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## PROSPECTS FOR THE DEVELOPMENT OF BRATISLAVA AIRPORT AND THE INFLUENCE OF RELATIONS BETWEEN AIRLINES AND THE AIRPORT ON THE DECISIONS OF THE AIRPORT MANAGEMENT

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### Abstract

*The research deals with the development of Bratislava Airport Milana Rastislava Štefánika. The primary goal of the work is to evaluate the current situation at Bratislava Airport, its equipment, layout, continuity of services, operational performance and evaluation of the airport's allocated and used capacity. The research is divided into a theoretical and a practical part. In the theoretical part, it is necessary to present a theoretical view of the basic concepts in aviation, the history of Bratislava Airport, the historical development of the number of passengers transported at this airport, the development of airlines operating in Slovakia and their influence on this airport, a brief evaluation of the number of destinations to which Bratislava Airport flies and considering the possibility of specializing this airport as a secondary airport for Vienna Airport. The essence of the practical part is the evaluation of the current situation at the Bratislava airport, the analysis of privatization possibilities and the implementation of a qualitative survey using a questionnaire. Based on the analysis and evaluation from the survey of the opinions of interested subjects, optimal alternatives for the further development of Bratislava Airport are provided in the context of broader management relations with airlines, as well as an evaluation of privatization options and their potential contribution to the development of Bratislava Airport.*

### Keywords

*Airport, Civil aviation, Development, Questionnaire*

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### 1. INTRODUCTION

This thesis focuses on the prospects for the development of Bratislava Airport, more specifically to bring closer the prospects for the future use of an airport, whether as a primary airport or as an aerodrome of a secondary position for Schwechat airport. From the point of view labour and, of course, the financial aspect, it is necessary to evaluate the equipment and disposition of the airport. The main objective of this work was to highlight the possible future of the Airport Bratislava, take stock of the state of the airport, see the past of the airport a reminder of the diverse history of its origins. Of course, it was justified. Neglect of the advantages and disadvantages of low-cost airlines and their impact on Bratislava Airport. The work is divided into four main chapters, which contain sub-chapters for better clarity of the content of the work. The initial chapters focus on the general importance of BTS airport from a historical point of view, as well as to illustrate the history and chronology of air carriers in the territory of the Slovak Republic. A great deal of emphasis has been put on clarifying both current and planned the intention of MR. Štefánik airport and the possibilities for future expansion of available destinations. Equipment and the airport's continuity of service and operational performance was also properly classified in this thesis. Assessment of the allocated and used capacity of the airport, or status and the intention of the low-cost companies could not be absent to clarify the overall issue research. As is already common knowledge, and therefore has to be mentioned in our diploma work, possibility and analysis of privatisation opportunities. In the last chapter we started explore in more detail the views of stakeholders on the way forward ownership and development of BTS. Getting to know

the public is a very important aspect of this work. Opinion of the surrounding company and, in particular, proposals for optimum alternatives for the further development of BTS in the context of wider management relationships with air operators. In the final result, , We have expressed our view, as well as that of the respondents to the questionnaire, and we have assessed prospects for the development of the Airport Bratislava.

### 2. HISTORY OF AIRPORT BRATISLAVA

The biggest international airport in Slovakia has come to be known for its start of regular air transport in a very spectacular way. The date was 1923, and the AERO A-14 aircraft landed in Vajnory under the aegis of Czechoslovak Airlines flying from Prague to Bratislava with a single passenger. Initially, a heavy head was caused by the proximity of the Little Carpathians due to the possible complications and limitations of air travel, but over time these complications became negligible. It was 1947 that the history of air transport in Bratislava began to be written when the first preparatory works led to its creation. Even though everything, the people said, was ready for takeoff, it wasn't until a year later that the airport was officially built. The first step towards achieving the objective of a functioning airport was the construction of a runway. This year, history marks the beginning of the construction of the largest Slovak airport, located in the cadastral area of Ivanka, near the Danube. The first point in the existence of each airport is the creation of runways for the landing and take-off of aircraft. Construction began with the construction of runway 04-22, for which runway 13-31 was created at right angles. These runways, which are considered to be the cornerstone of Bratislava airport, are still used to land

