

QUALITY COMPETITIONS IMPLEMENTATION FOR THE UKRAINIAN AIRPORTS COMPETITIVENESS IMPROVING

Participation in quality awards for the airports competitiveness increasing is established. The optimal structure of national airport services quality award is determined.

Key words: airport, quality, quality award, competitiveness

Problem. *Ukrainian air transport system adaptation to the European market conditions is a relevant problem during the last decade. One of the main obstacles in this process is the low competitiveness of Ukrainian airlines and airports. Quality of services, business processes and airport system management are the key factors in achieving competitive advantage. Today most airports leaders understand quality factor importance in the competition both on domestic and international market.*

Globally, a lot of experts are involved in the quality improving development programs. Quality award is a mechanism which helps companies to manage different areas of activity, to understand and accept the philosophy of quality.

Therefore, the using quality awards in the competitiveness improving process is of interest at this time.

Analysis of recent research and publications. *The influence of quality awards on the enterprises operation is a popular topic among researchers [1-4]. But such studies consider only general aspects without taking into account industry specific features. Impact of the quality awards in the aviation industry was studied only in terms of impact on the airlines development [5].*

Thus, the impact of airport participation in the competitions for quality awards on the competitiveness remains unexplored.

Purpose of the article. *The purpose of this article is to identify the main provisions of quality competition, in which Ukrainian airports can participate, as well as the role and the place of preparations and participation in the competition to improve the competitiveness of the airport.*

The main material. *Award for achievements in quality is a competition among enterprises at national or international level, which evaluates efforts and achievements of an enterprise in the field of quality and its improving.*

There are two basic types of quality awards:

- *"Commercial", awarded in a survey of consumers;*
- *"Assessments system" that are awarded on the results of a comprehensive evaluation by independent experts of enterprises in the relevant system criteria (model). Each criterion model reflects the specific area of business of the company and is measured by the point system.*

On the other hand quality award can be split according to the award levels: international, national, regional, premium, commercial or professional organizations, and recognized in a particular industry manufacturers.

In general, quality awards and competitive advantages achievements in business can bring recognition to the best companies and belong to the possible elements of efficiency improvement, productivity and competitiveness enhancement at the micro- and macroeconomic level. Experience in quality competitions participations allows to estimate competitions and with modern management tools and techniques. This comparison is mainly in the determination of advantages and disadvantages of participation in such events for specific companies by industry sector. By participating in the quality competitions or by using quality awards models, we can find statements for participating companies benefits that correlate with economic, social and psychological management.

During the research of foreign experience celebrating the best enterprises of aviation industry at the national level are considered existing awards United States of America and Australia. US General Services Administration and the Interagency Committee for Aviation Policy (ICAP) sponsor annual federal aviation awards, which celebrate the leading agencies for their advanced aviation programs and professional management [6]. Within the framework the award winners are determined in five categories, three of them distinguish professionals: administrative employees/officials, staff at the operational (production) officials and experts on aviation safety. In determining the winner in each category to the expert committee undertakes a number of aspects. Candidate's director, above all, should be to characterize the achievement of the candidate during the previous year, his contribution and efforts to improve aviation safety or profitability of the enterprise. Particular attention is paid to the nominee's specific contribution to reducing the negative impact on the environment.

In Australia, the Fair Work Commission awarded a number of cash prizes in the aviation industry, including Airport Employees Award, as well as bonuses to Airline Operations - Ground Staff Award [7].

At the international level there is a number of awards, which distinguish business aviation industry. One of these awards is for airlines industry achievements, awarded by experts Air Transport World magazine since 1974. [8] However, only airlines can participate in this competition, airports participation in the competition is not provided.

The annual award World Airport Award SKYTRAX [9] is the most prestigious quality award for airports' service in the world. This competition is based on the customer surveys from 388 airports. This award is a benchmark excellence and quality of the airport service, and fully guarantees impartiality to competitors. Among the Eastern Europe airports this award was won by Russian airports: Domodedovo and Vnukovo.

International industry awards have never marked Ukrainian airports.

In Ukraine, as in Europe and most developed countries of the world, since 1996 the best companies are awarded by the National Quality Award [10]. The

main founders of the competition are the Ukrainian Quality Association and the Ukrainian Union of Industrialists and Entrepreneurs. The competition is a part of the All-Ukrainian business marathon "Climbing to the top of European excellence." The Competition conducted according to the Excellence Model of the European Foundation for Quality Management (EFQM), which is based on the principles of the philosophy and concept development. Participation in the competition allows us to understand and master the modern European approaches to business, to identify strengths and weaknesses, develop a program improvement. As a result, businesses get detailed reports outlining the strengths and areas for improvement.

Thus it is clear that most Ukrainian airports today are not ready to participate in the international industry competitions, but it does not mean that the question of their services quality improvement be outcompeted.

The author proposes to consider the possibility of creating national airport services quality competition, based on the system which will evaluate the effectiveness of airport departments, created corresponding to national and international regulatory requirements particularities and current consumers` needs.

The purpose of developing a system of airport departments functioning effectiveness evaluation (SADFEE) should be the enhancement of airport divisions, increasing of the carry out operations efficiency at all levels and improve the quality of airport services provided for airlines and passengers.

It is proposed as a base SADFEE on Common Assessment Framework(CAF) with certain amendments, taking into account the functioning of the aviation industry in Ukraine. SADFEE should include:

a) methods of self-assessment diagnostic and peer review for airport departments;

b) tools to identify strengths and weaknesses of airport departments, approaches to developing and implementing measures to improve the quality and increase the manufacturing operations efficiency;

c) methods for determining the best examples of activities, collecting and processing information on successful experiences in the field of airport management departments and mechanisms of airport services providing.

SADFEE basis is an understanding that the best performance of the airport (including results for users (airlines and passengers), the staff and the national economy as a whole) can be achieved regarding to the lead role of management, which implements strategies and plans, inspire employees, develops relationships with partners, effectively manages resources and ensures the functioning of processes.

Before participating in the proposed tender airport representatives should carefully examine information about the quality competition and prepare an application for participation. The idea of participating in the quality competition should be carefully discussed and supported by the airport leaders. To participate in the national competition for quality airport services, like most competitions

provides for preparing and submitting documentation of each participating airport. Even in case of a satisfactory characteristic airport will be checked by competition committee experts.

SADFEE will allow examining the airport management from different points of view, and can become the basis for an integrated approach to its activities analysis. SADFEE should be focused on assessing staff performance and identify opportunities for improvement. The final goal is to improve the airport management.

Thus, specific features should be taken into account in the airports assessment:

- 1) accurate law regulation by standard acts and regulatory agencies;
- 2) balancing the needs of different groups of concerned parties (consumers of all types, suppliers and partners).

The following advantages of a national competition for airport services quality can be defined:

- Participating airports will be able to inspect their divisions work by independent experts to identify weak points;
- Airport-winners will increase their popularity;
- Participating airports receive effective management tool;
- Consumers get better service quality;
- State economy and industry receive an additional development inducement.

Conclusions. Generating the world's quality awards is not the complete process. Some countries and sectors are at the stage of improvement models development. Airport services quality award, according to the author, can be an important step for quality improving, and thus the Ukrainian airports competitiveness.

On this basis, in forthcoming studies the author will introduce a system for airport divisions' activities efficiency estimation and develop procedures for the national Airport services quality award.

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