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SWOT analysis of the international freight road transport sector of Ukraine

Abstract. In ensuring the free movement of goods between Ukraine and its external partners, in particular the EU, the sphere of international freight road transportations of Ukraine plays an important role.

Problem statement. SWOT analysis can be used to study its external and internal environment.

Unresolved aspects. A SWOT analysis matrix of the sphere of international freight road transportations of Ukraine has been constructed.

Purpose of the article. The purpose of the article is to identify the strengths and weaknesses, as well as opportunities and threats of the sphere of international freight road transportations of Ukraine.

Main material. A number of important advantages have been identified: convenient geographical location of the state; extensive network of highways; experienced carriers; competitive cost of services; access to European markets. A number of weaknesses have been identified: unsatisfactory condition of a significant part of the infrastructure; shortage of qualified drivers; difficulties with processing documents and obtaining permits for international transportations; technical condition of the fleet; low level of digitalization; corruption.

The following opportunities have been identified: expanding cooperation with the EU; investments in modernization; growing demand for transportations; integration with new markets in Central Asia, the Caucasus, and the Middle East; introduction of innovations. Certain threats have been identified: military operations on the territory of the state; increased competition from carriers from neighboring countries; lack of sufficient funding to comply with EU environmental standards; economic instability; restrictions on border crossing.

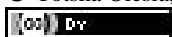
Conclusions. For the further development of the international freight road transportations sector in Ukraine, it is advisable to apply the “Mini-Maxi” strategy, which is aimed at minimizing internal weaknesses based on the use of external opportunities.

Keywords: *international road freight transportation, Ukraine, EU, SWOT analysis, strengths, weaknesses, opportunities, threats, strategy.*

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Introduction. The international road freight transportations sector of Ukraine plays an important role in ensuring the free movement of goods between Ukraine and its external partners, in particular the countries of the European Union (EU), and contributes to the development of trade and economic growth of the state. In December 2024, the Cabinet of Ministers of Ukraine approved the National Transport Strategy of Ukraine for the period until 2030 and approved the operational plan of measures for its implementation in 2025–2027. The strategy defines the following four main goals:

1. Restoration and development of a competitive and efficient transport system integrated into the trans-European transport network, in accordance with EU policies and standards.
2. Ensuring high-quality passenger transportations and seamless mobility.
3. Safe, people-centric, environmentally friendly and energy-efficient transport with a focus on decarbonization.
4. Achieving institutional capacity, developing human capital and ensuring effective management in the transport sector [4, p. 8].

For each goal, problems are detailed, tasks are formulated, and expected results are indicated. As we can see, this document, among other things, reflects the weaknesses and opportunities of the transport sector of Ukraine, including international road freight transportations.

Literature review. SWOT analysis was applied to the sphere of transport and transportations by the following domestic scientists: I. S. Vedmid – studied the strengths and weaknesses, threats and opportunities of freight transportations by railway transport of Ukraine as the most profitable, but unstable link in the railway industry [19]; O. O. Karas & R. S. Buhaievskiy – highlighted theoretical, methodological and practical approaches to the application of SWOT analysis in the study of the transport services market [7]; A. Novikova et al. – carried out a SWOT analysis of the country's transport sector as a component of the national economic system [15]; O. V. Sementsova & Yu. O. Krykhtina – identified directions for increasing the competitiveness of railway passenger transportations based on a SWOT analysis of their competitive positions [16]; L. V. Shkulipa – carried out a SWOT analysis of the feasibility of restructuring the railway transport of Ukraine [17]. As we can see, part of these studies is devoted to the analysis of railway transport performance indicators, part to the country's transport sector.

In turn, foreign scholars focused their attention on the following aspects: L. Bremer & E. Kassens-Noor – analysis of three electric drive concepts (battery trucks; hydrogen-powered trucks; overhead contact line trucks/eHighway), which can contribute to the development of a sustainable transport sector in Germany and ensure CO₂-free transport in the future [2]; M. Burns & J. Wulu – SWOT analysis of terrorist travel patterns and the US transport sector to identify vulnerabilities [3]; M. Chład – examination of internal and external factors affecting WIM systems (weighing in motion – based on the technology of measuring the weight of vehicles without having to stop), such as the performance of the technology, the cost of use, and the risk of consequences with protection against threats [5]; E. Mihocic et al. – the influence of social, environmental and economic factors on the government when planning sustainable rail infrastructure projects in Australia [10].

