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FORMATION OF ELECTRONIC COMMERCE DEVELOPMENT STRATEGY IN UKRAINE IN THE CONTEXT OF EUROPEAN INTEGRATION PROCESSES

The e-commerce market in the world is growing at a rate of 23-25%, which is much faster than traditional retail stores. The Ukrainian e-commerce market is growing at a rate of more than 30%, ranking second in terms of pace in Europe. At the same time, similar rates can be maintained for a long time, since the share of online sales in retail trade in Ukraine in general is 3.2%, while on average in Europe it is 8.8%, and in Britain it is 17.8%. A significant number of studies of the features of e-commerce on the domestic market were conducted, while the strategic directions of the development of e-commerce in Ukraine in the context of European integration processes do not have proper scientific justification, which determines the relevance of the chosen research topic. У статті проаналізовано динаміку обсягу ринку електронної комерції в Україні за останні роки. The algorithm for the formation of the Strategy for the development of e-commerce in Ukraine was considered. The following features of the development of the e-commerce development strategy of Ukraine are highlighted, which distinguish it from other development strategies: the e-commerce development strategy must be consistent with the current strategy of the country's economic development, individual strategies of its innovative development, as evidenced by the experience of developed countries; e-commerce development strategy should take into account the current state of the formation of the digital economy in society, the peculiarities of the mental space of perception of innovations by the population; the e-commerce development strategy should be built taking into account world experience both in terms of creating similar strategies and in terms of the specifics of the real consequences of the development of digital technologies in developed countries; the strategy for the development of electronic commerce should have in its structure a national vector of support for specific directions in the field of information and communication technologies, in which Ukraine gradually plans to take leading positions in the world. It was determined that the harmonization of e-commerce procedures in Ukraine with EU legislation is particularly relevant. Such harmonization is an important aspect of Ukraine's accession to the European Union. In the course of the research, it was established that the most effective and systematic tool of state influence on the development of e-commerce, in addition to legislative regulation, is the formation and implementation of the Strategy for the development of e-commerce. This study proposes a scientifically based strategy formation algorithm, the use of which will have a positive impact on the system of state regulation of electronic commerce and trade in general.

Keywords: e-commerce, e-commerce development strategy, EU, state regulation.

Fig. 2. Jim. 13.

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ФОРМУВАННЯ СТРАТЕГІЇ РОЗВИТКУ ЕЛЕКТРОННОЇ КОМЕРЦІЇ В УКРАЇНІ В КОНТЕКСТІ ЄВРОІНТЕГРАЦІЙНИХ ПРОЦЕСІВ

Ринок електронної комерції у світі зростає зі швидкістю 23-25%, що значно швидше за класичні роздрібні магазини. Український ринок е-commerce зростає зі швидкістю понад 30%, посідаючи друге місце за темпами в Європі. При цьому подібні темпи можуть

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зберігатися тривалий час, оскільки частка онлайн-продажів у роздрібній торгівлі загалом в Україні складає 3,2%, тоді як в середньому в Європі 8,8%, а у Британії – 17,8%. Проводилась значна кількість досліджень особливостей електронної комерції на вітчизняному ринку, при цьому стратегічні напрямки розвитку електронної комерції в Україні в контексті євроінтеграційних процесів не мають належного наукового обґрунтування, що визначає актуальність обраної теми дослідження. У статті проаналізовано динаміку обсягу ринку електронної комерції в Україні за останні роки. Розглянуто алгоритм формування Стратегії розвитку електронної комерції в Україні. Виокремлено такі особливості розробки Стратегії розвитку електронної комерції України, які вирізняють її серед інших стратегій розвитку: стратегія розвитку електронної комерції повинна узгоджуватися з діючою стратегією економічного розвитку країни, окремих стратегій її інноваційного розвитку, про що свідчить досвід розвинутих країн; стратегія розвитку електронної комерції повинна враховувати сучасний стан становлення цифрової економіки в суспільстві, особливості ментального простору сприйняття нововведень населенням; стратегія розвитку електронної комерції повинна будуватися з урахуванням світового досвіду як у частині створення подібних стратегій, так і в частині особливостей реальних наслідків розвитку цифрових технологій у розвинутих країнах; стратегія розвитку електронної комерції, повинна мати у своїй структурі, національний вектор підтримки конкретних напрямів в сфері інформаційно-комунікаційних технологій, в яких Україна поступово планує посісти провідні світові позиції. Визначено, що особливо актуальною є гармонізація процедур електронної комерції в Україні із законодавством ЄС. Така гармонізація є важливим аспектом процесу вступу України до Європейського Союзу. В процесі дослідження встановлено, що найбільш ефективним і системним інструментом впливу держави на розвиток електронної комерції, крім законодавчого регулювання, є формування та реалізація Стратегії розвитку електронної комерції. В даному дослідженні пропонується науково обґрунтований алгоритм формування стратегії, використання якого матиме позитивний вплив на систему державного регулювання електронної комерції та торгівлі загалом.

