

МЕНЕДЖМЕНТ: ТЕОРІЯ І ПРАКТИКА

УДК 330

DOI: 10.36919/2312-7872.4.2024.54

Y. V. Maistrenko,

*PhD of Economic Sciences, Associate Professor,
Associate Professor of the Department of Management and Marketing
European University
Academician Vernadsky Boulevard, 16 V,
Kyiv, Ukraine, 02000
E-mail: Leluka@ukr.net*

ORCID: 0000-0003-1291-016X

M. S. Buhaichuk,

*graduate student of the Department of Management and Marketing
European University
Academician Vernadsky Boulevard, 16 V,
Kyiv, Ukraine, 02000
E-mail: mbuhajchuk@e-u.edu.ua*

ORCID: 0009-0006-0746-4053

G. I. Maistrenko,

*graduate student of the Department of Management and Marketing
European University
Academician Vernadsky Boulevard, 16 V,
Kyiv, Ukraine, 02000
E-mail: hmajstrenko@e-u.edu.ua*

ORCID: 0009-0006-9232-0379

STRATEGIC MANAGEMENT OF ONLINE BUSINESS IN CONDITIONS OF SYSTEMIC CRISES USING THE EXAMPLE OF MARKETPLACES

The article examines the key problems of strategic management of online business, which made it possible to highlight a number of strategic approaches, as well as consider the role of online business in their implementation using the example of international online marketplaces. The advantages of online business are substantiated: reducing transaction and advertising costs, expanding the trading space, creating new opportunities for outsourcing, for automating trade and technological processes, for marketing research, for reducing the costs of creating traditional trading companies, etc.

It is proven that e-commerce not only transforms traditional business models, but also acts as a strategic resource for overcoming crisis situations, providing enterprises with stability and opportunities for growth. Strategic management of the implementation of e-commerce at domestic enterprises is a key factor in the success and viability of businesses in times of crisis.

Keywords: *online business, strategic management, crisis, online marketplaces, electronic commerce.*

Introduction. Modern crisis phenomena, caused by global economic, social and environmental transformations, have a complex impact on all spheres of business activity. Such processes contribute to the transformation of the structure and dynamics of the world economy, creating new challenges for business entities. The peculiarities of the functioning of the Ukrainian economy at the present stage are largely due to the consequences of two large-scale crisis states, which were successively superimposed one on the other. After a long period of overcoming the socio-economic consequences of the COVID-19 pandemic, which caused a significant burden on the economic system of the state, the country found itself in conditions of full-scale military conflict. Such a sequence of crisis phenomena did not provide opportunities for the proper restoration of resource potential and adaptation of the national economy to new challenges, which necessitates the development and implementation of effective mechanisms for responding to and adapting to crisis situations, as well as the use of potential opportunities

that arise in crisis conditions. At the same time, a significant part of researchers considers the crisis as a linear and homogeneous process that does not take into account the specifics of the simultaneous impact of several different types of crisis phenomena.

The integration of digital technologies has led to profound transformations at the organizational and operational levels of the functioning of business structures, contributing to the acceleration of the development of key areas of entrepreneurial activity. The format of online entrepreneurship demonstrates high adaptive potential even in conditions of systemic crisis phenomena, which is confirmed by the concept of digital business resilience. Despite the fact that e-commerce enterprises, like other economic entities, have been subjected to the destructive impact of global crisis processes, it is the use of innovative e-commerce technologies that plays a key role in mitigating the consequences of crises and ensuring business resilience.

Achieving long-term stability and ensuring sustainable growth of enterprises in conditions of high turbulence requires the use of strategic approaches aimed at increasing the flexibility of business models and expanding their adaptive capabilities. In this context, digital platforms and e-commerce technologies act not only as a means of adapting to external challenges, but also become the basis for the formation of innovative business models that can take into account the dynamics of market conditions and global transformations.

The task of modern strategic management in the field of online business and e-commerce is not only to monitor and analyze the latest technological achievements, but also to proactively implement them into existing business models based on the principles of digital transformation. This involves taking into account current market trends, as well as predicting future changes caused by crisis phenomena, in order to ensure the stability and long-term competitiveness of companies in a dynamic global environment.

Analysis of recent research and publications. The issues of strategic management of online business, in particular in the aspects of the functioning of marketplaces and the use of blockchain technology, remain insufficiently covered in the domestic scientific literature. At the same time, these issues have been thoroughly studied in the works of foreign researchers, in particular M. Pilkington [1] and C.H. Liao [2], who explore the theoretical foundations of blockchain technology and reveal its practical aspects in the formation of integrated market platforms. A significant contribution to the study of the dynamics of the development of global platforms, such as Amazon, as well as their impact on the transformation of approaches to supply chain management and digital sales channels was made by F. Ghavami [3] and N. Ahmad [4].

