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The Main Trends and Prospects of the Platform Economy in the Russian Federation

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ABSTRACT

Relevance of information. The given article substantiates institutional, administrative and managerial, organizational and economical concepts aimed to develop platform economy of the Russian Federation. Such concepts specifically include the formation of a list of systemically significant operators in the platform economy with an established special status for state regulatory regime to provide them different state support of economic preferences. These concepts also comprise unified approaches to state regulation of digital economic processes, as well as unified conditions for cross-border turnover of goods, services and capital within the framework of international entities with participation of the Russian Federation (Shanghai Cooperation Organisation, Eurasian Economic Union). **Objective.** The article provides calculation of dynamics of aggregate capitalization of systemically significant operators of the platform economy in the Russian Federation within the time frame period of 2022–2024. It also provides comparative analysis of the growth rates capitalization of the platform economy and GDP, as well as it reveals the major trends and social-economic effects, which the domestic platform economy currently generates. **Methods.** The authors apply synthetic, analytic, deductive etc. methods, as well as econometric tools. **Conclusions.** One of the major findings of the article is the following: introduction of large-scale digital assets contributes to overcome contemporary challenges for the Russian international and domestic logistics.
Keywords: platform economy; regulation; management; development; competition; factors; socio-economic effect

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INTRODUCTION

Over the past few years, participants in economic relations have been engaging a direct exchange of information between each other. This format of communication potentially provides innovative ways of interaction, where vendors and purchasers reconfigure roles, forming unique models of cooperation. Such transformation generates a variety of factors, which determine competitive advantages of different scales: from corporate to global level. Hence, the research aimed at identifying and scientific interpreting the factors and main trends in the development of the platform economy in the Russian Federation is of considerable relevance and timeliness, as well as the research area to justify institutional, administrative, legal, managerial, and organizational and economic tools aimed for improving the efficiency of Russian participants in the platform economy. All the above-mentioned aspects involve exploring ways and mechanisms that could increase the efficiency of Russian participants in the platform economy as well as justification of institutional and administrative approaches, which contribute to successful integration into a dynamic and unpredictable business context.

MATERIALS AND METHODS

This article is based empirically on official statistical data from Rosstat, corporate financial reports and analytical publications by market participants, including the Moscow Exchange. The theoretical and conceptual basis is provided by the results of scientific research conducted by Russian and international scholars on a variety of topics related to the trends and prospects of development of the platform economy and its impact on global and local markets. Another important aspect in the research is the selection of strategic planning documents of the Russian Federation, which contain recommendations and initiatives aimed at the digital transformation of the domestic economy. Thus, the theoretical basis of the given article hinges on the existing scientific achievements and defines the prospects for further research into the mechanisms of the platform economy within the context of modern Russian reality.

RESULTS AND DISCUSSION

The issue of the platform economy is relatively new to domestic science. Within the framework of a rapid spread of digitalisation, changes occur not only in the structure of economic relations themselves, but also in consumer preferences and organisational business models. Research work of the platform economy requires an understanding of a whole variety of factors, from technological, economic, social to cultural and this makes the exploring quite complex with multi-level tasks, both for scientists and practitioners. Deficiency in established theoretical and methodological foundations in this area makes it complicated to develop uniform approaches and concepts, which creates problems for formulating adequate strategies and policies at national level.

Nowadays, science suggests different views on this definition. According to our judgement, the interpretation by M. M. Balanova most fully reflects its essence: “The platform economy is the emerging perspective core of the digital economy, representing a system of relationships based on economic activities based on digital platforms that allow vendors and purchasers of products/services to administer transactions, enhance indirect network effects, and create new markets” [1].

L. P. Dashkov, V. I. Puchkov [2] and I. M. Korelin [3] have explored various aspects of employment in the platform economy. The research works of the industry-specific characteristics of the platform economy have revealed scientific interpretations by K. O. Akberov, I. A. Shuraev [4], A. E. Plakhin and V. Zh. Dubrovsky and E. S. Ogorodnikova [5]. The assessment of modern trends and prognosis of potential areas of

development has been determined in the publications of I. Yu. Kulikova [6] as well.

The outlook of the viewpoints of the aforementioned scholars helps establishing a consensus regarding the growing role of the platform economy, which is one of the key drivers of the transformation of economic systems both nationwide and worldwide. Besides, experts emphasise the rapid pace of platform economy processes, which is the result of the dynamics of scientific and technological progress in telecommunications and the organisation of digital services, as well as the spread of access to data exchange networks and primarily to the Internet. Moreover, the necessity of integrating interdisciplinary approaches determines the importance of understanding this definition, as it affects not only economic but also legal, social and technological aspects. This creates additional challenges that require from researchers to develop a broader understanding of methods, techniques and tools for analysing and testing hypotheses.

