МІНІСТЕРСТВО ОСВІТИ І НАУКИ
НАЦІОНАЛЬНИЙ АВІАЦІЙНИЙ УНІВЕРСИТЕТ
ФАКУЛЬТЕТ ТРАНСПОРТУ, МЕНЕДЖМЕНТУ І ЛОГІСТИКИ

Кафедра ***менеджменту зовнішньоекономічної діяльності підприємств***

ДОПУСТИТИ ДО ЗАХИСТУ
Завідувач кафедри
__________ ***Кириленко О.М.***
“____”_____________2021 р.

КВАЛІФІКАЦІЙНА РОБОТА

(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ВИПУСКНИКА ОСВІТНЬОГО СТУПЕНЮ
“МАГІСТР”

спеціальності 073 «Менеджмент»
ОПП «Менеджмент зовнішньоекономічної діяльності»

Тема: ***Управління міжнародною конкурентоспроможністю ДП «Міжнародний аеропорт «Бориспіль»»***

Виконав: Єсін Микита Дмитрович ________________

Керівник: ***к.е.н., доц. Коваленко Юлія Олександрівна*** ________________

Нормоконтролер з ЄСКД (ЄСПД): __________________***(Коваленко Ю.О.)***
__________________***(Серьогін С.С.)***

Київ-2021

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
FACULTY OF TRANSPORT, MANAGEMENT AND LOGISTICS
Management of Foreign Economic Activity of Enterprises Department

ALLOW TO THE DEFENSE
Head of the Department
_____________ ***O. Kyrylenko***
"____"________________***2021***

QUALIFICATION WORK

(EXPLANATORY NOTE)

by Specialty 073 "Management",
Educational Professional Program "Management of Foreign Economic Activity"

Topic*:* ***Management of international competitiveness of the SE "Boryspil International Airport"***

Performed by: ***Yesin Mykyta Dmytrovych***

Scientific adviser: Ph.D. in Economics, assoc. prof. Kovalenko Yulia Oleksandrivna

Norm-controller of USCD (USPD): ___________________ ***/ Y.O. Kovalenko/***
___________________ ***/S.S. Seryogin/***

Kyiv-2021

NATIONAL AVIATION UNIVERSITY

Faculty ***TML*** **Department** ***Management of Foreign Economic Activity of Enterprises***
Educational level ***Master***
Specialty ***073 “Management”***
Educational Professional Program: ***"Management of Foreign Economic Activity”***

APPROVED
Head of the Department
___________ ***O. Kyrylenko***
"_____" __________ 2021__

TASK
to perform Master Thesis by student
Yesin Mykyta Dmytrovych
(surname, name, patronymic)

1. Topic of qualification work: ***Management of International Competitiveness of the SE "Boryspil International Airport"***
approved by the Rector order of ***11/10/2021***, № ***1848/cm***
2. Deadline of thesis: ***from 11 October 2021 to 31 December 2021***

3. Initial data for thesis: ***Financial and management reports of the State Enterprise "Boryspil International Airport"; statute of the State Enterprise "Boryspil International Airport", data of the State Aviation Service, scientific works, Internet resources.***
4. The content of the explanatory note (list of issues to be developed):
Required: ***to examine and analyze the management of international competitiveness at the enterprise, to develop scientific approaches; to perform the analysis of financial and economic activity of SE “IA “Boryspil”; to analyze level of competitiveness of SE “IA “Boryspil”; to suggest directions of the improving the competitiveness at SE “IA “Boryspil” and justify the ways of their improvement.***
The list of mandatory graphic material:
Theoretical part: tables - 4, fig.- 3
Analytical and research part: tables -14, fig. - 8
Project and advisory part: tables – 6, fig. - 4

SCHEDULE

№	Stages of qualification work performing	Deadline of stages	Comment
1.	Collection and analysis of necessary information about SE “International Airport “Boryspil” according to the topic of the qualification work	11.10.2021 - 14.10.2021	done
2.	Identification and analysis of SE “International Airport “Boryspil” resource potential	14.10.2021-19.10.2021	done
3.	Design the references used in the analysis of development strategy formation and implementation	to 25.10.2021	done
4.	Preparation and execution of analytical and research part of the qualification work	to 29.10.2021	done
5.	Preparation and presentation of the theoretical part	to 01.11.2021	done
6.	Developing proposals for the formation and implementation of SE “International Airport “Boryspil” development strategy and economic justification of recommendations	to 05.11.2021	done
7.	Design of recommendatory section of the qualification work	to 25.11.2021	done
8.	The final design of the qualification work (contents, introduction, conclusions, etc.)	to 01.12.2021	done
9.	Report and presentation preparation	to 08.12.2021	done
10.	The signing of necessary documents in the established order, preparing to defend the qualification work and preliminary qualification work defense on graduating department meeting	to 10.12.2021	done

Student ____(Yesin M.D.)

Scientific adviser of qualification work _________________(Kovalenko Y.O.)

ABSTRACT

As a result of the research, the qualification work provided sound recommendations for improving and enhancing the competitiveness of the SE “Boryspil International Airport”.

The introduction identifies the relevance of the chosen topic of the qualification work, object, subject, purpose and objectives of the study.

In the first section, the theoretical elaboration of literature sources allowed the author to reveal the essence and approaches to improving the competitiveness of enterprises, the methods of its evaluation are considered.

The second section presents the general characteristics of the SE “Boryspil International Airport” and analyzes the main financial and economic indicators, analyzes the state of the level of competitiveness of the SE “Boryspil International Airport” and identifies key issues.

In the third section the author on the basis of the analysis of economic activity and the studied theoretical material in order to improve the competitiveness of the SE “Boryspil International Airport” proposed to use specific recommendations for improving the production infrastructure and attracting new airlines and routes.

The conclusions and proposals summarize the results of the study of qualification work.

Key words: competitiveness, production infrastructure, competitiveness management, improvement, airport, state enterprise, airlines.

АНОТАЦІЯ

У результаті дослідження в кваліфікаційній роботі було надано обґрунтовані рекомендації щодо удосконалення та підвищення конкурентоспроможності ДП «Міжнародний аеропорт «Бориспіль».

У вступі визначено актуальність обраної теми кваліфікаційної роботи, об'єкт, предмет, мету та завдання дослідження.

У першому розділі теоретичне опрацювання літературних джерел дозволило автору розкрити сутність і підходи до покращення конкурентоспроможності підприємств, розглянуті методи її оцінки.

У другому розділі наведено загальну характеристику ДП “Міжнародний аеропорт «Бориспіль»” та проаналізовано основні фінансово-економічні показники, проаналізовано стан рівня конкурентоспроможності ДП “Міжнародний аеропорт «Бориспіль»" та визначено ключові проблеми.

У третьому розділі автором на підставі аналізу економічно-господарської діяльності та вивченого теоретичного матеріалу з метою покращення стану конкурентоспроможності аеропорту «Бориспіль» запропоновано використати конкретні рекомендації щодо удосконалення виробничої інфраструктури підприємства та залучення нових авіакомпаній та маршрутів.

У висновках та пропозиціях узагальнено результати дослідження кваліфікаційної роботи.

Ключові слова: конкурентоспроможність, виробнича інфраструктура, управління конкурентоспроможністю, вдосконалення, аеропорт, державне підприємство, авіалінії.

АННОТАЦИЯ

В результате исследования в квалификационной работе были предоставлены обоснованные рекомендации по усовершенствованию и повышению конкурентоспособности ГП «Международный аэропорт «Борисполь».

Во введении определена актуальность избранной темы квалификационной работы, объект, предмет, цель и задачи исследования.

В первой главе теоретическая проработка литературных источников позволила автору раскрыть сущность и подходы к улучшению конкурентоспособности предприятий, рассмотрены методы ее оценки.

Во втором разделе приведена общая характеристика ГП “Международный аэропорт «Борисполь»” и проанализированы основные финансово-экономические показатели, проанализировано состояние уровня конкурентоспособности ГП “Международный аэропорт «Борисполь»” и определены ключевые проблемы.

В третьем разделе автором на основании анализа экономическо-хозяйственной деятельности и изученного теоретического материала с целью улучшения состояния конкурентоспособности аэропорта «Борисполь» предложено использовать конкретные рекомендации по усовершенствованию производственной инфраструктуры предприятия и привлечению новых авиакомпаний и маршрутов.

В выводах и предложениях обобщены результаты исследования квалификационной работы.

Ключевые слова: конкурентоспособность, производственная инфраструктура, управление конкурентоспособностью, усовершенствование, аэропорт, государственное предприятие, авиалинии.

LIST OF SIGNS, ACRONYMS AND TERMS

IA – International Airport

SE – State Enterprise

IATA – International Air Transport Association

ICAO – International Civil Aviation Organization

UAH – hryvna, Ukrainian currency

USD – United States Dollar

Ths. – thousands

KBP – International airport “Boryspil”

WAW – International airport “Warsaw”

BUD – International airport “Budapest”

PRG – International airport “Prague”

CONTENT

INTRODUCTION

The functioning of enterprises is impracticable without taking into account the activities of competitors, which will be determined by the components of a single chain - the economy. The existence of enterprises in a competitive environment is an inevitable factor that establishes the right to operate any association.

That is why it is important to understand the strengths and weaknesses of competitors and, starting from this, make reasoned decisions in favor of raising the competitiveness of a particular organization. Competition has both positive and negative sides at the same time: it contributes to the formation of scientific and technological progress, invariably forcing the manufacturer to use innovative technologies, to wisely use resources. In the course of it, economically unproductive production is displaced, technology, low-quality goods become obsolete; it subtly reacts to the transformation of demand, leads to a reduction in the cost of production, delays the rise in prices, and in some cases directs to their reduction; to a certain extent, equalizes the rate of return on capital and the amount of wages in all sectors of the national economy. The negative aspects include informs the business of the resulting instability, creates the circumstances for unemployment, inflation and bankruptcy; leads to income differentiation and creates conditions for their undeserved distribution; its result may be an overproduction of goods and not an overload of capacities during periods of production downturns.

Control over competitors, with a competent approach and prompt and precise acts on the part of the organization's management, will allow satisfying the characteristic requirements of the consumer earlier and better than others. Only by discovering the strengths and weaknesses of competitors, it is possible to accurately assess their potential, goals and strategies, which sanctions in the future strategically right to focus on the course where the competitor is weaker. And this will be a sure way to expand your personal competitive advantage.

Competitiveness includes such components of the enterprise as a product (service) and its most important characteristics: quality, relevance, production technology, availability for end users.

Theoretical and methodical bases of definition of essence, characteristic principles and signs of competitiveness of the enterprises became a subject of research of many domestic and foreign scientists, such as: Astakhova V.I, Marenich A., Biletska I.I, Bogatska N.M, Vinichenko I. I., Grinko T.V, Dykan V.L, Dixon P.R, Dolzhansky I.Z, Zagorna T.O, Dolishniy M.I, Belenky P.Yu., Gomolskaya N.I , Donskikh A.S, Yermolov M.O, Ivanov Y.B, Meskon M., Oberemchuk V.F, Osipov V.M, Piddubny I.O, Piddubna A.I, Porter M. , Rossikhina OE, Savchuk O.V, Smith A., Urukov V., Fatkhutdinov R.A, Yudanov A.. and other. Even taking into account the fundamental contribution of the above scientists, there are some important aspects of the principles and signs of competitiveness of enterprises that require further research for in-depth study and analysis of their essence.

The relevance of this topic is due to the fact that all enterprises and organizations, to a greater or lesser extent, are faced with the problem of competition, therefore, in order not to leave the race in conditions of fierce competition and to develop, it is necessary to analyze the current situation in the market, as well as take measures to increase competitiveness.

The task of the qualification work is to find ways to refine the management of competitiveness of the enterprise and justify them.

To achieve this goal, the following main tasks were identified:

- to explore the essence and significance of the competition for enterprises and the features of determining its effectiveness;
- to analyze its functions and methods of assessment
- consider the general characteristics of the activity

- describe the organizational structure
- to analyze the profile of the enterprise
- analyze the main financial and economic indicators of activity
- analyze competitiveness of the researched enterprise system
- identify problematic aspects of state of competition in the enterprise and analyze possible ways to increase its efficiency.
- Give recommendations on improving the management of international competitiveness of the enterprise

The object of research of this work is the competitiveness at the enterprise.

The subject of research is a set of theoretical provisions and practical recommendations aimed at assessment of the competitiveness of the enterprise, understanding of competitiveness elements and types.

The theoretical and practical value of the work is to combine and summarize the materials of different publications in one document and deepen their own knowledge about the subject of research.

SECTION 1. THEORETIAL ASPECTS OF INTERNATIONAL COMPETITIVENESS

1.1. The essence and main types of competition

The study of the concept of "competitiveness of the enterprise" involves clarifying the essence of the category "competition", because they are closely interrelated both in etymological (common root) and in a purely logical sense - we can talk about competitiveness only in the presence of competition between producer’s services). The emergence and development of society is accompanied by the formation of the phenomenon of competition (from the late Latin “concurentia” - to face, compete), which is one of the constant factors of its progressive movement forward. Competition forces business entities not to stop there, but to constantly improve themselves, reduce production costs, improve the quality of products (services) offered on the market, increase their competitiveness.

Thus, competition between isolated producers is a competition (struggle) between them to satisfy their own interests: favorable conditions of production and sale of goods, high profits, dominance in a particular market. Analysis of the definitions of competition allows us to conclude that they all take into account such qualities as dynamism, coercion, the unity of competitive and monopolistic principles, the connection with innovation processes. It follows that competition is a set of objective relations, primarily economic, between economic entities in market conditions, which are dynamic in the constant competition of producers for the commitment of consumers based on certain advantages of their products (services). The ability (capacity) of the enterprise to compete in the basic industry, in the inter sectoral and world markets was embodied in the category of "competitiveness" ("competitiveness").

It is clear that competitiveness is manifested only in conditions of competition and through competition. It should be noted that there is no single approach to defining this category in domestic and foreign science. Analysis of the economic literature on the logical establishment of the meaning of this concept indicates the existence of a multifaceted interpretation of the term "competitiveness".

Competition is a necessary condition for the effective functioning of the mechanism of self-regulation of a market economy. [1]

Competition is a rivalry (competition) between different participants in a market economy for the most favorable conditions for the production and sale of goods and services, for the appropriation of the largest profits.

Competitiveness - the ability of a particular object or entity to beat competitors in given conditions.

The Law of Ukraine "On Restriction of Monopoly and Prevention of Unfair Competition in Entrepreneurial Activity" states: "Competition is the competitiveness of entrepreneurs, when their independent actions limit the ability of each of them to influence the general conditions of sale of goods on the market and stimulate the production of those goods that the consumer needs." [66]

Table 1.1

Definitions of "competition"

Author and source of definition	Contents of the definition
F. Knight	Competition - is the freedom of individuals to deal with certain individuals and choose the best, in their view, the conditions among the proposed
J. Schumpeter [2, p.354]	True competition is competition born of a new product, a new technology, a new type of organization, a new source of supply. It determines the final value of the goods
A Yudanov [3, p.12]	Competition is a firm's struggle for a limited amount of effective consumer demand, which is conducted by firms in the market segments available to them.

Author and source of definition	Contents of the definition
A.V. Voichak. Marketing Management: A Textbook. - К .: KNEU, 1998. - 268 p.	Competition between individual economic entities (competitors) interested in more favorable conditions of production and sale of goods is inherent in commodity production.
Entrepreneurship: Textbook (Edited by V.Ya. Gorfinkel) .– M .: Banks and Exchanges, UNITI, 1999. - 475 p.	Competition is a struggle between producers or suppliers, enterprises, firms for the most favorable conditions of production and sale to achieve the best results of their business activities.
S.V. Mocherny and others. Fundamentals of Entrepreneurship.	Competition is a struggle (including competition, collision, interaction) between producers (sellers) for the most favorable conditions of production and sale of goods and services, for the appropriation of maximum profits.
Zaitsev NA Economics of the organization.	Competition is an integral part of a market economy and the main mechanism for the formation of economic proportions, aimed at creating the most favorable conditions for the sale of products and maximum satisfaction of consumer needs.
Law of Ukraine “On Protection of Economic Competition of January 11, 2001 // Voice of Ukraine. – 2001.-№ 1.[3]	Economic competition (competition) - competition between economic entities in order to obtain through their own achievements advantages over other economic entities, as a result of which consumers, economic entities have the opportunity to choose between several sellers, buyers, and a single entity does not can determine the conditions of turnover in the market.

Compiled by author

The main function of competition is to conquer the market, in the economic struggle for the consumer (buyer) to defeat its competitors, to ensure the appropriation of the greatest profit.

Competition as the main component of the market mechanism operates through supply, demand and market price. The essence of economic competition is the presence on the market of a large number of independently operating producers (sellers) and consumers (buyers) of various goods, services and resources.

Competition of sellers is a constant economic struggle among commodity producers (sellers) for the most favorable conditions of production, for consumers (buyers), favorable sale of the goods, reception of profit.

Competition of buyers is a struggle between buyers (consumers) for the right to buy quality goods at lower prices.

Competition between sellers and buyers is a competition between sellers and buyers who occupy opposite positions in the market regarding the level of prices for goods and services.

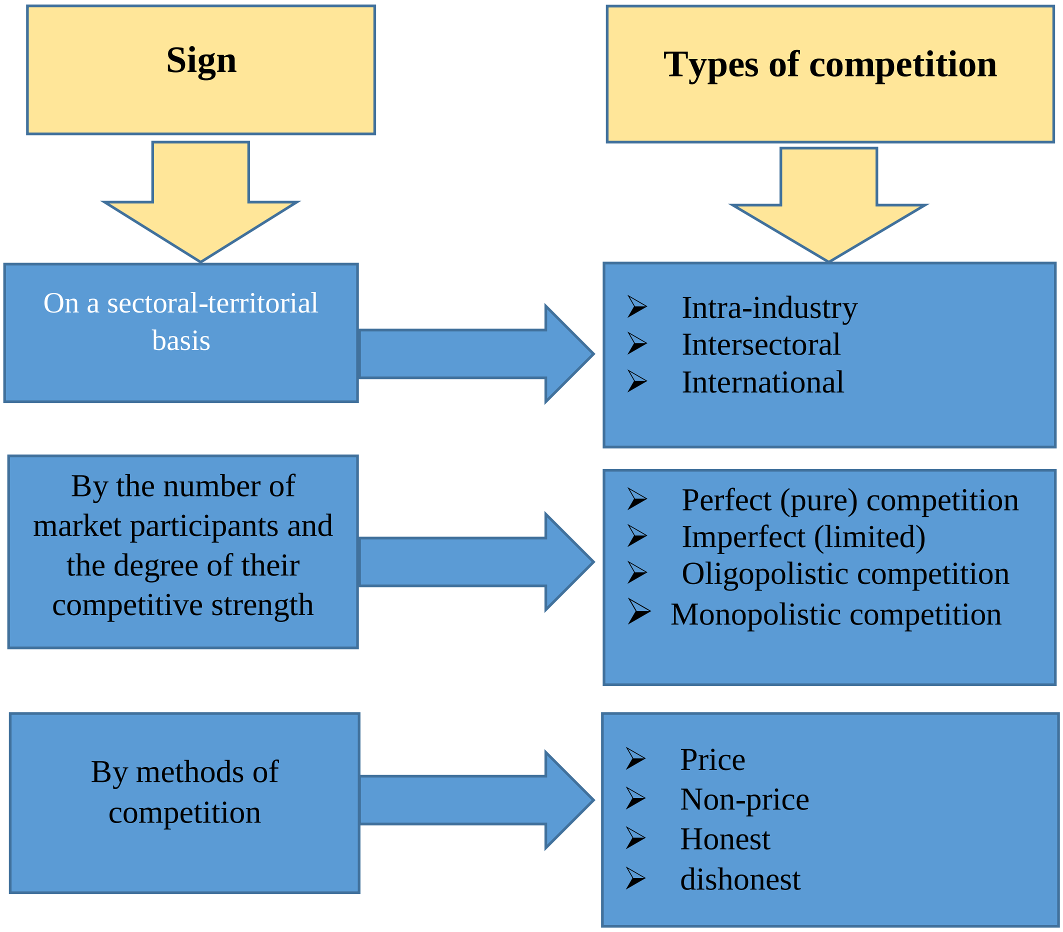


Figure 1.1. Classification of types of competition [6]

Intra-industry competition is an economic struggle between different producers who operate in the same sector of the economy, produce and sell the same goods that meet the same needs, but have differences in production costs, prices, quality, and so on.

Intersectoral competition is competition between producers of different sectors of the economy for more profitable investment and misappropriation of greater profits.

International competition is the competition of producers in the world market and includes both intra-industry and intersectoral forms of competition. International competition contributes to the reduction of international costs, balanced development of the world market, the transfer of capital not only between industries but also between the countries of the world community.

In modern economics, two main forms of competition are considered: pure or "perfect" and limited or "imperfect".

Perfect (pure) competition means that there are many sellers and buyers of any similar product in the market, there is free access of producers to any economic activity. Imperfect (limited) competition is competition between large firms and medium and small firms. Monopolistic competition is a competition between: monopolies - economic unions of producers in a particular sector of the economy, in order to eliminate competition from others, to control the market, and to obtain a monopolistically high profit.

Oligopolistic competition (the term "oligo" translated from Greek means small, several sellers) occurs when the market is not one monopolist-seller of homogeneous goods, but several (three, four) sellers.

According to the methods of competition, there are such types of competition as price and non-price. Price competition is a struggle between producers for the consumer (buyer). Such competition involves: the sale of homogeneous and approximately identical in quality goods and services at lower prices than competitors in order to attract the majority of buyers, even due to the temporary loss of part of the profits.

Non-price competition is a struggle between large producers for consumers (buyers) by methods of improving the quality and reliability of goods, improving their range and customer service, providing credit to buyers, advertising and more.

The positive economic role of competition is manifested in a number of functions that it performs. Competition functions:

- ✓ ensuring a balance between supply and demand, between social needs and production;
- ✓ communication and coordination of the interests of producers;
- ✓ forcing producers to reduce individual production costs;
- ✓ stimulating the improvement of the quality of products and services;
- ✓ formation of the market price.

Performing these functions, competition ensures the growth of economic efficiency of production, improving its technical level, improving the quality and structure of the social product. [7]

Antitrust law - a set of laws, governmental and other regulations that restrict the monopolization of production, the formation of monopoly structures and associations (except those specifically defined by the state). It promotes freedom of enterprise, free and equal for all the right to choose the direction of production or trade, pricing, receipt and distribution of profits.

