

Development strategies for marketing and logistics in the innovative ecosystem of e-commerce

Estratégias de desenvolvimento de marketing e logística no ecossistema inovador do e-commerce

Estrategias de desarrollo de marketing y logística en el ecosistema innovador del comercio electrónico

How to cite:

Smerichevskyi, Serhii; Kovalchuk, Alona; Obydiennova, Tetiana; Suvorova, Svitlana; Vlasova Valentyna & Tryvailo, Andrii (2025). Development strategies for marketing and logistics in the innovative ecosystem of e-commerce. Revista Gestão & Tecnologia, vol 25, no. 2 Special Edition, pp: 90-107

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"The authors declare that there is no plagiarism or any conflict of interest of a personal or corporate nature, in relation to the topic, process and result of the research"

Scientific Editor: José Edson Lara
Organization Scientific Committee
Double Blind Review by SEER/OJS
Received on 19/12/2024 Approved on 31/03/2025



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Abstract

Rapid transformation of social relations directed to post-industrial development requires economic entities to respond quickly to market changes. When using the systemic approach by applying marketing and logistics tools in innovative ecosystems, it allows enterprises increase their profitability and competitiveness, which necessitates deepening research on development of development strategies of marketing and logistics in the innovative ecosystem of e-commerce. The purpose of the study is justification of development strategies of marketing and logistics in the innovative ecosystem of e-commerce using the methodological basis of the system approach. Principles of combining marketing and logistics activity systems are outlined, which are based on deepening market differentiation, increased competition, growth in demand on the global scale, shortening the life cycle of goods, creating and branching new distribution channels and developing innovative ecosystems, integrating economic and management processes at enterprises. The relationship between marketing and logistics functionalities of enterprises in relation to production, distribution and sales channels, pricing policy and product market promotion is determined. It was found that innovative and informational development of enterprises allows for prompt response to rapid changes in the external environment and contributes to formation of the e-commerce ecosystem, covering all elements of the enterprise's potential, including investment, marketing and technological potential. Strategies for development of marketing and logistics are substantiated using the methodology of the system approach in the innovative ecosystem of e-commerce. Components of development of the innovative ecosystem of e-commerce in structural, functional and potential directions are determined.

Keywords: marketing, logistics, innovation ecosystems, e-commerce, innovation and information development

Resumo

A rápida transformação das relações sociais na direcção do desenvolvimento pós-industrial exige que as entidades económicas respondam rapidamente às mudanças do mercado. Ao utilizar uma abordagem sistémica à utilização de ferramentas de marketing e logística em ecossistemas inovadores, permite às empresas aumentar a sua rentabilidade e competitividade, o que exige o aprofundamento da investigação sobre o desenvolvimento de estratégias de desenvolvimento de marketing e logística no ecossistema inovador de comércio eletrónico. O objetivo do estudo é justificar estratégias de desenvolvimento de marketing e logística no ecossistema inovador de comércio eletrónico utilizando a base metodológica da abordagem sistémica. São delineados os princípios de combinação dos sistemas de atividade de marketing e logística, que se baseiam no aprofundamento da diferenciação de mercado, no aumento da concorrência, no crescimento da procura à escala global, na redução do ciclo de vida das mercadorias, na criação e ramificação de novos canais de distribuição e no desenvolvimento de ecossistemas inovadores, integrando processos económicos e de gestão nas empresas. Determina-se a relação entre as funcionalidades de marketing e logística das empresas em relação aos canais de produção, distribuição e vendas, política de preços e promoção do produto no mercado. Verificou-se que o desenvolvimento inovador e informativo das empresas permite

uma resposta rápida às rápidas mudanças no ambiente externo e contribui para a formação de um ecossistema de comércio eletrônico, abrangendo todos os elementos do potencial da empresa, incluindo o investimento, o marketing e o potencial tecnológico. As estratégias para o desenvolvimento do marketing e da logística são fundamentadas na metodologia de uma abordagem sistêmica no ecossistema inovador do comércio eletrônico. São determinados os componentes do desenvolvimento de um ecossistema inovador de comércio eletrônico nas direções estrutural, funcional e potencial.

