
SWOT ANALYSIS OF TERRITORIAL COMMUNITIES IN ZHYTOMYR REGION

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Abstract. The article examines the specific features of conducting a SWOT analysis for territorial communities. It is established that SWOT analysis involves identifying strengths and weaknesses, as well as threats and opportunities. This process is necessary for establishing linkage chains between these elements, which can subsequently be used to systematically build a development strategy for the territorial community. The article defines the essence of SWOT analysis and its application within territorial communities, providing a detailed visualization of its key stages. A thorough analysis of the main economic indicators of Zhytomyr region is conducted, identifying the primary revenue and expenditure items of the regional budget. Based on the SWOT analysis of Zhytomyr region's economy, it is determined that a promising direction involves developing a strategy to attract foreign investment specifically focused on technology development. In conclusion, the author provides a model for attracting foreign investment to support the growth of the IT sector in Zhytomyr region.

Keywords: SWOT analysis, territorial community, budget, strategy, strategic planning.

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Problem Statement and Its Connection to Significant Scientific and Practical Tasks. The dynamics of socio-economic processes intensify competition among territorial communities for investors, priorities, and the loyalty of city residents, as well as for state budget funds, the organization

and hosting of various events. In this context, the formation of a strategy for the active development of a territorial community becomes particularly relevant. This strategy should focus on strengthening the community's individuality, aligning with the preferences of modern society (especially the younger generation), fostering motivation to address new challenges, encouraging development, and overcoming passivity and migratory attitudes among the population, especially during the full-scale invasion by the Russian Federation.

Methodology of Strategic Planning for Territorial Economic Development. The methodology of strategic planning for territorial economic development is based on analyzing starting conditions, current development trends, available potential, and identifying opportunities, threats, and prospects for growth. One of the core tasks of strategic planning involves determining internal and external conditions, trends, limitations, imbalances, and opportunities, including the community's available potential in the form of financial, human, cultural, and other resources.

The most widespread and well-known tool for addressing this task is SWOT analysis, which involves identifying strengths and weaknesses, as well as threats and opportunities, followed by establishing connections between these factors. These connections can then be utilized for systematically building a development strategy for the territorial community. Therefore, employing SWOT analysis to determine the economic development of a territorial community and construct its strategy is a highly relevant research topic, both at the community and state levels.

Analysis of Recent Research and Publications. The application of SWOT analysis for strategic planning and strategy development has been studied by various domestic and international scholars and researchers, including (Romanuk, S. Theory and Practice of Strategic Management: Monograph, 2019, p. 232) (Pilko A. D., Harda T., 2017, pp. 324-330), (Demir S., 2016, 23(5), pp. 456-468), and others. These works provide significant insights into the methodology and its implementation for assessing the potential and development of different territorial units.

Formulation of the Article's Objectives. The primary objective of this article is to explore the specific features of conducting SWOT analysis using the example of a territorial community. Additionally, it aims to perform a SWOT analysis of the economic development of the Zhytomyr region, identifying the strategic direction for its growth.

Presentation of the Main Research Material. The classical SWOT analysis is conducted in three stages (Fig. 1). The first stage involves a detailed examination of information regarding the current level of socio-economic development of the territory. The second and third stages address the factors and constraints impacting economic growth.

In addition to the basic cross-comparison of factors, quantitative assessments can also be applied. This involves preliminary ranking of strengths and weaknesses based on their significance, as well as opportunities and threats according to their likelihood and impact on the territory's economic development (Denysenko N., 2019, pp. 187-198) (Demir S., 2016, 23(5)).

This approach allows for the prioritization of identified relationships: Strengths-Opportunities (SO), Strengths-Threats (ST), Weaknesses-Opportunities (WO), and Weaknesses-Threats (WT). These connections are used to establish strategy priorities and develop a strategy matrix. This matrix provides a systematic framework for determining the most effective strategic directions for the territorial community.

