

25. DIGITIZATION OF HR MARKETING IN THE CONDITIONS OF COMPETITIVE CHANGES IN TARGET MARKETS

Svitlana Reshmidilova

PhD in Economics,
Associate Professor of Department of Marketing
Khmelnyskyi National University
E-mail: rlsvetlana@ukr.net
ORCID ID 0000-0003-1540-4019

Pavlo Aleinyk

Graduate of the third (educational and scientific) level of higher education,
specialty 075 Marketing
Khmelnyskyi National University
E-mail: karphm@gmail.com
ORCID ID 0009-0004-7701-4483

Denis Bondarenko

Graduate of the third (educational and scientific) level of higher education,
specialty 075 Marketing
Khmelnyskyi National University
E-mail: denis7bondarenko@gmail.com
ORCID ID 0009-0000-7004-0276

Introduction. Modern challenges of the digital society require radical transformations of business processes in all spheres of socio-economic life. Digital transformations are especially relevant in the field of personnel management, contributing to increased labor productivity and talent development. Enterprises that actively monitor current trends and implement adapted HR marketing methods to ensure the development of human capital gain competitive advantages and ensure competitiveness in target markets.

Modern digital technologies are changing the classic models of human resource management in the context of technological progress. The digitalization of the economy contributes to the automation of business processes, the introduction of advanced technologies, such as artificial intelligence and digital platforms, which significantly changes human resource management strategies. In this regard, HR marketing requires changes in traditional methods to adapt to new conditions. Considering the above, the study of HR marketing in the context of digital transformations is extremely relevant in the modern business environment, since digital technologies allow you to quickly adapt to changes in the labor market and business strategies. Digital solutions and information processing technologies significantly change the management paradigm, thanks to which you can automate many routine operations, reduce the cost of time and resources on them. This contributes to a more efficient use of working time and resources.

In addition, digital solutions in the field of HR marketing help to collect and systematize large volumes of data about personnel, which makes it possible to make informed decisions on hiring, retaining and developing personnel, creating an attractive working environment for talented specialists, and retaining them through innovative approaches to development and motivation. All these aspects emphasize the importance of digital transformations in the field of HR marketing and indicate the need for research in this area of management.

Literature review. Issues of digitalization in HR marketing are becoming particularly relevant in the context of competition in target markets.

The article by Gurman, O. M. examines the impact of digitalization of the economy on the human resources management system and the transformation of HR marketing functions. The focus is on how digital technologies are changing classical models of human resources management in the context of continuous technological progress [1].

Erik van, Vulpen, Dr Dieter, Veldsman, Dr Marna, van der Merwe note that technological transformation, in particular technology and artificial intelligence, is no longer a future trend, but a current business reality that is transforming the functioning of organizations at every level. This requires a strategic rethinking of roles, skills and processes, which prompts the HR department to take into account changes in the organization, workplaces and personnel management. In addition to implementing new tools, the HR department should focus on instilling a mindset of innovation, flexibility, and agility in employees to fully take advantage of these technological advances [2].

In this context, it is worth noting the work of Palamarchuk, S., Guiva, O., & Mishchenko, V., which considers the issue of the relationship between HR marketing and artificial intelligence, the transformation of personnel management in the context of digital transformation of the business environment [3].

V. Selvi, M. Seal, Z. H. Ibne Hasan Ansari, A. Vini Infanta, R. K. Mahmud and P. Nagaraj propose the implementation of artificial intelligence in human resource management and consider the concept of HR marketing with an emphasis on recruitment, employer branding and talent management. The authors explore the use of artificial intelligence for candidate assessment, branding, recruitment and human resource management procedures by providing an optimized solution to the hiring process, which has a positive impact on employee motivation [4].

The work of Pimenov, V. highlights the issues of HR function development in the context of digitalization of small and medium-sized businesses [5]. Dlugopolska, T., Guk, Yu. emphasize the relevance of digital transformations in the field of HRM, which contribute not only to increasing labor productivity, but also to the development of talents. The authors analyzed strategic changes in people management at the stage of transition from a traditional to a digital management model [6]. Such approaches form digital HR - marketing [7].

