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The contextualized system of determining the smart online business development

Abstract. Based on the analysis of today's tendencies and trends, as well as considering the transformational shifts in the business Internet field due to COVID-19 and total digitalization, the value of implementing a smart online business development system is proven. It requires the implementation of a process approach and business processes customization for creating maximum buyers value. According to the results of generalization and systematization of data from leading scientists and economists, specialists in online retail, it is established that the problem of developing a smart system for managing and developing business in the online environment is still fragmentarily studied.

Considering the above, the purpose of the study is to develop an online business smart development system that is congruent to the context and allows to comprehensively assess and analyze aspects of product, pricing, communication, sales and logistics activities, as well as make justified management decisions. To achieve the purpose, it is used general scientific approaches and methods: complex and structural approaches; methods of system analysis and synthesis, visualization method; special analysis methods, among which logical, economic-mathematical and comparative; method of expert evaluations. For the study, it is selected 21 online stores of the biggest Ukrainian retailers divided into three clusters.

It is developed the contextualized system for determining the smart online business development (CSDSOBD), which includes product, price, communication, sales and logistics substantial subsystems. It is a complex multi-aspect system representing cyclic-continuous and discrete-linear connections and relations between retailers and buyers in the online environment. The specificity the CSDSOBD - the communication polysubjectivity and managerial decisions polyvariability based on the online buyers' interactivity features with a symbiosis of the economic and social orientation of the strategic the enterprises' goals. The CSDSOBD foundation - existential management of substantial subsystems based on stochastic fluctuations in the parameters of the external environment and its influence on the online buyers' behavior. The CSDSOBD key competitive advantage - coherent mechanism for determining the online business smart development in a fluctuating marketing environment. It is proposed the scientific and methodical approach to identify the CSDSOBD development focus consists in determining the level of development of the substantial subsystems based on the results of quantitative and qualitative assessments of the relevant metrics.

After approbation of the approach, the recommended measures to improve of the CSDSOBD substantial subsystems level development for retailers are presented. The identification of the CSDSOBD development focus is carried out after a comprehensive assessment of the development level of each substantive

subsystem. Taking into account the obtained results, it is formulated the activities and measures to improve the efficiency of retailers' online businesses and make long-term sustainable benefits.

Keywords: Retail; Online Business; Smart Development; Development Focus; Contextualized System; Substantial Subsystem

JEL Classifications: L81; M1; M31

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Контекстуалізована система детермінування смарт-розвитку онлайн-бізнесу

Анотація. Грунтуючись на аналізі тенденцій та трендів сьогодення, а також враховуючі трансформаційні зрушення у бізнесовому Інтернет-полі, у тому числі через COVID-19 і тотальну цифровізацію, доведено цінність імплементації системи смарт-розвитку онлайн-бізнесу, що передбачає впровадження процесного підходу та налаштування бізнес-процесів на створення максимальної цінності для покупців. За результатами узагальнення та систематизації даних провідних вчених й економістів, фахівців у сфері онлайн-ритейлів встановлено, що питання розробки смарт-системи управління і розвитку бізнесу в онлайн-середовищі досі залишається фрагментарно дослідженим. Враховуючи вищезазначене сформульовано мету дослідження, що полягає у розробленні системи смарт-розвитку онлайн-бізнесу, що конгруентна контексту та дозволяє комплексно оцінити і проаналізувати аспекти товарної, цінової, комунікаційної та збутово-логістичної діяльності, а також прийняти обґрунтовані управлінські рішення. З огляду на це, у статті розроблено контекстуалізовану систему детермінування смарт-розвитку онлайн-бізнесу (CSDSOBD), що включає товарну, цінову, комунікаційну, збутово-логістичну субстанціональні підсистеми. Це складана поліаспектна система, яка репрезентує циклічно-континуальні та дискретно-лінійні зв'язки і відносини ритейлерів з покупцями в онлайн-середовищі. Специфіка CSDSOBD – полісуб'єктність комунікації та поліваріативність управлінських рішень з урахуванням особливостей інтерактивності онлайн-покупців при симбіозі економічної і соціальної спрямованості стратегічних цілей. Фундамент – екзистенційне управління субстанціональними підсистемами з урахуванням стохастичних коливань параметрів зовнішнього середовища та його впливу на поведінку онлайн-покупців. Ключова конкурентна перевага CSDSOBD – когерентний механізм визначення смарт-розвитку онлайн-бізнесу в умовах флуктуацій маркетингового середовища. Запропоновано науково-методичний підхід до ідентифікації фокусу розвитку CSDSOBD, що полягає у визначенні рівня розвитку товарної, цінової, комунікаційної, збутово-логістичної підсистем після проведення кількісного та якісного оцінювання релевантних метрик. Після апробації підходу на прикладі українських онлайн-ритейлерів надано рекомендації з покращення рівня розвитку субстанціональних підсистем CSDSOBD. Ідентифіковано фокус розвитку CSDSOBD онлайн-бізнесу ритейлерів на основі комплексного оцінювання рівня розвитку кожної субстанціональної підсистеми. Враховуючи отримані результати, розроблено перелік активностей та заходів щодо підвищення ефективності онлайн-бізнесу ритейлерів та отримання довгострокових стійких переваг.

