

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY STATE UNIVERSITY
Educational and Scientific Institute for Business Technologies "BIEM"
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QUALIFICATION PAPER

on the topic "DEVELOPMENT TRENDS OF THE GLOBAL E-COMMERCE
MARKET "
Specialty 292 "International Economic Relations"

Student IV Course Yelyzaveta Denysenko

group ME-72a.аН

It is submitted for the Bachelor's degree requirements fulfillment.

Qualifying Bachelor's paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

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Sumy, 2021

ABSTRACT

on bachelor's degree qualification paper on the topic
« DEVELOPMENT TRENDS OF THE GLOBAL E-COMMERCE MARKET »
student Yelyzaveta Denysenko

The main content of the bachelor's degree qualification paper is presented on 58 pages, including references consisted of 40 used sources, which is placed on 4 pages. The paper contains 2 tables, 6 figures.

Keywords: e-commerce, online store, online platform, strategy, pandemic.

The purpose of the bachelor's degree qualification paper is to study the features of the international e-commerce market and prospects in the Ukrainian market.

To achieve this goal it is important to solve the following tasks:

- to determine the essence and features of e-commerce;
- to characterize e-commerce sectors;
- to study the features of online stores;
- to determine the impact of the pandemic on global e-commerce market;
- to analyze the Portuguese e-commerce market;
- to characterize food retail sector in the context of e-commerce: Portuguese experience;
- to identify prospects for the development of e-commerce in the future.
- to describe e-commerce development strategy during the pandemic.

The object of the bachelor's degree qualification paper is the features of the international e-commerce market.

The subject of the study is the development of e-commerce in the world. When writing the the bachelor's degree qualification paper, the following methods of scientific research were used as general: historical, comparative, materialistic; special: method of statistical analysis, compilation and grouping; processing of

literary sources, as well as the method of displaying the results of scientific research in graphical and tabular forms.

The information base of the study is monographic works and articles of domestic and foreign economists in professional economic publications.

According to the results of the study the following conclusions are formulated:

1. It was found that e-commerce is mainly associated with the purchase and sale of information, products and services over the Internet, but is also used to transmit information within an organization over the Internet to improve decision-making and eliminate duplication at various stages of its development.

2. Based on the analysis of the literature, the characteristics were determined: B2B, B2C, C2C, B2A, B2G, A2C, G2C, Intra-business. Operating in the e-commerce market requires constant readiness and desire to improve all aspects of the company based on the latest technologies, as continuous progress and the ability to adapt - one of the reasons for the efficiency and complexity of e-business.

3. Due to the rapid division of the digital device environment, people are more likely to use their mobile phones, computers, tablets and other digital devices to collect information. In other words, the digital environment has a growing impact on consumer consciousness and customer behavior. Each customer becomes more interactive, and online customer reviews can influence the behavior of other potential buyers.

4. Certain aspects related to the legal regulation of sales of goods and services in the EU e-commerce market should be implemented by domestic businesses, based on a high level of consumer protection, in order to join our digital single market, increase legal certainty. and reducing operating costs for the business. Moreover, on the positive side, the COVID-19 pandemic offers great opportunities for companies, small and medium-sized businesses to actively interact with their strategies and program of corporate social responsibility. The market after COVID-19 will be irreversibly different. Businesses will have to re-

evaluate their visions of doing business in the long run, change their goals to take into account changes among their customers and competitors. The key aspect of such transformations will be the exponential increase in digital communications and change.

5. E-commerce will certainly grow and play a fundamental role in the national economy, since there is still a lot of room to grow in Portugal, it is important that companies understand its due importance and use it to capture even more business.

6. The buying potential of Madeira seems high and customers are very similar to online customers in mainland Portugal. The industry is attractive and the estimate of food sales for this market is high. Combining the experience and reputation of Continente Online and its strong value proposition with service opportunities for the Autonomous Region of Madeira, it was possible to conclude that both ranges (food and non-food) are viable for online implementation for the archipelago.

7. Also the development of e-commerce in general and e-commerce in particular in foreign countries is accelerating. Every year online strengthens its position as a modern and promising method of doing business. Foreign sellers and consumers are willing to interact with each other by concluding agreements on the purchase - sale of goods and provision of services on Internet trading platforms. Thus, based on numerous studies, we can conclude that e-commerce abroad shows a good pace of development and a high level of profitability. Therefore, in the long run, European countries remain leaders in e-commerce. The e-commerce market in Ukraine has shown stable growth in the last few years. Therefore, now this market is characterized by transactions related to attracting investment, external financing and expanding operations to markets in other countries, including the EU market. We can say that online platforms are developing quite actively along with e-commerce. And a business that adapts to the e-commerce market has every chance to grow more dynamically, which is especially important in times of turbulence.

8. E-commerce in Ukraine is one of the most dynamic highly competitive areas of business, which is changing both in terms of technology and business models. However, the pandemic highlighted not only the importance of digital technologies in general, but also vulnerabilities that need further forward-looking research. To solve the main problems, the state needs to take a number of measures, namely: implementation tax holidays, preferential lending and taxation of the industry, as well as government support.

The results of this research have been published and approbated in different international scientific and practical conferences as follows:

1. Yarova I., Denysenko Ye. E-commerce development: importance and preferences. *International Economic Relations and Sustainable Development (Міжнародні економічні відносини та сталий розвиток)* : матеріали II Міжнародної науково-практичної конференції, м. Суми, 21 травня 2021 року / за заг. ред. Ю.М. Петрушенко. – Суми : Сумський державний університет, 2021.

2. Denysenko Ye., Yarova I. E-commerce as an element of the global trading system. *Socio-Economic Challenges: Proceedings of the International Scientific and Practical Conference*, Sumy, March, 27 – 28, 2021 / edited by Prof., Dr. Vasilyeva Tetyana. – Sumy: Sumy State University. 511 p.

3. Yarova I., Marekha I., Poliakova S., and Denysenko Ye. (2021) Shift in balance of the global and domestic commerce markets in the pandemic period. *Postpandemics Economics: Prospects and Challenges: monograph*. Praha: OKTAN PRINT, 2021 (*submitted for printing*).

The year of qualifying paper fulfillment is 2021.

The year of paper defense is 2021.

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(signature)
«__» _____ 2021

TASKS FOR BACHELOR'S DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations ")
student IV course, group ME-72a.аН

Denysenko Yelyzaveta Maksymivna

1. The theme of the paper is “Development trends of the global e-commerce market” approved by the order of the university from « 19 » 04. 2021 № 0193-VI
2. The term of completed paper submission by the student is «__» _____ 2021
3. The purpose of the qualification paper is to study the features of the international e-commerce market and prospects in the Ukrainian market.
4. The object of the research is the features of the international e-commerce market in it.
5. The subject of research is the development of e-commerce in the world.
6. The qualification paper is carried out on monographic works and articles of domestic and foreign economists in professional economic publications.

7. Approximate qualifying bachelor's paper plan, terms for submitting chapters to the research advisor and the content of tasks for the accomplished purpose is as follows:

Chapter 1 Prerequisites for the implementation and content of electronic commerce – 08.04.2021

Chapter 1 deals with tasks: to determine the essence and features of e-commerce; to characterize e-commerce sectors; to study the features of online stores.

Chapter 2 Development trends pf the e-commerce market in the modern global business environment – 25.04.2021

Chapter 2 deals with tasks: to determine the impact of the pandemic on global e-commerce market; to analyze the Portuguese e-commerce market; to characterize food retail sector in the context of e-commerce: Portuguese experience.

Chapter 3 Perspectives and problems of electronic commerce in developing countries – 12.05.2021

Chapter 3 deals with tasks: to identify prospects for the development of e-commerce in the future, to describe e-commerce development strategy during the pandemic.

8. Supervision on work:

Chapter	Full name of the advisor	Date, signature	
		task issued by	task accepted by
1	As.Prof. Yarova I.Ye.		
2	As.Prof. Yarova I.Ye.		
3	As.Prof. Yarova I.Ye.		

9. Date of issue of the task: « ___ » _____ 2021

Research Advisor: Yarova I.Ye.

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The tasks have been received: Denysenko Ye.M.

_____ (signature)

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INTRODUCTION

In our time, e-commerce is the fastest and most convenient way to trade for both sellers and buyers. More and more people are choosing simple and time-saving ways to buy or sell a product. E-commerce is spreading to different areas of the world market every day. Practicality is achieved by reducing staff costs, rent and other factors.

Recent research clearly shows that e-commerce is now shaping the way people shop. The e-commerce market has gained great popularity among Western countries, including Europe and the United States. The current trend of e-commerce is encouraging companies to shift the traditional business model, which focuses on "standardized products, a homogeneous market and long product life cycle", to a new business model, which focuses on "diverse and individual products". E-commerce requires a company to be able to meet the many needs of different customers and provide them with a wider range of products.

In the economic literature, much attention is paid to the problems of e-commerce. A great contribution to the formation of theoretical foundations was made by the works of such authors as Vivian Khoo, Aidi Ahmi, Ram Al-Jaffri Saad, S. Butler, S. M. Bukhonov, Ye. Yu. Chernyavskaya, L. P. Gavrilov, M. A. Burning. Among Russian and Ukrainian economists who study the problems associated with e-commerce can be identified A. N. Agafonova, Y. W. Ahromova, C. A. Yershova, O. A. Kobeleva, A. P. Nechushkina, A. E. Pavlyuchenko. International financial organizations, the Peterson Institute for International Economics, the World Trade Organization, and others are researching issues related to the importance of e-commerce.

The purpose of the work is to study the features of the international e-commerce market and prospects in the Ukrainian market.

To achieve this goal it is important to solve the following tasks:

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1 PREREQUISITES AND CONTENT OF ELECTRONIC COMMERCE

1.1 The essence and features of e-commerce

Electronic data interchange began in the 1960s; almost since then, banks have successfully used dedicated networks for electronic funds transfer. But only in recent years with the growing popularity of the Internet, the emergence of new technologies, e-commerce has entered the lives of trading companies, and individuals, and the world in general [12, p.17].

Already today, the Internet has a significant impact on the economy. As it further penetrated the business, the range of commercial relationships over the Internet has expanded significantly, and e-commerce has become part of our daily lives. Turning to the concept of e-commerce, it is necessary to talk not only about the use of Internet technologies in traditional business, but about a completely new field of business, in which the Internet is a means of functioning of the environment in which commercial structures operate. E-commerce acts as a specific form of market organization [8, p.21].

