DIGITAL LEADERSHIP IN HR MARKETING: CONCEPT EVOLUTION AND APPLIED STRATEGIES (2014–2025)

ЦИФРОВЕ ЛІДЕРСТВО В HR-МАРКЕТИНГУ: ЕВОЛЮЦІЯ КОНЦЕПЦІЇ ТА ПРИКЛАДНІ СТРАТЕГІЇ 2014–2025 РР.

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The article examines the evolution of the concept of digital leadership and assesses the key parameters of trends in its interpretation. Digital leadership practices in the field of human resource management are analyzed as a key aspect of HR marketing in the context of the digitalization of the economy. It is argued that electronic leadership in HR marketing goes beyond the use of individual technological solutions and represents a comprehensive system of managerial actions aimed at building an attractive employer brand, increasing employee engagement, and strengthening a company's competitive advantages in the labor market. The study identifies fundamental leadership practices within the HR marketing system, including the use of digital communication channels, HR analytics, and talent management platforms. Particular attention is paid to the role of the leader in the process of adapting HR marketing strategies to the dynamic changes of the external environment.

Keywords: digitalization, HR marketing, digital leadership, talent management, digital transformation, employer brand.

У статті досліджується еволюція визначення поняття цифрового / електронного лідерства, а також здійснюється оцінка основних параметрів трендів його трактування. Розглядається трансформація наукових підходів до розуміння цифрового лідерства, починаючи від концепцій електронного та віртуального лідерства і до інтеграції моделей, які об'єднують в собі технологічні, стратегічні та соціально-комунікативні компетентності лідерів. Аналізуються цифрові лідерські практики у сфері управління персоналом як ключовий аспект в HR-маркетингу в умовах цифрової трансформації економіки. Доводиться, що електронне лідерство у менеджменті персоналу виходить за межі використання окремих технологічних рішень і виступає комплексною системою управлінських дій, які спрямовані на розробку та формування привабливого бренду роботодавця, підвищення залученості персоналу, утримання талантів та зміцненню конкурентних переваг організації на ринку праці. Здійснюється визначення фундаментальних лідерських практик в системі управління кадрами, до яких можна віднести використання цифрових каналів комунікації, HR-аналітики, платформ управління талантами, а, крім того і формування цифрової культури, орієнтованої на впровадження інновацій і безперервне навчання. Особлива увага акцентується на ролі лідера як головного агента змін у процесі адаптації маркетингових стратегій в управлінні персоналом до динамічних змін зовнішнього середовища. Це стосується також відповідності цифровим запитам кандидатів та модернізації внутрішніх моделей взаємодії в організації, формуванні довіри до компанії як роботодавця та підвищенні її привабливості в умовах високої конкуренції за таланти. Доведено, що ефективність цифрових лідерських практик сприяє підвищенню ефективності HR-маркетингу та допомагає забезпечити сталий розвиток організації у цифровій економіці. Практичне значення результатів дослідження полягає у можливості їх застосування під час розробки та вдосконалення маркетингових стратегій управління талантами в процесі цифрової трансформації компаній у діджиталізованому середовищі.

Ключові слова: цифровізація, HR-маркетинг, digital leadership, управління талантами, цифрова трансформація, бренд роботодавця.

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Problem statement. Transformational processes of the global economy, the information revolution, the digitalization of all spheres of socio-economic life of society, the COVID-19 pandemic, the transition to remote work formats, training, staff training, the introduction of the practice of a shortened working day and week, the inclusion of new generations in the labor market, in particular – Millennials, Gen Y, Z (Centennials, Gen Z), Alpha (Gen Alpha), have led to paradigmatic changes in the technological and organizational aspects of enterprise management. The impact of digital technologies has changed the classical approaches to attracting, retaining and developing employees. This has led to the need for new, more flexible and modern management strategies. It is digitalization that contributes to the integration of innovations into all areas of company activity, including HR marketing, which allows organizations to create more effective models of interaction with personnel. The results of a study conducted by the Centre for Economic and Business Research (Cebr) and Virgin Media O 2 Business prove that «there is a critical moment for organizations to make digital technologies work for them» [1].

However, despite the active implementation of digital tools in HR practices, many organizations experience fragmented use of digital solutions without proper leadership support. This limits the effectiveness of HR marketing strategies, reduces employee engagement, and complicates the formation of a sustainable employer brand.

Analysis of recent research and publications. Issues of digital leadership are in the focus of attention of both Ukrainian and foreign researchers. A significant part of the research is devoted to the conceptualization of digital leadership, the definition of its competency structure and role in organizational change processes.

