

Strategic Management of E-Commerce in Commercial Companies: A Systematic Review (2016 -2020)

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Abstract: Currently, electronic commerce has grown rapidly, where technology and the internet intervene to make purchases and sales in a faster and more comfortable way. This modality represents a competitive advantage for small businesses since it allows them to sell their products and/or services to any part of the world on a larger scale and at a lower cost. The objective of this research is to determine what is known about the strategic management of e-commerce in Latin American commercial companies in the scientific literature between 2016 and 2020. Therefore, a systematic review of the literature was carried out following the PRISMA statement, for which four databases were used, such as: Scopus, Redalyc, and ProQuest; after the inclusion process, 24 scientific articles were selected for this work. The main results are related to definition, context in general, adoption of electronic commerce in Latin America, and fundamental strategies for the purchase decision in e-commerce. It is concluded that electronic commerce generates new opportunities to penetrate national and international markets, reducing costs and increasing sales; however, despite its benefits, it has not yet surpassed traditional purchases and this is because the purchase decision in the online context is determined by factors such as the level of trust, the level of technology management and reputation of the company. Likewise, it was shown that Latin America is below the first world countries in the use of this new purchase process as a consequence of the moderating variable of the digital gap. On the other hand, Latin American countries are presented as a potential market with positive growth. It is recommended to continue with empirical research related to e-commerce focused on Latin America and its evolution and adaptation within this new business model. It is important to mention that there were no impediments to this investigation.

Keywords: e-commerce or electronic commerce, Latin America, SMEs

1. Introduction

Currently, the world is in a digital age, where technology has become a fundamental need in people's daily lives. For organizations, technology represents a strategic ally to take off the new purchasing modalities in the market (Limas Suárez, 2020). And among internet clients, who are of different ages, groups, socioeconomic levels and levels of technical experience, the emergence of these networks has significantly varied in their behavior (Dakduk et al., 2017). The history of e-commerce dates back to 1995 with the development of the first online sales web pages, so that after twenty years the internet boom caused a 20% increase in its total turnover in 2016, raising some 1,600 million dollars (Sánchez-Torres et al., 2019). Likewise, during the years 2014-2019, business-to-business [B2C] e-commerce had an annual growth rate of 17.6%, reaching US\$ 3,535 billion in 2019 and it is estimated that by 2023 it will reach sales of US\$ \$6,542 (de Matos, Curth and dos Santos Garcia, 2020). From its appearance in the 90s to the present day, e-commerce has evolved rapidly, becoming one of the main commercial channels of today (Palomino Pita, Mendoza Vargas and Oblitas Cruz, 2020). However, their sales are still lower than in physical stores. Electronic commerce is defined as a form of negotiation that makes use of the internet for buying and selling actions. This modality transformed the traditional way of doing business, promoting the manifestation of other agents in the economy, new forms of commerce and new alternatives for organizations and customers (Wagner Mainardes, Melo de Souza and Días Correia, 2020). E-commerce has many advantages for companies, since it allows them to sell products to a market that can extend throughout the world and to a public that is difficult to access by traditional means, while simultaneously reducing costs and increasing sales (García, Díaz and Arias-Pérez, 2017). On the other hand, it makes it easier for customers to buy regardless of business hours, make comparisons and even review comments from other buyers, as well as the emergence of digital payments that give them the feeling of greater comfort and security (Moreno Sotomayor et al., 2017). Around the world, SMEs have presented a great influence of electronic commerce (Sanchez-Torres and Juarez-Acosta, 2019). This type of business has allowed them to penetrate market improvements and increase their competitive value, in turn eliminates

several of the advantages of large organizations and gives greater opportunities to small companies, such as increasing the dissemination of their products, making sales to any destination and at the same time being able to reduce their costs (Villa et al., 2018). The retail sector is undergoing a technological evolution, but there are also great challenges that managers must face, such as the dynamic transformation in the customer journey and organizations digital (Monteiro et al., 2019). In that sense, Sánchez-Torres et al. (2017) affirm that the great efficiency in the markets allows small and large companies to be able to relate in a context of greater competitiveness. The research question in this systematic review is: What is known about the strategic management of e-commerce in Latin American commercial companies in the scientific literature between 2016 and 2020? Taking into account that Latin America represents a market with a future, since it maintains a constant and accelerated development in almost all its countries, representing 10.5% of internet users worldwide, which leads to a promising growth of 50 % (Dakduk et al., 2017). For this reason, this research aims to determine what is known about the strategic management of e-commerce in Latin American commercial companies in the scientific literature between 2016 and 2020.

