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CHANGE MANAGEMENT IN THE ANTI-CRISIS MANAGEMENT DECISION-MAKING PROCESS FOR MARKETING STRATEGIES OF IT-PROJECTS DEVELOPMENT

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УПРАВЛІННЯ ЗМІНАМИ В ПРОЦЕСІ ПРИЙНЯТТЯ АНТИКРИЗОВИХ УПРАВЛІНСЬКИХ РІШЕНЬ ЩОДО МАРКЕТИНГОВИХ СТРАТЕГІЙ РОЗВИТКУ ІТ-ПРОЄКТІВ

The article conducts a comprehensive study of Change Management mechanisms as a fundamental component of anti-crisis marketing in the information technology sector. The relevance of the research is driven by the high volatility of the IT project market, where traditional long-term planning becomes ineffective due to the rapid reduction of technology life cycles and the unpredictability of external shocks. The study establishes that the primary challenges in developing anti-crisis marketing strategies are insufficient analytical data, organizational inertia, and staff resistance to necessary transformations.

A systematic analysis of industry trends and the application of a logical-structural approach allowed for the development and scientific substantiation of a recursive decision-making algorithm, visualized as an Adaptive Management

Cycle. This cycle integrates five critical stages: identification of "weak signals" and predictive diagnostics; audit of strategic alternatives and assessment of resource potential; decision-making based on Data-driven modeling approaches; iterative implementation of changes through Agile sprints; validation and institutionalization of new processes. Particular emphasis is placed on the change implementation process through Agile management tools and validated psychological models. This approach allows for the decomposition of complex anti-crisis strategies into short iterative sprints, minimizing risks and ensuring rapid adaptation of business models to new realities.

The scientific novelty of the study lies in the transition from static anti-crisis measures to a dynamic, self-regulating marketing management circuit that is sustained through a feedback mechanism and continuous hypothesis validation. The practical significance of the results lies in the possibility of implementing the proposed algorithm into the operations of IT companies to increase their strategic flexibility, optimize customer acquisition costs, and ensure the sustainability of projects during periods of profound economic instability.

У статті проведено комплексне дослідження механізмів управління змінами як фундаментальної складової антикризового маркетингу в секторі інформаційних технологій. Актуальність роботи зумовлена високим ступенем волатильності ринку IT-проєктів, де традиційне довгострокове планування стає неефективним через стрімке скорочення життєвого циклу технологій та непередбачуваність зовнішніх збурень. У ході дослідження встановлено, що основними проблемами при розробці антикризових маркетингових стратегій є дефіцит аналітичних даних, організаційна інерція та опір персоналу необхідним трансформаціям.

Системний аналіз галузевих тенденцій та застосування логіко-структурного підходу дозволили розробити й науково обґрунтувати

рекурсивний алгоритм прийняття рішень, візуалізований у формі адаптивного циклу управління. Даний цикл інтегрує п'ять критичних етапів: ідентифікація «слабких сигналів» та предиктивна діагностика; аудит стратегічних альтернатив та оцінка ресурсного потенціалу; формування рішень на основі Data-driven моделювання; ітеративне впровадження змін через Agile-спринти; валідація та інституціоналізація нових процесів. Особливий акцент у роботі зроблено на процесі впровадження змін через інструменти Agile-менеджменту та верифіковані психологічні моделі. Це дозволяє декомпозувати складні антикризові стратегії на короткі ітераційні спринти, мінімізуючи ризики та забезпечуючи швидку адаптацію бізнес-моделей до нових реалій.

Наукова новизна дослідження полягає у переході від статичних антикризових заходів до динамічного, саморегульованого контуру маркетингового управління, що замикається через механізм зворотного зв'язку та постійну валідацію гіпотез. Практична значущість отриманих результатів полягає у можливості впровадження запропонованого алгоритму в діяльність IT-компаній для підвищення їхньої стратегічної гнучкості, оптимізації витрат на залучення клієнтів та забезпечення життєздатності проєктів у періоди глибокої економічної нестабільності.

Keywords: *Change Management; marketing strategies; IT projects; anti-crisis management decisions; Adaptive Management Cycle.*

Ключові слова: *управління змінами; маркетингові стратегії; IT-проєкти; антикризові управлінські рішення; адаптивний цикл управління.*

General description of the problem and its connection with important scientific or practical tasks. The global and national economies are currently characterized by unprecedented volatility, requiring IT entities to maintain both operational efficiency and strategic flexibility. Economic instability accelerates

strategic review cycles and increases investment risks, rendering traditional reactive anti-crisis management insufficient for proactive destabilization control.

