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Marketing Mechanisms of Forming an Enterprise's Pricing Strategy in the Conditions of Economic Turbulence

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ABSTRACT

In conditions of economic turbulence, accompanied by fluctuations in demand, inflationary risks and a decrease in purchasing power, the issue of forming an effective pricing strategy for enterprises becomes particularly relevant. The purpose of the article is to theoretically substantiate and practically clarify the marketing mechanisms for forming an enterprise's pricing strategy in conditions of economic instability, taking into account the behavioral aspects of consumer reaction and digital capabilities of market analytics. The study used systemic, analytical, comparative, graph-analytical and behavioral methods, as well as elements of marketing modeling, which allowed assessing the adaptability of pricing strategies and identifying the relationship between market fluctuations, consumer confidence and business performance. The results obtained showed that classical approaches to pricing (cost, competitive, demand-oriented) lose their effectiveness in crisis conditions, giving way to behavioral-adaptive models. The Behaviorally Adaptive Pricing Model is proposed, which combines economic, psychological and cognitive factors of decision-making and provides flexible price management based on data on market changes, emotional expectations of consumers and social triggers. Using the example of PwC and the telecommunications sector, it is proven that an effective pricing strategy involves a combination of economic feasibility with communication transparency, digital analytics and value personalization. The practical significance of the results lies in the possibility of using the proposed approaches to build adaptive pricing strategies for enterprises in various industries, which increase their competitiveness, ensure financial stability and contribute to strengthening consumer confidence in periods of economic instability.

KEYWORDS

marketing mechanism, behavioral pricing, adaptive model, consumer trust, market monitoring.

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Маркетингові механізми формування цінової стратегії підприємства в умовах економічної турбулентності

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АНОТАЦІЯ

В умовах економічної турбулентності, що супроводжується коливаннями попиту, інфляційними ризиками та зниженням купівельної спроможності, питання формування ефективної цінової стратегії підприємств набуває особливої актуальності. Метою статті є теоретичне обґрунтування та практичне уточнення маркетингових механізмів формування цінової стратегії підприємства в умовах економічної нестабільності з урахуванням поведінкових аспектів споживчої реакції та цифрових можливостей аналітики ринку. У дослідженні застосовано системний, аналітичний, порівняльний, графоаналітичний і поведінковий методи, а також елементи маркетингового моделювання, що дозволили оцінити адаптивність цінових стратегій і виявити взаємозв'язок між ринковими коливаннями, довірою споживачів і результативністю бізнесу. Отримані результати засвідчили, що класичні підходи до ціноутворення (витратний, конкурентний, попитово-орієнтований) втрачають ефективність у кризових умовах, поступаючись місцем поведінково-адаптивним моделям. Запропоновано модель Behaviorally Adaptive Pricing Model, яка поєднує економічні, психологічні та когнітивні фактори прийняття рішень і забезпечує гнучке управління ціною на основі даних про ринкові зміни, емоційні очікування споживачів і соціальні тригери. На прикладі компаній PwC та телекомунікаційного сектору доведено, що ефективна цінова стратегія передбачає поєднання економічної доцільності з комунікаційною прозорістю, цифровою аналітикою та персоналізацією вартості. Практична значимість результатів полягає у можливості використання запропонованих підходів для побудови адаптивних цінових стратегій підприємств різних галузей, що підвищують їхню конкурентоспроможність, забезпечують фінансову стабільність і сприяють зміцненню довіри споживачів у періоди економічної нестабільності.

КЛЮЧОВІ СЛОВА

маркетинговий механізм, поведінкове ціноутворення, адаптивна модель, довіра споживачів, ринковий моніторинг.

1. Introduction

In the context of growing economic turbulence, which manifests itself in high volatility of exchange rates, inflationary fluctuations, disruptions of logistics chains and unpredictable consumer behavior, the issue of effective formation of the company's pricing strategy becomes especially relevant. Traditional approaches to pricing, based on market stability and predictability of demand, lose their effectiveness, since they do not take into account the dynamics of external risks, changes in consumer value product and the need for a prompt response to environmental fluctuations.