Palavras-chave: marketing, logística, ecossistemas de inovação, e-commerce, inovação e desenvolvimento da informação

Resumen

La rápida transformación de las relaciones sociales en la dirección del desarrollo postindustrial requiere que las entidades económicas reaccionen rápidamente a los cambios del mercado. Al utilizar un enfoque sistémico para el uso de herramientas de marketing y logística en ecosistemas innovadores, permite a las empresas aumentar su rentabilidad y competitividad, lo que requiere profundizar la investigación sobre el desarrollo de estrategias de desarrollo de marketing y logística en el ecosistema innovador de comercio electrónico. El propósito del estudio es una justificación de las estrategias de desarrollo de marketing y logística en el ecosistema innovador de comercio electrónico utilizando la base metodológica del enfoque de sistema. Se describen los principios de combinación de sistemas de actividades de marketing y logística, que se basan en la profundización de la diferenciación del mercado, el aumento de la competencia, el crecimiento de la demanda a escala global, el acortamiento del ciclo de vida de los bienes, la creación y ramificación de nuevos canales de distribución y el desarrollo de ecosistemas innovadores, integrando procesos económicos y de gestión en las empresas. Se determina la relación entre las funcionalidades de marketing y logística de las empresas en relación con los canales de producción, distribución y ventas, la política de precios y la promoción del mercado de productos. Se ha establecido que el desarrollo innovador e informativo de las empresas permite una respuesta rápida a los rápidos cambios del entorno externo y contribuye a la formación de un ecosistema de comercio electrónico que abarca todos los elementos del potencial de la empresa, incluidos la inversión, el marketing y el potencial tecnológico. Las estrategias para el desarrollo del marketing y la logística se fundamentan utilizando la metodología del enfoque de sistemas en el ecosistema innovador de comercio electrónico. Se determinan los componentes del desarrollo del ecosistema innovador de comercio electrónico en direcciones estructurales, funcionales y potenciales.

Palabras clave: marketing, logística, ecosistemas de innovación, comercio electrónico, desarrollo de la innovación y la información

1. Introduction

Modern challenges of development of economic systems, characterized by crisis phenomena, increased competition, changes due to the COVID-19 pandemic and other transformations lead actualization of the development of marketing and logistics. To meet ever-growing needs of the population, there is increasing interest in introduction of activities in transportation, distribution, warehousing, storage and distribution of goods. Using the logistics system ensures more optimal delivery of goods to consumers at right time and place, while logistics acts as an object of marketing activity. Marketing and logistics today are key areas of the activity of all business entities, since they have direct impact on efficiency of product sales, development of distribution strategies, competitiveness, cost reduction and other aspects of economic development. It is also necessary to emphasize importance of development of the post-industrial society, which is based on knowledge, information, innovation and creativity. Expansion of innovation and information systems contributes to creation of necessary conditions for development of economic entities of all levels on the innovative basis.

The purpose of the study is to substantiate strategies for development of marketing and logistics in the innovative ecosystem of e-commerce using methodological basis of the systems approach. To achieve the goal, the following tasks were solved:

- relevance of conducting the study is substantiated, taking into account the analysis of recent publications by scientists on the subject of this study;
- importance of marketing and logistics activities in the innovation ecosystem is highlighted, taking into account modern transformational changes;
- principles of combining marketing and logistics systems are outlined;
- relationship between marketing and logistics functionalities of enterprises' activities in relation to production, distribution and sales channels, pricing policy and product market promotion has been determined;
- development strategies of marketing and logistics are substantiated using the methodology of the systems approach in the innovative ecosystem of e-commerce;
- components of development of the ecosystem of e-commerce in structural, functional and potential directions are identified.

2. Literature review

Modern rapid digitalization makes research on marketing and logistics activities in the innovative ecosystem of e-commerce extremely relevant.

Within the study (Yanginlar Gözde et al., 2024), marketing capabilities of e-commerce were investigated, the impact on the company's efficiency was analyzed, and what role logistics 4.0 plays in this. Results of the research proved that e-commerce marketing has positive effect on the company's efficiency, and capabilities of 4.0 logistics are a mediator in this relationship. It is substantiated in the article that capabilities of 4.0 logistics improve the company's productivity by improving timely deliveries and increasing efficient supply chain.

