



SWOT Analysis and its Environmental Aspects of the Leoš Janáček Airport in Ostrava

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Summary

This article describes the economic position of the Leoš Janáček Airport in Ostrava and the possibilities for its improvement based on a detailed SWOT analysis and multi-criteria assessment of individual options. This analysis examines the possibilities for the improvement of the operational performance and financial results of the Ostrava airport. The recommendations described in the conclusion of this article are proposed based on the findings of this analysis and on the evaluation of the present situation, and may help the Ostrava airport to better utilize its strengths and opportunities, minimize its weaknesses and better face any potential threats.

Keywords: airport, region, performance, SWOT analysis, assessment, aspect.

Introduction

Industrial development of every region is closely linked to its passenger and freight transport infrastructure. Air transport as part of the transport infrastructure has an effect on the economy of the entire country and, through regional airports, on the economy of individual regions according to [1]. One of the criteria for successful development and prosperity of a region is its transport accessibility which plays an important role not only in tourism industry but especially for prospective investors.

In the present difficult economic situation, consumers reduce their expenditures and the transport industry, including air transport, became one of the most affected industries. This situation causes problems not only to airline companies but also to their service providers and to airports. In view of the recent decline in the volume of air transport, airport owners and operators are forced to look for additional sources of income because the main sources of income, i.e. passenger charges and cargo charges (air freight transport), have been decreasing, as discussed in [3]. Such decline mostly affects regional airports, including the Leoš Janáček Airport in Ostrava.

Therefore, and with respect to an increasing competition from nearby airports¹⁾, it is necessary for the Ostrava Airport to find new methods and strategies which lead to an increase in passenger numbers and cargo services provided, as mentioned in [4]. One of

the possibilities in the marketing area is to carry out a detailed SWOT analysis with its environmental aspects to identify the strategies for an improvement of operational performance and financial results of the Leoš Janáček Airport in Ostrava.

In relation to this, it must be pointed out that this airport represents a rather large and interesting market because the catchment area served by the Ostrava airport covers the Moravskoslezský Region (which has a strategic location on the borders of three EU countries, i.e. the Czech Republic, Poland and the Slovak Republic), the Olomoucký Region and Zlínský Region, the southern part of Poland and the northwest part of the Slovak Republic. Approximately 800,000 inhabitants live within a 30-minute travel time from the airport, while 2.9 million inhabitants live within a 60-minute travel time and 5.9 million inhabitants live within a 90 minute travel time from the airport. The most remote catchment area includes 8.6 million inhabitants living within a 120 minute travel time, out of which 3.6 million live in the Czech Republic, 4.4 million in Poland and 600,000 in the Slovak Republic²⁾.

SWOT analysis of the Leoš Janáček Airport in Ostrava

A SWOT analysis is one of the most frequently used analytical methods to identify strengths, weaknesses, opportunities and threats. This method is based on the classification and assessment of individual factors which are divided into four basic categories. New

1) The Katowice airport is 90 km from Ostrava and the Brno and Krakow airports are 170 km from Ostrava. Himmera.com [vid. 2013-04-15]. Available at: <http://cz.vzdaleni-mesty.himmera.com/>

2) Letiště Ostrava, a.s. ©2003-2012 [vid. 2012-12-25]. Available at: <http://www.airport-ostava.cz/>

qualitative information can be obtained from the mutual interaction of the strength and weakness factors on one hand and the opportunities and threats on the other hand, which describes and assesses the degree of their mutual intersection.

A detailed SWOT analysis of the Ostrava Airport comprises the following steps according to [5]:

- Identification of strengths and weaknesses
- Pairwise comparison of strengths and weaknesses
- Prioritisation of strengths and weaknesses
- Identification of opportunities and threats
- Classification of opportunities and threats by value (level of risk)
- Overall assessment of opportunities and threats based on a multi-criteria matrix

It has to be pointed out that the strengths and weaknesses are perceived in this SWOT analysis as internal factors which can be influenced by the rel-

evant company. On the other hand, the opportunities and threats represent external influences beyond the company's control, and they are thus perceived as external factors.