The problem is that most enterprises continue to use static pricing models focused on a cost or competitive approach, while modern conditions require a marketing-oriented agile strategy. Such a strategy should combine analytical tools for market monitoring, consumer behavioral models and technological solutions for dynamic pricing. Insufficient integration of marketing analytics with the strategic pricing process leads to an imbalance between the real market value of the product, consumer perception, and the financial goals of the enterprise.

2. Literature Review

The problems of strategic pricing in modern conditions of instability are revealed in detail by Reshitko [14], who emphasizes that the pricing strategy should perform not only a calculation, but also a coordination function in the marketing management system. The scientist emphasizes the importance of constant monitoring of demand, elasticity and consumer confidence, because they form the real limits of price flexibility of the enterprise. For their part, Kochevoi et al. [3] emphasize the role of price as a tool for strategic marketing planning. The authors prove that a competent combination of pricing policy with communication and sales strategies helps to stabilize market share even in periods of demand instability. In the works of Derhaliuk and Seredyuk [2], attention is focused on methods of pricing policy management. Researchers show that the most effective are hybrid approaches, which combine elements of cost, market and behavioral pricing. The experience of retail trade in the context of marketing pricing policy is analyzed by Nahorna and Barylovych [11]. Their findings show that consumers react not only to the nominal value of the price, but also to the level of trust, transparency and ethics of price communication. Pricing policy as an element of general marketing management is interpreted by Babukh and Fen [1]. Scientists believe that price performs a communication function, signaling the level of quality, brand reputation, and the degree of trust in the company. In the systemic aspect, the study of Zaverbnyi [20] demonstrates that the typology of pricing strategies covers a wide range, from premium to flexible-adaptive models. The scientist notes that the main problem of modern enterprises is fragmentation in the implementation of strategies, when individual departments operate without an agreed price plan. A modern view of the international dimension of pricing is presented in the work of Lunova [9]. The researcher proves that effective adaptation of marketing strategies for pricing in global markets requires taking into account the cultural, economic and behavioral factors of consumers in different countries. Summarizing the scientific positions of domestic authors, we can conclude that the development of modern pricing models occurs in the direction of a combination of marketing, behavioral and technological approaches. The study of Yevtushenko and Vasylkova [19] focuses on the strategic nature of pricing in conditions of economic instability. The authors propose a model for coordinating price decisions with the resource constraints of the enterprise and the dynamics of market risks, which enhances the practical significance of the price as an anti-crisis mechanism. The behavioral aspect of adaptive pricing is developed by Sokhetska [17], who proves the need to take into account cognitive limitations and emotional reactions of consumers in periods of turbulence. The scientist emphasizes that price decisions should be formed taking into account motivational triggers and models of value perception, and not only on calculated parameters. In the work of Mazhara and Yarmolenko [10], the emphasis is placed on modeling the adaptive pricing policy. The authors develop an approach that takes into account the interaction of internal factors of the enterprise and external shocks, offering tools for predicting the market's reaction to price changes in conditions of turbulence.

3. Problem Statement

The article is aimed at theoretical generalization and practical substantiation of marketing mechanisms for the formation of the pricing strategy of the enterprise in the conditions of economic turbulence. To achieve this goal, it is envisaged to solve the following tasks: to reveal the essence and structural components of the pricing strategy of the enterprise from the standpoint of modern marketing management; to analyze the influence of economic turbulence factors (inflationary fluctuations, instability of demand, currency risks, changes in behavior consumers) on pricing mechanisms; to characterize marketing tools and methods of adaptation of the pricing policy of the enterprise to the unstable external environment [16].

4. Methods and Materials

The study uses a set of theoretical and applied methods aimed at identifying key marketing mechanisms for the formation of the pricing strategy of enterprises in conditions of economic instability.

The method of comparative analysis was used to compare classical and modern pricing models (cost, demand, behavioral, and dynamic), which made it possible to determine their relevance in the conditions of market turbulence.

Methods of structural-logical analysis and modeling provided the construction of a classification of adaptive price models and the development of a generalized sequence of formation of the pricing strategy of the enterprise.

