



# DIGITAL BUSINESS INNOVATION LAB

**SACE PROJECT**

## TEAM 10

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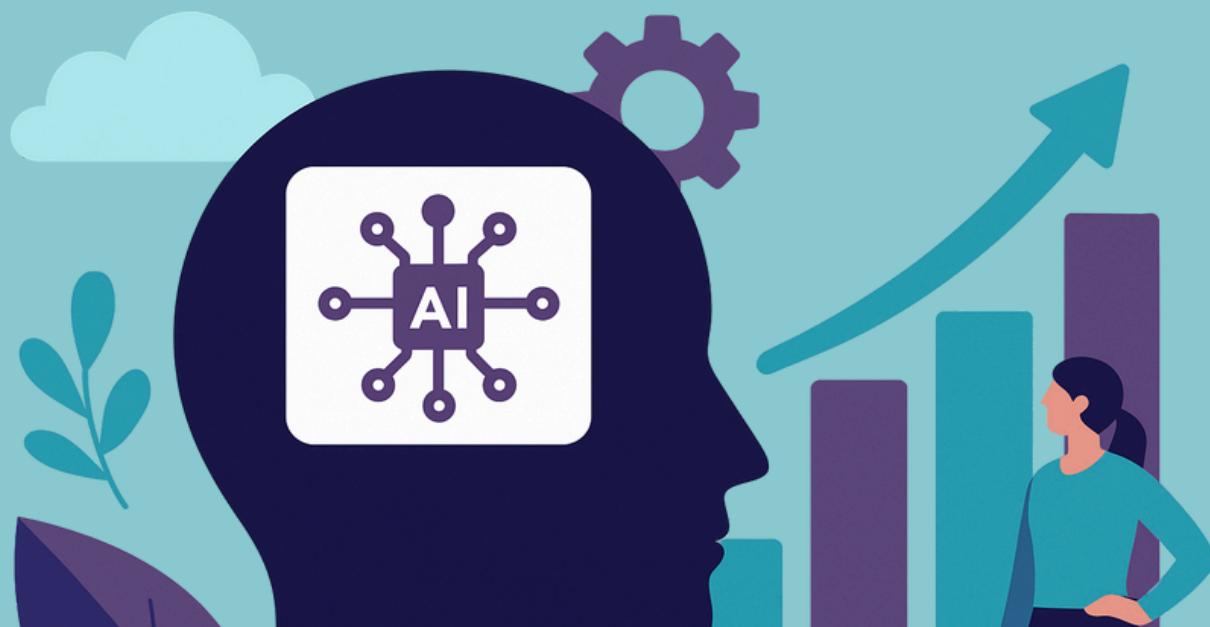
# Executive Summary

Our solution presents an **innovative idea** to enhance **engagement, well-being and professional development** in SACE. The goal is to develop a product that leverages Artificial Intelligence to improve engagement across the organization.

In a rapidly evolving technological world, AI is revolutionizing various sectors, including human resources management. Integrating AI into HR processes opens new frontiers for process optimization, routine tasks automation, and the customization of employee experiences.

Our project was developed through a **comprehensive methodology**.

Initially, an in-depth **internal analysis** was performed to investigate SACE's competitive position and unique strengths. This phase utilized insights from the company's official reports, alongside information provided by company representatives in interviews, and feedback collected through a tailored survey. Following the internal analysis, an **external analysis** was conducted to examine the broader labor market landscape, identify present and future challenges, and set the basis for the PESTEL analysis. By combining internal and external perspectives, we developed a **SWOT analysis** to match SACE's **strengths** to the new **opportunities** in AI, while understanding its current **weaknesses** that could amplify the potential **threats** posed by AI.



The core of our proposal centers on an **integrated three-pillar ecosystem** designed to boost employees engagement, learning and well-being while giving managers data-driven tools to develop their teams. This solution involves **all organizational levels**, from employees to managers to HR teams. The proposed system leverages advanced AI to deliver personalized learning, real-time well-being monitoring, and predictive people analytics, all within a secure, cloud-based architecture.

Moreover, an analysis of the **technical aspect** of the project was conducted, focusing on **data flows and data privacy** considerations. All data is handled in compliance with privacy regulations, workplace policies and EU standards. This ensures that our innovative solution is not only technically feasible but also ethically responsible and aligned with the **current needs and values of SACE**.

Finally, our work concludes with a thorough **economic and financial analysis** with the costs and benefits associated with our proposal, including an estimation of **potential savings** and an evaluation of the **investment benefits**.

# About SACE

SACE is **Italy's Export Credit Agency** and **insurance-financial group** fully owned by the Ministry of Economy and Finance, specializing in support for businesses and the national economic system.

Founded in **Rome** in **1977**, SACE Group assists Italian companies in **exporting and expanding internationally**, while also supporting banks to **facilitate easier access to credit** for businesses. It also promotes **liquidity and investment initiatives** aimed at enhancing competitiveness and sustainability, as part of the Italian Green New Deal, starting from the domestic market.

SACE has its corporate headquarters in Rome, and it operates through a direct network of 11 offices in Italy and 13 abroad, in high-potential markets for "Made in Italy" products. With a **portfolio** of insured transactions and guaranteed investments amounting to approximately **€270 billion**, the group today **supports 60,000 companies**, especially SMEs, fostering their growth both within **Italy** and across **200 countries worldwide**.

In **2023**, SACE had **933 employees** (now in 2025 just a bit above 850), of which **97%** with a **permanent contract** and **88%** with a **university-level degree or higher**. The workforce is **evenly distributed by gender**: **49% female** and **51% male**. The group has an average age of **42 years** (now 43 years).

The company's employees are distributed across **various job categories**: sales, policy underwriting, planning & control, HR, IT and other support and business areas.

SACE not only focuses on providing insurance and financial services but also engages in **sustainability and social responsibility initiatives**. The company has obtained the Environmental Management System (EMS) certification in compliance with the ISO 14001 standard. Under the "SACE for the Community" initiative, since 2022 SACE has partnered with various Third Sector organizations.

In addition, SACE also promotes **ecological practices**, with 100% of purchased electricity coming from renewable energy sources and the conversion of the corporate fleet to fully electric vehicles.

# Internal Analysis

To develop a solution for the target company, we conducted an **internal analysis** to identify SACE's **purpose, mission, vision, and values**, as well as its corporate population and **internal resources** that could be leveraged. Our analysis was supported by insights from the first interview with the three SACE tutors and the 2023 SACE Group Non-Financial Statement.

## Purpose, Mission, Vision, and Values

2023 marked the beginning of SACE's RI-EVOLUTION, brought to life by the INSIEME2025 Industrial Plan, which embraced a new growth model placing societal impact at its core. This transformation led to a redefinition of SACE's Purpose, Mission, Vision, and Values. Consequently, the company initiated a significant cultural transformation to support its ambitious new **Purpose**:

***“Creating well-being and prosperity for the community.”***

Aligned with this, SACE pursues its **Mission**:

***“Together we create agile solutions to support your growth needs via a network of relations, knowledge, and financial services.”***

In achieving this mission, SACE safeguards its **People**, who represent the identity of the company and form the cornerstone of its long-term development. The ambitious goals SACE aims to achieve are made possible by the **unique knowledge, distinctive skills, and commitment** of SACE People (human capital of great uniqueness and value). Therefore, it is crucial for SACE to nurture the diverse **professionalism** of its employees, fostering synergy among them, safeguarding individual expression, and encouraging both personal and collective growth.

To effectively facilitate this personal and professional growth, SACE adopts the **70:20:10 learning model**. This framework optimizes human resource development by structuring learning activities as follows: 70% through on-the-job experiences, 20% through relationships and social interactions, and 10% through formal training and education.

Recognizing that **People are SACE's most valuable asset**, the company has formalized specific **Corporate Values** (Sustainability, Focus on people, Transparency, Courage, Team spirit) to guide workplace behaviours and relationships. These values ensure full expression of individuals and consistently serve as a compass for actions within the organization.

Central to SACE's philosophy is its commitment to recognizing and valuing the **uniqueness of each individual**, with a particular focus on overall well-being. Consequently, individuals are at the heart of SACE's working environment, where employees benefit from significant **opportunities** for both professional and personal growth. Additionally, the company actively supports the harmonious **balance** between **professional** responsibilities and **private life**, recognizing this balance as essential for individual well-being and productivity. SACE's corporate culture prominently features **meritocracy** and equal opportunity and actively opposes all forms of discrimination.

# Internal Analysis

This commitment is encapsulated in SACE's new **People Care strategy**, which supports and accompanies the transformation journey, enabling individuals to fully express their potential. This strategy covers **three primary areas of action**: promoting diversity, equity, and inclusion; providing flexibility and ensuring total well-being; and fostering employability and a culture of lifelong learning.

SACE's capability to effectively support businesses stems from its bold, collaborative approach. This cultural approach, represented by the new EPIC Leadership Model, embodies SACE's values and is fundamental in achieving the company's **Vision**:

***"We believe that supporting the growth of businesses and incentivizing the pursuit of sustainability targets contributes to the well-being of society."***

The **EPIC Leadership Model** serves as an inspirational guide influencing the choices, actions, and behaviours of every employee to fully embody SACE's organizational culture. EPIC stands for Extra-Ordinary, Passionate, Inspirational, and Connective, highlighting the **four distinctive traits of SACE People**, translated into six EPIC Skills: Initiative, Focus on Purpose, Influencing, Engagement, Inclusion, and Cooperation.

Finally, with the newly established **Purpose and People Care strategy**, SACE undertook a reorganization centered around individual personal development. This **inclusive approach** empowers each person to take responsibility for their career development in alignment with the concept of a skill-based organization. The culmination of this journey in 2023 was the launch of SACE's **Employer Value Proposition (EVP)**:

***"Lead Your Journey" – Multiply YOUR skills, Craft YOUR growth, Shape Tomorrow.***

## Digital transformation and change management

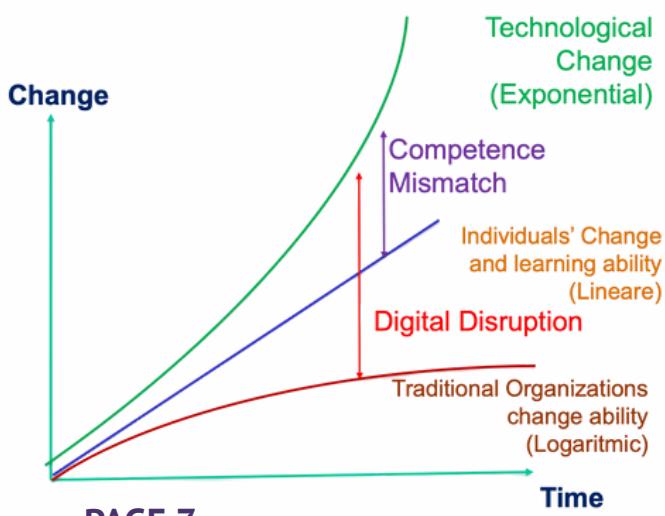
Innovation and digitalization are central pillars of **SACE's new industrial plan**, INSIEME2025, which has set a clear trajectory for the organization's future. Through this strategy, SACE aims to leverage **technological innovation** and the value of its People to support companies in meeting both current and future challenges, and to drive the sustainable transition. The creation of the Innovation Lab within SACE demonstrates the Group's commitment to cultivating a robust culture of innovation and continuous improvement internally, promoting experimentation, sharing best practices, and encouraging the adoption of new tools and methodologies.

