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**ORGANIZATIONAL AND ECONOMIC MECHANISM FOR ASSESSING THE
IMPACT OF
MARKETPLACES ON MARKET POWER
IN THE E-COMMERCE SYSTEM**

Specialty 5.2.6 «Management»

ABSTRACT

of the dissertation for the degree of Candidate of Economic Sciences

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Relevance of the research topic

In recent years, the structure of the Russian economy has undergone fundamental transformations associated with the accelerated digitalization of trade processes and the emergence of new business models in e-commerce. One of the most significant developments has been the rapid expansion of marketplaces, which have fundamentally changed the traditional architecture of trade relations and the mechanisms through which market power is redistributed among participants in the trading process.

The scale of the impact of marketplaces on the Russian economy is confirmed by the sustained growth of the Russian e-commerce market. According to Data Insight, in 2025 the Russian retail e-commerce market reached RUB 13.4 trillion, with 8.3 billion online orders.

It is fundamentally important that the ongoing changes affect not only the quantitative parameters of the market but also qualitatively transform the system of market relations. Marketplaces are becoming new centers of market-power concentration, acquiring the ability to influence market conditions, including pricing; to set, within their own digital infrastructure, the conditions under which sellers gain access to consumer demand; to affect the visibility of product offers; to accumulate substantial volumes of data; and to establish internal rules governing interactions among participants in the platform ecosystem. According to Data Insight, in 2025 marketplaces accounted for 81% of all online orders and 62% of sales by value in the Russian retail e-commerce market. This confirms not only the scale of platformization in e-commerce but also the need for scientific assessment of qualitative channels of platform influence that extend beyond the traditional analysis of market share.

At the same time, unlike traditional retail, marketplaces, by virtue of their platform nature, have proved capable of rapidly adapting to changing economic conditions and demonstrating sustainable growth even during periods of economic instability. This was especially evident during the COVID-19 pandemic, when marketplaces not only maintained but also significantly strengthened their market positions.

Overall, the dynamically developing digital trading environment creates new challenges for traditional market participants – manufacturers, distributors and retailers – as they must adapt to new conditions of digital trade, rules of platform interaction and changing requirements for access to consumer demand. The socio-economic significance of these transformations makes a scientific understanding of the mechanisms through which marketplaces affect the redistribution of market power in the e-commerce system particularly relevant.

The relevance of the study is further enhanced by the adoption of Federal Law No. 289-FZ of July 31, 2025 «On Certain Issues of Regulation of the Platform Economy in the Russian Federation», which establishes a legal framework for regulating relations among operators of intermediary digital platforms, their partners, owners of order pickup points, users and other participants in the platform economy. This circumstance strengthens the need not only for legal instruments, but also for economic and managerial tools for diagnosing the platform influence of marketplaces.

At the current stage of digital-economy development, traditional approaches to the analysis of market power are increasingly confronting the new realities of the platform economy. Classical tools for assessing dominance, developed for conventional markets, are insufficient for adequately measuring and analyzing the influence of digital platforms on market structure. Uncertainty and complexity in assessing the actual impact of marketplaces on the competitive environment are increasing because of the specific mechanisms of their operation, including network effects, economies of scale and the use of big data.

The expansion of e-commerce alone does not exhaust the scientific relevance of the research topic. Of particular importance is the scientific contradiction between the objectively increasing influence of marketplaces on the structure of e-commerce and the insufficient development of theoretical and methodological approaches capable of comprehensively assessing that influence under the conditions of the platform economy.

The degree of the scientific coverage of the topic

The issues of market power of digital platforms and marketplaces have been developed in the works of Russian and foreign researchers.

The theoretical foundations for studying market power in the digital economy, as well as applied issues related to the functioning of electronic trading platforms, have been developed in the works of Russian and foreign scholars who have made a significant contribution to research on the platform economy.

Digital platforms and marketplaces have been the subject of active scientific research abroad since the early 2000s, and in Russian scholarship primarily since the 2010s.

