MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Sumy State University

Academic and Research Institute of Business, Economics and Management
(Institute/faculty)

Department of Economics, Entrepreneurship and Business Administration
(department)

"Defense allowed"

Head of the Department

_____ *Oleksandra KARINTSEVA*
(signature)   (Name and SURNAME)

____ _____ 20___ .

QUALIFICATION WORK

towards attaining a Master's Degree

specialty   *073 Management,*
(code and title)

educational-professional program *Business Administration*
(educational-professional / educational-scientific)   (program)

Topic: Increasing the efficiency of personnel in e-commerce: approaches and methods

Student   BA.m-31an/2y   ___Mikhailo Moroz_____
(group code)   (surname, name)

The qualification work contains the results of own research. The use of ideas, results and texts of other authors are linked to the corresponding source.

_____   ____Mikhailo Moroz____
(signature)   (student's Name and SURNAME)

Supervisor _____ _____
I. I. Koblianska
(position, academic degree, academic title, Name and SURNAME)   (signature)

Sumy – 2024

Ministry of Education and Science of Ukraine
Sumy State University

DEPARTMENT OF ECONOMICS, ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION

APPROVED

Head of the Department

of Economics, Entrepreneurship and

Business Administration

_____Oleksandra Karintseva

"____" _____ 20____ .

ASSIGNMENT
for the qualification work
towards attaining a Master's Degree

Student of group BA.m-31an/2y, 2 year of study___BiEM_____

(Institute)

Specialty 073 "Management"

Study program 8.073.00.09 "Business Administration"

Mikhailo Moroz

(full name)

Topic of the qualification work: Increasing the efficiency of personnel in e-commerce: approaches and methods

Enacted by the SSU order №__1254-VI___ from "03_"_12____2024__.

Date of finalized Thesis submission: "_08_"__12__ 2024__.

Initial data for research:_____

Content of the main part of the qualification work (list of questions to be considered): 1.Analyze the theoretical framework and existing literature on staff efficiency and its relationship to e-commerce; 2.Assess current practices and challenges in the workforce management of MEIL-MARKET; 3.Propose innovative methods for workforce optimization tailored to e-commerce requirements; 4.Evaluate the feasibility and expected outcomes of the proposed strategies.

List of illustrations (should be presented during the defense)

_____10_____

Date of receiving the assignment: "_21_" ___10_____2024_ .

Master Thesis supervisor _____

(academic title, Name, and SURNAME)

Assignment is accepted for completion: "_22"_10_____2024_._____

Student signature

SUMMARY

The thesis consists of an introduction, three chapters, a conclusion, a list of references. The volume of the master's thesis is 51 pages including 9 tables, 10 figures and list of references, which consists of 31 items.

The relevance of this thesis lies in its focus on enhancing workforce efficiency in e-commerce, a critical factor in ensuring sustainable business success in a highly competitive digital environment [18, 20, 22]. The exponential growth of online commerce has created a demand for efficient workforce management to meet customer expectations, ensure service quality, and adapt to evolving market trends. This topic gains further importance under challenging circumstances, such as the disruptions caused by war, which test the resilience and adaptability of businesses like "MEIL-MARKET."

E-commerce has become a vital component of modern economies, serving as a key driver of innovation and consumer engagement. The interplay between technological advancements and workforce efficiency is particularly significant, as human capital remains essential in managing operations, customer interactions, and supply chain complexities. Amid increasing customer demands for speed, personalization, and reliability, businesses must continuously innovate and refine their workforce strategies [17, 36].

This study addresses these challenges by providing an in-depth analysis of existing practices, identifying inefficiencies, and proposing targeted strategies to optimize staff performance in alignment with e-commerce objectives. The findings and recommendations are not only relevant to "MEIL-MARKET" but also contribute to the broader discourse on workforce efficiency in the e-commerce sector. In this context, the research aims to bridge gaps between theoretical knowledge and practical applications, making it highly pertinent for academics and practitioners alike.

The main purpose of the thesis is to develop actionable strategies to enhance staff efficiency in e-commerce operations.

In accordance with the main goal, *the following tasks were defined*: to analyze the theoretical framework and existing literature on staff efficiency and its relationship to e-commerce; to assess current practices and challenges in the workforce management of "MEIL-MARKET"; propose innovative methods for workforce optimization tailored to e-commerce requirements; evaluate the feasibility and expected outcomes of the proposed strategies.

Object of the Study - the workforce efficiency of e-commerce enterprises, specifically focusing on the case study of MEIL MARKET.

Subject of the study - the methods and approaches used to optimize staff performance within the e-commerce context, particularly under challenging conditions such as war-induced disruptions.

Work contains such chapters:

CHAPTER I THEORETIC FOUNDATIONS OF STAFF EFFICIENCY AND E-COMMERCE. It consists of overview of modern approaches; relationship between staff efficiency and e-commerce.

CHAPTER II. ANALYSIS OF STAFF EFFICIENCY IN MEIL-MARKET. It consists of company profile, business model and e-commerce integration; analysis of current practices and challenges in staff efficiency; SWOT-analysis; PESTEL-analysis.

CHAPTER III. IMPROVEMENT METHODS AND STRATEGIC RECOMMENDATIONS FOR PERSONNEL EFFICIENCY IN E-COMMERCE. It consists of proposed methods for workforce optimization; strategic implementation plan for E-commerce personnel efficiency enhancement; evaluation of proposed solutions and expected outcomes.

Methods of research: case study analysis, SWOT and PESTLE analyses, comparative analysis, literature review, interviews and surveys

Keywords: STAFF EFFICIENCY, E-COMMERCE, WORKFORCE, ANALYSIS, PERFORMANCE, LOGISTICS, ONLINE.

LIST OF CONTENT

INTRODUCTION

The chosen topic, "Increasing the efficiency of personnel in e-commerce: approaches and methods" addresses a critical issue in modern business operations. The global shift toward digital platforms, accelerated by the COVID-19 pandemic and technological advancements, has transformed e-commerce into a cornerstone of contemporary trade. In Ukraine, the significance of this sector has further intensified due to the ongoing full-scale invasion, pushing businesses to optimize their operations while facing unprecedented challenges such as power outages and unstable internet connectivity.

Relevance of the study. The study is highly relevant given the competitive nature of e-commerce and its reliance on efficient human resource management. Staff efficiency directly impacts customer satisfaction, operational costs, and overall business profitability. The increasing integration of digital tools in e-commerce, combined with the need to address unique challenges such as remote work disruptions, emphasizes the importance of developing adaptive workforce strategies. Furthermore, this research contributes to the broader discourse on aligning technological advancements with human capital management to sustain and enhance e-commerce operations.

The object of this research is the workforce efficiency of e-commerce enterprises, specifically focusing on the case study of "MEIL-MARKET". *The subject* is the methods and approaches used to optimize staff performance within the e-commerce context, particularly under challenging conditions such as war-induced disruptions.

The primary aim of this research is to develop actionable strategies to enhance staff efficiency in e-commerce operations. The study seeks to: 1. Analyze the theoretical framework and existing literature on staff efficiency and its relationship to e-commerce. 2. Assess current practices and challenges in the workforce management of MEIL-MARKET. 3. Propose innovative methods for workforce

optimization tailored to e-commerce requirements. 4. Evaluate the feasibility and expected outcomes of the proposed strategies.

A mixed-method approach was employed, incorporating both qualitative and quantitative techniques. The methods include:

- Case study analysis: examination of MEIL-MARKET business model and HR strategies to identify strengths and weaknesses.

- SWOT and PESTLE analyses: evaluation of internal and external factors affecting workforce efficiency.

- Comparative analysis: comparison of global best practices in e-commerce workforce management to identify applicable strategies.

- Literature review: synthesis of existing research to build a theoretical foundation.

- Interviews and surveys: collection of insights from employees and managers to understand ground-level challenges and opportunities.

Scientific novelty. The research introduces a novel perspective by examining staff efficiency in the context of e-commerce during wartime. By integrating adaptive strategies for workforce optimization with contingency measures for power outages and internet instability, this study addresses a unique and underexplored area in the field of HR management.

Practical significance. The findings of this study have direct implications for businesses operating in volatile environments. The proposed strategies can be applied to optimize workforce efficiency, ensuring continuity and growth of e-commerce operations under challenging circumstances. Additionally, the study provides a framework for other Ukrainian enterprises to adapt to similar challenges.

The research contributes to the academic discourse on HR practices in e-commerce and offers actionable insights for businesses navigating the complexities of the modern digital landscape. The volume of the master's thesis is 51 pages including 9 tables, 10 figures and list of references, which consists of 31 items.

