

References

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INFLUENCE OF AIR TRANSPORTATION DEVELOPMENT TRENDS ON STRATEGIC POSITIONING OF AVIATION TRANSPORT IN UKRAINE

During the research it was scientifically substantiated that air transport occupies a special place in the transport system of Ukraine and practically, the only one, which demonstrates a stable positive dynamic of development during the years of independence of Ukraine.

This conclusion was made by the authors as a result of generalizing the indicators of the number of passenger transported by different modes of transport over the past 40 years.

Analysis of general trends in the number of passengers by type of public transport in Ukraine showed that in 1980 the number of transported passengers was 8515,686 million people, which is 2,74 times more than in 2000 and 4,33 times more than in 2019. In turn, passenger transportation by air exceeded the figures of 1980 only in 2018, when it reached the number of 12,533 million passengers, and in 2019 it increased by 9.4% and reached the number of 13.706 million people [5, 6].

The current trends in the development of air transport as a component of the transport system of Ukraine and the factors, which influence the choice of strategic positioning of air transport enterprises were identified.

A study of amount of passenger transportations by Ukrainian airlines for 2003-2019 was conducted, which showed, that passenger transportations during 2019 were carried out by 18 domestic airlines, among which the largest volumes were performed by "Ukraine International Airlines", "Azur Air Ukraine", "SkyUp Airlines", "Windrose Airlines" and "Bukovyna Airlines". In 2019, the five leading airlines transported a total of 13306,7 thousand people, which is 22,4 percent more than in 2018 and is 97% of the total passenger transportations of Ukrainian airlines [6,7].

At the same time, there was an expansion of activities in the Ukrainian market of foreign airlines, the services of which were used by 9422,5 thousand passengers in 2019, which is 37,4% higher than in 2018 and is 57% of the total regular passenger transportation between Ukraine and the world. Totally, 40 foreign airlines (including four new ones: the Austrian airline “Laudamotion”, the French “AigleAzur” (operated until September 2019), the Israeli “Israir Airlines” and the Norwegian “Scandinavian Airlines System”) out of 37 countries of the world conducted regular passenger transportations to Ukraine [5].

During 2019, 29 new routes were opened by foreign airlines, including 21 new routes opened by “Ryanair” and “WizzAir Hungary”.

A comparison of the share of different modes of transport in the total volume of passenger transportations during the years of independence of Ukraine was conducted [5].

The above-mentioned statistical data shows that air transportations demonstrated stable positive dynamics and had significant reserves before the coronavirus crisis in 2020.

It is proved that although Ukraine still has a significant potential for the development of the domestic transportation market, the main income is brought, and will be brought in the future, by international transportation [1, 3].

The conducted analysis of the external environment of the aviation enterprise allowed to identify the main opportunities that the company can take advantage of, and the main threats to eliminate which it must develop preventive measures..

It is scientifically substantiated that before implementing the choice of strategic positioning, the aviation company must choose the strategic direction of its activities, which is determined by the results of analysis of the environment of its operation, as well as on the basis of its resource base and financial capacity.

It is proved that the process of strategic management involves the orientation of the aviation company at preventing the negative impact of the external environment on its activities, rather than eliminating the consequences. When justifying a competitive strategy, it should be remembered that the choice of a particular strategy in the strategic management system involves the use of different management methods: therefore it is necessary to clearly assess what the airport or the airline want to achieve as a result of such a strategy, what markets it wants to occupy and what range of consumers it wants to focus at, because these aspects define whether the company will be successful in the market [2,4].

The conducted researches allow us to conclude that during the years of independence of Ukraine, before the beginning of the coronavirus crisis in 2020, there was a general tendency of reducing the share of rail transport in favor of road and air transport, when carrying out passenger transportations. In the long run, this may lead to even greater intensification of interspecific competition. However, taking into account the size of the territory and the peculiarities of transport infrastructure of Ukraine, only the increase in the number of low-cost carriers and the development of regional airports will affect the rapid further growth of the role of air transport, but it will still have limited impact. These definite factors influence the general choice of strategic positioning of air transport companies.

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IMPROVING THE STRATEGIC POSITIONING OF UKRAINIAN AIRLINES IN THE CONTEXT OF THE PANDEMIC

In the context of long-term uncertainty regarding the full restoration of air traffic, it is advisable for Ukrainian airlines to introduce innovative approaches to updating their business models based on low-cost and charter business models. Given the growth potential of low-cost airlines and the Ukrainian market, it is advisable to ensure proper development of aviation infrastructure by introducing alternative models of airport ownership and use, in particular on the basis of public-private partnership.

Airports, the country's entrance gates, are important components of both the aviation infrastructure and the development of the region where they are located. Developed airport infrastructure is an extremely important component of the activities of a modern airline. Moreover, it is important for both hybrid airlines operating passenger flights and cargo carriers. Quite a lot of works of both international organizations and groups of researchers are devoted to identifying the directions of airport development in different countries and justifying the sources of its provision. [1-4]

Bottlenecks and weaknesses of infrastructure facilities are manifested precisely during periods of ups and downs. For example, during the global COVID pandemic, the foreign cargo carrier DHL Express found itself in an advantageous position in terms of increasing cargo transportation and reducing market competition. However, despite the large fleet of aircraft of this cargo airline, passenger flights of other airlines have always been an important part of the DHL network. The airline usually bought additional containers for cargo transportation from passenger airlines. Therefore, all the restrictions and reductions that occurred in the world in connection with the beginning of the coronavirus crisis had negative consequences for the cargo carrier. So, due to the fact that about 70% of passenger airlines have stopped or reduced transportation, the cost of cargo delivery has increased significantly, since they have to make their own, often underloaded flights. For example, earlier with the «Boryspil International Airport», DHL Express sent cargo to the baggage compartments of regular flights of passenger airlines on Saturdays, and now, in their complete absence, it is