An analysis of current trends in e-commerce is presented in reports by research companies Statista [5] and Coaxsoft [6], which highlight the latest tools and business models that contribute to the evolution of modern market mechanisms. Special attention in the scientific discourse is paid to the issues of regulatory challenges and risks accompanying the development of digital markets, which are considered in detail in the works of D. Cumming [7] and S. Kaur [8].

As for domestic research, certain aspects of the functioning and development of Ukrainian e-commerce systems in the context of crisis phenomena caused by the COVID-19 pandemic and armed aggression against Ukraine are analyzed in the works of L.V. Gontar [9], N. Novikova [10], Tkacz, E. and Kapczynski, A. [11], Kraus, K.M. and Manzhura, O.V. [12]. Krehul, Yu. and Batrymenko, V. [13] also made an important practical contribution to the study of the development of e-commerce in Ukraine.

Despite the presence of a significant number of individual studies, the domestic scientific space lacks a comprehensive and systematic approach to the analysis of strategic management of online businesses, in particular marketplaces, in conditions of systemic crisis phenomena. The use of various scientific research methods has allowed for the classification and structuring of available data, which contributes to a deeper understanding of the specifics of strategic management of online businesses in crisis conditions.

Purpose of the article. The purpose of this article is to study the key problems of strategic management of online business using the example of international online marketplaces, as well as to study the ways in which e-commerce influences the implementation of strategic management of enterprises in times of crisis.

The increase in the frequency and scale of global challenges necessitates in-depth research into the phenomenon of crisis, as well as its impact on business activity and the functioning of economic systems. An adequate understanding of the nature of crisis phenomena, the mechanisms of their influence and effective coping strategies is of key importance for ensuring the long-term sustainability of enterprises and maintaining economic stability at the macro and micro levels. A crisis can lead to the destruction

of traditional business models, stimulating the need to find new approaches to creating, transforming and delivering value to end consumers. Its consequences usually go beyond individual business entities, spreading to entire industries, provoking significant disruptions in economic and social systems, which confirms the global nature of modern crisis phenomena.

The inevitability, scale and depth of crisis processes, along with their duration, necessitate the prompt implementation of measures to restore the activities of enterprises, otherwise this may lead to significant deviations from the planned strategic guidelines in the context of the general uncertainty of the economic environment. Studies indicate a decrease in the time intervals between individual crisis events, an increase in the diversity of their nature, as well as an increase in the level of destructiveness of the consequences of crisis phenomena [14–15]. The degree of impact of crisis processes largely depends on the context, in particular the source of origin (internal or external factors), the frequency of recurrence and severity of events. Crisis phenomena can take various forms, including military conflicts, natural disasters, pandemics, political instability, institutional dysfunctions, currency fluctuations and economic downturns, which have a significant destructive impact on the business environment.

The most complex manifestation of the crisis is recorded in the combination of a number of challenges that actualize its negative consequences. At the same time, e-commerce is considered a factor capable of transforming corporate strategies and organizational culture of enterprises, contributing to increasing the efficiency of business processes and productivity of labor resources. The availability of appropriate resources and a developed digital infrastructure creates the prerequisites for using the opportunities of e-commerce and gaining competitive advantages.

Among the main advantages of introducing e-commerce are: access to new market segments, reducing transaction costs due to reducing the number of intermediaries, strengthening partnerships with customers and suppliers, expanding opportunities for cooperation with large corporate structures, reducing communication and marketing costs, improving corporate image, and facilitating entry into new markets. E-commerce allows you to reduce time costs for management processes, reduce external pressure by providing innovative products and services, and increase the innovative potential of small and medium-sized enterprises.

In addition, e-commerce facilitates business scaling within new geographic markets, which allows enterprises to implement aggressive expansion strategies without the need for significant capital investments in physical infrastructure. This, in turn, provides an effective anti-crisis policy aimed at expanding areas of activity. Adaptation of commercial offers to the specifics of specific regional markets is also optimized through the use of digital technologies.

Strategic management of e-commerce implementation processes is a determining factor in achieving competitive advantages by enterprises and ensuring their stable presence in the market [14]. Under the influence of crisis challenges, enterprises are forced to review their business strategies, carry out their transformation, reorientation and implement operational management decisions aimed at preserving the viability of the business.

Formation of strategic crisis management tools in the field of e-commerce is a complex but necessary task to ensure the sustainability and long-term development of business structures. Effective strategic tools contribute to the identification of potential risks, the development of preventive measures, the reduction of the impact of negative factors, as well as the reconfiguration of resource potential in accordance with the priority areas of the enterprise. Their implementation allows to increase the level of adaptability of the enterprise, minimize the likelihood of making irrational management decisions, and strengthen market positions through the implementation of innovative solutions.

