



POLITECNICO  
MILANO 1863

"Designing Future-Ready Workplaces: Innovation,  
Inclusion, and Intergenerational Collaboration"

# Digital Business Lab

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# Introduction

## Managing workforce longevity and generational inclusion is a crucial HR priority.

In a changing socio-technological landscape, companies must reimagine strategies to ensure equity, inclusion, and productivity for all age groups.

➤ The rapid pace of technological innovation can widen the digital skills gap between younger and older workers, making it essential to adopt solutions that promote **intergenerational collaboration**.

➤ In collaboration with **Randstad Enterprise**, this project supports a public financial services company in Milan with around 700 employees.

➤ It aims to analyze and address challenges related to generational inclusion and digital adaptability.

# Client Company Analysis – Approach



## Industry's External Context



### Relevant case studies:



## Industry's Internal Context

### Our Survey:

It was submitted to **150 employees of public or private companies** operating mainly in Italy, with characteristics similar to those of the client company.

### External Reports:

To gain a better understanding of the **needs of different generations** in the workplace, we analysed various reports and external sources (e.g. HR Innovation Practice Observatory report).

# Survey Results



## Demographic Profile

- 73% of participants are **over 50**
- **Seniority data** shows that 61.1% have over 20 years in the same organization
- **Senior-heavy** team structures (Low presence of young people)



## Team Dynamics

- Good intergenerational **collaboration**
- **Generational divergence in values:** seniors demand recognition of **experience**, juniors enhancement of **skills**
- Poor **communication** between different teams



## Digital Skills & Training

- All age groups feel digitally competent
- **Inadequate technical training and support**
- Lack of experiential, up-to-date and soft skills **training**



## Engagement and Wellbeing

- Moderate engagement and weak **sense of belonging**
- 50% of employees do not **feel free to express** themselves
- **Reward system** perceived as non-meritocratic and non-transparent



## Reaction to Change

- **Innovation** is viewed positively
- 60% are uncertain or concerned about the use of **AI**
- Young people feel more digitally ready.
- Over 75% of people see **digital transformation** as 'very necessary'

# Analysis - Final Results

## External Context

- Ageing workforce
- Digital transformation & AI integration
- Push towards sustainable business strategies

## Sector Internal Context

### Young employees' needs

- Active Inclusion & Belonging
- Identity-Safe Workplaces
- Flexible Work & Remote Options
- Supportive Leadership
- Mental Health Resources

### Senior employees' needs

- Recognition of experience
- Well-being Programs
- Accessible Reskilling Tools
- Simplified Workflows
- Respectful Peer Relations

