Analysis of Global Experience in Internet Trade: a Review of a Successful E-Commerce Case

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Abstract. *In the context of ongoing economic transformations and rapid technological advancement, an analysis of global e-commerce experiences is essential for formulating effective strategies to ensure the sustainable development of this sector. This article examines key trends, challenges, and opportunities within the global e-commerce landscape, focusing on business models that have succeeded in highly competitive digital markets. In light of the exponential growth in online commerce, propelled by advancements in artificial intelligence (AI), big data, automation, and evolving consumer preferences, a comprehensive understanding of the mechanisms underpinning the success of significant e-commerce platforms is imperative. The present study seeks to identify the fundamental success factors of leading e-commerce enterprises and assess their adaptability to the evolving global economic environment. A comparative analysis of business models employed by industry leaders such as Amazon, Alibaba, and JD.com is conducted to determine best practices in customer engagement, logistics optimization, and technological integration. Moreover, the research explores key trends that are likely to shape the future of online trade. These include the hyper-personalisation of shopping experiences, AI-driven recommendation systems, seamless omnichannel retailing, automation of fulfilment centres, the expansion of contactless payment systems, and the integration of blockchain technologies to enhance transactional security. The study also considers the implications of regulatory policies and data protection measures for the growth of e-commerce enterprises across different regions. By synthesising insights from global best practices, this research highlights universal mechanisms for scaling online businesses, strengthening supply chain resilience, and improving operational efficiency. The practical significance of this study lies in its provision of concrete recommendations for enterprises aiming to harness digital transformation to enhance their market position. The findings are of particular relevance to organisations seeking to implement innovative technological solutions, optimise their e-commerce strategies, and reinforce their competitive advantage in an increasingly digitised global economy.*

Keywords: *e-commerce, electronic commerce, digitalisation, business models, global market.*

JEL Classification: *L21, L25, M15, O32*

1 Introduction

In the context of the rapid digitalisation of the economy, the Internet has become an integral component of the global economic structure and a key driver in the evolution of contemporary business models. The widespread availability of high-speed Internet, mobile technologies, and advanced artificial intelligence and Big Data solutions has had a significant impact on business operations, creating new opportunities for enterprises of all sizes.

The term 'Internet commerce' is a broad one, encompassing both the retail segment and large-scale business-to-business (B2B) and business-to-consumer (B2C) operations. The proliferation of e-commerce can be attributed to several factors,

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including shifting consumer habits, the demand for access to a broad range of products with convenient comparison options, expedited delivery services, and seamless integration with mobile platforms to enhance user experience.

In the context of globalisation and technological advancement, it is imperative to analyse global e-commerce practices, as successful models may be adapted for local markets. The heterogeneity of regional approaches to e-commerce development facilitates the identification of universal principles that contribute to effective operations in various national contexts.

The novelty of this study lies in two aspects. Firstly, it provides a general review of successful global models. Secondly, it conducts a comprehensive analysis of country-specific experiences, with China, the United States, and Europe at the forefront of e-commerce development. The nations that proactively implement innovative technologies in the domain of online commerce are instrumental in shaping the trajectory of global expansion. It is noteworthy that prominent platforms such as Amazon, Alibaba, and JD.com have achieved remarkable success by integrating technologies that optimise sales processes, data analytics, and logistics.

This research seeks to identify the key factors influencing the global development of Internet commerce. The examination of these factors will provide insights into how enterprises can adapt successful models for diverse markets, considering cultural, economic, and technological particularities. A further key objective is to assess the prospects for improving e-commerce, with a particular focus on countries where this sector is still in its infancy.

The research methodology involves the comparison of global data and the evaluation of strategies employed by leading online platforms, including Amazon, Alibaba, and JD.com. The study is based on an in-depth examination of their business models, technological innovations, and logistics processes.

A thorough analysis of successful cases enables the identification of the key determinants of their success. These include delivery speed, innovative business models, responsiveness to consumer demands, and the security and convenience of payment systems. These elements form the foundation of corporate strategies aimed at sustaining market leadership.

2 Digitalisation and Growth of E-Commerce

In recent years, the global economy has witnessed a paradigm shift towards the digital business era, representing a substantial advancement. A growing number of enterprises worldwide are recognising the digitalisation of e-commerce as a pivotal strategic development vector for the near future. The advent of cutting-edge technologies has engendered a proliferation of opportunities and conducive conditions for the expansion of the global e-commerce sector.

Analysing global experiences in Internet commerce is of considerable importance for individual businesses, as it enables them to adopt successful models and extract key lessons for further improvement. International expertise in electronic commerce reveals fundamental factors essential for a company's successful market implementation. Examining these critical aspects in the context of global trends offers opportunities for emerging e-commerce enterprises, assisting them in refining their strategies and fostering dynamic growth.

