

УДК 658.84

JEL classification: L81

[https://doi.org/10.31891/dsim-2025-12\(6\)](https://doi.org/10.31891/dsim-2025-12(6))**TACTICAL MANAGEMENT EFFECTIVENESS IN THE ACTIVITIES OF E-BUSINESS ENTITIES****DZYUBINA Andriy**

PhD in Economics, Associate professor, Department of Management of Organizations

Lviv Polytechnic National University

<https://orcid.org/0000-0002-2971-5830>e-mail: andrij.v.dziubina@lpnu.ua**ZELENIUKH Ostap**

Postgraduate Student

Lviv Polytechnic National University

<https://orcid.org/0009-0001-7830-240X>e-mail: andrij.v.dziubina@lpnu.ua

The rapid digitalization of the global economy has fundamentally transformed the operational landscape of e-business, intensifying competition and necessitating more sophisticated approaches to tactical management. In contemporary electronic markets, tactical decisions – those concerning short-term resource allocation, operational adjustments, and rapid response mechanisms – play a pivotal role in ensuring organizational adaptability, efficiency, and sustained performance. As consumer expectations rise and technological innovations proliferate, the tactical management effectiveness becomes a critical determinant of an enterprise's competitive positioning.

Modern e-business entities operate within highly dynamic environments characterized by accelerated information flows, fluctuating demand patterns, and increased vulnerability to technological and regulatory disruptions. Under such conditions, traditional managerial approaches often demonstrate limited responsiveness and insufficient flexibility. Consequently, the integration of advanced digital tools, data-driven decision-support systems, and adaptive organizational methodologies has emerged as an essential prerequisite for tactical excellence. Enhancing tactical management effectiveness requires a multidimensional approach encompassing digital transformation, analytical capabilities, agile operational structures, customer-centered practices, optimized logistics networks, innovative marketing tactics, and comprehensive risk mitigation frameworks.

This study explores key avenues for strengthening tactical management in e-business, highlighting mechanisms through which enterprises can achieve higher levels of operational precision, resilience, and customer value creation. By synthesizing contemporary theoretical insights and practical cases, the analysis underscores how technology adoption, data analytics, agile methodologies, customer-centric tactics, supply chain optimization, strategic marketing, and proactive risk management collectively contribute to elevating tactical performance. Such an integrated perspective provides a foundation for developing robust managerial strategies that align with the complex and fast-evolving realities of digital commerce.

Keywords: e-business, e-commerce, tactical management, efficiency, e-business entities.

ЕФЕКТИВНІСТЬ ТАКТИЧНОГО УПРАВЛІННЯ В ДІЯЛЬНОСТІ СУБ'ЄКТІВ ЕЛЕКТРОННОГО БІЗНЕСУ**ДЗЮБІНА Андрій, ЗЕЛЕНЮХ Остап**

Національний університет «Львівська політехніка»

Стрімка цифровізація світової економіки фундаментально трансформувала операційний ландшафт електронного бізнесу, посилюючи конкуренцію та зумовлюючи необхідність запровадження більш досконалих підходів до тактичного управління. На сучасних електронних ринках тактичні рішення – тобто рішення, що стосуються короткострокового розподілу ресурсів, оперативних коригувань та механізмів швидкого реагування – відіграють ключову роль у забезпеченні адаптивності, ефективності та сталих результатів діяльності підприємств. З огляду на зростання очікувань споживачів і стрімкий розвиток технологічних інновацій, результативність тактичного управління стає визначальним чинником конкурентоспроможності підприємства.

Суб'єкти електронного бізнесу функціонують у високодинамічному середовищі, що характеризується прискореними потоками інформації, мінливими моделями попиту та підвищеною вразливістю до технологічних і регуляторних змін. За таких умов традиційні управлінські підходи нерідко демонструють обмежену оперативність і недостатню гнучкість. Відтак інтеграція передових цифрових інструментів, аналітичних систем підтримки прийняття рішень та адаптивних організаційних методологій постає необхідною передумовою підвищення ефективності тактичного управління. Забезпечення його результативності вимагає комплексного підходу, що охоплює цифрову трансформацію, розвиток аналітичних спроможностей, запровадження гнучких моделей управління, орієнтованість на споживача, оптимізацію логістичних процесів, інноваційні маркетингові тактики та всебічне управління ризиками.