Antitrust law, as a rule, is directed not against large monopolies in general, but against their monopoly placement on the market of a particular product, against monopolies created to absorb weaker competitors, against their conspiracy to divide segments - regions, price monopolies, isolation of competitors.

Antimonopoly legislation has reached its greatest perfection in the United States (Sherman's Law). It is common in European countries, including post-socialist and post-Soviet. In Ukraine, antitrust law is based on the following laws:

1. On protection against unfair competition
2. On protection of economic competition.

Antitrust law provides for the following measures:

- organizational - differentiation and optimal combinations of organizational and economic forms and sizes of enterprises;

- economic - promoting the development of competition, diversification of activities, free pricing;

- economic stimulation and support for the development of foreign economic activity;

- administrative and legal measures to combat monopoly encroachments, organization of antitrust state control, control over the fair privatization of property, promotion of competition;

- prevention of abuse of monopoly position in the market.

These acts are aimed at supporting the development of entrepreneurship, strengthening market relations and raising the state's economy. [2]

1.2. Main components of competitiveness of the enterprise in foreign economic activity

Analysis of the company's competitive position in the market involves finding out its strengths and weaknesses, as well as those factors that to some extent affect the attitude of buyers to the company and, as a result, change its share in sales in a particular product market. Faced with international and domestic competition, according to French economists A. Ollivier, A. Diana and R. Urce, it must ensure its level of competitiveness on eight factors. These are:

· The concept of goods and services on which the activity of the enterprise is based;

· The quality expressed in accordance with the product to the high level of goods of market leaders and identified by surveys and comparative tests;

· The price of the goods with a possible markup;

· Both own and borrowed finances;

· Trade in terms of commercial methods and means of activity;

· After-sales service, providing the company with a constant clientele;

· Foreign trade of the enterprise, allowing it to positively manage relations with the authorities, the press and public opinion;

· Pre-sales training, which demonstrates its ability not only to anticipate the demands of future consumers, but also to convince them of the exceptional capabilities of the company to meet these needs.

Assessing the capabilities of the enterprise on these eight factors allows you to build a hypothetical "polygon of competitiveness" (Fig. 1.2).

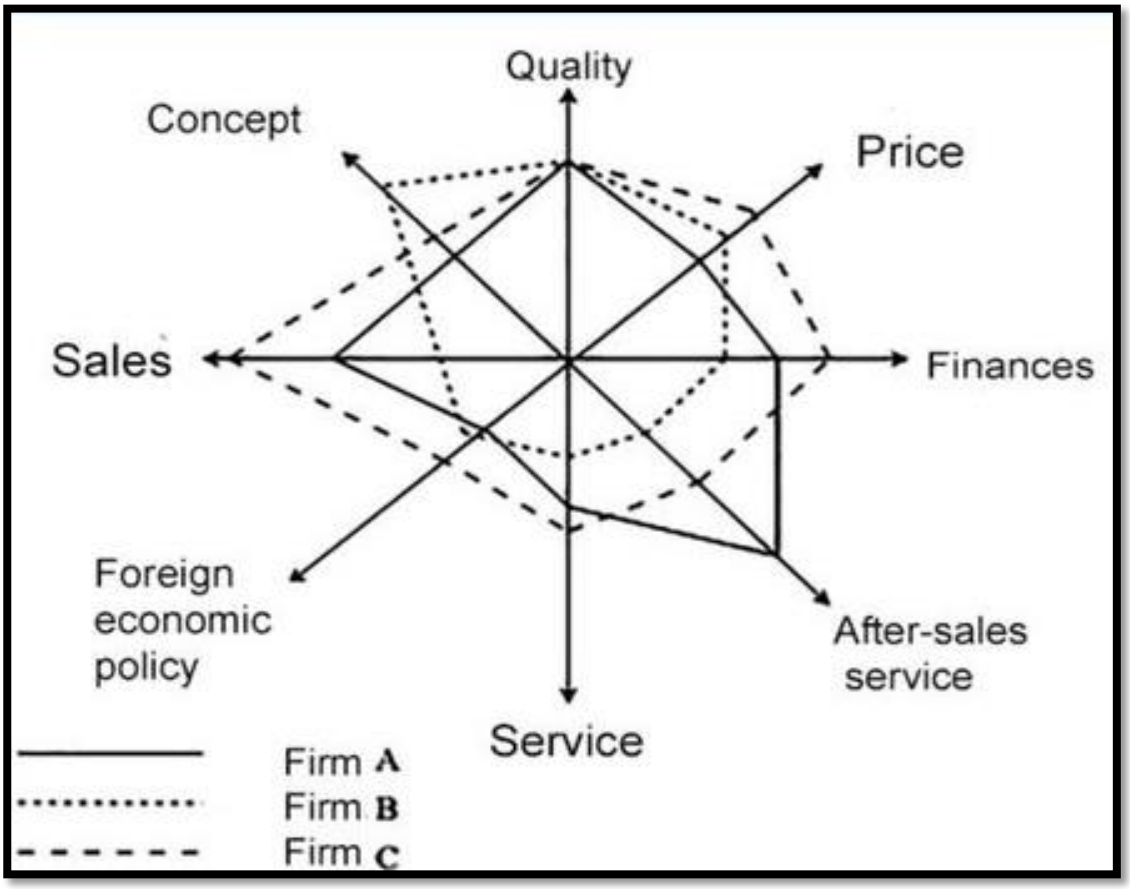


Figure 1.2 "Polygon of competitiveness" [67]

If we approach the assessment of the competitive capabilities of a number of firms in the same way, superimposing schemes on each other, then, according to the authors, one can see the strengths and weaknesses of one enterprise in relation to another.

A very similar point of view is expressed by domestic economists. In particular, the "key factors of market success" include: "the financial position of the enterprise, the development of the base for its own R&D and the level of expenses for them, the availability of advanced technology, the provision of highly qualified personnel, the ability to product (and price) maneuvering, the availability of a sales network and experienced sales personnel, the state of maintenance, the ability to credit their exports (including with the help of state organizations), the effectiveness of advertising and public relations systems, information availability, creditworthiness of the main buyers. "

The analysis of the selected factors, according to the authors, consists in identifying the strengths and weaknesses both in their activities and in the work of competitors, which can allow, on the one hand, to avoid the most acute forms of competition, and on the other hand, to use their advantages and weaknesses of a competitor.

A number of other authors, analyzing the factors of enterprise competitiveness, offer other principles of systematization. In particular, it is proposed to classify them depending on the intended purpose of the created product of labor. For enterprises that create consumer goods, there are:

a: commercial conditions for the ability of the company to provide customers with consumer or commercial loans, discounts from the list price, discounts when returning goods previously purchased from the company that have used their economic resource, the possibility of concluding commodity exchange (barter) transactions;

b: organization of a sales network, the location of a chain of stores, supermarkets, their availability to a wide range of buyers, demonstration of products in action in the showrooms and showrooms of the company or at its resellers, at exhibitions and fairs, the effectiveness of advertising campaigns, exposure to public relations means;

c: organization of product maintenance, scope of services provided, terms of warranty repair, cost of post-warranty service, etc.;

d: the idea of consumers about the company, its authority and reputation, the range of its products, service, the impact of the company's trademark on attracting the attention of buyers to its products;

e: the impact of market trends on the firm's position in the market.

But, perhaps, the most fundamental study of the factors of enterprise competitiveness was presented in the works of M. Porter. At the same time, the factors of competitiveness are understood by him as one of the four main determinants of competitive advantage, along with the strategy of firms, their structure and competitors, demand conditions and the presence of related or related industries and enterprises that are competitive in the world market.

All these four determinants constitute, according to M. Porter, a system (rhombus), “whose components are mutually reinforced. Each determinant affects all the others. In addition, benefits in one determinant can create or amplify benefits in others” (Figure 1.3).

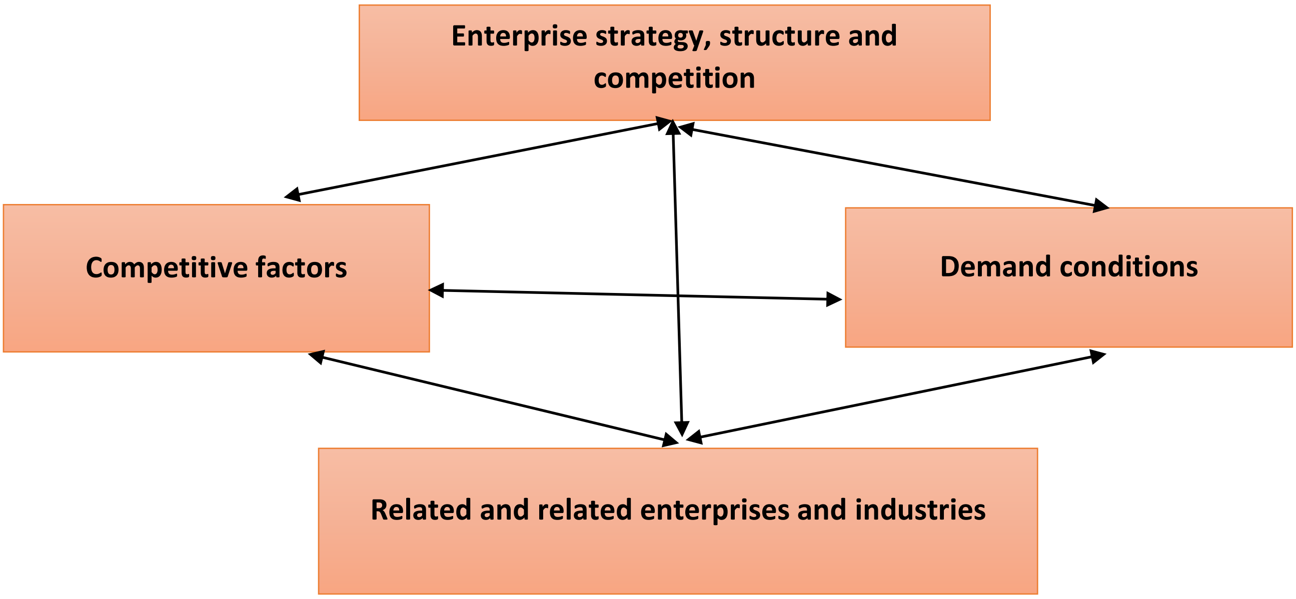


Fig. 1.3 Rhombus M. Porter [13]

To gain and retain advantages in knowledge-intensive industries that form the basis of any developed economy, it is necessary to have advantages in all components of the system.

Competitive advantage based on one or two determinants is also possible. But only in industries with a strong dependence on natural resources or industries that do not use related technologies and highly skilled labor. However, this advantage is usually short-lived and is lost with the entry of large companies and firms into this market.

Therefore, the advantages of each of the individual components of the system are not a prerequisite for a competitive advantage in the industry. Only the interaction of benefits across all determinants provides a synergistic (self-reinforcing) effect of the system.

The above approach clearly shows how important is the role of correct identification and use of competitiveness factors.

M. Porter directly connects the factors of competitiveness with the factors of production. He presents all the factors that determine the competitive advantages of an enterprise and a firm in the industry in the form of several large groups:

· Human resources quantity, skill and cost of labor.

· Physical resources quantity, quality, availability and cost of sites, water, minerals, forest resources, sources of hydropower, fishing grounds; climatic conditions and geographic location of the country where the enterprise is based.

· Knowledge resource - the sum of scientific, technical and market information that affects the competitiveness of goods and services and is concentrated in academic universities, state industry research institutes, private research laboratories, market research databanks and other sources.

· Monetary resources the amount and value of capital that can be used to finance industry and an individual enterprise. Naturally, capital is not homogeneous. It takes such forms as unsecured debt, secured debt, stocks, venture capital, speculative securities, etc. Each of these forms has its own conditions of functioning. And taking into account the different conditions of their movement in different countries, they will largely determine the specifics of the economic activities of entities in different countries.

· Infrastructure The type, quality of the infrastructure available and the fees for using it that affect the nature of competition. These include the country's transport system, communication system, postal services, transfer of payments and funds from bank to bank inside and outside the country, health and cultural system, housing and its attractiveness in terms of living and working. [13]

Industry-specific features, of course, impose their significant differences on the composition and content of the factors used.

M. Porter proposes to divide all the factors influencing the competitiveness of the enterprise into several types.

First, the basic and advanced ones. The main factors are natural resources, climatic conditions, geographic location of the country, unskilled and semi-skilled labor force, and debit capital.

Developed factors are modern infrastructure for information exchange, highly qualified personnel (specialists with higher education, specialists in the field of computers and PCs) and research departments of universities involved in complex, high-tech disciplines.

The division of factors into basic and developed is very arbitrary. The main factors exist objectively or require little public and private investment to create them. As a rule, the advantage they create is unstable and the profit from use is low. They are of particular importance for the extractive industries, industries related to agriculture and forestry, and industries that use mainly standardized technology and low-skilled labor.

Developed factors, as factors of a higher order, are of much greater importance for competitiveness. Their development requires significant, often time-consuming investments of capital and human resources. In addition, a necessary condition for the very creation of developed factors is the use of highly qualified personnel and high technologies.

A feature of the developed factors is that, as a rule, they are difficult to acquire on the world market. At the same time, they are an indispensable condition for the innovative activity of the enterprise. The success of enterprises in many countries of the world is directly related to a solid scientific base and the availability of highly qualified specialists.

Developed factors are often based on underlying factors. That is, the main factors, while not being a reliable source of competitive advantage, at the same time must be of sufficient quality to allow the creation of related developed factors on their basis. Another principle of dividing factors is the degree of their specialization. Accordingly, all factors are divided into general and specialized ones.

General factors, to which M. Porter refers to the road system, debit capital, personnel with higher education, can be used in a wide range of industries.

Specialized factors are highly specialized personnel, specific infrastructure, databases in certain branches of knowledge, and other factors applied in one or in a limited number of industries. An example is now custom-developed software, rather than standard general-purpose software packages.

It should be noted that these factors are associated with the use of such a mobile type of capital as venture capital. Common factors tend to confer limited competitive advantages. They are found in a significant number of countries.

Specialized factors, which are sometimes based on general ones, form a more solid, long-term basis for ensuring competitiveness. Funding for the creation of these factors is more targeted and often riskier, which, however, does not mean a refusal to participate in such funding from the state.

From the above, we can conclude that it is most possible to increase the competitiveness of an enterprise if it has developed and specialized factors. The level of competitive advantage and the possibility of strengthening it depend on their availability and quality. A competitive advantage based on a combination of basic and general factors is a lower-order (extensive type) advantage that is short-lived and unstable.

It should be noted that the criteria for classifying factors as developed or specialized are constantly being tightened. This is the result of the impact of scientific and technical progress. What is considered today at the level of a developed factor (say, scientific knowledge), tomorrow will be referred to as the main one. Similarly, with the degree of specialization (for example, the same scientific knowledge). There is also an upward trend here. "It also occurs with human resources, infrastructure and even sources of capital." Therefore, the resource of a factor as the basis of a long-term competitive advantage is depreciated if it is not constantly improved and made more specialized.

And, finally, one more principle of classification is the division of competitiveness factors into natural (that is, inherited by themselves: natural resources, geographical location) and artificially created. It is clear that the second factors are of a higher order, ensuring higher and more stable competitiveness.

Factor creation is a process of accumulation: each generation inherits factors inherited from the previous generation and creates its own, adding to the previous ones. This point of view is shared not only by M. Porter, but also by other Western economists, such as B. Scott, J. Lodge, J. Bauer, J. Susman, L. Tyson.

The following important feature should be noted. It is indicated above how important the role of the existence of specialized and developed factors is. As a rule, they are developed by firms and enterprises themselves, as the most aware of what they need right now to ensure a competitive advantage. Government funding for the creation of factors is guided by the main and general factors, as creating the basis for factors of a higher order.

World experience shows that government measures to improve specialized and developed factors, as a rule, fail due to the non-dynamism of the state system itself. Of course, it is impossible to create and improve all types of factors at once. What factors are created, improved and effectively used depends on the nature of market demand, the availability and capabilities of related and related enterprises, the nature of competition and the goals of the enterprise itself. [8]

1.3. Methods of assessing the competitiveness of transport services

World market experience, the transition of the national economy to the market, low competitiveness of products and enterprises determined the need to create marketing services for them in order to assess the existing position of the organization in the market, identify weak and strong sides, as well as the availability of a tested and effective methodology for assessing the competitiveness of a particular organization. However, insufficient attention is paid to marketing research in enterprises. At the moment, we can only talk about the practical application of the concept of improving sales at enterprises. This concept focuses its efforts on the needs of the seller and, thereby, replaces the concept of marketing as a whole, distorting its meaning.

Methodologically inextricably linked with the solution of the problem of increasing the competitiveness of an enterprise is the assessment of its competitiveness, since only on the basis of such an assessment can conclusions about the degree of competitiveness of an economic entity and, as a result, also taken correct management decisions be made. A correct assessment is the starting point for developing measures to improve the competitiveness of an economic entity and at the same time a criterion for the effectiveness of these measures. In addition, the assessment of competitiveness is a methodological basis for the analysis and, as a consequence, identifying ways to increase the competitiveness of an economic entity, which is a strategically important direction of development and functioning of any enterprise.

In particular, an assessment of the competitiveness of an economic entity is necessary for:

- development of measures to improve competitiveness;
- selection of counterparties for joint activities;
- drawing up a program for the enterprise to enter new sales markets;
- carrying out investment activities;
- implementation of state regulation of the economy.

Table 1.2

Classification of main methods of assessment of enterprise competitiveness

№	Name of group	Name of methods
1	Matrix	- matrix of the Boston consulting group; - Ansoff matrix; - Mc Kinsey matrix; - Shell matrix; - matrix of competitive strategies of M. Porter; - SWOT analysis

2	Index	- method based on determining the competitiveness of products; - method based on the theory of effective competition; - method based on determining the strength of a reactive position; - method based on firm and industry equilibrium theory; - method of integral estimation; - benchmarking method
3	Graphic	- polygon of competitiveness; - competitiveness radar; - method of "profiles"
4	Score rating	- compilation of appropriate tables; - evaluation of indicators; -comparing them with competing enterprises

Source: [35]

Methods based on assessing the competitiveness of an enterprise's products. This group of methods is based on the judgment that the competitiveness of an enterprise is the higher, the higher the competitiveness of its products. To determine the competitiveness of products, various marketing methods are used, most of which are based on finding the price-quality ratio.

Methods based on the theory of effective competition. The essence of the approach lies in the scoring of the enterprise's ability to ensure competitiveness. Each of the capabilities of the enterprise to achieve competitive advantages, formulated in the course of the preliminary analysis, is evaluated by experts in terms of available resources.

Complex methods. Assessment of the competitiveness of an enterprise within the framework of such methods is carried out on the basis of highlighting the current and potential competitiveness of the enterprise. In most cases, current competitiveness is determined on the basis of assessing the competitiveness of an enterprise's products, potential - by analogy with methods based on the theory of effective competition.

The overwhelming majority of methods are based on identifying factors that determine the competitiveness of economic entities, while the emphasis is on creating an exhaustive list of them. However, the system of factors of the enterprise's competitiveness is open, and many elements of this system are fuzzy. Thus, the number of competitiveness factors is almost infinite, therefore, no matter how extensive their list is, it will still not be exhaustive, which means that an enterprise competitiveness assessment based on such an incomplete list will be inadequate. By prioritizing an exhaustive list of competitiveness factors, researchers find themselves in a dead end, since such a list is impossible in principle.

To assess the factors of competitiveness identified by researchers, as well as to determine a number of other indicators, approximate estimates, "expert methods" are used, which suffer from significant subjectivity and convention. Of course, in a number of cases it is impossible to avoid such an approach, but the use of such estimates as a basic method leads to a very weak mathematical relationship between the initial factors and the estimated competitiveness indicator.

The modern scientific and methodological basis of competitiveness management should be focused on the definition of a mechanism to identify the individual characteristics of the entrepreneurial structure, on the basis of which their own competitive advantages can be formed. Competitiveness should determine the prospects for development, and not ascertain the achievements of an enterprise in a competitive environment; competitiveness management should be inseparable from the processes of strategic and tactical management, which, in turn, will lead to the integration of the goals of these intra-organizational processes, will allow to fully assess the costs associated with the formation of competitive advantages, and reduce the costs associated with the implementation of competitive strategies. This problem can be solved by means of a structural-compositional approach to competitiveness management, the purpose of which is to justify the choice and design of a competitiveness management system, methods and forms of its achievement.

One of the most effective approaches, covering the widest possible range of factors that directly affect the functioning of an economic entity, is the systemic one, according to which the system consists of two components: the external environment and the internal structure.

System analysis is an analysis based on a comprehensive study of its properties using scientific approaches to identify the weak and strong sides of the system, its capabilities and threats, and form a strategy for the functioning of development.

The structure of a system is a set of system components that are in a certain order and combine local goals for the best achievement of the main (global) goal of the system. The number of system components and their connections should be minimal, but sufficient to fulfill the main goal of the system.

An integrated approach to assessing the competitiveness of an enterprise is implemented using the method of integral assessment, which contains two elements: a criterion that characterizes the degree of satisfaction of consumer needs, and a criterion for production efficiency [9].

The advantage of this method is the simplicity of calculation and the possibility of unambiguous interpretation of the results, and the main disadvantage is the incomplete characterization of the enterprise's activities.

The conceptual approach is based on the assertion that the management of the competitiveness of entrepreneurial structures should be based on a systematic approach, which involves identifying the controlled and managing subsystems, the target management function and its supporting subsystem. At the same time, the structure of competitiveness management can be considered as a dynamic set of five interrelated management processes; the starting point of competitiveness management is the analysis of the environment, as it provides the basis for a vision of the future, defining the mission and goals of the company, as well as for developing a strategy of behavior that allows an economic entity to carry out its mission and achieve its goals. The concept of competitiveness management based on the structural-compositional approach allows assessing the effectiveness of investment management decisions taking into account their impact on the cost of tangible and intangible assets of an enterprise that create competitive advantages for entrepreneurial structures [9].

The functional approach is to determine the cost / price ratio, capacity utilization, production volumes, profit margins, etc. According to this approach, competitive enterprises are those where production and sales of goods are better organized, and effective financial management. In addition to the named groups of indicators, the paper proposes indicators that characterize the competitiveness of products. Methods for measuring the competitiveness of an enterprise based on the functional approach of the theory of effective competition have become widespread in the United States and Western Europe and can be recommended for use by domestic exporting enterprises [10].

The advantage of the functional approach is the use of indicators that make it possible to draw conclusions about some areas of the economic activity of the enterprise. However, it should be noted that this approach also has certain disadvantages, since it does not take into account such important criteria for determining the competitiveness of an enterprise as the presence of competitive potential, indicators of environmental friendliness of production, social efficiency and the image of the enterprise.

