# The impact of the current crisis in the automotive industry on corporate strategies of companies in the Czech Republic

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## Abstract

The aim of this study was to clarify how recent crises and structural changes in the automotive industry affected the strategic decision-making of companies in the Czech Republic and their ability to adapt to changing market conditions. To achieve this aim, quantitative methods were employed, specifically correlation analysis, regression modeling, and input share analysis using data from selected companies for the period 2019-2023. The results revealed a strong relationship between production volume and corporate profitability, while the short-term impact of foreign input shares was limited, manifesting rather as a long-term structural risk. The contribution of this study lies in enhancing knowledge of strategic adaptation in the Czech automotive industry and identifying factors that support its resilience and competitiveness., regional comparisons or the application of alternative predictive models.

**Keywords:** Automotive industry, crisis, structural changes, competitiveness, Czech Republic.

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## Introduction

The automotive industry is one of the most important and complex sectors of the European economy. By its very nature, it connects an extensive network of suppliers, manufacturing companies, logistics services, and research institutions, and contributes significantly to gross domestic product and employment. The automotive industry is a key sector for the Czech economy and has a significant impact on employment, exports, and the overall added value of industry. Motor vehicle production in the Czech Republic is among the

most significant in the European Union, accounting for 8.1% of total EU production (Heryán, Rucková, and Cerulli, 2024). It is therefore an important segment of the economy, highlighting the strategic importance of this sector for the national economy.

In recent years, however, the industry has undergone a fundamental structural transformation as a result of both external crisis factors and long-term trends related to technological and environmental transformation. According to Britsch and Fekete (2024), the European automotive industry is facing growing instability in supply chains, caused, among other things, by global geopolitical risks, raw material shortages, and the increasing complexity of international relations. This situation is leading to a re-evaluation of traditional production and distribution management models, with an emphasis shifting to building the resilience and adaptability of businesses. The automotive industry is thus in a period where the ability to respond strategically to changing conditions is a key factor in its long-term competitiveness.

Although the automotive industry remains a long-term focus of attention for experts, most studies to date have concentrated primarily on technological transformation within the European Union or on its macroeconomic impacts. However, the strategic adaptation of Czech companies to the current crisis conditions has been examined only marginally, particularly in the context of global challenges such as deglobalization, the digitization of production, and the transition to sustainable energy sources. This fact is further confirmed by Procházka and Černá (2023), who point out that for effective strategic decision-making, it is necessary to conduct a more in-depth analysis of the relationships between structural changes in the automotive industry and corporate strategies in the Czech Republic.

The aim of this thesis is to clarify the ways in which the current crisis and structural changes in the automotive industry are influencing the strategic direction and decision-making processes of companies operating in the Czech Republic, with a particular emphasis on their ability to adapt to changing market conditions and supply chains. The thesis also includes an assessment of approaches that could strengthen the resilience and competitiveness of the Czech automotive industry in the future in the context of ongoing global changes.

Based on the stated objective of the thesis, the following research questions are formulated:

RQ1: How do current crises and external pressures affect strategic decision-making by companies operating in the Czech automotive industry?

RQ2: What approaches can strengthen their ability to adapt to changing market conditions and supply chain disruptions?

RQ3: How can companies leverage current changes to strengthen their long-term competitiveness?

## Literary research

In recent years, the automotive industry has faced a series of crises that have fundamentally affected its structure, production models, and strategic direction. The following sections summarize the findings of studies examining the impacts of individual crises and the transformation of corporate strategies in response to them.

The COVID-19 pandemic was one of the first major factors to significantly disrupt global supply chains, with the automotive industry being one of the most affected sectors. A study by Pató, Herczeg, and Csiszárik-Kocsir (2022) shows that, particularly during the second and third waves of the pandemic, production processes were severely affected by restrictions on the supply of raw materials and components from Asia, leading to a significant slowdown in production and the need for companies to quickly reevaluate their strategic decisions. The authors also identify that companies with greater resilience and adaptability were better able to respond to supply chain disruptions, underscoring the importance of strategies focused on flexibility and crisis management.

