

Q-COMMERCE – THE NEXT GENERATION E-COMMERCE

Assoc. Prof. Michal Stojanov¹, PhD

Abstract: Q-commerce is a product of the integration of information and communication technologies and the migration of product exchange in the online environment, which in combination with the possibilities of physical delivery within a relatively short period of time, creates a new business segment for product exchange. In the course of the article, general and specific methods such as the descriptive method, situational and content analysis are used. This paper presents the nature, features, status and future development of Q-commerce as the next generation of e-commerce. Q-commerce is a business model that is gaining momentum, which is a product of rapid development and penetration of digital technologies in human and business life, increasing concentration of urban population, anti-epidemic restrictions imposed during the pandemic of COVID-19.

Key words: quick commerce, delivery-on-demand, e-commerce, dark warehouse
JEL: L81, L87, F14.

Introduction

The spread of digital technologies and digitalisation create new opportunities for product exchange for modern human. Their evolution not only improves the conditions and dimensions of the right trade combination and the satisfaction of the participants in the exchange, but also increases the dynamics of the economic process. The emergence of quick commerce (Q-commerce) is the natural answer to the combination of information and communication technologies and the migration of product exchange in the

¹ Department of Economics and Management of Commerce and Services, University of Economics – Varna, michal.stojanov@ue-varna.bg.

digital environment with the possibility of physical delivery within a relatively short period of time with immediate implementation of trade, logistics and transport operations.

The main goal of this paper is to theoretically bring out the nature, features, status and future development of Q-commerce as the next generation of e-commerce.

In order to achieve the research goal, general and specific methods such as descriptive method, situational and content analysis are used.

Theoretical review

Quick commerce or delivery-on-demand (or Q-commerce for short) is an upgraded form of e-commerce in which the delivery of physical products takes place within extremely short intervals from the moment of the order to the delivery, which are not only within the day of the order, but most often between 30 minutes and one hour. They are inspired by the traditional supply of ready-made food offered by restaurants, but are gradually expanding the range of products offered to include a variety of packaged food and non-food items normally provided by conventional trade, medicines and food supplements, perfumes and cosmetics, flowers, electronic consumables (e.g. batteries), small electrical appliances (e.g. mobile phone chargers), books and printed matter, etc., which can be acquired in compliance with all regulatory requirements for the exchange. However, quick commerce forms a specific feature, namely that in the supply it relies on high quality products, those that are recognisable, distinctive in the product offering. The main consideration is to guarantee that the consumer choice made will ensure the highest degree of customer satisfaction. Quick commerce does not rely on the "trial-error-return of product" model, but offers necessary and familiar products for which the customer is convinced in advance of their consumer properties, as product returns or complaints are exceptions. The peculiarities of consumer demand in quick commerce are reduced to products for which the consumer has a pre-formed preference or those that have been the subject of past consumption. Therefore, significant factors of choice are brand recognition and loyalty, necessity of purchase, the possibility of easy ordering and fast delivery, price terms of exchange, the size of the opportunity cost of self-trade visit, restrictions on self-purchase, etc. Of course, there is also the possibility of taking a risk and the resource victim associated with it,

where the choice made does not fully meet the requirements or expectations of the client, but the value paid is relatively low or insignificant. In such a situation, the consumer, making a compromise, accepts the conditional weakness or inaccuracy of the choice made as an acceptable victim or acceptable risk of purchase. From a purely conceptual point of view, there are no restrictions on the type and characteristics of the products that can be delivered, as long as their physical supply must be within a conditionally small distance between the place of actual collection of the product ordered by the customer (point of dispatch) and the desired delivery point (point of receipt). Quick delivery platforms provide wide opportunities for cross-selling and impulse purchases, which is a way for segment operators to "push" additional products. In this way, by offering related and substitute commodity alternatives, growing revenue streams are generated, which is caused by the larger size of the basket and the wider advertising opportunities (paid by a third party) at the point of contact.