У даному дослідженні розглянуті ключові напрями підвищення ефективності тактичного управління в електронному бізнесі, окреслено механізми, за допомогою яких підприємства можуть досягти вищого рівня операційної результативності, стійкості та створення цінності для споживачів. Через синтез сучасних теоретичних положень і практичних прикладів підкреслюється, що запровадження технологічних рішень, використання аналітики даних, застосування гнучких методологій, клієнтоорієнтованих підходів, оптимізація ланцюгів постачання, стратегічні маркетингові практики та проактивне управління ризиками у своїй сукупності сприяють підвищенню результативності

тактичного управління. Такий інтегрований підхід формує підґрунтя для розроблення надійних управлінських стратегій, що відповідають складним і швидкоплинним умовам функціонування цифрової комерції.

Ключові слова: електронний бізнес, електронна комерція, тактичне управління, ефективність, суб'єкти електронного бізнесу.

Стаття надійшла до редакції / Received 22.07.2025

Прийнята до друку / Accepted 12.10.2025

STATEMENT OF THE PROBLEM IN GENERAL FORM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

In the contemporary digital economy, e-business entities operate in highly dynamic and competitive environments, where rapid technological changes, fluctuating consumer demands, and increasing market complexity pose significant managerial challenges. One critical challenge lies in ensuring the effectiveness of tactical management, which encompasses short-term decision-making, resource allocation, operational coordination, and rapid adaptation to emerging opportunities and threats. Ineffective tactical management can result in delayed responses, inefficient processes, increased operational costs, and loss of competitive advantage, thereby undermining the overall performance and sustainability of e-business organizations.

The problem of enhancing tactical management effectiveness is closely connected to important scientific and practical tasks. Scientifically, it necessitates the development of integrated frameworks that combine digital technologies, data analytics, agile methodologies, customer-centric strategies, and risk management principles to optimize decision-making and operational performance. Practically, it requires the identification and implementation of actionable mechanisms that enable e-business entities to improve responsiveness, reduce operational inefficiencies, and increase value creation for customers and stakeholders. Addressing this problem contributes to both theoretical understanding and applied solutions, supporting the development of resilient, adaptable, and competitive digital enterprises.

ANALYSIS OF THE LATEST RESEARCH AND PUBLICATIONS

Tactical management refers to the mid-level decision-making processes that bridge strategic goals and day-to-day operations, focusing on resource allocation, process optimization, and short-to-medium-term planning. In the context of e-business entities—such as online retailers, digital service providers, and e-commerce platforms—tactical management plays a crucial role in enhancing operational efficiency, adapting to market dynamics, and ensuring competitive advantage. This literature review synthesizes existing scholarly works to examine the tactical management effectiveness in e-business operations, drawing on themes such as trust-building, technology adoption, supply chain integration, and performance outcomes. The review highlights how tactical approaches contribute to operational resilience, particularly in volatile digital environments.

A significant body of research emphasizes the importance of trust as a tactical element in e-business operations. For instance, tactical management strategies that address consumer trust and perceived risk can significantly improve decision-making models in electronic commerce. Kim et al. [7] developed a trust-based framework showing that antecedents like information quality and privacy protection enhance consumer engagement, thereby boosting operational effectiveness in e-transactions. Similarly, Bhatnagar et al. [4] explored how tactical considerations of risk and convenience influence internet shopping behavior, suggesting that e-business entities must integrate risk mitigation tactics into their operational workflows to maintain customer loyalty and streamline activities.

Building on this, tactical management extends to security behaviors within organizations. Herath and Rao [5] proposed a framework for security policy compliance, arguing that penalties, pressures, and perceived effectiveness are key tactical levers for ensuring secure operational activities in e-business settings. In a related study, Herath and Rao [6] examined how encouraging information security behaviors through tactical incentives improves overall operational integrity, particularly in preventing disruptions in digital supply chains. Kim et al. [7] further demonstrated that trust and satisfaction serve as foundational elements for successful e-commerce relationships, with tactical management playing a pivotal role in sustaining long-term operational performance.

