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AIR TRANSPORT ORGANIZATION: COMPETITIVENESS, GLOBALIZATION, AND INNOVATION

Introduction. *Effective organization of air transportation is the basis of strengthening the positions of airlines in the international air transport system in the conditions of deepening globalization processes of aviation activity.*

Problem Statement. *It is a priority direction for the development of aviation activities within the framework of the concept of the state's transport policy, which ensures the safety of passengers and the transparency of territorial and industrial relations in the conditions of constant changes in the economic environment of the national economy.*

Purpose. *Research of the current state of aviation activity, ensuring the effective organization of air transportation in the transport system and interrelated branches of the national economy.*

Materials and Methods. *A dialectical-materialist approach, induction and deduction, abstraction and concretization, formalization and analogy have been employed. Statistical documents of international organizations, private and state institutions, publications of research by domestic and foreign researchers have been used as reference material.*

Results. *Five elements of the organization of air transportation at the global level are highlighted: the largest specific weight of passenger transportation in the structure of aviation activity; the aviation industry is promising, which is gradually expanding the boundaries of its niche in the world transport market; the COVID-19 pandemic has negatively affected the aviation industry, changing the centers of economic gravity; active activity of global aviation organizations and associations, which covers most countries of the world; development of a regulatory and legal framework of a global level and global standardization of aviation activities. The challenges of the aviation industry, which arise at the global level, have been characterized.*

Conclusions. *The key prospects for the development of the global aviation industry based on innovative activities are: the latest types of aviation fuel aimed at environmental safety; targeting new layers of potential customers; growth of jobs in the aviation industry; compliance with the accuracy of the departure/arrival schedule; smart service and flight safety.*

Keywords: aviation industry, aviation marketing, civil aviation, globalization, competition, innovation, transportation.

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The modern development of the national economy is conditioned by the effective functioning of the transport industry, which consists of a multifaceted complex system with an extensive territorial network at all levels of the administrative-territorial division of the country. The triad of the transport industry consists of ground, water and air modes of transport, while the latter is young and promising. They cover different environments for transporting passengers and cargo. Transport activity in the air space using aircraft acquires special importance due to the high speed of movement by the shortest routes with maximum time savings, flexibility of organizational processes, adaptability to multidimensional transportation and quantitative and qualitative transportability of ships regardless of natural and climatic conditions and seasonal and temporal dimensions. Ultimately, this has a positive effect on the development of civil aviation, which provides the most important goal of aviation activity, aimed at meeting the needs of the population in high-quality and economically feasible transportation, guaranteeing the safety of flights and protecting the rights of service users. The need for effective organization of air transportation in the conditions of growing competition and increased globalization is becoming extremely urgent.

The aviation industry in general and activities in the field of air transport in particular are the subject of research by many domestic and foreign scientists. M. G. Bellizzi, L. Eboli, G. Mazzulla [1], W. Grimme, S. Maertens, A. Schröpfer [2], O. Cokorilo [3] considered the assessment of the level of passenger service quality at airports and airlines, the increase in the number of air transportation based on financial support from on the part of the state within the framework of European state aid rules with the aim of stabilizing the financial condition of airports, the safety of the concept of urban air mobility, the evolutionary development of aviation activity in accordance with the technical era (from the beginning of the 1900s to the end of the 1960s), the era of the human factor (from the beginning of the 1970), the

