

**DEVELOPMENT OF DIGITAL MANAGEMENT IN EUROPEAN COMPANIES  
(РОЗВИТОК ЦИФРОВОГО МЕНЕДЖМЕНТУ В ЄВРОПЕЙСЬКИХ  
КОМПАНІЯХ)**

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*Було описано характеристики цифрової економіки в управлінні та розкрито сутність цифровізації. Виділено особливості розвитку цифрового менеджменту в країнах Європейського Союзу та сформульовано перспективні підходи до її розвитку. Запропоновано стратегії впровадження цифрових технологій.*

***Ключові слова:** цифровізація, менеджмент, Європейський Союз, цифровий ринок, управлінські рішення.*

*The characteristics of the digital economy in management were described, and the essence of digitization was revealed. The features of digital management development in the European Union countries were highlighted, and promising approaches to its development were formulated. The strategies for the implementation of digital technologies have been proposed.*

***Key words:** digitization, management, European Union, digital market, management decisions.*

The theme of the digital economy, based on digitization, is becoming increasingly important worldwide. It is often seen as a driving force capable of ensuring prosperity in the future at various levels, from global to personal. It is important to emphasize that thanks to digitization, humanity has entered an era of global changes that are transforming all spheres of life.

The rapid development of the Internet and digital innovations is one of the key factors driving progress for humanity, states, and their economies. This necessitates the development and implementation of programs for digitizing public life at the country level.

The European Union actively uses a structured and strategic approach to digitizing the state. This experience can be a valuable lesson for Ukraine, which is striving for European integration. Despite the successful operation of the progressive web service "Diya" in Ukraine, which in many respects surpasses European counterparts, the European system of state digitization still has several advantages [1].

Firstly, it covers not only the sphere of public services but also education, e-commerce, crypto-assets, and other aspects of life. Secondly, it has a high level of dissemination and accessibility for citizens.

Thus, studying and adapting the European experience of digitization can be a powerful stimulus for the development of Ukraine and its successful integration into the European space.

The Tallinn Declaration, adopted in October 2017, defined the main standards for developing the concept of e-government in EU countries. These standards have become the basis for national legislation in the field of digitizing public services.

In addition to the Tallinn Declaration [2], important documents regulating digitization in the EU, including the development of e-government, include the European Interoperability Framework (EIF) [2], which provides a common set of standards and guidelines for ensuring easy access to and shared use of public services across the EU, and the eIDAS regulation, which defines the rules for electronic identification and trusted services throughout the EU [3]. These documents create favorable conditions for the development of e-government in the EU, ensure the compatibility of electronic identification systems, and protect the personal data of citizens.

One of the key strategies is the implementation of integrated digital platforms that combine various tools for data analysis, business process automation, interaction with customers, and

partners. Such platforms allow companies to quickly access the necessary information, make informed management decisions, and achieve strategic goals.

Furthermore, change management in the context of digital management is becoming increasingly relevant. Companies are implementing new technologies and management methods to adapt to changes in the business environment and meet market requirements. An important component of digital management is also the development of a digital culture within the company, which promotes the competence of personnel in the field of digital technologies and increases their efficiency.

Thus, the development of digital management in European companies is a complex and dynamic process that requires constant improvement and adaptation to new conditions.

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