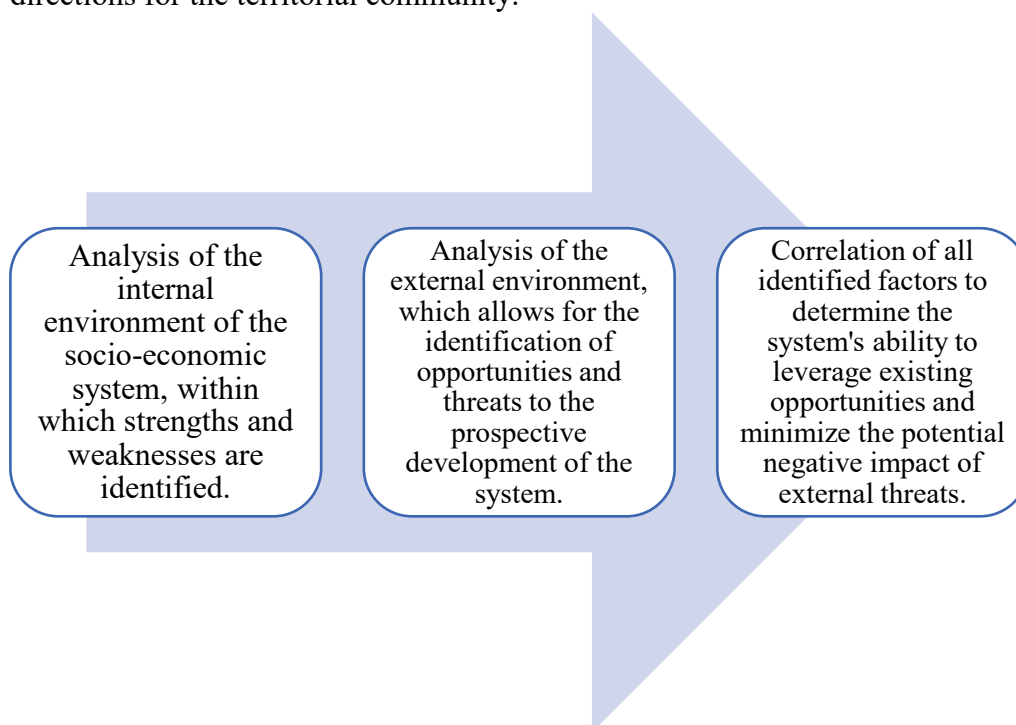


Figure 1. Key Stages of SWOT Analysis

Source: [(Romanuk, S. Theory and Practice of Strategic Management: Monograph, 2019)]

Data for SWOT analysis can be obtained both from documents describing territorial development (e.g., the Development Strategy at the national level) and through expert surveys. However, it is more advisable to rely on official documents, as surveys may yield unreliable information (Pilko A. D., Harda T., 2017).

Adapting SWOT analysis to the context of territorial economic development highlights that the strengths and weaknesses of a territory are also identified during its analysis. Additionally, the population, government representatives, and businesses—acting as key stakeholders—play a role in defining the opportunities and threats to the territory’s prospective development.

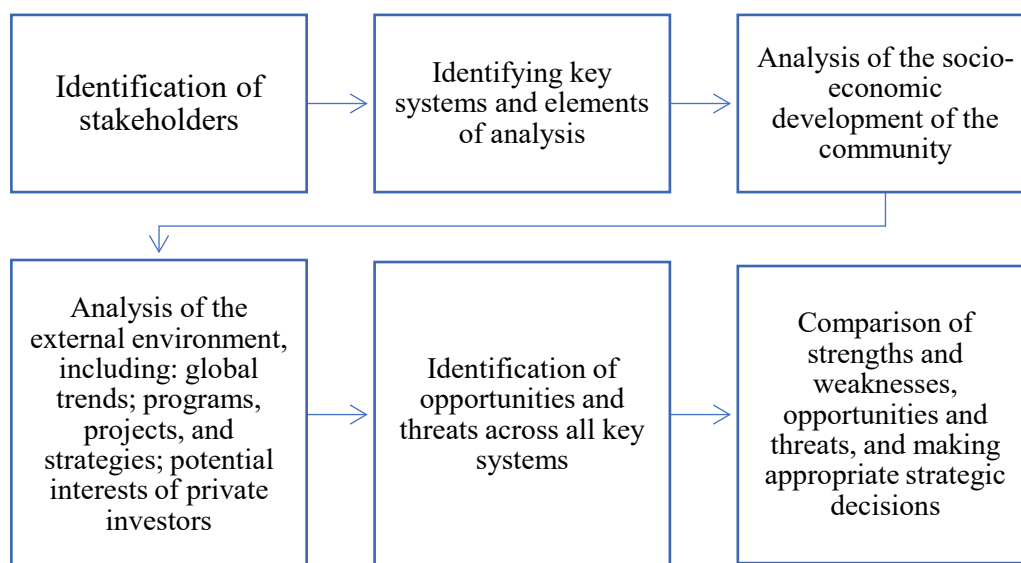


Figure 2. Stages of conducting a SWOT analysis of a territorial community

Source: (Berdanova O., Vakulenko V., Valentyuk I., Tkachuk A. , 2017), (Maksymchuk,M., 2016, p. 394), (Khokhuliak, O., 2021, pp. 79-86).

