

Minutes

DTIHK-Working Group

Digitalization, AI & HR

Minutes of the 4th Meeting (Lilja Thiemann)

Date: February 12th 2026

Location: DTIHK

Responsible: Christian Rühmkorf, Head of Communication & Public Affairs

Head of the working group: Hana Součková, DTIHK Board Member for Digitalization and Managing Director of SAP CZ

Agenda

- **Presentation 1 – Dominik Ježek (SAP)**
- **Presentation 2 – Robert Nešpor (SAP)**
- **Presentation 3 – Tom Zrubecky (TalentPilot)**
- **Outlook and next working group meeting (June 2026)**

1. **Dominik Ježek, Head of Comms CZ/SK “From Experiments to Value” (SAP Survey September 2025)**

Key Takeaways

- Many companies still lack sufficient ethical and transparent guidelines for the use of AI.
- Around 28% of companies have a unified data platform, considered a promising foundation for AI.
- 9% have already made AI a strategic priority.
- 42% have incorporated AI into their long-term strategy but are still primarily experimenting.
- One of the biggest barriers to AI implementation is the shortage of qualified personnel.
- Shadow AI presents a challenge, as it is often unclear how employees are expected to use AI in practice.
- The use of AI in HR is frequently difficult to communicate internally.
- A central obstacle is the difficulty of building robust business cases, particularly measuring actual impact.
- Companies should evaluate which tasks employees can perform with AI, rather than focusing only on individual functional areas.
- 87% of managers already use AI in some form.
- A shift in mindset and structured implementation are essential, rather than isolated pilot projects.

Recommendations from the Presentation

- Provide targeted training for managers in the use of AI to achieve higher long-term success rates.
- Establish internal coaches at management level to build AI competence and foster dialogue.
- Develop a clear management mindset regarding AI adoption.
- Analyze relevant studies and best practices to identify entry points, regardless of company size.
- Systematically review and evaluate HR KPIs and potential benefits.

2. Robert Nešpor SAP Value Advisory “Value of Business AI and How to Measure It”

Key Takeaways

- Surveyed organizations report that AI has significantly improved internal innovation capacity.
- Business value from AI can be unlocked particularly in the areas of productivity, effectiveness, and strategic benefits.
- The greatest impact of AI often comes from effectiveness (business value generated through effectiveness can be up to three times higher than gains from productivity alone).
- AI business cases should not focus solely on personnel costs or time savings.
- Small teams also benefit, as effectiveness gains are not dependent on team size.
- Framework for structuring and measuring an AI use case:
 - AI Business Case = Use Case → KPI → Baseline → Improvement → Financial Benefit
- Demonstrated approaches for integrating AI into organizations and calculating added value and benefit potential.
- Importance of clear KPIs, especially in the HR context.
- Strong focus on leadership training and structured capability building.
- Importance of long-term cultural change and open communication about AI.

3. Talentpilot Tom Zrubecky “Talent operations in the Age of AI”

Key Takeaways

Studies indicate:

- Companies with consistent AI adoption achieved up to 50% higher revenue growth (two-year average).
- 47% of companies do not know how to achieve their AI goals.
- 77% report initially declining productivity or increased workload during the implementation phase.
- Many companies integrate AI into existing processes without fundamentally rethinking them, limiting the potential benefits.

Guiding principle

→ People define the work; AI executes it.

Changing role of HR

→ HR professionals should evolve from work executors to designers and stewards of methodology and technology.

Use Cases

Recruiting

- Automated candidate sourcing (e.g., via platforms such as LinkedIn)
- AI-assisted scheduling and preparation of interview questions
- Automated CV screening

Performance Reviews: AI analyzes objectives, development data, and HR system inputs to prepare evaluations

Recommendations for getting started

1. Begin with a small, clearly defined process.
2. Select a suitable technology partner who can redesign processes specifically for AI.
3. Conduct time-limited pilot projects (e.g., six months).
4. Define clear, measurable metrics and thresholds to support rollout decisions.

Cross-Cutting Insights

Successful AI adoption requires:

- Strategic planning rather than isolated experimentation
- Training and involvement of leadership
- Measurable objectives and KPIs
- Process adaptation, not just automation
- A mindset shift at all levels Ausblick

Outlook

- **Next working group meeting: June 2026**
- Topic: Integration of AI-supported work processes
- Individual preparation of 1–3 work processes that could be improved through AI
→ Formation of groups and direct discussion with experts on site regarding specific processes
- Further research on management strategies and AI implementation studies, to be shared with managers
- Collection of successful HR and recruiting use cases
- Reflection on routine or repetitive work processes in daily activities and consideration of how these could be automated