In particular, the evolution of the definition of «digital / e-leadership» has been examined by many scholars. For example, B. Avolio defined "electronic" leadership as a form of social influence exercised through information and communication technologies to achieve organizational goals [2]. J. Van Wart et al. conceptualized this notion as the adaptation of traditional leadership models to virtual and networked environments [3]. By contrast, G. Westerman described "digital" leadership as the strategic capability of a leader to initiate and sustain innovation through digital technologies [4], while E. Sheninger viewed it as a combination of leadership competencies and digital literacy required for effective performance in a digital society [5]. Theenadhayalan S., in turn, emphasized the integration of strategic thinking, technological literacy, and communication that enables organizations to adapt their activities to the rapid changes of the digital economy [6].

Among Ukrainian scholars, definitions of "digital" leadership have been proposed by Kopytko M. I., who defined it as the leader's ability to actively implement digital technologies in the strategic management of an organization, ensuring flexibility, innovation, and effective decision-making [7], and by Kyrych N. B., who characterized this concept as an innovative management style that combines technological literacy, strategic vision, digital communication, and emotional intelligence for leadership in a digital environment [8].

Thus, the evolution of the definition confirms that digital leadership has transformed from a technical phenomenon into a complex, hybrid competency that is critically important for strategic and human-centric management and HR marketing in modern conditions, having successfully gone through the following stages:

1. Transition from technology to strategy (2014–2018).

2. Integration of competencies and values (2019–2022).

3. Emphasis on flexibility and innovative style (2025).

Highlighting previously unresolved parts of the general problem. Despite a significant amount of scientific research and theoretical approaches in the field of digital leadership and digital transformation of HR, the issue of systematic analysis of innovative leadership practices in the context of HR marketing remains insufficiently studied. In particular, further research and analysis are required to understand the mechanisms of influence of e-leadership on increasing staff engagement and talent retention in the digital environment, as well as on the formation of an HR brand.

The issue of implementing the latest digital leadership practices in the formation of strategic HR management models, considering the specifics of certain organizational contexts, also requires more detailed study. Insufficient attention is paid to the role of the leader as an agent of change in the process of transforming strategies and interaction models in the organization.

Formulation of the article's aims (task statement). The purpose of the study is to

analyze digital trends inherent in the interpretation of digital leadership in order to establish the relationship between digital leadership and the construction of HR marketing systems and determine the role of digital leadership practices in HR marketing in increasing the effectiveness of talent management in the context of the digital transformation of the economy.

Presentation of the main material of the study. The digitalization of processes in the economy is causing fundamental changes in the paradigm of personnel management and transforming the role of HR marketing from a subsidiary link to a tool of strategic influence, capable of providing the organization with competitive advantages. The leading role in this transition is taken by digital leadership, which acts as a catalyst for technological changes and forms a new organizational culture.

Consideration of the evolution of the concept of digital leadership indicates a transition from a narrow understanding of e-leadership, focused mainly on the use of information and communication technologies, to complex models that combine technological, strategic and socio-communicative competencies. Analysis of the sources and content of definitions allows us to generalize the trends inherent in the interpretation of digital leadership in 2014-2019 and 2020-2025 (Fig. 1 and 2). This will allow to establish the relationship between digital leadership and the construction of HR marketing systems. Thus, assessing the key trends in the interpretation of digital/e-leadership in 2014-2019, we focused on the parameters we structured: 1. interpretation; 2. focus; 3. combination; 4. area of study; 5. contextualization; 6. attention; 7. methodology (Fig. 1).

Thus, assessing the key trends in the interpretation of digital/e-leadership in 2014–2019, we note that the scientific approaches of this period are characterized by an evolutionary progression from a narrow understanding of e-leadership as management mediated by information and communication technologies to a broader interpretation of digital leadership as a strategic management capability. In particular, the presented period can be characterized as a stage of theoretical formation and methodological expansion of the concept of digital/e-leadership, which created the basis for further empirical research in 2020–2025.