It is also worth paying attention to the legislative regulation of the platform economy in the Russian Federation. One of the main challenges in this area is the insufficiently clear legal framework that would correspond to the dynamics of the development of digital platforms. At present, this activity is regulated only indirectly by several regulatory documents.[1]

The uncertain nature of legal status of platforms complicates the taxation, consumer protection and content liability, besides it leads to legal loopholes. The issue of protecting users' personal data is also important, since platforms process huge amounts of personal information. Clearly, all this requires stricter measures and an approach that will consider the needs of businesses and users alike, providing a balance between innovation and legal protection.

Paying tribute to many colleagues for their contributing exploration of the platform economy, we acknowledge that there is a need for further scientific analysis of its trends and prospects in the consequences of rapid changes in government regulatory mechanisms, market conditions and socio-political conditions.

Platforms that connect various market participants (consumers, manufacturers and service providers) can be either commodity-based (for instance, online retailers) or service-based (e.g. taxi services or housing rentals). The key characteristics of the platform economy are the following:

- Network effect. The more users on the platform, the greater the benefits it provides. Thus, social networks, for example, become more attractive to users as their audience of friends and subscribers grows, which, in turn, leads to more advertisers and partners who wish to use the platform to promote their goods and services.
- Accessibility. The higher level of attainability, the better chances to improve the user experience and contribute to the creation of more effective market mechanisms, which may allow small and medium-sized manufacturers to enter the market more easily and compete with large companies.

[1] Federal Law No. 149-FZ of 27 July 2006 "On Information, Information Technologies and Information Protection". URL: https://www.consultant.ru/document/cons_doc_LAW_61798/; Federal Law No. 236-FZ of 1 July 2021, "On the Activities of Foreign Persons in the Information and Telecommunications Network ("Internet"). URL: https://www.consultant.ru/document/cons_doc_LAW_388781/; The Law of the Russian Federation No. 2300–1 of 7 February 1992 entitled "On the Protection of Consumer Rights". URL: https://www.consultant.ru/document/cons_doc_LAW_305/; Federal Law No. 135-FZ of 26 July 2006 "On the Protection of Competition". URL: https://www.consultant.ru/document/cons_doc_LAW_61763/; Federal Law No. 129-FZ of 8 August 2001 "On State Registration of Legal Entities and Individual Entrepreneurs". URL: https://www.consultant.ru/document/cons_doc_LAW_32881/; Federal Law No. 218-FZ of 13 July 2015 "On State Registration of Real Estate". URL: https://www.consultant.ru/document/cons_doc_LAW_182661/; Federal Law No. 431-FZ of 30 December 2015 "On Geodesy, Cartography and Spatial Data, and on Amendments to Certain Legislative Acts of the Russian Federation". URL: https://www.consultant.ru/document/cons_doc_LAW_191496/; Federal Law No. 8-FZ of 9 February 2009, "On Ensuring Access to Information on the Activities of State Bodies and Local Self-Government Bodies". URL: http://www.kremlin.ru/acts/bank/28858;

• Flexibility. Platform solutions have often incorporated mechanisms that can respond swiftly to changes in consumer preferences or market conditions. This kind of adaptability could make platforms resilient to external shocks and economic crises, as well as it facilitates a swifter integration of new technologies and innovative solutions.

The study of corporate financial reporting indicators for tax payments to the Russian Federation budget system[2] makes it possible to identify the main participants in the digital platform and ecosystem market, namely, platform economy operators. Here, these operators are comprehended as companies or organisations, which create and manage digital platforms, connecting various participants (such as consumers and sellers, customers and contractors) as well as providing them with services and tools for interaction. This definition is based on the provisions of the Draft Federal Law, "On the Platform Economy in the Russian Federation".[3] Key aspects of operators' roles include developing ecosystems, managing the network effect, and optimising the user experience. *Table 1* lists the main contemporary participants (platform economy operators) in the digital platform and ecosystem market in Russia.

[2] Official website of Federal tax services. URL: https://www.nalog.gov.ru/rn77/related_activities/statistics_and_analytics/; https://www.e-disclosure.ru

[3] Draft Federal Law "On the Platform Economy in the Russian Federation" URL: https://base.garant.ru/57007713/

Table 1

The major operators of the platform economy in the Russian Federation

Economic activity	Brand name
Marketplaces, service aggregators	Sber Mega Market, Yandex, Wildberries
Classifiers*	DomklikSber, Avito, Ozon, Yula, Tsian
Sharing platforms	Delimobil, YandexDrive, Volt
Labour market platforms	HeadHunter, SuperJob
Crowdfunding and financial platforms	Yu-money, planeta.ru
Information and reference platforms	Gosuslugi, Yandex.Maps, Mos.ru
Social networks, messengers	Vkontakte, Odnoklassniki, Telegram

Sourse: compiled by the authors.

Note: classifiers are specialised Internet resources that provide interaction between sellers and buyers of certain commodity items (e.g. real estate, cars, etc.).

The information presented in *Table 1* identifies the following features of the current stage of development of the platform economy in the Russian Federation:

- a wide and more expending range of economic activities, in which digital business instruments are successfully employed at a corporate level;
- the development of umbrella brands that embraces together multi-sector digital platforms and different types of businesses;
- high levels of competition among operators in the Russian platform economy, contributing to an increased range of digital products for consumers, package deals and overall efficiency in this segment.