# Internal Analysis

In the contemporary business environment, characterized by rapid technological evolution and disruptive innovation, organizations must proactively embrace digital transformation to remain competitive. This era of change, defined by exponential rather than linear growth, is explained through theoretical frameworks such as the “Hard Martec Law” and the concept of a “Digital Tsunami”. According to Hard Martec Law, technological advancement accelerates exponentially due to the intrinsic nature of digital technologies and their convergence, significantly outpacing human adaptability, which remains linear. This gap leads to the phenomenon of **Digital Disruption**, prominently impacting sectors such as **financial services**, which are in the centre of this storm, as shown in the picture on the right.



SACE operates within this highly disruptive environment, where embracing digital innovation becomes crucial. In response to these pressures, SACE has strategically implemented advanced digital and AI-powered HR tools, including the AI chatbot SAM, the comprehensive HCM system Workday, and the integrated Learning Platforms, to enhance operational efficiency, employee engagement, and organizational agility. Through these tools, SACE aims to bridge the gap (**Competence Mismatch**) between the **Technological Change** and **Individuals' Change and Learning Ability** by empowering employees, facilitating skill development, and fostering a culture open to continuous learning and adaptability.

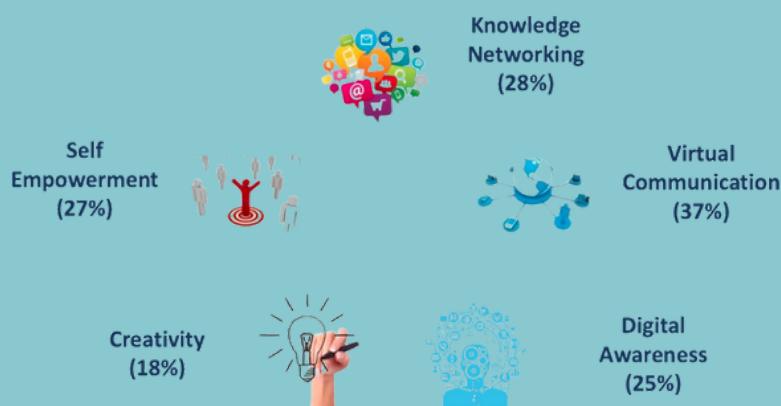


By positioning itself at the forefront of digital innovation, SACE leverages these sophisticated HR tools to mitigate disruption-related challenges. This approach aligns with theoretical insights suggesting that successful digital transformation requires organizations to actively manage change, promote employee engagement, and adopt agile methodologies. Hence, SACE's initiative is not merely an adoption of technology but an integral part of a broader strategic commitment to navigate the accelerating wave of digital disruption effectively.

# Internal Analysis

Digital transformation has a potential impact on employment and wealth distribution. To cope with these problems, there are a set of possible actions at different levels.

At **individual level**, individuals should believe and invest in their own “digital superpowers”. According to a study by Osservatori Digital Innovation related to HR innovation practice, at individual level this is how much these practices are used: knowledge networking (28%), virtual communication (37%), digital awareness (25%), creativity (18%), self-empowerment (27%).



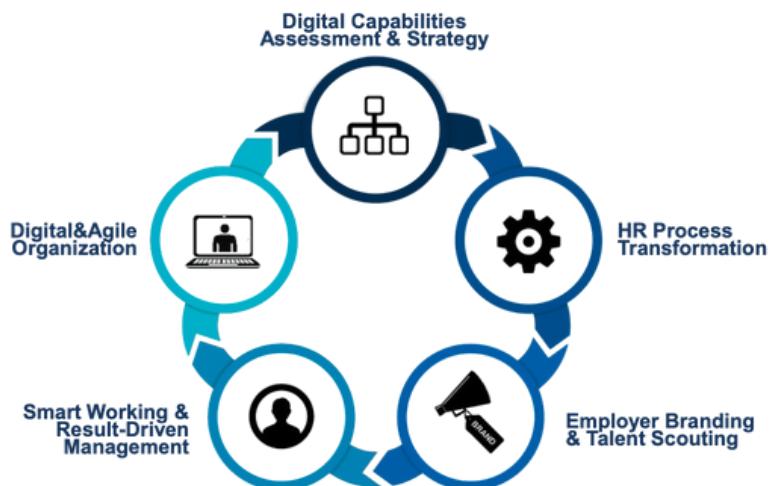
At **organizational level**, the possible action are:

- Embracing Digital Innovation at all levels
- Investing in mid-term people employability
- Managing and leading Change

So, at company level, beside an industry vision, a company vision and a business vision, we need a vision about how people will be impacted and will have to change.

An innovative leader should develop a sustainable **People First Strategy**, which is related to the deployment of business strategy in a company-wide long-term strategy to transform and align competences, jobs and leadership styles. This strategy begins with a vision that articulates how roles, skills and leadership behaviours will evolve in service of the organization's long-term objectives. By embedding people considerations into every stage of the business strategy, leaders create a coherent roadmap for re-skilling and role realignment. This sustainable, company-wide approach aligns investments in digital tools with parallel investments in talent, ensuring that technology and human capabilities advance hand in hand. In doing so, organizations can not only increase their change success rates but also foster a culture in which continuous adaptation and employee empowerment become the norm.

As shown in the figure below, the diagram illustrates the key phases for developing a **People First Strategy**, in which people are truly placed at the centre of digital and organizational transformation processes.



The core idea is that **change** should not be limited to technology or processes, but **must start with people**, their skills, and the way they work, communicate, and grow within the company. This is the path that SACE is taking.

# Managing the workforce: Tools

Since our solution is primarily focused on managing **SACE's internal population**, drawing on insights from **3 interviews with SACE**, we investigated the tools used to support employees in the company, that are **SAM, Workday and the Learning Platforms**.

Engagement with the HR tools is critical for the company, as these **platforms** are designed to empower SACE People in their **career development**. SACE hopes to increase overall engagement and utilization of its HR solutions, ultimately leading to a more satisfied and productive workforce.

**Employee engagement** is important for companies since their actions and decisions can affect the overall effectiveness of the company. Several research studies on employee engagement carried out by **Gallup** have shown that business outcomes are affected by the work of engaged employees (Gallup, a). It has also been shown by a (Gallup, 2023) study that an increase in engagement is followed by an improvement in business performance and by increased earnings per share (EPS).

Furthermore, Gallup has measured that worldwide only 23% of employees in 2023 can be considered “engaged” and this statistics falls to 21% for the following year, in the case of Italy an even lower percentage of engaged employees is shown of just 10% in 2024 (Gallup, b).

Lastly, Gallup has identified that the key drivers of employees engagement are several and include purpose, development, a caring manager, ongoing conversations and a focus on strengths (Gallup, a).

## 01. WORKDAY

Workday is a comprehensive **Human Capital Management (HCM) system** used by SACE to centralize employee data, including personal details, contracts, performance evaluations, compensation, and talent development initiatives. It empowers employees by enabling them to independently manage personal profiles, update contact and emergency information, and choose personal pronouns, thus promoting inclusivity. A key component of Workday is the **Career Hub**, which helps employees manage their skills, find mentors, and join flex teams for projects. Utilizing AI and machine learning, **Workday** provides personalized career recommendations and connects employees with colleagues sharing similar skills or interests.

Another key feature, **Career GPS**, allows employees to assess their skill alignment with specific job profiles, identify skill gaps, and design actionable career development paths. Currently, Career GPS operates separately from Workday, but integration with the Workday AI Assistant is anticipated by 2026. Development of Career GPS has been internalized, leveraging existing Microsoft and AWS infrastructure, thus eliminating associated costs.

The **Workday AI Assistant**, planned for 2026, will offer generative AI-driven career coaching and process guidance, enhancing employee experience within Workday and via Microsoft Teams and other platforms. The estimated cost for its implementation is around €10,000, without additional licensing fees. However, its functionality will be limited to existing documentation within Workday to avoid redundancy.

To assess employee engagement with Workday, SACE tracks **four key performance indicators (KPIs)**: Monthly Active Users, Career Hub Journey Completion, Skill and Initiative Input, and Feedback Requests and Responses. The aim is to achieve 80% employee participation across these metrics by the end of the year. Despite improvements in the redesigned Career GPS 2.0, active engagement remains low (30%), largely due to infrequent skill validation. To address this, Workday will introduce monthly skill updates and trend analysis. Currently, over 60% of employees have registered their skills and interests, and increased monthly use of Career GPS is anticipated.

The company is also prioritizing **job rotation initiatives**, with over 10% of employees having transitioned roles last year. Starting in July, Workday will include accessible internal job postings and AI-driven guidance for skill gap analysis and applications, further supporting employee mobility and career growth.

Looking ahead, SACE's priority shifts towards enhancing employee engagement and simplifying user experience. Initiatives incorporating gamification and motivational features are encouraged. Future AI integrations aim to complement and improve existing tools, fostering a cohesive, engaging, and simplified employee experience.

Current problems with Workday:

- **Low user engagement:** Workday suffers from low adoption beyond basic HR transactions. Many employees use it only for routine tasks (e.g. leave requests or payslip access) and do not engage with its more advanced features. This behaviour stems partly from a lack of user-friendly design and insufficient training, leaving staff unaware of or uncomfortable with Workday's full capabilities.
- **Functional and integration gaps:** Technically, Workday's standard modules do not fully align with some of SACE's internal processes. Certain HR activities (like specialized performance tracking or local compliance workflows) are not well supported, leading to workarounds outside the system. Moreover, Workday is not seamlessly integrated with other SACE platforms (e.g. legacy systems or third-party apps), causing duplicate data entry and inconsistent information across tools. These limitations frustrate users and reduce their trust in the system's effectiveness.
- **Cultural resistance to digital HR:** On a behavioral level, there is resistance to embracing Workday for career development or planning. Employees often perceive it as an administrative tool rather than a personal resource, and therefore they do not use it strategically. This cultural mindset, combined with earlier negative experiences (such as implementation issues or login difficulties), has led some staff to avoid Workday unless absolutely necessary.

