

*Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292.  
Ефективна економіка. 2026. № 3.  
ISSN 2307-2105*



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**DOI: <http://doi.org/10.32702/2307-2105.2026.3.129>**

**УДК 339.37:004.738.5**

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## **DIGITAL PLATFORM-BASED SOLUTIONS AS A DRIVER OF E-COMMERCE AND ENTREPRENEURIAL DEVELOPMENT**

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## **ЦИФРОВІ ПЛАТФОРМНІ РІШЕННЯ ЯК ДРАЙВЕР РОЗВИТКУ ЕЛЕКТРОННОЇ КОМЕРЦІЇ ТА ПІДПРИЄМНИЦТВА**

*The article examines the essence of digital platform-based solutions as a key driver of e-commerce and entrepreneurial development in the context of digital transformation. The growing diffusion of digital platforms has significantly reshaped business models, market interactions, and the organizational foundations of entrepreneurial activity. The purpose of the study is to conceptualize digital platform-based solutions, identify their functional characteristics, and analyze their role in enhancing the efficiency and scalability of e-commerce and entrepreneurship.*

*The research methodological framework is based on a theoretical and analytical approach, including the analysis of scientific literature, comparative analysis, and logical generalization. The article systematizes the main types of digital platform-based solutions used in e-commerce, such as online marketplaces, software-as-a-service systems, and chatbot-based platforms that enable automated customer interaction and transaction processing. Particular attention is paid to the role of digital platforms in reducing entry barriers for small and medium-sized enterprises, expanding access to global markets, and fostering innovation in digital entrepreneurial ecosystems.*

*The study substantiates that digital platform-based solutions contribute to e-commerce development by improving operational efficiency, supporting business scalability, and facilitating data-driven decision-making. It is demonstrated that platform architectures enable entrepreneurs to optimize transaction processes, automate communication channels, and integrate complementary digital services within unified ecosystems. This integration enhances business resilience and adaptability in highly dynamic digital markets.*

*Moreover, the article highlights the systemic impact of platform-based solutions on the transformation of entrepreneurial business models. Digital platforms not only provide technological infrastructure but also reshape competitive dynamics by intensifying network effects and enabling new forms of value co-creation. In this regard, conversational commerce tools and chatbot-*

*based systems are considered as emerging instruments that strengthen customer engagement and expand digital sales channels.*

*The results of the research have both theoretical and practical significance and can be used for further studies on digital entrepreneurship, as well as for the development of policies aimed at supporting digital transformation and entrepreneurial growth. The findings also contribute to the broader understanding of digital platforms as a structural element of contemporary economic systems.*

*У статті досліджено сутність категорії цифрових платформних рішень як ключового драйвера розвитку електронної комерції та підприємництва в умовах цифрової трансформації економіки. Активне поширення цифрових платформ суттєво змінює бізнес-моделі, механізми ринкової взаємодії та організаційні засади підприємницької діяльності. Метою статті є концептуалізація цифрових платформних рішень, визначення їх функціональних характеристик та аналіз їх впливу на підвищення ефективності й масштабованості електронної комерції та підприємництва.*

*Методологічну основу дослідження становить теоретико-аналітичний підхід, що включає аналіз наукових джерел, порівняльний аналіз, логічну систематизацію й узагальнення. У статті виокремлено основні типи цифрових платформних рішень, що використовуються в електронній комерції, зокрема онлайн-маркетплейси, програмні рішення за моделлю *software-as-a-service*, а також платформні чат-боти, які забезпечують автоматизовану взаємодію з клієнтами та обробку транзакцій. Особливу увагу приділено ролі цифрових платформ у зниженні бар'єрів входу на ринок для малих і середніх підприємств, розширенні доступу до глобальних ринків та стимулюванні інновацій у цифрових підприємницьких екосистемах.*

*Доведено, що цифрові платформні рішення сприяють розвитку електронної комерції шляхом оптимізації операційної діяльності, автоматизації бізнес-процесів та впровадження інструментів аналітики на*

основі даних. Інтеграція різних цифрових сервісів у межах єдиної платформної інфраструктури підвищує адаптивність і стійкість підприємницьких структур до змін конкурентного середовища.

У статті також обґрунтовано, що платформні рішення трансформують традиційні підприємницькі моделі, формуючи нові механізми створення цінності та взаємодії з клієнтами. Зокрема, інструменти розмовної комерції та чат-боти розглядаються як перспективний напрям цифрового розвитку бізнесу, що сприяє персоналізації сервісу, зниженню витрат та розширенню каналів збуту. Результати дослідження мають теоретичне та практичне значення й можуть бути використані у подальших наукових розвідках цифрового підприємництва, а також при формуванні політики підтримки цифрової трансформації бізнесу.

