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New Era In Business And Economics: Human Resources Development, Digitalization Strategies

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ABSTRACT
The article focuses on justifying the need for digitalization strategies, the implementation of which should be based on the conceptual provisions for the development of human capital in the context of the digitalization of the economy. According to the developed concept, it is necessary to deepen and develop the digital competencies of employees and owners. Referring to the previous research of the authors, it is proved that the human capital development of enterprises should be carried out in parallel with the implementation of their digitalization strategies, which will ensure synchronous human capital development and digitize the production and economic system. It is justified that the strategies of digitalization of business processes, products, enterprise, and digital outsourcing are appropriate for micro- and macro-levels and determined to increase people-centric orientation under the concept of Industry 5.0, professional qualifications of employees, increase labor productivity, and increase the functionality of the enterprise in the digital economy.

Keywords— strategizing, digitalization, economics, human resources development, human capital, digitalization strategies.

INTRODUCTION

New technologies generate changes whereas prominent topics in Industry 4.0. were information technology, Big Data analytics, machine learning, and artificial intelligence, the concept of Industry 5.0 recently shifted the focus from total digitization to socio-economic aspects related to human capital and has become increasingly common.

The movement towards Industry 5.0 has accelerated since COVID-19 but was first formulated in Japan back in 2015. According to the new concept of the European Commission, Industry 5.0. focused on balancing digital technologies and environmental changes, emphasizing the role of human capital [1]. "*Industry 5.0: A Transformative Vision for Europe*" criticizes some points from Industry 4.0, pointing to the increase of inequality between different countries since in the modern digital economy the leading positions are held by technologically developed states, and it is also indicated that Industry 4.0 lacks several characteristics that are necessary for a more sustainable and equal society, in particular ensuring full consideration of economic, social and climatic changes in the environment, emphasizing the work of human capital, and not replacing it with robotic systems [1].

Compared with the concept of Industry 5.0, transformations are already associated with changes in environmental issues, increasing the sustainability of the economy in conditions of digitalization as well as increasing the economy's resilience to new circumstances, which takes into account all the shortcomings of the previous concept, and it is also indicated that Industry 4.0. is no longer relevant to climate and other goals by 2030 [2].

Industry 5.0 focuses on changing the approach to human capital, making it stronger through the use of digital technologies, introducing corporate responsibility, as well as indicators analyzing sustainability, prosperity, and sustainability [3]. It should not be forgotten that artificial intelligence might replace a human, so the focus should be on working using artificial intelligence technologies, and not letting it take the place of human capital in enterprises. The development of human capital, which emphasizes creating new professionals with modern duties and could not lead to potential unemployment, is an important breakthrough in the new concept of social development. It is necessary to take into account the fact that information technologies, on the one hand, reduce the number of jobs in some industries, but on the other hand, they contribute to the creation of new professions or fill already existing professions with digital and virtual characteristics.

The article aims to perform the strategies for the digitalization of different enterprises balancing the development of human resources' digital competencies and showing which economic results could be improved.

LITERATURE REVIEW

The transition to digital applications for communications, communication, and information storage has been increasingly observed recently. Cloud technologies with the possibility of remote access, working chats in popular social networks, and the use of conference calls are only a minimal set of tools that are already used [4]. Currently, everything is being virtualized, and therefore an important step for entrepreneurs is the opportunity to offer employees programs for gradual adaptation to the new information society.

The concept of Industry 5.0 with its human-centric orientation proves the fact that not all processes can be robotic and a person becomes a key figure in the transition of the world from a digital economy to a virtual economy [5]. It is undeniable that the opinions of scientists are divided on this issue. Some express concern about the emergence of total unemployment due to global digitalization, which was one of the disadvantages that was not taken into account in the concept of Industry 4.0. [6].

