

INTERIOR MANAGEMENT OF THE DEVELOPMENT OF AN ONLINE BUSINESS ІНТЕРІОРНЕ УПРАВЛІННЯ РОЗВИТКОМ ОНЛАЙН-БІЗНЕСУ

The concept of interior management of online business development in the context of digital transformation, globalization and turbulence of the marketing environment has been developed. It provides the right timely response to the priority actions of competitors and contributes to an increase in sales by quickly meeting the heterogeneous requests, needs, preferences of the target audience, and is the basis for successful scaling and expansion of new markets. It is also the basis for the successful scaling and expansion of new markets. The concept of interior management of online business development presents a continuum of goals (strategic, tactical, operational goals) that involve optimizing business processes, developing and transforming market value propositions and achieving planned metrics. A cascade of relevant references on information security of online business provision is formulated as a backdrop for managing the interior of online business development.

Key words: online business, digital transformation, interior development management, continuum of goals, IT security, information security references for online business.

Разработано концепцию интерьерного управления развитием онлайн-бизнеса в контексте цифровой трансформации, гло-

бализации и турбулентности маркетинговой среды, что обеспечивает корректное своевременное реагирование на действия приоритетных конкурентов и способствует увеличению объемов продаж за счет быстрого удовлетворения гетерогенных запросов, потребностей, предпочтений целевой аудитории, а также является базисом успешного масштабирования и экспансии новых рынков. В рамках концепции управления развитием онлайн-бизнеса репрезентовано континуум целей интерьерного (стратегические, тактические, операционные цели), которые предполагают оптимизацию бизнес-процессов, создание и трансформацию ценностных рыночных предложений и достижение запланированных метрик. Разработано каскад релевантных референций обеспечения информационной безопасности онлайн-бизнеса как бекграунд интерьерного управления развитием онлайн-бизнеса.

Ключевые слова: онлайн-бизнес, цифровая трансформация, интерьерное управление развитием, континуум целей, ИТ-безопасность, референции обеспечения информационной безопасности онлайн-бизнеса.

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Розроблено концепцію інтер'єрного управління розвитком онлайн-бизнесу у контексті цифрової трансформації, глобалізації та турбулентності маркетингового середовища, що забезпечує коректне своєчасне реагування на дії пріоритетних конкурентів та сприяє збільшенню обсягів продажів за рахунок швидкого задоволення гетерогенних запитів, потреб та уподобань цільової аудиторії, а також є базисом успішного масштабування та експансії нових ринків. Ідеологічна основа концепції інтер'єрного управління розвитком онлайн-бизнесу полягає у здатності онлайн-бизнесу симультанно реконфігурувати бізнес-модель у транзитивну, формувати адаптивну систему управління маркетинговою товарною політикою, здійснювати раціональну організацію і реалізацію HR- та ризик-менеджменту й динамічно розвивати інноваційну складову. У рамках концепції інтер'єрного управління розвитком онлайн-бизнесу репрезентовано місію та континуум цілей (стратегічні, тактичні, операційні цілі), що, зокрема, передбачають оптимізацію бізнес-процесів, створення та трансформацію ціннісних ринкових пропозицій та досягнення запланованих метрик. Сфокусовано увагу на конкатенації восьми етапів інтер'єрного управління розвитком онлайн-бизнесу, що потребують автоматизації операційних бізнес-процесів, віртуалізації індивідуальної роботи працівників та розбудови транзакційної системи продуктивності. Розроблено каскад релевантних референцій забезпечення інформаційної безпеки онлайн-бизнесу як бекграунд інтер'єрного управління розвитком онлайн-бизнесу, імплементація яких дозволить покращити досвід онлайн-покупців, виявити та усунути ринкові бар'єри з огляду на агресивну поведінку конкурентів, а також каталізуватиме прогресивний розвиток онлайн-бизнесу за рахунок адекватного стратегування. Подальші дослідження будуть спрямовані на проєктування цифрової ендогенної екосистеми онлайн-бизнесу, колосальним драйвером динамічного розвитку якої є інтер'єрне управління.

Ключові слова: онлайн-бизнес, цифрова трансформация, інтер'єрне управління розвитком, континуум цілей, ІТ-безпека, референції забезпечення інформаційної безпеки онлайн-бизнесу.

Problem statement. In the context of digital transformation and globalization, the beginning and progressive development of online business, it is necessary not only to optimize business processes based on information and communication technologies, but also to focus on the importance of timely response to competitors and the ability to quickly meet the diverse needs of the target audience. This, in general, will have positive synergies for the development of online business, in particular, will help increase online sales, as well as allow the business to scale in the shortest possible time.