Characterizing the period 2020–2025, it can be noted that the concept of digital leadership is undergoing deepening and applied concretization. This is due to the acceleration of digital transformation, the COVID-19 pandemic, the development of remote work and the spread of artificial intelligence. This period is characterized by: a focus on ICT and digital transformation as central characteristics of leadership; social impact through technology – a combination of technical skills and the leader's ability to change thinking and behavior; an emphasis on strategic vision, innovation and digital competencies of a modern leader; definitions are used in the contexts of business, education, organizational management, demonstrating the universality of the concept.
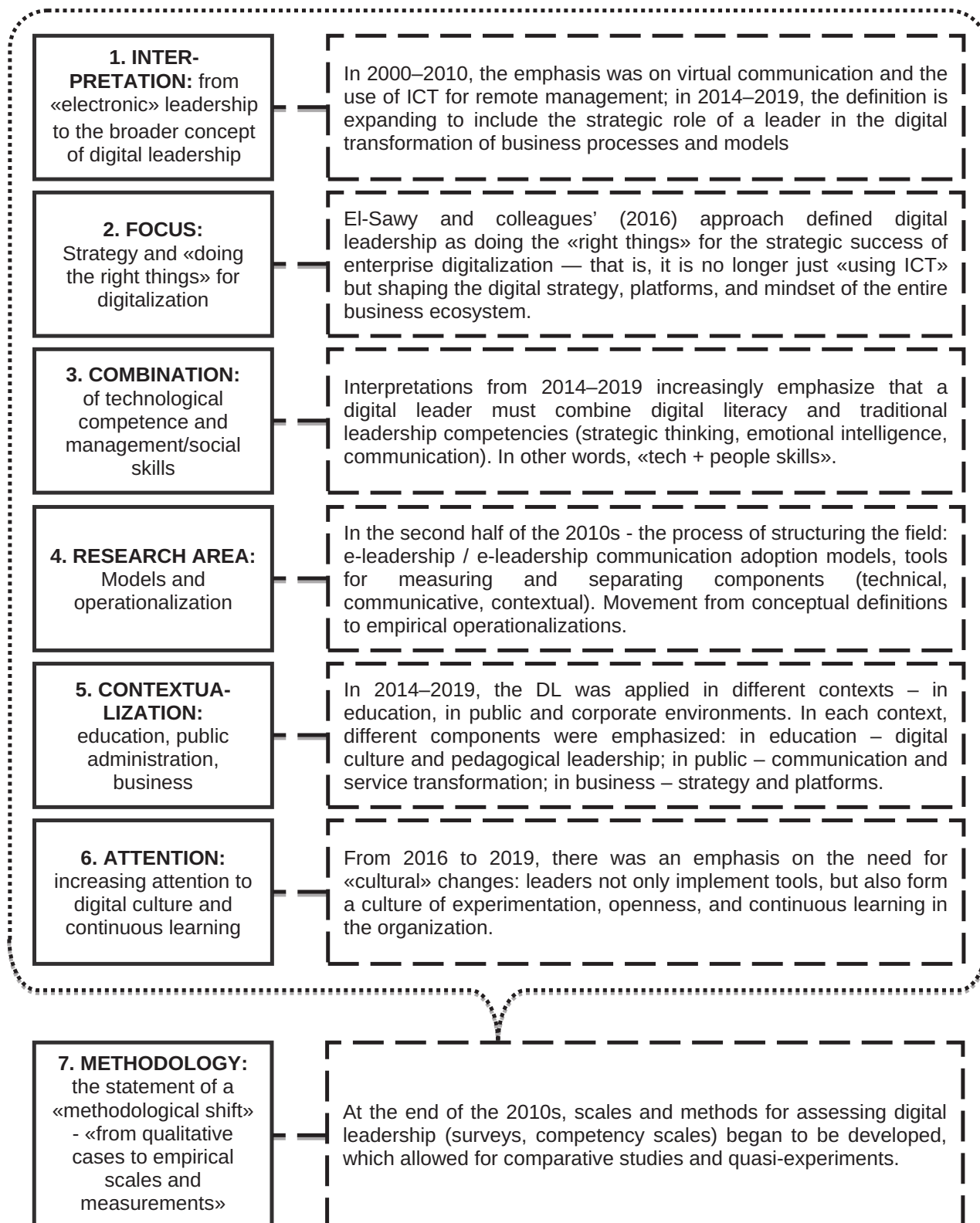
The generalized key trends in the interpretation of digital/electronic leadership in the period 2020-2025 according to the developed parameters are presented in Fig. 2.

Accordingly, the period 2020–2025 can be characterized as a stage of conceptual maturity and practical institutionalization of digital leadership, when attention is focused not so much on the technologies themselves, but on the role of a leader in ensuring sustainable, ethical and people-oriented digital development of organizations. Digitalization of HR processes simplifies the formulation and implementation of the whole list of tasks, ensures the creation of comfortable working conditions. Successful companies are increasingly turning to the development of their own specialized software for training and development of employees – a significant condition for effectively passing the period of adaptation to digital changes. We will characterize the cases of twelve companies that most demonstrate the success of the experience of applying digital leadership practices in HR marketing.

The undisputed leader in implementing innovative digital leadership approaches is the international corporation Virgin Group (Virgin Group Holdings Limited (Great Britain), founded in 1970 by Richard Branson. The conglomerate includes more than 400 companies in various industries (aviation, tourism, healthcare, telecommunications, finance). The founder's leadership style embodies a unique combination of charisma, innovation and fearless entrepreneurship. It affects all aspects of business and the organizational culture of the organization. The main aspects of Richard Branson's leadership style are:

1. Employee empowerment and engagement – it is important to listen to employees at every level of management and encourage them to generate new ideas. This creates a
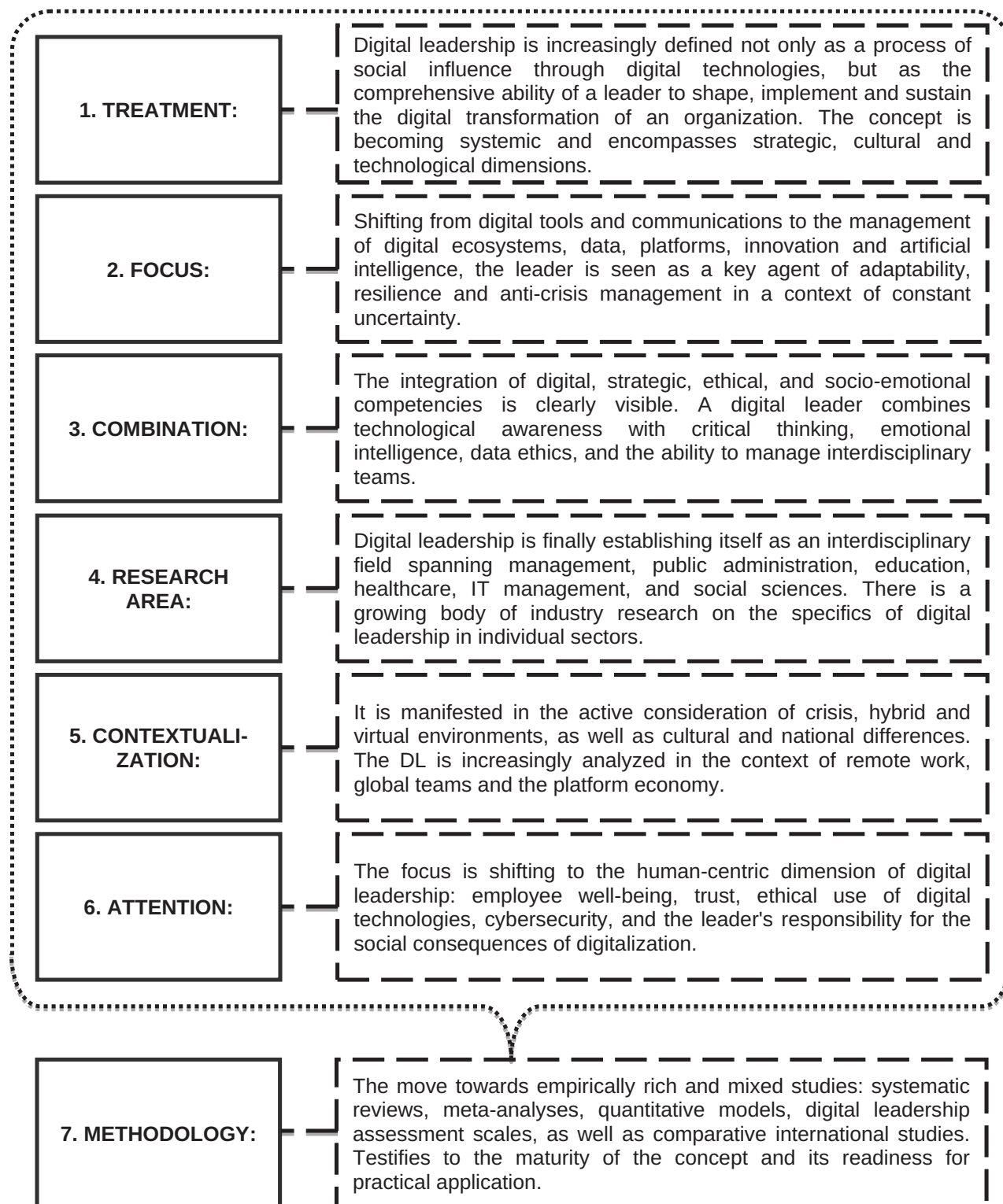
**CONTENT OF «DIGITAL / ELECTRONIC LEADERSHIP»
IN 2014–2019**

1. INTER-PRETATION: from «electronic» leadership to the broader concept of digital leadership	In 2000–2010, the emphasis was on virtual communication and the use of ICT for remote management; in 2014–2019, the definition is expanding to include the strategic role of a leader in the digital transformation of business processes and models
2. FOCUS: Strategy and «doing the right things» for digitalization	El-Sawy and colleagues' (2016) approach defined digital leadership as doing the «right things» for the strategic success of enterprise digitalization — that is, it is no longer just «using ICT» but shaping the digital strategy, platforms, and mindset of the entire business ecosystem.
3. COMBINATION: of technological competence and management/social skills	Interpretations from 2014–2019 increasingly emphasize that a digital leader must combine digital literacy and traditional leadership competencies (strategic thinking, emotional intelligence, communication). In other words, «tech + people skills».
4. RESEARCH AREA: Models and operationalization	In the second half of the 2010s - the process of structuring the field: e-leadership / e-leadership communication adoption models, tools for measuring and separating components (technical, communicative, contextual). Movement from conceptual definitions to empirical operationalizations.
5. CONTEXTUA-LIZATION: education, public administration, business	In 2014–2019, the DL was applied in different contexts – in education, in public and corporate environments. In each context, different components were emphasized: in education – digital culture and pedagogical leadership; in public – communication and service transformation; in business – strategy and platforms.
6. ATTENTION: increasing attention to digital culture and continuous learning	From 2016 to 2019, there was an emphasis on the need for «cultural» changes: leaders not only implement tools, but also form a culture of experimentation, openness, and continuous learning in the organization.
7. METHODOLOGY: the statement of a «methodological shift» - «from qualitative cases to empirical scales and measurements»	At the end of the 2010s, scales and methods for assessing digital leadership (surveys, competency scales) began to be developed, which allowed for comparative studies and quasi-experiments.

