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Regulation of e-commerce: New challenges for management

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Abstract. The study aimed to determine the impact of government regulation on the operations of digital platforms and the management strategies of e-commerce companies, with a view to optimising business processes and ensuring compliance with legislation. The methodology included methods such as statistical analysis, comparative analysis, the systems approach, and the generalisation method. The study determined that the share of online sales in global trade rose from 12% in 2015 to over 20% in 2024-2025. In Ukraine, the volume of online sales reached approximately UAH 256 billion in 2025. The study established that Ukrainian legislation combines the protection of consumer rights, personal data and the legal validity of electronic agreements, but requires further harmonisation with international standards and the improvement of risk management systems for the stable development of e-commerce. The study summarised that France and Germany set high standards for personal data protection through the General Data Protection Regulation, the US focuses on the legitimacy of electronic agreements through the E-SIGN Act, and China regulates platform activities and digital payments, ensuring transaction security and the transparency of digital markets. Online marketplaces and payment services are implementing systems for vendor verification, ratings and reviews, product quality control, ensuring transaction transparency and cybersecurity, which promotes self-regulation of digital markets and compliance with government regulations. The recommendations include process automation, data protection, integration of regulatory requirements, risk management and staff training to enhance the transparency of operations, transaction security and the operational efficiency of e-commerce companies. The findings can be used by company managers, digital platform analysts and legislators to optimise business processes, implement compliance policies and improve regulatory mechanisms in the e-commerce sector

Keywords: digital platforms; legislation; data protection; cybersecurity; online sales

Introduction

The rapid development of e-commerce significantly impacts the commercial activity mechanisms, interactions between the parties involved in commercial activities, and management processes principles. The development of e-commerce and the growth of cross-border transactions complicate the legal framework governing the market and significantly complicate regulatory activities related to e-commerce. An increase in the volume of e-commerce transactions requires improving the regulatory mechanisms governing the transparency of commercial activities and their management. Therefore, research into the regulation of e-commerce becomes relevant for determining appropriate approaches to managing e-commerce processes and activities and formulating effective management decisions for these processes.

Research into the regulation of e-commerce is currently developing in the academic literature due to the transformation of managerial approaches to organising business activities and interactions between market participants as a result of the spread of digital commerce. A. Ahi *et al.* (2022) conducted research into the issue of e-commerce policy in the global economy and analysed the regulatory mechanisms that govern the processes of digital trade. The researchers analysed the impact that regulatory decisions have on the

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development of international e-commerce and suggested ways of creating a more inclusive economic environment for international trade. Another issue that has attracted the attention of researchers in the field of e-commerce is the legal framework governing e-commerce platforms. P. Celestin (2024) investigated the development of legislation in the field of e-commerce and mechanisms for the protection of consumer rights in e-commerce platforms.

The paper highlights changes in legal norms aimed at increasing the transparency of online trade and the accountability of participants in e-commerce relations. The spread of e-commerce affects not only legal regulation but also the organisation of logistics processes. V. Gatta *et al.* (2023) investigated trends in the development of urban logistics in connection with the growth of e-commerce and analysed the challenges of managing transport flows. The researchers examined the challenges associated with the increase in online deliveries, as well as opportunities for optimising logistics systems. In particular, the global nature of e-commerce regulation was emphasised. O.A. Yurchenko *et al.* (2024) examined the transformation of e-commerce regulatory mechanisms in the context of globalisation. The study analyses international approaches to the legal regulation of digital commercial transactions and identifies the challenges facing regulatory authorities as online markets expand.

The development of regulatory policies in the field of e-commerce was addressed in studies on the characteristics of regulatory strategy formulation. Z. Dou *et al.* (2023) studied e-commerce regulatory policy based on an analysis of its development. The researchers examined the structure of regulatory mechanisms and assessed the effectiveness of regulatory instruments used to support the stable functioning of online markets. A comparative analysis of the development of e-commerce in different countries is of interest to researchers. S. Levytska & R. Demianiuk (2023) analysed the development of e-commerce in Poland and Ukraine and examined the factors influencing its regulation. The paper highlights the distinctive features of legislative approaches to the management of digital trading processes and identifies key challenges for the development of e-business. The growing role of social networks and digital platforms is also creating new management challenges in the field of e-commerce. B. Mujtaba & F. Cavico (2023) traced e-commerce and social media policies in the digital age. The researchers have examined the legal and ethical aspects of regulating online activities and formulated recommendations for managing digital business processes.

The integration of innovative technologies is transforming approaches to e-commerce management. N. Rane *et al.* (2024) investigated the use of artificial intelligence technologies in business management, finance and e-commerce, identified the factors influencing their adoption, and outlined the challenges of implementation. Issues and trends in the development of e-commerce are also highlighted in the work of V. Santos *et al.* (2023). The researchers reviewed key issues, opportunities and trends in the development of e-commerce and analysed its impact on organisational performance. The paper examines managerial approaches to the use of digital marketing strategies and communication technologies. This area of research concerns the role of e-commerce in the development of innovative business activities. L. Verbivska *et al.* (2023) analysed the impact of e-commerce on the innovative development of business in the context of European integration. The study examines mechanisms for stimulating entrepreneurial activity through digital trading platforms and assesses their impact on the development of economic systems.