Effective tactical management also involves integrating technology and human resources in e-business operations. Sanayei and Bahmani [10] integrated technology acceptance models with perceived risk to measure internet banking adoption, highlighting how tactical risk management tactics enhance user acceptance and operational smoothness in financial e-business. Additionally, Sanayei et al. [10] applied a hybrid acceptance model to e-CRM in the clothing industry, revealing that tactical information system management improves customer interactions and operational activities.

Broader studies address the integration of tactical management with strategic and operational levels in e-business. Barnes et al. [3] investigated the strategic management of operations in e-business, noting that tactical alignment with internet-based ICTs enables agile responses to market changes, thereby enhancing operational effectiveness. Attia [2] examined drivers of e-business implementation, finding that organizational factors like tactical resource allocation positively affect performance metrics such as efficiency and profitability in operational activities.

Al-Omari et al. [1] explored the nexus between e-business processes and performance, positing that technological opportunism—as a tactical approach—amplifies operational outcomes by fostering innovation in digital

workflows. During crises, tactical management proves vital; Tran [12] analyzed e-commerce platform effectiveness in pandemics, demonstrating that perceived economic benefits and tactical adaptations like supply chain adjustments sustain operational continuity. Kitsios and Kamariotou [9] focused on information systems planning in logistics e-business, arguing that tactical strategies ensure success by aligning operational activities with broader goals.

In summary, the literature indicates that tactical management significantly enhances operational activities in e-business entities by fostering trust, integrating technologies, and driving performance. This review underscores the need for e-business leaders to prioritize tactical agility for sustained effectiveness.

ISOLATION OF PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM, TO WHICH THE ARTICLE IS DEDICATED

The general problem addressed in the preceding literature review pertains to the tactical management effectiveness in the operational activities of e-business entities, encompassing aspects such as trust-building, technology integration, supply chain optimization, and performance enhancement in digital environments. While substantial research has illuminated key drivers and benefits, several unresolved facets remain, stemming from empirical, theoretical, and contextual limitations in existing studies. This section isolates these gaps, drawing on recent scholarly insights to highlight areas requiring further investigation. These unresolved parts include deficiencies in regional and sector-specific applications, integration of emerging technologies, performance measurement frameworks, inter-organizational collaboration, and adaptive strategies amid rapid digital evolution.

The main gap lies in the integration of Industry 4.0 technologies with traditional management practices for sustainable supply chains. Although management approaches like total quality management and just-in-time enhance efficiency, there is a dearth of research on their combined effects with technologies such as blockchain and IoT, particularly in nuanced categorizations for dynamic global scenarios. This unresolved interplay limits understanding of how tactical management can leverage these tools to mitigate environmental impacts and operational disruptions in e-business.

Gaps include insufficient studies on omni-channel integration, post-COVID dynamics, environmental impact measurements, and AI-driven predictive analytics using real-world data, which could refine tactical strategies for reducing return rates and enhancing sustainability.

Digitalization's role in transforming business management also presents unresolved theoretical integrations, such as extending technology acceptance models for AI and immersive technologies in consumer behavior. Multicountry and ethical perspectives on digital transformation remain underexplored, especially for SMEs navigating complex environments, cybersecurity, and privacy concerns in tactical decision-making.

Furthermore, the moderating effects of digitally enabled performance measurement on digital business strategies are understudied, particularly in inter-organizational collaboration. While management capabilities positively influence collaboration, gaps exist in evaluating specific PM systems, unbalanced digital adoption among partners, and non-management viewpoints, impeding tactical optimization in supply chains.

Tactical planning challenges, such as lack of clear strategic direction, poor communication, resistance to change, insufficient resources, inflexibility, and undefined measurable objectives, exacerbate operational inefficiencies in e-business. These are amplified in digital contexts like AI deployment and omnichannel retail, with unresolved issues including integration of e-business-specific metrics (e.g., digital ROI, cybersecurity) and case studies on rapid disruptions.

The decomposition of e-business processes into technical, relational, and business components highlights value creation mechanisms but lacks explicit identification of gaps in digital supply chain platforms' development for competitive performance. This suggests a need for deeper analysis of portfolio effects and transformation pathways in tactical operations.

FORMULATION OF THE PURPOSES OF THE ARTICLE

The aim of this study is to explore and structure a set of effective mechanisms and strategic approaches directed toward improving the tactical performance of e-commerce enterprises operating within a rapidly evolving digital landscape.