organizational era (from the mid-1990s) and the total system era (from the beginning of the 21st century). W. Liao, X. Cao, Y. Liu, Y. Huang [4] investigated the relationship between airport service quality, flight offer, expected cost of air tickets, passenger satisfaction, attractiveness of alternatives, and behavioral intentions. Y. Chang, W. Lee, C. Hsu [5], L. Giovanelli, F. Rotondo [6] studied the aviation market with the transformation of airports into aviation centers with leading competitive positions based on quantitative and qualitative analysis of service services, as well as general aviation development strategies at commercial airports for competitive advantage. M. Kılıç, A. Uyar, A. S. Karaman [7] the effectiveness of sustainable development of the global aviation industry based on management, social and economic indicators, and T. K. Y. Cheung, C. W. H. Wong, A. Zhang [8] observed the evolution of the global air transport network within the framework of their proposed global index of connectivity between airports in the context of the development of regional hubs by analyzing the passenger flows of large airports with high competitive capabilities and influence on other airports. X. Sun, S. Wandelt, A. Zhang [9] investigated airline revenue management through profit seeking and increased competition, an analysis of skip logging in the global aviation system with the identification of spatial regions and time periods of volatility. W. Grimme, S. Maertens, S. Bingemer [10] investigated the impact of aircraft sizes and the economic problems and prospects related to their future operation through short-, medium-, and long-term strategies. However, the issue of air transport organization taking into account competitiveness and in the context of strengthening global processes deserves careful study, despite the significant work of scientists in the aviation industry of some countries. Thus, the chosen topic of our research is relevant and urgent at the present time.

The purpose consists in the study of the organization of air transportation to ensure the needs of the population in flights and transportation of goods, which can become the basis of aviation

safety and economic accessibility for the general population; determining the availability of resources for carrying out aviation activities for competitiveness in the conditions of strengthening globalization processes. The primary task of our research is to identify challenges and prospects for the development of aviation activity in the context of the formation of a sustainable global aviation industry.

1. ANALYSIS OF MODERN ACTIVITIES IN THE ORGANIZATION OF AIR TRANSPORTATION

At the current stage of the development of society, special attention is paid to the organization of air transport, which is gradually taking a leading position in the world transport system. In the global structure of air transport, the largest place is occupied by passenger transport, and the smallest – by mail. Cargo transfer services occupy an average place in world transportation. Over the past decades, passenger transportation has experienced significant fluctuations. Note that starting from 2012 to 2019, there is a gradual increase in passenger flights by 56.5%, and in 2020 there is a sharp decline – as much as 65.8% compared to 2019. The reason for this sharp decline is global mobility became the COVID-19 pandemic, which limited travel and trade and tourist seasons. However, in 2021, there is a gradual recovery of the volume of passenger air transportation, which amounted to: compared to the previous year, an increase by 22.4%; since the beginning of the study period reached only 65%; with the largest year in terms of transportation volumes (2019), it did not even rise to half (41.9%) [11]. The task force of the International Civil Aviation Organization ICAO has developed recommendations for the recovery of aviation and the elimination of serious consequences caused by the pandemic. In fact, the expectations came true after the intensification of the tourism industry and trade relations of all regions of the world and the gradual restoration of the financial capacity of regional markets.

The trade sphere of the global economy was also negatively affected by the pandemic. Although there are fluctuations in cargo transportation, they are not as large-scale as among passengers. The analysis shows a gradual increase in global air cargo traffic between 2012 and 2019, at the end of which there was a peak increase by 24% compared to the starting year. A sharp decrease is observed in 2019 and 2020 by 2.3% and 15.6%, respectively, compared to the previous year. But this decrease was higher than the level at the beginning of the period of our study (2012), so we come to the conclusion that the pandemic removed the growth of cargo transportation and led to its stagnation. However, since 2020, there has been a restoration of positive trends in the growth of merchandise turnover on the world market and, at the same time, global cargo services by airlines, which increased by 20.1% compared to the previous year and almost reached the peak year (2018). By the way, over the last decade, growth took place by 22.8%.

One of the essential directions of air transportation is the timely and fast delivery of postal items. Since 2012, there has been an increase in postal transportation, which reached its maximum value in 2017 – 7.383 million or an increase by 43.4% compared to the beginning of the study period. Since 2017, there has been a slight decrease in mail traffic, with a sharp drop in 2019 and 2020 due to the COVID-19 pandemic. Unfortunately, the decline continued in 2021, so the volume of mail transportation became 10% less compared to the beginning of the study period (2012). Usually, the speed of delivery of airmail is faster than ground, but the cost is higher than all other types of delivery. Thus, there was a reduction in mail transportation on the air transportation market, which began under the influence of the pandemic.

