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# Crisis as an Opportunity: Nataliia Stashevska's Author's Methodology for Market Analysis and Repositioning to Increase Marginality by 30%

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## Abstract

The article examines the methodology of anti-crisis management of a marketing strategy using a case study from a development business in the context of economic instability. The purpose of the study is to systematize and analyze the author's approach of business analyst Nataliia Stashevska, which allowed increasing the marginality of commercial real estate projects by approximately 30%. The methodology is based on shifting the focus from general market analysis to deep profiling and predictive segmentation of consumers using labor market data, as well as on a product repositioning strategy with minimal investment. The work demonstrates how non-standard analysis and identification of hidden opportunities in product classification can not only stabilize sales during a crisis, but also significantly increase their profitability. The results of the study can be applied by marketers, business analysts, and managers to develop adaptive strategies in conditions of high uncertainty.

**Keywords:** Crisis Management; Market Analysis; Repositioning; Marginality; Consumer Segmentation; Business Analysis; Development; Marketing Strategy

## 1. Introduction

Periods of economic recession and political instability are traditionally seen as times to cut costs and freeze investment projects. Consumer behavior during such times is characterized by decreased demand and postponed purchases, especially in capital-intensive industries such as real estate. However, as practice shows, crises can also act as catalysts for identifying inefficiencies in existing business models and for seeking unconventional paths to growth. Classical approaches to market analysis often prove irrelevant under these conditions, as they rely on historical data that lose their predictive power.

The relevance of this research lies in the need to develop adaptive methodologies that enable companies not only to survive but also to grow in a turbulent environment. The purpose of this article is to analyze, based on a real case from the practice of N. Stashevska, a proprietary methodology that combines in-depth analysis of consumer behavior with strategic product repositioning. This approach allowed a development company to increase its profit margins by almost 30% during the crisis year.

## 2. Adapting Marketing Strategies During a Crisis

Marketing theory offers a range of tools for analysis and positioning, but their application during a crisis requires significant adjustments. Strategies that are effective in a stable market may not work when the planning horizon becomes drastically shortened. Research shows that during recessions, consumers become more sensitive to the *value*

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of an offering rather than just its *price* [4]. This means that simply lowering prices can lead to price wars and loss of profitability, whereas enhancing the value proposition can attract and retain customers.

Instead of broad market analysis, **microsegmentation** becomes more effective—identifying narrow consumer groups whose financial and psychological condition remains stable [5]. This requires analysts to go beyond standard demographic data and include behavioral and psychographic factors in their analysis. It is precisely this approach that formed the foundation of the methodology under consideration.
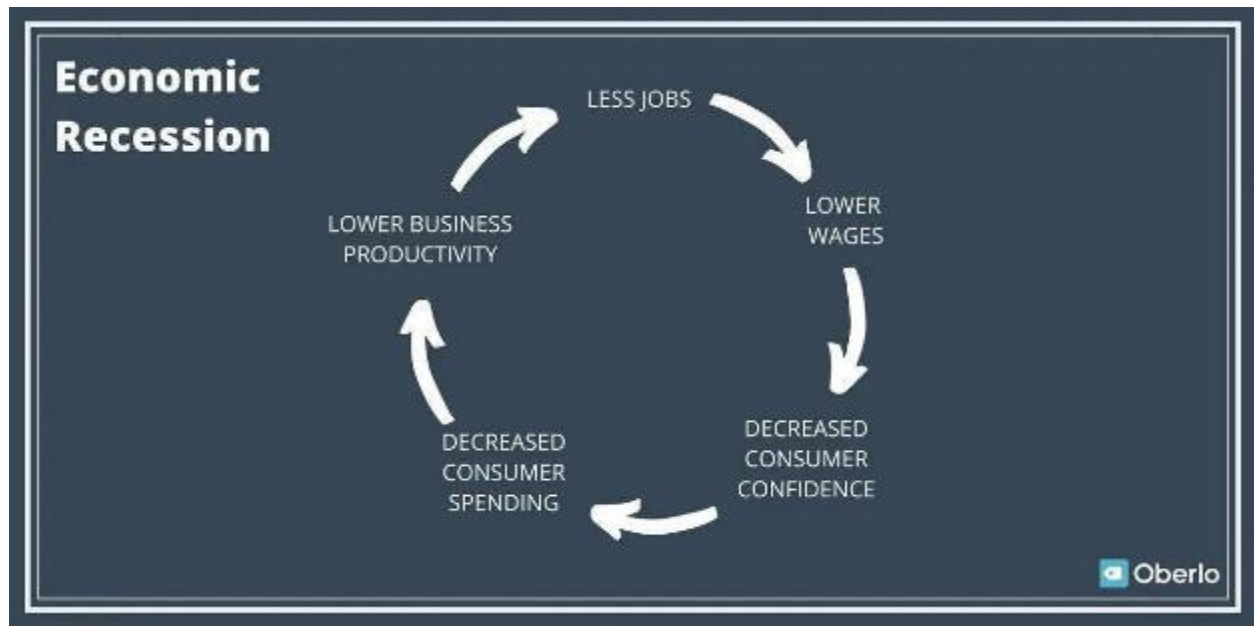


**Figure 1** Economic Recession

*2.1.1.    Proprietary Methodology: From Market Analysis to Predictive Profiling*

Faced with a decline in sales at the development company *Odecom* in 2014, Nataliia Stashevska implemented an unconventional approach. Instead of analyzing general market trends—which were already evident—she focused on creating a detailed portrait of the potential buyer. The methodology consisted of several sequential stages:

● Analysis of Recent Buyers:
The first step was analyzing data on recent customers to form a basic profile.

