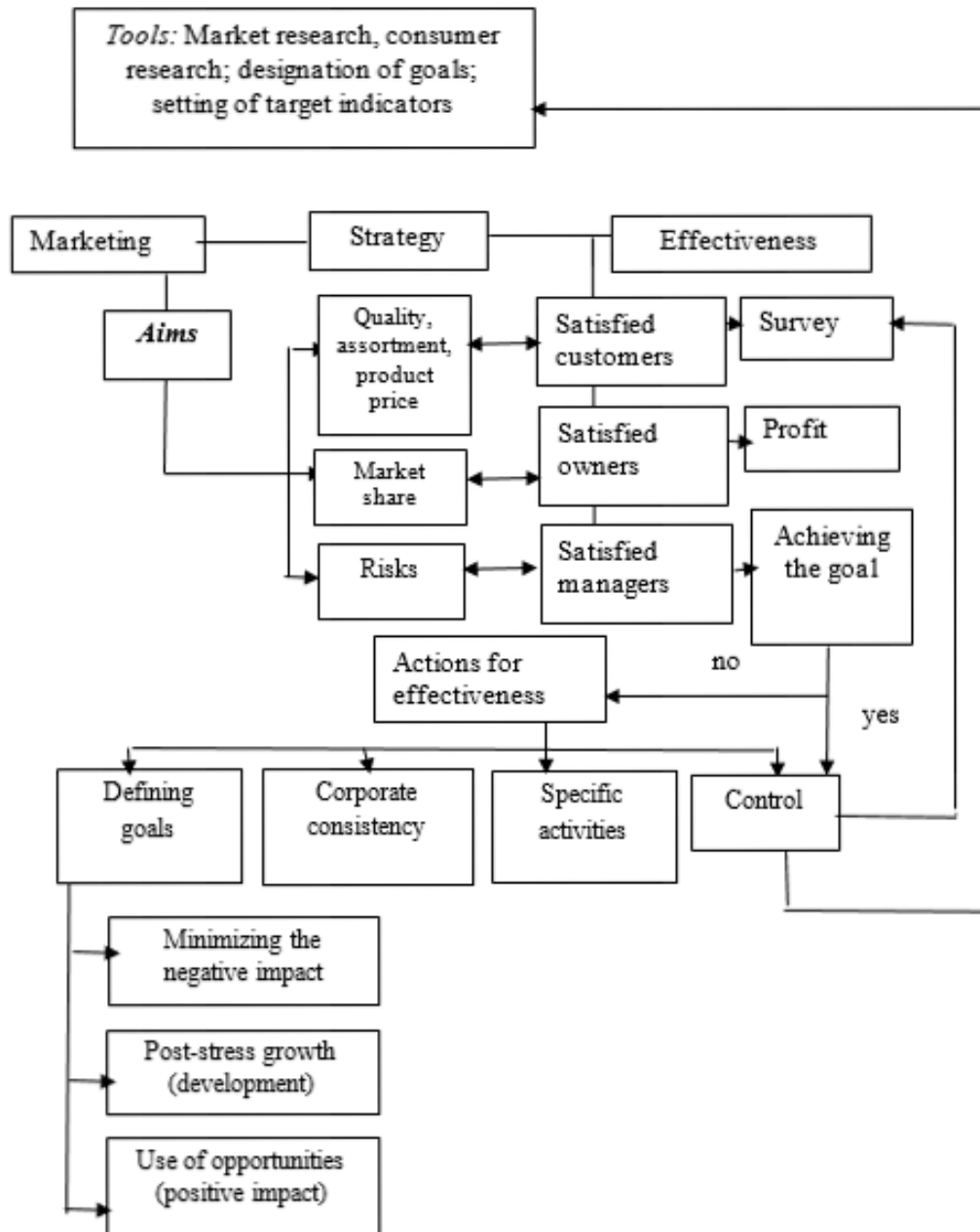


Figure 14 – Diagram of the answer to research question No. 1: "What is the marketing management strategy aimed at improving the efficiency of the airline?"