The implementation of strategic management in conditions of crisis instability involves the transformation of organizational structures, in particular, increasing their flexibility, dynamism and ability to adapt, balanced delegation of authority, as well as the integration of additional technological solutions into basic e-commerce systems. This involves the use of analytical tools, Big Data, content management systems (CMS), marketing process automation solutions, logistics optimization, chatbots and artificial intelligence technologies that increase the overall efficiency of enterprises. Table 1. presents a list of strategic response tools for e-commerce enterprises during a crisis.

In times of war, enterprises operating in the field of e-commerce are faced with dynamic and often unpredictable changes that cover all aspects of their functioning. Given such circumstances, ensuring a high level of flexibility in the processes of implementing strategic management decisions becomes crucial for maintaining the ability of the enterprise to maneuver quickly, timely adjust strategic approaches and

identify new market opportunities. The key advantage of e-commerce, which is especially relevant in crisis conditions, is the relatively low level of initial costs for organizing operational activities. For example, the costs of registering a domain name and purchasing web hosting services are significantly lower compared to the costs of renting or purchasing commercial real estate for traditional trade.

Table 1

Strategic response tools for e-commerce enterprises during crises

Category of strategic tools	Tools	Description of functionality
Risk management	<ul style="list-style-type: none"> – Risk assessment and monitoring mechanisms – Anti-crisis plans – Supplier diversification 	Identification of potential threats and vulnerabilities, formation of response scenarios
Logistics and supply	<ul style="list-style-type: none"> – Multimodal delivery channels – Warehouse localization – Logistics outsourcing (3PL/4PL) 	Supply chain optimization, ensuring continuity of customer service
Financial management	<ul style="list-style-type: none"> – Flexible pricing – Cost optimization – Cash flow management 	Maintaining liquidity, maintaining financial stability during crisis situations
Customer-oriented solutions	<ul style="list-style-type: none"> – Personalization of offers (AI, Big Data) – Loyalty programs – Support service improvement (CRM, chatbots) 	Maintaining customer trust, increasing customer satisfaction and retention
Innovative technologies	<ul style="list-style-type: none"> – E-commerce platforms (Shopify, Magento) – Big Data Analytics – AI Integration, Machine Learning 	Business process automation, marketing strategy optimization and management efficiency improvement
Marketing strategies	<ul style="list-style-type: none"> – Content Marketing – SMM Promotion – PPC Advertising, SEO Optimization 	Attracting new customers, maintaining interest from existing audiences
Legal support	<ul style="list-style-type: none"> – Legal audit of contracts – Compliance with e-commerce legislation – Use of consumer protection mechanisms 	Increasing the legal protection of the enterprise, minimizing legal risks
Organizational flexibility	<ul style="list-style-type: none"> – Restructuring of organizational processes – Remote team work – Outsourcing of non-standard functions 	Adaptation to new working conditions, optimization of internal resources
Trust and security	<ul style="list-style-type: none"> – Data protection (GDPR, SSL, encryption) – Reliable payment systems – Transparency of sales conditions 	Protecting information, ensuring payment security and increasing consumer trust

Despite the fact that some business entities create their own web resources independently, the vast majority involve professional third-party developers in this process. The cost of developing a business-oriented website is often measured in thousands of US dollars, and its regular maintenance, updating and modernization require additional financial costs and time resources, which, in turn, creates risks of exceeding the planned budget [16].

The integration of marketplaces, in particular, such as Amazon, has fundamentally transformed approaches to organizing e-commerce, providing universal platforms for effective interaction of numerous sellers and consumers. In this context, it is appropriate to note that the strategic decisions of leading market players have been focused on the application of Big Data analysis technologies to optimize the product range, personalize price offers and increase user satisfaction. The use of artificial intelligence (AI) has allowed to improve the mechanisms of personalized interaction with customers and improve communication at all stages of the customer journey.

In addition, innovative solutions based on blockchain technologies have expanded the possibilities of managing commodity markets, providing increased transparency of transactions, security of data exchange and implementation of mechanisms of smart contracts and decentralized storage of information. This helps to reduce transaction costs and minimize the risks of fraudulent actions in the field of e-commerce.

Current forecasts on the geographical distribution of revenues in the field of retail e-commerce indicate the dominance of the Asian market, the total volume of which is estimated to exceed two trillion US dollars. The second place in terms of revenue is occupied by the American market with a projected figure of about 1.1 trillion US dollars. At the same time, Africa demonstrates the lowest level of revenues from e-commerce, which is estimated at 44 billion US dollars. The main reason for this is the low awareness of the population of the region about the opportunities and benefits of digital trade channels [17].