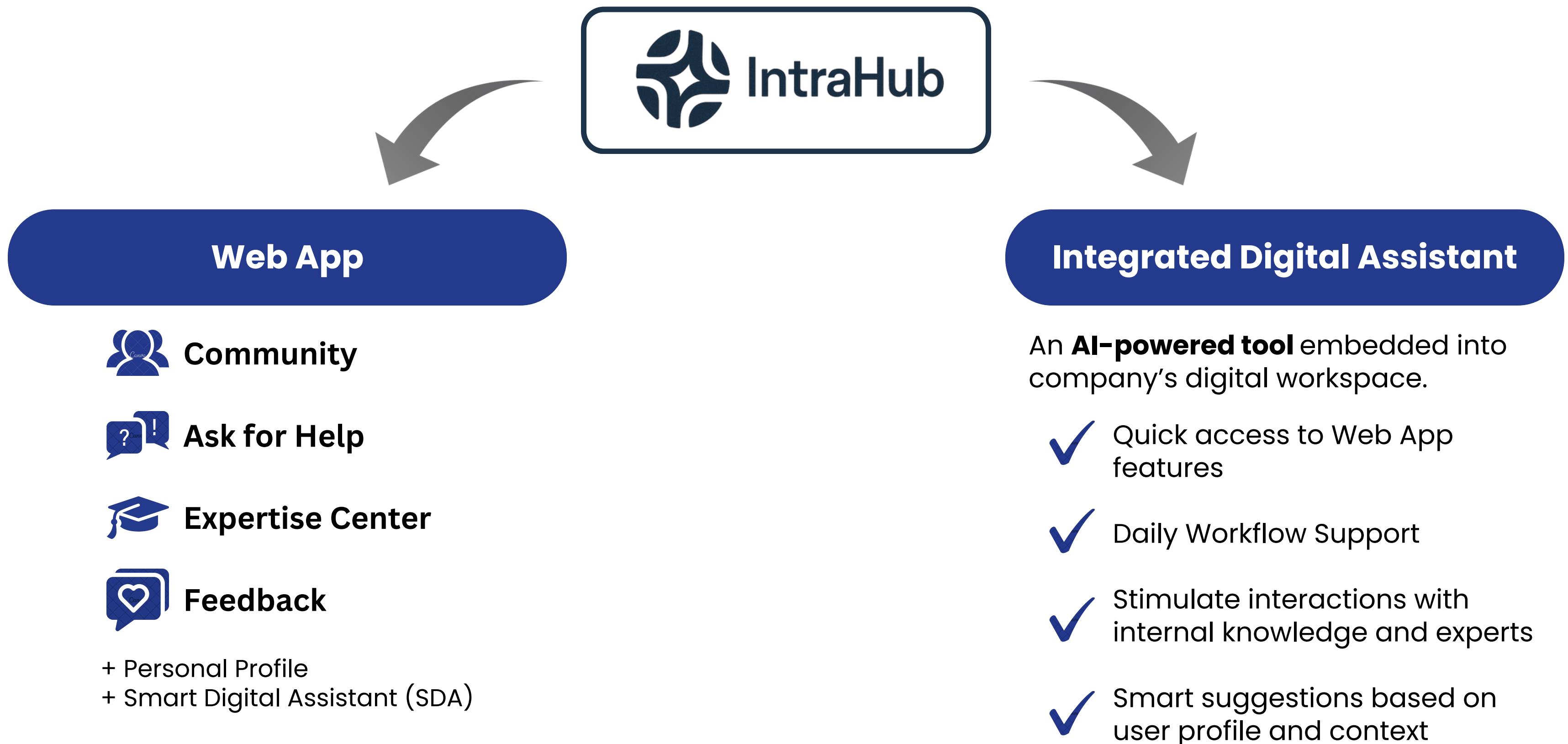
Enhance digital tools awareness

Boost communication & collaboration

Leverage Cross-Generational Strengths

Foster inclusive dialogue culture

# The Solution



# Web App - Community



A screenshot of a laptop displaying the IntraHub Community web application. The interface has a dark blue header bar with the IntraHub logo and navigation links: Dashboard, Community (which is highlighted), Expertise C., Feedback, and Profile. Below the header is a light-colored main area. At the top left of this area is a "Community" tab, an "Ask for Help" button, and a search bar with a magnifying glass icon. To the right of the search bar is a user profile picture. Below the tabs is a section titled "My Communities" with four buttons: #DigitalTools, #Finance, #Environment, and #Wellbeing. A "Join other communities" link is also present. Underneath this is a "What's on your mind?" input field with a "Post" button. A post from "James Wilson" is displayed, showing a profile picture, the name "James Wilson", the hashtag "#Environment", and the timestamp "1d ago". The post content discusses a new low-temperature carbon capture technique developed by MIT, mentioning a Science Daily link. Below the post are engagement metrics: 23 likes and 4 comments. A blue circular icon with a person silhouette is located at the bottom right of the main area.

It allows employees to join thematic areas to **share ideas, experiences, or open discussions**, just like on a professional social network.

## Benefits:

- Idea Sharing
- Bottom-up Innovation
- Tacit Knowledge emergency
- Stronger Sense of Belonging
- Employee Empowerment

# Web App – Ask for Help Board



A screenshot of a laptop displaying the IntraHub web application. The left sidebar is dark blue with white icons and text: "IntraHub", "Dashboard", "Community" (which is highlighted in orange), "Expertise C.", "Feedback", "Profile", "Log Out", and "Settings". The main content area has a light background. At the top, there are tabs for "Community" and "Ask for Help", along with notification icons (a message bubble and a bell) and a search bar. Below the search bar is a text input field with placeholder text "What's your question?". Underneath it are several hashtags: "#HR", "#IT", "#Finance", and "Others...". A large blue "Post" button is located at the bottom right of this section. Below this is a "Recent Questions" section. The first item is a question from "Daniel Cooper" asking about merging duplicate contracts in a CRM system, posted 2 days ago and liked 5 times. The second item is a question from "Ansta Foster" asking how to request a new laptop, posted 5 days ago, marked as "Resolved" 2 days ago, and liked 2 times. There is also a small blue circular icon with a person's head and shoulders.