Thus, we can draw the following conclusion No. 1: "The marketing management strategy aimed at improving the efficiency of the airline is a document based on the results of market research, consumers and internal resources, containing

information about the company's goals, the company's intentions, measures to achieve intentions, means and tools to control the achievement of goals. This document is part of the overall strategy of the company, it should define performance criteria in terms of satisfaction: customers, owners and managers, while managers serve as performers of efficiency, managing actions to achieve the goals outlined in the strategy". The answer to the research question No. 2 "How does a special marketing strategy minimize the negative effects of the external environment on the efficiency of the airline? (on the example of a pandemic)" is clearly presented in Figure 15.

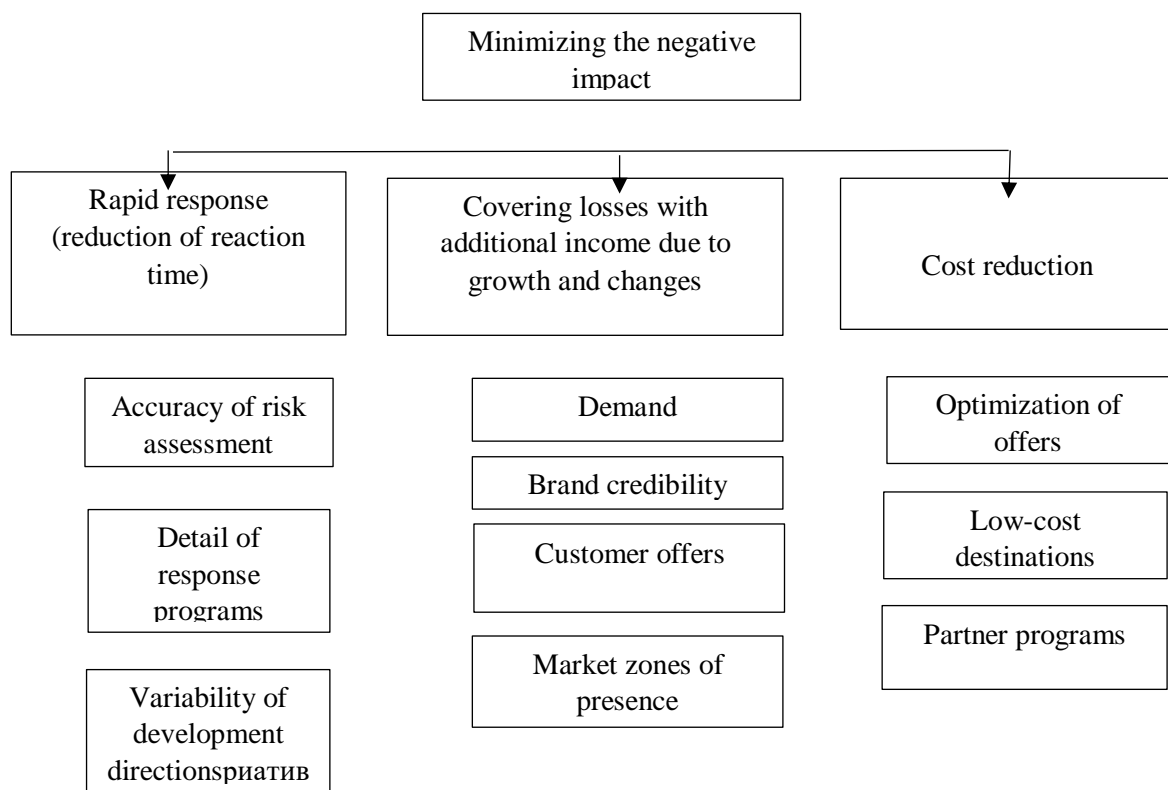


Figure 15 - Schematic representation of the answer to the second research question: "How does a special marketing strategy minimize the negative effects of the external environment on the efficiency of the airline? (using the example of a pandemic)"

Thus, we can draw the following conclusion No. 2: In addition to the fact that a special marketing strategy aimed at improving the efficiency of the airline's activities in a crisis environment takes into account the possibilities of increasing revenue and reducing costs, this strategy also affects the reduction of negative

impact by reducing reaction time in a changing operating environment.

The answer to the third research question: "What components and elements should be presented in the marketing strategy, taking into account the influence of factors of the external and internal environment of the company?" is presented schematically in Figure 16.

