

**STRATEGIC FRAMEWORK FOR THE DEVELOPMENT
OF E-BUSINESS MODELS IN THE CONTEXT OF SUSTAINABLE
DEVELOPMENT**

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INTRODUCTION

In today's global landscape, marked by economic and environmental challenges, the strategic foundations for developing e-business models are becoming increasingly important. Traditional business approaches that focus primarily on profit are no longer sufficient to ensure the long-term viability of companies in a rapidly changing world. Issues such as the depletion of natural resources, climate change, social inequalities, and economic crises necessitate new business strategies that address these challenges.

The rapid advancement of digital technologies, the Internet, and global information networks has transformed traditional business practices and led to the creation of new business models. E-business models that leverage information technology to manage business processes have become essential in the modern economy, providing new opportunities for growth, efficient resource utilization, and greater access to global markets. However, their development must adhere to the principles of sustainable development, which focuses on balancing economic, environmental, and social objectives.

The concept of sustainable development, which emerged in the twentieth century, highlights the importance of meeting the needs of the current generation while ensuring that future generations have opportunities to meet their own needs. Its fundamental principles – economic efficiency, social justice, and environmental responsibility – serve as the foundation for new approaches to planning and management across various sectors of the economy. In the era of global digitalization and rapid technological innovation, it is essential to strategically incorporate these principles into the development of e-business models, as they can drive significant transformations toward a sustainable future.

E-business models can greatly enhance the efficiency of a company's operations, lower logistics and communication costs, and foster innovative interactions with customers and partners. They allow businesses to scale without a substantial increase in physical resources, which ultimately helps lessen environmental impact. Additionally, the adoption of cloud technologies and virtual platforms contributes to reduced energy and resource consumption while optimizing data management processes.

Despite the many advantages of e-business models, their effectiveness and sustainability rely on addressing socio-economic and environmental risks. Developing a strategic framework for these models in the context of sustainable development should involve several key components: integrating ecological standards into digital platforms, creating solutions to reduce the carbon footprint, promoting sustainable development principles, and fostering socially responsible entrepreneurship. Additionally, strategies should ensure transparency in business processes, protect personal data, and promote digital inclusion. These measures will help combat digital inequality and create accessible opportunities for diverse groups of people.

The introduction of e-business not only enhances the productivity and competitiveness of companies but also supports the achievement of sustainable development goals, including economic growth, social welfare, and environmental protection. This highlights the significance of e-business as a crucial component of the modern economy. It enables businesses to adapt flexibly to changing market conditions and deliver long-term value to society.

1. Key aspects of implementing e-business models in the context of sustainable development

In today's fast-evolving landscape of information technology and the digital economy, the adoption of e-business models has become a crucial element of global economic processes. This transition is one of the key factors contributing to the achievement of sustainable development goals that encompass economic, environmental, and social dimensions. E-business models enable companies to integrate digital technologies into their operations, fostering more efficient resource management, reducing costs, increasing productivity, and expanding market reach.

E-business models are essential to the modern digital economy, which relies on information and communication technologies for various business activities, process management, and value creation. These models outline how value is organized, created, delivered, and received electronically. While there are numerous definitions of e-business, they share common characteristics. Generally, e-business is understood as a new model of integrated economic activity that utilizes information and communication technologies and networks.

These technologies create a unique macroeconomic environment that serves as the primary means for conducting operational, financial, and commercial activities. The main goal of e-business is to enhance the efficiency of existing business segments, dynamically develop new areas, and achieve a stable socio-economic impact. Researchers S.V. Naumenkova

and S.V. Mishchenko define electronic business (e-business) as the integration of systems, processes, organizations, value chains, and markets that utilize the Internet and related technologies and concepts¹. According to V. Strakharchuk and A. Strakharchuk, e-business represents a fundamentally new model of integrated economic activity. It relies on the use of information and communication technologies, as well as networks, which create a unique macroeconomic environment and serve as the primary means of production for commercial and financial operations. The goal of e-business is to enhance the efficiency of existing business segments, foster the dynamic development of new ones, and achieve a stable socio-economic impact². Marusei T. V. interprets e-business as any business activity that uses the capabilities of global information networks to transform internal and external relations in order to create profit³. D. D. Yevtushenko defines e-business as a type of entrepreneurship that is carried out on the basis of information technology to transform the company's relations with suppliers, partners and customers in order to improve overall business efficiency and improve business processes (production, inventory management, product development, risk management, finance, knowledge management and human resources)⁴.