Figure 2 illustrates the stages of conducting a SWOT analysis for a territorial community.

We will model a SWOT analysis using the example of communities in the Zhytomyr region, and ultimately implement it into the development strategy of the Zhytomyr region. The economic development of the region will be explored, and based on this analysis, a relevant development strategy for the region will be built.

According to the data from the communities, two factors of both the internal and external environment were identified and systematized (Table 1).

Table 1

Factors of the internal and external environment of the territorial community

Internal Environment	Strengths (S)	Weaknesses (W)
1.	Developed logistics: presence of an international road nearby	Emigration of the local population for long-term/permanent residence abroad
2.	Availability of railway connections	Lack of experience in engaging youth in local governance (absence of an active youth council)
3.	Availability of free land plots	Lack of actively functioning local civic organizations
External Environment	Opportunities (O)	Threats (T)
1.	Creation of new jobs through investment attraction	Prolonged military aggression of Russia against Ukraine and continued martial law in Ukraine
2.	Openness of foreign partners to cooperation with domestic civil society institutions and local self-government	Mobilization of skilled workers from local enterprises and institutions
3.	Development of small businesses, attracting grants and microgrants	Reduced mobility of the population due to martial law

Source: Created by the author

The next step involves determining the weighting of each internal environmental factor (strengths and weaknesses). The scoring (from 0 to 10) is done by comparing communities with each other or the region as a whole.

The significance of each factor is determined by experts. The sum of all weighting coefficients must equal 1 (one). It is important to note that the more qualified the experts, the more accurate the analysis will be. Additionally, it is essential that the experts come from various fields. This method also prevents any political manipulation during the decision-making process.

Afterward, the value of each factor is determined (which will be used in the SWOT matrix). The value of each factor is calculated by multiplying the score by the weighting coefficients. The final figure is entered into the SWOT matrix. Similarly, the strengths and weaknesses are calculated (Table 2). Based on the data obtained, it will be possible to conclude whether the strengths or weaknesses prevail.

Table 2

Scoring of Strengths and Weaknesses of the Territorial Community

Strengths (S)	Score (0-10)	Weight	Value
Developed logistics: presence of an international road nearby	7	0.4	2.8
Availability of railway connections	9	0.3	2.7
Availability of free land plots	7	0.3	2.1
Total	23	1	7.6
Weaknesses (W)	Score (0-10)	Weight	Value
Emigration of the local population for long-term/permanent residence abroad	9	0.3	2.7
Lack of experience in engaging youth in local governance (absence of an active youth council)	6	0.4	2.4
Lack of actively functioning local civic organizations	5	0.3	1.5
Total	20	1	6.6

Source: Created by the author

When analyzing the factors affecting the external environment, the focus is not on significance but on probability. Specifically, it is considered whether a particular opportunity is being realized in the community or not. It is important to note that an unrealized opportunity becomes a threat, and vice versa. Similarly, scores (from 0 to 10) are assigned to each factor. The scoring (from 0 to 10) is done by comparing the communities with each other or the region as a whole. Experts from various fields should be involved to ensure a comprehensive evaluation. In another part of the table, unrealized opportunities are recorded as threats (i.e., the probability of the opportunity occurring).

A similar mechanism applies for threats (Table 3). After obtaining all the results, the prevailing factors are identified.

The next step is to construct a matrix for the SWOT analysis. The main idea is to find the best intersection of the external and internal environments to choose the best strategy. Factors that need attention are identified at the

intersections of columns and rows in the matrix, where the highest values are found.

For example, the factor "Creation of new jobs through investment attraction" with a score of 5.6 is multiplied by the factor "Developed logistics: presence of an international road nearby" with a score of 2.8, resulting in a value of 15.7.