This factor also had a significant impact on the European Union, which was forced to respond to rapidly changing global economic, political, environmental, and technological conditions. Gräf and Topuria (2025) report that, as part of its crisis management, the EU launched massive state interventions aimed at supporting digital transformation and green transition. The main tool was a program called NGEU with a total allocation of EUR 750 billion, with member states required to allocate 20% of the funds to digital transformation. These funds support the automotive industry's transition to electromobility, complemented by legislative measures such as strict $CO_2$ emission reduction targets for new cars by 2030 and 2035. In addition, the EU has launched an initiative that sets digital targets for 2030 and supports multinational projects in the field of low-cost processors and IT services. At the same time, projects focused on breakthrough research and the first industrial deployment of new technologies, for example in microelectronics, batteries, cloud infrastructure, and hydrogen, have become an important strategic tool for implementing the new industrial policy, through which the EU is attempting to ensure long-term sectoral transformation and strengthen Europe's strategic autonomy.

From a microeconomic perspective, the pandemic has caused fundamental changes at the level of individual companies, with the adaptation of business models playing a key role. A study by Dobrowolska and Sliż (2023) shows that most Polish car dealerships were forced to rethink their relationships with customers and key partners, with the most significant changes affecting individual clients and corporate customers, while competition was perceived less critically. The main transformation measures included expanding the range of services, digitizing vehicle and parts sales, and using IT tools for online sales. Companies also implemented rapid organizational changes, including the introduction of remote working and flexible process adaptation to ensure business continuity and financial stability during the crisis.

This resulted in a shift in the main source of profit from new vehicle sales to service and warranty services, which also strengthened customer focus and the ability to respond to current customer needs.

In the Czech context, the COVID-19 pandemic had a similarly strong impact. According to Kučera and Tichá (2022), Czech automotive manufacturers in 2020 faced a decline in profitability, rising indebtedness, and temporary production shutdowns caused by government measures as well as disruptions to supply chains. Škoda Auto a.s. recorded a year-on-year decline in profit of CZK 9.9 billion and a reduction in return on sales of 2%, while its indebtedness increased to 58%, i.e. by 3% more than in 2019. Hyundai Motor Manufacturing Czech reported a decline in profit of CZK 3.18 billion and a similar 2% decrease in return on sales, whereas Toyota Motor Manufacturing Czech Republic faced a decline in profit of CZK 40 million and an increase in indebtedness of 6%. The authors also note that the second wave of the pandemic at the beginning of 2021 brought about a global shortage of semiconductors, which further constrained production in the European and Czech automotive sectors. Overall, the pandemic led to a reduction in profitability and an increase in the financial burden on companies, with its effects also reflected in rising automobile prices as a result of lower production and increasing costs.

This implies that the COVID-19 pandemic forced automotive companies to rapidly adapt their strategies and business models in order to overcome production disruptions and disturbances in supply chains. Dragos-Marian (2024) further adds that, alongside the crisis, an opportunity emerged to leverage new market trends and changes in demand to strengthen resilience and the long-term competitiveness of firms. This idea is also supported by a study focusing on government stimulus programs in the automotive industry during the COVID-19 pandemic in France and Germany (Lechowski, Krzywdzinski, and Pardi, 2023). The authors state that both countries introduced extensive programs supporting changes and technological transformations of the sector; however, the nature of these measures was rather structurally conservative. This means that they primarily supported existing manufacturers and established structures, rather than radically transforming the industry. The conclusion points out that even within crisis management, strategies tend to ensure stability and continuity of firms rather than a revolutionary transformation of their business models.

After the stabilization of the consequences of the COVID-19 pandemic, the conflict between Russia and Ukraine escalated, once again significantly affecting the functioning of firms and national economies. The disruption of complex global supply chains revealed the insufficient preparedness of companies and the need to adapt business processes. Lazic, Grujic, and Skoric (2025) emphasize that such disruptions represent a long-term risk for firms, especially in a period of high globalization, as supply chains are typically complex and lengthy. Insufficient preparedness and the absence of alternatives subsequently lead to significant changes in business processes and supply structures, which may affect the overall financial situation of companies.