Virtualization is a deepening of the digitalization of society. VR and AR technologies (virtual and augmented reality) allow you to look at production from another side, for example, to visualize parts for installations, retrain workers using virtual simulators, etc. The implementation of digital and virtual technologies in production, in the field of services and trade also became the basis for the creation of an enterprise network and the introduction of data analysis with the help of artificial intelligence [7]. Currently, technologies using artificial intelligence are constantly developing. This is a new milestone in the development of society and the transition to virtualization of data, changes in certain production processes, or the complete replacement of human labor by robotic systems. For example, ChatGPT has caused a lot of research by scientists because it can not only prompt, create, and update information, but also replace people in some professions, such as journalists, editors, and IT specialists. However, this software should be considered not only from the point of view of expanding opportunities and reducing time to search for information, etc. but also as a challenge for society as a whole. ChatGPT is the technology of today, but before that many applications became a prerequisite for the emergence of artificial intelligence and related software [8].

Nevertheless, the connection with reality should not be interrupted because the transition to full virtualization at this stage of development is not possible and has certain risks. We can highlight such risks as the reduction of job positions due to automation, the generation gap between employees; decrease in teamwork skills due to the transition to a virtualized work environment; outflow of personnel abroad or freelancing in foreign companies due to insufficient wages. Information, digital, and virtual technologies have a long-term impact on the labor market, structurally changing the characteristics of human capital [9].

Considering the main trends in the development of the labor market under the influence of the latest technologies, it is possible to highlight the fact that there is an increase in the requirements for the educational level of workers, an increase in the number of employees in the digital and virtual sphere, globalization of the labor market, and new forms of employment are also emerging [10]. According to international studies, new technologies will continue to bring changes in human capital development and professional growth. Automation is displacing highly educated and skilled professionals just as it was in the first two technological revolutions [11].

Robotic systems that might replace doctors, translators, editors, lawyers, architects, reporters, and even programmers are already part of the new reality. Thus, with the introduction of the concept of Industry 5.0, which aims to save jobs by reformatting approaches to production processes and by developing human capital as operators of robotic systems and professional software users, it is possible to avoid negative predictions about the displacement of qualified specialists against the robotization background [12]. That is why, nowadays there is a need for highly qualified specialists and flexible human capital development which might manage and control the processes of automation, digitization, and virtualization.

Effective functioning of the economy at the macro and micro levels requires the maximum possible matching of qualifications and knowledge of the employee with the requirements needed for modern equipment service [13]. This is especially important at this stage of society's development. After all, employers are interested in the employees' qualifications, and their ability to perform specific functions.

The transformation of the labor market requires the digitalization of many traditional structures (regional labor and employment centers) as well as the field of personnel selection (modern reformatting of HR departments). It is undeniable that the information economy and digitalization of enterprises increase the requirements for the degree of computer literacy of employees (the author revealed in the work [14]. As operations become more complex, human capital requirements also change. There is a need for high adaptability to changes and flexibility, which requires more intensive digital training, designed to speed up and improve the switching of workers to different types of activities in a convergent socio-economic space, that is, it increases the need for workers with various skills, so-called professional (hard skills) and general personal (soft) skills.

The process of destandardization of work positions begins with increasing the diversity of professions in the structure of the enterprise, which criticizes the same type of production that requires the same skills from employees. For instance, the Institute of Mediators, which specializes in finding trained human capital, has become widespread recently. These are the so-called headhunting firms specializing in orders from search companies, attracting and selecting human capital (disclosed by the author in the work [15]. Currently, remote work, which involves the virtualization of workplaces, is a popular direction.

The main part of the existing studies is focused on the technological feasibility of digitalization, without assessing the economic, regulatory, or social components [16], [17]. The technological possibility of automation and digitalization does not yet mean economic optimality; the drawback of the concept of Industry 4.0, which was based only on a technological approach, without focusing on social, economic, and environmental aspects still has consequences.

In general, for visual perception of the development of human capital in the conditions of digitalization of the economy and generalization of factors, we will form an analysis of key factors (see Table I).