The object of our research is the sphere of international road freight transportations in Ukraine.

Purpose, objectives and research methods. The purpose of the article is to identify the strengths and weaknesses of the internal environment of the international freight road transportations sector of Ukraine, as well as the opportunities and threats of its external environment.

Research objectives:

- 1) to construction of a SWOT analysis matrix of the international freight road transportations sector of Ukraine;
- 2) to detailed analysis of the identified indicators;
- 3) to determination of a recommended development strategy for this sector.

To achieve this goal, one of the most popular methods of strategic management will be used – SWOT analysis (from the English **S**trengths, **W**eaknesses, **O**pportunities, **T**hreats), which makes

it possible to study the external and internal environment of the research object in an inextricable link.

Research results. To begin, let's build a SWOT analysis matrix for the international road freight transportations sector in Ukraine (Table 1).

Table 1. SWOT analysis matrix of the international road freight transportations sector in Ukraine

INTERNAL ENVIRONMENT
Strengths (S)
<p>S1. Convenient geographical location of the country: Ukraine is located between the European Union, Asia and the Black Sea, which makes it an important transit point.</p> <p>S2. Extensive network of roads, especially highways connecting major cities and borders.</p> <p>S3. Experienced carriers: availability of companies with experience in international transportations and qualified drivers.</p> <p>S4. Competitive cost of services: relatively low costs for driver wages and transport operation.</p> <p>S5. Access to European markets: simplification of customs control within the framework of the Association Agreement with the EU.</p>
Weaknesses (W)
<p>W1. Infrastructure condition: a significant part of the roads is in poor condition, which increases the cost of maintaining transport.</p> <p>W2. Shortage of qualified drivers: partial emigration of drivers to EU countries due to higher wages.</p> <p>W3. Bureaucracy: difficulties with paperwork and obtaining permits for international transportations.</p> <p>W4. Technical condition of the vehicle fleet: a large share of outdated vehicles that do not meet EU environmental standards (e.g. Euro-6).</p> <p>W5. Low level of digitalization: insufficient integration of modern IT solutions for logistics and tracking of transportations.</p> <p>W6. Corruption.</p>
EXTERNAL ENVIRONMENT
Opportunities (O)
<p>O1. Expanding cooperation with the EU: developing TEN-T corridors and improving border infrastructure.</p> <p>O2. Investing in modernization: attracting funding for road repairs and fleet renewal.</p> <p>O3. Growing demand for transportations: increasing trade between Ukraine and the EU, Asia, and Turkey.</p> <p>O4. Integration with new markets: entering the markets of Central Asia, the Caucasus, and the Middle East.</p> <p>O5. Introducing innovations: using alternative fuels (electric vehicles, hydrogen) and transportations automation technologies.</p>
Threats (T)
<p>T1. Military operations: risk of infrastructure destruction and logistics complications due to war.</p> <p>T2. Increased competition: increased competitive pressure from carriers from neighboring countries (Poland, Hungary, Turkey).</p> <p>T3. EU environmental standards: the need for significant investments to bring the fleet into compliance with Euro-6 requirements.</p> <p>T4. Economic instability: fluctuations in fuel prices, inflation, rising prices for services and spare parts.</p> <p>T5. Border crossing restrictions: long queues, low throughput at checkpoints, particularly on the western border.</p>

Source: author's development

Let us consider in more detail the *strengths* of the international freight road transportations sector in Ukraine.

S1. The country's strategically advantageous geographical location. Ukraine can act as a key transit corridor for international freight transport, as it is located at the intersection of the main transport routes between the EU, Asia and the Black Sea.

Ukraine's transit potential is quite large, as four multimodal European transport corridors with a total length of 3,335 kilometers pass through its territory: North Sea – Baltic, Baltic Sea – Black Sea – Aegean, Mediterranean, Rhine – Danube [4, p. 1]. This ensures effective communication between the EU and Asia. According to estimates by the British Rendall Institute, Ukraine has the highest transit rating in Europe (3.75 in 2018), which indicates its significant potential in the field of transit transport [8, p. 132].