Among foreign studies devoted to various aspects of digital-platform activity and the analysis of market power in the digital economy, particular attention should be paid to the works of J. Tirole on market analysis and market power, as well as the studies of C. Caffarra and F. Scott Morton on antitrust regulation of digital markets in Europe. European Union regulatory documents have also made a significant contribution to understanding regulatory aspects, in particular Regulation (EU)

2019/1150, aimed at promoting fairness and transparency for business users of online platforms.

Among Russian studies, particular attention can be given to the fundamental works of E.B. Zhelezova, S.B. Izmalkov, K.I. Sonin and I.A. Khovanskaya on the theory and practice of two-sided markets; the works of N.V. Gorodnova on the development of the digital economy; and the studies of O.N. Antipina on platforms as multi-sided markets in the era of digitalization. A.N. Kozyrev and A.I. Kovalenko made an important contribution to understanding network effects and digital platforms. The issues of digital platforms and their specific features have been thoroughly examined by I.Z. Geliskhanov, while the global aspects of the transformation of world markets under the influence of digital platforms have been considered in the works of E.N. Smirnov and in the studies of A. Asadullina on competition among digital-platform owners in the world economy.

The Russian specifics of marketplace operations and the features of their influence on market structure have been analyzed in the studies of I.S. Balakshin on marketplace business models, the works of P.S. Oseneva and G.F. Yusupova on competition among marketplaces in Russia, the studies of I.V. Denisov and V.L. Tsalkovsky on market developments in the e-commerce segment, as well as the works of R.G. Pozhidaev on the specific features of digital-platform business models. Antitrust aspects of digital-platform regulation have been considered in the works of L.A. Tarkhova and I.V. Bashlakov-Nikolaev.

Theoretical and practical issues of conceptual and structural-logical modeling of the market power of digital platforms have been developed in V.N. Borisov's works on microeconomics, the studies of V.S. Rozhkina, S.V. Golovanova and D.V. Korneeva on the quantitative assessment of cross-side network effects, and the works of V.F. Mikhin and S.S. Chevgun on modeling organizational and economic mechanisms. At the same time, with regard to marketplaces, the managerial model of market-power redistribution remains insufficiently developed, particularly a model capable of linking network effects, sellers' infrastructure dependence, algorithmic management, transaction conditions and internal platform rules within a single cause-and-effect framework.

The mechanisms of e-commerce and digital trading platforms have been studied in the works of A.V. Plotnikov on the concept of two-sided markets and multi-sided platforms, the studies of K.B. Kostin and I.V. Andreev on the impact of the digital economy on marketing strategies, as well as in Data Insight analytical materials on the development of the Russian e-commerce market.

The analysis of the degree of development of the problem demonstrates the significant contribution of Russian and foreign researchers to the study of market power in the digital economy. However, the existing scientific literature primarily addresses individual aspects of the platform economy, two-sided markets, network effects and antitrust regulation. Existing approaches to the analysis of market power were developed mainly for traditional product markets and focus on assessing market share, concentration, pricing behavior, barriers to entry and the ability of an economic entity to influence price. With respect to marketplaces, these indicators do not fully reveal the actual mechanism through which market power is formed, because a marketplace acts not only as a participant in trade but also as a digital platform that manages the infrastructure through which sellers access consumer demand, ranking algorithms, data arrays, transaction conditions and internal rules governing participant interaction. The mechanisms for a comprehensive assessment of the impact of marketplaces on the redistribution of market power under Russian conditions remain insufficiently studied. Most existing methodological approaches to assessing market power were developed primarily for traditional markets and do not fully account for the specific features of two-sided markets, network effects, algorithmic management and participants' dependence on platforms.

Overall, the existing scientific and methodological framework does not provide sufficient means to diagnose how marketplaces redistribute market power among platforms, sellers and buyers within the e-commerce system. This scientific contradiction determines the need to develop an organizational and economic mechanism for assessing the impact of marketplaces on the redistribution of market power, allowing not only the quantitative scale of digital-platform activity to be recorded, but also the qualitative channels through which platforms affect market structure, competitive conditions, seller behavior and the position of buyers to be identified.