aircraft in any weather. Since 1948, work on the construction of the airport has slowly but surely led to completion and, officially, in 1951, regular air traffic began at the airport, 9 kilometres from the capital city. The first companies to have had the honour of taxiing the runway at Bratislava airport were Czechoslovakia's Airlines. Over time, 1. of August 1970, the Deputy Prime Minister of the Slovak Socialist Republic, Štefan Sádovský, handed over to the use of a completely new fitting-out area at Bratislava Airport. A very important milestone in the aviation world in 1970 was the commissioning of the L-410 Turbolet, a twin-engine aircraft from the workshop Let Kunovice. This elegant transport aircraft, which was mainly intended for regional transport, has been recorded in the history of the Slovak fleet over time. As with any business, not just an airport but a well-functioning business, it is undergoing changes during its lifetime. The fleet was changing quite rapidly, as were passengers' claims to some comfort as to whether ground security had to be exchanged. The summary resulted in the need to invest in the extended scope of the airport. So it was decided to build a new passenger departure terminal, with, of course, some sufficient pre-station capacity. This refurbishment also brought the airport a new central boiler room with additional power equipment for the substation, a new communication system, and also a very substantial expansion of the equipment area. At that time, the Ministry of the Interior Airport also had an airport, which needed a building for its operations. Of course, it could not have been missing from the airport recovery plan. The 1980s brought a significant extension of the 04-22 runway, which was one of the first points of today's airport, from the original 1,900 metres to 2,900 metres. Not even the 13-31 runway, which was extended from a modest 1,500 meters to 3190 meters, remained unnoticed. This complex refurbishment of the runway system has placed the airport in a series of leading and important airports. Of course, it was not only passengers who left Bratislava airport who could not be thought of, so 1994 is being recorded as a successful year for arriving passengers for whom a new arrival terminal has been built. We can certainly regard this stage of airport development as a separation between arriving and departing passengers. A year later, the airport management decided to build a new modern firehouse, which had settled between the runways. This significant event and undoubtedly a successful step has moved our airport from the sixth category to the seventh category, which allows for the landing of large-capacity aircraft. In 1997, the airport embarked on a much-needed refurbishment of the runway 13-31 safety system for take-offs, landings and lighting. This year, however, not only has the history of the reconstructions in question been established, but the idea of a link with the Danube Biscuit was created, and it was therefore possible and very appropriate to build an aviation fuel depot. 1998 was also the starting point for today's LPS SR, as a new control tower was created. During the great and prosperous journey, the airport was slowly but surely approaching another significant point in its history. The year 2004 was being written, and the Slovak Airport Administration was successfully transformed into a joint stock company, where Bratislava Airport was renamed the Airport M.R.Štefánika – Airport Bratislava (BTS), in honour of our important Slovak statesman, scientist, inventor and especially the pilot Gen. PCDD Milan Rastislav Štefánik. One cannot forget the success of a given year and the emergence of a phytosanitary centre. On the day that Slovakia joined the European Union, the airport started to try to meet the criteria that would move us into the Schengen

airspace. In view of the inadequacy of the airport, the requirement to perform security checks on aircrew and passengers was first introduced. These passengers have been reassigned. While the ordinary passenger was being checked at the terminals, the crew and the commercial passengers received a new general aviation terminal, the G.A.T. terminal. The name was derived from the English name General Aviation Terminal. The Board of Directors of the Airport M. R. Štefánik – Airport Bratislava has not forgotten about passengers who were without the need for an entry passport control, and so Terminal C, which is the terminal of the arrival hall, was constructed. September 2006 is a major year of privatisation. The Government of the Slovak Republic announced its withdrawal from the privatisation contract for the airport as the privatisation conditions were not met. Much of the change was due to the creation of the airport. [1] [2] [3]

