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Manuscript

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MANAGEMENT OF CONSUMER DEMAND ON RUSSIAN MARKETPLACES

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Dissertation Abstract
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In recent years, marketplaces in Russia have become an integral part of the country's digital economy, exerting a significant impact on consumer behavior and market dynamics. In fact, every third product in Russia, excluding food products, was already purchased via the Internet by the end of 2022, which emphasizes the growing role of e-commerce. A trend toward niche marketplaces has also been outlined, beginning in 2023–2024, which has enabled sellers to diversify their business and find target buyers. In this regard, in our country, Rosstandart is seriously engaged in work on the introduction of a GOST (Russian National Standard) substantiating the functioning of marketplaces and e-commerce in general. Work is also underway on the development of a so-called draft law on the «platform economy», intended precisely to describe the relationships between all parties on such platforms, including providing a definition of «marketplaces». Although these initiatives are in the process of development, this once again proves that the relevance of studying marketplaces is high and increases every year, both from the perspective of market «practices» and from the standpoint of economic science. Among the main prominent drivers of the growing **relevance of the research topic** in recent years, identified in one of the author's works, are:

- The global pandemic that began in 2019–2020.
- The global economic environment formed after the events of February 2022.

The first driver acted as a catalyst for revolutionary changes in consumer behavior, forcing many to reconsider their preferences in favor of online purchases, taking into account the safety of purchases themselves and restrictions on offline trade. A notable fact here is that marketplaces were recognized as companies of strategic importance for the state, since they were not closed during quarantine and supplied essential goods, which, in turn, saved small and medium-sized businesses at that time. The second driver formed, in general, new economic realities of global trade. The events that occurred in the world after February 2022 required Russian marketplaces to demonstrate flexibility and adaptability to changing global trends.

Consumer demand management is becoming a key factor in ensuring the stability and efficiency of the marketplace model. Maintaining a balance of interests among platform participants and promptly responding to changes in the external environment

require the application of a systemic approach, which has not yet been fully developed either in theory or in practice. This predetermines the need for theoretical conceptualization and the development of practical tools for demand management as one of the central elements of marketplace functioning.

It is particularly important to emphasize that the relevance of this study meets the requirements of the Decree of the President of the Russian Federation dated February 28, 2024 No. 145 «On the Strategy for Scientific and Technological Development of the Russian Federation», which clearly reflects, in terms of the priorities and prospects of the country's scientific and technological development, the growing importance of disciplines at the intersection of economics, psychology, and sociology due to the global blurring of disciplinary and sectoral boundaries in research and development. Russian marketplaces, being a technological and strategically significant product for the state, act as instruments for responding to the emerging grand challenges in terms of the technological development of the country and the nation. Moreover, they serve as platforms for innovative solutions, contributing to the technological development of regions and ensuring the economic growth of the state through technology rather than a resource-based economy, including in the context of the expansion of some platforms beyond the Russian market. It should also be noted that the conducted research contributes to the understanding and systematization of knowledge between the real sector of the economy and the sector of scientific research and development, which intersects with the themes of certain areas within the Initiatives of the Decade of Science and Technology in Russia in terms of science-business collaboration and the priorities of scientific and technological development.

Summarizing the above, in the context of global upheavals, the demands of the state and society, and the rapidly increasing national and international competition in the online commerce market, an important problem arises – effective management of consumer demand on digital platforms (marketplaces). Its study will enable all stakeholders to gain a deeper understanding and more accurately forecast market trends, including consumer preferences and intentions regarding the purchase of goods and services on such platforms.