The relevance of the identified scientific problem, its practical significance and its insufficient degree of development determined the choice of the dissertation topic, its purpose and objectives, the object and subject of the research, and the structure of the study.

Purpose and objectives of the study

The purpose of the research is to scientifically substantiate and develop theoretical and methodological provisions and an organizational and economic mechanism for assessing the impact of marketplaces on the redistribution of market power in the e-commerce system, taking into account the specifics of the platform economy, network effects, algorithmic management and the institutional conditions of

the Russian market, as well as to form a methodological basis for managerial and antitrust diagnostics of the platform influence of digital trading platforms.

To achieve this purpose, it is necessary to solve the following objectives:

1. To examine the theoretical foundations of market power in the digital economy and systematize the specific mechanisms of its formation and exercise under the conditions of two-sided markets and the platform economy.
2. To develop methodological tools for assessing the impact of marketplaces on market power on the basis of a comprehensive analysis of the e-commerce market and the market power of marketplaces, including the identification and classification of the key mechanisms through which they influence participants in the trading process.
3. To develop a structural-logical model of the redistribution of platform market power. On this basis, to reveal the cause-and-effect relationships among stronger network effects, the formation of sellers' infrastructure dependence, algorithmic management of the visibility of product offers and changes in the transaction conditions of marketplace participation. To incorporate the internal rules of the platform ecosystem into the model and demonstrate their relationship with changes in the competitive position of sellers and buyers in the e-commerce system.
4. To identify, systematize and quantitatively substantiate the channels through which market power is redistributed among marketplaces, sellers and buyers in the Russian e-commerce market by testing the developed methodological tools using Ozon and Yandex Market as examples.
5. To develop an organizational and economic mechanism for assessing and regulating the impact of marketplaces on the redistribution of market power. To scientifically substantiate the possibility of using this mechanism by public regulatory authorities as an instrument for managerial monitoring, preliminary antitrust diagnostics and scenario-based quantitative assessment of the expected effects of platform-economy regulation.

The object of the research

The object of this dissertation research is marketplaces as entities of the digital economy (using Ozon and Yandex Market as examples) operating in the field of e-commerce.

The subject of the research

The subject of the research is the economic relations arising in the course of marketplace operations and their impact on the redistribution of market power in the e-commerce system.

Field of research

The study was conducted within the Passport of Scientific Specialty 5.2.6 «Management» of the Higher Attestation Commission of the Ministry of Science and Higher Education of the Russian Federation: point 1. «Management science and its development. History of management thought. Contemporary directions of theoretical and methodological developments in management»; point 4. «Management of economic systems: principles, forms and methods of implementation. Theory and methodology of change management in economic systems»; point 5. «Development of the theory and methods of decision-making in economic and social systems. Artificial intelligence systems for supporting managerial decision-making»; point 6. «Methods and criteria for assessing the effectiveness of management systems. Results-based management»; point 26. «Organization management in the context of digital transformation. Strategies and methods of business digital transformation».

The methodological basis of the research

The methodological basis of the research is represented by systemic and integrated approaches to studying the impact of marketplaces on market structure and the redistribution of market power within e-commerce. The following groups of methods were used in the study:

- general logical methods – analysis, synthesis, deduction and induction;
- theoretical methods – generalization, systems analysis, the theory of two-sided markets and the concept of network effects in the digital economy;
- empirical methods – measurement, comparison, description, statistical observation, comparison of open corporate and industry data, and analysis of indicators of the Russian e-commerce market;
- special methods – structural-logical modeling, cause-and-effect decomposition of the mechanisms of platform influence, multi-criteria analysis, normalization of indicator assessments, analysis and decomposition of differences between marketplaces, calculation of the Herfindahl-Hirschman Index, comparative analysis of platforms, as well as scenario-based quantitative assessment of the expected economic and institutional effects of implementing the organizational and economic mechanism.

