

National Research University Higher School of Economics

*As a manuscript*

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CREATING A CUSTOMER VALUE PROPOSITION WHEN TRANSITION FROM  
SELLING GOODS TO SELLING SOLUTIONS

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Doctor of Philosophy in Management

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## 1. GENERAL CHARACTERISTICS OF THESIS RESEARCH

**The relevance of the research.** Retail trade occupies an important place in the Russian economy. It employs a large workforce, generates significant tax revenues, and links producers and consumers.

In recent years, the retail industry in Russia has been undergoing significant changes, causing its structural transformation and facilitating the transition of companies from selling goods to selling solutions and the formation of ecosystems.

First, there has been a consolidation of major players in the retail industry, which has contributed to the emergence of a small number of large and influential retailers. As a rule, ecosystems begin to form around such companies. The customer's benefit is getting a more valuable offer, the company's benefit is increasing the spending of customers, and the partners' benefit is gaining access to a large customer base. The possibility of such effective cooperation makes building ecosystems especially attractive.

Secondly, there are some significant changes in consumer requirements. Customers increasingly expect retailers to provide goods and a wide range of repair services. Customers, especially during the pandemic, have become increasingly focused on convenience, so the ability to get a solution in one place rather than to purchase the underlying products and services from different players has become a potential source of competitive advantage for the retailer.

Third, digital technologies have significantly impacted retail, enabling closer relationships between retailers, their partners and customers. Companies know their customers better, interact with them through many channels and make personalized offers. At the same time, many major market players are developing, such as job search platforms and private companies offering repair services.

At present, in Russian retail trade, there is a trend towards the formation of ecosystems and solutions. Over the past ten years, one could talk about the emergence of transactional ecosystems in Russian retail trade, in which the central platform connects the two sides of the market. However, in recent years, many retailers have focused on building ecosystems to provide solutions. In these ecosystems, the retailer, typically the initiator of the ecosystem and a major market player, coordinates multiple partners to create more valuable offers for the customer.

One of the most promising markets for offering solutions and forming ecosystems is the market for building and finishing materials. First, at the end of 2021, it showed a record growth of 20% compared to 2020, which ensured that companies generated cash for investments. Secondly, an increase in the number of services offered characterizes many companies in this market. Thirdly, in this market, there is an opportunity to offer solutions in the form of repairs.

Fourth, companies are increasingly aware that, by competing at the level of goods, they are giving away a large and promising repair market to third parties, depriving themselves of the opportunity to earn additional income. Fifth, repair is a complex and lengthy process that the emerging ecosystem can significantly facilitate.

For retailers in the building and finishing materials market, developing in the direction of creating solutions and building ecosystems, the formation of a value proposition, which has traditionally been important for manufacturing companies, is vital. This fact is due to several reasons. First, in the context of the joint creation of value by many participants, the value proposition allows a company to determine how it will create value for the client, which greatly facilitates this process and allows the company to control it. Secondly, the value proposition allows a company to outline the circle of potential participants in the emerging ecosystem, which will add value to the generated offer. Thirdly, the value proposition sets the direction for the organisation's development, directing all its activities to create value for the client.

Forming solutions and an ecosystem make significant difficulties for retailers in the building and finishing materials market. First, retailers have to engage in service activities, although they traditionally specialised in goods. Second, the small experience of retailers in providing services and the need to integrate partners' efforts raise questions about how much value the company, together with partners, will generate and how it will do it. Thirdly, given the rapid development of these trends, companies need help determining the specific sequence of actions necessary for a successful transition to offering solutions in an emerging ecosystem. Fourth, forming a value proposition requires a tool that would allow the company to monitor the effectiveness of the changes being made and make timely adjustments to the activities of the emerging ecosystem. This dissertation is aimed at helping retailers in the building and finishing materials market move from selling goods by a single company to providing solutions in an emerging ecosystem from a value creation perspective.

The dissertation research will deepen the understanding of the value proposition phenomenon by studying the features of its formation, offering a typology of customers depending on their assessment of the value proposition, developing the sequence and content of the stages of formation and implementation of the value proposition and supplementing the existing studies on the value proposition through its research in the Russian retail market of building and finishing materials.

The dissertation research results serve as a basis for the formation of strategies for developing retailers in the Russian market of building and finishing materials in terms of determining the direction of development of the retailers and specific actions to create value. The results obtained will allow companies to determine their stage of development when expanding

the offer and forming an ecosystem, apply specific ways of working to different consumer clusters, use a sequence of actions to form and implement a value proposition, and evaluate the generated value proposition at each stage of a retailer's development from an ecosystem perspective.

**The degree of the scientific development of the problem.** Currently, the value proposition is a popular concept that is being researched by many authors. Definitions of this concept and its key characteristics are considered in the works of Y. Truong, G. Simmons, M. Palmer, L. A. Bettencourt, D. Ballantine, P. Frow, R. J. Varey, A. Payne, N. Lipiäinen, K. Kokkonen, J. L. Bronstein, K. B. Murray, A. Eggert. A number of authors, such as L. Dennis, T. Doligalski, T. A. Smith, C. Barnes, H. Blake, D. Pinder, are engaged in developing approaches to the value proposition, identifying its key components and revealing their content in relation to different business areas. Approaches developed specifically for the retail sector are proposed in the works of P. R. Condi, E. S. Parente, F. J. Costa, A. L. Leocádio, J. Helbling, J. Lindič, C. Marques da Silva, K. B. Murray. In Russia, the value proposition is studied by N. B. Filinov, O. K. Oyner, M. Y. Sheresheva, O. U. Yuldasheva, I. I. Skorobogatykh, V. V. Gerasimenko, S. M. Berezka, N. L. Udaltsova, S. V. Krivoruchko.

The concept of solutions and its key features are considered in the academic works of the authors: C. Kowalkowski, C. Windahl, D. Kindström, H. Gebauer, E. Sandberg, K. Storbacka, S. Vandermerwe, J. Rada, R. Rabetino, M. Kohtamäki, S. A. Brax, F. Visintin, H. Evanschitzky, A. Salonen, C. Raddats. The process of providing a solution and its main stages are discussed in the works of K. Hedvall, S. Jagstedt, A. Dubois, A. Töllner, M. Blut, K. R. Tuli, S. G. Bharadwaj, S. A. Brax, F. Visintin. A significant contribution to the development of the concept of solutions was made by T. Ulwick and K. Christensen, developing the concept of Jobs to be done, as well as L. A. Bettencourt, S. L. Vargo, R. F. Lusch, dealing with the concept of the service lens. Solutions have received little attention in Russia, with service marketing being explored by the authors V. A. Rebiazina, S. P. Kazakov, S. V. Alexandrovskiy, E. V. Novatorov, T. A. Tultaev, D. V. Stakhanov, N. A. Voskolovich.

Theoretical aspects of servitization, including studies of the concept of "servitization", its features, and the process of servitization, are considered in the works of S. Vandermerwe, J. Rada, C. Kowalkowski, H. Gebauer, B. Kamp, and G. Parry. Approaches to the study of servitization are presented in the works of A. Z. Bigdeli, T. Baines, O. F. Bustinza, M. Kohtamäki, S. Henneberg, V. Martinez, S. Desmet, S. A. Brax, F. Visintin. The issues of organizational changes and the role of leadership in servitization are considered in the works of Y. Nie, M. Kosaka, F. Doni, A. Corvino, S. Bianchi Martini. In Russia, servitization is studied

by S. V. Dvoyanov, N. R. Kelchevskaya, V. B. Kondratiev, G. V. Kedrova, V. V. Popov, N. M. Glukhova, O. V. Saginova, J. Dumets.

Currently, the phenomenon of ecosystems is widely used in the literature. At the same time, a significant part of the works in this area is conceptual. Among the leading researchers involved in the study of the essence of the phenomenon of ecosystems and its features are M. G. Jacobides, C. Cennamo, A. Gawer, R. Adner, E. Autio, L. Thomas, M. Cusumano, A. Shipilov. M. Talmar, B. Walrave, K. S. Podoyntsyna, G. Romme, G. Verbong develop approaches to the analysis of ecosystems that allow to study them taking into account their multi-level structure and many relationships between participants. Studies in the field of ecosystem emergence focus on the causes of ecosystem emergence and features of their development in different conditions, which are reflected in the works of M. G. Jacobides, C. Cennamo, A. Gawer, R. Adner, D. P. Hanna, K. M. Eisenhardt, E. Autio, L. Thomas, P. Ritala, R. Kapoor. Ecosystem studies from the perspective of value, related to the study of the creation and distribution of value, the definition of ecosystem participants, were carried out in the works of H. Wieland, P. Frow, T. Hilton, L. Thomas, E. Autio, R. Kapoor, R. Adner, C. Lawer, N. Lipiäinen, K. Kokkonen. In Russia, ecosystems are studied by I. O. Volkova, E. D. Burda, E. V. Gavrikova, A. A. Kobylko, V. D. Markova, S.A. Kuznetsova, L. A. Ramenskaya, O. M. Kulikova, E. A. Vasilenko, P. A. Ivchenko, O. E. Kalenov, N. S. Serov. A number of researchers consider ecosystems as the next stage in the development of network forms of organizations. Leading researchers of network forms of organizations abroad are R. Ramírez, L. Roodhart, U. Mannervik, S. Barile, F. Polese. In Russia, network forms of organizations are studied by O. A. Tretyak, M. Y. Sheresheva, O. U. Yuldasheva.

Despite the popularity of the concepts on which this work is based, in the academic literature, the problems of forming a value proposition based on selling solutions in the emerging ecosystem of a retailer remain virtually unexplored. The company's transition from selling goods to selling solutions is usually considered in B2B-markets, although the development of technologies and interaction networks allows to offer a comprehensive and personalized solution in B2C-markets<sup>1</sup>. Most ecosystem studies are conducted on the basis of data obtained in the United States and China<sup>2</sup>, while in Russia ecosystem research has received much less attention. In addition, the ecosystem literature lacks an understanding of the value proposition and its

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<sup>1</sup> Kreye M.E. Servitization for consumer products: an empirical exploration of challenges and benefits for supply chain partners / M.E. Kreye, D.P. van Donk // *International Journal of Operations & Production Management*. – 2021. – Vol. 41. – № 5. – P. 494–516.

<sup>2</sup> Gelishanov I.Z. Digital platforms in the economy: essence, models, development trends / I.Z. Gelishanov, T.N. Yudina, A.V. Babkin. – 2018. – Vol. 11. – №. 6. – P. 22–36. (in Russian).

characteristics<sup>3</sup>, as well as an approach to the ecosystem value proposition<sup>4</sup>. The actions of the company and partners necessary for the formation and implementation of the ecosystem's value proposition should also be studied<sup>5</sup>.

