



# The Impact of Digital Transformation on Enterprise Human Resource Management Models and Strategic Responses

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**Abstract.** Having explored the profound impact of digital transformation on enterprise human resource management models, this study proposed the challenges and strategic responses faced by enterprise human resource management in the context of digital transformation, and conducted a questionnaire survey on the human resource management situation of various enterprises under the backdrop of digital transformation. The survey results were analyzed using SPSS24.0 and revealed the following: the majority of enterprises have seen their human resource planning, recruitment and selection, training and development, and performance management affected by digital transformation, digital technologies, and platform tools. Over half of the enterprises agree that it is necessary to customize compensation and benefits under the backdrop of digital transformation; Most enterprises face multiple challenges in human resource management, such as data security and privacy protection, differences in digital literacy among employees, rapid technological updates, and the integration of corporate culture with digital transformation; At least nearly half of the enterprises recognize strategies for response, including enhancing digital literacy, optimizing processes, utilizing big data analysis, and constructing a digital human resource platform.

**Keywords:** Digital Transformation; Digital technology; Human Resource Management; Impact; Strategic Responses.

## 1 Introduction

In today's digital age, enterprises are facing rapidly changing market environments and increasingly fierce competitive pressures. Digital transformation has become a key measure for enterprises to enhance competitiveness and achieve sustainable development. Especially in terms of human resource management, relying solely on traditional management methods makes it difficult for the human resources department to effectively predict future changes in human resource units, employee growth curves, and employee turnover tendencies. However, if the human resources department can refer to the concept of big data and continue to explore big data management, human re-

sources management will be more accurate, efficient, and objective. Therefore, in the context of the data-driven era, this article aims to explore the impact of big data on the main modules of human resource management, the main challenges that human resources will face, and corresponding solutions.

## **1.1 The Impact of Digital Transformation on the Human Resource Management Model of Enterprises**

### **1.1.1 Human Resource Planning.**

The rise of digital technology has brought revolutionary changes to enterprise human resource planning. Digital technology enables enterprises to obtain and analyze human resource data from all angles and perspectives. Through big data analysis, companies can integrate performance data, turnover rates, skill levels, and other information of internal employees, as well as industry trends in the external market and the human resources situation of competitors. Based on these rich and accurate data, enterprises can use advanced algorithms and models to more scientifically predict future human resource needs. This not only helps companies prepare talent reserves and recruitment plans in advance, but also optimizes the allocation of existing human resources, arranges suitable people in suitable positions, fully unleashes their potential, and improves overall work efficiency and effectiveness. For example, a manufacturing enterprise uses digital technology to analyze the manpower demand in the production process and discovers that there is an excess of personnel in one link, while there is a shortage of manpower in another critical link. Based on this precise insight, the company promptly adjusted personnel allocation, transferring some employees from surplus links to key links with insufficient manpower, and providing targeted training, resulting in a significant improvement in production efficiency.

### **1.1.2 Recruitment and Selection.**

With the vigorous development of the Internet and digital technology, online recruitment platforms, talent assessment tools and social networks have become important channels for enterprises to recruit and select talents. These digital means greatly broaden the recruitment horizon of enterprises, break the limitations of geography and time, and enable enterprises to access a wider range of talent resources. Online recruitment platforms provide an efficient and convenient bridge for businesses and job seekers to connect. Enterprises can publish detailed and accurate job information on the platform to attract qualified job seekers to actively submit resumes. At the same time, the intelligent screening function of the recruitment platform can quickly select candidates who meet the initial requirements based on the conditions set by the enterprise, greatly reducing the workload of the human resources department and improving recruitment efficiency. <sup>[1]</sup>Talent assessment tools provide companies with a means to gain a deeper understanding of candidates. Through various assessment methods such as personality tests and ability evaluations, companies can comprehensively evaluate candidates' comprehensive qualities and potential abilities, thereby improving the accuracy of recruitment and reducing employment risks. The rise of social networks

has also brought new opportunities for corporate recruitment. Enterprises can post recruitment information on social media platforms, as well as actively search and discover potential excellent talents through social networks.