Table I. Key factors of the conditions for the development of human capital under the digitalization of the economy

Group	***Factors***
Advantages	Access to information and tools that enable real-time learning and collaboration. The opportunity to acquire new knowledge and skills necessary for success. Creativity and innovativeness of people. Ability to adapt.
Disadvantages	Uneven access to digital technologies. Lack of qualified personnel. Lack of skills needed to work in a digital environment. Unreadiness of society for changes, caused by digitalization
Opportunities	Creation of new jobs that require new knowledge and skills. Improving people's quality of life. Growth of labor productivity. Growth of economic development
Threats	Decrease in employment in some sectors of the economy. Generation gap. Outflow of personnel abroad. Increasing virtual dependency.

Formed by the authors

Businesses should consider all the advantages and disadvantages of digitalization, taking into account the costs of the dependency between implementation and increased efficiency and productivity. The introduction of new technologies requires the ability to attract significant costs, including materials, human capital development, and constant digitalization of the enterprise.

METHODOLOGY

Digitization is rapidly spreading to the economy as a whole and to industrial enterprises. Undoubtedly, transformation processes take place at all levels of human capital development. That is why it is extremely important to form a concept of human capital development, without which the development of enterprises under the fast-moving processes of digitalization of the economy will slow down.

A logical-structural diagram of the conceptual provisions for the development of human capital of industrial machine-building enterprises in the conditions of digitalization of the economy is presented (see Fig. 1).

It is worth noting that the goal of the concept is *the human capital development of enterprises inseparable from the processes of digitization of the economy*. The digitization of the economy creates new requirements for human capital and determines the need to increase the level of digital competencies, increase digital literacy, and form a personality in a digital society that will possess modern professional skills in business processes and production, and digital security. The close interweaving of all production and economic processes with digital technologies, automated equipment, and digital services, in which the company's employees are involved, determines the strong need for the development of

almost all components of human capital based on digitalization. The key goals of human capital development are defined as:

- effective use of human capital in the processes of digitalization of production and economic activities of enterprises. Human capital with a level of development that meets the requirements of digitalization of the economy can be used in the production, economic, and management processes of industrial enterprises more effectively, bringing additional value to products and their accompanying service;
- increasing the functionality and adaptability of the human capital of enterprises to the challenges of digitalization. The subject of human capital development is also the improvement of its functionality in production, administrative, and creative processes. To work effectively with digital technologies, employees should have the necessary knowledge and skills to work with computers, as well as with specific programs and systems used in the enterprise. Human capital is a resource that quickly adapts to the changes caused by digitalization. Thus, creating a favorable work environment that encourages learning, creativity, and innovation, introducing flexible pay and leave systems, as well as creating opportunities for professional development with the use of digital technologies and rewards growth are tools for rapid reorientation and adaptation of human capital under the conditions of digitalization.

