

Olena Sarkisova

Ukrainian State Flight Academy, Kropyvnytskyi, Ukraine

ORCID ID: <https://orcid.org/0000-0002-3022-1395>

TRANSFORMATION OF THE BUSINESS MODELS OF UKRAINIAN AIR CARGO AIRLINES IN THE CONTEXT OF GLOBAL LOGISTICS TRANSFORMATIONS

The article examines the transformation of the business models of Ukrainian air cargo airlines under the conditions of global logistics transformations caused by the COVID-19 pandemic, the full-scale war in Ukraine, changes in international transport routes, geopolitical instability, the rapid development of e-commerce, and the digitalization of logistics processes. The relevance of the study is substantiated by the need to adapt Ukrainian air carriers to the new conditions of the global air cargo market and to strengthen their integration into the European transport and logistics environment.

The study analyzes current trends in the global air cargo market using the Cargo Tonne-Kilometres (CTK) indicator and identifies the key factors influencing demand for air cargo transportation, the transformation of international supply chains, and changes in the competitive environment of the industry. A comprehensive analysis of the activities of the leading Ukrainian air cargo airlines following the closure of Ukraine's airspace is conducted, including Antonov Airlines, Constanta Airline, Cavok Air, Vulkan Air, Motor Sich Airlines, Ukraine Air Alliance, Aerovis Airlines, and Supernova Airlines. Particular attention is paid to the adaptation of these carriers to the new operating environment, including changes in operational bases, fleet structure, market specialization, and international cooperation.

The findings demonstrate that the majority of Ukrainian air cargo airlines have successfully maintained their operations through relocation to European Union countries, establishment of foreign operational and maintenance bases, implementation of ACMI and wet lease business models, expansion of international partnerships, and participation in humanitarian and global logistics projects. The principal directions of business model transformation are systematized, and the competitive advantages developed under wartime conditions are identified.

The study proves that the full-scale war has become not only a major crisis factor but also a catalyst for the structural modernization of the Ukrainian air cargo sector. It is concluded that the current development model of Ukrainian air cargo airlines is based on international cooperation, diversification of operational activities, the expansion of aviation outsourcing services, and deeper integration into the European aviation and logistics market. The practical significance of the research lies in the possibility of applying its findings to the development of post-war recovery strategies for Ukraine's aviation industry, enhancing the

competitiveness of Ukrainian air cargo airlines, and supporting the integration of Ukraine into the European Common Aviation Area.

Keywords: aviation transport; air cargo transportation; Ukrainian air cargo airlines; business model transformation; international logistics.