Strengths of the Leoš Janáček Airport in Ostrava

A pairwise comparison of the strengths of the Ostrava Airport shows that the opening of the new passenger terminal, the existence of an industrial zone in the vicinity of the airport, the support provided by the owner and the parameters of the take-off and landing runway can be its chief advantages in the further development of the airport and in competition with others (see Tables 2 and 3).

Weaknesses of the Leoš Janáček Airport in Ostrava

A pairwise comparison of the weaknesses of the Ostrava Airport shows that its chief weaknesses are the low number of regular flight routes and the related

Tab. 1 List of strengths of the Ostrava Airport.

Tab. 1 Mocne strony lotniska w Ostrawie.

List of strengths	
A	Take-off and landing runway suitable also for jumbo jets
B	Experienced and highly qualified staff
C	Opening of a new airport terminal
D	Opening of a new cargo terminal
E	Opening of an aircraft repair centre
F	Existence of a duty-free zone to be used especially for eastern markets
G	Development of an industrial zone in the vicinity of the airport
H	Support from the owner, i.e. the Moravskoslezský Region
I	Strategic location (chance to approach passengers from the northern Moravia as well as from the Slovak Republic and Poland)

Tab. 2 Pairwise comparison of strengths

Tab. 2 Porównanie mocnych stron

	A	B	C	D	E	F	G	H	I	Number of priorities
A		A	A	A	A	A	G	H	I	5
B			C	B	B	B	G	H	B	4
C				C	C	C	G	C	C	6
D					D	D	D	H	I	3
E						E	G	E	E	3
F							G	H	I	0
G								H	G	6
H									I	5

Tab. 3 Strengths arranged in order of their importance

Tab. 3 Mocne strony w kolejności ich znaczenia

	Strengths arranged in order of their importance	Number of priorities
C	Opening of a new airport terminal	6
G	Development of an industrial zone in the vicinity of the airport	6
H	Support from the owner, i.e. the Moravskoslezský Region	5
A	Take-off and landing runway suitable also for jumbo jets	5
B	Experienced and highly qualified staff	4
I	Strategic location (chance to approach passengers from the northern Moravia as well as from the Slovak Republic and Poland)	4
D	Opening of a new cargo terminal	3
E	Opening of an aircraft repair centre	3
F	Existence of a duty-free zone to be used especially for eastern markets	0

Tab. 4 List of weaknesses of the Ostrava Airport.

Tab. 4 Słabe strony lotniska w Ostrawie

	List of weaknesses
A	Low number of regular flight routes
B	Large portion of irregular flights in the airport's performance results
C	Partly obsolete machinery
D	No carrier based at this airport
E	Undeveloped marketing strategy
F	Passive trading policy of the airport's owner
G	Frequent personnel changes in the management of the airport
H	No advertising campaign aimed at the promotion of flights from the Ostrava airport

Tab. 5 Pairwise comparison of weaknesses

Tab. 5 Porównanie słabych stron

	A	B	C	D	E	F	G	H	Number of priorities
A		A	A	A	A	A	A	A	7
B			B	D	B	B	B	B	5
C				D	C	F	G	H	1
D					D	D	D	D	6
E						F	G	E	1
F							F	F	4
G								H	2

Tab 6: Weaknesses arranged in order of their importance

Tab. 6 Słabe strony w kolejności ich znaczenia

	Weaknesses arranged in order of their importance	Number of priorities
A	Low number of regular flight routes	7
D	No carrier based at this airport	6
B	Large portion of irregular flights in the airport's performance results	5
F	Passive trading policy of the airport's owner	4
G	Frequent personnel changes in the management of the airport	2
H	No advertising campaign aimed at the promotion of flights from the Ostrava airport	2
C	Partly obsolete machinery	1
E	Undeveloped marketing strategy	1