A key operational moment of the quick commerce technology is the systematic performance of all operations on the execution of orders without delay in time and with the same relative priority. In general, the transportation of the product, especially in urban environments, relies on the rapid movement of couriers with a variety of vehicles. To achieve this goal, reliance is mainly on the use of common private road vehicles. Mainly in urban environments, individual two-wheeled transport is used, provided by electric scooters, bicycles, motorcycles and mopeds, etc., but you can also work with personal or company (owned by the operator offering the service) cars. Of course, the specifics of the transport (applied driving force, route used, road infrastructure, load capacity) determine to the greatest extent the possibilities for transporting the ordered products, such as speed, characteristics of the shipment, transportation requirements, preservation of consumer characteristics of the products, etc. This, in practical implementation, creates conditional restrictions on the volume and weight of the transported orders. However, according to the means of transport used, these obstacles can be relatively successfully resolved in the use of private cars with different volume capacity, load capacity and storage regime during transport. The latter determines one of the dominant specifics of quick commerce, where personal (owned and maintained by couriers) vehicles are mainly used. At the same time, the weakness of e-commerce of physical (hard) products, which is related to the time lag between the time of the order and that of the actual delivery of the product, is resolved. In quick commerce, this moment is optimised to the shortest possible time for realisation. In the general case of

Q-commerce, each order is served on individual routes according to predefined schedules, which are developed and adapted for each specific product delivery. Couriers, within their operational independence and work schedule, can concentrate their interest on the execution of the set orders for a certain territory served by them and in preferred working time intervals. In addition, personal motivation to form a greater economic effect, received as payment for the service performed (the so-called piecemeal form), is a factor in improving productivity, which depends on the ambition of their own goals and results. The main approach is related to the application of models that seek solutions for time and territory management that are "achievable, flexible and profitable for the company and for sales professionals, while satisfying customers" (Dimitrova, Zhelyazkova, Grozdeva, & Stojanov, 2011, p. 113). Therefore, quick commerce is a form of product exchange that optimises the processes in the so-called "last mile", where a significant part of the economic parameters is determined by the speed of execution of orders. Moreover, the speed of the service implies that the price is calculated in the total value of the order, so it is naturally established that customers are willing to spend about "20% more on groceries delivered quickly than they would pay in shops" (Clarence-Smith, 2021). Moreover, "40% of online shoppers mention fast delivery as an extremely important criterion in the decision-making process" (D'Mello, 2021). Economic rationality shifts the balance to the traditionally opposite goals in transportation – the speed of execution versus the cost of delivery. In this aspect, the basic principle of transportation is that express and priority deliveries are more expensive, but it is quick commerce that requires a relative change in this mechanism and puts it on a competitive basis with the traditional price of delivery. The latter means that Q-commerce seeks a compromise on the cost of delivery, which is the same or lower than the value paid for conventional courier service. This is achievable by escalating or combining several economic and organisational aspects: the redistribution of the delivering value between the participants in the exchange process; optimisation of logistics and transport costs; achieving a micro-scale of the implemented activity, which allows the realisation of significant time savings, involved participants and reduction of direct costs for the cost of delivery. The essential part of the mentioned factors can be achieved through the digitalisation of the economic process and the automation of the operations and activities in the front and back office of the offered fast business service. That is why the emergence and

expansion of the quick commerce is a product of digital transformation and the full use of modern technologies in traditional and e-commerce business. Therefore, the overall vision on which quick commerce unfolds is the guarantee of immediate implementation. This is the reason for "55% of customers, providing a two-hour delivery guarantee to increase their loyalty to a company" (Ivanova, 2020). At the same time, loyal customers form 96% of the orders of one of the world leaders in the Delivery Hero segment (Delivery Hero, 2020, p. 7). Hence, the logical conclusion that the quality of service and its flawless performance determine consumer loyalty, which is an important factor for sales in the segment of quick commerce.

