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**DIGITAL PLATFORMS AND E-COMMERCE
AS STRATEGIC DRIVERS OF INTERNATIONAL
ENTREPRENEURSHIP**

**ЦИФРОВІ ПЛАТФОРМИ ТА ЕЛЕКТРОННА
КОМЕРЦІЯ ЯК СТРАТЕГІЧНІ ЧИННИКИ РОЗВИТКУ
МІЖНАРОДНОГО ПІДПРИЄМНИЦТВА**

Summary. The rapid expansion of digital platforms and global e-commerce ecosystems is transforming strategic management for international entrepreneurship. Modern enterprises increasingly rely on online marketplaces, platform-based business models, and digital tools to enter foreign markets, optimise cross-border value chains, and strengthen competitiveness. Digital platforms help firms overcome geographical barriers, reduce entry costs, and scale operations efficiently, while technologies such as artificial intelligence, Big Data analytics, automated customer service systems, and modern payment solutions enhance decision-making, customer engagement, and operational flexibility.

Cross-border e-commerce is becoming a dominant channel of international trade, requiring businesses to integrate platform technologies into operational processes and develop competencies for functioning in digitally interconnected environments. Strategic adoption of global marketplaces like Amazon, Alibaba's Taobao and Tmall, JD.com, and Shopee enables firms to leverage market reach, diverse customer bases, and flexible business models while aligning with local regulations, economic conditions, and cultural preferences.

The study identifies key challenges of platform-based international entrepreneurship, including cybersecurity risks, technological dependence, market concentration, and operational disruptions. Proper risk assessment, regulatory compliance, and resilient business models are essential for sustaining competitiveness and achieving long-term growth. Small and medium-sized enterprises, in particular, must effectively use digital platforms to succeed internationally, highlighting the importance of strategic planning, platform selection, and alignment of digital strategies with corporate objectives.

This research demonstrates how digital platforms act as strategic drivers of international entrepreneurship, reshaping market entry, value chain management, customer interaction, and decision-making. The findings provide practical recommendations



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for firms seeking to enhance competitiveness, optimise cross-border operations, and achieve sustainable growth in the global digital economy. Further research should evaluate platform adoption across industries, explore emerging digital technologies, and develop adaptive international business strategies in the context of continuous digitalisation.

Purpose. The purpose of this study is to analyse the strategic role of digital platforms and e-commerce in the development of international entrepreneurship, identify key factors influencing the effectiveness of platform-based business models, and develop practical recommendations for improving the competitiveness and market expansion strategies of entrepreneurial entities within the global digital economy.

Materials and methods. This study is based on a systematic analysis of scientific literature, statistical data, and case studies of global e-commerce platforms and international entrepreneurship. Comparative analysis, generalization, and synthesis were applied to assess the strategic impact of digital platforms, AI, Big Data, and payment systems on business models, market entry, customer interaction, and value chain management. Special attention was given to platform characteristics, GMV, regional strengths, business model variations, regulatory compliance, cybersecurity, and operational risks, enabling a comprehensive evaluation of factors influencing competitiveness and cross-border expansion in the global digital economy.

Results. The study shows that digital platforms and e-commerce are crucial strategic drivers of international entrepreneurship. Their implementation reshapes business models, operational processes, and management practices, allowing firms to overcome geographical barriers, optimise cross-border value chains, and respond rapidly to changing market conditions. Effective use of marketplaces, AI, Big Data, and modern payment systems enhances customer engagement, scalability, and operational flexibility. Analysis of leading global platforms highlights how strategic platform adoption supports market entry, value chain coordination, and competitive positioning in the global digital economy.

Discussion. Future research should explore industry-specific strategies for platform-based international entrepreneurship, including the development of adaptive business models and tailored approaches for different markets. Additional directions include examining the role of digital leadership, fostering innovation-driven organizational cultures, and managing operational and cybersecurity risks. Empirical studies on the effectiveness of platform-based strategies and the impact of emerging digital technologies will further inform international business decision-making and contribute to sustainable growth in the global digital economy.

Key words: digital platforms, e-commerce, international entrepreneurship, strategic management, global market, online marketplaces.