### **1.1.3 Training and Development.**

The emergence of innovative methods such as digital learning platforms and virtual reality technology has brought unprecedented convenience and personalized experience to the training and development of enterprise employees. The digital learning platform breaks the time and space limitations of traditional training, allowing employees to access online courses, learning materials, and training videos anytime and anywhere according to their work arrangements and learning progress. The digital learning platform can also provide personalized learning content and training plans for employees based on their job requirements, skill levels, and learning preferences. This personalized training approach can better meet the different needs of employees and improve training effectiveness. The application of virtual reality technology has brought a more immersive experience to training. In some high-risk and high skill required job training, virtual reality simulates real work scenarios and operational processes, allowing employees to practice and operate in a virtual environment, which can effectively improve their practical operation ability and ability to respond to emergencies. Taking airlines as an example, virtual reality technology is used to provide flight simulation training for pilots, allowing them to practice operations under complex virtual weather conditions and emergency situations, greatly improving their flying skills and ability to respond to emergency situations.

### **1.1.4 Performance Management.**

The application of big data analysis and real-time feedback in the field of performance management makes the performance management system of enterprises more accurate, objective, and dynamic. With the help of big data analysis, enterprises can collect and analyze a large amount of data on employees' work, such as work output, work time, project results, etc., in order to more comprehensively and objectively evaluate employees' work performance.<sup>[2]</sup> The real-time feedback mechanism allows employees to timely understand their work situation and existing problems, so as to adjust work strategies and methods in a timely manner. For example, through a workflow management system, employees can see their work progress and quality indicators in real time, and managers can provide targeted feedback and guidance at any time to help employees continuously improve their work and enhance performance. Digital technology also supports dynamic performance management. Enterprises can adjust performance indicators and evaluation standards in a timely manner according to market changes and business needs, so that performance management is closely aligned with the strategic goals of the enterprise. For example, during a promotional event of an e-commerce company, by analyzing sales data and customer feedback in real-time, adjusting the performance indicators of customer service personnel in a timely manner, focusing on customer satisfaction and problem-solving efficiency, the effectiveness of the promotional activity and customer satisfaction have been effectively improved.

### **1.1.5 Salary and Welfare Management.**

The application of digital tools in the management of compensation and benefits has brought greater efficiency and more personalized solutions to enterprises. The automated calculation of salaries greatly reduces the errors and tedious processes associated with manual computation. By integrating with attendance systems, performance evaluation systems, and other related tools, digital tools can automatically calculate employees' compensation based on their attendance, performance, and other relevant data.<sup>[3]</sup> This not only improves the accuracy of the calculations but also saves a significant amount of time and labor costs. Personalized customization of benefits can better meet the diverse needs of employees, enhancing their satisfaction and loyalty. Companies can use digital platforms to collect information on employees' needs and preferences, offering customized benefit packages such as health insurance, flexible working hours, and subsidies for children's education. These personalized benefits help to create a more engaging and supportive work environment, which in turn can lead to increased employee retention and productivity. By leveraging digital tools, organizations can also monitor and analyze the effectiveness of their compensation and benefits programs, allowing for continuous improvement and alignment with the company's strategic goals and employee expectations. In summary, digital transformation is profoundly changing every aspect of human resource management, bringing more efficient, scientific, and humanized management models to enterprises. Companies should actively embrace the digital revolution, fully leverage the advantages of digital technology, and enhance the level of human resource management to adapt to the increasingly fierce market competition and the rapidly changing business environment. By doing so, they can ensure their competitiveness and sustainability in the long term.

## **1.2 Challenges Faced by Enterprise Human Resource Management in the Context of Digital Transformation**

### **1.2.1 Data Security and Privacy Protection.**

In the wave of digital transformation, the field of human resource management has accumulated a massive amount of data, including employees' personal information, work experience, performance evaluation, training records, etc. The storage and transmission of these data undoubtedly increase the risk of data leakage. With the increasing complexity and diversity of cyber attack methods, threats such as hackers and malicious software constantly covet sensitive data of enterprises. Once data is leaked, it will not only cause serious damage to the personal rights and interests of employees, such as identity theft, financial fraud, etc., but also bring huge legal responsibilities and reputation losses to the enterprise. At the same time, enterprises also face compliance challenges when processing and utilizing human resource data. Different countries and regions have strict laws and regulations regarding data protection. Enterprises must ensure that their data processing activities comply with relevant legal requirements, otherwise they will face severe penalties. This requires enterprises to establish a comprehensive data security management system in the process of digital transformation, including strengthening network security protection, encrypting data storage and transmission, and strictly controlling data access permissions.