Defining e-commerce in this way, it should be borne in mind that the market as a system of interaction between counterparties (seller and buyer), aimed at determining the price of goods and its quantity, requires detailed consideration of the specifics of interaction between e-commerce market counterparts and business modeling on a new technological basis. The organization of interaction in the e-commerce market involves the use of models of information presentation, transmission, organization of information flows, which allow to optimize the implementation of various economic processes. In addition, one of the conditions for the effective functioning and development of e-business is the definition and implementation of requirements for the environment of information interaction of all participants. Thus, the most relevant study of the organization of the e-commerce market at the structural-functional, technological and logical-linguistic

levels, including the disclosure of the social and informational essence of e-commerce, its institutional organization. The organization of business on a new technological basis provides the processes of using information as a factor of social production. Such a business organization creates new forms of competition, a specific competitive environment in which, first of all, the information resource competes. Based on the model of information interaction of e-commerce market counterparties, it is important to:

- correspondence of the resource to the direction of the firm's activity;
- availability of necessary and sufficient information about the offered goods and services;
- convenience of communication with the "client", including the possibility of feedback, establishing further contact;
- the ability to study the target audience, consumer preferences, etc .; [28]

A feature of e-commerce is the individualization of relations between participants in commercial transactions, which is the basis for the implementation of new approaches to the organization of advertising products and services via the Internet, as well as allows detailed study of the market. Thus, the issues of marketing relate primarily to the organization of two-way communication with the consumer, on the basis of which it becomes possible to study in more detail consumer preferences, market microsegmentation and identify network communities [11, p.66].

In today's dynamic business world, information about purchasing preferences and customer needs gives firms a strategic advantage over competitors. Having access to this type of information, it is necessary to systematize and analyze it from different positions, to then actively use the data obtained in the development of strategic plans of the firm. All the information contained in the database can be used to prepare operational reports to improve the efficiency of the firm as a whole. Traditional marketing tools include e-mail surveys, web page usage monitoring (visit analysis, product inquiry statistics, visitor comments and feedback pages, FAQ files), web survey forms, online dissemination and

collection. , introduction of rating systems, interactive conferences. When creating a plan to collect information about real and planned consumers, marketers must ensure the confidentiality of this information.

Today we can talk about the following most common areas of e-business:

- e-commerce (e-commerce in the consumer and corporate sector according to the models of business business - B2B, business - consumer - B2C, consumer-consumer - C2C, consumer for business C2B, etc.);

- Internet services (Internet trading, Internet banking, Internet insurance; information services - access to search engines, electronic catalogs, e-mail and Internet telephony; medical, transport, tourism, educational and consulting services);

- thematic Internet services (online media, electronic offices of newspapers, magazines, radio and television stations);

- activities of electronic companies (software development for offshore programming technologies, system integration, site promotion and maintenance, hosting and domain registration) [1].

Thus, e-commerce is mainly associated with the purchase and sale of information, products and services over the Internet, but is also used to transmit information within the organization over the Internet to improve decision-making and eliminate duplication at various stages of its development.

1.2 Characteristics of e-commerce sectors

There are various applications that provide new business solutions that improve the quality of goods and services provided, increase the speed of service, reduce operating costs. In the general case, e-commerce can involve 5 entities - seller, buyer, banker, delivery agent and service agent. [11, p.34] The following sectors of e-commerce are distinguished by objects and subjects of activity:

- Between different types of business - B2B (Business -to-business);

- Between business and consumer - B2C (business-to-consumer);
- Between consumers - C2C (consumer-to-consumer);
- Between business and government - B2A / B2G (Business-to-administration / government);
- Between the state and consumers - A2C, G2C (administration / government-to-consumer);
- Within a separate business - Intra-business.

B2B sector "business-business" - a category of e-commerce, when companies carry out their activities, ranging from choosing a supplier, product, ordering goods from suppliers, receiving invoices, to making payments and other transactions based on the use of electronic network. This sector dominates in e-commerce and the use of the Internet in it usually depends on the size of the company and the industry in which it operates. [5]

The tasks of B2B systems also include:

1. Organization of interaction between enterprises.
2. Building secure and reliable channels of information exchange between firms.
3. Coordination of actions of enterprises and their joint development on the basis of information exchange.

Interaction can be associated with trade, technology exchange, experience, investment activities.

Classification of B2B systems is possible according to the set of offered functions:

1. Corporate website of the company.
2. Online store.
3. Procurement Service.
4. Information site.
5. Brokerage sites.
6. Electronic trading platforms (ETM).
7. Professional B2B media products.

Sector B2C "business consumer" - a category of e-commerce, which is the equivalent of retail and is represented by different types of e-shops offering any consumer goods. The car market is very promising in this segment.

To a large extent, the success of B2C is associated with the development of telecommunications, as it allows direct sales with a minimum number of intermediaries. B2C telecommunication solutions are one of the links in the chain of business processes of the enterprise with the use of Internet technologies and tools to facilitate interaction with customers. Depending on the scope of functions performed, the B2C e-commerce system can be attributed to one of three types:

- showcase sites;
- Online stores;
- Internet trading systems

Sector B2A "business administration" is a category of e-commerce that covers all types of transactions between companies and government organizations. So far, this type of e-commerce is in its infancy, but has prospects for rapid development in areas such as value added tax refunds and corporate tax payments.

B2G sector "business state" - economic interaction between a legal entity and a state or municipal institution. Relations between business and the state.

Sector C2A "consumers-administration" - the interaction of administration and consumer, especially in the social and tax spheres. Sector C2C "consumer-consumer" - a form of e-commerce, which consists in the sale of goods and services between consumers. A consumer sells directly to another consumer. In this case, the site acts as an intermediary between the buyer and seller. This area allows people who are subject to certain restrictions to enter into agreements at any time convenient for them; as a result, overhead costs are reduced, which, in turn, saves money. Sector C2G "consumer-state" - determines the interaction of consumers with the administration[5].

Therefore, functioning in the e-commerce market requires constant readiness and desire to improve all aspects of the company. Based on the latest technologies,

as continuous progress and the ability to adapt - one of the reasons for the efficiency and at the same time the complexity of e-business.

1.3 Features of online stores

E-commerce is a favorite type of website worldwide due to its marketing nature. Buyers meet sellers, and transactions such as ordering, payment, and shipping are possible online through a content management system. The e-commerce website contains the sales area, the product area and the registration process, and customer exit. Online shopping is a form of e-commerce that allows consumers to buy goods or services directly from the seller via the Internet using a web browser. Consumers find an interesting product by visiting a retailer's website directly or by searching among alternative suppliers using a shopping search engine that reflects the availability of the same product and price in different online stores.

From 2016, subscribers can make purchases online using a variety of computers and devices, including desktops, laptops, tablets and smartphones [15]. Online stores typically allow shoppers to use search features to search for specific models, brands, or products.

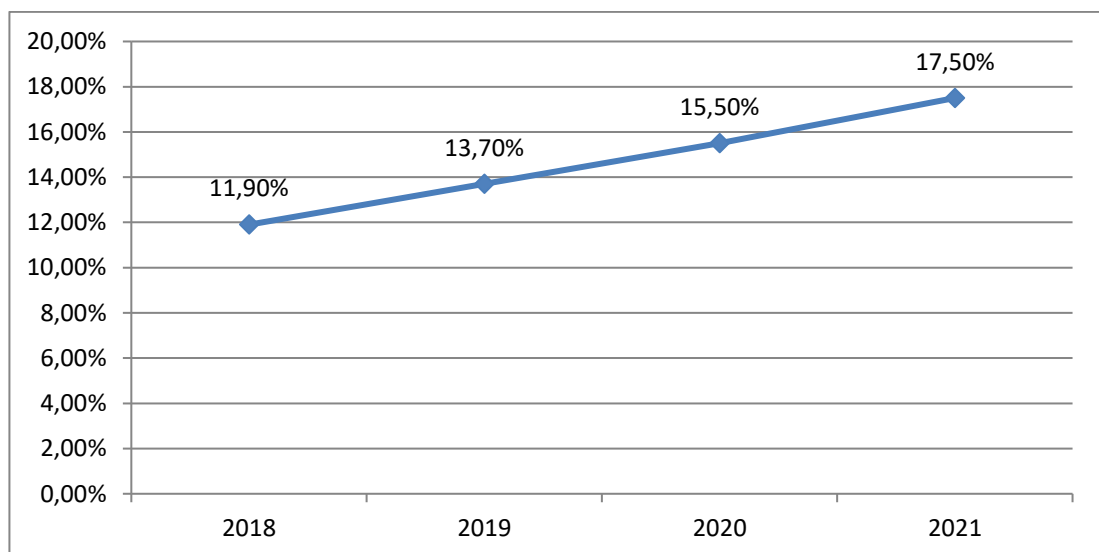


Figure 1.1 - Share of e-commerce in total global retail sales from 2018 to 2021[33].

Online customers must have access to the Internet and a valid method of payment for transactions, such as:

- credit card;
- debit card with Interac support;
- PayPal.

For physical products (such as paperbacks or clothing), the online store ships the goods to the buyer; For digital products, such as digital song audio files or software, the online store typically sends the file to the customer over the Internet. The largest of these online retail corporations are Alibaba, Amazon.com and eBay.

Risk and trust are two important factors that influence people's behavior in the digital environment. The customer considers it necessary to switch between electronic channels, as it is mainly influenced by comparisons with offline purchases, which is associated with increased security risks, financial risks and productivity. In other words, a shopper who shop online may be at greater risk than people who shop in stores. The decision to buy can be influenced by three factors: first, people cannot check whether a product meets their needs and desires before they receive it. Second, the customer may worry about after-sales service. Finally, customers may fear that they will not be able to fully understand the language used in e-sales. Based on these factors, the buyer perceives risk as a significant reason that influences the behavior of online shopping.

Online stores pay great attention to the aspect of customer trust, trust is another way to manage customer behavior in the digital environment, which may depend on the attitude and expectations of the customer. Indeed, product design or company ideas cannot meet customer expectations. The meaning of a customer's purchases is based on rational expectations and additionally affects emotional trust.

Once a particular item has been found on the seller's website, most online stores use shopping cart software to allow the consumer to store multiple items and adjust the quantity, such as filling a physical cart or cart in a regular store. This is

followed by the process of "ordering" (continuation of the analogy with the physical store), which, if necessary, collects information about payment and delivery. Some stores allow consumers to register a permanent account online. The consumer often receives an email confirmation after the transaction is completed. Online shoppers typically use a credit card or PayPal account to make payments. However, some systems allow users to create accounts and pay for them in other ways, such as:

- Billing for mobile and landline phones;
- Postpaid payment (C.O.D.);
- Debit card;
- Direct debit in some countries;
- Electronic money of different types;
- Gift cards;
- Postal transfer;
- Bank transfer / delivery for payment;
- Bitcoin or other cryptocurrency.

Some online stores do not accept international credit cards. Some require that the buyer's billing address and shipping address be in the same country as the online store's database. Others allow customers from any country to send gifts anywhere. The financial part of the transaction can be processed in real time (for example, to inform the consumer that his credit card was rejected before he logged out), or can be executed later as part of the execution process. Once the payment is accepted, the goods or services can be delivered in the following ways. [18]

For physical items:

1. Delivery: The product is delivered to the address specified by the customer. Retail delivery of parcels is usually carried out by a public postal system or a retail courier.

2. Direct delivery: the order is passed to the manufacturer or a third-party distributor, who then sends the goods directly to the consumer, bypassing the physical location of the seller to save time, money and space.

3. Pickup in the store: the customer selects a local store using the locator software and picks up the delivered product at the selected location.