Based on the above, it can be concluded that the study of the value proposition based on selling solutions in the emerging ecosystem of a retailer is relevant both from a theoretical point of view – due to the lack of research at the intersection of the considered concepts, and from a practical point of view – due to the lack of empirical studies devoted to the formation of the ecosystem value proposition in developing markets and company's servitization in the retail sector. The extremely low elaboration of the formation of the studied value proposition, as well as the relevance of the problem for the Russian retail trade, led to the choice of the topic of the dissertation research, predetermining its purpose and objectives.

**The research goal and tasks of the research.** The dissertation aims to develop theoretical, methodological and applied approaches to forming and implementing a value proposition based on selling solutions by retailers.

To achieve the goal of the dissertation research, the following tasks were set:

1. Develop criteria to identify a stage of a retailer's development from an ecosystem perspective in the building and finishing materials market. Based on the criteria, determine the stages of development of leading retailers in the Russian building and finishing materials market. Identify the estimated cost level required for a retailer's transition to a higher stage of development from an ecosystem perspective.

2. Offer a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer. Test the approach in the Russian market of building and finishing materials.

3. Based on the results of a qualitative study, we should highlight the features of the formation and implementation of a value proposition by retailers operating in the Russian building and finishing materials market when transition from selling goods to selling solutions in their emerging ecosystems.

4. Offer a typology of clients depending on the importance of the components of the value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials.

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<sup>3</sup> Jacobides M.G. Towards a theory of ecosystems / M.G. Jacobides, C. Cennamo, A. Gawer // *Strategic Management Journal*. – 2018. – Vol. 39. – № 8. – P. 2255–2276.

<sup>4</sup> Autio E. Value co-creation in ecosystems: insights and research promise from three disciplinary perspectives / E. Autio, L.D.W. Thomas // *Handbook of Digital Innovation*. – Edward Elgar Publishing, 2020. – P. 107–132.

<sup>5</sup> Stonig J. From product system to ecosystem: How firms adapt to provide an integrated value proposition / J. Stonig, T. Schmid, G. Müller-Stewens // *Strategic Management Journal*. – 2022. – Vol. 43. – № 9. – P. 1927–1957.

5. Develop practical recommendations for retailers operating in the Russian market of building and finishing materials on the formation and implementation of a value proposition when transition from selling goods to selling solutions in their emerging ecosystems.

6. Offer and test the sequence and content of the stages of forming and implementing a value proposition when transition of retailers from selling goods to selling solutions in their emerging ecosystems in the Russian market of building and finishing materials.

**The object of the research.** The object of the study is the value proposition of retailers.

**The subject of the research.** The subject of the study is the formation and implementation of the value proposition by retailers operating in the Russian market of building and finishing materials when transition from selling goods to selling solutions in their emerging ecosystems.

**Empirical object of the research.** The empirical object of the study is retailers operating in the Russian market of building and finishing materials.

**Theoretical and methodological base of the research.** The study's theoretical basis is the works of leading domestic and foreign scientists in the marketing and strategic management field. Theoretical positions and conclusions are based on the analysis of monographs, academic articles, scientific and practical conferences and dissertations.

The methodological basis of the dissertation is defined by the following general scientific methods of cognition: analysis, synthesis, deduction, induction, formalization, comparison. Methods of classification, comparative analysis, and sociological methods were used to substantiate the conclusions based on the results of the study. Meta-analysis, explicit and implicit content analysis, and comparative analysis were used to analyze secondary information.

To obtain primary information, methods of qualitative research (individual semi-structured in-depth interviews) and quantitative research (survey) were used. The data obtained during the empirical study were processed and analyzed using the QDA Miner Lite qualitative data analysis program, the IBM SPSS 26 statistical analysis software, and the IBM SPSS AMOS 23 structural equation modelling software. Tables and graphs are used for visual interpretation of the data.

**Information-empirical base of the research.** The information base of the work is formed by academic research, materials from leading consulting companies and research groups, data from the Federal State Statistics Service of the Russian Federation and analytical centres. The sources of the formation of the empirical base of the study are the data obtained in the course of qualitative and quantitative research. The qualitative study included five individual semi-structured in-depth interviews with representatives of retailers operating in the Russian market of building and finishing materials. The quantitative study included a survey of 404

Russian respondents (individuals) about the importance for them of the components of a value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials.

**The scientific novelty of the research.** The scientific novelty of the dissertation research lies in the theoretical substantiation of the possibility of improving the activities of retailers operating in the Russian market of building and finishing materials, based on the assessment of a value proposition when transition from selling goods to selling solutions in their emerging ecosystems. The most significant results characterizing the scientific novelty of the study can be formulated as follows:

1. The author suggests criteria by which retailers in the Russian market of building and finishing materials can determine their stage of development from an ecosystem perspective. These criteria were applied to the activities of leading companies in terms of revenue in the Russian retail market of building and finishing materials. The author indicates the level of costs that retailers will need to move to a higher stage of development from an ecosystem perspective.

2. The author proposed a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer, which includes the components of the value proposition, indicators for their evaluation, as well as the focus of the component (organizational, relational, client, ecosystem), indicating the direction of the company's activities when working with the component, and the type of the component (universal, specific), reflecting the prevalence of the component in existing theoretical approaches and the possibility of its application in different business areas. The theoretical approach was tested in the Russian market of building and finishing materials.

3. A typology of clients is proposed depending on the importance for them of the components of a value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials.

4. A sequence and content of the stages for the formation and implementation of a value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer was developed and tested on the example of retailers operating in the Russian market of building and finishing materials.

#### **Defense provisions.**

1. The study has developed criteria that allow a retailer to determine its stage of development from an ecosystem perspective in the building and finishing materials market. Quality criteria include assembly and installation, design projects, performing room repairs (individual services), performing room repairs (a single process), the availability of an infrastructure that integrates all participants and all offers. Quantitative criteria include the



number of services available and the company's share in a single market. The author suggests five stages of a retailer's development from an ecosystem perspective: traditional activity; initial, medium and high stages of ecosystem formation; ecosystem. The developed qualitative and quantitative criteria are applied to the activities of the ten largest retailers in terms of revenue in the Russian market of building and finishing materials. The author found that most of the companies considered are at the "traditional activity" stage, three companies are at a low stage of ecosystem formation, and two companies are at a high stage of ecosystem formation. At the same time, there are no built ecosystems on the Russian market of building and finishing materials yet. At the moment, the ecosystem represents the desired state that a number of companies are striving for. Two companies that are currently at a high stage of ecosystem formation came closest to the formation of ecosystems. The emergence of other ecosystems in this market is possible, but it will be difficult due to the limited market infrastructure, the high costs of creating an ecosystem, and the consolidation trend, during which market leaders may take over smaller players. The author identifies the estimated costs that may be required to move to a higher stage of a retailer's development from an ecosystem perspective. The study calculates such indicators as market share, size of assets; share of revenue and assets per stage; increment of revenue and assets to move to a higher stage of a retailer's development from an ecosystem perspective. The retailer's costs will increase as it develops from an ecosystem perspective and reach their maximum when moving to the ecosystem stage.

2. The study offers a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer. The approach includes the components of the value proposition, indicators for evaluating them, the component's focus, and the type. The focus (organizational, relational, customer, ecosystem) reflects the direction of the company's activity when working with the component. The type (universal, specific) reflects the prevalence of the component in existing theoretical approaches and the possibility of its application in different business areas. The approach was tested on the Russian market of building and finishing materials. The author suggests criteria that allow to determine the level of development of the components of the value proposition based on the developed scale. If a company receives low ratings for a value proposition component, it needs to strengthen its work with the component based on the recommendations proposed.

3. As a result of the qualitative research, the features of the formation and implementation of a value proposition by retailers operating in the Russian building and finishing materials market when transition from selling goods to selling solutions in their emerging ecosystems are revealed. The identified features reflect the reasons, advantages, difficulties and Russian specifics of forming an ecosystem and offering solutions by a retailer in

the building and finishing materials market, as well as the transformation of the company's value proposition during this process. Companies are turning to build ecosystems because of changing consumers, increased competition from trading platforms, and the difficulty of differentiating at the product level. Companies expect to fully meet their customers' needs, retain them, and increase their "share of wallet". The main challenges for businesses are small financial opportunities, lack of a large customer base, and a non-digital past. The Russian specifics are a small share of DIFM (Do It for Me), a high level of quality and convenience of websites and mobile applications, a less regulated market, a higher share of B2C, and geographical features of the country (long distances). At the same time, interaction with customers, the complexity of the offer and the competence of employees become significant in the value proposition.

4. Based on the results of the cluster analysis, a typology of customers is proposed depending on the importance of the components of the value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials, which includes three levels of importance of components for customers: high ("innovators"), medium ("rationalists") and low ("cautious"). New offers and the most complex types of repairs should be offered to the participants of the "innovators" cluster who are most open to innovation. Participants of the "rationalists" cluster should receive offers with the best price-quality ratio and ready-made repair solutions. Participants of the "cautious" cluster should be gradually familiarized with the offers of the emerging ecosystem, demonstrating the benefits, reliability, and ease of obtaining them.

5. Based on the results of the study, practical recommendations were developed for retailers operating in the Russian market of building and finishing materials on the formation and implementation of a value proposition when transition from selling goods to selling solutions in their emerging ecosystems. Recommendations are developed for each stage of a retailer's development from an ecosystem perspective, each component of the value proposition, and each customer cluster. Implementing these recommendations will allow the company to gradually develop the emerging ecosystem and its customers, preparing them to receive more and more innovative offers. Working with all the components of the value proposition will enable the company to approach the development of its value proposition in the most balanced way. However, it is acceptable to lag behind or be ahead in developing individual components. The decision to implement a specific recommendation for developing the value proposition component should be made considering the current situation in the company and in the market.

6. Based on the analysis of the literature, the sequence and content of the stages of forming and implementing a value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer, taking into account the features of the Russian

market of building and finishing materials, were proposed and tested and adjusted during the empirical study. The sequence includes three stages: the formation of a value proposition, the organization of management of the emerging ecosystem, and the formation and provision of a solution. The proposed sequence and content of the stages set the direction for developing the company's activities. Retailers can use them at different stages of development from an ecosystem perspective. The transition of a retailer to a higher stage of development requires an analysis of all the presented stages to make the necessary adjustments to its activities.