Taking into account the characteristics of the e-business category, we can conclude that e-business is a type of economic activity that actively utilizes information and communication technologies and networks. This approach enables the creation of added value and the generation of income. In a more specific sense, e-business involves the transformation of business operations through Internet technologies to achieve greater productivity. Today, e-business is a rapidly evolving industry. E-business technologies have become essential tools in today's competitive landscape. The impact of e-business influences all facets of both large and small businesses, from developing new products to marketing goods. The primary source of market power lies in the intelligence embedded within the organizational structures of research and market corporations, which develop and control new information technologies. The components and characteristics of e-business models are illustrated in Figure 1.

E-business models possess several key characteristics that enhance their effectiveness in today's business environment and support the achievement

¹ Науменкова С. В., Міщенко С. В. Ринок фінансових послуг // Ринок фінансових послуг : навч. посіб. Київ : Знання, 2010. 532 с.

² Страхарчук В., Страхарчук А. Концептуальні засади електронного банківського бізнесу. *Молодь і ринок*. 2012, № 4 (87), С. 59–64

³ Марусей Т. В. Основні тенденції розвитку ринку електронної комерції в Україні. *Економіка і суспільство*. 2018, Вип. 14, С. 1011–1015

⁴ Євтушенко Д. Д. Електронний бізнес, електронна комерція, інтернет-торгівля: сутність та взаємозв'язок понять. *Бізнес Інформ*. 2014. №8. С. 184–188.

of sustainable development goals. These models utilize digital technologies to organize business processes, resulting in increased productivity, expanded market opportunities, and reduced negative environmental impacts. Their attributes enable companies to adapt to new challenges and capitalize on competitive advantages in a rapidly changing global economy.

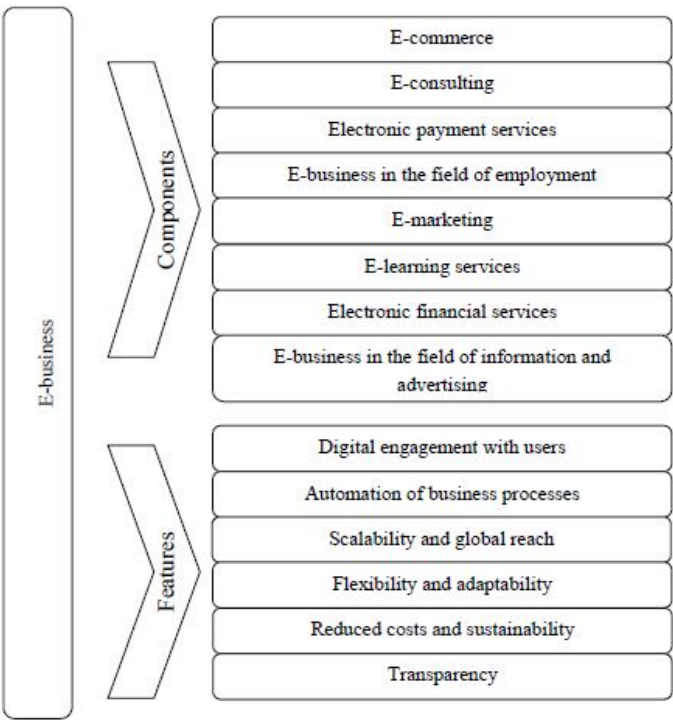


Figure 1. Components and characteristics of e-business business models

The main characteristics include the following:

- Digital interaction with users. E-business models are based on the use of digital channels to interact with customers, partners, and other market participants. This allows businesses to provide services and sell goods through online stores, mobile applications, or social platforms, providing round-the-clock access to products from anywhere.
- Automation of business processes. One of the most important characteristics of e-business models is the automation of operations, such as order processing, payment processing, inventory and logistics management. This increases the efficiency of enterprises and reduces operating costs.

- Scalability and global reach. Unlike traditional business models, e-commerce models allow businesses to expand their operations beyond national borders at minimal cost. Scalability makes it easy to increase sales and expand the customer base.

- Flexibility and adaptability. E-business models allow you to quickly adapt to changes in market conditions and consumer preferences through the use of analytical data and digital tools. This flexibility helps businesses stay competitive in a dynamic environment.