The authors (Ezmigna Ibrahim et al., 2024) analyze how digital marketing can help minimize these costs in the form of product returns, and concerns methods, including correct descriptions, ready-made promotions, post-purchase interaction, etc. Results of the study demonstrate significant impact on customer expectations and, in turn, repurchase rates, which ultimately leads to better return rates and reduced reverse logistics costs. Scientific works (Marhasova V. et al., 2024; Ivanova N. et al., 2022) analyzed mechanisms of state management of development of digital technologies and analyzed the marketing strategy of adapting small businesses to various challenges.

The aim of the study (Tripathi Vipin Vihari Ram et al., 2025) is to examine the impact of marketing logistics parameters on customer satisfaction among e-shoppers by using qualitative comparative analysis with a fuzzy set. According to scientists, the study contributes to development of the theory by deepening understanding of interaction between logistics factors and customer behavior, and offers practical implications for e-commerce companies by equipping them with effective strategies through sustainable approaches to logistics.

Qi Xinglong (2024) analyzed the impact of digital platform implementation and cross-border logistics integration on transnational agricultural sales. They examined how these factors, together with their mediating effects on market accessibility and operational efficiency, affect market performance and sustainability in global agricultural trade. Articles (Vovk O. et al., 2021; Tkachenko T. et al., 2021) are devoted to the study of the enterprise's competitiveness and peculiarities of modernization in the context of ensuring economic security of enterprises.

The authors (Sakti Arga Seta Asmara et al., 2024) investigated how the design of the e-commerce ecosystem allows cooperative organizations to manage member sales. The aim of the researchers' study is to develop the e-commerce ecosystem that enterprises can use as a guide for conducting online leather manufacturing businesses.

The study Wulfert T. et al. (2024) analyzed efficiency of limited resources in attracting and managing third-party developers in e-commerce ecosystems. According to authors, design principles will serve as guiding framework for owners of innovative and transactional e-commerce platforms, facilitating strategic deployment of limited resources.

Taking into account all analyzed studies, it is advisable to focus on the analysis of strategic guidelines for development of marketing and logistics in the innovative ecosystem of e-commerce, which is what this study is devoted to.

3. Methodology

Substantiation of development strategies of marketing and logistics in the innovative ecosystem of e-commerce requires outlining the research methodology. In this case, taking into account complexity of the research object, it is necessary to apply methodological basis of the system approach. The system approach does not exist in the form of the established concept, mechanism or methodology, but this is its advantage, since it makes it possible to study marketing and logistics in the innovative ecosystem of e-commerce as a single object of research as a system and, at the same time, consider marketing and logistics as separate systems that are components of higher-level systems. The system approach makes it possible to:

- Simultaneously cover various processes and phenomena, interactions and interdependencies that arise in systems and their subsystems;
- Simultaneous use of various scientific research methods that ensure integral understanding of functioning of the system and its components;
- Identifying common features and differences between marketing and logistics in functioning in the innovative ecosystem of e-commerce;
- Obtaining synergistic effect from the system's action, which is greater in accordance with the principle of the system emergence;
- Structurizing the system that allows analyzing both elements and their relationships within specific organizational set of marketing and logistics in the innovative ecosystem of e-commerce.

The above made it possible outlining feasibility of using the systemic approach for more detailed justification of marketing and logistics strategies in the innovative ecosystem of e-commerce.

4. Results

Marketing and logistics are interconnected and influence each other. Simultaneous development of marketing activities and logistics at the enterprise, covering B2B and B2C market segments, provides synergistic effect for development of the enterprise as a whole through distribution and sale of goods. Today, taking into account development of innovative ecosystems and e-commerce, management of logistics flows and efficient supply chain plays the dominant role both for the enterprise, and also for consumers and suppliers. The logistics system includes management of information flows, documents, finances, labor resources, as well as material and commodity flows. The logistics system, due to branching of logistics networks, ensures efficient functioning of economic entities by rationalizing costs and optimizing commercial processes. At the same time, logistics must take into account capacity of the enterprise and the sales system, risks of the activity and many other factors, for example, distribution channels, forms of sales and payment, type of goods and their structure, requirements for storage and transportation, etc. In addition, marketing has great influence on the logistics system of the enterprise, since it plays the key role in developing the strategy and selling products, considering internal and external factors of development of the innovation ecosystem, to which other functional structures, including the logistics system, are subordinate. In constant aggravation of competitive relations due to variability and dynamism of market changes, enterprises are forced to develop and implement new technologies and management solutions to meet unstable and rapidly changing demand using marketing technologies.