Mogilova, M. M., Golosenko, D. K. The article explores the theoretical and practical aspects of HR management transformation in the context of technological renewal and progress of socio-economic systems. They substantiate that modern HR

management should be based on the synergy of human capabilities and digital technologies. In this regard, a scheme of phased HR management processes with corresponding modern digitalization technologies has been developed, a list of possible combinations of technological solutions in the implementation of each function has been specified, practical experience in using modern technologies in the process of recruiting and staff involvement has been considered, and key advantages and disadvantages of using digital technologies have been identified [8].

Deputat, B. Ya., Tashak, V. A. investigate the features of HR-function automation in the context of the development of the digital economy, justify the role of modern information platforms, in particular ServiceNow, in the transformation of human resources management, in particular, it contributes to reducing time spent on routine operations, optimizing communications and increasing the level of staff involvement [9]. The studies of Svatiuk, O. R., Zakharets, A. O., Sytnyk, Y. S. [10] are devoted to the digitalization of the administrative work of the HR manager.

Melnychenko, S., Lositska, T., Belyaeva, N. focus on the role of digital technologies in the field of HR-management, digital transformation of the HR-management system of the enterprise [11].

As the analysis of literary sources shows, in modern scientific research, attention is growing to the problem of HR-marketing transformation in the context of the development of digital technologies. The issue of using digital tools to implement HR marketing functions and increase staff productivity requires more detailed study.

Results. Marketing tools in HRM allow you to build an employer brand, attract the best specialists and create a positive culture in the workplace. Marketing strategies in HR are not limited to the external promotion of products or services; they extend to creating and promoting the employer brand of the organization. Through advertising, public relations and social media campaigns, marketing influences both current and potential employees. HR marketing is especially effective in the area of talent acquisition and recruitment.

In today's competitive environment, HR management in target markets should be implemented on the basis of flexibility, integration into the business, and the ability to attract, retain, and develop talent. Modern HR technologies affect the human capital market. Among the total investments in the digitalization of HR processes, approximately half (49%) is aimed at implementing software solutions for human capital management, a third (32%) covers the implementation of cloud services, and in the near future it is planned to increase investments in forecasting, improving process automation solutions, and artificial intelligence [11].

Digital technologies, such as data analytics, allow not only to increase the efficiency of employee selection, but also to develop individual approaches to motivating and training employees of the organization. In this context, it is necessary to promote the development of digital competencies in employees and adapt organizational culture to changes. Therefore, the digitalization of HR marketing is not only a tool for optimizing HR management processes, but also plays the role of a strategic factor in the development of the enterprise. Digital transformation

contributes to increasing the flexibility of the organization, increasing innovative potential, and forming new models of interaction between employees.

Digitalization not only opens up new opportunities, but also poses complex tasks and challenges. Changes in technological development require employees to have new skills and abilities, which increases the need for innovative methods of training, development and motivation of personnel.

Modern HR management is based on the synergy of human capabilities and digital technologies. The high cost of implementing artificial intelligence and the lack of necessary competencies among human resource management specialists add other problems that complicate the widespread implementation of these concepts, especially in small organizations.

HR competencies should be clearly defined, correlated with business requirements, differentiated by functions, roles and levels. Thanks to progress in the use of artificial intelligence in organizations, including the use of candidate tracking systems, chatbots and predictive analytics, human resource management marketing processes have been improved, segmented and automated.

Modern HR marketing technologies are presented in Table 1.