- Reduced costs and environmental friendliness. By going digital, businesses reduce the cost of paperwork, transportation, and physical infrastructure. This not only increases business profitability, but also contributes to environmental sustainability by reducing the carbon footprint.

- Transparency. Electronic business models provide a high level of transparency through automated transaction accounting and the ability to track processes in real time. Integration with other systems allows you to combine different parts of the value chain into a single platform.

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The primary feature of these models is their emphasis on integrating digital technologies throughout all stages of an enterprise’s interactions with customers, partners, and suppliers. This integration enables the effective use of modern information and communication solutions that automate business processes, optimize resource management, and generate additional value for all participants in the supply chain. As a result, companies can quickly adapt to changing market conditions by leveraging technological innovations to develop sustainable and flexible business solutions.

The introduction of e-business models in the modern economy is one of the key areas contributing to the achievement of sustainable development goals. For the effective integration of digital technologies into business processes, taking into account the principles of sustainability, the main aspects of their implementation should be highlighted (Figure 2).

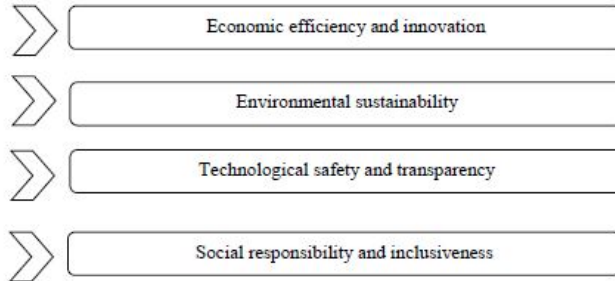


Figure 2. Key aspects of implementing e-business business models

Economic efficiency and innovation are the primary drivers of modern business development and essential components of sustainable development. They focus on achieving high results while optimizing resource use and introducing new technological solutions that add value to society, enhance productivity, and lower costs. Innovations lead to increased economic efficiency, and this efficiency, in turn, provides the resources necessary for developing new innovations. This creates a cyclical process where each element supports the other. For instance, automating production through

robotic systems not only reduces costs but also opens up avenues for creating advanced technological solutions. Therefore, the combination of economic efficiency and innovation forms the foundation of contemporary sustainable development, ensuring a balance between economic growth, social progress, and environmental responsibility.

Environmental sustainability is a crucial component of sustainable development. It focuses on preserving natural resources, minimizing the negative impacts of human activities on the environment, and ensuring a balance between economic growth and environmental safety. This concept involves using natural resources in a way that preserves them for future generations, reduces pollution, promotes ecosystem restoration, and maintains biodiversity. The primary goal of environmental sustainability is to develop models that minimize harm to nature. This is achieved through the use of resource-efficient technologies, transitioning to renewable energy sources, reducing waste, and increasing the efficiency of production processes.

E-business models provide opportunities for small businesses and start-ups to expand their market access and encourage social inclusion. Digital platforms can help reduce social inequality by offering access to education, financial services, and healthcare. However, a key challenge is to uphold ethical standards, protect user data, and promote digital literacy.

Technological security and transparency are essential components of modern business and society, particularly in the context of digital transformation. These elements ensure the stable operation of technological systems, protect data and privacy, and help build trust in the processes and outcomes of enterprises, government agencies, and other participants in the digital ecosystem. Technological security encompasses measures designed to safeguard information systems, computer networks, software, and data from cyber threats, technical failures, and unauthorized access. A high level of technological security can prevent significant financial losses, protect confidential customer information, and maintain a company's reputation. Transparency in the technological environment refers to the openness of information regarding the use of technologies, algorithms, and data management practices. This concept involves providing access to details about how data is processed, the decision-making mechanisms employed in automated systems, and the rules governing interactions among various parties. Transparency fosters trust in technological solutions, creates conditions for fair competition, and promotes adherence to ethical standards. When combined with technological security, it helps mitigate risks associated with the use of digital technologies and establishes a foundation for responsible management.

Technological security and transparency are closely related and support each other. Without a sufficient level of security, transparency may be ineffective; open information can be exploited for malicious purposes. Conversely, transparency plays a vital role in enhancing security by enabling the timely identification of risks and issues in technology management. Therefore, both technological security and transparency are essential for the stable development of modern digital systems. They help ensure a sustainable future in which technology serves society's interests, protects human rights, and maintains the integrity of business relationships.