In recent years, the number of studies devoted to the topic of online commerce, particularly marketplaces, has significantly increased, and the **degree of elaboration of the scientific problem** addressed by this research has correspondingly grown. However, due to the rapid expansion of online commerce, scientific knowledge requires more frequent updating in order to «keep pace» with market dynamics. Therefore, even taking into account the author's previous work devoted to the factors of consumer demand on universal marketplaces, particularly in the B2C segment, it can be stated that the scientific literature still lacks comprehensive and systematized knowledge regarding the impact on consumer demand depending on the marketplace business model, not to mention national characteristics. Nevertheless, over the past three years, the topic has been enriched with new research, and the author's research scope now covers a broader field than universal platforms or B2C alone. The scientific foundation of this study is based on a number of key publications examining various aspects of consumer demand on marketplaces. For the author's previous study, the works of Li H., et al. (2015), DiRusso D.J., et al. (2011), Liu Y., et al. (2018), Vazquez D., et al. (2008), and Venkatesh V., et al. (2021) were analyzed. Li H., et al. (2015) examine how different online signals (for example, seller reputation and product descriptions) influence sales on marketplaces, demonstrating that not all signals are equally important. DiRusso J.D., et al. (2011) analyze how seller reputation and the services provided by sellers determine prices on marketplaces. Liu Y., et al. (2018) focus on trust mechanisms in e-commerce and their influence on repurchase intentions. Vazquez D., et al. (2008) investigate consumer behavior variables in online shopping, such as motivation and the product search process. Finally, Venkatesh V., et al. (2021) propose a comprehensive model explaining why individuals make purchases online, taking into account individual, social, and technological factors. The model from the latter study was used as the basis for the author's previous research and was further refined using empirical data. In more recent studies analyzed in Section 2.1 of this dissertation, current aspects of consumer behavior on marketplaces within the framework of behavioral economics are taken into account, complementing the conceptual model of this research. These include the works of the following authors: Starova P.V., et al. (2020), Muratova V.V., et al. (2024), Saprikis V., et al. (2012), Puspitasari I., et al. (2023), Cano

H.A., et al. (2023), Zhang S., et al. (2024), Rita P., et al. (2019), and Zhang N., et al. (2021).

The theoretical part of the study, presented in Sections 1.1, 1.2, and 1.3, encompasses the works of the following authors:

Watson C. (2005), Holleran C. (2012), Crook J.A., et al. (1994), Freeman M., et al. (2011), Nazaykin A.N. (2020), Manko A.V. (2002) regarding the historical aspects of marketplace development;

Malone T.W., et al. (1987), Bakos J.Y. (1991), Kordina I.V. (2021), Stahl F., et al. (2016), Heitmann M., et al. (2002), Day G.S., et al. (2003), Wietrzyk V., et al. (2005), Wang S., et al. (2007), Archer N., et al. (2002), Gullett T. (2002), Thong T.L. (2002), Grieger M. (2003), Christiaanse E., et al. (2003), Soh C., et al. (2006), Standing C., et al. (2006), Lancastre A., et al. (2006), Kim G., et al. (2016), Elin I.D. (2019), Kulikova O.M., et al. (2020), Rumyantseva Y.V., et al. (2020), Osterwalder A., et al. (2010), Zhilina I.Y. (2018), Komarova O.V., et al. (2025), Rochet J.-C., et al. (2003), Spulber D.F. (2019), Weiller C.M., et al. (2014), Rozhkova D.Y. (2017), Kopyrin A.S. (2024), Dewenter R., et al. (2017), Filistrucchi L. (2018), Li S., et al. (2010), Pouyet J., et al. (2023), Filistrucchi L., et al. (2014), Holzweber S. (2017), Roth A.E. (2015), Martens B. (2021), Kovalev V.E., et al. (2025) regarding the concepts and definitions of what constitutes a marketplace;

Tian L., et al. (2018), Wang S., et al. (2007), Muratova V.V., et al. (2024), Barnes-Vieyra C., et al. (2001), Paviou P. (2002), Bakos J.Y. (1991), Choudhury V. (1997), Kaplan S., et al. (2000), Jap S.D., et al. (2002), Laseter T., et al. (2001), Granot D., et al. (2005), Segev A., et al. (2001), Mahadevan B. (2002), Christiaanse E. (2003), Alt R., et al. (2002), Bakos J.Y. (1997), Goldsby T.J., et al. (2003), Grieger M. (2003), Bandyopadhyay S., et al. (2006), Kunin V.A., et al. (2021), Loktionova E.V. (2022), Torpishchev T.R. (2023), Wirtz B.W. (2000, 2020), Kawa A. (2017), Tauscher C., et al. (2018), Mourtzis D. (2021), Grewal R., et al. (2012) regarding the classifications and typologies of marketplaces;