Table 1. Modern HR marketing technologies used in enterprises

HR marketing technology	Characteristic
Presentations, press conferences, exhibitions	Companies can showcase their products and services to a wide range of customers to impress the audience and attract new talent. By attending such events, the user has the opportunity to learn about the company and its products firsthand
Social networks	Based on human connections or mutual interests. Social networks are a tool for finding a job, allowing future professionals to access information to get to know the brand and the company in general in more detail. It is from social networks that a future employee receives concise information about a particular company and working conditions in it
Working with reviews	One of the most effective social proofs of professional ability and an indicator of the quality of a company's work. That is, a review is an integral part of a business reputation, on the basis of which a user can evaluate, analyze and decide whether he wants to become part of a given company
Advertising on radio, television	Used to inform or remind. Requires qualified specialists who must perform the work from writing the script to translating it into an audio recording. By watching and listening to advertising on top radio stations and TV channels, the user can get to know the company in more detail and assess its level of popularity
Cold calls	Phone calls to potential employees are made directly by the HR company and allow you to establish cooperation with

	them. The main purpose of such calls is to collect information about potential employees, inform them about the benefits of working for the company and arrange a meeting
Video marketing	Helps the user learn more about the organization, makes them want to become part of the team

Source: summarized by the authors from [3]

Given the complexity of HR processes, digital tools such as Artificial Intelligence (AI), Virtual Reality (VR) and Augmented Reality (AR) are having a significant impact on attracting talented candidates to various jobs.

Table 2 presents a list of the most relevant AI, AR and VR applications that can be useful in recruitment processes.

Table 2. The most relevant applications that can be useful in recruitment processes

Application in HR marketing	Characteristic
Artificial intelligence-based automatic job matching platforms	Make it easier for HR professionals to find suitable vacancies for candidates without errors and delays
Targeted advertising	Programmatic job advertising allows employers to target the right audience who are more likely to see and respond to their ads
Chatbots for staff interviews	Artificial intelligence-based software products enable interaction with people to improve customer service and connect with them
Resume database filters	One of the leading database filtering platforms, Naukri enables employers to filter candidate resumes based on the keywords and skills they are looking for, making the process more targeted, simple and fast
Virtual tours of the workplace	Help candidates familiarize themselves with their new office and workflow
AI-based job aggregators	Combines vacancies from different employer sites into a common database, as a result, applicants can directly go to these sites and find the desired position using the right keywords, which simplifies the work of recruiters
Gamification of the hiring process	In the first stage of the assessment, candidates are given interactive games and puzzles as they fill out their application and take a series of behavioral, psychological, and personality tests
Automated ability assessment	Creating comprehensive digital assessment templates for job candidates that make it easier for recruiters to do their job. With automated digital assessment software and forms, candidates can be tested even without the presence of a recruiter from the company. They have to

	fill out the form and submit their application to receive a comprehensive report of the results, which is used to evaluate them
--	---

Source: summarized by the authors from [8]

The need to implement digital technologies in HR marketing is due to the disorganization of HR processes, which is a problem for companies. It manifests itself in data inconsistency, namely the scattering of employee information in spreadsheets and emails, which leads to errors and inconsistencies. Time-consuming tasks such as payroll, vacation management and performance reviews take up a lot of time for HR managers and accountants. Without a centralized view of HR data, it is difficult to identify trends and make informed decisions about attracting, developing and retaining staff.

Digital HR marketing combines social media, mobile apps, cloud technologies, and augmented reality, creating a new platform for improving the performance of both employees and job candidates. Digital solution developers are responsible for the technical aspect of digital HR marketing, while company management and HR departments must create their own integrated strategies and programs for digital HR management.

A significant advantage of digitizing HR processes for a department is that they can be digitized. Digital HR processes significantly reduce the risk of data loss compared to manual alternatives, provided that people know where the data is stored and how to access it. An HRIS (Human Resource Information System), for example, is likely to facilitate better data management than a “manual system” [1].

Human Resource Management systems are software complexes for automating personnel management, which combine personnel processes, recruiting, adaptation, accounting of working hours (vacations, sick leave), performance evaluation and training. They simplify routine tasks, centralize data, provide analytics and increase the productivity of HR teams.