Marketing and logistics occupy leading positions in meeting consumer demand and creating innovative foundations for distribution and sale of goods, including through e-commerce. In this context, it is appropriate to consider marketing logistics, which involves analytics, planning, storage, delivery and control of the flow of goods, information from the manufacturer to the market and consumers. The goal of marketing logistics is to generate profit

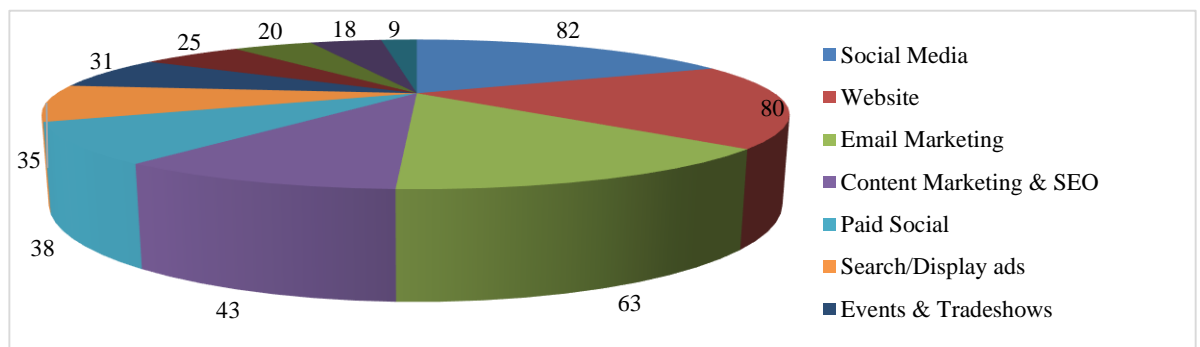
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for the enterprise and optimally satisfy consumer requests. Integration of marketing and logistics into single system is due to the following reasons:

- Deepening market differentiation directed to individualizing market segments, diversifying products, adding uniqueness to products and methods of their delivery to consumers;
- Increased competition both among manufacturers, and also in consumer services;
- Growing demand on the global scale, including through promotion of e-commerce tools;
- Shortening of product life cycles due to rapid changes in demand and innovation;
- Creation and branching of new distribution channels and development of innovative ecosystems, intensive development of information and communication technologies;
- Integration of economic and management processes at enterprises.

Marketing and logistics complement each other by simultaneously stimulating demand and providing its distribution and satisfying consumer demands. Logistics solutions cannot be separated from the marketing strategy of the enterprise and include a set of tools such as product promotion to ensure high-quality satisfaction of consumer demand. In Figure 1, channels used in marketing are shown, among which social media prevails - 83%, websites - 80% and email marketing - 63%.

Figure 1
Main marketing channels, 2023



Source: Tajammul Pangarkar. (2024). *Digital Marketing Statistics 2024 By Traffic, Growth, Leads*. <https://scoop.market.us/digital-marketing-statistics>.

Based on marketing forecasts regarding changes in demand, adjustments are made in management of both production and logistics flows. Relationship between marketing and logistics activities of enterprises is carried out in accordance with the following functionalities:

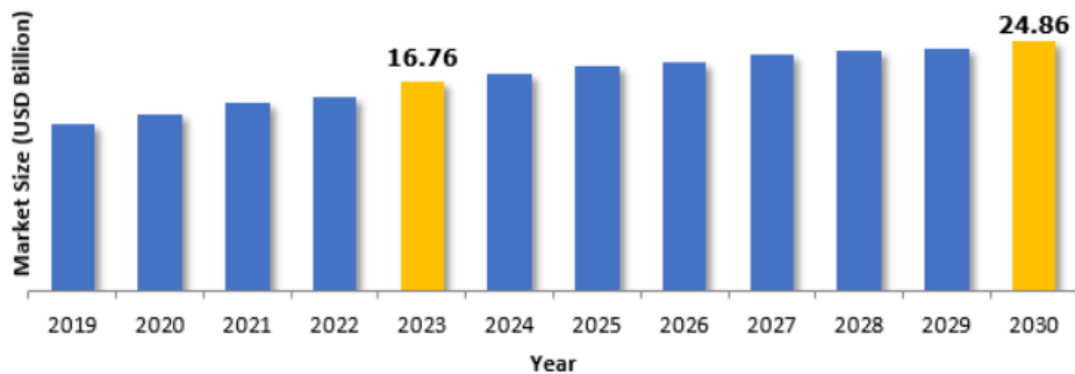
- Production, marketing is engaged in substantiating the assortment structure of production, determining the most important physical qualities of products in accordance with consumer requests, appearance of products, its overall dimensions. In this context, the logistics system ensures development of existing and determines potential supply chains of materials for production, manages material flows. The common task for marketing and logistics is to ensure the packaging of goods;
- Distribution and sales channels, in this direction marketing is responsible for determining the main partners according to location of consumers, searching for optimal points of sale, generating demand and stimulating product sales, forecasting changes in sales. In this functional, logistics becomes of great importance in accounting for available stocks of finished products and managing trade stocks, directly creating and optimizing existing supply chains of goods, choosing the most optimal option for transportation, warehousing and preservation of product stocks. The joint work of marketing and logistics consists in analyzing sales of goods, as well as in substantiating conditions of available goods, forming the system of distribution and sales channels of goods, providing high-quality services and service;
- Pricing policy where the marketing department develops and implements the pricing strategy, and the task of logistics is to optimize logistics costs, which can be very significant and increase the company's profit. The common task is to set competitive price in the market;
- Promotion of products in the market, within this functional area, marketing is engaged in the advertising campaign, PR - management, stimulating demand using various marketing tools. The task of logistics is to evaluate and implement measures to improve logistics services. Joint work is carried out on development and implementation of the product promotion strategy.

The outlined marketing and logistics functionalities make it possible to present in more detail specific functionalities of individual marketing and logistics systems at the enterprise. The systematic approach to these activities provides greater synergistic effect for the enterprise as a whole, increasing product sales volumes, expanding sales markets, and increasing competitiveness and profitability of the enterprise.

According to statistics, the size of the European digital logistics market reached 16.76 USD billion in 2023. It is predicted that the size of the European digital logistics market will grow by 13.44% during the period 2024-2030, reaching 24.86 USD billion by 2030 (Fig. 2).

Figure 2

Europe Digital Logistics Market Size, by value (USD Billion), 2019-2030



Source: <https://www.blueweaveconsulting.com/report/europe-digital-logistics-market>

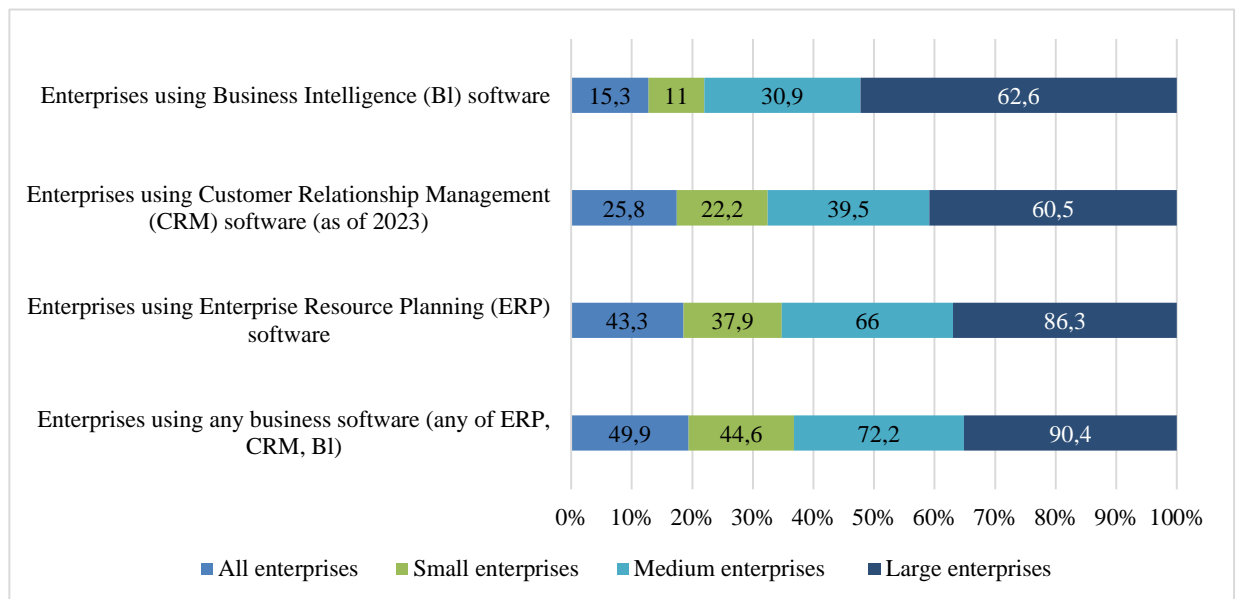
Today, the set of configurations used by business entities with various innovative and information technologies, including: social innovations, innovative and social marketing, etc., is multifaceted and this ensures creation of competitive advantages in the market. Innovative and informational development of enterprises allows for prompt response to rapid changes in external environment and contributes to formation of the e-commerce ecosystem, covering all elements of the enterprise's potential, which include:

- Investment potential, which helps both to attract investment resources, and scientific and innovative developments;
- Marketing potential in meeting needs of target consumer groups and attracting potential sales markets;
- Technical potential, through implementation of basic management functions and their preparation using information resources of enterprises.

Innovative e-commerce systems make it possible moving from potential and latent opportunities to specific advantages of the enterprise, changing traditional management system to a new, more progressive one. Figure 3 presents statistics on the use of e-business software by enterprises.

Figure 3

Enterprise Use of E-Business Applications, EU, 2023



Source: Eurostat. (2024). <https://ec.europa.eu/eurostat>.

In today's rapidly developing ecosystem, it is not possible to define the single marketing development strategy for the enterprise, as it depends on the scope and characteristics of the enterprise, environment, development of e-commerce, competition level, institutional and other external factors of the enterprise's activity (Fig. 4). However, current challenges of innovative and informational development make it possible to outline certain strategies for development of marketing and logistics in the innovative ecosystem of e-commerce, which include the following strategies:

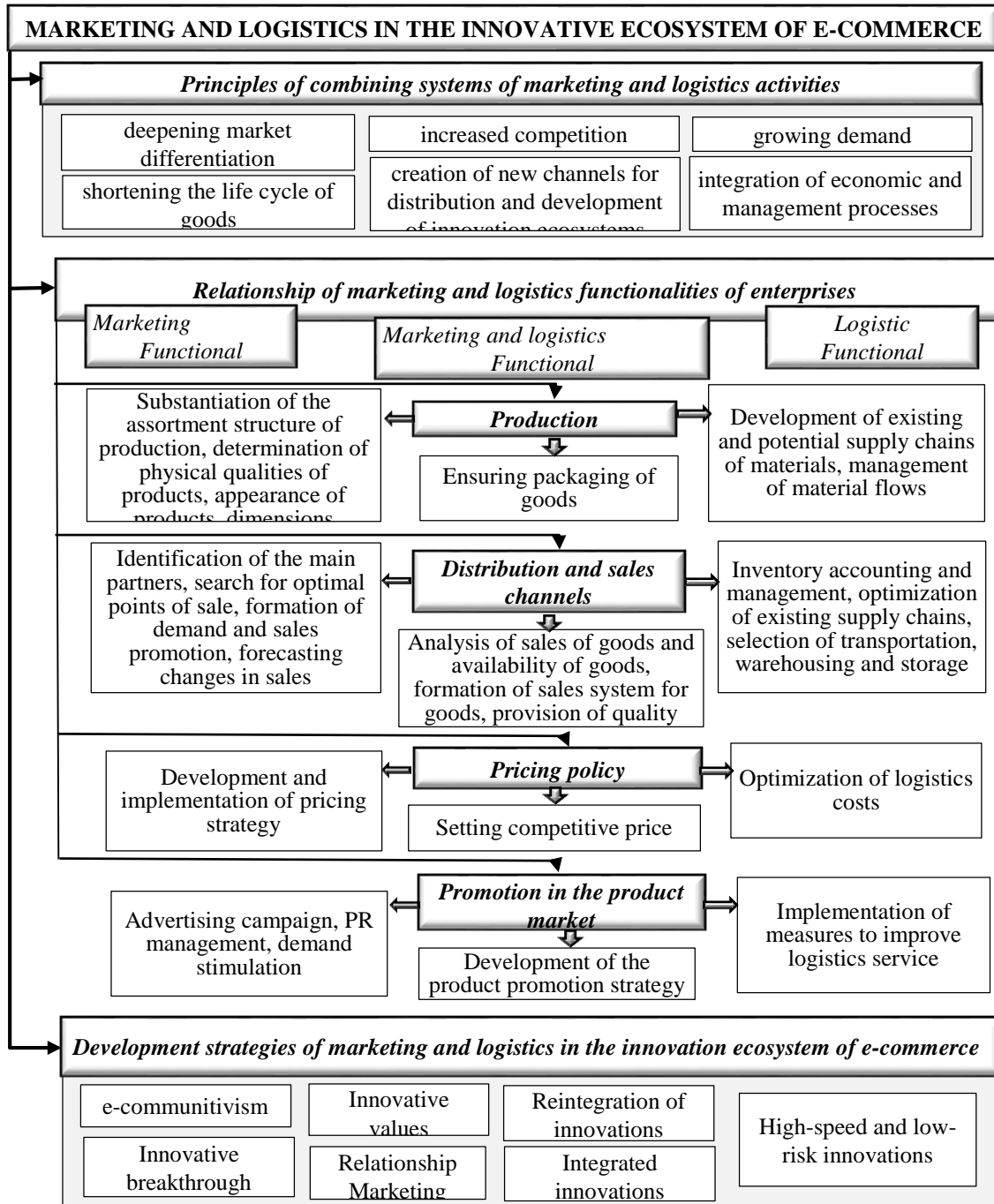
- E-community, which involves building closer relationships with e-users to solve their problems and satisfy their requests using emotional attachment based on direct innovative and informational communications, integrating the enterprise into the e-community and jointly solving existing customer problems through closer relationships based on the thorough study of their interests. Implementation of this strategy has positive impact on transition of e-users to the “loyal customers” group;
- Innovative value, through creation of the desired end result in value chain, taking into account operational and strategic management, which can be achieved by creating “incomplete value” based on the enterprises’ benefit from transaction with the partner, while “full value” implies a more significant value in the scale of social development, for example, from the point of view of social or environmental significance. This strategy involves both creation of “incomplete value”, and delineation of “full value”