CHAPTER I THEORETIC FOUNDATIONS OF STAFF EFFICIENCY AND E-COMMERCE

1.1 Defining staff efficiency in the context of e-commerce

Staff efficiency in the realm of e-commerce embodies a multifaceted concept centered on the optimal performance and productivity of employees within digital commerce operations. In contrast to traditional brick-and-mortar settings, the e-commerce industry necessitates rapid adaptability, technological proficiency, and an unwavering customer focus. These factors contribute to defining staff efficiency as the seamless integration of skills, tools, and strategies to meet the unique demands of online business [10]. These include the ability to complete tasks promptly and accurately, proficiency with advanced technological tools, and a focus on optimizing the customer experience [4]. Key dimensions of staff efficiency are as follows:

1. Task completion and productivity. In e-commerce, time-sensitive activities such as order processing, inventory updates, and customer service require employees to perform with high precision and speed. Efficient task completion minimizes delays, reduces operational bottlenecks, and enhances the overall customer experience, particularly in markets where instant gratification is expected [26].

The fig.1 illustrates how these dimensions intersect and reinforce each other to create a holistic framework for understanding and improving staff efficiency in an e-commerce setting.

2. Technological proficiency. Modern e-commerce platforms depend heavily on advanced digital tools, including automation software, inventory management systems, and analytics dashboards. Employees must be adept at using these tools to optimize workflows, reduce errors, and achieve scalability. Efficiency in e-commerce is directly proportional to the workforce's ability to leverage technology effectively [29, 30].

Figure 1.1 - The key dimensions of staff efficiency in e-commerce

Source: Author's development

In the dynamic environment of e-commerce, efficient workflows are critical to ensure seamless operations. The figure.2 visualizes the typical workflow of an e-commerce business, highlighting how staff interact with technology and data at each stage, from managing inventory to fulfilling customer orders. This integrated approach minimizes delays and enhances accuracy.

Fig. 1.2 – Interaction of staff with technology and data at each stage

Source – Author's development

The figure represents a schematic workflow showcasing the interaction of personnel with technologies and data throughout critical stages in the e-commerce process. Below is a stage-by-stage explanation of the workflow, along with the role of staff and the technological tools employed:

1. Customer Interaction and Order Placement (This stage involves handling customer queries, guiding them through product selections, and facilitating seamless transactions via the e-commerce platform)/

2. Order Processing and Confirmation (Staff ensure orders are logged correctly and confirm inventory availability for successful processing).

3. Inventory Management (Ensures inventory levels are updated and synced with real-time sales data).

4. Logistics and Delivery (Orders are prepared, dispatched, and tracked until they reach the customer).

5. Post-Purchase Support (Post-purchase feedback collection and resolving customer complaints).

This workflow highlights the importance of synchronized interaction between staff and technological systems at every stage of the e-commerce process. Each step involves a specific focus on data integration, task automation, and customer engagement, ensuring an efficient, customer-centric approach to operations.

Technological advancements play a pivotal role in enhancing staff efficiency. As shown in the chart, businesses that integrate automated tools and AI-driven systems report significantly higher productivity levels, with reduced error rates and faster task completion times. This correlation underscores the importance of equipping employees with cutting-edge technology to maximize their efficiency.

3. Customer experience optimization. Unlike traditional retail, e-commerce often lacks direct customer interaction, making the quality of service critical. Staff efficiency here includes rapid and accurate responses to customer inquiries, proactive problem resolution, and ensuring the accuracy of product descriptions and fulfillment processes [6].

4. Interdepartmental collaboration. E-commerce operations typically involve multiple interconnected teams, such as logistics, IT, marketing, and customer support. Efficient communication and collaboration across these functions ensure smooth operations, such as aligning promotional campaigns with stock availability or coordinating delivery logistics [1].

5. Adaptability and continuous learning. The e-commerce landscape evolves rapidly, driven by technological advancements, changing consumer behaviors, and emerging market trends. Staff efficiency depends on employees' ability to learn and adapt to new systems, practices, and tools, such as AI-driven chatbots or new e-commerce platforms [40].

6. Performance metrics and accountability. Metrics such as average handling time, customer satisfaction scores, and error rates are critical benchmarks of efficiency. Regular performance evaluations aligned with these metrics help identify gaps and opportunities for improvement, driving a culture of accountability and excellence [3].

While these dimensions provide a foundation, achieving staff efficiency in e-commerce comes with its challenges:

- High turnover rates: the fast-paced environment and high customer expectations may lead to burnout, affecting efficiency.

- Technological complexity: rapid advancements in e-commerce tools and platforms require ongoing training, which can disrupt daily operations.

- Data overload: employees must effectively interpret large volumes of data generated by e-commerce platforms to make informed decisions, a skill requiring specialized training [11].

The competitive nature of e-commerce underscores the strategic importance of staff efficiency. Efficient employees:

- Reduce operational costs through optimized workflows.

- Enhance customer satisfaction and loyalty by ensuring consistent and quality service.

- Enable scalability and adaptability, allowing businesses to respond to market changes swiftly [7].

This all highlights the significance of examining staff efficiency in the context of e-commerce, laying the groundwork for exploring theoretical and practical approaches to improving performance. The interplay between human resources and digital tools will be further analyzed in subsequent sections to identify actionable strategies.

1.2 Overview of modern e-commerce approaches

Modern e-commerce has evolved significantly, driven by technological advancements, shifts in consumer behavior, and innovative business models. This section explores the key approaches that define the current landscape of e-commerce, focusing on their implementation and benefits for businesses.

1. Omnichannel retailing. Omnichannel retailing integrates physical stores, online platforms, and mobile apps to create a seamless customer experience [13]. By leveraging this approach, businesses ensure consistency in branding, inventory management, and customer support across all channels. Companies like Amazon [44] and Walmart [41] use advanced data analytics to synchronize their online and offline operations, offering features like "click-and-collect" and real-time inventory updates.

2. Direct-to-consumer (D2C) sales. D2C models bypass traditional intermediaries, allowing brands to sell directly to consumers through their websites or specialized apps [8]. This approach offers greater control over branding and customer data while reducing costs. Brands such as Warby Parker and Dollar Shave Club have successfully utilized the D2C model, fostering stronger customer relationships through personalized experiences [27].

3. Subscription-based e-commerce. Subscription services provide customers with recurring deliveries of products or access to services for a regular fee [23]. This model promotes customer loyalty and predictable revenue streams. Platforms like

Spotify (for digital content) and Blue Apron (for meal kits) are prominent players in subscription-based e-commerce, catering to diverse customer needs [12].

4. Social commerce. Social media platforms like Instagram, Facebook, and TikTok now integrate e-commerce features, enabling users to shop directly from posts, stories, or videos. This approach capitalizes on the power of social proof and targeted advertising. Shopify has integrated tools to support Instagram and TikTok shopping, allowing small businesses to leverage their social media presence for sales [9, 16].

5. Mobile commerce (m-Commerce). The rise of smartphones has led to the dominance of mobile commerce, where transactions are conducted via mobile devices [5]. Optimized mobile apps, digital wallets, and QR codes are central to this trend. Companies such as Starbucks and Alibaba have adopted robust mobile platforms, offering features like mobile ordering and payments for enhanced convenience [39].

6. Personalization and AI-driven commerce. Artificial intelligence powers personalized recommendations, dynamic pricing, and automated customer service through chatbots and voice assistants [14, 46, 48]. AI-driven tools analyze user behavior to deliver tailored experiences. Netflix and Amazon use AI to recommend products or content based on past user interactions, enhancing engagement and conversion rates [24].

7. Green and ethical e-commerce. Sustainability has become a priority for modern consumers, prompting businesses to adopt eco-friendly practices [15, 19, 31, 33, 34, 35, 37]. These include reducing packaging waste, using sustainable materials, and offering carbon offset programs. Companies like Patagonia [25] and Allbirds [21] highlight their commitment to sustainability through transparent supply chains and eco-conscious operations.

8. Marketplace integration. Rather than operating standalone websites, many brands opt to sell through large online marketplaces such as Amazon, eBay, or Alibaba [2]. This approach ensures visibility, trust, and access to a vast customer

base. Small businesses often partner with Amazon for its robust logistics network and customer trust.

Modern e-commerce approaches are diverse, catering to a range of customer expectations and technological capabilities. Businesses that adapt to these trends effectively are better positioned to remain competitive, foster customer loyalty, and achieve sustained growth.

The following table presents an analysis of modern e-commerce approaches, highlighting their advantages and disadvantages. This information can help businesses decide which strategies align best with their goals and operational capabilities.

Table 1.1 – Analysis of advantages & Disadvantages of E-commerce approaches

E-commerce approach	Advantages	Disadvantages
Omnichannel retailing	- Enhanced customer experience with seamless integration - Increased brand visibility across platforms - Better customer retention	- High implementation costs - Complex inventory and logistics management - Requires advanced technological infrastructure
Direct-to-consumer (D2C)	- Greater control over branding and customer data - Cost savings by bypassing intermediaries - Stronger customer relationships	- Requires significant investment in marketing - Challenges in logistics and supply chain management - Limited market reach initially
Subscription-based E-commerce	- Predictable and recurring revenue streams - Increased customer loyalty - Simplified demand forecasting	- Risk of subscription fatigue among customers - High customer acquisition costs - Requires ongoing value delivery to retain subscribers.