Table 3

Scoring of Opportunities and Threats of the Territorial Community

Opportunities (O)	Score (0-10)	Probability	Assessment
Creation of new jobs through investment attraction	7	0.8	5.6
Openness of foreign partners to cooperation with domestic civil society institutions and local self-government	9	0.8	7.2
Development of small businesses, attracting grants and microgrants	7	0.7	4.9
Threats (T)	Score (0-10)	Probability	Assessment
Prolonged military aggression of Russia against Ukraine and continued martial law in Ukraine	9	0.9	8.1
Mobilization of skilled workers from local enterprises and institutions	9	0.8	7.2
Reduced mobility of the population due to martial law	8	0.8	6.4

Source: Created by the author

This calculation is done similarly for each factor. Afterward, the product of these values is analyzed to identify the largest ones. The cells with the highest values are then analyzed, and based on these values, potential projects can be proposed (Table 4).

Table 4

SWOT Analysis Matrix of the Territorial Community

Opportunities (O) / Threats (T)	Openness of foreign partners to cooperation with domestic civil society institutions and local self-government	Creation of new jobs through investment attraction	Development of small businesses, attracting grants and microgrants	Prolonged military aggression of Russia against Ukraine and continued martial law in Ukraine	Mobilization of skilled workers from local enterprises and institutions	Reduced mobility of the population due to martial law
Strengths (S)	SO field	SO field	SO field	ST field	ST field	ST field
Developed logistics: presence of an international road nearby	2.8	20.2	15.7	13.7	22.7	17.9
Availability of railway connections	2.7	19.4	15.1	13.2	21.9	17.3
Availability of free land plots	2.1	15.1	11.8	10.3	17.0	13.4
Weaknesses (W)	WO field	WO field	WO field	WT field	WT field	WT field
Emigration of the local population for long-term/permanent residence abroad	2.7	19.4	15.1	13.2	21.9	17.3
Lack of experience in engaging youth in local governance (absence of an active youth council)	2.4	17.3	13.4	11.8	19.4	15.4
Lack of actively functioning local civic organizations	1.5	10.8	8.4	7.4	12.2	9.6

Source: Created by the author

Since the SWOT analysis has identified the existing strengths and weaknesses in the internal environment, as well as opportunities and threats in the external environment, we will construct a SWOT analysis matrix to select the appropriate strategy for the territorial community in Figure 3.

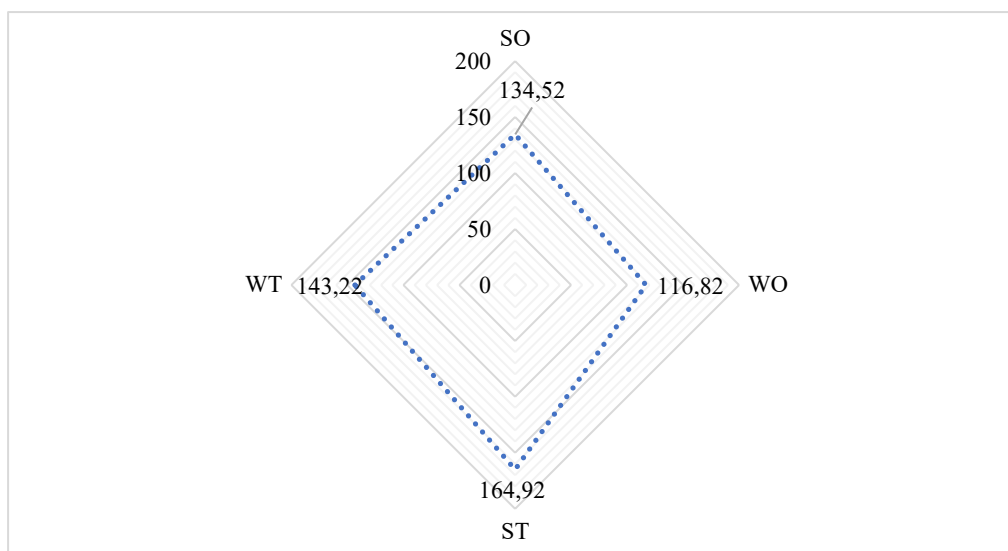


Figure 3. Strategic Development Vectors Based on SWOT Analysis Results
Source: Table 4

Based on the matrix, we can form an analysis according to the four main strategies, where:

1. SO Strategy (Using Strengths to Exploit Opportunities):

This strategy focuses on leveraging the key strengths that can be used to capitalize on available opportunities. It is important to note that each strong factor corresponds to all three opportunities. According to the methodology, there can be more than one opportunity, as long as the value is not lower than the average score in the table (Table 5).