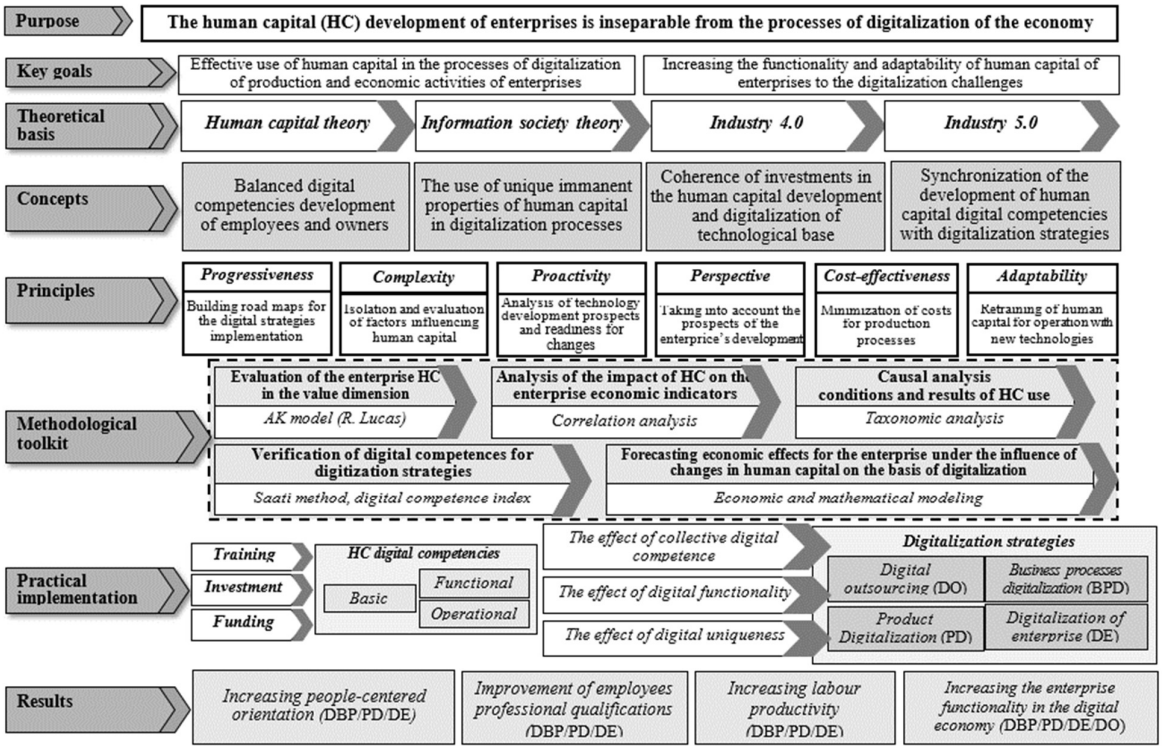

Fig. 1. Logical-structural diagram of the conceptual provisions of the human capital development of enterprises in the conditions of digitalization of the economy

Source: developed by authors

The theoretical basis for the development of human capital is the theory of human capital, which should be combined with the theory of the information society and the concepts of Industries 4.0 and 5.0 [18].

According to the analysis of theories, concepts and patterns of human capital development in the conditions of digitalization [19] – [21], it can be stated that such capital is a key resource for an enterprise, since the knowledge, skills, experience and mental abilities of employees affect the digital development of enterprises. Moreover, the development strategy Industry 4.0 with a possible transition to an improved version of the strategy - Industry 5.0 will only increase the human-centric approach in all spheres of life.

Conceptual provisions for human capital development in the conditions of digitalization of the economy should be based on several concepts:

- the use of unique immanent properties of human capital in digitalization processes. People learn from their own experiences or the experiences of others to understand complex concepts and ideas. The ability to learn and understand, develop knowledge and skills allows you to adapt when conditions change. At the individual level, adaptation occurs through mechanisms such as learning, rational thinking, and social cognition. People learn new ways of behaving, thinking, and communicating through interactions with other people and the environment. At the

group level, adaptation occurs through such mechanisms as culture, social norms, and institutions. Individual adaptation allows people to adapt to new conditions and situations, while group adaptation helps people function in society.

- consistency of investments in the development of human capital and digitization of the technical and technological base. Such a concept is justified by the fact that for industrial enterprises, investments in the development of equipment and material and technical support and their innovative renewal are mostly inherent. Of course, in parallel with these processes, employees are trained as users of these technologies. From the standpoint of the development of human capital, it is necessary to invest not only in training employees but also in deepening their digital competencies, which go far beyond the framework of simple users of automated equipment;
- balanced development of digital competencies of employees and owners. Employees must have the necessary knowledge and skills to use digital technologies, while owners must understand the opportunities and risks of digital technologies to make informed decisions about their implementation. To achieve a balance in the development of digital competencies of employees and owners of the enterprise, a culture of corporate cooperation can be initiated by creating a joint educational space for learning digital competencies while encouraging employees to use digital technologies in their work, and owners to invest in digital technologies;
- synchronization of the development of digital competencies of human capital with digitalization strategies. The development of digital competencies should take place under the chosen strategy of digitalization of the enterprise. Undoubtedly, the possession of basic digital competencies is necessary for all employees of the enterprise, as well as owners, regardless of the digitalization strategy, while the acquisition of special digital competencies related to professional activities should be correlated with the strategy. Synchronous development of digital competencies of human capital with digitalization strategies will ensure accurate, effective implementation of digital technologies at the enterprise.