### **1.2.2 Differentiated Digital Literacy of Employees.**

Digital transformation means that enterprises introduce and apply various new technologies, tools, and platforms. However, some employees have limited ability to accept and apply new te among the younger generation of employees, there archnologies, which greatly affects the implementation of digital management. Some older employees may be accustomed to traditional work methods and feel unfamiliar and resistant to digital tools, making it difficult for them to quickly adapt to new workflows and requirements.<sup>[4]</sup> Even differences in their digital literacy. Although they may be more familiar with digital devices and applications, they may still lack the ability to apply digital technology to work scenarios and solve practical problems. This leads to the need for enterprises to invest a significant amount of time and resources in training and coaching when implementing digital human resource management. However, the effectiveness of training is often influenced by employees' own learning ability and enthusiasm, making the process of promoting digital management full of challenges. For example, in a traditional manufacturing enterprise, a digital performance management system was introduced, but some workshop workers were not proficient in computer operations and could not accurately fill in work data, resulting in biased performance evaluation results, which affected employees' work enthusiasm and the management efficiency of the enterprise

### **1.2.3 Rapid Technological Updates and Replacements.**

In today's digital age, with the rapid development of technology, human resource management departments are facing enormous pressure to constantly keep up with and adapt to new technologies. New software, algorithms, and artificial intelligence applications are constantly emerging, and each new technology may bring new opportunities and challenges to human resource management. In order to maintain competitiveness, the human resources management department needs to closely monitor the latest developments in technology, timely evaluate the potential value of new technologies for human resources management, and decide whether to introduce and apply them. However, the introduction of new technologies often requires significant investment of funds and time in system upgrades, employee training, and data migration. Moreover, new technologies may encounter instability, incompatibility, and other issues during application, requiring continuous debugging and optimization. At the same time, due to the rapid pace of technological updates, enterprises may discover that more advanced and efficient technologies have already emerged just after completing the deployment and application of a technology. This makes it easy for enterprises to find themselves in a dilemma in technology selection and investment, worrying about missing out on the advantages brought by new technologies, as well as worrying about resource waste and business interruption caused by frequent technology changes.

### **1.2.4 The Integration of Corporate Culture and Digital Transformation.**

Corporate culture is the soul of a company and plays a crucial role in its development and operation. In the process of digital transformation, the cultural atmosphere of clear hierarchy, slow decision-making, and conservative stability that some enterprises have

long formed may become a factor hindering the implementation of digital management models. For example, in the decision-making process, there may be hesitation in applying new technologies due to concerns about risks; In terms of team collaboration, barriers and poor communication between departments may affect the progress of digital projects. Digital transformation requires a culture of innovation, openness, and agility. This requires companies to encourage employees to be brave enough to try new things, come up with new ideas, and quickly respond to market changes and customer needs. But if there is a lack of innovation and change genes in the corporate culture, employees may be afraid to actively participate in digital transformation due to the fear of making mistakes, thereby affecting the implementation effectiveness of digital management models. For example, when a well-established financial company is promoting digital human resource management, its corporate culture overly emphasizes stability and compliance, resulting in employees being too cautious and hesitant to innovate when using new digital tools and processes, leading to slow progress in digital transformation.

### **1.3 Response Strategy**

#### **1.3.1 Enhancing Digital Literacy.**

In the context of digital transformation, it is crucial to enhance the digital literacy of employees and human resource managers. Strengthening digital training is an effective way to enhance digital skills and innovative thinking. The training content should cover basic digital tool usage, such as office software, data analysis tools, etc., as well as more professional human resource management system operations. At the same time, attention should be paid to cultivating employees' innovative thinking and encouraging them to actively explore new scenarios and methods of digital applications in their work. For employee training, a combination of online and offline methods can be used. Online courses provide opportunities for learning fundamental knowledge and self-learning, while offline training deepens employees' understanding and application of digital skills through practical operations, case analysis, and group discussions. For human resource management personnel, opportunities can also be provided to participate in high-end training such as industry seminars and expert lectures, allowing them to timely understand cutting-edge digital management concepts and technologies.