The main functions of HRM systems are:

- automation of personnel accounting (storage of electronic personal files, work schedules, vacations and sick leave);
- recruiting (management of vacancies, candidate databases, interview processes and adaptation of newcomers);
- employee assessment and motivation
- analytics and reporting (collection of data for decision-making, analysis of engagement and turnover);
- communication and Self-service (portals for employees, where you can order a certificate or book a vacation).

The implementation of HRM systems allows you to automate routine tasks, reduce time spent on administrative tasks, reduce the risk of errors when working with data, and increase employee engagement.

Among the most popular HRM systems, it is worth noting:

- Hurma System (cloud service for HR and recruiting automation);
- PeopleForce (a comprehensive solution for personnel management);

- BambooHR (an intuitive system for managing personnel data);
- Zoho People (HR process designer);
- Workable/Breezy HR (recruitment tools).

Choosing the right candidate tracking system (Applicant Tracking System, ATS) will make the recruitment process more efficient and less stressful for both recruiters and candidates. ATS automates the recruitment process, tracks its effectiveness, and processes information based on the hiring task.

ATS is the so-called digital assistant of the recruiter, which filters and stores information, eliminates routine, allows you to search and quickly find the right candidates. In addition, the recruiter can form his own funnels – the ATS system will help to do this as efficiently as possible [12].

Modern automatic systems integrate and synchronize with job sites, LinkedIn, messengers, e-mail, which allows you to quickly track and find the right candidate.

Convenient addition of a candidate and formation of a base in the shortest possible time forms your own personal or corporate base of specialists. Teamwork is effective when recruiters, team leads and hiring managers can work simultaneously in the ATS.

Today, different companies are faced with different hiring scenarios, scales and growth rates, which is the reason for using different types of ATS for business.

ATS for small businesses and startups provide simple and lightweight systems with basic functionality (resume storage, candidate funnel, minimal automation). However, they have limitations, lack analytics, flexibility, and scalability.

Corporate ATS for large companies are complex, multi-level platforms with rich functionality, deep customization, and integrations with HR ecosystems. They require long-term implementation, training, and significant budgets.

ATS for recruiting agencies provides funnel management for various projects, quick search in a large candidate database, multi-vector reporting, and other options.

The CleverStaff recruitment automation system occupies a niche between complex corporate solutions and flexible ATS “for growth”. The platform is ideal for dynamically developing companies and recruitment agencies that value speed of hiring, process automation and clear analytics without an overloaded architecture.

CleverStaff is easy to launch, automates key stages of recruitment, applies a data-driven approach to analytics, is convenient for recruiters and has a positive experience for candidates. This is an ideal solution for those who want to increase the effectiveness of recruitment in metrics and use ATS as a strategic tool, not just a resume database.

Enterprise resource planning (ERP) systems have come to the aid of HR marketers. They have become an indispensable tool for HR professionals, offering a set of capabilities designed to optimize and increase the efficiency of HR operations.

An ERP system integrates various HR marketing functions into a single platform that ensures a seamless flow of information throughout the organization. Such integration is crucial for managing HR processes, from hiring to retirement.

ERP systems cover the following functional areas of HR marketing:

- Human resources management (tracking employee information, including personal data, work history, and performance evaluations);

- Payroll management (automating payroll, tax deductions, and benefit payments);
- Recruitment and onboarding (simplifying the process of recruiting, onboarding, and ensuring a quick and seamless integration of new employees into the company);
- Time and attendance accounting (tracking employee attendance and leave, managing work schedules, optimizing labor costs, and supporting regulatory compliance);
- Performance management (supporting performance evaluation processes by setting goals, conducting evaluations, and providing feedback).

HR analytics is a complex process of collecting, processing and analyzing data using various methods and models. HR analytics is divided into several types:

- descriptive: analyzes past events;
- diagnostic: finds out the causes;
- predictive: predicts future events;
- prescriptive: suggests actions to achieve the best result.