Ключові слова: ритейл; онлайн-бізнес; смарт-розвиток; фокус розвитку; контекстуалізована система, субстанціональна підсистема.

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Контекстуализированная система детерминирования смарт-развития онлайн-бизнеса

Аннотация. Основываясь на анализе тенденций и трендов современности, а также учитывая трансформационные сдвиги в бизнесовом Интернет-поле, в том числе из-за COVID-19 и тотальной цифровизации, доказана ценность имплементации системы смарт-развития онлайн-бизнеса, предусматривающая внедрение процессного подхода и настройки бизнес-процессов создания максимальной ценности для покупателей. По результатам обобщения и систематизации данных ведущих ученых и экономистов, специалистов в сфере онлайн-ритейла установлено, что вопрос разработки смарт-системы управления и развития бизнеса в онлайн-среде до сих пор остается фрагментарно исследованным. Учитывая вышеуказанное, сформулирована цель исследования, заключающаяся в разработке системы смарт-развития онлайн-бизнеса, которая конгруэнтна контексту и позволяет комплексно оценить и проанализировать аспекты товарной, ценовой, коммуникационной и сбытово-логистической деятельности, а также принять обоснованные управленческие решения. Учитывая это, в статье разработана контекстуализированная система детерминирования смарт-развития онлайн-бизнеса (CSDSOBD), включающая товарную, ценовую, коммуникационную, сбытово-логистическую субстанциональные подсистемы. Это сложная полиаспектная система, представляющая циклически-континуальные и дискретно-линейные связи и отношения ритейлеров с покупателями в онлайн-среде. Специфика CSDSOBD – полисубъектность коммуникации и поливариативность управленческих решений на основе особенностей интерактивности онлайн-покупателей при симбиозе экономической и социальной направленности стратегических целей. Фундамент – экзистенциальное управление субстанциональными подсистемами на основе стохастических колебаний параметров внешней среды и ее влияния на поведение онлайн-покупателей. Ключевое конкурентное преимущество CSDSOBD – когерентный механизм определения смарт-развития онлайн-бизнеса в условиях флуктуации маркетинговой среды. Предложен научно-методический подход к идентификации фокуса развития CSDSOBD, заключающийся в определении уровня развития товарной, ценовой, коммуникационной, сбытово-логистической подсистем после проведения количественной и качественной оценки релевантных метрик. После апробации подхода на примере украинских онлайн-ритейлеров даны рекомендации по улучшению уровня развития субстанциональных подсистем CSDSOBD. Идентифицирован фокус развития CSDSOBD онлайн-бизнеса ритейлеров на основе комплексной оценки уровня развития каждой субстанциональной подсистемы. Учитывая полученные результаты, разработан перечень активностей и мероприятий по повышению эффективности онлайн-бизнеса ритейлеров и получению долгосрочных устойчивых преимуществ.

Ключевые слова: ритейл; онлайн-бизнес; смарт-развитие; фокус развития; контекстуализированная система, субстанциональная подсистема.