Анотація. Швидке поширення цифрових платформ та глобальних екосистем електронної комерції трансформує стратегічне управління міжнародним підприємництвом. Сучасні підприємства гедалі частіше використовують онлайн-маркетплейси, платформні бізнес-моделі та цифрові інструменти для виходу на закордонні ринки, оптимізації міжнародних ланцюгів створення вартості та зміцнення конкурентних позицій. Цифрові платформи дозволяють компаніям долати географічні бар'єри, знижувати витрати на входження та ефективно масштабувати операції, тоді як технології штучного інтелекту, аналітики великих даних, автоматизованих систем обслуговування клієнтів та сучасних платіжних рішень покращують прийняття рішень, взаємодію з клієнтами та гнучкість бізнес-процесів.

Міжнародна електронна комерція стає домінуючим каналом міжнародної торгівлі, що вимагає інтеграції платформних технологій у операційні процеси та розвитку компетенцій для роботи у цифрово взаємопов'язаному середовищі. Стратегічне використання глобальних маркетплейсів, таких як Amazon, Taobao та Tmall (Alibaba), JD.com і Shopee, дозволяє компаніям залучати широку аудиторію, працювати з різними сегментами клієнтів і застосовувати гнучкі бізнес-моделі з урахуванням локальних нормативних, економічних та культурних особливостей.

Дослідження також виявляє ключові виклики платформного міжнародного підприємництва, включаючи кібербезпеку, технологічну залежність, концентрацію ринку та операційні ризики. Правильна оцінка ризиків, дотримання регуляторних вимог і стійкі бізнес-моделі є необхідними для збереження конкурентоспроможності та довгострокового зростання. Особливу увагу слід приділяти малим і середнім підприємствам, для яких ефективне використання цифрових платформ стає визначальним фактором успіху на міжнародних ринках.

Дослідження показує, що цифрові платформи виступають стратегічними драйверами міжнародного підприємництва, змінюючи підходи до виходу на ринок, управління ланцюгами створення вартості, взаємодії з клієнтами та прийняття рішень. Результати надають практичні рекомендації для підвищення конкурентоспроможності, оптимізації транснаціональних операцій та забезпечення сталого зростання в глобальній цифровій економіці. Подальші дослідження можуть зосереджуватися на оцінці платформної міжнародної діяльності у різних галузях, вивченні впливу новітніх цифрових технологій та розробці адаптивних стратегій міжнародного бізнесу в умовах постійної цифровізації.

Мета. Метою дослідження є аналіз стратегічної ролі цифрових платформ та електронної комерції у розвитку міжнародного підприємництва, визначення ключових факторів, що впливають на ефективність платформних бізнес-моделей, а також розроблення практичних рекомендацій щодо підвищення конкурентоспроможності та стратегій розширення ринків підприємницьких суб'єктів у глобальній цифровій економіці.

Матеріали і методи. Дослідження базується на систематичному аналізі наукової літератури, статистичних даних та кейсів провідних глобальних платформ електронної комерції та міжнародного підприємництва. Для оцінки стратегічного впливу цифрових платформ, штучного інтелекту, Big Data та платіжних систем на бізнес-моделі, вихід на ринки, взаємодію з клієнтами та управління ланцюгами створення вартості застосовувалися методи порівняльного аналізу, узагальнення

та синтезу. Особлива увага приділялася характеристикам платформ, обсягу валового товарообігу (GMV), регіональним сильним сторонам, варіаціям бізнес-моделей, дотриманню нормативних вимог, кібербезпеці та операційним ризикам, що дозволило провести комплексну оцінку факторів, які впливають на конкурентоспроможність та розвиток трансграничної діяльності у глобальній цифровій економіці.

Результати. Дослідження показує, що цифрові платформи та електронна комерція є ключовими стратегічними чинниками розвитку міжнародного підприємництва. Їхнє впровадження трансформує бізнес-моделі, операційні процеси та управлінські практики, дозволяючи компаніям долати географічні бар'єри, оптимізувати трансграничні ланцюги створення вартості та оперативно реагувати на зміну умов ринку. Ефективне використання маркетингових інструментів, штучного інтелекту, Big Data та сучасних платіжних систем підвищує залученість клієнтів, масштабованість та гнучкість операцій. Аналіз провідних глобальних платформ демонструє, як стратегічне впровадження платформ підтримує вихід на нові ринки, координацію ланцюгів створення вартості та зміцнення конкурентних позицій у глобальній цифровій економіці.