The expansion of international trade and global payment systems within the framework of globalisation, alongside the rapid development of logistics companies, has enhanced opportunities for businesses seeking to extend their market reach and for consumers to gain access to vast goods and services. Despite the prevalence of a global trend towards e-commerce growth, the pace of development varies significantly across different countries and regions. Nevertheless, certain leading players in Internet commerce distinguish themselves, setting global trends and exerting considerable influence on the regulatory frameworks governing electronic commerce across entire regions.

It is widely acknowledged that the Asia-Pacific region encompasses the most significant Internet commerce market. According to eMarketer (eMarketer, 2024), China was ranked as the global leader in e-commerce sales, accounting for over 52% of total global retail online sales in 2021. The United States followed in second place, with the United Kingdom ranking third. This trend persisted in subsequent years, with China maintaining its dominance over retail Internet commerce volumes (Ukr-China Communication, 2022).

3 Technological Innovations in E-Commerce

China is home to several leading online trading platforms, the most prominent of which include (Ukr-China Communication, 2022):

- Alibaba Group (Alibaba Group, 2024), comprising Alibaba.com (B2B) (Alibaba, 2024), Taobao (C2C) (TaoBao, 2024), and Tmall (B2C) (Tmall, 2024);
- JD.com (JD.com Inc., 2024), one of China's largest e-commerce platforms;

• Pinduoduo (Pinduoduo, 2024) operates on a social commerce model that offers discounts for group purchases;

• Suning.com (Suning.com, 2024), integrating e-commerce with physical retail through an extensive network of physical stores;

• Kaola.com (Kaola.com, 2024), Vipshop.com (Vipshop.com, 2024), and Meituan-Dianping (Meituan-Dianping, 2024), each providing a wide range of products.

The rapid expansion of Chinese e-commerce is primarily attributed to the aggressive and fast-paced adoption of innovations, including artificial intelligence, augmented and virtual reality, big data analytics for personalisation, and social media integration. These technological advancements have enabled China to secure a leading position in the competitive market. Consequently, innovation has been recognised as a pivotal catalyst for e-commerce advancement, giving rise to novel business models and the establishment of internationally renowned online platforms.

Within the Asia-Pacific region, India's e-commerce market is among the most dynamic, owing to its vast Internet user base and rapid smartphone adoption, which create favourable conditions for the expansion of online trade. A prominent example of this is the well-established Indian platform Flipkart (Flipkart, 2024), which is one of the country's most popular online shopping platforms and collaborates with numerous global suppliers (Ukr-China Communication, 2022).

With regard to Thailand, Vietnam, the Philippines, Malaysia, and Singapore, the transnational technology company Lazada (Lazada, 2024) has a strong presence in these Asian markets. In Japan, Rakuten (Rakuten, 2024) is a prominent e-commerce company, with a significant customer base, a wide range of products and services, and a growing international presence (Ukr-China Communication, 2022).

The United States is the second-largest global e-commerce market, after China, and is regarded as one of the most technologically advanced digital commerce markets. Key characteristics of U.S. e-commerce include extensive Internet access, secure electronic payments, robust consumer privacy protection, the presence of major commercial giants, and the increasing popularity of online shopping.

Research by Statista Digital Market (Statista, 2023) indicates that e-commerce revenue in the United States increased almost twofold between 2017 and 2021, driven by the effects of the pandemic and the rapid acceleration of digitalisation. This growth trend persisted into 2022, and by the end of 2023, U.S. e-commerce revenue was projected to reach 1 trillion USD. Furthermore, experts estimate that by 2025, total U.S. e-commerce revenue will approach 1.33 trillion USD (Ukr-China Communication, 2022) (Fig. 1).

The most prominent e-commerce platform in the United States is Amazon (Amazon, 2024), which ensures rapid and convenient delivery on a nationwide scale. In addition to Amazon, the American e-commerce market encompasses other prominent marketplaces, such as eBay, Walmart, Shopify and Etsy, which provide extensive opportunities for online buying and selling.