In this environment, marketing occupies an ambivalent position: while budgets are often the first to be cut, the marketing function remains the primary market sensor for ensuring project viability. However, a strategic gap often emerges between the need for instantaneous market adaptation and the inertia of internal management structures.

Currently, the transformation of marketing strategies in IT remains fragmentary. The lack of a holistic methodological framework, combined with short product lifecycles, means even minor delays in interpreting market signals can lead to an irreversible loss of competitive advantage.

Consequently, there is an urgent need to integrate Change Management directly into anti-crisis marketing decision-making. This study addresses this need by proposing the Adaptive Management Cycle – a recursive algorithm that aligns predictive diagnostics with flexible implementation to ensure strategic and operational synchronization under permanent instability.

Analysis of recent studies and publications. The theoretical foundation of anti-crisis marketing as a systemic component of general management has been thoroughly addressed in professional literature, where the role of marketing diagnostics, the logic of strategy formation, and the requirement for strategic alternatives are detailed [1]. The modeling of specific anti-crisis measure selection and the development of management decisions under uncertainty, using industry-specific examples, are explored in studies dedicated to strategic choice and business model adaptation [2].

A distinct body of scientific work is devoted to the integration of Change Management into the general anti-crisis framework. In particular, researchers have substantiated the feasibility of considering transformation processes as effective alternative or integrated variants of anti-crisis measures [3]. The methodological foundations of risk and change management directly within decision-making processes, including the formation of an information base, have

been systematized in fundamental research [4]. Furthermore, the formation of sustainable competitive advantages as a basis for the strategic development of business systems in turbulent environments has been studied [5].

The peculiarities of marketing transformations in the digital economy and the specifics of adapting domestic businesses to the critical challenges of today have been analyzed through the prism of reacting to global crisis phenomena [6]. Applied market analysis of services and strategies for the international expansion of IT companies are addressed in studies covering market entry and the use of strategic marketing analysis tools [7]. Issues concerning the functioning of anti-crisis management under extreme conditions and the search for strategic benchmarks for business stabilization have been highlighted in publications of recent years [8-10].

However, despite the thorough development of individual aspects, existing sources do not sufficiently formalize a holistic mechanism for including Change Management in the decision-making process regarding the transformation of marketing strategies specifically within the IT sector. Issues such as the automation of marketing diagnostics using intelligent agents and the recursive link between hypothesis validation and predictive analysis remain outside the scope of current research.

Formulation of the article's objectives (setting the task). The aim of the article is to develop an iterative algorithm for making anti-crisis marketing decisions for IT projects by integrating Change Management principles and predictive analytics tools. The methodology is based on a systemic analysis of industry trends and the modeling of adaptive management systems. The study employs a logical-structural approach to construct a recursive algorithm, scenario modeling for risk assessment, and comparative analysis to differentiate marketing strategies by business model types.

Presentation of the main research findings with a full substantiation of the scientific results. In conditions of permanent economic turbulence, the marketing strategy of an IT project transforms from a deterministic long-term

plan into a dynamic object of continuous Change Management. Traditional paradigms of anti-crisis management primarily focus on financial stabilization and cost reduction, which in the technology sector often leads to a loss of competitive advantage by ignoring the need for deep adaptation of internal marketing processes. Conversely, the integration of Change Management principles ensures the consistency of strategic transformations and high project controllability even under conditions of critical uncertainty [3].

In the modern scientific space, classical methodologies are regularly applied to neutralize organizational inertia and overcome environmental resistance. For instance, John Kotter's eight-step model is successfully used to legitimize the radical transformation of marketing orientations [11]; to decompose strategic goals to the level of individual staff tasks, the implementation of the ADKAR model is considered appropriate [12], ensuring the gradual adaptation of the team to new operational patterns.

Despite the high conceptual value of these models in the context of organizational psychology, there is a certain methodological gap between general adaptation theories and their specific implementation within the marketing toolkit of IT companies. Classical approaches emphasize psychological readiness for change but do not offer a clear sequence of management actions during moments of rapid market cycle degradation.

The indicated need to combine predictive diagnostic tools with iterative decision-implementation mechanisms led to the development of an original applied toolkit. Unlike traditional linear planning, a transition to a recursive marketing decision-making algorithm is proposed. The practical implementation of this mechanism is carried out through a five-stage model – the Adaptive Management Cycle – which allows for the transformation of an organization's conceptual flexibility into measurable strategic resilience of the project.