Table 7: List of opportunities

Tab. 7 Szanse lotniska w Ostrawie

	List of opportunities
A	Focus on flight routes to eastern destinations
B	Launch of new direct regular and irregular flight routes
C	Liberalisation of airport traffic between Europe and the rest of the world
D	Construction of a railway terminal for freight transport
E	Development of business activities on the airport premises
F	Direct connection of passenger railway traffic to the airport
G	Use of the airport for development of tourism industry and as a "gateway" to the Beskydy and Jeseníky mountains, and the neighbouring regions
H	New investments into the region by renowned investors
I	Completion of the motorway to Hradec Králové, Poland and to the Slovak Republic

large portion of irregular flights in the total performance results of the airport. Moreover, there is no carrier based at the Ostrava Airport and the owner's trading policy is too passive compared with competitors, particularly Górnośląskie Towarzystwo Lotnicze S.A., the owner of the Katowice Airport (see Tables 5 and 6).

Opportunities for the Leoš Janáček Airport in Ostrava

The opportunities that offer the greatest merit for the Ostrava Airport undoubtedly include the launch of new regular and irregular flight routes and the focus on eastern destinations, as well as the liberalisation of airport traffic between Europe and the rest of the world (see Tables 8 and 9).

Threats for the Leoš Janáček Airport in Ostrava

The constantly increasing competition from nearby airports (particularly Brno, Katowice and Krakow), the unfavourable development of fuel prices over the long term, the present economic slowdown and the expected economic stagnation during the coming months are undoubtedly the greatest threats for the Ostrava Airport in the near future (see Tables 11 and 12).

Assessment of opportunities based on a multi-criteria matrix

The following section of the SWOT analysis contains the assessment of opportunities for the Ostrava airport based on a multi-criteria matrix.

The exposure to an opportunity (E) was calculated based on the following formula:

Tab. 8: Assessment of opportunities

Tab. 8. Ocena szans

Opportunity	Attractiveness	Probability of occurrence	Level of contribution
A	4	3	12
B	5	3	15
C	3	3	9
D	4	2	8
E	3	2	6
F	4	2	8
G	3	2	6
H	4	2	8
I	4	2	8

Tab. 9: Explanatory notes

Tab. 9. Nota objaśniająca

No. of points	Attractiveness	No. of points	Probability of occurrence
1	negligible significance	1	very unlikely to occur (1 to 20 %)
2	minor significance	2	may occur exceptionally (21 to 40 %)
3	major significance	3	likely to occur (41 to 60 %)
4	very high significance	4	very likely to occur (61 to 80 %)
5	fundamental significance	5	almost certain (81 to 100 %)

Tab. 10: List of threats for the Ostrava Airport.

Tab.10 : Lista zagrożeń

	List of threats
A	Fierce competition from nearby airports (particularly Brno, Katowice and Krakow)
B	Increase in fuel prices
C	Reduction of flights
D	Dissolution of certain airline carriers
E	Slowdown in economic growth or economic stagnation or downturn
F	Renowned investors leaving the region
G	Pressure from surrounding municipalities to restrict airport traffic due to environmental concerns
H	Acts of terrorism
I	Natural disasters

$$E = \frac{D}{T} \cdot 100 \quad (1)$$

where:

E - is the resulting exposure to an opportunity (threat),
D - is the period of duration of an opportunity (threat),
T - is, according to [1], the time horizon used in the analysis.

The time horizon used in the analysis is five years,

i.e. T = 5.

The expected level of contribution of the relevant opportunity (R) was calculated based on the following formula:

$$R = \frac{(Z + P + E)}{3} \quad (2)$$

where:

R - is the expected level of contribution of the relevant

opportunity,

Z - is the attractiveness of the relevant opportunity,

P - is the probability of occurrence of the relevant opportunity,

E - is the resulting exposure to opportunity, according to [5].