The dynamics of the development of online marketplaces remains consistently high, which is confirmed by effective traffic indicators at the global level. Further growth of this trend is predicted in the near future, which is due to the acceleration of digital transformation processes around the world. In this regard, the development of strategies for minimizing the risks associated with the implementation of online sales in the context of the rapid digitalization of commercial activities becomes particularly relevant.

The main factors contributing to minimizing risks in the distribution policy of enterprises include the refusal to involve intermediaries-distributors, as well as the transfer of order fulfillment functions to manufacturers through outsourcing. In modern conditions, two key factors can be distinguished that affect the level of risk when distributors sell goods through electronic marketplaces. The first is related to the status of the company as an integrated entity that combines the functions of a seller and a logistician, having its own distribution centers, warehouses, product management specialists and its own customer base. Such companies are potentially able to sell identical products (SKU), competing with other market participants, which intensifies the competition between distributors. The second factor concerns companies that do not have logistics capabilities or infrastructure for storing and processing goods, which reduces their competitiveness in the market. For example, Amazon can directly partner with manufacturers and sell a wide range of products on its own platform, bypassing third-party sellers. In contrast, eBay, without an extensive logistics network and its own inventory, mainly acts as an online intermediary platform, which reduces the risks of direct competition for third-party sellers. For this reason, eBay is often seen as a more reliable platform for independent distributors compared to Amazon. In most cases, in B2B markets, manufacturers and distributors act as third-party sellers, but the main goal of a number of marketplaces is to eliminate distribution intermediaries from the supply chain. This allows the marketplaces to focus on providing additional services such as marketing, promotion, merchandising, sales management and customer service. In this case, the manufacturer performs operational functions of order processing, storage of goods, picking, packaging and shipping. Both parties thus share the value-added functions previously performed by distributors, and also jointly receive profits from the sale of goods. From this point of view, the active development of e-commerce leads to a shift in emphasis in distribution logistics, which may have negative consequences for traditional distribution networks [18].

The role of logistics in retail is constantly changing under the influence of innovative technologies and modern market trends. The effective organization of distribution processes is considered one of the key factors in maintaining the competitiveness of companies and expanding the customer base. An optimized distribution process that ensures prompt order processing and an improved level of service contributes to increasing sales volumes and achieving cost savings. In an environment where large market players, in particular Amazon, set high standards of customer-oriented service, retailers and their distributors must guarantee the speed and accuracy of order processing to meet consumer expectations and ensure financial efficiency [19]. Analysis of current trends indicates the dominance of Amazon and eBay in terms of traffic indicators. This position is explained by their global reach and a wide range of product categories, which determines the steady growth in the popularity of these marketplaces. At the same time, Etsy, a platform specializing in the sale of handmade and vintage goods, occupies a stable, albeit lower position — ninth place in the overall ranking. A limited range of products limits its market potential. Despite some similarities between Amazon and eBay, these marketplaces have significant differences in terms of ease of use, operating policies and basic requirements for sellers [20]. In particular, to operate effectively on the Amazon platform, you need to have significant experience in online trading, as well as have special knowledge and time resources. The process of registering a new store involves a long and multi-level verification, and the customer service policy is regulated by strict platform standards. In the case of eBay, the account verification process is simpler, which makes the platform more accessible to inexperienced sellers. In addition, filling product positions on eBay is more flexible and does not require strict adherence to regulations, as on Amazon.

The concept of successful operation on the Etsy marketplace involves focusing on products with high demand in the segments of artisanal, vintage and handmade products. Registration of an account for new sellers is quick and requires minimal effort. At the same time, attention to detail when creating product offers plays a key role in attracting customers. The general requirements for products and product categories on the studied platforms determine the specifics of their functioning in global markets. Comparison of the Amazon, eBay and Etsy marketplaces, containing key characteristics that are important for strategic analysis and selection of a platform for conducting online business (Table 2).