Samuelson C.A., et al. (2007), Golubkov E.P. (2008), Igrunova O.M. (2015), Kotler F. (1999), Kobzeva T.Y. (2015), Mankiw N.G. (2020), Stern D. (2009), Krawiec J.M., et

al. (2021), Brynjolfsson E., et al. (1999), Xu C., et al. (2021), Bin S., et al. (2023), Messaoudi F., et al. (2024), Katz M.L., et al. (1985), Hagiu A., et al. (2015), Mattsson S.A., et al. (2010), Namin A., et al. (2022), Beauchamp M., et al. (2010), Ba S., et al. (2002), Filieri R. (2015), Yigit M.K., et al. (2020), Gomez-Herrera E., et al. (2014), Zhu Q., et al. (2022), Lin G.T.R., et al. (2009), Yoo S., et al. (2023), Cleghorn J., et al. (2015), Seifert R., et al. (2023) regarding the theory of demand and its characteristics;

Sheth J.N., et al. (1991), Akerlof G.A. (1970, 2000), Barberis N.S. (2013), Kahneman D. (1979, 2003), Liu J. (2023), Chapman G.B., et al. (1994), Bonnicksen O. (2015), Ainslie G. (1975), Canessa N., et al. (2013), Tversky A., et al. (1981), Capra R., et al. (2018), Czajkowski M., et al. (2019), Kankam G., et al. (2023), Simon H.A. (1955), Campitelli G., et al. (2010), Thaler R., et al. (2008), Blackwell C., et al. (2017), Parker C. (2016), Pogodina I.V., et al. (2023) regarding the theory of behavioral economics and its specific models.

The object of the present study is consumer demand on Russian marketplaces, while the **subject** is the relationships that emerge in the process of shaping consumer demand on these platforms.

The research problem lies in the lack of systematic knowledge regarding the management of consumer demand on marketplaces, taking into account the influence of various factors, including economic, behavioral, and socio-cultural determinants.

The aim of this study is to develop and test a model of factors affecting the formation of consumer demand on Russian multi-vendor (generalist) and specialized (niche) marketplaces, with particular attention to the characteristics of marketplace business models within the context of these two types.

To achieve the stated aim, the following **objectives** need to be addressed:

- To define marketplaces, highlighting their development stages from the earliest forms of organized trade to modern platform-based solutions;
- To classify marketplaces by identifying the characteristics of their business models within the e-commerce market;
- To determine the properties and features of consumer demand formation on marketplaces;

- To analyze earlier studies concerning the factors influencing consumer demand on electronic trading platforms;
- To examine the economic and legal aspects of regulating e-commerce and digital platforms in Russia, including an analysis of current regulations and legislative initiatives;
- To analyze the Russian e-commerce marketplace sector, including its current state, dynamics, key participants, and development trends;
- To conduct qualitative and quantitative analysis of a model of factors affecting consumer demand formation, taking into account the specifics of multi-vendor, multi-category (generalist) and specialized (niche) marketplaces;
- To develop a model of the impact of the identified factors on consumer demand among users of Russian marketplaces;
- To analyze the features of demand formation on multi-vendor and niche marketplaces, and to carry out an expert assessment of the significance of the identified factors.

The theoretical and methodological framework of the study employed in the dissertation encompasses the following principal scientific methods:

- General scientific methods: observation, comparison, analysis, synthesis, induction, and deduction;
- Specialized methods of economic sciences: descriptive statistics, the method of economic-mathematical modeling, including exploratory factor analysis, confirmatory factor analysis, and regression analysis using structural equation modeling.

The theoretical foundation of the study is based on contemporary concepts from behavioral economics, marketing, consumer behavior management, and digital management, as presented in the works of both domestic and international scholars. Particular attention is given to demand formation theories, models of consumer preferences, including in e-commerce, as well as classifications and typologies of marketplace business models. Emphasis is placed on cognitive and motivational theories from behavioral economics and psychology, including concepts of bounded rationality,

decision-making under uncertainty, and the influence of emotions, trust, and social norms on consumer behavior. The study also draws on institutional theory, platform market theory, and network effects, which illuminate the specifics of interactions among participants on digital trading platforms. The scientific approaches employed in this research are grounded in an interdisciplinary synthesis of knowledge from economics, psychology, consumption sociology, and digital technologies.

The combination and integration of these methods are adequate for addressing the aim and objectives, as well as the object and subject of this study. The methodology is described in greater detail in the section on qualitative and quantitative research, presented in Section 3.1 of the dissertation.