#### **1.3.2 Optimizing Management Processes.**

Redesigning and optimizing human resource management processes is a key step in adapting to digital management requirements. Firstly, it is necessary to comprehensively review the existing processes and identify the cumbersome and inefficient links. For example, the traditional recruitment process may involve multiple rounds of paper document approval and transmission, consuming a significant amount of time and manpower. Through digital means, these processes can be simplified into online approval and electronic document circulation, greatly improving recruitment efficiency. When optimizing processes, it is important to fully consider the experiences and needs of employees. Taking the employee performance evaluation process as an example,

digital tools can be used to achieve real-time data collection, multi-dimensional evaluation, and automatic generation of evaluation reports, making the evaluation process more objective, fair, and timely. At the same time, the optimized process should have flexibility and scalability, and be able to adjust and improve with the development of enterprise business and the advancement of digital technology. If the employee training process is optimized, personalized training courses can be customized for employees based on their job needs and personal development plans through online learning platforms and intelligent push systems, improving the pertinence and effectiveness of training.

### **1.3.3 Utilizing Big Data Analysis.**

The in-depth exploration of the value of human resources data has an important scientific basis for enterprise decision-making. Enterprises should establish a sound data collection mechanism to ensure accurate and comprehensive recording of data from recruitment, training, performance to resignation and other aspects. Meanwhile, utilizing data analysis techniques to conduct in-depth mining and analysis of these data. Through big data analysis, the correlation between employee performance and training investment can be discovered, thereby optimizing the allocation of training resources; It is also possible to predict employees' turnover intention and take measures in advance to retain them. In addition, big data analysis can help companies understand the supply and demand of talent in the market, providing reference for the formulation of recruitment strategies. For example, a financial institution found through analysis of employee performance data that certain work habits and behavioral characteristics are closely related to high performance. Based on this discovery, companies focus on examining these characteristics in recruitment, improving the accuracy of recruitment and the adaptability of new employees.

### **1.3.4 Building a Digital Human Resources Platform.**

Integrating various human resource management systems and building a digital human resource platform can achieve information sharing and collaborative work. This platform should have unified data standards and interfaces to ensure smooth flow of data between different systems. The platform should cover various modules such as recruitment management, performance management, training management, and compensation and benefits management, providing one-stop services for human resource management. Through the digital human resources platform, employees can easily access personal information, apply for leave, participate in training, and more; Managers can monitor the team's performance and personnel allocation in real-time, enabling more effective decision-making and management. At the same time, the platform also supports mobile access, making it convenient for employees and managers to operate anytime and anywhere. For example, a multinational enterprise has realized real-time synchronization and sharing of global employee information by building a digital human resources platform, which has greatly improved the efficiency and synergy of transnational human resources management.

### **1.3.5 Strengthening Data Security Management.**

Establishing a comprehensive data security protection system is an important measure to ensure the security of employee data. Enterprises can establish a dedicated data security team responsible for developing and implementing data security policies, conducting regular security audits and vulnerability scans, and promptly identifying and resolving potential security risks. The data security team should strengthen data security management from both technical and management perspectives. In terms of technology, advanced encryption techniques are used to encrypt data for storage and transmission, and security devices such as firewalls and intrusion detection systems are installed to prevent external attacks and data leaks. In terms of management, establish a strict data access permission system and clarify the scope of data that employees in different positions can access and process; Regularly provide data security training to employees to enhance their security awareness and prevention capabilities; Establish a data backup and recovery mechanism to ensure rapid recovery of data in the event of unexpected losses.

### **1.3.6 Promote Corporate Culture Transformation.**

Creating a corporate culture that encourages innovation and embraces change is of great significance for promoting the smooth implementation of digital transformation. Senior executives of enterprises should lead by example, actively advocate the concept and values of digital transformation, encourage employees to share ideas and try new human resource management practices. Create employee feedback and collaboration platforms, conduct internal activities, establish reward mechanisms, etc., to recognize and reward teams and individuals who have demonstrated outstanding performance in digital transformation, and stimulate employees' enthusiasm and creativity. <sup>[5]</sup>At the same time, strengthen internal communication and exchange to enable employees to fully understand the importance and significance of digital transformation, eliminate fear and resistance to change, actively create an innovative corporate culture atmosphere, and promote the digital transformation process of the enterprise.