During the studied period, the profitability of air transportation gradually increased in the period 2012–2019, sharply decreased in 2020, and began to recover in 2021. Data analysis shows the maximum increase in profitability in 2019, and the lowest indicator – in 2020 which was 45.3%

of the maximum. The decrease in the profitability of the aviation industry is influenced by the slowdown of the global air transport market due to the reorientation and reduction in new export orders of large economic regions, due to the negative impact of the COVID-19 pandemic on the trade and production sphere of the world economy and the destruction of the continuous operation of logistics chains (Table 1).

At the same time, civil aviation requires the highest financial costs from the customer for carrying cargo, mail or passengers. It follows from

this that significant volumes of air transportation are characteristic of countries with high economic development and favorable historical and geographical conditions. Indeed, a high concentration of regional traffic is observed in global airspace. In the structure of total passenger transportation (km), the leading places are occupied by the following regions: North America – 32%, Asia/Pacific – 27%, Europe – 25.4%. Thanks to the rational organization of air transportation, boundless space is created for the establishment of air routes to all continents of the planet. In turn,

Table 1. Indicators of Air Transportation in the World Space

Year	Passenger-km		Freight-t-km		Mail-t-km		Revenue-t-km	
	Annual, million	Growth, %	Annual, million	Growth, %	Annual, million	Growth, %	Annual, million	Growth, %
2012	5 537 024	5.3	188 712	-1.0	5 149	3.8	712 210	3.5
2013	5 841 156	5.5	189 463	0.4	5 537	7.5	742 439	4.2
2014	6 190 282	6.0	198 283	4.7	6 022	8.8	785 969	5.9
2015	6 654 454	7.5	200 828	1.3	6 491	7.8	833 986	6.1
2016	7 146 283	7.4	208 016	3.6	6 622	2.0	885 238	6.1
2017	7 718 470	8.0	227 177	9.2	7 383	11.5	960 662	8.5
2018	8 280 851	7.3	233 819	2.9	7 311	-1.0	1 019 691	6.1
2019	8 664 032	4.6	228 384	-2.3	7 186	-1.7	1 049 611	2.9
2020	2 962 287	-65.8	192 824	-15.6	4 900	-31.8	474 973	-54.7
2021	3 626 024	22.4	231635	20.1	4 265	-13.0	572971	20.6
2021/2012	65.5	422.6	122.8	2010	82.8	342.1	80.5	588.6

Source: calculated and filled in by the authors based on ICAO data [11].

Table 2. The Structure of the Organization of the World Regional Air Transport, in 2021*

Region	Passenger-km, %			Freight-t-km, %
	Total	International	Internal	
Europe	25.4	50.0	10.9	26.7
Africa	2.0	4.2	0.7	2.5
Middle East	7.2	17.2	1.2	17.3
Asia/Pacific	27.0	6.9	38.9	36.0
North America	32.0	16.0	41.4	15.0
Latin America/Caribbean Sea Basin	6.4	5.7	6.9	2.5

* Source: calculated and filled in by the authors based on ICAO data [11].

the organization of air transportation takes into account a number of organizational and technical norms of aviation activity, the system of normative and legal norms of international legislation and international agreements regarding the use of aircraft and airspace. Derivatives of the organization of air transportation are the determination of the features of international air transportation, which are fixed in the relevant clauses of the contracts regarding the implementation of cargo transportation and the corresponding transport documentation, the creation of an active system for the implementation of the airline's own services in the air transportation market, observing the regulations of procedures and rules established by international legislation. Europe (50%), the Middle East (17.2%) and North America (16%) hold the leading positions in the world market of international passenger transportation. But along with international transportation, there is also domestic transportation that does not go beyond the borders of one country. North America (41.4%), Asia/Pacific (38.9%), Europe (10.9%) are the top places for domestic passenger transportation. Asia/Pacific (36%), Europe (26.7%), and the Middle East (17.3%) carry the most cargo. Thus, the organization of air transportation in Africa and Latin America needs financial support for development and adaptive introduction into the regional economy (Table 2).