Despite the fact that the work of many scientists is devoted to the analysis and assessment of enterprise competitiveness, at the present stage the conceptual apparatus of the theory of enterprise competitiveness has not been fully clarified, a clear system of criteria, indicators and methods for assessing the competitiveness of enterprises has not been developed. In addition, in the context of a large number of different approaches to assessing the competitiveness of an enterprise, many researchers get lost in this information and unreasonably accept one or another method for assessing the competitiveness of an enterprise, which often inadequately evaluates the competitive advantages of a company, which leads to a distorted result and an incorrectly chosen one. strategies for the further development of the enterprise. This casts doubt on the firm's viability in a dynamic market [14].

In modern economic conditions, further development and improvement of Ukraine's economy is impossible without well-established transport. From its clarity and reliability in many respects depends a labor rhythm of the enterprises of any branches of the industry. The role of a particular mode of transport in the transport market depends on its versatility, productivity, location of communications, level of technical security, transportation and capacity. These indicators characterize the supply of services in the transport market. Because different types of transport or individual transport companies can meet customer demand and provide services in different ways. As there is fierce competition in the transport market between different modes of transport, this forces carriers to fight for a competitive position and increase the level of competitiveness of transport services offered to consumers.

Many scientists have studied this problem: M. Porter, R. Fatkhudinov, V. Blonskaya, M. Saenko, M. Yudin, V. Gulyaev, O. Fastovets, I. Shkola and many others. In their scientific works various methodical approaches to an estimation of competitiveness of production are opened. However, the transport service is a specific type of product, for the assessment of the competitiveness of which cannot be used general techniques. That is why the study is relevant, because the accuracy of the assessment and further actions of the transport company depend on the right method.

The quality of any product is the basis of its competitiveness. However, these two concepts cannot be identified. In today's world, competitiveness is a key concept, as this term is used to define categories of different levels: the competitiveness of goods, enterprises, sectors of the national economy and even the state.

Improving quality determines the competitiveness of the enterprise in market conditions, the pace of technical progress, the introduction of innovations, increasing production efficiency, saving all types of resources used in the enterprise. And competitive wars unfold mainly in the field of quality of products and services provided. The problem of quality applies to absolutely all goods and services. This is especially acute in the transition to a market economy and work in conditions of fierce competition.

The duality of competition is most clearly reflected in such a characteristic of transport services as their competitiveness.

The competitiveness of a service is its ability to appear on the market alongside the similar services of competing market participants.

In turn, the competitiveness of transport services reflects the capabilities of the enterprise, the level of qualification of its workers, the organizational level of production. That is, the competitiveness of transport services is a manifestation of the competitiveness of the transport enterprise. The real success of the enterprise is determined by its advantages over competitors in the main parameters of competitiveness - quality and price. Businesses are trying to pursue a strategy of optimal combination of reasonable price and good product quality.

However, the degree of attention to each of these parameters at different enterprises is different. Unsuccessful companies pay less attention to quality, trying to compensate for this with a low price. Successful companies, on the contrary, do not go to reduce the quality and price of products.

Therefore, the competitiveness of the transport company can be defined as the ability to provide transport services in the best way, compared to competitors, to meet the requirements of different segments of the transport market, provided that the quality standards of the enterprise and industry standards.

The most important features of competitiveness are:

- relativity of the concept, assessment and measurement of competitiveness;

- linking competitiveness assessments to the market, conditions and time of sale of services;

- public, consumer utility of the service provided in the assessment of competitiveness, i.e. the presentation of only those properties of the service that are of significant interest to consumers.

The competitiveness of transport services is characterized by:

- technical (parameters of compliance with the purpose, regulatory parameters, environmental parameters);

- economic (level of tariffs, system of discounts, profitability);

- organizational (timeliness of services, cargo storage, transportation safety).

When assessing the competitiveness of transport services, we can identify 6 main features of the assessment:

1) the object of competitiveness of services is the activity of the enterprise of the non-productive sphere;

2) features of service evaluation are primarily related to the evaluation of the quality of the service process;

3) the client himself assesses the quality of the service at the place of its execution and it must meet first of all the requirements of this client;

4) the assessment of the competitiveness of the service must take into account the time characteristics, i.e. the time of work, service time, the time of execution of the order, etc.

5) when assessing competitiveness, it is necessary to take into account the application of specific standards for different types of services;

6) the sixth feature is associated with the one-time nature of a number of intangible services. Total subjective assessments and opinions of customers allow to give a fairly objective assessment of the image of the performer and the competitiveness of his service.

In the economic literature there are several approaches to assessing competitiveness [11, 13, 15]. The main method of assessing competitive advantage is an integrated assessment of competitiveness. An integrated indicator of the competitiveness of a good or service is the ratio of indices of technical and economic parameters of the good.

The level of competitiveness of the firm can be determined in several ways: graphical and analytical [17, 18].

The graphic method is based on the construction of a competitiveness polygon, which reflects the level of competitiveness of different enterprises (Fig. 1.2).

The polygon with the largest area corresponds to the most competitive firm.

Analytical methods require the construction of a competitiveness matrix with a set of evaluation indicators and rank indicators. In any case, the analysis of competitiveness requires a comparative assessment of the firm and its competitors. To do this, it is necessary to conduct a SWOT-analysis, which will identify the strengths and weaknesses of the company or competitors.

Based on the results of the analysis of strengths and weaknesses, it is possible to build a profile of the evaluated company and the main competitors.

Table 1.3

Transport company profile (semantic differential)

Factors determining success	Estimation								
	1	2	3	4	5	6	7	8	9
1. Image									
2. Market share									
3. Location									
4. The level of service quality									
5. Tariff policy									
6. Profits									
7. The level of costs									
8. Profitability									
9. Production potential									
10. Financial potential									
11. Staff									
12. Personal sale of services									
13. The level of distribution of services									
14. Incentive effectiveness									
15. Clientele potential									

16. Management system									
17. Advertising strategy									
18. Innovation policy									

Source: [17]

On the basis of information about the main competitors and the researched enterprise, and also the analysis of strong and weak sides, make a matrix of an estimation of competitiveness of the transport enterprise (table 1.3).

With the help of experts, all the factors that characterize the activities of the enterprise are assessed, classified in the following groups: production, management, marketing, services, finance, personnel.

Table 1.4

Matrix for assessing the competitiveness of the firm

Factors of competitiveness	**Expert evaluation**			**Rank of the factor**	**Integrated indicator**		
	Services				**Services**		
	A	**B**	**C**		**A**	**B**	**C**
Production - material base - production capacity - innovative technologies							
Management - level of leadership - motivation of employees - the organizational structure - control efficiency							
Marketing							
Services							
Finances							
Personnel							
Total score							
Coefficient of competitiveness							

Source: [17]

Expert assessment is the average opinion of experts (consumers) on each studied indicator, evaluated in points on a nine-point scale (poor: 1-3, mediocre: 4-

6, good: 7-10). The rank of the factor is the weight of each indicator. The sum of the ranks is 1.0.

An integrated indicator is the product of an expert assessment of the rank of the indicator. Thus, for firm A, the integrated indicator for 1 line is equal to: (column 6) = (column 2) * (column 5).

The coefficient of competitiveness is determined as follows:

$$\boldsymbol{C\ COMP = Ii / Imax,} \tag{1.1}$$

where Ii is an integrated indicator of competitiveness for the i-th enterprise;

Imax - the maximum value of the integrated indicator of competitiveness of the surveyed competitor.

The conclusion about the competitiveness of the firm is accepted: if C COMP <1, then the investigated enterprise is uncompetitive relative to the base. If C COMP > 1, then the company being evaluated is competitive and can be a market leader.

After reviewing the methods of assessing competitiveness, we can move on to the second part, where we apply the theoretical material presented for the analysis of the state enterprise of the airport "Boryspil".

Conclusion to section 1

As a result of the study of theoretical aspects we figured out the following. Firstly, competition is a rivalry (competition) between different participants in a market economy for the most favorable conditions for the production and sale of goods and services, for the appropriation of the largest profits. Competitiveness - the ability of a particular object or entity to beat competitors in given conditions.

Secondly, found out classification of types of competition: intra-industry competition is an economic struggle between different producers who operate in the same sector of the economy, produce and sell the same goods that meet the same needs, but have differences in production costs, prices, quality, and so on; intersectoral competition is competition between producers of different sectors of the economy for more profitable investment and misappropriation of greater profits; international competition is the competition of producers in the world market and includes both intra-industry and intersectoral forms of competition.

In modern economics, two main forms of competition are considered: pure or "perfect" and limited or "imperfect". Perfect (pure) competition means that there are many sellers and buyers of any similar product in the market, there is free access of producers to any economic activity. Imperfect (limited) competition is competition between large firms and medium and small firms.

Thirdly, monopolistic competition is a competition between: monopolies - economic unions of producers in a particular sector of the economy, in order to eliminate competition from others, to control the market, and to obtain a monopolistically high profit. Oligopolistic competition occurs when the market is not one monopolist-seller of homogeneous goods, but several (three, four) sellers.

Fourthly, the positive economic role of competition is manifested in a number of functions that it performs. Main competition functions are: ensuring a balance between supply and demand, between social needs and production; communication and coordination of the interests of producers; forcing producers to reduce individual production costs; stimulating the improvement of the quality of products and services; formation of the market price.

Fifthly, methods of assessment of competitiveness were identified, as matrix of the Boston consulting group; Ansoff matrix; Mc Kinsey matrix; Shell matrix; matrix of competitive strategies of M. Porter; SWOT analysis; method based on determining the competitiveness of products; method based on the theory of effective competition; method based on determining the strength of a reactive position; method based on firm and industry equilibrium theory; method of integral estimation; benchmarking method; polygon of competitiveness; competitiveness radar; method of "profiles"; compilation of appropriate tables; evaluation of indicators; comparing them with competing enterprises.

SECTION 2. THE SYSTEM OF INTERNATIONAL COMPETITIVENESS MANAGEMENT OF STATE ENTERPRISE “INTERNATIONAL AIRPORT” BORYSPIL”

2.1. General information and main business activities of State Enterprise "International Airport "Boryspil"

State Enterprise "Boryspil” International Airport" (SE “IA "Boryspil", Enterprise) is a state-owned commercial enterprise of civil aviation, which based on state property and falls within the scope of management of the Ministry infrastructure of Ukraine (Authorized management body). 100% of the authorized capital SE "IA "Boryspil" belongs to the State represented by the Ministry of Infrastructure of Ukraine. Registered address of the enterprise - 08300, Kyiv region, Boryspil district, village Mountain, street Boryspil-7. The main tasks of “Boryspil” International Airport” are:

- timely satisfaction of demand of the economy and social needs in the provision of services for the implementation of air transportation;

- aviation security and flight safety. The company is a natural monopoly entity in providing landing-take-off of aircraft, aviation security, provision excess of aircraft parking, provision of utility services to the territory of the airport.

Due to the active policy of attracting air carriers, to the State Enterprise IA "Boryspil" more than 40 airlines fly, including: Air Arabia, Air Astana, Air Baltic, Air France, Air Malta, Air Moldova, Adria Airways, Atlasjet Ukraine, Azerbaijan

Hava Yollary, Azur Air, Austrian Airlines, Belavia, British Airways, Bravo Airways, Brussels Airlines, Bukovyna, Czech Airlines, El Al, Ellinair, Flydubai, Georgian Airways, Iraqi Airways, KLM, LOT, Lufthansa, Myway Airlines, Qatar Airways, Ryanair, SkyUp, SWISS, Turkish Airlines, Ukraine International Airlines, Wind Rose, YanAir, etc.

Boryspil is the only one airport in Ukraine that successfully competes with large one’s European hub airports. According to the International Airport Council (ACI Europe), the company in 2018 led the growth rating among the largest airports in Europe (first place in the group of European airports serving from 10 to 25 million passengers). [64]

“Boryspil” airport also is the biggest and the busiest airport in Ukraine. It provides 62% of the passenger air traffic of Ukraine, it has handled 12.6 million passengers in 2018.

Demand for the airport services is maintained by the beneficial location at the intersection of numerous international transport routes (connecting Asia with Europe and America), proximity to the capital, availability of the modern infrastructure and introduction of the hub development strategy.

The airport infrastructure includes two runways (4 km and 3.5 km long), allowing accommodation of all aircraft types, without limitations under weather and visibility conditions, as well as 2 full time operating terminals (D and F). “Boryspil” is the only airport in Ukraine, from which scheduled transcontinental flights are operated.

“Boryspil” airport is constantly striving for improvement. The airport develops infrastructure, attracts new airlines and enhances the quality of service. In 2019, the Cabinet of Ministers of Ukraine approved the Concept of Boryspil International Airport Development for the period till 2045, the main priorities of which is infrastructure development and introduction of contemporary services.

“Boryspil” airport is the only airport in Ukraine, which successfully competes with major European airports-hubs. Evaluation of the airports Council International (ACI Europe), the Company in 2018 topped the ranking of the results airports in Europe (first place in the group of European airports that serve from 10 to 25 million passengers). The results of the 2018 Credit rating SE "IA "Borispyl" has reached the maximum level uaAAA, forecast "stable". The company with the rating uaAAA is characterized by high solvency in comparison with other Ukrainian companies or debt instruments. Average number of full-time employees of SE "IA "Boryspil" in 2018 were 4046 people.

The organizational structure of the Enterprise is aimed at ensuring effective work in the conditions of numerous requirements to the state enterprises provided by operating legislation. [65]

Organizational structure of Boryspil International Airport consist of: the head of the Enterprise General Director Alexey Dubrevsky, heads of the main areas of activity: Deputy Gen. Director of Economics and Finance Zvonarev KO, Deputy Gen. Director of Commercial Activity and Development Zubko G.Yu., Deputy Gen. Director of Engineering and Technical Support OV Struk, Deputy Gen. Director of Aviation Security Khlivny MV, Chief Accountant Shilovtseva GO, Aviation Development Director - MV Voloshin, HR Director Jevaga NP, Head of Legal Service Zinkovsky OA. Organizational structure is shown in Appendixes as Appendix A.

“Boryspil” airport is the first state-owned enterprise to operate efficiently transformation of the business model and in a few years has evolved from a stagnant and unprofitable to highly efficient and highly profitable, the European leader for growth rate.

The "hub" strategy of the airport development, implemented since 2015, is aimed at attracting additional transfer passengers from foreign markets in low conditions solvency of most domestic passengers. Currently, the share of transfers passengers reaches almost 30% of the total passenger flow of SE “IA "Boryspil".

Attracting a significant number of additional / transfer passengers allows to reduce cost of servicing one passenger. This led to reducing the cost of the Company’s services and increasing its attractiveness for airlines and passengers.

Thus the Enterprise together with the airlines that are based in it, create an aviation product that is attractive in Ukrainian and international markets.

This strategy has provided a significant increase in the number of passengers involved Enterprise:

Table 2.1

Number of serviced passengers "Boryspil" International Airport" in 2016-2020

Indicator	2016 year	2017 year	2018 year	2019 year	2020 year
Number of serviced passengers, thousand	8,650,000	10,554,757	12,603,300	15,260,300	5,157,848

* compiled by the author on the basis of internal reporting of the enterprise

We may see stable growth from 2016 and until 2019 with huge drop in 2020 on 66.2% compared with previous year, caused by pandemic (fig.2.1):

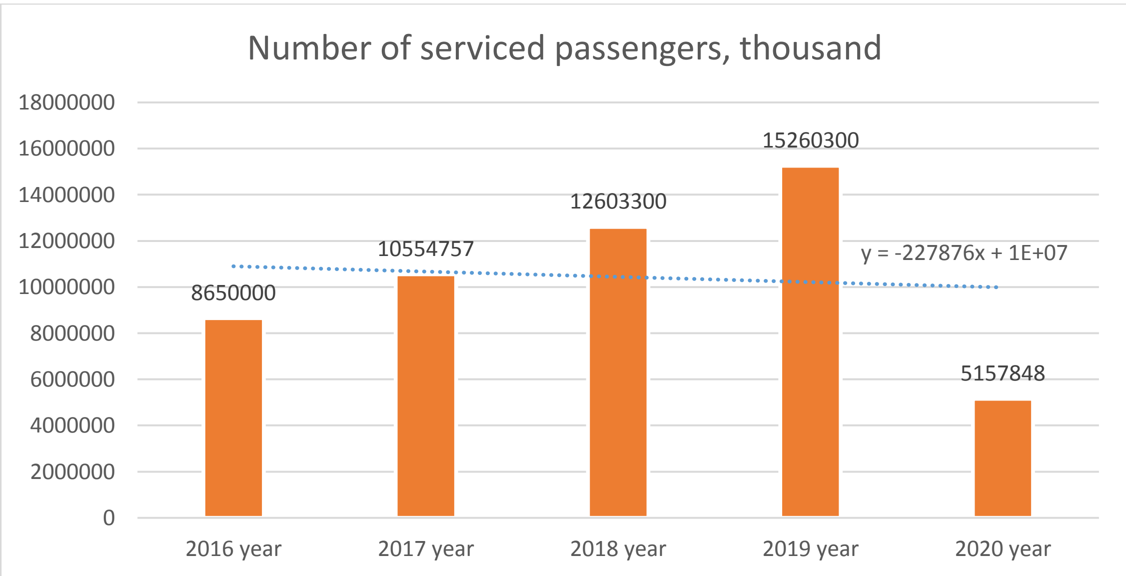


Figure 2.1 Number of serviced passengers in 2016-2020

According to the report of airports Council International Europe (ACI Europe) SE "IA "Boryspil" by results of the 2018 topped the ranking of the results airports in Europe. Enterprise (Kyiv Boryspil - "KBP") was ranked first in the group of European airports that serve between 10 and 25 million passengers:

Stable growth passenger traffic is provided not only by cooperation with the largest carrier of Boryspil international airport, airline International Airlines of Ukraine (UIA), and also attracting new carriers. For 2018 airport congratulated 10 new airlines.

In General, the airport fly over 50 powerful international carriers. Airlines and passengers at SE “IA "Boryspil" attracts, first of all:

- competitive cost of services of the Enterprise, provided with a transparent "Regulations on the application of decreasing coefficient to the airport fees",

- wide geography of routes of SE “IA "Boryspil" is a 30 best airports in Europe for the quality of the connections according to ACI Europe 2018

- high quality of services of the Enterprise - in the fall of 2018 the airport entered into the 20 most punctual resorts in Europe, according to the report of Flightstats experts, also in 2018 entered the top 3 leaders in Eastern Europe in quality, according to the SkyTrax rating.

The creation of these factors of attractiveness of the Enterprise provided high quality control of SE “IA "Boryspil" and professional implementation of the strategy Enterprises in 2015-2018.

In addition to stable growth in the number of passengers, SE “Boryspil” international airport” also provides an increase of handled cargo (2018: 40,1 thousand tons, 2017: 36,9 thousand tons) and mail to 2018: 8.7 thousand tons, 2017: 7.9 thousand tons). The basic volume of cargo and mail transported on passenger flights, but the Company attracted few airlines that perform airport special cargo flights by cargo aircraft (Silk Way Airlines, European Air Transport DHL).

“Boryspil” international airport” handled 572 508 kg of cargo from April 1 to April 6, 2020. For “Boryspil” airport, cargo operations have always been not the main, but a supporting activity, as the cargo terminal’s output is limited and requires urgent modernization.

In pre-quarantine time, the bulk of cargo fell on the territory of Ukraine onboard the passenger aircrafts. This is a global practice and Boryspil is not an exception. Also, part of the cargo was delivered by the cargo aircrafts. For example, Silk Way is a longtime airport partner.

But since quarantine was introduced, the situation has changed. Due to air traffic restrictions during the quarantine period, freight companies, or companies that reassigned passenger aircrafts to cargo transportation, got the first place in terms of cargo turnover.

Traffic of passengers in the “Boryspil” airport tended to demonstrate sustainable growth in a result of the optimization of internal processes of the enterprise, new reforms and implementation of the hub development strategy, for 6 last years. [64]

2.2 Estimation of financial indicators of State Enterprise "International Airport "Boryspil"

Analysis of the financial condition makes it possible to draw conclusions about the company's resources and efficiency of their use. The financial condition of the enterprise reflects the ability of the enterprise to raise funds for its activities.

The company's ability to make timely payments and expand financing of its activities indicates that its financial condition is satisfactory. Therefore, the main problem at the present stage of industrial enterprises is the analysis and monitoring of financial condition.

The main tasks of financial analysis of the enterprise are the following:

- to study the profitability and financial stability of the company;
- to study the effectiveness of the use of corporate property
- (capital) and provide the company with its own working capital;
- objectively assess the liquidity, liquidity, solvency and financial stability of the company;

- assess the position of commercial entities in the financial market and quantify their competitiveness;
- analyze the business activities of the company and its position in the securities market;
- determine the efficiency of financial resources.

Consider the financial and economic indicators of IA "Boryspil" on the basis of official financial statements for the period up to 2020. According to the results of 2019, “Boryspil” International Enterprise received UAH 4,745.9 million. revenues, which is 4.7% more than in 2018. The dynamics of revenue growth for 2014-2019 is given in table. 2.2 [63].

Table 2.2

Dynamics and structure of income growth, million UAH of “Boryspil” International Airport” (2016-2019)

Indicator	2016 year	2017 year	2018 year	2019 year
Total revenues, million UAH	3 616	4 097	4 534	4 746
Airport charges, million UAH	2 309	2 587	2 665	2 814
Auxiliary Aviation Services, million UAH	687	805	1 030	1 053
Commercial services, million UAH	399	524	638	678
Others, million UAH	221	181	201	201

* compiled by the author on the basis of internal reporting of the enterprise

The main part of the income of SE "IA "Boryspil" (about 60%) consist of airport charges (passenger fee, fee for the takeoff and landing of the aircraft, the fee for ensuring aviation security, fee for Parking). Airport charges are regulated by state agencies, which reduces the flexibility of the price policy of the Airport.

By the end of 2018, the revenues from airport charges grew less than other income because of the reduction in rates the passenger charge according to the Ministry of transport and infrastructure and proliferation stimulating factors (discounts) to airport charges in the amount of up to 80% of all carriers in accordance recommendations of the Antimonopoly Committee of Ukraine.

Other profitable segments of the Enterprise demonstrate a very high positive trend, primarily due to the increase in passenger traffic owing to the lower level the yield of airport charges. Thus the Company ensures effective the policy of income management, which provides improved financial results (revenues and profits) and increase in passenger traffic (satisfaction of public the needs and demand of the economy in the development of air transportation).