**Theoretical significance of the research.** The theoretical significance of the dissertation research consists in developing the concepts of value proposition, solution, servitization and ecosystem by developing criteria for determining the stage of a retailer's development from an ecosystem perspective in the building and finishing materials market, forming a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer, identifying the features of the formation and implementation of a value proposition by retailers operating in the Russian market of building and finishing materials when transition from selling goods to selling solutions in their emerging ecosystems, conducting a typology of customers depending on the importance for them of the components of the value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials, developing the sequence and content of the stages of formation and implementation of the value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer, taking into account the features of the Russian market of building and finishing materials. The research results can be used in teaching the training courses "Marketing" and "Strategic Marketing".

**The practical significance of the research.** The findings can be used by companies and marketing agencies to shape the retailer's value proposition when transition from selling goods to selling solutions in the emerging ecosystem and evaluate the existing value proposition. The practical significance of the study is confirmed by a certificate of implementation of the results and developments from the company OOO "Kangaroo" (trading network "Kangaroo" for construction, repair, houses and cottages, Ivanovo region, Ivanovo).

**Approbation of the research results.** The main results of the study were discussed at scientific seminars of the Marketing Department of the Graduate School of Business of the National Research University Higher School of Economics and at Russian and international scientific and scientific-practical conferences.

2022 — Scientific seminar of the Marketing Department of the Higher School of Economics of the National Research University Higher School of Economics (with reviewers). Moscow, Russia, NRU Higher School of Economics, May

2022. Report: “Creating a customer value proposition when transition from selling goods to selling solutions”.
- 2021 — Scientific Seminar of the Marketing Department of the Higher School of Economics, National Research University Higher School of Economics (with discussants). Moscow, Russia, National Research University Higher School of Economics, November 2021. Report: “Creating a customer value proposition when transition from selling goods to selling solutions”.
- European Marketing Academy Regional Conference 2021 (EMAC Regional Conference 2021). Warsaw, Poland, Kozminski University, September 2021. Report: “Towards an integrated model of an ecosystem value proposition based on selling solutions in the post-COVID-19 digital economy”.
- Center for Business and Industrial Marketing International Conference (CBIM2021). Atlanta, United States of America, Georgia State University, June 2021. Report: “Towards an integrated model of an ecosystem value proposition based on selling solutions in the digital economy”.
- 3<sup>rd</sup> International Conference on Business, Management and Finance (ICBMF). Oxford, UK, Oxford University, March 2021. Report: “Creating ecosystem value proposition based on selling solutions in the post-covid-19 digital economy”.
- 34<sup>th</sup> Eurasia Business and Economics Society Conference (EBES). Athens, Greece, University of Piraeus, January 2021. Report: “Creating ecosystem value proposition based on selling solutions in the digital economy”.
- 2020 — Scientific and practical conference "Project Management in the Digital Transformation Era". Moscow, Russia, State University of Management, December 2020. Report: “Development of solutions by retailers based on Agile in the digital economy”.
- XI International Scientific and Practical Conference "Theory and Practice of Management: Responses to the Challenges of the Digital Economy". Moscow, Russia, The Russian University of Economics named after G. V. Plekhanov, December 2020. Report: “Transition of a company from selling goods to selling solutions: antecedents and benefits”.
- International Scientific Conference for Undergraduate and Graduate Students and Young Scientists "Lomonosov-2020". Moscow, Russia, Moscow State University named after M. V. Lomonosov, November 2020. Report:

“Antecedents for the company's transition from selling goods to selling solutions”.

- Technology & Entrepreneurship in Digital Society (TEDS'20). Moscow, Russia, Financial University under the Government of the Russian Federation, November 2020. Report: “Creating ecosystem value proposition based on selling solutions in the digital economy”.
- V International Scientific and Practical Conference "Innovative Economics and Management: Methods and Technologies". Moscow, Russia, Moscow State University named after M. V. Lomonosov, November 2020. Report: “Creating ecosystem value proposition based on selling solutions”.

**The logic and structure of the research.** The dissertation consists of an introduction, three chapters, a conclusion, a list of references and appendices. The volume of the dissertation is 257 pages. The work contains 13 tables, 9 figures and 33 appendices. The list of references includes 239 sources, of which 222 are in English.

The introduction substantiates the relevance of the research topic, reflects the degree of development of the problem, formulates the purpose and objectives of the study, identifies the object, subject and empirical object of the research, reflects the theoretical and methodological base of the study, as well as the information and empirical base of the study, presents the scientific novelty and the provisions submitted for protection, indicates the theoretical and practical significance of the work, presents the approbation of the results and provides the structure of the dissertation work.

The first chapter of the dissertation explores approaches to defining a value proposition, the process of making the transition from selling goods to selling solutions, establishing the concept of an ecosystem and creating value in an ecosystem, forming a value proposition based on selling solutions in the emerging ecosystem of a retailer, analyzing existing theoretical approaches to the analysis and development of the value proposition and the indicators they contain.

The second chapter considers the current situation in the Russian economy regarding ecosystems, retail trade, the building and finishing materials market; the formation of ecosystems in the building and finishing materials market; proposes the design of a study of a value proposition based on selling solutions in the emerging ecosystem of a retailer, taking into account the features of the Russian market of building and finishing materials, including the theoretical, analytical and empirical stages of the study.

The third chapter reveals the features of the formation and implementation of the value proposition by retailers operating in the Russian market of building and finishing materials when

transition from selling goods to selling solutions in their emerging ecosystems; an approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer was developed and tested on the Russian building and finishing materials market; the characteristics of a value proposition based on selling solutions in the emerging ecosystem of a retailer based on their indicators, focus and type are presented; a typology of clients in the building and finishing materials market was developed based on their assessment of a value proposition based on selling solutions in the emerging ecosystem of a retailer; recommendations are given for domestic retailers operating in the building and finishing materials market on the formation and implementation of a value proposition when transition from selling goods to selling solutions in their emerging ecosystems, taking into account the stage of a retailer's development from an ecosystem perspective and the consumer cluster; tested and adjusted the sequence and content of the stages of formation and implementation of a value proposition when transition from selling goods to selling solutions in the emerging ecosystem, retailers, taking into account the features of the Russian market of building and finishing materials; the analysis of the results of the application of the recommendations in the domestic retailer operating in the market of building and finishing materials.

In the conclusion of the dissertation research, the main conclusions of the work are formulated.

## 2. ARGUMENTS OF THE RESEARCH TO BE DEFENDED

3. **Quantitative and qualitative criteria allow retailers in the Russian building and finishing materials market to identify their stage of development from an ecosystem perspective: traditional activity; initial, medium and high stages of ecosystem formation; ecosystem. The level of costs for moving to a higher stage of development varies depending on the company's current position.**

Based on the criteria formed in the European draft regulation "Digital Markets Act" (DMA)<sup>6</sup>, the German law against restriction of competition (GWB)<sup>7</sup>, the draft of the Ministry of Economic Development of the Russian Federation<sup>8</sup>, indicators of ecosystem formation<sup>9</sup>, as well as the current position of companies in the Russian market of building and finishing materials, criteria for identifying companies that carry out traditional activities, build ecosystems or have already built them on the market of building and finishing materials are proposed. When developing the values of quantitative criteria, the activities of ten retailers in the Russian market of building and finishing materials with the highest revenue by the end of 2021 were considered (Table 1).

Table 1 – Criteria for determining the stage of a retailer's development from an ecosystem perspective on the Russian building and finishing materials market

Parameter	The stage of a retailer's development from an ecosystem perspective				
	Traditional activity	Ecosystem formation stage			Ecosystem
		Initial	Medium	High	
<i>Quantitative criteria</i>					
Number of available services, units	less than 5	5 and more	10 and more	15 and more	20 and more
Company's market share, %	any	0.5 and more	2.5 and more	5 and more	10 and more
<i>Qualitative criteria</i>					
Assembly and installation, design project	-	+	+	+	+

<sup>6</sup> URL: [https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/digital-markets-act-ensuring-fair-and-open-digital-markets\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/digital-markets-act-ensuring-fair-and-open-digital-markets_en)

<sup>7</sup> URL: <https://www.gesetze-im-internet.de/gwb/>

<sup>8</sup> URL: [https://www.economy.gov.ru/material/file/cb29a7d08290120645a871be41599850/koncepciya\\_21052021.pdf](https://www.economy.gov.ru/material/file/cb29a7d08290120645a871be41599850/koncepciya_21052021.pdf) (in Russian).

<sup>9</sup> Georgievsky A.B. Russian Retail Ecosystems: Principal Participants and Indicators of Development / A.B. Georgievsky // ECO. – 2022. – Vol. 52. – №. 4. – P. 138–155. – 0.93 p. s. (in Russian).

Room repair (separate services)	-	-	+	+	+
Room repair (single process)	-	-	-	+	+
Infrastructure that integrates all participants and all offers	-	-	-	-	+

Source: compiled by the author

The quantitative criterion "company's market share" is responsible for the level of development of a retailer from the perspective of performing its main activity – trade in goods. The quantitative criterion "number of available services" and qualitative criteria make it possible to determine the presence of a movement of the retailer towards the formation of an ecosystem through the development of non-core activities such as the provision of services and solutions.

This dissertation uses the quantitative criterion "number of available services". It is used in the anti-competition law (GWB) to identify super platforms. This criterion demonstrates the company's movement towards increasing the share of services, which requires the involvement of new partners in the emerging ecosystem. Between the number of services offered at different stages of a retailer's development from an ecosystem perspective, a step equal to five is set. A larger step would lead to over-detailing of services, and a smaller one would reduce the importance of the services, which would contradict the need for servitization outlined in this paper.

The quantitative criterion "company's market share" is proposed to be used in the ecosystem regulation project of the Ministry of Economic Development of the Russian Federation. The minimum market share required to move to the initial stage of a retailer's development from an ecosystem perspective is set at 0.5%. The selected value of this criterion allows the largest ten companies in the market to move to the initial stage of ecosystem formation without increasing their market share. Companies occupying the first, second, third and subsequent positions in the market differ significantly in terms of revenue, so the values of the criterion are proposed in such a way as to cut off these companies from each other <sup>10</sup>. The company's market share is set at 10% for the built ecosystem. It may disintegrate if the built ecosystem has a market share below this value <sup>11</sup>. At the moment, only one company has such a share.