The success of e-commerce in the United States is predicated on several key factors. Primarily, the country possesses a substantial market and a considerable population of Internet users, thereby inevitably engendering high demand for online goods and services. Secondly, the United States, akin to China, is a global leader in the development and application of cutting-edge technologies, thereby

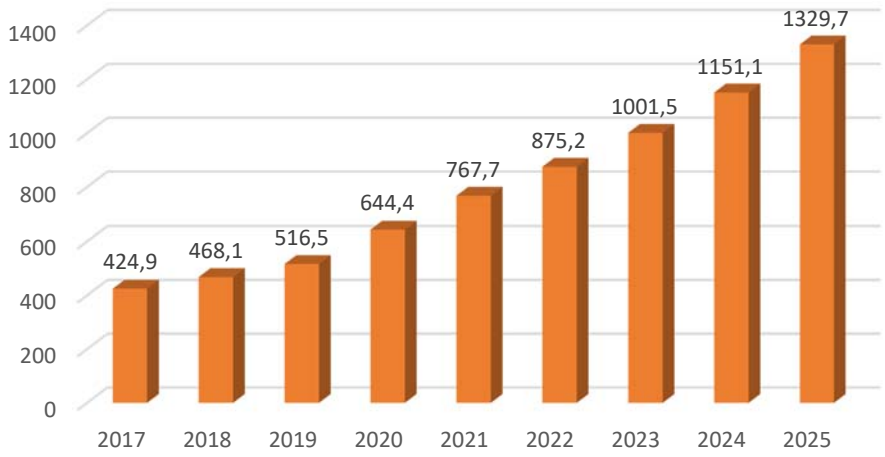

Figure 1 E-commerce revenues in the US in 2017–2025 (billion USD)

Source: developed by the author on the basis of (Ukr-China Communication, 2022; Statista, 2023)

substantially expanding e-commerce capabilities and enhancing user experiences across various online platforms. Another crucial factor contributing to the success of U.S. e-commerce is the country's well-developed logistics infrastructure, which ensures fast and reliable delivery. Moreover, the prevalence of online shopping among the U.S. population has fostered a high level of trust in e-commerce, thereby significantly contributing to its growth.

4 Prospects for the Development of E-Commerce in Africa and Europe

In comparison with Asian countries and the United States, the e-commerce market in Africa is in its infancy and exhibits substandard performance in relation to that of global e-commerce giants. Nevertheless, the industry possesses considerable potential for the African continent, and its gradual development is imperative in order to engender new business opportunities within the region (Ndayizigamiye & Kante, 2020).

The revenue volumes of e-commerce in Africa vary by sector, with fashion products, electronics, and media constituting the largest share of online sales revenue. According to expert estimates, the upward trend in revenue in these sectors is set to persist, particularly in fashion, toys, food products, and consumer goods (Adeniran & Johnston, 2016).

A number of pivotal factors have been identified as contributing to the expansion of e-commerce in Africa. These include the increasing accessibility of mobile phones and Internet services, the development of digital payment systems, improvements in infrastructure and logistics, and the establishment of local marketplaces and online platforms. This suggests a positive outlook for the enhancement and widespread adoption of e-commerce across the continent (Asongu & Nwachukwu, 2018). The most prominent and widely recognised trading platforms in Africa include Jumia (Jumia, 2024), Konga (Konga, 2024), and Kilimall (Kilimall, 2023).

European e-commerce is also dynamic and comparable to other global regions. European marketplaces offer a wide range of goods and services, resembling online trading platforms on different continents. Furthermore, Europe is home to several globally dominant online platforms, including Amazon (Amazon, 2024), eBay (eBay, 2023), and Alibaba (Alibaba, 2024). However, the region's significant linguistic, cultural, and economic diversity poses challenges in identifying a single dominant European e-commerce platform (Kawa & Waśniewski, 2019).

Among the most prominent European marketplaces are Allegro (Poland), Cdiscount and La Redoute (France), Zalando (Germany), and Bol.com (Netherlands). Given the diversity of Europe's individual countries, each exerting an influence on the regional economy and trade, analysing the development of e-commerce as a unified process remains a complex task (Kryzhanovskyi, 2020).

The development of e-commerce is inextricably linked to the digital transformation of the economy, particularly in the context of financial technologies and online trade (Harasiuk, 2021). In this regard, e-commerce is considered a pivotal factor in economic growth, exerting influence on both international trade and the competitiveness of businesses (Melnyk & Savchuk, 2019).

As demonstrated in Figure 2, there is a marked upward trend in e-commerce volumes. In 2022, online trade volumes amounted to 931.503 billion USD. Projections by experts indicate that European sales volumes in 2025 are likely to reach 1,129.451 billion USD (Statista, 2023).

Figure 2 E-commerce volumes in Europe for the period 2017–2025 (billion USD)

Source: developed by the author on the basis of (Statista, 2023)

The region exhibits a high level of Internet access, thereby creating a potential customer base for online shopping. Moreover, European e-commerce is distinguished by its emphasis on convenience and data security. E-commerce platforms are designed to ensure the protection of personal data and the secure processing of financial transactions, thereby cultivating a sense of trust among the population in regard to online shopping.