Despite the areas covered by the authors mentioned above, there remain certain gaps in the academic literature regarding a comprehensive analysis of e-commerce regulatory mechanisms and their impact on management activities. Systematic analysis of management tools that ensure the effective functioning of e-commerce platforms amid the growth of digital transactions remains insufficient. The issue of adapting management approaches to new regulatory requirements arising in the course of e-commerce development also requires further study. The study aimed to analyse the impact of regulatory requirements on the functioning of digital platforms and the management decisions of companies in the e-commerce sector. The objectives of the study were to conduct a statistical analysis of the dynamics of e-commerce revenue in Ukraine and the global share of e-commerce in retail sales for the period 2015-2025 to identify growth trends and fluctuations between global and national indicators; to analyse the legislative and regulatory frameworks and regulatory approaches of various countries (the United States of America, China, Ukraine, as well as Germany and France) regarding e-commerce, the functioning of digital platforms and payment systems, and to evaluate companies' management decisions for adapting business processes to digital standards and ensuring compliance and cybersecurity.

Materials and Methods

The study was conducted in four stages, employing methods such as statistical analysis, comparative analysis, the systems approach and generalisation. The statistical analysis method was applied in the first stage. The following indicators were described: the share of e-commerce in global retail sales (%), the volume of e-commerce revenue in Ukraine (million USD), the total volume of online sales (billion UAH), the number of online shoppers (million people), the average number of purchases per user, the share of e-commerce in the retail trade structure, the level of internet penetration,

as well as the volume of cross-border shipments and the structure of product segments in the online market. For statistical analysis, global e-commerce indicators from S. Ricci (2025), Red Stag Fulfilment (2026), K. Edwards (2026), national data on online sales in Ukraine from AfterShip (2026), and characteristics of market concentration and the share of marketplaces in Ukraine from Dotdesh (2025).

As part of the second phase, the legislative and regulatory frameworks and regulatory approaches of the USA, China, Ukraine, and European Union countries – in particular Germany and France – were analysed based on a comparative study. These countries were chosen based on their leadership and diversity in the field of e-commerce. The United States is the leader in innovation in the field of e-commerce. China has the largest population of e-commerce consumers and implements some of the most unique regulatory models for the nation. Ukraine is undergoing a transformation in e-commerce and is one of the more developed nations in Eastern Europe. Germany and France are two of the more developed countries in Europe and have some of the most rigorous regulations regarding both e-commerce and innovation in digital technologies. The European Union created the General Data Protection Regulation in 2016, which applies to all member states of the European Union, including Germany and France. The United States passed the Electronic Signatures in Global and National Commerce Act in 2000, which regulated the use of electronic signatures in the formation of digital agreements. Finally, China has the the E-Commerce Law of the People's Republic of China (2018) and Personal Information Protection Law of the People's Republic of China (2021). In Ukraine, Law of Ukraine No. 2297-VI (2010) and Law of Ukraine No. 675-VIII (2015) were examined. Analysis of these documents formed a theoretical framework for the study and the identification of key regulatory trends in the digital economy. The analysis was conducted based on criteria relating to the protection of personal data, the legal validity of electronic signatures, the regulation of digital platforms, the security of digital payments, alignment with international standards, enforcement mechanisms and sanctions, and the regulation of cross-border transactions.

In the third stage, as part of a systematic analysis, the relationship between national regulatory requirements, the operations of the digital platforms Amazon and Alibaba, the payment systems PayPal, Apple Pay and Google Pay, and the management decisions of companies operating in the e-commerce sector was examined. The platforms were selected for the study due to their role in the global e-commerce environment and to analyse the compliance of their operations with the current regulatory requirements of the aforementioned countries. This identified key management challenges associated with the need to adapt companies' strategies to changes in legislation, the implementation of compliance policies, the management of cybersecurity risks, and the protection of user data. In the final stage, the main trends in the transformation of regulatory policy in the field of e-commerce were identified. As a result, recommendations were formulated for managers regarding the integration of regulatory requirements into strategic corporate management, the adaptation of business processes to new digital standards, and the improvement of the effectiveness of risk management systems in the context of the developing digital economy.

Results

The modern stage of development of e-commerce is characterised by the rapid growth of online trade volumes, the spread of digital technologies within economies, as well as the integration of the national economies into the global digital economy. In this stage, e-commerce has developed into one of the main segments of the digital economy, but also presents new challenges for the regulation of that economy by the state. Table 1 demonstrates the steady growth in the share of e-commerce in the overall economy, indicating the digitalisation of the market on a global scale over time.

Table 1. The share of e-commerce in global and Ukrainian retail sales (2015-2025)

Year	Share of e-commerce in global retail sales (%)	Ukrainian e-commerce revenue (million USD)
2015	12	-
2016	13.5	-
2017	15	1,789
2018	17	2,183
2019	18	3,096
2020	18.8	4,045
2021	18.8	5,120
2022	19.4	3,904
2023	19.9	4,092
2024	19.9	4,375
2025	20.5	4,862

Source: compiled by the author based on K. Edwards (2026)

An analysis of the data in Table 1 showed that the share of e-commerce in global retail sales rose from 12% in 2015 to 18% in 2019 and to 19.9% in 2023-2024, a trend attributed to the increasing digitalisation of the market, the widespread adoption of online platforms, increased consumer access to the internet and a shift in buyer behaviour towards online shopping, as well as the impact of the 2020 pandemic, which accelerated consumers' transition to the digital space. Between 2017 and 2025, e-commerce revenue in Ukraine grew steadily: in 2017 it amounted to USD 1,789 million, in 2019 it reached USD 3,096 million, and in 2021 it exceeded USD 5,120 million. Despite minor fluctuations in 2022-2023 (3,904 and USD 4,092 million, respectively), revenue had increased to USD 4,862 million by 2025, indicating stable growth in the country's e-commerce market.