## 02. SAM

SAM is an innovative, **HR-focused chatbot** leveraging generative AI (ChatGPT) to efficiently handle employee inquiries. Its adoption significantly **reduces direct HR interactions**, saving approximately 2.5 minutes per request. Despite this clear efficiency gain, a **notable challenge** remains: many employees still prefer direct contact with HR personnel, largely due to habit or uncertainty about SAM's effectiveness. Although extensively promoted through conventions, intranet communications, Microsoft Viva Engage, and direct interactions, SAM's usage has not reached its full potential, currently handling about 5,000 requests monthly.

This year's **objective is to significantly increase SAM's utilization** through internal initiatives and collaborative efforts, without additional budget allocations. SAM operates securely within a closed, controlled system, exclusively referencing a curated collection of pre-approved company documents, ensuring compliance, accuracy, and avoiding common AI hallucinations typical of open systems.

The chatbot's knowledge base, securely hosted on **Microsoft Azure**, is accessible only by selected administrators. Users receive responses with direct links to relevant documentation, such as policies, manuals, models, and company news, organized similarly to Microsoft SharePoint.

**Feedback management**, initially systematic, is currently ad hoc, with issues resolved as they arise. Importantly, 99% of errors stem from incomplete or outdated documents, while only 1% are attributed to algorithmic or technical problems. HR plays a key role in quality assurance, proactively resolving issues, supported by user-reported feedback through dedicated forms and ongoing communication via Viva Engage.

## 03. LEARNING PLATFORMS

Current problems with SAM:

- **Low adoption and trust:** SAM is intended to answer employees' FAQs and assist with HR tasks. In practice, however, few employees actively use SAM. Many are either unaware of the chatbot or do not trust it to resolve their queries effectively, preferring to contact HR staff directly. Early user feedback indicates that SAM sometimes provides generic or unhelpful answers, undermining confidence in the tool.
- **Limited capabilities and integration:** From a technical standpoint, SAM's knowledge base is limited. It can handle simple questions (e.g. policy queries or password resets) but struggles with complex, context-specific inquiries. The chatbot is not tightly integrated with Workday and the Learning Platforms. For instance, it cannot execute transactions on Workday or fetch personalized data, so its utility remains constrained. As a result, SAM currently adds little value to employees' daily routines, and its potential to save work from HR teams remains unused.

SACE leverages external learning platforms such as **LinkedIn** and **Coursera**, integrated with **Workday**, to facilitate employee access to **training**. Courses are voluntary, emphasizing individual accountability and allowing employees to select training aligned with their career development goals. Skills are clearly linked to specific company roles, creating a direct relationship between training and career progression.

Training content is structured around three main skill clusters: **emerging skills** (e.g., AI and data), **future-fit skills** (soft skills), and **core skills specific to company roles**. Courses are offered across multiple levels of proficiency (beginner, intermediate, advanced) to accommodate individual needs. Skill validation combines self-assessment, manager and peer feedback, and course completion. Most courses are video-based, complemented by intermediate tests, final assessments, and sometimes supplementary materials.

To encourage engagement and peer-to-peer recommendations, an internal review app called **Course Advisor** was developed. Integrated within the company's intranet under the "**Lead Your Journey**" section, this app enables employees to rate courses, share insights on certifications, exams, or additional materials, and recommend training to colleagues. This fosters internal communication, knowledge sharing, and continuous improvement.

Current data indicate strong initial engagement, with 90% license activation. However, **challenges remain**, as about 50% of courses started are not completed, and detailed metrics such as course engagement duration or app utilization are not actively tracked.

Currently, training paths are general rather than personalized. Employees can, however, use the Career Hub to **identify individual skill gaps** relevant for career advancement or role transitions. The flexible "Flex for Future" model supports employees in completing training during working hours, promoting autonomy and adaptability.

Feedback collected through Course Advisor is not yet systematically used to modify existing courses but will be increasingly considered for future updates. A comprehensive review of skill paths is planned for June-July, aiming to refresh offerings and boost employee engagement.

## Current problems with Learning Platforms:

- **Poor engagement and awareness:** SACE provides access to LinkedIn Learning and Coursera and Coursera for employee development, but utilization of these platforms is low. Many employees do not take advantage of online courses or trainings available to them. Common reasons cited include lack of time, insufficient managerial encouragement, and low awareness of the relevant content on these platforms. This points to a behavioral challenge: a cultural reluctance or inertia in proactive skill development, where employees are not habitually integrating self-driven learning into their work life.
- **Platform disconnects and content alignment:** Technically, the external learning platforms are not integrated with SACE's internal HR systems. Achievements or certificates from LinkedIn Learning/Coursera are tracked separately and not linked to Workday's employee profiles. This disconnect means that learning activities often go unrecognized in the formal HR process, reducing motivation for employees to pursue online courses. Additionally, the breadth of content on these platforms can be overwhelming, and without guidance or curation, employees might struggle to find courses aligned with their career paths or SACE's strategic competencies, limiting the platforms' perceived relevance.

To overcome the challenges incurred with HR tools, we can analyze how SACE should integrate proven change management frameworks into its digital transformation approach.

The seven psychological conditions for effective change are all essential for real adoption.



Addressing issues like low trust in the SAM chatbot, **lack of strategic use of Workday**, and high drop-off rates in learning platforms requires SACE to boost motivation through recognition, simplify user experiences, and foster peer support.

In the **ADKAR model**, the first 3 steps (Awareness, Desire, Knowledge) are crucial for preparing people for change.



However, Ability and Reinforcement represent a significant leap forward. These are the phases where transformation becomes tangible, moving from simple theoretical understanding to actual daily adoption of new tools. The **transition from Knowledge to Ability** is not automatic. Knowing "how something works" does not mean being able to use it effectively or integrate it into one's work routines. True adoption only happens when people experiment, apply, and feel confident using the tool to achieve their goals, and when they see real added value, both for themselves and for the company. The **Reinforcement phase** is just as critical: consolidating new behaviours, providing feedback and recognition, celebrating successes, and keeping motivation high are essential steps to prevent a return to old habits. If SACE has successfully addressed **Awareness, Desire, and Knowledge**, the real challenge now is to turn knowledge into practical ability and ensure this is reinforced over time, so that tool adoption becomes complete, mature, and sustainable. It is in these two phases that true value is created, because this is where individual and organizational objectives finally align and digital transformation becomes a reality.

# Objectives

The primary objectives of this project center around leveraging generative AI to enhance employee engagement and development at SACE, focusing on the three HR tools.

## 01. WORKDAY



+ 10%  
in internal job  
rotation

+ 40%  
in active use of career  
development tools

## 02. SAM



+ 50%  
in employee  
usage

## 03. LEARNING PLATFORMS



+ 40%  
in course  
completion rate

# Methodological Approach

The analysis of SACE presented in this report is grounded in a **qualitative research approach**. To investigate both the company's context and the effectiveness of its HR tools, we conducted **semi-structured interviews** with three SACE tutors, utilizing a set of prepared questions organized around relevant themes. This methodology allowed us to direct conversations toward our research interests and to remain open to unexpected insights, thus enabling a richer and more nuanced understanding of employee behaviours, system limitations, and cultural barriers. The primary data gathered from these interviews was supplemented with **secondary data sourced** from the 2023 SACE Group Non-Financial Statement, the official SACE website, and other institutional documents. Through careful analysis of interview transcripts and documentary materials, we identified the current challenges associated with SACE's HR tools, highlighting both technical and organizational issues that impact their adoption and effectiveness. The use of semi-structured interviews was particularly valuable, as it facilitated an **in-depth exploration** of not only the observable difficulties but also the underlying cultural and behavioural dynamics within SACE. Furthermore, we aimed to gather quantitative data by adopting a **quantitative research approach**. For this reason, we designed a **survey** divided into three main sections: the first focused on collecting information about the **current use of the three tools**; the second aimed to **test all aspects of our proposed solution**; and the third gathered **personal information**. However, the data collected through the administration of the questionnaire was limited, as we received only 23 responses out of 100 potential participants.

# PESTEL analysis

The PESTEL analysis is a strategic tool used to examine the macro-environmental factors influencing an organization. In the context of SACE, which operates in the insurance and financial sector, we analysed the impact of Artificial Intelligence (AI) in Human Resources (HR) functions through the following dimensions:

## P POLITICAL

Regarding the political aspects, it's essential for companies to comply with **labour regulations**, particularly those concerning the management of employee data and its application within AI systems. Furthermore, there are limitations on the use of remote-control technologies for workers as stated in section 4 of the Italian Worker's Statute. (Ryolo & Dellacasa, 2024)

Additionally, companies could benefit from **incentives** or funding aimed at the implementation of advanced technologies in their processes, which can lead to increased operational efficiencies. An example could be Piano Transizione 5.0 focused on improving energy efficiency, on the adoption of innovative technologies and promoting sustainability. (in.HR Agenzia per il Lavoro, 2024) Another more people-specific fund is the European Social Fund Plus (ESF+), which is the main European instrument for investing in people and supporting the implementation of the European Pillar of Social Rights. The main areas of focus are employment, social inclusion and education & skills. (What is the ESF+?, s.d.)

Lastly, AI could have an impact on the **relationship with trade unions**, making transparency and effective communication on how AI tools are going to be implemented to support the employees' work crucial. In particular, the EU Directive 2019/1152 on transparent and predictable working conditions, implies the disclosure of structured and detailed information regarding the use of any automated decision-making/monitoring system, especially if they are relevant to recruitment, management or termination of the employment and performance assessment. (Ryolo & Dellacasa, 2024)

## E ECONOMICAL

Italy's economy is characterized by a significant presence of small and medium-sized enterprises (SMEs), which contribute substantially to the national GDP. SACE's role in supporting these enterprises through financial services underscores the importance of operational efficiency. Implementing AI in HR can lead to **cost savings and productivity enhancements**, aligning with broader economic goals of fostering innovation and competitiveness.

Developing and integrating AI systems requires significant financial investment. However, these costs may be offset by **long-term benefits** such as improved employee performance, reduced turnover, and enhanced operational efficiency. Traditional recruitment and training methods involve significant costs related to job advertising, screening and interviewing candidates, training and development programs and so on. AI tools can **optimize these processes** by both predicting future workforce needs based on employee skill gaps and automating resume screening to identify best-fit candidates faster.

By leveraging AI in HR practices, SACE positions itself as an **innovative leader** in the financial services sector, potentially attracting top talent and gaining a competitive edge in the market. Indeed, with AI-enhanced HR practices, SACE can attract and retain top talent by offering AI-driven career progression tools that encourage long-term professional development. Furthermore, SACE can reduce employee turnover, minimizing hiring and onboarding costs.