Fig. 1. Main parameters of trends in the interpretation of «digital/electronic leadership» in 2014–2019

Source: compiled by the author based on [2; 3; 4; 5]

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**TRENDS IN THE INTERPRETATION
OF «DIGITAL / ELECTRONIC LEADERSHIP»
IN 2020–2025.**

1. TREATMENT:	Digital leadership is increasingly defined not only as a process of social influence through digital technologies, but as the comprehensive ability of a leader to shape, implement and sustain the digital transformation of an organization. The concept is becoming systemic and encompasses strategic, cultural and technological dimensions.
2. FOCUS:	Shifting from digital tools and communications to the management of digital ecosystems, data, platforms, innovation and artificial intelligence, the leader is seen as a key agent of adaptability, resilience and anti-crisis management in a context of constant uncertainty.
3. COMBINATION:	The integration of digital, strategic, ethical, and socio-emotional competencies is clearly visible. A digital leader combines technological awareness with critical thinking, emotional intelligence, data ethics, and the ability to manage interdisciplinary teams.
4. RESEARCH AREA:	Digital leadership is finally establishing itself as an interdisciplinary field spanning management, public administration, education, healthcare, IT management, and social sciences. There is a growing body of industry research on the specifics of digital leadership in individual sectors.
5. CONTEXTUALI-ZATION:	It is manifested in the active consideration of crisis, hybrid and virtual environments, as well as cultural and national differences. The DL is increasingly analyzed in the context of remote work, global teams and the platform economy.
6. ATTENTION:	The focus is shifting to the human-centric dimension of digital leadership: employee well-being, trust, ethical use of digital technologies, cybersecurity, and the leader's responsibility for the social consequences of digitalization.
7. METHODOLOGY:	The move towards empirically rich and mixed studies: systematic reviews, meta-analyses, quantitative models, digital leadership assessment scales, as well as comparative international studies. Testifies to the maturity of the concept and its readiness for practical application.

Fig. 2. Main parameters of trends in the interpretation of «digital/electronic leadership» in 2020–2025

Source: compiled by the author based on [9; 10; 11; 12; 13; 14]

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sense of ownership and increases personnel engagement.

2. Innovation and risk – willingness to take risks and implement new ideas, lack of fear of expanding one's activities.

3. Informal and accessible leadership – influencing employees through one's abilities, skills, or other resources.

4. Customer orientation.

5. Foresight and future-oriented – ambitious goals and a clearly formed vision for their achievement.

6. Personal branding and charisma – successful self-presentation and the ability to promote your business, understanding the power of advertising and media to create a brand.

7. Social responsibility – commitment to social causes and sustainable development, using resources to promote environmental sustainability, social justice, and charity.

8. Resilience and adaptability [15].

Among the digital leadership practices of Virgin Group, we highlight the focus on transformation and innovation. For example, Virgin Atlantic, a British airline owned by Virgin Group, uses digital platforms to personalize the service, including recommendations for passengers based on their preferences and travel history. The culture of experimentation, which Richard Branson follows, extends to all divisions of Virgin Group, contributing to the support of startups - the company actively invests in startups through its Virgin StartUp fund, which helps young entrepreneurs implement innovative ideas, and rapid testing of new products and services on the market ensures prompt receipt of feedback and reviews. In addition, Virgin Group actively uses data to optimize business processes and improve customer experience.

A prime example of a company that successfully uses digital tools in its activities to transform corporate culture and HR marketing is Amazon (Amazon.com, Inc., including Amazon Company LLC). For effective personnel management, its own corporate platforms have been developed:

– Amazon Connections is an internal platform for feedback and assessment of working conditions, corporate culture, and employee interaction. Analyzing such information allows management to quickly respond to problems that may arise in a team.

– Amazon Career Choice is a platform to support professional development in management and technology.

– Amazon A2Z is an app for quickly informing employees about corporate news, work schedules, and career opportunities.