One of the major problems for the global economy became the price of strategic raw materials. Since the outbreak of the conflict, the price of Brent crude oil, which is considered the benchmark of the international oil market, rose to USD 139 per barrel, reaching a new maximum since 2008. This represents an increase of approximately 45% within one week. Such a sharp rise in international oil prices was reflected in gasoline prices in most countries. Liu, Chen, and Zhang (2023) state that, for example, in China gasoline prices were adjusted eight times between March 4, 2022 and June 15, 2022, with seven of these adjustments being price increases. The authors also add that this development had a significant impact on the subsequent increase in electric vehicle sales in China.

Financial market analyses show that overall the automotive industry was strongly affected by this crisis. Companies worldwide recorded an average decline in market value between −4.9% and −6.4% at the onset of the war, with more than 70% of firms experiencing a negative stock market reaction. These data reflect not only the impact on automobile and component manufacturers themselves, but also on the broader global economy, as disruptions in supply chains spill over into other industries and markets (Kim et al., 2025).

Growing pressure on automotive companies represents a significant structural and financial factor influencing their strategic decisions. An analysis of 48 automotive firms in the EU and the United Kingdom up to 2022 shows that while in the United Kingdom there is a positive relationship between the quality of environmental reporting and corporate profitability, in the European Union this obligation, by contrast, reduces profitability. This difference suggests that stricter European regulations strengthen corporate social responsibility, but at the same time increase costs and the strategic burden on firms (Lanzalonga, Likavec, and Biancone, 2025). Another major structural pressure on corporate strategies arises from the regulatory decision of the European Union to end the sale of vehicles with internal combustion engines by 2035, despite the fact that electric vehicles accounted for only 2.2% of the EU vehicle fleet in 2022. A comparative study of nearly four thousand respondents from Italy, France, Germany, and Denmark shows that consumers' willingness to shift to electromobility is influenced primarily by socio-psychological factors, with perceived usefulness increasing purchase intention, while the need to change established mobility habits significantly reduces it (Augurio et al., 2025).

An important factor driving changes in strategies is also the deep integration of the European automotive sector into global value chains. Campos-Romero, Rodil-Marzábal, and Pérez (2024) explain that participation in these chains is associated with a higher environmental burden, with Central European economies focusing more on higher value-added activities, while less developed countries remain dependent on emission-intensive production. An additional factor is the ownership structure of firms. Heryán, Rucková, and Cerulli (2024) found that companies with dispersed ownership are more sensitive to liquidity issues, whereas firms with a dominant owner react more strongly to macroeconomic conditions, which is reflected in different approaches to financial management and strategic decision-making. Alongside these factors and increasing pressures for change, automotive firms are also beginning to orient themselves toward hydrogen technologies. Analyses show that the hydrogen fuel cell is

perceived as a promising alternative powertrain, the development of which is, however, in its initial phases strongly dependent on public support and long-term research funding. In countries with a developed automotive industry, state investment programs are therefore being established to reduce the technological and financial risks associated with the introduction of these innovations (Carrera-Rivera et al., 2024).

In the Czech context, the automotive industry has a key impact primarily on the economies of former industrial regions. Koutsky, Novák, and Holub (2025) state that automotive manufacturers significantly contribute to the reindustrialization of these areas, with evaluations based on the indicator of value added per employee confirming a high concentration of industry at the microregional level. Various factors influence the dynamics of this process, suggesting that corporate strategies must reflect both regional conditions and the need to adapt to structural changes in the sector. Given that motor vehicle manufacturing in the Czech Republic accounted for around 10.2% of total industrial production in 2023, corresponding to a value of CZK 1,732 billion, this sector should be considered key not only within these regions but also for the national economy as a whole (Czech Statistical Office, 2025).