The expansion of digital platforms and ecosystems have generated favourable circumstances for the development of a sustainable economy. This transition process contributes to accelerated digital transformations meanwhile flexibility becomes an important factor to reduce economic turbulence. Businesses that develop on platforms can save significant time and financial resources, which in turn, can be directed towards developing their own services. In addition, using platforms together with private logistics and procurements has become an essential way of import substitution, which helps filling the Russian market with primary commodities. Besides, the opportunities to create new jobs and generate income are equally important. At the same time, users acquire access to a variety of goods and online services, since consumer demand is growing [7]. Notably as well, the pandemic events and its follow-up resulting restrictions related to physical interaction be-

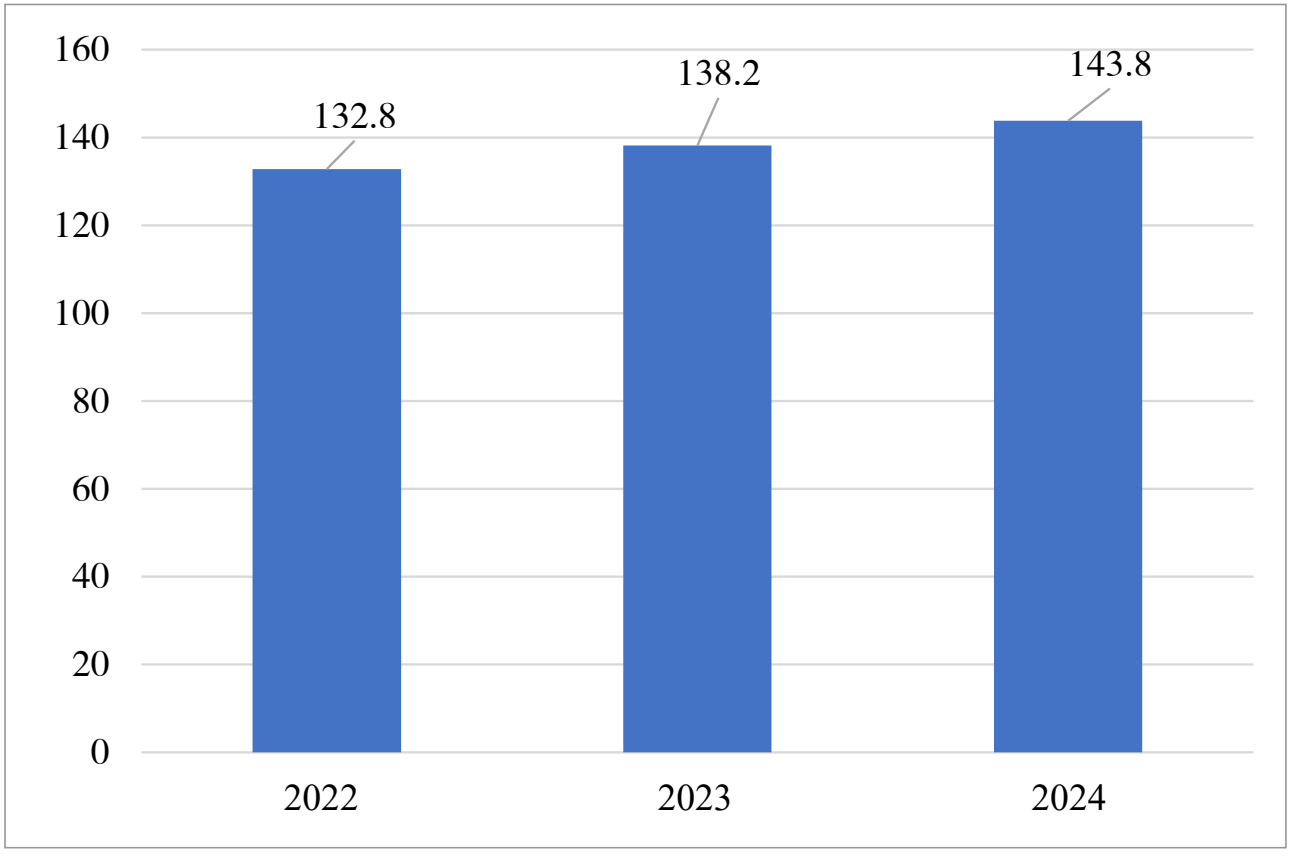

Fig. 1. **Dynamics of GDP of the Russian Federation in 2022–2024 (trillions of Rubles, in 2021 prices)**

Sourse: compiled by the authors.

tween citizens have driven to an additional rapid expansion for economic entities in the platform economy of the Russian Federation. Here we shall consider its most rapidly developing sectors.

1. In passenger transportation, the Yandex Group has become the leading market player. In in 2011, it developed the Yandex.Taxi app, which quickly gained popularity thanks to its convenient mobile interface and competitive prices. The platform uses algorithms for routes optimization and calculation of trip costs. In 2018, Yandex.Taxi amalgamated with Uber in the Russian Federation and throughout other CIS countries and this improved its performance related to services and increased profitability through combined potential.