The practical implementation of the conceptual provisions for the development of human capital of industrial enterprises in the conditions of digitalization of the economy is determined by several successive economic actions, one of the keys of which is training, since the development of human capital is impossible without education.

Training can also be digitalized, as there are now a large number of Internet platforms that offer various courses and it is possible to complete tasks and listen to lectures at a convenient time. Currently, the world is transitioning not only to digitalization but also to virtualization, therefore, in the future, learning will take place with the help of augmented reality and will contribute to improving the level of effectiveness of digital learning. It is important to note that for effective interaction, it is necessary to implement staff training, but the owner must also master both competencies to exercise control, analyze the degree of penetration of digital technologies into processes, the results of digitalization, etc.

Nowadays, the possibility of personal growth and training is a significant advantage for a future employee when choosing an employer, therefore the implementation of training programs and applications with artificial intelligence is a significant contribution to the further development of the enterprise to improve the vitality of human capital. Of course, it is also necessary to take into account possible threats from the use of artificial intelligence in enterprises, so that human capital is not replaced by robotics. The skills necessary for effective work are changing, so new software is developed and appears, which leads to further digitalization. For example, artificial intelligence, having assessed the skills of employees, can advise the necessary training programs for retraining or personal development, can analyze data, and notify the HR department which of the staff needs professional retraining and in which field. That is, thanks to intelligent algorithms, artificial intelligence develops recommendations on how to help people learn more effectively. By using digital applications, the management of enterprises can develop human capital, making a minimum of effort and saving not only time but also money, because previously the costs for analyzing the internal environment and identifying shortcomings were significant.

Digital communications allow us to solve problems much faster, which saves time and increases efficiency. Of course, not all businesses use digital applications to their full extent, which could greatly simplify and improve the productivity of certain processes. Thus, for instance, there are anonymous and open votes in Telegram chats and groups, opportunities for audio and video conferences with the possibility of launching presentations, live broadcasts, chatbots for feedback, or questionnaires on certain issues. This is just one example of many possibilities, but this social network can be not only a tool for communication but also for learning, personal development, and gathering information.

Such a tool for human capital development as digital platforms for learning should become an integral part of increasing the intellectual level of each employee because the development of professional and personal skills plays an important role not only in a person's life but also helps the company to obtain quality personnel. Nowadays, there are many platforms for learning, such as Coursera, TED, Khan Academy, etc. and it is possible to choose not only the platform but also specific courses that have interested employees or have favorable reviews from colleagues.

A corporate university is an effective tool for ensuring not only education but also the collective development of human capital. Corporate universities can help the enterprise achieve its goals and objectives by creating a collective

educational space, as well as ensure its long-term success by constantly training and retraining employees. An example of the structure of a corporate university is presented (see Fig. 2).