The theoretical basis of the research

The theoretical basis of the research consists of scientific works by Russian and foreign economists devoted to the analysis of market power, the theory of management organization in the platform economy and the digital transformation of trade activity. The research is also based on fundamental provisions of microeconomic theory, the

theory of multi-sided markets, the theory of digital platforms, and scientific works in the fields of e-commerce and the digital economy.

Empirical/practical basis of the research

The empirical and informational basis of the research included:

- official statistical and analytical data from Rosstat, the Ministry of Economic Development of the Russian Federation and the Federal Antimonopoly Service of the Russian Federation;
- regulatory legal acts of the public authorities of the Russian Federation, including Federal Law No. 289-FZ of July 31, 2025 «On Certain Issues of Regulation of the Platform Economy in the Russian Federation»;
- financial statements and corporate materials of Ozon Holdings PLC and Yandex LLC;
- reports of analytical and consulting agencies, including Data Insight, AKIT, InClient and other industry sources characterizing the dynamics of the Russian e-commerce market, the development of marketplaces and seller behavior on digital trading platforms;
- publicly available tariff terms, rules for interaction with sellers, marketplace operating regulations, information on commissions, logistics services, advertising tools, ranking rules, platform moderation measures, product-card requirements and dispute-resolution procedures;
- the author's calculation and analytical data used to analyze indicators and determine the Integrated Marketplace Market Power Index (hereinafter, IMMPI), developed in § 3.1 of the dissertation. The study calculates the integrated values of this index for Ozon and Yandex Market and analyzes data from 50 small and medium-sized enterprises. For the comparative analysis of the organizations' economic indicators, data were collected for the period before entry into platform sales channels and after two years of operation on them. The author's scenario assumptions made it possible to substantiate the economic feasibility of the project.

The scientific novelty of the research

The scientific novelty of the dissertation consists in the systemic and substantiated solution of an important scientific and applied task – the scientific substantiation and development of theoretical and methodological provisions and an organizational and economic mechanism for assessing the impact of marketplaces on the redistribution of market power in the e-commerce system, taking into account the specifics of the platform economy, network effects, algorithmic management and the institutional conditions of the Russian market, as well as the formation of a

methodological basis for managerial and antitrust diagnostics of the platform influence of digital trading platforms.

The following scientific provisions and results possessing novelty were obtained in the dissertation and are submitted for defense:

1. The content of the theoretical category «marketplace market power» has been defined. It is based on the author's theoretical and conceptual model of platform market power. In this model, the marketplace is considered not only as an e-commerce intermediary but also as an independent center of managerial influence on the digital trading system. The author's contribution consists in developing and providing a managerial interpretation of the provisions of the theory of two-sided markets, network effects and platform competition as applied to marketplaces as a specific type of digital trading platform. Traditionally, market power is interpreted as the ability of an economic entity to influence price, supply volume, market concentration and barriers to entry; however, marketplace market power is not limited to these dimensions and is also formed within the internal managerial contour of the platform. Its sources include control over the infrastructure of access to consumer demand, the algorithmic visibility of product offers, user and commercial data, transaction conditions and the rules of conduct of participants in the platform ecosystem. On this basis, a five-component model of marketplace platform market power has been proposed, comprising infrastructure, algorithmic, informational, transactional and institutional components. This model makes it possible to reveal marketplace market power as the platform's ability to redistribute economic benefits and the conditions of competitive interaction among sellers, buyers and the platform operator. (Chapter 1, § 1.1; research direction points according to the specialty passport: 1, 4, 26.)
2. Methodological tools for assessing the market power of marketplaces have been developed on the basis of a systemic analysis of the e-commerce market and marketplace market power. The tools are distinguished by the use of the logic of the author's five-component model of platform market power and include a system of indicators reflecting the infrastructure, algorithmic, informational, transactional and institutional components of digital-platform influence. For quantitative assessment, the author developed the Integrated Marketplace Market Power Index (IMMPI), in which indicators of market structure, scale of activity, tariff burden, algorithmic management and institutional control are used as partial empirical indicators of specific components of platform influence. The IMMPI weights were substantiated on the basis of an expert survey comprising the formation of an expert group, a pairwise-comparison procedure, construction of an averaged

pairwise-comparison matrix, calculation of normalized component priorities and verification of the consistency of expert assessments using the coefficient of concordance. IMMPI is an instrument for managerial and economic analysis of the level of platform influence and economic risks. (Chapter 3, § 3.1; research direction points according to the specialty passport: 5, 6, 26.)