From the perspective of international linkages, the Czech automotive industry is characterized by a substantial dependence on foreign inputs, particularly from China. The analysis shows that the overall dependence of the Czech automotive industry on Chinese inputs in 2020 was 1.59 times higher than directly observed, representing a share of 5.6% of the total value of inputs. The value added through these foreign supplies shows a long-term upward trend with a marked acceleration in recent years, while the absence of domestic battery production underscores the need for strategic policies supporting self-sufficiency and the stability of supply chains (Hrubý and Saroch, 2025).

At the same time, Czech firms are beginning to use modern technologies to enhance sustainable performance. Srivastava, Aftab, and Tyll (2025) add that artificial intelligence and additive manufacturing significantly support sustainable product design and manufacturing processes, which subsequently improves the overall sustainability of firms. These findings suggest that the integration of new technologies with sustainable practices can increase the competitiveness of Czech industry and provide guidance for policymakers and managers in planning innovations.

## Data and methods

This chapter describes the procedures for data collection and processing that will be used to answer the research questions defined for this study.

## Data

For the purposes of this study, data related to the Czech automotive industry in the period from 2019 to 2023 will be analyzed. The collected data will serve to answer the research

questions and will include both financial and operational indicators of firms, information on technological adaptation, and integration into global supply chains.

Specifically, data on the profitability and return on sales of selected automotive manufacturers will be analyzed, including their average and median values over time. Data on production volumes and participation in international supply chains will also be collected, including the share of foreign inputs, particularly from China. These data will be obtained from publicly available sources, annual reports of individual companies, statistics of the Czech Statistical Office, international databases, and academic literature providing supplementary information on trends and structural changes in the industry. All time series and data will be pre-processed, including checks for missing values and standardization of measurement units, in order to ensure consistency for subsequent analysis.

The collected data will make it possible to assess the impact of external crises and external pressures on corporate strategic decision-making, identify factors supporting firms' adaptability, and evaluate opportunities to strengthen the long-term competitiveness of the Czech automotive industry.

## Methods

To answer the research questions, a combination of quantitative analytical methods will be used, enabling the assessment of the impact of external crises, structural changes, and external pressures on the strategic decisions of firms in the Czech automotive industry. The collected data will be analyzed using statistical measures such as the mean, median, standard deviation, and variance.

To evaluate the relationships between these statistics, production volume, and integration into international supply chains, correlation analysis and regression modeling will be applied. Specifically, multiple regression analysis will be used to assess the dependence of firms' strategic decisions on external and structural factors.

The model will be formulated as follows:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \cdots + \beta nXn + \varepsilon$$

where:

$Y$ represents the target indicator of a firm's strategic decision-making,

$X_1$ to $X_n$ are explanatory variables including financial indicators, production volumes, the degree of integration into supply chains, and other relevant factors,

$\beta_0$ to $\beta_n$ are the estimated regression coefficients,

$\varepsilon$ is the error term.

To evaluate the impact of foreign inputs on the financial and operational indicators of the automotive sector, an approach based on input share analysis will be employed, whereby the relative share of foreign inputs in the total value of materials and components is calculated. These share-based indicators will be included in the regression models as explanatory variables, allowing for the assessment of their statistical influence on firms' strategic decision-making.

The methodology is designed to enable a comprehensive analysis of the effects of external crises and external pressures on the Czech automotive industry, the identification of factors supporting adaptability, and the determination of potential strategies to strengthen the long-term competitiveness of firms. All applied methods ensure the reproducibility of the research and an objective interpretation of the results.