During the studied period of 2012–2021, the gradual increase in the use of air transport for the transportation of passengers, cargo and mail reached peak maximum values in 2017–2019, however, due to the restrictions of the COVID-19 pandemic, there was a sharp decline in aviation activity, which led to a decrease in profitability in 2019–2020 due to a decrease in production volumes and disruption of logistics routes. However, the development of e-commerce has become a new stimulus for the recovery of cargo transportation, and the lifting of sanitary restrictions has created the basis for the recovery of passenger traffic in the resort industry, but under these conditions there is an increase in competition for consumers

of aviation services, the specifics of which will be defined in the next subsection.

2. THE MAIN DIRECTIONS OF FORMATION OF COMPETITIVENESS OF AIR TRANSPORTATION

In the global market of aviation services, there is an increase in competition between airlines, the basis of which is the cost of tickets, the conditions for reserving a seat in advance, the quality of passenger services, and the level of satisfaction of customer needs. At the current stage of the formation of the air transport market, global airlines pay special attention to the quality of service provision to customers as the main lever of the competitive environment, which simultaneously increases comfort and service and lowers ticket fares. In the conditions of the formation of the information economy, it is necessary to use integrated marketing tools, communications and electronic logistics for the competitive organization of air transportation. In the global economic environment, passenger and cargo transportation is coordinated with the help of international aviation marketing in order to regulate human, material and commodity flows, taking into account the cultural and economic differences between countries. Taking into account the fact that the popularization of the use of air transport is influenced not only by the economic condition of the country and the purchasing power of its citizens, but also by marketing activities aimed at creating a brand and maintaining the image of airlines, expanding advertising campaigns, etc.

The world aviation market offers services to consumers depending on their preferences in four classes: first class, business class, premium class, economy class. In the global market of aviation services, tickets with low prices and maximum satisfaction of customer needs are in great demand. Low-cost customers aim to reach their destination in a short period of time, spending the least amount of financial resources. Along with this, neither the brand of the airport nor the high level

of thoroughness of baggage delivery is important to them. The lack of flights to any country and city in it remains a problematic issue. A completely opposite view of the quality of services is offered in the premium class, whose discerning customers are able to pay the highest price for the most comfortable and refined services. An important stage in the development of marketing activities is the constant marketing monitoring of consumer needs and behavior, as well as the main incentives that influenced the purchase of a ticket for this particular airline, deviations from expectations during purchase. It is necessary to single out the most important stage – the organization of marketing communication between the airline and consumers. The marketing communication process involves the provision of comprehensive information about the airline, its image, product, its value and consumer properties to a potential client through advertising activities and other means of communication quickly, timely and to the point, as well as the possibility of isolating the influence of possible competitors on their opinion and final decision.

The best airlines in the world in 2023 according to Skytrax estimates according to travelers from all over the world are: 1 – Singapore Airlines, 2 – Qatar Airways, 3 – ANA All Nippon Airways,

4 – Emirates, 5 – Japan Airlines, 6 – Turkish Airlines, 7 – Air France, 8 – Cathay Pacific Airways, 9 – EVA Air, 10 – Korean Air [12]. Distinctive features of the best company Singapore Airlines are offers of exquisite food, convenient entertainment equipment with a large number of games, movies, music, as well as a modern fleet of the most comfortable aircraft with extensive coverage of destinations around the world, a high level of flight safety. Given the reduction in air transportation due to the COVID-19 pandemic, the gradual recovery of passenger flows and cargo transportation took place thanks to the skillful organization of the transport process, the stability of airlines in the competition for consumers. Asia/Pacific (70.6%), North America (31.3%) and Europe (26.6%) saw the largest growth in international air traffic. The largest increase in domestic transportation is typical for North America (85.8%), Latin America (57.3%), and Europe (46.1%). These data indicate sustainability and the ability to sustain competitive advantages in critical situations and resume work, attract customers and offer the best value for money (Table 3).

