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## E-BUSINESS TRENDS IN THE NEW REALITIES

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The article considers the trends of e-business in the current conditions of military aggression against Ukraine and the consequences of the coronavirus pandemic. The urgency of the issue of e-commerce development under the conditions of maximum adaptation to changes in the external environment both in Ukraine and in the global space has been studied. The main advantages and disadvantages of e-commerce as a key element of doing business are emphasized. The total value of sales via the Internet in Ukraine and the world is analyzed, it is determined that e-commerce is one of the fastest growing markets in the world; the most attractive areas of e-business expansion are identified. It was studied that important global trends that will affect the further development of domestic e-business include: control of all means of communication with consumers, work with existing customers and buyers, maximum automation of business processes, the ability to “move” Internet shoppers offline-stores, interactivity of sites or pages in social networks, growth of purchases by subscription, gradual increase of direct sales on sites of direct manufacturers as alternatives of multi-brand marketplaces for consumers. It was found that e-business in the world is somewhat deviating from the strategy of attracting new customers. It is quite expensive and long. A new trend is research and collection of information about current consumers. It is investigated that a number of e-business development projects were launched in Ukraine, which took into account and were based on new world trends in this field. However, initially the coronavirus pandemic, and now Russia’s military aggression against Ukraine, significantly affected domestic e-commerce. If the impact of the pandemic can rather be described as a push for business to shift the focus towards digitalization, the war, on the contrary, destroyed the opportunities for many new projects and dramatically slowed down the development of domestic e-business.

**Keywords:** e-business, e-commerce, innovation, military aggression, pandemic.

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### *Introduction and formulation of the problem*

The difficulties faced Ukrainian entrepreneurship today are unprecedented. With the start of the Russian invasion, Ukraine’s one-time losses were estimated at \$ 564.9 billion, [8] including: 119 billion US dollars – loss of infrastructure (destroyed and damaged almost 8 thousand km of roads, dozens of railway stations, airports); \$ 112 billion – GDP losses in 2022; \$ 90.5 billion – loss of civilian population (10 million square meters of housing, 200,000 cars, food security for 5 million

people); \$ 80 billion – losses of enterprises and organizations; \$ 54 billion – loss of direct investment in the Ukrainian economy; \$ 48 billion – losses of the state budget. Some companies were physically destroyed (offices, equipment, etc.), others lost workers who moved to safer regions. A significant number of businesses cannot operate fully due to logistical losses, migration of traditional consumers, suppliers and customers. The whole business environment, including e-business, is going through difficult times. Yes, even the largest online retailer

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in the country – ROZETKA – has huge problems. According to its founder Vladyslav Chechotkin, the usual processes are very complicated, workers can not always get to work, there is a lack of workers to process orders, and logistics adds extra time. ROZETKA's monthly turnover dropped from UAH 4 billion per month to UAH 23 million in 3 weeks of hostilities [1].

At the same time, it should be noted that different segments of e-business reacted differently to the current situation. Some companies did not worsen their performance, and some even improved. This was largely influenced by the geographical affiliation of the business and its customers. There are also many other factors that take time to study. And today, due to lack of information, it is inappropriate to talk about stable trends.

The new challenges have exacerbated the already difficult state of entrepreneurship that has arisen as a result of the coronavirus pandemic. Thus, the domestic economy was locked for the first time from March to May 2020, the second time - in January 2021, in February 2022, adaptive quarantine was introduced. Most businesses have been forced to close offline and start working online. The difficult time of «reboot» for everyone ended in different ways: for some closure, reorganization, and for the most creative new opportunities and prospects.

The urgency of e-business development is quite obvious, because in any case we will all have to live in new conditions and transform to changes in the external environment both in the country and in the global space at maximum speed. During this period, entrepreneurs need to adapt to modern realities: to adapt, change, improve and be extremely flexible to the needs of customers and partners. Given the current realities, consumers have shifted a significant portion of their purchases from regular stores to marketplaces and various Internet resources.