1. Introduction

To achieve long-term and sustainable benefits, online business must react to changing buyers' priorities faster than their competitors, systematically update product lines, restructure outdated supply chains, optimize inventory management, regularly review pricing, recalibrate advertising campaigns, use digital technologies to improve interaction with buyers, increase operational efficiency, and implement initiatives in security and privacy data. All the above are directly the constituents of the smart online business development system, which involves the introduction of a process approach and setting up business processes to create maximum value for buyers, both real and potential.

2. Brief Literature Review

Imperatives of conducting, adapting and developing business in an unstable external environment and unpredictable influence of marketing environment factors are studied by Biclesanu I. & Anagnoste S., Branga O. & Savastano M. (2021); Lone S., Harboul N. & Weltevreden J. (2021). Features of business marketing management, which is focused on buyer's satisfaction and contributes to its sustainable smart development (online and offline) are covered in the works of Ukrainian and foreign scientists among whom Filyppova, S., Kovtunenکو, Yu., Filippov, V., Voloshchuk, L., & Malin, O. (2021); Han W. & Marciano R. (2021); Kezai P., Fischer S. & Lados M. (2020); Peterson M., Minton E., Liu R., & Bartholomew D. (2021); Wang Y. (2021). In the articles by Dhaigude S. & Mohan B. (2021); Petcharat Th. & Leelasantitham A. (2021); Thaipradit K. & Tantong P. (2021) it is considered aspects of making informed management decisions to create an attractive value proposition for buyers, including using the latest marketing tools and improving the logistics service for delivering goods to buyers. In the reports of top international companies, including Deloitte (2021) and KPMG (2021), it is highlighted significant role of transformation of online and offline retail in today's context. Despite the significant achievements and important contribution of scientists and specialists in the field of retail, the problem of developing a smart system for managing and developing business in the online environment is still unexplored enough.

3. Purpose

The purpose of this study is to develop an online business smart development system that is congruent to the context and allows to comprehensively assess and analyze aspects of product, pricing, communication, sales and logistics activities, as well as make justified management decisions.

4. Research Methodology

To achieve the purpose, it was used general scientific approaches and methods: complex and structural approaches for the justification and creation of the contextualized system for determining the smart online business development (CSDSOBD) with its corresponding substantial subsystems; methods of system analysis and synthesis, visualization method for diagnostic and graphical data interpretation. Also, it was used special analysis methods, among which logical, economic-mathematical and comparative, for identification and diagnostic the level and focus of the CSDSOBD development. The method of expert evaluations was used to identify qualitative metrics. For the study, it was selected 21 online stores of the biggest Ukrainian retailers divided into three clusters as a continuation of the research Natorina A. (2018; 2019).

Cluster 1:

DIY5 - Leroy Merlin Ukraine, DR1 - Yves Rocher Ukraine, DR2 - RUSH; FR1 - Auchan Ukraine, FR2 - Metro Cash and Carry Ukraine, FR4 - NOVUS Ukraine, HA1 - ALLO, HA2 - Foxtrot, HA3 - DIESA, HA4 - Comfy-Trade, HA5 -Harazh Mobail Hrup, HA6 - Citrus Discount.

Cluster 2:

FR3 - NASH KRAI, FR5 - Tavria V, FR6 - Fozzy Food, DIY3 - Budmax.

Cluster 3:

DIY1 - BRV Kyiv, DIY2 - Nova Linia, DIY4 - Epicentr K, DIY6 - Mebelna Kompaniia Ukrainy, DIY7 - JYSK Ukraine.

5. Key Findings and Results

It is developed the CSDSOBD, which includes product, price, communication, sales and logistics substantial subsystems. The CSDSOBD is a complex multi-aspect system representing cyclic-continuous and discrete-linear connections and relations between retailers and buyers in the online environment. The specificity the CSDSOBD - the polysubjectivity of communication and the polyvariability of managerial decisions based on the features of the interactivity of online buyers with a symbiosis of the economic and social orientation of the strategic the enterprises' goals. The CSDSOBD foundation - existential management of substantial subsystems based on stochastic fluctuations in the parameters of the external environment and its influence on the behavior of online shoppers. The CSDSOBD key competitive advantage - coherent mechanism for determining the smart development of an online business in a fluctuating marketing environment.