Table 2

Comparative table of the Amazon, eBay and Etsy marketplaces

Критерій	Amazon	eBay	Etsy
Main specialization	A universal marketplace with a wide range of products, including electronics, clothing, food, books, and more	Auction and fixed trade in goods of all categories, new and used	Handmade goods, vintage items, crafts
Target audience	Global mass market, targeting all consumer segments	Global market, both individuals and small businesses	Niche audience, lovers of handmade goods, crafts, unique products
Seller registration process	Complex, multi-level account verification, document, time and experience requirements	Simple, minimal verification requirements for entry-level sellers	Simple, few steps, minimal registration requirements
Sales commission	From 8% to 15% depending on the product category; additional logistics costs Fulfillment by Amazon (FBA)	Basic commission 10% of the cost of the product + commission for using the payment system	Commission for placing the product (\$0.20), 6.5% of the product value, additional payments for advertising
Payment system	Amazon Payments	PayPal, bank cards, eBay Managed Payments	Etsy Payments (bank cards, PayPal, Apple Pay, and more)
Logistics and delivery	Ability to use FBA (full cycle storage, packaging, delivery), high standards of speed and accuracy	Independent organization of delivery by the seller, flexible terms	Independent organization of delivery, convenient integration with postal services
Possibility of store personalization	Limited, standardized product pages, strict content requirements	Flexible settings, the ability to create an individual store style	High level of store personalization, design, brand page
Marketing tools support	Amazon Advertising, coupons, discounts, recommendations, Prime	Promotions, discounts, advertising campaigns eBay Promotions	Etsy Ads, discounts, coupons, marketing tips for sellers
Mobile device support	Amazon Seller and Amazon Shopping mobile app	eBay mobile app for sellers and buyers	Etsy mobile app for managing your store
Key challenges for the seller	High competition, strict return policy, complex logistics with self-delivery	Risk of fraud, the need to independently manage all processes	Limited niche, dependence on demand for unique/handmade goods
Platform advantages	Global market access, Amazon Prime program, customer trust	Easy integration, access to the global market, flexible sales formats	Loyal community of buyers, specialization in handmade, high level of customization
Best suited for	Large and medium-sized companies, experienced salespeople	Startups and small businesses with limited budgets	Masters, designers, artisans, creators of unique products

Neither Amazon nor eBay imposes strict restrictions on the types of products that can be sold through their marketplaces, allowing sellers to offer a wide range of products. However, to ensure effective search engine optimization and increase the visibility of product positions, eBay requires sellers to structure product information in detail. In particular, it is necessary to indicate the brand, size, product type, style, as well as keywords that affect the product's ranking in the search system.

In contrast, Etsy regulates the list of products allowed for sale according to approved categories. Permission to resell products is possible only within certain segments, such as vintage items and handmade goods, which determines the narrow specialization of the platform.

Regarding the tools for promoting sellers on major online shopping platforms, Etsy demonstrates high efficiency in attracting a target audience through the use of integrated advertising solutions. Amazon offers a comprehensive system of internal advertising (Amazon Advertising), which allows sellers to increase the visibility of their products by raising them in the search results of the platform. eBay has implemented its own advertising service — Promoted Listings, which is available to sellers with high conversion rates. Customer reviews play a key role on eBay and remain one of the basic tools for increasing trust in the seller and his products. The cost of advertising campaigns on eBay differs from prices on Amazon, as it is based on a fixed commission rate chosen by the seller. This percentage is

charged from the final selling price of the product, while taxes and shipping costs are not included in the total commission amount. To increase the efficiency of sales on Etsy, eBay and Amazon, sellers actively use specialized search engine optimization and analytics tools. In particular, Marmalead is one of the leading software solutions for keyword research and SEO optimization on Etsy [22]. This software provides users with access to analytics that cover search volume, user engagement, competitiveness for specific keywords, and also suggests the most popular tags to improve product rankings.

Marmalead operates on a subscription model: \$19 per month for a monthly payment or \$189.96 for an annual subscription, which significantly reduces the cost of the service. The tool integrates keyword analysis functions and generates information about optimal price ranges, which helps to increase the effectiveness of product differentiation. In addition, the software offers data on alternative user search queries, which allows you to build long-term marketing strategies targeting the most relevant audiences.

Marmalead's functionality includes keyword generation, which is the main driver of SEO optimization. With this tool, sellers can improve the visibility of their products on the Etsy platform, increasing the likelihood of conversion. The Marmalead analytical system provides ratings based on the number of tags, the use of long keywords, and also takes into account such parameters as the number of product photos, the volume of the description, its readability, and emotional coloring, which collectively affect the final sales figures [17].

After entering basic keywords, Marmalead automatically generates relevant options that are classified according to system indicators of demand and competition. The seller can create their own lists of optimal keywords, which can then be integrated into the product description. The software also regularly updates search trends and allows you to track the most current trends. Marmalead pays special attention to the use of data from Pinterest, which provides additional analytics on the popularity of products and allows you to predict the level of customer engagement on the Etsy platform.

So, the main tools for strategic promotion of products on Etsy are the use of SEO optimization using Marmalead, as well as the use of Pinterest as an additional channel for attracting new customers and stimulating demand. These solutions form a comprehensive promotion model that helps increase the competitive advantages of sellers on the Etsy platform.