# PESTEL analysis

S

SOCIAL

T

TECHNOLOGICAL

**Employee acceptance of AI** is crucial as AI can enhance the overall employee experience by streamlining repetitive tasks, allowing HR teams to focus on more strategic and human aspects of their roles, such as employee development and well-being. However, it's important that employees feel the shift to AI results in more **value-added activities** rather than impersonal or dehumanizing experiences, also because some concerns regarding job displacement or the dehumanization of HR processes may arise.

As AI is integrated into HR functions, employees may require **new skills** to collaborate effectively with AI tools. Digital literacy is no longer optional but a fundamental requirement, in fact employees are expected to demonstrate **proficiency in AI** tool navigation and interaction, basic data interpretation from AI-generated insights and collaborative skills with AI-assisted platforms. Providing training, and upskilling opportunities is vital to ensure that employees remain relevant and capable of leveraging AI for better decision-making and problem-solving.

Implementing AI in HR functions may trigger shifts in the **corporate culture**, especially in terms of how employees view the role of HR. Traditional HR practices may be perceived as more personal and human-driven, while AI adoption introduces a new dynamic of automation. It's crucial to foster a culture where AI complements human decision-making rather than replacing it.

Another aspect to be considered are the **different generational attitudes** towards AI. **Gen X and Baby Boomers**, that nowadays represent the senior part in a company, are **more cautious** about AI adoption and more concerned about job displacement. For this reason, they need targeted training addressing technological anxiety. On the other hand, **Gen Z**, the generation of the digital natives, is **highly comfortable** with AI technologies as they view AI as an opportunity for personal and professional enhancement and expect AI integration as a standard workplace feature.

The successful integration of AI in HR requires a nuanced, human-centric approach that balances technological potential with social dynamics. Organizations must cultivate a culture of continuous learning, empathy, and technological adaptability.

Technological advancements are significantly reshaping the human resources landscape, particularly through the integration of generative AI and digital tools. Current trends such as **generative AI applications** are revolutionizing recruitment, performance management, and employee self-service platforms. Digital HR assistants and chatbots now handle up to 50% of routine inquiries, increasing operational efficiency. The use of **real-time analytics and big data** enables organizations to capture employee sentiment and feedback, helping to address issues proactively. Moreover, **AI-powered coaching tools** offer personalized career development plans tailored to individual skills and preferences. Looking ahead, hybrid work enablers, including tools designed to optimize both remote and in-office productivity as well as mental health, are becoming essential.

**Predictive workforce analytics** are emerging as a powerful resource for forecasting talent gaps, turnover risks, and future leadership potential. In addition, the integration of IoT in the workplace, through smart sensors, supports the monitoring of space utilization and employee well-being, further driving data-informed decision-making in HR.

# PESTEL analysis

## E ENVIRONMENTAL

AI, as per se, has a double environmental impact. A **positive** one, since it can be used to **monitor the environment and enhance efficiencies** and develop better sustainability practices. (UNEP, 2024) Furthermore, AI could be used to reimagine complex systems and develop more efficient cities, agriculture, energy, water and material systems. In addition, AI could be used to power digital twins and simulations in order to **optimize cross-system interaction and inter-systemic flows** and also to accelerate scientific discovery and facilitate tech innovation at scale. Moreover, if implemented into routing systems, AI is utilised to suggest better routes with an eco-friendly spirit in mind, for example the case of Google Maps that helped preventing the dispersion of CO<sub>2</sub> generated by cars, by suggesting different routes. (Lord Stern & Romani, 2025)

On the other side, it can be **problematic** for the environment for the following reasons: most AI deployments are housed in data centres and require raw materials such as rare earth elements for microchips as well as energy to power the data centres themselves. Furthermore, apart from the **electronic waste** produced by the data centres, **vast amounts of water** are used to cool electrical components once the data centres are operational. (UNEP, 2024) This practice is done to **prevent overheating and sustain performance**, but on the other hand it can further endanger those regions that are already affected by water scarcity. Ultimately, considering the amount of energy required to power the systems, **GHG emissions** have to be taken into consideration particularly if the source of energy is coming from non-renewable power plants. (Dr. Litvinets & Pijselman, 2024).

## L LEGAL

Regarding the legal aspects, Europe has created the first-ever comprehensive legal framework on AI worldwide, the **AI act**. This framework establishes a **set of risk-based rules** regarding specific use of AI. Four levels of risk are defined with **unacceptable** risk and **high** risk representing the upper risks, namely those that represent a threat to the safety, livelihoods and rights of people, and **transparency** risk and **minimal** risk that complete the low end (Shaping Europe's digital future- Directorate-General for Communications Networks, Content and Technology, 2025).

Moreover, there are other aspects to take into account. **Data protection** is crucial. The implementation of AI tools into the HR processes entails the use of personal data. Therefore companies must ensure regulatory compliance with GDPR and other regulations so that employee **information is handled safely and responsibly**. [Regulation EU 2016/9679]

It's essential to also address the issue of **discrimination and bias**. It has to be ensured that biases are eliminated from the algorithms utilised in order to provide fair decisions as the Italian labour law stringently prohibits both direct and indirect workplace discrimination (Ryolo & Dellacasa, 2024).

Lastly, companies should be aware of their **legal responsibility** for AI decisions. On this manner, the European Parliament has introduced in 2022 a Proposal for an Artificial Intelligence Liability Directive (AILD), that lays down uniform **rules for damage caused with the involvement of AI system** (Directorate-General for Communication).

# SWOT analysis

## S STRENGTHS

SACE biggest strengths rely on their **visionary leadership and People-First culture**. This is reflected into the innovative HR practices and especially in the **EPIC model** (Extra-Ordinary, Passionate, Inspirational, Connective) which underpins the HR function integrating values such as autonomy, personal development and organizational wellbeing. This is further highlighted with their **Employer Value Proposition “Lead Your Journey”**, which emphasizes the importance of individual growth through job rotation, active employee participation in their own career paths and shared responsibility.

Furthermore, SACE been recognised as a pioneer of **digital innovation and Generative AI** in HR and has won an HR innovation award for its visionary approach. Furthermore, SACE has implemented an integrated system featuring the **Career GPS** to guide employees in their career development, which include the Workday platform, SAM chatbot and the e-learning platforms and enhanced by advanced algorithms. This digital prowess is complemented by **advanced development and training platforms**, like Workday HCM, LinkedIn Learning, and Coursera. Such tools facilitate skill mapping and continuous upskilling and reskilling of the employees, fostering a skill-driven environment where employees have the possibility to broaden their competences through micro-certifications and continuous learning.

Another strength of SACE relies on the **flexibility and well-being policies**. Examples of initiatives introduced in SACE are **Flex4Future** and **Evolved Smart Working**. This consist in a progressive work model that emphasizes responsibility over rigid schedules including the experiment of a four-day workweek with the aim of enhancing the engagement, the productivity and the work-life balance. This focus on the **well-being and positive corporate climate** translated into welfare initiatives, flexible schedules strengthens their employer branding and supports the retention efforts.

Lastly, as a public institution, SACE has a **profound social impact and sense of purpose**, benefiting the community and businesses by supporting thousands of companies and mobilizing investments. Furthermore, the HR function promotes values of social responsibility, distributed leadership and sustainability, making SACE a motivating and attractive workplace.

## W WEAKNESSES

SACE is currently navigating a period of significant human resources development, there are several key areas which could be improved. A more integrated and data-driven approach could be adopted to maximise the potential.

Firstly, SACE faces a **partial technological integration** of its tools. Platforms like Workday, SAM and LinkedIn/Coursera aren't being fully leveraged and adopted potentially limiting their long-term advantage. To ensure a widespread and integrated use of these digital tools by all employees, **further training and internal communication** are needed.

Another aspect that is not fully established is the **measurement of HR outcomes**, in particular, a **structured reporting system** is needed to evaluate the effectiveness of programs, such as lead your journey, in terms of engagement, internal mobility, and retention. To guarantee tangible results, managerial evaluations should be tied to **metrics for staff development and employees satisfaction**.

Addressing **Diversity and Inclusion** is a key component. There are possible imbalances in top roles, with lower female representation, limited cultural and age diversity, and scarce public evidence of policies for people with disabilities or other minorities. This could be an **opportunity for improvement** and to boost the company's reputation through investments in mentorship, generational inclusion programs and measurable objectives, for example the percentage of women in leadership positions.

Lastly, SACE in some years has experienced a **turnover** of around 12%, indicating potential challenges in retaining skilled talent and incurring in higher replacement costs, especially during a period of rapid headcount growth. This high turnover impacts **efficiency and productivity**, as increased staffing in the past hasn't consistently translated into stronger financial results. To optimize digital processes and ensure a business success growth, some crucial steps, such as monitoring the revenue per employee and reducing inefficiencies, have to be made.

# SWOT analysis

## O OPPORTUNITIES

The opportunities that have emerged from the external analysis are two-fold as they will impact both the employees and the company sides.

The first and most impactful is the fact that AI represents an enabler to a **scalable and highly personalised/tailored development path** for employees, allowing them to access information helpful for their growth and to increase their visibility on their skills' situation, the ones to develop and the ones already developed. Furthermore, AI is not only implemented for the analysis of the data and the identification of the missing skills but it's a helpful tool for **scaling the next step regarding training plans and coaching experiences** tailored to each employee's skills, aspirations, and development needs.

This data and the **predictive analytics** are also helpful for the company since it'll allow HR to anticipate skill gaps, identify turnover risks and align talent with current and future business needs, supporting long-term organizational resilience. This allows SACE to position itself as a **tech-savvy employer**, appealing to digitally-native Gen Z talent while improving employee engagement and reducing turnover.

The second is represented by the opportunity to develop an **AI literacy** inside the company that will allow collaboration between employees and AI tools, potentially leading to faster and more accurate results. Moreover, by training staff in the use of AI tools and developing digital competencies across generations, SACE can future-proof its workforce and strengthen internal resilience.

The third opportunity revolves around the **hybrid work optimization**. AI-driven platforms can offer real-time well-being checks, smart feedback systems, and virtual assistants that help employees manage remote work and workloads more effectively. Furthermore, they optimize the collaboration between remote and in-office teams through **smart scheduling and space usage tools**, therefore they boost engagement, productivity, and job satisfaction.

## T THREATS

While the integration of generative AI into HR functions at SACE presents significant opportunities, it also introduces several potential risks that must be carefully managed. These threats span legal, ethical, cultural, and technological dimensions and could impact the successful adoption and long-term sustainability of AI-driven solutions. Below, the most relevant threats are ranked in order of strategic importance.

**1. Risk of Algorithmic Bias in HR Decisions:** If generative AI tools are not carefully managed and monitored, they might reproduce biases in hiring, promotion, or development processes, contradicting SACE's values of fairness and inclusivity and so SACE's public credibility. Indeed, improperly trained AI systems could perpetuate algorithmic bias that pose serious risks in a country with strict anti-discrimination labour laws, exposing SACE to legal challenges and social criticism.

