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## **ACTUALITY AND POSSIBILITIES OF CHANGES MANAGEMENT MODEL IMPLEMENTATION IN ACTIVITY OF SMALL-SCALE ADVERTISING ENTERPRISES OF UKRAINE**

Today the sphere of changes management occupies a considerable place in the enterprises management of different activity spheres, ownership patterns and sizes. Development also has a large value for advertising enterprises.

Before determination of actuality of that or other changes model for a concrete enterprise it is necessary to estimate its readiness to introduction of changes on the whole and directly by a select model. For today such researches are important for any enterprises, but not so much of them are conducted in Ukraine, especially in relation to small-scale advertising enterprises.

In the management system of the modern Ukrainian small-scale advertising enterprises on results of authorial research of activity of 27 similar enterprises of the Dnipropetrovsk and Zaporizhzhia regions of Ukraine can be established a presence of separate unsystematic elements of changes management, such as realization of periodic necessity of changes realization, diagnostics of activity on the necessity of changes, stowage of changes plan, partial structural changes, economic evaluation of the realized changes. It is set that during 2014-2015 on these enterprises behaviour ambivalence of initiators and customers of changes – directors-proprietors – is observed.

Among all known changes model today one of most widely applied, simplest for understanding and the cheapest in the use

is a model ADKAR. By authors the analysis of readiness of 27 small-scale advertising enterprises of the Dnipropetrovsk and Zaporizhzhia regions of Ukraine to the changes by the model ADKAR is conducted.

It is set that awareness and desire are at the high level, fixing – at middle level, and knowledge and capabilities are at low one. Thus, for today the workers of these enterprises know about the model ADKAR, have a desire to implement it, but their knowledge and capabilities are insufficient yet for changes introduction by the model ADKAR and fixing of the got results.

For the small-scale advertising enterprises of Ukraine, where a repressing amount of workers is creative personalities, authors suggest not to use such methods to overcome resistance to the changes as manipulations and co-optations, and also obvious and non-obvious compulsion.

For the estimation of input efficiency of management changes model ADKAR in activity of small-scale advertising enterprises it is suggested to compare the charges of time on the enterprise reaction on external changes in the modern state and subject to condition of model ADKAR implementation. The authors of the article sees that in the conditions of dynamic business-environment the model ADKAR provides the greater degree of management proactivity and winning in time of reaction on changes.