Ключові слова: електронна комерція, Стратегія розвитку електронної комерції, ЄС, державне регулювання

Statement of the problem in a general form and its connection with important scientific or practical assignments. The e-commerce market is growing at a rate of 23-25% in the world, which is much faster than traditional retail stores. The Ukrainian e-commerce market is growing at a rate of more than 30%, ranking second in terms of pace in Europe. At the same time, similar rates can be maintained for a long time, since the share of online sales in retail trade in Ukraine is 3.2% in general, while on average in Europe it is 8.8%, and in Britain, it is 17.8%.

A significant number of studies of the features of e-commerce on the domestic market were conducted, while the strategic directions of the development for e-commerce in Ukraine in the context of European integration processes do not have proper scientific justification, which determines the relevance of the chosen research topic.

Analysis of recent research and publications. Various aspects of the process of forming a strategy for the development of e-commerce and its components, the study of the state of development of e-commerce in the world, and the specifics of making managerial decisions regarding strategic online communications in the field of e-commerce are the subject of research by many foreign and domestic economists. So,

Karray S. and S.P. Siguñ [1] identified which informational sites now are a priority for retail organizations and manufacturers who seek to sell their products themselves through e-commerce. They also proposed a methodical approach to the formation of an e-commerce development strategy by choosing the most profitable site model depending on the specifics of the product, to the strategic choice of the seller's online communications and obtaining the effect of cross-pricing between online and off-line channels of sales of goods. Cheng Y. and Z. Xiong [2] substantiated the prerequisites for the formation of an e-commerce development strategy, which are optimal for the opening of online stores by a manufacturer and a retailer. They also found that multi-channel retailing is not always the best strategy for a retailer that dominates a particular market.

Domestic scientists A.M. Odarchenko and K.V. Mr. [3] identified the main principles of e-commerce development strategy formation in Ukraine in the context of European integration processes and substantiated the main directions of e-commerce development in Ukraine. The principles and directions are substantiated by a thorough analysis of the reasons limiting the development of e-commerce in Ukraine.

S.V. Malovichko [4] analyzed the development of international electronic trade and proposed a scientific and methodological approach to researching the strategic trajectory of the development of electronic trade in Ukraine, taking into account the strengthening of the role of Ukraine in the international market of goods and services.

A.A. Mazaraki and O.O. Kavun [5], studied the problems of forming a strategy for the development of e-commerce in Ukraine in the context of European integration processes based on the analysis of an integrated model of the development of electronic retail trade in Ukraine.

The purpose of the article. The purpose of the study is to substantiate the peculiarities of the methodology for forming the strategy for the development of e-commerce in Ukraine in the context of European integration processes.

Setting objectives. The development of innovative and information technologies in the field of e-commerce actualizes the need to create conditions in the country for the activation of the functioning of business entities in the field of e-commerce by forming a balanced and coordinated strategy for the development of this type of business, which requires new scientific research in this direction.

Presentation of the main material of the study with a justification of the obtained scientific results. E-commerce is conducting business online, which today is present in the following four areas: direct sales of goods and services; banking and invoicing (payment systems); safe placement of information; corporate purchases.