Stage 1. Identification of "Weak Signals" and Predictive Diagnostics. In contrast to traditional reactive approaches, where a management impulse arises as a response to an actual decline in revenue, the proposed model is based on

monitoring leading indicators. A key element of this stage is the recognition of "weak signals" – primary anomalies in marketing metrics that precede large-scale crisis phenomena.

The primary diagnostic indicator here is the dynamics of Customer Acquisition Cost (CAC). A steady increase in this indicator, while conversion rates at the upper stages of the marketing funnel remain unchanged, signals a latent shift in market conditions: intensifying competition, saturation of communication channels, or transformation of consumer preferences. Timely recording of such fluctuations allows for the initiation of a strategy review at the problem's inception stage, which is critical for maintaining the financial resilience of an IT project and avoiding irreversible capital losses [1].

Additionally, predictive diagnostics include the analysis of behavioral anomalies within the existing customer base, specifically the dynamics of product interaction frequency. Such a comprehensive approach transforms the marketing audit from a simple statement of past results into a strategic forecasting tool, providing the necessary lead time to prepare an adequate management response.

Stage 2. Audit of Strategic Alternatives and Resource Potential Assessment. The decision-making process shifts from external diagnostics to a deep analysis of the project's internal capabilities. The choice of an anti-crisis trajectory is governed by ensuring economic viability through the critical verification of available assets and their alignment with new market challenges.

The key analytical filter is the audit of unit economics, specifically the calculation of the LTV/CAC ratio (the ratio of Customer Lifetime Value to Customer Acquisition Cost). This ratio serves as an integral indicator of the marketing model's strategic resilience: a deviation of this indicator from the target level (typically < 3) acts as an objective trigger to cease inertial actions and transition to a radical revision of the development strategy [14].

Within the scope of the audit, three primary marketing alternatives are considered:

– Optimization of the current course: appropriate when high acquisition profitability is maintained; the focus shifts toward the retention of the most profitable segments.

– Resource consolidation: involves withdrawing from unprofitable products or markets in favor of concentrating capital at "stability points".

– Strategic pivot: a complete change of the monetization model or target niche (for example, transitioning from a service-based model to a product-based one) to ensure stable cash flow during a recession.

The assessment of resource potential allows for the determination of the boundaries of permissible changes and the calculation of the project's "margin of safety." This transforms diagnostic results into a specific list of validated strategic vectors, enabling the making of informed management decisions regarding the feasibility of implementing particular anti-crisis measures [9].

Stage 3. Decision-Making Based on Data-Driven Modeling. The process of selecting specific anti-crisis measures is based on a shift from intuitive management toward deep analytics and the calculation of probable development scenarios. The use of the Data-Driven model allows for the rationalization of limited resource allocation, focusing them exclusively on marketing channels that demonstrate the highest predicted return.

The practical implementation of this approach involves deploying an end-to-end analytics system that integrates data from advertising accounts, CRM systems, and web analytics services into a single ecosystem. This enables not only the assessment of the current Return on Investment (ROI) but also the construction of predictive user behavior models, which is critical for rapid strategy correction under conditions of high market volatility [15].

At the core of the modeling within the proposed algorithm lies the development of three types of strategic scenarios:

– Optimistic Scenario: presumes the maintenance of growth rates provided there is rapid adaptation to changes.

– Crisis Scenario: models a situation of a sharp decline in demand or the loss of key markets, requiring a radical sequestration of costs and a transition to a "survival" strategy.

– Realistic Scenario: oriented toward the gradual transformation of the marketing mix with an emphasis on maximizing loyalty and the retention of the existing customer base.

Such a scenario grid allows for the advance preparation of a validated set of marketing tools for each potential development. This minimizes the influence of emotional factors and cognitive biases of management during peak crisis loads, transforming Change Management into a rational process of designing the future state of the system [4]. Furthermore, the automation of data collection enables the use of Machine Learning algorithms to identify hidden patterns, ensuring high forecasting accuracy even within a limited time horizon.

Stage 4. Iterative Implementation of Changes via Agile Sprints. At this stage, the developed anti-crisis trajectory is decomposed into a series of short-term tasks. The implementation of the chosen strategy occurs in short cycles, allowing marketing activity to be transformed into a flexible process of continuous hypothesis testing. This approach is based on the Agile methodology, which ensures a high speed of adaptation to dynamic changes in the market environment and minimizes the risk of large-scale budgetary losses in the event of an incorrectly chosen vector [2].