#### ***Analysis of recent studies and publications***

The following domestic scientists study the development of e-business and e-commerce: V. Babenko, T. Zatonatska, O. Nazarenko, I. Nazarenko, O. Mandych, M. Krutko, L. Glinenko, Yu. Dainovskyi, S. Malovychko, O. Melnychuk and others. Current trends in e-commerce and trade in Ukraine in recent years have been highlighted in the works of L. Glinenko, Yu. Dainovskyi [2]. O. Melnychuk emphasizes that in Ukraine the main need for the development of e-business is to improve the legal system, namely the creation of the Information Code of Ukraine, development of the National Action Plan for regular familiarization and implementation of e-commerce

systems of various types [3].

Well-known foreign scholars studying e-business trends are A. Operkent, J. Effendi, M. Kinney, H. Shirley, M. Smith and others. A. Operkent's works are devoted to the study of the legal system of one of the leading countries in this field – the United States. In addition, A. Operkent outlined the legal framework of different countries, their advantages and disadvantages, provided proposals for legal regulation of problematic issues [12]. In their works, J. Effendi and M. Kinney outlined the most profitable segments and the main actors involved in this relationship [14]. The work of H. Shirley and M. Smith noted how the implementation of various online operations will affect the economic situation of countries, especially developing ones [13].

However, trends are constantly changing and, accordingly, new trends that affect the development of e-business in Ukraine need to be updated and analyzed.

#### ***The purpose of the article***

The purpose of the article is to identify trends in the development of e-business in Ukraine in the context of global trends and the impact on this development of the coronavirus pandemic and Russia's military aggression against Ukraine.

#### ***Presentation of the main material***

At present, the use of innovative technologies is a key factor in the development of both entrepreneurship and the state as a whole. After all, the active introduction of innovative changes depends on increasing productivity and creating new opportunities for successful business. Our country has a significant potential for innovative development in the field of e-business based on the application of already known international business models and its own developments.

For a deeper understanding of the research topic, let's analyze the categorical apparatus. Thus, most authors define e-business as any business activity that is implemented using information and communication technologies for profit. The main components of e-business are e-document management, e-payment system and e-commerce. E-commerce should be considered as one of the elements of e-business related to the implementation of marketing functions, including the sale of goods and services via the Internet to consumers. That is, the identification of these two concepts is incorrect.

The Law of Ukraine “On Electronic Commerce” defines the concept of “electronic commerce” as “relations aimed at making a profit arising from transactions for the acquisition, change

or termination of civil rights and obligations, carried out remotely using information and telecommunications systems, as a result of which the participants of such relations have rights and obligations of a property nature” [5].

The e-commerce model, in which the consumer chooses and orders goods via the Internet, and pays by means of payment or electronic documents, can be represented by the following elements (Fig. 1).

During the coronavirus pandemic, with limited online contacts, e-commerce became a key component of doing business. Increasingly, companies are entering the electronic market to provide services or sell goods.

The advantages and disadvantages of shifting the emphasis in doing business are gradually becoming apparent. The advantages should be considered the optimization of entrepreneurs their costs for the construction of shops, warehouses; the ability to cover a wider geography of customers; possibility of closer contacts with clients. Among the disadvantages are the following: the customer is deprived of the opportunity to verify the quality of the goods at the time of purchase, increases the waiting time for the desired product, there are some

difficulties in returning the product if it does not come, more likely to receive low-skilled advice than in a regular store.

E-commerce, despite its small share in total sales, is confidently gaining momentum and developing rapidly. Thus, since 2017, global annual growth averages 20% (Fig. 2). In Europe, 81.5% of all Internet sales come from three countries: the United Kingdom, Germany and France. In particular, every year on this indicator they show stable growth [10].

In 2024, Internet sales are expected to reach \$ 6,388 billion. The real giants of global e-commerce are Amazon, Google and Facebook. If before each of them worked in their niche, now they are increasingly competing with each other and pose a threat to other brands and retailers.

Amazon is a leader in investment and innovation: drone delivery, courier robots, and bitcoin payments. Amazon’s sales make up almost half of the US market. The company is growing by 20-30% annually with sales of over \$ 200 billion per year [6].