Analysis of recent research and publications. Theoretical and practical aspects of online business management are covered in the works of scientists and economists, among whom: Alos-Simo, L., Verdu-Jover, A., & Gomez-Gras, J. (2019); Bondarchuk, M.,

& Bavyko, O. (2019); Joshi, M., Kathuria, R., & Das, S. (2018); Yermak, S., Bavyko, O., Boiko, O., & Vasiutkina, N. (2019). Specifics of online business development in a dynamic market environment, as well as the emphasis of strategic business management in various spheres are reflected in the publications by Ivanova, N. (2018); Jung, J. (2019); Kassabov, K. (2017); Nieborg, D., & Poell, T. (2018); Veiga, A., Astakhova, L., Botha, A., & Herselman, M. (2020). The fragmentary study of management of online business development determines the relevance of further research in this area.

The objectives of the article are to develop a concept of internal management of online business development in the context of digital transformation and turbulence of the marketing environment, and to propose a continuum of goals and a cascade of

relevant references to information security of online business as a background of internal management of online business development.

Presentation of the main material. The processing of scientific papers [1–6; 9–11] and the author's results of empirical researchers [7–8] has established that the effective management of online business development in the context of digital transformation and constant changes in the external environment requires the implementation of a flexible and adequate management concept.

With this in mind, a conceptual framework for the interior management of online business development in the context of digital transformation, the

ideological basis of which is the ability of businesses to simultaneously reconfigure the design of the business model in the transition, adapt the marketing commodity policy management system (MCPMS), rationing, risk management and actively develop the innovative component of the business within a coherent development trajectory based on the implementation of appropriate tools. Figure 1 shows the theoretical and methodological foundations of interior management of online business development in the context of digital transformation.

According to Fig. 1, the internal management of online business development in the context of digital transformation is based on the following eleven

Goal	long-term sustainable development of the online business in the face of uncertainty and intense aggressive competition to focus on maximum satisfaction of the complex heterogeneous demands, needs and preferences of customers on the Internet		
Object	participative management of online business development against the backdrop of digital transformation, which catalyzes the successful co-adaptation of the business to the turbulent marketing environment and is the driver of progressive permanent changes in accordance with the agreed trajectory of development		
Principles	purposefulness, synergy, convergence, complementarity, congruence, adequacy, cognition, determinism, holism, equifinality, economy, emergency	Criteria	flexibility, adaptability, speed, efficiency
		Characteristics	strategic importance, variability, integration, dynamism
Conceptual approach	complex, structural, systemic, process, logical	Constituents	I II III IV V VI
Methods	dialectical method of scientific knowledge; analytical and prognostic methods; methods of cause-and-effect analysis; methods of logical and comparative analysis; method of expert evaluations; multivariate statistical methods (method of canonical correlation); methods of economic and mathematical and simulation modeling		
Tools	<ul style="list-style-type: none"> • canonical models for assessing the impact of partial immanent components on MCPMS; • econometric model of AMCPMS; • two-factor morphological matrix of identification of the type of marketing product strategy; • matrix of gradation-conversion shifts of discrete and continuous stages of functioning of the online store; • algorithm for identifying the status of risks; • dynamic model of critical mass of Facebook / Instagram business account; • simulation model of response to negative feedback / comments from online buyers with desensitization of the target audience in accordance with the context of the current situation 		

Notes. I – reconfiguration of the business model construct into transitive; II – formation of an adaptive of marketing commodity policy management system (AMCPMS); III – implementation of HR-management; IV – rational organization and realization of risk management; V – active development of the innovation component; VI – optimization of the online store, effective administration of Facebook / Instagram business account.

Figure 1. The concept of interior management of online business development in the context of digital transformation

Source: developed by the author

principles: purposefulness, synergy, convergence, complementarity, congruence, adequacy, cognition, determinism, equifinality, cost-effectiveness, urgency.

The principle of purposefulness regulates the mandatory vector of online business development, directing all managerial measures to achieve and implement certain goals and objectives. Principle of purposefulness is implemented through the application in the management of online business development program-targeted approach, management by objectives; through the coordination of goals in the field of online business with the overall goals, the comparison with the available resources required to achieve them.

The principle of synergy involves strengthening the competitiveness of online business through the effective combination and combination of offline and online commerce, achieving economies of scale.

The principle of convergence in the management of online business development is manifested, first, in the similarity of the development of online business

The principle of complementarity in the management of Internet business development is revealed through: first, mutually beneficial contacts between market intermediaries; second, in the implementation of marketing commodity policy by complementarity between products, when a decrease in prices for one product leads to an increase in demand for another; between substitute products, when higher prices for one product inevitably leads to an increase in demand for another.