Thus, airlines around the world are in constant competition for consumers, developing comfortable conditions for passengers and cargo transportation. Competition is taking place among all branches of the transport system, so that potential customers prefer to have air transfers due to the minimum transportation time, safety, adherence to the schedule of departure / arrival at the destination, delivery anywhere in the world, low costs of packaging and rental of warehouse, low risks of damage and theft, the ability to track operations online in real time. Competition is present within the industry between airlines. Effective organization of air transportation requires the use of modern customer service technologies, training of highly qualified personnel, improvement of service and customer service, cooperation with business partners. The influence of globalization processes on the development of air transportation will be considered in the next subsection.

Table 3. Growth of the Worldwide Regional Air Transportation, in 2021*

Region	Passenger-km, %			Freight-t-km, %
	total	international	internal	
Europe	31.3	26.6	46.1	29.2
Africa	21.1	18.3	32.2	30.0
Middle East	11.6	11.0	16.8	22.2
Asia/Pacific	13.6	70.6	8.5	17.2
North America	72.6	31.3	85.8	14.3
Latin America/ Caribbean Sea Basin	43.7	22.0	57.3	9.9

* Source: calculated and filled in by the authors based on ICAO data [11].

3. GLOBALIZATION OF AIR TRANSPORT ORGANIZATION PROCESSES

The aviation transport system is one of the important elements in modern international relations, thanks to which social and economic ties are established regarding the sale of products, cooperation between different countries, filling one's own niche in the global competitive environment of aviation activity at the global level. Aviation transport is characterized by high-tech and multi-service achievements that have a positive impact on the development of modern society. The aviation industry operates USD 3.5 trillion in global economic activity and generates 4.1% of global gross domestic product [13]. The great contribution of the aviation industry to the world economy is represented by the annual passenger flow of more than 4 billion people and 61 million tons of various cargoes [13]. At the same time, this industry employs 65.5 million jobs, which contribute 3.6% of global economic activity [14]. If we compare workplace productivity in aviation with other sectors of the economy, they are on average 4.4 times higher [14]. The decrease in the cost of air tickets attracted a large number of tourists to use airplanes, so almost 57% of the world's tourists use airlines to reach their destination [14]. The value created by air transport is greater than the GDP of the automotive industry and the pharmaceutical industry. If the GDP of the world aviation industry is equated to the GDP of the country, then it is created by the Netherlands and Indonesia, which occupy 17th place in the world ranking [13].

In the context of sustainable aviation development of the global world space, there is a solution to socio-economic and environmental issues affecting modern social development. The aviation industry creates new jobs, the connection between loved ones and family through the use of modern fast and safe aircraft, the combination of financial interests of business communities around the world. Along with this, it is necessary to improve the ecological environment by reducing the level of noise, planning appropriate land use around

airports, deepening cooperation and inter-industry cooperation of aviation and tourist routes, using a large amount of environmentally safe fuel, international cooperation on improving air traffic management and concluding agreements on the joint use of air space. The globalization of the processes of the organization of aviation activities consists in the creation of a flexible and reliable global air transport network, thanks to which a reduction in flight time and a reduction in fuel consumption will be achieved, based on the development by countries of programs and plans for the sustainable development of the aviation industry at the national and regional level (Fig. 1).

The global air transport network needs a new organization of the transport process, which is based on aircraft of improved design, which meet the requirements of maximum mobility, that is, withstand highly complex traffic trajectories and provide flight flexibility in conditions of intensive traffic in the air space. Along with this, the new requirements include improving the ground infrastructure by actively managing the current air traffic schedule through flexible redistribution of schedule windows, maximum automation of cargo and passenger flow support, introduction of new methods of airfield management and effective regulation of the accuracy of aircraft take-off and landing times. It is obvious that the introduction of the new "gate-to-gate" scheme into aviation creates favorable conditions for an integrated approach to passenger flights and transportation of all types of cargo. If there is a disruption in the schedule, then the airline must compensate for the inconvenience to its customers at its own expense, for whom one of the signs of a comfortable and convenient flight is the punctuality of arrival or departure and the quality of service in the flight. Regulatory regulation and economic analysis of the global development of world civil aviation are carried out by three leading international organizations, namely: the International Civil Aviation Organization (ICAO), the International Air Transportation Association (IATA), the Initiative Group on Air Air Transport Action Group (ATAG). The