These levels of HR analytics allow you to gradually move from ordinary reporting to a powerful strategic tool.

Cloud technologies in HR involve the use of remote servers for storage, data processing and personnel management (recruitment, adaptation, assessment) via the Internet. They provide access to tools 24/7, reduce IT infrastructure costs and automate routine processes, increasing the efficiency of HR departments.

Cloud solutions for HR management allow you to create automated HR processes. In this case, it is possible to automate a large number of routine tasks and focus on more strategic issues.

The cloud software system for HR management stores all important documents in one secure place, which can be easily accessed by selected employees. For example, with the PeopleHR module, you can view information about your absent employees in the calendar or on the absence timeline.

Most HR solutions based on Big Data technologies are focused on predicting staff turnover and optimizing recruitment processes. With the help of Big Data technologies, it becomes possible to form personalized adaptation models that take into account individual professional development trajectories, knowledge acquisition rates, level of involvement and emotional state of employees. The use of such models ensures timely adjustment of managerial influences, optimization of mentoring programs, increase in training efficiency and support of targeted career growth. The integration of analytical solutions based on Big Data into the human resources management system increases the validity and effectiveness of management decisions in the field of personnel development [13].

GoCo, an award-winning HR platform, is designed for small and medium-sized businesses to simplify HR tasks and increase productivity in using the solution: from onboarding, benefits and payroll to time tracking, performance management, and more.

GoCo is tailored to the needs of the business through unified communications, managed network security, and managed network services.

Digital recruiting (e-recruiting) as a method of searching and selecting personnel using online resources, automated systems (ATS) and social networks allows you to accelerate hiring, analyze large databases of candidates and conduct remote interviews, ensuring effective search for specialists at any time. It is implemented through video conferencing, tests through Codility, TestDome, TestForGeeks, etc.

Digital recruitment is crucial for expanding the pool of candidates. Recruiting on Instagram allows you to use one of the best sources of talent. Digital recruiting allows you to find the best professionals, even if they are not actively looking for a job, thanks to sourcing tools on social networks.

Artificial intelligence in the creation of work documents can analyze large amounts of data, identify patterns and trends that can be used to create document templates, documents can be easily adapted and personalized for specific employees or departments.

Conclusion. The inefficiency of traditional HR management models in modern conditions is prompting a transformation of approaches to HR processes. There is a growing need for innovative technologies that will ensure adaptability in the labor market. Such technologies are digital tools that have numerous advantages for the implementation of HR marketing functions. Digitalization affects HR management and radically changes HR functions, making them more flexible, adaptive and data-driven.

Digital transformation involves changing and digitizing existing HR processes. Its goal is to automate them, make them data-driven, and create a better (digital) employee experience. Digitalization of HR marketing has a positive impact on all production activities of the enterprise, as well as on the social aspects of personnel activities, promotes professional growth and increases motivation.

However, it is important to note that before embarking on a digital transformation in HR marketing, it is necessary to assess the current HR policies, methods and tools used by the company. For a successful digital transformation, the interaction of various elements is necessary, including clear goals, HR teams with the necessary skills, support from all participants and sufficient resources. It is important to realize that the basis of digital transformation is the integration of digital technologies into all aspects of the company's activities, which changes the way it works and provides value for customers. This also involves cultural changes that require the company to be flexible and quickly adapt to changes in the external environment and target markets.

Digital transformation of HR marketing contributes to the development of the labor market and the effectiveness of its infrastructure. The use of modern digital technologies in HR processes allows you to manage personnel data more effectively. Thus, there is a need for constant updating of approaches and tools of HR marketing of enterprises in the process of implementing digital transformation of management systems, which will contribute to the balanced nature of management decisions.

Therefore, the digitalization of HR marketing allows not only to automate certain HR management processes, but also to improve the quality of HR

management and ensure the sustainable development of the enterprise and its success in the market.