Social responsibility and inclusiveness are essential components of modern entrepreneurship, particularly in the implementation of e-business models. These principles focus on sustainable development and ensuring equal opportunities for all participants in the digital economy. In the context of e-business, they play a crucial role in fostering transparent, ethical, and innovative business practices that benefit society as a whole. Implementing e-business models relies heavily on digital technologies to organize and conduct business, which introduces both new opportunities and responsibilities to society. A socially responsible e-business takes into account the social, economic, and environmental impacts of its activities.

Inclusivity in e-business means creating conditions where all users, regardless of their social, cultural, or physical characteristics, can fully participate in the digital economy. It involves designing interfaces, policies, and processes that take into account the needs of diverse groups.

Social responsibility and inclusiveness in e-business models are interconnected and form a comprehensive approach to developing the digital economy. Inclusiveness ensures equal access to technology, which supports social responsibility. In turn, a responsible approach fosters fair and transparent conditions for utilizing resources and data. Incorporating social responsibility and inclusiveness into e-business models plays a crucial role in achieving sustainable development goals, such as reducing inequality, improving education, creating jobs, and promoting innovation. Therefore, these principles not only serve as an ethical obligation but also act as a vital strategic tool for long-term business success.

The introduction of e-business models into the modern economy is crucial for achieving sustainable development goals. Key aspects such as technological security, transparency, social responsibility, inclusiveness, environmental sustainability, and economic efficiency contribute to a comprehensive approach for creating sustainable and competitive business processes. E-business enables companies to use resources more efficiently, reduce their environmental impact, optimize interactions with customers and partners, and access new markets. By supporting innovation, integrating

digital technologies, and adhering to ethical standards, businesses can develop responsible models that address current needs without compromising the opportunities for future generations. Consequently, e-business models are becoming vital tools for the sustainable development of society, striking a balance between economic growth, social progress, and environmental safety.

2. Strategies for implementing electronic business models in the context of sustainable development

In today's digital transformation, the global economy is experiencing significant changes that drive the adoption of innovative technologies in business processes. One key focus of this transformation is the development of e-business models, which enable companies to adapt to rapid market changes, enhance their competitiveness, and create additional value for society. At the same time, sustainable development has become a priority for global growth, necessitating new approaches to business organization.

Strategies for implementing e-business models that support sustainable development focus on integrating digital technologies to enhance economic efficiency, social responsibility, and environmental sustainability. These strategies aim to optimize resource use, minimize negative environmental impacts, and ensure equal access to technology and opportunities for all segments of the population. Research and development in this area are crucial for scientists, policymakers, and entrepreneurs, as they lay the groundwork for creating sustainable business processes that can effectively address the current challenges of globalization and climate change.

Strategies for implementing e-business models within the framework of sustainable development focus on integrating technological advancement, social responsibility, and environmental sustainability. These strategies aim to create innovative, efficient, and eco-friendly business processes that support the long-term viability of companies and contribute to achieving global sustainable development goals.

An important component of an effective e-business model strategy is the stages of its implementation. Each stage has its own specifics, which allows businesses not only to implement innovations but also to adapt to changing market conditions, ensuring sustainable development and increasing competitiveness. The main stages that help create an effective strategy for implementing electronic business models include:

1. Analysis of the current state of the business. The initial step involves a thorough analysis of the business's current state, including its processes, infrastructure, resources, and technologies. This evaluation helps identify weaknesses and opportunities for improvement through digitalization.

2. Setting goals and priorities. Following the analysis, it is essential to establish clear goals and priorities for implementing the electronic business model. Defining these objectives will aid in pinpointing key tasks and areas for further strategy development.

3. Selection and implementation of appropriate technologies. This stage involves selecting technologies that effectively support the chosen strategy. The selection process should prioritize technologies that align with the company's needs, business model, and goals.

4. Develop a new business model or adapt an existing one. At this stage, the business should evaluate its current model and, if necessary, modify it to accommodate digital advancements. For companies operating under a traditional business model, it is essential to adapt to the requirements of e-business. The development or modification of a business model must consider not only technological capabilities but also social, environmental, and economic factors.

5. Create an implementation plan and allocate resources. After developing the strategy, it is necessary to create a detailed implementation plan that includes specific steps, timelines, and responsible parties. It is important to keep in mind that the implementation of electronic business models is a process that requires ongoing investment in staff training and infrastructure support.