The expected level of contribution of the relevant opportunity (R) reflecting the criteria weights was calculated based on the following formula:

$$R = V_z Z + V_p P + V_E E \quad (3)$$

where:

R - is the expected level of contribution of the relevant opportunity,

Z - is the attractiveness of the relevant opportunity,

P - is the probability of occurrence of the relevant opportunity,

E - is the resulting exposure to opportunity (threat),

V - is the standard of weight for individual criteria, according to [5].

The above calculations (see Tables 13 – 16) and the subsequent comparison of the ranking of opportunities (see Tables 17 and 18) show that these are almost identical.

A comparison with the findings from the previous assessment (see Tables 7 and 8) indicates the follow-

ing: the launch of new direct and indirect flight routes and the focus on eastern destinations are seen as the most significant opportunities. The other opportunities in the order of priority (whether reflecting the criteria weights or not) include the direct connection of passenger railway traffic to the airport (3rd place), the construction of a railway terminal for freight transport and new investments into the region by renowned investors (4th and 5th place). In the previous assessment, liberalisation of air traffic between Europe and the rest of the world ranked third (here 6th-7th place) and the following opportunities ranked fourth to seventh (with the identical number of points): direct connection of passenger railway traffic to the airport, construction of a railway terminal for freight transport, new investments into the region by renowned investors and completion of a motorway.

The ranking of opportunities (whether reflecting the criteria weights or not) was as follows: direct connection of passenger railway traffic to the airport (3), construction of a railway terminal for freight transport, new investments into the region by renowned investors (4 – 5) and completion of a motorway (6).

The last two opportunities, namely development of business activities on the airport premises and the use of the airport for development of tourism industry taking into consideration of environmental aspects and as “gateway” to the Beskydy and Jeseníky mountains and the neighbouring regions, ranked last in all

Tab. 11 Assessment of threats

Tab.11 Ocena zagrożeń

Threat	Seriousness	Probability of occurrence	Level of risk
A	4	4	16
B	4	4	16
C	3	3	9
D	3	3	9
E	4	3	12
F	2	2	4
G	2	2	4
H	2	2	4
I	2	1	2

Tab. 12. Explanatory notes

Tab. 12 Nota objaśniająca

No. of points	Seriousness	No. of points	Probability of occurrence
1	negligible	1	very unlikely to occur (1 to 20 %)
2	minor	2	may occur exceptionally (21 to 40 %)
3	major	3	likely to occur (41 to 60 %)
4	very high	4	very likely to occur (61 to 80 %)
5	unacceptable	5	almost certain (81 to 100 %)

Tab. 13 Assessment of the period of duration of an opportunity

Tab.13 Ocena okresu życia

Opportunities	Period of duration	Calculation of exposure in %	No. of points
Focus on flight routes to eastern destinations	5	100	5
Launch of new direct regular and irregular flight routes	5	100	5
Liberalisation of airport traffic between Europe and the rest of the world	2	40	2
Construction of a railway terminal for freight transport	3	60	3
Development of business activities on the airport premises	2	40	2
Direct connection of passenger railway traffic to the airport	5	100	5
Use of the airport for development of tourism industry and as a "gateway" to the Beskydy and Jeseníky mountains, and the neighbouring regions	2	40	2
New investments into the region by renowned investors	3	60	3
Completion of the motorway to Hradec Králové, Poland and to the Slovak Republic	2	40	2

Tab. 14 Matrix for multi-criteria assessment of opportunities not reflecting the criteria weights

Tab.14 Macierz wielokryterialnej oceny możliwości bez wagi kryteriów

	Z	P	E	R
Focus on flight routes to eastern destinations	4	3	5	4,00
Launch of new direct regular and irregular flight routes	5	3	5	4,33
Liberalisation of airport traffic between Europe and the rest of the world	3	3	2	2,67
Construction of a railway terminal for freight transport	4	2	3	3,00
Development of business activities on the airport premises	3	2	2	2,33
Direct connection of passenger railway traffic to the airport	4	2	5	3,67
Use of the airport for development of tourism industry and as a "gateway" to the Beskydy and Jeseníky mountains, and the neighbouring regions	3	2	2	2,33
New investments into the region by renowned investors	4	2	3	3,00
Completion of the motorway to Hradec Králové, Poland and to the Slovak Republic	4	2	2	2,67