Quick commerce is "third generation digital trade" (Tele2 AB (Press release), 2021, p. 2). It successfully "integrates the convenience of online retail with the instantaneity (of product exchange) of traditional physical stores" (Hausmann, Herrmann, Krause, & Netzer, 2014) which is due to the successful combination of the variety of products available online with the wide opportunities to seek better price terms of exchange provided in e-commerce which, with the same day delivery options, greatly helps stimulate interest and customer loyalty (see Table 1).

Table 1
Evolutionary generations of commerce

| First generation commerce | Second generation electronic commerce | Third generation quick commerce |
|---------------------------------------|--|---|
| Self-service | Delivery within 2-3 days | Delivery up to 1 hour |
| All products are physically available | The main products are available | A small part of the products is available |
| Personal vehicles (cars) | Truck deliveries | Two-wheeled vehicles |
| Super shops | Super warehouses | Local shops and warehouses |
| Households with three or four members | | Households very often with one member |
| Emphasis on prices | | Emphasis on speed of execution |

Source: (Mirkovic, 2021), (Delivery Hero, 2020, p. 16).

Quick commerce consolidates the supply opportunities of products, offered by third countries into a wider platform for selection and trade exchange. This is possible through the formation of current stock by the service operator, who takes care of its storage with the development of the concept of the so-called "dark/smart warehouse/store" or "last mile hubs".

Dark warehouses/stores are organised and managed by the operator of the service micro depots or shops located near the area of most active trade. Their limited characteristics, such as size and commercial and warehousing technologies used, are aimed at ensuring the availability of the products offered in close proximity to potential customers. Their role is to "ensure efficient warehousing activities, as it is difficult to maintain efficient logistics from the last mile without them" (Ivanova, 2020). These are sales and storage areas, providing all types of storage and activities, efficient commercial organization and technology of the work process, impeccable information security and real-time traceability of stocks. In their activity, intelligent technologies are applied, provided with a variety of innovations and mainly digital information processing, which make operations fast, without errors in execution and with a high level of automation. Their main characteristics are the provision of "+1000 product items, usually in areas 300-700 square meters" (TIM Team, 2021), and sometimes "from 250 to 1000 square meters" (Mitsostergiou, 2021). "The dark store is a commercial space that was previously used for other business purposes, which has been turned into a warehouse or micro-execution centre to improve the delivery of online orders..., they are not physically open to retail buyers" (Anand, 2021). In this way, the infrastructure of the dark warehouses is accessible only to employees of the operator or business partners, who have the freedom to operate with each product unit, but controlled access to the building / premises. The activity of the dark warehouse is organised in such a way as to ensure the maximum speed of the operations, without unnecessary activities, with guaranteed and traceable in real time availability, total information security, etc. Actually, this means that quick commerce orders can be executed "up to 25% faster than traditional in-store execution" (Mirkovic, 2021). The acceleration of the processes is ensured by the widespread application of artificial intelligence technology, which can be used to predict customer demand and form the right product stock, machine learning for consumer behaviour in different channels and contact points, traceability of delivery in real time, chatbot application for communicating with the client, etc.

Quick commerce is considered as "offer for delivery to the client" (Klintner & Vinberg, 2021, p. 3). Very often, quick commerce provides the specific demand of individual customers or households consisting of one member, where all activities and operations are performed independently. This practically means that there is no possibility for substitutability of the