The empirical component is based on the analysis of financial and economic indicators of the consulting company Price Waterhouse Coopers (PwC) [13] and enterprises of the telecommunications sector for 2022–2024 [10; 17], which made it possible to trace the practical application of mixed price approaches and assess the market reaction to price changes.

The information base of the study includes: scientific works of domestic and foreign authors on marketing pricing, analytical materials on market trends, official statistical data of enterprises, and results of their own systematization of approaches to adaptive pricing.

5. Results and Discussion

In the modern system of market relations, the price occupies a central place as a basic indicator of economic processes and a key tool of marketing management. It not only reflects the cost assessment of a product or service, but also shapes the behavior of market participants, determines the profitability of enterprises, the dynamics of development of certain sectors of the economy and the level of well-being of the population. Price is not only an economic category, but also a strategic tool in marketing management, which determines the competitive position of the enterprise in the market. In the context of constant fluctuations in the economic environment, inflationary processes and instability in demand, it is the pricing policy that becomes the key lever for influencing business performance. For most businesses, the pricing process today is not just a technical calculation, but a comprehensive management decision that combines marketing, financial and behavioral aspects. The efficiency of all its structural divisions and the level of profitability in conditions of market turbulence depend on the ability of the enterprise to flexibly respond to changes in the external environment through adaptive price mechanisms.

An economically justified pricing policy becomes the basis for business stability in a turbulent market environment, when enterprises face fluctuations in demand, inflationary risks and changes in the purchasing power of consumers. The legislative field of Ukraine, in particular the Law "On Prices and Pricing", interprets the price as the monetary equivalent of the cost of a unit of goods or services [18; 19]. However, in modern realities, this concept goes far beyond the formal definition – price turns into a strategic tool of marketing flexibility, which allows enterprises to adapt to economic instability, maintain competitiveness and ensure sustainable development even in conditions of uncertainty.

Modern economic conditions, characterized by constant shocks – currency, energy, war, inflation – radically change approaches to the formation of price strategies. During the period of economic turbulence, classical pricing models (cost, demand, and competitive), which have long been considered effective, increasingly demonstrate their inertia and weak reactivity to market changes. Their main weakness is that they rely on the assumption of rational behavior of economic agents and the stability of the macroeconomic environment, which the current reality does not guarantee. In conditions when consumers make decisions under the influence of emotions, fears and information noise, the concept of “rational price” loses its absoluteness [17, p. 30]. So, in a crisis environment, price ceases to be only the economic equivalent of cost – it becomes a marker of trust, stability, and predictability of the brand. Enterprises that do not take into account behavioral patterns risk losing a customer, even with an economically justified cost of the product. That is why adaptive pricing models are becoming relevant (Table 1), which combine economic, psychological and technological factors into a single system. They allow the enterprise not only to respond to fluctuations in demand but also to actively manage price perception through communication, personalization, and social signals.

Table 1. Adaptive Pricing Models: Characteristics, Benefits, Risks, and Behavioral Guidelines