In the retail sector, Zappos (Zappos.com, Inc. (a subsidiary of Amazon), «ZAPPOS LIMITED» in the UK), which specializes in online sales of shoes, clothing, and accessories, has a valuable experience. It has become known for its innovative corporate culture and customer focus. Zappos' digital leadership practices can be characterized by the following elements:

1. Implementation of holacracy (decentralized management model).

2. Digitalization of organizational culture and communication tools.

3. Use of analytics and artificial intelligence to improve the efficiency of work with personnel.

A successful example of digital leadership in the financial sector is the case of the neobank Revolut (Revolut Group Holdings Limited (Great Britain), Revolut Bank UAB, LLC «REVOLUT UKRAINE»). Since its founding in 2015, the company has become one of the most innovative digital banks in the world. The organization's entire business is built on digital technologies, and leadership in the digital sphere is manifested in all aspects of its activities - from product development to customer service. Thanks to this, the bank creates new standards of financial services and introduces changes to the classic approach to banking.

The key factor of digital leadership in the company is the development of digital infrastructure: the use of cloud technologies to ensure scalability and flexibility, the implementation of APIs (application programming interfaces) to integrate the mobile application with a larger number of services and extensions, and the speed of innovation. The company systematically experiments and tests new ideas, while actively using digital channels to attract and retain a customer base. Special attention is paid to security and data protection. Personalization of security settings is carried out using more than ten functions, and thanks to. Artificial intelligence analyzes transactions in real time and can automatically block suspicious operations.

This makes detecting fraudulent transactions 50% faster compared to banks using traditional protection models. According to Vlad Yatsenko, technical director, for Revolut security is not just a regulatory requirement, but a fundamental right. The company creates systems that protect customers 24/7 [16].

Active use of digital technologies in processes occurs in the field of healthcare. For example, the global American company Johnson & Johnson (including JOHNSON & JOHNSON UKRAINE II LLC.) – a manufacturer of cosmetic, hygiene and medical products, seeks to positively influence human health through innovation. The corporation considers its mission to unlock the potential of innovations in the field of life sciences, regardless of where they come from. The company's team strives to solve the world's most complex healthcare problems and make scientific discoveries that improve health for everyone, everywhere, so it has extensive experience in developing innovations and combining deep internal knowledge with some of the most promising external innovations from around the world (Fig. 3) [17].

The implementation of digital leadership solutions led to dynamic progress in the company's activities in the following areas:

1. Accelerated drug and vaccine development.
2. Digital patient experience.
3. Use of robotics.
4. Transformation of manufacturing.
5. Use of augmented and virtual reality.

A Ukrainian company that demonstrates digital approaches to leadership is one of the leading IT companies in Ukraine, SoftServe (SoftServ Industry LLC, SoftServ LLC, etc.). Digital environmental initiatives, innovations in the field of customer service and development make the company one of the leaders in

digital changes both in Ukraine and in the world. The company actively uses digital transformation to develop strategies for the transition of business to cloud platforms AWS, Google Cloud, Azure and implements flexible cloud solutions for optimization and efficiency improvement. Digitalization of the HR system has led to the development of training programs using augmented and virtual reality and the development of internal platforms for optimizing HR processes [18].

Realizing the need for the development of digital technologies, the digitalization process was carried out by IDS Ukraine (PRT «INDUSTRIAL AND DISTRIBUTION SYSTEMS»), a national producer of mineral waters with a market share of 40%, which includes the trademarks «Morshynska» and «Mirgorodska». To maintain leadership in the Ukrainian and international markets, the organization decided to modernize its structure by introducing innovative technologies. This made it possible to optimize business processes and maintain high product quality.

Considering the analysis of the results, the company began integrating the Microsoft Dynamics 365 system into its operations for its digital transformation. This will allow automating the main management processes and uniting the divisions in one platform to simplify communication between teams. According to the conclusion of the IT Director of IDS Ukraine, Viktor Borovkov, «Microsoft Dynamics

EARLY INNOVATION PARTNERSHIPS
Accelerating early-stage innovation through strategic partnerships.

INCUBATION, JLABS
A global network of incubators and a diverse community of innovators.

VENTURE INVESTMENT, JJDC
Stimulating innovation through venture capital investment.