In Ukraine, the development of e-commerce is showing steady growth, even amidst difficult economic and military conditions. According to market research, in 2024 the volume of online sales in Ukraine amounted to approximately UAH 239 billion, which is roughly 25% higher than in 2023. Meanwhile, the number of online shoppers exceeded 11 million, and the average number of online purchases per user stood at around 17 orders per year. E-commerce accounts for around 10% of the retail sector in Ukraine, indicating potential for further growth compared to the more digitalised markets of Europe and North America (Kuzmenko, 2024). In 2025, the volume of online sales reached approximately UAH 256 billion, which is 7% higher than in 2024, whilst the number of online shoppers rose to 11.2 million people. According to analysts' estimates, around 24.8 million people in Ukraine use the internet, creating potential for further expansion of e-commerce. The most popular categories for online shopping include electronics, household appliances, cosmetics, clothing and homeware (Bashynskyi, 2026).

A key trend in the development of e-commerce in Ukraine has been the rapid growth of cross-border online trade. According to researchers' estimates, in 2024, the number of international postal items related to online purchases reached approximately 73.5 million parcels with a total value of over UAH 120 billion, which is almost double the figures for 2023. At the same time, there has been active development of online marketplaces and digital platforms. For example, the largest Ukrainian marketplaces bring together tens of thousands of sellers and millions of products, whilst individual platforms control up to 45-50% of the online market, indicating a high concentration of digital trade and the need for antitrust and tax regulation (Dotdesh, 2025). As of early 2026, studies of the online market structure show that the largest share of online shops in Ukraine operates in the home goods segment (19.9%), clothing and footwear (16.9%), and food products (8.9%) (AfterShip, 2026).

These include issues relating to the monitoring of online sales, tax evasion, the protection of users' personal data, and combating fraud and the illegal import of goods via international postal services. The growth of cross-border e-commerce creates additional difficulties for customs and tax control, as goods enter the country via digital platforms without traditional trade channels. Global trends in e-commerce development confirm the relevance of these challenges (Red Stag Fulfilment, 2026). By 2026, this figure could exceed USD 8 trillion. At the same time, the share of online retail in global retail turnover had exceeded 20% by 2025, meaning that one in five purchases worldwide is made via online channels. Consumer behaviour studies also confirm the rapid digitalisation of trade. According to global surveys, approximately 67% of consumers worldwide make online purchases at least once a month. At the same time, shoppers are actively engaging in cross-border e-commerce, leading to the formation of global digital markets and the strengthening of the role of large international marketplaces (Ricci, 2025).

In many countries (the US, Germany, France), e-commerce is a key driver of change in the structure of international trade. The growth in online sales has caused a sharp increase in the number of small-value international transactions. For example, in international trade, the share of low-value transactions has risen from approximately 9-14% in the late 1990s to over 50-60% in the 2020s, which is directly linked to the spread of e-commerce and direct sales via digital platforms (Mínguez & Minondo, 2024). Consequently, the rapid growth of e-commerce creates a need for comprehensive national and international regulation. Key areas of regulatory policy include ensuring the transparency of digital markets, harmonising tax rules for online platforms, protecting users' personal data, combating cybercrime, and establishing effective mechanisms for monitoring cross-border trade. Thus, the modern development of e-commerce demonstrates both significant economic potential and the need to develop new regulatory models capable of striking a balance between the innovative development of digital markets and the protection of the interests of the state, business and consumers.

For the description of the regulatory documents for e-commerce for the major economic and trade partners of the Russian Federation, a comprehensive analysis of the domestic and international regulatory documents was carried out. The regulatory documents include the rights and obligations of participants of the electronic market, the protection of personal data, the legal force of electronic contracts, and the security of financial transactions. For the European Union, the primary regulatory document is the General Data Protection Regulation (2016). This regulation creates uniform rules for the processing and storage of personal data within the member states of the European Union. The regulation

defines the obligations of those who process personal data, the rights of those whose personal data is being processed, and the conditions under which personal data is transferred between member states of the European Union. Furthermore, the regulation ensures that the companies that do not adhere to these requirements will receive heavy fines, encouraging them to integrate these data protection requirements into the policies and procedures of their companies.

The United States utilises federal legislation for the regulation of e-commerce activities. There are specific laws that were created to regulate various aspects of e-commerce in the United States. For instance, the Electronic Signatures in Global and National Commerce Act (2000) ensures that electronic signatures and contracts have the same legal force as paper documents and signatures. Furthermore, there is no regulation of personal data within federal law, although some of the states have implemented their own regulations on the issue of personal data protection and storage. For China, the regulatory document for e-commerce is the E-Commerce Law of the People's Republic of China (2018). Furthermore, regulations have also been issued by the State Administration for Market Regulation and the People's Bank of China that supplement the provisions of the e-commerce law. These regulations define the licensing of e-commerce websites, the registration of those who operate e-commerce websites, the regulation of e-payment systems, the regulation of the processing of personal data, and the restrictions on the access of foreign e-commerce websites.