6. Monitoring and adaptation of the strategy. The last stage is to constantly monitor the results of strategy implementation and adjust plans depending on changes in market conditions or internal processes of the company. The company should be ready to adjust its strategy as the digital landscape is constantly changing.

Creating a strategy for implementing electronic business models is a complex, multi-stage process. Each stage is crucial to ensure successful implementation and to achieve the long-term goals of sustainable development for the enterprise.

Strategies for implementing e-business models with a focus on sustainable development aim to harmoniously blend technological advancement, social responsibility, and environmental sustainability. These strategies are designed to establish innovative, efficient, and environmentally friendly business processes that enhance the long-term viability of enterprises and contribute to the achievement of global sustainable development goals.

These strategies are based on the integration of digital technologies to optimize the company's internal and external processes. This involves automating production, managing supply chains, using artificial intelligence systems to forecast demand, and implementing analytical tools to make strategic decisions. This approach not only increases productivity and

competitiveness, but also significantly reduces resource and energy consumption, which has a positive impact on the environment. Social responsibility plays an important role, which is realized through ensuring transparency of business processes, observance of consumer and employee rights, and support of local communities. Strategies include the development of inclusive platforms for interaction with different categories of users, access to educational resources and corporate responsibility programs aimed at improving the quality of life of society. Environmental sustainability involves reducing the environmental impact by switching to renewable energy sources, using environmentally friendly materials and minimizing waste. The introduction of circular production models based on the principles of recycling and reuse of resources is becoming a key factor in maintaining ecosystems.

The types of e-business strategies depend on the specific goals of the company, its business model, level of technological readiness, and market needs. Each of these approaches allows businesses to maximize their efficiency, ensure sustainable development, and create competitive advantages with the help of digital technologies.

Let's consider the main types of e-business strategies:

1. The digital transformation strategy envisages a comprehensive digital transformation of all the company's business processes. It includes the introduction of the latest technologies to automate and optimize operations, improve interaction with customers and partners, and create new digital products and services. Digital transformation also includes an improvement in interaction with customers and partners. The application of big data analytics technologies allows for a better understanding of customer needs and behavior, and modern CRM systems provide personalized communication and improve customer experience. This helps to increase customer loyalty and expand the company's market opportunities. A key element in today's business landscape is the development of new digital products and services that cater to the demands of the digital age. Companies are creating innovative solutions, such as mobile applications, electronic platforms, and cloud-based services, which enable them to respond more swiftly to market changes and generate new revenue streams. Additionally, the digital transformation strategy focuses on enhancing cyber security, a crucial aspect of the contemporary digital environment. Protecting customer data and business information involves implementing advanced security systems, which help mitigate the risks of cyber-attacks and data breaches. Successfully executing this strategy necessitates changes in organizational culture and the development of employees' digital skills. This fosters an environment conducive to flexible change management and continuous

business improvement, both of which are vital for maintaining a competitive edge in a rapidly evolving market. The primary components of this strategy are illustrated in Figure 3.