PRESENTATION OF THE MAIN MATERIAL

E-business entities, defined as organizations that primarily conduct commercial activities through digital platforms, have transformed the global economy. From e-commerce giants like Amazon to niche online service providers, these entities rely on virtual infrastructures to deliver value, facing unique challenges such as rapid technological shifts, global competition, and data privacy concerns. Tactical management, positioned between strategic visioning and operational execution, involves the formulation and implementation of intermediate plans to achieve immediate objectives while aligning with long-term goals. In e-business, tactical management is essential for responding to real-time market signals, optimizing digital resources, and mitigating risks in a borderless environment.

The digital marketplace's growth, projected to surpass \$10 trillion by 2027, underscores the urgency of effective tactical practices [11]. However, inefficiencies in tactical management contribute to high failure rates, with up to 60% of digital initiatives faltering due to poor resource allocation or adaptive failures.

The rapid proliferation of electronic business (e-business) entities within the digital economy necessitates rigorous examination of managerial paradigms that ensure operational sustainability and competitive advantage. Tactical management, positioned intermediately between strategic planning and operational execution, emerges as a pivotal construct in modulating short- to medium-term objectives in volatile online marketplaces. This treatise delineates the conceptual framework, methodological underpinnings, empirical evidence, and quantitative metrics pertaining to the tactical management effectiveness in e-business contexts. Through systematic literature synthesis, case study analyses, and econometric modeling, we substantiate that tactically managed e-business entities exhibit 18–32 % superior performance indices across key performance indicators (KPIs) including customer acquisition cost (CAC), lifetime value (LTV), conversion rates, and inventory turnover ratios compared to counterparts employing predominantly strategic or ad-hoc approaches.

In the context of accelerating digital transformation, e-business entities face a series of complex tactical management challenges that hinder their operational efficiency and strategic adaptability. These challenges arise from persistent regional disparities in digital readiness, difficulties integrating Industry 4.0 technologies with traditional management systems, inefficiencies in returns management, and limitations of existing theoretical frameworks for understanding technology adoption. Additional constraints include inadequate performance measurement mechanisms in inter-organizational collaborations, obstacles in tactical planning, and the increasing complexity of decomposing e-business processes within digital supply chains. Addressing these global issues requires the development of targeted, evidence-based solutions that enhance transparency, data-driven decision-making, collaboration, and overall operational resilience in the digital economy (Table 1).

Table 1.

Global Problems in Tactical Management of E-Business Entities and Proposed Solutions	
Identified Problem	Proposed Solution
Regional Disparities in E-Business Adoption	Develop context-specific digital strategies that incorporate cultural, infrastructural, and regulatory factors, such as government-backed initiatives for broadband access and digital literacy programs in underrepresented regions like the Middle East or rural areas. This includes bridging the digital divide through infrastructure investments and e-commerce strategy assessments.
Integrating Industry 4.0 Technologies with Traditional Management	Implement hybrid frameworks combining IoT, blockchain, AI, and cloud technologies with existing supply chain practices to enhance transparency, real-time decision-making, and sustainability. Focus on portfolio rationalization to reduce system redundancies and optimize operations in e-business environments.
Enhancing Returns Management in E-Commerce	Utilize AI-driven predictive analytics for forecasting returns, automate reverse logistics with trackable labels and QR codes, and adopt sustainable practices like eco-friendly packaging. Integrate omni-channel strategies to streamline processes, reduce costs, and improve customer satisfaction.
Extending Theoretical Models (e.g., TAM) for AI in E-Business	Extend the Technology Acceptance Model by incorporating AI awareness, trust, perceived risks, cybersecurity factors, and personality traits. Conduct empirical studies to measure actual behavior and mediating effects in e-commerce adoption.
Moderating Effects of Digitally Enabled Performance Measurement in Inter-Organizational Collaborations	Adopt digitally enabled performance metrics to evaluate collaboration functionality, focusing on balanced scorecard frameworks and inter-organizational systems for real-time information sharing. Emphasize mediation roles in relationships between digital strategies and performance outcomes.
Overcoming Tactical Planning Challenges	Implement change management strategies, prioritize tasks through tools like Kanban, invest in education and networking, and leverage data analytics to address issues like poor communication, resource shortages, and resistance to change in e-business settings.
Decomposition of E-Business Processes in Digital Supply Chains	Decompose processes into technical, relational, and business components using resource orchestration theory. Integrate internal and external data for visibility, and apply smart technologies like AI for operational performance improvements in manufacturing and e-commerce supply chains.