**2. Ethical and Cultural Resistance:** Perceptions of AI replacing human judgment, especially in HR, can provoke resistance or union concerns if not managed with empathy and transparency. In fact, HR automation may be viewed as dehumanizing, especially in areas like performance reviews or career coaching, unless framed as augmenting that is not replacing human interaction. Moreover, especially among Gen X and Baby Boomers, may arise concerns about job displacement and this could lead to union tensions, reduced engagement, or internal conflict if not addressed through careful communication, training and change management. This phenomenon of employee anxiety and resistance in AI adoption it is particularly true for the Italian population due to its high average age.

**3. AI Regulation and Compliance Risks:** Navigating the legal complexities of the AI Act, GDPR, and the AI Liability Directive increases compliance risk. Any misstep in data privacy or algorithmic bias could result in reputation damage or legal liability. As well as any misalignment with the EU AI Act, GDPR, or Italian labour laws (especially regarding transparency in HR decisions) could seriously hinder the company.

**4. Technological Dependence and Data Security:** Last but not least, the increased reliance on AI systems for HR processes heightens exposure to cyber threats, data breaches, and system failures, demanding robust digital infrastructure and advanced security measures and employees training.

# Our Solution

SACE Human+ is our **integrated solution** designed to enhance employee engagement and innovation by connecting **three core pillars** tailored for both employees and managers. On the **employees side**, **GrowPlay** offers an AI-powered gamified personal development app that promotes learning and well-being, while **SACE Together** creates shared learning experiences and events that foster organizational cohesion and cultural alignment. On the other side, the **managers and team leads** one, the **AI Manager Hub** provides a smart platform to monitor, support, and strategize team development, improving visibility and collaboration by leveraging data from existing tools. Collectively, SACE Human+ addresses low engagement and fragmented experiences, ultimately aiming to make people genuinely want to use the tools already in place.

## GROWPLAY

GrowPlay is an innovative application designed to empower employees in their personal and professional development through an engaging, gamified, and data-driven experience. The platform focuses on four key experience areas: Growth Snapshot, Mini Quests Engine, Growth Pulse, and Enhanced SAM Chatbot Integration. Each area is tailored to enhance learning, track progress, incentivize the current HR tools usage and support well-being. These are further supported by features that promote recognition, community engagement, and seamless integration with organizational systems.

At the heart of GrowPlay is the **Growth Snapshot**, a feature that visualizes an employee's learning journey, well-being, valuable feedback from peers and skill development over time, connected to their Career GPS data and goals. It allows users to monitor their personal achievements and compiles feedback from multiple sources to provide meaningful insights (Workday, Career GPS, Peers and Manager Feedback, LinkedIn Learning). This feature helps employees to reflect and feel seen on their progress, incentivize the use of tools and identify areas for further improvement, fostering a habit of continuous growth.

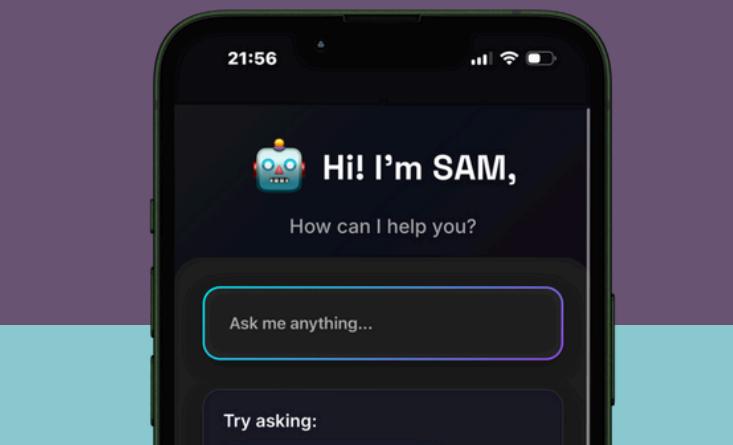
The **Mini Quests Engine** brings a dynamic and interactive approach to learning. It offers short-term, Duolingo-style challenges that typically last between seven and ten days. Each challenge includes daily micro-actions such as videos, quizzes, and practice exercises from LinkedIn Learning courses, designed to build learning momentum without overwhelming the user. The main focus is to keep employees engaged while

incentivizing the completion of full courses through gamified elements and a structured learning path.

Progress tracking is made engaging through visual tools like completion bars and leaderboards, encouraging friendly competition among peers. The system also integrates badges and points as rewards, while course content is thoughtfully broken down into modules to maximize retention and motivation.

Employees can also see other employees' reviews for a particular course to help them determine if a course is a good fit before enrolling, and receive personalized course recommendations based on their interests or progress. This combination of social proof, gamification, and bite-sized learning helps drive consistent engagement and course completion.

To support mental health and work-life balance, GrowPlay includes the **Growth Pulse** feature. This component enables users to conduct quick mood and emotion check-ins using simple emoji selections. It offers lightweight well-being assessments and employs AI-powered reflection prompts to help users gain self-awareness. Based on user inputs, it provides suggestions to improve daily work habits and highlights potential signs of burnout early, thereby promoting sustainable productivity.

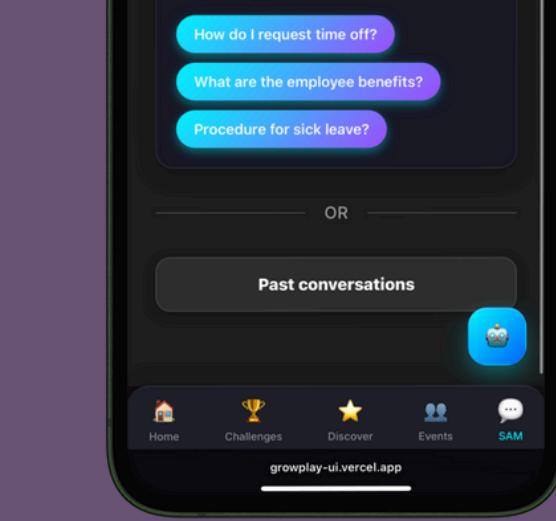


Another integral feature is the **enhanced SAM Chatbot integration**. The chatbot, already present in the SACE ecosystem, has been redesigned with a more visually appealing and user-friendly interface. Its main focus is to assist users with common HR-related questions and provide personalized guidance, helping employees easily navigate topics such as policies, benefits, time off, and internal procedures, offering smart prompt suggestions to ensure a smooth and effective experience.

In addition to its core features, GrowPlay offers **several supporting functionalities** that further enrich the user experience. The rewards and recognition system combines virtual incentives like badges and trophies with tangible rewards such as coaching sessions and gift cards. The App celebrates milestones and regularly highlights top performers to foster a culture of achievement and appreciation.

GrowPlay also emphasizes social and community engagement by enabling optional skill-sharing among colleagues and organizing team challenges and competitions. To foster a healthy sense of competition without added pressure, it supports anonymous benchmarking, allowing users to compare their progress with peers while maintaining privacy. Participants can choose to stay anonymous or opt in to display their name on leaderboards, offering flexibility based on individual comfort. The platform also encourages knowledge-sharing within teams, helping to build a more collaborative and informed workforce. To ensure ease of use within existing work environments, GrowPlay offers seamless integration with corporate systems.

It supports single sign-on and data synchronization with platforms like Workday, and is available across mobile, desktop, and Slack interfaces. Real-time notifications and reminders are also integrated, keeping users consistently informed and engaged.



To **sum up**, GrowPlay, by providing the tools for personal growth, community interaction, and recognition, it not only empowers individuals but also contributes positively to organizational culture and performance.

## AI MANAGER HUB

The AI Manager Hub is a purpose-built **digital platform designed to support managers** in monitoring, developing, and enhancing team performance. It leverages data analytics and artificial intelligence to provide actionable insights, streamline managerial responsibilities, and promote strategic workforce planning. The application integrates several key functional areas that collectively enable proactive leadership and data-informed decision-making.

A key element of the AI Manager Hub is the **Team Analytics Dashboard**, which provides a comprehensive overview of team well-being and engagement. This includes a Team Health Scorecard, which aggregates data on engagement levels, emotional trends, sentiment analysis, and indicators of attrition risk. It also highlights learning participation rates, offering visibility into the team's involvement in upskilling activities. These insights equip managers with a detailed understanding of team dynamics and potential areas of concern.

Another critical component is the **Skills Gap Analysis** module. This feature enables team competency mapping, helping managers identify critical skill deficiencies within their teams. By highlighting areas where expertise is lacking, the platform's AI-powered learning recommendation engine suggests relevant development opportunities. This ensures that learning and development initiatives are both targeted and aligned with organizational priorities.





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# Dashboard Overview

Monitor team performance and skill development in real-time

Last updated: Today, 9:41 AM

## Key Metrics

Essential performance indicators

Team Engagement

78%

⬇️ 6% from last month

Learning Participation

92%

⬆️ 12% from last month

Team Size

10

⬆️ 4 new members

Retention Risk

86%

— No change

## Priority Actions

Recommended actions requiring your attention

The **Performance Trends** section allows managers to observe team-level growth over time. Where appropriate, individual tracking is anonymized to maintain confidentiality while still providing meaningful patterns. The platform surfaces team productivity trends, recognition frequency, feedback quality, and the rate of goal completion through intuitive visualizations. These metrics offer a data-driven foundation for performance reviews and ongoing team improvement. Everyone can see their own skill data transparently, including the rating: the numerical value assigned and where it comes from (self-assessment, peer review, external input), and the date of reference. All this data is saved monthly in our GPS, so people can track the evolution of their skills in relation to their job profile, and compare with similar or different profiles if they want to build a development plan. Skill ratings and evaluations are visible up the organizational chain, not just to the person's manager but higher up as well. Of course, also the HR department can access the complete data set for the whole company.

To support daily managerial responsibilities, the **Managerial Support Tools** offer a range of AI-generated aids. These include smart nudges and alerts that act as early warning systems, prompt check-ins, or remind managers to celebrate employee milestones.

The platform also generates tailored talking points for one-on-one meetings, provides frameworks for development discussions, and suggests feedback templates. Additionally, it identifies opportunities to offer recognition,

reinforcing positive behaviour and motivation within the team.

For long-term leadership planning, the **Strategic Planning Assistance** feature provides tools for team development road mapping and offers insights into resource allocation and internal talent mobility. This enables managers to align individual growth with broader organizational goals.

The **Action Center** consolidates key managerial tasks into a single interface. It helps prioritize actions based on urgency and potential impact, facilitates follow-up tracking, and measures the effectiveness of interventions over time. It also enables the sharing of best practices among managers, fostering a collaborative leadership culture.