For digital goods or tickets:

1. Download / Digital Distribution: A method often used for digital multimedia products such as software, music, movies, or images.

2. Printing, providing a code, or emailing items such as entrance tickets and a script (such as gift certificates and coupons). Tickets, codes or coupons can be redeemed at the appropriate physical or online premises, and their contents are reviewed for compliance[18].

One of the benefits of online shopping is the ability to read product reviews written by experts or other online shoppers. Nielsen surveyed more than 27,000 Internet users in 55 markets in Asia Pacific, Europe, the Middle East, North America and South America to find out questions such as "How do consumers shop online?", "What do they have?" intention to buy? ", "How do they use different online shopping web pages?" and the impact of social media and other factors that come into play when consumers try to decide what to spend their money on. 40% of online shoppers indicate that they would not even buy electronics without first consulting online reviews.

In addition to online reviews, peer recommendations on online shopping pages or social networking sites play a key role for online shoppers as they research future purchases. 90% of all purchases are influenced by social networks.

If there is a small business that sells a product and there is no e-commerce website, a lot of sales are missed. This means that you need to sell anything. With a well-built, effective e-commerce website, you can get a relatively inexpensive and flexible portal for selling goods across the country and around the world.

The main elements of an e-commerce site are:

1. Commercial offer;
2. Products sold;
3. Customer verification process.

There may also be pages with additional information about the product, customer service, etc.

1. Commercial offer. This is usually on the home page or landing page. Research shows that there is about 15 seconds of time on the first screen of a site to capture a potential buyer so that he stays on the site! So you will immediately need an effective web copy that will attract the attention of the visitor. Why is the product so good? Why does the user need this product? What can the product do for the visitor? If more than one product is sold, the copy should work harder so that the visitor stays and views the products on offer.

2. Products sold. It's like a printed catalog, but online. Web pages that display the goods that need to be sold must also do their job. Product descriptions should be appetizing and answer as many questions about the product as the customer may have. Product photos need to be clear and attractive with reduced size for fast uploads that take up little space, plus clicks for larger versions of photos so the customer can see the details. Some sites use sophisticated scripts that allow the customer to rotate the product with the mouse so that he can see all sides. You need to provide the buyer with as much information as possible about the product. This gives customers confidence that this is the product they want or need. Leaving too many questions about the product, the customer is unlikely to contact. Some do, but most go to the next website, hoping to get answers to their questions.

3. Customer verification process. Shopping cart and ordering process. For most e-commerce sites, shopping cart is important. This allows the customer to buy more than one product at a time, change the quantity of each product purchased, see what its total value will be, and encourages them to continue shopping. This allows the website owner to add / show shipping costs and show discounts. The shopping cart starts with some, relatively simple and free, such as what PayPal offers, to extremely complex, which automatically calculate discounts and / or shipping costs for a particular zip code. The process of checking the shopping cart is that the buyer pays for the purchased goods. They usually enter your billing address, shipping address, and credit card information. As with

shopping baskets, the ordering process can be simple or complex. Better shopping cart shopping processes automatically debit the customer's credit card in real time, send him a confirmation email and even track the availability of the product.

There may also be some products in which it would be advisable to place drier technical specifications on another linked page so as not to knock sales off the main product page. Other pages may include shipping information, return policies, customer service and contact information. If an e-commerce website contains a shopping cart and it is suitable for business, you need to spend a lot of time, think and plan how it is done, and put it all together[15].

Therefore, due to the rapid division of the digital device environment, people are more likely to use their mobile phones, computers, tablets and other digital devices to collect information. In other words, the digital environment has a growing impact on consumer consciousness and customer behavior. Each customer becomes more interactive, and online customer reviews can influence the behavior of other potential buyers.

2 DEVELOPMENT TRENDS OF THE E-COMMERCE MARKET IN THE MODERN GLOBAL BUSINESS ENVIRONMENT

2.1 Global e-commerce market analysis: the COVID-19 pandemic impact

Simultaneously with the announcement of quarantine, businesses in the world faced new challenges of today, which led to a change in business approaches, guidelines and tools in doing business. In recent years, Ukraine has seen a steady growth of the e-commerce market. However, the outbreak of the COVID-19 pandemic, which caused the economic crisis in many countries around the world, also affected the activities of business structures in the field of e-commerce.

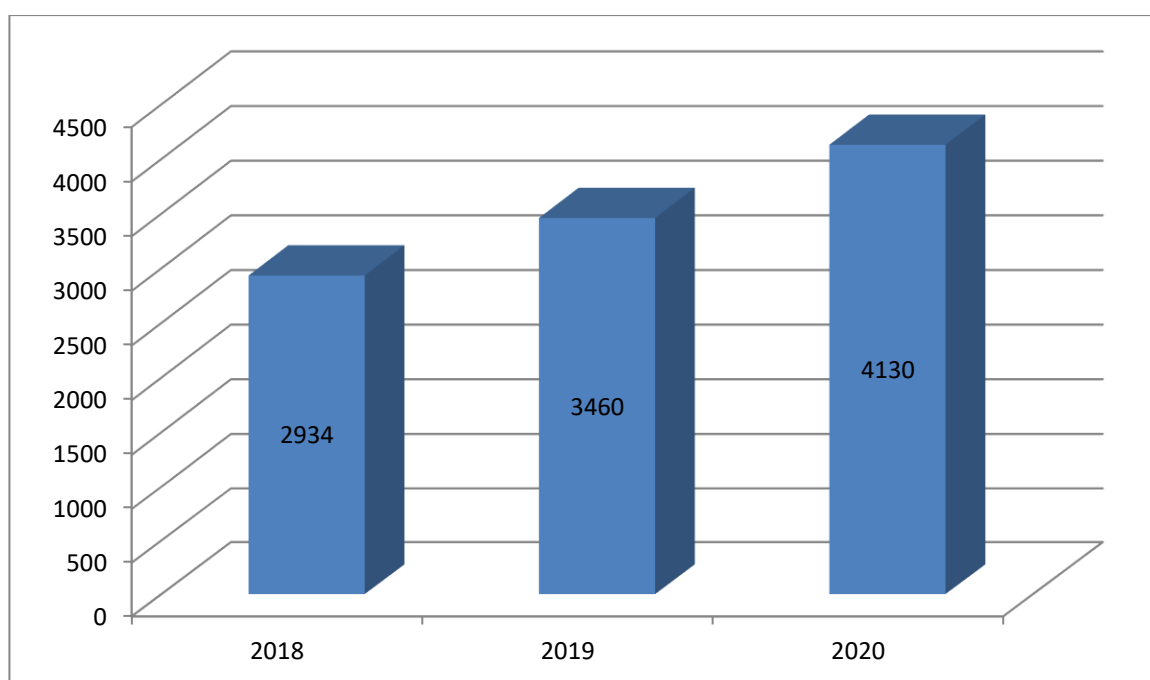


Figure 2.1 - Dynamics of the global e-commerce market[33]

At the beginning of 2020, before the outbreak of the pandemic, e-commerce in Ukraine accounted for about 4% of the country's total retail market as a whole. According to the results of 2019, the volume of e-commerce in Ukraine amounted to over UAH 97 billion, of which physical goods and services were sold in the amount of UAH 76 billion, which is 17% ahead of 2018. According to experts, in 2020 the volume of trade transactions on the Internet is expected to increase to

UAH 87 billion. (growth will be 15%) [1]. According to global market analysts, sales are expected to reach 3.8 trillion in 2020. dollars USA [2]. The list of world leaders in e-commerce has not changed dramatically over the past few years, the first three positions are still occupied by the United States, Japan and China. The top ten "giants" of e-commerce also include Germany, South Korea, Britain, France, Canada, India and Italy.

Of all the e-commerce sectors in Ukraine, B2C is the most implemented and popular. It is mainly presented in the form of online stores and marketplaces, where the product is sold to the end consumer. In Ukraine, the level of trust in online shopping has strengthened and every third user buys goods online [3]. This situation can be explained by the introduction of quarantine measures, which to some extent and to some extent limited or even made it impossible to trade offline for certain groups of goods. This, in turn, forced both sellers and buyers to look for new ways to satisfy their interests and directly contributed to the reorientation of their activities in the online trade. So e-commerce has not only managed to withstand the new challenges posed by the 2019 pandemic, but also, unlike other areas of economic activity, to receive a serious impetus to development, although not without losses. Given the global scale of the crisis and the international nature of e-commerce without geographical borders, it is worth noting the risks associated with the lack of payments under the concluded agreements, the difficulty of establishing supplies of physical goods, the fight against cybercrime. However, despite a number of difficulties, experience shows that today online activities are more effective than offline. In April 2020, Red Points (a technology company that specializes in protecting digital assets and brands sold online) surveyed 150 e-commerce leaders to find out what they were doing in light of COVID-19. Respondents represented companies in 10 product categories. The size of the company and the percentage of revenue from online sales also varied. Key conclusions [4]:

- 58% of respondents saw an increase in online income in March 2020 compared to last year;

- 72% promote promotions and incentives to protect income on the Internet;
- 41% reported an increase in cybercrime and 68% said that the fight against cybercrime was very important for their business;
- 59% want to invest more in e-commerce channels as a result of COVID19;
- Medical companies, consumer electronics and toys / board games value brand protection the most.

The results of this survey show that the crisis convinces entrepreneurs that they should focus on improving their site, creating quality content, SEO. The question of reducing advertising costs, which would be considered rational in times of crisis, today has no clear answer. After all, it's time to declare yourself and stand out from the competition.

In the current conditions, e-commerce needs the support of the Ukrainian government in creating effective programs for the development of e-business, ensuring the legal liability of contractors, effective taxation in order to stimulate online business. In the absence of effective measures to support the Ukrainian segment of e-commerce and IT industry, the result may be an increase in the shadowing of this area, increased cybercrime and the outflow of highly qualified specialists abroad, which will have a negative impact on the state budget.

In volatile times, consumers are looking for safe and secure stores. Amazon has increased the delivery time of goods, sometimes up to a month, but people are not deterred. They are attracted by a better price. At the same time, goods are often shipped faster than promised. Few can offer such a reliable service during a crisis.