Amazon’s development is also an incentive for Google to develop in the field of e-commerce, because through the creation of various applications

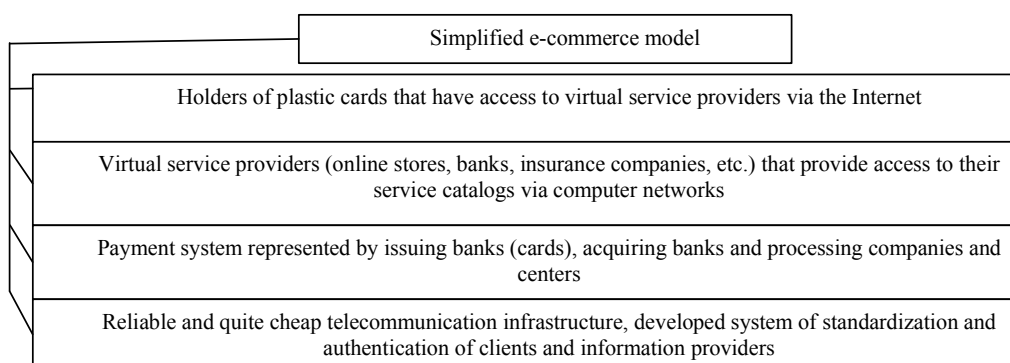


Fig. 1. Simplified e-commerce model

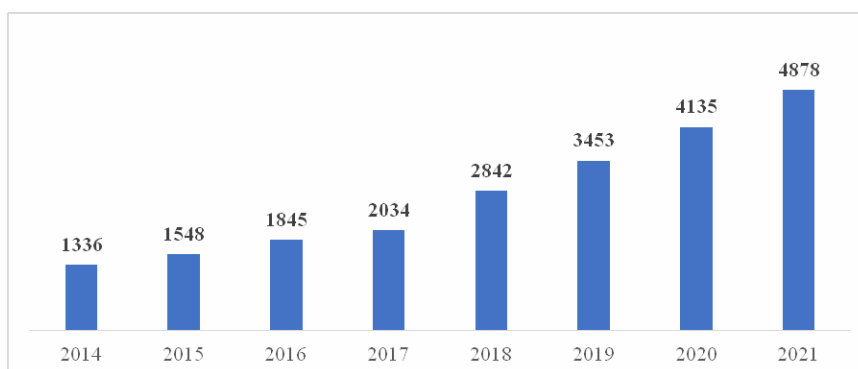


Fig. 2. Growth in online sales worldwide, in the billions of US dollars.

Source: compiled by the authors on the basis [10]

(service for automatic sales of Shopping Actions, tool for promoting online shopping Google Shopping, virtual voice assistant Google Assistant) search engine has become more effective in showing customers who has the best product at the most attractive price, as well as where it is available [4].

Becoming a leader among social networks, Facebook with an audience of 2.7 billion active users chooses e-commerce as the next stage of growth. Sellers can use a variety of tools to access their target audience – from targeted advertising to publishing with built-in product cards. Instagram, based on photo sharing, is currently one of the key drivers of global e-commerce. About 78% of brands and retailers successfully sell their products on Instagram [4].

Due to the boom in the e-commerce market in recent years, domestic retailers have a huge selection of online sales channels. Large foreign marketplaces are Amazon, eBay and Walmart, and among the Ukrainian ones are ROZETKA, Prom, Rozetka, OLX. There are now more than 100 sites available to customers on the Internet, and this number will only grow. It is worth noting that the huge selection of platforms has led to a new trend. It is no longer enough to place simply your product on as many sites as possible. The winning strategy is to develop the business within one of the most popular categories, choosing a narrow niche-subcategory for e-commerce [4].

The pandemic has further contributed to the development of the e-business market in Ukraine: months of self-isolation have led to the emergence of 10 million new customers in online stores. According to the Payoneer’s Global Seller Index, Ukraine ranked sixth with the highest e-commerce revenue growth, ahead of even leading countries such as Vietnam, Israel, India and Japan [9]. Most users continued to order goods online, even after the restrictions were lifted. According to the CBR, the

top 3 categories that Ukrainians most often buy online are clothing (47%), home appliances and electronics (46%), cosmetics and perfumes (37%). Among Ukrainian marketplaces and bulletin boards, OLX ranks first in terms of both knowledge (94.3%) and usage (79.9%). At the same time, the most popular site for online shopping on foreign sites is aliexpress.com, and the most popular social network – facebook.com [11].