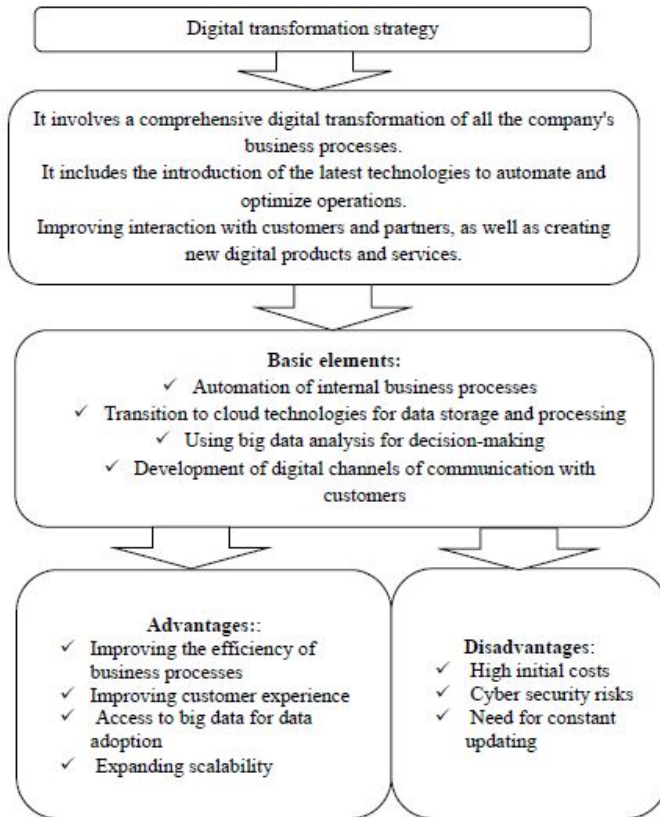


Figure 3. The essence of a digital transformation strategy

1. One of the key components of this strategy is the utilization of company-owned online stores. These websites serve not only as sales platforms but also as tools for enhancing customer interaction, providing a personalized user experience, and increasing customer loyalty. By integrating payment systems, facilitating convenient product searches, and optimizing website design, companies can significantly enhance the customer experience and boost sales conversion. The main aspects of this strategy are illustrated in Figure 4.

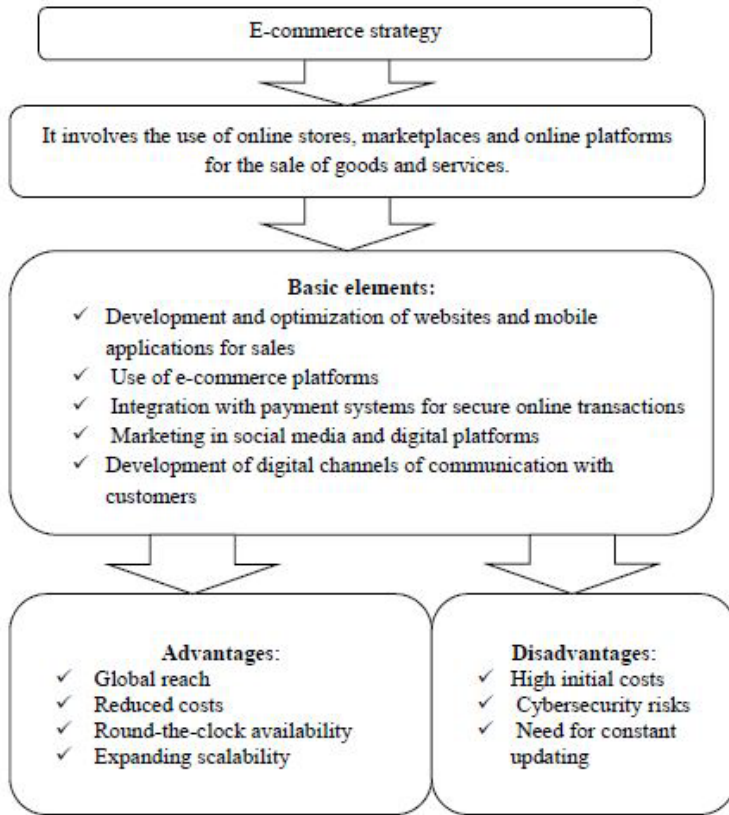


Figure 4. The essence of e-commerce strategy

The e-commerce strategy focuses on an integrated approach to organizing online sales. This ensures efficiency, convenience for consumers, and the potential for dynamic business expansion. By implementing this strategy, companies can adapt to the evolving digital economy, enhance their competitiveness, and support sustainable development.

2. A digital marketing strategy utilizes various digital channels to promote a brand, products, and services. This includes social media advertising, content marketing, search engine optimization, email marketing, and other tools. The key elements of this strategy are illustrated in Figure 5.