The use of Agile Sprints enables the realization of the "validated learning" concept: every change in the marketing mix is first tested on small audiences or limited geographical segments. If a hypothesis is confirmed to be effective, it is scaled across the entire project. If the results of a sprint prove unsatisfactory, the team has the opportunity to immediately adjust the course without wasting significant time and financial resources on implementing an ineffective full-scale campaign.

Such decentralization of the execution process and the emphasis on rapid feedback acquisition allow for the maintenance of high strategic flexibility,

which is critical for preserving the controllability of an IT project during periods of turbulence.

Stage 5. Validation and Institutionalization of New Processes. The final stage of the algorithm is aimed at transforming successful iterative changes into a stable operational norm. Once the effectiveness of the chosen marketing hypotheses is confirmed within Agile Sprints, there arises a need to formalize them at the level of the organizational structure. This prevents a regression to previous ineffective management methods and ensures the long-term sustainability of the IT project. The process of institutionalization is implemented through two key mechanisms:

– KPI system update: a revision of key performance indicators for marketing activities in accordance with new market realities. Instead of static metrics, dynamic indicators are implemented, accounting for the volatility of CAC and LTV, which allows the team to maintain focus on the most profitable areas.

– Formalization of operational regulations: encoding successful interaction algorithms and end-to-end analytics methods into the company's internal procedures. This transforms the experience of successful crisis adaptation into the organization's intellectual capital.

Validation of results at this stage not only summarizes the transformations performed but also forms a recursive management mechanism, where the acquired data serves as a fundamental input impulse for the next cycle of predictive diagnostics. Due to this closing of the management loop, anti-crisis measures are transformed into a continuous iterative process of self-improvement of the project's marketing architecture.

Unlike classical models, where the management process terminates upon achieving a set goal, in the proposed architecture, the result validation stage forms a recursive mechanism: the obtained data becomes the fundamental input impulse for the next cycle of predictive diagnostics. This approach ensures the continuity of strategic adaptation and allows the system to self-improve based

on accumulated experience. The visual non-linear nature of this process and the interconnection of all its stages are presented as an iterative cycle in Figure 1.