It should also be noted that Ukraine shares land borders with four EU countries (Poland, Romania, Slovakia, Hungary), which contributes to the development of cross-border cooperation and integration into the European transport network. Thus, Ukraine's advantageous geographical location creates significant opportunities for the development of transit potential and integration into international transport networks.

S2. Ukraine has an extensive network of highways, which provides connections between major cities and state borders. The national network of public highways is 166.3 thousand km, of which 47.7 thousand km are highways of state importance and 118.6 thousand km are highways of local importance [4, p. 1].

S3. Ukraine has significant potential in the field of international road transportations due to the presence of experienced carriers and qualified drivers. Many Ukrainian transport companies successfully carry out international transportations, ensuring high quality of services and compliance with international standards.

Ukraine has a system of training drivers for international transportations, which includes training, certification and regular medical examinations. According to Ukrainian legislation, drivers engaged in international transportations must undergo pre-trip and post-trip medical examinations, which ensure road safety.

S4. The cost of drivers' wages in Ukraine is lower than in many European countries. This is due to the economic conditions and the level of average wages in the country.

Transport operating costs in Ukraine include fuel costs, maintenance, depreciation and other related costs. The costs of maintaining, servicing and operating road transport make up a significant part of the total costs of enterprises, but remain competitive in the international market. A significant part of the competitive advantages in the transport industry, as in other sectors of the economy, has been acquired by Ukraine due to cheap labor [6, pp. 32–33].

S5. The Association Agreement between Ukraine and the EU, signed in 2014, was an important step towards Ukraine's integration into the European Economic Area. One of the key aspects of this agreement is the simplification of customs procedures, which significantly facilitates the access of Ukrainian goods to EU markets [1].

Ukraine is expected to introduce the institution of Authorized Economic Operators and join the EU's common transit system (New Computerised Transit System – NCTS). These measures are aimed at reducing the number of customs procedures, reducing the time for customs control and reducing costs for enterprises when carrying out international trade operations.

The institution of Authorized Economic Operators allows reliable companies to obtain simplified access to customs procedures. This increases the competitiveness of Ukrainian enterprises in external markets, ensuring transparency and predictability of procedures, as well as saving resources.

Ukraine's participation in the EU's common transit system (NCTS) creates advantages, including faster and cheaper movement of goods for exporters, carriers and importers. It also eliminates the need to declare export goods at the EU border, which simplifies the trade process.

Next, we will consider the *weaknesses* of the international road freight transportations sector in Ukraine.

W1. The condition of roads in Ukraine is a critical factor affecting the efficiency of transportations and the overall economic development of the country. A significant part of the roads is in unsatisfactory condition, which leads to increased costs for transport maintenance and negatively affects road safety. The road network of Ukraine is characterized by a high degree of wear and tear and insufficient funding for their maintenance and repair. This leads to deterioration in the transport and operational performance of roads and an increase in the accident rate.

W2. The shortage of qualified drivers in the field of international transportations is a pressing problem that affects the efficiency of logistics processes and the development of the transport industry. One of the key reasons for this shortage is the partial emigration of drivers to EU countries. The following factors of driver migration to the EU can be distinguished:

1) economic: the gap in salaries between EU and Eastern European countries can reach from 30 to 70%. For drivers, this means the opportunity to earn more for the same amount of work. For example, the average income of a driver in Poland costs about €1,500 per month, while in Germany it is up to €2,500–3,000;

2) social: better social guarantees, in particular health insurance, pension payments and legislative protection of workers' rights are additional incentives for labor migration;

3) working conditions: employers in Western European countries provide drivers with new fleets, regular safety training and additional bonuses for additional work hours, which ensures the quality of work.

Such migration leads to a decrease in the domestic labor market: a shortage of drivers can contribute to the development of local transport infrastructure, as a number of transport companies are forced to increase tariffs or reduce the volume of transportations. Also, the outflow of the working-age population leads to a decrease in the tax base, which affects the financing of social programs and budget stability.

W3. Bureaucratic obstacles are one of the key factors that complicate the work of transport companies and drivers in the field of international transportations. Despite the efforts of regulatory authorities to simplify procedures, many aspects remain too complex, which affects the efficiency and effectiveness of transportations.