members of one household in the performance of product demand, making purchases, deliveries, etc. Thus, through quick commerce, part of the purchasing and delivery activities are transferred to an external service party, where the speed of the service requires the greatest attention in ensuring the complexity of the user experience. It takes advantage of the fact that offering the same day delivery option or even faster increases the percentage of successful sales (Klintner & Vinberg, 2021, p. 3). The customer delegates to the operator and through the information system to the operator's employee the execution of the order in real time from the place where the product is available and will be accepted for delivery to the place where it must be received or handed over as delivered. Quick commerce could be defined as an activity of outsourcing purchases and deliveries within the household or family economy. An additional feature is the 24-hour operating mode of the quick commerce operator, which has no non-working hours or days of the week, which in combination with the immediate execution of orders gives a competitive advantage to this business. It manifests itself both in terms of electronic and traditional (physical) commerce. In the first one, the organisation of the delivery is within a day, and very often, longer periods, especially for international deliveries. In the second one, the organisation of work has a specific operating time and interruptions of the work cycle during the day and / or week (weekends). In contrast, quick commerce is on standby or on hold and smart personal devices can be activated at any time when a certain product need arises, i.e. it is in standby mode. This has led to the emergence of a new cultural and behavioural model "always-on culture", which adapts to the use of smart technologies at all times and keeping them always at hand. The constant use of smart devices for all purposes – work, entertainment, communication, etc., provides ample opportunities for product presentation and makes easy product selection at every possible point of contact in the online environment. Whether through advertising in search engines, social networks, through sponsored links, banners, etc., the modern Internet user is systematically irradiated by advertising messages of the quick commerce operators.

Quick commerce is an opportunity for traditional physical traders to restore the competitive balance of electronic exchange agents, making it "the best strategy for offline retailers to compete with online retailers when attracting online shoppers" (Jindal, Gaur, Li, & Ma, 2021, p. 272). An important point is that in this practice of exchange, an imitative strategy should not be applied, but an omnichannel trade approach should be developed. It emphasises that "when adding new channels, retailers must

continue to provide benefits to their existing customers in order to maintain their loyalty, ... which is also linked to the critical need to offer a wider range at competitive prices, while making the purchase process convenient for attracting different types of customers" (Jindal, Gaur, Li, & Ma, 2021, p. 278). In fact, it expands the market for traditional trade, leading to a competitive environment in which exchange agents and quick service operators operate in synergy to meet broader and more specific consumer demand. If the latter is not immediately discovered, realised and satisfied, it loses the economic potential for the participants in the exchange. Thus, in the economic process there are gaps in economic effects of unrealised resource allocation, which occurs at specific times and under specific conditions.

The concept of quick commerce can be applied as independent business entrepreneurship, but also as an activity to be performed by traditional physical and electronic traders (see Table 2). An advantage for traditional traders from using the fast delivery service is the extensive increase in the most important factor of conventional trade – sales personnel. This is achieved by merging the employees of the fast delivery operator into the sales team. They have the opportunity to operate freely or conditionally in the sales hall or back office of the merchant to select products from customer orders. An approach for preparing the order by the trader's employees and handing it over to the delivery officer is also possible. Again, the main point is the information security of all participants in the performance and simultaneous implementation of the operations of the fast delivery service.

Table 2
Quick commerce business models

| Economic operator | Characteristic |
|--|---|
| Specialised operators for quick commerce (pure quick commerce) | Independent organisation of quick delivery: from a dark/smart warehouse/stock; from third party (trader) |
| Aggregators offering quick delivery | These are third-party websites or applications offer delivery on demand. They specialise as such in ready-to-eat food, for groceries, for services and universal |
| Electronic and hybrid retailers offering the option of quick delivery | Organising quick delivery independently as a traditional express delivery service or through a specialised courier operator offering the option of priority execution |
| Independent traditional (physical) traders offering the option of quick delivery | Organising quick delivery of orders (when ordering by phone, catalogue, e-mail or other method) independently or through a specialised courier operator offering the option of priority execution |

Source: (IGD, 2021), (Grindey, 2021).