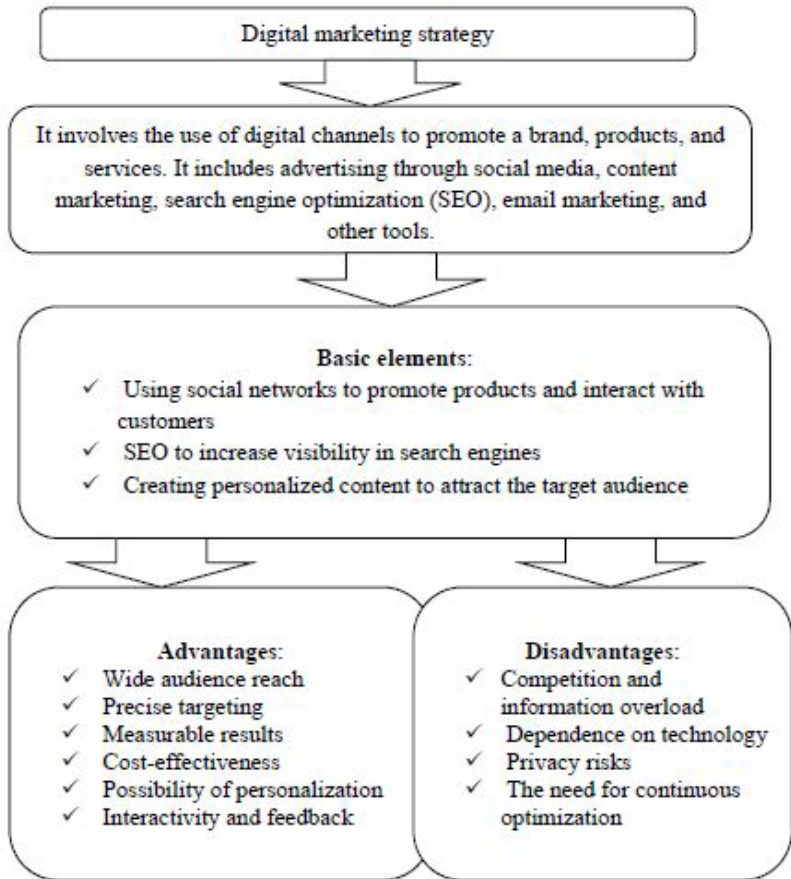


Figure 5. The essence of a digital marketing strategy

A digital marketing strategy covers various tools and techniques that allow companies to actively engage with customers, build their reputation, and remain competitive in a rapidly changing market environment. Implementing this strategy promotes flexibility, innovation and sustainable business growth.

4. Omnichannel strategy involves the use of multiple channels to interact with customers. It combines online and offline sales and service channels to create a single customer experience. The main provisions of this strategy are shown in Figure 6.

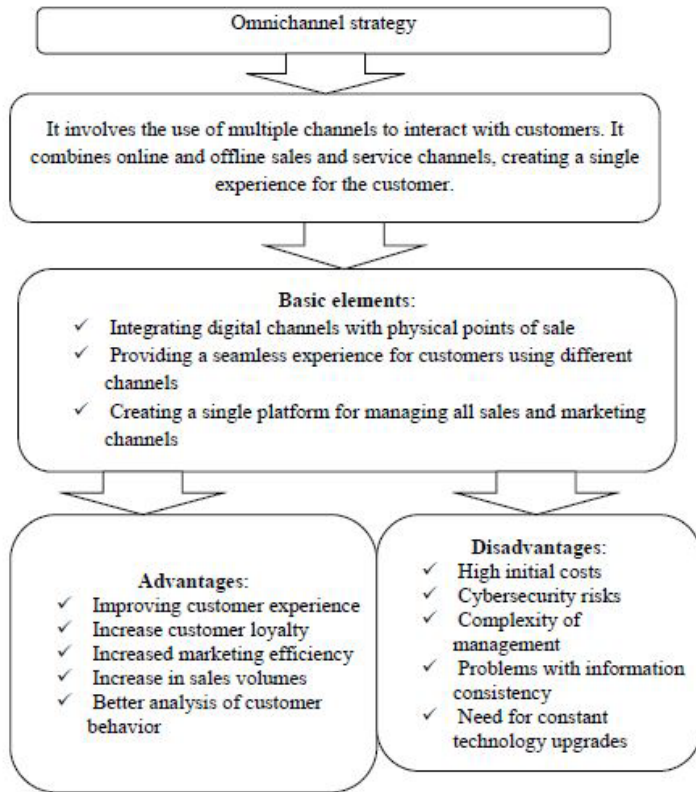


Figure 6. The essence of a digital marketing strategy

The main goal of this strategy is to provide a unified and consistent experience for consumers, no matter which channel they use to communicate or make a purchase – whether through the website, mobile application, and social media, email, physical stores, or contact centers. A key feature of the Omnichannel strategy is the synchronization of all channels. This allows customers to start their interaction with a brand on one platform, such as searching for product information on a website, and then complete their purchase in a physical store or via a mobile app. Throughout this process, information regarding the order, customer preferences, and purchase history remains accessible and consistent across all interaction points. The benefits of integrating online and offline channels as part of this strategy include an enhanced customer experience, increased customer loyalty, and more repeat sales. Additionally, utilizing data from multiple channels allows for

personalized offers tailored to each customer. Another important aspect of this approach is the consistent marketing communication across different platforms. Consumers receive the same messages, promotions, or discounts, whether they are browsing email, social media, or a brand's mobile app. This consistency helps boost brand awareness and strengthens the connection between consumers and the brand.