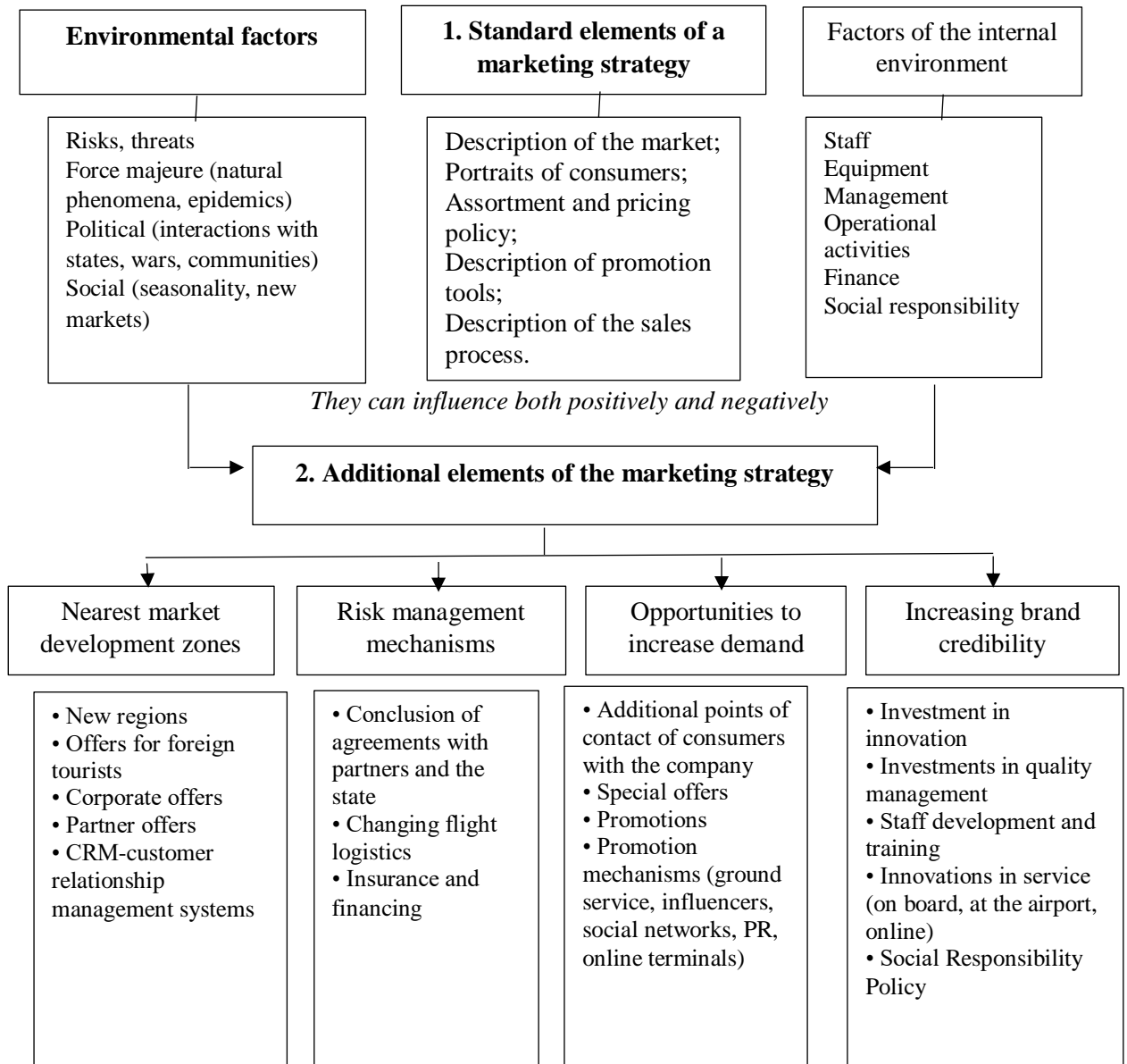


Figure 16 - Schematic representation of the answer to the second research question: "What components and elements should be presented in the marketing strategy, taking into account the influence of factors of the external and internal environment of the company?"