It works as a **collaborative Q&A forum** where users can post questions, share solutions, and build a searchable internal knowledge.

## Benefits:

- Knowledge sharing
- Real-time collaboration
- Faster problem resolution
- Knowledge retention
- Knowledge Base enrichment (for the Digital Assistant)

# Web App – Expertise Center



A screenshot of a laptop displaying the "Expertise Center" web application. The left sidebar is dark blue with white icons and text: "IntraHub", "Dashboard", "Community", "Expertise C.", "Feedback", "Profile", "Log Out", and "Settings". The main content area has a white background. At the top right are a message icon, a bell icon, a search bar with placeholder "Search here...", and a user profile picture. Below the header are two buttons: "Apply as an Expert" (highlighted in grey) and "Apply as a Learner". A form follows, starting with "Session Title: Introduction to NotebookLM", "Category: Digital Tools", and "Description: In this session, we'll explore NotebookLM, Google's AI tool that helps you organize documents, ask smart questions, and quickly find the info you need, without endless scrolling.". At the bottom are "Preferred mode: Videocall" (with a dropdown arrow), a "Submit" button, and a user profile icon.

It serves as a **collaborative learning space** where employees can propose (*Experts*) and join (*Learners*) short, informal sessions on specific topics, allowing colleagues to share their expertise and learn from one another across functions and roles.

# Web App – Expertise Center



A screenshot of a laptop displaying the IntraHub Expertise Center. The left sidebar is dark blue with white icons and text: "IntraHub", "Dashboard", "Community", "Expertise C.", "Feedback", "Profile", "Log Out", and "Settings". The main area has a white header with "Expertise Center" and notifications. Below are two cards: "Meditation Tools" by Laura M. and "Communication Strategies" by James B., each with a "Join" button. A blue circular profile icon is visible at the bottom right of the main area.

## Benefits:

- Peer-to-Peer Learning
- Cross-Generational Knowledge Transfer
- Recognition of Internal Expertise
- Improved Internal Networking
- AI-Powered Matching and Scheduling