3. A structural-logical model of the redistribution of platform market power in the e-commerce system has been developed, revealing the cause-and-effect mechanism through which economic benefits, managerial control and competitive opportunities change among the marketplace, sellers and buyers. Unlike approaches within the theory of two-sided markets that primarily emphasize interaction among different user groups through an intermediary platform, the author's model considers the marketplace as the managerial center of a digital trading ecosystem capable of consistently strengthening its influence through the growth of network effects, the formation of sellers' infrastructure dependence, management of the algorithmic visibility of products, concentration of data, changes in transaction conditions and institutionalization of internal rules of participant behavior. The model reveals a sequential logic of market-power redistribution: from growth in platform scale and stronger network effects to the formation of sellers' infrastructure dependence, algorithmic management of product visibility, concentration of data, changes in transaction conditions and the institutional consolidation of internal rules within the platform ecosystem. Unlike the five-component model of platform market power developed in § 1.1, which identifies the principal channels of platform influence, the structural-logical model reveals the sequence in which those channels become involved in the process of market-power redistribution, their relationship with changes in the position of sellers and buyers, and the subsequent transition to their quantitative assessment through IMMPI. Thus, the independent significance of the structural-logical model lies not in repeatedly identifying the five components of platform market power, but in integrating them into a unified causal and process framework that links the theoretical provisions of the research, the methodological tools of § 3.1 and their practical testing in § 3.3. The model explains why an assessment of marketplace market power should take into account not only platform scale and market share, but also the managerial channels through which the platform influences competitive conditions within the digital trading environment. (Chapter 3, § 3.2; research direction points according to the specialty passport: 4, 5, 26.)
4. The channels through which market power is redistributed among marketplaces, sellers and buyers in the Russian e-commerce market have been identified,

systematized and quantitatively substantiated on the basis of testing the author's methodological approach to assessing platform influence using Ozon and Yandex Market as examples. Unlike a descriptive comparison of the two companies, the dissertation provides a quantitative decomposition of platform market power across five channels: infrastructure, algorithmic, informational, transactional and institutional. In addition, based on an analysis of data from 50 small and medium-sized enterprises, the sample revealed the dual nature of the impact of marketplaces on sellers: between 2023 and 2025, while average annual turnover increased from RUB 12.3 million to RUB 28.7 million, gross margin decreased from 35.2% to 22.8%, and the share of marketing expenditure in turnover increased from 8.1% to 15.4%. This result can therefore be regarded, within the analyzed sample, as a quantitatively confirmed characteristic of the channels through which market power is redistributed within the digital trading environment. (Chapter 3, § 3.3; research direction points according to the specialty passport: 5, 6, 26.)

5. An organizational and economic mechanism for assessing and regulating the impact of marketplaces on the redistribution of market power has been developed. It represents an integrated management system combining an actor-organizational block, an analytical-methodological block, a regulatory-instrumental block and a feedback block into a single cycle of managerial diagnostics and regulation. Unlike a traditional set of separate initiatives involving monitoring, seller support, digital interaction and improvement of assessment methodology, the proposed mechanism is presented as a structural-functional and process system in which each element performs a specific function within the logical sequence «data collection and verification – IMMPI calculation – determination of the level of platform influence – selection of differentiated measures – evaluation of results – adjustment of the methodology and regulatory instruments». The scientific novelty of the mechanism also lies in the fact that platform market power is considered not only as an object of subsequent antitrust response, but also as an object of managerial diagnostics based on assessment of the infrastructure, algorithmic, informational, transactional and institutional components of marketplace influence. The developed mechanism makes it possible to link the IMMPI calculation with the choice of regulatory and support measures and with the subsequent verification of their effectiveness through the feedback block. For public authorities, the value of the proposed mechanism lies in providing a scientifically substantiated methodological basis for monitoring platform influence and preparing well-founded decisions in the