When forming the criteria, it was assumed that several ecosystems could be on the market <sup>12</sup>. Therefore, setting higher values for the market share would excessively limit the possibilities for the formation of ecosystems for market participants, and lower ones would open

<sup>10</sup> Veisten K. Tourist Segments for New Facilities in National Park Areas: Profiling Tourists in Norway Based on Psychographics and Demographics / K. Veisten, J.V. Haukeland, S. Baardsen et al. // Journal of Hospitality Marketing & Management. – 2015. – Vol. 24. – № 5. – P. 486–510.

<sup>11</sup> Reeves M. How Business Ecosystems Rise (and Often Fall) / M. Reeves, H. Lotan, J. Legrand, M.G. Jacobides. – Text: electronic // MIT Sloan Management Review. – 2019. – URL: <https://sloanreview.mit.edu/article/how-business-ecosystems-rise-and-often-fall/> (date accessed: 08.06.2023).

<sup>12</sup> The same.



up the possibility for the existence of many ecosystems on the market, which would make their formation less attractive due to their appeal to the same market infrastructure.

Quality criteria are formed based on developing the company's services to transform the client's premises and their integration as the ecosystem is built<sup>13</sup>. Some services offered by companies have not been used to form qualitative criteria for developing a retailer from an ecosystem perspective. Delivery services, sawing of materials and tinting of paints are standard. They are carried out by almost all the largest retailers in this market. Services such as material cutting, overlocking, flooring cutting, tool repair, tool rental and repair calculator are less common, but they are poorly focused on transforming the client's premises.

The qualitative criterion for the transition to the initial stage of a retailer's development from an ecosystem perspective is "assembly and installation, design project". These services are directly related to the repair implementation and may require partners' participation. To move to the medium stage of development, the company must meet the quality criterion "room repair (separate services)", indicating the completeness of the services offered. The transition to a high stage of development requires the company to fulfil the quality criterion "room repair (single process)", which implies providing a solution by the company. To move to the ecosystem stage, the qualitative criterion "infrastructure that integrates all participants and all offers" is required, which indicates the company's ability to build effective interaction with partners.

The retailer must meet all quantitative and qualitative criteria for moving to a specific stage of development from an ecosystem perspective. If at least one criterion for a particular stage of a retailer's development is not met, then the stage of development is determined by the criterion that corresponds to the lowest stage.

The decision to consider the largest players is because the formation of ecosystems requires significant financial investments, so their construction is most likely by large companies with high incomes. In addition, it will be easier for leading retailers to find partners to build an ecosystem due to their reputation and stable market position. The activities of ten companies in the Russian market of building and finishing materials were checked for compliance with the criteria outlined in this study. Retailers are represented on a chart that shows their stage of development from an ecosystem perspective and the number of services offered. The circle size on the chart shows the company's revenue for 2021 (Figure 1).

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<sup>13</sup> Eckhart D. Digital Ecosystems: Insights from Professor Michael G Jacobides. – URL: <https://www.swissre.com/institute/research/topics-and-risk-dialogues/digital-business-model-and-cyber-risk/digital-ecosystems-jacobides-interview.html> (date accessed: 11.06.2023). – Text: electronic.

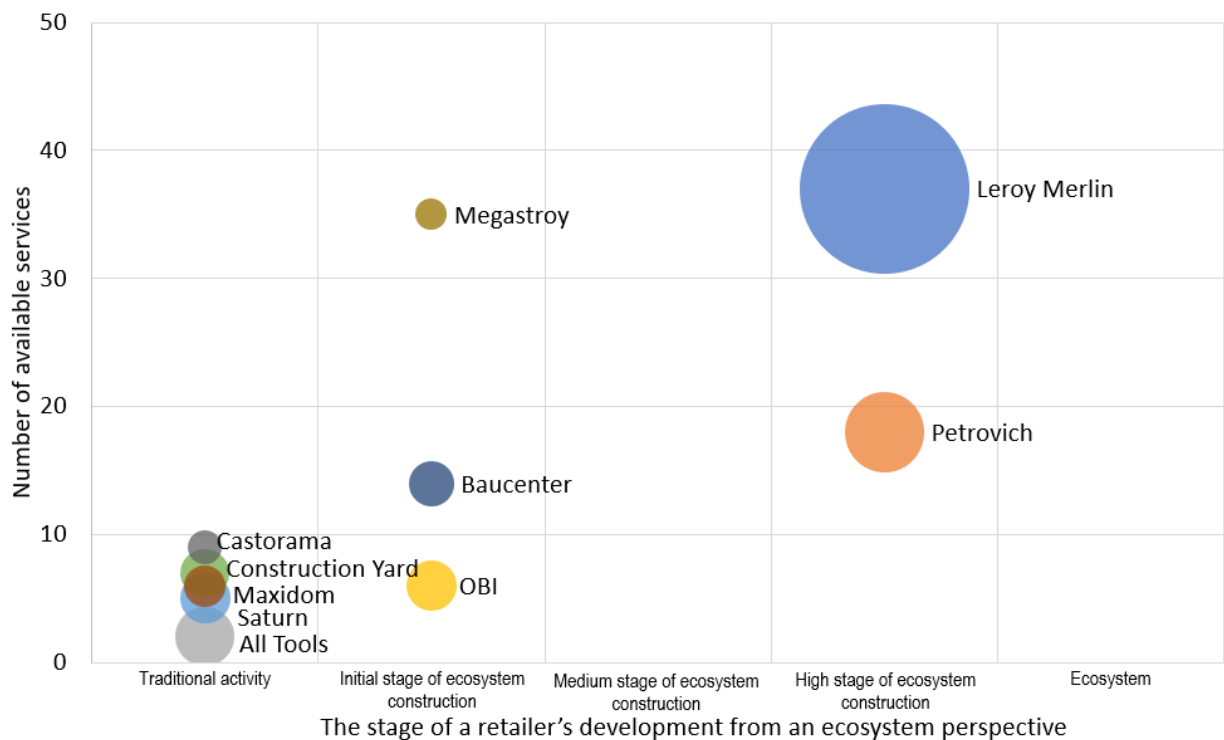


Figure 1 – Position of companies in the Russian market of building and finishing materials regarding the formation of ecosystems

Source: compiled by the author

Most companies in the Russian market of building and finishing materials are at the "traditional activity" stage. This is mainly due to the small financial capabilities and scale of activities. Among the ten companies that have the largest revenue in this market, at this stage, there are All Tools, Saturn, Construction Yard, Maxidom, Castorama.

OBI, Baucenter and Megastroy are at the initial stage of ecosystem formation. These companies provide their clients with assembly and installation services and design project development. In the Russian market, no companies could be attributed to the medium stage of ecosystem formation. However, they may appear in the case of a significant increase in market share by Megastroy, a small increase in market share, and the provision of a full range of repair services by OBI and Baucenter. Leroy Merlin and Petrovich are at a high stage of ecosystem formation. The companies occupy first and second place in Russia in terms of revenue, respectively, and allow customers to get a solution for the repair of premises. Currently, these companies are developing an infrastructure that integrates all participants and all offers, so it is too early to talk about the final formation of these ecosystems.

There are no built ecosystems on the Russian market of building and finishing materials yet. At the moment, the ecosystem represents the desired state that a number of companies are striving for. In the future, several ecosystems may be formed in this market, but this statement requires a number of additions. First, there can only be a few ecosystems because the market

infrastructure is limited, and if everyone uses the same infrastructure, then the ecosystems will offer customers the same thing, which negates the benefits of building them. Secondly, some companies will likely abandon the formation of ecosystems due to the need for high financial costs and decide to focus on increasing sales of goods. Third, given the consolidation trend in the Russian building and finishing materials market, some companies may join the ecosystems formed by the largest players in this market, providing them with a more extensive product range and territorial coverage.

The company's market share is used to identify the costs of creating an ecosystem. It is one of the quantitative criteria for identifying a retailer's stage of development from an ecosystem perspective. Based on the values of the market share for different stages and market size (1960 billion roubles)<sup>14</sup>, the revenue increment required for the transition to a higher stage of a retailer's development from an ecosystem perspective is revealed. On this basis, the ratio of revenue at different stages of a retailer's development from an ecosystem perspective was established.

The values of revenue at different stages of a retailer's development from an ecosystem perspective served as the basis for determining the corresponding asset sizes. Based on the analysis of financial statements, it was found that the size of the assets of companies that are identified in this study as being at the initial and high stages of ecosystem formation is at least 25 % of their revenue. Therefore, a retailer should consider this asset value as recommended for moving to a higher stage of a retailer's development from an ecosystem perspective. The size of the assets of the formed ecosystem will be at least 49 billion roubles, and revenues will be 196 billion roubles. The table shows the main indicators that allow a company to estimate the costs of a retailer to create an ecosystem (Table 2).

Table 2 – Conditions for a retailer to enter various stages of development from an ecosystem perspective

Parameter	The stage of a retailer's development from an ecosystem perspective				
	Traditional activity	Ecosystem formation stage			Ecosystem
		Initial	Medium	High	
Market share, %		0.5	2.5	5	10
Market share, bn RUB		9.8	49	98	196
Assets, bn RUB		2.45	12.25	24.5	49
Share of revenue and assets attributable to the stage, %	0.05	0.2	0.25	0.5	
Revenue increment for transition to the next stage, bn RUB	9.8	39.2	49	98	
Assets increment for transition to the next stage, bn RUB	2,45	9,8	12,25	24,5	

Source: compiled by the author

<sup>14</sup> URL: <https://www.vedomosti.ru/business/characters/2022/04/10/917468-evgenii-movchan>

Based on the required increment of revenue and assets to move to the next stage of a retailer's development from an ecosystem perspective, the author proposed the following formula for calculating the costs of ecosystem formation (1).

$$\text{Expenses on ecosystem formation} = \text{costs of transition} \text{ \& } \text{the initial stage of ecosystem format} \quad (1)$$

To move to the initial stage of ecosystem formation, the company's main costs should be spent on providing assembly and installation services and developing a design project. The transition to the medium stage of ecosystem formation requires the cost of providing a wide range of services to repair premises. To move to a high stage of ecosystem formation, key costs should be allocated to combining all services to form a repair solution. The transition to the ecosystem stage will require significant investments in developing an infrastructure that integrates all participants and all offers. The built ecosystem requires costs to maintain its position and expand into other business areas. Thus, retailers can use the presented criteria to determine their development stage from an ecosystem perspective in the building and finishing materials market. When moving to a higher stage of development, companies should focus on the indicated cost levels.