From an administrative perspective, the AI Manager Hub includes a **robust reporting and insights suite**. Managers can use a custom report builder to generate data visualizations and summaries. Reports also include trend analyses and forward-looking predictions to support strategic decision-making.

Finally, the platform offers **flexible Configuration Controls** to ensure alignment with organizational policies. Managers can manage privacy settings, integration parameters, and team structure updates. They can also adjust alert sensitivities to match their leadership style or operational context, ensuring the tool remains adaptable to diverse environments. By centralizing key functions and insights in a single platform, it empowers managers to lead more effectively and contribute to long-term organizational success.

We developed a prototype of the AI Manager Hub to have a better understanding of the platform both graphically and practically. In the main menu of the page, there are three clickable sections: **Dashboard, Team Orchestrator, and Projects**, plus a separate **Analytics** section where the available reports can be found. In the Dashboard Overview section managers can monitor team performance and skill development in real-time, looking at Key Metrics and essential performance indicators. Moreover, they can see the priority actions that require most of their attention and different sections regarding skills analysis and development. The part of Team Orchestrator is ideated to build optimal teams by matching skills with project requirements using AI-powered analysis.

## SACE TOGETHER

Our solution includes also a series of events, to both foster collaboration, boost performance and increase the involvement and engagement of the employees. Therefore, we have included two genres of events:

1. The first one consists in **Group learning experiences and workshops**. This kind of events can help with both employees' feelings of loneliness and stress especially true for hybrid and full remote employees (Pendell, 2025) and also to build/spread knowledge within the organization.
2. The second one consists in more **Typical social events** that companies organise to build collaboration, trust, communication between their employees (ex. of these events could be sport related, social events).

The **Group learning experience** consists of events lasting 3–4 hours, held once a month or every two months, in rooms already present in SACE buildings and large enough to accommodate 15 to 30 participants\*. These sessions are essentially a group projection of Learning Platforms courses, creating a more connected and collaborative learning environment. A designated facilitator or conductor leads the session, guiding participants through the course material and proposing related activities or discussions to deepen understanding and encourage interaction.

All course materials are provided electronically if needed, and a projector is used to display the Learning Platforms course content, ensuring everyone can follow along easily. This format not only promotes knowledge sharing but also helps reduce employee isolation by fostering a sense of community.

Regarding the topics of the group learning experience two options could be developed.

Firstly, starting from the overview of the current skills of the team/participants on Workday and on the AI Manager Hub, the company can be aware of the **missing or underdeveloped skills on a theoretical point**. Consequently, an event on the specific topic should be organised. In this case, the event will start from a course already available on the Learning Platforms. The aim of these events is to facilitate the initial step of choosing the topic.

Secondly, from the Learning Platforms the company could choose a topic not well-followed or not completed by the majority of the team and organise a workshop on it to further develop the knowledge. The events organised are of the following types: simulations, practical activities, doubt clarification, collaborative problem solving. The aim of these events is to put into practice the theoretical knowledge and facilitate the **connection with the day-to-day activities** of the employees.

Following there are some topics related to the skills on the rise 2025-2050, taken from the Future of Jobs Survey 2025 (World Economic Forum, 2025), that are considered to be increasing in importance and could be taken into account as topics of these events, such as AI and Big Data, Network and Cybersecurity, Technological Literacy, but also soft skills such as creative thinking, reliance, flexibility and agility, curiosity, leadership and talent management.

The **communication of the events** should be done via GrowPlay with details, such as room, time, topic, learning objectives, in this way it is possible to gather information about who is available and to manage reminders in an easier way with just one tool. For the future another mean could be even internal newsletters, but the latter is more suited for bigger events.

In order to collect the **post event feedback** after the group learning experience, we suggest showing a QR-code with simple and fast questions regarding the learning experience, the topic, their opinion, if they would suggest it to another colleague, if they like in-presence learning experiences better than online platform courses. The feedback could be included and shown on GrowPlay, in order to have valuable insights directly where the employees see all the courses available.

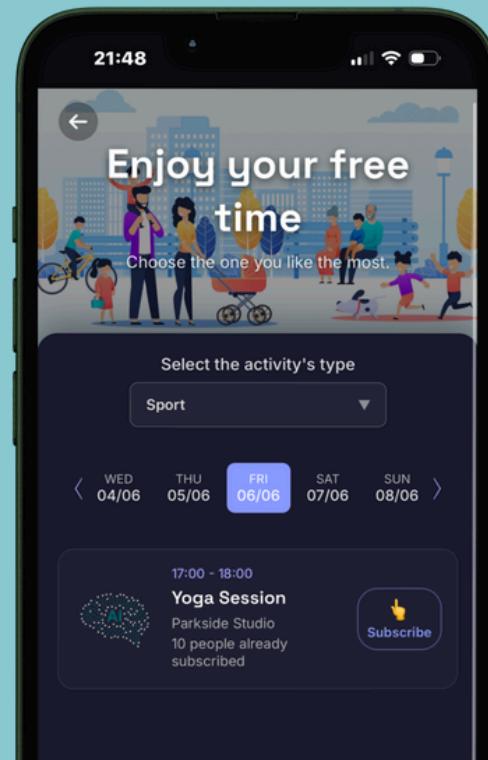
Once the implementation of the technical part of our solution is completed, a **series of events** should be organised **to show and present the tools to the employees**. This onboarding should be split in several events in the course of one month to facilitate the learning process of the employees, as suggested and experimented by Davide Cazzaniga of Digital Attitude - Politecnico di Milano on their project in one plenary meeting of all student groups to which the SACE brief has been assigned. In this way the employees have multiple opportunities to apply the knowledge of the previous event and to further develop it with the remaining functionalities.

In addition, supplementary events should be dedicated to the **explanation of the AI manager Hub** to the managerial figures present in SACE.

The second type of events could be described as **more Typical events** that companies organise, in case of SACE those that could be part of the Welfare Plan. These events are designed to **build transversal competences** such as **soft skills and collaboration, trust, communication between their employees**. They could include sport related activities to improve the team spirit and physical well-being, volunteering activities to boost the social responsibility and team membership, escape rooms to test critical thinking skills and effective communication skills, but also creative workshops. Other could be welfare related, in this case the events are a support for socialization within the company and for creating a sense of belonging. These events include company parties, picnics or company outings and theme nights.

For this type of events, SACE employees can already take part in an internal employee organization where **para-company initiatives** are organized with a small contribution from the company and the contribution of the employees. Examples of these activities include organized and discounted trips, as well as activities like cinemas, museums and guided tours.

Especially for **volunteering**, SACE is already supporting social issues with **Flex4giving Back** and the aim of this initiative is to strengthen the social responsibility commitments, where community contribution and employee well-being are the main focus. (SACE, 2024) With this initiative from 2024, 17 associations and 394 colleagues were involved, with 1983 hours of volunteering activities organised. (SACE, 2025) These initiatives include painting a senior centre, tending a flowerbed, helping at a family home, volunteering at Caritas soup kitchen.



# Technical Implementation



## KEY ACTIVITIES

The implementation of our idea for SACE's HR processes is based on a combination of **technical and strategic activities** aimed at enhancing personalization, engagement, and managerial efficiency. At the core is an **AI-driven learning personalization system** that leverages recommendation engines to tailor learning paths based on each employee's role, skill gaps, and career aspirations. These learning journeys dynamically adapt in real time by analysing user engagement patterns and feedback, through mechanisms like **Mini Quests and Growth Pulse**. Complementing this is the **GrowPlay gamification engine**, which introduces interactive, bite-sized challenges to motivate employees, with progress tracked via Growth Snapshots and reinforced through incentive structures.

On the managerial side, the project includes the development of tools such as the **Dynamic Team Orchestrator**, which uses clustering algorithms to optimize team composition based on skill compatibility and behavioural traits, and **Expertise Exchange Circles**, which algorithmically surface internal expertise to foster peer learning and collaboration. To streamline employee support, the **SAM conversational HR assistant**, powered by natural language processing, provides immediate responses to HR-related questions and integrates seamlessly with internal databases and Workday APIs. Underpinning all these tools is a robust data processing and model training pipeline that ensures continuous ingestion of interaction data and iterative fine-tuning of AI models using anonymized internal datasets, thereby enabling ongoing personalization and system optimization.



## KEY RESOURCES

The successful implementation of our solution for SACE relies on a robust combination of both **human and technological resources**. From a human capital perspective, the project requires **AI engineers** for designing and training machine learning models, DevOps specialists to ensure seamless integration into platforms via UI/UX delivery, scalability, and CI/CD pipelines, and data scientists to define metrics and validate model performance.

On the technological side, the infrastructure is built on leading **cloud platforms** such as AWS and Azure, which provide scalable compute resources, secure storage, and pre-built AI services compliant with GDPR. The database architecture combines relational systems like PostgreSQL for structured data (e.g., user profiles and course progress), MongoDB for flexible, semi-structured data (e.g., interaction logs and chatbot messages), and BigQuery for large-scale, real-time analytics supporting managerial dashboards and AI insights. The AI layer is powered by frameworks including PyTorch, TensorFlow, and Hugging Face Transformers, enabling the development of advanced models for recommendation systems, behavioural analysis, and NLP tasks such as the SAM chatbot and Growth Pulse feedback processing. For **development operations**, GitHub Actions supports automated testing and deployment workflows, while Docker and Kubernetes ensure consistent and scalable application delivery across environments. Monitoring and logging are handled through tools like Prometheus and Grafana for real-time system metrics, and the ELK Stack (Elasticsearch, Logstash, Kibana) for advanced log management and anomaly detection, essential for maintaining performance, security, and operational resilience throughout the AI-powered HR platform.

# Technical Implementation



## TECHNICAL IMPLEMENTATION

The technical implementation of the project is built on a **modular, scalable architecture** that enables flexibility, maintainability, and continuous evolution. As a central component there is a **modular machine learning (ML) pipeline**, where each feature, such as the GrowPlay recommender, Pulse well-being model, and SAM NLP engine, operates through an autonomous pipeline following a standardized process: data collection and cleaning, model training, validation/testing, application integration, and ongoing monitoring.

This modular design ensures that individual components can be developed, scaled, or updated independently, accelerating innovation cycles. The architecture incorporates **transfer learning**, leveraging pre-trained models like BERT and GPT for faster deployment in tasks such as natural language understanding and feedback interpretation. In addition to that, **reinforcement learning** is applied to optimize user engagement by allowing systems to self-improve based on real-time interactions and rewards. A **centralized data lake** supports structured (PostgreSQL) and semi-structured (MongoDB) storage with role-based access control, ensuring secure and compliant data management. Automated ETL pipelines periodically anonymize and process data to feed into model training workflows. Models are retrained monthly, incorporating user feedback and active learning strategies, particularly for chatbot enhancements. Evaluation is conducted using both internal validation sets and live production data to maintain accuracy and relevance. The infrastructure is **cloud-native**, built on microservices and container orchestration for horizontal scalability, ensuring resilience under increasing usage. Furthermore, the system is designed for **future expansion**, supporting plug-and-play integration of new AI agents or external providers (e.g., universities, certification bodies) via APIs, enabling a sustainable and extensible HR ecosystem.



