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## **AIRPORTS DEVELOPMENT PROGRAM IN UKRAINE**

Research subject of the article is an Air transport in Ukraine and its development. The objective of the article is to determine the main problems of Ukrainian airports and their infrastructure, and to found out the best solutions for their development.

For achieving of the stated objective such general and special scientific methods were used as, systemic, morphological, structural and logical analysis, formalization, and analogy, comparative and integrative methods.

As a result, the main problems were determined. The government influence on this sector was considered in the article. Also the conception of modern airport system as the Ukrainian competitive factor was proposed.

As the conclusion the author's position about the Ukrainian airports was disclosed in the article.

**Keywords:** airport, strategy, project management, project, opportunity, development, Borispol International Airport, Odessa International Airport.

Transport is the third leading sphere in the structure of national economy. It is a basis of international division of labor and has some affect to production placement and promotes the development of specialization, cooperation and integration processes. All communication instruments, transport enterprises and vehicles together form the global transport system.

The youngest and the most perspective is air-transport. It was ranked first in intercontinental traffic. More than one thousand airports take part in an international air transport system (only Europe has got more than 400 units).

The main target of the article is to study the development of Ukrainian leading airports and to determine complex of modernizations in a modern economic situation.

At this stage in Ukraine has got 36 airports (17 of them have international status).

There is a rating of their importance:

- Boryspil International Airport and Juliani (Kyiv), which account for 117 units of air transport;
- 4 regional airports, such as Kharkiv, Dnipropetrovsk, Lviv, Odesa;
- 18 regional subordination airports;
- 11 local airports.

According to bilateral agreements Ukrainian and foreign air carriers perform regular air transportation to more than 20 countries.

State regulates activities works in the field of Ukrainian aviation and its airspace. It exists for policy and strategy development, identifying tasks, functions, conditions of work in the aviation security measures applying aviation. All of these actions should be correspond to aviation regulations of Ukraine. Moreover there are should be indentified the responsibility or violations.

In accordance with paragraph 5 of Article 4 of the Air Code of Ukraine the state regulation in the field of civil aviation and airspace use of Ukrainian exercise authority within:

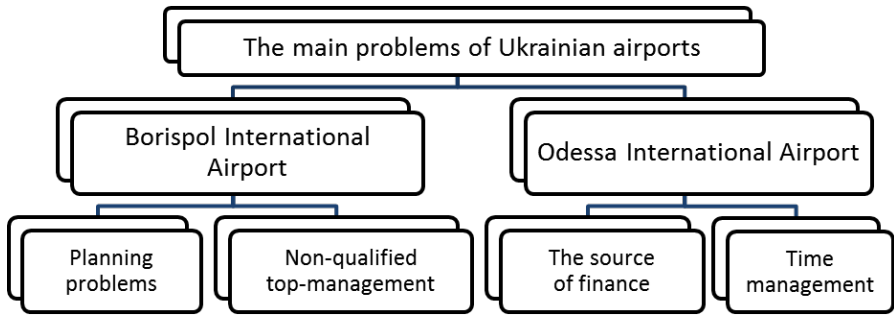
- A central executive body that ensures the state policy in the field of transport (Ministry of Infrastructure of Ukraine);
- A central executive body that ensures the implementation of state policy in the field of civil aviation (the competent authority for civil aviation) (State Aviation Administration of Ukraine);
- National Commission for State Regulation of Transport.

The main problems of Ukrainian airports were shown at the figure 1. In case of effective management and absence of corruption state enterprises could be successful. Our national airports should optimize operating processes and create transparent public procurement system. In a result the ill-considered expenses would be significantly reduced and saved cash can be used to improve airports' infrastructure.

*Boryspil International Airport.* Its problems could be classified this way:

- Planning problems.

Austrian specialists ACV designed the first version of the new terminal in 1994. Term of commissioning was 2000. But then the government decided not to comply with this agreement. First steps to a real restoration were made up in 2010. The main reason is Euro 2012. *Boryspil* wanted to include 2 new terminals, launch speed train between the airport and Kyiv, as well as construction of a new runway. But the government was able to fund only terminal «D» and «F».



**Figure1. The main problems of Ukrainian airports**

– Non-qualified top-management.