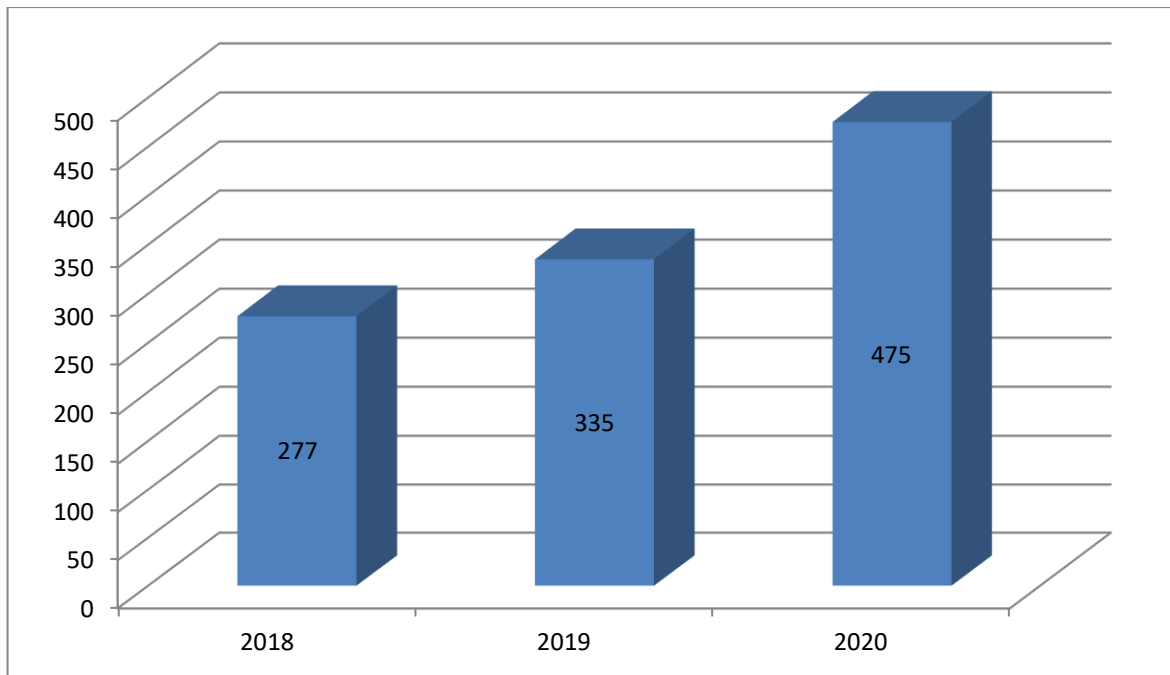


Figure 2.2 - Global revenue of Amazon 2018-2020, billion dollars[29].

Amazon has made great strides in automation and logistics. The company has made a lot of efforts to ensure that as few people as possible work in the service centers. But due to rising demand, Amazon plans to hire 100,000 workers in the coming weeks. The company will also increase pay for hourly employees.

Amazon has the technology and manpower to handle the increased demand. Brands and retailers will find it difficult to compete with a company with 130 service centers across America. Amazon also owns much of its logistics infrastructure, from planes and trucks to subcontractor vans that deliver packages to customers' doorstep.

Alibaba reported growth in revenue and user base during the covid-19 pandemic. Alibaba's net profit for the 2019-2020 fiscal year ended March 31 increased 1.7 times and amounted to \$ 19.821 billion. Diluted earnings per common share amounted to \$ 0.99 for the reporting period against \$ 0.58 a year earlier.

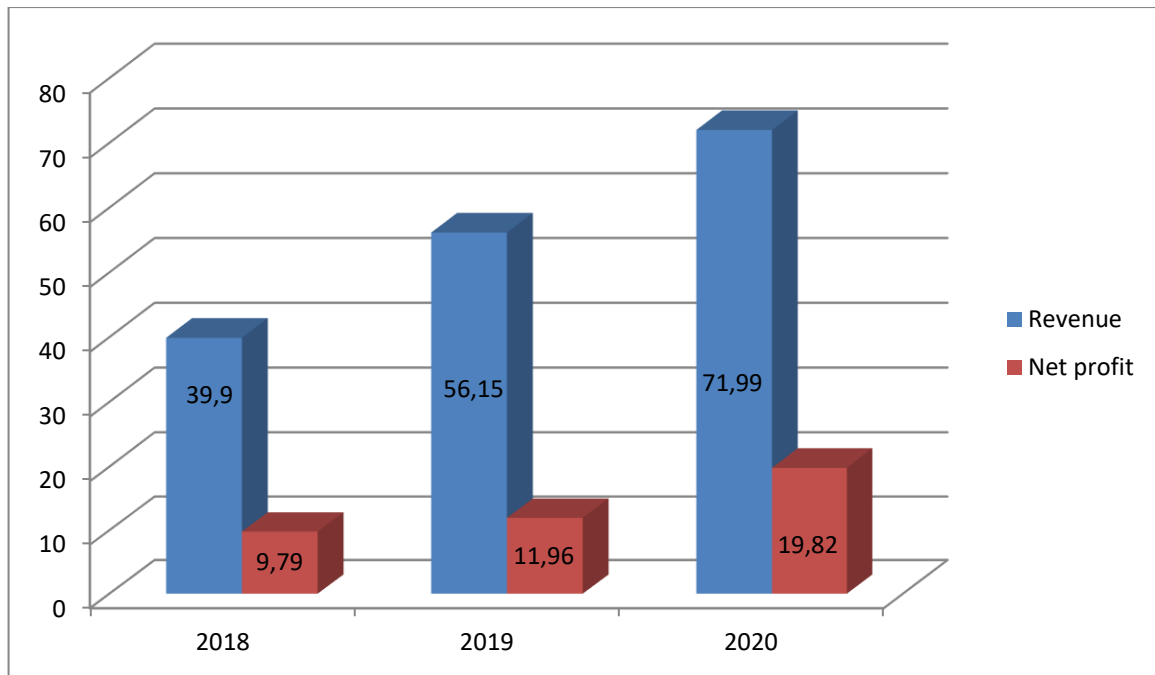


Figure 2.3 - Alibaba revenue and net profit 2018-2020[29].

As shown in Figure 2.3 Alibaba's revenue was \$ 71.99 billion. Alibaba Group Holding expects revenues to reach more than 650 billion yuan (\$ 91.1 billion) in fiscal 2021 as domestic consumption rebounds from the disruptions caused by the coronavirus pandemic and more businesses go digital.

The company noted that despite the consequences of the Covid-19 pandemic, the total turnover of goods has reached a historic milestone of \$ 1 trillion - a strategic goal that the company set for itself five years ago.

Alibaba's earnings for the March quarter exceeded the Bloomberg consensus. This growth in financial indicators was achieved thanks to higher Internet activity in conditions of quarantine and social exclusion. The number of monthly active users of Chinese platforms, including Taobao Marketplace and Tmall, has grown by 125 million and now stands at 846 million.

During the year, the audience of users of Alibaba retail services reached 960 million worldwide, including 780 million in China and 180 million outside the country. In twelve months, the number of domestic users increased by 72 million.

The company's fourth-quarter net profit fell year-on-year to \$ 49 million from \$ 3.3 billion a year earlier. Diluted earnings per common share were \$ 0.02

versus \$ 0.18 in the fourth quarter last fiscal year. Revenue in the reporting period increased by 22%, reaching \$ 16.1 billion.

Alibaba shares on the Hong Kong Stock Exchange fell 3.88 percent to close at HK \$ 198.2 on Friday. To date, the stock is down 5.7 percent year on year.

Alibaba, which began trading on the New York Stock Exchange in 2014, is also closely following developments related to the adoption by the US Senate of a bill aimed at removing from the quotation lists of US stock exchanges those Chinese companies that did not bring the accounting system into compliance with American standards.

For Chinese IT giants, the ability to trade on American exchanges provides access to additional sources of funding, but US lawmakers are trying to cut off these investment channels. Last week, the US authorities issued a ban to the Federal Pension Fund from investing in the assets of Chinese companies. The delisting initiative for Chinese companies must be cleared by the US Congress and approved by the country's president before it becomes effective law.

While the company expects its user base to grow, Alibaba sees tremendous opportunities for its cloud computing business as more organizations decide to move towards greater digitalization. Revenue from subsidiary Alibaba Cloud rose 58 percent in March to 12.2 billion yuan and 62 percent in the 12 months ended March to 40 billion yuan.

According to the EVO company, the amount of online purchases in 2020 has grown by 41%. For purchases on the Internet in 2019, Ukrainians, for example, have spent UAH 107 billion.

The visibility of shopping malls has decreased by 20-45% (mostly from the country), as well as due to the number of months in 2020 from the same period of 2019.

The Colliers International ExCEEDing Borders company saw the following main points in the segment of trade non-hassle:

- Coronacrisis caused by the recession as a result of the global financial crisis in 2007-2008, in most cases, the segment of trade insecurity demonstrates a stable V-type of renewal;

- markets of pratsi in the region of the Central European Union, as well as the purchasing power, it is similar to the current one in the fast-growing form, less than ten rockets in that;

- the growth of online purchasing activity is fundamentally injected into the transformation of retail;

- in the region of the Central Council of Ukraine, the part of online sales varies from the smallest indicators in the countries of the country to > 18% in the Czech Republic;

- due to the data for the middle of 2020, the rate of traffic in the mall and the mall has decreased by 20-45% since the last period of 2019.

Facilitate the growth of the activity of those who live in the electronic commerce, which is fundamentally injected into the transformation of retail, linked with the development of technology and changes in the behavior of the living. There is also a significant increase in the number of people over 55 years old, as now they go to offline purchases in online stores.

Near the lands of Central and Eastern Europe, and past the fate, there are more indicators of electronic business of growing up at a historically fast pace, but at the same time 80% of sales are expected to be reported on other channels.

According to the data of Euromonitor International, the part of e-commerce in Ukraine in 2020 will become 8% of the general retail sales (+ 45% r / r).

As a result of the experience of retailers by Colliers experts in 2020, 49% of respondents knew about the idea of developing an online sales channel for the nearest future. On the other hand, online retailers will accelerate their experience by enhancing their presence at the hedgehog.

While shopping in EVO, 2021 has a growing pace of e-commerce to save a third of its e-sales. Tsiomu welcome:

- the emergence of secure online payment methods on marketplaces;

- cheap delivery (discount shipping from marketplaces with logisticians);
- the speed and quality of servicing by sellers. Buyers have become more visceral, the same sellers have identified numerical problems: instant processing of replacement, inaccurate revision, simple turning of goods - everything has become tricky.

Earlier they wrote Investory News, Ukrainians, in spite of quarantine cases in connection with COVID-19, they actively bought technology and electronics at the promo rock by 28% and a new record of UAH 6.6 billion.

But US retailers on Cyber Monday managed to increase their sales by 15.1% compared to the same period last year, to a record \$ 10.8 billion.

Under the above conditions, the digital adaptation of business both in Ukraine and abroad becomes especially important. It is safe to say that the pandemic has significantly accelerated the mechanisms of introduction of innovative technologies and foreign e-commerce standards into Ukrainian economic activity, which has been slowed down by various economic factors. At the same time, the study of European good practice on this issue will take into account the possibilities of adaptation of domestic business and accelerate Ukraine's entry into the list of e-commerce markets. As a rule, the study of markets assumes that they are static, which is a natural conclusion, because they tend to change slowly. However, as the COVID-19 flash showed us, the markets are still dynamic [3, p. 47] and can undergo rapid transformations. In addition, the market is not just a firm; it is a network of entities (firms, clients, public organizations, etc.) that operate in accordance with a set of fixed standards. These systems are sometimes called dynamic ecosystems [4, p. 183]. The COVID-19 flash provides a unique opportunity to explore how markets are transformed over a very limited period of time. Note that small and medium-sized businesses with low or volatile cash flow become particularly vulnerable during crises as they struggle for profitability. Research reveals the relationship between finance and strategy, especially with a focus on entrepreneurship and the market. In turn, a combination of business and market orientation can lead to cost-effective and flexible marketing

efforts, which are especially valuable during a pandemic, opportunity search and resource management. At the same time, retailers who have not adapted and have not taken COVID-19 into account are now facing a crisis of existence. However, research has shown that such traders can minimize current and future business consequences by addressing four major emergencies.