The Omnichannel strategy involves utilizing customer relationship management systems and analytical tools to collect and analyze data. This approach enables companies to track user behavior, assess their preferences, and create personalized offers. As a result, the effectiveness of marketing campaigns and sales improves. However, implementing an Omnichannel strategy requires significant investments in technology and organizational changes. It is essential to integrate various platforms, train staff in new working methods, and establish a unified customer database. Despite these challenges, the Omnichannel strategy serves as a powerful tool for creating value for both companies and consumers by providing high-quality service, convenience, and enhanced customer satisfaction in today's competitive environment.

The selection of an e-business strategy relies on several factors, including the type of company, its size, goals, and capabilities. Each strategy can be tailored to promote sustainable development, attract new customers, and enhance efficiency and competitiveness in the market. It's essential for the strategy to align with the company's needs and its market, while also being flexible enough to adapt to the rapidly changing digital landscape.

Strategies for implementing e-business models within the framework of sustainable development are essential in today's business environment. These strategies aim to integrate technological progress, economic efficiency, environmental sustainability, and social responsibility. By adopting these approaches, companies can optimize their business processes, enhance competitiveness, and contribute to achieving global sustainable development goals. The main strategies include digital transformation, e-commerce, Omnichannel marketing, and digital marketing, each with its unique characteristics and applications. The digital transformation strategy focuses on comprehensive business automation, while e-commerce expands sales opportunities through online platforms. Omnichannel marketing creates a seamless experience for customers by integrating both online and offline channels, and digital marketing effectively promotes brands using modern communication tools.

Implementation of these strategies requires a comprehensive approach that includes planning, analysis, and the use of innovative technologies. Success depends on adapting to market changes, business agility, and

customer focus. Despite significant challenges, such as the need to invest in digital infrastructure and data management, the benefits outweigh the costs.

In general, e-business models are becoming an effective mechanism for the long-term development of enterprises, contributing to sustainable economic growth, reducing environmental impact and building a socially responsible business that meets modern global challenges and the needs of society.

CONCLUSIONS

The strategic framework for the development of e-business models in the context of sustainable development has a decisive impact on the formation of the modern business environment. They include principles, approaches, and tools that allow the integration of the latest technological solutions to achieve the long-term goals of the enterprise while contributing to social progress and environmental balance. One of the key benefits of applying strategic frameworks is the ability of enterprises to respond effectively to the challenges of the global digital economy. By implementing innovative solutions and automating business processes, companies can increase their productivity, reduce operating costs, and improve the quality of customer service. For example, the use of e-commerce platforms allows for increased access to new markets and easier transactions, which contributes to revenue growth.

The strategic framework for developing e-business models is closely tied to the concept of environmental sustainability. Companies that adopt modern digital technologies can significantly reduce their environmental impact by minimizing paper usage, employing energy-efficient data management practices, and optimizing logistics processes. As a result, technological advancements serve as a tool not only for improving efficiency but also for ensuring the sustainable use of resources. Another critical aspect is social responsibility. Strategic planning in e-business models facilitates the creation of more accessible and inclusive services for various consumer groups, ensuring equal access to products and services regardless of geographic location or social status. By adopting transparent and responsible business practices, companies can build brand trust and foster long-term partnerships.

Therefore, the strategic framework for the development of e-business models is a comprehensive approach that combines technological innovation, environmental awareness, and social responsibility. They provide companies with opportunities to increase their competitiveness, ensure long-term sustainability, and actively contribute to the achievement of global sustainable development goals.

SUMMARY

The article explores the strategic foundations for developing electronic business models within the context of sustainable development. It analyzes key approaches that integrate technological innovation, economic efficiency, environmental sustainability, and social responsibility. Special emphasis is placed on strategies related to digital transformation, e-commerce, digital marketing, and Omnichannel approaches. These strategies are essential for enhancing competitive advantage, optimizing business processes, and creating additional value for consumers. The article outlines both the advantages and challenges of implementing these strategies, along with their impact on achieving global sustainable development goals. Furthermore, it highlights the importance of integrating innovative technologies and responsible resource management to ensure long-term economic growth, minimize environmental impact, and foster socially responsible business practices.

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