systematized and quantitatively substantiated on the basis of testing the author's methodological approach to assessing platform influence using Ozon and Yandex Market as examples. Unlike a descriptive comparison of the two companies, the dissertation provides a quantitative decomposition of platform market power across five channels: infrastructure, algorithmic, informational, transactional and institutional. In addition, based on an analysis of data from 50 small and medium-sized enterprises, the sample revealed the dual nature of the impact of marketplaces on sellers: between 2023 and 2025, while average annual turnover increased from RUB 12.3 million to RUB 28.7 million, gross margin decreased from 35.2% to 22.8%, and the share of marketing expenditure in turnover increased from 8.1% to 15.4%. This result can therefore be regarded, within the analyzed sample, as a quantitatively confirmed characteristic of the channels through which market power is redistributed within the digital trading environment. (Chapter 3, § 3.3; research direction points according to the specialty passport: 5, 6, 26.)

5. An organizational and economic mechanism for assessing and regulating the impact of marketplaces on the redistribution of market power has been developed. It represents an integrated management system combining an actor-organizational block, an analytical-methodological block, a regulatory-instrumental block and a feedback block into a single cycle of managerial diagnostics and regulation. Unlike a traditional set of separate initiatives involving monitoring, seller support, digital interaction and improvement of assessment methodology, the proposed mechanism is presented as a structural-functional and process system in which each element performs a specific function within the logical sequence «data collection and verification – IMMPI calculation – determination of the level of platform influence – selection of differentiated measures – evaluation of results – adjustment of the methodology and regulatory instruments». The scientific novelty of the mechanism also lies in the fact that platform market power is considered not only as an object of subsequent antitrust response, but also as an object of managerial diagnostics based on assessment of the infrastructure, algorithmic, informational, transactional and institutional components of marketplace influence. The developed mechanism makes it possible to link the IMMPI calculation with the choice of regulatory and support measures and with the subsequent verification of their effectiveness through the feedback block. For public authorities, the value of the proposed mechanism lies in providing a scientifically substantiated methodological basis for monitoring platform influence and preparing well-founded decisions in the

regulation of digital trading platforms. (Chapter 3, § 3.4; research direction points according to the specialty passport: 4, 5, 6, 26.)

The theoretical and practical significance of the study

The theoretical significance of the research lies in the development of scientific provisions on market power as applied to the platform economy and the digital transformation of trade relations. In the dissertation, marketplace market power is considered not only as the ability of an economic entity to influence price, supply volume and the level of market concentration, but also as a multi-level managerial ability of a digital platform to affect the conditions of participants' access to the market, the algorithmic visibility of products, information flows, transaction parameters and the internal rules of the platform ecosystem. The study substantiates that, in the case of marketplaces, market power is formed not only in the external competitive environment but also within the platform's internal managerial contour, where the marketplace operator determines the rules governing sellers' access to consumer demand, influences the algorithmic visibility of product offers, concentrates data on demand and participant behavior, changes transaction conditions and establishes mandatory rules of interaction within the ecosystem. The dissertation proposes an integrated five-component model of marketplace platform market power comprising infrastructure, algorithmic, informational, transactional and institutional components. The theoretical significance of the study also lies in constructing a structural-logical model of platform market-power redistribution that demonstrates the cause-and-effect relationship among stronger network effects, sellers' infrastructure dependence, algorithmic management, data concentration, changes in transaction conditions and the institutionalization of internal rules within the platform ecosystem.