The constant rotation of top-management does not lead to the expected results. Most services, such as baggage handling, aircraft maintenance on the platform, etc., provided at the airport are monopolized. The consequence of this fact is the detention of more than half of flights for reasons of poor quality of aircraft service.

*Odessa International Airport.* Its problems could be classified in following way:

– The source of finance.

The amount of investment that has been spelled out in the business plan is 1.6 billion uah (60 mln. \$). But now Director of *Odessa International Airport* announces that amount has increased several times to 200 mln. \$. This shows the incompetence of the staff, which did not consider the external impact on the economy and other important factors.

– Time management.

Building of this massive object was started in June 2012 and planned to be ended in a half year. According to the new director of *Odessa International Airport*, The building process was designed for about 18 months. However, now there are assumptions that terminal will be ended only in June 2016.

There was proposed the state program of airports' development for the period until 2023. In order to solve global problems of Ukrainian airports Cabinet of Ministers of Ukraine has developed and approved the State Program of development of 17 airports. The total amount of funding – 8.7 billion uah, including – 5 billion from other sources (under the state guarantees), and 1.2 billion by private investors for the development of airport infrastructure.

The main goals of this program are meeting the needs of the state in ensuring sustainable development of the aviation industry, improving the man-

agement of state property and ensuring Ukraine to become a transit country because of its unique geographical location. In a result level of air transport infrastructure will be increased to international standards.

In recent years, airports' non-current assets morally and technically obsolete. Moreover resource of airports' coating, above-ground and other aviation equipment have reduced. In the absence of its own funds the bulk of airports only supports their suitability certification and of reconstruction and modernization undertaken by public funds. Our local airports haven't got their own funds, so government supports all processes of reconstructions and modernizations. The objectives and activities of that state program were financed by enterprises' own funds, private investors, local budgets and credits under the state guarantees.

With a view to a comprehensive approach to solving the problems of air transport infrastructure and the state in general during the works on construction, reconstruction and modernization of airport infrastructure necessary to provide for its integration into the public electric infrastructure, road and rail transport. It needs to create an integrated transport's hubs with a combination of all modes of transport.

There are some expectations as a result of that Program:

- Increase total passenger traffic to the level of 24.3 million passengers by 2023 (more than double compared to 2015 year).

- Double airport capacity and bringing the level of services at airports in line with the international standards.

- Reduce the time for aircraft ground handling to 35-40 minutes.

- Double transit potential of the major international air transport hub of the country.

- Activate the public-private partnership with the maintenance of airports and create a favorable investment climate for the development of the aviation industry.

- Develop the non-aviation activity to 40 percent of total airports revenues.

- Increase the proportion to 30 percent of the air companies, which provide a "low-cost" service.

- Create at least 1,000 new jobs.

Very important part for successful development of the airports is strategic plan. In general terms, strategic planning is defined as the process undertaken by an organization to define its future and formulate a road map to guide the organization from its current state to its vision for the future. Strategic planning is based on the fundamental concept that aspects of an organization's

future can be influenced by actions taken in the present. Strategic planning requires a review of existing and potential challenges that an organization is, or may be, facing; development of a vision for how the organization will look in the future; and definition of the steps and actions that must be executed to achieve the organization's vision [8].

The strategic planning framework includes the following key elements:

- A mission statement that identifies the organization's purpose and its core values (a separate values statement may also be created).
- A vision statement that portrays the organization's future goal(s).
- Identification of the organization's strengths, weaknesses, and opportunities, as well as threats that may affect the organization.
- Definition of strategic issues that must be addressed over the course of the strategic plan.
- A set of generic and grand strategies, long- and short-term objectives, and action plans that provide a road map for addressing the gaps between the organization's current state and its vision.
- Definition of key performance indicators (measures and targets) to evaluate the progress made toward achieving long- and short-term objectives.

Strategic planning for airports consists of more than just ensuring the safety and security of the traveling public and achieving a strong financial performance. In the case of either a single airport or a multiple-airport system, strategic planning for airports projects a future vision for the airport organization, determines strategies and objectives for the growth or prosperity of the organization (including the type of products and services it should provide), and defines how the vision and objectives can be accomplished. [8]

The prospect of Odessa Airport - is building a new terminal. This process of building has been lasting more than three years because of the conflict between city government and private investors. Capacity of the new terminal should reach 2.5 million passengers a year. On 1 of September 2015 the investor already being spent about 550 mln. uah to improve aero-engineering and construction of the terminal by international standards.