### 3. CURRENT STATE OF THE AIRPORT AND INTENTION TO EXTEND THE DESTINATION

The current state of the airport needs to be assessed against its background. The name of the commonality has been approved and is also used in the presence of Airport M.R. Štefánika – Airport Bratislava, a.s. (BTS). The used IATA / ICAO code is BTS / LZIB. The location is already apparent from the name of the airport – Bratislava. The airport is situated 9 km northeast in the ratio of distance to the centre. The ground area of the airport is 143 000 m<sup>2</sup> and the building is 48 545 m<sup>2</sup>. The aerodrome reference point is 481012 north and 0171246 east at 133m elevation and 10 000ft AMSL (3048m) AMSL transfer height. The climate of the aerodrome is, on average, the temperature for the year 2021, measured in January. -5 °C, max +10 °C and in July min. +18 °C, max +28 °C. The runway system of an aerodrome consists of a runway 13 / 31 with RWY 31 having a length of 2950 m x 45 m (extended to the displaced threshold RWY31) and RWY 13 having a length of 3190 m x 45 m. The runway surface of runway 13 / 31 shall be of concrete CN50 / R / B / X / T. The operation of the airport is CAT III A LVP which is an accurate approach to CAT II at minimum. A Category III A approach is an instrument landing with no decision height or a decision height of less than 100 feet (30 m) and a runway visual range of at least 700 feet (200 m). CAT I relies only on the altimeter indications for decision height, whereas the approaches CAT II and CAT III use a radio altimeter (RA) to determine decision height. ILS shall be deactivated by internal fault detection. The main difference between CAT II / CAT III operations is that category II provides sufficient visual orientation to allow a manual landing in DH, while category III does not provide sufficient visual references and requires an automatic landing system. The runway 04 / 22 runway system shall have a length of 2900 m x 60 m and the surface shall also be of concrete, but the components CN54 / R / B / X / T CAT I. The operating time of the airport shall be 24 hours. The current airport has two perpendicular runways with a cementobeton surface. As we have already mentioned the parameters of runway 13 / 31, it can be concluded that this runway is the primary and priority runway of the airport. From the point of view of direction 31, the runway is equipped with a navigation and lighting system enabling us to make an accurate instrument approach. Therefore, this runway belongs to CAT III A category. However, from the perspective of direction 13, it is classified as non-instrumented, so it serves an accurate approach. As far as

the 04 / 22 runway is concerned, from direction 22 it is also equipped with a navigation and lighting system, but which allows accurate instrument approach under CAT I conditions. From 04 it's also classified as non-instrumented, so it's a non-precision approach. Both these runways are currently intersected at a distance of 904 m from the threshold of the take-off runway 13 and 1428 m from the threshold of the take-off runway 04. There are currently 35 fixed-wing aircraft stands on the turntable, and if we included the turntable Charlie, which is used for general aviation flights, we would have 48 stations.

The building complex consists of three parts:

- A terminal with a common terminal for arrivals and departures
- A terminal designed to serve arrivals and departures outside Schengen
- The General Aviation Terminal (GAT).

On the ground floor of the terminal there are 28 equipment counters and one counter dedicated to the registration of excess baggage. All these Check-in counters are equipped with a system that allows the use of the equipment systems used by the various airlines. An airport information system has been procured to provide comprehensive passenger information. In the area reserved for passengers waiting for departure, there are 8 exits in the section for the fitting out of flights in the Schengen area and 5 exits for the fitting out of flights to countries outside the Schengen area, He's got 13 exits. The airport has free Wi-Fi access to the entire building. Of course, there must not be a lack of comfort offered by the possible use of commercial establishments, the business of the salon, the cafeteria, the ATMs or the continuous information service for passengers who are disabled or immobilised, a contact point for calling the assistance services is available, or it is possible to report in advance to the airport via a telephone link to the airport. At present, in addition to the runway system and terminals that we have already specified, the airport also consists of a fuel depot, the volume of which consists of seven vertical above-ground tanks for JET A-1a one underground horizontal tank for AvGas with a total nominal capacity of 4780 m<sup>3</sup>. The above-ground tanks are placed in a reinforced concrete, chemically insulated bath. Currently, only two of the six tanks are used by the airport, so a capacity of 1400 m<sup>3</sup> is sufficient. The seventh tank was added only in 2015, which is equipped with modern technology and is located in a separate drainage tank. This tank has a capacity of 1410m<sup>3</sup>. There is an access road and a train leading to the fuel depots. The rescue and fire station is also a very important part of the airport. The essential task in the event of an accident or incident shall be to rescue persons, organise rescue work, assist in the event of an outbreak of fire or assist in the event of unwanted circumstances. Frequent activities have included, for example, assistance in filling aircraft with fuel, excursions to extraordinary aviation events, or the elimination of oil spills. The station is equipped with special fire-fighting equipment such as Protector C-4 vehicles, supplied by SIMON ACCESS, Scania CAS 60 from the THT shelf and Tatra 815 CAS-32. Protector C-4 accelerates from 0 to 80 km / h for 40 seconds, with a tower output of 5,000 litres per minute and a pump output of 7,000 litres per minute. The Scania vehicle achieves the same acceleration as the protector; the power of