The principle of congruence in the management of online business development is the self-consistency of the organization in this process, the absolute consistency of goals and objectives in this area, the consistency of the overall online business strategy, mission and vision, reference corporate, business and functional strategies for the development of online business.

The principle of adequacy is manifested in the need to take into account macro- and micro-economic conditions and determines that the management strategy for the development of Internet business should be flexible, and organizational and economic mechanism of its definition – aimed at adapting to entropic circumstances. Underestimating or overestimating the influence of factors leads to the choice of the wrong strategy and requires the processing of a considerable amount of information data.

The implementation of the principle of cognition in the management of online business development is carried out through the constant formation of a quality pool of competencies.

The principle of determinism is that the management strategy for the development of online business is determined depending on its purpose in achieving the goals, provides for the conditionality

of strategic and tactical measures to develop online business by such factors as consumer demand on the Internet, the structure of the potential and real needs of online buyers, customer satisfaction with goods or services, the purchasing power of consumers, the density of competitors in the market, stability and financial performance, including the profitability of the online business.

The equifinality principle provides a stable and balanced mechanism for managing the development of online business, regardless of its initial state and changes in the institutional environment. According to this principle, an online business in different operating conditions is able to achieve the desired end results by choosing the appropriate online business development management strategy. The principle of equifinality allows you to form the most relevant organizational and economic mechanism for determining the strategy, and in practice its manifestations can be traced to the competence of various categories of employees. This principle captures the stability of online business in relation to the initial and marginal market conditions due to the chosen strategy, takes into account certain patterns of construction and operation of a comprehensive system of management of the development of online business on the Internet and is important for business. The mechanism for determining the strategy of online business development management is due to the principle of equifinality, ensures that the business achieved the planned metrics for a certain period of time: increasing the number of online orders, improving the quality and expanding the range of products, increasing customer loyalty, creating a positive online image, achieving a positive economic effect, where the implementation of different options to achieve each objective differs only in the value of the online business.

The principle of economy regulates the need to minimize funds for the organization of online business development processes in the management component, as well as in marketing and logistics. The costs of managing the development of online business should not exceed the income it brings.

The principle of emergency presupposes the presence in the whole of such characteristics that are not traceable in its elements. The principle of emergence in the management of the development of online business is manifested, first, in the fact that its main components (digital marketing, innovation and logistics) in the management process acquire uncharacteristic features, becoming a continuous process of cartel exchange and communication between counterparties in the process of buying and selling; second, it manifests itself through the integration of online business in the overall system of internal management of the development of online business, achieving the goal of not a separate

activity, but the business as a whole; third, a positive or negative image of the online business as a whole may not match the reputation of individual non-additive areas of its activities.

The above principles must comply with each other, not contradict the target guidelines of the internal management of the development of online business to ensure the desired result of administration in the context of digital transformation. In accordance with this, the business should use a set of appropriate tools and methods for online commerce.

Based on the implementation of integrated, structural, systemic, process and logical approaches, the internal management of online business development in the context of digital transformation involves:

- 1) determination of the continuum of goals (Fig. 2);
- 2) formulation of techniques, forms and methods of achieving the goal set;
- 3) the organization of the result achievement – acceptance of rational administrative decisions.

Interior management of online business development in the context of digital transformation is a set of eight stages, which increase the efficiency of the enterprise in the context of bifurcations, variability of heterogeneous demands, needs and preferences of online buyers and aggressive competitive background, and also contribute to the rapid expansion of new market segments based on the implementation of appropriate methodological tools. Successful formation of the concept of interior management of the development of online business in the context of digital transformation and the implementation of each of the stages requires:

1. *Automation of operational business processes.*

To develop more efficient, scalable operational business processes, enterprises must automate data to make informed decisions. Thus, ERP will significantly improve the efficiency and quality of key transactional, financial business processes and supply chains, creating a central platform for core business processes. Automation will also allow the

Mission	meeting the demands, needs and preferences of online consumers by providing products and services of such high quality that customers receive a quality product, and employees and business partners are confident in the success of the online business
Strategic goals	ensuring effective management of business development on the Internet; ensuring a high level of customer service on the Internet, expanding new markets, increasing market share
Tactical goals	<ul style="list-style-type: none"> – <i>marketing</i> (conquest of markets, attracting new customers, extending the life cycle of goods, achieving leadership in prices, achieving the appropriate level of trade service and meeting the demands, needs and preferences of online buyers in high quality goods and / or services); – <i>logistics</i> (reduction of logistics costs, implementation of a quality system); – <i>technical and technological</i> (digital transformation, realization of innovative technologies; improvement of technical infrastructure); – <i>administrative</i> (achieving high manageability in the process of interior development of online business, reliable interaction between employees, achieving a favorable psychological climate)
Operation goals	<ul style="list-style-type: none"> – <i>marketing</i> (creation of CRM service, provision of a wide range of high quality goods and / or services, improvement of service culture); – <i>logistics</i> (development of a system of accounting and analysis of logistics costs, reduction of delivery time, selection of suppliers); – <i>technological</i> (technical support of e-commerce); – <i>administrative</i> (creation of comfortable working conditions, increase of educational and qualification level of employees, strengthening of financial stability, growth of profitability, increase of market value of online business)