# Web App – Feedback



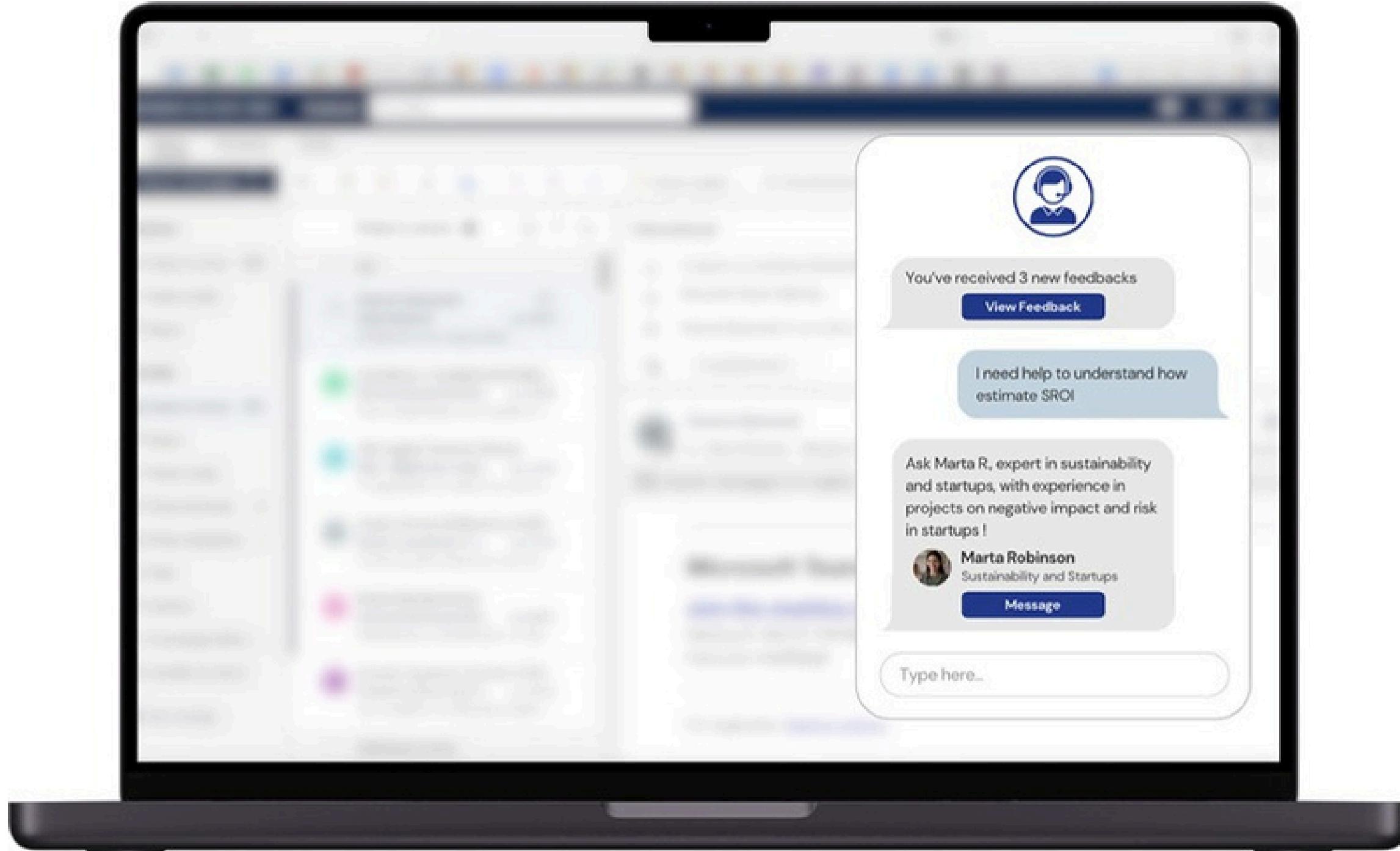
A screenshot of a web application interface titled "Feedback". The left sidebar has a dark blue background with white icons and text: "IntraHub", "Dashboard", "Community", "Expertise C.", "Feedback" (which is highlighted in blue), "Profile", "Log Out", and "Settings". The main content area has a light gray background. At the top, there are three buttons: "Send Feedback", "Request Feedback" (which is selected and highlighted in blue), and "Received Feedback". Below these are three filter dropdowns: "Type", "Date", and "Visibility". There are two feedback cards. The first card is for "Sophia Davis" (Peer-to-peer - ESG internal campaign) on May 12. It contains text about strength ("Marta brought great energy to the brainstorming") and an area for improvement ("It would be great if she could help summarize next steps more clearly at the end of meetings"). A small button says "Shared with manager". The second card is for "Alex Murphy" (Mentoring - How to use Power BI) on May 5. It contains text about usefulness ("Your example with real data made it so much easier to understand the interface") and a suggestion ("Maybe share the Excel sample used in the session? It would be great to practice with the same data"). A small button says "Private". A blue user icon is positioned to the right of the second card.

It allows employees to **send** or **request** structured feedback, choosing from predefined templates, and **track** it with filters.

## Benefits:

- Culture of Continuous Improvement
- Peer-to-Peer Development
- Quality of Feedback improvement
- Increased Self-Awareness
- Open communication improvement

# Integrated Digital Assistant



## Inputs:

Structured and unstructured **data**, from the **web app** and the **workspace**.

## Main features:

- Quick Access to Web App sections
- Daily Workflow support
- Stimulates interaction with peer colleagues or experts
- Availability Updates
- Feedback Reminders or Suggestions
- Question Answered Alerts
- Expert Matching Alerts

# Gamification & Engagement



**Points-based system boosts participation and learning**

Users earn **XP** by contributing in various sections (e.g. solving problems, running sessions, giving feedback).

XP unlocks **badges** like Problem Solver, Expert Guide, and IntraHub Explorer, shown on personal profiles with progress bars.