the tower is 4 500 litres per minute and the pump is 6 000 litres per minute. The Tatra 815 CAS-32 has a tower capacity of 3,000 litres per minute and a pump capacity of 3,200 litres per minute. It should also be noted that the Airport M. B. The station is able to upgrade its unit to category 8 within 2 hours. I think we can all agree that the airport is in pretty good shape for emergency assistance.

In view of our graduate work, we have decided to incorporate the available data from the annual report of the airport of MR. Štefánika for the year 2021, where ownership, its capital, was declared, into:

- 19 ordinary shares with a nominal value of €3,319,392
- 1 share with a nominal value of €3,319,391
- 1 share with a nominal value of €3,319,390
- 6 709 ordinary shares with a nominal value of €33 194
- 643 ordinary shares Of a nominal amount of €34

All shares that exist are linked to the name of the shareholder and take the form of a security. The current situation of the airport of M.R. Štefánika with regard to the shareholder structure was unchanged during 2021 and the only shareholder of the airport company is the Slovak Republic, on whose behalf the Ministry of Transport and Construction of the SR acts (100%).

### **3.1. Destinations currently offered by Bratislava airport:**

Brussels – From Bratislava Airport it is possible to transport to Brussels thanks to the direct airline operated by Ryanair. This link is made from Bratislava airport to Brussels-Charleroi airport at an interval of four times a week. The days of operation are Wednesday, Friday, Saturday and Sunday.

Dalaman - The city, located in the south-west of the country of the Turkish Riviera, can only be visited twice a week by Ryanair's direct flight from Bratislava on Tuesday and Saturday.

Dubai – This destination is offered and brokered by Smartwings on a weekly basis. It's also a direct flight from Bratislava to Dubai.

Dublin – by providing this favourite destination, Ryanair will take the aircraft up to three times a week. The operating hours from Bratislava to Dublin are on Mondays, Wednesdays and Fridays.

Edinburgh – If we wanted to go to one of Europe ' s most romantic cities, we would certainly like the possibility of leaving Bratislava directly twice a week. These trips are facilitated by Ryanair every Wednesday and Sunday.

Eindhoven – the direct connection of this airport to Bratislava airport is one of the best tourist options offered to us at relatively favourable prices that Ryanair offers to the majority. But why do we call it the best tourist opportunity? We only have to make one flight and we are in Eindhoven from where we can jump to Luxembourg and Belgium. Bratislava Airport offers its

passengers the opportunity to make use of this connection twice a week.

Hurghada - this Egyptian resort is one of the most popular destinations for tourists seeking the beauty and purity of the red sea. Smartwings is offering to broker flights from Bratislava, currently twice a week during the winter season (Tuesday and Friday), but this is changing considerably during the summer season.

Copenhagen – the beauties of Copenhagen See during the days of operation, which are Monday and Saturday.

Leeds – Bradford – Leed – Bradford airline tickets were offered to Ryanair with the possibility of departing once a week on Saturday.

London – This city, which is considered, inter alia, a city of many nationalities and cultures, can be visited thanks to a direct flight from Bratislava, brokered by Wizz Air, every day of the week. Well, it looks like this destination is really popular!

Malta – This favourite holiday destination must not be absent from the offer of departures from Bratislava airport. Malta is an island state and we have an offer of departures from Ryanair, which provides scheduled air services every Thursday and Sunday.