## CHALLENGES

Implementing our solution within the HR ecosystem at SACE presents a range of technical, ethical, and operational challenges, each requiring targeted mitigation strategies. One of the foremost concerns is **data privacy** and **GDPR compliance**, given the sensitive nature of employee data and well-being analytics. To address this, the system employs pseudonymization and encryption for data both at rest and in transit, alongside role-based access controls and comprehensive user consent management. Regular Data Protection Impact Assessments (DPIAs) ensure ongoing compliance with regulatory standards. In parallel, **security risks** related to third-party integrations (like Coursera and Workday) are mitigated through a zero-trust architecture, OAuth-based API authentication, and automated vulnerability scans supported by regular security audits.

Another critical issue is **algorithmic bias** and fairness, particularly in team formation or personalized skill recommendations. To counter this, the project incorporates bias-detection pipelines focused on sensitive attributes, with human-in-the-loop validation mechanisms applied to decisions with significant impact.

The integration with existing tools also poses **technical complexity**. Workday is leveraged via APIs to import employee profiles and performance data, feeding into AI-driven team orchestration and personalized learning paths. Content platforms like Coursera and LinkedIn Learning are integrated to supply training material, dynamically selected by the GrowPlay engine for in-platform learning challenges. Lastly, the SAM Chatbot is embedded across web and mobile interfaces, with real-time access to HR databases, learning history, and Growth Pulse feedback, enabling smart, context-aware assistance throughout the employee journey.

# Economic and Financial feasibility

With the economic and financial feasibility analysis we want to provide all the information regarding the projected budget, timeline, and phased approach for the technical development of the platform.

The **total estimated cost** ranges from €15,000 to €40,000, depending on the feature set and level of integration. The anticipated **development timeline** spans between 12 to 20 weeks, or approximately 3 to 5 months.

To deliver this project effectively, a small but focused **technical team** is required. The team should include one to two full-stack developers working full-time, supported by a part-time DevOps or integration specialist and a part-time QA tester. This setup provides the necessary capacity for both development and quality assurance while maintaining budget efficiency.

 *The development process is divided into four key phases:*

## 01. BREAKDOWN PHASE

The first phase, planning and architecture, is expected to take **two weeks** and cost between **€2,000 and €3,000**. During this initial stage, the team will define the technical architecture, plan API and platform integrations, select the technology stack, and set up the development environment.

## 02. CORE DEVELOPMENT

The second phase, Core Development, will form the largest portion of the project. It will run for **eight to twelve weeks** and is estimated to cost between **€12,000 and €28,000**. This phase encompasses the **buildout of primary platform features** across three main areas: Growth Play, Supporting Features, and the AI Manager Hub.

Within the **Growth Play features**, key components will include a Growth Snapshot that allows users to visualize monthly progress and track personal achievements, alongside a Feedback Insights system to aggregate and surface relevant user feedback. A **Mini Quests Engine** will offer short, gamified challenges in the style of Duolingo, incorporating progress tracking with badges, points, and leaderboards to increase engagement. **Growth Pulse features** will focus on user well-being, incorporating mood tracking and light AI-generated reflection prompts designed to prevent burnout. Enhancements to the **SAM chatbot** will also be delivered in this phase, including a visual redesign, new prompt suggestions for learning, and smart notifications for career development.

**Supporting features** will add **personalization capabilities** such as custom learning paths and interest-based recommendations, as well as notification preferences to tailor the user experience. A rewards and recognition system will be developed to incentivize progress, offering both virtual and real-world rewards. The platform will include social and community-driven functionalities like team challenges, anonymous benchmarking, and options for knowledge sharing. Additionally, seamless integration with enterprise systems such as **Workday** will be implemented, including single sign-on, data synchronization, and multi-platform compatibility.

## BUDGET TIERS

The **AI Manager Hub** will provide tools specifically designed for team leaders and managers. A dashboard will display team analytics, including engagement levels, learning metrics, and sentiment analysis. The system will also feature skills gap analysis tools for mapping competencies and identifying development opportunities. Managers will be able to track performance trends and goal completion, while also benefiting from smart nudges, disengagement alerts, and reminders for employee recognition.

## 03. TESTING & DEPLOYMENT

Following development, the project will move into the third phase: testing and deployment. This stage will last between **two to three weeks** and cost an estimated **€2,000 to €7,000**. It will include thorough quality assurance processes, integration testing, and performance optimization, concluding with the deployment of the platform to the production environment.

## 04. DOCUMENTATION & SUPPORT

The final phase, documentation and support, will take **one to three weeks** and is expected to cost between **€1,000 and €5,000**. This stage will involve producing comprehensive API and administrative documentation and conducting a technical handover to ensure a smooth transition for maintenance and future updates.

To provide flexibility in budget planning, **three implementation scenarios** have been proposed:



The Minimum Viable Product (MVP), costing approximately €15,000, includes basic API integrations, static dashboards, and limited user experience features.



The Standard Implementation Model, priced around €25,000, includes full system integration, interactive dashboards, core gamification features, and foundational AI-based reflections.



The Full-Featured Solution, at €40,000, offers comprehensive data integration, advanced analytics powered by AI, dynamic and personalized learning paths, and complete gamification systems across multiple platforms.

# “SACE TOGETHER” budgeting

The budgeting of “**SACE TOGETHER**”, the part of the project dedicated to the events, deserves a separate consideration.

Our proposal divides the events into two main categories:

The **general events**, such as Themed Company Trips or Family Sport Days are thought to be included in the already established SACE's budget for social events. In fact, similar events are already organized within the **Corporate Welfare Program**, so no additional budget is needed. Furthermore, a method of organization already used by Sace is to arrange events in a **semi-corporate format** (events that involve a contribution from the company as well as from individual employees).



Instead, for the other typology of events, the **Group Learning Experiences**, we propose the company to apply for the European fund: "**European Social Fund Plus**", a specific fund for investing in people and promoting social inclusion, employment, education, and skills development, that runs during the 2021–2027 programming period. The cost items to be covered for this second type of event are: the presence of a **facilitator** for 3 to 4 hours per event, and, if necessary, the preparation of workshop **materials** that include additional content compared to what is already available online on the learning platforms the company uses for employee training (LinkedIn Learning and Coursera).

# Benefit Analysis

The primary goal of the SACE Human+ initiative is to significantly **strengthen employee engagement** and **effective use of existing HR platforms**. This project strategically addresses the widespread challenge of low employee engagement with Development Tools through **training paths** and **experiential activities**, thereby creating notable financial and operational benefits.

## 01. WORKDAY

The first objective involves **enhancing internal mobility by 10%**, leading to reduced external recruitment, saved turnover costs and better retention. We used a conservative estimate for the **turnover reduction rate** based on HR research by LinkedIn which suggests that internal mobility can typically reduce total turnover by 1% to 5%, but we opted for only 0.5% because SACE currently lacks a strong internal mobility culture and our initiative is still new. The **turnover cost** derives from robust **industry benchmarks**: Gallup's State of the American Workplace Report suggests that the cost of replacing an employee can range from 50% to 200% of their annual salary (depending on the role), while SHRM (Society for Human Resource Management) estimates replacement costs at around 6 to 9 months of salary. With an **average salary** of €32,000 at SACE, we used €16,000 (half of 32,000) as a conservative and realistic figure. Considering **50 HR professionals** currently employed at SACE and the previous assumptions, the calculation yields:

$$\rightarrow \text{Total savings} = 50 \times 0,5\% \times 16\,000 \text{ euro} = 40\,000 \text{ euro/year}$$

By leveraging predictive analytics and skill gap analyses offered by the AI Manager Hub, our solution effectively addresses turnover costs through improved retention.

Moreover, the first goal aims to **achieve a 40% increase in active usage of Workday's career tools**. Currently, low strategic usage of Workday leads to significant manual intervention by HR staff. Considering 50 HR staff, we assumed each one handling around **10 career-related queries** per year, and an average saving of 5 minutes per query, 8 working hours per day and 250 days per year. Given an **annual HR salary** of €32,000 which is the average wage for HR specialist in Italy reported by Glassdoor, the calculation yields:

$$\rightarrow \text{Savings per HR} = \left(10 \times \frac{5}{60 * 8 * 250}\right) \times 32\,000 \text{ euro} = 13.33 \text{ euro}$$
$$\text{Total savings} = 50 \times 13.33 \text{ euro} = 666.67 \text{ euro/year}$$

The modest but tangible annual benefits demonstrate how improvements in tool engagement, driven by our solution's GrowPlay and AI Manager Hub pillars, can lead to **improved productivity, saved time and increased autonomy**.

# Benefit Analysis

## 02. SAM

The second objective is to **increase SAM chatbot adoption by 50%**. Current manual responses to frequent inquiries consume significant HR resources. By automating repetitive tasks and frequently asked questions (FAQs), the chatbot drastically reduces HR workload, reflecting the considerable value of intelligent automation and intuitive design embedded in our GrowPlay integration. Industry research, including IBM, Deloitte, Juniper reports, show that HR chatbots can reduce manual workload by approximately 30-40%, **saving 2-4 hours per HR employee per week**. Considering 50 HR professionals, each saving about 3 hours weekly (conservative midpoint), 8 working hours per day, 5 working days per week, and an annual wage of €32,000, the calculation is as follows:

$$\rightarrow \text{Savings per HR professional} = \frac{3}{8 * 5} \times 32\,000 \text{ euro} = 2\,400 \text{ euro}$$

$$\text{Total savings} = 50 \times 2\,400 \text{ euro} = 120\,000 \text{ euro/year}$$

The chatbot integration within GrowPlay supports this substantial efficiency improvement, enabling a more **agile and lean organization**.

## 03. LEARNING PLATFORMS

The third objective targets a **40% increase in course completion rates on LinkedIn Learning and Coursera**. Our GrowPlay app **fosters learning engagement** through **gamified Mini Quests** and personalized **learning paths**, significantly reducing the need for costly external training. Skilled and motivated employees boost performance, while integrating new skills into daily tasks prevents obsolescence. Certified training enhances soft skills, increases commitment and maximizes the value of our SACE Together. While not directly quantifiable in monetary terms, these qualitative benefits significantly support strategic organizational growth.