Tab. 15 Determination of the criteria weights using a point scale

Tab.15 Wyznaczanie wagi kryteriów w skali punktowej

Criterion	Z	P	E	Sum
No. of points	5	4	5	14
Criteria weights	0,36	0,29	0,36	

Tab. 16 Matrix for multi-criteria assessment of opportunities reflecting the criteria weights

Tab. 16 Macierz wielokryterialnej oceny możliwości z wagami kryteriów

	Z	P	E	R
Focus on flight routes to eastern destinations	4	3	5	4,07
Launch of new direct regular and irregular flight routes	5	3	5	4,43
Liberalisation of airport traffic between Europe and the rest of the world	3	3	2	2,64
Construction of a railway terminal for freight transport	4	2	3	3,07
Development of business activities on the airport premises	3	2	2	2,36
Direct connection of passenger railway traffic to the airport	4	2	5	3,79
Use of the airport for development of tourism industry and as a "gateway" to the Beskydy and Jeseníky mountains, and the neighbouring regions	3	2	2	2,36
New investments into the region by renowned investors	4	2	3	3,07
Completion of the motorway to Hradec Králové, Poland and to the Slovak Republic	4	2	2	2,71

Tab. 17 Ranking of opportunities not reflecting the criteria weights

Tab. 17 Ranking szans bez wagi kryteriów

Opportunities	Ranking
Focus on flight routes to eastern destinations	2
Launch of new direct regular and irregular flight routes	1
Liberalisation of airport traffic between Europe and the rest of the world	6-7
Construction of a railway terminal for freight transport	4-5
Development of business activities on the airport premises	8-9
Direct connection of passenger railway traffic to the airport	3
Use of the airport for development of tourism industry and as a "gateway" to the Beskydy and Jeseníky mountains, and the neighbouring regions	8-9
New investments into the region by renowned investors	4-5
Completion of the motorway to Hradec Králové, Poland and to the Slovak Republic	6-7

Tab. 18 Ranking of opportunities reflecting the criteria weights

Tab. 18 Ocena możliwości z wagami kryteriów

Opportunities	Ranking
Focus on flight routes to eastern destinations	1
Launch of new direct regular and irregular flight routes	2
Liberalisation of airport traffic between Europe and the rest of the world	3
Construction of a railway terminal for freight transport	4-5
Development of business activities on the airport premises	4-5
Direct connection of passenger railway traffic to the airport	6
Use of the airport for development of tourism industry and as a "gateway" to the Beskydy and Jeseníky mountains, and the neighbouring regions	7
New investments into the region by renowned investors	8-9
Completion of the motorway to Hradec Králové, Poland and to the Slovak Republic	8-9

comparisons. In general, it can be stated that there was a major concordance.

Assessment of threats based on a multi-criteria matrix

This section contains the assessment of threats for the Ostrava airport based on a multi-criteria matrix.

The exposure to a threat (E) was calculated based on formula (1).

The expected level of impact of the relevant threat (R) was calculated based on formula (2).

The expected level of impact of the relevant threat (R) reflecting the criteria weights was calculated based on formula (3).