Another key advantage of quick commerce under epidemic restrictions caused by COVID-19 and related mandatory quarantine restrictions is that it is an appropriate solution for providing essential products with minimal physical contact and compliance with the requirements for isolation at home or in hospital. In the general case, the execution of orders is individual for each customer and is associated with single products, subject to delivery, but can be more complex when ordering a combination of products from one retailer or from several retailers using combined orders from the system on a given marketplace (online market). An important point is the migration of product offer and the execution of orders entirely in an electronic environment with a high degree of automated processing, although communication between parties may be established by more traditional means, such as telephone, traditional e-mail or otherwise. However, the latter is associated with increased costs for the exchange, so in the pure form of quick commerce ordering is done entirely in electronic environment – online via a website (desktop interface or mobile version) or special applications or smart devices applications. Another feature is the use of the marketplace concept, where the operator of the quick delivery service simultaneously forms its own product portfolio, but also expands product range by offering a managed platform for product presentation to third parties who benefit from the quick delivery service which the operator provides. From the point of view of scale, quick commerce develops mainly in urban environments, where the concentration of population and participants in the trade process is very large. Its model is best applied in "urban centres or densely populated residential areas with more than 50000 people ... within 2 to 3 km ... with a delivery time of less than 15, 10 and 7 minutes" (Mitsostergiou, 2021). However, this concept can also be used within smaller settlements, which is accompanied by all the trade-offs of scale, limited power of the organisation of operations and the parameters of their implementation.

The explosive development of the quick commerce segment is stimulated by the emergence of innovative entrepreneurs whose business behaviour makes the most of the opportunities created by the epidemic environment of COVID-19, but also by copying and adapting this business model by traditional and e-retailers in search of competitive advantage and stability in a crisis environment.

Factors determining the quick commerce development

The huge leap in this business segment was stimulated by filling the niche of a specific type of consumer demand, formed by the rapid development of digital technologies, increasing concentration of urban population, anti-epidemic measures imposed during the epidemic of COVID-19, etc. The development of this commercial service is determined by a simultaneous combination of several circumstances and forces:

- omissions in planned purchases or when the person finds the lack of a necessary product that is not traded in convenient locations and must be procured in a very short time;

- the dynamic change in lifestyle and physical activity of the modern individual, in which certain individuals do not have time to plan purchases and need to react immediately to meet certain needs, such as product needs in the workplace without the possibility of leaving it, product demand after a long working day and in non-working hours for traditional trade, the provision of prepared meals or products in households, etc.;

- another point is related to the imposed epidemic circumstances and related restrictions or preferences for social exclusion. In the case of the first, certain people placed under quarantine are restricted in the free visit to commercial sites and in order to procure the necessary products, they must use services for remote orders and deliveries to the place of the declared quarantine. In the case of the second, for reasons of their own health safety, others prefer to limit their public contacts and visits to retail establishments, for them the option of fast delivery to the place of receipt of the order is alternatively and conditionally safer solution to meet a variety of product needs and self-imposition of restrictions on social contacts. Moreover, in the future the human population will have to adapt to live in local and global epidemics, without significantly affecting the course of individual and economic life, for which quick commerce is a suitable alternative to meet a variety of consumer needs and smooth running of trade;

- the dynamic development of digital competences and skills, where for certain individuals, the use of electronic communication channels for ordering products is part of the digital existence of the subject and the natural state in the digital age;

- the expansion of the multiverse and the time consumers spend in it for work and entertainment creates new opportunities for a point of contact and realisation of product exchange.

At the same time, some factors and risks can be identified as adversely affecting the development of quick commerce. They are related to the commercial skills and experience of final consumers, but they also affect other participants in this business model (quick commerce operators, traders, actual contractors). They can be summarised as underdeveloped digital skills and competencies of the participating parties (customers, traders, couriers); poorly designed applications/websites and strong dependence on continuous internet connectivity and online information exchange; growing operating costs of providing immediate courier service; difficulties and dangers in transportation in an urban environment (for the courier and the ordered products); risks in making payments and reporting sales for tax purposes; compromising product qualities in case of improper storage and transportation; difficulties in making complaints, complications in the organisation of product returns and refunds for paid orders as well as possible omissions for protection of personal data of final customers and unfair behaviour of participants in the trade exchange; need for critical volume of consumers, high frequency of ordering, significant value of the average purchase in order for the business model of quick commerce to be cost-effective, etc.