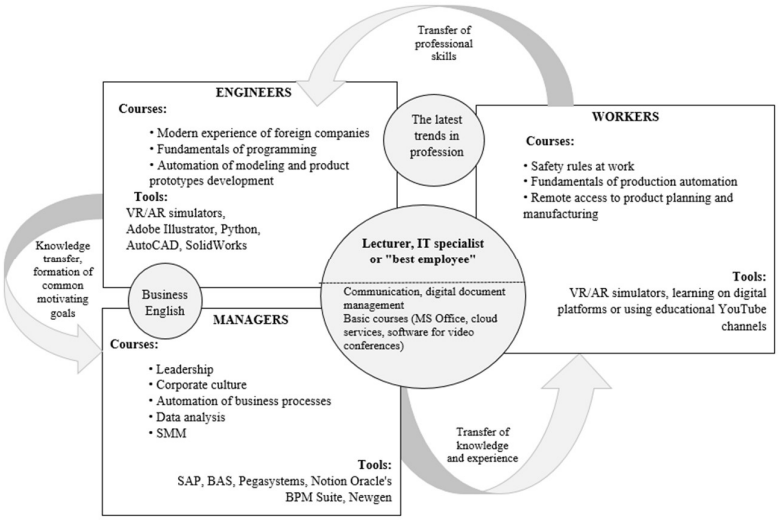

Fig. 2. The structure of the educational imperatives of digital competencies of the corporate university of the industrial enterprise

Source: developed by authors

The development of basic, functional, and operational digital competencies of human capital at the corporate university strengthens the corporate culture of the enterprise, adapts personnel to modern digital requirements, and provides an opportunity to acquire professional knowledge and personal skills. In the system of digital competencies of the human capital of industrial enterprises, several classification features can be distinguished, which in the future will allow to manage the efficiency of the enterprises by influencing the quantity and quality of digital knowledge and practical skills of their use [22]. In our opinion, digital competencies related to human capital at the enterprise can be conventionally divided into basic and special ones.

Basic digital competence is the ability of human capital to use modern means of communication, social networks, chatbots, payment cards, money transfer systems, etc. The group of basic digital competencies includes the ability of personnel to search the Internet, use Facebook, Instagram, Telegram, and other social networks, Microsoft, Google applications, etc., use Internet banking services, make posts in professional chats, etc.

Special digital competencies are a set of skills in the use of special programs designed to perform certain types of operations within defined functions. In general, it was found that special digital competencies, in turn, are divided into functional and operational ones.

Functional digital competencies are digital skills that allow using special software to plan, monitor, analyze, and coordinate the performance of the entire management function. This digital competence should be characteristic of the heads and employees of functional departments. Depending on the functional level of management, a set of such functional digital competencies allows you to plan processes, aggregate the results of the implementation of operational digital competencies, distribute tasks between operational executors, set deadlines for their execution, monitor and coordinate work, etc.

Operational digital competencies involve the use of software to perform certain operations within a defined function. Usually, such skills are narrow and require specialized knowledge.

RESULTS

The development of human capital through the development of digital competencies will allow enterprises of various types of economic activity to implement digitalization strategies that will create conditions for economic growth, disclosed by the author in [23], [24]. Based on the analysis of the existing trends in the development of enterprises [25], [26], a set of digitization strategies that can be applied to different types of enterprises, which include:

- digital outsourcing ;
- digitization of business processes;
- digitization of the product;
- digitization of the enterprise (digital enterprise).

The strategy of digital outsourcing (DO) involves the transfer of the functions of maintenance of the necessary equipment and software configuration to specialized companies or IT specialists. Having an IT specialist or a group of people who will control the processes to start implementing digital technologies in the enterprise would be appropriate and when implementing other digital strategies. It is the initial stage when the training of the company's personnel has not yet taken place or is not at the required level, specialists are needed who would adjust the digitalization of processes for a specific company. Eventually, after training and retraining the human capital, the digital outsourcing strategy should change to another (DBP, PD or DE).

The strategy of digitalization of business processes (DBP) involves the implementation of software products (based on ERP, BPM and CRM systems) to digitize business processes. It is worth noting that now there are software products that can combine all business processes in one, thereby increasing efficiency, since the processes will not occur separately, and they can be monitored, evaluated and adjusted simultaneously. For example, business processes may include the selection and evaluation of human capital. Their digitalization makes it possible to significantly increase the efficiency of the enterprise by selecting highly qualified specialists who will meet all the competencies that have been determined as meeting the needs of the industrial enterprise. The automation of these processes leads to the creation of a decision-making system for the selection of human capital.