2. Methodology

A systematic review was carried out taking as a reference the adaptation of the PRISMA protocol since it allows to improve the report of systematic reviews and meta-analyses, consisting mainly of a flow diagram of four phases: identification, screening, eligibility and included (Moher et al., 2009). To begin this systematic review, Scopus, Redalyc and ProQuest were used as electronic databases. Scopus is recognized for being one of the largest databases in the world, Redalyc is a database of journals from Latin America and ProQuest is database with access facilitated by universities. The search for scientific articles was carried out using the keywords: "e-commerce" and "electronic commerce". To find articles that answer our research question, the Boolean "OR" connector was used, maximizing the search, for which the combination of these was the following: "e-commerce" OR "electronic commerce". As a consequence of this inquiry, the total number of articles found in all the databases was 2,247,127. The first phase for the selection of articles consisted of defining the inclusion criteria, which were: scientific articles, in English or Spanish, published between 2016 and 2020 and belonging to Latin American countries, after applying the criteria of inclusion, 961 results were obtained. After that, the repeated articles were eliminated, obtaining 937 as a result of the difference. In the second selection phase, exclusion criteria were applied which were: subjects that do not correspond to the business area and articles that do not have the full downloadable text. Then, the review of the title and abstract was carried out to evaluate the relationship of the article with the research problem, resulting in 117 potentially relevant articles. Finally, the documents were downloaded and a complete reading was made of them, excluding those that were not essential for the systematic review, of which 24 articles were used in this systematic review (figure 1).

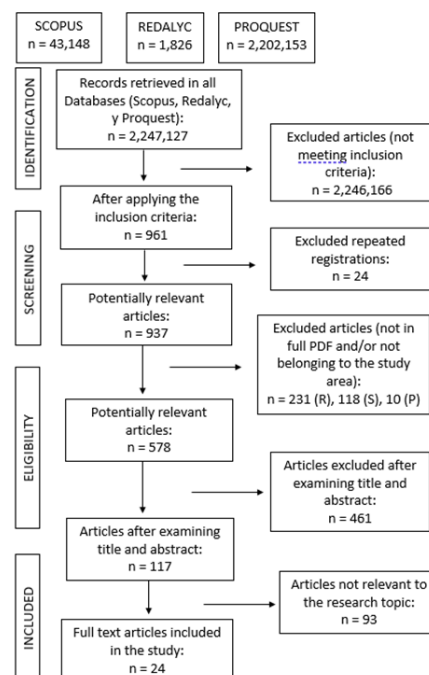


Figure 1: Systematic review flow diagram (original elaboration)

3. Results

As a result of the search for systematic reviews in the selected databases, a total of 2,247,127 scientific articles were found that are related to the research topic between the years 2016 and 2020.

Table 1: Details of the information sources used in the results item, regarding the name, database, journal, apa, year and country

Title	Source	Magazine	Year	Country
Marketing + internet = e-commerce: oportunidades y desafíos	Redalyc	Revista Finanzas y Política Económica	2017	Perú
Hábitos de consumo en plataformas e-commerce en adultos jóvenes de la ciudad de Bogotá	Redalyc	Universidad & Empresa	2020	Colombia
Competitive price and trust as determinants of purchase intention in social commerce	Redalyc	Brazilian Administration Review.	2020	Brasil
Online flow and e-satisfaction in high involvement purchasing processes	Redalyc	Base Revista de Administração e Contabilidade da UNISINOS	2017	Brasil
Modelo para la adopción del comercio electrónico en el sector agroindustrial mexicano	Redalyc	Revista Análisis Económico	2016	México
Del comercio electrónico al comercio social: La innovación al alcance de las organizaciones	Redalyc	Contabilidad y Negocios	2017	Colombia
Comercio electrónico en Chile: ¿qué factores inciden en la decisión de compra?	Redalyc	Revista Academia & Negocios	2018	Chile
Emoción y razón: el efecto moderador del género en el comportamiento de compra online	Redalyc	INNOVAR. Revista de Ciencias Administrativas y Sociales	2018	Colombia
Gestión estratégica de tecnologías de información y comunicación y adopción del comercio electrónico en Mipymes de Córdoba, Argentina	Redalyc	Estudios Gerenciales	2016	Colombia
El impacto del e-commerce en las pymes de la provincia de El Oro	Scopus	Universidad y Sociedad	2020	Ecuador
Building loyalty in e-commerce: Does consumer income matter?	Scopus	International Journal of Business and Systems Research	2020	Brasil
Assessing differences in customers' personal disposition to e-commerce	Scopus	Industrial Management and Data Systems	2019	Chile
Analysis of e-commerce acceptance using the technology acceptance model	Scopus	Scientific Papers of the University of Pardubice	2019	Colombia
Modelo de entorno web para el fortalecimiento de productos agrícolas en Pymes	Scopus	Espacios	2018	Ecuador
El comercio electrónico (e-commerce) un aliado estratégico para las empresas en Colombia	Proquest	Revista Ibérica de Sistemas e Tecnologías de Informação; Lousada	2020	Colombia
Differences between e-commerce buyers and non-buyers in Colombia: The moderating effect of educational level and socioeconomic status on electronic purchase intention	Proquest	DYNA	2017	Colombia
Evaluación de impacto del comercio electrónico en las ventas de las pymes en colombia: un análisis econométrico	Proquest	Revistas de la Universidad del Magdalena	2019	Colombia
Digital trade in Latin America: mapping	Proquest	Emerald Group Publishing	2019	Latinoamérica