Innovative technologies have been shown to have a significant impact on the development of European e-commerce. The implementation of such technologies facilitates a more personalised and interactive shopping experience, thereby enhancing customer engagement with digital platforms.

Furthermore, cultural diversity constitutes a pivotal element of e-commerce in Europe. Given the region's rich cultural tapestry, encompassing diverse languages and nationalities, e-commerce platforms have emerged as conduits, offering consumers from various countries access to a vast array of products that are tailored to their unique needs and preferences. This broadening of the scope of online shopping has the effect of attracting a broader audience of buyers.

5 Successful Case Study in Global E-Commerce

A prime exemplar of a prosperous e-commerce paradigm is the globally eminent Amazon (Amazon, 2024), which was established in 1994 by Jeff Bezos as an online bookstore. The company has since diversified its product range to encompass a wide variety of items, including cosmetics, clothing, household appliances, and food.

Additionally, the platform provides users with access to a variety of services, including:

• Amazon Prime (a subscription-based service offering fast delivery);

• Amazon Web Services (AWS) (a cloud computing platform for businesses);

• Amazon Marketplace (a platform that allows third-party sellers to list and sell their products).

Moreover, Amazon has recently introduced automated stores known as Amazon Go, where purchases are made using a dedicated app and QR codes, eliminating the need for human staff (Vlasiuk, 2021).

The company's marketing strategy plays a crucial role in its success. Its key principles include customer focus, marketing personalisation and loyalty programmes. In addition, Amazon's success is largely due to its proactive implementation of innovative technologies that significantly streamline the purchasing and delivery processes. Through digitalisation, Amazon (Amazon, 2024) is adopting advanced strategies to enhance its online platforms. The company's primary focus is on meeting customer expectations by tailoring innovative technologies to consumer needs. The vast amount of customer data allows Amazon to better understand market trends and consumer preferences, further refining its business model (Vlasiuk, 2021).

Its size and global presence are other important factors in Amazon's success. The company operates an extensive network of warehouses and a highly efficient logistics system, allowing it to process orders quickly and ensure the safe delivery of goods worldwide (Vlasiuk, 2021).

Figure 3 illustrates a substantial increase in Amazon's (Amazon, 2024) net income, which surpassed 200 billion USD by 2018. By 2022, the global marketplace's revenue had reached 513.98 billion USD.

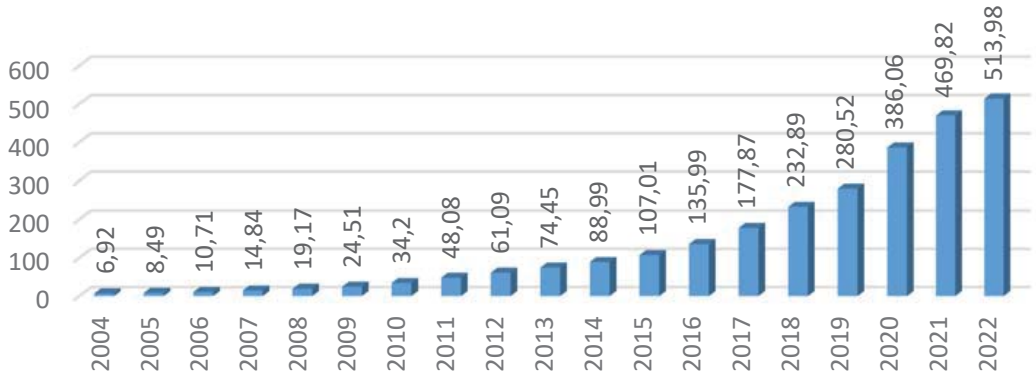

Figure 3 Annual net income of Amazon (Amazon, 2024) from sales during the period 2004–2022 (in billion USD)

Source: developed by the author on the basis of (Statista, 2023)

6 Conclusions

The global e-commerce experience underscores the pivotal function of technological innovations and the adaptation of business models to consumer requirements. Leading platforms such as Amazon, Alibaba, and JD.com leverage cutting-edge technologies to maintain their dominant market positions. The success of these companies can be attributed to a number of key factors, including personalisation of the customer experience, data analytics, efficient logistics, and customer-centric strategies.

The prospects for e-commerce development worldwide remain significant, particularly in Africa and Europe. Successful e-commerce expansion requires careful consideration of the cultural, linguistic and infrastructural characteristics unique to each market. For emerging e-commerce sectors, the introduction of new technologies, the establishment of digital payment systems and improved Internet access are essential for sustainable growth.

Therefore, the success of e-commerce platforms such as Amazon serves as a crucial benchmark for businesses aspiring to thrive in this sector. However, the industry's development necessitates a comprehensive approach that integrates innovative technologies and adaptable business models and effectively uses big data to enhance user experience.

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