In the field of administration, it is possible to implement digital technologies in departments, for example, by creating a digital document flow instead of a paper one, which will ensure not only uninterrupted work, but also increase the speed and efficiency of certain processes, as well as the disappearance of bureaucratic corridors. This process can be digitized at all enterprises, which will increase the level of digitization and the state as a whole.

The sphere of budgeting and accounting should be digitized first of all, because if there is a database and it is possible to track cash flows online, then there is an opportunity not only to automatically generate electronic reports but also to analyze data and monitor the effectiveness of capital investments.

It is worth noting that if there is a process of digitalization of business processes, there is an opportunity to form the conditional human capital of the enterprise. This is a new direction for enterprises and requires increased attention. Contingent capital is part of the gig economy, which, in turn, means a change in the characteristics of the labor market, a transition from jobs with permanent employment at one employer to temporary projects at different enterprises [27]. The possibility of hiring on a short-term basis or through informal arrangements is the management of contingent capital, which will undoubtedly develop in the future. The gig economy is changing the nature of employment and allows working remotely using digital platforms. Moreover, this type of employment allows people to be involved in more than one project remotely, which can increase the level of employee satisfaction, as well as increase the productivity of the enterprise due to the temporary hiring of personnel for individual projects as needed. This type of employment also has social advantages, namely the opportunity to employ such population groups as women on maternity leave or with small children, people with disabilities and those living in remote areas. Of course, if the employer is interested in the employees, he will encourage them for further cooperation. [28].

Product digitalization strategy (PD). This strategy involves the automation and digitization of technological operations related to the development and production of products. Using a variety of software that models the parts and makes the design more convenient and almost error-free. There is equipment that, if properly configured, will produce the necessary mechanisms and spare parts. In the future, you should be prepared for the fact that VR and AR technologies will be fully applied to develop and analyze a 3D model, and later develop a real prototype. This strategy requires employees to have operational digital competencies, that is, not only basic but also in-depth knowledge of digital technologies, as well as mastery of PLM and CAD systems.

The strategy of digitalization of the enterprise (DE) involves the combination of strategies of digitization of business processes and digitization of the product, i.e. the comprehensive implementation of digital technologies at the enterprise, as well as the formation of a single digital ecosystem of the enterprise and the integration of digital technologies into a single digital space.

For example, the potential of using neural networks as a part of artificial intelligence in enterprise management is significant, since such systems do not rely on intuition like a human being but work quickly and efficiently, analyzing a large number of sources of information and efficiently dividing them into categories. In addition, artificial intelligence systems can understand what regularity exists in the organization of the wage system and formalize it. From various sources, such as data on education, professional certification, retraining, completed training; managers' evaluations; mutual assessment by employees of positions in terms of importance and complexity; information about the performance of employees, etc. an array of information is collected, which is processed by artificial intelligence and transformed into a fairly clear and understandable system of rewards and payment. The neural network makes it possible to assess which employees do not receive fair compensation for their activities, as well as to find out which of the employees should work more thoroughly. It is important to note that the system also takes into account the department where the employee works, and therefore "understands" the specifics of work in this or that department. [29]. Neural networks as a component of ERP, BPM, CRM, PLM, and other systems can help in implementing digital solutions and simplifying administrative and production processes.

Cloud technologies, as components of the digital ecosystem, are actively developed and used by people to save information not on personal or work computers, but in the "cloud", a server of a certain company, which can be accessed through a program that requires only the Internet and a downloaded application. Of course, there are also applications for synchronization and saving on various gadgets. The essence of these technologies is that to keep all the necessary information, you need to have an account in a certain application, and access to this "cloud" can be obtained from anywhere. Of course, this technology could not fail to interest companies, because it is convenient to store working files in one place and there is remote access even when you are on a business trip, monitoring certain changes and analyzing the company's activities. If we talk about human capital, cloud technologies make it possible to create your digital environment, the so-called digital workplace, which can be created not only for one project but also for several at the same time.