Model Name	Key Feature	Behavioral guidelines	Key Benefits	Possible risks
1. Cost-plus model	Price formation based on the amount of costs and profit	Rational cost analysis without taking into account behavioral factors	Ease of calculation, transparency for justifying prices	Low adaptability does not take into account fluctuations in demand and consumer emotions
2. Demand-based pricing model	Setting prices taking into account the elasticity of demand and solvency	Limited rationality (the consumer reacts not only to logic, but also to expectations)	Coherence with market demand	High sensitivity to consumer sentiment volatility
3. Behaviorally Adaptive Pricing Model (BAPM)	Integration of economic and psychological factors into the pricing process, taking into account cognitive effects	Loss effect, framing, status quo, emotional response, expectations	High sensitivity to environmental changes, the ability to predict consumer reaction	Difficulty in building models; risk of manipulation or loss of trust
4. Psychological pricing	Using the emotional perception of price and the principle of “fair value”	Anchor effect, loss effect, magic number effect (9.99, 499 UAH)	Increasing brand credibility, stimulating demand	Overuse can cause mistrust, loss of reputation
5. Social-Reference Pricing	Setting prices with a focus on social norms and reference expectations	Social signals, imitation, conformity, price comparison	Strengthening the social legitimacy of the price, reducing the risk of rejection	Consumer resistance with a sharp deviation from the usual prices
6. Dynamic Pricing	Automatic real-time price adjustment according to changes in demand, supply, macro factors	Behavioral reaction to frequent price changes; Sensitivity to transparency	Flexibility, quick response to the market	Risk of loss of trust due to frequent changes, perception of manipulation
7. Heuristic Pricing	Use of cognitive simplifications in pricing (availability heuristics, status quo)	Heuristics of representativeness, accessibility, attachment	Ease of perception, ease of decision-making by the buyer	Can distort the real value estimate
8. Model using psychological triggers (Trigger-based Pricing)	Activation of buying behavior due to limited supply, social proof, discounts	Social proof, scarcity effect, urgency	Increasing demand, mobilizing consumer attention during the crisis	Ethical overload is possible, loss of trust under excessive pressure

Source: Compiled by the author based on [17].

The behavioral aspect of pricing is revealed in the company’s ability to “read” consumer expectations. As research shows, during economic crises, a special information environment is formed – markets are overflowing with “emotional narratives” that directly affect consumer behavior [10]. For example, in Ukraine in 2022–2024. There was an instability of purchasing power against the backdrop of martial law: the population began to avoid unnecessary expenses, and the key selection criteria were “trust price”, “fair discount” and “brand social responsibility”. Therefore, effective marketing mechanisms today include: psychological pricing, which forms a sense of price fairness; framing effect (“20% savings” is perceived more positively than “the new price is 20% lower”); the effect of social proof (“this product has already been purchased by 1000 customers2); scarcity effect, which activates spontaneous decision-making (“5 units left”) [17, p. 31]. Such tools not only increase conversions but also create an emotional shield of trust between the brand and the client in times of uncertainty.

Modern companies, especially in e-commerce, are actively implementing Big Data pricing and Machine Learning pricing models that allow you to track the behavior of thousands of customers in real time [7]. Algorithms analyze purchase history, search queries, demographics, social trends, and form personalized price offers that optimize profits and increase loyalty [13]. Thus, in the retail sector in Ukraine, in recent years, the number of platforms using real-time pricing, when the price automatically changes depending on demand, seasonality, or even time of day, has increased. This allows enterprises not only to maintain competitiveness, but also to form adaptive flexibility – the ability to respond to market fluctuations without losing customer trust. However, there is also an ethical dimension: excessive personalization or frequent price changes can be perceived as discriminatory or manipulative, so the success of digital models depends on the transparency of communication and social trust in the brand. Attention is drawn to the Behaviorally Adaptive Pricing Model (BAPM), which formalizes the pricing process as an iterative cycle, where decisions are constantly updated based on three data streams: economic indicators (inflation, unemployment, exchange rates, purchasing power); behavioral signals (the level of consumer confidence, reaction to discounts, changes in emotional tone in social networks); cognitive patterns (loss effect, framing effect, anchor effect, etc.). As a result, the price turns into a "dynamic communication tool" that not only reflects the market situation, but also actively forms consumer expectations [17, p. 32]. This makes BAPM extremely relevant for the modern Ukrainian economy, where business constantly operates in conditions of unpredictability. For Ukrainian enterprises, the transition to behaviorally adaptive pricing systems is of strategic importance:

– increasing the flexibility of management decisions – the ability to adjust prices in real time in accordance with socio-economic sentiments;
– optimization of profitability through accurate segmentation and personalization;
– strengthening consumer confidence through the creation of a transparent pricing logic ("price that can be explained");
– increasing the resilience of business to crisis impacts due to quick feedback between the market and the strategy.