The strategy of commercial activity using the 3Dsellers platform on the eBay marketplace involves the use of an integrated multi-channel environment for organizing, planning, managing, monitoring and promoting business in the online environment [18]. The 3Dsellers software provides access to key functionality aimed at increasing conversion rates, with the possibility of familiarization during a seven-day trial period.

The system allows users to choose individual tariff plans according to the needs and scale of the business. In particular, three main packages are available: «Essential», «Professional» and «Growth», each of which is adapted to different stages of development of online stores on eBay, focused on long-term optimization of operational activities [19].

Thus, 3Dsellers provides the opportunity to choose the most relevant cooperation option that ensures effective optimization of the functioning of the online store on eBay, taking into account the current stage of business development. The platform is a universal solution for integrated multi-channel business management, allowing sellers to effectively administer multiple eBay accounts, as well as provide integration with other marketplaces, including Amazon, in a short period of time.

The set of tools offered by 3Dsellers includes eBay listing management software, which allows you to implement the following key functions:

- organization of an effective customer service process;
- integration with CRM systems to make management decisions and ensure personalized interaction with customers;
- management of rates, control over orders and monitoring the status of shipments;
- use of the analytical reporting center to conduct strategic calculations on the current state and prospects of the company's development;
- editing images in product offers and automating standard operational service processes;
- access to marketing tools, which include creating listings, an automated feedback system, sending messages to customers and providing services for planning marketing campaigns.

Thanks to its wide functionality, 3Dsellers helps increase the efficiency of operational processes, ensure the stability of order processing, and improve customer experience, which together has a positive impact on business competitiveness in the face of growing competition on marketplaces.

One of the most effective software solutions for optimizing commercial activities on the Amazon platform is the Jungle Scout system. This software is recognized as one of the most functional and comprehensive tools for sellers working on this marketplace, due to the wide range of available functions and systematic updating of capabilities. Jungle Scout developers are constantly improving the software product, integrating innovative business management strategies aimed at increasing sales and improving the competitive position of sellers on the Amazon market.

One of the latest developments of the system is the supplier database, which allows users to search for and manage the most effective suppliers and agreements. This module contains information about proven global suppliers used by leading companies, which ensures the reliability and stability of supply chains. The analytical tools implemented in Jungle Scout allow for a comprehensive analysis of competitors' activities and finding suppliers offering the most favorable terms of cooperation [25].

The software's functional capabilities include comparative analysis, monitoring supplier activities, and data management by key parameters. In particular, the system allows you to search for suppliers by Amazon Standard Identification Number (ASIN), as well as by brand or supplier name. This greatly simplifies the process of identifying optimal offers focused on the needs of a particular business in accordance with its financial and operational capabilities.

In addition, Jungle Scout provides the creation and administration of supply orders, as well as monitors transactions with partners, which contributes to the formation of a transparent and controlled system of interaction with suppliers. This functionality increases the efficiency of operational processes, ensuring stability and predictability of business development on the Amazon platform. The software product is offered in three tariff plans: «Basic», «Suite» and «Professional», each of which is adapted to different levels of needs and scales of commercial activity. Each tariff plan provides access to a certain set of functions focused on meeting the requirements of both novice and experienced sellers [26].

In the context of the development of e-commerce, a number of key trends are observed that determine the competitive environment. These include: globalization of electronic markets and the internationalization of companies; introduction of new channels of interaction with consumers; active use of augmented reality and artificial intelligence technologies; increasing the level of personalization of goods and services by collecting and processing data on consumer behavior; development of chatbots to automate customer service; expansion of mobile commerce as one of the main channels for product sales.

These trends create new opportunities for the development of online trade, in particular by increasing consumer engagement, personalization of marketing communications and optimization of business processes within the framework of the digital transformation of global markets.

Conclusions. Online business demonstrates significant potential for the development of entrepreneurial activity, even in conditions of deep socio-economic upheavals, which is especially relevant in the context of modern challenges associated with armed aggression against Ukraine. The impact of such negative factors as a shortage of qualified specialists, limited resource provision, insufficient level of development of digital infrastructure, as well as transformations in consumer behavioral models, significantly complicates the economic activities of national business entities. At the same time, the implementation of e-commerce technologies partially eliminates these negative consequences, opening up new opportunities for adaptation and further growth of enterprises in times of crisis.

Strategic management of e-commerce implementation processes at domestic enterprises should be considered as a key factor in ensuring business sustainability and its long-term viability in periods of economic instability. The implementation of online commercial models contributes to the reduction of transaction costs, optimization of advertising campaigns, expansion of the geography of trade operations, development of outsourcing systems, automation of basic trade and technological processes, as well as increasing the efficiency of marketing research. In addition, online business minimizes the need for investments in the creation and maintenance of traditional offline trading enterprises.