The practical significance of the results lies in the possibility of using the developed mechanism for regular monitoring of competition in the e-commerce market, identifying areas of elevated regulatory risk, assessing sellers' dependence on platforms and substantiating targeted support measures for market participants. The practical applicability of the mechanism is ensured by linking each IMMPI component to a specific type of managerial decision.

For public regulatory authorities, the research results may be used as a methodological basis for preliminary diagnostics of marketplace platform influence and for developing a more transparent system for monitoring digital trading platforms. At the same time, the application of IMMPI does not replace the legally established procedure for determining the dominant position of an economic entity; rather, it serves as a preliminary economic and managerial instrument that enhances the substantiation of decisions in the field of platform-economy regulation.

For marketplace operators, the research results may be used to improve the rules for interaction with sellers, increase the transparency of ranking algorithms, develop feedback procedures and reduce the risks of conflict interaction with participants in the platform ecosystem.

For small and medium-sized enterprises, the research results make it possible to assess the risks of platform dependence associated with the concentration of sales on a single marketplace, growth in commission and advertising burdens, changes in ranking algorithms, logistics tariffs and limited alternative sales channels.

For sellers, it is advisable to diversify sales channels, develop their own digital channels and participate in industry associations that represent entrepreneurs' interests in dialogue with platforms and regulatory authorities.

For industry associations of entrepreneurs, seller associations and institutions supporting small and medium-sized enterprises, the research results may be used in preparing analytical materials on the state of platform dependence, developing proposals to improve marketplace regulation and designing seller-support programs.

Degree of reliability and approbation of the study results

The validity and reliability of the research results are ensured by the use of generally recognized theoretical provisions of platform economics, the theory of multi-sided markets, the concept of network effects, the methodology of managerial analysis of economic systems and formalized procedures of multi-criteria assessment. The information base of the research includes reliable open statistical and analytical data on the Russian e-commerce market, corporate materials of Ozon and Yandex Market, regulatory legal acts, scientific publications on digital platforms, publicly available marketplace rules and tariff terms, as well as the author's calculation and analytical data.

Approbation of the research results. The research results were presented and tested by the author in scientific and practical activities, which confirms their reliability and practical applicability. Individual results were tested in analytical activities and may be used in the practical activities of participants in the e-commerce market. The main research results were presented at the following scientific forums and conferences:

1. 2024 – International Scientific and Practical Conference «Digital Transformation of the Economy» (Moscow);
2. 2024 – Anniversary Forum of Students and Alumni «30 Years of the Graduate School of Corporate Management of the Presidential Academy: A Conscious Path to Success» (Moscow);

3. 2024 – All-Russian Scientific Conference «Contemporary Problems of Digital Economy Development» (Saint Petersburg);
4. 2025 – International Forum «Platform Economy: Challenges and Prospects» (Moscow);

Publications

Within the framework of the research, three scientific papers presenting results on the dissertation topic were published in peer-reviewed scientific journals of different categories:

In journals recommended by RANEPA:

1. Vartanyan S.V. Strategic Models for Managing the Market Power of Marketplaces: A Comparative Analysis of the Approaches of Ozon and Yandex Market // Problems of Management Theory and Practice. – 2025. – No. 7. – P. 192–197.
2. Vartanyan S.V. Methodology for Assessing the Dynamics of Market Power in Online Trade: Indicators and Tools of Managerial Analysis // Problems of Management Theory and Practice. – 2023. – No. 11. – P. 333–343.

In journals recommended by the Higher Attestation Commission of the Ministry of Science and Higher Education of the Russian Federation:

3. Vartanyan S.V. Conceptual Approaches to the Analysis of Market-Power Redistribution in the Digital Economy: Theoretical and Methodological Aspects // Bulletin of the Academy of Knowledge. – 2025. – No. 4. – P. 744–749.

Structure and the scope of the research

The structure and scope of the research are determined by the purpose and objectives of the study. The dissertation consists of an introduction, three chapters, conclusions and recommendations, a list of references and 5 appendices. The scientific qualification work consists of 206 pages, including 5 figures, 51 tables and 171 sources of information used.