In this context, it is advisable to consider an example of a study of pricing strategy in the consulting sector, where the activities of the Ukrainian representative office of the international network Price Waterhouse Coopers (PwC) for 2022–2024 are analyzed [10, p.146]. The purpose of the analysis was to assess the effectiveness of the chosen pricing model and its impact on the financial stability of the company. Over the past three years, the company has seen a net revenue growth of 71.8%, reflecting its successful market expansion and stable demand for its services. At the same time, the profitability of sales decreased from 38.71% to 35.23%, and in 2024, a net loss of -1448 thousand UAH was recorded. UAH. This indicates an increase in operating costs and the need for deeper optimization of the price structure. Despite the decline in profitability, PwC's financial condition remains stable. In terms of liquidity and autonomy ratios (within the range of 0.6–0.7), the company maintains an absolute type of financial stability, has a sufficient amount of its own working capital and a high ability to cover short-term liabilities. This indicates financial independence and readiness to invest in the development of new areas without a critical impact on the current pricing policy. In the course of the study, four key features of PwC pricing were identified:

– qualification dependence of price – a high share of labor costs (5.56% in the cost structure in 2024) determines a close relationship between the level of competencies of personnel and the final cost of services;
– seasonality of demand – in peak periods (January-April), premium prices are used, and in the off-season, flexible discounts and promotional offers are used to maintain staff workload;
– synergy of package offers – a combination of audit and consulting services allows you to optimize prices and increase value for the client;
– reputational premium – belonging to the "Big Four" and international image provides an opportunity to keep prices in the upper market segment.

Overall, the results show that PwC applies a comprehensive pricing model that combines a cost approach, market orientation and the principle of "value for the customer". Despite a temporary decrease in profitability, this strategy remains effective, as it ensures sustainable revenue growth, financial autonomy, and customer confidence in a turbulent economic environment. Summarizing the results of PwC's study on pricing strategy, it is advisable to examine how similar approaches to value formation are implemented in other industries, particularly in the telecommunications sector, where pricing policy is not only economic but also strategic.

Unlike consulting companies, where the cost of intellectual labor is a key factor, telecommunication enterprises operate in a highly competitive environment that requires dynamic and multi-level price management. In this industry, mixed pricing strategies that combine elements of market adaptation and behavioral flexibility are most commonly used. In particular, the market penetration strategy helps to quickly expand the customer base through attractive initial rates, while the premium strategy focuses on building a high-quality image and increasing the value of services. At the same time, discriminatory pricing allows you to vary tariffs depending on the segment of consumers and the level of their loyalty, and the strategy of "skimming the cream" is used when launching innovative solutions, when the price is first maximum, and then gradually decreases. In addition, telecommunications companies are actively using price wars as a tool to strengthen competitive positions, as well as package pricing, which involves the integration of several services – mobile communications, Internet, television – into a single tariff, increasing consumer loyalty. This approach demonstrates that in a saturated market, it is flexibility, the ability to predict customer behavior and a strategic combination of pricing instruments that determine the effectiveness of the company's marketing policy [4; 13; 17]. Thus, in both the consulting and telecommunications sectors, pricing is no longer just a mechanism for reimbursement of costs – it is transformed into a complex system of market relations management, where the price becomes an indicator of the quality, trust and competitive stability of the company [8].

The variety of modern pricing models – from competitive and dynamic to premium or package – creates the possibility of combining approaches, when the enterprise simultaneously takes into account the cost, demand and perception of value. For example, the combination of value and package pricing allows you to form attractive offers that strengthen customer loyalty and increase market share. In today's economy, a company's success is determined by its ability to flexibly adapt pricing policies to changes in the external environment, integrating digital tools, consumer behavior analytics, and personalized solutions. It is this adaptive pricing strategy that turns into the main driver of competitiveness and long-term sustainability of the business [4; 5; 9; 20].