Table 5

SO Strategy of the Territorial Community

Strengths	Greatest Opportunities
Availability of railway connections in the area	Increased demand for agricultural products
Availability of a rainwater collection and utilization system	Activity of international funds
Presence of two established water filtration plants	Excess of sunny days

Source: Created by the author

2. ST Strategy (Using Strengths to Mitigate Threats)

The ST strategy focuses on leveraging the key strengths that can be used to reduce the impact of external threats. This will help the community strengthen its position and ensure resilience in challenging conditions. Similar to the previous strategy, more than one strength and threat can be selected (the key is to choose those with the highest numerical values) (Table 6).

Table 6

ST Strategy of the Territorial Community

Strengths	Greatest Threats
Availability of railway connections in the area	Prolonged martial law
Availability of a rainwater collection and utilization system	Migration of the working-age population
Presence of two established water filtration plants	Population aging

Source: Created by the author

The use of the mentioned strengths in combination with existing threats opens new opportunities for strengthening the community.

3. WO Strategy (using opportunities to address weaknesses)

Weaknesses that need to be addressed for effective utilization of opportunities (Table 7).

Table 7

WO Strategy of the Territorial Community

Weaknesses	Greatest Opportunities
Shortage of drinking water	Growing demand for agricultural products.
Workforce shortage and seasonal employment	Activity of international funds.
Underdeveloped small businesses, lack of major investors	Abundance of sunny days.

Source: Created by the author

Addressing these weaknesses through the implementation of relevant projects will allow the community to better leverage emerging opportunities and ensure sustainable development.

4. WT Strategy (weaknesses most vulnerable to external threats) (Table 8).

Table 8

WT Strategy of the Territorial Community

Weaknesses	Greatest Threats
Shortage of drinking water	Prolonged military state.
Workforce shortage and seasonal employment	Migration of the working-age population.
Underdeveloped small businesses, lack of major investors	Aging population.

Source: Created by the author

By identifying weaknesses most vulnerable to threats and proposing relevant projects, the community can effectively minimize risks and contribute to stable development.

Next, we will examine the current SWOT analysis of the economic development of Zhytomyr Oblast (<https://oda.zht.gov.ua/main/>, 2024), (<https://oda.zht.gov.ua/main/>, 2024). Since the SWOT analysis for Zhytomyr Oblast was prepared in 2021 before the full-scale invasion, it is recommended to adapt it to contemporary realities and, above all, analyze the current state of the region's economic development.

Analyzing the dynamics of the gross regional product at actual prices, we observe growth in 2022 and 2023 by 7% and 7.5%, respectively. A positive trend is also evident in the increase in local budget revenues and the rise in state transfers, which strengthen the regional budget.

Regarding negative aspects, there is a decline in the share of the regional budget's support for local needs from 1.2% to 0.9%, likely due to increased expenditures on military needs.

Table 9

Economic Development Indicators of Zhytomyr Oblast for the Period 2021–2023

Indicator	Unit	2021	2022	2023	Growth Rate, %	
					2022	2023
Gross regional product at actual prices, total	mln UAH	113,919	121,893	131,035	7.00	7.50
Gross regional product per capita	UAH	95,948	100,988.4	109,195.8	5.25	8.13
Local budget revenues (excluding state transfers)	mln UAH	9,624.9	13,251.7	15,941.9	37.68	20.30

Development budget of local budgets	mln UAH	119.3	46.9	150.4	-60.69	220.68
Share of development budgets in total local budgets	%	1.2	0.4	0.9	-66.67	125.00
State budget transfers	mln UAH	6,616.1	4,731.5	6,698.4	-28.49	41.57
Local budget expenditures including loans	mln UAH	15,607.7	14,657	26,893.2	-6.09	83.48
Expenditures for financing local investment projects	mln UAH	2,262	1,261.5	6,001.6	-44.23	375.75
Capital investments at actual prices	mln UAH	11,484.8	6,113.2	9,816.4	-46.77	60.58
Capital investments per capita	UAH	7,886.5	7,407.8	8,669.4	-6.07	17.03
Direct foreign investments (end of year balance)	mln USD	397.9	284	301.3	-28.63	6.09
Change in direct foreign investments by year-end	mln USD	48.9	-113.9	17.3	-332.92	-115.19
Total export of goods	mln USD	771.5	718.1	716.8	-6.92	-0.18
Total import of goods	mln USD	689.1	1,206	912.3	75.01	-24.35
Trade balance	mln USD	82.4	-487.9	-195.5	-692.11	-59.93
Number of small and medium enterprises	units	7,020	6,982	7,052	-0.54	1.00
SMEs per 10,000 population	units	60	58	59	-3.33	1.72
Number of employed in SMEs	persons	124,344	123,223	124,455	-0.90	1.00