Continuation of table 1.1

E-commerce approach	Advantages	Disadvantages
Social Commerce	- Direct engagement with customers - Leverages social proof to drive sales - Low entry cost for small businesses	- Dependency on platform algorithms - Limited data ownership - Potential risks from changing platform policies
Mobile commerce (m-Commerce)	- Convenience for customers - High conversion rates through user-friendly apps - Integration with digital wallets for seamless payments	- Requires investment in mobile optimization - Security concerns with digital payments - Limited functionality on small screens
Personalization and AI	- Enhanced customer satisfaction with tailored recommendations - Increased sales through upselling - Automation reduces manual workloads	- High implementation and maintenance costs - Data privacy concerns - Reliance on high-quality data for accuracy
Green and ethical E-commerce	- Attracts environmentally conscious consumers - Enhances brand reputation - Compliance with growing regulatory requirements	- Higher operational costs due to sustainable practices - Supply chain constraints - Limited scalability in some markets
Marketplace integration	- Access to a large customer base - Increased trust through established platforms - Simplified logistics with marketplace support	- High competition among sellers - Dependency on marketplace policies - Reduced profit margins due to platform fees

Source: author's development

This table can guide businesses in evaluating the trade-offs of each approach based on their resources, customer base, and long-term objectives.Key observations:

1)while approaches like personalization and D2C provide tailored customer experiences, they often struggle with scaling due to higher costs and operational complexity.

2)modern e-commerce heavily relies on advanced technologies like AI, mobile apps, and integrated systems, making initial investments and ongoing maintenance critical.

3)sustainability and ethical practices are gaining prominence, offering a competitive edge to businesses that adopt them but posing challenges for cost optimization.

1.3 Relationship between staff efficiency and e-commerce

Staff efficiency plays a critical role in the success of e-commerce operations, as the online business landscape demands high adaptability, productivity, and customer-centric service. In the e-commerce ecosystem, staff efficiency can be linked to several key areas (fig. 1.3)

Fig. 1.3 – Key areas of staff-efficiency

Source – author's development

Efficient staff ensures the smooth functioning of operational workflows, from inventory management to order fulfillment. In e-commerce, rapid response times and accurate execution are vital. Delays in processing orders, errors in inventory updates, or issues in logistics can result in dissatisfied customers and lost revenue. Efficient staff equipped with proper training and digital tools can streamline these processes, improving overall performance.

For instance, employees proficient in using inventory management software like SAP or Shopify can handle large product catalogs and manage stock levels in real-time, ensuring product availability and timely updates to customers.

In e-commerce, customer satisfaction directly impacts brand loyalty and repeat purchases. Staff efficiency in handling customer inquiries, resolving issues promptly, and personalizing services significantly enhances the customer experience. Employees skilled in using CRM systems and AI chatbots can provide quick resolutions, accurate recommendations, and consistent communication across platforms.

Efficient staff also contribute to better management of customer feedback and reviews, helping to address grievances and build trust with the audience.

E-commerce relies on advanced technologies such as AI, machine learning, and automation tools to manage operations efficiently. Staff efficiency in adapting to these technologies is critical for maximizing their benefits. For example, employees who understand how to leverage analytics tools can interpret customer behavior, predict market trends, and optimize marketing campaigns effectively. On the other hand, inefficiencies or resistance to adopting these tools can lead to underutilization of resources and missed opportunities for growth.

Efficient staff reduce operational costs by optimizing resources, minimizing errors, and improving time management. This is particularly important in e-commerce, where cost margins are often slim due to competitive pricing and free shipping offers.

For example, a skilled workforce capable of multitasking—handling inventory updates, customer queries, and marketing campaigns simultaneously—can help

reduce the need for additional hires, lowering payroll expenses without compromising productivity.

The e-commerce market is dynamic, with trends and customer preferences evolving rapidly. Staff efficiency in adapting to new demands - such as integrating sustainable practices, adopting omnichannel strategies, or managing flash sales - is crucial for maintaining competitive advantage. Teams that are proactive and flexible can implement changes more effectively, such as launching new product lines or creating promotional campaigns aligned with market trends.

In e-commerce businesses, collaboration between various teams - marketing, logistics, customer service, and IT - is essential. Staff efficiency ensures seamless communication and coordination between departments, which is vital for handling peak shopping seasons, such as Black Friday or holiday sales.

Efficient teams foster a collaborative culture, reducing bottlenecks and enhancing overall organizational agility.

High staff efficiency is often a result of well-structured workflows, clear job roles, and proper training - all of which contribute to employee satisfaction and retention. In e-commerce, where workloads can be intensive, maintaining a motivated workforce ensures consistent performance and reduces turnover rates.

For instance, companies that invest in professional development programs and flexible work arrangements often see increased staff commitment and lower burnout rates, directly impacting productivity.

Figure 1.4 illustrates how different aspects of staff efficiency influence key performance areas in e-commerce. For instance, while technology adoption scores high, areas like cross-department collaboration may need attention.

The relationship between staff efficiency and e-commerce is deeply interconnected. Efficient employees enhance operational workflows, elevate customer experiences, and maximize the utilization of technological tools. Conversely, inefficiencies can lead to missed opportunities, higher costs, and customer dissatisfaction. To maintain a competitive edge, e-commerce companies must invest in continuous staff training, technological upskilling, and strategies that

promote productivity and adaptability. Ultimately, the synergy between efficient staff and optimized e-commerce practices ensures sustainable growth and long-term success.
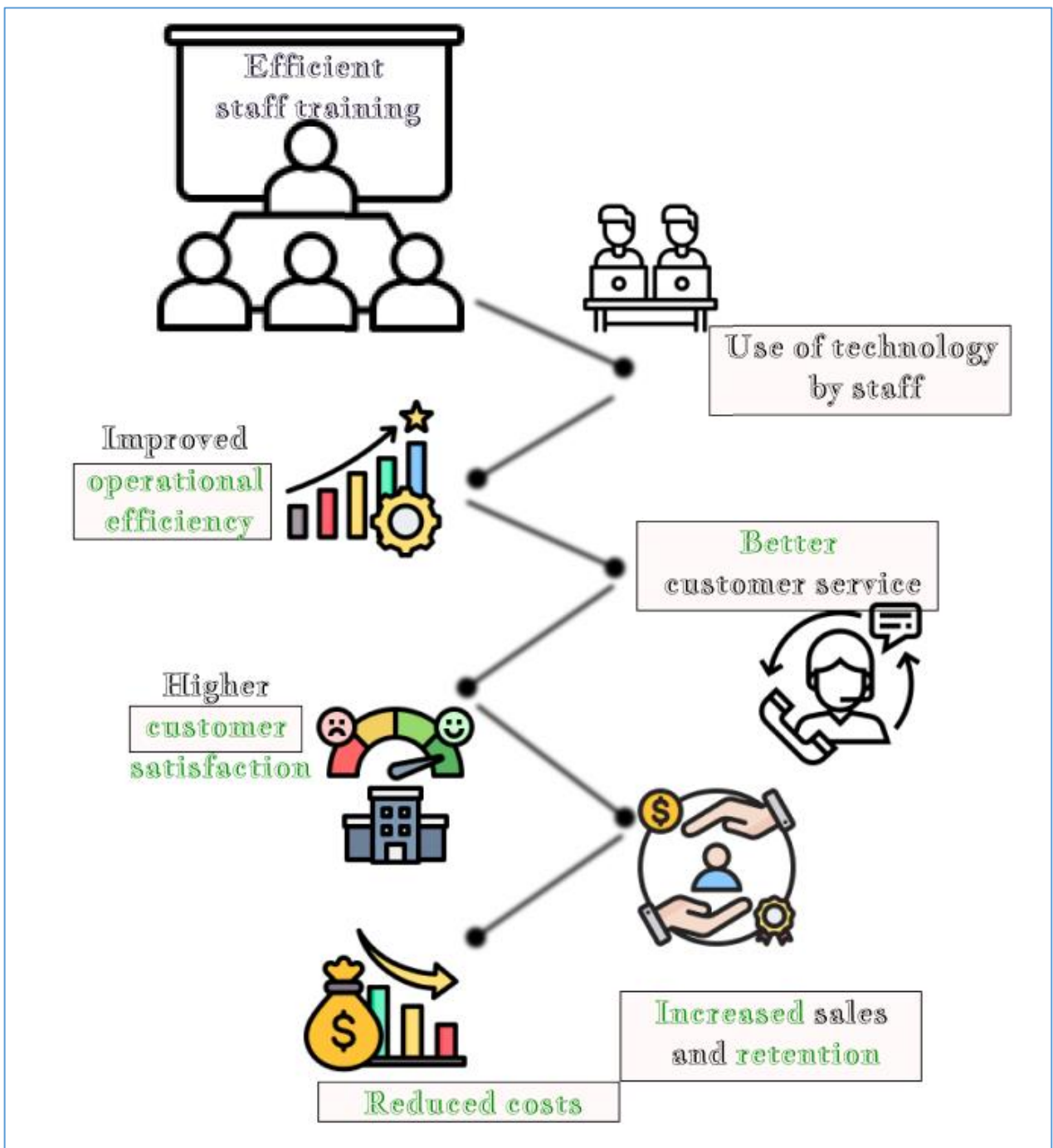

Fig. 1.4 - Impact of staff efficiency on e-commerce performance

Source – author's development

In summary, staff efficiency serves as a cornerstone of success in e-commerce, impacting operations, customer satisfaction, and overall organizational performance.