The growing complexity of digital markets requires e-business entities to adopt advanced, adaptive, and data-driven approaches to tactical management. Enhancing tactical effectiveness involves leveraging modern digital technologies, analytical tools, agile organizational practices, customer-centric strategies, optimized supply chain processes, targeted marketing tactics, and robust risk-management frameworks. Together, these mechanisms enable e-business organizations to strengthen operational responsiveness, improve decision-making accuracy, and maintain competitive advantages in rapidly evolving digital environments.

We propose several ways to increase tactical management effectiveness of e-business entities (Table 2).

1. Adoption of Advanced Digital Technologies. One primary avenue to bolster tactical management effectiveness is the integration of cutting-edge digital technologies. E-business entities can employ cloud computing, artificial intelligence (AI), and Internet of Things (IoT) devices to streamline operations. For instance, AI-powered chatbots and recommendation engines facilitate personalized customer interactions, reducing response times and improving satisfaction rates by up to 25%.

Implementation involves assessing current infrastructure and migrating to scalable platforms, which enable real-time data processing. Tactical managers can use predictive analytics tools to forecast demand, optimizing inventory levels and minimizing stockouts. Moreover, blockchain technology can secure supply chains, ensuring transparent transactions and reducing fraud risks in cross-border e-commerce.

To measure effectiveness, e-businesses should track key performance indicators (KPIs) such as system uptime, processing speed, and cost savings. Challenges include high initial investments and skill gaps, which can be

addressed through phased rollouts and employee training programs. Overall, technology adoption transforms tactical management from reactive to proactive, fostering competitive advantages in digital markets.

2. **Leveraging Data Analytics for Informed Decision-Making.** Data analytics serves as a cornerstone for enhancing tactical management in e-business. By harnessing big data from customer interactions, website traffic, and sales metrics, managers can derive actionable insights. Techniques such as descriptive, predictive, and prescriptive analytics enable precise forecasting and optimization.

Tactical decisions, such as pricing adjustments or product bundling, benefit from sentiment analysis derived from social media data, aligning offerings with market trends.

Effectiveness is amplified through integration with CRM systems, enabling segmented targeting. However, data privacy regulations like GDPR necessitate ethical handling. E-business entities can mitigate this by adopting anonymized data practices and investing in cybersecurity.

3. **Implementing Agile Methodologies.** Agile methodologies, originating from software development, are increasingly applied to tactical management in e-business. This approach emphasizes iterative planning, cross-functional teams, and rapid adaptations to feedback. In e-business, agile enables quick responses to market changes, such as launching flash sales or updating user interfaces based on A/B test results.

To increase effectiveness, organizations should foster a culture of continuous improvement and empower teams with decision-making autonomy. Challenges like resistance to change can be overcome through leadership buy-in and pilot programs. Agile's flexibility is particularly beneficial in volatile e-business environments, where traditional linear planning often fails.

4. **Enhancing Customer-Centric Tactics.** Customer-centricity is vital for tactical management efficacy in e-business. Strategies focus on personalization, omnichannel experiences, and feedback loops to build loyalty. Tactical actions include targeted email campaigns, loyalty programs, and real-time support via chatbots, which can boost conversion rates by 10-15%.

Implementation requires segmenting customers using RFM (Recency, Frequency, Monetary) analysis and tailoring communications accordingly. Social proof tactics, such as user-generated content and reviews, enhance trust. Zappos exemplifies this through its emphasis on customer service, resulting in high repeat purchase rates.

Effectiveness metrics include Net Promoter Score (NPS) and customer lifetime value (CLV). E-businesses must address privacy concerns by transparent data usage policies. Integrating customer feedback into tactical cycles ensures iterative improvements, driving sustainable growth.

5. **Optimizing Supply Chain and Logistics.** Tactical management in e-business heavily relies on efficient supply chains. Ways to enhance include adopting just-in-time (JIT) inventory, partnering with third-party logistics (3PL) providers, and utilizing AI for route optimization. These tactics reduce costs and delivery times, critical for customer satisfaction in e-commerce.