## **2 Research Methods**

The purpose of this survey is to understand the impact of digital transformation on human resource management models, as well as the challenges and response strategies faced by human resource management in the context of digital transformation. This survey used a self-designed questionnaire titled 'The Impact of Digital Transformation on Human Resource Management Models and Response Strategies', which was analyzed by SPSS 24.0 and found to have high reliability and validity. In this survey, 80 enterprises were selected, including manufacturing, service, finance, Internet/technology, etc. The interviewees were human resource specialists, human resource managers or senior managers of enterprises. A total of 80 questionnaires were issued, 76 of which were valid. The main results of this survey are as follows.



### 3 Research Results

#### 3.1 Survey Results on the Impact of Digital Transformation on Human Resource Management

##### 3.1.1 Digital Transformation Has an Impact on Human Resource Planning for Most Enterprises.

Question 6 of the questionnaire: "To what extent does digital transformation affect your company's human resource planning?" Digital transformation has an impact on the human resource planning of most enterprises, with only 2.63% having no impact.(See the following Figure 1).

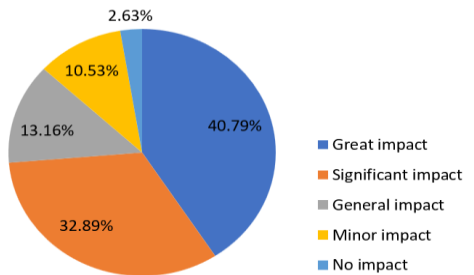


Fig. 1. The Impact of Digital Transformation on Human Resource Planning

##### 3.1.2 Most Companies Apply Digital Technology in the Recruitment and Selection Process.

Question 7 of the questionnaire: "How is the application of digital technology in your company's recruitment and selection process?" Most companies use digital technology in their recruitment and selection process, with only 11.84% indicating "not used".(See the following Figure 2).

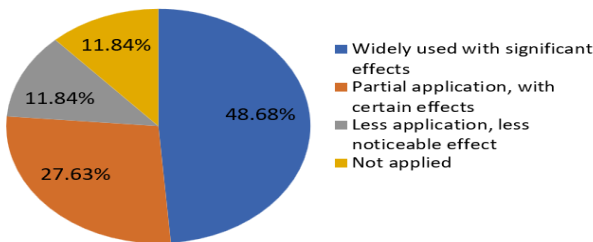
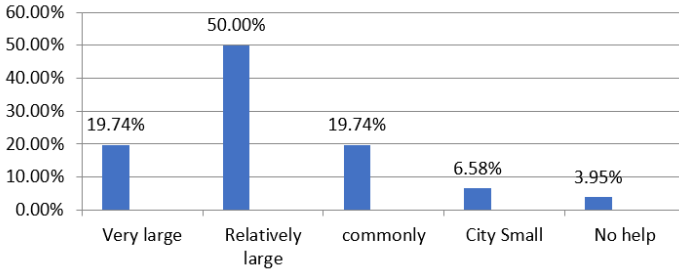


Fig. 2. Digital Technology in the Recruitment and Selection Process of Enterprises Application situation

##### 3.1.3 Most Enterprise Digital Learning Platforms and Tools Help with Employee Training and Development.

Question 8 of the questionnaire: "To what extent do digital learning platforms and tools help with the training and development of your company's employees?" Most

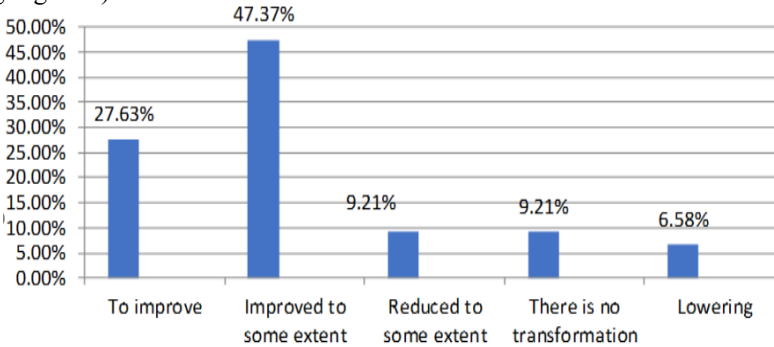
companies' digital learning platforms and tools are helpful for employee training and development, with only 3.95% saying "no help".(See the following Figure 3).