**Keywords:** *digital platforms, e-commerce, entrepreneurial development, digital entrepreneurship, platform-based solutions.*

**Ключові слова:** *цифрові платформи, електронна комерція, розвиток підприємництва, цифрове підприємство, платформні рішення.*

**Problem statement and its connection with important scientific and practical tasks.** In the context of the rapid development of the digital economy, e-commerce and entrepreneurial activity are undergoing profound transformations driven by the widespread adoption of digital technologies. Digital platform-based solutions increasingly shape business processes, market interactions, and value creation mechanisms, becoming a fundamental infrastructure for modern e-commerce. By integrating sellers, consumers, and service providers within unified digital environments, platforms enhance operational efficiency, reduce transaction costs, and enable scalable business models.

Despite the growing role of digital platforms, their implementation in e-commerce remains uneven and fragmented, particularly among small and medium-

sized enterprises. Many entrepreneurs face limitations in technological complexity, limited access to advanced platform solutions, and a lack of strategic understanding of platform-based business models. As a result, the potential of digital platforms to stimulate entrepreneurial development, facilitate market entry, and support sustainable business growth is not fully realized in practice.

From a scientific perspective, the problem lies in the lack of an integrated analytical framework for defining digital platform-based solutions and assessing their comprehensive impact on e-commerce and entrepreneurship. Existing studies often focus either on general aspects of digitalization or on specific technological tools, thereby preventing the development of an integrated analytical framework for understanding platform-based solutions as a systemic driver of entrepreneurial development. This gap limits the applicability of research findings and complicates the formulation of evidence-based policies to support digital entrepreneurship.

Therefore, the need for a systematic analysis of digital platform-based solutions as a driver of e-commerce and entrepreneurial development is grounded in both theoretical and practical considerations. Addressing this problem advances scientific knowledge of digital transformation while providing a foundation for improving entrepreneurial strategies and policy measures in the digital economy.

**Analysis of recent research and publications.** The issues of digitalization, platform-based business models, and their impact on e-commerce and entrepreneurship have been widely discussed in contemporary economic research. A significant body of literature emphasizes that digital platforms play a crucial role in reshaping market structures, enabling multi-sided interactions, and fostering innovation-driven growth in the digital economy [1]. Researchers highlight that platform-based solutions facilitate value creation through network effects, data-driven decision-making, and the integration of diverse economic agents within unified digital ecosystems [2].

Several studies focus on the role of digital platforms in the development of electronic commerce, noting their capacity to enhance market accessibility, reduce transaction costs, and improve customer experience [3]. Online marketplaces and

software-as-a-service (SaaS) solutions are often identified as key technological enablers of e-commerce expansion, particularly for small and medium-sized enterprises [4]. Scholars argue that such platforms lower entry barriers and provide entrepreneurs with ready-to-use digital infrastructure, allowing them to scale business operations with limited initial resources [5].

At the same time, recent research increasingly addresses the concept of digital entrepreneurship, which is closely linked to the diffusion of platform-based solutions [6]. Digital platforms are viewed as a foundation for entrepreneurial ecosystems that support innovation, collaboration, and the emergence of new business models [7]. In this context, chatbot-based solutions and conversational commerce tools are gaining attention as effective instruments for automating customer interaction, personalizing services, and optimizing sales processes in e-commerce environments [8].

However, despite the growing number of publications on digital platforms and e-commerce, the existing literature reveals several unresolved issues. First, there is no unified approach to defining the category of digital platform-based solutions, as researchers often interpret platforms as either technological infrastructures or organizational and economic systems [9]. Second, empirical and conceptual studies frequently examine individual types of platforms in isolation, without providing a comprehensive analysis of their combined impact on entrepreneurial development [10]. Third, the role of emerging platform solutions, such as chatbot-based e-commerce systems, remains insufficiently explored in terms of their contribution to entrepreneurial growth and digital transformation.

Thus, the analysis of recent research and publications indicates a research gap in understanding digital platform-based solutions as a systemic driver of e-commerce and entrepreneurial development. Addressing this gap requires a holistic approach that combines theoretical generalization with the analysis of modern platform solutions used in digital business practice.