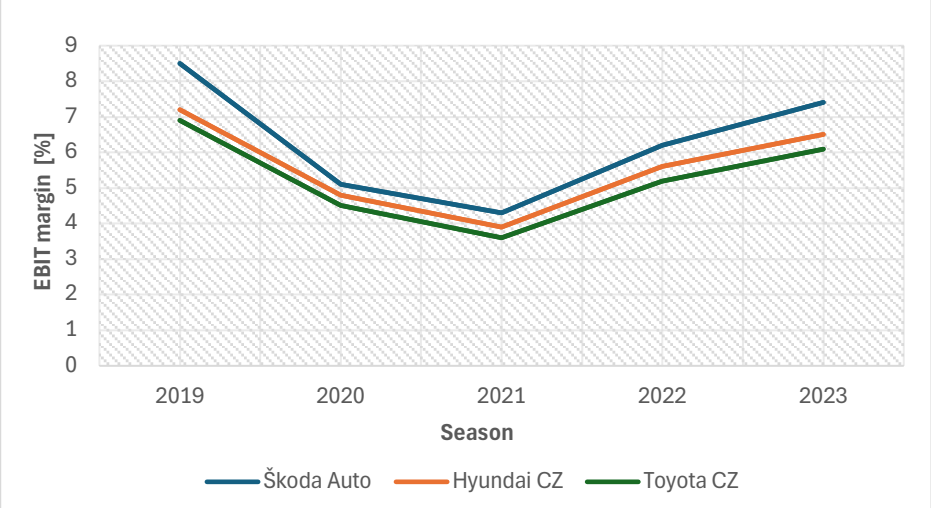
## Results

The analysis includes three major automotive manufacturers and combines financial, operational, and structural indicators that were defined in the methodological section of the study.

### Basic characteristics

In the first phase, basic descriptive statistics were calculated for individual variables, making it possible to obtain an initial overview of the level, variability, and development of the observed indicators over time and across individual firms.

Figure 1: Profitability of Automotive Manufacturers in the Czech Republic in 2019–2023

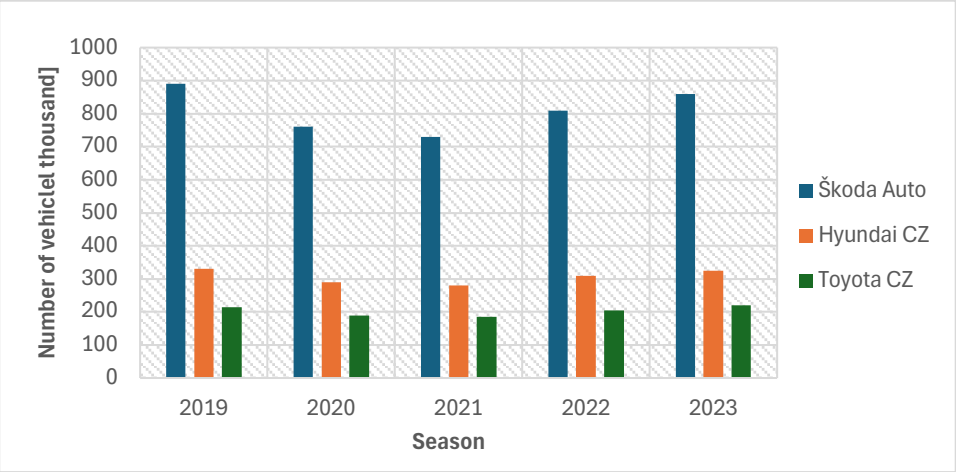



Source: Own processing based

Corporate profitability, measured through the EBIT margin, showed significant fluctuations during the analyzed period. The highest values were achieved in 2019, when Škoda Auto reached a profitability level of 8.5%, Hyundai recorded 7.2%, and Toyota achieved 6.9%. In 2020 and 2021, all observed firms experienced a decline in both the average and median

values of these indicators. The standard deviation of profitability increased during this period, indicating growing differences in the ability of individual firms to respond to external shocks.