Thus, we can draw the following conclusion No. 3: The standard list of elements and components of a marketing strategy for the purpose of improving the

efficiency of the company's functioning should be supplemented with the following elements that take into account the factors of the external and internal environment: "the nearest zones of market development"; "mechanisms for managing risks and threats of changes in the external and internal environment"; "opportunities for increasing demand" and "brand confidence building events".

4 DISCUSSION AND CONCLUSION

Content analysis allowed us to show the general and distinctive characteristics of the marketing strategy aimed at improving the efficiency of the airline and formulate answers to research questions:

1. What is the marketing management strategy aimed at improving the efficiency of the airline?

The marketing management strategy aimed at improving the efficiency of the airline is a document based on the results of market research, consumers and internal resources, containing information about the company's goals, the company's intentions, measures to achieve intentions, means and tools to control the achievement of goals. This document is part of the overall strategy of the company, it should define performance criteria in terms of satisfaction: customers, owners and managers, while managers serve as performers of efficiency, managing actions to achieve the goals outlined in the strategy".

This conclusion is partially consistent with previous studies: Zhigas (2009) in part of his conclusions that the effectiveness of the company serves the interests of the owners, managers, employees, buyers and contractors of the organization; Efimova (2010), who understands the effectiveness of the effect obtained as a result of the actions performed; Asaula (2013), according to which efficiency necessarily takes into account the interests of the market.

Also, in addition to the above opinions, our research emphasizes that not only efficiency serves the interests of stakeholders, but also they (shareholders; managers; employees; customers) have different effects on achieving efficiency. Managers ensure the implementation of measures to achieve efficiency; shareholders and the supervisory board set goals; clients define these goals, etc.

2. How does a special marketing strategy minimize the negative effects of the external environment on the efficiency of the airline (using the example of a pandemic)?

In addition to the fact that a special marketing strategy aimed at improving the

efficiency of the airline's activities in a crisis environment takes into account the possibilities of increasing revenue and reducing costs, this strategy also affects the reduction of negative impact by reducing reaction time in a changing operating environment.

Here we should discuss the combination of our findings and the earlier conclusions of the Draft (2016), according to which the company's management should take into account that the company may be in the stage of effective state and in the stage of effective changes. Our conclusion emphasizes that the effectiveness of changes is a special parameter of the company's functioning, which should take into account the time factor. Also, with this study, we emphasized the importance of studying non-financial performance parameters that are not taken into account by Amanbaev (2012), Kreinina (2013) and other authors.

3. What components and elements should be presented in this strategy, taking into account the influence of factors of the external and internal environment of the company?

The standard list of elements and components of the marketing strategy for the purpose of improving the efficiency of the company's functioning should be supplemented with the following elements, taking into account the factors of the external and internal environment: "the nearest zones of market development"; "mechanisms for managing risks and threats of changes in the external and internal environment"; "opportunities to increase demand" and "measures to increase brand confidence".

The answer to this question significantly expands the theoretical overview presented, according to which it is sufficient to manage competitiveness, profitability and organizational efficiency. In this study, we emphasized the importance for effective functioning in an unstable environment to take into account in the marketing strategy such aspects as: current brand management; creation of new demand chains based on the study of changes in consumer preferences.

The creation of tools for modeling changes in demand, changes in brand confidence, studying the reaction to the transformation of customer offers will allow

you to respond promptly and in a timely manner to factors of changes in the internal and external environment and influence the efficiency of the company.

In addition to the received answers to research questions, the following particular conclusions were also made:

- "company efficiency" is usually considered in terms of performance criteria, but additional attention should be paid to such parameters as: 1) management decisions on the development of an efficiency improvement strategy; 2) specific measures (actions) to achieve efficiency;

- the marketing strategy not only acts as part of the overall strategy of the company, but also serves as a source (through target indicators) for monitoring the achievement of the company's performance indicators;

- the airline's marketing strategy is specific in that it is influenced in a special way by the external environment, which is characteristic of this business. The following characteristic features were noted: the specifics of the directions of technical development; the specifics of grouping consumers of services; the specifics of service development; the specifics of handling image, reputation and brand; the specifics of positioning and promotion;

- strategy development in times of crisis should be focused on risk, growth or the current development situation.

5 LIMITATIONS OF THIS STUDY

The following limitations were found in this study:

- restrictions related to the specifics of the company's activities;
- restrictions related to a specific situation of instability, which has its own special features;
- limitations related to the respondents' ability to analyze and model the company's development situation.