**Fig. 3.** The degree of assistance provided by digital chemistry platforms and tools for the training and development of workers

**3.1.4 Digital Transformation Affects the Accuracy and Fairness of Performance Management in Most Enterprises.**

Question 9 of the questionnaire, "What impact does digital transformation have on the accuracy and fairness of performance management in your company?", shows that the accuracy and fairness of performance management in most companies are affected by digital transformation, with "no change" accounting for only 9.21%.(See the following Figure 4).



**Fig. 4.** Impact of Digital Efficiency Management on Accuracy and Fairness

**3.1.5 More Than Half of Enterprises Recognize the Necessity of Personalized Customized Compensation and Benefits in the Context of Digital Transformation.**

Question 10 of the questionnaire: "What is the necessity of personalized customization of salary and benefits management in your company under the background of digital transformation?" More than half of the companies recognize personalized customization of salary and benefits management, accounting for 47.37% (very necessary and can improve employee satisfaction)+21.05% (somewhat useful but not critical)=68.42%. 'Not very effective, traditional methods are sufficient' and 'unnecessary' account for 18.42% and 13.16% respectively.

### **3.2 Survey Results on the Challenges Faced by Human Resource Management in the Context of Digital Transformation**

#### **3.2.1 Most Enterprise Human Resource Management Faces Data Security and Privacy Protection Issues.**

Question 11 of the questionnaire: "How challenging are data security and privacy protection issues for your company's human resource management?" Most enterprise human resource management faces varying degrees of data security and privacy protection issues, accounting for a total of 64.47% (very severe)+15.79% (relatively severe)+7.89% (average)+9.21% (not too severe)=97.37%. 'No challenge' only accounts for 2.63%.

#### **3.2.2 The Difference in Digital Literacy Among Employees Has an Impact on the Human Resource Management of Most Enterprises.**

Question 12 of the questionnaire: "Does the uneven digital literacy of employees have a significant impact on your company's human resource management?" Most enterprises' human resource management is affected to varying degrees by differences in employee digital literacy, accounting for a total of 22.37% (significant impact)+31.58% (significant impact)+28.95% (certain impact)+10.53% (minor impact)=93.42%. 'No impact' only accounts for 6.58%.

#### **3.2.3 Technological Updates Have Brought Pressure to the Human Resources Management Departments of Most Enterprises.**

Question 13 of the questionnaire asks, "What is the pressure faced by your company's human resources management department in following up on technological updates and replacements?" Most enterprise human resources management departments face varying degrees of pressure in following up on technological updates and replacements, accounting for a total of 10.53% (huge pressure)+28.95% (high pressure)+32.89% (certain pressure)+19.74% (low pressure)=92.11%. 'No pressure' only accounts for 7.89%.

#### **3.2.4 There are Difficulties in Integrating Corporate Culture with Digital Transformation in Most Companies.**

Question 14 of the questionnaire asks, "How difficult is the integration of your company's corporate culture and digital transformation?" Most companies have varying degrees of difficulty in integrating their corporate culture and digital transformation, accounting for a total of 10.53% (very difficult)+26.32% (relatively difficult)+34.21% (somewhat difficult)+22.37% (relatively difficult)=93.42%. 'No difficulty' only accounts for 6.58%.

### 3.3 Survey Results on Human Resource Management Strategies Under the Background of Digital Transformation

#### 3.3.1 More than Half of Enterprises' Digital Training Has Shown Significant Effectiveness in Addressing Challenges.

Question 15 of the questionnaire: "How effective is your company's strengthening of employee digital training in responding to challenges?" More than half of the companies have achieved significant results in responding to challenges through digital training, accounting for 39.47% (significant effect)+25% (good effect)=64.47%. 'Less effective' and 'no effect' account for 6.58% and 7.89% respectively.