The main tasks of the CSDSOBD are to identify buyers' needs, form a relevant product range in accordance with market demands, set adequate prices for goods, develop and implement communication activities, create the system for stimulating, distributing and promoting goods, ensuring proper logistics services and delivery of goods. Identification of the CSDSOBD development focus increase the efficiency of doing business on the Internet, so the analysis and evaluation of each of its substantial subsystems has an important and significant meaning. [Figure 1](#) shows the logic of the CSDSOBD development focus identification.

The scientific and methodical approach to identify the CSDSOBD development focus consists in determining the level of development of the product, price, communication, sales and logistics subsystems based on the results of a quantitative and qualitative assessment of the relevant metrics.

The successive steps for standardizing the values of **quantitative metrics** for assessing CSDSOBD substantial subsystems of retailers are described in the text below. Formation of the matrix of initial evaluating subsystems metrics that includes metrics of product, price, communication, sales and logistics CSDSOBD substantial subsystems for retailers from the certain clusters. The i -th metric ($1 \leq i \leq m$) on the j -th object ($1 \leq j \leq n$) has a certain value A . As a result, a matrix X is obtained, the rows of which characterize quality metrics of the CSDSOBD substantial subsystems ([Formula 1](#)):

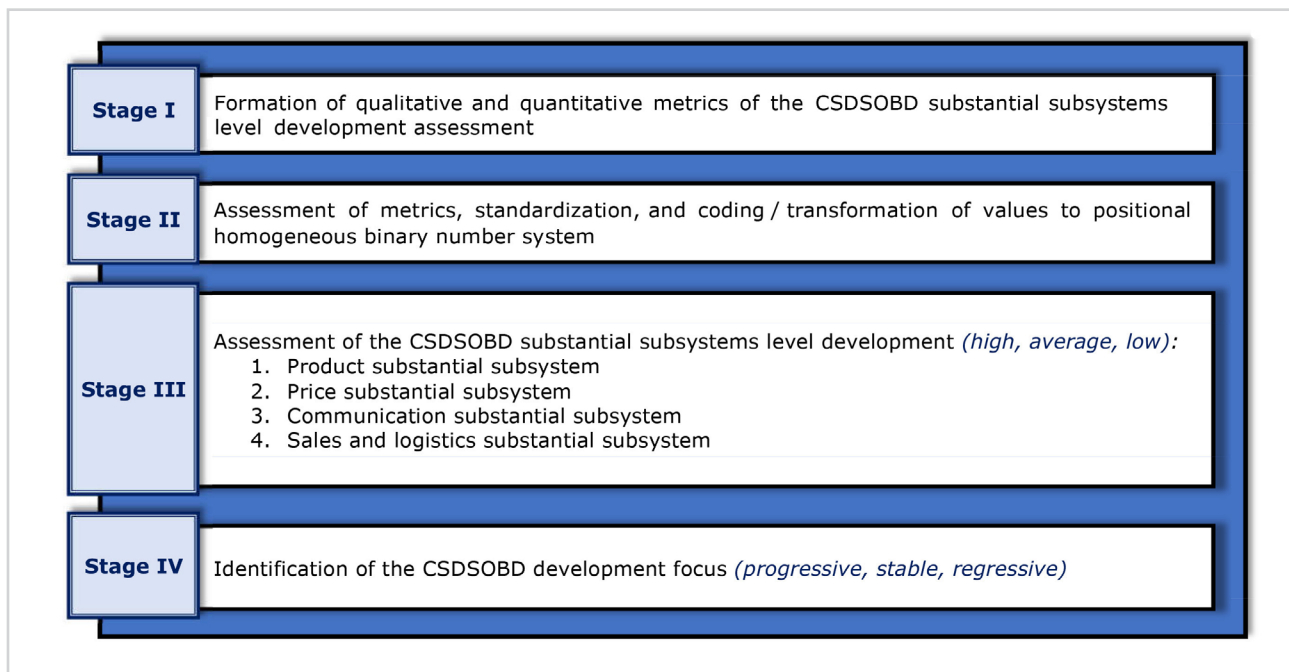


Figure 1:
Logic of the CSDSOBD development focus identification
Source: Developed by the authors

$$X = \begin{bmatrix} A_{1-1} & A_{1-2} & A_{1-3} & A_{1-n} \\ A_{2-1} & A_{2-2} & A_{2-3} & A_{2-n} \\ \dots & \dots & \dots & \dots \\ A_{m-1} & A_{m-2} & A_{m-3} & A_{m-n} \end{bmatrix}. \quad (1)$$