The analysis demonstrates that efficient employees streamline workflows, improve customer service, and effectively leverage modern technologies, such as AI and CRM systems. These efforts contribute to cost optimization, adaptability to market trends, and stronger cross-departmental collaboration. Moreover, staff efficiency fosters higher employee retention by promoting structured workflows and professional growth opportunities.

CHAPTER II. ANALYSIS OF STAFF EFFICIENCY IN MEIL MARKET

2.1 Company profile, business model and e-commerce integration

"MEIL-MARKET" is a well-established Ukrainian e-commerce company that specializes in providing a wide range of consumer goods, including electronics, home appliances, and personal care products. The company has built a reputation for offering high-quality products at competitive prices. Its mission focuses on delivering exceptional customer value and creating a seamless shopping experience. Over time, "MEIL-MARKET" has expanded its reach across Ukraine, adapting to the growing demand for digital shopping solutions.

"MEIL-MARKET" operates on a B2C (Business-to-Consumer) model, serving individual customers through its extensive product catalog. The company emphasizes customer-centric strategies, including flexible payment options, frequent promotional campaigns, and loyalty programs. Its distribution network is supported by partnerships with reliable logistics providers, ensuring efficient delivery services nationwide.

The company has embraced digital transformation by launching a robust online platform, integrating cutting-edge technologies such as real-time inventory management, AI-driven personalized recommendations, and secure payment gateways [38, 42, 43]. The e-commerce platform also features intuitive navigation, detailed product descriptions, and 24/7 customer support, contributing to a smooth and engaging user experience. Additionally, "MEIL-MARKET" utilizes social media and online marketing strategies to enhance brand visibility and attract a broader customer base.

This section sets the stage for analyzing the company's operational practices and challenges, focusing on workforce efficiency and its alignment with e-commerce objectives.

The following table 2.1 provides a concise overview of the key characteristics of LLC "MEIL-MARKET". including its foundational data, primary activities, and

market position. This table aims to highlight the essential information about the company, such as its registration details, industry focus, organizational structure, and role within the e-commerce sector. It offers a clear snapshot of the company's operations and current standing, which will serve as a foundation for further analysis in the following sections of this report.

Table 2.1 - The key characteristics of LLC "MEIL-MARKET"

Full name of the legal entity	LIMITED LIABILITY COMPANY "MEIL-MARKET"
Abbreviated name	LLC "MEIL-MARKET"
Legal status	Registered
Status in the unified state register	Registered
USREOU	44719029
Registration date	25.10.2022 (2 years)
Authorized persons	Safonov Dmytro Gryhorovych
Statutory capital	100,000.00 UAH
Organizational and Legal Form	LIMITED LIABILITY COMPANY (LLC)
Main activity:	47.91 Retail trade conducted by mail order or via the internet
Other activities:	46.19 Activities of intermediaries in the trade of a wide range of goods 46.49 Wholesale trade in other household goods 47.19 Other types of retail trade in non-specialized stores 47.99 Other types of retail trade outside of stores 73.11 Advertising agencies 73.20 Market research and public opinion polling
Contact Information	
Location of the legal entity:	Ukraine, Kyiv, Vykentiy Khvoyka Street (YouControl, 2024); (Опендатабот, 2024)

Source: author's development based on LLC "MEIL-MARKET" data

The company is officially registered, indicating it is legally recognized and operational within Ukraine. The EDR (Unified State Register) status confirms this registration is valid and current as of November 11, 2024.

The company's EDRPOU code is a unique identifier which allows it to be tracked in Ukrainian business and tax registers.

Established on October 25, 2022, it is relatively new, having been in operation for approximately two years. Dmytro Gryhorovych Safonov is an authorized representative, which could suggest he is a key figure in the company's leadership and decision-making.

The company's statutory capital is 100,000 UAH. This is a moderate amount, which could indicate a small-to-medium-scale enterprise. The statutory capital reflects the initial investment available to fund the company's activities, ensuring financial stability in its early years.

The company is structured as a Limited Liability Company (LLC), which means its liability is limited to its capital, protecting personal assets of its owners from business debts or legal issues. This is a common structure for businesses in Ukraine and many other countries, offering flexibility and legal protection to stakeholders.

The core business of "MEIL-MARKET" is retail trade, specifically through mail orderor internet salesunder NACE code 47.91. This positions the company squarely in the e-commercesector, likely engaging in online sales of various products through digital platforms, making it part of Ukraine's growing digital marketplace. The sheer volume, with a listed figure of 62,857for this activity code, could suggest significant market engagement.

LLC "MEIL-MARKET" operates within a dynamic and growing industry, capitalizing on the opportunities in online retail and e-commerce. The company's relatively recent establishment suggests a fresh approach to the market, with a strong digital and intermediary component, making it well-positioned for growth in Ukraine's digital economy. The company's moderate statutory capital and its

involvement in various auxiliary activities indicate it is striving for both scalability and diversification in its operations.

The following table 2.2 presents the financial performance of LLC "MEIL-MARKET" for the years 2023 and 2022. It includes key indicators such as revenue, net profit, assets, liabilities, and the number of employees [49]. This data offers insight into the company's financial growth and stability, reflecting significant developments over the course of one year.

Table 2.2 - The financial performance of LLC "MEIL-MARKET"

Indicator	2022, UAH	2023, UAH
Revenue	0	44,019,500
Net Profit	-6,300	244,900
Assets	8,800	6,166,500
Liabilities	0	5,699,000

Source: author's development based on LLC "MEIL-MARKET" data

The comparison between the two years demonstrates the company's transition from a nascent stage in 2022, with limited operations, to a more established and profitable entity in 2023.

This growth trajectory is an important factor in evaluating the company's performance and prospects for future development in the e-commerce sector.
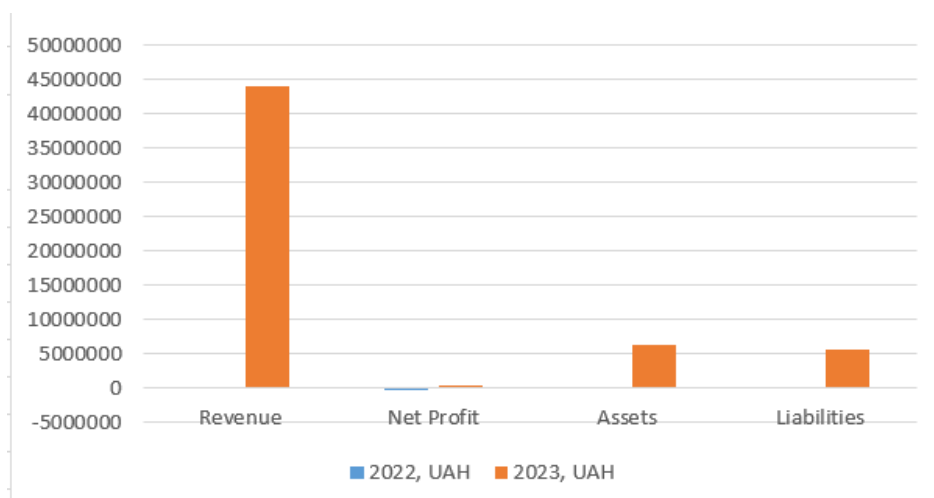

Fig. 2.1 – Financial changes

Source – author's development

The company experienced a significant revenue increase in 2023, reaching UAH 44,019,500. This reflects strong business growth, suggesting that the company successfully expanded its operations, likely due to its entry into the e-commerce market. The absence of revenue in 2022 indicates that 2023 marks the company's first full year of active commercial activity or that it may have launched mid-year in 2022 with little to no sales. The sharp increase in revenue indicates effective market penetration and possibly successful marketing strategies and product offerings.

The net profit of UAH 244,900 in 2023 is a positive turnaround from a loss of UAH 6,300 in 2022. This dramatic improvement suggests that the company has not only achieved substantial revenue but has also managed its expenses more effectively. The profitability in 2023 demonstrates operational efficiency and better cost management, which is vital for the sustainability of a young business. The prior year's loss may have been due to initial setup costs or expenses related to establishing infrastructure and brand presence.