The effectiveness of digital applications has long been proven, they greatly simplify analysis, save time, and increase the productivity of the enterprise, but at the same time do not contribute to the growth of unemployment, which would, of course, be an undesirable effect. The best option is the full digitization of the enterprise, that is, the choice of a digitalization strategy of the enterprise since it is comprehensive and unites the entire enterprise in a single digital space. Undoubtedly, the digitalization of production processes has been taking place abroad for a long time, but for Ukraine, it is a direction that requires complex development, since not only employees and owners are developing, but the company is also developing along with them.

CONCLUSION

The implementation of the conceptual provisions of the development of human capital in the conditions of digitalization of the economy should ensure several results:

- increasing people-centered orientation. Digital technologies must be implemented and used in such a way that they are useful, understandable, safe and effective for people because the implementation of digitalization strategies depends on human capital. Training and development of human capital contribute to the development of the enterprise, therefore it is necessary to involve people not only in production processes but also in making decisions about the choice of digital technologies, for example, by creating a focus group that would test the software that is planned to be used in the enterprise. Involvement in all processes motivates a person and gives him a sense of importance, which, in turn, increases his desire to work, learn, be productive and useful. This result is possible if the strategies of digitalization of business processes, digitalization of the product, or digitalization of the enterprise are implemented since they are aimed at involving one's personnel in the digitalization of processes, and the strategy of digital outsourcing involves IT specialists from other organizations, that is, the indirect influence of digital technologies on a person is oriented:
- improvement of professional qualifications of employees. The development of human capital is the process of acquiring new knowledge and skills, which can relate not only to personal but also professional growth. Advanced training is aimed at enabling employees to increase their wages and get new opportunities for career development. On-the-job training, which may include participation in a corporate university, internships, mentoring programs or off-the-job training, i.e. attending courses at educational institutions, as well as participating in seminars and training held by various organizations, all contribute to the professional development of employees. The strategies of digitalization of business processes, digitalization of products and digitalization of enterprises provide for the improvement of the professional qualifications of employees through training that corresponds to the framework of basic, functional and operational competencies;
- increasing labor productivity. Digital technologies can help develop innovative solutions that lead to the creation of new products and services, and help automate tasks that were previously performed by humans, freeing up workers' time for creative tasks and questions that require the application of critical thinking. The introduction of technology improves interpersonal communication, simplifying the exchange of information, which leads to the fact that people, even on different continents, can solve problems in a few minutes, that is, the efficiency and productivity of work increases. The strategy of digitalization of business processes, products and enterprises allows the use of digital technologies to simplify and automate processes, thereby facilitating the work of employees with acquired digital competencies;
- increasing the functionality of the enterprise in the digital economy. Businesses need to adapt to new conditions to successfully compete in the digital economy. They need to invest in digital technologies, train their employees, and develop modern business strategies. The increase in functionality can occur at all levels, from administrative staff to ordinary workers, because digital technologies expand the functionality of interaction between participants, helping to respond more quickly to emerging problems. Digital technology implementations can help businesses improve customer service, for example with chatbots that can answer customer questions 24/7. Increasing sales is also possible by improving the functionality of human capital, because by analyzing aggregated sales data and applying an online marketing tool that allows businesses to reach a wider audience. This result is expected in the implementation of all digitization strategies, since the implementation of any digital technologies, even with the help of digital outsourcing, means an increase in the functionality of individual processes and the enterprise as a whole.

In general, the conceptual provisions for the development of human capital of industrial enterprises in the conditions of digitalization of the economy ensure the synchronized development of human capital and the enterprise based on digitalization, which corresponds to the trends of digitalization of the economy.

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