

## THE ROLE OF BELAVIA STRATEGIC MARKETING IN DEVELOPING REGIONAL TRAVEL ACCESSIBILITY

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**Abstract.** Air transport in the Republic of Belarus is both a key export service and the main channel of rapid external connectivity. The article outlines current features of Belavia's marketing strategy, and formulates several directions for more development-oriented strategic marketing.

For a landlocked state, air transport is critically important for participation in global flows of goods, people and ideas. In Belarus, most international routes are concentrated near the capital, while the rest of the territory is only indirectly linked to the global air network. Within this system the national carrier plays a system-forming role [3]. As the main operator at Minsk National Airport, Belavia not only competes on the transport market, but also defines the structure of the route network, the level of service and many elements of national aviation policy. Strategic choices therefore affect its own economic results and the accessibility of regions and their development prospects. The Belarusian air transport market is highly concentrated. The national carrier dominates regular passenger services, while other airlines occupy niche segments. This configuration creates a stable, relatively closed competitive environment. It also leads to strong dependence of territorial accessibility on the strategy of a single company [2].

Economic-geographical analysis shows a clear contrast between the capital region and the rest of the country: high density of routes and frequencies around Minsk and significantly weaker access to air services in many districts. Formally, several regional airports exist, yet only a small part of them handle regular passenger flights. For a considerable share of the population, using air transport implies additional time and expenses to reach the capital or even foreign airports.

Belavia's strategic behaviour is influenced by constraints of a small national market, high fixed costs and a regulated environment. This explains the cautious nature of many decisions, but also reveals several limitations. The carrier mainly addresses broad groups of business and leisure travellers, labour migrants and transit passengers. Fare products are relatively simple with limited differentiation inside classes and a modest range of optional services.

Online booking, mobile applications and a loyalty programme are already standard. However, deeper use of data for personalised offers, behavioural segmentation and predictive demand models are still emerging. In a situation where many passengers plan and evaluate trips entirely online, this technological lag increases the risk of losing competitiveness on contested routes. The pricing model is predominantly conservative with limited use of advanced revenue management and a small share of income from additional services. Global practice shows that paid baggage options, seat selection, comfort packages and partner offers can significantly strengthen financial stability without a sharp rise in base fares.

Taking into account both spatial and managerial analyses, several directions for improvement of Belavia's strategic marketing can be outlined: 1) investment in data analytics would support dynamic pricing, accurate segmentation and personalised communication; 2) integration of web, mobile and loyalty data could help tailor offers to different groups and increase route profitability; 3) a wider set of fare families and optional services would allow the carrier to address diverse expectations without undermining its core brand; 4) bundling flights with

accommodation, ground transport or regional tourism products could also strengthen cooperation with local economies [3].

A clearer statement about the role of Minsk as a convenient hub for movements between specific regions could enhance the airline's profile. Communication should emphasise safety, modern fleet, punctuality and the cultural attractiveness of Belarus as a transit and destination country.

Alongside financial indicators, internal planning could include metrics linked to regional development: number of regions served by regular flights, frequency from regional airports or the share of population with reasonable access to air services. Even at an analytical level, such indicators would keep spatial cohesion within the horizon of strategic decisions.

Stronger links with local authorities, universities and research groups can provide additional instruments for analysing demand, testing new routes and evaluating broader effects of air services. Joint projects with tourism organisations may help build sustainable flows on routes that are important for regional policy.

All in all, the Belarusian air transport system demonstrates how spatial structure, market concentration and management strategy are interdependent. Belavia, as the main carrier, secures stable links with key destinations and maintains a strong national brand. At the same time, the focus on the capital hub and cautious innovation limit the contribution of air transport to balanced regional development. Modernization of strategic marketing does not require radical solutions. Gradual strengthening of digital tools, richer product differentiation, clearer international positioning and explicit attention to territorial accessibility can enhance competitiveness while supporting broader socio-economic goals. For a landlocked country seeking both external openness and internal cohesion, such an evolution of the national carrier's strategy is of more than sectoral importance.

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