A mobile device screen displaying the IntraHub application. The left side shows a dark blue sidebar with navigation options: Dashboard, Community, Expertise C., Feedback, Profile (which is selected and highlighted in blue), Upload CV, Log Out, and Settings. The main content area is titled "Profile" and shows a user profile for "Laura Rossi, Financial Analyst". It includes sections for Personal Information (Educational Background, Professional Background, Certifications), Community Interests (#Environment, #Finance, #Wellbeing), Competences (AI Tools, ESG Reporting, Microsoft Office), and Past Activities (Session with Marta P., Feedback for Alex C.). Below this is a "Digital Badges" section with three items: "Community Member" (37% progress bar), "Expert Guide" (checked), and "Constructive Communicator" (83% progress bar). A small user icon is visible at the bottom right of the screen.

## Privacy



**Full control over personal data**

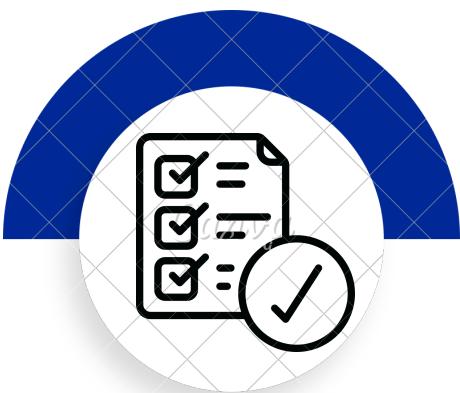
Only essential data is collected, with clear purposes and **user consent**.

Users manage visibility and permissions via a privacy dashboard, and all data use follows GDPR principles.

# Implementation Rollout Plan

Duration  
8 - 12 months

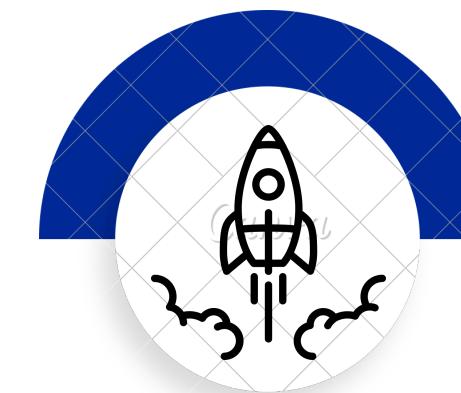
01



02



03



04



## Preparation & Foundation

- Requirements
- Technical setup
- Communication plan
- Compliance review

## MVP & Pilot Testing

- Develop core features
- Testing
- Pilot launch

## Full Deployment & Feature Expansion

- Entire organization
- Develop additional features
- Training the employees

## Advanced AI Integration

- Adaptive virtual assistant
- Colleague suggestion
- Q&A summary
- Propose valid solutions