and identification of latent needs. This strategy ensures generation of innovative business models to meet needs of new markets;

- Reintegrated innovation, which is based on rethinking the nature of innovation using new smart technologies to create so-called “simple innovations” by simplifying the use of high-tech services and processes, and this can also be achieved through changes in entire supply chain by introducing new innovation processes. This strategy is most optimally suited to low-security markets, developing markets with low consumer solvency and low level of development of the innovation ecosystem;
- High-speed and low-risk innovation, which is based on minimizing risks through development of innovations for mass-market products and rapid promotion of innovations to the market. This strategy ensures rapid profit for the enterprise from investing in new innovative activities, but at the same time, these innovations are characterized by short-term life cycle and intense competition in the market;
- Integrated innovations, which involves adaptation of innovations under the influence of other processes, that is, development of new innovations by modifying those already existing in other areas of economic activity, which minimizes costs of innovations by borrowing innovative approaches used in other areas and processes;
- Relationship marketing, which involves creating the product for individual needs and ensures rapid change in the commercial offer, as well as combination of several types of innovations for specific product, this ensures diversification and differentiation of the product for needs of the e-user;
- Innovative breakthrough involves creation of completely unique product, may cover specific market segment, field of activity, country or the global market as a whole, involves creation of new innovative environment or product, is based on large-scale innovations and requires significant investments.

Figure 4

Marketing and logistics in the innovative ecosystem of e-commerce



Source: developed by the authors

The outlined strategies of the innovative ecosystem of e-commerce provide the opportunity to improve competitive positions in the market and increase profitability of e-commerce business models. Modern innovative and informational social development, which

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combines innovative environment, innovative and informational structure in their interconnection and interaction and competence, creates the innovative ecosystem. The innovative ecosystem of e-commerce simultaneously has implementation in three directions:

- Structural, which involves purchasing, supplying, manufacturing and selling with introduction of digital innovations in the chain of production and sales of goods; implementation of digital technologies to reduce operational time in functioning of the financial system; improving skills and competencies in digital literacy of human resources to obtain the most advantageous competitive advantages; implementation of principles of digital marketing in accordance with components of the macro and micro environment;
- Functional, regarding management functions, which includes information support, environmental analytics, organization, and control of activities of the business entity;
- Potential, which increases potential opportunities and reveals latent opportunities for activities of the business entity.