The Chinese model is characterised by a high level of state control, which provides the ability to swiftly influence the online sector and ensures the security of financial transactions, but imposes significant regulatory restrictions on businesses. Chinese legislation, in particular the E-Commerce Law of the People's Republic of China (2018) and the Personal Information Protection Law of the People's Republic of China (2021), establishes a comprehensive legal framework for the functioning of the digital market, regulating the activities of e-commerce platforms, digital payment systems and the processing of personal data. The E-Commerce Law defines the legal status of online platform operators, their obligations regarding the verification of sellers, the conclusion of electronic contracts, the protection of consumer rights and liability for breaches, and stipulates requirements for the security of transactions and data processing in the field of e-commerce, thereby forming the legal basis for the development of the national e-commerce infrastructure. The Personal Information Protection Law emphasises the protection of users' personal information, regulates the collection, storage, use, transfer and protection of data, establishes the rights of data subjects and the obligations of organisations regarding their processing, defines the principles of processing restrictions and transparency of data operators' actions, and provides for sanctions for violations, thereby ensuring the security of the digital environment and user trust in online platforms and digital services.

In Ukraine, the legal framework for e-commerce is based on Law of Ukraine No. 2297-VI (2010) and Law of Ukraine No. 675-VIII (2015). The Law "On Electronic Commerce" defines the legal status of digital market participants, the rules for concluding electronic contracts and obligations regarding consumer protection. The Law "On Personal Data Protection" regulates the processing, storage and transfer of personal information. Table 2 presents a comparative analysis of regulatory approaches to e-commerce.

Table 2. A comparative analysis of regulatory approaches to e-commerce

Approach/ indicator	EU (Germany, France)	US	China	Ukraine
Primary bill	General Data Protection Regulation	E-SIGN Act	The PRC Law on E-Commerce	The Law of Ukraine "On Electronic Commerce", the Law "On the Protection of Personal Data"
Personal data protection	Full control, a duty to report breaches, and heavy fines	Partial, sector-specific, regulated by the states	State oversight, restrictions on data transfers, and platform licensing	Key principles and the gradual adaptation to the General Data Protection Regulation, in relation to the Ukrainian Parliament Commissioner for Human Rights and the relevant department of Secretariat
Legal validity of electronic signatures	An electronic signature has the same legal validity as a handwritten signature within the EU and is recognised in all Member States, provided that the established requirements for its creation and verification are met	Full legitimacy	Partial, as they are applied primarily in civil contracts and do not cover full legitimacy at all levels of state regulation	Legal definition applicable to civil contracts
Regulation of digital platforms	Regulates data processing and consumer protection	Limited, partly at the market level	Strict government oversight, transaction monitoring	Tax and legal compliance, registration of entities

Table 2. Continued

Approach/ indicator	EU (Germany, France)	US	China	Ukraine
Digital payment security	High standards of confidentiality	Industry standards, banking supervision	Regulation via the National Bank, restrictions on foreign payments	Key standards, implementation of international standards
Alignment with international standards	Full integration, mandatory	Partial	National standards	Gradual adaptation to the General Data Protection Regulation and best practices
Control and sanctions mechanism	Fines of up to 4% of annual turnover, supervisory authorities	Court rulings, staff regulations	Administrative and financial penalties	Administrative and civil penalties, State Data Protection Service
Cross-border transactions	Strict regulations on data transfers outside the EU	Regulated separately, licences	Permitted only following official approval	Gradual adaptation to international rules

Source: compiled by the author based on Electronic Signatures in Global and National Commerce Act (2000), Law of Ukraine No. 2297-VI (2010), Regulation of the European Parliament and of the Council No 910/2014 (2014), Law of Ukraine No. 675-VIII (2015), General Data Protection Regulation (2016)

The difference between international practices and the Ukrainian approach to regulating e-commerce is evident in the structure of the regulatory framework, the level of oversight over digital platforms, and the approaches to consumer protection and personal data protection. In European Union countries, particularly Germany and France, regulatory policy is based on the General Data Protection Regulation (2016), which sets high standards for the protection of personal data, regulates the processing of information, defines users' rights and operators' obligations, and provides for significant penalties for violations, thereby stimulating the development of internal risk management procedures within companies and ensuring the transparency of digital markets. In the United States, the legal validity of electronic signatures and agreements is provided for by the Electronic Signatures in Global and National Commerce Act (2000), although there is no federal legislation governing personal data protection, leading to some variation between the states and sectors in which the companies operate. The Chinese government has a high level of control over e-commerce, licensing of e-platforms, digital payments, foreign operators, and personal data processing to ensure that the e-commerce market is secure and able to react rapidly to any threats, although this strict regulation limits flexibility for the companies. Ukraine has incorporated many of the components of both the United States and Chinese regulatory practice, introducing legislation to regulate digital market participants, electronic contracts, and the rights of consumers and their personal data, although many of these regulations are only in rudimentary stages of implementation within the country. Among the examples of the implementation of the provisions of the Personal Information Protection Law of the People's Republic of China (2021) are the requirements for mobile and e-commerce platforms to obtain the consent of their customers before the processing of their personal data, and to locally store that personal data within the country. Additionally, the E-Commerce Law of the People's Republic of China (2018) requires the registration of the sellers that participate in the e-commerce platforms, the identification of these business entities, the marketplaces' liability for the products and content on these platforms, and the protection of the rights of the consumers in the case of a breach of the terms of the electronic agreements between those consumers and the identified sellers. Compared with the practices in other countries, the regulatory practice in Ukraine's e-commerce sector will need to develop systems to provide for the transparency of the digital markets, enhance the risk management systems of the platforms, and ensure that the regulation of e-commerce platforms and activities will be in alignment with global security and privacy standards while maintaining a balance between the development of the e-commerce sector of the economy and the need to protect that economy, its individual businesses, and its consumers.