2. The retail sector was represented primarily by the Ozon Group, as one of the first online retailers in the Russian Federation, operating since its foundation in 1998. The platform offers to consumers a wide range of products, including books, electronics, and clothing. Throughout recent years, Ozon has been actively developing its logistics operations and implementing new technologies, such as warehouse automation and delivery by drones. Another Russia's major player is Wildberries. Founded in 2004, it has become the largest national online store. Wildberries sells clothing, footwear, cosmetics etc., and it actively develops a network of drop-off points and implements new technologies to enhance the user experience.

3. Delivery Club, Cooper and Yandex.Food are the Russia's platforms that operate in food delivery services from restaurants and shops. Their services became especially popular during the pandemic period, when demand increased in the society.

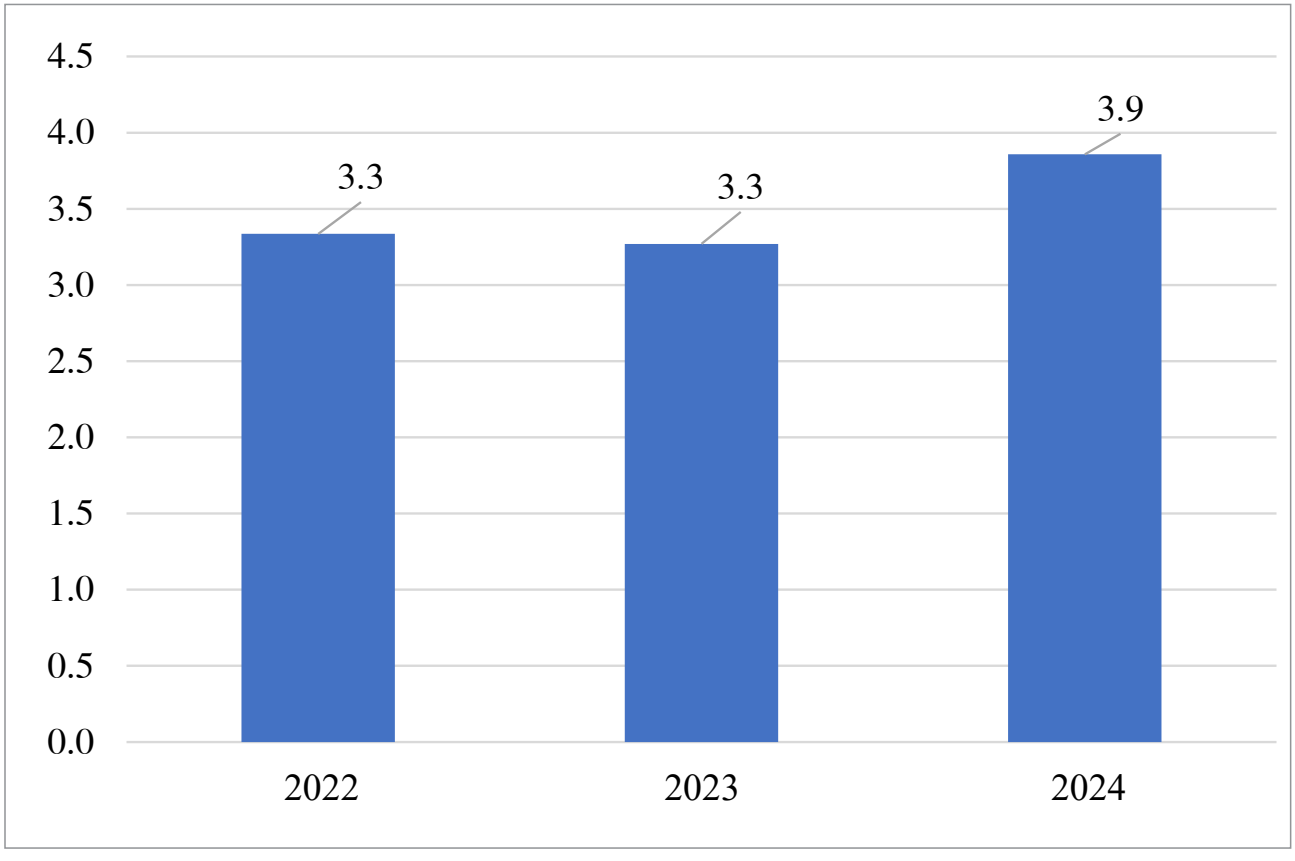

Fig. 2. **Dynamics of aggregate capitalisation of the major Russian operators of the platform economy in 2022–2024 (trillions of Rubles)**

Sourse: compiled by the authors.

The principle operators of the Russian platform economy keep constantly developing their business models, which contributes to their growing market share both domestically and worldwide. For example, Yandex, being a leader among innovative companies was categorised in the international rating of Forbes Global 2000 at the end of 2023. It offers a whole variety of services integrated under one brand, namely: passenger transportation (Yandex.Taxi), food delivery (Yandex.Eda), car sharing services (Yandex.Drive), provision of entertainment media content (Yandex.Music), etc.