Перспективи. У майбутніх дослідженнях слід розглядати галузеві стратегії для міжнародного підприємництва на базі цифрових платформ, зокрема розвиток адаптивних бізнес-моделей та індивідуалізованих підходів для різних ринків. Додатковими напрямками є дослідження ролі цифрового лідерства, формування організаційних культур, орієнтованих на інновації, та управління операційними й кібербезпековими ризиками. Емпіричні дослідження щодо ефективності платформних стратегій та впливу нових цифрових технологій сприятимуть більш обґрунтованому прийняттю рішень у міжнародному бізнесі та забезпечать стійкий розвиток у глобальній цифровій економіці.

Ключові слова: цифрові платформи, електронна комерція, міжнародне підприємництво, стратегічне управління, глобальний ринок, онлайн-маркетинг.

Statement of the problem. The rapid evolution of digital platforms and the global expansion of e-commerce have fundamentally transformed the environment in which international entrepreneurial activity develops. These processes provide enterprises with new opportunities for rapid market entry, cost reduction, and improved customer engagement, yet they also generate a complex set of strategic challenges for businesses operating in cross-border digital markets.

Digital platforms enable companies to scale operations, test new business models, and integrate into global value chains more effectively. At the same time, the increasing dependence on online marketplaces and platform ecosystems requires entrepreneurs to reassess their strategic priorities, adapt to platform rules and algorithms, and ensure high levels of digital readiness. The dynamic nature of digital competition adds further complexity to decision-making in international markets.

As a result, businesses engaged in international entrepreneurship face the need to balance the advantages of digital commerce with the risks associated with platform dependence, intense competition, cybersecurity threats, and regulatory diversity across countries. Key issues include selecting the most effective platform-based business model, building digital competencies, ensuring visibility and competitiveness within online ecosystems, and managing cross-border logistics and customer service.

Therefore, the central problem lies in identifying and analysing the strategic challenges that entrepreneurial entities encounter when integrating digital platforms and e-commerce tools into their international activities. This also involves determining approaches that increase operational efficiency, market adaptability, and long-term competitiveness in the global digital environment.

Analysis of recent researches and publications.

The strategic role of digital platforms and e-commerce in international entrepreneurship has been widely studied. Ukrainian researchers focus on the conceptual foundations of digital transformation and its impact on strategic management. Melnyk O. and Ruda M. [1] examine strategic aspects of business digitalisation, emphasising effects on managerial efficiency and competitiveness. Panchuk A. and Malkova K. [2] analyse the formation of enterprise digital strategies, highlighting the integration of digital tools into planning.

Pushkar T. [3] explores platform-based solutions as instruments for improving strategic decision-making. Kut M. [4] considers e-commerce infrastructure, functional characteristics, and challenges such as technological and logistical constraints. Kraus K., Kraus N., and Manzhura O. [5] provide a comprehensive overview of e-commerce and online marketplaces, while Kregul Y., Batrymenko V., and Batrymenko V. [6] address legal and regulatory aspects of international digital trade.

Foreign research also provides important insights. Oberlo [7] presents empirical data on the largest global marketplaces, including their gross merchandise value, while Travassos Rosário A. and Casaca J. A. [8], and Gong C., He X., and Lengler J. [9] analyse the role of digital platforms in facilitating cross-border entrepreneurship and reducing market entry barriers.

Formulation purposes of article (problem).

The purpose of this article is to analyse the strategic role of digital platforms and e-commerce in the development of international entrepreneurship. The study aims to identify key factors influencing the effectiveness of platform-based business models, assess opportunities and risks associated with their international application, and substantiate practical recommendations for improving competitiveness and market

expansion strategies of entrepreneurial entities within the global digital economy.

The main material. Digital platforms play a significant role in modern strategic management, as they shape new approaches to organising and coordinating business processes. Their implementation contributes to increased operational efficiency, cost optimisation, and the development of sustainable competitive advantages in a dynamic market environment. The impact of digital platforms on enterprises is multidimensional and extends to both internal management processes and external interactions with partners, customers, and other market participants [1].

One of the key areas for improving strategic decision-making is the digitalisation of operational activities. This process involves the introduction of automated management systems, the use of digital analytical tools to assess performance, and the optimisation of planning and control functions.

In the context of the digital economy, strategic management is no longer limited to long-term planning but increasingly takes the form of a dynamic and adaptive process. It is closely linked to real-time data analysis and allows enterprises to respond promptly to changes in market conditions, shifts in consumer behaviour, regulatory developments, and global risks. In this way, digital platforms play an important role in enhancing the flexibility of strategic management within an unstable international environment [2].

