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ASSESSMENT OF COMPETITIVENESS OF THE AIRPORT "BORYSPIL" THROUGH SPACE-ANALYSIS

To determine an effective strategy for the development of SE "International airport "Boryspil" we realized SPACE-analysis of company. In the classic SPACE-analysis system consists of four groups of criteria for evaluating enterprise; the indicators were applied weights W_i [1, p. 657]:

1) Financial Strength (FS). In this group, according to the criteria of financial statements in 2018, we calculated, assessed and weighed liquidity ratios ($W_1 = 0,05$), turnover of current assets (0.05), return on assets (0.1), return on equity (0.15), financial independence (0.2), stable gain (0.25), fixed assets (0.05), resistance to financial risk (0.15). The main part of the company (about 59%) forms the revenue from airport charges. Following the 2019 income from them grew slower than other items of income. This was due to a decrease in passenger rate fee according to the recommendations of the Antimonopoly Committee of Ukraine. Other businesses segment revenue showed a very high positive dynamics due to the increase in passenger traffic despite the decrease in the yield of airport charges;

2) Competitive Advantage (CA). The criteria of this group include market share ($W_9 = 0,2$), product quality (0.3), the stage of product life cycle (0.05) commitment customers (0.2), return on sales (0.15), the ability to integrate (0 1). In 2018 Ukrainian airports passenger traffic exceeded 20.5 million passengers in 2017 - 16.5 in 2016 - 12.9. SE "IA "Boryspil" increases passenger traffic annually during 2015-2019 years Average of 17.4%. Approximately the same rate of growth of freight and mail;

3) Industry Attractiveness (IA). Assessment of this criterion was made on indicators: life cycle stage of the industry ($W_{15} = 0,1$), resources (0.3), ensuring growth prospects manufacturing sector (0.15), barriers to entry (0,2), the level of state

influence on industry (0.25).SE "Boryspil" is the largest and most potent airport Ukraine, which provides most of the air passenger traffic and a significant portion of air cargo. The company competes with major European airports, including airports and Ukraine ranks first in the number of annual air travel;

4) Environmental Stability (ES) - involves the assessment of inflation ($W_{20} = 0,2$), variations in demand (0.3), marketing and advertising opportunities (0.2) of innovation (0.15), the degree of influence of foreign capital (0.05), the level of technological change (0 1). The political and economic situation in the 2018-2019 biennium primarily determined by factors that emerged in the years 2014-2015. It was characterized by volatility, which led to a deterioration of public finances, financial market volatility, illiquidity of capital markets, the volatility of the currency against major foreign currencies. However, the company identifying risks and managing them to ensure their business continuity and performance rules.

Further, we evaluated each group of indicators adopted by a 6-point scale (1 - imperfect, 6 - perfect) and weighed on an appropriate (referred to above in parentheses) ratio. The evaluation results are shown in Table 1.

Table 1

Summary results weighted evaluation criteria SPACE-method analysis for the airport "Boryspil"

Number	Group performance	The weighted assessment scores
1	Financial Strength (FS)	4,5
2	Competitive Advantage (CA)	4,3
3	Industry Attractiveness (IA)	3,95
4	Environmental Stability (ES)	3,55

The next step SPACE-analysis is weighted estimates reflect the results of criteria in the coordinate system in which each half axes X and Y display the appropriate group criteria. Vector recommended strategy is determined the coordinates of point P (X; Y): $X = IA - CA = 3.95 - 4.3 = -0.35$; $Y = FS - ES = 4.5 - 3.55 = 0.95$. Thus, the

recommended strategy vector (Fig. 1) we have built over the two points O (0, 0) and P (-0.35; 0.95).

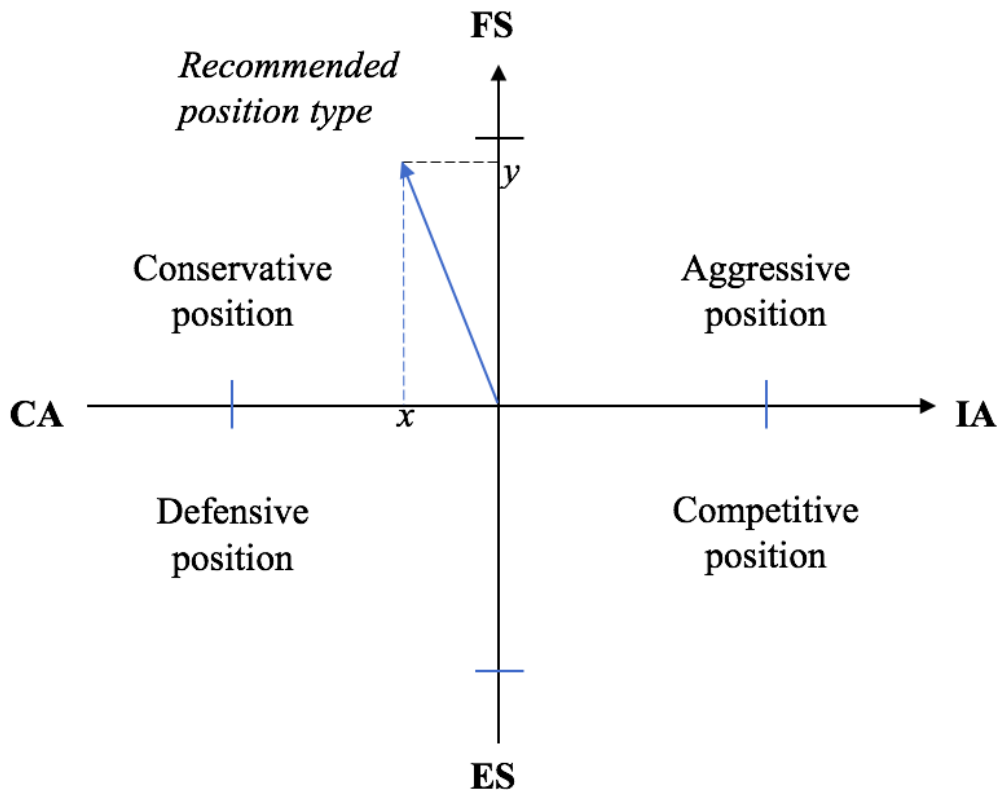


Figure 1 - Matrix of SPACE-analysis

According to the results of the SPACE-analysis of the company can recommend a conservative strategy where the most critical factor is the competitive products (services), and the effective primary mechanism - reducing costs while increasing service quality.

References

1. Steblyuk N. & Volosova E. (2017). "Determination of competitive advantages of enterprise on the market of dairy products", *Economika i suspilstvo*, vol. 9, pp. 654-660.
2. Official site of SE IA "Boryspil". URL: <https://kbp.aero>