Source: [9]

Positive indicators influencing the economic growth of Zhytomyr Oblast include the 1.72% increase in small and medium enterprises (SMEs) in 2023, which are the foundation of regional budget contributions. Another positive aspect is the growth in foreign investments in 2023, recovering from a decline in 2022, reflecting improved collaboration with international investors.

On the negative side, the decline in both export and import volumes in 2023 suggests reduced activity among businesses involved in foreign trade, leading to lower tax revenues for local budgets.

The regional budget is the cornerstone of Zhytomyr Oblast's economic development, determining its key strategic directions and potential. The revenue and expenditure structures of the regional budget are illustrated in Figures 4 and 5, respectively.

Tax revenues (44%) and official transfers (47%) account for the largest shares of the budget, underscoring the importance of fostering business development, which significantly contributes to tax revenue.

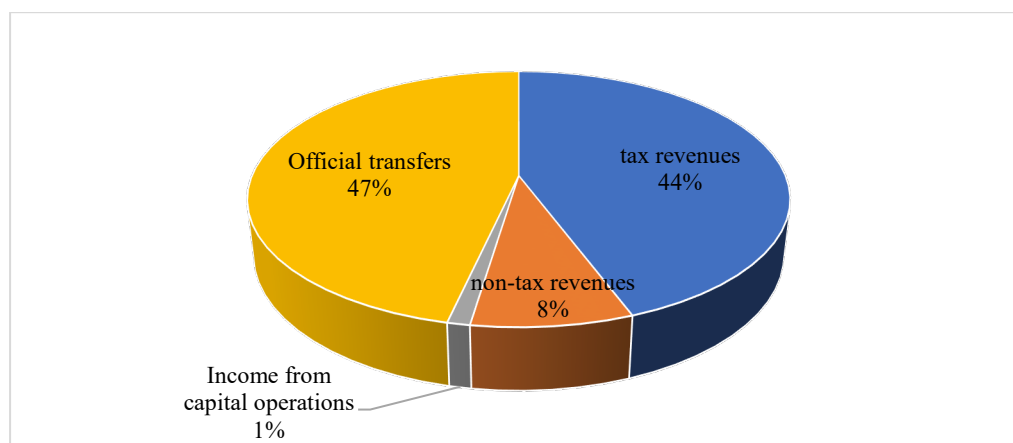


Figure 4. Structure of Budget Revenues in Zhytomyr Oblast for the Year 2023, %

Source: (<https://openbudget.gov.ua/local-budget/0610000000/info/indicators?year=2023&month=12>) (Accessed on 11.11.2024), 2024)

Analyzing the expenditures of the Zhytomyr Oblast budget, it can be noted that the regional leadership prioritizes business development and education, allocating 22% and 32% of the budget to these sectors, respectively. Such significant spending on economic activities indicates efforts to stimulate business growth through various grants and subsidies, which ultimately have a positive impact on the overall economic development of Zhytomyr Oblast.

