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## MODELS OF AIRLINE COMMERCIAL BUSINESS PROCESSES

The concept of a business model is a unified unit of analysis, which helps to understand the value creation process that exists as a result of attracting many types of resources and the result of many processes. Business model of the organization – this is the logic of connecting resources and abilities in order to consistently achieve their fundamental goals and to carry out business activities. This is the configuration resources and capabilities that will allow the firm to create unique value.

The business model is the sum of the three answers basic questions: Who is my target audience? Which products or services will be my valuable offer and what will be its competitive advantage? Same as me can i do it effectively?

Using approaches to determine stages evolution of the «business model» concept, proposed by A. Osterwalder, I. Pignier and C. Tucci [1, p. 760-764], as well as K. Sommerrock [2, p. 218], Arai Y.N. offers to select five stages of the evolution of knowledge of the business model concept:

Stage 1: definition and classification of business models.

Stage 2: selection of business model components.

Stage 3: studying the components as elements of the overall system.

Stage 4: development of basic models and categories.

Stage 5. Development of tools for analysis and application of the concept business models.

At the moment, the business model is used within a broad framework scope of tasks, among which we can distinguish [2, p. 225]:

1. Understanding business logic;

2. Projecting the form of adaptation of the company to external changes;

3. The basis for strategic planning and business modeling, conducting strategic experiments;
4. Development of new conceptual solutions in the product line and form business organization;
5. Creation of a single communication space regarding logic organization and business management.

Achieving the airline's competitiveness in modern conditions of the air transport market determines the need to adapt the business model airline, that is, the practical organization of its activities, for use in as an effective tool for implementing its competitive strategy. This, in first of all, it is explained by the fact that the specialization of business allows a lot optimize the operating costs of the airline and increase its share precisely in that segment of the competitive market where it carries out its own activity.

The development of the competitive strategy of the airline determines the necessity analysis of the strengths and weaknesses of its activity, the dynamics of the occupied share.

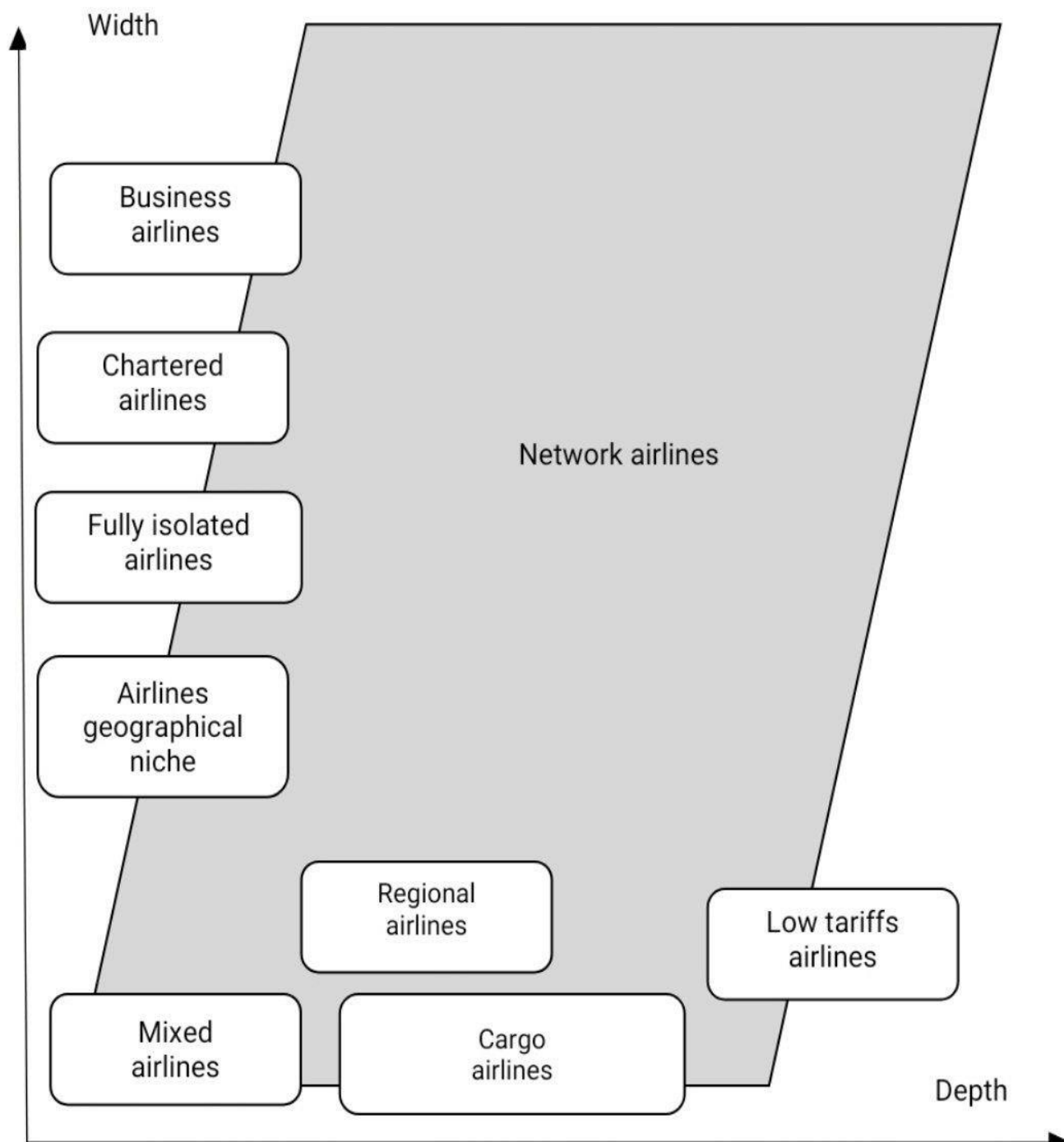
In accordance, from the competitive strategy of the airline can be understood the concept and a system of functional strategies subordinate to it, as a whole focus on achieving the target competitive position on air transport market. To understand the business processes taking place in airlines and cause-and-effect relationships with other processes in a strategic map was created for the airline.

The analysis of the general global industry practice allows us to highlight and to classify a number of airline business models, most broadly used in today's air transport market, as shown in Fig. 1. Accordingly, the axes characterize the main indicators of the route network airlines – the width of the route network, that is, the number of directions, for which transports are carried out, and the depth of the route network, i.e. the frequency execution of flights within the framework of the current schedule.

Let's consider the characteristics of the main types of business models airlines. Airlines operating within the network business models usually have:

- «full-value» products, including passenger and cargo products scheduled and regular transportation;
- a network of routes with great depth, width and, mainly, with hub at the base airport;
- flight schedule with a high connection ratio;
- own price policy on target markets;
- standards for providing quality characteristics of products on target markets;
- distribution structure through global systems;
- agency network for selling products on the market;
- high level of service and comfort, as with ground service, and in flight;
- built model of interaction with consumers (programs for often flying passengers, etc.);
- a large, complex and mixed fleet of aircraft, the maintenance of which carried out, as a rule, by own forces.

So, at the moment on the market of Ukraine as low-budget airlines carry out transportation «Wizzair», «Rynair» and «SkyUp». At to this, it is possible to single out JSC «International Airlines of Ukraine», which tried to build a transit hub at the international airport «Boryspil». It is on her example that the commercial model will be considered business processes.



Source: formed by the author on the basis [3, p. 96]

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