Manchester – If we decided to switch from watching football on TV to watching it live, Bratislava Airport offers flight opportunities every Tuesday and Thursday via Ryanair.

Milan — Milan is considered a city of fashion and therefore the availability of this destination by offering a direct flight will be exploited by any fashion enthusiast. The connection with Bratislava is provided by Ryanair, which offers a connection with this city by flights of up to four times a week.

Rome — as the saying goes, all our journeys lead to Rome, so Ryanair has decided to provide passengers from Bratislava Airport with twice-weekly flights on Monday and Friday.

Skopje – The city of Skopje is considered the bead of the Balkans. The city is very diverse, with different nationalities living together, and it is certainly worth looking at the amazing nature the country offers. Bratislava ' s connection with Skopje is offered by Wizz Air on a regular basis twice a week, every Tuesday and Saturday.

Sofia – the unforgettable architecture, beautiful parks, or beautiful hills is what Sofia offers us. I'm sure every passenger in this town is gonna get their way. Wizz Air offers this option to fly to Sofia up to four times a week.

Thessaloniki / Thessaloniki – The city is considered to be the second largest in the region of Macedonia and Ryanair has therefore decided to operate flights from Bratislava Airport on a scheduled service twice a week, on Monday and Friday.[4], [5]

#### **4. AERODROME EQUIPMENT AND AVAILABILITY FOR SERVICE CONTINUITY AND OPERATIONAL PERFORMANCE**

The increase in air travel is causing a revolution in airport travel. As the focus is increasingly shifting towards greater humanisation of transit areas that promote comfort, ergonomics, privacy, cooperation and concentration, terminal facilities at airports are assuming an increasingly important role in the experience of modern air passengers. The aim of the airport terminal equipment is to improve the well-being of passengers by ensuring their smooth passage as well as by facilitating pre-flight and post-arrival processes. The airport company ' s portfolio of services is broken down into services relating directly to the servicing of air transport facilities for the equipment of passengers and ancillary activities carried out for the benefit of passengers and other users as part of their needs at the airport — non-flight activities. Part of all services are provided by the airport and other services are provided through subcontractors. The main object of the business is the provision and leasing of airport infrastructure and services to air carriers.

The airport services provided shall be divided into:

##### Airport services:

- check-in of passengers (check-in of travel documents, registration of baggage)
- baggage handling (handling, sorting, preparing for departure)
- check-in of air cargo (receipt, preparation of cargo and departure / arrival documentation)
- ground handling of the aircraft (ensuring the safety of the aircraft, stowing airport machinery of various kinds on request for air transport, aircraft displacements, etc.)
- aircraft balancing services • biosecurity • 24-hour central information service
- assistance services for passengers with a disability

##### Non-flight activities:

- renting out non-residential premises and storage facilities
- renting out advertising areas and parking spaces • supplying and distributing energy to outsiders

##### Security and rescue and firefighting services:

- security
- performing rescue and firefighting services

##### Outsourced services:

- fuelling of aircraft
- Packaging and weighing of luggage
- catering services (cafés, fast food, restaurants)
- business services (duty-free shops, shops, souvenirs)
- Mastercard Caproni lounge

- car rental companies
- urban public transport services
- long-distance transport services
- Service taxi
- automatic teller machines
- tourist information service

The Airport Company 's Commercial Activities Department continued in 2021 the commercial activities of non-flight activities as required by passengers as well as visitors to the airport in an effort to increase the revenues from non-flight activities. The purpose of the non-residential rental is to offer the right product of the mix so that the services offered meet the requirements of passengers, taking into account the competing services of international airports. Although the whole of 2021 was accompanied by the COVID-19 pandemic, the Commercial Activities Department entered into new contractual relations not only in the area of non-residential rental but also in the area of advertising rental. The potential for events that may disrupt 'normal commercial operations' at airports creates the need for robust business continuity management plans. These plans shall be used to identify the potential risks faced by the organisation; to determine how these risks will affect commercial operations; to implement controls and measures designed to mitigate these risks; and to monitor, test and evaluate the strategic plan in order to keep it up to date. The Airport Continuity Management Manual is intended to provide airport authorities (operators and / or owners) with appropriate plans that take into account a wide range of possible events to enable them to prepare for and cope with a disruption of operations and to resume normal operations as soon as possible, making full use of business continuity planning. This guidance document provides factual information and effective management tools to ensure that airports can maintain the flow of passengers and goods, enable the provision of services to customers, maintain the flow of commercial income and protect their infrastructure. Bratislava Airport has not only highly qualified and trained personnel, but also adequate technical equipment to provide all the required passenger and ground handling services. It is also at Bratislava airport to use the Cargo department, which will ensure that cargo is transported to the requested destination. [6], [7], [12]