The following main bureaucratic difficulties can be highlighted:

1) obtaining transport permits: obtaining permits for international transportations is often accompanied by significant expenditure of time and resources. In non-EU countries, this issue is further complicated by the need for additional documents, such as transit permits or certificates of conformity;

2) compliance with customs procedures: customs procedures are often unpredictable. This is due to different approaches to the clearance of goods, the need for multiple checks of documents and possible delays at customs points;

3) lack of uniform standards: countries have their own standards for the technical condition of vehicles, taxation and insurance systems. This forces companies to adapt to different requirements, which creates an additional burden on administrative staff.

W4. The problem of the technical condition of the vehicle fleet is one of the most important for international transportations. A large share of outdated vehicles that do not meet modern environmental standards, such as Euro-6, significantly limits the ability of companies to operate in European markets. This creates not only economic, but also environmental problems that require a comprehensive solution.

We highlight the following reasons for the obsolescence of the vehicle fleet:

1) insufficient financing for fleet renewal: transport companies in many developing countries face financial constraints that do not allow them to regularly update their fleet. The high cost of modern environmentally friendly vehicles is a key obstacle;

2) lack of incentives for modernization: there are no effective state subsidy or preferential lending programs in Ukraine that would stimulate transport companies to switch to vehicles that meet the Euro-6 standard;

3) use of “gray” imports of equipment: a significant part of companies imports obsolete vehicles from the secondary market, in particular from Western European countries, where they no longer meet environmental standards.

W5. Low level of digitalization: insufficient integration of modern IT solutions for logistics and transportation tracking. In the modern world, digital technologies play a key role in increasing the efficiency of logistics and transport services. However, in Ukraine, the level of digitalization of the transport industry remains insufficient, which limits competitiveness in the international transportation market. Low integration of IT solutions leads to reduced productivity, complicated transportation management and increased costs.

We highlight the following reasons for the low level of digitalization:

1) insufficient funding: a significant part of Ukrainian transport companies do not have sufficient financial resources to implement modern IT solutions. This includes costs for software, equipment and personnel training;

2) lack of incentives for modernization: the state does not sufficiently stimulate the development of digital technologies in the logistics sector. In particular, there is a lack of tax breaks or state grants for the implementation of innovative solutions;

3) lack of qualified personnel: many companies face the problem of finding specialists who have modern technologies for managing logistics and transport processes;

4) resistance to change: many companies, especially small and medium-sized businesses, have a traditional approach to work. This is due to the reluctance to take risks and invest in new technologies, fearing significant costs and uncertain results.

All this leads to a decrease in the efficiency of transportation management, increased costs, loss of competitiveness, as well as insufficient transparency of logistics processes.

W6. Corruption is one of the biggest barriers to the development of international road transportations in Ukraine. It creates unequal conditions for market participants, increases companies' costs, reduces the investment attractiveness of the industry and hinders Ukraine's integration into the European logistics system.

The main manifestations of corruption are:

1) opacity in issuing permits for international transportations. The process of obtaining permits for international transportations in Ukraine is often accompanied by opaque distribution mechanisms. Companies are often forced to pay bribes to gain access to permits or to speed up their issuance;

2) corruption at customs: customs authorities in Ukraine often become a source of corruption pressure on transport companies. Drivers are forced to pay unofficial “fees” to avoid delays or simplify the paperwork;

3) opacity in conducting inspections: during vehicle inspections at checkpoints, situations often arise when inspectors demand bribes for a “positive” inspection result;

4) use of administrative resources: some companies receive preferences due to connections with officials, which creates unequal conditions for business and hinders fair competition.

All this leads to an increase in the costs of transport companies, a decrease in the competitiveness of Ukrainian carriers, a deterioration in the investment climate, and a loss of trust in state institutions.

Next, we will consider the *possibilities* of the international road freight transportations sector in Ukraine.

O1. Ukraine's integration into the European transport area is an important aspect of the development of international transport. Within the framework of cooperation with the EU, special attention is paid to the development of TEN-T (Trans-European Transport Network) transport

corridors and the improvement of border infrastructure. These measures contribute not only to improving the country's logistical capabilities, but also to increasing its economic and geopolitical significance. TEN-T corridors are key routes that provide a connection between the main transport hubs of the EU and neighboring countries. Ukraine is part of the extended TEN-T network, which provides for the development of infrastructure to facilitate fast, safe and environmentally friendly transportations. Modernization of roads and railways within the framework of TEN-T allows to significantly reduce the time of cargo transportations and reduce transport costs. This is especially important for the integration of Ukraine into global supply chains. The development of transport corridors makes Ukrainian companies more competitive in the European market, as access to the main EU markets is ensured through fast and efficient routes. Expanding Ukraine's participation in TEN-T creates attractive conditions for foreign investors who are ready to invest in infrastructure modernization. Investments contribute to economic growth and the creation of new jobs. Ukraine's participation in TEN-T will also lead to improved border infrastructure, which will reduce border crossing times and improve conditions for drivers and transport companies.