Determination of the median (M_e) according to [Formula 2](#) in a series for each of (m) (Hritonenko N. & Yatsenko Yu., 2013):

$$Me = x_0 + h0.5 \sum f - S_{x_0}/f_m, \quad (2)$$

where:

x_0 - low limit of the median interval;

h - value of the median interval;

$0,5\sum f$ - half of the sum of accumulated frequencies of the interval series;

S_{x_0} - sum of accumulated frequencies before the median interval;

f_m - frequency of the median interval.

Compilation of the normalized matrix X' by bringing the metrics of the original matrix to 0 or 1, considering the value of M_e . If the metric is a destimulator of online business (the maximum value of the metric indicates negative results of online business, and the minimum value indicates callsigns), then its value, which is after M_e as it grows, is assigned «0», and before M_e - «1». If the metric is a stimulant (the largest value of the metric indicates a positive impact on the company's activities), then its value, which is after M_e as it grows, is assigned «1», and before M_e - «0».

The scientific and methodic approach to identify the **qualitative assessments** for the relevant metrics is to find the average value of expert assessments, pre-selected based on the results of a survey of top Ukrainian retailers, as well as specialists in the Ukrainian online retail market. To determine the consistency of the experts' answers, mathematical statistics tools were used, namely the Spearman's rank correlation coefficient and the concordance coefficient. To determine the degree of agreement between the opinions of experts in assessing the metrics of commodity CSDSOBD substantial subsystems of each cluster, the concordance coefficient is calculated using [Formula 3](#) (Hritonenko N. & Yatsenko Yu., 2013):

$$W = \frac{S}{\frac{1}{12}m^2(n^3-n)-12m\sum_{i=1}^m T_i}, \quad (3)$$

where:

W - concordance coefficient;

n - number of factors;

m - number of experts;

T_i - metric of related ranks in the i -th ranking (Formula 4) (Hritonenko N. & Yatsenko Yu., 2013):

$$T_i = \frac{1}{12} \sum t_i (t_i^3 - t_i), \quad (4)$$

where:

t_i - number of identical ranks of the i -th metric.

The next step is to determine the concordance coefficients and the significance of the metrics. So, for example, when evaluating product CSDSOBD substantial subsystems, using «SPSS» software package, calculations were automated and the concordance coefficient was set to $W = 0.71$, therefore, the coefficient is significant, the consistency of expert estimates is satisfactory. Based on the fact that W obtained in this way is a random variable, therefore, its reliability is determined, including the statistical significance of the concordance coefficient is checked. The number of factors $n > 7$ so the assessment of the significance of the coefficient can be made according to the Pearson criterion χ^2 . The value $Wm(n-1)$ in the presence of connected ranks with $\nu = n - 1$ degrees of freedom have χ^2 - distribution (Formula 5 and Formula 6) (Hritonenko N. & Yatsenko Yu., 2013):

$$\chi^2 = \frac{12S}{mn(n+1)-12/(n-1)\sum_{i=1}^m T_i} \quad (5)$$

$$(x + a)^n = \sum_{k=0}^n x^k a^{n-k}, \quad (6)$$

where:

S - value for the total ranks of the metrics.

According to the results of calculations, it was found that χ^2 is greater than the tabular χ_{tab}^2 with a confidence probability of 0.95, which indicates that the consistency of expert opinions is not accidental.

5.1. CSDSOBD substantial subsystems level development

The Table 1 shows the quantitative and qualitative metrics of the assessment of the CSDSOBD substantial subsystems level development.

As a result of the identification of studied retailers' metrics it is recommended measures to improve of the CSDSOBD substantial subsystems level development that the Table 2 shows.