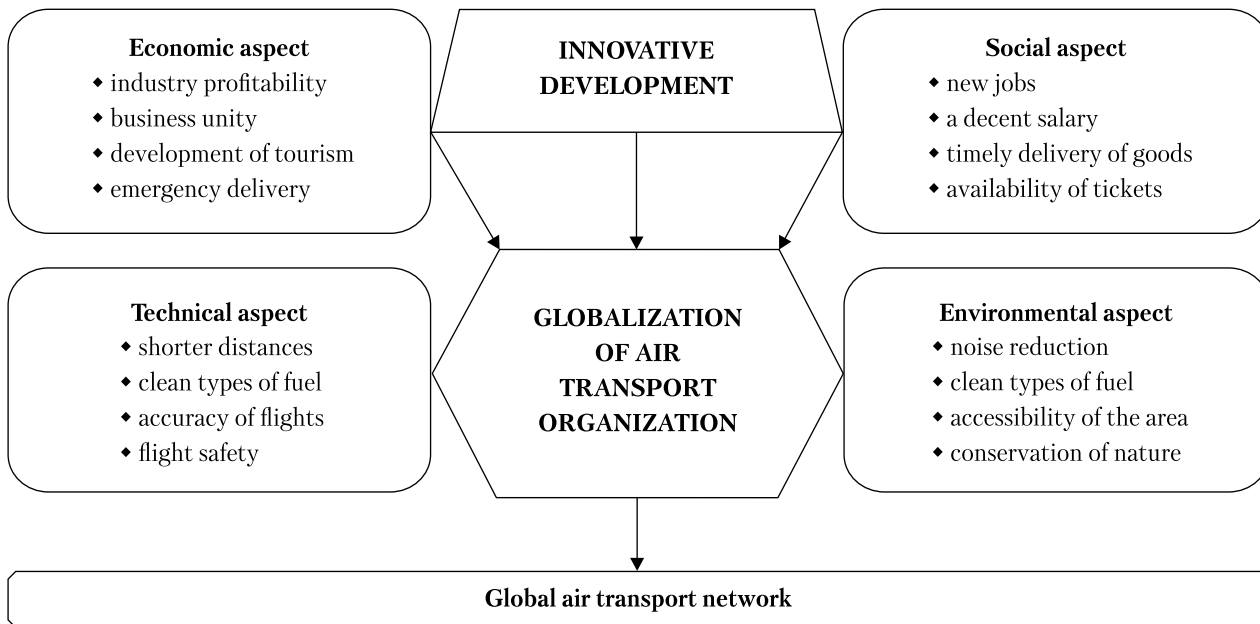


Fig. 1. General model of globalization of air transport organization

Source: developed by the authors.

development of the global air transport network is possible with the introduction of the latest technologies and state-of-the-art equipment, which is due to the introduction of innovations, which we will consider in the next section.

4. INNOVATIVE ACTIVITY AND PROSPECTS OF AIR TRANSPORT ORGANIZATION

Globalization has deepened the competition between the enterprises of the transport industry in the trade market, which are trying to stay on it by improving the existing ones or looking for new competitive opportunities, one of which is innovative activity. The production of competitive services and products requires modern knowledge and the latest technologies, which will be understandable and accessible to consumers and customers around the world. World experience shows a constant reduction in costs for the operation of aviation equipment through the introduction of

innovative elements and the encouragement of innovative processes in production.

World trade, the tourism industry and other areas of the global economy are closely interconnected with air transportation. Therefore, modern business models of airlines must take into account the latest technologies of service, aircraft design and ensuring flight safety. The key areas of further development of the air transport organization are:

1. The latest types of aviation fuel aimed at environmental safety. Reducing emissions to the environment to preserve air space and improve air quality will help minimize the impact on the surrounding world and prevent climate change at the global level. A great contribution to nature conservation is made by world airline associations, which develop new recommendations, conduct research and conferences at which environmental problems are considered, conduct trainings on environmentally safe technologies, spread the cooperation of airlines with environmental organizations and encourage their financing. In turn, air-

craft design bureaus are developing new types of engines with minimal fuel consumption, but greater efficiency, which will have a positive effect not only on the environment, but also on reducing costs and reducing the cost of tickets, which means that air travel will become more affordable, which will contribute to an increase in passenger and cargo traffic.