## 5. EVALUATION OF THE ALLOCATED AND DEPLOYED CAPACITY OF THE AIRPORT

Airport M. B. Štefánika – Airport Bratislava is the main and largest airport in the Slovak Republic, through which approximately 2 million passengers pass each year (despite the pandemic situation). Within Central Europe, Bratislava airport is in a very favourable location, and connecting it to other transport segments such as rail, water or road is also a significant factor. All these factors give Bratislava Airport great prospects of becoming a major civil aviation operator in terms of passenger and cargo traffic. From the past, we could mention a few milestones in the creation of Bratislava Airport and its overall use. Work on the establishment of Bratislava Airport started in 1947, when the first phase of construction of the

airport was fully under way. At that time, a runway was built in the direction 04-22 and in the direction 13-31, which we know today. In the following years, a terminal was built which also had its own pre-stations, new communication systems were put in place, and a central boiler room was built, as well as additional facilities for the main substation. Over time, the building has also expanded the building space that has served to date. During the lifetime of the airport, it was concluded that, in view of the number of passengers and the number of aircraft using the runways, it was necessary to reconstruct them and to extend them accordingly, so that the capacity offered by the airport could be fully utilised. In the long term, there was a problem with the mixing of departing and arriving passengers, so the airport management decided to vertically separate these passenger flows. The implementation of the project has begun, using the capacity to deliver Terminal B, which is still known to us today. The capacity of the Bratislava airport is also being increased by a modern fire-fighting armory, which has helped significantly to position the airport from category 6 to category 7, which in this case also ensured the landing of large-capacity aircraft. A few years ago, for the comfort of travellers and, of course, airport staff, Process and transportation system for baggage. Bratislava Airport is divided into two parts, airside and landside. The Airside part is the area of the airport used for the operation of aircraft to which I have access by an airport employee who has passed security checks. In this part, we ordinary passengers can see through the terminal windows all the processes of handling our flight. Bratislava Airport owns or leases the necessary equipment to operate efficiently. Part two, Landside is available to all. This section contains all the necessary communications for transport to the airport, buildings that are used by external entities, or common facilities at the airport such as cafes, equipment counters, etc. The airport of MR. Štefánika is a very good place because it is accessible not only to passengers who live in Bratislava, but also to passengers who come to the airport only for departure. The arrival by car is relatively simple, a short distance from the airport to find a motorway that takes passengers directly to the airport. The link between the railway station and the airport is also favourable, as one urban transport link will take us to the airport. As far as airport capacity is concerned, it is relatively well used for the purposes of passengers, and there will also be external operators who make efficient use of the airport premises. Some airlines have a base at the airport and some premises are used by transport companies, which take these premises as a way of streamlining the process of equipping their cargo. Not only does the airport lend out its buildings, but it also offers the possibility of parking private aircraft, whether it has acquired the possibility of using hangars for aircraft maintenance or spraying companies. It could be said that M.R. Štefánika Airport effectively offers its premises and facilities to other entities, while these companies contribute to the airport register. The capacity of the airport shall be fully utilised as far as possible. [7], [8],[12]