1. Retailers can identify and perform controlled actions. They need to identify, optimize and re-access existing technologies and business models. In particular, they need to understand how their competitors work and interact with customers to reduce response time and optimize communication channels.

2. All retailers, but especially grocery stores, are reviewing their business continuity plans to reassure customers that their needs are being met and to cope with the inevitable constraints caused by volatile demand. In this situation, it is advisable to give priority to the most important business activities and make contingency plans.

3. Businesses need to understand their financial needs as well as the important role they play in the market. For some regular customers, it is an open and detailed online supermarket that will assure them that their needs will be met.

4. Notices that retailers disseminate online during emergencies should include information about the availability of products on shelves and in digital outlets; control panic purchases by limiting the amount that consumers can buy; develop and implement consumer and employee protection plans; to promote the general health of the population; and use surveillance measures to limit the spread of the virus [5]. To this end, retailers need to improve their customer relationship management systems and facilitate secure interaction with them (for example, through online customer support chats) to provide real-time customer assistance.

Addressing the e-commerce market in Ukraine, it should be emphasized that the acceleration of adaptation processes leads to significant mistakes of business representatives during the transition to online commerce. Among the most critical violations should be noted the following:

1) the choice of trademark name leads to violations of the rights of third parties to the trademark;

2) use of intellectual property - images, videos, photographs, literary works, etc. (on the website or on social media) without the permission of the owner;

3) underestimation of information security on the Internet;

4) inadequate protection of the customer database;

5) low functionality and inconvenience of site navigation;

6) incorrect documentation of online sales;

7) disregard for the peculiarities of Internet acquiring;

8) imperfect offer posted on the site or its illegal copying and others.

Given the above, certain aspects related to the legal regulation of sales of goods and services in the EU e-commerce market should be implemented by domestic businesses, based on a high level of consumer protection, in order to join our digital single market, increase legal certainty and reducing operating costs for the business. Moreover, on the positive side, the COVID-19 pandemic offers great opportunities for companies, small and medium-sized businesses to actively interact with their strategies and program of corporate social responsibility. The market after COVID-19 will be irreversibly different. Businesses will have to re-evaluate their visions of doing business in the long run, change their goals to take into account changes among their customers and competitors. The key aspect of such transformations will be the exponential increase in digital communications and change.

2.2 Analysis of the Portuguese e-commerce market

E-commerce in Portugal, the result of the creation of new players in the sector and, above all, due to the habit of shopping online that has grown significantly in Portugal. However, Portugal is still far from the European Union (EU) average in terms of use by consumers of online commerce.

The unpredictable delivery times, the constant stockouts and dissatisfaction of Portuguese consumers have led many national companies to consider online investment as an accessory and their main business to remain in the physical space.

If on the one hand the lack of investment in e-commerce reduces the quality of the consumer experience, the excellent infrastructure of commercial spaces that are open every day of the week and at extended hours works as if it were a direct competition from online businesses. For many Portuguese, in particular, for the elderly population it is more convenient to go to a shopping center than to make an online purchase and wait for its reception.

The penetration of e-commerce is one of the most sought after indicators, in the sense of understanding the impact that e-commerce has on business. In fact, the discrepancy between the Portuguese and the European reality continues to this day. According to the European Commission, 44.8% of Portuguese people shop online, a figure that is well below the EU average (72%)[32].

It is important to know the following constraints to the development and evolution of E-Commerce in Portugal:

Infrastructure of commercial spaces. According to CBRE, the commercial offer in Portugal is in a mature phase and the density of shopping centers is higher than the European average which combined with extended hours every day of the week makes people feel comfortable buying in the physical space. According to the most recent Christmas Study by Deloitte, Portuguese families continue to choose physical stores as the preferred place to purchase their offers, pointing out

that the main reasons for this choice are return policies, personalized service and a greater confidence in the payment method used.

Logistics. The country shows a slight weakness seen by many Portuguese - the delivery on time and on time of your orders without any major problem. Regional asymmetries (the so-called “inland”) in the performance of the postal service still have problems. As everyone knows, logistics is one of the most important parts of this process, being a vital point for the growth of the Portuguese digital economy. CTT has already admitted to having failed all 24 service quality objectives imposed by the regulatory authority for 2019. It recognizes that it had responsibilities in the operational scope that undermined the quality of service, contributing to the non-pursuit of the objectives. This was the case with the summer and Christmas holidays or the major constraints in air transport to the autonomous regions of the Azores and Madeira and between the islands, especially the lack of infrastructure and alternative transport as of April 2019 in the Azores. Therefore, from the study “B2C E-Commerce Index” prepared by UNCTAD (United Nations Conference on Trade and Development) we can see that Portugal is in a bad position - 43rd out of 152 countries, mainly due to the evaluation criteria “Postal Reliability Index”. This point was created by the Universal Postal Union (UPU) and combines four key components: reach score; relevance score; resilience score; reliability score[32].

Innovation Capacity. The lack of scale and the need to allocate resources to other activities limit the ability to invest in innovation.

Digital and Financial Literacy. The national consumer has a high digital and financial illiteracy, which effectively represents an obstacle to the development of e-commerce and to the increase in the use of the internet.

Data consumption. The high cost of mobile data consumption and the current loyalty policy (duration of 24 months) that exists when compared with other European markets or even with other emerging economies, as is the example of Brazil.

Online payments. For many Portuguese, buying online is not safe. In fact, one of the biggest obstacles to online payment in Portugal is distrust. There are still few e-shoppers who believe that online stores protect their data and that they do not share it without their proper authorization. In addition, there is a significant delay in the availability and adoption in Portugal of the payment methods most used in digital transactions at international level. Although we have digital alternatives (such as MB Way, MB Net and contactless cards), services such as Amazon Pay, Apple Pay, Google Pay and Samsung Pay only arrived in Portugal in 2019.

Talent Capture and Retention. Many Portuguese companies do not find talent in sufficient quantity and quality in the national labor market to perform jobs in engineering, technology and information technology. According to the European Commission, in the last 5 years the gap between available talent and the needs of companies has increased by 14%, which in Portugal is equivalent to a demand for 15,000 jobs with no corresponding offer.

Providing an optimized website is still not a reality in most organizations. Many websites are not optimized for smartphones or prepared to accept payments via a mobile device. This is not a national problem, but a global one, as there are millions of small businesses around the world who admit that their top priority is to keep their businesses. The fact that the websites are not user-friendly makes it difficult to search for the desired object, characteristics, images or lack of stock updates, the non-adoption of live interaction tools to help consumers (ex: LiveChat), the lack of contacts (many of them have only the contact form), among other things.

Many people do not buy online, as they are not willing to pay for shipping. There are shipping costs in practically all online stores in the world.

According to the DPDgroup E-shopper Barometer, the regular online shopper is between the ages of 18 and 70 who buy at least one category online monthly. These represent 35% of the Portuguese population of e-shoppers.

The profile of the Portuguese e-buyer is characterized by the predominance of the female gender (51.5%) with active ages from 25 to 44 years old (66%), soon followed by the younger ones (23%). Most live in urban areas (Lisbon and Porto) and belonging to the upper middle and middle social classes (81% and 77% respectively buy online)[32].

The European Union estimates that the number of online consumers has grown in Portugal in recent years, with 44% of Portuguese over 25 years of age buying on the internet and 41% between 16 and 25 years of age. The female gender stands out with 53% of men (43%) and students (40%) are among the population that has the most choice in the digital world, compared to the employed (32%) and unemployed (19%) [32].

According to the study “The impact of Digital on the Portuguese economy” prepared by BCG, the Continent appears first, followed by Worten, eBay, Jumbo, Fnac, Apple, Intermarché, Amazon, La Redoute and, finally, ShowroomPrive. It should be noted, therefore, that branded sites are preferred by Portuguese consumers and that in this ranking, only 5 have operations in Portugal.

According to the “Top 100 Online Shopping Portugal (December 2019)” prepared by Netquest, the 10 online stores in Portugal from 1st to 10th position are as follows: Worten, Continente, FNAC, AliExpress, eBay, Amazon.com, Amazon.es, Auchan, Showroomprive and Booking.

According to the netAudience analysis carried out by Marktest, it reveals that the Continente website is in first place in the E-Commerce sites in Portugal with a PC reach of 1 million and 452 thousand individuals. Consequently, the Worten marketplace is in second place with a reach of 1 million and 403 thousand individuals and about 4,181 visits. AliExpress, FNAC and Amazon complete the list of sites with the longest reach in March.

Table 2.1 - Coverage of Portuguese online platforms[32]

PC	Reach	Page views	Visits
Continente	1,452	99,345	5,885
Worten	1,403	37,823	4,181
Aliexpress	1,328	46,393	5,209
Amazon	1,004	23,137	3,222
Kuanto Kusta	778	33,349	4,053
Auchan	738	23,382	2,350
eBay	719	34,249	2,232
Booking	705	24,404	2,776
Wook	593	14,002	2,797

The considerable continued performance of electronic commerce in Portugal is attracting the attention of new players.

KuantoKusta is a digital platform that initially emerged as a price comparison site, but launched its own marketplace in late 2018.

Dott emerged in February 2019 as the result of a joint venture between CTT and Sonae. This marketplace's mission is to be the reference online shopping site in Portugal. Dott's targets are millennials, young professionals and people over 55.

In 2018, Worten invested 7 million euros in its digital marketplace business and is currently one of the sites with the most online sales in Portugal.

CustoJusto was launched in December 2008 in Portugal. Its main competitor is OLX and currently gathers more than one million ads, being one of the leading classifieds portals in the country.

FNAC, despite being a brand of French origin, bet heavily on a marketplace in Portugal in 2010. Until then it has evolved and today offers more than six million products in different categories.

Portuguese e-shoppers continue to prefer to buy on branded sites / stores (79%) than on marketplaces (60%). Gradually, marketplaces have been gaining more fans due to the diversity of offer[30].

It appears that the most mature business areas in terms of e-commerce are the fashion segment (clothing and footwear), hospitality and travel and the consumer electronics segment (mobile phones, gadgets, etc.). On the other hand, the consumption categories that are lagging behind in terms of their adoption are health and the car.

E-commerce has a high growth margin and during these times of global pandemic, it is necessary to make the most of the confinement of the Portuguese, in order to offer products, services and, above all, a good shopping experience.

Globally, the demand for the online channel has increased exponentially. Since the second half of March, online shopping has gained an increasing weight in relation to the total purchases made and e-commerce has established itself as the only possibility of sale by many SMEs in different sectors of activity.

In fact, changing from offline channels to online channels presents a crucial opportunity and a readjustment of the business. SMEs must act to increase the digitization of services during the pandemic to sustain their business.