#### 3.3.2 Most Enterprises Recognize the Necessity of Establishing a Dedicated Data Management Team to Ensure Data Security.

Question 16 of the questionnaire asks, "Does your company need to establish a dedicated data management team to ensure data security?" Most companies recognize the necessity of establishing a dedicated data management team to ensure data security, accounting for 51.32% (very necessary)+30.26% (relatively necessary)=81.58%. (See the following Figure 5).

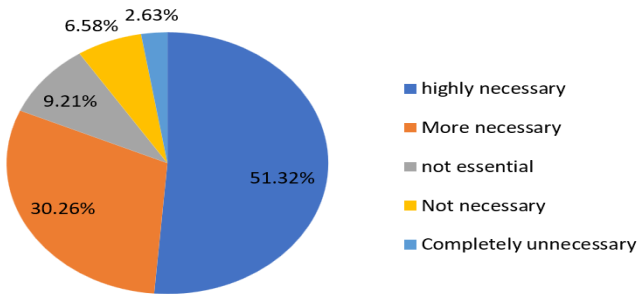


Fig. 5. The necessity of establishing a dedicated data management team to ensure data security

#### 3.3.3 More Than Half of Enterprises are Currently Optimizing or Planning to Optimize Their Human Resource Management Processes to Adapt to Digital Transformation.

Question 17 of the questionnaire: "How is your company's progress in optimizing human resource management processes to adapt to digital transformation?" More than half of the companies are currently or plan to optimize their human resource management processes to adapt to digital transformation, accounting for 39.47% (partially optimizing)+23.68% (planned but not yet started)=63.15%. Both 'comprehensive optimization completed' and 'no plan' account for 18.42%.

#### 3.3.4 Big Data Analysis Plays an Important Role in Most Enterprise Human Resource Management Decisions.

Question 18 of the questionnaire asks, "How important is big data analysis in your company's human resource management decision-making?" Most companies

acknowledge the role of big data analysis in human resource management decision-making, accounting for a total of 27.63% (extremely important)+44.74% (relatively important)+5.26% (generally important)=77.63%. 'Not very important' and 'not important' account for 14.47% and 7.89% respectively.

### 3.3.5 Nearly Half of Enterprises Are Currently or Planning to Build Digital Human Resources Platforms.

Question 19 of the questionnaire asks, "Have companies already built digital human resources platforms?" Nearly half of the companies are currently or planning to build digital human resources platforms, accounting for a total of 27.63% (under construction)+21.05% (planned construction)=48.68%.(See the following Figure 6).

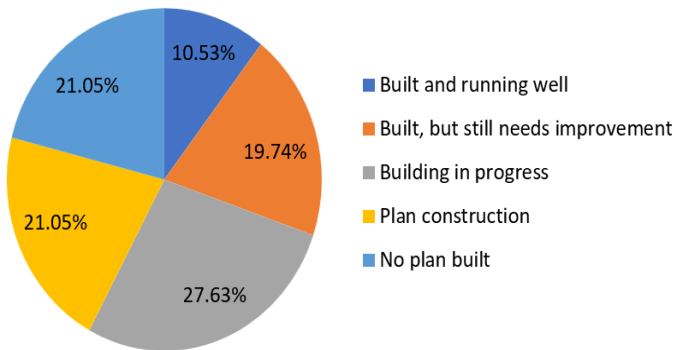


Fig. 6. Construction of a Digital Human Resources Platform by Enterprises

### 3.3.6 Most Companies Recognize the Role of Corporate Culture in Driving Digital Transformation.

Question 20 of the questionnaire: "What is the role of your company's corporate culture in promoting digital transformation?" Most companies recognize the role of corporate culture in promoting digital transformation, accounting for a total of 27.63% (crucial)+42.11% (relatively important)+7.89% (somewhat effective)=77.63%. 'Not very effective' and 'not effective' accounted for 15.79% and 6.58% respectively.

## 4 Conclusion

The digital transformation has brought enormous opportunities and challenges to human resource management. Enterprises should fully recognize the importance of digital transformation, actively adopt response strategies, and continuously innovate human resource management models to enhance their competitiveness and adaptability, and achieve sustainable development. At the same time, the human resources management department should also play a leading role in the process of digital transformation, promoting the digital transformation of enterprises.

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