● Predictive Segmentation via the Labor Market:
To forecast future buyers, an analysis of the labor market and salary levels across different professions was conducted. The goal was to identify specialists who had not only retained financial stability but were also psychologically ready for large purchases.

● Geopsychological Analysis:

An analysis of previous transactions revealed that buyers tend to purchase real estate in the same or neighboring districts where they previously lived. This insight helped narrow the geographical focus and increased the efficiency of marketing communications.

As a result, a clear picture of the target audience emerged: representatives of specific professions living in particular areas of the city.

The next step focused on the product itself. The company's properties had been positioned as "economy class." However, the analysis revealed that there was no strict or unambiguous classification of housing types in legislation that clearly defined criteria for each class. It was discovered that the difference between "economy" and "comfort" class could be achieved through minor and inexpensive improvements.

Based on this analysis, a repositioning strategy was proposed and implemented. By adding a number of low-cost enhancements to the projects, the company was able to legally and in marketing terms transition into a higher segment—"comfort class." This move allowed the company to raise prices and, consequently, profitability, without alienating the target audience identified in the previous stage—buyers who were focused on value, not just the lowest price.

As a result, project profitability increased by nearly 30%.
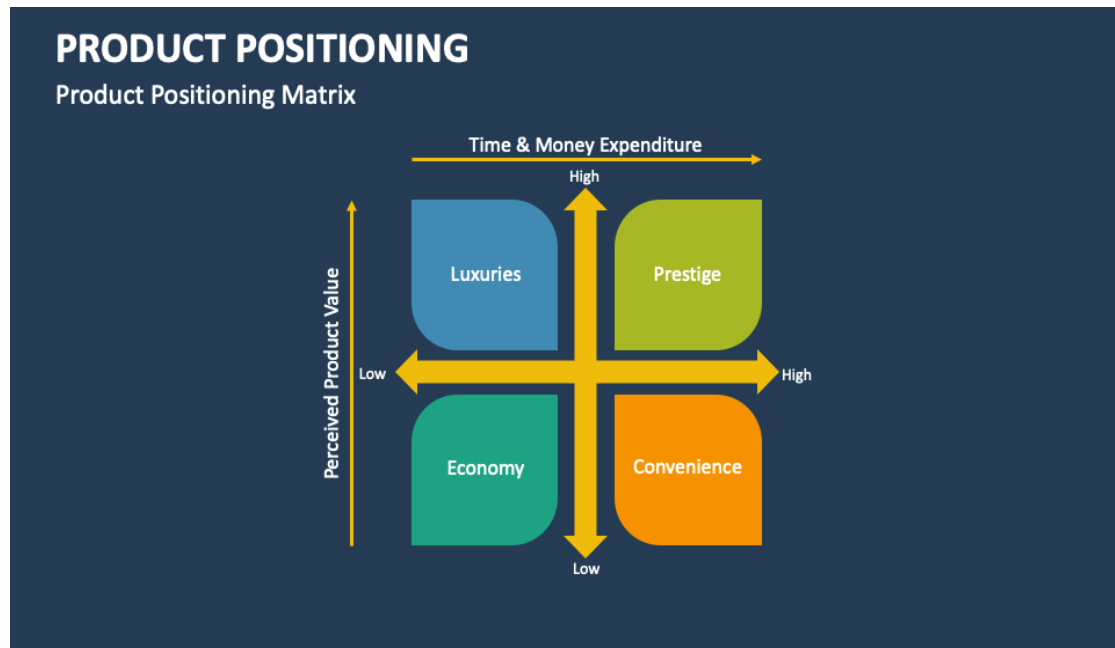


**Figure 2** Product Positioning Matrix

The case discussed demonstrates the high effectiveness of an anti-crisis strategy built on a deep understanding of the consumer and a flexible approach to product positioning. Nataliia Stashevska's proprietary methodology proves that in times of instability, competitive advantage is gained not by those who cut costs, but by those who are able to identify and mobilize hidden resources.

The key success factors were the rejection of standard market analysis in favor of predictive profiling of the target audience, and the identification of a "grey zone" in product classification, which allowed for repositioning with minimal costs. This approach is scalable and can be applied in various industries facing declining demand.

Business recommendations include shifting analytical focus toward microsegments with stable demand and conducting regular audits of the product's value proposition to identify opportunities for low-cost improvement and repositioning.

## 3. Conclusion

In conclusion, the study demonstrated that Nataliia Stashevska's anti-crisis methodology, based on predictive consumer profiling and strategic product repositioning, enabled a development company to increase project profitability by nearly 30% during a period of economic instability. By shifting analytical focus from general market indicators to labor market data and geopsychological patterns, the approach revealed hidden growth opportunities and proved that adaptive marketing strategies can yield significant results even in recessionary conditions. The research confirms that success in a crisis depends not on cost reduction but on flexible, data-driven decision-making and innovative revaluation of existing products. This study contributes to the development of practical tools for crisis management in marketing and provides a scalable model that can help businesses and analysts enhance economic resilience and ensure sustainable growth in uncertain environments.

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