The assets have significantly increased to UAH 6,166,500 in 2023 from just UAH 8,800 in 2022. This jump suggests that the company has invested in tangible and intangible assets, such as equipment, inventory, or digital infrastructure, which are critical for e-commerce businesses. The large growth in assets indicates that the company is building a solid financial foundation, acquiring resources necessary for continued expansion.

The company's liabilities amounted to UAH 5,699,000 in 2023, a sharp rise from zero in 2022. This suggests that in 2023, LLC "MEIL-MARKET" may have taken on financial obligations to fund its growth, such as loans, credit lines, or other forms of debt. While the increase in liabilities may seem concerning, it is often a natural part of expanding a business, especially when additional capital is required to support the scaling process. Managing these liabilities effectively will be important for the company's long-term financial health.

The financial data for LLC "MEIL-MARKET" highlights a remarkable transformation from its early stages in 2022 to a growing and profitable business in

2023. The company's revenue growth, profitability turnaround, and expansion of assets and liabilities suggest that it has successfully navigated the challenges of starting an e-commerce business and is on a path of rapid growth. However, the increase in liabilities indicates the company may be leveraging debt to fuel its expansion, which, if not managed carefully, could pose financial risks. The rise in employee numbers further underscores the company's successful scaling efforts to meet market demand. This financial performance lays a strong foundation for continued growth, but ongoing attention to cost management and debt handling will be critical for future stability.

MEIL MARKET operates under a hybrid business model that combines manufacturing, distribution, and consulting. This model enables the company to:

- Manufacture high-quality products: with in-house production capabilities, the company ensures quality control and customizability.

- Offer comprehensive solutions: from conceptual design to installation and maintenance, it provides end-to-end services tailored to client needs.

- Leverage strategic partnerships: collaborations with globally recognized brands enhance its product portfolio and market reach.

The company's e-commerce initiatives aim to streamline operations and enhance customer engagement:

- Online product catalog: an extensive, user-friendly website showcases its product range, complete with specifications and service details.

- Order management system: clients can place orders, request customizations, and track deliveries online, reducing lead times and improving transparency.

- Digital marketing: by utilizing targeted online advertising and social media campaigns, the company expands its customer base and strengthens brand recognition.

2.2 Performance metrics analysis and efficiency improvement during internship

From October 23 to November 17, 2024, I had the opportunity to undergo training as a call center operator intern at MEIL-MARKET. This practical experience allowed me to immerse myself in the company's e-commerce operations, focusing specifically on customer interactions, sales processes, and performance optimization within a high-paced digital retail environment.

The analysis of performance metrics during two distinct periods, 23.10.24 - 31.10.24 (internship phase) and 01.11.24 - 17.11.24 (efficiency improvement phase), provides valuable insights into the dynamics of call center operations in the e-commerce sector (Table 2.3).

Table 2.3 - Key indicators during the training period

Metric	23.10.24 – 31.10.24	01.11.24 – 17.11.24	Change
Conversion rate (incoming line)	45%	45.2%	+0.2%
Conversion rate (team)	44.7%	45.6%	+0.9%
Efficiency (KPI)	5.3	5.1	-0.2
Team efficiency (KPI)	5.2	5.4	+0.2
Average check (UAH)	890	890	No change
Team average check (UAH)	835	835	No change
Call duration	0:06:00	0:05:33	-0:00:27
OCC (norm 85-90%)	94%	945	No change
UTZ (norm 84%)	84%	88%	+4%
Number of orders	320	208	-112
Order total	UAH 205,546	UAH 127,857	UAH -77,689
Order amount / hour	UAH 2,797	UAH 2,788	UAH -9

Sales conversion (CR%)	44%	57%	+13%
KPI (efficiency)	4.4	4.5	+0.1
Calls / operator hour	9.7	10.4	+0.7

Source: author's development

The first period reflects a baseline of performance as I underwent training as a call center intern at Mail Market, where I gained foundational skills in customer communication, order processing, and service optimization.

The second period marks the application of efficiency-boosting practices aimed at improving individual and team performance. These practices included enhanced workflows, refined customer service techniques, and better time management strategies. By comparing the key performance indicators (KPIs) of these two periods, we can assess the impact of these measures on productivity, conversion rates, and customer engagement. This evaluation not only highlights the effectiveness of specific strategies but also underscores the potential for further advancements in the field of e-commerce call center operations.

Training objectives:

- Adaptation to call center operations: understanding the workflow, systems, and customer engagement protocols.

- Performance tracking: using analytics to improve key metrics such as conversion rates, productivity, and average transaction value.

- Soft skills enhancement: strengthening communication, problem-solving, and customer service abilities in real-time.

The comparison of the two periods, internship and efficiency improvement practices, highlights key insights into the effectiveness of strategies implemented during the second phase.
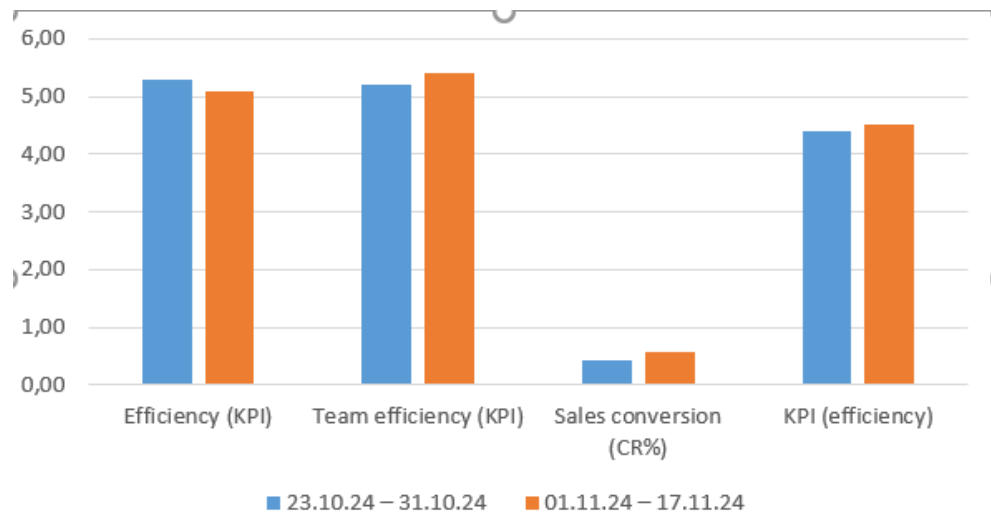
Fig. 2.2 – Visualization of key components

Source – author's development

1. Conversion rates

The incoming line conversion rate increased slightly from 45% to 45.2%, while the team conversion rate rose more significantly from 44.7% to 45.6%. This suggests that the applied practices positively impacted team performance and customer engagement.

2. Efficiency (KPD)

Although the KPD for the incoming line dropped slightly (from 5.3 to 5.1), the team KPD improved (from 5.2 to 5.4). This may indicate that while individual efficiency slightly declined, the team as a whole became more productive, likely due to better workflow optimization or collaboration.

3. Average check

The average check value remained constant (UAH 890 for the incoming line and UAH 835 for the team). Stability in this metric reflects consistent customer spending behavior, unaffected by the changes in practices.

4. Call duration

The average call duration decreased significantly from 6:00 to 5:33. This reduction indicates that calls were handled more efficiently, possibly due to improved scripts, training, or customer service tools.

5. OCC and UTZ

The OCC metric remained stable at 94%, meeting the upper end of the norm (85–90%). The UTZ metric increased from 84% to 88%, demonstrating better resource utilization and time management among operators.

6. Order metrics

The number of orders decreased (from 320 to 208), as did the total order value (from UAH 205,546 to UAH 127,857). However, the order amount per hour remained stable (UAH 2,797 to UAH 2,788), suggesting that fewer orders were offset by a faster handling rate per operator.

7. Sales conversion (CR%)

A significant improvement was observed in sales conversion rates, which rose from 44% to 57%. This increase underscores the effectiveness of the implemented practices in closing more deals and maximizing sales opportunities.

8. Calls per Operator Hour

The number of calls per operator hour increased from 9.7 to 10.4, indicating improved productivity and the ability to handle a higher call volume.

The data suggests that the transition from the internship phase to the implementation of efficiency practices had a noticeable impact on overall performance. The key improvements include higher conversion rates, shorter call durations, and increased productivity (UTZ and calls per operator hour). However, the decline in the total number of orders and order value could indicate a shift in focus towards quality interactions over quantity, aligning with the goal of maximizing efficiency in e-commerce operations. These results demonstrate the positive influence of targeted strategies on team performance and highlight areas for further optimization.

2.3 Current practices and challenges in staff efficiency

MEIL MARKET integrates its operational efficiency with customer relationship management through its dedicated call center. This department plays a

vital role in handling client inquiries, processing orders, and addressing issues. The call center operates as a core communication hub, enabling a seamless connection between the company and its customers, particularly as e-commerce becomes a dominant channel.