2. Orientation to new layers of potential customers. Reducing the cost of tickets expands the circle of potential customers who can be involved in the transportation process. Therefore, in the future, new directions of the budget class and the number of airlines aimed at low-budget consumers will develop. The length of transportation will also change. Nowadays, it is represented by a short distance, then in the future the length will increase due to the connection with global hubs on all continents. A new type of seats will be offered for the average client intending to fly long-haul and intercontinental distances – medium, which will create additional space for the client's legs, combining the advantages of premium class and the cost of economy class into one. Approbation of such innovative solutions in practice has led to an incredible demand for this type of chairs, but at the moment it is not possible to satisfy the needs of all potential consumers due to their limited number. Expansions undergo cargo transportation. The active economic development of some underdeveloped regions has led to an increase in the income of citizens and the intensification of trade and economic relations with the need for fast transportation of large volumes of cargo (countries of Africa, the Middle East, Asia). As a result, the development of cargo civil aviation in these regions is being activated.

3. Growth of jobs in the aviation industry. The introduction of the latest technologies in the field of maintenance of the technical condition of aircraft will require highly qualified personnel of aircraft mechanics and aircraft technicians, for whom it is necessary to create decent working conditions, wages, rest, professional development, benefits and subsidies to prevent personnel turno-

ver. The new aircraft will require a qualified flight crew who will specialize in the control of various instruments at a high level and ensure flight safety and adapt to different weather conditions and difficult circumstances, showing their resilience and toughness.

4. Compliance with the accuracy of the departure/arrival schedule. For many passengers, due to business partnerships, family circumstances and work responsibilities, it is very important to depart and arrive at the exact destination exactly on schedule. Therefore, ergonomists are developing new methods of interaction and control between ground personnel and the aircraft crew to prevent flight plan violations. The main reasons for the delay or cancellation of the flight are the refueling of the plane and its technical condition, that is, how ready the machine is for the next flight and what technical faults have been detected and need immediate elimination. Therefore, the latest technology is currently being implemented, which allows you to connect to the aircraft cockpit from the ground and check the necessary system parameters to identify deficiencies and eliminate them in time, without wasting precious time after landing.

5. Smart service and flight safety are the most modern models of the aviation market. To check the technical condition of the aircraft and diagnose possible complications in its operation in the future, smart technologies will be used with drones and robots that will conduct inspections, deliver spare parts and reduce costs of money and time for automated maintenance. The use of video cameras by technical personnel and the provision of direct consultations in real time to eliminate problems. Also, the newest method is the use of a duplicate double, which in real time reproduces the operation of the aircraft's engine in the air and predicts the shortcomings that must be eliminated in the future when it lands to ensure the safety of subsequent flights. Along with this, scientists are developing new types of composite materials for the aircraft industry and engine elements that can withstand high temperatures for a

strong and reliable aircraft structure. Therefore, the biggest new promising direction is the development of unmanned drones that will deliver cargo, taxi drones, the largest airbuses for transporting a large number of passengers and cargo.

The aviation industry of the global transport system constantly implements the latest technologies, innovations to ensure maximum comfort for passengers and fast delivery of cargo in order to stay competitive in the global aviation market, solving complex socio-economic and environmental problems and positively affecting the general state of the world economy. The prospects for the development of the aviation industry are the creation of the latest aircraft, their introduction into mass production, the availability of flights for many segments of the population with the maximum ratio of comfort and money for a potential consumer.