**Purpose and objectives of the article.** The purpose of this article is to investigate the digital platform-based solutions as a key driver of e-commerce

expansion and entrepreneurial development in the contemporary digital economy. The study aims to identify how platform ecosystems contribute to business scalability, market access, operational efficiency, and innovation, particularly for small and medium-sized enterprises (SMEs) and digital entrepreneurs. Special attention is given to the mechanisms through which platform technologies enhance value creation, reduce transaction costs, and stimulate entrepreneurial activity in online markets.

To achieve the stated purpose, the article sets out the following objectives:

1. To analyze the conceptual foundations of digital platform-based business models and their role in the evolution of e-commerce.
2. To systematize recent academic research on platform economies, digital marketplaces, and entrepreneurial ecosystems.
3. To examine the key functional components of digital platforms that support entrepreneurial development, including network effects, data-driven decision-making, and integrated digital services.
4. To assess the economic and organizational advantages of platform-based solutions for entrepreneurs and SMEs operating in e-commerce environments.
5. To identify existing challenges and limitations associated with platform dependency, market concentration, and regulatory constraints.
6. To outline strategic implications for entrepreneurs and policymakers aimed at fostering sustainable e-commerce growth through digital platforms.

**Main body of the article.** Digital platform-based solutions have become a fundamental element of the modern digital economy, reshaping traditional forms of economic interaction and entrepreneurial activity. In economic theory, digital platforms are commonly understood as technological and organizational infrastructures that facilitate interactions among multiple user groups, such as producers, consumers, service providers, and intermediaries. These platforms create value by enabling coordinated exchanges, reducing transaction costs, and generating network effects that enhance market efficiency [1].

From the perspective of e-commerce development, platform-based solutions represent an advanced stage of digitalization, integrating business processes, customer interactions, and value-creation mechanisms within a unified digital environment. Unlike traditional online sales channels, digital platforms offer scalable architectures that enable entrepreneurs to rapidly expand their market presence without proportional increases in operational costs [11]. This scalability is particularly important for SMEs, which often lack sufficient financial and organizational resources to compete in traditional markets.

A key theoretical characteristic of digital platforms is their ability to function as multi-sided markets. In such markets, platforms simultaneously serve distinct user groups and internalize indirect network effects, whereby the platform's value increases as the number of participants grows [4]. This mechanism explains why platform-based solutions tend to dominate e-commerce ecosystems, as they create self-reinforcing dynamics of growth and innovation. For entrepreneurs, participation in platform ecosystems provides access to large user bases, digital infrastructure, and data-driven tools that support decision-making and strategic planning [2].

Another important theoretical dimension of platform-based solutions is their role in transforming entrepreneurial business models. Digital platforms enable the emergence of new forms of digital entrepreneurship, characterized by low entry barriers, flexible organizational structures, and the intensive use of digital technologies [12]. Platform-enabled entrepreneurs can focus on core value creation activities while outsourcing or automating auxiliary processes, such as payments, logistics coordination, customer support, and marketing. As a result, platforms contribute to reconfiguring value chains and decentralizing entrepreneurial activity in the digital economy.

At the same time, the theoretical analysis of digital platform-based solutions highlights certain structural challenges associated with platform dependency and market concentration. Scholars note that dominant platforms may exercise significant control over market access, pricing mechanisms, and data flows,

thereby limiting entrepreneurial autonomy and intensifying competitive pressures [13]. These aspects necessitate a balanced analytical approach that considers both the positive and potentially restrictive effects of platform-based solutions on e-commerce and entrepreneurial development.

Thus, within the theoretical framework of digital transformation, digital platform-based solutions can be conceptualized as complex socio-economic systems that simultaneously act as technological infrastructures, market coordinators, and drivers of entrepreneurial innovation [3, 8, 14]. Understanding their theoretical foundations is essential for assessing their practical implications for e-commerce growth and the development of digital entrepreneurship.

The rapid expansion of e-commerce has led to the diversification of digital platform-based solutions, which differ in their functional focus, technological architecture, and impact on entrepreneurial activity. From an analytical perspective, platform-based solutions in e-commerce can be classified according to their dominant functions and the type of value they create for market participants. Such classification enables a systematic assessment of their role in supporting entrepreneurial development and digital business transformation.

One of the most widespread categories of platform-based solutions is online marketplaces, which operate as multi-sided platforms that connect sellers and buyers in a centralized digital environment. Marketplaces provide standardized infrastructures for product listing, payment processing, logistics coordination, and dispute resolution, thereby significantly reducing transaction costs for entrepreneurs [15]. By aggregating demand and supply, marketplaces enhance market transparency and allow small businesses to access large customer bases without the need for substantial upfront investments in digital infrastructure [10].