The strategic impact of digital platforms on key aspects of international entrepreneurship is summarised in Table 1, which highlights the main areas of strategic management.

In recent years, digital platforms have become increasingly widespread, significantly transforming traditional approaches to commercial activity and shaping a new form of trade known as e-commerce. E-commerce involves the conduct of profit-oriented economic transactions in a remote format through the use of specialised information and telecommunications technologies. The most common manifestations of this form of activity include online stores and digital trading platforms, which provide consumers

with direct access to goods and services regardless of geographical boundaries. Compared to conventional trade models, e-commerce is characterised by lower transaction costs, broader market reach, and a higher level of convenience for all participants. In addition, a range of other innovative technologies is being actively implemented within the digital trade environment, further enhancing the efficiency of business processes.

The contemporary development of e-commerce is primarily based on two main types of digital platforms. The first type consists of brand-owned online stores, where companies independently sell their own products through official websites or digital channels, establishing direct relationships with consumers. The second type includes digital counterparts of traditional offline retailers that offer a wide range of products from various manufacturers while performing distribution functions. A distinct and increasingly important segment of e-commerce is represented by marketplaces, which are digital trading platforms that allow third-party sellers to offer their products through a unified online interface. These platforms act as intermediaries between sellers and buyers and constitute one of the key drivers of the global development of e-commerce. Among the most prominent international marketplaces are Amazon, eBay, AliExpress, Temu, and others.

Special attention should also be given to the role of advanced digital technologies, including artificial intelligence, Big Data, and electronic payment systems, in the development of platform-based business models and e-commerce. The application of artificial intelligence tools and Big Data analytics enables companies to gain deeper insights into consumer behaviour and to deliver personalised offerings based on customers' purchase histories and interaction patterns. At the same time, automated chatbots are increasingly being implemented to provide timely feedback, improve the quality of customer support, and optimise communication processes. An important component of the digital infrastructure of e-commerce is the adoption of modern payment systems, particularly Apple Pay and Google Pay, which contribute to enhanced transaction security and reduce the risk of fraudulent activities [4].

Table 1

Strategic Impact of Digital Platforms on International Entrepreneurship

Aspect of strategic management	Role of digital platforms	Strategic effect for international entrepreneurship
Market entry	Online marketplaces and platform access	Reduction of entry barriers to foreign markets
Business model design	Platform-based business models	Scalability and flexibility of operations
Customer interaction	Digital communication channels	Enhanced customer engagement and personalisation
Value chain management	Platform integration tools	Optimisation of cross-border value chains
Decision-making processes	Data analytics and real-time information	Increased adaptability and strategic responsiveness

Source: compiled by the authors on the basis of [3]

At the same time, the use of digital platforms in e-commerce is associated with a number of significant challenges that affect the strategic opportunities of enterprises. One of the key challenges is the high level of competition and the tendency towards market monopolisation, as a result of which small and medium-sized firms are often displaced by large players, creating additional barriers to market entry for new participants. Another important issue concerns the protection of personal data, which represents a fundamental prerequisite for the sustainable development of e-commerce. The main entrepreneurial risks associated with international entrepreneurship and digital platform usage are summarized in Table 2 to highlight their areas of origin and influence on business activities.

Particular attention should also be paid to risks related to cybersecurity, including attacks on databases, fraudulent schemes, and phishing activities, which necessitate the continuous upgrading of information security systems. In addition, enterprises operating on digital platforms exhibit a high degree of technological dependence, increasing the likelihood of operational disruptions, such as server overloads or system failures during periods of peak demand, including large-scale promotional campaigns. Logistics-related challenges also remain relevant, especially those associated with rising delivery costs, disruptions in supply chains, and the destruction of physical infrastructure, such as warehouses and transport terminals.

Despite these challenges, the further adoption of digital platforms in e-commerce is expected to intensify due to the rapid development of advanced technologies. In this context, e-commerce participants need to take into account existing risks and constraints in order to create more stable and resilient conditions for the development of platform-based business models.

Before undertaking comprehensive digitalisation of business processes, entrepreneurs are required to conduct a thorough assessment of potential risks associated with platform-based operations. These risks include technological and system-related vulnerabilities, cybersecurity threats, data protection issues, unforeseen financial costs, marketing inefficiencies, as well as the possibility of fraudulent activities and ma-

nipulation of digital systems. Insufficient consideration of such factors has, in some cases, resulted in newly established e-businesses losing their operational independence or being absorbed by larger market players.