The essence of the concept of "electronic commerce" can be considered from two points of view: economic (electronic economic activity related to the sale and supply of goods (works, services)) and legal (a set of rules that regulate the procedure for conducting relations between the customer and the supplier) [6, p. 62].

E-commerce is based on the structure of traditional commerce, and the use of electronic networks adds flexibility to it. There are 5 main groups of e-commerce subjects: consumers (C-consumer), natural persons; business organizations (B-business); state bodies (G-government or A-administration); employees (E-employee); financial institutions providing settlements between other e-commerce entities.

Currently, e-commerce is divided into 5 main forms. Business models in the B2B and B2C sphere (electronic suppliers (E-procurement), electronic platforms for collaboration (Collaboration platforms), information brokers (E-brokers), payment systems (E-payment systems), electronic stores (E-shop), electronic auction (E-auction), virtual communities (Virtual communities), etc.).

The global volume of sales in e-commerce increases annually and in 2020, 20% of purchases in the world were made via the Internet. If ordinary sales increased by only 1% for the year, then on the Internet they increased by 24%. The positions of e-commerce are strengthening all over the world and Ukraine was no exception (Fig. 1).

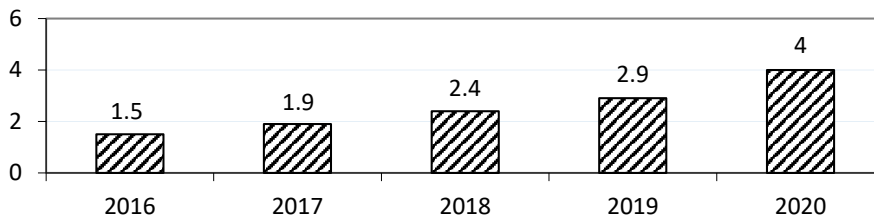


Fig. 1. Dynamics of the e-commerce market volume in Ukraine for 2016-2020, billion dollars USA. source: [7]

The spread of e-commerce largely depends on the penetration of the Internet. According to research by the CBR company, at the end of 2020, 10.6 million people in Ukraine regularly shopped on the Internet - this is a third of the population. These are regular customers of online stores and trading platforms.

According to Deloitte survey data in Ukraine, on the eve of the war, for the second year in a row, an important trend was observed in trade: a twofold predominance of growth rates online over offline. 22% of respondents indicated that they started to buy online, and only 9% shop more often offline. And this trend only intensified. In large part, thanks to the consequences of the pandemic, which has accustomed many people to buy online. As the research of "Soul Partners and Baker Tilly Ukraine" showed, the volume of the e-commerce market in 2020 increased by 41% and reached \$4 billion, which was 8.8% of the total volume of retail trade in Ukraine. This share was expected to be at the level of 9.2% or \$4.4 billion by the end of 2021.

Three months after the war, Promodo experts analyzed how key indicators changed in seven segments of Ukrainian e-commerce from February to May 2021. Indicators paid attention to an advertising budget, income, users, customer acquisition cost, average check, and part of advertising costs. During the first week of the war, Ukrainian online retailers lost almost all of their income. On average, it fell by 92%. However, already in mid-March, revenues began to grow along with a significant increase in the number of sessions. At the end of May, some categories even returned to pre-war indicators. It is predicted that as the country recovers, the top sellers will be building materials, household goods, appliances, and electronics [8].

Ukraine is actively integrating into the European e-commerce regulatory system. Thus, the Association Agreement with the EU contains agreements between the

parties to promote the development of electronic trade between countries. Ukraine's implementation of the Agreement provides for the implementation of the requirements of Directive No. 2000/31/EC of the European Parliament and the Council dated June 8, 2000, on some legal aspects of information society services, in particular, electronic commerce in the Internal Market (Directive on Electronic Commerce). The Law of Ukraine's "On Electronic Commerce" generally complies with this Directive [9].