Last week, ACEPI (Association of the Digital Economy) reported that the .pt domain registration has tripled since the beginning of the pandemic in Portugal. This growth will be related to the response to the crisis with small and medium businesses transitioning to digital, as a way to sell their products and services. Altogether there are more than 1,210,000 .pt domains registered. It should be noted that in 2019 there was a historical record of registered domains. 121,359 new registrations were registered, 10,799 more than in 2018.

In relation to the week from March 30 to April 5, the consultancy GfK noted that online sales of technological products increased sharply in Portugal, namely, multifunction printers, game consoles and portable computers. Therefore, there is a window of opportunity to explore through e-commerce.

The hypermarket chains had to reinforce their teams to respond to the growing demand from the Portuguese. This growth exposed many weaknesses of e-commerce in this sector in terms of response times and the capacity and training of human capital. The user experience is also not the best.

Of course, not all sectors will benefit from this increase in online traffic. However, it is essential to show that the average value of online purchases increased by about 6% to 39.7 euros, according to SIBS[30].

Many organizations were thinking about creating their own online stores and with this situation they were forced to launch now. These are the cases of Barbot paints, Espaço Casa, Dvine cosmetic products, among other examples. Other companies had their online store in action, but they took advantage of this time to readjust and present new ranges of products. This is the case of the Nabeiro universe through its new mydeltaq.com store. Note also the huge initiative that 360printed when it joined with Recheio and implemented 360hyper. In addition, my sincere congratulations should be given to the initiative of CTT, Dott and CIM of the Coimbra Region when jointly implementing the online cheese fair. Finally, I give special relevance to a new online gym available at <https://ginasio-online.pt/>. Something that had never been done in the country[30].

Therefore, there is a need for a radical change on the part of the Portuguese business fabric in the way they view the online. Otherwise, very soon, players like Amazon will start their operations in Portugal, placing their shipping centers in Spain, ready to serve our country and completely changing the panorama of national electronic commerce in favor of the final consumer, closing the digital door to Portuguese commerce.

Thus, e-commerce will certainly grow and play a fundamental role in the national economy, since there is still a lot of room to grow in Portugal, it is important that companies understand its due importance and use it to capture even more business.

2.3 Food retail sector development in the context of electronic commerce: Portuguese experience

“Contidente” was the first hypermarket chain in Portugal and remains the reference in the country's food retail sector. In 1985, when was opened the first hypermarket and revolutionized consumer habits, they aimed to create a brand that would respond to all the needs of customers. They want to continue to be a national reference, offering an even more diversified offer, the best products at the best prices and a service closer to customers.

Contidente is a retail reference in Portugal, contributing over these more than 25 years of existence to changing the consumption habits of the Portuguese, to the development of the Portuguese economy and to the evolution of the distribution market. Contidente revolutionized the market in 1985 with the opening of the first Portuguese hypermarket and has since known how to innovate and adapt, consolidating its position in the preferences of Portuguese consumers. This preference is confirmed by the election, 11 consecutive times, as a Trusted Brand.

Contrary to what many people think, the Contidente brand was not created by the Sonae group, but by the French distribution group Promodès. The brand has its origins in France in 1972 ("Continent"), having been adapted for Spain in 1976.

The Promodès group was established in Portugal in the early 1980s, in order to introduce the concept of Hypermarket in the country. At the time, Sonae owned a supermarket chain called Modelo. The two companies established a partnership, which would give rise to Modelo Contidente SA. The adoption of the Contidente brand under a "franchising" regime allowed Sonae to acquire Promodès "Know How" and open in 1985 the first hypermarket in Portugal located in Senhora da Hora, Matosinhos (the current NorteShopping was built next to the hypermarket).

The brand had its first remodeling in 1996, this being done internationally. The colors (Blue and Red) were maintained and the "lettering" was modernized. The symbol became a "C" stylized as an educational terrestrial globe.

With the merger of the Carrefour and Promodès groups in 1998, the brand disappeared from France, and the following year from Spain (Carrefour owned the "Pryca" brand and decided to merge the two companies, adopting the "Carrefour" brand) and Italy. In 2004, the Carrefour group leaves the capital of Modelo Continente S.A. Given these facts, Sonae ended up free of charge with the exclusive rights of the "Continente" brand.

In late 2005, the brand underwent a major overhaul, with the brand's philosophy, colors (Red) and lettering being changed. The symbol became a stylized "C" as a target. The rebranding work was carried out by the EuroRSCG agency.

In mid 2007, the Carrefour Group expressed its intention to sell its Large Distribution business (Hypermarkets) in countries where it did not occupy the top position in the rankings of this business area. It was concluded that Portugal would be included in the divestment plan (at the time, Carrefour Portugal S.A. ranked 5th). Some competitors expressed interest, but Sonae Distribuição won. On 27 July 2007, the deal between Carrefour and Sonae Distribuição was announced, for the amount of 662 M €.

In the Food & Personal Care market in Portugal, continente.pt is ranked #1 with > US\$30m in 2020. Therefore, continente.pt accounts for 10% - 15% of e - Commerce net sales in this category. The top stores are continente.pt, auchan.pt and elcorteingles. Pt [31].

It is a pioneer in online delivery in Portugal, despite Sonae MC not being the first retail company to implement a food delivery service over the Internet - in 1998, the Jerónimo Martins Group launched Pingo Doce Online, a service that was suspended in 2003, according to the national press, due to the "low value and size" of the market. The Continente online store has been active in the market for years and knows how to innovate and adapt to the needs of its customers, offering a wide range of exclusive products, promotions and campaigns.

Currently, Continente Online is operated from fifteen physical stores, chosen from according to its area of geographical influence and proximity to customers.

The shops are currently in the regions of Greater Porto and Greater Lisbon, Centro, Minho, Beiras and Algarve. Each physical store serves areas close to you, not all regions of Portugal covered by the Continente online delivery service [31].

In the search for a sustainable business model, the company felt the need to give a new impetus to its online platform and to increase its sales and introduced its service to Madeira.

The Continente online store serves the mass market and its value proposition focuses on convenience services (such as home delivery), prices and multichannel promotions, exclusive online promotions and the variety and quality of products.

The channels used by the company to communicate with customers, publicize its value proposition and allow the acquisition of its products are the Continente.pt platform, applications for smartphones and tablets and the capitalization of communication in offline stores. The type of relationship between the company and the customer is mostly self-service (the company tries to provide all the necessary means for placing orders) and personal assistance (based on human interaction, in which the customer can communicate, by email or phone, with an organization representative for support during or after the purchase process).

The company generates income through two distinct flows: sale of products (food and non-food) and advertising (source of financing relevant to the business). In the first flow, the price is established according to the company's structured pricing models, while in the second it is negotiated on a case-by-case basis - dynamic pricing

The key resources of this business model are information technologies (platform online) and logistical infrastructures (warehouses and distribution networks - does not store stock, so there is no storage space for long periods). The key activities, which constitute the most important actions for the correct functioning of the business model, are operations management, logistics management and the management of the online platform, which includes the development, maintenance and promotion of the platform. To increase its

efficiency, the company created key partnerships with companies that would allow certain activities to be carried out, such as the distribution of its products (outsourcing activity). For the development of some businesses, it uses logistic operators that support the activities of storage, preparation and distribution of orders.

The cost structure of the business model reveals the relevant costs for the business. This model is driven primarily by sales, being strongly determined by economies of scale (the greater the number of orders placed, the lower the average cost per order), allowing the dilution of fixed costs (employee salaries, warehouse and office costs and costs platform) and the optimization of variable operating costs.

The offer can be divided into two categories:

- Alimentary Food range: includes food products (beverages, groceries, dairy products and frozen), perishable or fresh products (cold cuts, fishmongers, fruits and vegetables, bakery and butcher) and DPH products (drugstore, perfumery and hygiene).
- Non-food range: covers all light bazaar products (laser items, home, storage, culture, DIY and animals, household appliances and computer supplies and entertainment), textiles (baby, child, man and lady) and Well's (health items and beauty).

Throughout the year there are campaigns on the website that can coincide with the campaigns of physical stores or be exclusive to the online service.

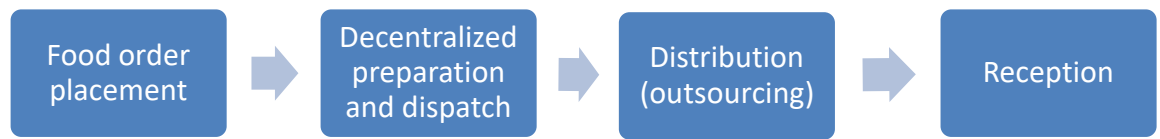


Figure 2.3 - Supply chain for the food range[31]

As shown in Figure 2.3. the process starts after placing the order on the website, with the choice of address and delivery window - usually an interval of two hours in which the customer wants to receive your order. The efficiency of the process is guaranteed by optimized processes and equipment and takes place in four main phases: picking, consolidating orders, separating them by routes and shipping.

Online food orders are prepared and shipped from physical stores - instigate picking (each customer can only order products from the store to which his code postal code is associated). There are currently fifteen physical stores with online operation, selected according to their geographical area of influence and proximity to customers . Thus, they has a coverage area of more than 20% of the territory of Mainland Portugal, covering more than 70% of the population[31].

Usually, the customer receives his order at home or at another address of his convenience, however, he can opt for additional services offered by Continente Online:

- Click & Pick: you can collect your order at the customer service counter of the store of your choice (among the fifteen stores with food operation).
- Click & Drive: you can opt for the delivery service of the order in the trunk of your car, currently available in the stores of Colombo, Arrábida and Portimão.
- Home delivery: the customer can make their purchases at the physical store and ask for them to be delivered to their home; store service but managed by company.

The online opportunity seems to exist, due to the experience and success in mainland Portugal, in which the growth of both channels seems to be mutually potentiating. After the success of organic growth in the online channel, the opportunity for Continente Online to test the rationality and feasibility of online operation in the new region.

The Continente online store serves individual and business customers, and it is relevant to analyze the feasibility of serving both in the new region. The Regional Directorate of Statistics of Madeira (DREM) forecasts an increase in the number of overnight stays for this year by residents and foreign tourists, with an accumulated year-on-year variation of 26% and 9.3%, respectively, revealing the growth of the tourism sector in region. These data are good indicators of the opportunity to serve business customers, namely in the HORECA channels - Hotels, Restaurants and Cafes. However, to focus the analysis, only the feasibility of the service for individual customers was studied, leaving the analysis of the business potential for the continuity of this project.

It is also important to note that this project is mainly focused on Funchal, since it is the most relevant in the region, in terms of potential size and concentration of customers.