Another important category comprises software-as-a-service (SaaS) e-commerce platforms, which offer modular digital tools for building and managing online stores. These platforms support key business functions, including inventory management, customer relationship management, marketing automation, and data analytics. SaaS-based solutions enable entrepreneurs to customize their digital

operations while maintaining scalability and operational flexibility [12]. Their widespread adoption reflects the growing demand for cost-efficient, adaptable digital solutions that can evolve as businesses grow.

In recent years, chatbot-based platform solutions have emerged as an innovative component of e-commerce ecosystems. These solutions facilitate automated communication between businesses and customers through conversational interfaces integrated into messaging platforms and digital services. Chatbot-based systems support order placement, customer support, personalized recommendations, and transaction tracking, thereby improving the customer experience and process efficiency [1]. For entrepreneurs, chatbot platforms represent an accessible entry point into digital commerce, particularly in mobile-first and social commerce environments.

Despite differences in functionality, all major types of platform-based solutions share common characteristics critical to entrepreneurial development. These include scalability, automation of business processes, data-driven decision-making, and the ability to integrate complementary services within a unified digital ecosystem [16].

To systematize these characteristics, Table 1 presents a comparative overview of key platform types used in e-commerce and their entrepreneurial effects. The classification presented in Table 1 demonstrates that digital platform-based solutions serve not only as technological tools but also as strategic enablers of entrepreneurial activity in e-commerce.

By combining technological infrastructure with economic coordination mechanisms, platforms reshape traditional value chains and support the emergence of new digital business models. This reinforces the view that platform-based solutions should be analyzed as an integral component of entrepreneurial ecosystems rather than as specific digital instruments.

**Table 1. Classification of digital platform-based solutions in e-commerce and their entrepreneurial effects**

<b>Platform type</b>	<b>Core functions</b>	<b>Key entrepreneurial effects</b>
Online marketplaces	Product aggregation, payment processing, logistics coordination	Reduced entry barriers, expanded market access, and increased sales volume
SaaS e-commerce platforms	Store creation, inventory management, analytics, marketing tools	Operational efficiency, business scalability, and customization of processes
Chatbot-based platforms	Automated customer interaction, order processing, and service support	Cost reduction, improved customer experience, and process automation

*Source: developed by the author based on [12-16].*

Digital platform-based solutions generate a wide range of economic effects that significantly influence entrepreneurial development in e-commerce. These effects manifest not only at the firm level but also at the market and entrepreneurial ecosystem levels. By providing standardized digital infrastructures and coordination mechanisms, platforms alter cost structures, revenue models, and competitive dynamics, thereby reshaping the conditions under which entrepreneurial activity emerges and evolves.

One of the most significant economic effects of platform-based solutions is the reduction of market entry barriers for entrepreneurs. Digital platforms enable new market participants to access customers, payment systems, and logistics networks without substantial initial capital investments. This lowers fixed costs associated with business formation and facilitates the inclusion of micro- and small enterprises in e-commerce markets [17]. As a result, platform-based environments promote entrepreneurial diversity and increase market dynamism.

Another important effect relates to business scalability. Platform architectures enable entrepreneurs to rapidly scale operations by leveraging existing digital infrastructure and network effects. As customer bases grow, marginal costs per transaction tend to decrease, improving overall business efficiency and profitability [18]. This scalability is particularly relevant in digital

commerce, where demand fluctuations and market expansion can be accommodated without proportional increases in operational resources.

Platform-based solutions also help optimize costs and automate processes. Through integrated tools for inventory management, customer communication, marketing, and analytics, platforms reduce transaction and coordination costs while improving process transparency [19]. Automation of routine operations enables entrepreneurs to focus on strategic decision-making and innovation, enhancing long-term business sustainability. In this context, chatbot-based platforms play a crucial role by streamlining customer interactions and real-time service delivery [20].