**4. A theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer includes the components of the value proposition, indicators for their evaluation, the focus of the component and the type. The focus (organizational, relational, customer, ecosystem) reflects the direction of the company's activity when working with the component, and the type (universal, specific) reflects the prevalence of the component in existing theoretical approaches and the possibility of its application in different business areas.**

The characteristics of a value proposition defined in the work served as the basis for the formation of the components of a value proposition based on selling solutions in the emerging ecosystem of a retailer. The selection of characteristics for the formation of components of the value proposition had three stages, at each of which the characteristics were excluded on the basis of a number of criteria.

The selection of characteristics is based on the work <sup>15</sup> devoted to the development of a balanced value proposition. In this dissertation, ensuring the balance of the value proposition is achieved by forming a value proposition structure that includes characteristics that follow

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<sup>15</sup> Carvalho J.M.S. Creating a Balanced Value Proposition: Exploring the Advanced Business Creation Model / J.M.S. Carvalho, J. Jonker // The Journal of Applied Management and Entrepreneurship. – 2015. – Vol. 20. – № 2. – P. 49–64.

different focuses (organizational, client, relational, ecosystem) and different types (universal and specific) <sup>16</sup>.

The author developed indicators based on academic and consulting literature to evaluate the proposed components of the value proposition. Some indicators were taken from the works and adapted for this study, and some indicators were proposed by the author. For each component of the value proposition, several indicators were developed. These indicators were used when conducting a survey of customers in the building and finishing materials market regarding the importance of the components of the value proposition for them. Exploratory and confirmatory factor analysis and assessing the reliability and validity of the scale helped obtain a reliable and valid scale for evaluating the components of a value proposition based on selling solutions in the emerging ecosystem of a retailer. Value proposition components, their indicators, focus, and type form a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer (Table 3).

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<sup>16</sup> Georgievskiy A.B. Components of a value proposition based on selling solutions in the ecosystem of retailers / A.B. Georgievskiy // Moscow University Economics Bulletin. – 2021. – № 3. – P. 158–200. (in Russian).

Table 3 – A theoretical approach to the development and analysis of the value proposition

<b>Component</b>	<b>Description</b>	<b>Indicator</b>	<b>Focus and Type</b>
Convenience	Providing the client with a better interaction experience.	The emerging ecosystem allows me to easily get the offer I need.	Relational, universal
		I can use the offers of the emerging ecosystem using any interaction channel (website, messenger, phone, app, offline, etc.).	
		The smartphone app and the website of the emerging ecosystem are easy to use.	
Efficiency for the client	The offers of an emerging ecosystem reduce the client's costs, allow them to achieve better results and increase productivity.	The offers of an emerging ecosystem help me achieve my goals.	Client, universal
		The offers of an emerging ecosystem help me solve my problems more effectively.	
		The offers of an emerging ecosystem allow me to save time, money and effort.	
Quality	Fast and reliable service, fulfillment of promises.	The emerging ecosystem maintains quality at a constant level.	Organizational, universal
		The offers of an emerging ecosystem correspond to what is expected.	
		The processes of the emerging ecosystem are fast and reliable.	
Customer relations	Ability to maintain existing relationships with clients and establish new ones.	The emerging ecosystem maintains and develops relationships with me.	Relational, universal
		The emerging ecosystem knows me well.	
		The emerging ecosystem values me as a regular customer.	
		The emerging ecosystem keeps me up to date with news about their activities.	
Coordination	Ensuring the functioning of the emerging ecosystem through standards, rules, and processes, rather than hierarchical control.	The offers of an emerging ecosystem create more value when shared.	Ecosystem, specific
		All services in an emerging ecosystem follow common standards, rules, and processes.	
		I can use all the services of the emerging ecosystem through a single profile.	
Competence	Providing useful recommendations to the client, the level of education and professionalism of the staff.	The staff performs their work responsibly.	Organizational, specific
		Staff is polite and attentive.	
		The staff gives useful recommendations.	
Complexity	Creation of a wide range of related offers for the client.	The emerging ecosystem solves a wide range of both complex and simple tasks.	Organizational, specific
		The emerging ecosystem has a large number of services.	

		The emerging ecosystem is able to integrate a variety of goods and services to solve a customer's problem.	
Impressions	Feelings and emotions that the client experiences when interacting with an emerging ecosystem and using its goods or receiving services and solutions.	I enjoy interacting with the emerging ecosystem.	Client, universal
		The emerging ecosystem provides me with a unique experience that I can't get anywhere else.	
		Interacting with the emerging ecosystem, I feel relaxed and calm.	
Modularity	The ability of participants of the emerging ecosystem to develop the components of the offer independently, but ensure that they function together as a whole.	I can choose which offers of the emerging ecosystem to use and how to combine them.	Ecosystem, specific
		Offers of the emerging ecosystem are developed by different participants, but this does not create fragmentation.	
		The offers of the participants of the emerging ecosystem are easily adapted to each other.	

Source: compiled by the author

The author proposed criteria that determine the level of development of the value proposition components based on the developed scale. To develop the criteria, the boundaries of the assessment intervals for each indicator (1 and 7) and the final centers of the first, second and third clusters for each variable were used, which made it possible to form five cut-offs for further calculations<sup>17</sup>. Considering that the final cluster centers represent the average values for each variable in the clusters<sup>18</sup>, it was decided to form ranges around these centers. As the boundaries of the ranges, it was decided to use the average values between adjacent cut-offs, as well as 1 and 7. In this case, the number of formed ranges and the corresponding levels of development will be five. The formation of five levels will allow more accurate determining of the level of development of the components of the value proposition in the transition from one stage of a retailer's development from an ecosystem perspective to another<sup>19</sup>. The developed ranges reflect the levels of development of the components of the value proposition: low, below average, average, above average, high (Table 4).

Table 4 – The value ranges to determine the level of development of the components of the value proposition

Component	Level of development of the value proposition components				
	Low	Below average	Average	Above average	High
Convenience	1–2.72	2.72–4.91	4.91–5.82	5.82–6.62	6.62–7
Efficiency for the client	1–2.87	2.87–5.06	5.06–5.8	5.8–6.61	6.61–7
Quality	1–2.8	2.8–5.03	5.03–5.94	5.94–6.71	6.71–7
Customer relations	1–2.85	2.85–5.06	5.06–5.93	5.93–6.73	6.73–7
Coordination	1–2.52	2.52–4.49	4.49–5.46	5.46–6.5	6.5–7
Competence	1–2.98	2.98–5.27	5.27–5.98	5.98–6.69	6.69–7
Complexity	1–2.72	2.72–5.07	5.07–6	6–6.65	6.65–7
Impressions	1–2.82	2.82–5.04	5.04–5.86	5.86–6.64	6.64–7
Modularity	1–2.59	2.59–4.64	4.64–5.57	5.57–6.53	6.53–7
<b>Average value</b>	<b>1–2.76</b>	<b>2.76–4.95</b>	<b>4.95–5.82</b>	<b>5.82–6.63</b>	<b>6.63–7</b>

Source: compiled by the author

The presented five levels of development of the value proposition components correspond to the proposed five stages of a retailer's development from an ecosystem perspective. As a retailer evolves from an ecosystem perspective, the scores for the components of the value proposition should increase. Suppose a component has a low level of development relative to other components. In that case, the company needs to intensify work on implementing the recommendations proposed in the work on working with this component for a specific stage of the company's development.

<sup>17</sup> The final cluster centers were obtained during the implementation of the typology of clients.

<sup>18</sup> URL: <https://www.ibm.com/docs/en/spss-statistics/29.0.0?topic=customers-final-cluster-centers>

<sup>19</sup> Rintamäki T. An integrative framework for managing customer value propositions / T. Rintamäki, H. Saarijärvi // Journal of Business Research. – 2021. – Vol. 134. – P. 754–764.



Thus, the author proposes a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer. This approach has been tested on the Russian market of building and finishing materials.

**5. When forming and implementing a value proposition in the building and finishing materials market, retailers should consider the reasons, advantages, difficulties and Russian specifics of forming an ecosystem and offering solutions, as well as the transformation of the existing value proposition during this process.**

During the qualitative study, five individual interviews were conducted with the heads of four retailers operating in the Russian building and finishing materials market. According to the criteria presented in this paper, two companies are at a high stage of ecosystem formation, and two are at the stage “traditional activity”. During the study, the following information was obtained.

1. Reasons for forming an ecosystem and offering solutions by a retailer in the building and finishing materials market.

— Changing consumers. Customers want to entrust repairs to professionals, perform it in one place and save time.

— Competition from trading platforms. Trade platforms such as Ozon, Wildberries, and Sbermegamarket are entering the industry. They have a large assortment and allow customers to purchase products from different categories.

— Difficulty differentiating at the product level. Many companies have a similar product range, which contributes to increased price competition. Services and solutions create more opportunities for differentiation. Although the net share of services in companies' revenue is small, their availability is vital for ensuring the growth of trade turnover.

— Formation of a suitable technological base. The presence of a single customer profile, applications with different services, and the development of omnichannel communications have opened up opportunities for building ecosystems.

2. Advantages of forming an ecosystem and offering solutions for retailers operating in the building and finishing materials market.

— Better customer satisfaction. Companies can develop activities related to the construction of houses: construction approval, construction, repair and improvement, security and insurance. Companies do not plan to expand into all business areas, such as Yandex, Sber and VK.

- Customer retention. The client can be offered a subscription that provides access to the offers on favourable terms. Over time, the client's switching costs will increase due to the development of relationships with the emerging ecosystem.

- Increase the share in the consumer's wallet. Companies get the opportunity to increase customer spending, increase brand awareness and gain a foothold in the top-of-mind list.

3. Transformation of the value proposition of a retailer operating in the building and finishing materials market while forming an ecosystem and offering solutions.

- Increasing the role of the "customer interaction" component. Interaction with clients is expanded through communication through various channels, providing services under the company's brand from professional builders.

- Increasing the role of the "complexity" component. Companies with a large assortment need to show the client how they can combine individual products and services.

- Increasing the role of the "competence" component. Offering solutions increases the company's level of competence in the consumer's eyes.

4. Difficulties in forming an ecosystem and offering solutions for retailers operating in the building and finishing materials market.

- Small financial opportunities. Companies in this market do not have such financial opportunities as, for example, Sber, which forms an ecosystem around banking services.

- Lack of a large customer base. Companies in the market do not have customer bases like Sber, Yandex or VK due to the smaller scale of their activities and the lack of need to create a customer profile to make a purchase.

- Companies' non-digital past. Companies in the market previously focused on offline trading. They did not develop in the field of information technology, which often forces them to turn to specialized companies from the IT sector.