The relationship between regulation of e-commerce in the countries discussed, the operations of the digital platforms that exist within those countries, and the decisions of the managers of those platforms interact to develop a system that manages the activities, development, and risks of the companies that participate in the e-commerce. Each of the aforementioned legislation within the European Union, the United States, China and Ukraine impacts the operations of those digital marketplaces and platforms, as well as those digital payment systems such as PayPal, Apple Pay and Google Pay. The best approach to the regulation of e-commerce platforms includes the implementation of various legislative measures to provide for the oversight of the platforms by the government, as well as the implementation of various policies within the digital platforms themselves to provide for the management and control of those digital spaces. Platforms like Amazon and

Alibaba have introduced the implementation of systems to verify the identities of their sellers and to rate those sellers according to the products they offer and the quality of their customer service. Furthermore, those platforms have implemented systems to ensure that the products offered within their online marketplaces are clearly visible to the customers and contain accurate information regarding the products. Additional systems implemented by those platforms include the combating of counterfeit goods, systems to resolve disputes between the sellers of those platforms and the buyers of their products, as well as policies regarding data privacy and cybersecurity. Thus, the digital platforms have become the key regulatory bodies within their own markets.

In addition to implementing various forms of regulation of their markets, the digital payment systems that exist within each of these countries are also crucial to the effective functioning of the e-commerce activity within each of these countries. Platforms such as PayPal, Apple Pay, and Google Pay provide the infrastructure for the e-commerce activity within the individual nations and ensure that their activities comply with the regulations related to financial monitoring. Each of these platforms utilises technologies that ensure that the digital transactions between the buyers and sellers are secure, as well as that the data related to those transactions is protected. Additionally, each of these platforms incorporates the regulation of compliance with international financial security standards and regulations related to activities such as money laundering and funding of illegal activities. Thus, each of these payment systems help to develop an effective system of management of e-commerce within each of these nations. The companies that participate in the e-commerce sectors of each of these countries face a number of management challenges related to the need to adapt to the regulations that apply to the e-commerce sectors. The e-commerce and digital regulations within each of these countries are rapidly changing, and each company is required to review its internal regulations in response to those developments. The management teams within each of these companies are required to incorporate the regulatory requirements for e-commerce into their strategic management of the company's e-commerce platforms. Additionally, each company is required to implement systems and processes to ensure that its activities are in compliance with the regulations of both its nation and its international markets. As such, each company must implement systems for monitoring and enforcing compliance with these regulations. One aspect of the management of digital e-commerce platforms and companies is the implementation of data and information control systems within those companies to ensure that the personal data of the customers of those platforms is protected. As such, a number of those companies have implemented policies to protect that personal data of their customers. Furthermore, companies are also required to adapt to digital standards for their businesses, which includes the implementation of systems like automated resource planning systems, ordering systems and delivery planning software. An additional management challenge is the implementation of risk management systems for both the platform and companies, as well as the protection of the data of the customers of those platforms. Thus, risk management systems are one aspect of the management activities related to these digital companies.

The recommendations for the management of digital e-commerce companies and platforms include the automation of their processes and management systems, the protection of their consumers' personal data, the adaptation of their businesses to digital standards, the management of their logistics systems, the integration of regulatory requirements for the digital markets, the management of risks to those digital companies, the training of their employees to meet those digital and regulatory requirements, and the monitoring of regulatory changes to those platforms. One area of focus for digital e-commerce companies is the increasing transparency of their operations and the control of the circulation of the goods and services that they provide. Companies that operate on international e-commerce marketplaces make use of software platforms to track the orders that are placed by their consumers, to monitor the payments of those consumers, and to track the delivery of the goods that were ordered from those platforms. Thus, the software helps to ensure that the companies do not lose any of the goods that are being shipped to their consumers, and that the consumers are not in breach of any regulations that are established for the e-commerce sectors. Another recommendation for the digital e-commerce companies is the implementation of methods that will protect the personal data of their consumers. As discussed above, one method is the encryption of that personal data, as well as the implementation of procedures to regulate and control the access to that personal data of each of their consumers. Additionally, companies that manage their platforms as discussed above have also implemented systems that use multi-factor authentication methods to both protect the data of and the accounts of their customers. Additionally, each company has implemented policies to protect its internal systems against cyberattacks and the regulation of the access logs of those systems. Each of these systems reduces the risks of the companies' data being accessed by individuals without access rights, of the customers of the platforms being treated by individuals without the required permissions, and of the companies as a whole not complying with their regulations on data privacy.