The largest company that develops software for retail and online stores, Shopify published a report on trends in 2021 [15]. The main trends in e-business presented in Fig.3.

Messengers, bots, voice assistants, augmented reality – all this is becoming a new trend – barrier-free trade. Most shoppers use messengers to learn more about products, and a significant proportion of consumers turn to smartphones when they are offline.

One of the interesting trends in e-business is the growth of subscription purchases. The essence of this trend is that the customer chooses a set of goods that he buys regularly (grocery basket, cosmetics, pet kit, etc.), and subscribes to them. In particular, Amazon alone offers more than 150 options for this service. Subscription purchases have grown by 40% in 2020, and by 2023, 75% of sellers working directly with consumers will offer such subscription kits [4].

Back in 2017, most people bought popular brands on marketplaces, where you could order everything at once. However, recent trends confirm the fact that consumers are already choosing their favorite brands on the websites of direct manufacturers and support direct sales initiatives through online stores, as this is how you can avoid counterfeiting and fraud. At the same time, owners of new brands should understand that their independent promotion in classic retail and e-commerce is complicated by unequal competition

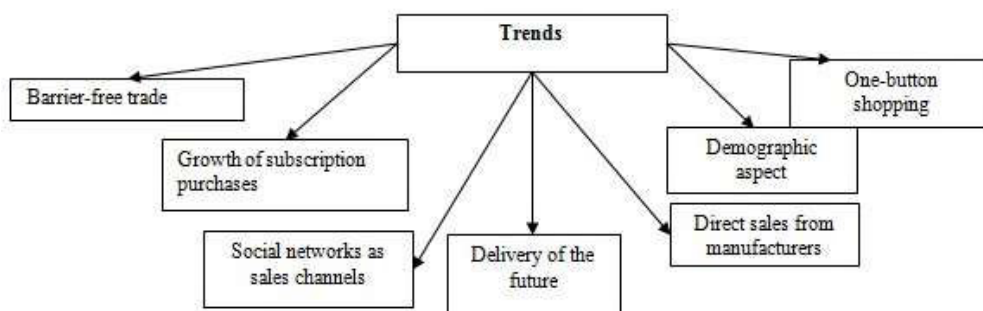


Fig. 3. Main trends in e-business 2020-2022

Source: compiled by the authors on the basis [15].

with multi-brand projects. It is clear that a potential buyer on a site with a wider range of products performs more views, clicks etc. This, in turn, increases the «trust» of search engines to this site. Therefore, for the successful promotion of the brand it is necessary to offer a quality, interesting and relevant product; clearly understand your target audience, its needs; to form the recognizability; immediately set a serious budget for digital advertising on various platforms, taking into account the preferences of its consumers. Taking into account these aspects by the owners of new brands will help not only to attract customers, but also to retain them in the long run.

You also need to pay attention not only to how the purchase will be made, but also to who will make it. For example, when choosing a seller, most consumers born at the beginning of the XXI century will choose the one who offers the option to buy online. And a third of people born around 1982-2004 trust social media advertising as a shopping recommendation. A very promising area of customer-oriented approach in e-commerce is the use of Customer Data Platform (CDP) – a specially designed system for storing data about site users. CDP is primarily a tool for developing targeted marketing business strategies. The system helps to identify and differentiate the audience to personalize the advertising campaign.

Another global trend of e-commerce, which was manifested in Ukraine in the pre-war period, is that the best position held by the seller who organized convenient and fast delivery of goods. Therefore, online stores are improving their own automated home delivery systems, cooperating with specialized delivery services, increasing opportunities for self-pickup from points of sale.

However, with the onset of hostilities, the development of delivery systems in Ukraine has stalled, and in some regions they simply been destroyed, which has led to a significant reduction in their activities. Thus, of the three largest players in the shipping market during the war, two remained – the Estonian Bolt and Glovo. Rocket delivery service has left the Ukrainian market. Glovo has lost almost two-thirds of its couriers and it is too early to predict a full recovery.