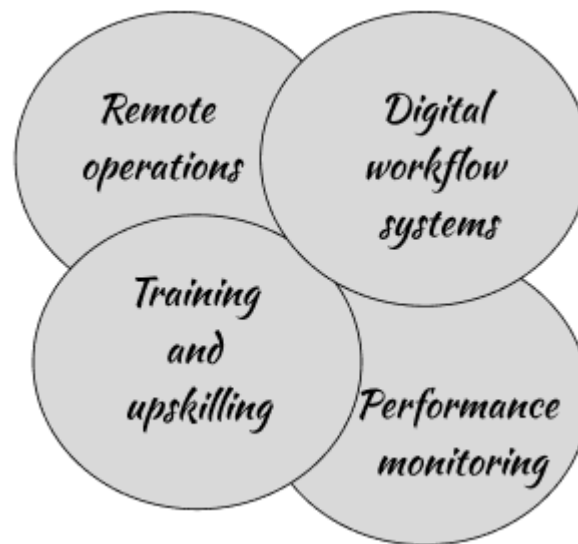Current practices in staff efficiency are shown in Fig. 2.3.

Fig.2.3 – Visualization of current practices in staff efficiency (shortly)

Source – author's development

1. Since the escalation of the full-scale war, the call center transitioned predominantly to an online mode of operation. Employees now work remotely, utilizing cloud-based communication tools to manage client interactions.

2. The company employs CRM (Customer Relationship Management) software to centralize customer data, streamline task assignments, and monitor team performance in real time.

3. Regular virtual training sessions ensure that call center agents are adept at handling diverse customer scenarios and using digital tools effectively.

4. Metrics such as average response time, resolution rates, and customer satisfaction scores are closely tracked to evaluate and enhance staff productivity.

5. Managing schedules and ensuring consistent availability during peak hours becomes more complex in an online working environment.

However, there are some challenges the company is facing with. They are given in Fig. 2.4. These challenges could be addressed via well-defined measures described in Table 2.4.
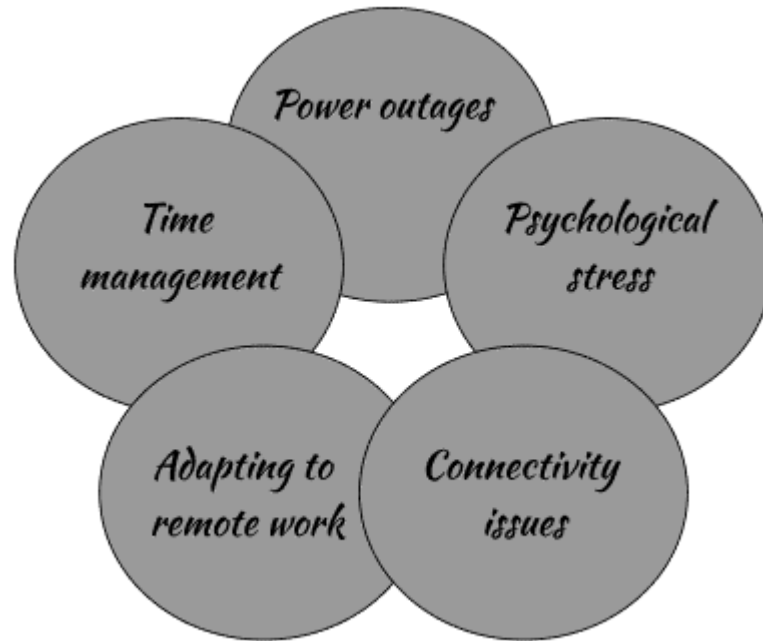

Fig.2.4 – Visualization of Challenges affecting staff efficiency (shortly)

Source – author's development

Table 2.4 – Ways of addressing the challenges

Challenge	Ways
Mitigating power outages	- Provide employees with portable power banks and uninterruptible power supply (UPS) systems to ensure minimal downtime. - Establish centralized backup hubs in regions less affected by outages.
Psychological support	- Introduce employee assistance programs (EAPs) offering counseling and stress management workshops
Enhancing digital infrastructure	- Invest in high-speed, reliable internet backup solutions. - Collaborate with telecommunications providers to secure stable connections for employees

Continuation table 2.4 – Ways of addressing the challenges

Challenge	Ways
Optimizing workflows	- Implement AI-driven chatbots to handle repetitive queries during outages, ensuring basic customer service continuity. - Introduce flexible working hours to accommodate employees affected by external disruptions

Source: author's development

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By addressing these challenges with targeted solutions, MEIL MARKET can sustain high levels of staff efficiency and uphold service standards in its e-commerce call center operations. The proposed measures will not only enhance current practices but also build a resilient workforce capable of adapting to ongoing uncertainties.

In the context of MEIL MARKET, analyzing the company's staff efficiency through a SWOT framework is essential to identify both internal strengths and weaknesses, as well as external opportunities and threats. The analysis becomes especially relevant given the dual challenges of operating during a full-scale invasion and coping with frequent power outages affecting its call center and online operations. This SWOT analysis provides a strategic evaluation of the company's human resource practices and operational landscape, focusing on how current circumstances influence efficiency and productivity while offering insights for potential improvements

The SWOT analysis below (table 2.5) will systematically examine these internal and external factors, providing insights into areas of potential improvement and strategic focus. This approach helps in identifying ways to leverage the call center's strengths, address operational challenges, capitalize on favorable market trends, and mitigate risks associated with external factors. By doing so, it will become clearer how the call center's role aligns with broader objectives in enhancing customer satisfaction, driving sales, and fostering customer loyalty in the digital marketplace.

Table 2.5 – SWOT Analysis: staff efficiency in the MEIL MARKET [47]

S (strengths)	W (Weaknesses)
1.The company leverages advanced CRM and ERP systems, enabling streamlined operations and effective customer relationship management even under remote work conditions. 2.Employees are well-versed in customer handling, crisis communication, and adapting to technological tools, contributing to operational resilience. 3.The company's quick transition to a remote work model demonstrates agility in maintaining service continuity 4.The integration of modern e-commerce systems ensures the company's visibility and accessibility to a broader audience	1.The operational model relies heavily on uninterrupted power and stable internet, making it vulnerable to blackouts and connectivity issues. 2.Employee productivity is impacted by the psychological stress of war and the physical limitations of remote work environments 3.Allocating resources effectively during crises, such as providing generators or mental health support, remains a challenge 4. Employees who are less familiar with remote work technologies may struggle with efficiency and performance
O (Opportunities)	T (Threads)
1.Investments in backup generators, solar energy, or other alternative power sources could mitigate disruptions caused by outages. 2.Automating repetitive tasks through AI can enhance employee focus on strategic responsibilities and improve overall productivity. 3. Expanding training programs to cover remote work best practices and e-commerce technologies can prepare employees to excel in their roles. 4.The war-driven e-commerce boom presents an opportunity to capture new customer segments by offering innovative and reliable solutions.	1.The ongoing invasion creates uncertainty in business operations and supply chain reliability. 2. Inflation and reduced consumer purchasing power may lead to lower demand and tighter profit margins. 3.Rivals with more robust contingency plans or diversified operational bases may gain an advantage in the market. 4.Warehouses, communication systems, or logistical networks could be physically damaged, disrupting operations.

Source: author's development

This analysis underscores the importance of strategic planning and resource allocation to enhance staff efficiency under current and future challenges. By focusing on resilience, technological advancements, and workforce development, the company can maintain its competitive edge in the e-commerce sector despite external adversities.

Strengths

1. Established infrastructure
2. Experienced workforce
3. Adaptability and flexibility
4. Strong digital presence

Weaknesses

1. Dependence on electricity and internet
2. Workforce challenges
3. Resource allocation issues
4. Learning curve for remote operations

Opportunities

1. Adopting energy-resilient solutions
2. Implementations of AI and automation
3. Upskilling workforce
4. Expanding market share

Threats

1. Geopolitical instability
2. Economic challenges
3. Competitor advances
4. Infrastructure damage risks

Fig. 2.5 - Essential elements of the SWOT analysis

Source – author's development

This infographic structure (fig.2.5) offers a concise summary suitable for presentations and helps to visually outline the essential elements of the SWOT analysis.

Here's a PESTEL analysis framework designed to analyze the external environment affecting the call center within an e-commerce platform (table 2.6).

Table 2.6 – PESTEL-analysis of factors affecting the call center activities

P (Political)	E (Economic)

1. Impact of war
  - The war has disrupted supply chains, communication infrastructure, and employee mobility, creating instability in daily operations.
  - Government regulations on wartime economic activities and restrictions influence business flexibility.
2. Support from authorities
  - Tax incentives and financial assistance offered to businesses during wartime provide opportunities to invest in operational resilience.
	1. Rising costs
	  - Inflation and rising utility costs increase operational expenses, especially for backup energy solutions and remote work arrangements.
	2. Shifts in consumer spending
	  - A decline in purchasing power impacts the demand for non-essential goods, affecting the company's revenue streams.
	3. Employment trends
	  - The war has created a shortage of skilled labor in specific areas, complicating recruitment efforts.