In view of the subject of the given article, we shall provide analysis of the role and position of the platform economy within the framework of the economic landscape in the Russian Federation below in *Fig. 1* and *2*).

As *Fig. 1* and *2* indicate, the economic growth rate of GDP of the Russian Federation during the observation period has reached 8.3 per cent meanwhile the corresponding figure for the aggregate capitalisation of the main platform economy operators was 15.7 per cent. Almost double-rate growth indicates the following processes: firstly, owners and corporate management of companies have come to a growing awareness of the need to organise digital support for business processes. This will streamline operating costs and accelerate information exchange. Secondly, the market has indicated a consolidation of assets, which manifested in the emergence of large operators with diversification strategy of their activities in the digital environment by means of purchasing promising companies, including those beyond the boundaries of the Russian Federation, as well as by integrating them into an umbrella brand. Particularly, Yandex and Sber groups incorporate such a business strategy. Thirdly, the Russian digital market undergoes a sustained development, which is particularly appropriate in the context of unprecedented pressure of sanctions against the Russian economy from a number of hostile powers.

Thus, there exists a correlation between these processes and global trends in the platform economy [8–11], which will proceed developing to increase its share, to adapt to new circumstances and requirements. In the future, it is expected, that new platforms aimed to cover various areas of life will emerge for operation, such as online educational platforms like Coursera and Udemy, which offer access to educational tools and resources for a wide audience.

Additionally, it is assumed, platforms will use artificial intelligence and big data technologies to streamline the user experience and optimise business processes. This will make them possible to provide more personalised services and elevate customer satisfaction.

Table 2 illustrates the interpretation developed by the authors of the socio-economic effects of the platform economy.

The trends we have identified in the dynamic development of digital platforms determine the need for substantiating effective state regulation of this activity. Another factor, which occurred relatively recently, is the economic sanctions imposed on the Russian Federation by hostile states. These sanctions have created challenges such as the outflow of qualified IT experts, restricted access to advanced technical solutions and foreign investment, and limited movement of goods across the border. This has led to a reduction in the variety of marketplaces available. Among other risk factors, include politically or financially encouraged cyberattacks by international hacker groups, which make a destabilizing impact on operation of entities in the platform economy.

In such circumstances, as we visualise, the effectiveness of regulation can be developed in both internal and external contexts. This can be achieved internally by means of optimising the existent body of legislative and regulatory legal acts of the Russian Federation. It is vital to review and clarify the regulations in the sphere of activities of control and supervisory bodies: such as their powers, responsibilities, rights, and commitments. This approach will help eliminating excessive barriers and enhancing the transparency of regulatory processes. In the external contexts,

Table 2

Socio-economic effects generated by the platform economy

Type of effect	The essence
Increased sustainability contributing to economic development	The development of digital platforms facilitates acceleration of digital transformation at meso- and macroeconomic levels by transferring technical and technological solutions and the immanently available flexibility of digital tools. This allows businesses to respond faster to changes in market conditions
Business expansion	The expanded functionality of digital platforms and ready-made customer bases allow businesses to significantly increase their outreach to potential customers and thereby grow their market share. An additional effect arises when a company's own digital services get integrated with platform solutions
Formation of new supply and logistics chains	The use of digital platforms to arrange procurement and logistics enables to find the most effective contractors relatively quickly
More new jobs, higher income of economic entities and growing budget system of the Russian Federation	The digital transformation, related to the development of platform infrastructure, creates new innovative jobs and leads to structural transformation of the economy, which contributes to an increase in both the income of economic agents and the budget system of the Russian Federation due to the growth of tax payments
Stimulating consumer demand	Consumers gain access to a non-stop growing range of goods and services, as well as buy related goods and services
Stimulating social development	This contributes to expanding opportunities for obtaining social services and encouraging citizen involvement in socio-political processes

Sourse: compiled by the authors.

it is necessary to organise an instrumentation for cross-border state regulation aimed to develop the platform economy in collaboration with friendly countries. This could encompass uniform standards established to ensure the security of user information and organising collaboration against online fraud between law enforcement agencies. Such approach is aimed not only to improve the operation of the platform economy, but also helps increasing user confidence.

The present challenges which affect the development of the platform economy require a specific state regulation (primarily regarding established standards) to improve such issues as the lack of effective protection of consumers' rights, multiple labour law violations relating to front-line marketplace personnel (for instance, warehouse workers and give-away outlets), or taxi drivers cooperating with transport service ecosystems.