Title	Source	Magazine	Year	Country
issues and approaches		Limited		a
Trust and satisfaction: the keys to client loyalty in mobile commerce	Proquest	Business And Economics--Management, Education.	2016	México
Managing the digital consumer: insights from Brazil and Spain	Proquest	Computers--Machine Theory	2019	Brasil
Comercio electrónico y nivel de ventas en las MiPyMEs del sector comercio, industria y servicios de Ibagué	Redalyc	Revista Escuela de Administración de Negocios	2016	Colombia
B2C E-commerce for Home Appliance in the Brazilian Market: A Cost Efficiency Investigation Through a DEA-OCT Model	Redalyc	Revista de Negocios Internacionales (Internext)	2020	Brasil
La confianza como elemento fundamental en las compras a través de canales de comercio electrónico: caso de los consumidores en Antioquia (Colombia)	Redalyc	Revista de ciencias administrativas y sociales (INNOVAR)	2017	Colombia
Diferencias de la adopción del comercio electrónico entre países	Redalyc	Suma de negocios	2016	Colombia

After analyzing 24 articles from the scientific literature, 4 important sections were obtained on the answer to our research question: definition and context in general, adoption of electronic commerce in Latin America, fundamental strategies for the purchase decision in e-commerce and other relevant conclusions of the investigated authors.

According to the articles investigated, technological evolution has been increasing rapidly in recent years, allowing direct access to customer information, influencing the company's decision-making, a new business digital tool called e-commerce continually emerges, the which is defined as a set of actions where a negotiation is carried out through the use of technology. In other words, the term e-commerce refers to the set of activities that are carried out online, today it is a commercial strategy that most companies are using to increase the operations of their goods or services, together with the benefit of having direct communication with consumers and other companies around the world (Caicedo Plúa et al., 2018).

In addition, the benefits that the online platform brings, such as digitization and simplicity to keep us informed anywhere in the world and at any time, results in significant and efficient relationships between the company and customers when carrying out different operations of digital buying and selling. That is why it has made significant progress compared to offline channels, that is, something more advanced such as e-commerce (Guzmán Duque and Abreo Villamizar, 2017). It is important to mention that traditional commerce will never be replaced by electronic commerce, but the latter generates a new and innovative commerce model because it is a mixture of the two (Cardona Valencia et al., 2019).

In the third world, e-commerce reveals an adoption and usage rate well below that of first world countries (Corrales-Liévano, Ruiz-Medina and Angulo-Camargo, 2019). For example, Latin America presents a completely different picture than Europe and Asia. This region maintains less organized and unified proposals in economics and online commerce, as a result of its different approach to internet management (Aguerre, 2019). For this reason, in Latin America, electronic commerce represents approximately only 3% of sales worldwide, Brazil leads the list with 19 billion dollars, followed by Mexico with 17 billion dollars, followed by Chile and then Peru, whose sales are equivalent to a third and a quarter of Mexico's sales, respectively (Carrión González, 2020).