S (Social)	T (Technological)

1. Employee Well-being
  - The psychological impact of war and unstable work conditions affect staff morale and productivity.
  2. Remote Work Dynamics
  - Shifts toward remote work create challenges in team collaboration and management
3. Customer Expectations
  - Customers expect prompt responses and reliable service despite the external challenges.
	1. Increased reliance on digital tools
	  - The need for robust communication and workflow platforms grows with remote operations becoming the norm.
	2. Vulnerability to cyber threats
	  - Digital dependency raises the risk of cyberattacks, particularly during crises when security lapses are more likely.
	3. Adoption of automation
	  - Automated solutions can enhance staff efficiency and minimize repetitive tasks, enabling employees to focus on high-priority work.

Continuation of table 2.5

E (Environmental)	L (Legal)

1. Energy Disruptions
  - Power outages disrupt both physical and digital operations, reducing staff efficiency and customer satisfaction.
2. Sustainability Trends
  - Growing consumer preference for eco-friendly businesses places pressure on companies to adopt sustainable practices.
	1. Labor Laws
	  - Adherence to labor laws regarding remote work conditions and employee rights remains critical during the crisis.
	2. Compliance with Data Privacy Regulations
	  - Handling sensitive customer and employee data securely is mandatory, particularly in the digital realm.
	3. Government Mandates

E (Environmental)	L (Legal)
	- New mandates on e-commerce operations, taxation, or import-export activities can impact the company's practices.

Source: author's development

This PESTEL analysis underscores the need for MEIL MARKET to adapt strategically to the dynamic external environment. By focusing on energy resilience, workforce well-being, and technological advancements, the company can enhance staff efficiency and maintain operational stability in the face of ongoing challenges.

CHAPTER III. IMPROVEMENT METHODS AND STRATEGIC RECOMMENDATIONS FOR STAFF EFFICIENCY IN E-COMMERCE

3.1 Proposed methods for workforce optimization

Optimizing workforce efficiency in e-commerce demands a multidimensional approach, addressing operational challenges, employee engagement, and technological advancements. The following methods focus on enhancing performance, ensuring flexibility, and fostering resilience, particularly in the context of remote and hybrid work models influenced by power outages and wartime disruptions.

1. Digital tools for workflow and communication:

One effective method is the adoption of digital tools for workflow and communication, such as Asana, Slack, or Microsoft Teams, which streamline task assignments and enhance transparency in team collaboration. This reduces miscommunication in remote settings, improves task tracking, and supports asynchronous work during power outages. Employees can be trained to maximize these tools through workshops, with department-specific workflows established for better efficiency.

2. Upskilling and cross-training programs:

Another key strategy involves launching upskilling and cross-training programs that focus on technical and soft skills aligned with e-commerce needs, including data analytics, customer support automation, and crisis management. These initiatives prepare employees for evolving industry trends, foster internal talent, and boost morale, reducing reliance on external expertise. Collaboration with online learning platforms like Coursera or Udemy can incentivize employees to complete certifications.

3. Flexible work models and performance metrics:

Flexible work models and tailored performance metrics also play a crucial role in workforce optimization. By offering flexible schedules and hybrid models,

disruptions can be accommodated without sacrificing performance standards. Key performance indicators (KPIs) [28] can be developed to measure specific e-commerce-related outcomes, such as order processing speed and customer satisfaction. Real-time monitoring tools can be integrated to track progress while allowing employees to manage their schedules effectively.

4. Energy resilience measures:

Energy resilience measures, such as providing uninterrupted power supply (UPS) systems, energy-efficient devices, and alternative energy sources like solar panels, further support workforce stability. These measures help mitigate productivity losses during power outages and demonstrate a commitment to employees' needs by providing energy subsidies or reimbursements for necessary equipment.

5. Automation of repetitive tasks:

Additionally, automating repetitive tasks through technologies like AI-driven chatbots and robotic process automation (RPA) can free employees for strategic activities. This enhances service delivery speed and accuracy while reducing the risk of burnout among support staff. Pilot projects can be initiated in customer service departments and expanded based on results [17].

6. Employee well-being and mental health support:

Finally, prioritizing employee well-being and mental health is essential. Wellness programs, online counseling, and regular check-ins help build a supportive workplace culture, reduce absenteeism, and foster emotional resilience. Partnering with mental health professionals and establishing in-house well-being committees can enhance overall productivity and employee satisfaction.

By implementing these methods, MEIL MARKET can address immediate workforce challenges while creating a sustainable, future-ready team. This holistic approach focuses on leveraging technology, promoting employee growth, and fostering adaptability, ensuring that both individual and organizational goals are achieved efficiently.

3.2 Strategic implementation plan for E-commerce efficiency

To enhance workforce efficiency and overall e-commerce performance, a structured implementation plan is critical. This plan ensures alignment with organizational goals, effective resource utilization, and adaptability to challenges such as war-related disruptions and remote work dynamics. The following stages outline a roadmap for implementation:

1. Assessment and planning

2. Technology integration

3. Workforce training and development

4. Operational resilience

5. Process optimization

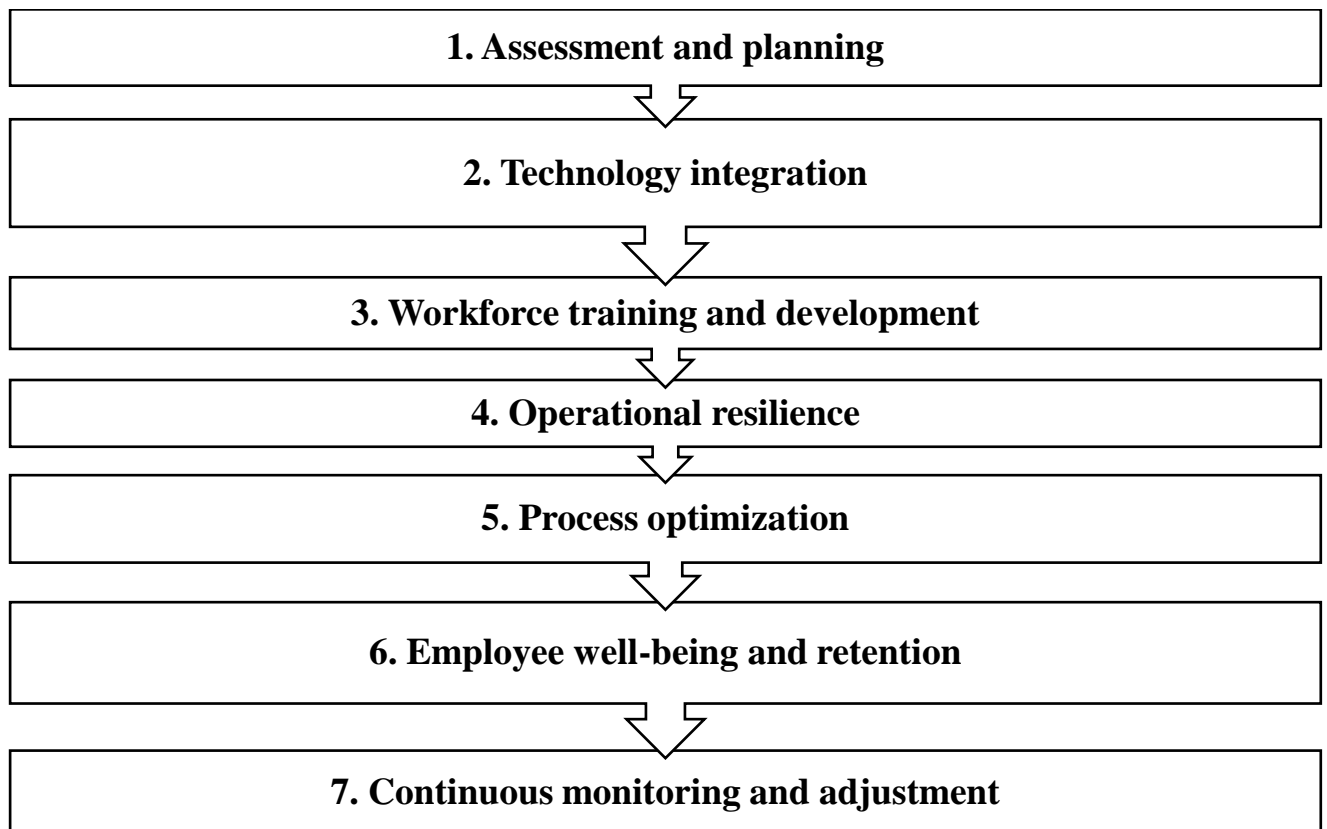| 6. Employee well-being and retention |
| :---: |

7. Continuous monitoring and adjustment

Fig.3.1 – Visualization of implementation plan for E-commerce efficiency

Source – author's development

The first stage could be done like: 1)conduct a detailed evaluation of current workflows and workforce practices to identify inefficiencies; 2)perform a needs analysis to determine specific issues in customer service, logistics, and operations; 3)gather feedback from employees about challenges, including those posed by remote work and power outages.