1. Restrictions related to the specifics of the company's activities. This study cannot be extrapolated to absolutely all companies operating in a changing external and internal environment, since respondents describing the airline's activities participated in the study. Nevertheless, some conclusions, especially in the field of the first research question, can be made in relation to companies in other fields of activity.

2. Restrictions related to a specific situation of instability, which has its own special features. Each situation of instability has its own peculiarities of development, and in this study we identified the peculiarities of the influence of factors of the external and internal environment precisely in the conditions of the coronavirus pandemic, which affected airlines in a special way (reduction of flights, closure of borders, repatriation flights). The limitation is the fact that the results of empirical research should be adapted to other phenomena of instability of the external and internal environment of the company.

3. Limitations related to the respondents' ability to analyze and model the company's development situation. This limitation is due to the fact that respondents who are in labor and social relations with the company usually give socially expected answers without using their analytical thinking or the ability to model innovative solutions. In this study, we circumvented this limitation by using a semi-structured interview tool for research, which does not allow us to give too direct "yes" or "no" answers, but provides an opportunity to think and make an analysis, synthesis or build a model.

REFERENCES

1. Аманбаев У.А. Экономика предприятия: учебное пособие.- Алматы:Бастау,2012.-432 с.
2. Баканов М. И., Мельник М. В., Шеремет А. Д. Теория экономического анализа. Учебник. / Под ред. М. И. Баканова. — 5-е изд., перераб. и доп. - М.: Финансы и статистика, 2014. – 117 с.
3. Васильева Л. С. Финансовый анализ: учебник / Л. С. Васильева, МВ. Петровская. – М.: КНОССРТ, 2012. – 544 с.
4. Гринин, Л. Е. Коротаяев, А. В. Глобальный кризис в ретроспективе. — М., 2009., с.8
5. Дафт Р. Менеджмент. 10-е издание – СПб.: Питер, 2016. – 864с.
6. Ефимова О. В. Финансовый анализ: современный инструментарий для принятия экономических решений: учебник. — 3-е изд., испр. и доп. — М.: Издательство «Омега Л», 2010. — 351 с.
7. Жигас М.Г. Обеспечение финансовой устойчивости организаций в условиях рыночной экономики. Автореферат диссертации на соискание ученой степени кандидата эк. Наук.-Иркутск: 2009.-16 с.
8. Качуровский, Е. П. Современная мировая экономика / Е. П. Качуровский. — Минск : Белпринт, 2012., с.128.
9. Костромин П.А. Устойчивое развитие предприятия в условиях модернизации экономики// Экономика и современный менеджмент: теория и практика: сб. ст. по матер. XXIV междунар. науч.-практ. конф. – Новосибирск: СибАК, 2013.
10. Крейнина М.Н. Анализ финансового состояния предприятия. – М.: ДИС, 2013.-287с.
11. Кротков А. Конкурентоспособность предприятия: подходы к обеспечению, критерии, методы оценки / А.Кротков, Ю. Еленева // Маркетинг в России и за рубежом. – 2011. - №6. – с. 59-68.
12. Мумладзе Р.Г. Совершенствование эффективности

деятельности//Издательство: Русайн, 2015. – 195 с.

13. Организация предпринимательской деятельности: учебник для вузов / А. Н. Асаул, М. П. ...3-е изд. Стандарт третьего поколения. – СПб.: Питер, 2013. – 416 с.

14. Савицкая Г.В. Экономический анализ. 14-е изд., перераб. и доп. — М.: ИНФРА-М, 2017. — 649 с.

15. Яшин Н.С. Конкурентоспособность промышленного предприятия: методология, оценка, регулирование. – Саратов: СГЭА, 2012. – 520 с.

16. Aghazadeh H. Strategic Marketing Management: Achieving Superior Business Performance through Intelligent Marketing Strategy// Procedia - Social and Behavioral Sciences, Volume 207, 20 October 2015, Pages 125-134. <https://doi.org/10.1016/j.sbspro.2015.10.161>

17. Ali, M. (2018). Strategic management practices and performance of the sme's in Bangladesh. International Journal of Advanced Research, 7, 69-78.