Adapting the businesses of e-commerce platforms to digital standards requires each company to implement automated systems such as resource planning

software, order processing software, inventory management software, and delivery planning software. Furthermore, the companies make use of various digital tools to develop an understanding of the demands of their products and the needs of their customers, which allows those companies to better manage their resources, deliveries and stocks in their locations. The implementation of risk management systems within each of the digital e-commerce companies includes the implementation of internal departments that monitor both their companies and the e-commerce platforms for compliance with existing laws and regulations, the management of cybersecurity systems, as well as the implementation of contingency plans that will be used in the case of an identified risk. Additionally, automated algorithms can monitor the financial activity of each company to determine any potential risks to their finances. Furthermore, those companies make use of data analysis software to determine the likelihood that certain risks to the company will occur, and to implement plans to address those risks. For instance, software applications in the United States implement automated systems that can monitor the activities and transactions of the companies and prevent them from incurring any financial losses from fraudulent transactions or other financial risks. Additionally, in the countries that make up the European Union, companies implement their personal data protection standards into the creation of the software that they sell to their customers, requiring their databases to be encrypted, the access to their data to be restricted to their employees and others with an appropriate access right, and implementing regular system audits to ensure the security of the system.

An additional aspect of the risk management systems and processes implemented by the digital e-commerce companies is the adaptation of their business processes to digital standards. In the United States, for instance, many of the companies have begun to automate their processes for the detection of fraudulent transactions. In the European Union countries, most of the digital companies have implemented their personal data protection standards as part of the construction of their platforms and websites, requiring those databases to be encrypted, the access to those databases to be limited to their employees, and implementing system audits to ensure that the data is secure. Additionally, each of the companies and platforms within the United States have begun to adapt their business processes to digital standards by integrating many of their payment systems with the accounting systems within the company. Furthermore, the companies have begun to automate the processes of their orders and sales, as well as the accounting systems related to those sales. In addition to those efforts within the United States, many of the companies that operate on international e-commerce marketplaces have implemented risk assessment systems for those companies that wish to participate in the marketplaces, as well as implementing systems that ensure the quality of the products that are being sold on those platforms, as well as ensuring that the companies comply with the regulations of the tax authorities of the nations where those companies sell their products. Additionally, the digital logistics companies have implemented the use of digital tools to manage their inventory of the products that they will deliver to their customers, as well as to manage their systems for determining the routes of their deliveries of those products to their customers, as well as to track the movements of those products. Thus, the implementation of these management systems and software applications ensure that the digital companies of the United States are able to effectively manage and automate their businesses and logistics.

The management of the digital e-commerce companies includes the implementation of a variety of risk management systems and methods. One method that can be implemented as part of the risk management systems of these companies is the development of protocols for responding to any incident that threatens the company, such as a data breach or cyberattack. In addition to the development of those protocols, the companies may require the establishment of financial reserves that may be used to compensate the company for any losses that may be experienced as a result of these threats to their data or operations. Additionally, their management teams may require the training of their employees regarding the development of these risk management systems. Furthermore, these management teams may also automate the risk management systems that are established within their companies. Thus, ensuring that their management teams become aware of the regulatory changes that may impact their companies, and incorporating those changes into their management of those companies will allow those companies to continue to succeed within the digital markets.

The integration of regulatory requirements into the management of these companies and their e-commerce platforms includes the management of the transactions that occur on their platforms, the management of their logistics systems, their sales accounting systems, their systems related to the protection of their personal data, and the automation of their processes. These companies are utilising various digital tools to analyse the behaviour and the purchasing activities of their customers, to determine the demands of their customers, and to manage the processes of their companies and resources according to those analyses. Furthermore, each company is implementing risk management systems related to the operations of the company, which will ensure that each of its processes are effectively managed in response to the changes in the market, and which will allow for the company to remain in compliance with

its regulations and remain in operation. The trends in the regulatory policies of the countries discussed have led to the adoption of digital technology to each of the areas of their businesses. The implementation of various digital technologies into the management of their digital e-commerce companies and platforms will ensure their stable and effective development. Thus, each company that participates in the e-commerce sectors of their countries will benefit from the integration of these digital technologies into their companies' management systems and processes. In the management of digital e-commerce companies and their platforms, a balance between the regulatory requirements of each of these countries, the management of the digital platforms, and the implementation of digital technologies into the management of those platforms will ensure their success.

Discussion

The regulation of e-commerce involves the expansion of regulatory functions, which encompass the oversight of digital transactions, the organisation of information security, the coordination of logistics processes, and the use of analytical technologies for management decision-making, whilst the effectiveness of managing this sector is determined by a combination of regulatory mechanisms, technological infrastructure and organisational tools that ensure the stable operation of digital trading platforms. This interpretation of the results confirms the findings of D. Cumming *et al.* (2022), who analysed e-commerce policy in international business and noted that regulatory mechanisms shape the operating conditions of global online markets and determine the direction of management decisions in the field of digital trade. Their study presented an analysis of the political and economic factors influencing the formation of e-commerce policy and the organisation of the management of international digital business processes. The development of e-commerce is accompanied by the need to strengthen the security of digital transactions and information systems. The study established that effective e-commerce management requires the implementation of technological solutions that ensure data protection, control of financial transactions and the stability of digital platforms. This conclusion is consistent with the findings of S. Ali (2023) and L. Albshaier *et al.* (2024), who identified the architecture of secure e-commerce platforms for public cloud environments. The paper describes the principles of building secure e-commerce systems and examines mechanisms for managing risks associated with digital transactions.