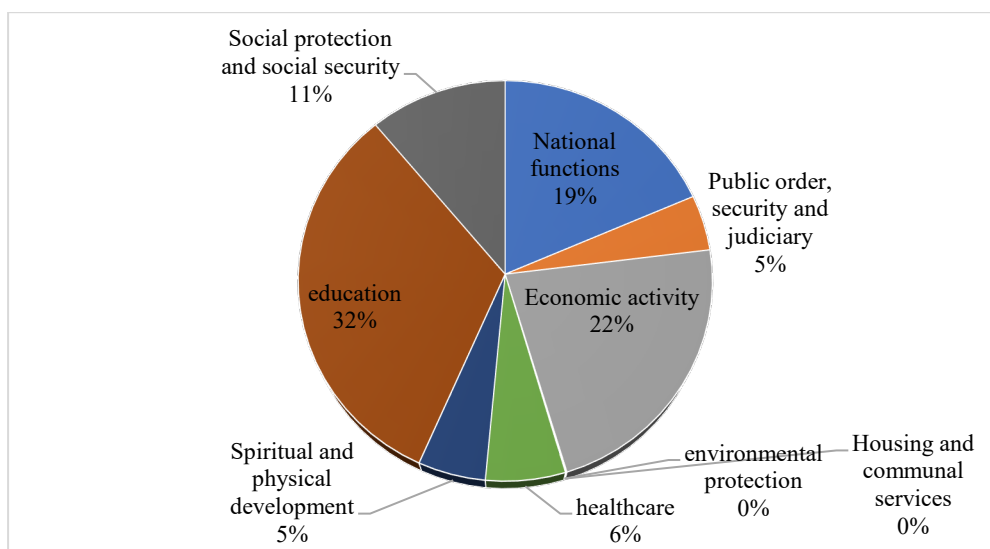


Figure 5. Structure of Budget Expenditures in Zhytomyr Oblast for the Year 2023, %

Source: (<https://openbudget.gov.ua/local-budget/0610000000/info/indicators?year=2023&month=12>) (Accessed on 11.11.2024), 2024).

Examining the economic development indicators of Zhytomyr Oblast, it is noteworthy that despite the wartime conditions in the country and the oblast's proximity to the Belarusian border, the regional GDP has been growing, along with an increase in investments and budget revenues. This creates a favorable environment for further development.

Thus, by interpreting the existing SWOT analysis of Zhytomyr Oblast (Table 10), an updated interpretation is proposed, considering the current wartime conditions in the country.

Table 10

SWOT Analysis of the Economic Development of Zhytomyr Oblast

Internal and External Environment	Score (0–10)	Probability	Rating
Strengths			
1. Strategic logistical location and proximity to the capital	8	0.76	6.08
2. Availability of resource potential and favorable climate for agriculture	7	0.64	4.48
3. High concentration of agricultural companies	7	0.69	4.83
4. Developed infrastructure and cultural heritage	6	0.43	2.58
5. Availability of potential sites and vacant land for attracting investments and developing exports	8	0.87	6.96

6. Development of export-oriented enterprises	8	0.86	6.88
7. Presence of educational institutions and research centers	7	0.74	5.18
8. Conditions established for business development and partnerships with the business community	9	0.85	7.65
Total Strengths			44.64
Weaknesses			
1. Proximity to the Belarusian border and increased military threats	10	0.99	9.90
2. Migration of the population due to wartime, especially among the youth	10	0.98	9.80
3. Increase in raw material companies and insufficient IT development	7	0.75	5.25
4. Low innovation levels and headquarters located outside the oblast	6	0.69	4.14
5. Soil erosion issues	5	0.42	2.10
6. Poor road conditions in rural areas	7	0.73	5.11
7. Territorial disparities in community development	6	0.54	3.24
8. Increased air pollution, poor water quality, and waste disposal issues	7	0.65	4.55
Total Weaknesses			44.09
Opportunities			
1. Establishing joint ventures and attracting foreign investments	9	0.95	8.55
2. Developing regional grant programs for Ukrainian businesses	8	0.86	6.88
3. Growing demand for agricultural products in global markets	7	0.79	5.53
4. Enhancing regional collaboration on urban digitalization (e.g., Lviv, Kyiv)	7	0.75	5.25
5. Developing exports of high-tech goods	8	0.76	6.08
6. Improving road quality and communication within local communities	7	0.67	4.69
7. Promoting domestic tourism and creating international tourist appeal	6	0.55	3.30
8. Hosting investment forums to attract investments	9	0.87	7.83
Total Opportunities			48.11
Threats			
1. Potential attacks from the Belarusian border	10	0.91	9.10
2. Escalation of wartime conditions	10	0.85	8.50
3. Migration of economically active population to the EU and other regions	10	0.87	8.70
4. Withdrawal of foreign investments and reduced investor activity	8	0.59	4.72
5. Inflation and devaluation of the national currency	8	0.69	5.52
6. Rising energy tariffs for all consumer categories	6	0.45	2.70
7. Lack of legislation regulating agribusiness operations in rural areas	6	0.51	3.06
8. Increased tax burdens on businesses	5	0.54	2.70
Total Threats			35.90

Source: Created by the author

Having conducted a SWOT analysis of the economic development of Zhytomyr Oblast, a SWOT analysis matrix is now being developed. For convenience, only the three most important factors are selected, ranked by their significance.