In 2019, the Company decreased its profit before tax by 16,59 % in comparison to 2018 (fig.2.2):

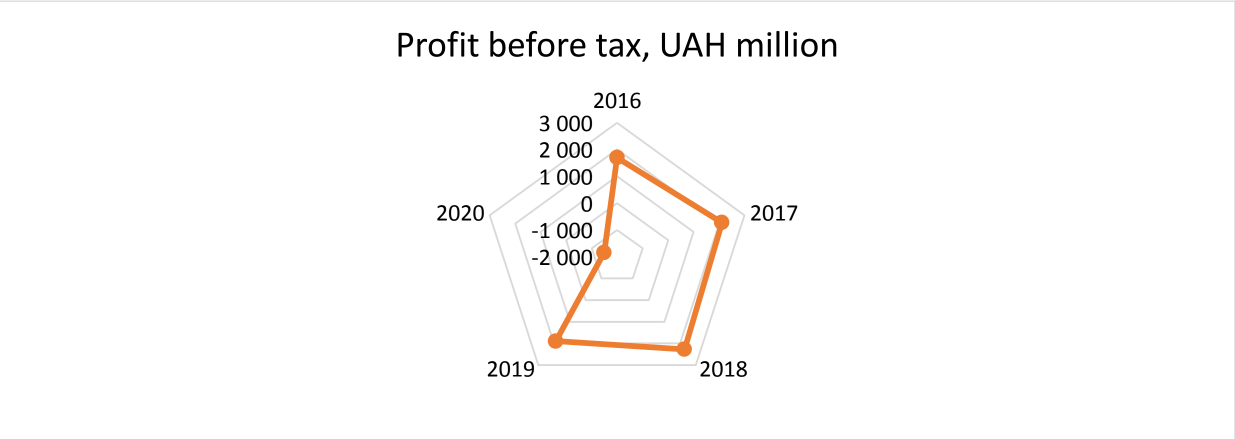


Fig. 2.2 Dynamics of businesses transformation million UAH (2016-2020)

Information regarding the dynamics of transformation of unprofitable businesses on high-yield given in the table 2.3:

Table 2.3

Dynamics of businesses transformation million UAH "Boryspil" International Airport" (2016-2020)

Indicators	2016	2017	2018	2019	2020
Profit before tax, UAH	1 697	2 114	2 273	1 896	- 1 492

million					

* compiled by the author on the basis of internal reporting of the enterprise

The decrease in the financial result in 2019 occurs due to:

- Revaluation of fixed assets as of 31.12.19;
- Deconservation of terminal F to service low-cost carriers;
- Increasing the share of low-income passenger traffic and
- distribution of discounts to a large number of air carriers;
- Presence of discriminatory norms in relation to airlines in comparison with foreign ones (excises on aviation fuel, prohibition of transport and flight over several countries, VAT on domestic flights, etc.);
- Increase in financial costs due to the attraction of additional loans in the conditions of withdrawal of extraordinary amounts of dividends and taxes by the state.

In 2020 drop was caused by pandemic occurrence, what in fact, influenced all aviation industry without any exceptions. “Boryspil” IA”, which actually is real state-owned enterprise, pays taxes and in addition to this deducts portion its profit to the budget of Ukrainian government in the form of dividends (taxes, fees, deductions from net income to the budget, etc.).

We have to keep in mind also that the specified amount of payments to the state budget does not include payment for lease of premises constructed by the Enterprise. After all, according to the acting legislation, approximately 65-75% of the income from the lease of the enterprise space is paid by tenants directly to the State Property Fund of Ukraine, expiring Enterprise. According to the Ministry of Economic Development is carried out quarterly and annually by public authorities control / monitoring of efficiency of management of state-owned enterprises property.

According to the methodology, the activity is recognized as effective, if the company corresponds to at least 75% of the total points scored by established criteria, thanks to a dramatic increase in quality. According to the results of 2020, liquidity indices of SE "Boryspil" have decreased rapidly compare to 2019 due to pandemic occurrence, which, in fact, influenced all of the following indicators that were analyzed.

Table 2.4

Liquidity ratios "Boryspil" International Airport" (2016-2020)

Indicator	2016 year	2017 year	2018 year	2019 year	2020 year
Quick liquidity ratio	1,1	0,9	1,6	3,08	1,83
Net working capital, mln. UAH	292	36	827	1496	875

* compiled by the author on the basis of internal reporting of the enterprise

The net working capital of SE "Boryspil" has decreased to UAH 875 million in 2020, against UAH 1496 million at the 2019.

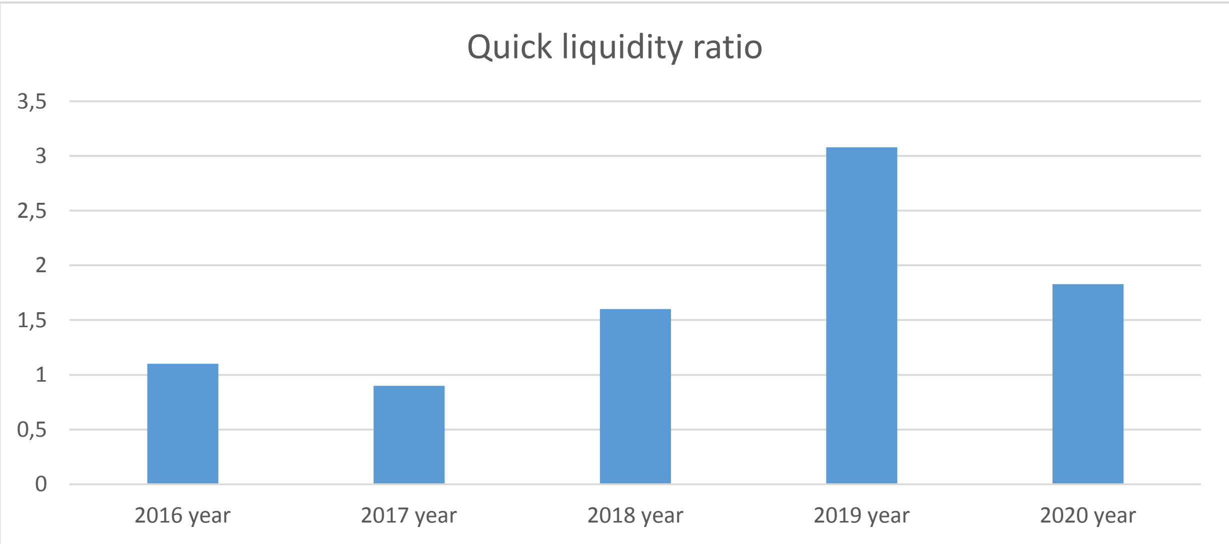


Fig. 2.3. Liquidity ratio in 2016-2020

The amount of net debt increased significantly as the company was forced to borrow in 2019 to accumulate funds which exceeds the profit.

Table 2.5

Net debt, million UAH "Boryspil" International Airport" (2016-2019)

Indicator	2016 year	2017 year	2018 year	2019 year

Net debt, million UAH	1 831	1 320	1 373	2 305

* compiled by the author on the basis of internal reporting of the enterprise

The company manages to attract financial resources at significantly lower rates, than established on the market and lower than the state attracts in foreign markets. Sensitivity to foreign exchange risk due to a significant amount of debt Foreign currency-denominated businesses are minimized by pegging airport charges for foreign currency (fig. 2.4):

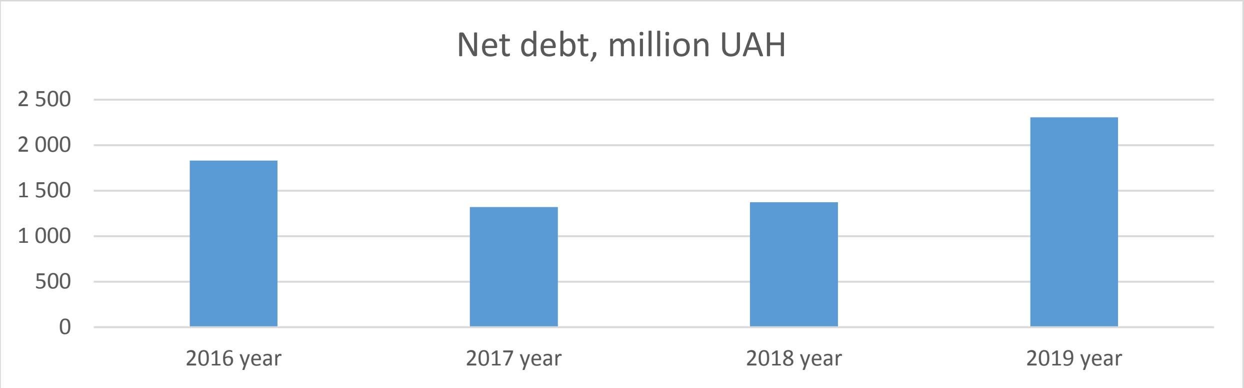


Fig. 2.4. Net debt

The ability of SE “Boryspil" debt service is very high - net financial coverage expenses by EBIT (tax and net income) financial cost) exceeds 5 times.

Key installation factors rating at the highest steel level: maintainable improvement of monetary outcomes, execution of compelling obligation strategy and guaranteeing exceptionally high rates benefit. The uaAAA rated company is the highest creditworthiness compared to other Ukrainian enterprises. Currently, “Boryspil” IA” is the only non-financial sector enterprise in Ukraine, with a maximum credit score of uaAAA.

Now, we describe the indicators such as: relative indicators of liquidity and solvency, relative indicators of financial stability, relative indicators of business activity and profitability indicators (coefficients).

Table 2.6

Relative indicators of liquidity and solvency “Boryspil” International Airport” (2016-2020)

Indicator	2016	2017	2018	2019	2020	Absolute deviation 2020/2016	Relative Deviation 2020/2016
Overall liquidity ratio	1,23	1,03	1,77	3,42	2,15	0,92	175%
Absolute liquidity ratio	0,49	0,36	0,42	0,47	0,19	-0,3	39%
Quick liquidity ratio	1,11	0,89	1,58	3,08	1,83	0,72	165%
Ratio of receivables to payables	0,87	1,29	1,86	3,3	15,16	14,29	1743%
Net working capital, mln. UAH	292	36	827	1496	875	583	300%

Source: made by the author.

Overall liquidity ratio, normative (recommended) value is 1-2,5. All values are within normative measures. In 2020 ratio decreased on -37,13% if compare to 2019, but increased on 74,8% in 2020 comparing it with 2016. We can conclude that the company has an enough amount of free resources, which were formed through its own sources.

Absolute liquidity ratio, normative (recommended) value is 0,2-0,3. Some values are higher than normative value. Values of absolute liquidity ratio indicate efficient use of financial resources.

Quick liquidity ratio, normative (recommended) value is 0,7-1. The only one indicator within normative measure is 0,89 in 2017. If ratio is greater than 1, then the company has low financial risk, which means potential opportunities for attracting additional financial resources.

Ratio of receivables to payables, normative (recommended) value is about 1. All values are a little bit higher or lower than normative value. A decrease in accounts receivable may be due to a deterioration in customer relationships. An increase in accounts receivable may be due to a breach of customer payment discipline.

Net working capital, mln. UAH normative (recommended) value is > 0. All values are higher than normative value. In 2019 indicator reached its all-time high with 1496 mln. UAH. A significant excess of net working capital over an optimal need indicates that the resources of the enterprise are not used rationally.

Table 2.7

Relative indicators of financial stability "Boryspil" International Airport" (2016-2018)

Indicators	2016	2017	2018	2019	2020	Absolute deviation 2020/2016	Relative deviation 2020/2016
Own working capital, UAH	291551	35524	827406	1495604	875152	583601	300%
Ratio of providing current assets with own capital	0,19	0,03	0,43	0,71	0,53	0,34	279%
Maneuverability of own working capital	2,12	13,49	0,55	0,2	0,17	-1,95	8%
Financial independence (autonomy) ratio	0,635	0,693	0,724	0,752	0,711	0,076	112%
Financial dependency ratio	1,575	1,442	1,381	1,328	1,405	-0,17	89%
Equity maneuverability ratio	0,032	0,004	0,084	0,091	0,057	0,025	178%

Debt capital concentration ratio	0,365	0,307	0,276	0,247	0,289	-0,076	79%
Financial stability ratio	0,087	0,013	0,303	0,368	0,197	0,11	226%
Total financial stability ratio	0,863	0,850	0,891	0,962	0,95	0,087	110%

Source: made by the author.

Own working capital, normative (recommended) value should increase. We can see huge decrease of indicator in 2017 on 87,8% and big increase in 2019. We may conclude that the airport has enough amount of own current assets available for the day-to-day operations.

Ratio of providing current assets with own capital, normative (recommended) value is 0,1 and higher. In 2017 it dropped on 84,21%, but then returned to recommended values in the next year and keep staying there. High value of this indicator means the financial sustainability of the "Boryspil" Airport and the ability to be active, even in the absence of access to borrowed funds and external sources of company financing.

Maneuverability of own working capital, normative (recommended) value is 0 and higher. All values are within normative measures. To increase the value of the indicator, it is advisable to work towards increasing the amount of equity and optimizing the structure of assets. This will reduce dependence on creditors for working capital formation.

Financial independence (autonomy) ratio, normative (recommended) value is 0,4 - 0,6. All values are a little bit higher than normative value and shows growth from year to year. A value of financial autonomy above 0.6 indicates that the company is not using its full potential.

Financial dependency ratio, normative value of the indicator is in the range of 1,67-2,5. All values are lower than normative ones and has decrease dynamic. Low dependency ratio can indicate that "Boryspil" is underutilized. To increase the value, it is necessary to attract additional loans from credit institutions, banks, other enterprises, etc. This will activate production and marketing activities, which will increase the financial result of the company or will achieve other goals.

Equity maneuverability ratio, normative value is 0.1 and above. All values are a little bit lower than normative, but we see the increase in 2019 and almost 2 times drop in 2020.

Debt capital concentration ratio, normative value is within the range of 0,4 – 0,6. All values of the ratio are lower than normative and keeps falling down. If the value of the indicator is lower, it may indicate that the financial and production potential of the company is not fully utilized. To increase that value, it is necessary to look for ways to attract additional borrowing funds, but this should be done only in the case of expected increase in return on investment (or equity)

Financial stability ratio, normative value of the indicator is in the range of 0,67-1,5. All values are lower than normative ones. Value below 0.67 indicates a high level of financial risks, to increase the value of the indicator you need to attract the funds of owners or investors, reinvest profits in the company, etc.

Total financial stability ratio, normative value is in the range of 0,7-0,9. All values are within normative measure range, and this indicator tend to rise. Our values show the company's ability to remain solvent in the long run.

Table 2.8

Relative indicators of business activity “Boryspil” International Airport” (2016-2020)

Indicator	2016	2017	2018	2019	2020	Absolute deviation 2020/2016	Relative Deviation 2020/2016
Asset turnover ratio	0,674	0,428	0,454	0,365	0,13	-0,544	19%
Capital productivity	0,640	0,730	0,788	0,436	0,149	-0,491	23%
Working capital turnover ratio	2,365	2,646	2,602	2,373	1,104	-1,261	47%

Working capital turnover period	152, 220	136, 054	138, 355	151,707	326,087	173,867	214%
Equity turnover ratio (turnover)	0,593	0,644	0,639	0,501	0,177	-0,416	30%

Source: made by the author.

Asset turnover ratio. Normative value - it should increase, have positive dynamic. In 2016 ratio was highest and then dropped on -80,71% by 2020. The figures of last two years are not high enough, so “Boryspil” need to work towards optimizing the amount of assets. They might sell some unused non-current assets (if do not plan to increase a workload), reduce the amount of inventories (if their volume is excessive), take measures to recover receivables, etc. Measures to increase the company's revenue also have a positive effect on asset turnover.

Capital productivity. Normative value - it should increase. Values tended to grow until 2018 and then dropped by -44,67% in 2019 and again in 2020. This suggests that the efficiency of managing fixed assets in the company decreases.

Working capital turnover ratio. Value of indicator should increase. Ratio grew until 2017 and then began decreasing constantly with huge drop on -53,44% in 2020 if compare with 2019. Diminished turnover prompts an expanded requirement for monetary assets. Without even a trace of admittance to modest monetary assets, this will expand the monetary expense of the organization.

Working capital turnover period. It is desirable to decrease the indicator during the researched period. Indicator remained more or less stable but in 2020 increased significantly. The increase in the indicator shows that “Boryspil” needs to attract more financial resources to finance current assets, which leads to an increase in financial expenses, as additional funds need to be raised.

Equity turnover ratio (turnover). Increase of the value during the researched period indicates a continuous optimization of the company. We can see the increase in 2017 on 8,60% and big fall in 2020, that demonstrates the ineffectiveness of the company's equity management.

Table 2.9

Profitability indicators of "Boryspil" International Airport" (2016-2020)

Indicators	2016	2017	2018	2019	2020	Absolute deviation 2020/2016	Relative Deviation 2020/2016
Return on assets	0,15	0,19	0,18	0,19	-0,09	-0,241	-60%
Return on equity	0,24	0,28	0,26	0,277	-0,14	-0,378	-59%
Return on sales	0,41	0,45	0,43	0,341	-0,71	-1,123	-172%

Source: made by the author.

Return on assets, should have growth dynamic. In 2017, ratio has increased on 27,81% and then, decreased on % in 2018. In 2020 result of calculations showed negative score. An increase in the share of operating capital and a decrease in the proportion of non-operating assets that do not generate any revenue for the enterprise will increase value of the ratio.

Return on equity, obviously, higher ratios are better because they show a relative increase in net profit. In 2017, ratio has increased on 16,81% and then, decreased on -6,83% in 2018. An indicator shows that in last three years the equity was used ineffectively.

Return on sales, should have growth dynamic. In 2017, ratio has increased on 8,23% and then, we may notice a constant decline, it becomes negative in 2020. Last year became unprofitable for enterprise. Most of indicators shows significant drop in 2020 (fig.2.5)

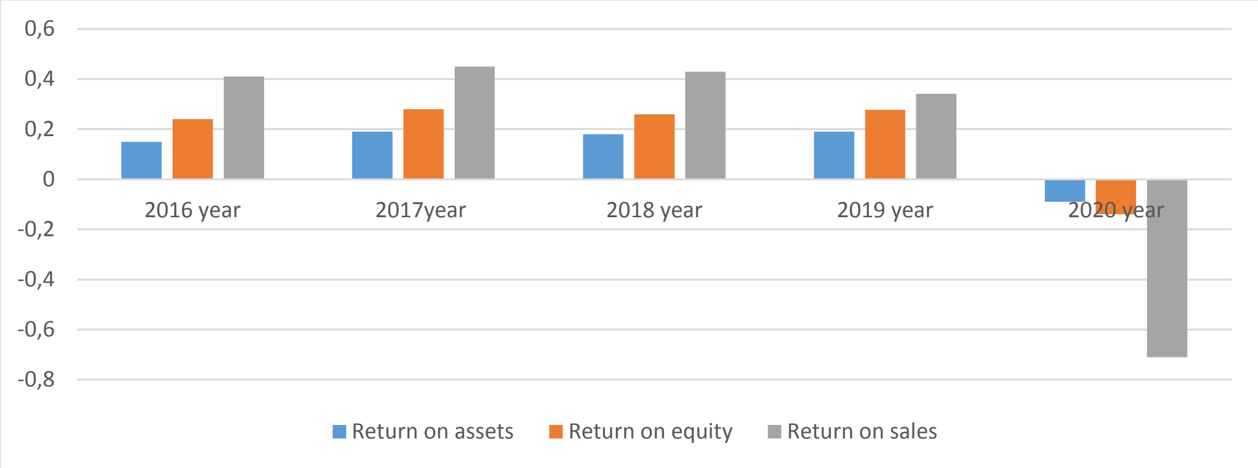


Fig. 2.5 Profitability indicators of "Boryspil" International Airport"

After analysis of the indicators it can be concluded that company has significantly lost their positions in a recent year. The reason of it is very obvious and well known to everyone – Covid-19.

In fact, financial conditions of airport «Boryspil» would have good financial state, taking into account positive dynamic of its development. Pandemic spoiled the plans of everyone and the time is needed to come back to the previous, post pandemic results. Which might take extra couple years to achieve the top performance thatwere shown year by year by the airport "Boryspil"

2.3. Main approaches to management of competitiveness of ""Boryspil" International Airport"

"Boryspil" International Airport successfully competes with the leading airports in Europe, so it has to meet the latest international quality criteria and standards. To research and carry out accepted procedures and developments, applicable experts of the Organization take part in industry presentations and meetings, concentrate on the most recent ICAO and IATA proposals, effectively take part in the planning of important corrections to public guidelines to further develop norms and worldwide principles.

Exploration and execution of developments at the Undertaking is completed in all significant regions. Consequently, as indicated by the consequences of exploration in 2017-2019, a few inventive advances were presented underway, which permitted:

- increment by 40% the limit of flight security designated spots without expanding the quantity of staff;

- revamping the arrangement of airplane stopping on stage D and expanding the quantity of homegrown expressways, decrease the assistance season of flights and travelers and gear and increment the use of airplane parking spots;

- lessen the hour of cleaning the runway in troublesome climate conditions by 30% and increment the quantity of flights served over the long haul because of the presentation of new elite snow evacuation hardware;

- to guarantee the reestablishment of the registration strategy with the utilization of self-registration booths for travelers and gear, which permitted to build the limit and decrease the human component in traveler administration;

- accelerate the section of traveler customs through Quick Line methods;

- updating of crisis and salvage hardware guaranteed consistence with the suggested worldwide guidelines and made the chance of activity of present day wide-fuselage airplane, which are utilized for the advancement of promising routes.

Examination of best practices and execution of creative industry and cross-useful arrangements at the Organization is pointed essentially at expanding the limit of runways, terminals and move zones, lessening the hour of traveler and baggage administration, decreasing flight time and expanding their number, diminishing work and monetary expenses. flight and traveler administration. [68]

The air terminal inclusion region shows the fundamental potential for traffic (barring move), which can be utilized by any air terminal, considering its area and the area of its direct competitors. The utilization of this potential is controlled by various aspects. The primary ones are the organization of air terminal courses, the chance of corresponding flights, transport openness of the airport.

Pretty much every air terminal has an immediate inclusion region and a lengthy inclusion region. The area directly covered shows an accurate geographical picture of the area and its inhabitants. Consider the distance from "Boryspil" Airport to competing domestic airports and neighboring foreign cities and airports. The direct coverage of "Boryspil" Airport covers approximately 8.2 million people and is therefore the main market potential.