Let's consider the algorithm that, based on the conducted analysis, we propose for the formation of the Strategy for the development of e-commerce in Ukraine (hereinafter the Strategy) (Fig. 2).

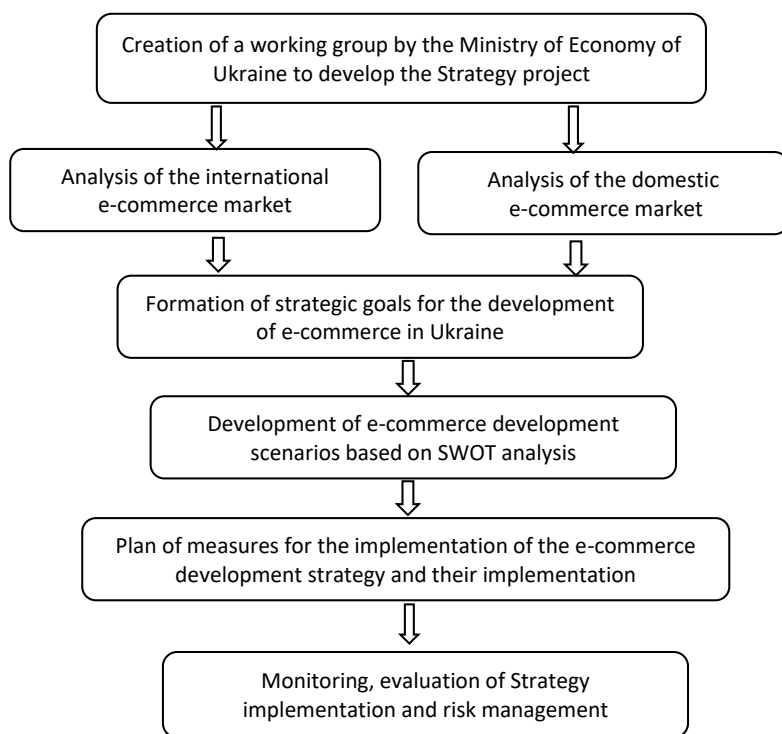


Fig. 2. Algorithm for the formation of the Strategy for the development of e-commerce in Ukraine, author's own elaboration

The preparation of the Strategy is proposed to be carried out taking into account the Decree of the President of Ukraine No. 722/2019 "On the Goals of the Sustainable Development of Ukraine for the Period Until 2030", which are guidelines for the development of projects of forecasting and program documents, to ensure the balance of the economic, social and environmental dimensions of the sustainable development of Ukraine.

In our opinion, the decision to start the development of the project Strategy for the Development of Electronic Commerce in Ukraine should be made by the

Ministry of Economy of Ukraine in agreement with the Ministry of Digital Transformation of Ukraine.

To prepare the draft Strategy, it is proposed to create a working group, which may include representatives of executive authorities, public organizations, and associations, agencies. The Working Group may also include experts in relevant industries, representatives of large trade corporations, and online stores that have significant experience in e-commerce. The composition, main tasks, and powers of the Working Group, as well as the procedure for organizing its work, must be regulated by the relevant Regulations. To organize the process of preparing the Strategy project, the responsible structural division of the Ministry of Economy of Ukraine should be determined.

To ensure publicity and transparency in the process of developing the Strategy project, the following is necessary:

- to inform through the official website and/or through mass media about the start of work on the Strategy project, specifying the terms and form of submission of proposals to it from interested parties;
- organize a public discussion of the draft Strategy and hold consultations with interested parties;
- publish on the official website of the Ministry of Economy of Ukraine reports on the results of consideration of the proposals of interested parties to the draft Strategy.

The following structure of the project Strategy for the Development of Electronic Commerce in Ukraine is proposed: introduction; analytical part; SWOT analysis; scenarios of e-commerce development in Ukraine; the strategic vision of e-commerce development in Ukraine; strategic, operational goals and objectives of e-commerce development in Ukraine; monitoring, evaluation system of Strategy implementation results and risk management.