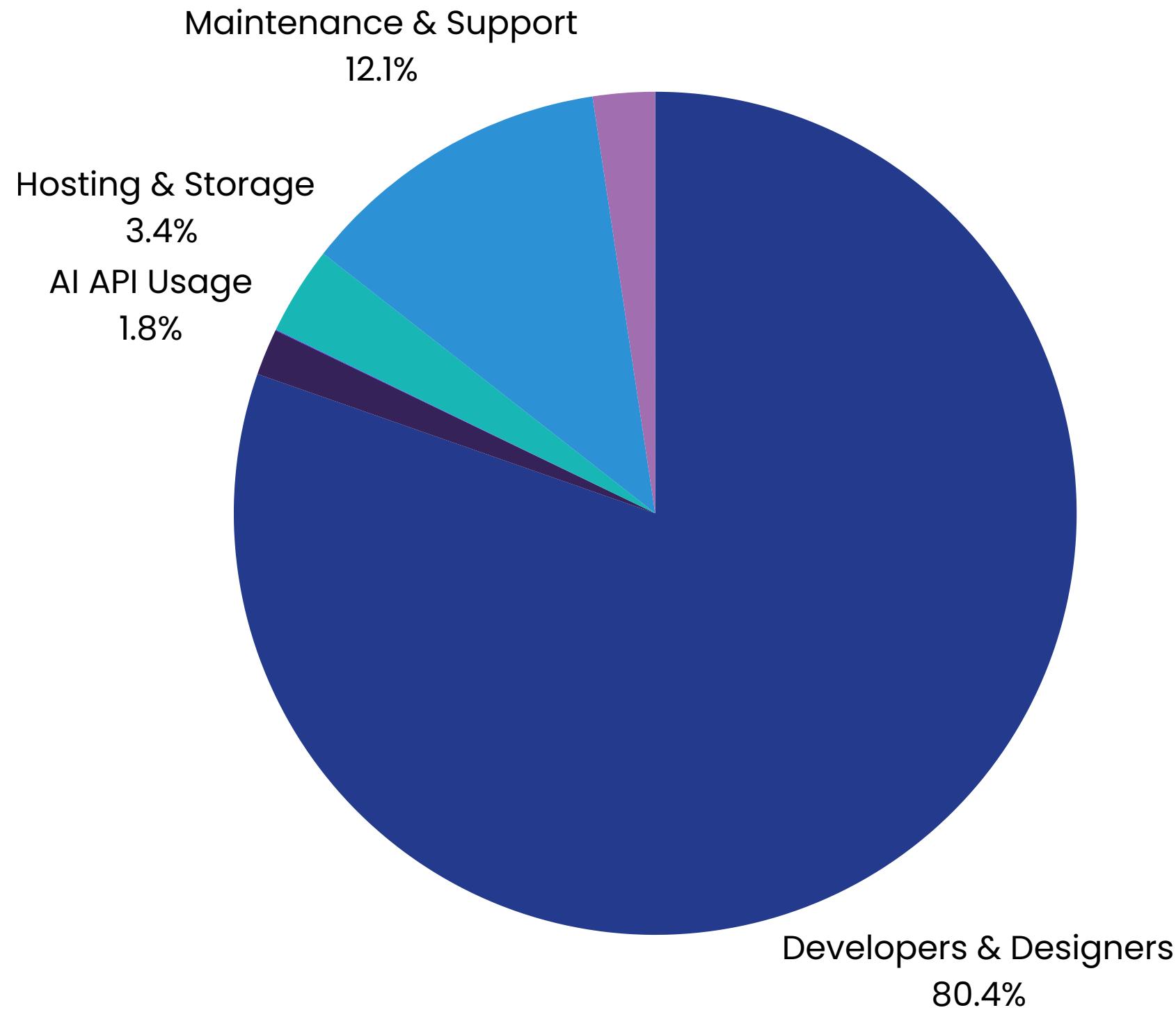
# Development Costs – Year 1 Estimate

**Cost Breakdown – Total Costs ~ 168.000€**

Category	Estimated Cost (€)	Frequency	Notes
<b>Developers &amp; Designers (Internal Team) [1]</b> + <b>Testing &amp; QA [5]</b>	<b>135.000</b>	One-time (project)	Based on 50% time allocation of 5 professionals
<b>AI API Usage [2]</b>	<b>3.000</b>	Annual	~700 users × 2 accesses per day
<b>Domain &amp; SSL [3]</b>	<b>45</b>	Annual	Basic .it /.com domain + DV certificate
<b>Hosting &amp; Storage [6]</b>	<b>5.700</b>	Annual	Cloud space + backend services
<b>Maintenance &amp; Support [7]</b>	<b>20.250</b>	Annual	Estimated 15% of development costs
<b>Indirect Costs [8]</b>	<b>4.000</b>	Rcurring	Training Material Production