The potential of "Boryspil" Airport allows to claim the share of passenger traffic with a total volume of over 200 million passengers.

Table 2.10

Potential passenger traffics for "Boryspil" International Airport Destinations

Market	mln. passengers
Far East - Europe	62,4
Europe - North America	61,3
Far East - Middle East	44,5
Europe - Africa	42,3
Far East - North America	38,9
Europe - Middle East	32
Far East - Oceania	18,8
Middle East - Africa	17,8
Europe - South America	11,7
Europe - Central America	11,4
Middle East - North America	5,8
Far East - Africa	5,6
Oceania - North/South America	4,7

compiled by the author on the basis of internal reporting of the enterprise

As Kyiv is the commercial and tourist center of the country, the development of the airport is very promising due to the direct coverage of the area. However, development is only due to the direct coverage of a limited population, so the main future potential of the airport is the development and involvement of passengers with expanded coverage in transit.

The illustration below shows the immediate coverage area of “Boryspil” International Airport.

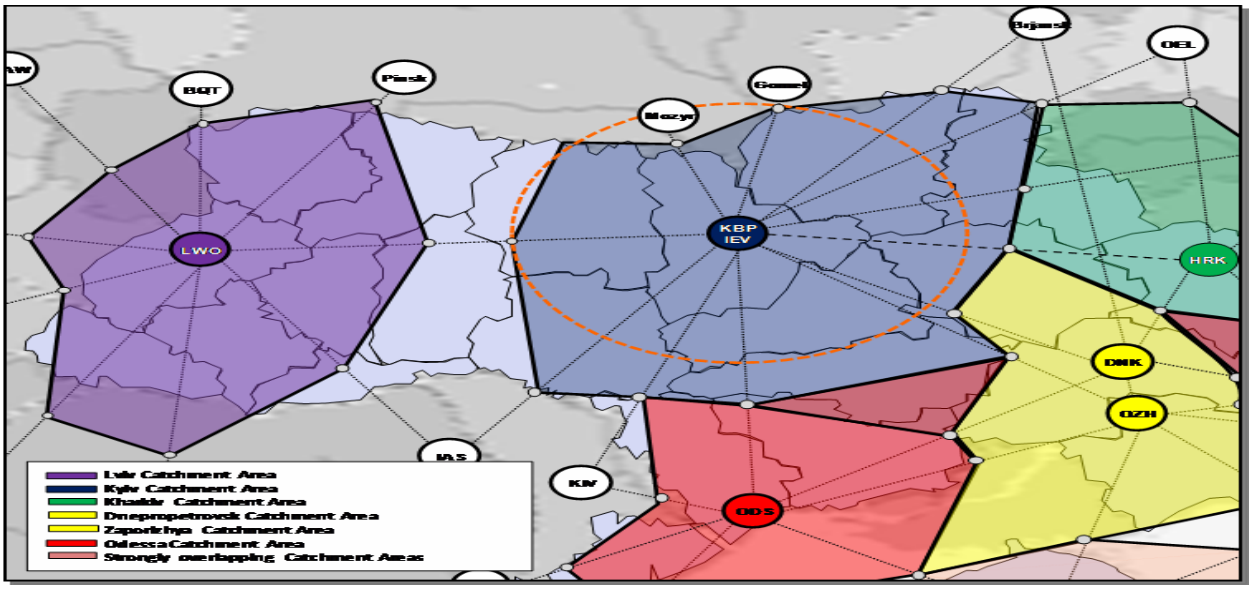


Fig. 2.6. Coverage area of “Boryspil” International Airport

The blue area outlines the quick inclusion space of the airport. The advancement of the air terminal because of the quick inclusion coverage area is very encouraging, as the city Kyiv stays the business and tourist place of interest of the country.

In any case, it ought to be noticed that advancement because of immediate inclusion region is restricted by the population, so the super encouraging capability of the air terminal is to create and draw in move traveler streams from the drawn out inclusion region.

According to the definitions, the AIRPORTS COUNCIL INTERNATIONAL Europe data, there are several types of competition between airports, which in the case of “Boryspil” airport may be manifested as a competition:

• between hubs for the far-(medium-) trunk routes and transfer flows;

• in the field of attracting new flights;

• between airports that intersect the coverage areas, or located in one city;

Fig. 2.7. Extended coverage area

Competition between hubs for far-(medium-) trunk routes and transfer flows. Airports “Hubs” can fight for several market segments for docking:

• Transfer from international to international flight;

• Transfer from international to regional flight;

• Transfer from regional to international flight;

• Transfer from regional to a regional flight.

Competition in the field of attracting new flights mainly relates to Point-to-Point flights. Undoubtedly, there are many factors that can make the airlines to open new directions (a new couple of cities) or change the airport in the same city. The role of the airport is very important for this type of competition, providing the attractiveness of airport infrastructure and business environment.

“Boryspil” Airport as an airport that provides a wide variety of services and one of the highest in Eastern Europe, level of service quality, has an enough high cost and cost of services. A lot of the airport fees is regulated by state authorities as were already discussed, which reduces the flexibility of pricing policy and unfortunately reduces the competitiveness of the airport.

It ought to be noticed that cost and quality are not by any means the only factors that are significant for the carrier and can influence its final decision, among others:

- flight rights;
- availability of lots;
- competition with other airlines on same destination;
- tendency of a growing flow of transfer passengers;
- operating costs (other than the airport operator), etc.

In terms of competition between hubs for long- (medium-) trunk routes and transfer flows, as well as in the field of attracting new flights, the following airports are competitors of “Boryspil” Airport:

Fig. 2.8. Competitors of “Boryspil” Airport

The main (strong) competitors for “Boryspil” International Airport:

Airports of Eastern Europe: Warsaw, Prague, Budapest (WAW, PRG, BUD), Moscow Airport System (DME, SVO, VKO).

Some of the above-mentioned airports have a higher volume of traffic and stronger base network airlines in comparison with “Boryspil” International Airport.

Airports of the Moscow airport system, although they have higher performance in the field of passenger traffic and a wider route network, but the function of passenger transfer "international - domestic" works only partially.

Moderate levels of competition are identified by European airports (FRA, MUC, IST, VIE). These European airports are the base for the Star Alliance (led by Lufthansa).

Most of these hubs have been developed through transfer flows generated by base airlines, such as Frankfurt and Munich by Lufthansa, Istanbul by Turkish Airlines, Warsaw by LOT, Sheremetyevo by Aeroflot Russian Airlines, and so on.

Table 2.11

Comparison of performance indicators of the leading airports of Eastern Europe and SE IA "Boryspil" 2020

Indicator	Airports			
	WAW	PRG	BUD	KBP
Passenger traffic, persons	5 473 258	3 665 354	3 859 379	5 160 000
Profit (loss), bil UAH	-2,3	-0,68	-3,4	-1,4
Distance from the airport to the city, km	10	17	11	35
Assessment of infrastructure development	4	4	4	3

Complied by the author

We see that, despite the good geographical location and ever-increasing passenger traffic, “Boryspil” Airport is inferior to the leading resorts in Eastern Europe in some of these indicators. This is despite the fact that none of these foreign airports is leading in Europe as a whole.

It should be noted, however, that “Boryspil's” management considers the airports of Istanbul and Moscow (Sheremetyevo) to be its main rivals, and the airports of Vienna, Warsaw, Munich, Prague and Frankfurt to be potential competitors.

Approaches to transfer fee charges vary from airport to airport. In any case, the goal is to stimulate and support this segment of transportation, which generates additional revenue from non-aviation activities, with virtually no additional costs.

The most common are:

• Establishment of fees lower than the fees applicable to point-to-point passengers;

• No fees at all;

• Surcharge for carriers for transfer passengers. Thus, in order to compete successfully with hub airports, “Boryspil” must provide the necessary transfer infrastructure and deepen cooperation with basic carriers on the development of routes and transfer flows.

Or located in one city. This type of competition is relevant for short-haul flights. This is most often the case in the struggle of airports for charter flights and flights of low-cost airlines (some scheduled flights, such as those to the regions of recreation areas, also fall into this category).

In this segment, low-cost airports can offer tariffs with marginal (critical) revenue, which only slightly exceeds the cost of servicing an additional flight. At some airports, airlines even pay extra for extra passengers. Additional income is generated by retail, which is offered to passengers. [80]

In this segment, “Boryspil” Airport competes with Kyiv Airport in terms of point-to-point transportation, aviation business and low-budget transportation.

SWOT analysis of “Boryspil” Airport, based on the analysis of the market and development opportunities:

Table 2.12

SWOT analysis of “Boryspil” Airport

Strengths	**Weaknesses**

• Capabilities of the airfield (runway № 1 allows to serve long-haul flights); • Base airport for leading Ukrainian airlines; • Location in relation to Kyiv; • Available opportunities for infrastructure expansion without significant additional costs; • Large share of international air transportation; • Availability of a network of transcontinental flights.	• High level of formalities when crossing the State Border (border and customs services), which hinders the increase in transfer passenger traffic; • Insufficiently developed transfer infrastructure; • Undeveloped commercial infrastructure (shops, food outlets, transport) • High cost of commercial services (cafes, restaurants, etc.); • Entry barriers from the base airline
Opportunities	**Threats**
• Favorable geographical location in relation to the city and other countries in general; • Improving the state of the base airline; • expanding the presence of low-cost airlines; • Potential increase in passenger traffic if the situation in the country normalizes	• Declining attractiveness of Ukraine for potential passengers due to hostilities, difficult socio-political situation in the country; • Economic crisis, declining purchasing power of the population; • Successful and dynamic development of competitors' airports. • Decline in tourist activity due to the unstable economic and political situation and the war; • Low infrastructure development • Falling passenger traffic due to the global COVID19 pandemic

compiled by the author on the basis of internal reporting of the enterprise

Based on the analysis, we have identified the necessary areas to increase the competitiveness of SE IA "Boryspil":

- development of infrastructure for transfer passengers;
- implementation of measures to improve the level of passenger service, primarily in the provision of non-aviation services;
- strengthening security measures;
- reduction of costs (cost cutting), including reduction of the cost of services;
- approaching the profile of successful foreign airports without expanding the obligation trouble.

- cooperation with airlines in encouraging the opening of new routes and maintaining existing routes in order to restore passenger traffic and increase the share of transfer passenger traffic;

The following is a SWOT analysis of “Kyiv” International Airport”:

Table 2.13

SWOT analysis of “Kyiv” International Airport”

Strengths	Weaknesses
• New terminal infrastructure; • Location within the city. • Visa-free regime with the EU. • Convenient airport complex. • Application of modern systems and means in the production process of ground handling of aircraft and passengers. • Ensuring a high level of aviation security. • Qualified staff.	• Restrictions on noise characteristics, environmental restrictions; • Capacity restrictions. • Restrictions on aircraft categories. • Further development of infrastructure is constrained outside the city. • The presence as a competitor of the country's largest airport. • The high level of tax burden does not allow to reduce tariffs for airport services.
Opportunities	**Threats**
• Comfortable location for passengers within the city. • Attractiveness of the airport for business aviation and airlines specializing in short and medium distance flights. • Flexible system of fees and tariffs. • Increase in passenger traffic due to the introduction of visa-free regime and • low prices for low-cost airline-based airline tickets. • Large area and convenient • Location of the airport allow the expansion of non-aviation activities	• Low level of attractiveness of Ukraine for potential passengers resulted by war conflict; • Economic instability, low purchasing power of Ukraine citizens; • Strict environmental and noise restrictions on the operation of the airport within the borders of the city. • Reduction of aviation revenues due to increasing the competitiveness of “Boryspil” International Airport • Falling passenger traffic due to the global pandemic COVID19

compiled by the author on the basis of internal reporting of the enterprise

Despite the fact that Kyiv Airport has infrastructural limitations that do not allow reorienting large network carriers, there is a danger of “Boryspil” Airport losing charter companies due to Kyiv Airport's aggressive marketing policy and flexible discount system.

Based on the above, “Boryspil Airport” should also encourage airlines to operate charter flights. In order to maintain and increase the passenger traffic generated by the leading charter carriers, it is necessary to introduce a system of their motivation and initiate changes in the regulatory framework.

Table 2.14

Comparison of performance indicators of “Kyiv” and “Boryspil” airports in 2020

<table>
<tr><th rowspan="2">Indicator</th><th colspan="4">Airport</th></tr>
<tr><th colspan="2">KBP</th><th colspan="2">IEV</th></tr>
<tr><td>Passenger traffic, persons</td><td colspan="2">5 160 000</td><td colspan="2">704 500</td></tr>
<tr><td>Profit (loss), UAH</td><td colspan="2">1 482 213</td><td colspan="2">32 190</td></tr>
<tr><td>Distance from the airport to the city, km</td><td colspan="2">35</td><td colspan="2">8</td></tr>
<tr><td>Assessment of infrastructure development</td><td colspan="2">3</td><td colspan="2">3</td></tr>
<tr><td rowspan="2">Passenger Charge, USD/1 pass</td><td>International flights</td><td>Domestic flights</td><td>International flights</td><td>Domestic flights</td></tr>
<tr><td>13</td><td>2,5</td><td>7-15</td><td>2,5</td></tr>
<tr><td>Take-off and Landing Charge, USD/1 tonn</td><td>7,35-10,5</td><td>1,05</td><td>7-14</td><td>5</td></tr>
<tr><td>Security Charge, USD/1 pass</td><td>4</td><td>1,5</td><td>3</td><td>1</td></tr>
</table>

*compiled by the author on the basis of internal reporting of the enterprise

Market analysis of airlines and passenger flows. Domestic and international, charter and regular carriers are served at the airport of “Boryspil” International Airport. Airlines operating flights to “Boryspil” International Airport represent all the world's leading Airlines Alliances, which operate flights connecting their base airports with the capital of Ukraine:

• Star Alliance: Lufthansa, Austrian, SWISS, SN Brussels, Turkish Airlines, LOT Polish Airlines

• One World: British Airways, Qatar Airways

• Sky Team: KLM / Air France, Czech Airlines

Airlines that are not part of the aforementioned alliances are also served at the airport, including:

• Ukrainian Airlines: Ukraine International Airlines, Windrose, Azur Air Ukraine, Bravo, Anda Air, Sky Up, Atlas Jet Ukraine, Yanair.

• European Airlines: Eurowings, Air Baltic, Aegean Airlines, Air Malta, Air Serbia, VOYAGE AIR.

• Airlines from other countries: Flydubai, Cyprus Airways, Qatar Airways, EL AL Israel Airlines, Air Arabia, Flynas JSC, Air Astana, Georgian Airways, Iraqi Airways, JCS «Uzbekistan Airways», Qanot Sharq, PEGASUS AIRLINES.

Boryspil International Airport route network is connected with such flights as Paris, Tel Aviv, Istanbul, Amsterdam, Frankfurt, London, Milan, Barcelona, etc.

“Boryspil” International Airport is connected by air with all strategic cities of Ukraine: Dnipropetrovsk, Kharkiv, Lviv, Odessa.

Marketing activity "Boryspil" is focused on expanding geography of routes and creating convenient transfer of passengers. For the implementation of the data of the tasks, the airport takes measures to attract new carriers to the implementation of new flights, the development of cooperation with basic carriers to expand their routes network and increase flight intensity.

For an effective dialogue with carriers of the State Enterprise "Boryspil" implements a number of marketing events, which is aimed at ensuring the competitiveness of services, the formation and development of the airport as an international hub, an increase in the destiny of the airport market among the airports of Eastern and Central Europe.

Marketing events of the enterprise are based on three main elements: active interaction with existing and potential customers, active airport promotion in the market by providing recognizability of the brand and consumer loyalty and marketing research, monitoring industry trends. Implementation of these measures includes:

• Participation in significant sectoral events, including forums on the development of a network of aviation routes, in order to familiarize the market participants with news and achievements of the airport, new services, supporting permanent contact with potential airlines;

• support and consolidation of consumer loyalty by conducting PR shares, special events;

• Development of promotion programs for airlines in performing new flights;

• Collection and analysis of aviation marketing statistics, its effective use in developing and conducting further marketing events.

All marketing events developed and implemented by the airport are based on marketing studies conducted on a regular basis. Such marketing research is developed to analyze the network of routes, airport capabilities as a hub, identifying and analyzing the opportunities for opening new routes.

The complex of factors of socio-economic character determines the potential volume of direct transportation, generated in the immediate coverage area. Additionally, the potential of transfer transport, which depends on the attractiveness, which represents a transfer hub (presence of infrastructure, a flexible motivation system, etc.), the geographical position, development of the international network, is adopted. The generation of transfer flows of passengers involves overcoming significant competition from the airports of Eastern Europe (WAW, PRG, BUD) and airports of the Moscow airport system (DME, SVO, VKO). [80]

To maintain competitiveness and promotion of airlines to cooperate “Boryspil” Airport:

• Implementing special motivational programs that are interested in carriers to open new flights and an increase in transfer passenger traffic. Such programs include schemes of application of reducing coefficients and special prices to tariffs for airport services, including airport fees;

• Participates in the development of a network of aviation routes. As part of these forums there are meetings and discusses plans for the development of the existing network of routes, the potential of new directions, the possibility of cooperation;

• Plans and organizes sharing companies in a variety of ratings, prepares information on airport achievements in order to support the positive image of the company and consumer loyalty.

Ability to position the airport as an ideal destination for the airline with professional marketers is a successful means to attract new airlines, opening new flights or to increase existing frequency.

Examination of the present status of the aviation market shows that all foreign airlines operating in the Ukrainian air transportation market use the potential of the “Boryspil” airport coverage area in order to attract extra amount of passengers to their own route network.

As per the consequences of market examination, the following is identified. The direct competitors of “Boryspil” Airport are the airports of Eastern Europe (WAW, PRG, BUD) and the airports of the Moscow Airport System (DME, SVO, VKO). They all have a well-developed network of routes and are backed by powerful base carrier.

The next European airports FRA, MUC, IST, VIE, which are currently significantly ahead of “Boryspil” Airport in terms of traffic, have been identified as benchmarks for the successful implementation of the hub concept. To move toward to the profile of these airports, “Boryspil” Airport must:

• develop in the direction of simplifying formalities and increasing comfort for passengers (including transfer);

• deepen cooperation with basic carriers on the development of routes and transfer flows;

• to make “Boryspil” Airport more attractive and accessible (system of motivation of air carriers through a flexible system of fees, development of new types of business, expansion of the range of available non-aviation services).

• development of transport infrastructure, in particular the establishment of a direct railway connection Kyiv Pasazhyrskyi – “Boryspil” Airport;

• reduction of rents for cafes and outlets in order to reduce prices for commercial services or renting premises on

• auction basis;

• expanding cooperation with airlines, opening new routes, finding compromises with budget airlines;

• construction of parking spaces near Terminal D;

• reconstruction of obsolete parts of terminals;

• increase passenger traffic on domestic

• flights, in particular by reducing costs;

• cooperation and exchange of experience with leading airports in Europe and the world.

Conclusions to section 2

State Enterprise "Boryspil International Airport" (SE “IA "Boryspil", Enterprise) is a state-owned commercial enterprise of civil aviation, which based on state property and falls within the scope of management of the Ministry infrastructure of Ukraine (Authorized management body). 100% of the authorized capital SE "IA “Boryspil” "belongs to the State represented by the Ministry of Infrastructure of Ukraine. Registered address of the enterprise - 08300, Kyiv region, Boryspil district, village Mountain, street Boryspil-7. The main tasks of “Boryspil” International Airport are: making a profit from business activities; timely satisfaction of economic demand and social needs in the provision of services for air transportation; ensuring aviation safety and flight safety.

By the end of 2019 SE "IA "Boryspil" received 1 896 million of income and in 2020 got losses in about 1 400 million UAH. Number of serviced passengers grew from 2016 and until 2019, with huge drop in 2020 on 66.2% compared with previous year, which was caused by pandemic. By the end of 2018, the revenues from airport charges grew less rate than other income because of the reduction in rates the passenger charge according to the Ministry of transport and infrastructure and proliferation stimulating factors (discounts) to airport charges in the amount of up to 80% of all carriers in accordance recommendations of the Antimonopoly Committee of Ukraine.

According to the results of 2020, liquidity indices of SE “Boryspil” have decreased rapidly compare to 2019. Same goes to relative indicators of liquidity and solvency, relative indicators of financial stability and business activity of airport. Analysis of profitability indicators such as return on assets, return on equity, return on sales, showed that the last year became unprofitable for enterprise. Most of indicators shows significant drop in 2020. The SWOT analysis of the airport were done and identified its strength, weakness, etc.

As per the consequences of market examination, the following is identified. The direct competitors of “Boryspil” Airport are the airports of Eastern Europe (WAW, PRG, BUD) and the airports of the Moscow Airport System (DME, SVO, VKO). They all have a well-developed network of routes and are backed by powerful base carrier. Competitiveness analysis showed that the enterprise is out of competition on Ukrainian market but need improvements to compete with European airports which are still quite far ahead in terms of passenger flow and level of infrastructure.

PART 3. OPTIMIZATION OF THE SYSTEM OF INTERNATIONAL COMPETITIVENESS MANAGEMENT OF "BORYSPIL" INTERNATIONAL AIRPORT

3.1. Directions for improvement the international competitiveness of “Boryspil” International Airport

In post-industrial society, the main source of economic development and factors of global economic progress are information and technology, as well as the gradual predominance of services over material production, which is an indicator of socio-economic growth. The dynamic development and diversification of the services sector is accompanied by structural changes in the global market for commercial services, namely - an increase in infrastructure services, the rapid development of the global market for both passenger and freight air transport. With the informatisation of the world economy, intensification of international trade, increasing mobility of labor, capital and technology, the world air transportation market is gaining new patterns of development, key of which are expanding air transport of passengers and cargo, regional diversification, increasing interdependence of national economies.

Globalization of the world economy, transnationalization, strengthening integration processes have led to the dynamic growth of the global air transportation market and have determined the role and importance of production infrastructure of international airports as one of the key conditions for effective functioning and development of the world economy. Airport infrastructure embodies the level of scientific and technological progress, further deepens the international division of labor, increases population mobility, emphasizes the networking of the world economy, the level of its development depends on national security, social welfare and economic growth. [56]

Air transport infrastructure components.

1. Airport infrastructure:

- air services

- airfield, exits, sliding sleeve transitions and all objects related to the movement of the aircraft; all facilities located outside the passenger safety zones (runways), taxiways, platforms, etc.);

- ground services

- facilities related to the movement of passengers and luggage from aircraft areas; airport facilities designed to serve passengers on the approaches to and within the terminal zones;

- security services

- facilities related to the police, customs, immigration service, fire service, rescue service, etc.;

- terrestrial access

- road and rail transport services.