5. Specifics of forming an ecosystem and offering solutions by a retailer in Russia's building and finishing materials market.

- A small share of DIFM (Do It for Me). In Europe and the United States, the concept of DIFM is more widespread than in Russia. This trend is reflected in a larger number of services available to customers of foreign companies.

- High level of quality and convenience of websites and mobile applications. In Russia, the quality and usability of websites and mobile applications are high, often outstripping foreign developments.

— A less regulated market. There are many regulations for implementing repair services in Europe and the United States. In the coming years, Russian companies may face stricter regulation of the provision of services.

— Higher B2C share. While in the United States, the main customers of retailers in this market are professionals, in Russia, the main customers are end users.

— Geographical features (long distances). Russia's long distances make a cooperation with local suppliers particularly important.

So, a retailer needs to consider the identified features when creating a value proposition when transition from selling goods to selling solutions in its own emerging ecosystems in the Russian market of building and finishing materials.

**6. In the Russian retail market of building and finishing materials, three clusters of customers were identified, depending on the level of importance for them of the components of the value proposition based on selling solutions in the emerging ecosystem of a retailer: innovators (high), rationalists (medium), and cautious (low).**

Cluster analysis allowed to identify three customer clusters in the Russian building and finishing materials market (Table 5).

Table 5 – Characteristics of clusters

Parameter	the level of importance of the components of the value proposition		
	High	Medium	Low
Name of the cluster	Innovators	Rationalists	Cautious
<b>Number of respondents in the cluster</b>			
pers.	114	197	93
%	0,28	0,49	0,23
–	cluster members, %		
<b>Level of income in the family for 1 person</b>			
less than 15 000 RUB	0.88	1.02	2.15
15 000 RUB – 35 000 RUB	4.39	6.60	7.53
35 000 RUB – 55 000 RUB	20.18	23.86	18.28
55 001 RUB – 75 000 RUB	23.68	25.89	27.96
75 001 RUB – 95 000 RUB	19.30	19.29	21.51
95 000 RUB – 115 000 RUB	7.89	5.08	5.38
115 000 RUB and more	23.68	18.27	17.20
<b>Gender</b>			
men	45.61	49.75	53.76
female	54.39	50.25	46.24
<b>Age</b>			
less than 25 years	30.70	40.61	32.26
26–35 years	43.86	46.19	43.01
36–45 years	23.68	11.17	17.20
46–55 years	0.88	2.03	5.38
56 years and older	0.88	0.00	2.15
<b>City</b>			
Moscow	84.21	74.62	68.82
Saint Petersburg	1.75	5.08	4.30
Moscow oblast	8.77	14.21	16.13
more	5.26	6.09	10.75

<b>Children</b>			
yes	33.33	25.38	25.81
no	66.67	74.62	74.19
<b>Level of education</b>			
the graduate school, academic degree, academic rank	13.16	12.69	10.75
higher	71.93	63.45	68.82
incomplete higher	13.16	16.24	10.75
secondary (college, technical school)	0.00	4.57	3.23
vocational (vocational school, professional lyceum)	0.88	0.00	4.30
lower secondary or below	0.88	3.05	2.15
<b>Occupation</b>			
not working	2.63	2.54	2.15
work	1.75	6.60	5.38
student	11.40	23.86	17.20
employee	14.04	15.23	9.68
specialist	47.37	35.03	44.09
head of the division	10.53	5.58	6.45
businessman or owner	7.89	3.55	5.38
senior executive	1.75	0.51	1.08
another	2.63	7.11	8.60
<b>Type of education</b>			
economic	51.75	44.67	45.16
technical	32.46	37.06	34.41
humanitarian	9.65	12.18	10.75
natural	4.39	2.54	5.38
more	1.75	3.55	4.30
<b>Use of emerging ecosystems</b>			
yes	81.58	69.54	51.61
no	11.40	19.80	33.33
uncertain	7.02	10.66	15.05
<b>Using super apps (mobile applications that combine several services)</b>			
yes	59.65	45.18	27.96
no	29.82	41.62	56.99
uncertain	10.53	13.20	15.05
<b>Desire to receive services / solutions from one or more business areas</b>			
from one	35.09	25.89	34.41
from several	55.26	64.47	54.84
uncertain	9.65	9.64	10.75
<b>Frequency of online purchases</b>			
every day	17.54	14.21	11.83
several times a week	37.72	36.04	35.48
several times a month	31.58	32.49	32.26
several times in six months	11.40	15.23	16.13
several times a year	1.75	1.52	1.08
I don't commit	0.00	0.51	3.23
<b>Using subscriptions of emerging ecosystems</b>			
yes	37.72	34.01	19.35
no	57.02	59.39	75.27
uncertain	5.26	6.60	5.38
<b>Readiness to entrust apartment repairs to an emerging ecosystem</b>			
yes	69.30	52.79	37.63
no	14.04	24.87	36.56
uncertain	16.67	22.34	25.81

Source: compiled by the author

The cluster analysis allowed to identify three customer clusters that received the following designations: a cluster that reflects the high level of importance of the components – "innovators", medium – "rationalists", and low – "cautious".

The "innovators" cluster includes respondents who highly assess the importance of all the components of the value proposition. The portrait of customers of the Innovators cluster largely correlates with groups of innovators and early adopters in the theory of innovation diffusion <sup>20</sup>. These people have a good education and income level, live in large cities and actively use modern offers, getting involved in using emerging ecosystems, super apps and subscriptions of emerging ecosystems. They place high demands on the emerging ecosystems and want to get the most out of their offers, which is reflected in a high degree of readiness to entrust repairs to the emerging ecosystem.

The company can start the transition to using the DIFM concept with the participants of the first cluster since most people who are open to everything new are concentrated in it. At the same time, the innovativeness of such clients carries the risk of their switching to competitors' offers if they are somehow better than the company's offers. Therefore, to retain customers, the company must regularly provide them with new products, services and solutions, personal offers, bonuses.

Respondents of the rationalists' cluster occupy an intermediate position regarding the degree of importance of the components of the value proposition for them. According to the Rogers curve, the respondents of the second cluster are most similar to the early and late majority. They are interested in new company offers and want to get more and more services and solutions using digital technologies. They show moderate activity in using emerging ecosystems and do not make high demands on their offers. Perhaps these customers have not yet reached the full potential of emerging ecosystem offerings, so as new services are tested, these customers will increasingly understand the benefits of emerging ecosystems and start using them regularly. Respondents of the second cluster express the average degree of readiness to receive repairs in the emerging ecosystem.

The company needs to offer such customers products with the best price-quality ratio, new products that innovators successfully adopt, ready-made solutions that will reduce the final price for customers, and promote the use of individual services of the emerging ecosystem.

The "cautious" cluster includes respondents who demonstrate a low importance level of all the value proposition components. According to the Rogers curve, these clients are late adopters. This cluster is associated with less customers' involvement in modern technologies.

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<sup>20</sup> Rogers E.M. Diffusion of innovations / E.M. Rogers. – 5th ed. – New York, NY: Free Press, 2003. – 551 p.

Cluster members are primarily traditional in purchases and want to maintain their existing behaviour. This cluster is characterized by a low degree of readiness of respondents to receive repairs in the emerging ecosystem.

The company should guarantee that repairs will be carried out in a timely and high-quality manner. Forming a strong brand, the availability of good reviews and an extended warranty period for the proposed solutions are essential. Companies should provide customers with materials explaining the advantages and reliability of solutions, publish training videos that minimize the client's doubts about the ease of obtaining a solution, and demonstrate the use of the product by opinion leaders. Many representatives of the third cluster receive information from traditional media, making television and print advertising possible means of influencing customers.

So, the company needs to work with each presented cluster while expanding its value proposition and forming an ecosystem.

**7. Retailers operating in the Russian market of building and finishing materials should follow the recommendations for forming and implementing a value proposition when transition from selling goods to selling solutions in their emerging ecosystems, which are designed taking into account the stage of a retailer's development from an ecosystem perspective, the components of the value proposition and the customer clusters.**

Based on academic literature, analysis of the building and finishing materials market, and qualitative and quantitative research, the author proposes recommendations for improving each component of a value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials. The recommendations have been developed for all five identified types of companies: traditional businesses; companies in the initial, medium and high stages of ecosystem formation; companies that have built ecosystems. Given the fact that there are no built ecosystems on the Russian market of building and finishing materials yet, recommendations for the latter type of companies will act as potential directions for business development when such ecosystems are built. For each type of company, recommendations are developed in the context of three client clusters: cautious, rationalists and innovators (Table 6).

The proposed recommendations are based on the theory of diffusion of innovations, according to which the process of adoption of innovation occurs sequentially from the most open to innovation people to the least open. The retailer will interact with three customer clusters at each stage of ecosystem formation. With the transition to each new stage of forming an ecosystem, diffusion of innovations will occur: what the “innovators” began to use at the first

stage, the “rationalists” will start using only at the second stage, and the “cautious” ones – at the third stage of ecosystem formation.

So, by working with each cluster, the company can gradually develop the emerging ecosystem and its customers, preparing them to receive more and more innovative offers.