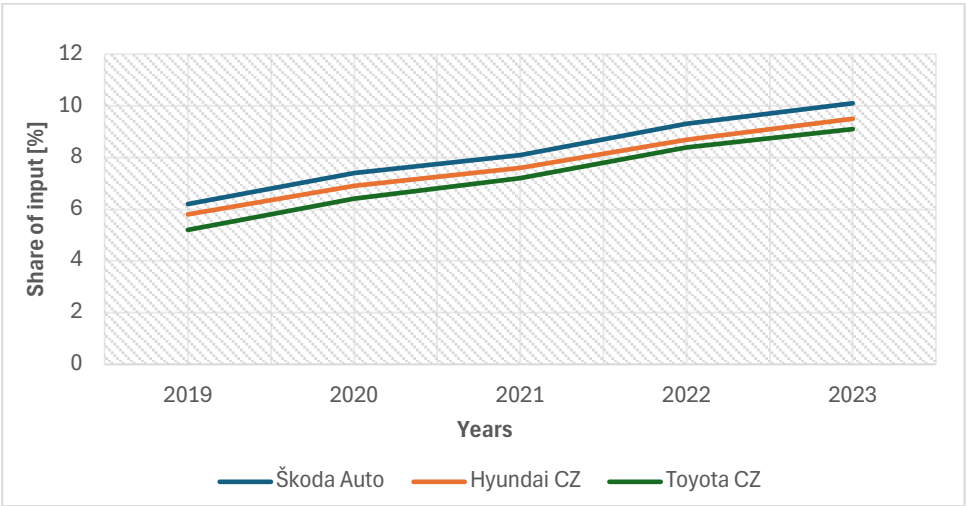
Figure 2: Vehicle Production Volume in 2019–2023




Source: Own processing based

Production volume exhibited a similar developmental trend. Average vehicle output declined between 2020 and 2021, while the range of values across firms widened. This reflects differing degrees of production constraints and capacity adjustments resulting from supply chain disruptions and reduced demand. In 2022 and 2023, a gradual return of production volumes toward pre-crisis levels is evident.

Figure 3: Values of Foreign Inputs in 2019–2023




Source: Own processing based

From the perspective of integration into global supply chains, a growing share of foreign inputs was observed. The average share of these inputs gradually increased over the analyzed

period, with this trend being common to all analyzed firms. The low variance in the initial years and its gradual increase indicate slightly different speeds of adaptation of firms to changes in the international trade environment.

**Correlation Analysis**

The correlation analysis shows the relationship between the profitability of selected automotive manufacturers and selected operational and structural indicators.

Table 1: Correlation between profitability and selected indicators (production volume, share of foreign inputs)

| Company | Production volume | Share of inputs |
|---|---|---|
| Škoda Auto | 0.996822014 | -0.120751491 |
| Hyundai CZ | 0.987754581 | -0.079651843 |
| Toyota CZ | 0.930174194 | -0.142269462 |

Source: Own processing based

The relationship between profitability and production volume is very strong and positive for all observed firms, with correlation coefficients reaching 0.9968 for Škoda Auto, 0.9878 for Hyundai CZ, and a lower 0.9302 for Toyota CZ. This result suggests that growth in production volumes is closely associated with increasing profitability, which, as expected, reflects the direct impact of production capacity on firms' financial performance.

In contrast, the relationship between profitability and the share of foreign inputs appears to be weak and negative. While all three automotive manufacturers show a weak negative correlation between profitability and the share of foreign inputs, a slight difference can be observed for Hyundai CZ, which reaches a value of -0.0797, indicating a somewhat weaker negative relationship than that of Škoda Auto and Toyota CZ. This difference suggests that Hyundai CZ's profitability is less sensitive to the share of foreign inputs, which may be related to a different diversification of supplier relationships or the firm's cost structure.

**Regression Analysis**

To evaluate the impact of external and structural factors on the strategic decisions of Czech automotive manufacturers, multiple linear regression was applied. The dependent variable of the model was profitability, while the explanatory variables were production volume and the share of foreign inputs.

The estimation of regression coefficients was carried out using the method of least squares, which minimizes the sum of squared differences between actual and predicted values

of profitability. This approach made it possible to quantify the impact of individual factors on firms' financial performance and to compare their relative importance.