## 6. THE IMPACT OF LOW-COST AIRLINES ON AIRPORT BRATISLAVA

In the current difficult situation for European aviation, one sector is doing exceptionally well, low-cost carriers. While traditional carriers are experiencing serious difficulties, withdrawing the routes offered and reducing the number of

employees, the low-cost sector continues to expand at a huge pace. There is evidence that low-cost carriers are even becoming dominant players on a significant number of intra-European routes. Low-cost airlines are becoming important factors in planning the development of airports. Their requirements differ from those of traditional carriers. They drive the development of secondary airports and cheaper airport terminals. They catalyse 'low-cost airports' around major airports built for traditional airlines. Over the last two decades, LCC have taken over a large part of the aviation business worldwide. According to the IATA LCC, they already account for 24% of the seat capacity worldwide. The LCC segment is about 50% in Italy and Spain. In less than 10 years, the old airlines, which were once masters of aviation, were wiped out of the European market. The golden years of aviation exclusivity are over. Champagne and caviar are rarely seen on board. It is likely that the passengers next to us will bring home sandwiches. Short-haul air transport has become a commodity. Many passengers are guided by price. As a result, the airline offering the lowest price is most likely to enter into a transaction. In order to be able to offer such low rates, LCCs must become super-efficient at all levels, especially on the ground. Their aim is to achieve a turnover of 25-30 minutes. LCC airports have to adapt to this new business environment, and so has M.R.Štefánik Airport. At present, the runway system of Bratislava Airport has been more or less dismantled by Ryanair and Wizz Air. Air Cairo and Smartwings will appear on the departure boards of Bratislava airport less frequently than the mentioned leading airlines. Of course, we must not forget to also forget the charter flights, which are mediated by airlines, especially during the summer holiday season. According to the statistics, Go2Sky and Travel Service aircraft were the most frequently flown in the past. We are not yet in the summer season at this time. For aviation policy makers, there are many problems associated with the expansion of the low-cost sector. These include the mitigation of environmental impacts, especially on secondary airports, as most low-cost carriers tend to choose routes between regional airports. These airports are often confronted with a huge increase in traffic, which requires huge capital expenditure on infrastructure investments. Ensuring that passengers' rights are respected, especially as some low-cost carriers have different transport conditions compared to traditional carriers. If we were to take into account not only the winter season but also the summer season, we would argue that the airport of M.R.Štefánik is largely occupied by low-cost airlines. [9], [10], [11]

## 7. CONCLUSION

In the next few years, which will be marked by the recovery of the entire sector from the effects of the pandemic, it will be important for the company to try to consolidate and reunite the units of land that, according to the law, should belong to the airport, but are not owned by the airport due to restitution, bad registration deposits and lost court cases, and at the same time to grasp the best possible opportunity to cooperate with the private sector in the development of freight transport and the possibility of linking the areas adjacent to the airport to the airport's infrastructure. At the same time, the airport needs to work on a terminal redevelopment plan, primarily for Terminal B, and conceptually solve the issue of the composition of carriers, passenger needs, and compensation for the use of the terminal by passengers so that any future construction reflects

the above. At the same time, it will be necessary to solve the issue of the construction of a parallel runway or rather a fundamental renewal of the runway system and facilities, which already today partly show signs of moral and technical obsolescence. A company must be mindful of its composition of carriers and operational and safety needs for smooth and safe operations in its development, whether spatial or investment development[40]. In this thesis, the innovative concept of airport company development was studied both theoretically and practically. Future developments arising from our proposals to implement and improve the operation of Bratislava Airport could be implemented in the further development of the airport based on the information received from the travelling public. The final objective of the study was to assess the feasibility of the proposed concept of innovation and future development of M.R.Štefánik Airport. In the practical part, which was carried out by the method of examining the answers of the respondents, we evaluated in the final result that from the total number, a large percentage of respondents use the Bratislava airport for transfer, either as a place of departure or as a place of arrival from the planned trip. They also expressed their views on the accessibility of creating new destinations as well as connecting Bratislava airport with JFK airport. As a result of the responses, we concluded that our respondents were more comfortable with the use of low-cost airlines but were not interested in evaluating the intention of BTS as a secondary airport for Vienna Airport. With regard to privatization, our respondents would prefer a lease or at most only partial privatization, which would help to create new opportunities to improve the functioning of M.R.Štefánik Airport thanks to potential investors. In our thesis, we have also provided data regarding the further development of the airport and the possibilities that could eventually improve its status as a top airport.

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