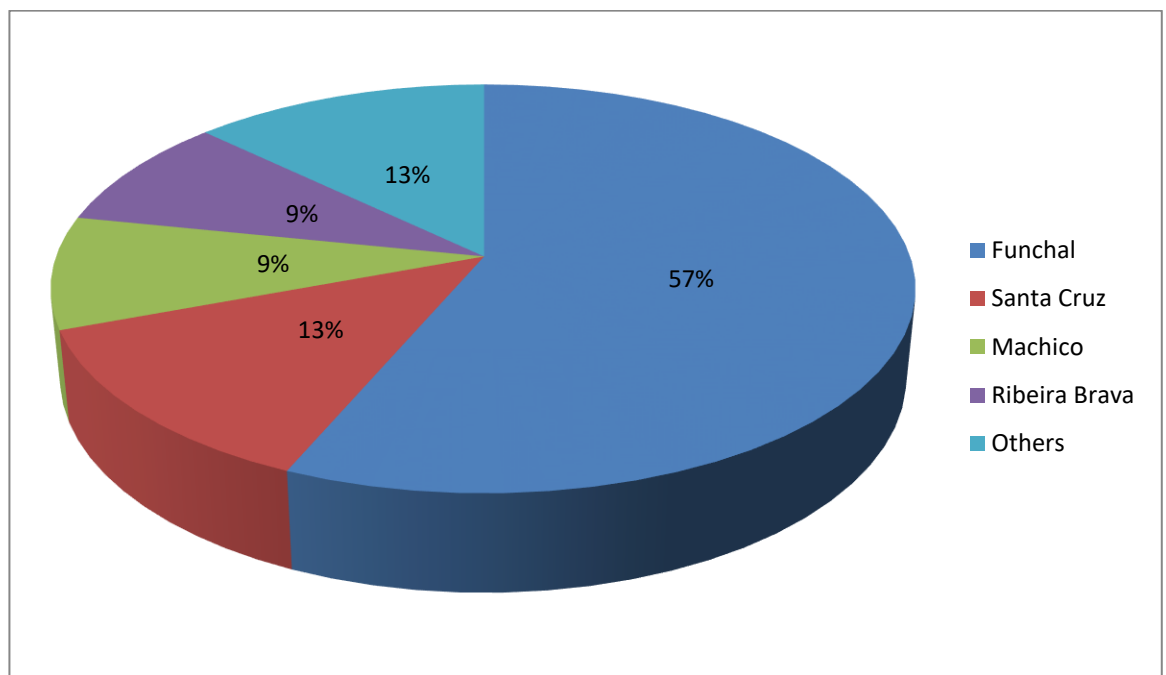


Figure 2.4 - Origin of food orders [31].

The municipalities with the highest number of orders are Funchal (57%) and Santa Cruz (13%), which together represent 70% of total food orders. This finding was essential for deciding the geographic scope of food deliveries in Madeira.

The largest offline retail players in Madeira are Continente and Pingo Doce, also operating in small neighborhood grocery stores. The implementation of the Continente online delivery service may lead to greater aggressiveness and commercial dynamics on the part of Pingo Doce offline stores, which, if not tackled, could reduce the impact of the introduction of the COL online service and even divert potential customers.

For the food range, the threat of new market entry in the short or medium term is not expected to be relevant, due to barriers to entry in the sector (high supplier transition costs, economies of scale, brand reputation, access to distribution channels). The threat of substitute products in this sector is medium / high - COL's substitute products are items from offline stores and the propensity of customers to replace is high.

In this market, customers have a low / medium bargaining power (they can force competition due to price transparency, but the company is large and detailed information on customer tastes) and the bargaining power of customers suppliers is medium (there is not a large concentration of distribution partners but the COL has an accentuated dimension and consequent negotiating power).



Figure 2.5 - Analysis of the five Porter forces for the food range in Madeira[31].

The analysis of Porter's five forces for the food range allowed us to conclude that this seems to be an attractive market, indicating a great service opportunity for this region, with the capitalization of a first-mover advantage in the online market

After the initial analysis of the market, competitors and the company all the information was synthesized in a single graph, building a SWOT analysis of Continente Online.

Table 2.2 - SWOT analysis of «Continente» Online[31].

Strength	Weaknesses
<p>Leader in online retail on the continent (high experience)</p> <p>Reputation and brand image (trusted brand)</p> <p>Appealing and robust online platform</p> <p>Simple and user friendly ordering process</p> <p>Returns and customer satisfaction</p>	<p>COL delivery scope is not national</p> <p>Relevant level of stock outages</p> <p>More number of complaints</p>

<p>policies</p> <p>Customer support service (Call Center)</p> <p>Diverse and comprehensive range</p> <p>Short delivery times</p> <p>Loyalty program</p> <p>Campaigns and promotions targeted to each type of customer</p>	
Opportunities	Threats
<p>Funchal's high population density and purchasing power, in line with the best regions of the continent</p> <p>Individuals in Madeira use the Internet a lot and shop online</p> <p>Consumers interested in COL products</p> <p>Non-food and non-food online competition very limited</p> <p>Opportunity to expand and expand the non-food range to Madeira</p>	<p>Reinforcement of the bet of competing companies in the Non-Food range</p> <p>Expansion of Jumbo and El Corte Inglés online services</p> <p>Responses from offline competitors in Madeira (with promotions and low prices), particularly from Pingo Doce</p> <p>Impact of online customer dissatisfaction on the offline business</p>

In short, the buying potential of Madeira seems high and customers are very similar to online customers in mainland Portugal. The industry is attractive and the estimate of food sales for this market is high. Combining the experience and reputation of Continente Online and its strong value proposition with service opportunities for the Autonomous Region of Madeira, it was possible to conclude that both ranges (food and non-food) are viable for online implementation for the archipelago.

3 PERSPECTIVES AND PROBLEMS OF ELECTRONIC COMMERCE IN DEVELOPING COUNTRIES

3.1 Prospects for the e-commerce development

First, the desire to shop will increase. In the future, many consumers will want retailers to provide an environment in which shopping is an event. Providing a clear shopping experience, both online and in the real world, will be a key means of differentiating brand value. Many consumers today already view shopping as an entertainment activity in itself. Consumers are also increasingly attracted to the new generation of lifestyle brands. Along with this, the appetite for life experiences in addition to material things, as evidenced by the strong growth of "adventure" holidays and "impressive" days. Another driving force is the seemingly insatiable need for people to demonstrate their participation in activities and experiences on social networks. Victoria's Secret encouraged buyers to take selfies in front of displays and show them to sellers in exchange for a free gift. This means strengthening and differentiating the value proposition of the brand. But retail brands need to ensure that the experience in question provides true enjoyment and value.

Secondly, the traditional concept of universal, linear shopping, which is humbly followed by all consumers, is already falling apart, and in the future the concept will be completely outdated.

One of the key conditions for success for retailers will be their ability not only to track users through a growing number of devices and touch points, but also to figure out how to effectively determine which ones are most effective for driving sales. This will mean an increasing level of complexity in how sales relate to different points of marketing.

The sharing economy should remain, but with a mixed impact on retail. The trend towards shared consumption, which is emerging today as technology is used to facilitate borrowing, sharing, lending, renting and exchanging goods and

services, will soon become more apparent. The common economy also forms a way of thinking that is much more adapted to environmental problems and the need to maximize existing resources. Although shared consumption will have a strong impact on hospitality, we expect its impact on retail to be mixed. The popularity of the Airbnb model means that it will be followed by others, and over time this can have a negative impact on traditional hotel chains and tours. [27]

According to the forecasts of the German statistical online portal Statista, by 2021 the global e-commerce market will be \$ 4.9 trillion per year. According to the analysis of Digital Commerce 360, the volume of online sales in the world in 2016-2019 grew by an average of 20% per year. At the same time, offline retail sales increased by 3.5% over the year. If this trend continues, then the volume of the global e-commerce market will exceed the volume of traditional retail by 2036 [21].

At the same time, there is reason to believe that the coronavirus pandemic will serve as an additional impetus for the development of online commerce. Indeed, in this situation, more and more people around the world are forced to buy on the Internet what they used to go to the store for. And, accustomed to making purchases in one click, they are unlikely to spend more time on it in the future.

Another advantage of "online" over traditional trade is that many stores are now simply closed. This problem bypasses online business, because if there is no physical store, you cannot close it.

Last year saw a huge increase in mobile traffic - in some online stores, the percentage of purchases from mobile phones and tablets reached 40%. The greatest demand among Ukrainians in the Network are products in the categories "Electronics and home appliances" and "Fashion". If we talk about the portrait of the user of e-commerce sites, it is usually young, educated Internet users, mostly from cities. More than half are people between the ages of 14 and 34, and almost 50% have higher education. At the same time, the opportunities for growth are enormous, as today the share of e-commerce in the structure of retail trade in Ukraine is only slightly more than 2%. For comparison, in Germany - about 12%,

the United States - 13%, in the UK - 15%. This means that the strategic goal of developing not only large but also medium-sized retailers will be to open and improve their own online stores, which, among other things, should be "mobile-friendly"[21].

The initial stage of e-commerce development dates back to 2000-2005 - when the rapid development of the Internet began, communication equipment became cheaper. And there were entrepreneurs who were able to clone international experience - mostly well-known state projects.

Just then, Nova Poshta, now the leader of the courier service in Ukraine, appeared, and Rozetka, an online store that became a leader in electronics sales, now operates as a marketplace. Many online stores were born, but only a few have survived to our time.

The next stage in the development of e-commerce is 2005-2008. At that time, Ukraine's economy was booming and it was easy to attract investment. There was a rapid development of telecom operators - high-speed optical networks, IP, Data-centers. The solvency of the population has grown, and this is one of the most important factors in the success of e-commerce. During these years, before the first financial crisis, many projects were born that are still alive. But sales were low. Two penetration factors are important for e-commerce. Internet penetration among the population - with this indicator everything was very good. The second penetration factor was at an early stage: the share of e-commerce users among Internet users began to grow, ie people began to buy through online stores.

The next stage is from 2008 to 2014. At this time, companies are growing very dynamically. For example, ModnaKasta had a period when the company grew 30 times in one year.

A startup is always a job of uncertainty. And in Ukraine it is work in a mode of uncertainty in a country that lives in a mode of uncertainty. Those who survived the crisis of 2008 gained great potential for growth. For example, Prom.ua has grown to a million parcels, ModnaKasta, which appeared in 2010, has become a

leader in selling clothes on the Internet in Ukraine, now it has about 300 thousand parcels per month. But other similar projects have closed.

With the development of e-commerce, Ukraine lags behind the world leaders of China, England and the United States. The number of orders / parcels sold through online stores also falls behind. There are no projects in Ukraine comparable to the world ones. As for the investment situation, international investors want to invest in strong markets. Naspers, one of the world's top 10 Internet holdings, entered Ukraine in 2011, buying Slando (now OLX.ua). He also invested in modnaKasta, Prom, Aukro, PayU, Vcene.

Money for Ukrainian e-commerce is given for investments. But you have to be very attractive to be interesting to strategists. Strategists are now going into something very cool, or making low-risk investments, or waiting and watching how things go [21].

The main regulatory stimulus was the adoption of the law "On e-commerce". Thanks to him, in particular, it became possible to conclude contracts electronically, and doing business with foreign customers for Ukrainian retailers has become much easier. Thus, it laid one of the most powerful prerequisites for further growth of the e-commerce market.