Specific regulatory requirements

The specific regulatory framework that affects a significant part of the operators operating in the quick commerce segment is Ordinance № 12 of 18 November 2021 on the specific requirements for distance food trade. The regulatory action introduces a mandatory registration regime for operators and lays down specific hygiene rules for vehicles and / or containers and secondary packaging for food transport (Ordinance № 12 of 18 November 2021 on the specific requirements for distance food trade, 2021). The ordinance binds the fulfilment of the hygienic requirements with other normative acts as well, such as the Food Act, the Law on the Management of the Agro-food Chain, EU Regulations and EU Directives. It assigns control over the implementation of the measures of the Bulgarian Food Safety Agency (BFSA), introducing the tool of the mystery shopper for sampling in order to check the safety of the business operator of quick

distance commerce. The scope of control allows it to be extended to business operators from other countries when they deliver on the territory of Bulgaria and vice versa, when domestic operators make international sales. The latter allows the BFSA to seek the assistance of other specialized national and international bodies and systems for information exchange and prevention. Additionally, as e-traders, quick commerce operators are subject to registration with the National Revenue Agency and submit information about their activity electronically, which is related to the issuance of a fiscal receipt for the performed sale in accordance with the provisions of Art. 3. para. 1 and Art. 52m, para. 1 of Ordinance № H-18 (Ordinance No H-18, 2021).

Contemporary dimensions and future development

The past two years have been marked by the unprecedented growth of quick commerce. The main driver of this growth is the segment of online ready-to-eat food delivery, which globally forms a market volume of 115.07 billion USD in 2020 and reaches 126.91 billion USD in 2021 and is expected to grow to 192.16 billion USD in 2025 (Watts, 2021). Thus, according to the Business Research Company, the expected compound annual growth rate (CAGR) of the online delivery service will reach 11% at the end of the forecast horizon (The Business Research Company, 2021). In 2020, the last mile food supply segment generated revenue of approximately \$ 25 billion and is expected to exceed \$ 72 billion in 2025, driven by the restrictive measures of the COVID-19 pandemic (PR Newswire, 2021) and the dimensions of the new normal. This makes it very likely that quick commerce can be defined as a way of shopping that is expected to stimulate the growth of online trade in the next decade, along with omnichannel, vertical, horizontal, social, direct to consumer commerce (Sahay, 2021). At the same time, it is a suitable alternative for traditional traders who do not want to develop a multichannel or omnichannel trade, but want to take advantage of online sales.

The economic activity of quick commerce is driven by the emergence and global growth of technologically innovative market participants. Table 3 presents some of the dominant world leaders in the quick commerce segment.

Table 3
Global market participants

| Trade name | Origin | | Markets * | Peculiarity | Employees ** |
|---------------|-----------------|------|--|---|---------------|
| | country | year | | | |
| Delivery Hero | Sweden | 2008 | It operates in over 50 countries in Europe, Asia, Latin America and the Middle East. In partnership with over 500000 restaurants | Environmental aspect of the business – priority use of delivery bicycles | 35 528 (2021) |
| Takeaway.com | The Netherlands | 2000 | Active in 12 European countries and 2 Asian countries | Takeaway is listed on Euronext Amsterdam and the London Stock Exchange and is part of the FTSE 100 index. | 9 000 (2021) |
| Getir | Turkey | 2015 | From November 2021 the services are available in 81 Turkish cities, 10 cities in Great Britain, 6 Dutch, 5 German, 4 French, 4 Spanish, 3 American, 1 Portuguese, 1 Italian cities | Provides services in four different areas: Getirmarket, Getirfood, Getirwater and GetirMore | 4 157 (2022) |
| Glovo | Spain | 2015 | Works in more than 23 countries | Offering the Quiero service ("whatever you want") | 5 840 (2021) |
| Gorillas | Germany | 2020 | As of September 2021, it delivers to 60 cities in 9 countries | Gorillas uses the advertising slogan "faster than you" | 2 586 (2021) |
| Door Dash | The USA | 2013 | USA, Canada, Australia, Japan | As of February 2021, 55% of DoorDash couriers are women | 3 886 (2020) |

Note: * Market data is extracted from Wikipedia (Wikipedia, 2022).