The second stage could be done like: 1)implement project management tools (e.g., Monday.com, Trello) and communication platforms (e.g., Slack, Zoom);

2)introduce AI-based solutions, such as chatbots, to handle repetitive queries; 3)use real-time analytics to monitor performance and inform decisions.

The third stage could be done like: 1)create training modules on technical skills, crisis management, and customer relationships; 2)use gamified e-learning platforms to increase engagement; 3)conduct workshops on effectively using digital tools.

The fourth stage could be done like: 1)provide employees with energy backup solutions (e.g., UPS systems) and reliable internet setups; 2)create an emergency task force for swift crisis response; 3)develop flexible work schedules to accommodate disruptions.

The fifth stage could be done like: 1)streamline workflows by removing redundant steps in operations; 2)introduce performance metrics to measure and enhance employee output; 3)align workflows across departments for better coordination.

The sixth stage could be done like: 1)establish programs to support mental health and well-being; 2)offer flexible work arrangements to improve work-life balance; 3)create incentive schemes to recognize high performers.

The seventh stage could be done like: 1)establish review cycles to assess the impact of new practices; 2)use employee feedback to refine approaches; 3)scale successful initiatives across departments or regions.

In conclusion, the proposed strategic implementation plan for e-commerce efficiency focuses on a comprehensive and phased approach to address operational challenges, enhance workforce capabilities, and ensure adaptability in dynamic environments. By prioritizing assessment, technology integration, workforce development, operational resilience, and continuous improvement, the plan creates a robust framework for sustainable growth. Furthermore, emphasizing employee well-being and process optimization ensures a balance between organizational efficiency and staff satisfaction, laying the foundation for long-term success in the e-commerce sector.

The timeline presented in Table 3.1 outlines a structured approach to implementing the proposed strategies, segmented into four distinct phases to ensure effective execution and adaptability.

Table 3.1 - Timeline of proposed implementation plan

Phase 1 (0–3 months)	Phase 2 (3–6 months)	Phase 3 (6–12 months)	Phase 4 (Ongoing)
Initial assessment and technology deployment	Employee training and process optimization	Operational resilience measures and review	Continuous improvement and scaling

Source: author's development

Moving forward, the implementation is expected to yield significant benefits, ranging from streamlined workflows and enhanced employee performance to improved customer satisfaction and greater operational resilience. These outcomes align with the overarching goal of creating a sustainable and efficient e-commerce framework.

Expected outcomes:

✓ Streamlined workflows and operational efficiency.

✓ Improved employee performance and satisfaction.

✓ Enhanced customer satisfaction through faster response times.

✓ Increased resilience against disruptions, ensuring continuity.

This plan allows MEIL MARKET to address challenges effectively while setting a foundation for long-term growth in the e-commerce sector.

3.3 Evaluation of proposed solutions and expected outcomes

To provide a clearer and more structured overview of the evaluation of proposed solutions and their expected outcomes, it is recommended to present the information in a tabular format. Table 3.2 allows for easy comparison and highlights key aspects of each proposed solution, ensuring the content is visually accessible and straightforward for stakeholders to analyze.

Table 3.2 – Evaluation of proposed solutions and expected outcome

Proposed solution	Evaluation	Expected outcomes
1. Workforce optimization through technology integration	- Implementing digital tools such as AI-driven customer support and task management platforms can improve efficiency by automating repetitive tasks and enhancing communication. - Power outages and unstable internet remain potential bottlenecks; however, solutions like backup systems and offline-capable tools mitigate risks. - AI systems reduce customer wait times, allowing staff to focus on complex issues, thereby increasing productivity and job satisfaction.	✓ Reduction in task redundancy and manual effort by 30-40%. ✓ Improved customer satisfaction scores due to faster response times. ✓ Enhanced team collaboration, reducing miscommunications by up to 25%.
2. Training and development programs	- Training initiatives aligned with e-commerce demands empower staff with critical skills, boosting confidence and performance. - Online and gamified learning systems enhance engagement, even in remote settings.	✓ Measurable skill improvements among employees, increasing task accuracy by 15%. ✓ Reduced turnover rates due to enhanced job satisfaction.
3. Operational resilience measures	- Providing energy backups and flexible schedules directly addresses the challenges of wartime disruptions. - Resilience measures build trust among employees, ensuring continuity even during crises.	✓ 10-20% increase in employee productivity during disruptions. ✓ Improved morale and a stronger sense of workplace security.
4. Streamlined processes and performance metrics	- Clear performance benchmarks ensure accountability and encourage continuous improvement.	✓ 20% improvement in process efficiency within the first six months. ✓ Better alignment

Continuation of table 3.2

Proposed solution	Evaluation	Expected outcomes
	- Eliminating redundant processes saves time and improves overall throughput.	between team goals and organizational objectives.
5. Employee Well-being Programs	- Flexible work arrangements and recognition systems improve retention rates and create a supportive work environment. - Mental health programs address the psychological toll of war and remote work, maintaining employee engagement.	✓ 25% reduction in absenteeism. Increased loyalty and long-term retention rates by 15-20%.
6. Continuous Monitoring and Adaptation	- Regular feedback loops enable timely course corrections, making the implementation dynamic and responsive. - Data-driven decisions lead to sustained improvements and scalability.	✓ Early identification of emerging challenges, reducing their impact by 30%. ✓ Long-term operational stability and continuous improvement.

Source: author's development

The proposed solutions provide a balanced approach to addressing both immediate challenges and long-term goals. Successful implementation is projected to build a resilient workforce capable of adapting to future challenges; strengthen MEIL MARKET's competitive position in the e-commerce market.

CONCLUSION

This research has addressed the pressing issue of improving staff efficiency in e-commerce settings, particularly focusing on a real-world case study of MEIL MARKET. The primary findings of this study suggest that e-commerce companies, especially those operating in challenging conditions like the ongoing conflict in Ukraine, must adopt a strategic and adaptive approach to workforce management in order to maintain productivity and customer satisfaction.

Key Findings:

1. Staff efficiency and e-commerce integration: the relationship between efficient staff management and e-commerce performance is crucial. Staff efficiency directly impacts key e-commerce metrics such as customer satisfaction, order fulfillment speed, and overall profitability. Efficient staff can leverage digital tools to enhance operational workflows and adapt to fluctuations in demand, thereby contributing to a competitive advantage.

2. Challenges in workforce management: the analysis of MEIL MARKET revealed several challenges that impact staff efficiency. These include the adaptation to online work environments due to the war, dealing with power outages and disruptions in communication, and the need for more robust training programs to handle e-commerce-specific tasks.

3. Proposed strategies for improvement: several methods for optimizing workforce efficiency were proposed, including leveraging digital tools for automation, enhancing training to align with e-commerce needs, and adopting flexible work models. These strategies aim to provide solutions for both the operational challenges caused by the war and the broader demands of a rapidly evolving e-commerce sector.

4. SWOT and PESTLE analyses: the SWOT analysis highlighted the company's strengths in terms of established infrastructure but also pointed to weaknesses in its HR strategy, particularly around flexibility and response to external shocks. The PESTLE analysis emphasized the importance of accounting for political

and environmental factors, particularly in times of crisis, and suggested that the company should invest in more resilient systems and crisis management capabilities.

5. Evaluation of solutions: the evaluation of the proposed methods indicates that while some strategies may have short-term implementation challenges, particularly around training and technology adoption, the long-term benefits would lead to improved employee satisfaction, higher customer satisfaction, and greater overall efficiency.

While this study focused on a single company, future research could explore the applicability of the proposed strategies across different sectors of the e-commerce industry. Furthermore, the integration of advanced technologies like artificial intelligence and machine learning in workforce management could be investigated to further enhance staff efficiency and optimize decision-making processes.

Moreover, as the digital landscape continues to evolve, the impact of emerging trends such as the increased use of remote work, blockchain for transaction transparency, and advanced customer analytics on workforce optimization strategies warrants deeper exploration.

The comparison of performance metrics between the internship period (23.10.24 - 31.10.24) and the efficiency improvement phase (01.11.24 - 17.11.24) demonstrated a clear progression in key indicators. The implementation of targeted practices for enhancing efficiency in the e-commerce call center environment resulted in noticeable improvements in conversion rates, productivity (measured by orders and calls per hour), and overall operator effectiveness. These results reflected not only my personal growth as a call center operator but also the effectiveness of structured interventions in driving measurable improvements in team performance and customer satisfaction.

In conclusion, the results of this research contribute valuable insights to both the theoretical understanding and practical application of workforce efficiency strategies in e-commerce. It highlights the importance of adaptability and strategic HR management in navigating the complexities of modern business environments,

especially in the face of external challenges such as political instability and technological disruptions.

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