The advantages of e-commerce also extend to end consumers, who are given greater control over the process of searching, selecting and purchasing goods. This is achieved due to the possibility of access to a wide range of products, the convenience of remote transactions and a high level of personalization of services. The integration of automated delivery technologies significantly improves the level of customer service by reducing the time of order fulfillment, ensuring prompt updating of information in real time and guaranteeing the accuracy of delivery of goods to the end consumer.

Further exponential growth in the popularity of e-commerce is predicted, which necessitates the implementation of modern technological solutions to support the effective functioning of enterprises in

digital markets. E-commerce plays the role not only as a tool for transforming traditional business models, but also as a strategic resource that ensures overcoming crisis phenomena, increases the adaptive potential of enterprises and opens up opportunities for sustainable growth.

Among the main barriers to the development of e-commerce in Ukraine at the current stage, the consequences of the military conflict should be highlighted. In particular, we are talking about significant logistical difficulties, the complete or partial cessation of the activities of a number of online stores and trading platforms, disruptions in energy supply and access to the Internet, as well as the introduction of martial law, which led to the curtailment of a number of business processes in the field of online trading.

In addition, among the key obstacles to the functioning of the industry, it should be noted the imperfection of the regulatory framework in the field of e-commerce, which requires significant updating and harmonization with the legislation of the European Union. In particular, this concerns the implementation of the provisions of the Association Agreement between Ukraine and the EU on the introduction of a system of trust services, the transition from electronic digital signature to integrated regulation of electronic document flow at the level of international standards.

At the same time, a high level of risks associated with the development of Internet fraud remains, which necessitates the need to improve mechanisms for protecting consumer rights and increase the level of security of electronic transactions. These problems are largely due to the imperfection of legal regulation in the field of e-commerce, which hinders the effective development of the industry.

Further scientific research in the field of online business should focus on the development and implementation of improved regulatory and legal mechanisms, in particular on the adoption of comprehensive legislative acts regulating the activities of e-commerce entities. This involves the introduction of mandatory procedures for verifying the authenticity of sellers, the introduction of deposit mechanisms to guarantee the security of transactions, as well as the creation of effective tools for protecting consumer rights in the online space.

REFERENCES

1. Pilkington, M. (2016). Blockchain technology: Principles and applications. Research Handbook on Digital Transformations. Edward Elgar Publishing. Retrieved from: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2662660 [in English].
2. Liao, C.H., Lin, H.E., & Yuan, S.M. (2020). Blockchain-enabled integrated market platform for contract production. *IEEE Access*, 8, 211007-211027. DOI: 10.1109/ACCESS.2020.3039620
3. Ghavami, F. (2024). Amazon eCommerce facts & statistics. *Digitalcommerce360*. Retrieved from: https://www.digitalcommerce360.com/amazon-ecommerce-facts-and-statistics/#:~:text=Amazon%20is%20the%20largest*%20online,revenue%20over%20the%20last%20decade
4. Ahmad, N., & Zahid, F. (2024). NFT market trends and digital asset trading: Navigating blockchain regulation and fintech investment strategies in China and the USA. *ResearchGate*. Retrieved from: https://www.researchgate.net/publication/385893354_NFT_Market_Trends_and_Digital_Asset_Trading_Navigating_Blockchain_Regulation_and_Fintech_Investment_Strategies_in_China_and_the_USA [in English].
5. Statista. (2024). Retail e-commerce sales worldwide from 2014 to 2027. Retrieved from: <https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/> [in English].
6. Coaxsoft. (2024). eCommerce tech trends 2024 to watch. Retrieved from: <https://coaxsoft.com/blog/ecommerce-trends-future-online-retail> [in English].
7. Cumming, D.J., Johan, S., & Pant, A. (2019). Regulation of the crypto-economy: Managing risks, challenges, and regulatory uncertainty. *Journal of Risk and Financial Management*, 12, 126. DOI: 10.3390/jrfm12030126 [in English].
8. Saurab, K., Upadhyay, P., & Rani, N. (2023). A study on blockchain-based marketplace governance platform adoption: A multi-industry perspective. *Digital Policy, Regulation and Governance*, 25(6), 653–692. DOI: <https://doi.org/10.1108/DPRG-04-2023-0053> [in English].
9. Hontar, L. (2024). Vplyv elektronnoi komertsii na suchasni tendentsii rozvytku rynku zbutu v umovakh voiennoho stanu [The impact of e-commerce on current trends in the development of the sales market under martial law]. *Aktualni pytannia u suchasni nauki — Current issues in modern science*, (5(23)). [https://doi.org/10.52058/2786-6300-2024-5\(23\)-59-70](https://doi.org/10.52058/2786-6300-2024-5(23)-59-70).
10. Novikova, N. et al. (2024). Trends in the Development of E-Commerce in Ukraine / Technology: Toward Business Sustainability. *ICBT 2023. Lecture Notes in Networks and Systems*, 925. https://doi.org/10.1007/978-3-031-54019-6_8.