5. Discussion

In agreement with the research results (Wang Shubing, 2024), one of the important tasks facing the e-commerce is to innovate the logistics service model and use power of big data to comprehensively improve the level of e-commerce logistics services. The authors in the article combine big data technology and Internet of Things technology to analyze current e-commerce model and create the innovative e-commerce logistics model system. Also, the emphasis is placed on the e-commerce logistics system, logistics process, logistics information system design, and innovative system for e-commerce logistics service models based on big data technology is proposed.

The authors' proposal (Jin Yanyan, 2024) to create the demand-driven intelligent marketing model using data stored on cross-border e-commerce platforms and logistics platforms, such as consumer browsing information and purchase records, to obtain information on the demand preferences of different consumers is relevant. This, the authors believe, can help cross-border e-commerce enterprises accurately identify the target market, and target consumers with different needs for personalized and precise marketing and maximize cross-border e-commerce transactions.

Scientists (Wulfert T. et al., 2024) have analyzed which initiatives of sustainable development are reported by participants and differences depending on specific type of the *Revista Gestão & Tecnologia* (Journal of Management & Technology), v. 25, n.2, Ed.Especial, p.90-107, 2025 103

ecosystem, dependencies between SDGs within initiatives, and involvement degree of other ecosystem actors and their contribution to achieving certain SDGs.

The scientific paper (Huang L. et al., 2024) analyzes development paths of the high-level rural e-commerce entrepreneurial ecosystem, providing valuable information for responding to global policies to promote rural entrepreneurship and innovation and accelerate rural industrial development. We consider conclusions of the authors' study to be important, namely: construction of the rural e-commerce entrepreneurial ecosystem is not driven by single element, but is due to joint impact of many aspects and factors; number of leading agricultural enterprises and establishment of e-commerce cooperatives are critical factors contributing to construction of the high-level rural e-commerce entrepreneurial ecosystem; typical development paths of rural e-commerce entrepreneurial ecosystems can be divided into three types: technology-driven, organization-driven, government-driven, organization-driven, environment-driven, and holistic synergy-driven.

It is also worth paying attention to the studies (Nikiforov P. et al., 2022; Abramova A. et al., 2021; Ivanova N. et al., 2021), which analyze conceptual principles of the regulating state policy for development of public-private partnerships, the ecosystem of VAT administration in e-commerce, and current trends in the e-commerce development in the digital economy.

Wulfert T. (2023) is convinced that the main challenges in development of modern information systems require new approaches to development, including innovation ecosystems consisting of central innovation platform surrounded by independent developers. The scientist developed the integrated life cycle of boundary resource management as specialization of application life cycle management for holistic management of boundary resources in innovation ecosystems for third-party developers, consisting of four levels: boundary resource management, continuous communication, technical boundary resources and additional boundary resources.

Supporting research (Wulfert Tobias et al., 2024) we'd like to suggest that platform-based ecosystems dominate e-commerce, creating value through the growth of participants and, consequently, network effects. The proposed model by the author combines findings from a systematic literature review and several case studies of ten leading e-commerce ecosystems.

6. Conclusions

The conducted research made it possible to identify factors of mutual influence of marketing and logistics functions of the enterprise, which consists in deepening market differentiation, strengthening competitive advantages, increasing demand on the international market, creating and branching new distribution channels, and integrating economic and management processes.

Scientific novelty lies in substantiation of development strategies of marketing and logistics using the systems approach methodology in the innovative e-commerce ecosystem, which is based on identification of factors of mutual influence of functionalities of marketing and logistics activities of the enterprise in relation to production, distribution and sales channels, pricing policy, product market promotion, as well as definition of strategies of innovative e-commerce ecosystems in relation to e-communitivism, innovation value, reintegrating innovations, high-speed and low-risk innovations, integrated innovations, relationship marketing, and innovative breakthroughs, which makes it possible to obtain synergistic effect for the enterprise's activities from commonality of marketing and logistics systems by increasing profitability and competitive positions in the market.

Further research is required to substantiate selection of marketing and logistics tools to increase efficient development of innovative ecosystem of e-commerce.

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