The information base of the study consisted of: official statistical data from the Federal State Statistics Service of the Russian Federation (Rosstat); analytical materials from the Bank of Russia; normative and programmatic documents of federal legislative and executive authorities of the Russian Federation (including the strategy for scientific and technological development and digital transformation projects); data and research from leading marketplaces (Ozon, Wildberries, Yandex.Market, SberMegaMarket, etc.); materials from professional associations and research agencies (Data Insight, Nielsen, Deloitte CIS, RAEC, etc.); publications in scientific and business journals; data from relevant conferences; expert assessments not formally contested; as well as the results of qualitative and quantitative surveys, interviews, and calculations conducted personally by the author during the empirical stage of the dissertation research.

The validity and reliability of the research results are ensured through the use of a representative empirical base, the integration of well-established theoretical approaches, and contemporary data analysis methods. The theoretical propositions are grounded in the critical analysis of current scholarly works in behavioral economics, digital commerce, and platform management. The methodological framework encompasses both qualitative methods (in-depth interviews, expert assessment) and quantitative methods (exploratory and confirmatory factor analysis, structural equation modeling), all of which were verified using statistical criteria for reliability and consistency. Analytical reliability is confirmed by comparing the obtained results with

empirical data and by their reproducibility in repeated calculations. Practical validity is demonstrated through the successful testing of the proposed model and recommendations on one of the major Russian marketplaces, as well as through scientific review and public discussion at relevant conferences and in publications. Thus, the logical consistency of the study, the alignment of the model with real market conditions, and the corroboration of results through practical application and expert evaluation collectively ensure the scientific soundness and reliability of the conclusions and recommendations presented in the research.

The scientific novelty of this study lies in the development and empirical validation of a model for managing consumer demand on Russian marketplaces, adapted to the conditions of the real e-commerce market and accounting for a wide range of factors, including economic, behavioral, technological, and socio-cultural determinants. The model reflects the characteristics of consumer behavior on both multi-vendor, multi-category (generalist) and specialized (niche) trading platforms. The study is based on an in-depth analysis of the Russian segment of the platform economy, which made it possible to identify national specificities and adapt theoretical approaches to demand management in the context of digitalization. The findings have practical value and can serve as a strategic management tool for platform participants, as well as a foundation for further research in behavioral economics and management under the systemic challenges facing society, the state, and science. Thus, the set of obtained results allows for the identification of the **main propositions submitted for defense, which possess scientific novelty:**

1. An original definition of a marketplace is substantiated, differing from existing interpretations that reduce it to an online platform or digital storefront. The definition conceptualizes a marketplace as a platform-type business model, whose content is determined by the combination of services provided, the configuration of stakeholder interactions, and the value generated for market participants (**Item 1, «Science of Management and Its Development.» of the Specialty Passport 5.2.6**).
 2. An authorial classification of marketplaces is substantiated, comprising 25 parameters, developed through the systematization of existing approaches to classifying digital trading platforms and addressing their fragmentation. This classification enables a
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comprehensive description of marketplaces as multi-level platform systems and can be applied for their analysis and strategic positioning (**Items 14, «Strategic Management, Methods and Forms of Implementation. Business Models of the Organization.» and Item 26, «Organizational Management in the Context of Digital Transformation.» of the Specialty Passport 5.2.6).**

3. The study identified the characteristics of consumer demand formation on marketplaces, expressed through high elasticity across various parameters, personalization, dependence on network effects and algorithmic ranking, seasonal and behavioral volatility, orientation toward reducing transaction costs (time savings), susceptibility to information asymmetry, as well as increased impulsive behavior, platform loyalty, cross-border tendencies, and sensitivity to exclusive offers (**Item 1, «Science of Management and Its Development.» of the Specialty Passport 5.2.6).**
4. The role of the institutional regulatory environment of the platform economy as a factor in managing consumer demand on marketplaces has been substantiated. It has been established that the fragmentation of the legal framework for e-commerce in the Russian Federation generates legal uncertainty, increases transaction costs for participants, and reduces user trust, thereby exerting a restraining effect on demand. The development of specialized regulation of the platform economy, including the adoption of Federal Law No. 289-FZ of 31 July 2025 “On Certain Issues of Regulation of the Platform Economy in the Russian Federation,” contributes to the reduction of institutional barriers, the growth of trust, and increased user activity on platforms, thus serving as an indirect tool for demand management (**Item 8, «Public Administration of Socio-Economic Processes.» of the Specialty Passport 5.2.6).**
5. A classification of marketplace development trends has been developed according to the criterion of the area of change, comprising structural-regulatory, business model, territorial, and technological trend groups. Each group is characterized by a set of specific development directions, including market concentration and ecosystem formation, the development of B2B and niche models, regional and international expansion, the implementation of AI and personalization, among others. A distinctive feature of this classification is the consideration of interrelated institutional, market,