# Development Costs – Year 1 Estimate

**Cost Breakdown – Total Costs ~ 168.000€**



# Intangible Benefits

Inclusive and Collaborative Culture



Sense of Belonging & Inclusion



Employee Engagement and Well-Being



Internal Reputation & Employee Advocacy



Knowledge Sharing & Professional Growth



Operational Productivity & Faster Execution



Employee Retention Boost



# Cash Flow Analysis



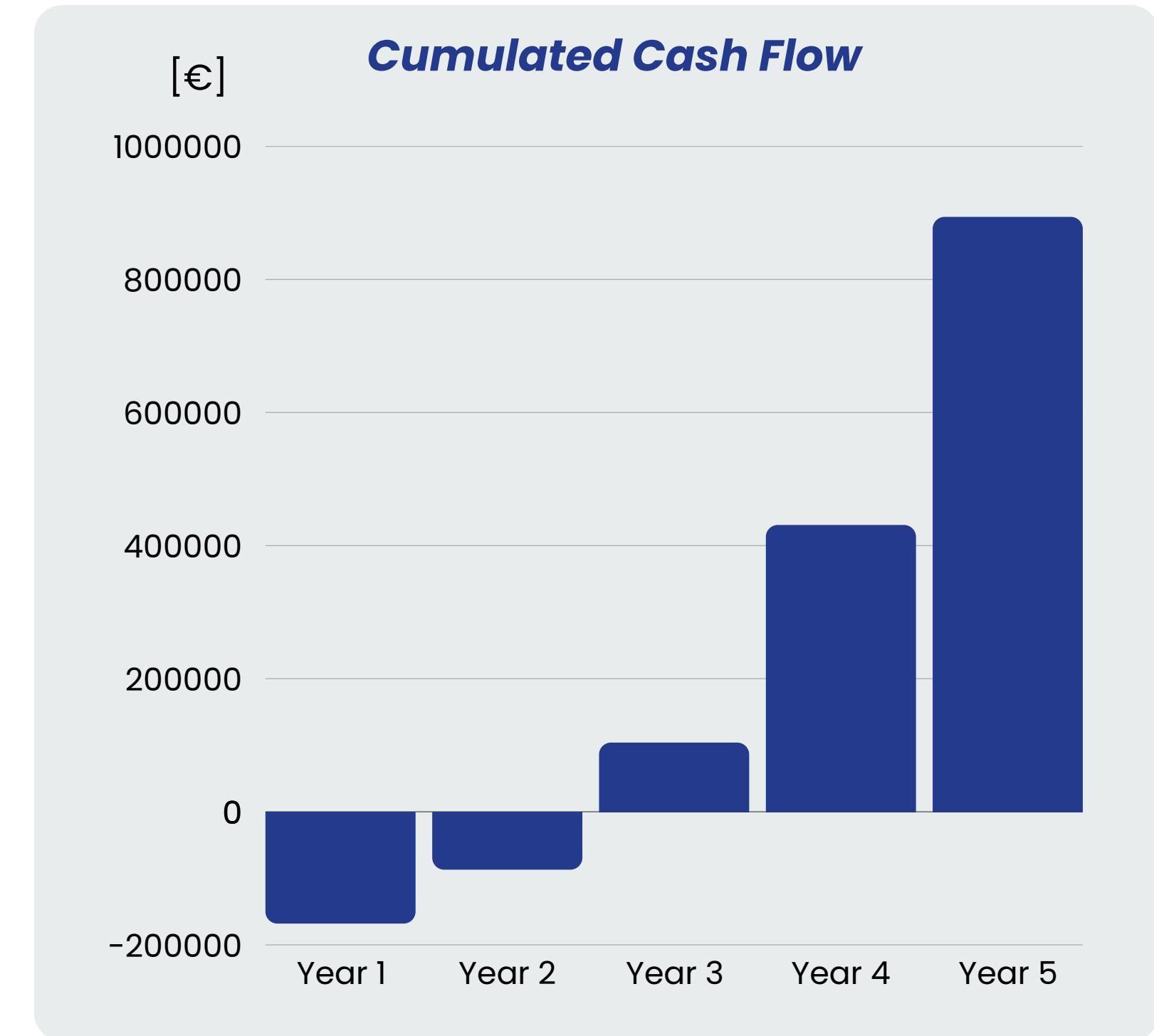
## Increased Productivity:

Productivity gains were conservatively estimated, increasing from 2% to 8% by year 5. [9-15]



## Reduced Turnover:

Turnover reduction is projected to increase gradually, reaching 30% by year 5. [9-15]



**PAYBACK PERIOD = 2,5 years**

# Conclusion



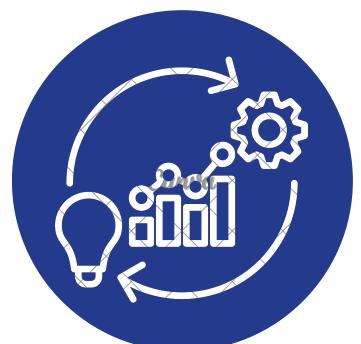
## IntraHub is a digital ecosystem

Addresses multi-generational workforce challenges in a financial sector company.



## IntraHub is dynamic and adaptable

Designed for future organizational needs and work changes.



## IntraHub goes beyond a tool

Acting as a catalyst for cultural change with flexible architecture and a clear evolution path.

# Thank you !



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