** The employee data is extracted from the corporate intelligence company craft.co (craft.co, 2022).

The accelerated development of quick commerce is stimulated by the improvement of technologies and methods related to last mile delivery to the destination of the shipment. The main possibility, which is emerging as an alternative to physical delivery by courier, is delivery to an address using unmanned aerial vehicles – drones. Improving the automation and technical characteristics of drones as aerial vehicles allows their full use for commercial purposes. The possibility for unmanned and fully automated control of the

flight process allows for full application of the lifting and tractive power of drones for the transport of standardised cargo over relatively short distances. The physical parameters of the cargo are entirely determined by the capabilities and characteristics of the unmanned aerial vehicle, but in general, they are in the relative feedback, larger and heavier shipments to shorten the transport distance. This relationship is entirely dependent on the technical characteristics of the automated aerial vehicle. Serious attention should also be paid to the lack of overall international regulation and standardisation of this process and the possible effects it will have on the environment. However, its application for short commercial flights and quick deliveries has serious potential and opportunities for development.

Delivery through autonomous robots and application of Internet of Things technology. This technology allows the use of a relatively more traditional approach to delivery, which automates the stage of transporting the order over relatively short distances through autonomous control and / or remote control. The growth of the technology is stimulated by the mass introduction of 5G technology of wireless information exchange and communication.

Another aspect is the integration of sales opportunities in the environment of social networks, which makes the opportunities for ordering and immediate delivery with a contribution to the concept of completeness of the customer experience and higher personalisation of product offers. Social networks provide better knowledge of the online behaviour of the potential customer, which is a product of the information accumulated by the platform, which with appropriate tools and algorithms can be transformed into an individually targeted promotional strategy and a product offer.

Conclusion

The future development of the activities of quick commerce operators faces many challenges, but their activities provide a new dimension of convenience for final customers and wide opportunities for innovative entrepreneurship. The initial priority for its development in large urban centres can gradually be developed in smaller territorially compact settlements, where the potential for quick delivery to the desired point of a wide range of product alternatives can be mastered. Its affirmation may also be that it is a suitable alternative for product exchange in places not preferred for

positioning by traditional physical traders (business or industrial areas, suburban settlements, tourist complexes during and out of high season, etc.). The distinctive feature of quick commerce to attract participants (final customers and couriers) among the younger consumer segments can be gradually extended to a wider range of people to find opportunities for immediate delivery of desired products in the preferred location and time. At the same time, the driving force behind the motivation of couriers will continue to be the wide opportunities for flexible employment and the attractiveness of pay according to commitment. Moreover, the openness of the concept presupposes its development to be in full synchrony and adaptation to the needs and preferences of customers and their time evolution.

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CONTENTS

MANAGEMENT practice

SPECIFIC CHARACTER OF THE MEDIA AS BUSINESS ORGANIZATIONS AND MODELS FOR ANALYSING THE VALUES CREATED BY THEM

Assoc. Prof. Mihail Chipriyanov, PhD,
Magdalena Andonovska, PhD student 5

Q-COMMERCE – THE NEXT GENERATION E-COMMERCE

Assoc. Prof. Michal Stojanov, PhD 17

THE IMPACT OF COVID-19 ON DEVELOPMENT OF MOTOR CASCO INSURANCE IN BULGARIA

Assoc. Prof. Rumen Erusalimov, PhD, Nikolai Iliev, PhD student 35

CONCEPTUAL APPROACH FOR PRESENTING TEXT DATA FROM WEB-BASED INFORMATION SYSTEMS IN STRUCTURED FORM

Assoc. Prof. Plamen Hristov Milev, PhD, Yavor Nikolov Tabov 46

IMPACT OF DIRECT GERMAN INVESTMENTS ON BULGARIAN ECONOMY

Karmen Dimitrov Vranchev, PhD student 58