Tab. 19 Assessment of the period of duration of a threat
Tab. 19 Ocena czasu życia zagrożeń

Threats	Period of duration	Calculation of exposure in %	No. of points
Fierce competition from nearby airports (particularly Brno, Katowice and Krakow)	5	100	5
Increase in fuel prices	5	100	5
Reduction of flights	3	60	3
Dissolution of certain airline carriers	5	100	5
Slowdown in economic growth or economic stagnation or downturn	4	80	4
Renowned investors leaving the region	3	60	3
Pressure from surrounding municipalities to restrict airport traffic due to environmental concerns	2	40	2
Acts of terrorism	2	40	2
Natural disasters	2	40	2

Tab. 20 Matrix for multi-criteria assessment of threats not reflecting the criteria weights
Tab. 20 Macierz wielokryterialnej oceny zagrożeń bez wagi kryteriów

	Z	P	E	R
Fierce competition from nearby airports (particularly Brno, Katowice and Krakow)	4	4	5	4,33
Increase in fuel prices	4	4	5	4,33
Reduction of flights	3	3	3	3,00
Dissolution of certain airline carriers	3	3	5	3,67
Slowdown in economic growth or economic stagnation or downturn	4	3	4	3,67
Renowned investors leaving the region	2	2	3	2,33
Pressure from surrounding municipalities to restrict airport traffic due to environmental concerns	2	2	2	2,00
Acts of terrorism	2	2	2	2,00
Natural disasters	2	1	2	1,67

Tab. 21 Determination of the criteria weights using a point scale
Tab. 21 Wyznaczanie wagi kryteriów w skali punktowej

Criterion	Z	P	E	Sum
No. of points	5	4	5	14
Criteria weights	0,36	0,29	0,36	

where:

- 1 indicates negligible significance,
- 2 indicates minor significance,

- 3 indicates major significance,
- 4 indicates very high significance,
- 5 indicates fundamental significance.

Tab. 22 Matrix for multi-criteria assessment of threats reflecting the criteria weights

Tab. 22 Macierz wielokryterialnej oceny zagrożeń z wagami kryteriów

	Z	P	E	R
Fierce competition from nearby airports (particularly Brno, Katowice and Krakow)	4	4	5	4,36
Increase in fuel prices	4	4	5	4,36
Reduction of flights	3	3	3	3,00
Dissolution of certain airline carriers	3	3	5	3,71
Slowdown in economic growth or economic stagnation or downturn	4	3	4	3,71
Renowned investors leaving the region	2	2	3	2,36
Pressure from surrounding municipalities to restrict airport traffic due to environmental concerns	2	2	2	2,00
Acts of terrorism	2	2	2	2,00
Natural disasters	2	1	2	1,71

Tab. 23 Ranking of threats not reflecting the criteria weights

Tab. 23 Ranking zagrożeń nie bez wagi kryteriów

Threats	Ranking
Fierce competition from nearby airports (particularly Brno, Katowice and Krakow)	1-2
Increase in fuel prices	1-2
Reduction of flights	5
Dissolution of certain airline carriers	3-4
Slowdown in economic growth or economic stagnation or downturn	3-4
Renowned investors leaving the region	6
Pressure from surrounding municipalities to restrict airport traffic due to environmental concerns	7-8
Acts of terrorism	7-8
Natural disasters	9

Tab. 24 Ranking of threats reflecting the criteria weights

Tab. 24 Ranking zagrożeń z wagami kryteriów

Threats	Ranking
Fierce competition from nearby airports (particularly Brno, Katowice and Krakow)	1-2
Increase in fuel prices	1-2
Reduction of flights	3-4
Dissolution of certain airline carriers	3-4
Slowdown in economic growth or economic stagnation or downturn	5
Renowned investors leaving the region	6
Pressure from surrounding municipalities to restrict airport traffic due to environmental concerns	7-8
Acts of terrorism	7-8
Natural disasters	9

The above calculations (see Tables 19 - 22) and the subsequent comparison of the ranking of threats (see Tables 23 and 24) also show that these are almost identical.

A comparison with the findings from the previous assessment of threats (see Tables 10 and 11) indicates the following: competition from nearby airports, the unfavourable development of fuel prices and the present economic slowdown were also seen as the greatest threats in the previous assessment. The threats represented by the reduction of flights and dissolution of certain airline carriers ranked fourth and fifth (with the identical number of points).