Table 6 – Recommendations for working with each component of the value proposition at different stages of a retailer's development from an ecosystem perspective

<b>1. Traditional activity</b>			
<b>Components</b>	<b>Cluster «Cautious»</b>	<b>Cluster «Rationalists»</b>	<b>Cluster «Innovators»</b>
Convenience	Improving the site's usability	Improving the usability of the application	Creating simple and intuitive design projects
Efficiency for the client	Clear and simple service delivery process	Using smartphone functions to expand the client's experience	Availability of ready-made interior options
Quality	Provision of basic services based on developed standards (delivery, cutting, tinting)	Providing services based on developed standards (cutting materials, overlock, cutting floor coverings)	Provision of services with the involvement of partners based on developed standards (assembly and installation, design project)
Customer relations	Getting the name, phone number and email of the client	Downloading the app	Adding the client to social networks
Coordination	Sales development through the website	Developing sales through the smartphone	Ensuring uniform work rules for all partners
Competence	Conducting employee training for providing basic services	Conducting employee training for providing new services	Cooperation with highly qualified specialists
Complexity	Offering a basic set of services (delivery, cutting, tinting)	Offering new services (cutting materials, overlock, cutting floor coverings)	Offering services (assembly and installation, design project) *
Impressions	Creation of a loyalty program	Distribution of useful content for customers	Promotion of leaving reviews about repairs
Modularity	Offering services in the store by the company	Expanding the offer of services in the store by the company	Introducing customers to new partners of the company
<b>2. Initial stage of ecosystem formation</b>			
<b>Components</b>	<b>Cluster «Cautious»</b>	<b>Cluster «Rationalists»</b>	<b>Cluster «Innovators»</b>
Convenience	Improving the usability of the application	Creating simple and intuitive design projects	Developing chatbots
Efficiency for the client	Using smartphone functions to expand the client's experience	Availability of ready-made interior options	Full coverage of all repairs in one place
Quality	Providing services based on developed standards (cutting materials, overlock, cutting floor coverings)	Provision of services with the involvement of partners based on developed standards (assembly and installation, design project)	Provision of services based on developed standards (full range of individual repair services)
Customer relations	Downloading the app	Adding the client to social networks	Communication in messengers
Coordination	Developing sales through the smartphone	Ensuring uniform work rules for all partners	Developing sales through messengers (discounts for purchases)
Competence	Conducting employee training for providing new services	Cooperation with highly qualified specialists	Building its own corporate university
Complexity	Offering new services (cutting materials, overlock, cutting floor coverings)	Offering services (assembly and installation, design project) *	Offering new services (full range of individual repair services) *
Impressions	Distribution of useful content for customers	Promotion of leaving reviews about repairs	Promotion of using subscriptions



Modularity	Expanding the offer of services in the store by the company	Introducing customers to new partners of the company	Customization of services
<b>3. Medium stage of ecosystem formation</b>			
<b>Components</b>	<b>Cluster «Cautious»</b>	<b>Cluster «Rationalists»</b>	<b>Cluster «Innovators»</b>
Convenience	Creating simple and intuitive design projects	Developing chatbots	Integration of all repair participants on the platform
Efficiency for the client	Availability of ready-made interior options	Full coverage of all repairs in one place	Ensuring a seamless repair process
Quality	Provision of services with the involvement of partners based on developed standards (assembly and installation, design project)	Provision of services based on developed standards (full range of individual repair services)	Resolving all issues that arise among repair participants
Customer relations	Adding the client to social networks	Communication in messengers	Identifying and closing client's pain points during the repair process
Coordination	Ensuring uniform work rules for all partners	Developing sales through messengers (discounts for purchases)	Promotion of omni-channel purchases
Competence	Cooperation with highly qualified specialists	Building its own corporate university	Obtaining certificates confirming the company's professionalism
Complexity	Offering services (assembly and installation, design project) *	Offering new services (full range of individual repair services) *	Offering repair solutions *
Impressions	Promotion of leaving reviews about repairs	Promotion of using subscriptions	Building digital interaction
Modularity	Introducing customers to new partners of the company	Customization of services	Personalization of services
<b>4. High stage of ecosystem formation</b>			
<b>Components</b>	<b>Cluster «Cautious»</b>	<b>Cluster «Rationalists»</b>	<b>Cluster «Innovators»</b>
Convenience	Developing chatbots	Integration of all repair participants on the platform	Development of smart home technologies
Efficiency for the client	Full coverage of all repairs in one place	Ensuring a seamless repair process	Development of financial services
Quality	Provision of services based on developed standards (full range of individual repair services)	Resolving all issues that arise among repair participants	Quality assurance based on digital technologies
Customer relations	Communication in messengers	Identifying and closing client's pain points during the repair process	Promotion of posting reviews of new offers
Coordination	Developing sales through messengers (discounts for purchases)	Promotion of omni-channel purchases	Promotion of the transition to the One retail concept
Competence	Building its own corporate university	Obtaining certificates confirming the company's professionalism	Consulting on any issues related to home improvement
Complexity	Offering new services (full range of individual repair services) *	Offering repair solutions *	Infrastructure that integrates all participants and all offers *
Impressions	Promotion of using subscriptions	Building digital interaction	Developing sustainable business
Modularity	Customization of services	Personalization of services	Hyperpersonalization
<b>5. Ecosystem</b>			

<b>Components</b>	<b>Cluster «Cautious»</b>	<b>Cluster «Rationalists»</b>	<b>Cluster «Innovators»</b>
Convenience	Integration of all repair participants on the platform	Development of smart home technologies	Development of super apps
Efficiency for the client	Ensuring a seamless repair process	Development of financial services	Development of SaaS
Quality	Resolving all issues that arise among repair participants	Quality assurance based on digital technologies	Development of standards for including leading companies from different business areas in ecosystem
Customer relations	Identifying and closing client's pain points during the repair process	Promotion of posting reviews of new offers	Gamification
Coordination	Promotion of omni-channel purchases	Promotion of the transition to the One retail concept	Integration with technology platforms of major partners
Competence	Obtaining certificates confirming the company's professionalism	Consulting on any issues related to home improvement	Advice on any issues from several business areas
Complexity	Offering repair solutions *	Infrastructure that integrates all participants and all offers *	Meeting multiple customer needs
Impressions	Building digital interaction	Developing sustainable business	Tracking customer emotions to improve interaction with them
Modularity	Personalization of services	Hyperpersonalization	Developing interaction with the largest domestic and foreign companies from different business areas

Source: compiled by the author

Note: the "\*" sign indicates qualitative criteria for a retailer's development from an ecosystem perspective.

**8. The sequence of stages of forming and implementing a value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer, taking into account the features of the Russian market of building and finishing materials, includes three stages (forming a value proposition, organizing the management of the emerging ecosystem, forming and providing solutions), the content of which is revealed by a number of steps.**

In the course of an empirical study, the sequence and content of the stages of forming and implementing a value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer, proposed by the author based on academic literature, were both tested and adjusted taking into account the features of the Russian market of building and finishing materials. In the first stage of the sequence, the company forms a value proposition; in the second stage, it organizes the management of the emerging ecosystem; in the third stage, it forms and provides a solution. The blue colour in the figure indicates the elements that were adjusted during the qualitative study, and the purple colour indicates the elements that were adjusted during the quantitative study (Figure 2).

Retailers can use the proposed sequence and content of the stages of forming a value proposition at different stages of development from an ecosystem perspective. When moving to a higher stage, a company should analyse all the stages presented from the beginning to make the necessary adjustments to the company's activities. Also, when moving to higher stages, it is necessary to make changes to the organisation's value proposition based on the recommendations proposed in this paper. To monitor the company's adherence to the selected value proposition, it can use the developed questionnaire to survey customers, starting from the initial stage of the formation of the ecosystem. An increase in respondents' assessments of certain questionnaire indicators when transition from one stage of construction to another will indicate the development of the organisation's value proposition.

The sequence and content of the stages of forming a value proposition are based on the idea that the formation of a value proposition and the organisation of management of an emerging ecosystem make it possible to create the value potential of an emerging ecosystem<sup>21</sup>. It determines the possibility of creating and providing value by the emerging ecosystem. The generated value potential is the basis for providing a solution for the emerging ecosystem. Value proposition formation focuses on developing the value proposition (stage 1), while value proposition implementation focuses on delivering value to the customer (stages 2 and 3).

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<sup>21</sup> Thomas L.D.W. Ecosystem value potential: An organizational field perspective / L.D.W. Thomas, E. Autio // Academy of Management Proceedings. – 2018. – Vol. 2018. – № 1. – P. 17112.

The sequence and content of the stages of forming a value proposition follow a structural perspective, according to which the starting point for creating an ecosystem is the formation of a value proposition implemented by many participants in the ecosystem<sup>22</sup>. Each step is associated with specific academic work, indicating the need for its implementation. The proposed sequence and content of the stages of forming a value proposition are based on the most important questions that need to be answered by the management of the emerging ecosystem: for whom the value is created, what the value is, and how the value is created<sup>23</sup>.

So, the proposed sequence and content of the stages of forming a value proposition suggest actions a retailer can take to create and implement a value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer in the Russian market of building and finishing materials. The actions are not strictly sequential. The emerging ecosystem can return to different steps and adjust its activities.

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<sup>22</sup> Adner R. Ecosystem as Structure: An Actionable Construct for Strategy / R. Adner // *Journal of Management*. – 2017. – Vol. 43. – № 1. – P. 39–58.

<sup>23</sup> Thomas L.D.W. Ecosystem value potential: An organizational field perspective / L.D.W. Thomas, E. Autio // *Academy of Management Proceedings*. – 2018. – Vol. 2018. – № 1. – P. 17112.