11. Tkacz, E., & Kapczynski, A. (2009). *Internet — Technical Development and Applications*. Springer.
12. Kraus, K.M., & Manzhura, O.V. (2021). *E-commerce and Internet commerce: a study guide*. Kyiv: Agrar Media Group.
13. Krehul, Yu., & Batrymenko, V. (2018). Legal regulation of international e-commerce. *Foreign trade: economy, finance*, 2, 136–147.
14. H. Baier-Fuentes et al. (2023). Bricolage as an effective tool for the survival of owner-managed SMEs during crises // *Journal of Business Research*. Vol. 157. P. 113608. DOI: <https://doi.org/10.1016/j.jbusres.2022.113608>.
15. Katsytska, H., Namliiev, Ye. (2023). Kryzovi yavlyshcha yak osnova vynyknennia destabilizatsiinykh protsesiv v ekonomitsi: aktualnist teorii ta rozvytok kryzysolohichnykh doslidzhen [Crisis phenomena as the basis for the emergence of destabilization processes in the economy: the relevance of theories and the development of crisis research]. *Kyivskyi ekonomichnyi naukovyi zhurnal — Kyiv Economic Scientific Journal*, (1), 103–116. <https://doi.org/10.32782/2786-765x/2023-1-13>.
16. Kot, O.V., & Antonenko, D.S. (2015). Sutnist, stanovlennia ta perspektyvy rozvytku elektronnoi komertsii Ukrainy u hlobalnomu seredovyshchi. *Ekonomyka y upravlenye predpriatyem. Tekhnolohycheskyi audyt y rezervy proyzvodstva*, 2/6, 28–32.
17. Ecommerce Trends You Need to Know to Thrive in 2021. (n.d.). Weglot Blog. <https://weglot.com/blog/e-commerce-trends-2021/12>
18. The World's Top Online Marketplaces (2022). <https://besedo.com/knowledge-hub/blog/the-worlds-top-online-marketplaces-2022/>
19. Nembol Marketing. (2022). Is it better to sell on Etsy, eBay or Amazon? Nembol. <https://www.nembol.com/e-commerce-for-retailers/amazon-vs-ebay-vs-etsy>
20. Nembol Marketing. (2022, August 16). Is it better to sell on Etsy, eBay or Amazon? Nembol. <https://www.nembol.com/e-commerce-for-retailers/amazon-vs-ebay-vs-etsy>
21. The OG Etsy SEO Tool Tested — 2022 Marmalead Review. (n.d.). (2022, October 31). <https://www.growingyourcraft.com/blog/the-og-etsy-seo-tool-tested-2022-marmalead-review>
22. Valcarcel, J. (2020). Top 5 Etsy Questions From 2020. <https://blog.marmalead.com/top-5-etsy-questions-from-2020/3Dsellers>. (2022). <https://www.webretailer.com/reviews/3dsellers/>
23. Pricing — 3Dsellers All-In-One eBay Platform. 3Dsellers: All-in-One eBay Selling Manager. <https://www.3dsellers.com/pricing>
24. Mileva, G. (2022). Top 11 Amazon Seller Software & Tools Every Merchant Should Know. Influencer Marketing Hub. <https://influencermarketinghub.com/amazon-seller-software-tools/Jungle Scout pricing and subscription plans>. (n.d.). <https://www.junglescout.com/blog/pricing-and-plans/>
25. Jungle Scout Pricing & Plans — Monthly Membership Costs — Jungle Scout. Jungle Scout. https://www.junglescout.com/pricing/?utm_source=google&utm_medium=cpc&utm_campaign=JS-DMT-EN-ALL-S_B-Brand&utm_adgroup=JS_Pricing&utm_term=Jungle%20scout%20price&utm_matchtype=Phrase&gclid=CjwKCAjwge2iBhBBEiwAfXDBR7dPsjMg2tYBpNbbGsPqqSgSRPAsqm5neZltjm7NsXaOusGDFSSPTBoCNAUQAvD_BwE
26. The OG Etsy SEO Tool Tested — 2022 Marmalead Review. (n.d.). (2022, October 31). <https://www.growingyourcraft.com/blog/the-og-etsy-seo-tool-tested-2022-marmalead-review>