A significant proportion of these enterprises demonstrated weak financial performance and were unable to achieve sustainable profitability, as strategic priorities were often focused on rapid expansion rather than financial resilience. This imbalance contributed to the formation of unstable market conditions, which led to the failure of numerous digital companies. Although large-scale systemic disruptions of this nature are less likely to recur in the same form, individual market segments continue to follow cyclical patterns characterised by phases of growth, stabilisation, and decline. Under such conditions, business owners and managers must be capable of evaluating the dynamics of their respective market segments and aligning strategic decisions with different stages of the business cycle in order to ensure long-term sustainability [5; 6].

In this context, online marketplaces emerge as one of the most influential instruments of international entrepreneurship in the contemporary global e-commerce environment. These platforms function as key digital intermediaries that enable companies to access international customers, facilitate cross-border transactions, and scale operations beyond domestic markets. Global marketplaces differ significantly in terms of geographic reach, gross merchandise value (GMV), target audiences and underlying business models, which directly affects their strategic potential for sellers. While platforms such as Amazon and Alibaba's Taobao and Tmall dominate worldwide transaction volumes, other marketplaces focus on specific regions or market niches, offering alternative pathways for international expansion. Understanding the characteristics, competitive positions and regional strengths of leading marketplaces allows firms to make more informed decisions regarding market entry strategies, product positioning and long-term growth in global digital ecosystems, as summarised in Table 3.

To improve competitive performance and facilitate international market expansion, firms operating within the global digital economy are advised to adopt comprehensive and adaptive digital strategies. First,

Table 2

Key Types of Entrepreneurial Risks by Area of Occurrence

Type of risk	Role of digital platforms
Economic	Changes in market conditions, inflation
Financial	Liquidity constraints, credit risks, solvency issues
Commercial	Demand fluctuations, competitive pressure, sales risks
Operational	Disruptions in production processes or supply chains
Innovation	Uncertainty regarding the outcomes of innovations
Social	Human resource risks, reputational losses

Source: compiled on the basis of [11]

Table 3

Top 5 Global E-Commerce Marketplaces by GMV

Rank	Marketplace	Estimated GMV (USD)	Primary Region
1	Taobao	~\$723.8 billion	China
2	Tmall	~\$682.7 billion	China
3	Amazon	~\$435.7 billion	Global
4	JD.com	~\$249.9 billion	China
5	Shopee	~\$77.2 billion	Southeast Asia

Source: compiled by the authors on the basis of [7]

integrating marketing, customer relationship management, and supply chain planning with digital technologies such as artificial intelligence and big data analytics can significantly enhance operational effectiveness and consumer engagement in cross-border contexts [8].

Furthermore, internationalisation through digital platforms requires careful consideration of local market conditions, regulatory frameworks, and cultural preferences. Developing tailored platform strategies for each target region can reduce entry barriers and improve long-term sustainability [9].

Finally, businesses should undertake a comparative analysis of e-commerce platforms to select those that best match their strategic goals, product offerings, and cost structures. This strategic alignment enables firms to optimise resource allocation, enhance customer reach, and build competitive advantage in diverse global markets [10].

Conclusions of this research and prospects for further research in this area. This study confirms that digital platforms and e-commerce act as strategic drivers of international entrepreneurship in the modern global economy. Their adoption transforms traditional strategic management by enabling firms to overcome geographical barriers, optimise cross-border value chains, and increase adaptability to rapidly changing market conditions. Platform-based

business models reduce entry barriers to international markets while supporting scalability, flexibility, and enhanced customer interaction.

The research demonstrates that the effectiveness of international entrepreneurial activity increasingly depends on data-driven decision-making, the integration of advanced digital technologies, and the alignment of platform strategies with external economic, regulatory, and cultural factors. At the same time, the expansion of platform-based operations introduces new challenges related to cybersecurity, market concentration, and financial sustainability, which require a balanced and strategically informed approach.

The analysis also highlights the strategic importance of global online marketplaces as key instruments for international market expansion. Differences in platform scale, geographic focus, and business models necessitate careful platform selection in accordance with firms' strategic objectives. Companies that effectively align their competitive strategies with platform characteristics are better positioned to strengthen international presence and achieve sustainable growth.

Further research may focus on empirical evaluation of platform-based internationalisation strategies across industries, as well as on the impact of emerging digital technologies on the evolution of international entrepreneurship within the global digital economy.

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