The aviation industry of the world transport system is gradually taking a leading position in the world economy, ensuring a continuous flow of passengers and cargo thanks to the efficient organization of air transportation. Analyzing the current state of the organization of air transportation, the following trends were revealed: 1) passenger transportation occupies the largest weight in the overall structure of transportation; 2) the aviation industry is promising, which is gradually expanding on the world market; 3) the COVID-19 pandemic negatively affected the aviation industry, shifting the centers of economic gravity; 4) active activity of global aviation organizations and associations, which covers most countries of the world; 5) creation of a legal framework that regulates the post-pandemic development of the aviation industry. The modern market of air trans-

port services is in a fierce competition for a potential customer, creating more comfortable conditions for the transportation of passengers and cargo and reducing the cost of tickets. However, in order to gain competitiveness, aviation companies must adhere to the latest methods of information and communication tools, integrated marketing elements, electronic logistics in the system of international aviation marketing, taking into account the cultural and economic differences of consumers of different countries and regions of the world. The sustainable development of the world-class aviation industry is based on the large-scale implementation by all countries of programs and plans in this area, thanks to which the flight time and fuel costs will be reduced, and the global processes of the organization of aviation activities will become the basis for the implementation of a flexible and reliable single global air transport network. The prospects for the organization of air transportation are based on the implementation of innovative developments in production, the key directions of which are: the use of the latest types of fuel, ensuring ecological safety and environmental protection; expansion of the circle of potential customers due to the availability of aviation services to a wide range of the population of different countries; the growth of jobs in the aviation industry due to the need for flight crew and aircraft maintenance; compliance with the accuracy of the departure/arrival schedule; implementation of smart service and guaranteeing flight safety. Modern aviation designers are developing the latest aircraft and computer technologies, which will significantly change the modern perception of aviation and open a new era in the aviation industry.

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ОРГАНІЗАЦІЯ АВІАЦІЙНИХ ПЕРЕВЕЗЕНЬ: КОНКУРЕНТОСПРОМОЖНІСТЬ, ГЛОБАЛІЗАЦІЯ ТА ІННОВАЦІЇ

Вступ. Ефективна організація авіаційних перевезень є основою посилення позицій авіакомпаній у міжнародній авіа-транспортній системі в умовах поглиблення глобалізаційних процесів авіаційної діяльності.

Проблематика. Це є пріоритетним напрямком розвитку авіаційної діяльності в рамках концепції транспортної політики держави, що забезпечує безпеку пасажирів та прозорість територіально-виробничих відносин в умовах постійних змін економічного середовища національної економіки.

Мета. Дослідження сучасного стану авіаційної діяльності, забезпечення ефективної організації авіаційних перевезень у транспортній системі та взаємопов'язаних галузях національної економіки.

Матеріали й методи. Застосовано діалектико-матеріалістичний підхід, методи індукції та дедукції, абстрагування та конкретизації, формалізації та аналогії. Довідковим матеріалом слугували статистичні документи міжнародних організацій, приватних та державних установ, публікації досліджень вітчизняних і закордонних науковців.

Результати. Виділено п'ять елементів організації авіаційних перевезень на глобальному рівні: найбільша питома вага пасажироперевезень у структурі авіаційної діяльності; авіаційна галузь є перспективною, яка поступово розширює межі своєї ніші на транспортному ринку світу; пандемія COVID-19 негативно вплинула на авіаційну галузь, змінивши центри економічного тяжіння; активна діяльність глобальних авіаційних організацій та асоціацій, яка охоплює більшість країн світу; розробка нормативно-правової бази глобального рівня і світова стандартизація авіаційної діяльності. Охарактеризовано виклики авіаційної галузі, які виникають на глобальному рівні.

Висновки. Ключовими перспективами розвитку світової авіаційної галузі на основі інноваційної діяльності є: новітні види авіаційного палива, спрямовані на екологічну безпеку; орієнтація на нові верстви потенційних клієнтів; зростання робочих місць у авіаційній галузі; дотримання точності розкладу відправлення/прибуття; смарт-сервіс та безпека польотів.

Ключові слова: авіаційна галузь, авіаційний маркетинг, цивільна авіація, глобалізація, конкуренція, інновації, перевезення.