The growth of e-commerce has been accompanied by an increasing use of machine learning algorithms to manage commercial processes. The study determined that analytical technologies contribute to an increase in the productivity of e-commerce systems, optimise the processing of large data sets and improve the management decision-making process. These results correlate with the findings of J. Chukwunweike *et al.* (2024), who investigated the use of machine learning to enhance e-commerce productivity. The potential of algorithmic methods in demand forecasting, sales optimisation and the management of digital business processes has been analysed. The regulation of e-commerce is directly linked to the development of entrepreneurship, particularly in the small and medium-sized enterprise sector. The study determined that an effective regulatory framework facilitates the expansion of business participation in digital markets and stimulates the integration of e-commerce into companies' business models. This approach reflects the findings of N. Indiani *et al.* (2025), who highlighted the potential of e-commerce for the development of small and medium-sized enterprises. An integrative model for the implementation of e-commerce is presented, and the factors influencing its use in the business sector are identified. The growth in e-commerce volumes is changing approaches to the management of logistics processes. The regulation of e-commerce encompasses the organisation of transport flows, the optimisation of goods delivery, and the coordination of interactions between various participants in logistics systems. This finding is consistent with the research by J. Gonzalez *et al.* (2023), who analysed the prospects for the development of logistics in the field of e-commerce. Factors influencing the efficiency of logistics processes in an urban environment have been identified. E-commerce management requires the improvement of systems for monitoring and auditing goods flows. The effectiveness of management decisions depends on the use of digital technologies for stock monitoring, data analysis and the optimisation of warehouse operations. This approach reflects the findings of E. Groenewald & O. Kilag (2024), who investigated inventory audit practices in e-commerce. An overview of technological solutions is provided for the control of warehouse processes and the management of goods resources.

Management decisions must account for the technological, organisational and economic factors that influence the adoption of e-commerce. This finding supports the conclusions of M. Loo *et al.* (2024), who conducted a systematic review of the factors and barriers to the adoption of e-commerce in small and medium-sized enterprises. The Technology-Organisation-Environment model was applied to analyse the technological, organisational and environmental factors influencing the adoption of e-commerce. Another finding of the study is the identification of the role of financial technologies in the development of e-commerce. This conclusion aligns with that of M. Mahmud *et al.* (2024), who investigated the use of artificial intelligence for credit risk assessment in BNPL systems; the authors emphasise that the implementation of advanced analytical

algorithms improves in financial scoring and reduces risks for e-commerce platforms. E-commerce management is increasingly based on the use of predictive analytics and complex data processing systems. Analytical models can predict consumer behaviour, optimise business processes, and improve effectiveness of management decisions. This interpretation of the results is consistent with the findings of M. Madanchian (2024), who highlighted the role of complex systems in predictive analytics for e-commerce; the study showed that the use of predictive models optimises management decisions and improves the efficiency of business processes on digital trading platforms. This is supported by the study by Z. Morić *et al.* (2024), who confirmed the mechanisms for ensuring data security in the context of e-commerce. These findings indicate the need to incorporate technological solutions to protect the confidential information of the users of these digital platforms. Companies that implement technological security systems and processes are found to be more effective at reducing the risks of data breaches from their digital platforms. T. Rahardjo *et al*. (2025) investigated the importance of legal frameworks for the protection of the consumers of these digital platforms within the country of Indonesia. The integration of these legal frameworks within the companies' policies will lead to a reduction of the risks of legal violations from these platforms, as well as to an increase in the trust of the users of those digital platforms. Furthermore, the active implementation of artificial intelligence within these management processes was found to be effective according to the findings of O. Odeyemi *et al*. (2024). The automation of various processes within these companies' platforms allows them to better predict the behaviour of their customers, leading to an increased effectiveness in their management strategies. The implementation of machine learning algorithms also allows for an increase in the response time of the digital platforms to the questions or inquiries of their customers, as described by K. Zhou (2023) within the discussion of financial models for cross-border e-commerce platforms that use these technologies.

The incorporation of artificial intelligence into the management of these digital platforms not only introduces new methods of management for the company operators, but also introduces a new bar for the management of the digital data of those companies. The management of the risks that arise from the operation of the digital platforms indicates the findings of N. Urrea *et al*. (2024). Companies that use a systematic approach to the management of the risks of their digital platforms find a reduction of the errors in the performance of their deliveries, as well as a noticeable increase in the satisfaction of their customers with the company and their products and services. These findings indicate the need for the development of more procedures to manage and contain any failures in the digital platforms' processes. Companies that do not use a systematic approach to risk management within their digital platforms were determined to have a higher likelihood of experiencing financial losses from those platforms. This finding is in accordance with the findings of L. Ratih & P. Anggia (2024), who determined that non-compliance with the tax regulations of Indonesia as they relate to their electronic transactions with their customers and other businesses will lead to financial and legal problems for these companies within the country. The lack of standardised tax and control procedures for digital companies creates additional challenges for their managers. The development of policies that ensure the platforms are in alignment with the policies of the government is, therefore, another suggested solution for these digital companies.