5.2. CSDSOBD development focus

Identification of the CSDSOBD development focus is carried out after a comprehensive assessment of the development level of each substantive subsystem. Based on the results of the substantial subsystems CSDSOBD assessment, the level of their development is determined in accordance with the value of their cumulative assessments, T_k, C_k, K_k та Z_k , which are the sums of the given values of qualitative and quantitative metrics. It is stated that if more than 50% of the cumulative assessments of the CSDSOBD substantive subsystems indicate its high level of development, then online business has progressive CSDSOBD development focus. If more than 50% of the cumulative assessments of the CSDSOBD substantive subsystems demonstrate an average level of their development, then online business has the stable focus. Otherwise, when more than 50% of the cumulative scores are low, the CSDSOBD development focus is regressive. Also, the combination of metrics with 50% high and 50% average scores indicates the progressive CSDSOBD development focus, with 50% high and 50% low - the stable CSDSOBD development focus, and the presence of 50% low and 50% average assessments of the level of online business development show the regressive CSDSOBD development focus.

Table 1:
Metrics of the assessment of the CSDSOBD substantial subsystems level development of retailers

No	Substantial subsystem	Metrics	
		Quantitative	Qualitative
1	Product	<p>1.1.1. Daily page views. 1.1.2. Failure rate on the site. 1.1.3. Daily buyer's time on the site. 1.1.4. Width of the product range. 1.1.5. Depth of the product range. 1.1.6. Annual growth rate of regular buyers. 1.1.7. The percentage of obsolete products in the total number of product varieties.</p>	<p>1.2.1. Rhythmic sales of goods. 1.2.2. Rationalization of the product range. 1.2.3. Assortment update level. 1.2.4. Increasing the life cycle of buyers' relationships. 1.2.5. The level of buyers' satisfaction with the product range. 1.2.6. Informativeness of product cards on the site.</p>
2	Price	<p>2.1.1. Number of payment methods for goods on the site. 2.1.2. Loyalty program. 2.1.3. Annual number of promotions. 2.1.4. Discount system.</p>	<p>2.2.1. Price affordability for buyers. 2.2.2. The level of divergence in the price range. 2.2.3. Acceptability for the buyer "price / quality". 2.2.4. Adaptability of prices to general market. 2.2.5. The optimal price ratio within the range.</p>
3	Communication	<p>3.1.1. Instagram profile. 3.1.2. Facebook profile. 3.1.3. Annual growth rate of referrals. 3.1.4. Average page load speed. 3.1.5. Authorization for buyers on the site. 3.1.6. Annual growth rate of search traffic.</p>	<p>3.2.1. The level of the target audience coverage. 3.2.2. Content relevance to the interests of buyers. 3.2.3. Structured content. 3.2.4. The degree of buyers' attraction. 3.2.5. The level of online informing. 3.2.6. Monitoring and setting up online reputation. 3.2.7. Level of buyers' loyalty. 3.2.8. The effectiveness of converting website visitors into buyers. 3.2.9. Annual growth rate of positive reviews.</p>
4	Sales and logistics	<p>4.1.1. Number of delivery methods. 4.1.2. Option to free delivery. 4.1.3. Option to product return. 4.1.4. Option to exchange goods. 4.1.5. Online order processing speed.</p>	<p>4.2.1. Extensive supplier relationship management system. 4.2.2. Integrated approach to sales planning. 4.2.3. The level of the logistics service system branching. 4.2.4. Omnichannel sales. 4.2.5. The level of functional mismatch between supplies and buyers. 4.2.6. The degree of rotation of goods. 4.2.7. Work duration with suppliers. 4.2.8. Work duration with intermediaries. 4.2.9. Use of advanced sales methods. 4.2.10. Degree of control over distribution channels. 4.2.11. Procurement speed. 4.2.12. Duration of procurement budget preparation. 4.2.13. Uniform supply of goods. 4.2.14. The degree of concentration of goods flows in distribution channels.</p>

Source: Developed by the authors

Table 2:
Recommended measures to improve of the CSDSOBD substantial subsystems level development for retailers