2. Air navigation infrastructure (air traffic management) - covers all activities necessary for the safe and efficient provision of air traffic services in the airspace of a particular country; includes the provision of air traffic control services, navigation services, etc.

3. Security oversight - services and activities related to compliance with technical safety standards by all structures responsible for the provision of air transport services (registration and inspection of aircraft, training and qualification of pilots, airport infrastructure standards, certification of air traffic controllers, air navigation equipment and more).

The production infrastructure of international airports affects the place that airports occupy in the global air transport market, and is a necessary (but insufficient) prerequisite for the competitiveness of the airport sector, economic region and the national economy as a whole.

By the ability to take certain types of aircraft, airports are divided into: - capable of accepting any existing types of aircrafts without restrictions;

- capable of receiving Class I aircrafts and below;

- capable of receiving Class II aircrafts and below;

- capable of receiving aircrafts not higher than class III. [37]

The arrangement utilized in numerous CIS nations mirrors the performance of air terminals. The primary element is the yearly volume of traveler traffic, for example the complete number of all travelers showing up/leaving, including travel (without move starting with one airplane then onto the next) and transfer passengers (with transfer from one aircraft to another).

Air terminals can likewise be characterized relying upon the sort of relationship with the airlines (table.). As the administrator of the vehicle interaction, the airports gives a bunch of administrations to members at various levels of the vehicle framework. From one viewpoint, the air terminals collaborate with carriers, airlines, giving airplane upkeep and fix administrations, filling stations, airplane stopping, meteorological administrations, and from one perspective, and sitting areas on the other, stockpiling cameras and such. Furthermore, air terminals offer types of assistance that meet the interests of the nation overall - customs control, aeronautics security, flight wellbeing [37].

Table 3.1

Airport classification depending on the relationship with the airlines

Type of the airport	Key characteristics	Relationship with the airline
International hubs	- high portion of transfers - travelers; -enormous inclusion region; - in excess of 40 million	- the major hub of a major international airline; - the role of the leader in the alliance

	travelers	
International airports	- the share of transfer services below; - large coverage area; - more than 20 million passengers.	- is the base airport for - long haul airlines - or secondary to large; - a subordinate / niche player in the alliance.
Secondary hubs and airports	- low share of transfers - transportation; - large coverage area, but often overlapping; - more than 10 million passengers.	- is a major regional hub -airline or secondary major; -the role of the subordinate in the alliance.
Regional airports	- there are no transfer services; - a small area of coverage.	- regional airlines, low-cost carriers.

Source: [37].

The competitiveness of the industrial infrastructure of international airports is dialectically interrelated with global competitiveness and depends on a number of factors that are systematized and typed at the macro level (macroeconomic stability, global management of economic, social, environmental and political processes, economic integration and), meso-level (belonging to a certain technological structure, the nature of production, logistical, scientific-technical, commercial and financial cooperation both in the aviation sector and with other sectors, parameters of factors of production and natural resources, others) and micro-level -models of international airports, budget opportunities and the level of diversification of funding sources, productivity of invested capital, etc.).

Strengthening of transformation processes of infrastructural support of international airports in the world (accumulation of a significant part of innovative technologies, investment and labor resources, consolidation in the airport sector) leads to dynamic growth of global demand for air transportation and increase of international airports contribution to business by national governments, supranational integration groups and international aviation institutes. However, airport capacity is a constraint on the development of the global aviation market: the need to expand and use existing infrastructure more efficiently and at the same time the difficulty of raising funds for its development are the challenges facing some regions of the world economy.

The concept of ensuring the competitiveness of production infrastructure of international airports involves timely modernization and harmonious development of airport infrastructure in accordance with the needs and requirements of the global aviation market, demand for airport services, its supply by international airports based on rational resource provision and On this basis, the priorities and sequence of infrastructure development are set. This approach allows you to justify the choice of objects, the best ways and mechanisms to attract investment.

The formation of the competitiveness of the industrial infrastructure of international airports should be understood as a scientifically sound and purposeful process of influence of management entities of different levels (corporate, national, regional, global) on the conditions and factors of competitiveness of airport infrastructure. airports in conditions of global competition. The proposed economic definition clearly defines the goal to be achieved, indicates the target orientation of the competitiveness of airport infrastructure, the active role of management structures at different levels, the scientific nature of management, which should be based on laws, laws and management principles.

Based on previous statements, ensuring the competitiveness of the production infrastructure of international airports as a component of global competitiveness should include timely modernization and harmonious development of airport infrastructure in accordance with the needs of the global aviation market. The proposed concept is focused on fully meeting the demand for quality airport services in the face of global competition, its supply by international airports through the expansion and modernization of production infrastructure.

The conceptual approach to ensuring the competitiveness of the production infrastructure of international airports should be based on the study of the global air transport market with a description and forecast of basic characteristics of airport services, full market coverage and assessment of its capacity, taking into account market conditions, including competitive opportunities and threats.

To identify the level of competitiveness of the production infrastructure of international airports allows a wide range of modern methods (determining the place of airport infrastructure in the system of global competitiveness through the impact on the region's economy by measuring the level of air services, etc.), but none of them aviation services, environmental consequences, impact of airport infrastructure on socio-economic growth of countries, quality of service of aviation market participants provided by production infrastructure of international airports, ease of entering the aviation market and access to airport infrastructure, airport potential, innovation, financial, commercial and organizational component , which complicates the identification of competitive advantages and disadvantages, justification of management decisions for its development. [56]

The mechanism of competitiveness of production infrastructure of international airports is a set of actions necessary to fully meet the needs of quality services of production infrastructure of international airports in global competition and is based on the relationship of management at different levels by implementing tasks, principles and methods and tools for the implementation of priority processes, which ensures that the interests of all stakeholder groups are taken into account and coordinated in the strategic development of the production infrastructure of international airports. The effectiveness of the mechanism should be ensured by management technology, which should be based on a rational and logical sequence of decision-making and the implementation of specific measures at different levels of government.

Comprehensive assessment of the level of competitiveness of the production infrastructure of international airports, taking into account the situation and unique conditions that form the determinants of the competitiveness of airport infrastructure, allows a comprehensive situational model developed by the author based on fuzzy set theory. According to the results of calculations of competitive positions of production infrastructure selected for the study of international airports from different regions of the world, it is established that the US and APR airports take the lead in the ranking, which is ensured by almost all indicators of airport infrastructure competitiveness. The average position of European airports is due to the high demand for infrastructure services and the inability to meet them in full, the problematic expansion of the airport area for the construction of new infrastructure. In turn, “Boryspil” International Airport ranks last in the ranking, which indicates the low competitiveness of its production infrastructure compared to the analyzed airports. [53]

In order to create long-term competitive advantages of Ukraine in the global air transportation market and strengthen global competitiveness, it is critical to implement a set of integrated measures to ensure the safety of aviation services, minimize the impact of airport infrastructure on the environment, improve socio-economic well-being. With global plans and programs for coordination of infrastructure relations, liberalization of aviation space, cooperation between the aviation community and all stakeholders, etc., financial and economic (application of public-private partnership mechanisms, public financial support of aviation business, attracting foreign capital, compensation of investments in strategic infrastructure) and others) and technical (compliance of infrastructure with the standards of global aviation institutions, its modernization on the basis of the concept of sustainable development , introduction of innovative technologies for the provision of airport services, development of modern multimodal logistics centers, etc.) tools.

3.2 Proposals for the implementation of the ways of increasing the competitiveness of "Boryspil" International Airport

The significance of flight in the worldwide economy is continually developing, driven by mechanical turn of events and the most recent improvements in the avionics business, just as globalization and nearer and nearer business and social ties between various nations of the world.

Flight transport emphatically affects the advancement of the travel industry business and global exchange. Today, over 50% of global travel is via air. The created flying industry assists with expanding the venture engaging quality of the nation and increment the chances for worldwide organizations to work in its domain.

Aviation transport additionally gives amazingly quick conveyance of important and transitory products to the objective, which requires its boundless use by significant driving global coordination's organizations [1].

Air transport today has the accompanying worldwide patterns:

• high innovative intricacy of vehicles and ergonomics, advancement of wise vehicle frameworks, utilization of data and electronic advances, method for satellite route navigation;

• improving the level of aviation safety and wellbeing, fortifying measures to secure flying against demonstrations of unlawful obstruction;

• improvement of multimodal transport innovations and framework edifices for various methods of transport, interoperability;

• globalization of cross-country flying inside amazing world collusions;

• the developing job of minimal expense (minimal expense) air administrations for direct between local administrations;

• increment of openness of air transportation for the population, improvement of worldwide avionics the travel industry, movement of work assets to more far off areas of the world.

Regular flights between Ukraine and the countries of the world operate from 10 domestic airlines to 42 countries of the world and 28 foreign airlines to 27 countries of the world. Regular domestic passenger services between 9 cities of Ukraine are performed by 5 domestic airlines.

There are currently 19 domestic and foreign commercial flights operating and operating in Ukraine. Passenger traffic through the airports of Ukraine is about 13 million people. The number of aircraft sent and arrived exceeds 130 thousand in 2016. Mail traffic - more than 40 thousand tons.

The 7 leading airports - Boryspil, Kyiv (Zhuliany), Odessa, Lviv, Kharkiv, Dnipropetrovsk and Zaporozhye serve approximately 98% of total passenger and mail traffic.

In 2019, the Cabinet of Ministers of Ukraine approved the Aviation Transport Strategy of Ukraine, which envisages a positive increase in passenger traffic by solving the most important problems in the field of air transport. Ukraine's Aviation Transport Strategy (hereinafter - the Aviation Strategy) defines the strategic directions of development of the aviation industry for the period until 2030 and the formation of an effective mechanism of public-private partnership in the sphere of management of the objects of aviation transport infrastructure.

The goal for the Aviation Strategy is the agreeable advancement of the flying business as a basic piece of the public vehicle arrangement of Ukraine, its further coordination into the world air transport organization, formation of present day flying vehicle foundation, acknowledgment of flight travel capability of Ukraine, increment of availability of air transportation for more extensive sections of the populace, rivalry the air transport market.

The procedure is shaped and carried out by leader specialists, nearby state run administrations, administrative specialists and all members noticeable all around transport market on the accompanying standards:

1) legitimateness, which is that all administration organizations and

members noticeable all around transportation market, just as different people during the time spent carrying out the Flying Procedure follow up based on the necessities of the Constitution and laws of Ukraine, different guidelines embraced as per the law. If important, to accomplish the objective and key objectives of the Flight Methodology, new laws are taken on, corrections are made to existing laws and guidelines;

2) consistence with the needs and necessities for the execution of the Arrangement among Ukraine and the European Association and its Part States on the Normal Avionics Region.

3) organizations and participation of chief bodies and neighborhood state run administrations, agents of business, instructive and logical circles, public affiliations;

4) straightforwardness and fairness in the activities of public specialists and neighborhood self-government;

5) natural security and guaranteeing the protection of energy assets;

6) liberation of the exercises of air transport substances, progression of air transportation markets;

7) reasonable rivalry noticeable all around transportation markets, arrangement of air terminal administrations and related business sectors, non-segregation of individual members in these business sectors;

8) social direction of air transport advancement;

9) state backing of homegrown flight endeavors transport of all types of possession;

10) invigorating the utilization of avionics undertakings transport of homegrown hardware, gear and different labor and products during the time spent improvement of air transportation and air terminals, non-flight exercises and exercises in related business sectors;

11) execution of the objective errands of the neighborhood plan of the Brought Together European Sky for Ukraine.

Inside the system of the Aviation Strategy, errands ought to be settled in the accompanying regions:

1. Working on administrative and state guideline in the field of air transport.

2. Working fair and square of air transport security.

3. Improvement of air transportation and expanding the level of their availability for the populace.

4. Improvement and modernization of air terminals, progression of admittance to aeronautics administrations market.

5. Improvement of multimodal transport, arrangement of high velocity land transport among air terminals and settlements, making of coordination’s focuses and rearrangements of customs.

6. Advancement of the air route framework.

7. Advancement of general avionics and automated flying vehicles.

8. Proficient preparing, research work.

The concept of development of “Boryspil” International Airport for the period up to 2045 was approved by the order of the Cabinet of Ministers of Ukraine.

Air transport is one of the most important sectors of the national economy, the effective functioning of which is a necessary condition for economic growth and development, its structural transformation, meeting public transport needs and ensuring the protection of Ukraine's economic interests.

Because of its helpful geological area, “Boryspil” airport has every one of the essentials to battle for the place of the main worldwide center point or so called hub airport, which gives move administrations to travelers in the district.

Ukraine's monetary and geographical position adds to the improvement of its flying potential and joining into European and world vehicle frameworks. World experience shows that any airport can become a hub airport only by working with airlines that have an extensive network of routes.

The combination of the efforts of the airline and the airport creates a joint product (air transportation), which is competitive in terms of price-quality.

“Boryspil” International Airport is the only international hub airport in Ukraine that has transcontinental status but it might lose position if it will not improve its infrastructure level to serve the bigger quantity of passenger and freight traffic.

The purpose of the Concept is:

• ensuring the sustainable development of the Airport as an international hub airport;

• increasing the level of flight safety and aviation security;

• increasing the level of passenger service;

• creation of a favorable investment climate to ensure the development of the Airport's infrastructure, including to minimize the use of public funds;

• overcoming growing competition from European airports, strengthening the status of an international hub airport;

• taking into account the possibility of servicing low-cost airlines in the Airport coverage area;

• delimitation of passenger and cargo flows to and from the Airport;

• providing the possibility of building an underground railway track to the central terminal of the Airport.

The Concept will be implemented at the expense of “Boryspil's” own funds, attracted funds from international financial organizations (including state guarantees), state support and investments of business entities.

To achieve the goal of the Concept it is envisaged:

At the first stage (15 million passengers per year, approximately 2019 - 2021):

- Reconstruction of the runway № 2 (runway 18R / 36L);
- extension of the gallery of terminal "D" to the south;
- extension of the platform of terminal "D" to the south;
- increase the capacity of terminal "D";
- development of a detailed plan of the Airport territory;
- expansion of the transfer passenger service area;
- reconstruction of the baggage claim area for domestic passengers;
- arrangement of new bus exits for passengers of international flights;
- reconstruction (increase in capacity) of the cargo terminal;
- construction of a new office center;

In the second stage (20 million passengers per year, approximately 2022 - 2024):

- start of construction of the first stage of the main passenger terminal, connected to the extended gallery of terminal "D";

- construction of new high-speed taxiways and modernization of existing taxiways of the first runway;
- disposition of new parking places for aircraft;
- building of a cargo terminal;
- creation of a dedicated platform for cargo aircraft;
- creation of an office center for freight forwarding and logistics companies and other office buildings;
- disposition of service parking lots;

At the third stage (30 million passengers per year, approximately 2025 - 2031):

- construction of the second stage of the main passenger terminal;
- relocation of existing rescue stations;
- disposition of the air service maintenance zone;
- creation of a platform for maintenance of airlines;
- creation of hangars for aircraft maintenance;
- creation of new office buildings;
- disposition of service parking lots;

At the following stages (34 - 54 million passengers per year, approximately 2034 - 2045):

- construction of the next queues of the main passenger terminal;
- expansion of the freight sector;
- extra areas for airfield service and ground service;
- extra increase of capacities in the southern direction of the aircraft maintenance base;
- extension of the gallery of the main passenger terminal;
- expansion of the existing capacities of the refueling complex and engineering infrastructure. [5]

“Boryspil” International Airport currently has 2 runways. It is their full functioning that enables Ukraine to talk about the realization of transit potential (attracting a share of global transit flows of passengers / cargo), development of

Ukraine as a tourist center, ensuring the security of the entire air transport system, because “Boryspil” is the only airport is able to operate 24 hours a day, and can therefore be used as an aerodrome for forced / emergency landing of aircraft, even when other airports are unable to do so (in difficult weather conditions or for particularly heavy aircraft).

Feature of “Boryspil” International Airport is in the possibility to operate two runways at the same time, what gives the ability to receive and send flights 365 days a year in almost any weather conditions. This makes “Boryspil” not only a convenient airport for basic carriers, but also a powerful spare airport for airlines based in other airports, both Ukrainian and alien. The presence of two runways in “Boryspil” is a significant factor of convenience for passengers and, of course, an additional and important factor of flight safety in the region of Ukraine and neighboring countries.

The lack of two fully operational runways capable of servicing heavy medium-haul and long-haul (wide-body) aircraft will jeopardize the maintenance of even existing routes.

If the runway № 2 is not reconstructed, it will cease to operate within 1 - 2 years. Thus, the loss of the second runway will not only worsen Ukraine's competitiveness in the global air transportation market, but will also be an important factor in deteriorating flight safety.

After the timely reconstruction of the flight zone № 2, “Boryspil” Airport will be able to develop in accordance with the forecasts underlying the Concept.

In this case, it can be expected that within 5 years after the completion of the reconstruction of the flight zone № 2 with SE "IA Boryspil" in most of the directions will be opened direct air service, namely:

- promising long-distance routes: Bali (Indonesia), Tashkent (Uzbekistan), Los Angeles (USA), San Francisco (USA), Miami (USA), Washington (USA), Hong Kong (China), Seattle (USA), Chicago (USA), Malaga (Spain), Seoul (Korea), Shanghai (China), Singapore (Singapore), Casablanca (Morocco), Phuket (Thailand), Zagreb (Croatia), Boston (USA), Boston (USA), Guangzhou (China), Porto (Portugal), Montreal (Canada), Lyon (France), Portland (USA), Marseille (France), Cancun (Mexico), Gothenburg (Sweden), Atlanta (USA), Mumbai (India), Houston (USA), Vancouver (Canada) , Tokyo (Japan);

- promising areas of "low-cost" flights:

Porto (Portugal), Bari (Italy), Ibiza (Spain), Bordeaux (France), Cagliari (Italy), Eidhoven (Netherlands), Birmingham (UK), Lisbon (Portugal), Liverpool (UK), Bristol (UK) (Britain), Turin (Italy), Gran Canaria (Spain), Alghero (Italy), Brindisi (Italy), Lanzarote (Spain), Memmingen (Germany), Gothenburg (Sweden), Toulouse (France), Kaunas (Lithuania), Billund (Denmark), Leeds (UK), Fuerteventura (Spain), Menorca (Spain), Santiago de Compostela (Spain), Limerick (Ireland), Pescara (Italy), Lamezia Terme (Italy), Santorini (Greece)), Hamburg (Germany).

It should be noted that the issue of opening intercontinental flights (especially on wide-fuselage aircraft) both domestic and foreign airlines are considered only if the airports have the necessary infrastructure, including runways with appropriate characteristics, which determines the presence of slots required by the carrier. [5]

In order to become more competitive, “Boryspil” Airport needs to attract more airlines, and they, in turn, attract more possible destinations. “Boryspil” Airport already has the opportunity to operate flights to the above promising destinations, with a sufficient level of infrastructure for this. We need to attract new airlines that could operate these flights and negotiate with existing ones.

An airline with a new generation Boeing-737, a medium-range Embraer-190 and a medium-range Embraer-195 with 189, 104 and 116 seats, respectively, could be able to operate such routes. Based on the capacity of aircraft - the average number of passengers is about 137 passengers per flight, provided the aircraft is 100% loaded and 122 passengers at 89% aircraft load, which is as close as possible to real values in the industry. Exactly 89% of the load will be used for further calculations.

The number of flights in these directions will take from 130 to 210 based on the performance of airlines that operate similar distances and destinations, with annual growth of 8% until 2025. From this we might make a table.

Table 3.2

Implementation of potential routes of new airline/s in “Boryspil” International Airport”

New potential routes	2022 year	2023 year	2024 year	2025 year
	Number of routes per year			
Porto (Portugal)	210	227	245	265
Bari (Italy)	200	216	233	252
Ibiza (Spain)	190	205	222	239
Bordeaux (France)	200	216	233	252
Cagliari (Italy)	180	194	210	227
Eidhoven (Netherlands)	170	184	198	214
Birmingham (UK)	150	162	175	189
Lisbon (Portugal)	190	205	222	239
Liverpool (UK)	140	151	163	176
Bristol (UK)	130	140	152	164
Turin (Italy)	170	184	198	214
Gran Canaria (Spain)	160	173	187	202
Alghero (Italy)	170	184	198	214
Brindisi (Italy)	150	162	175	189
Lanzarote (Spain)	180	194	210	227
Memmingen (Germany)	170	184	198	214
Gothenburg (Sweden)	160	173	187	202
Toulouse (France)	190	205	222	239
Kaunas (Lithuania)	180	194	210	227
Billund (Denmark)	160	173	187	202
Leeds (UK),	140	151	163	176

Fuerteventura (Spain)	170	184	198	214
Hamburg (Germany)	180	194	210	227
Santiago de Compostela (Spain)	200	216	233	252
Limerick (Ireland)	210	227	245	265
Pescara (Italy)	170	184	198	214
Lamezia Terme (Italy)	140	151	163	176
Santorini (Greece)	200	216	233	252
Total	**4860**	**5249**	**5668**	**6123**

Source: Compiled by the author

3.3 Economic justification of the effectiveness of the proposed measures at the State Enterprise "International Airport "Boryspil"

There are two main indicators that might represent the competitiveness of the airport. First one is the profitability of the company. Down below, the forecasted chart of international airport "Boryspil" profitability is represented (short to mid-term).

Fig 3.1 Profitability prediction

Basing on that chart, we may say, that after 2020 year fall of the profitability to negative means, airport returned its profitability very fast. It is expected that by the end of 2021 it will be at approximately 252 mil. UAH. With increase on 80% in 2022 and 70% in 2023 by 453,6 and 771 mil. UAH respectively.

The second main indicator is about a passenger flow of the airport. In the next chart the predicted amount of passengers is shown.