The findings of both I. Rahman *et al*. (2024) and N. Lomas (2024) indicate that the policies and regulations within Indonesia relate to the digital companies within that country, as well. The combination of these technological and legal solutions will lead to the increased efficiency of the digital platforms in question. Furthermore, the findings of A. Oliveira *et al*. (2023) indicate that the expectations of the consumers will have an impact upon the effectiveness of the e-commerce platforms. Platforms that offer quality guarantees and return policies for their customers were found to have a positive impact upon the behaviour of the users of those websites. Additionally, any management decisions that relate to improving the e-commerce platforms will have a direct impact upon the retention rates of those customers. These findings are in line with the findings of C. Sahila (2021), who also determined that the reliability of the digital platforms will have a direct impact upon the behaviour of the customers of those companies. The implementation of policies that ensure that digital platforms offer customers quality guarantees and return policies will have a positive impact upon the loyalty of their customers and the stability of their interaction with the digital platforms. Similar findings were also made by M. Shou *et al*. (2023), who determined that the regulations established by the government also have a direct impact upon the operational activities of digital streaming platforms. The compliance with the regulations will lead to a reduction of the risks of sanctions being established against those digital companies. The findings of these various researchers and authors, therefore, indicate that the management of any digital platforms requires the implementation of a variety of solutions that range from technological to legal solutions. The implementation of policies that ensure that the digital companies are operating in a transparent, safe, and regulatory-compliant manner will lead to an increase in the trust that is placed in these companies by their customers, as well as to the stability of their processes overall.

Conclusions

The report has established that between 2017 and 2025, the revenues of e-commerce in Ukraine generally grew steadily, from the starting figure of USD 1,789 million in 2017, to USD 5,120 million in 2021, fluctuating somewhat between USD 3,904 million in 2022 and USD 4,092 million in 2023, but rising to USD 4,862 million in 2025. The share of e-commerce sales of the total sales of the retail sector of the country generally increased from 12% in 2015 to 20.5% in 2025, indicating the integration of the country into the global e-commerce sector. The current development of e-commerce in Ukraine and around the world indicates the rapid growth of online sales of goods and services of the global and Ukrainian economies. For instance, the share of e-commerce sales of the total sales of the retail sector of the country and the world grew from 12% in 2015 to over 20% in 2024-2025, and the total volume of online sales in Ukraine reached around UAH 256 billion in 2025. Other relevant indicators include the number of online shoppers in the country (over 11 million), the average number of online orders placed by each shopper in Ukraine (17 orders per year), and the growth of cross-border e-commerce. Currently, the primary concerns regarding the growth of the Ukrainian e-commerce sector relate to the need for the state to regulate the platforms within the sector, to protect the personal data and data security of consumers of those products.

Furthermore, the global growth of e-commerce is characterised by a sharp rise in online sales and an increase in the number of small-scale international transactions, which is transforming the structure of international trade. In EU countries, regulation is based on the General Data Protection Regulation, which ensures a high level of personal data protection, transparency in digital markets, and the mandatory implementation of internal risk management procedures by companies. In the US, the focus is on the legitimacy of electronic signatures and digital agreements through the E-SIGN Act, whilst China regulates platforms, digital payments and the processing of personal data, ensuring transaction security but limiting business flexibility. In Ukraine, legislation combines the protection of consumer rights, personal data and the legal validity of electronic agreements, but requires adaptation to international standards, increased transparency of digital markets and improved risk management systems for the stable development of the market.

The recommendations include the implementation of automated accounting and monitoring systems, the protection of personal data, the adaptation of business processes to digital standards, logistics and risk management, staff training, and the integration of regulatory requirements, thereby enhancing the transparency of operations, control over the circulation of goods and services, ensure compliance with legislation, and maintain the stability and efficiency of companies' operations in the e-commerce sector. Prospects for further research include the analysis of the impact of artificial intelligence and algorithmic systems on the dynamics of regulatory control and management decisions of companies in the e-commerce sector.

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Conflict of Interest

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Регулювання електронної комерції: нові виклики для керівництва

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Анотація. Метою дослідження було визначення впливу державного регулювання на роботу цифрових платформ та управлінські стратегії компаній у сфері електронної комерції для оптимізації бізнес-процесів і забезпечення відповідності законодавству. Методологія включала такі методи, як статистичний аналіз, порівняльний аналіз, системний метод, а також метод узагальнення. Було досліджено, що частка онлайн-продажів у світовій торгівлі зросла з 12 % у 2015 році до понад 20 % у 2024-2025 роках. В Україні обсяг онлайн-продажів досяг приблизно 256 млрд грн у 2025 році. Встановлено, що в Україні законодавство поєднує захист прав споживачів, персональних даних та юридичну силу електронних угод, проте потребує подальшої гармонізації з міжнародними стандартами та вдосконалення систем управління ризиками для стабільного розвитку електронної комерції. Узагальнено, що Франція та Німеччина встановлюють високі стандарти захисту персональних даних через General Data Protection Regulation, США акцентують увагу на легітимності електронних угод через E-SIGN Act, а Китай контролює діяльність платформ і цифрові платежі, забезпечуючи безпеку транзакцій та прозорість цифрових ринків. Онлайн-маркетплейси та платіжні сервіси впроваджують системи перевірки продавців, оцінки та відгуків, контролю якості продукції, забезпечення прозорості угод і кібербезпеки, що сприяє саморегуляції цифрових ринків та дотриманню державних норм. Рекомендації включають автоматизацію процесів, захист даних, інтеграцію регуляторних вимог, управління ризиками та навчання персоналу для підвищення прозорості операцій, безпеки транзакцій і ефективності функціонування компаній у сфері електронної комерції. Отримані результати можуть бути використані управлінцями компаній, аналітиками цифрових платформ і законодавцями для оптимізації бізнес-процесів, впровадження політик комплаєнсу та вдосконалення регуляторних механізмів у сфері електронної комерції

Ключові слова: цифрові платформи; нормативно-правові акти; захист персональних даних; кібербезпека; онлайн-продажі