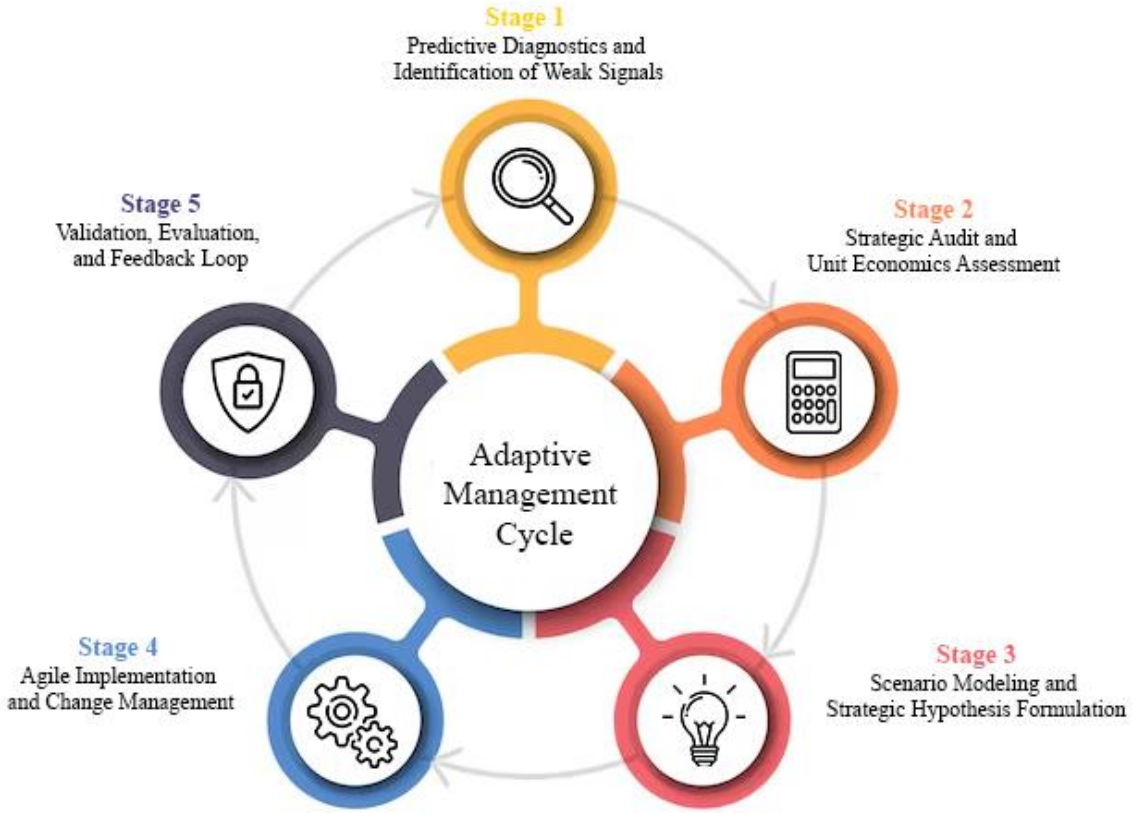

Fig. 1. Iterative Cycle of Anti-Crisis Marketing Management for IT Projects

Source: developed by the authors.

The application of the proposed algorithm allows for the resolution of the fundamental contradiction of anti-crisis marketing – the need for rapid change amidst a deficit of reliable information. Unlike standard procedures, this approach is based on the principles of "validated learning," where every management decision is treated as a hypothesis requiring immediate verification. This ensures the minimization of managerial subjectivism and allows for the integration of predictive market indicators with internal resource constraints into a single management loop.

Such cyclicity transforms a forced reaction to a crisis into a sustainable strategic advantage. Instead of a one-time mitigation of the consequences of

external shocks, the IT project acquires the property of "antifragility," guaranteeing constant readiness for future economic fluctuations through the mechanism of anticipatory correction of the marketing strategy [14].

To enhance the practical significance of the proposed algorithm, specific marketing transformation scenarios have been developed depending on the company's business model: service-based IT business, product companies, and military technologies.

IT Services Sector. During a crisis, clients become more cautious. Consequently, marketing reorients from seeking new clients to deep engagement with current ones. The key message shifts to geographical proximity and team stability, allowing for the retention of large contracts even in unstable times.

Product Companies. The main problem during a crisis is that clients are reluctant to pay large sums upfront. The solution lies in flexible pricing: for example, free basic functionality or pay-as-you-go models. This lowers the "entry threshold" and allows for the acquisition of new users who are looking to optimize their budgets.

MilTech and DefenseTech. This is a specific sector where marketing operates through trust rather than advertising. The primary focus is on demonstrating reliability and compliance with security standards. In the Ukrainian context, this field is becoming a zone of strategic growth, where marketing is based on the demonstration of the real-world effectiveness of solutions [9].

The effectiveness of all the aforementioned strategies increases significantly through the use of Agentic AI – autonomous artificial intelligence systems. Unlike traditional automation algorithms, agentic systems are capable of independently formulating and testing marketing hypotheses in real time, ensuring the continuous adaptation of the strategy to changing market conditions [13].

In practice, this allows for the reduction of the management decision-making cycle from weeks to a matter of hours. The automated reallocation of

budgets in favor of the most profitable channels creates an additional financial reserve, which becomes a decisive factor for the survival of an IT project during a crisis [2].

Conclusions and prospects for further exploration in this area. As a result of the study, it is substantiated that the effectiveness of the IT sector's adaptation to economic challenges depends on the integration of change management mechanisms into the anti-crisis decision-making process. The proposed five-stage recursive algorithm allows for the transformation of marketing strategies for IT projects from reactive models into flexible iterative systems based on predictive diagnostics and unit economics analysis. The scientific novelty of the work lies in substantiating Change Management as an integral component of the anti-crisis management decision-making process regarding marketing strategies for IT projects. Consequently, the marketing strategy is treated as an object of continuous, purposeful management under conditions of instability.

For the first time, a "closed-loop" model is proposed, where the validation of the results of implemented changes provides the input impulse for subsequent diagnostic cycles, and the use of autonomous intelligent systems is identified as a tool for the radical optimization of time resources in management decision-making. The practical value of the study lies in the formulation of a methodological approach to enhancing the strategic resilience of IT projects across various business models by systematizing the decision-making processes regarding the transformation of their marketing strategies.

Perspectives for further development in this field lie in the planned expansion of the criteria for selecting change management tools and the formalization of quantitative performance indicators for marketing strategy transformation within the framework of implementing global expansion strategies for IT companies.

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