In addition to the abovementioned measures, aiming to intensify the platform economy of the Russian Federation, including minimising the impact of destructive external factors, it is necessary to ensure a reliable activity of operators, which implies, namely:

- developing digital infrastructure, in addition to provision of uninterrupted high-speed internet access;

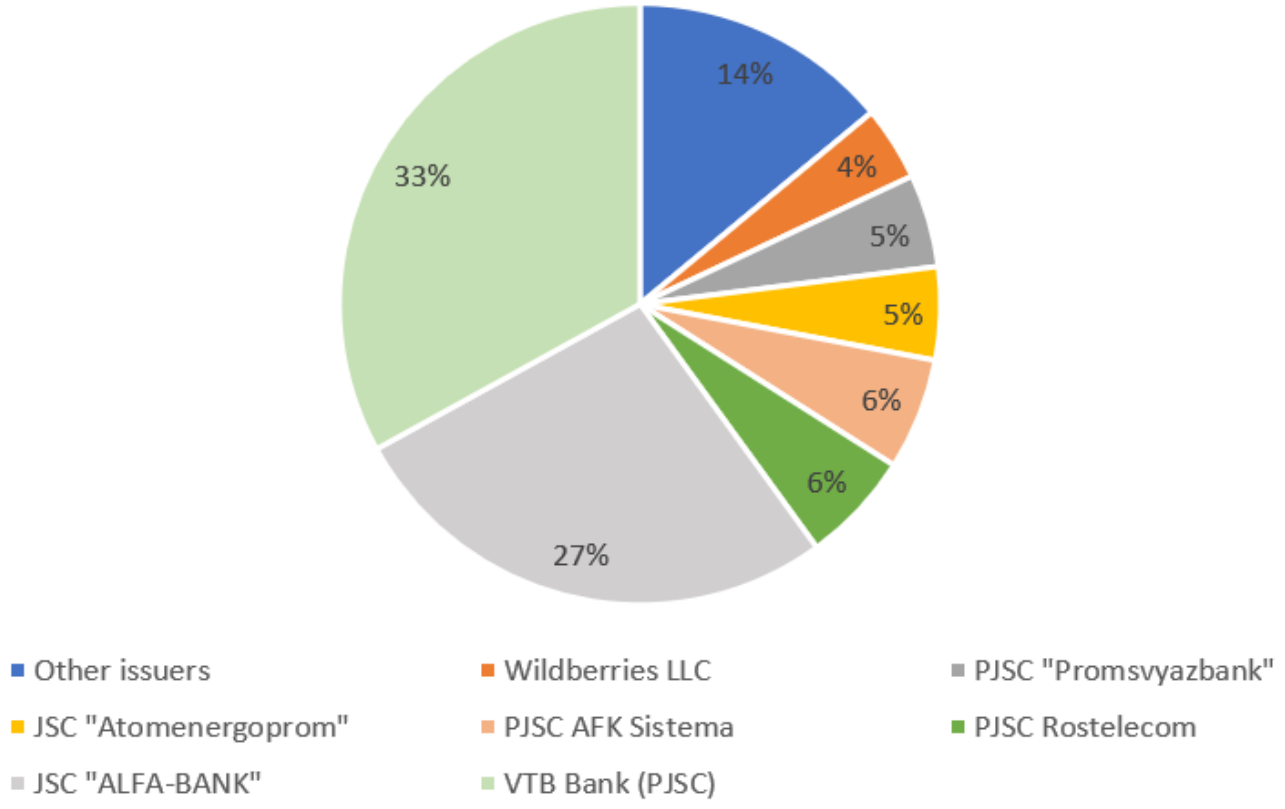

Fig. 3. **The major issuing entities of digital financing assets in 2024**

Sourse: compiled by the authors.

- guaranteeing the protection of users' personal data and other confidential information, including the users' mandatory consent for the use of their personal information for marketing purposes;
- curbing market monopolisation and unfair competition by creating mechanisms to support digital start-ups and pioneering research and development;
- protecting the rights and legitimate interests of consumers of services which are provided by platform economy operators and their employees in the Russian Federation;
- protecting the interests of operators of the Russian platform economy in foreign jurisdictions and expanding their participation in developing international agreements that regulate digital economic activity.

Obviously, solution of such a complex task requires the involvement of the State, with active participation of representatives of consumer communities, industry associations, and experts.

Digital financial assets (DFAs) are the elements of paramount importance for the platform economy of the Russian Federation. The issuance and circulation of DFAs are provided by specialised digital platforms, namely, information system operators (ISOs). The ISOs open access to the information system for users, interact with state authorities regarding the issues related to the provision of information and the enforcement of court decisions,[4] as well as record and perform settlements on transactions involving DFAs.

Nowadays, Bank of Russia's register has eleven ISOs.[5]

Between the DFA issuers can be legal entities, including banks, financial organisations, large

[4] URL: https://secrets.tbank.ru/razvitie/cfa/

[5] URL: https://alfabank.ru/corporate/a-token/#form

and small companies, medium-sized enterprises (SMEs)[6] as well as individual entrepreneurs (see *Fig. 3*). Even not qualified investors can invest in CFAs, significantly expanding the opportunities to attract liquidity for Russian companies.

THE MAIN OBSTACLES FOR CFAS OF TODAY AND THE WAYS TO OVERCOME THEM

The main issues restricting the growth of the CFA asset market in Russia can be categorised into the following three groups:

1. Legal regulation of their issue and circulation. The regulatory framework is not yet entirely developed. There is no experience in resolving conflicts or prioritising debt repayment. There are also a number of contradictions, for example between the laws related CFA and securities [12].