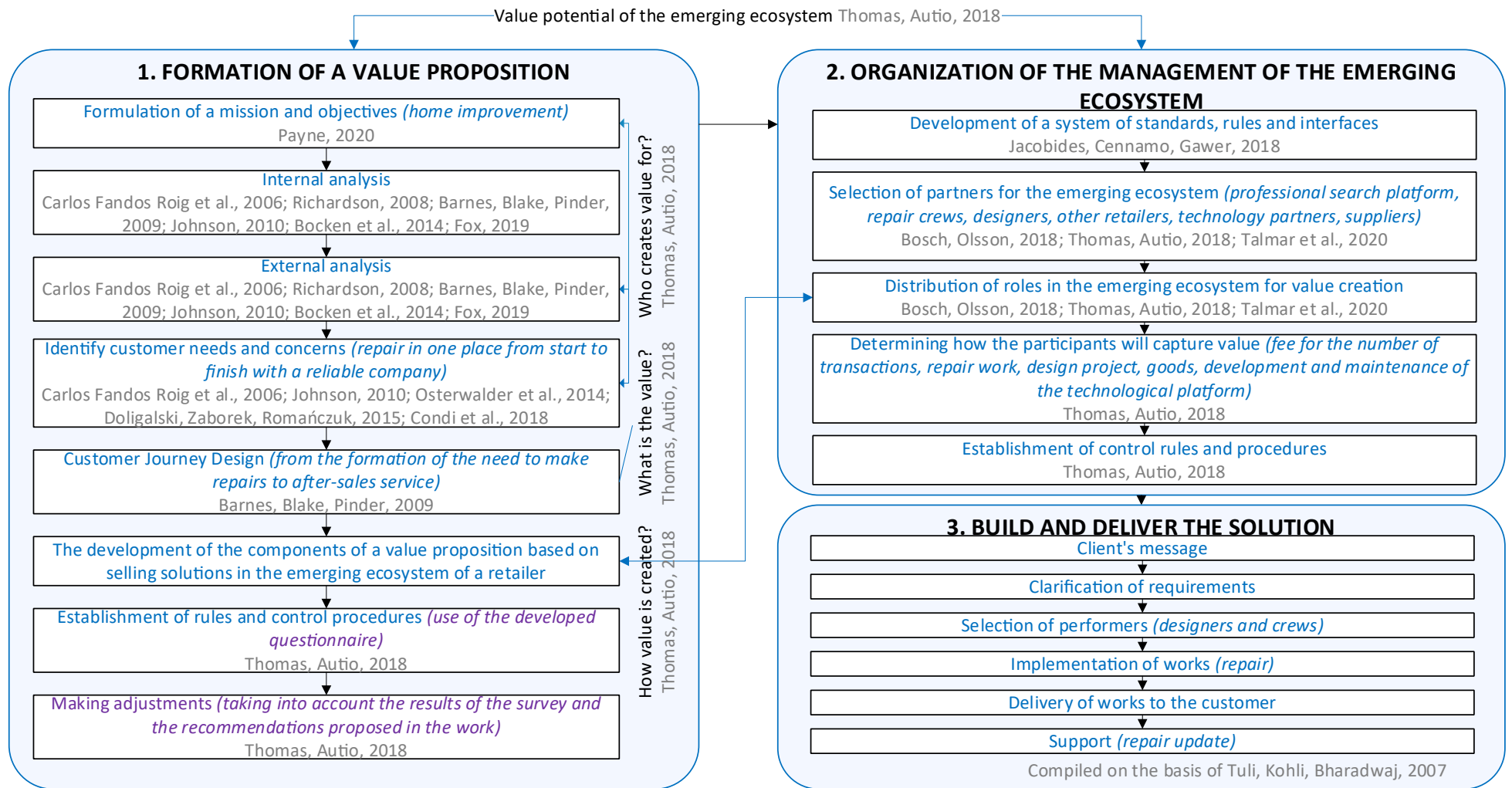


Figure 2 – The final sequence and content of the stages for the formation and implementation of a value proposition

Source: compiled by the author

## **IX. THE MAIN CONCLUSIONS OF THE RESEARCH**

The results of the empirical study confirm the theoretical provisions for forming a value proposition when transition from selling goods to selling solutions outlined in the dissertation research. As a result of the dissertation research, the goal was achieved, and the dissertation research tasks were fulfilled.

1. In the course of the research, qualitative and quantitative criteria were developed that allow identifying the stage of a retailer's development from an ecosystem perspective in the building and finishing materials market. Qualitative criteria include assembly and installation, design projects, performing room repairs (individual services), performing room repairs (a single process), the availability of an infrastructure that integrates all participants and all offers, while quantitative criteria include the number of available services and the company's share in one market. The author revealed that among the ten largest retailers in terms of revenue in the Russian building and finishing materials market, five are at the "traditional activity" stage, three are at the initial stage of ecosystem formation, and two are at the high stage of ecosystem formation. To determine the expected level of costs for moving to a higher stage of a retailer's development from an ecosystem perspective in this market, such indicators as market share, asset size; share of revenue and assets per stage; increment of revenue and assets are calculated. As the company develops, the costs of creating an ecosystem will increase and reach a maximum when moving to the ecosystem stage.

2. The author offers a theoretical approach to the development and analysis of a value proposition based on selling solutions in the emerging ecosystem of a retailer, which includes the components of the value proposition, indicators for their evaluation, as well as the focus of the component (organizational, relational, customer, ecosystem), indicating the direction of the company's activity when working with the component, and the type of the component (universal, specific), which reflects the prevalence of the component in existing theoretical approaches and the possibility of its application in different business areas. The approach has been tested in the Russian building and finishing materials market.

3. As a result of conducting a qualitative study, the reasons, advantages, difficulties and Russian specifics of forming an ecosystem and offering solutions by a retailer in the building and finishing materials market, as well as the transformation of the company's value proposition during this process, are revealed. Retailers are turning to build ecosystems because of changing consumers, increased competition from marketplaces, and the difficulty of differentiating at the product level. Companies strive to fully meet their customers' needs, retain them, and increase their "share of wallet". The main difficulties lie in small financial opportunities, the lack of a

large customer base, and the companies' non-digital past. The Russian specifics are a small share of DIFM, a high level of quality and convenience of websites and mobile applications, a less regulated market, a higher share of B2C, and geographical features of the country (long distances). In the value proposition, interaction with customers, the offer's complexity and the employees' competence become significant.

4. As a result of the cluster analysis, a typology of customers is proposed depending on the importance of the components of the value proposition based on selling solutions in the emerging ecosystem of a retailer in the Russian building and finishing materials market, which includes three levels of importance of the components for customers: high ("innovators"), medium ("rationalists"), and low ("cautious"). Participants of the "innovators" cluster, open to everything new, are most suitable for providing new offers and the most complex repairs. Participants of the "rationalists" cluster should receive offers with the best price-quality ratio and ready-made repair solutions. Participants of the "cautious" cluster should be gradually familiarized with the offers of the emerging ecosystem, demonstrating the benefits, reliability, and ease of obtaining them.

5. The study offers practical recommendations for retailers operating in the Russian market of building and finishing materials on the formation and implementation of a value proposition when transition from selling goods to selling solutions in their emerging ecosystems, taking into account the stages of a retailer's development from an ecosystem perspective, components of the value proposition and customer clusters. The suggested recommendations will allow the company to gradually develop the emerging ecosystem and its customers, preparing them to receive more innovative offers.

6. Based on the literature analysis, the author proposed and, in the course of an empirical study, tested and adjusted the sequence and content of the stages of formation and implementation of the value proposition when transition from selling goods to selling solutions in the emerging ecosystem of a retailer, taking into account the features of the Russian market of building and finishing materials. The sequence consists of three stages: the formation of a value proposition, the organization of management of the emerging ecosystem, and the formation and provision of a solution. When a retailer moves to a higher stage of development, it is important to analyze all the presented stages to make the necessary adjustments to its activities.

The presented recommendations allow retailers to move along the path of creating their own ecosystem and offering solutions. The developed questionnaire for customer survey allows the company to monitor the development of the value proposition of the emerging ecosystem, and the proposed sequence and content of stages demonstrate actions for the formation and implementation of the value proposition.

There are some promising areas for developing the dissertation topic such as testing the formed theoretical approach and the sequence and content of stages in other markets, studying the orientation of solutions offered by retailers to the result, identifying the reasons for the success and failures of companies in moving along the path of ecosystem formation and offering solutions.



## X. PUBLISHED PAPERS

The study results are reflected in 13 papers with a total volume of 8.48 p. s. (personal contribution of the author – 8.48 p. s.). The author published four papers with a volume of 6.52 p. s. (personal contribution of the author – 6.52 p. s.) in peer-reviewed scientific journals included in the list of high-level journals prepared at the National Research University Higher School of Economics. Nine other papers had a volume of 1.96 p. s. (personal contribution of the author – 1.96 p. s.).

*A. Papers published by the author in leading peer-reviewed scientific journals out of the list prepared by the NRU HSE:*

1. Georgievsky A.B. Components of a value proposition based on selling solutions in the ecosystem of retailers / A.B. Georgievsky // Moscow University Economic Bulletin. – 2021. – No. 3. – P. 158–200. – 1.92 p. s. (in Russian).

2. Georgievskiy A.B. Company transition from selling goods to selling solutions / A.B. Georgievskiy // Vestnik of Saint Petersburg University. Management. – 2021. – Vol. 20. – No. 2. – P. 216–241. – 1.74 p. s. (in Russian).

3. Georgievskiy A.B. Company's servitization: antecedents and consequences / A.B. Georgievskiy // Vestnik of Saint Petersburg University. Management. – 2022. – Vol. 21. – No. 1. – P. 74–104. – 1.94 p. s. (in Russian).

4. Georgievsky A.B. Russian Retail Ecosystems: Principal Participants and Indicators of Development / A.B. Georgievsky // ECO. – 2022. – Vol. 52. – No. 4. – P. 138–155. – 0.93 p. s. (in Russian).

*B. Other works published by the author on the topic of the dissertation:*

1. Georgievsky A.B. Transition of the company from selling goods to selling solutions: antecedents and consequences / A.B. Georgievsky // Theory and practice of management: Answers to the challenges of the digital economy / ed. M.N. Kulapova and others – The Plekhanov Russian University of Economics, Moscow, Russia, 2020. – P. 166–168. – 0.18 p. s. (in Russian).

2. Georgievsky A.B. Antecedents for the transition from selling goods to selling solutions / A.B. Georgievsky // International Youth Scientific Forum "Lomonosov-2020". – Lomonosov Moscow State University: M.: MAKS Press, 2020. – P. 1–2. – 0.15 p. s. (in Russian).

3. Georgievsky A.B. Development of solutions by retailers based on agile in the digital economy / A.B. Georgievsky // II International scientific and practical conference: Horizons of development of project management: theory and practice / ed. C.M. Nechaeva and

others – State University of Management, Moscow, Russia, 2021. – P. 125–128. – 0.27 p. s. (in Russian).

4. Georgievsky A.B. Creating ecosystem value proposition based on selling solutions / A.B. Georgievsky // Innovative Economics and Management: Methods and Technologies. – Lomonosov Moscow State University, 2020. – P. 38–40. – 0.23 p. s. (in Russian).

5. Georgievskiy A. Towards an integrated model of an ecosystem value proposition based on selling solutions in the post-COVID-19 digital economy / A. Georgievskiy // EMAC 2021 Regional Conference. – Kozminski University, Warsaw, Poland, 2021. – P. 1–2. – 0.03 p. s.

6. Georgievsky A. Creating Ecosystem Value Proposition Based on Selling Solutions in the Digital Economy / A. Georgievsky // 34th EBES conference. – University of Piraeus, Athens, Greece, 2021. – P. 83–87. – 0.42 p. s.

7. Georgievsky A. Towards an integrated model of an ecosystem value proposition based on selling solutions in the digital economy / A. Georgievsky // Challenges and opportunities for increasingly turbulent times in business markets CBIM 2021 International Conference / ed. JL Ruiz-Alba. – Center for Business & Industrial Marketing, Atlanta, USA, 2021. – P. 59–63. – 0.22 p. s.

8. Georgievsky A.B. Creating an ecosystem value proposition based on selling solutions in the digital economy / A.B. Georgievsky // III International Conference Technology & Entrepreneurship in Digital Society. – Financial University under the Government of the Russian Federation, Moscow, Russia: Real Economy Publishing House, 2021. – P. 12–16. – 0.41 p. s.

9. Georgievsky A.B. Creating Ecosystem Value Proposition Based on Selling Solutions in the Post-Covid-19 Digital Economy / A.B. Georgievsky // 3rd International Conference on Business, Management and Finance. – University of Oxford, Oxford, United Kingdom, 2021. – P. 52. – 0.05 p. s.