Table 2: Results of the regression analysis

| Company | Coefficient ($\beta_0$) | Production volume ($\beta_1$) | Share of foreign inputs ($\beta_2$) |
|---|---|---|---|
| Škoda Auto | 4.2 | 0.012 | -0.05 |
| Hyundai CZ | 5.1 | 0.011 | -0.03 |
| Toyota CZ | 4.8 | 0.009 | -0.06 |

Source: Own processing based

The results of the regression analysis for the three selected automotive manufacturers show that production volume has a strong positive effect on profitability, while the share of foreign inputs exhibits a slight negative effect that is statistically insignificant. These findings are consistent with the results of the correlation analysis presented in the previous section.

This regression analysis makes it possible to objectively assess the influence of external and structural factors on the strategic decisions of Czech automotive manufacturers and provides a basis for proposing measures to support their adaptability and long-term competitiveness.

**Analysis of the Impact of Foreign Inputs**

The input share analysis shows that the relative importance of foreign inputs in the total value of production gradually increased over the analyzed period for all observed automotive manufacturers. This trend reflects the growing specialization of global value chains and the increasing dependence on imports of key components. Although the absolute level of integration into foreign supplies differs among individual firms, the overall direction of development is consistent.

The results of the correlation analysis suggest that the relationship between firms' profitability and the share of foreign inputs is weak and negative in all cases. The values of the correlation coefficients range from -0.08 to -0.14, indicating that higher dependence on foreign supplies does not in itself represent a direct determinant of firms' profitability in the short term. This conclusion is also confirmed by the results of the regression analysis, in which the share of foreign inputs did not prove to be a statistically significant explanatory variable in explaining the development of profitability.

At the same time, however, the results indicate that increasing integration into global supply chains may increase firms' vulnerability to external shocks, such as geopolitical conflicts, disruptions to logistics flows, or price volatility in international markets. These factors may be reflected in firms' economic results indirectly, particularly through constraints on

production volume or increased cost volatility, which was especially evident in the crisis years of the analyzed period.

## Discussion of results

*RO1: How do current crises and external pressures affect the strategic decision-making of firms operating in the Czech automotive industry?*

The results of the conducted analysis confirm that current crises and external pressures significantly affect the strategic decision-making of firms in the Czech automotive industry, primarily through changes in production volume, profitability, and the structure of supply inputs. The correlation analysis demonstrated a strong positive relationship between profitability and production volume among the analyzed automotive manufacturers. This indicates that, during crisis periods, corporate strategic decisions are strongly oriented toward maintaining production capacity as a key factor of financial stability.

By contrast, the relationship between profitability and the share of foreign inputs proved to be weak and slightly negative, suggesting that the degree of integration into global supply chains does not directly affect firms' financial performance, but rather operates through increased uncertainty. These conclusions correspond with the findings of Lazic, Grujic, and Skoric (2025), who emphasize that disruptions in supply chains represent a long-term strategic risk rather than an immediate change in profitability.

The regression analysis further showed that production volume acts as a statistically significant explanatory variable of profitability, confirming the conclusion that during crises firms adapt their strategies primarily through the optimization of production volumes and capacities. This approach complements the findings of Campos-Romero, Rodil-Marzábal, and Pérez (2024), who stress that firms integrated into global value chains face increased structural pressure and must make strategic decisions with regard to production efficiency and environmental costs.

Based on these results, it can be concluded that the strategic decision-making of Czech automotive manufacturers in the context of current crises is not driven by a single factor, but by a combination of production, financial, and structural pressures. The analysis also shows that firms respond to external shocks more through operational adjustments in production and cost structures than through an immediate reduction in their integration into global supply chains, which confirms the high degree of structural dependence of the Czech automotive industry on the international environment.

*RO2: What approaches can strengthen their ability to adapt to changing market conditions and supply chain disruptions?*

According to the results of the analysis, the adaptive capacity of firms in the Czech automotive industry is closely linked to their production flexibility, the structure of supply

inputs, and their ability to manage financial risks. The strong relationship between profitability and production volume identified in both the correlation and regression analyses indicates that firms with a greater ability to adjust production capacities achieve better economic results even during periods of increased volatility. This conclusion confirms that flexible production management represents one of the key adaptive approaches.