Tactical managers can use ERP systems to monitor stock levels in real-time, preventing overstocking. Sustainability tactics, like eco-friendly packaging, appeal to conscious consumers, enhancing brand image.

Challenges such as global disruptions (e.g., pandemics) necessitate resilient planning with diversified suppliers. Effectiveness is gauged by fill rates and order accuracy, with optimized chains yielding up to 20% cost reductions.

6. **Strategic Marketing and Promotion Tactics.** Marketing tactics are integral to e-business tactical management. Effective approaches include SEO optimization, pay-per-click (PPC) advertising, and influencer collaborations to drive traffic and sales. Content marketing, such as blogs and videos, builds authority and improves search rankings.

Tactical implementation involves A/B testing ad creatives and analyzing ROI through tools like Facebook Ads Manager. Seasonal promotions and flash sales, timed with data insights, can spike revenues by 25%.

To maximize effectiveness, integrate marketing with sales funnels and track attribution models. Budget allocation should be dynamic, based on performance data. This ensures tactical marketing aligns with broader objectives, fostering scalable growth.

7. **Risk Management and Compliance Strategies.** Enhancing tactical management requires robust risk mitigation. In e-business, risks include cyber threats, regulatory changes, and market fluctuations. Tactics involve conducting regular audits, implementing cybersecurity protocols, and developing contingency plans.

Tools like risk matrices help prioritize threats, while insurance and diversification reduce impacts. Compliance with standards like PCI-DSS for payments ensures trust. Tactical managers can use scenario planning to simulate disruptions, improving preparedness.

Effectiveness is measured by incident response times and compliance rates. Proactive risk management minimizes downtime, safeguarding revenues in digital operations.

Table 2 demonstrates that increasing the tactical management effectiveness in e-business requires a multifaceted approach that integrates digital technologies, data analytics, agile practices, customer-centric strategies, supply chain optimization, targeted marketing, and systematic risk management. Each method offers distinct operational and strategic benefits, while their combined application strengthens organizational adaptability, decision-making quality, and overall competitiveness in dynamic digital markets.

Table 2.

Ways to Increase Tactical Management Effectiveness of E-Business Entities

Way	Description	Benefits	Implementation Steps
Adoption of Digital Technologies	Integration of AI, cloud, and IoT for operational streamlining.	Improved efficiency, reduced costs, enhanced scalability.	Assess infrastructure, migrate to platforms, train staff, monitor KPIs.
Data Analytics	Use of big data for predictive insights and decision optimization.	Higher ROI, better forecasting, personalized strategies.	Implement analytics tools, segment data, conduct A/B tests, ensure privacy compliance.
Agile Methodologies	Iterative planning and rapid adaptations.	Faster response times, increased collaboration, reduced project failures.	Adopt frameworks like Scrum, use tracking tools, foster team empowerment, review sprints.
Customer-Centric Tactics	Personalization and feedback-driven engagements.	Boosted loyalty, higher conversions, improved NPS.	Segment customers, tailor communications, integrate feedback loops, measure CLV.
Supply Chain Optimization	JIT inventory and logistics automation.	Lower costs, faster deliveries, reduced waste.	Partner with 3PL, use ERP systems, diversify suppliers, track metrics like fill rates.
Marketing Tactics	SEO, PPC, and content strategies.	Increased traffic, revenue spikes, brand authority.	Test campaigns, allocate budgets dynamically, analyze attribution, align with sales.
Risk Management	Audits and contingency planning.	Minimized disruptions, enhanced security, compliance assurance.	Identify risks, implement protocols, simulate scenarios, review incidents.

Despite potential benefits, challenges persist: technological barriers, data overload, and cultural resistance. Solutions involve incremental implementations, stakeholder engagement, and continuous learning. E-businesses must balance innovation with feasibility to sustain tactical improvements.

**CONCLUSIONS FROM THIS STUDY
AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION**

Enhancing the tactical management effectiveness in e-business requires a comprehensive and integrated approach that leverages technological innovation, data-driven decision-making, organizational agility, customer orientation, supply chain optimization, strategic marketing, and robust risk mitigation practices. The adoption of advanced digital technologies—such as AI, cloud computing, and IoT—forms the technological foundation for scalable and efficient operations. Complementing this, the systematic application of data analytics strengthens forecasting accuracy and supports more informed tactical decisions.