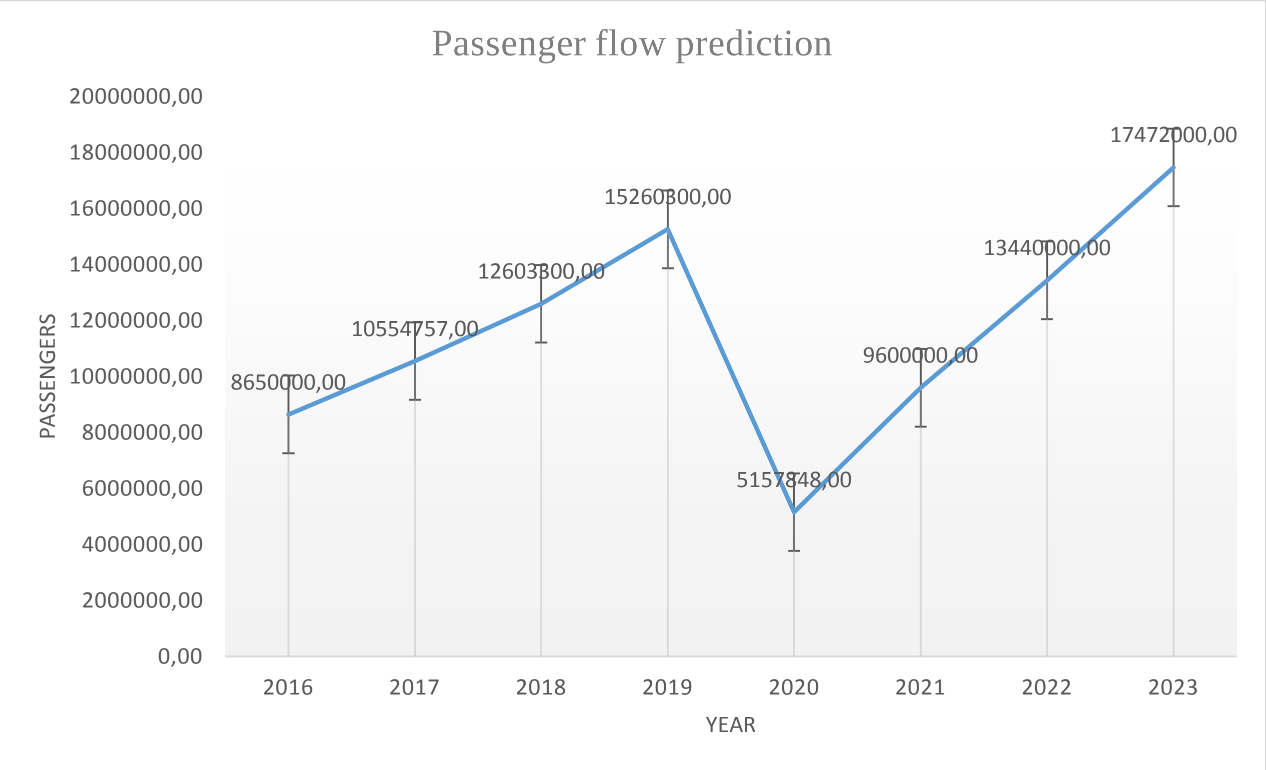


Fig. 3.2 Passenger flow prediction

After 66% drop in 2020, it is expected to achieve 86% increase in passengers by the end of 2021. With growth by 40 % and 30% in 2022 and 2023, which is quite realistic, airport "Boryspil" has an opportunity to put a new all-time high in terms of passenger traffic.

The implementation of the proposed measures to increase competitiveness will have an impact on "Boryspil" Airport in the form of increased passenger traffic and additional profits.

Passenger traffic will be able to increase by an additional 592,920 thousand passengers in 2022. The results are considered in the table.

Table 3.3

Passenger traffic after the implementation of additional routes

Years	2022	2023	2024	2025
Passenger traffic thousands	592 920	640 378	691 496	747 006

Source: Compiled by the author

Data represented in the form of a chart is shown below (fig 3.3)

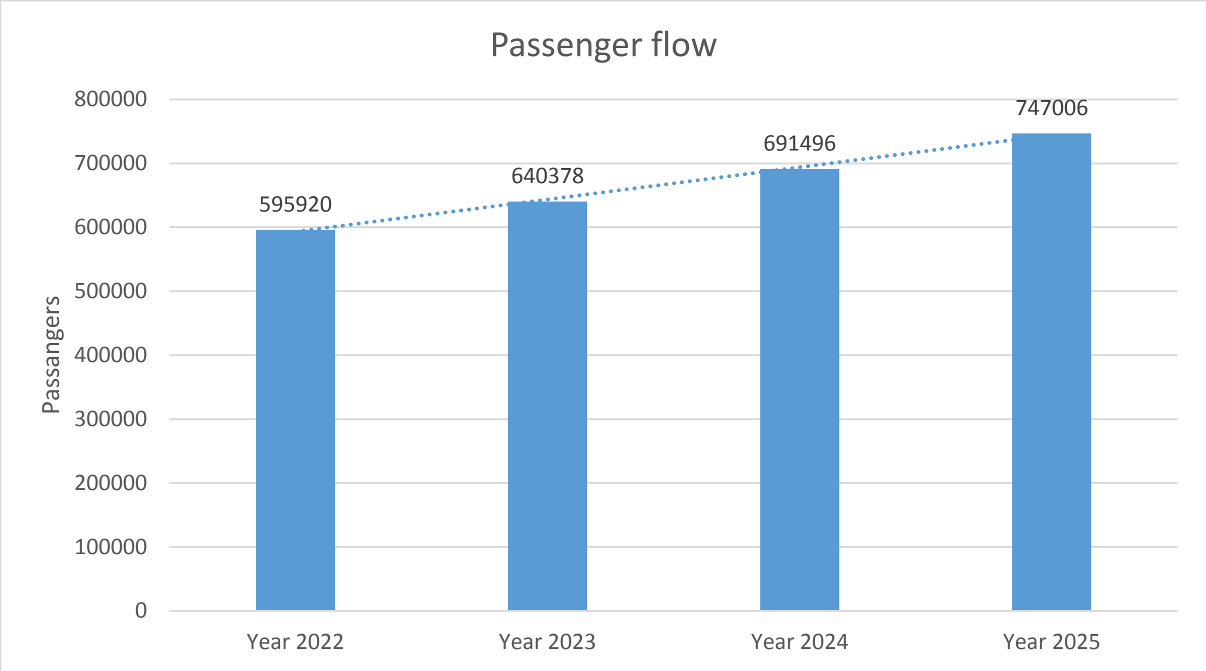


Fig. 3.3. Passenger Flow 2022-2025

"Boryspil" Airport will also receive additional funding from airlines for these flights. The airport receives approximately $ 27.5 per passenger from tariffs such as: boarding fee, aircraft service fee, and aviation security fee. The approximate revenues are calculated in the table below, based on the tariffs discussed in paragraph 2.3.

Table 3.4

Financial results of the "Boryspil" Airport from activity of new airlines

Years	2022	2023	2024	2025
Passenger flow	592 920	640 378	691 496	747 006
Profit	16 305 300	17 610 395	19 016 140	20 542 665

Source: Compiled by the author

Data represented in chart is shown below in fig 3.4.

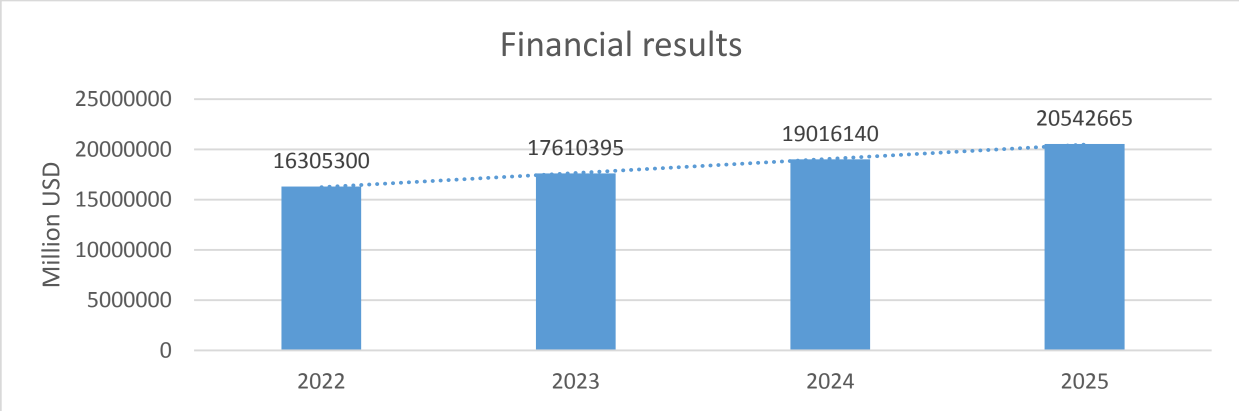


Fig. 3.4. Financial Results 2022-2025

Considering the passenger flow and financial results after the introduction of additional routes, we can conclude that these actions will have a positive impact on the development of the airport and set a positive trend in improving its competitiveness.

According to the Concept, the reconstruction of the flight zone № 2 is one of the priority elements that will ensure the achievement of the planned goals and indicators. The availability of sufficient modern infrastructure is the key to the dynamic development of domestic airlines, the largest of which are currently based in the State Enterprise "Boryspil".

According to the forecasts based on the Concept, the number of take-off and landing operations (flights) is expected to increase, including due to the increase in the number of flights of airlines that currently operate in “Boryspil” International Airport. At the same time, the increase in flights will take place partly on existing routes and partly on new routes.

Implementation of the Concept will provide: raising the status of Ukraine as an aviation state and full acknowledgment of its travel potential; improving the quality of airport services for citizens and businesses in accordance with European requirements; increasing the competitiveness of the Airport in modern economic conditions; stimulating the development of air transportation in Ukraine, including transfer; integration of Ukraine into the world transport system; development of international tourism in Ukraine; use of scientific, technical and intellectual potential of the country; increasing the level of flight safety and aviation security; creation of additional jobs; meeting the needs of the population in air transportation. [5]

According to the Concept, after achieving of described results, it is expected that the Airport will be able to provide the following volumes of traffic.

Table 3.5

Expected passenger flow of the “Boryspil” Airport

in 2019	14.4 million passengers
in 2030	27.7 million passengers
in 2040	27.7 million passengers
in 2045	53.9 million passengers

Complied based on [5]

The Ministry of Infrastructure said during the proceedings that the introduction of the picture and the restriction of passenger air transportation from spring last year, led to a gigantic decrease in passenger flow through the airport "Boryspil". Instead of the expected average annual growth (+ 20%), which in fact exceeded the forecasts of the Concept, in 2020 there was a horrific decrease in passenger’s flow for almost 70%. What caused financial losses, in 2020, “Boryspil” received UAH 1,482 million in losses.

Table 3.6

Projected yield 2026-2030 of the “Boryspil” Airport

in 2026	286 million dollars. USA;
in 2027	$ 319 million USA;
in 2028	$ 360 million USA;
in 2029	338 million dollars. USA;
in 2030	357 million dollars. USA

Complied by author on the basis of airport consulting Vienna

“Boryspil” International Airport Development Concept of fall 2017, elaborated by the consulting company AIRPORT CONSULTING VIENNA, GmbH, projected an increase in yield of the enterprise after the reconstruction of the runway. 2, which is planned to be done approximately in December 2025.

Conclusion to section 3

In the third section we identified air transport infrastructure components, such as airport infrastructure: air services, airfield, ground services, security services, facilities related to the police, customs, immigration service, fire service, rescue service, terrestrial access, road and rail transport services; air navigation infrastructure which includes the provision of air traffic control services, navigation services, etc; security oversight - services and activities related to compliance with technical safety standards by all structures responsible for the provision of air transport services

Discussed importance of production infrastructure. Concluded that “Boryspil” airport ranks last in the ranking, which indicates the low competitiveness of its production infrastructure compared to the analyzed airports.

In order to create long-term competitive advantages of Ukraine in the global air transportation market and strengthen global competitiveness, it is critical to implement a set of integrated measures to ensure the safety of aviation services, minimize the impact of airport infrastructure on the environment, improve socio-economic well-being. With global plans and programs for coordination of infrastructure relations, liberalization of aviation space, cooperation between the aviation community and all stakeholders, etc., financial and economic

Identified problems and found solutions of development of air transportation and increase of their accessibility for the population as a part of aviation strategy of Ukraine.

Considered the concept of development of “Boryspil” International Airport for the period up to 2045 and its purposes. Described 4 main stages of its implementation. To achieve the goal of the Concept it is envisage. At the first stage (15 million passengers per year, approximately 2019 - 2021): Reconstruction of the runway № 2 (runway 18R / 36L); extension of the gallery of terminal "D" to the south; extension of the platform of terminal "D" to the south; increase the capacity of terminal "D"; development of a detailed plan of the Airport territory; expansion of the transfer passenger service area; reconstruction of the baggage claim area for domestic passengers; arrangement of new bus exits for passengers of international flights; reconstruction (increase in capacity) of the cargo terminal; construction of a new office center;

In the second stage (20 million passengers per year, approximately 2022 - 2024): start of construction of the first stage of the main passenger terminal, connected to the extended gallery of terminal "D"; construction of new high-speed taxiways and modernization of existing taxiways of the first runway; disposition of new parking places for aircraft; building of a cargo terminal; creation of a dedicated platform for cargo aircraft; creation of an office center for freight forwarding and logistics companies and other office buildings.

At the third stage (30 million passengers per year, approximately 2025 - 2031): construction of the second stage of the main passenger terminal; relocation of existing rescue stations; disposition of the air service maintenance zone; creation of a platform for maintenance of airlines; creation of hangars for aircraft maintenance; creation of new office buildings; disposition of service parking lots;

At the following stages (34 - 54 million passengers per year, approximately 2034 - 2045): construction of the next queues of the main passenger terminal; expansion of the freight sector; extra areas for airfield service and ground service; extra increase of capacities in the southern direction of the aircraft maintenance base; extension of the gallery of the main passenger terminal; expansion of the existing capacities of the refueling complex and engineering infrastructure.

Proposed to attract more airlines and new potential routes to open. Which in turn, will help to gain additional profits and increase passenger flow as well. Then mid-term predictions on profitability and passenger traffic were made by 2023 year. It is expected that by the end of 2021 it will be at approximately 252 mil.

UAH. With increase on 80% in 2022 and 70% in 2023 by 453,6 and 771 mil. UAH respectively.

With growth by 40 % and 30% in 2022 and 2023, which is quite realistic, airport “Boryspil” has an opportunity to put a new all-time high in terms of passenger traffic by the end of 2023 with annual flow about 17 400 000 people.

Calculated economical effect from implementation of new destinations by airline companies. Also predicted effect from infrastructure development and implementation of the concept of “Boryspil” development by 2045 year with such results: in 2019 - 14.4 million passengers; in 2030 - 27.7 million passengers; in 2040 -27.7 million passengers; in 2045 - 53.9 million passengers. And projected yield: in 2026 - 286 million dollars. USA; in 2027 - 319 million USA; in 2028 - 360 million USA; in 2029 - 338 million dollars. USA; in 2030 - 357 million dollars. USA.

GENERAL CONCLUSIONS

The study of methods of managing the international competitiveness of the airport allowed us to draw the following conclusions. As a result of the study of theoretical aspects we figured out that:

Competition is a rivalry (competition) between different participants in a market economy for the most favorable conditions for the production and sale of goods and services, for the appropriation of the largest profits.

Competitiveness - the ability of a particular object or entity to beat competitors in given conditions.

Found out classification of types of competition:

Intra-industry competition is an economic struggle between different producers who operate in the same sector of the economy, produce and sell the same goods that meet the same needs, but have differences in production costs, prices, quality, and so on.

Intersectoral competition is competition between producers of different sectors of the economy for more profitable investment and misappropriation of greater profits.

International competition is the competition of producers in the world market and includes both intra-industry and intersectoral forms of competition.

In modern economics, two main forms of competition are considered: pure or "perfect" and limited or "imperfect".

Perfect (pure) competition means that there are many sellers and buyers of any similar product in the market, there is free access of producers to any economic activity.

Imperfect (limited) competition is competition between large firms and medium and small firms.

Monopolistic competition is a competition between: monopolies - economic unions of producers in a particular sector of the economy, in order to eliminate competition from others, to control the market, and to obtain a monopolistically high profit.

Oligopolistic competition occurs when the market is not one monopolist-seller of homogeneous goods, but several (three, four) sellers.

The positive economic role of competition is manifested in a number of functions that it performs.

Competition functions:

1. ensuring a balance between supply and demand, between social needs and production;

2. communication and coordination of the interests of producers;

3. forcing producers to reduce individual production costs;

4. stimulating the improvement of the quality of products and services;

5. formation of the market price.

Components of competitiveness described by Porter.

M. Porter directly connects the factors of competitiveness with the factors of production. He presents all the factors that determine the competitive advantages of an enterprise and a firm in the industry in the form of several large groups:

· Human resources quantity, skill and cost of labor.

· Physical resources quantity, quality, availability and cost of sites, water, minerals, forest resources, sources of hydropower, fishing grounds; climatic conditions and geographic location of the country where the enterprise is based.

· Knowledge resource - the sum of scientific, technical and market information that affects the competitiveness of goods and services and is concentrated in academic universities, state industry research institutes, private research laboratories, market research databanks and other sources.

· Monetary resources the amount and value of capital that can be used to finance industry and an individual enterprise. Naturally, capital is not homogeneous. It takes such forms as unsecured debt, secured debt, stocks, venture capital, speculative securities, etc.

· Infrastructure, type, quality of the infrastructure available and the fees for using it that affect the nature of competition. These include the country's transport system, communication system, postal services, transfer of payments and funds from bank to bank inside and outside the country, health and cultural system, housing and its attractiveness in terms of living and working

“Boryspil” International Airport is analyzed: its structure; geography of transportation; main characteristics of the terminal; information system and technology implemented by the airport; main production and financial indicators of the airport; analysis of the structure of income and expenses of the company; the main carriers operating flights to the airport are indicated; the competitiveness of the company and its position in the air cargo market are analyzed.

The competitiveness of the enterprise is analyzed, thanks to its comparison with key indicators of competitors' airports. A SWOT analysis was created to help determine directions for further development.

The level of production infrastructure of the airport was also studied, the directions of its development and improvement were determined.

In order not to lose its competitive advantage, today “Boryspil” Airport must plan long-term construction of infrastructure that will help it become a hub airport.

Further growth of passenger traffic requires infrastructure development. When planning this type of development, it is important to gradually implement the project and divide it into tactical (short-term) and strategic projects that require more resources and will be adapted to the current situation with the spread of coronavirus.

It was also proposed to introduce new flights for airlines, which allowed to increase passenger traffic and profits.

Considered the concept of development of “Boryspil” International Airport for the period up to 2045 and its purposes. Described 4 main stages of its implementation. To achieve the goal of the Concept it is envisaged:

At the first stage (15 million passengers per year, approximately 2019 - 2021): Reconstruction of the runway № 2 (runway 18R / 36L); extension of the gallery of terminal "D" to the south; extension of the platform of terminal "D" to the south; increase the capacity of terminal "D"; development of a detailed plan of the Airport territory; expansion of the transfer passenger service area; reconstruction of the baggage claim area for domestic passengers; arrangement of new bus exits for passengers of international flights; reconstruction (increase in capacity) of the cargo terminal; construction of a new office center;

In the second stage (20 million passengers per year, approximately 2022 - 2024): start of construction of the first stage of the main passenger terminal, connected to the extended gallery of terminal "D"; construction of new high-speed taxiways and modernization of existing taxiways of the first runway; disposition of new parking places for aircraft; building of a cargo terminal; creation of a dedicated platform for cargo aircraft; creation of an office center for freight forwarding and logistics companies and other office buildings.

At the third stage (30 million passengers per year, approximately 2025 - 2031): construction of the second stage of the main passenger terminal; relocation of existing rescue stations; disposition of the air service maintenance zone; creation of a platform for maintenance of airlines; creation of hangars for aircraft maintenance; creation of new office buildings; disposition of service parking lots;

At the following stages (34 - 54 million passengers per year, approximately 2034 - 2045): construction of the next queues of the main passenger terminal; expansion of the freight sector; extra areas for airfield service and ground service; extra increase of capacities in the southern direction of the aircraft maintenance base; extension of the gallery of the main passenger terminal; expansion of the existing capacities of the refueling complex and engineering infrastructure.

Proposed to attract more airlines and new potential routes to open. Which in turn, will help to gain additional profits and increase passenger flow as well.

Then mid-term predictions on profitability and passenger traffic were made by 2023 year. It is expected that by the end of 2021 it will be at approximately 252 mil. UAH. With increase on 80% in 2022 and 70% in 2023 by 453,6 and 771 mil. UAH respectively.

With growth by 40 % and 30% in 2022 and 2023, which is quite realistic, airport “Boryspil” has an opportunity to put a new all-time high in terms of passenger traffic by the end of 2023 with annual flow about 17 400 000 people.

Calculated economical effect from implementation of new destinations by airline companies.

Also predicted effect from infrastructure development and implementation of the concept of “Boryspil” development by 2045 year with such results: in 2019 - 14.4 million passengers; in 2030 - 27.7 million passengers; in 2040 -27.7 million passengers; in 2045 - 53.9 million passengers.

And projected yield: in 2026 - 286 million dollars. USA; in 2027 - 319 million USA; in 2028 - 360 million USA; in 2029 - 338 million dollars. USA; in 2030 - 357 million dollars. USA.

Eventually, calculated economic effect of proposals is proving their necessity. Proposed measures will definitely increase the competitiveness of the airport by making it more technically and infrastructural developed and more attractive for potential customers which assist to become top international hub airport in the European region.

REFERENCES

1. Авіаційна транспортна стратегія України на період до 2030 року [Електронний ресурс] – Режим доступу до ресурсу: https://docs.google.com/viewer?embedded=true&url=https://mtu.gov.ua/files/Dok_PROEKT/%D0%90%D0%B2%D1%96%D0%B0%D1%86%D1%96%D0%B9%D0%BD%D0%B0%20%D1%82%D1%80%D0%B0%D0%BD%D1%81%D0%BF%D0%BE%D1%80%D1%82%D0%BD%D0%B0%20%D1%81%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%8F%202030.docx.
2. Антимонопольне законодавство України © Джерело: В. П. Нагребельний . Антимонопольне законодавство України // Енциклопедія Сучасної України: електронна версія [веб-сайт] / гол. редкол.: І.М. Дзюба, А.І. Жуковський, М.Г. Железняк та ін.; НАН України, НТШ. [Електронний ресурс] – Режим доступу до ресурсу: https://esu.com.ua/search_articles.php?id=42888.
3. Закон України "Про захист економічної конкуренції від 11.01.2001 р. //Голос України.–2001.-№ 1.
4. Конкуренція: її сутність, види і роль у ринковій економіці. Антимонопольне законодавство [Електронний ресурс] – Режим доступу до ресурсу: https://studfile.net/preview/5706301/page:30/.