Cluster	Substantial subsystem			
	Product	Price	Communication	Sales and logistics
According to the results of the quantitative metrics assessment				
Cluster 1	-	-	-	-
Cluster 2	increase the site rating in Ukraine; optimize the bounce rate; increase the buyers' daily time spent on the site	implement loyalty programs; implement discount programs	increase the page loading speed; implement the protection system on the site; use contextual advertising; use all the possibilities of search engine promotion and lead generation	increase the number of delivery methods and speed of order processing
Cluster 3	increase daily page views	increase the number of payment methods for goods on the site	use contextual advertising; use all the possibilities of search engine promotion and lead generation	increase the number of delivery methods
According to the results of the qualitative metrics assessment				
Cluster 1	update the product range; increase the competitiveness of the product range - expand and deepen the product range; ensure the harmony of the product range	ensure affordability and flexibility of prices; set up adequate prices for buyers; determine the relevant price range	increase the level of coverage of the target audience	carry out pre-sales service; optimize distribution channels; do systematic control over distribution channels; make long-term cooperation with intermediaries
Cluster 2	ensure the stability of the assortment policy; eliminate obsolete products in the product range; increase the number of regular buyers; increase the level of buyers' loyalty to products	ensure the adaptability of the pricing policy to market conditions; increase the prices competitiveness	increase the level of memorization of advertising; apply new means of promoting goods; increase the level of informing buyers; improve the Internet branding technologies	ensure sales profitability in certain segments of the target market by improving the logistics service; implement modern adaptive sales measures; implement the service support program
Cluster 3	develop measures to increase the competitiveness of goods; ensure the strategic attractiveness of the product range	-	-	reduce the level of functional discrepancy between supplies and buyers; increase the rotation of goods

Source: Developed by the authors

Online retailers with the progressive CSDSOBD development focus are encouraged to continue implementing their current marketing activities. The stable CSDSOBD development focus determines the expediency of transforming certain areas of retailers marketing policy. With the regressive CSDSOBD development focus, retailers are encouraged to implement radical changes in vision, strategic and tactical goals, and establishing a balance between them. The Table 3 shows the generalized assessments of the level of development of the each CSDSOBD retailers' substantive subsystems and the development focus.

Table 3:
Identification of the CSDSOBD development focus of retailers

Cluster	Online retailer	Metrics				Focus
		T _k Level	C _k Level	K _k Level	Z _k Level	
Cluster 1	DIY5	H	H	H	H	PR
	FR1	H	H	H	H	PR
	FR2	A	A	H	H	PR
	FR4	H	H	H	H	PR
	DR1	H	H	H	H	PR
	DR2	A	A	H	H	PR
	HA1	H	H	H	H	PR
	HA2	H	A	H	H	PR
	HA3	H	H	H	H	PR
	HA4	H	H	H	H	PR
Cluster 2	DIY3	A	A	A	A	ST
	FR3	A	A	A	A	ST
	FR5	L	L	A	L	RG
	FR6	L	L	A	L	RG
Cluster 3	DIY1	L	L	A	L	RG
	DIY2	A	A	A	A	ST
	DIY4	A	A	A	L	ST
	DIY6	L	A	A	A	ST
	DIY7	L	L	L	L	RG

Notes. H - high, A - average, and L - low CSDSOBD substantial subsystems levels development; PR - progressive, ST - stable, and RG - regressive CSDSOBD development focuses.

Source: calculated by the authors

According to the Table 3, 57% of the studied retailers have the progressive CSDSOBD development focus. It is retailers from Cluster 1. Also 24% of online retailers have the stable CSDSOBD development focus, in particular 40% of them - retailers from Cluster 2. Only 19% of online retailers from the study population have the regressive CSDSOBD development focus - these are FR5 and FR6 (Cluster 2), as well as DIY1 and DIY7 (Cluster 3).

6. Conclusion

Based on the results of identifying the focus of retailers' online business development, it is recommended to implement the relevant activities and events.

The progressive CSDSOBD development focus:

to continue the formation of favorable conditions for cooperation with key partners and an effective, mutually significant system of relations that will be complementary and multi-vector in nature and based on reciprocity.

The Stable CSDSOBD development focus:

- 1) improve logistics activities, continuously improve procurement, warehousing, transportation, information, distribution, financial and inventory logistics;
- 2) increase the quality of online business management;
- 3) intensify business processes aimed at continual, cyclic updating of management methods and content in order to achieve field-specific goals.

The Regressive CSDSOBD development focus:

- 1) step up online business marketing activities;
- 2) to form new reserves for the development of online business through market research and active influence on it;
- 3) implement proactive online business risk management.

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