and technological changes, which allows for a systematic description of the transformation of e-commerce in Russia and substantiates the factors influencing consumer demand on marketplaces (**Item 14, «Strategic Management, Methods and Forms of Implementation. Business Models of the Organization.» and Item 20, «Modern Models and Methods of Interaction with Clients and Consumers.» of the Specialty Passport 5.2.6).**

6. A model for managing consumer demand on Russian marketplaces has been developed, enabling the identification of key determinants of consumer behavior and their use for informed demand management and the enhancement of strategic decision-making on marketplaces. The model reflects a set of factors influencing demand formation and consists of 10 groups of indicators: demographic, economic (price-related, non-price service, non-price logistics), socio-cultural, individual-behavioral (trust, relationships/reputation, awareness), technological, and uncertainty factors. The model was constructed using factor analysis and structural equation modeling methods, qualitative interviews with industry experts, and quantitative verification on a sample of 543 respondents (**Item 14, «Strategic Management, Methods and Forms of Implementation. Business Models of the Organization.» and Item 26, «Organizational Management in the Context of Digital Transformation.» of the Specialty Passport 5.2.6).**
7. It has been revealed that on both multi-vendor and niche marketplaces, consumer demand is shaped by non-price and behavioral factors, and that the influence of demand factors significantly depends on the type of marketplace. This, in turn, substantiates the need to develop differentiated demand management strategies, taking into account the nature of the business model, the target audience, and the specifics of consumer behavior (**Item 14, «Strategic Management, Methods and Forms of Implementation. Business Models of the Organization.» and Item 20, «Modern Models and Methods of Interaction with Clients and Consumers.» of the Specialty Passport 5.2.6).**

The theoretical significance of the study lies in the identification and description of factors influencing consumer demand on Russian marketplaces, followed by their

classification into the following categories: demographic, socio-cultural, technological (directly related to the IT infrastructure of marketplaces), economic (price-related and non-price), behavioral, and situational (e.g., uncertainty). The research contributes to the systematization of theoretical knowledge and previous empirical studies, providing a foundation for future investigations. The developed and empirically validated model can be used for a deeper analysis of the characteristics of the business models examined, for understanding the target audience of Russian marketplaces, and for accounting for the economic, behavioral, and socio-cultural features of demand on the platforms. The model's flexibility allows it to be adapted not only for the study of other marketplace business models but also for models in the broader online trading market, thereby opening opportunities for its practical application to specific needs.

The practical significance of this study lies in the creation of a scientifically grounded and market-adapted tool, a model of factors influencing consumer demand on Russian multi-category (generalist) and niche marketplaces through the lens of behavioral economics. This model serves as a universal instrument for assessing the importance of key factors and making informed managerial decisions aimed at effectively managing consumer demand. Its flexibility allows adaptation to various market conditions and addresses the needs of both businesses and researchers in the field, as it accounts not only for the economic characteristics of demand but also for behavioral and socio-cultural factors. The results of the quantitative study can be applied to develop consumer engagement strategies on marketplaces or other online channels, optimize budgets, and enhance business efficiency by identifying the most significant factors in the current market.

Validation of the research results was carried out through practical application of the study's findings in a major Russian marketplace. The results were also subjected to scientific review and public discussion at specialized conferences and congresses. The findings of the study have been reflected in a number of authored articles with a total volume of 9.34 printed sheets.

The dissertation comprises an introduction, three chapters, a conclusion, a list of references, and an appendix. The total volume of the work is 197 pages and includes 38 figures, 24 tables, and 6 formulas.