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## **EUROPEAN INTEGRATION AS A FACTOR IN THE TRANSFORMATION OF THE MANAGEMENT SYSTEM FOR UKRAINIAN STARTUP PROJECTS**

The article examines the transformation of startup project management systems in the context of Ukraine's European integration. The current state of the Ukrainian startup ecosystem and the dynamics of its position in international rankings during 2017–2025 are analyzed. The study identifies the main challenges affecting startup development, including managerial, regulatory, financial, and market-related factors. Particular attention is made on the growing role of strategic management, financial planning, compliance, risk management, and corporate governance under conditions of integration into the European economic space.

The research substantiates that European integration simultaneously creates significant opportunities and additional challenges for Ukrainian startups. Among the key advantages are access to the EU common market, participation in international funding programs, integration into innovation ecosystems, development of international partnerships, and attraction of foreign investment. At the same time, startups face intensified competition, increasing regulatory pressure, compliance requirements, and the need to adapt management systems to international standards.

Based on the conducted analysis, the article systematizes the strategic opportunities, risks, consequences, and necessary managerial actions related to the integration of Ukrainian startups into the European innovation environment. A conceptual model for the transformation of startup project management systems under European integration conditions is proposed. The model reflects the relationship between external integration processes, emerging challenges and opportunities, transformation of management approaches, and the achievement of long-term competitiveness and sustainability of startup projects.

The study concludes that the future development of the Ukrainian startup ecosystem largely depends on the ability to create adaptive management systems focused on international integration, organizational flexibility, strategic sustainability, and effective scaling in the context of highly competitive global markets.

**Keywords:** startup, innovations, international integration, management, transformation, startup-ecosystem.