REFERENCES

1. Gurman, O. M. (2025). Digitalization of the economy and its impact on HR marketing functions. *Transformational Economics*, 1 (10), 25-30. <https://doi.org/10.32782/2786-8141/2025-10-4> (Last accessed: 25.02.2026)
2. Erik van, Vulpen, Dr Dieter, Veldsman, Dr Marna, van der Merwe. (2024). HR Trends Report 2025. *Academy to Innovate HR (AIHR)*. Retrieved from: <https://bit.ly/40v8hRQ> (Last accessed: 20.02.2026)
3. Palamarchuk, S., Huyva, O., & Mishchenko, V. (2025). HR marketing and artificial intelligence: transformation of personnel management under martial law. *Scientific Bulletin of the Poltava University of Economics and Trade. Series "Economic Sciences"*, 3 (117), 168-174. Retrieved from: <https://doi.org/10.37734/2409-6873-2025-3-24> (Last accessed: 25.02.2026)
4. V. Selvi, M. Seal, Z. H. Ibne Hasan Ansari, A. Vini Infanta, R. K. Mahmud and P. Nagaraj. (2025). *The Role of Artificial Intelligence in Shaping the Future of HR Marketing: Opportunities and Challenges. Proceedings of the International Conference on Next Generation Information System Engineering (NGISE)*, Ghaziabad, Delhi (NCR), India, pp. 1-5, doi: 10.1109/NGISE64126.2025.11085285 (Last accessed: 27.02.2026)
5. Pimenov V. HR functions in the context of digitalization of small and medium-sized businesses. (2023). *Economy and society*, (57). DOI: <https://doi.org/10.32782/2524-0072/2023-57-120> (Last accessed: 03.03.2026)
6. Dlugopolska, T., Guk, Y. Digital transformation in HR: directions, problems and opportunities. (2021). *World economy and international economic relations*. (62). DOI: <https://doi.org/10.32843/bses.62-2> (Last accessed: 07.03.2026)
7. Rudakova, S. G. et al. (2020). Digital HR – the future of personnel administration. *Business Inform*, (1), 265–270.
8. Mogilova, M. M., Golosenko, D. K. (2024). Technological transformation of HR management: digital solutions and opportunities. *Empirio*, 1 (2), 106-115. Retrieved from: <https://doi.org/10.18523/3041-1718.2024.1.2.106-115> (Last accessed: 03.03.2026)
9. Deputat, B. Ya., Tashak, V. A. (2025). Automation of HR functions in the digital economy: ServiceNow tools. *Scientific and production journal "Business Navigator"*, 6 (83), 170-175. DOI: <https://doi.org/10.32782/business-navigator.83-28> (Last accessed: 03/05/2026)
10. Svatyuk, O. R., Zakharets, A. O., Sytnyk, Y. S. (2022). Digitalization of HR manager's administrative work. *Management and entrepreneurship in Ukraine: stages of formation and development problems*, (2), 210–222. Retrieved from: <https://bit.ly/4kTVyiU> (Last accessed: 05.03.2026)
11. Melnychenko, S., Lositska, T., & Belyaeva, N. (2022). Digitalization of the enterprise's HR management system in the context of globalization changes.

Financial and Credit Activity Problems of Theory and Practice, 6(41), 534–543. <https://doi.org/10.18371/fcaptp.v6i41.251527> (Last accessed: 07.03.2026)

12. What is ATS? (2026). Retrieved from: <https://cleverstaff.net/blog/uk/shcho-take-ats/> (Last accessed: 07.03.2026)

13. Shapka, I., & Yashkina, N. (6 June 2025). *BIG DATA as a response to transformational challenges in the field of personnel management. Proceedings of the V International Scientific Conference* [Period of transformational processes in world science: tasks and challenges] (Kropyvnytskyi, Ukraine). Publisher: Vinnytsia, Ukraine «UKRLOGOS Group», P. 69 – 71. Retrieved from: <https://archives.mcnd.org.ua/index.php/conference-proceeding/article/view/869> (Last accessed: 09.03.2026)