The ranking of threats whether reflecting the criteria weights or not was as follows: economic slowdown and dissolution of certain airline carriers on the third and fourth place, and the reduction of flights on the fifth place. The following threats ranked sixth to eighth in the previous assessment: renowned investors leaving the region (here 6th place), pressure from surrounding municipalities to restrict airport traffic due to environmental concerns and acts of terrorism in air transport (here 7th-8th place). The threat represented by natural disasters ranked ninth in all comparisons. In conclusion, it can again be stated that there also was a major concordance in this comparison.

Conclusion

This detailed SWOT analysis was aimed at finding the strategies for the improvement of operational performance and financial results of the Ostrava airport.

It can be summarized that the actual greatest threat for the Ostrava airport is competition from nearby airports. Moreover, the unfavourable development of fuel prices, the present economic slowdown, the reduction of flights and the dissolution of certain carriers are also considered major threats.

The evaluation of opportunities indicated that the launch of new direct regular and irregular flight routes and the focus on eastern destinations undoubtedly offer the greatest merit. The major opportunities also include direct connection of passenger railway traffic to the airport and the construction of a railway terminal for freight transport. An increase in the volume of air freight traffic would have a positive influence on the airport's operational performance and financial results in the future. New investments into the region by renowned investors would undoubtedly be another opportunity for the airport to increase its performance figures in terms of both the passenger and cargo traffic.

The following recommendations are proposed to the Ostrava airport based on the conducted SWOT analysis and on the evaluation of the present economic situation:

- To utilize in the best possible way the excellent technical parameters of the take-off and landing runway, the modern airport terminal, the cargo terminal, the experienced and skilled staff and the industrial zone located in the vicinity of the airport;
- To increase air traffic by launching new direct regular and irregular flights, which can be done by making airport charges more attractive for carriers or by sharing the costs relating to the launch of a new flight route;
- To “attract” a carrier to base and operate from the airport, i.e. to offer to airline companies favourable conditions (financial and technical) which will make the Ostrava airport more attractive for basing their aircrafts there;
- To construct a railway terminal for freight transport – this is currently under negotiation. The financing of this project is now being discussed, which is an issue that opens an opportunity for cooperation with private investors;
- To focus more on the expansion of air freight transport and increase its volume in the future, i.e. to contact, in cooperation with cargo carriers, renowned industrial companies located in the catchment area and offer them air freight transport and, as the case may be, the possibility of transportation of freight to the airport;
- To pursue an active trading policy and acquisitions, i.e. to better utilize the potential of the catchment area and offer services (whether air or non-air) to companies located in this area;
- To prepare a long-term marketing strategy, to determine short-term, medium-term and long-term goals mainly as regards the business activities;
- To improve the promotion of the airport in advertising campaigns, to promote the services offered by the airport, to regularly inform the public of the airport's activities via the media, to organize various events (e.g. open days, seminars for students, press conferences);
- To offer for lease the existing airport machinery that is not currently in use (e.g. fireman machinery, buses, vehicles) and services provided by the repair hangar;
- To pay attention to cost management with respect to the current operational performance results, e.g. to adjust the number of employees and managerial employees to the relevant results.

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Streszczenie

W artykule przedstawiono sytuację ekonomiczną lotniska Leoš Janáček w Ostrawie oraz możliwości jej poprawy bazując na analizie SWOT oraz wielokryterialnej ocenie poszczególnych opcji. Analiza pozwala na określenie możliwości poprawy wydajności operacyjnej i wyników finansowych lotniska Ostrawa. Wnioski zawarte w artykule, oparte na wynikach analizy SWOT pozwolą lepiej wykorzystać mocne strony i możliwości lotniska oraz zminimalizować słabości i lepiej zmierzyć się z potencjalnymi zagrożeniami.

Słowa kluczowe: Lotnisko Leoš Janáček w Ostrawie. Analiza SWOT, ocena oddziaływania na środowisko