LATE STAGE PARTNERSHIP
Access, resources, experience and commitment
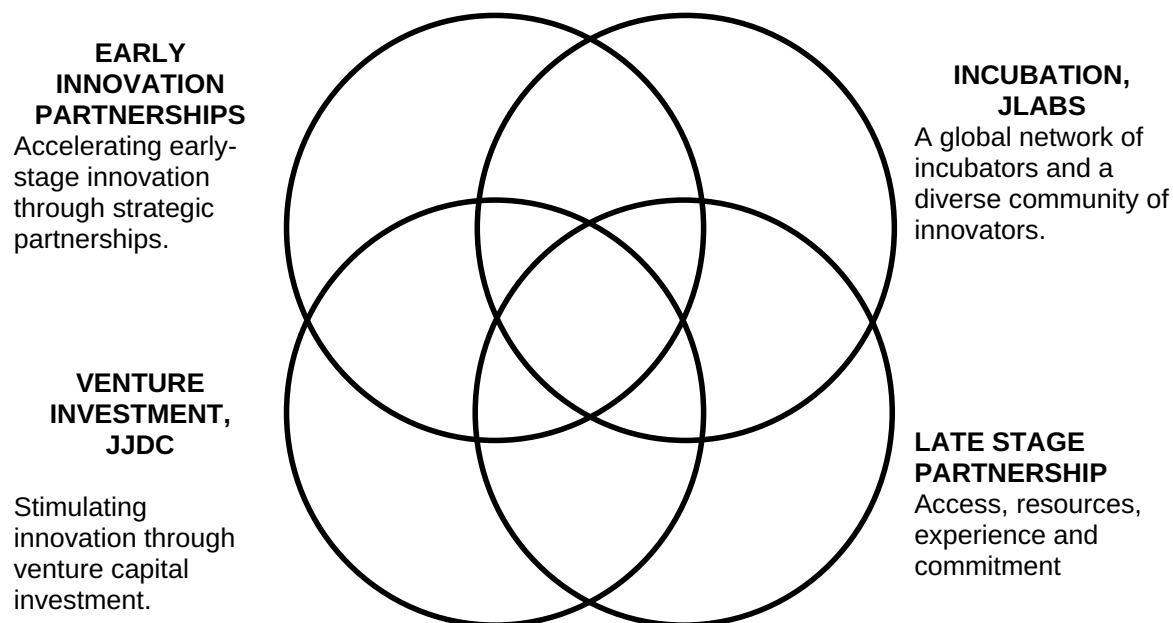
Fig. 3. Key factors in the development of innovative Johnson &Johnson

Source: compiled by the author based on [17]

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365 service has become the best, as it is scalable to the needs of an organization's growth and has all the necessary functionality to support three thousand employees and the presence of certified partners in Ukraine» [19].

The analysis of the presented cases allows us to conclude about the radical changes in approaches to leadership, which are caused by the processes of digitalization. Digital leadership directly collaborates with personnel management systems and HR marketing, encouraging the search for effective solutions that best meet the demands of the digital age (Table 1).

Separately, we note the experience of implementing digital tools in digital HR marketing of the headline companies of Ukrainian retail - LLC «ROZETKA.UA» and LLC Epicenter K. Thus, «Epicenter K» is transforming classic retail by creating an innovative hub IQ-office, which consolidates IT talents for the development of internal digital solutions. This technology center has become the foundation for HR transformation, allowing to integrate AI tools, ERP and data analytics into the personnel management system. The company is actively developing the digital competence of employees, implementing its own corporate portals and services based on UI/UX design. In turn, Rozetka has turned into a large-scale marketplace, where management is based on the principles of Data-based and deep automation of processes. For the mass hiring of thousands of employees, the marketplace uses intelligent chatbots that conduct the initial screening of candidates without the participation of recruiters. Talent attraction efficiency analysis at Rozetka is carried out through ATS systems, which allows to clearly calculate the cost of each hire. Internal interaction in the company is built on Zendesk, which improves the quality of employee experience by analogy with customer service. Both market leaders demonstrate a rejection of bureaucracy, introducing paperless document management and electronic receipts. The use of SAP ERP and artificial intelligence helps managers predict the workload on teams and prevent burnout. Digital leadership in these structures is manifested through the transition to horizontal management and the formalization of corporate culture in digital «Books of Values». A common vector for both networks is investment in digital infrastructure as the main asset for competition in the modern labor market. This approach ensures systemic coordination of business areas and adaptability of companies to the crisis challenges of 2024–2025.

Thus, digital technologies are transforming HR leadership from an administrative function to strategic, analytical, and people-centered management, where HR acts as a leader of digital leadership and HR marketing.

Conclusions. Defining digital leadership as the strategic ability of managers to form a digital vision, manage change, implement digital technologies and create a digital culture in the organization, and HR marketing as a system of marketing approaches and digital tools aimed at forming an attractive HR brand, attracting, retaining and developing talent, we can be concluded that digital leadership formulates the vision, values, and priorities and is based on a digital HR strategy that performs a transitional and integrative function, transforming the strategic values and guidelines of digital leadership into specific HR policies, processes, and practices. HR marketing itself serves as an instrumental and communication mechanism for implementing the vision of digital leadership in the field of human resource management.

Thus, digital leadership performs a primary strategic function, which is transformed into a digital HR strategy, and only then is instrumentally implemented through HR marketing. Digital technologies do not just change tools, but also shape the logic of management, where the HR leader acts as a key link that integrates technological capabilities with human capital to achieve business goals.