Therefore, the development of a pricing strategy is a consistent and multi-level process aimed at systematically substantiating approaches to price formation and coordinating them with the company's goals and conditions of an unstable market (Fig. 1). At the initial stage, initial information is collected - analysis of the market environment, consumer preferences, costs and competitive positions. This allows you to determine the potential capabilities of the enterprise and form the basis for choosing the directions of pricing policy. The second stage involves strategic analysis, within which various development scenarios are modeled, financial results, cost structure, consumer behavior and competitors' actions are evaluated. Particular attention is paid to forecasting external factors – inflation, government regulation, and changes in demand. It is at this stage that an understanding of how price can affect the profitability and competitiveness of a company is formed. The final stage is the design and testing of the pricing strategy, when the optimal price level is determined, the effectiveness of the selected model is checked and adjusted in accordance with market dynamics [19]. As a result, a coordinated price management system is formed, which not only ensures the financial stability of the enterprise but also strengthens its strategic position in the market.

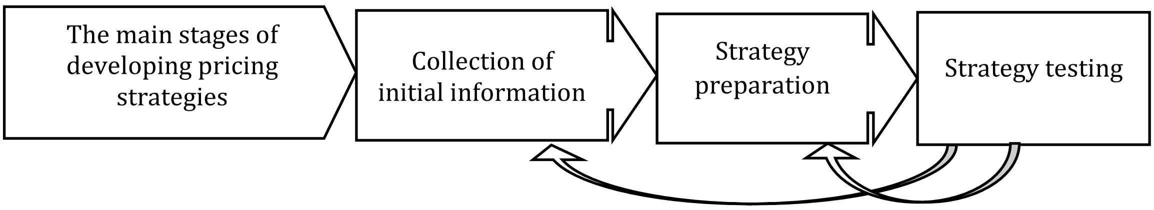

Figure 1. Stages of developing pricing strategies

Source: Compiled by the author based on [19].

Thus, companies are forced to adapt their pricing strategies to the specifics of each market, taking into account the level of competition, purchasing power and cultural characteristics. The competitive environment is a determining factor: with low competition, an enterprise can charge premium prices and strengthen the brand image, while in saturated markets it must focus on the average price level and strengthen marketing tools to maintain positions. In international practice, several models of price adaptation are distinguished. The standardization model provides a single price for all countries (like Apple), which strengthens the brand, but reduces the availability of the product for countries with lower incomes. On the contrary, the full adaptation model takes into account local economic and cultural factors, as in McDonald's or IKEA, providing flexibility but requiring higher costs. The globalization model combines a global approach with local adjustments, allowing you to maintain corporate integrity while meeting regional needs (as in Coca-Cola). The purchasing power model (PPP), which takes into account the level of income of the population (Netflix, Spotify), and the model of competitive parity, when prices are consistent with market conditions and offers of competitors, are also used [12]. All these approaches are aimed at achieving the main goal – maintaining the profitability of the company while meeting the local expectations of consumers as much as possible.

6. Conclusions

It has been proven that price is not only an economic category, but also a strategic tool of marketing management, which determines the positioning of an enterprise in the market, the level of its competitiveness and consumer confidence. In conditions of high volatility, the price turns into a multidimensional signal that reflects not only the cost, but also the reputation of the brand, the level of service, customer expectations and the social responsibility of the business. It has been established that traditional pricing models (cost, demand, and competitive) lose their effectiveness in crisis conditions due to limited flexibility and focus on rational consumer behavior. In situations of uncertainty, they do not take into account the emotional, social and behavioral factors that shape the real perception of the value of the product. This creates the need to move to adaptive and behavior-oriented models. The concept of behavioral-adaptive pricing, which combines economic indicators, behavioral signals and cognitive patterns of consumer decision-making, is proposed. This approach allows the enterprise not only to respond to market changes but also to actively manage price perception through personalized offers, social triggers, framing effect, and "trust price" models. The role of digital technologies and analytical tools (Big Data, Machine Learning, and real-time pricing) in the formation of modern marketing pricing mechanisms has been revealed. They provide businesses with the ability to quickly track market fluctuations, analyze consumer behavior in real-time, and create customized price offers, increasing profitability and customer loyalty. Thus, the results of the study indicate that marketing pricing mechanisms should move from static economic models to integrated, behavioral-analytical systems that combine elements of flexibility, transparency and digital adaptability. This opens up prospects for further scientific research in the direction of developing models of "internal price dynamics" of enterprises, which take into account the relationship between strategic, psychological and technological factors in the process of pricing [6].

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