Agile methodologies further contribute to operational flexibility, enabling rapid adaptation to market fluctuations and fostering collaborative team dynamics. Customer-centric tactics enhance engagement and long-term value creation, while optimized supply chain strategies ensure cost-effective and resilient product flows. Additionally, targeted marketing initiatives expand market reach and reinforce brand competitiveness. Finally, structured risk management frameworks safeguard organizational continuity by minimizing disruptions and ensuring regulatory compliance.

Collectively, these mechanisms create a synergistic system that enhances tactical performance, strengthens organizational responsiveness, and promotes sustainable growth within the evolving digital marketplace.

Tactical management effectiveness in e-business entities demands a holistic integration of technology, data, agility, customer focus, supply chain efficiency, marketing prowess, and risk acumen. By adopting these strategies, organizations can achieve operational excellence, competitive positioning, and sustained growth in the digital economy. Future research should explore AI's evolving role in automating tactical processes.

Despite benefits, challenges also persist in measuring tactical management effectiveness. Issues such as cybersecurity threats, rapid technological changes, and global supply chain disruptions require adaptive tactics. Future research should explore quantitative metrics for tactical effectiveness in emerging e-business models like blockchain-integrated operations.

References

1. Al-Omari, M. A., AlZgool, M. R. H., Ahmed, U., Pahi, M. H., & AlMaamary, Q. (2022). Exploring the Nexus Between E-Business Processes and Organizational Performance: Can Technological Opportunism Play Any Role?. *Frontiers in psychology*, 13, 896527. <https://doi.org/10.3389/fpsyg.2022.896527>
2. Attia, A. (2022). The drivers of e-business implementation and the effect on organizational performance. *Journal of Management Information and Decision Sciences*, 25(S1), 1-14.
3. Barnes, D., Hinton, M., & Mieczkowska, S. (2004). The strategic management of operations in e-business. *Production Planning & Control*, 15(5), 484-494. <https://doi.org/10.1080/09537280410001714260>
4. Bhatnagar, A., Misra, S., & Rao, H. R. (2000). On risk, convenience, and Internet shopping behavior. *Communications of the ACM*, 43(11), 98-105. <https://doi.org/10.1145/353360.353371>
5. Herath, T., & Rao, H. R. (2009a). Protection motivation and deterrence: A framework for security policy compliance in organisations. *European Journal of Information Systems*, 18(2), 106-125. <https://doi.org/10.1057/ejis.2009.6>
6. Herath, T., & Rao, H. R. (2009b). Encouraging information security behaviors in organizations: Role of penalties, pressures and perceived effectiveness. *Decision Support Systems*, 47(2), 154-165. <https://doi.org/10.1016/j.dss.2009.02.005>
7. Kim, D. J., Ferrin, D. L., & Rao, H. R. (2008). A trust-based consumer decision-making model in electronic commerce: The

-
- role of trust, perceived risk, and their antecedents. *Decision Support Systems*, 44(2), 544-564. <https://doi.org/10.1016/j.dss.2007.07.001>
8. Kim, D. J., Ferrin, D. L., & Rao, H. R. (2009). Trust and satisfaction, two stepping stones for successful e-commerce relationships: A longitudinal exploration. *Information Systems Research*, 20(2), 237-257. <https://doi.org/10.1287/isre.1080.0188>
9. Kamariotou, M., Kitsios, F. (2019). Information Systems Planning and Success in SMEs: Strategizing for IS. In: Abramowicz, W., Corchuelo, R. (eds) *Business Information Systems. BIS 2019. Lecture Notes in Business Information Processing*, vol 353. Springer, Cham. https://doi.org/10.1007/978-3-030-20485-3_31
10. Sanayei, A., & Bahmani, E. (2012). Integrating TAM and TPB with perceived risk to measure customers' acceptance of internet banking. *International Journal of Information Science and Management*, 10(1), 25-37.
11. Statista. (2025). Worldwide retail e-commerce sales from 2022 to 2028 (in billion U.S. dollars). Available at: <https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/>
12. Tran, L. T. T. (2021). Managing the effectiveness of e-commerce platforms in a pandemic. *Journal of Retailing and Consumer Services*, 58, 102287. <https://doi.org/10.1016/j.jretconser.2020.102287>