

Summary

The main objective of the work was to determine the importance of the cooperative potential of airports in the process of strategic management. As a result of a systematic literature review, a research gap was identified and a research thesis was formulated on this basis. **The higher the cooperation potential of an airport, the better the use of its strategic potential.** The paper uses the concept of an organization's external cooperation potential model, which was interpreted as a model of the airport's cooperation potential. An analysis of the relations between the cooperative potential and the strategic potential of the airport was also conducted from the perspective of evaluating the relations between the cooperative potential of the airport and the strategic management process.

The project of analysis was presented in 3 levels. The cognitive plane was aimed at defining the definition of the "airport's cooperative potential", understood from the perspective of airport's cooperation with airlines, and identifying the level of its main elements. The key resources of the strategic potential of airports were also identified and relationships between the examined potentials were established.

The methodological layer consisted in developing a methodology for assessing the level of an airport's cooperation potential. The main tool of the research was a questionnaire aimed at identifying the level of airport preparation for cooperation with airlines. It allowed for interpretation and analysis of unit results, for particular airports, obtained during the research. Moreover, concepts of scenario methods were used to assess the level of cooperation potential of regional airports in Poland.

The application plan was aimed at directing knowledge useful for the airport management staff related to the identification of elements. These elements constitute the cooperative potential of the organization. The application plan provided new knowledge on linking the cooperative potential of the airport with the process of strategic management. This may be useful in airport management practice. On the basis of the airport's cooperative potential model, its maturity phase is described. Analysing their characteristics from the perspective of scenarios (optimistic, pessimistic), it was pointed out what knowledge the airport manager can gain using this diagnostic tool. On the basis of the profiles obtained, synthetic and actual indicators were determined.

The examination of the relationship between the identified potentials in the study did not lead to clear conclusions and therefore cannot be confirmed unequivocally. However, the

studies carried out have highlighted aspects that have not yet been addressed in empirical airport studies.

These broadly present two divergent scenarios: Pessimistically, there are indications of a lack of awareness and building awareness, relating to important activities undertaken during the preparation for cooperation with airlines.

More optimistically, there do seem to be emergent indications of building awareness and formalization of activities.

Overall however, The airports examined in the study showed low levels of operational cooperation potential, which means that regional airports in Poland are not well prepared for cooperation with airlines. When examining the strategic potential, data on the number of passengers served and the capacity of individual airports were analysed and it was found that airports tend to under utilise strategic potential in relation to their actual infrastructure.

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