Electronic commerce continues to represent a global phenomenon after approximately 30 years of its emergence. However, not all the expectations for its evolution have been realized; on the contrary, there are still big differences between online and traditional purchases today (Ramírez-Correa, Grandón and Arenas-Gaitán, 2019). Therefore, it is of vital importance for the company to be able to identify how and why customers opt for digital in order to promote the use of electronic commerce and take advantage of all the benefits it brings (Cardona Valencia et al., 2019).

The level of trust between a digital business and its customers is an essential determinant for achieving goals. On the other hand, consumers expect the company to be able to fulfill what was promised in the established time, that online operations be complete, and that its products or services enjoy differentiation; finally, that the privacy policy of their data is respected (Peña-García, Gil-Saura and Rodríguez-Orejuela, 2018). It is important to keep in mind that customers from lower socioeconomic levels prioritize the importance of compliance, unlike customers from higher socioeconomic levels, who value more the quality of the homepage (Rocha Ferreira et al., 2020).

4. Discussion

Regarding the changes that arose globally due to the evolution of technology, the authors Jones, Motta and Alderete (2016); Sepúlveda Robles et al. (2016); Barrientos Felipa (2017); and Rodrigues Maia et al. (2019) agree that the world has changed significantly; that is why large, medium and small companies have had to adapt to this transition to remain in the market, incorporating this new tool called e-commerce or electronic commerce, whose main function is to carry out digital commercial operations working hand in hand with the internet; that is, it allows companies to sell products/services and customers to interact with the brand online.

Regarding the advantages offered by e-commerce, these are diverse, the authors Felix, Tavares and Cavalcante (2018); and Fuentes, Ruiz and Amarillas (2020) point out that the adoption of electronic commerce directly benefits companies with respect to the level of sales, since the correct use of this tool would help increase total profit, have a greater reach of consumers throughout the market, increase profitability and reduce operating expenses, refine your understanding of your target audience's needs, and build meaningful relationships with potential customers. Therefore, the incorporation of electronic commerce promises growth for any business, experts indicate that the future of companies is based on the joint operation of traditional commerce and electronic commerce, with the sole purpose of improving the consumer experience with the brand. The data that results from the fusion of both, allows to have a better knowledge about the tastes and preferences, and the level of satisfaction of the customers.

Regarding the key factors for the success of online purchases, the authors Jimenez, San Martin and Azuela (2016); Sánchez-Alzate and Montoya Restrepo (2017); Linero Bocanegra and Botero Cardona (2020); and Salazar Concha, Mondaca Marino and Cea Rodríguez (2018) indicate that price and trust strongly influence consumers' intention to purchase online; however, it should be noted that obtaining the trust of customers is the most difficult thing to achieve; because they have to face a chain of insecurities that generates fear when using the online platform, such as not having the possibility of palpating the product/service, high risks when exchanging personal information, the ignorance of the use of the online medium, among others.

However, for Bachion Ceribeli, Rodrigues da Silva Tamashiro and Monforte Merlo (2017) the factors mentioned above are not the most relevant for electronic consumers; Due to the fact that there are other personal and psychological aspects that intervene in the decision and/or purchase behavior, this is called the online flow state of e-commerce, which has as its main purpose to increase the disposition during the shopping process on the online platform.

On the adoption of electronic commerce Balasudarsun (2017); Sanabria Díaz, Torres Ramírez and López Posada (2016); Costa Melo et al. (2020) and Sánchez Torres and Arroyo-Cañada (2016) mention that there is a clear difference between developed and developing countries, since first world countries take advantage of and enjoy a better structured equipment, have greater economic possibilities that allow proper development with technological advance; on the other hand, there are the developing countries, the scenarios are totally discriminating for them because some still lack the resources to face the new technological trends; however, for a few years Latin America has been presenting a positive and constant growth in sales through the use of e-commerce, and it is even projected that profits will continue to increase continuously because the business world is becoming increasingly digitized.

5. Conclusions

It was determined that e-commerce is a type of commerce where technology and the internet are used for buying and selling actions. Likewise, it can be concluded that it has great advantages for small and medium-sized companies, since it generates new opportunities to penetrate national and international markets, reducing costs and increasing sales. Despite all these advantages, electronic commerce has not developed

throughout the world at the same speed, it was determined that Latin America has a growth below that of first world countries; however, it is presented as a potential market. It is worth mentioning that during this investigation there were no major limitations were presented. It is recommended to continue conducting empirical research on e-commerce, since there is still much to be discovered within this business model in Latin America.

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