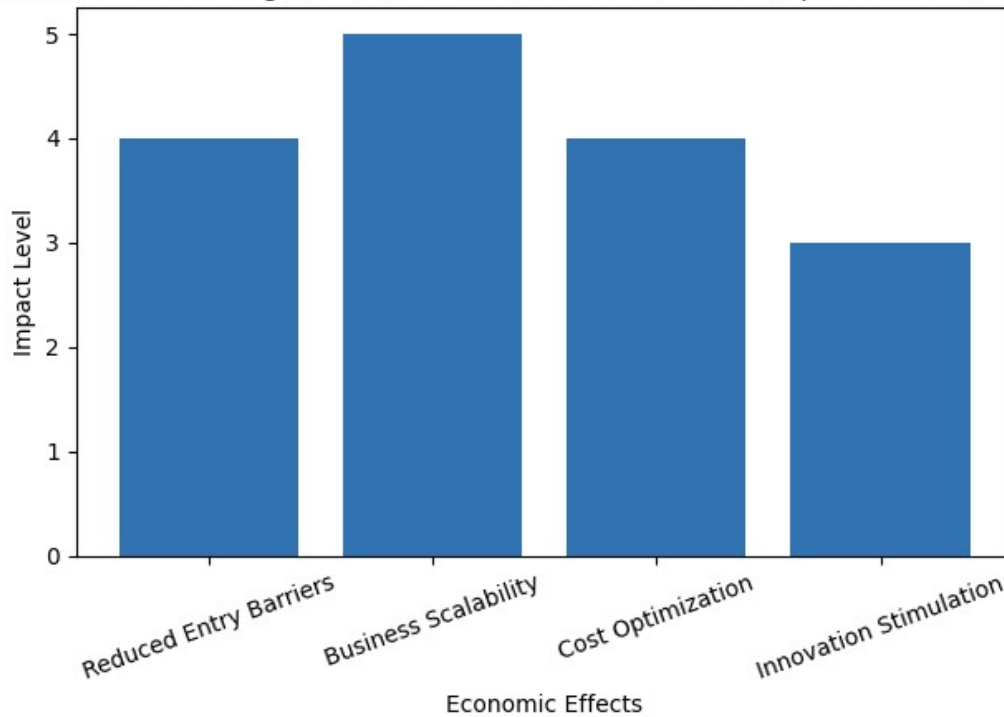
In addition to firm-level effects, digital platforms foster innovation and value co-creation within entrepreneurial ecosystems. By enabling interactions among multiple stakeholders, including developers, service providers, and consumers, platforms stimulate the development of complementary products and services [20]. This ecosystem-based logic strengthens knowledge exchange and accelerates the diffusion of digital innovations, contributing to the overall growth of e-commerce sectors.

However, the economic impact of platform-based solutions is not exclusively positive. Researchers emphasize potential risks associated with platform dependency, including asymmetric bargaining power, data monopolization, and increased vulnerability to changes in platform governance [3]. These challenges highlight the need for balanced strategies that allow entrepreneurs to benefit from platform participation while mitigating long-term dependency risks.

The interrelation between digital platform-based solutions and entrepreneurial development can be conceptually illustrated through the interaction of key economic effects, as shown in Figure 1.

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## Economic Effects of Digital Platform-Based Solutions on Entrepreneurial Development



**Figure 1. Economic effects of digital platform-based solutions on entrepreneurial development**

*Source: developed by the author based on [17–20]*

### **Conclusions and prospects for further research**

The research confirms that digital platform-based solutions are a key driver of e-commerce development and entrepreneurial activity in the digital economy. The study demonstrates that such solutions provide businesses with scalable digital infrastructure, enable automation of commercial processes, and enhance interaction between entrepreneurs and consumers. As a result, digital platforms significantly reduce entry barriers for new market participants and intensify entrepreneurial initiatives, particularly among SMEs.

The analysis reveals that platform-based solutions in e-commerce perform not only a technological function but also an economic and organizational one, forming digital ecosystems that integrate sales, marketing, customer support, and analytics within a single environment. Special attention is given to chatbot-based solutions, including messaging platforms such as Telegram, which represent an emerging form of digital commerce tools. These solutions expand the functionality of e-commerce platforms by enabling conversational commerce, real-time

customer interaction, and cost-efficient business scaling, thereby strengthening the competitiveness of entrepreneurial ventures.

Furthermore, the findings indicate that the economic effects of digital platform-based solutions manifest through improved business scalability, cost optimization, accelerated market entry, and innovation stimulation. The conceptual analysis presented in the article highlights the systemic role of digital platforms in fostering entrepreneurial development and supporting sustainable growth in e-commerce markets.

At the same time, the study identifies several directions for further research. Future investigations should focus on empirically assessing the economic efficiency of specific platform-based solutions, including chatbot-driven e-commerce models, across different industries and national contexts. Additionally, quantitative analysis of the relationship between platform adoption intensity and key performance indicators of entrepreneurial activity would contribute to a deeper understanding of digital transformation processes. Expanding the methodological toolkit to include econometric modeling and comparative analysis will enable a more comprehensive evaluation of digital platforms as long-term drivers of e-commerce and entrepreneurship development.

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*Отримано редакцією журналу / Received: 01.03.26*

*Прорецензовано / Revised: 09.03.26*

*Схвалено до друку / Accepted: 20.03.26*