The prerequisite for the development of the analytical part is the collection of data according to the system of indicators that characterize the state of development of e-commerce in Ukraine. When preparing analytical materials, it is advisable to collect information about the needs (problems) of interested parties and the development of certain segments of electronic commerce that require special attention from the state.

Based on the SWOT analysis, logical relationships between internal (strengths and weaknesses) and external (opportunities and threats) factors that are of strategic importance for the development of e-commerce should be identified.

A prerequisite for the preparation of e-commerce development scenarios is forecasts based on statistically recorded trends and quantitative indicators, taking into account the peculiarities of the functioning of those sectors and areas of the economy that are most dependent on the development of e-commerce.

To determine strategic goals, it is recommended to use a comprehensive approach, that is, create a system of 2-4 goals that will reflect the needs of interested parties and guidelines for the development of e-commerce in various logistics chains.

In the section of the Strategy "Monitoring, evaluation of the implementation of the Strategy and risk management", a system of indicators, deadlines for monitoring, and a plan for evaluating the implementation of the Strategy should be formed.

The implementation of the Strategy for the Development of Electronic Commerce of Ukraine should be carried out based on Plans of measures for its implementation. A plan of measures is developed to ensure the fulfillment of tasks defined by the Strategy.

It is recommended that financial support for the implementation of the Strategy and Action Plan be provided at the expense of state budget funds; funds of international technical assistance of the EU, other international donors, and international financial organizations; investors' funds, including on the terms of public-private partnership; other sources not prohibited by law

It is possible to single out the following features of the development of the Strategy for the Development of Electronic Commerce of Ukraine, which distinguish it from other development strategies.

1. The e-commerce development strategy should be consistent with the current strategy of the country's economic development, and individual strategies of its innovative development, as evidenced by the experience of developed countries. For example, in Australia today the Australian National Digital Economy Strategy [10] is being implemented, in Great Britain – the Digital Economy Act 2017 [11]. It should be noted that developed countries developed and are actively implementing national strategies in the field of building an information society and digital economy several years ago. [12].

In Ukraine, a similar strategy was also adopted in 2007 as the Law of Ukraine "On the Basic Principles of Information Society Development in Ukraine for 2007-2015" [13], but most of the goals and objectives in this strategy remained unrealized. In addition, in the mentioned legislative act, more attention was paid to the development of the information society in terms of the spread of new technologies in all spheres of life, and economic issues were given a secondary role, which reduced the level of attention to the development of measures to promote the development of e-commerce.

2. The strategy for the development of electronic commerce should take into account the current state of the formation of the digital economy in society and the peculiarities of the mental space of perception of innovations by the population.

3. The e-commerce development strategy should be built taking into account world experience both in terms of creating similar strategies and in terms of the specifics of the real consequences of the development of digital technologies in developed countries.

4. The strategy for the development of electronic commerce, in our opinion, should have in its structure a national vector of support for specific areas in the field of information and communication technologies, in which Ukraine gradually plans to take leading positions in the world. This leads to an objective need to search for a national idea with the subsequent creation of conditions for taking the first positions in certain spheres, industries, areas of the economy, and in the field of information and communication technologies. [12].

Thus, taking into account the essence of the "strategy" category and the present features of the formation of strategic determinants of the development of entrepreneurial activity based on the use of modern e-commerce technologies, it is possible to consider the strategic development of the e-commerce system as a purposeful

process of forming positive transformations of the e-commerce infrastructure to ensure the transition to a qualitatively new state economic development of the country in general in the post-war period.

Conclusions. For the successful post-war recovery and development of Ukraine's economy, strengthening the role of the state in e-commerce processes is an important task. Harmonization of e-commerce procedures in Ukraine with EU legislation is particularly relevant. Such harmonization is an important aspect of Ukraine's accession to the European Union. In the course of the research, it was established that the most effective and systematic tool of state influence on the development of e-commerce, in addition to legislative regulation, is the formation and implementation of the Strategy for the development of e-commerce. This study proposes a scientifically based strategy formation algorithm, the use of which will have a positive impact on the system of state regulation of electronic commerce and trade in general.

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