Analysis of successful examples of leadership in companies-headliners in the implementation of digital innovations, studying the impact of digital technologies on the development of leadership in the HR environment of business corporations, allows to summarize the following. Digital technologies have caused paradigmatic changes in the personnel management system, transforming HR leadership from an administrative function into a key strategic, analytical and integration element of a modern organization. The impact of digital technologies has led to the emergence and development of a new type of manager - a digital HR leader, whose activities are characterized by the following key transformations: a transition from a focus on internal processes to the formation of a clear digital vision and values that meet

Table 1

The impact of digital technologies on leadership development in the HR environment (case analysis)

№ з/п	Company / Enterprise Name	A concise description of the impact of digital technologies on HR leadership	*Note:* company specialization and period of operation on the market
1.	Virgin Group	Digital technologies have strengthened human-centric and entrepreneurial leadership, transforming HR into a platform for attracting, experimenting and developing talent. HR leadership is focused on empowerment, flexibility, personalization and supporting an innovative culture through digital communication and learning channels.	Specialization: international group of companies (air transportation, tourism, finance, telecommunications, media, space technologies, brand licensing). On the market: since 1970 – approximately 55 years.
2.	Amazon	Digital technologies have driven algorithmic and scalable HR leadership focused on efficiency, speed, and control. The HR environment is characterized by high levels of automatization, performance analytics, and personalized development that support the company's intensive business models.	Specialization: e-commerce, cloud computing (AWS), logistics, digital services, advertising, AI solutions. On the market: since 1994 – approximately 31 years.
3.	Zappos	Digitalization has become the foundation of distributed and culturally-oriented leadership, where HR leadership is not centralized but supported through digital self-management platforms. Technology has enhanced staff autonomy, responsibility, and engagement.	Specialization: online sales of shoes and clothing, customer support service as a key competitive advantage. On the market: since 1999 – about 26 years.
4.	Revolut	Digital technologies have shaped the leadership of speed, security, and experimentation, which is reflected in the HR environment as a focus on digital competencies, mobility, and high adaptability of the workforce. HR leadership is closely integrated with product and technical teams.	Specialization: fintech services (digital accounts, cards, currency exchange, investments, crypto services). On the market: since 2015 - approximately 10 years.
5.	Johnson & Johnson	Digital technologies have strengthened science-based and ethical HR leadership, where HR acts as a partner in innovation in medicine. Leadership in HR is focused on developing expertise, interdisciplinary collaboration, and digital learning.	Specialization: pharmaceuticals, medical devices, health products. On the market: since 1886 - over 139 years.
6.	SoftServe	Digital technologies have shaped knowledge and learning leadership, where the HR environment functions as an ecosystem for developing digital competencies. HR leadership supports innovation through digital learning, VR/AR tools, and flexible work models.	Specialization: IT services, software development, digital transformation, cloud, AI. On the market: since 1993 – ≈32 years.
7.	IDS Ukraine	The introduction of digital platforms has laid the foundation for coordinating and transformational HR leadership, which strengthens cross-functional interaction, transparency, and flexibility in human resource management.	Specialization: production and distribution of mineral and drinking water (brands «Morshynska», «Mirgorodska», etc.). On the market: since 1996 - about 29 years.

Source: compiled by the author based on analysis of company cases

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Table 2

Digital ecosystems of LLC «ROZETKA.UA» and LLC Epicenter K

Comparison criteria	Company ROZETKA	Epicenter K Company
Strategic model	Technology-first: Building a business as an IT ecosystem with flexible processes.	Brick-and-Click: Combining powerful physical retail with innovative IT hubs.
Digital HR marketing	Using AI chatbots (Telegram) for mass recruitment and targeted advertising based on Big Data.	Building the employer brand through the IQ office as a center of attraction for IT talents and digital specialists.
Digital leadership	Data-based leadership: Analytics-based decision-making with SAP ERP and Power BI.	Infrastructural leadership: Creating an innovative environment to stimulate digital competencies.
Internal communications	Using Zendesk for HR queries and Slack for horizontal interaction.	Development of corporate portals and CRM systems to manage a team of 28,000.
Process automatization	Complete transition to Paperless through the «Vchasno» ecosystem (EDI, E-checks).	Integration of complex ERP systems and UI/UX optimization of internal services for employees.
Education and culture	Digital «Book of Values» and automated onboarding through LMS.	«Leadership School» and professional certification projects within the technology hub.
Key Project / Case	Scaling an internal employee support service (Zendesk case).	Project «IQ-office. Office of the future» (HR-brand Ukraine award).

Source: author's own development based on analysis of company cases

the requirements of the digital era (for example, a focus on innovation, Growth Mindset and transparency). Digital tools (remote work platforms, communication services) require leaders to strengthen the human-centric approach (ensuring flexibility, empathy, well-being), simultaneously with the implementation of agile management methodologies. An HR leader becomes a change agent and the main architect of the organization's digital culture, ensuring the adaptation of personnel to new technological solutions.

Therefore, the prospects for further research are consolidated in the areas of studying the impact of digitalization on the processes of recruiting, attracting and developing personnel, and assessing the role of HR analytics in making strategic decisions by leaders.

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