Many retail chains in Ukraine now focused on recording losses in order to recover them in court from the aggressor's country. Such a procedure has already been put in place to compensate for the war in Angola, some African countries, Kosovo and Donbas. Along with this, work is underway to relocate warehouses, open new distribution centers, and

intensify online orders for goods that can be picked up at open outlets.

E-commerce in Ukraine is gradually recovering, although one should not expect the pre-war level to reach quickly. The result will be the suspension of many new projects in this area, focusing on major areas, supporting the largest marketplaces.

### **Conclusions**

The study found that e-commerce is one of the fastest growing markets in the world. Good reasons are forcing sellers to move from offline to online sales: reduced maintenance costs, consumer access to a wide range of goods, ease of shopping, wider customer reach, etc.

The desires and expectations of online store customers are increasing every year, and sellers are trying to improve the conditions for purchasing goods. Finding the best solution always encourages the development and emergence of new trends.

Important global trends that will affect the further development of domestic e-business include: control of all means of communication with consumers, work with existing customers and buyers, maximum automation of business processes, the ability to "move" Internet shoppers to offline stores, interactivity of sites or pages in social networks, growth of subscription purchases, gradual increase of direct sales on the sites of direct manufacturers as an alternative to multi-brand marketplaces for consumers.

It is noticeable that e-business in the world deviates slightly from the strategy of attracting new customers. It is quite expensive and time consuming. A new trend is research and collection of information about current consumers. Most brands are beginning to create virtual portraits of their customers: features of online behavior, channels of communication with online stores, consumer settings using augmented reality technologies, the use of special storage systems, etc. Such personalization when making a purchase leads to the fact that the global Internet, studying the customer and knowing all his desires, will offer exactly what needed. However, whether this will have positive or negative consequences remains an issue for future research. The world is becoming digital and virtual.

A number of e-business development projects been launched in Ukraine, taking into account and based on new global trends in this field. At the same time, the study found that initially the coronavirus pandemic, and now Russia's military aggression against Ukraine, had a significant impact on domestic e-commerce. If the impact of the pandemic can rather be described as a push for business to shift the

focus towards digitalization, the war, on the contrary, destroyed the opportunities for many new projects and dramatically slowed down the development of domestic e-business.

The difficulties faced e-business in Ukraine will be overcome, its further development will be in line with global trends.

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## ТРЕНДИ ЕЛЕКТРОННОГО БІЗНЕСУ В НОВИХ РЕАЛІЯХ

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У статті розглянуто тенденції електронного бізнесу в сучасних умовах воєнної агресії проти України та наслідків пандемії коронавірусу. Досліджено актуальність проблематики розвитку електронної комерції за умов максимального притосування до змін зовнішнього середовища як в Україні, так і в глобальному просторі. Підкреслено основні переваги та недоліки електронної комерції як ключового елементу ведення бізнесу. Проаналізовано загальну величину продажів через мережу Інтернет в Україні та світі, визначено, що електронна комерція є одним з найбільш швидкозростаючих ринків у світі, виділено найбільш привабливі сфери розширення електронного бізнесу. Досліджено, що до важливих світових трендів, що впливатимуть на подальший розвиток вітчизняного електронного бізнесу, слід віднести: контроль всіх засобів комунікації зі споживачами, робота вже з наявними клієнтами та покупцями, максимальна автоматизація бізнес-процесів, можливість «переміщення» Інтернет-покупця в офлайн-магазини, інтерактивність сайтів або сторінок у соціальних мережах, зростання покупок за передплатою, поступове збільшення прямих продажів на сайтах безпосередніх виробників як альтернативи мультибрендових маркетплейсів для споживачів. Виявлено, що електронний бізнес у світі децю відступає від стратегії залучення нових покупців. Це досить затратно та довго. Новий тренд – дослідження та збір інформації про поточних споживачів. Досліджено, що в Україні було започатковано цілу низку проєктів розвитку електронного бізнесу, що враховували та базувались на нових світових трендах у цій сфері. Однак спочатку пандемія коронавірусу, а зараз воєнна агресія Росії проти України суттєво вплинули на вітчизняну е-комерцію. Якщо вплив пандемії скоріш можна охарактеризувати як поштовх бізнесу до зміщення акцентів у бік діджиталізації, то війна, навпаки, зруйнувала можливість реалізації багатьох нових проєктів і різко загальмувала розвиток вітчизняного електронного бізнесу.