Figure 2. The continuum of goals of interior management of online business development

Source: developed by the author

business to focus employees on the operational execution of strategic tasks. The business will be able to centralize staff functions, which will save some money and, at the same time, allow employees to focus on improving their management skills and competencies. Automating business processes that include research and IT development will allow businesses to focus on innovation, as well as create data streams that can be used in further attempts to collect and synthesize marketing information.

2. Virtualization of individual employee work.

Develop applications for devices and gadgets for employee collaboration, expert surveys, consultations and real-time video conferencing with online shoppers, and access to a single global registry of enterprise online shoppers. Connect staff with online shoppers regardless of location, creating a foundation for further business transformation. Changing the limited one-way vertical communication with online shoppers through the use of various marketing communication channels, both vertical and horizontal, that allow businesses to maintain two-way communication on a large scale.

3. The performance of transactional systems.

Transactional productivity visibility is key to ensuring that managers are better informed about current operating conditions and the economic state of the company, and will make informed management decisions to manage the online business. Transactional productivity systems will provide a deep understanding of online customers' requests, needs and preferences when selecting products/ services based on real data. Increased granularity of business process efficiency will also increase as a result of analyzing the dynamics of relevant metrics. Transactional performance systems will have a positive impact on strategic planning and allow businesses to quickly identify existing problems.

An active digital transformation brings new risks to online businesses, and thus increases the importance of information security. Employees, suppliers and stakeholders work with sensitive information, the loss of which can lead to negative consequences for business, including significant financial costs. In turn, the high level of risk due to risks requires online businesses to focus on developing a program of information security measures, providing for the simultaneous implementation of traditional and innovative business processes, as well as additional back-testing in the implementation of analytical approaches.

Therefore, an important component of interior management of online business development is the implementation of *the cascade of relevant references for information security* proposed by the author.

1. Maintaining business processes and systematic implementation of IT. Online business transforms

standard business processes, changes typical business functions. This proves the fundamental importance of persistent improvement of business processes, the feasibility of implementing IT and emphasizes the need for managers to pay constant attention not only to strategic, but also to operational risks. That is why it is advisable to follow the principles of agile during the implementation phase of business functions. Preserving business processes and technology requires significant investment.

2. Raising stakeholder awareness to build trust online. Conducting awareness campaigns is the key to a productive online business.

3. An unprecedented business plan with an emphasis on IT and a unique market vector. The volatile environment of digital transformation makes it impossible to clearly predict online business risks, so it's important for online business executives to consider the most likely IT risks and develop out-of-the-box effective solutions for them to achieve their strategic goals. Adequate rapid response in the unprecedented current market situation catalyzes the progressive development of online businesses.

4. Protection of depersonalized IT assets that are not owned and controlled by the online business (cloud services, mobile apps, etc.) Procurement and operation of IT technologies outside the visibility or control of IT departments. Decentralized IT costs indirectly determine online business risks, which help minimize negative business impacts and also result in the lowest costs associated with eliminating negative impacts.

5. Implementation of a bimodal IT model. One of the tasks of online business and information security risk leveling specialists, in active cooperation with stakeholders, should be to develop a set of alternative promising innovative IT projects and applications with a direct focus on bimodality. Implementing a bimodal IT model as part of interior management of online business development involves involving specialists from various departments as well as business partners in generating ideas. This will help the business develop and transform valuable market offers, improve the online shopper experience, and identify and remove market barriers given the aggressive behavior of priority competitors. At the same time, the synchronous operation of traditional and research modes will create an environment in which online business can optimize managerial decision-making processes, obtain quality results and achieve planned indicators in a timely manner.

Conclusions. Theoretical and methodological foundations of interior management of online business development in the context of digital transformation, the ideological basis of which is the ability of the retailer to simultaneously reconfigure the business model in transition, to form AMCPM, rationally

organize and implement HR and risk management, as well as actively develop the component for proper strategizing within the chosen development trajectory were developed. The continuum of goals of interior management of online business development is presented, and a cascade of relevant links of information security of online business as a background of interior management of online business development is formulated. Further research will focus on the design of a digital endogenous ecosystem of online business, the colossal driver of the dynamic development of which is interior management.

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