18. Bus, A. J. (2018). An Overview of Strategic Management Practices. Retrieved from Austin Journal of Business Administration Management: <https://austinpublishinggroup.com/business-administration-and-management/fulltext/ajbam-v2-id1033.php>

19. Fu X., Hensher D., Chen N. Aviation Market Development in the New Normal Post the COVID-19 Pandemic: An Analysis of Air Connectivity and Business Travel. ERIA Discussion Paper Series. - September 2021.

20. Jaakkolaa M., Möllera K., Parvinena P., Evanschitzkyb H., Mühlbacher H. Strategic marketing and business performance: A study in three European 'engineering countries'// Industrial Marketing Management, Volume 39, Issue 8, November 2010, Pages 1300-1310. <https://doi.org/10.1016/j.indmarman.2010.06.005>.

21. Li Sheng-Tun and Tsai Ming-Hong (2009) "A dynamic taxonomy for managing knowledge assets", Technovation, 29: 284–298

22. Maharjan, K. K. (2017). Customer satisfaction and customer loyalty. Marketing for Entrepreneurs and SMEs, 1, 21-36.

23. McNaughton B.R., Osborne P. and Imire C.B. (2002), «market-oriented value creation in service firms», *European Journal of marketing*, vol. 36, No.910.
24. Osborn, C. (2018). *The 5 Stages of The Strategic Management Process*. Retrieved from thetraining-associates: <https://thetrainingassociates.com/blog/5-stages-strategic-management-process>.
25. Othman, A.F., Yusoff, S.Z., 2020. Crisis communication management strategies in MH370 crisis with special references to situational crisis communication theory. *Int. J. Acad. Res. Bus. Soc. Sci.* 10 (4), 172–182. <https://doi.org/10.6007/IJARBSS/v10- i4/7118>.
26. Scheiwiller S., Zizka L. Strategic responses by European airlines to the Covid-19 pandemic: A soft landing or a turbulent ride?// *Journal of Air Transport Management*, Volume 95, August 2021, 102103. <https://doi.org/10.1016/j.jairtraman.2021.102103>.
27. Vinod B. Airline revenue planning and the COVID-19 pandemic// *Journal of Tourism Futures*, July 2021. doi/10.1108/JTF-02-2021-0055/full/html.
28. Walker, R. M. (2019). Does Strategic Planning Improve Organizational Performance? A Meta-Analysis. *Public Administration Review*, 79, 810-819
29. Weller, J. (2016). 12 Free Marketing Budget Templates. Retrieved from smartsheet: <https://www.smartsheet.com/12-free-marketing-budget-templates>
30. Yu, Meng, Li, Zhiyong, Yu, Zhicheng, He, Jiaxin, Zhou, Jhingyan, 2020. Communication related health crisis on social media: a case of COVID-19 outbreak. *Current Issues in Tourism* 2020, 1–7. <https://doi.org/10.1080/13683500.2020.1752632>.

Appendix A

Questions for respondents

This survey is designed to assess the role of strategic marketing management in improving the efficiency of the airline in the Kazakh market in the context of the coronavirus pandemic.

Please answer the survey questions as widely and fully as possible. The survey is anonymous. Your personal and contact details are not required.

Block of general questions

1. How do you understand the term "company strategy"?
2. If you say that the company is working effectively, what do you mean?
3. Marketing in the company covers numerous processes of creating, promoting and providing a product to the buyer. What do you think can be considered a marketing STRATEGY?
4. How do you think the following phenomena in business are related: strategy; efficiency; marketing?

The airline's business specifics block

5. What can affect the efficiency of the airline?
6. What do you think the specifics of the airline's marketing strategy might be?

The block of specifics of crisis phenomena

7. How has the situation with the Covid-2019 pandemic affected your company's performance?
8. How can a marketing strategy reduce or eliminate the negative effects of the pandemic on the airline's performance?

Recommendation block

9. What areas of marketing do you think need strategic changes in your company?
10. Read this text. The factors of the company's external environment include: political and legal factors; economic factors; social and cultural factors; technological factors. Factors of the company 's internal environment include: personnel management system; finance; operational processes; customer relations. What do you think, which of these factors should be taken into account when developing an airline's marketing strategy during a crisis period?