O2. Investments in the modernization of transport infrastructure and renewal of vehicle fleets are key factors for ensuring sustainable economic development of Ukraine. A developed transport system contributes to increasing the competitiveness of the national economy and improving the quality of life of the population.

Ukraine has a favorable geographical location at the intersection of the main transit routes between Europe and Asia, which creates the prerequisites for increasing the volume of cargo transit. However, the current state of the transport industry does not meet the growing needs of society and European quality standards for the provision of transport services. The existing structure of management of the transport and road complex, the state of the production and technical base and the technological level of transportation organization require reform and modernization [12, p. 3].

Modernization of transport infrastructure includes repair and construction of new highways, modernization of bridges and transport nodes, as well as integration with international transport corridors. These measures will contribute to increasing the speed of transportation, reducing vehicle wear and tear and improving the safety of logistics operations.

Fleet modernization involves the implementation of innovative technologies, such as transport management systems (TMS), integration of multimodal solutions, use of digital SCM systems and environmentally friendly logistics solutions. This will increase the efficiency of resource management, reduce the time for logistics operations and ensure transparency of processes.

O3. The growth of trade between Ukraine and the EU, Asia and Turkey will contribute to an increase in demand for transportations, which requires the development of appropriate infrastructure and logistics solutions.

It should be noted that in the first half of 2023, a decrease in the value of exports to the EU by 10% was recorded, which is associated with problems with the transit of agricultural products and the ban on the import of grain and oilseed crops by individual EU member states [14].

Asian countries occupy the third place in terms of specific weight in Ukraine's foreign trade turnover after the SES and EU countries. In trade with the SES and EU countries, Ukraine has a negative balance, while in trade with Asian countries it is positive.

In 2021, bilateral trade in goods between Ukraine and Turkey reached over 7.4 billion USD, which accounted for 5.3% of Ukraine's foreign trade turnover. Trade turnover between the countries increased by 52.5% compared to 2020, showing an upward trend after a decline in 2014–2016 and 2020 [13, p. 10].

The growth of trade turnover with these regions increases the demand for transportations, especially multimodal, which combines different modes of transport.

O4. Integration of Ukrainian road transport with the markets of Central Asia, the Caucasus and the Middle East is a strategically important direction for the development of the national

transport system. Expanding cooperation with these regions will contribute to the diversification of trade routes, increasing economic stability and strengthening the geopolitical positions of Ukraine.

The markets of Central Asia, the Caucasus and the Middle East are characterized by rapid economic growth and growing demand for quality transport services. Integration with these regions opens up opportunities for Ukraine to increase exports and imports, as well as transit traffic.

For effective integration, it is necessary to develop international transport corridors that connect Ukraine with the indicated regions. In particular, the Odesa-Samsun ferry project, which is planned to be included in the ferry system between Ukraine, Bulgaria, and Georgia in the future, will create a new transport corridor between the EU and Turkey, minimizing the time for transporting goods from the Baltic countries, Central Europe, and their transit to Iran, Iraq, and other countries in the Near and Middle East [11].

O5. The introduction of innovations in the transport sector of Ukraine, in particular the use of alternative fuels and transportations automation technologies, is an important step towards increasing the efficiency and environmental friendliness of the country's transport system.

Electric vehicles are becoming increasingly popular in Ukraine, contributing to the reduction of greenhouse gas emissions and dependence on fossil fuels. According to the Ministry of Infrastructure of Ukraine, as of 2023, more than 30 thousand electric vehicles were registered in the country, and this figure continues to grow.

Hydrogen is also considered a promising alternative fuel. Hydrogen cars have a longer range per tank compared to electric cars, and refueling with hydrogen takes less time than charging an electric car. However, today hydrogen cars are less common due to the high cost of production and insufficient infrastructure for refueling.