**Ключові слова:** електронний бізнес, електронна комерція, інноваційна діяльність, воєнна агресія, пандемія.

**ТРЕНДЫ ЭЛЕКТРОННОГО БИЗНЕСА В НОВЫХ РЕАЛИЯХ****Гура В.Л., Берданова О.В.**

В статье рассмотрены тенденции электронного бизнеса в современных условиях военной агрессии против Украины и последствий пандемии коронавируса. Исследована актуальность проблематики развития электронной коммерции в контексте изменения экономического пространства как в Украине, так и в мире. Подчеркнуты основные преимущества и недостатки электронной коммерции как ключевого элемента бизнеса. Проанализирована общая величина продаж через сеть Интернет в Украине и мире, определено, что электронная коммерция является одним из наиболее быстрорастущих рынков в мире, выделены наиболее привлекательные сферы расширения электронного бизнеса. Исследовано, что к важным мировым трендам, влияющим на дальнейшее развитие отечественного электронного бизнеса, следует отнести: контроль всех средств коммуникации с потребителями, работа с уже имеющимися клиентами и покупателями, максимальная автоматизация бизнес-процессов, возможность «перемещения» Интернет-покупателя в офлайн-магазины, интерактивность сайтов или страниц в социальных сетях, рост покупок по подписке, постепенное увеличение прямых продаж на сайтах непосредственных производителей как альтернативы для потребителей мультибрендовым маркетплейсам. Установлено, что электронный бизнес в мире несколько отстает от стратегии привлечения новых покупателей. Это довольно затратно и долго. Новый тренд – исследование и сбор информации о текущих потребителях. Исследовано, что в Украине был начат целый ряд проектов развития электронного бизнеса, которые учитывали и базировались на новых мировых трендах в этой сфере. Однако сначала пандемия коронавируса, а сейчас военная агрессия России против Украины, существенно повлияли на отечественную э-коммерцию. Если влияние пандемии скорее можно охарактеризовать как толчок бизнеса к смещению акцентов в сторону диджитализации, то война, напротив, разрушила возможности реализации многих новых проектов и резко затормозила развитие отечественного электронного бизнеса.

**Ключевые слова:** электронный бизнес, электронная коммерция, инновационная деятельность, военная агрессия, пандемия.

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The article considers the trends of e-business in the current conditions of military aggression against Ukraine and the consequences of the coronavirus pandemic. The urgency of the issue of e-commerce development under the conditions of maximum adaptation to changes in the external environment both in Ukraine and in the global space has been studied. The main advantages and disadvantages of e-commerce as a key element of doing business are emphasized. The total value of sales via the Internet in Ukraine and the world is analyzed, it is determined that e-commerce is one of the fastest growing markets in the world; the most attractive areas of e-business expansion are identified. It was studied that important global trends that will affect the further development of domestic e-business include: control of all means of communication with consumers, work with existing customers and buyers, maximum automation of business processes, the ability to “move” Internet shoppers offline-stores, interactivity of sites or pages in social networks, growth of purchases by subscription, gradual increase of direct sales on sites of direct manufacturers as alternatives of multi-brand marketplaces for consumers. It was found that e-business in the world is somewhat deviating from the strategy of attracting new customers. It is quite expensive and long. A new trend is research and collection of information about current consumers. It is investigated that a number of e-business development projects were launched in Ukraine, which took into account and were based on new world trends in this field. However, initially the coronavirus pandemic, and now Russia’s military aggression against Ukraine, significantly affected domestic e-commerce. If the impact of the pandemic can rather be described as a push for business to shift the focus towards digitalization, the war, on the contrary, destroyed the opportunities for many new projects and dramatically slowed down the development of domestic e-business.

**Keywords:** e-business, e-commerce, innovation, military aggression, pandemic.

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