2. The lack of awareness of CFA trading mechanisms and the confidence of potential investors in the return on their invested capital.

3. The lack of mutual integration of OISs in CFA trading reduces the market liquidity. Besides this, investors are dependent on a specific platform and unable to transfer their assets to another platform.

In our viewpoint, the most important is the third problem. The decision to create completely autonomous, disconnected ISOs seems primarily controversial. In the long run, we can expect that ISOs would become converged towards a "common denominator", likewise stock exchange activities. In other words, the functions of operators of information systems will be similar to brokerage companies and the register of the Central Bank of Russia will resemble a stock exchange, operating with a single settlement and clearing centre. However, such a centralization-driven decision will have a drawback: the potential system could be vulnerable to sanctions.

The issues of regulatory control are relevant in all digitalization-related areas. Thus, for example, the lack of unification of the legislative framework and regulatory documentation in this area is assessed currently as one of the major barriers for the application of information modelling technologies in the construction of transport infrastructure [13].

The abovementioned problems are likely to be resolved eventually, probably by means of the establishment of an additional regulatory body. As far as investor awareness and confidence are concerned, this can be easily achieved, when major players start to operate within the DFA market, which, actually, already takes place.

PROSPECTS FOR THE USE OF DFAS IN REGIONAL TRANSPORT AND LOGISTICS COMPLEXES

Enterprises, which operate in the transport and logistics sector, consistently require financing. This challenge has become particularly serious under the current circumstances of extremely high interest rates established by the Central Bank of the Russian Federation.

Significant success in improving various problematic aspects of the transport and logistics sector can be reached by introduction of digital financial assets. Below we have identified a number of promising areas, specifically:

1. Tokenisation of assets, in such area as containers, transport vehicles, or even entire logistics hubs. This enables to generate digital equivalents of physical assets, facilitating new opportunities for asset management, their leasing, sale, and exchange. For instance, warehouse owners may offer rental services through DFA-based platforms.

2. Support for international operations. In cross-border logistics, DFAs can serve as a powerful tool for overcoming barriers, which occur due to currency restrictions and discrepancies in national legal systems. DFAs enable rapid and secure cross-border financial transfers by means of bypassing traditional banking channels and systems.

3. Smart contracts. They can ensure automatisation and increase the transparency of many logistical processes through the provision of spe-

[6] URL: https://alfabank.ru/corporate/a-token/#form

cific contractual conditions either partially or fully without manual involvement. This enhances operational speed and reduces the likelihood of human error.

4. Replacement of traditional liquidity-raising methods with DFA instruments. This subsequently broadens the investor base, reduces costs, and minimises the time for the issuers required for capital acquisition.

SMART CONTRACTS AND ASSET TOKENISATION AS INSTRUMENTS FOR HIGHER EFFICIENCY IN THE TRANSPORT AND LOGISTIC SECTOR

The implementation of DFAs as a tool for the digital transformation of the transport and logistics sector provides viable opportunities for reducing cost, gaining efficiency, and increasing transparency within the framework of supply chains. Their application in this field is diverse; however, we shall cover two aspects worth of particular attention: smart contracts and asset tokenisation.

Smart contracts enable the automation of payment transfers to transport companies under the terms arranged in advance, thereby reducing invoice processing costs and ensuring timely payment. Freight transportation, especially multimodal logistics, has become a complex, multistage process, which requires a rigorous control and every-stage monitoring. The following key indicators to be monitored include:

- Precise timing of passage through control points;
- The condition of cargo at all stages of transportation;
- Delivery speed and cost of cargo;
- Acceptance of cargo for safekeeping or for delivery by the transportation chain participants.

These indicators can be comprehensively monitored through the implementation of smart contracts. In the essence, they are computer codes, therefore automatically recording the necessary parameters and giving a green light for the transition to subsequent stages of transportation. This ensures transparency of the process at all stages of delivery, reducing the number of intermediaries, simplifying and streamlining documentation procedure, and lowering costs related to legal and notarial services, as well as lowering expenses arising from disputes.

A smart contract signed between the consignor, consignee, and transport operator/logistics companies enables controlling the following:

- Information and notifications: changes in the status of the cargo, passage through control points;
- Invoicing and payment processing, including by the way the scheduling of payments for intermediary services separately and linking payments to specific control milestones or operations;
- Cargo insurance determined at different stages of transportation.

For example, in 2018, RZD (Russian Railways Company) piloted the use of block chain-based smart contracts during the transportation of goods by means of container trains along the October Railway.

To assess the viability of this solution in multimodal logistics, the digital platform was integrated with the information systems of external organisations, such as the Port of Saint Petersburg and the freight forwarding company "Modul". At the initial phase, approximately thirty freight operations were analytically processed. Over the first two months, nearly forty test shipments were conducted, the majority of which were successful. The final data displayed on the platform of distributed ledger corresponded with the parameters recorded in the smart contracts.