It should be emphasized that the introduction of hydrogen technologies in the transport sector of Ukraine can contribute to the reduction of CO₂ emissions and increase the country's energy independence. In particular, in [9] it is stated that hydrogen can be considered a universal fuel for vehicles, since it has absolute environmental friendliness and can replace gasoline, diesel fuel and fuel oil in all types of thermal engines.

The use of transport management systems (TMS) allows you to automate the processes of planning, execution and control of transportations, which increases the efficiency of logistics operations. In particular, the TMS solution automates the calculation processes necessary for the transportation of goods: optimal cargo losses, inventory accounting, fuel consumption rates, the optimal number of stops, etc.

Next, we will consider the *threats* to the international road freight transportations sector in Ukraine.

T1. Military operations in Ukraine have caused significant destruction of infrastructure and complication of logistics processes, which has significantly affected the country's economy. The full-scale invasion led to the destruction and damage of transport highways, bridges, railways and logistics warehouses. The logistics industry in Ukraine has undergone rapid negative changes due to disruption of logistics chains and destruction of infrastructure.

Destroyed infrastructure, blocked ports and constant security threats have become new realities for business. The war has significantly changed the functioning of logistics processes in the country, creating numerous challenges for carriers and forwarders.

T2. Increased competition from carriers from neighboring countries, such as Poland, Hungary and Turkey, is putting significant pressure on Ukrainian transport operators. This phenomenon is due to a number of factors, including geographical location, economic conditions and integration processes in the region.

Polish and Hungarian carriers, as members of the EU, have access to the single market and benefit from simplified customs procedures, which allows them to offer more competitive rates and faster delivery times. This creates additional challenges for Ukrainian companies, which are forced to adapt to tougher competition.

Turkish carriers are also actively expanding their presence in international markets, using Turkey's strategic location as a transit hub between Europe and Asia. Their competitiveness is strengthened by investments in modern fleets and logistics infrastructure.

Ukrainian carriers are faced with the need to increase the efficiency of their operations and implement modern technologies to maintain their competitive position. In particular, it is important to update the fleet, optimize routes and implement transport management systems.

At the same time, Ukrainian companies should take into account restrictions on cabotage in EU countries. Ukrainian carriers should take into account that cabotage applies exclusively to carriers from EU countries, for Ukrainian companies cabotage is a gross violation.

T3. The introduction of Euro-6 environmental standards in Ukraine is an important step towards reducing harmful emissions from road transport and integrating with European environmental standards. However, achieving compliance with these standards requires significant investments in updating the fleet and infrastructure.

The transition to the Euro-6 standard requires Ukrainian carriers to update their vehicles, since the majority of used cars do not meet these requirements. This involves significant financial costs for the purchase of new vehicles or the modernization of existing ones.

T4. Rising fuel and spare parts prices lead to higher costs of road transport services. This forces carriers to raise rates, which may reduce demand for their services. In addition, the instability of demand complicates the planning and allocation of resources, which negatively affects the economic efficiency of enterprises.

T5. Border crossing restrictions, including long queues and low capacity at checkpoints on Ukraine's western border, have a significant impact on international road transportations.

Since the start of the full-scale war, the flow of goods across Ukraine's western borders has increased significantly due to blocked ports and closed borders with Russia and Belarus. However, the number of checkpoints on the western border is insufficient to handle this volume of traffic. This leads to long queues, with drivers forced to wait for days or even weeks to cross the border.

Long delays at the border have led to increased logistics costs, which, according to some estimates, have increased by one and a half times.

Discussion. Within the framework of this study, we have identified five strengths, six weaknesses, five opportunities and five threats for the international road freight transportations sector in Ukraine. Of course, this list can be supplemented with other indicators, detailing the indicators defined in Table 1, or adding new ones, depending on the conditions in which this sector is at the current stage of development of the Ukrainian economy, as well as new challenges and opportunities that will appear in the future. In addition, the indicators can be grouped into separate sections and considered in parallel within each section:

internal environment:

- 1) marketing;
- 2) material resources;
- 3) labor resources;
- 4) financial resources;
- 5) management;

external environment:

- 1) social environment.
- 2) economic environment;
- 3) legal environment;
- 4) scientific and technological progress;
- 5) natural environment;
- 6) competitive environment [18, p. 144].