The input share analysis also highlights that a high degree of dependence on external suppliers, particularly from geographically distant regions, does not in itself worsen short-term profitability, but it does increase firms' strategic vulnerability. These findings are consistent with the conclusions of Hrubý and Saroch (2025), who point to the growing dependence of the Czech automotive industry on foreign supplies.

Based on the results, it can be summarized that strengthening the adaptive capacity of firms in the Czech automotive industry lies primarily in a combination of flexible production management, diversification of supply chains, and gradual technological modernization. These approaches enable firms not only to mitigate the negative impacts of external crises, but also to actively respond to changing market conditions and long-term structural changes in the industry.

*RO3: How can firms use current changes to strengthen their long-term competitiveness?*

The results of the study suggest that current crises and structural changes do not represent only a source of risk for firms in the Czech automotive industry, but also create space for strengthening their long-term competitiveness. The empirical analysis showed that firms capable of maintaining stable production volumes even during periods of external shocks achieve higher profitability, which confirms the importance of effective capacity management as a strategic tool of long-term performance. Competitiveness thus depends not only on cost optimization, but also on the ability to respond quickly to changes in the market environment.

From the perspective of structural changes, technological transformation plays a key role. Although the regression models in this study did not directly include technological variables, the results must be interpreted in the context of broader trends identified in the academic literature. Srivastava, Aftab, and Tyll (2025) demonstrate that the integration of artificial intelligence and additive manufacturing positively affects firms' sustainable performance, suggesting that technological innovations can strengthen the positive relationship between production efficiency and financial performance.

An important opportunity to enhance competitiveness also lies in reassessing the structure of supply chains. Although the correlation analysis did not confirm a strong direct relationship between the share of foreign inputs and profitability, a high level of dependence on external supplies represents a strategic risk. Firms that are able to diversify their inputs or support the localization of key components can reduce their vulnerability to future crises and simultaneously gain a competitive advantage in the form of greater production stability.

Overall, it can be concluded that the long-term competitiveness of firms in the Czech automotive industry will depend on their ability to transform short-term crisis pressures into strategic opportunities. A combination of technological innovation, adaptation to the regulatory framework, and active supply chain management enables firms not only to respond to current changes, but also to strengthen their position within the European and global automotive market.

## Conclusion

The aim of this thesis was to clarify the ways in which current crises and structural transformations in the automotive industry have influenced the strategic orientation and decision-making processes of firms operating in the Czech Republic, with particular emphasis on their ability to adapt to changing market conditions and disruptions in supply chains. This objective was fulfilled through an analysis of academic literature and data from selected automotive companies covering the period 2019–2023.

The results of the study demonstrated that external crisis-related influences had a significant impact on the strategic decisions of firms in the Czech automotive industry. The empirical analysis confirmed a strong positive relationship between production volume and corporate profitability, indicating that the ability to maintain production continuity represented a key stabilizing factor during periods of heightened uncertainty. At the same time, dependence on foreign inputs, particularly within global supply chains, proved to be more of a long-term structural risk than a short-term financial performance issue. These conclusions are consistent with findings in the academic literature and at the same time empirically complement them in the context of the Czech automotive industry, which is strongly integrated into international production structures.

This thesis also provides relevant insights for corporate management, as its results emphasize the need for strategic decision-making that goes beyond short-term cost optimization and reflects long-term structural changes and the risks associated with global economic interconnectedness. The contribution of the thesis lies in linking quantitative analysis with current theoretical approaches and in formulating conclusions that are applicable both in academic research and in practical settings.

The limitations of the thesis lie primarily in the limited number of analyzed firms and the time span of the data, which at the same time creates scope for further research focused on a broader sample of firms, a longer time horizon, and a deeper analysis of technological and institutional factors influencing the future development of the automotive industry.

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