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COMPETITIVENESS ASSESSMENT OF AIRPORT “BORYSPIL” BY SWOT ANALYSIS METHOD

Before the spread of COVID-19 in the world, a promising area of a business activity in Ukraine was the provision of air services to other countries. Thus, in the future, the projected rapid growth of the industry, which is directly related to active commodity relations with other countries and the opening of a visa-free regime for the population, the creation of low-cost flights, reduced prices for flights, and transportation. In Fig. 1, we can observe trends in the volume of services provided by Boryspil Airport, which in 2019 was able to provide services to approximately 15 million passengers. It is possible to characterize the dynamics of the volume of passenger traffic at the airport over the last five years by using trend analysis, which results in a direct linear dependence: $Y = 1992 \cdot x + 2893.2$, where x is a conditional sign of the times. The coefficient of determination $R^2 = 0.987$ indicates the construction of a reliable model. However, this model does not take into account the negative effect of COVID-19 on the country's economy. Demand for airport services is driven not only by the increasing need and ability for people to visit other countries of the world but also by the technical qualities: modern equipment, successful location of flights, the service of various models of aircraft (even for transcontinental flights), many partner airlines, large airline, large airline.

The competitors at Boryspil Airport are connections in Kyiv, Lviv, Odesa, and Kharkiv. However, they are not able to serve many passengers and cargo and are small. The Ministry of Infrastructure has high expectations for the development prospects and potential of regional interconnections. There may be competition between “Boryspil” Airport and “Kyiv” Airport, as one is aimed at passenger traffic and the other at cargo turnover.

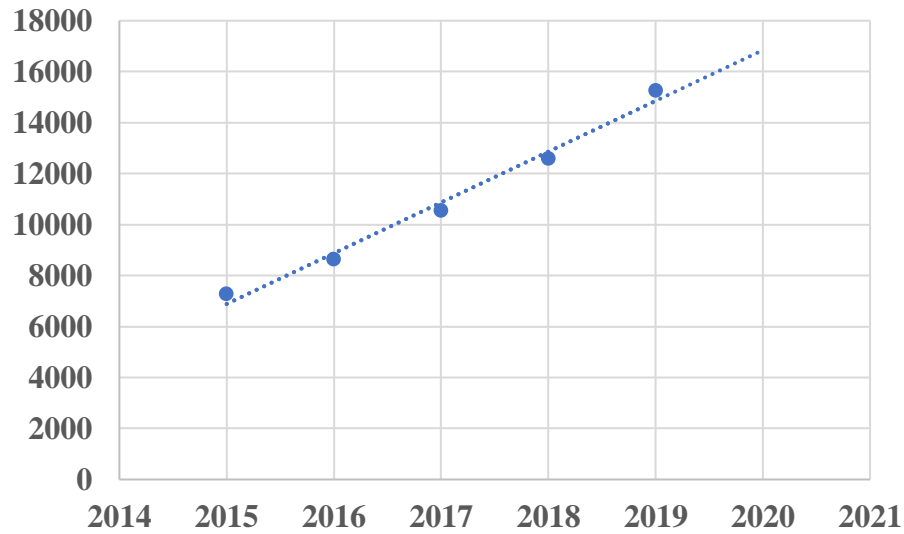


Fig. 1. Forecasting of the passenger traffic of the "Boryspil" with the help of trend analysis, a thousand people

We believe that in Ukraine, air transportation can be advanced, among other logistics services provided. Due to its excellent location, Ukraine can accept transit flights between Europe, Asia, and America. Boryspil Airport actively fulfilled this function, serving 65% of the airline flights and occupying the leading position in the country. Several factors do not allow the successful use of the enterprise's potential. Therefore, in order to find out the strengths and weaknesses of Boryspil Airport, we propose to apply a SWOT analysis, the results of which are given in Table 1. 1.

From the above data, we can see that the prospects for the development of the airport are present, but many influential factors do not allow expanding opportunities. The main task at the moment is to find investors to finance such activities as the reconstruction of the cargo terminal and second lane, re-equipment of warehouses, filling the trading floors at the airport.

At present, the airport is not fully operational. This is due to the global crisis that has arisen in the world due to the spread of COVID-19, resulting in the shutdown of all air services. It is to was expected that after these events, there would be no ordinary demand for passenger transportation in the coming months, so that crisis,

organizational, financial, and logistical measures should be developed. The best option for the airport would be to concentrate its efforts on freight.

Table 1

SWOT Analysis Matrix for “Boryspil“ Airport

Strengths:	Weaknesses:
<ol style="list-style-type: none"> 1. Many international transportations; 2. Successful placement of airstrips; 3. Transfer between the airport and the train station; 4. Modern aerodrome equipment; 5. Passenger traffic capacity; 6. High level of security. 	<ol style="list-style-type: none"> 1. Insufficient investment; 2. The infrastructure of duty-free and cafes it has been not developed; 3. Incomplete construction; 4. Debt of “Ukraine International Airlines”.
Opportunities:	Threats:
<ol style="list-style-type: none"> 1. Expanding the number of flights and transportation; 2. Signing contracts with many airlines; 3. High barriers to entry; 4. Reduction of prices and taxes; 5. Increase in rent for retail space. 	<ol style="list-style-type: none"> 1. Instability of the national currency; 2. Insufficient qualification of service personnel; 3. Corruption leadership; 4. An economic downturn in the country and the world; 5. The growth of competition.

The prospects for further research are to build a comprehensive SWOT analysis matrix, based on the formation of four quadrants: "S&O" (Strengths and Opportunities), "S&Th" (Strengths and Threats), "W&O" (Weaknesses and Opportunities), "W&Th" (Weaknesses and Threats).