We believe that for the further development of the international freight road transportations sector in Ukraine, it is advisable to apply the "Mini-Maxi" strategy, which is aimed at minimizing

internal weaknesses based on the use of external opportunities, in particular, increasing the competitiveness of services provided by domestic carriers by eliminating bureaucratic obstacles and effectively combating corruption, providing preferential lending or attracting investments for transport companies to update their fleet and digitalize their activities, increasing the throughput capacity of customs posts, etc. And, of course, restoring infrastructure damaged and destroyed as a result of military actions, to the extent that this is financially possible and appropriate in wartime conditions.

Conclusions. The sphere of international freight road transportations plays an important role in the foreign economic activity of Ukraine. It has a number of important advantages: the convenient geographical location of the country between the EU, Asia and the Black Sea; an extensive network of highways; experienced carriers; competitive cost of services; access to European markets. At the same time, we have identified a number of weaknesses: the unsatisfactory condition of a significant part of the infrastructure; a shortage of qualified drivers; difficulties with the execution of documents and obtaining permits for international transportations; the technical condition of the fleet; a low level of digitalization; corruption.

If we take into account the external environment of the international road freight transportations sector in Ukraine, the following opportunities can be identified: expanding cooperation with the EU; investments in modernization; growing demand for transportations; integration with new markets in Central Asia, the Caucasus, and the Middle East; introduction of innovations, in particular the use of alternative fuels and transportations automation technologies. However, today there are also certain threats to domestic international road freight carriers: military operations on the territory of the state; increased competition from carriers from neighboring countries (Poland, Hungary, Turkey); lack of sufficient funding to comply with EU environmental standards; economic instability; restrictions on border crossing.

One of the important steps in the development of the transport sector of Ukraine, and in particular international road freight transportations, is certainly the adoption of the National Transport Strategy of Ukraine for the period until 2030 and the approval of the operational plan of measures for its implementation in 2025–2027. The implementation of these documents involves not only the declaration of a number of goals, but also the implementation of annual monitoring of implementation.

We see further research into the field of international road freight transportations of Ukraine in the application of other methods and the construction of models that will serve as the basis for making decisions regarding its entry to a new level of service quality and competitiveness.

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SWOT-аналіз сфери міжнародних вантажних автомобільних перевезень України

Анотація. У забезпеченні вільного руху товарів між Україною та її зовнішніми партнерами, зокрема ЄС, важливу роль відіграє сфера міжнародних вантажних автомобільних перевезень України.

Постановка проблеми. Для дослідження її зовнішнього та внутрішнього середовища можна застосувати SWOT-аналіз.

Нерозв'язані аспекти. Побудовано матрицю SWOT-аналізу сфери міжнародних вантажних автомобільних перевезень України.

Мета статті. Метою статті є ідентифікація сильних і слабких сторін, а також можливостей і загроз сфери міжнародних вантажних автомобільних перевезень України.

Основний матеріал. Визначено низку важливих переваг: зручне географічне розташування держави; розгалужена мережа автомобільних доріг; досвідчені перевізники; конкурентна вартість послуг; доступ до європейських ринків. Виділено низку слабких сторін: незадовільний стан значної частини інфраструктури; дефіцит кваліфікованих водіїв; складнощі з оформленням документів та отриманням дозволів на міжнародні перевезення; технічний стан автопарку; низький рівень цифровізації; корупція.

Ідентифіковано такі можливості: розширення співпраці з ЄС; інвестиції в модернізацію; зростання попиту на перевезення; інтеграція з новими ринками Центральної Азії, Кавказу, Близького Сходу; впровадження інновацій. Виділено певні загрози: військові дії на території держави; посилення конкуренції зі сторони перевізників із сусідніх країн; відсутність достатнього фінансування на дотримання екологічних стандартів ЄС; економічна нестабільність; обмеження на перетин кордону.

Висновки. Для подальшого розвитку сфери міжнародних вантажних автомобільних перевезень України доцільно застосувати стратегію «Міні-Максі», яка спрямована на мінімізацію внутрішніх слабких сторін на основі використання зовнішніх можливостей.

Ключові слова: міжнародні вантажні автомобільні перевезення, Україна, ЄС, SWOT-аналіз, сильні сторони, слабкі сторони, можливості, загрози, стратегія.

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