In general, tokenisation implies the encoding of specific rights in the form of a token, namely, a piece of software code. In contrast to real, physical assets, tokenised assets can be divided among several investors, and the income derived from them can be distributed proportionally according to the individual shares specified in the token. At present, the principal obstacle for the development of this market consists in inadequate regulatory framework.

CONCLUSIONS

Russia's market of digital platforms and ecosystems (such as Wildberries, Avito, Ozon, Sber, SberMarket, VTB, Yandex, VK, Kaspersky Lab, 1C, among others) are rapidly evolving. They have become integral elements for the functioning of many key economic sectors, including trade, finance, logistics, and services. Their large-scale introduction and development play the central role of digitalisation in the national economic strategy. Besides all that, public trust in digital platforms and ecosystems remains high and this makes an essential indicator of their resilience and reliability.

Thus, we can draw the following conclusions from this research work:

1. At the current stage, the platform economy constitutes one of the most dynamically developing segments of the national economic complex, which yields the following numerous positive socio-economic end-results, including: generation of added value, increased tax revenues to the federal budget of the Russian Federation, strengthened interregional economic ties, reduction of disparities in socio-economic development, as well as job creation. These developments enhance the competitiveness of the Russian economy in comparison with global standards. Nowadays, the platform economy is sophisticating traditional business models in Russia and internationally through the widespread implementation of advanced management practices at the micro-meso-and-macro-levels. The success of platforms depends on their adaptability to changing consumer preferences and regulatory environments, as well as their openness to innovations and cooperation with diverse stakeholders. In the circumstances of rapidly developing technological progress, the platform economy will continue to exert significant influence on both global markets and society as a whole.

2. The adjustments in the state regulation is necessary to maximise the positive effects of the platform economy. In line with the authors' academic viewpoints, it is advisable to develop a list of systemically important platform economy operators in the Russian Federation analogous to the list of entities subject to a special regulatory regime and systemically important credit institutions[7] compiled by the Central Bank. This regime should include various economic incentives, such as state support measures, for instance, preferential loans or co-financing from the federal budget, protection of interests of systemically relevant of platform economy operators, which deal with telecommunication services providers, etc. Moreover, there should be eliminated inconsistencies and contradictions among government bodies in the digital regulatory sphere. On the one hand, strategic planning documents establish objectives of digital sovereignty related to digital transformation of domestic economy and digital development projects and programs[8] are implemented with the support of the State. However, on the other hand, certain cases have occurred related to extrajudicial restrictions on the Internet access, which have a detrimental impact on the performance of domestic platform economy operators, stain their international reputations, and reduce their capitalisation.

A significant growth reserve for Russian platform operators ensures our country the opportunity to participate in international organisations such as the Shanghai Cooperation Organisation, the Eurasian Economic Union, etc. Establishing interstate cooperation in such areas as harmonisation of digital economic regulations and foundation of unified conditions for cross-border movement of goods, services, and capital will offer Russian operators additional competitive

[7] Bank of Russia Instruction of 13.04.2021 No. 5778-U "On the Methodology for Determining Systemically Important Credit Institutions". URL: https://www.garant.ru/products/ipo/prime/doc/400694152/

[8] Decree of the President of the Russian Federation of 07.05.2024 No. 309 "On the National Development Goals of the Russian Federation for the Period up to 2030 and for the Perspective Up to 2036". URL: http://www.kremlin.ru/acts/bank/50542; Decree of the President of the Russian Federation of 30.03.2022 No. 166 "On Measures to Ensure the Technological Independence and Security of the Critical Information Infrastructure of the Russian Federation". URL: http://www.kremlin.ru/acts/bank/47688

advantages, which is due to the particular role of the Russian language as a means of international communication in several member states, who are participants in the abovementioned organisations.

It is necessary to develop mechanisms to encourage corporate integration within a unified platform economy space shared by Russia and its allied states. The practical implementation of such an institutional initiative, together with the development of intergovernmental administrative and legal mechanisms will enhance the competitiveness of Russian and allied platform operators. This, in turn, will positively influence metrics such as capitalisation, technical and technological innovations, etc., and enables to effectively compete with analogous companies from the United States and China.

Thus, this may bring to conclusion, that digital platforms and ecosystems are not merely instruments for enhancing business efficiency, but also key players in the process of national economic development. Their influence keeps growing and opening new avenues for innovations, improvement of quality of services, and enhanced quality of public life. This ongoing transformation process requires a further research and optimisation of digital platform operations to ensure sustainable and balanced economic growth within the country.

4. DFAs represent a rapidly evolving innovation. The platform economy cannot function effectively without them. On the one hand, DFAs constitute a new class of assets. On the other hand, they serve as a substitute for all traditional exchange-traded instruments. In the near future, DFAs are expected to transform conventional economic relations in many areas. Undoubtedly, the digital transformation of the transport and logistic sector will inevitably involve the active utilisation of capacities of DFA. Thereby, this will enhance its financial resilience and the profitability of the transport industry in Russia. The wide-scale adoption of digital assets will help resolve pressing issues in logistics both at the domestic territory and worldwide.

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