Since the beginning of the quarantine, the prospects for Ukrainian e-commerce have grown rapidly. According to OLX, from the first to the fourth week of March 2020, demand for beauty and health products increased by 84%, food products - by 110%, and household goods became more popular by 345%.

New challenges have emerged for companies looking to retain consumers. First, you need to develop an infrastructure for online sales - through aggregators and marketplaces, or by promoting your own channels. Particular attention should be paid to the mobile channel, which at the moment is often "on the sidelines". Secondly, it is necessary to find new opportunities to optimize conversions, for example, through auto strategies or the formation of a media funnel. In addition, it is important to offer your audience relevant, working loyalty programs, maintain the company's image and work with reputation in the online channel.

The main reasons that are important barriers to the development of electronic commerce include:

1. Information overload and chaos of numerous sites. All of this makes it difficult to attract and retain potential customers. The user often cannot find the desired information that interests him in a product or service. All this leaves his need unsatisfied, and the time spent searching among the large flow of information turns into costs. This is information about the price, which should be acceptable, information about the characteristics of goods and services, information about the sellers themselves.

2. Security of financial transactions and transmitted information, which is confidential. Recently, payment for purchases using credit cards is gaining popularity. This method of buying is not safe, because to transfer money for goods, you must enter the card details, which, unscrupulous market participants, can use for personal purposes.

3. There is a lack of development of the regulatory and legislative framework, which results in the problem of protecting intellectual property rights for a product or service that is implemented within the framework of e-commerce, as well as problems of a financial and contractual nature. As a result, there is distrust on the part of investors, potential buyers, and the pace of development slows down.

4. Logistics. The unsatisfactory state of the road and rail infrastructure, the poor quality of work of some logistics service providers, combined with the size of the country's territory, create difficulties for those who wish to deal with the delivery of goods.

Thus, the development of e-commerce in general and e-commerce in particular in foreign countries is accelerating. Every year online strengthens its position as a modern and promising method of doing business. Foreign sellers and consumers are willing to interact with each other by concluding agreements on the purchase - sale of goods and provision of services on Internet trading platforms. Thus, based on numerous studies, we can conclude that e-commerce abroad shows

a good pace of development and a high level of profitability. Therefore, in the long run, European countries remain leaders in e-commerce. The e-commerce market in Ukraine has shown stable growth in the last few years. Therefore, now this market is characterized by transactions related to attracting investment, external financing and expanding operations to markets in other countries, including the EU market. We can say that online platforms are developing quite actively along with e-commerce. And a business that adapts to the e-commerce market has every chance to grow more dynamically, which is especially important in times of turbulence.

3.2 E-commerce development strategy during the COVID-19 pandemic

Among many areas of business, it is for e-commerce during the quarantine period that both significant opportunities and certain threats have opened up. Among the main problems are:

- underdeveloped courier network and inability to receive orders from remote areas of the country;
- increase in the value of the order due to significant costs for delivery of goods and money transactions;
- a significant reduction in household income;
- reducing the number of impulsive purchases, the desire to save due to uncertainty about future income;
- online purchases of only the necessary groups of goods, reduction to insignificant sales of goods in the groups "expensive machinery, equipment", furniture, jewelry, art objects, etc.

Based on the above, referring to the experience of large international online companies, including Alibaba, Amazon can provide some recommendations to Ukrainian companies, including small and medium-sized businesses to develop a business strategy:

1. To intensify the entry of online business into international markets through global marketplaces. As mentioned earlier, Alibaba is ready to cooperate and support small businesses. This will be one of the least costly ways to support and expand your business in a global crisis.

2. Introduce the latest technologies: mobile applications, the most simple and clear sites, online chats, voice assistants, personalization technologies based on artificial intelligence (AI) and data mining, drone delivery, virtual reality technology, "subscription kit purchases", etc. . In the context of accelerated digitalization, we should expect the rapid spread of trends that are still "niche

3. To improve the quality of services in e-commerce, it is necessary to develop information and consulting support. This will allow companies to more quickly adapt their business online to consumer demand, gain access to international marketplaces and the ability to work on them[30].

Thus, Ukrainian business needs to look for other sales channels, minimize costs, use the time to implement ideas that have been postponed, as well as strategic development, planning and education, to remain available to its customers and communicate with them; if possible, reduce the time for the promotion of goods.

To ensure the efficiency of e-commerce that benefits every consumer, public authorities should continue to create an enabling environment for online sales in areas such as digital communications, logistics and commerce, including digital goods and services.

Thus, in our opinion, to solve the main problems in the field of state and technical regulation it is necessary to take a number of measures, namely:

- introduce tax holidays, preferential lending and taxation, as well as government support for financing the IT industry;
- increase (up to 50%) the share of advance payments for e-commerce entities involved in ensuring the supply of goods (works, services) for the needs of the state for the period of overcoming the effects of the pandemic;

- to improve the legal framework for the conclusion of agreements in the field of e-commerce in some of its areas;
- to create an appropriate infrastructure for the possibility of non-cash payment not only in cities but also in regions and villages;
- strengthen state support and financial assistance to operators in providing regions and rural areas with mobile communications and Internet coverage;
- to introduce the latest technologies in the implementation of e-commerce;
- disseminate information and benefits of online commerce for businesses;
- develop software, strengthen harmonization with EU standards and implement EU Directives on data protection, consumer rights, quality and safety of goods.

The powerful phase of the COVID-19 pandemic could last a long time, and e-commerce in goods and services must continue to change under the new conditions.

Summarizing the above, it is necessary to provide the following recommendations that will be relevant for our country:

1. Bridge the digital divide between consumer segments, such as people living in rural areas, by extending affordable and high-quality broadband to underserved areas, increasing affordability, and building trust in e-commerce.
2. Involve the most vulnerable groups in e-commerce. Ensure the protection of vulnerable consumers from unfair business practices and dangerous goods.
3. Support the creation of innovative e-commerce business models, providing the flexibility of the regulatory framework to combine network and stand-alone business functions. Reduce regulatory uncertainty and promote transparency through information exchange.
4. Reduce bottlenecks in an enabling environment for e-commerce, including industries such as communications, trade, logistics and postal services.

Thus, e-commerce in Ukraine is one of the most dynamic highly competitive areas of business, which is changing both in terms of technology and business models. However, the pandemic highlighted not only the importance of digital

technologies in general, but also vulnerabilities that need further forward-looking research. To solve the main problems, the state needs to take a number of measures, namely: implementation tax holidays, preferential lending and taxation of the industry, as well as government support.

CONCLUSIONS

E-commerce today is the fastest and most convenient way to trade. It covers almost all areas of the world market, spreads very quickly and is easy to use.

1. It was found that e-commerce is mainly associated with the purchase and sale of information, products and services over the Internet, but is also used to transmit information within an organization over the Internet to improve decision-making and eliminate duplication at various stages of its development.

2. Based on the analysis of the literature, the characteristics were determined: B2B, B2C, C2C, B2A, B2G, A2C, G2C, Intra-business. Operating in the e-commerce market requires constant readiness and desire to improve all aspects of the company based on the latest technologies, as continuous progress and the ability to adapt - one of the reasons for the efficiency and complexity of e-business.

3. Due to the rapid division of the digital device environment, people are more likely to use their mobile phones, computers, tablets and other digital devices to collect information. In other words, the digital environment has a growing impact on consumer consciousness and customer behavior. Each customer becomes more interactive, and online customer reviews can influence the behavior of other potential buyers.

4. Certain aspects related to the legal regulation of sales of goods and services in the EU e-commerce market should be implemented by domestic businesses, based on a high level of consumer protection, in order to join our digital single market, increase legal certainty. and reducing operating costs for the business. Moreover, on the positive side, the COVID-19 pandemic offers great opportunities for companies, small and medium-sized businesses to actively interact with their strategies and program of corporate social responsibility. The market after COVID-19 will be irreversibly different. Businesses will have to re-evaluate their visions of doing business in the long run, change their goals to take

into account changes among their customers and competitors. The key aspect of such transformations will be the exponential increase in digital communications and change.

5. E-commerce will certainly grow and play a fundamental role in the national economy, since there is still a lot of room to grow in Portugal, it is important that companies understand its due importance and use it to capture even more business.

6. The buying potential of Madeira seems high and customers are very similar to online customers in mainland Portugal. The industry is attractive and the estimate of food sales for this market is high. Combining the experience and reputation of Continente Online and its strong value proposition with service opportunities for the Autonomous Region of Madeira, it was possible to conclude that both ranges (food and non-food) are viable for online implementation for the archipelago.

7. Also the development of e-commerce in general and e-commerce in particular in foreign countries is accelerating. Every year online strengthens its position as a modern and promising method of doing business. Foreign sellers and consumers are willing to interact with each other by concluding agreements on the purchase - sale of goods and provision of services on Internet trading platforms. Thus, based on numerous studies, we can conclude that e-commerce abroad shows a good pace of development and a high level of profitability. Therefore, in the long run, European countries remain leaders in e-commerce. The e-commerce market in Ukraine has shown stable growth in the last few years. Therefore, now this market is characterized by transactions related to attracting investment, external financing and expanding operations to markets in other countries, including the EU market. We can say that online platforms are developing quite actively along with e-commerce. And a business that adapts to the e-commerce market has every chance to grow more dynamically, which is especially important in times of turbulence.

8. E-commerce in Ukraine is one of the most dynamic highly competitive areas of business, which is changing both in terms of technology and business

models. However, the pandemic highlighted not only the importance of digital technologies in general, but also vulnerabilities that need further forward-looking research. To solve the main problems, the state needs to take a number of measures, namely: implementation tax holidays, preferential lending and taxation of the industry, as well as government support.

It would be good to note that the world is not standing still, and we need to move with it. Today, e-commerce is very common and continues to spread. It has its advantages and disadvantages. But, first of all, this is the kind of commerce that is modern and not outdated for our twenty-first century.

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APPENDICES

Appendix A

SUMMARY

Denysenko YE.M. Features of the development of the international e-commerce market – qualification paper. Sumy State University, Sumy, 2021.

The final paper is devoted to studying features of the development of the international e-commerce market. The essence and features of e-commerce are described. E-commerce sectors are described. Features of e-commerce in Portugal on the example of the Continent are also described. Prospects for the development of e-commerce in the future and the strategy for the development of e-commerce in Ukraine are considered.

Key words: e-commerce, online store, online platform, strategy, pandemic.

Анотація

Денисенко Є.М. Особливості розвитку міжнародного ринку електронної комерції - кваліфікаційна бакалаврська робота. Сумський державний університет, Суми, 2021.

Кваліфікаційна бакалаврська робота присвячена дослідженню особливостей розвитку міжнародного ринку електронної комерції. Описано сутність та особливості електронної комерції. Охарактеризовано сектори електронної комерції. Також описані особливості електронної комерції в Португалії на прикладі Континенте. Розглянуто перспективи розвитку електронної комерції в майбутньому та стратегію розвитку електронної комерції в Україні.

Ключові слова: електронна комерція, Інтернет-магазин, Інтернет-платформа, стратегія, пандемія.