Table 11

SWOT Analysis Matrix

		opportunities			threats		
	Factors	Creating joint ventures and attracting foreign investments	Hosting investment forums to attract investments	Development of regional grant support programs for Ukrainian businesses	Possible attack from the Belarusian border	Departure and migration of the economically active population to EU countries and other regions of Ukraine	Strengthening of martial law in the country
Factors	Score	8,55	7,83	6,88	9,1	8,7	8,5
Strengths	Score	Field SO			Field ST		
The region has conditions for business development, social partnerships, and collaboration with the business community.	7,7	65,4	59,9	52,6	69,6	66,6	65,0
Availability of potential sites and vacant land for attracting investments and developing exports	7,0	59,5	54,5	47,9	63,3	60,6	59,2
Development of export-oriented enterprises	6,9	58,8	53,9	47,3	62,6	59,9	58,5
weaknesses		Field WO			Field WT		
Proximity to the Belarusian border and increased military threats	9,9	84,6	77,5	68,1	90,1	86,1	84,2
Migration of the population due to wartime, especially among the youth	9,8	83,8	76,7	67,4	89,2	85,3	83,3
Increase in raw material companies and insufficient IT development	5,3	44,9	41,1	36,1	47,8	45,7	44,6

Source: Based on table 10

Analytical Report Based on the Given Matrix.

Table 12

SWOT Analysis Analytical Report

SO	2147.63	>	ST	2008.80
>	x		>	
WO	2121.17	>	WT	1984.05

Source: Based on table 11

Since SO is greater than both ST and WO, it is logical to choose a strategy focused on leveraging strengths to take advantage of opportunities and reduce threats.

We will analyze the factors that scored the highest to understand the main directions of projects that can be implemented using the region's strengths. First, let's consider the following opportunities: the creation of joint ventures and attracting foreign investments (8.55), holding investment forums to attract investments to the region (7.83), and developing regional grant support programs for Ukrainian businesses (6.88). The following strengths are available for their use: the region has created conditions for business development, social partnership, and cooperation with the business community (7.7), there are potential sites and vacant land plots available for attracting investments and promoting export development (7.0), and the development of export-oriented enterprises (6.9).

Clearly, to maximize the effect of utilizing these opportunities, it would be beneficial to prepare investment proposals related to vacant land plots. Combined with the region's strength in creating conditions for business development, social partnership, and cooperation with the business community, this can help leverage all available opportunities.

Similarly, strengths and threats can be analyzed. Regarding threats, the ongoing state of martial law and the potential threat of an attack from Belarus are risks that cannot be mitigated through traditional methods. Therefore, a different type of analysis is required for these threats. As for the threat of the migration of the economically active population to EU countries, the region's strengths are well-suited to address this. Specifically, these could include: the creation of conditions for business development, social partnership, and cooperation with the business community (7.7), the availability of potential sites and vacant land plots for attracting investments and promoting export development in the region (7.0), and the development of export-oriented enterprises (6.9). The creation of new enterprises with higher wages would help reduce the outflow of population to EU countries. If military threats decrease, this could become an opportunity, as the migration of people from the East would lead to an artificial increase in the population of the Zhytomyr region.

However, it is important to note that relying on only one strategy will not lead to the desired outcome. Therefore, all strategies should be analyzed in search of projects that can ensure the community's development.

Thus, after conducting a SWOT analysis of the economic development of the Zhytomyr region, it is evident that the main threat is the ongoing martial law in Ukraine and the proximity to the Belarusian border, from which an attack could begin. This, in turn, negatively affects investment development and population migration abroad. Therefore, to strengthen the economic development of the region and its territorial communities, it is recommended to use the strengths identified through assessments to implement opportunities and mitigate threats.

The numerical assessment of the SWOT analysis allows us to mathematically identify factors that enable better responses to current challenges. This method also reduces political influence on the decision-making process, as each factor is assigned a numerical value, significantly decreasing the impact of any one individual.

However, in practice, this method is rarely applied, indicating a need for further research on this topic.

Conclusions. From this study, it can be concluded that building a SWOT analysis allows local authorities to identify the strengths and weaknesses of their region and outline growth prospects and existing threats, which will help build a comprehensive economic development strategy based on maximizing the involvement of strengths and converting opportunities into actionable projects.

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