5. Концепції розвитку міжнародного аеропорту “Бориспіль” на період до 2045 року [Електронний ресурс] – Режим доступу до ресурсу: https://amcu.gov.ua/storage/app/uploads/public/617/3e2/020/6173e2020636e163801782.pdf.
6. Види економічної конкуренції [Електронний ресурс] – Режим доступу до ресурса: https://pidru4niki.com/1534122039948/politekonomiya/vidi_ekonomichnoyi_konkurentsiyi.
7. Конкуренція: функції конкуренції та її підтримка. [Електронний ресурс] – Режим доступу до ресурсу: https://ru.osvita.ua/vnz/reports/international-relations/19170/.
8. Основные составляющие конкурентоспособности предприятия [Електронний ресурс] – Режим доступу до ресурса: https://studbooks.net/1754323/ekonomika/osnovnye_sostavlyayuschie_konkurentosposobnosti_predpriyatiya.
9. Радаев В.В. Социология потребления: основные подходы // Социологические исследования. 2005. ¹ 1. С. 5–18.
10. Чурсин А.А. Управление конкурентоспособностью организации. М., 2006.
11. Продіус Ю. І. Формування системи забезпечення конкурентоспроможності промисловості : [монографія] / Ю. І. Продіус. — О. : Астропринт, 1999. — 72 с.
12. Теория международной конкуренции М. Портера [Електронний ресурс] – Режим доступу до ресурса: https://studref.com/629479/ekonomika/teoriya_mezhdunarodnoy_konkurentsii_portera
13. Трещов М.М. « Методи оцінювання конкурентоспроможності продукції» [Електронний ресурс] / М.М. Трещов // Економічний простір – 2009 - №23/1 - с.118-126 – Режим доступу до журналу: http://www.nbuv.gov.ua/portal/Soc_Gum/Ekpr/2009_23/1/treshov.pdf

14. Гладышева, И.В. Прогнозирование конкурентоспособности промышленного предприятия [Текст]: автореф. дисс. канд. экон. наук: 08.00.05 / И.В. Гладышева. – СПб:, 2006. - 20 с.
15. Гуляев В.Г. Организация туристских перевозок / В.Г. Гуляев. – М.: Финансы и статистика, 2001. – 210 с.
16. В.І. Блонська, Н.Т. Депа «Порівняльна характеристика методів оцінки конкурентоспроможності продукції» [Електронний ресурс] / В.І. Блонська, Н.Т. Депа //Науковий вісник НЛТУ України. – 2010. − Вип. 20.15, с.115-120
17. Фастовець О.О. Організація транспортних подорожей і перевезень: Навчальний посібник / О.О. Фастовець. – К .: Музична Україна. – 190 с.
18. Грязнова А.Г., Юданов А.Ю. Микроэкономика. Практический подход. – М.: КноРус., 2011.
19. Геращенко І. М. Система показників оцінювання конкурентоспроможності підприємств на ринку праці / І. М. Геращенко // Економіка та управління підприємствами будівельної галузі. - 2013.
20. Гончарук А. О. Методи підвищення конкурентоспроможності підприємства / А. О. Гончарук // Управління розвитком. - 2014. - № 3. - С. 145- 147.
21. Грудницький В.М. Конкуренція як економічна та правова категорія / В.М. Грудницький // Матеріали IX міжнародної науково-практичної конференції «Наукова індустрія європейського континенту», Том. 14, Право.: – Прага, Чехія. – 27 листопада-05 грудня 2013. – с. 86-88.
22. Гудзинський О. Д. Управління формуванням конкурентоспроможного потенціалу підприємств (теоретико-методологічний аспект): Монографія / О. Д. Гудзинський, С. М. Судомир, Т. О. Гуренко. – К.: ІПК ДСЗУ, 2010. – 212 с. 113
23. Данькевич О. Г. Механізм забезпечення конкурентоспроможності підприємства / О. Г. Данькевич // Наукові праці Національного університету харчових технологій. - 2012. - № 44. - С. 166-173.

24. Єлець О. П. Сутність конкуренції та конкурентоспроможності підприємства / О. П. Єлець // Економічний вісник Запорізької державної інженерної академії. - 2016. - Вип. 1. - С. 58-64.
25. Жовновач Р. І. Теоретико-методологічні підходи до оцінки конкурентоспроможності підприємств / Р. І. Жовновач // Наукові праці Кіровоградського національного технічного університету. Економічні науки. - 2011. - Вип. 19. - С. 106-114.
26. Зайцева Л. О. Аналіз сучасних методів оцінки конкурентоспроможності підприємства / Л. О. Зайцева // Економічний аналіз. - 2013. - Т. 14(3). - С. 12-17.
27. Ильичева И. В. Маркетинг: учебно-методическое пособие / Ульяновск : УлГТУ, 2010. – 229 с.
28. Кабальська Б. В. Методологічні аспекти комплексної оцінки конкурентоспроможності підприємства / Б. В. Кабальська // Наука й економіка. - 2013. - Вип. 2. - С. 129-134.
29. Калюжний В. Я. Підвищення конкурентоспроможності підприємства / В. Я. Калюжний, Т. Л. Зубко // Економіка. Менеджмент. Бізнес. - 2015. - № 3. - С. 127-132.
30. Квятковська Л. А. Оцінка поточної та довгострокової конкурентоспроможності підприємства / Л. А. Квятковська, Л. Д. Воробйова // Вісник національного технічного університету «Харківський політехнічний інститут». Збірник наукових праць. – 2011. – Випуск 26. – С. 181–187.
31. Коваль Л. М. Світовий досвід управління організаційно економічними механізмами конкурентоспроможності підприємства / Л. М. Коваль, Р. Р. Русин-Гриник // Маркетинг і менеджмент інновацій. - 2011. - № 3(1). - С. 103-108.
32. Козик В. В. Інвестиційно-інноваційний механізм забезпечення конкурентоспроможності промислових підприємств / В. В. Козик, О. Ю. Ємельянов, Т. О. Петрушка // Проблеми економіки. - 2014. 114

33. Космина О. М. Конкурентоспроможність і конкурентні переваги підприємства в сучасних ринкових умовах / О. М. Космина // Збірник наукових праць Таврійського державного агротехнологічного університету (економічні науки). - 2013.
34. Кузнєцова К. О. Конкурентоспроможність підприємства на основі ресурсного потенціалу / К. О. Кузнєцова // Економічний вісник Національного технічного університету України "Київський політехнічний інститут". - 2013. - № 10. - С. 219-223.
35. Левицька А. О. Методи оцінки конкурентоспроможності підприємства: вітчизняні та закордонні підходи до класифікації / А. О. Левицька // Mechanism of Economic Regulation. - 2013. - № 4. - С. 155-163.
36. Легкий В. І. Етапи оцінки конкурентоспроможності підприємства та види стратегій її підвищення / В. І. Легкий // Науково-інформаційний вісник ІваноФранківського університету права імені Короля Данила Галицького. - 2015. -№ 11. - С. 267-273.
37. Ложачевська О., Сидоренко К. Збільшення потужностей інфраструктури аеропортів як засіб підвищення ефективності їх діяльності [Текст] / О. Ложачевська, К. Сидоренко // Матеріали наук.-практ. конф. «Реструктуризація глобального простору: історичні імперативи та виклики». – К.: ДАУ при МЗС України, 2013. – С. 69-71.
38. Лазаренко А. А. Методы оценки конкурентоспособности [Текст] / А. А. Лазаренко // Молодой ученый. — 2014. — №1. — С. 374-377.
39. Микроэкономика. Учебник/ под ред. Г.А. Родиной, С.В. Тарасовой.–М.: Юрайт, 2012.
40. Макконнелл К. Р., Брю С. Л. Економікс: принципи, проблеми і політика / пер. 16-го англ. изд. - М .: ИНФРА-М, 2006. - 940 с. (Макконнелл і Брю)
41. Марченко В.М. Наукове забезпечення конкурентоспроможності підприємства / В.М. Марченко, О. М. Євтушенко // Журн. «Молодий вчений» – 2015 – № 1 (16) – с.15-18.

42. Маслак О.І. Конкуренція: її сутність та особливості в умовах глобалізації / О.І. Маслак, Л. А. Квятковська, П. К. Кулінічев // Экономика предприятия. Технологический аудит и резервы производства – 2014 – № 3/3(17)) – с. 57-61.
43. Минко Л. М. Сутність і складові поняття конкурентоспроможності підприємства / Л. М. Минко // Наукові праці Національного університету харчових технологій. - 2015. - Т. 21, № 1. - С. 86-92.
44. Очеретна М. Ю. Конкурентоспроможність підприємства як об'єкт управління / М. Ю. Очеретна // Наукові праці НДФІ. - 2013. - Вип. 4. - С. 146-157.
45. Павлова В. А. Конкурентоспроможність підприємства: управління, оцінка, стратегія: монографія / В. А. Павлова, О. В. Кузьменко. – Дніпропетровськ: Дніпропетровський університет імені Альфреда Нобеля, 2011. – 352 с.
46. Поляничкин Ю. А. Методы оценки конкурентоспособности предприятий[Текст] / Ю. А. Поляничкин // Бизнес в законе. — 2012. — №3. — С. 191-194бюдипюююююшж
47. Портер М. Конкуренция / М. Портер // М.: Издательский дом «Вильямс» – 2001 – 495 с.
48. Портер М. Конкурентная стратегия: Методика анализа отраслей и конкурентов / Майкл Портер // Пер. с англ. – 4-е изд. – М.: Альпина Паблишер – 2011 – 453 с.
49. Пуцентейло П.Р. Конкурентоспроможність підприємства: методологія аналізу дефініції [Електронний ресурс] / П. Р. Пуцентейло // Інноваційна економіка : наук.-виробн. журн. – 2015. – № 4 (59). – С. 80-86.
50. Рибницький Д. О. Сучасні підходи до оцінювання конкурентоспроможності підприємства / Д. О. Рибницький, Т. А. Городня // Науковий вісник НЛТУ України. – 2010. – Випуск 20.9. – С. 227–230.
51. Савченко В. Ф. Конкурентоспроможність українських підприємств на міжнародних ринках / В. Ф. Савченко, Є. В. Редька // Науковий вісник

Чернігівського державного інституту економіки і управління. Серія 1 : Економіка. - 2014.

52. Сахно І. В. Аналіз основних методичних підходів до оцінки конкурентоспроможності підприємств / І. В. Сахно // Збірник наукових праць Таврійського державного агротехнологічного університету (економічні науки). – 2012. – № 2, Ч. 2. – С. 385–390. 116
53. Сидоренко К. Формування конкурентної стратегії аеропорту [Текст] / К. Сидоренко // Матеріали VIII міжнар . наук.-практ. конф. «Сучасні проблеми глобальних процесів у світовій економіці». – К. : НАУ, 2013. – С. 81-82.
54. Сысоева Е. А. Факторы конкурентоспособности предприятия: подходы и составляющие / Е. А. Сысоева // Экономические науки. Экономика и управление. – 2010. – № 12 (73). – С. 283-287.
55. Смолін І. В. Стратегічна конкурентоспроможність підприємства: змістовні імперативи та критерії оцінювання / І. В. Смолін // Економічний вісник Національного технічного університету України "Київський політехнічний інститут". - 2015. - № 12. - С. 229-238.
56. Сидоренко К. В. Особливості формування виробничої інфраструктури міжнародних аеропортів [Текст] / К. Сидоренко // Стратегія розвитку України (економіка, соціологія, право): наук. журн. – К.: НАУ, 2013. – №3. – С. 143-146.
57. Томпсон А. А. Стратегический менеджмент: искусство разработки и реализации стратеги / А. А. Томпсон, А. Дж. Стрикленд; [пер. с англ.] – М. : Банки и биржи, ЮНИТИ, 1998.– 576 с
58. Фатхутдінов Р.А. Управління конкурентоздатністю організації: Підручник / Р.А. Фатхутдінов, Г.В. Осовська. — К.: «Кондор», 2009. – 470 с
59. Чижова О. В. Оцінка конкурентоспроможності підприємства / О. В. Чижова // Управління розвитком. - 2013. - № 21. - С. 63-65.
60. Шнипко О. Політика підвищення конкуренції досвід розвинутих країн та України [Текст] // Економіст. - 2012, № 8. - С. 44-45.

61. Якимчук Ю.М. Економічна сутність та основні показники конкурентоспроможності продукції / Ю.М. Якимчук, М.І. Гордієнко, А.П. Адаменко // Журн. «Молодий вчений» – 2015 – № 5 (20) – с.127–132.
62. Яркіна Н. М. Економіка підприємства: навч. посіб. / Н. М. Яркіна. – К. : Ліра-К, 2015. – 498 с.
63. Яцура В. В. Аналіз методів оцінки конкурентоспроможності підприємств [Електронний ресурс] / В. В. Яцура, М. В. Замроз // Вісник 117 Волинського інституту економіки та менеджменту. Збірник наукових праць. – 2011. – № 2.
64. About Boryspil airport [Electronic Resource] - Resource Access Mode: https://kbp.aero/en/airport/about/.
65. About Boryspil airport [Electronic Resource] - Resource Access Mode: https://kbp.aero/en/airport/about/.
66. Competition (economics) [Електронний ресурс] – Режим доступу до ресурса: https://en.wikipedia.org/wiki/Competition_(economics)#:~:text=In%20economics%2C%20competition%20is%20a,%2C%20product%2C%20promotion%20and%20place.&text=This%20is%20because%20there%20is,there%20is%20enough%20for%20everyone
67. Competitiveness polygon [Електронний ресурс] – Режим доступу до ресурсу:https://www.researchgate.net/figure/General-view-of-the competitiveness-evaluation-model-of-the-enterprise-at-the-method-of_fig2_327113969
68. Competition in the aviation industry [Електронний ресурс] – Режим доступу до ресурсу: https://www.aviationandcompetition.com/blog/competition-in-the-aviation-industry.
69. Competitiveness Evaluation Methodology for Aviation Industry Sustainability Using Network DEA [Електронний ресурс] – Режим доступу до ресурсу: https://www.mdpi.com/2071-1050/12/24/10323/pdf.

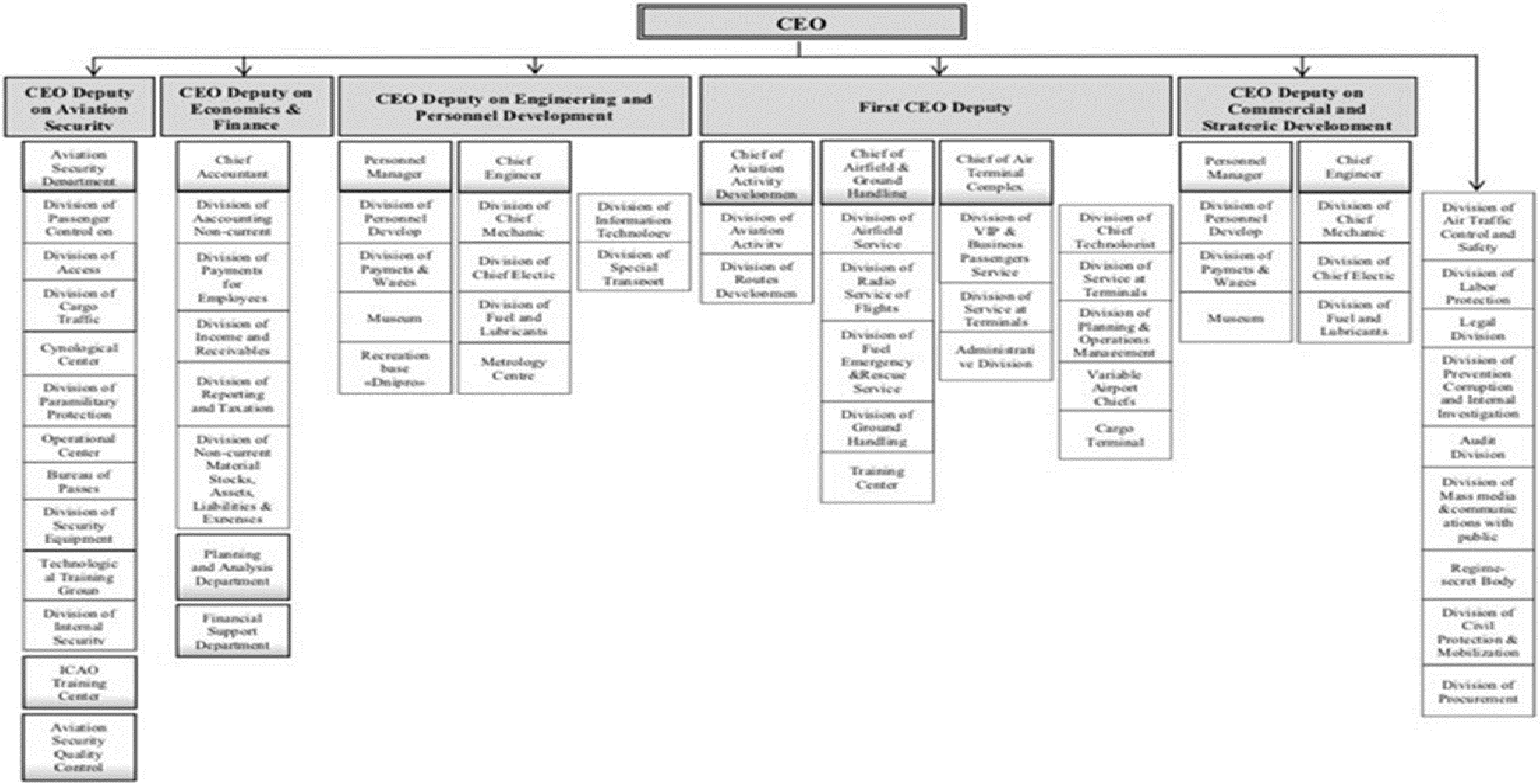
70. EXPLANATORY NOTE to the financial plan of the State Enterprise "Boryspil International Airport" for 2019 [Електронний ресурс] – Режим доступу до ресурсу: https://mtu.gov.ua/files/Finplans/%D0%9F%D0%97%20%D0%91%D0%BE%D1%80%D0%B8%D1%81%D0%BF%D1%96%D0%BB%D1%8C%202019.pdf.
71. European Region", [Електронний ресурс]. − Режим доступу: https://www.acieurope.org
72. The Economics of Flying: How Competitive Are the Friendly Skies? [Електронний ресурс] – Режим доступу до ресурса: https://research.stlouisfed.org/publications/page1-econ/2018/11/01/the-economics-of-flying-how-competitive-are-the-friendly-skies/.
73. Golovachyov, A. (2010) Methodical bases of competitiveness of the industry and its performance evaluation / AS Golovachyov , D. X amchukov // Economics and Management . vol 2 . pp. 108-117 .
74. ICAO. Annual Reports of the Council. [online] Available at:https://www.icao.int/about-icao/Pages/annual-reports.aspx
75. International Civil Aviation Organization [Електронний ресурс]. −Режим доступу: https://www.icao.int
76. Is The Airline Industry Competitive? The Biden Administration Wants To Make 7 Changes [Електронний ресурс] – Режим доступу до ресурсу: https://viewfromthewing.com/is-the-airline-industry-competitive-the-biden-administration-just-raised-the-stakes/.
77. Identifying Competitiveness in Business [Електронний ресурс] – Режим доступу до ресурсу: https://techbullion.com/identifying-competitiveness-in-business/.
78. Incentives and Competition in the Airline Industry [Електронний ресурс] – Режим доступу до ресурсу: https://academic.oup.com/rcfs/article-abstract/8/2/380/5522070?redirectedFrom=fulltext.

79. Lamben, Zh.-Zh., Chumpitas, R. and Shuling, I. (2008) Shuling Oriented Management market / lane. from English. ed. Kolchanov. V.
80. Min'ko, E. and Krichevskii, M. (2006) *Quality and competitiveness*.
81. Medvedev , O., (2008) The nature and content of the competitive potential of the organization / / Herald IzhSTU .
82. Parshin, V., (2010) Methodical bases of competitiveness in the market: the price aspect / VF Parshin / / Economics and Management vol 1., pp. 121 - 127.
83. Plotitsina T., (2010) *Determining the competitiveness of the enterprise* // Vestnik Tambov State Technical Universit. T. 16, pp. 205–211.
84. Porter, M. (2007) *Competitive Strategy. The method of analysis and industry competitors*
85. Porter M. Competition. // USA: Harvard Business School Publishing Cooperation, 2008. URL: https://www.hbs.edu/faculty/Pages/item.aspx?num=184
86. STRATEGIC DEVELOPMENT PLAN [Електронний ресурс] – Режим доступу до ресурсу: https://kbp.aero/docs/Strategy_ukr.pdf.
87. Skytrax: World Airline and Airport Rating [Електронний ресурс]. −Режим доступу: https://skytraxratings.com
88. SGlobal Aviation Financial Outlook 2018: CAPA airline profit outlook [Електронний ресурс] – https://centreforaviation.com/analysis/airline-leader/global-aviationfinancial-outlook-2018-capa-airline-profit-outlook-411161.
89. Kumar B. An Illustrated Dictionary of Aviation / B. Kumar, D. DeRemer,
90. D. Marshall. – New York: McGraw Hill Professional, 2005. – 752 p. – Mode of access: http://www.answers.com/topic/airport-classification.
91. Malighetti, P. Airport classification and functionality within the European network / P. Malighetti, S. Paleari, R. Redondi // Problems and Perspectives in Management. – 2009. – Vol. 7, № 1. – P. 183-196.
92. Fair Competition [Електронний ресурс] – Режим доступу до ресурсу: https://www.eurocockpit.be/fair-competition-aviation-must.

93. Focus on Effectiveness to Drive Competitive Value [Електронний ресурс] – Режим доступу до ресурсу: https://www.gartner.com/smarterwithgartner/focus-on-effectiveness-to-drive-competitive-value.
94. What is competitiveness? [Електронний ресурс] – Режим доступу до ресурсу: https://www.weforum.org/agenda/2016/09/what-is-competitiveness/.
95. What is airport Infrastructure [Електронний ресурс] – Режим доступу до ресурсу: https://www.wsp.com/en-CN/sectors/airport-infrastructure.
96. What You Need To Know about AI [Електронний ресурс] – Режим доступу до ресурсу: https://simpleflying.com/airport-infrastructure/.
97. What Is a Competitive Advantage? [Електронний ресурс] – Режим доступу до ресурсу: https://www.investopedia.com/terms/c/competitive_advantage.asp.
98. What is competitive advantage [Електронний ресурс] – Режим доступу до ресурсу: https://airfocus.com/glossary/what-is-competitive-advantage/.
99. What is Competitiveness [Електронний ресурс] – Режим доступу до ресурсу: https://www.igi-global.com/dictionary/information-strategy/38690.
100. What Is a Competitive Environment in Business? – Definition [Електронний ресурс] – Режим доступу до ресурсу: https://study.com/academy/lesson/what-is-a-competitive-environment-in-business-definition-examples-advantages-disadvantages.html.

APPENDIXES

Appendix A



Organizational structure