One of the key factors affecting the prospects of Odessa air hub is the issue of reconstruction its runway. Paved lanes practically exhausted its resources. So now there is a task to start new construction of a runway. Only government has got legal rights to airport's reconstruction, including the runway. The main issue of reconstruction of Odessa Airport is its infrastructure. The reconstruction of the runway is the responsibility of the State Enterprise "Directorate of Building Odessa International Airport", so it is a strategic object and only government can reconstruct it.

Nowadays all airlines have noted that our runway needs a total reconstruction. Many of them are hope to open new ways and increase their frequency in case of renovation of infrastructure. Also, the current band limits the airport by the type of the vehicles, which are accepted. In a near future Odessa should receive a new runway, which will make it possible to fly with a slight limitation of maximum take-off weight, which will dramatically increase the number of ships.

Since the beginning of 2014 there was started a cooperation with the nine new airlines. Since 2015 Odessa International Airport has started direct flights from Odessa to Batumi, Vilnius, Chisinau, Larnaca, Baku, Yerevan, St. Petersburg, Moscow, Minsk, Thessaloniki, Tivat, Dnipropetrovsk, Lviv and Kharkiv. The launch of the new terminal and reconstruction of Runway give reason to expect that such growth rates of passenger traffic will be a trend. Canceled flights between Ukraine and Russia have a negative impact on passenger airports' traffic and especially - Odessa, where flights to/from Russia played an important role.

However, in practice, the company is easier to handle if it is privately managed and not a communal. At one time Georgia showed how to bring the industry out of crisis where all airports were transformed in private businesses. In 2005-2013 years (eight years), passenger traffic at the airport of Tbilisi increased by 162 % – to 1.4 million passengers, and in Batumi passenger traffic increased by 441 %. Private investments for airports could provide a comfortable environment and more flexible fares, also to multiply the profitability of additional services.

In a time when the state has no money to invest in airport terminals, the only possible solution is to attract private investors. Today in Ukraine are only a few air hubs, which have private investments, such as Odessa, Kharkiv, Kyiv (Juliani) and Ivano-Frankivsk. The last airport was the only one that showed passenger traffic growth in a difficult for country 2014 year.

It should be noted that the state should control flight, landing, etc. Also, the state must provide guarantees to investors that it can enter into long-term contract. Thus, the concession is the best way to interact between state and private investors.

The main key to success of reforms is effective management, working primarily in the interests of the state, the rational use of technical and human resources and the desire to change, without going back to the old rules of the game. According to the experience of International Airports, all these actions in practice provide a significant result.

Possibilities of the following studies. There should be identified new key factors of airports' development. Ukraine has got a lot of space to grow in this sphere, so these studies will help for our national economics and increase the level of international air-transport impact.

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## ПЕРСПЕКТИВЫ РАЗВИТИЯ АЭРОПОРТОВ В УКРАИНЕ

В статье рассматривается значимость воздушного транспорта для Украины. Выявлена роль аэропортов в развитии национальной экономики страны. Определены актуальные проблемы основных аэропортов Украины и предложены пути их решения. Сформированы базисные аспекты государственной поддержки развития аэропортов в Украине. Определены перспективы развития Одесского и Бориспольского аэропортов. Предложен системный комплекс модернизации в условиях Европейской интеграции.

**Ключевые слова:** аэропорт, стратегия, проектный менеджмент, проект, перспектива, развитие, международный аэропорт Борисполь, международный аэропорт Одесса.

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## ПЕРСПЕКТИВИ РОЗВИТКУ АЕРОПОРТІВ В УКРАЇНИ

### Анотація

У статті розглядаються питання щодо розвитку українських аеропортів. Досліджено роль аеропортів в розвитку національної економіки України. Визначено сучасні проблеми провідних аеропортів України та запропоновано шляхи їх вирішення. Сформовані основні аспекти державної підтримки розвитку аеропортів в Україні. Визначено перспективи розвитку Одеського та Бориспільського аеропортів. Запропоновано системний комплекс модернізації в умовах Європейської інтеграції.

**Ключові слова:** аеропорт, стратегія, проектний менеджмент, проект, перспектива, розвиток, міжнародний аеропорт Бориспіль, міжнародний аеропорт Одеса.

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