Summing all the estimated benefits generates a theoretical **annual economic saving of**

**€160,667**

However, accounting for potential adoption delays, cultural resistance, and technical integration issues, we prudently **rounded** the expected annual savings **down** to

This approach ensures a realistic and credible analysis that avoids over-estimating benefits.

**€80,000**

We used this conservative estimate of annual savings as a starting point for calculating **Net Present Value (NPV)**, **Return on Investment (ROI)**, and **Payback Period**. This financial analysis includes three scenarios: Minimum Viable Product (MVP), Standard Implementation, and Full-Featured Solution.

# Financial Returns

5%	5%	25%
CAPITAL DISCOUNT RATE	ANNUAL INCREASE IN CASH FLOW	INCREASE IN FIRST- YEAR SAVINGS

Each scenario considers a **3-year** evaluation period starting in 2025.

We applied a **conservative capital discount rate of 5%** and an **incremental annual savings growth of 5%**, due to gradual adoption and increased confidence in the tools, based on the Gartner Hype Cycle and supported by Deloitte and McKinsey benchmarks.

We assumed the **first-year annual savings increase by 25%** for each scenario beyond the MVP (MVP: €80,000, Standard: €100,000, Full-Featured: €125,000), reflecting the added value of greater integration and advanced features.

Savings grow as we introduce more interactive tools, advanced AI, and complete gamification.

## 1. MINIMUM VALUABLE PRODUCT

In the MVP scenario, the initial investment is €15,000, with an annual saving of €80,000.

$$I_0 = 15\,000, \text{ Annual savings} = 80\,000$$

The calculated **Net Present Value (NPV)** using discounted cash flow methods is approximately €213,571, demonstrating strong economic justification.

$$NPV = \sum_{t=1}^T \frac{CF_t}{(1+r)^t} - I_0$$

$$NPV = \frac{80\,000}{(1+0.05)^1} + \frac{84\,000}{(1+0.05)^2} + \frac{88\,200}{(1+0.05)^3} - 15\,000 = 213\,571 \text{ euro}$$

The **Return on Investment (ROI)**, calculated as  $((\text{total returns} - \text{initial investment}) \div \text{initial investment}) \times 100\%$ , is exceptionally high at 1581%.

$$ROI = \frac{\sum CF - I_0}{I_0} \times 100 =$$

$$ROI = \frac{(80\,000 + 84\,000 + 88\,200) - 15\,000}{15\,000} \times 100 = 1\,581\%$$

The **Payback Period**, derived from  $\text{initial investment} \div \text{annual savings}$ , is remarkably brief at approximately 69 days, underscoring the immediate financial attractiveness of this scenario.

$$\text{Payback Period} = \frac{I_0}{\text{Annual savings}}$$

$$\text{PAGE 31} \quad \text{Payback Period} = \frac{15\,000}{80\,000} = 0.1875 \text{ years} = 69 \text{ days}$$

# Financial Returns

## 2. STANDARD IMPLEMENTATION

For the Standard Implementation scenario, the initial investment rises to €25,000, yet the annual savings increase to €100,000 due to full tool integration, interactive dashboards, and basic gamification.

$$I_0 = 25\ 000, \text{ Annual savings} = 100\ 000$$

The **NPV** grows significantly to approximately €260,714, confirming substantial incremental value.

$$NPV = \frac{100\ 000}{(1 + 0.05)^1} + \frac{105\ 000}{(1 + 0.05)^2} + \frac{110\ 250}{(1 + 0.05)^3} - 25\ 000 = 260\ 714 \text{ euro}$$

The **ROI** remains robust at approximately 1161%.

$$ROI = \frac{(100\ 000 + 105\ 000 + 110\ 250) - 25\ 000}{25\ 000} \times 100 = 1\ 161\%$$

The **Payback Period** is still highly appealing at about 92 days.

$$Payback period = \frac{25\ 000}{100\ 000} = 0.25 \text{ years} = 92 \text{ days}$$

## 3. FULL-FEATURED SOLUTION

The Full-Featured Solution scenario involves an investment of €40,000 and annual savings of €125,000 due to predictive AI, full gamification, personalization, and scalability.

$$I_0 = 40\ 000, \text{ Annual savings} = 125\ 000$$

It provides the **highest NPV** at approximately €317,143.

$$NPV = \frac{125\ 000}{(1 + 0.05)^1} + \frac{131\ 250}{(1 + 0.05)^2} + \frac{137\ 813}{(1 + 0.05)^3} - 40\ 000 = 317\ 143 \text{ euro}$$

Despite the higher initial expenditure, the **ROI** remains impressive at 885%

$$ROI = \frac{(125\ 000 + 131\ 250 + 137\ 813) - 40\ 000}{40\ 000} \times 100 = 885\%$$

The **Payback Period** remains rather short, at around 117 days. This scenario notably demonstrates the most substantial long-term financial and strategic benefits.

$$Payback period = \frac{40\ 000}{125\ 000} = 0.32 \text{ years} = 117 \text{ days}$$

The robust NPV, impressive ROI, and rapid Payback Period across all scenarios provide strong evidence to support the project's implementation as a **strategically valuable and financially sound investment**.

# Team composition



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# Task description

The group work was divided among the team members according to each phase of the project, ensuring a **balanced** and **efficient collaboration**.

Vanessa was responsible for writing the **Introduction** and conducting the **Tools Investigation**. The **Internal Analysis** was carried out collectively by Vanessa, Giulia, and Matteo, while the **External Analysis** was handled by Chiara, Roberta, and Dario.

The **SWOT Analysis** was a joint effort involving Chiara, Roberta, Vanessa, and Giulia. Following that, the **Idea Generation** phase was led by Matteo and Dario; while the **Technical Implementation** was carried out by Giulia and Matteo.

The **Economic and Financial Analysis** was conducted by Chiara, Vanessa, and Roberta. Roberta also took charge of the **Survey** and the development of the **SACE together** section.

The **Mockups and Prototypes** were developed by Matteo, Dario, and Giulia; while the **Report**, including its writing, graphic design, and final layout, was prepared by Vanessa, Roberta, and Chiara. All members actively participated in both formal review slides, attended meetings with SACE, and contributed to the final presentation.

# AI implementation

In this project, different **Artificial Intelligence tools** were used such as Chat GPT, Gemini, Claude, Visual Studio Code with Co-pilot.

The tools in general were used to **support** the initial elaboration of the specific tasks, with an accurate answer selection and **re-elaboration** of the output based on our critical thinking analytical skills.

A major factor contributing to the success of the project was creativity, problem-solving, empathy and our ability to put ourselves in the employees' shoes to better understand their needs and identify consequently possible solutions.

The tools were found to share some **strengths**, such as:

- High adaptability and versatility, as they can be used for highly different contexts and tasks, this can be seen by the table below in which all the different use are listed.
- High accessibility, since they are available 24/7 for use, even though sometimes output quality can be influenced by the version used.
- Conversational interaction, it's possible to refine requests and go deeper into specific topics through dialogue, in particular for those responses that are not accurate enough.

But they also share some **weaknesses**, such as:

- High dependency of the output quality on the input/ prompting quality and level of details
- Highly variation of the output quality depending on the model used (related only to Chat GPT basic and PRO, the other tools were used only on the basic version)
- There is the necessity of an accurate answer selection based on the scope of the task; especially true for the brainstorming task, the tools were found to be characterised by a medium-low creativity. Generally the ideas or concepts provided have already been created by someone and sometimes are found to be too generic, this is related to the training nature of the tool itself.
- Inaccuracies, sometimes the tools could generate information that is not fact-checked. Therefore, we preferred conducting our research and finding the references ourselves without the help of the tools.

Further details on specific use of the tools and related strengths and weaknesses are present in the following **table**.

Tools	Use	Strengths	Weaknesses
ChatGPT	<ul style="list-style-type: none"> <li>Summary of the company and the brief, for basic and initial understanding of SACE at the beginning of the project</li> <li>Digital transformation section, for discovering potential connections between the theory seen during the course and SACE non-financial report 2023</li> <li>External analysis, used for the brainstorming and to search for specific documents' names</li> <li>Internal analysis, better understand the potential theoretical tools useful for the analysis with related usage</li> <li>SWOT, initial brainstorming from the analysis already done</li> <li>Idea brainstorming</li> <li>Technical implementation</li> <li>Economical and financial feasibility, estimate costs, time estimation for each implementation phase</li> <li>Interview transcript refining</li> <li>Support in rewriting texts in different formats, for example converting a bullet-point text into a flowing/narrative text or vice versa</li> <li>Image generation</li> </ul>	<ul style="list-style-type: none"> <li>Optimal synthesis and summarization capabilities, it can summarize long documents saving users' time.</li> <li>Optimal identification of the possible connections between the theory and SACE non-financial report 2023</li> <li>High versatility of idea brainstorming</li> <li>Optimal brainstorming capacity and identification of elements important for the specific task/prompt.</li> <li>Sufficient for general estimation of the benefits</li> <li>Excellent capacity in refining the dialogue with SACE tutors. (lexical, grammatical and syntactical errors)</li> <li>Fast and good generation of images</li> </ul>	<ul style="list-style-type: none"> <li>Analysis highly dependent on the quality of the information given as input.</li> <li>Variation of the output dependent on the version of the model.</li> <li>Output quality can vary, there is the necessity of accurate answer selection and re-elaboration.</li> <li>Some ideas generated could be too generic or not in line with the scope</li> <li>For the external and internal analysis, the information given were outdated or too general.</li> <li>For the internal analysis, the majority of tools suggested were too generic, not applicable or relevant for the specific project</li> <li>Not a financial tool, therefore in the benefits analysis the results were found to be overestimated and not accurate.</li> </ul>
Gemini	<ul style="list-style-type: none"> <li>Events, used to have a list of important aspects to consider when organising an event and the typical nature of corporate events</li> <li>Survey, used to have an initial guide of common practice when building a survey, suggestions on the structure and to identify whether a particular characteristic could lead to a possible bias</li> </ul>	<ul style="list-style-type: none"> <li>Optimal identification of the elements/aspects to consider for a specific task</li> <li>Optimal identification of advantages and disadvantages related to specific characteristics</li> </ul>	<ul style="list-style-type: none"> <li>Output quality dependent on the quality of human prompting, in particular the details provided</li> <li>Output quality can vary, there is the necessity of accurate answer selection</li> </ul>
Figma	Design mock-ups. The tool does not include AI but largely used for design.	Ideal for designs of applications without code, but more customizable for details.	It does not include technical implementation, only CSS code.
Visual Studio Code with Co-pilot.	<p>Webapp prototype.</p> <p>Integrated with tools without AI, but useful for:</p> <ol style="list-style-type: none"> <li>GitHub: version control.</li> <li>Vercel: deployment.</li> </ol>	<ul style="list-style-type: none"> <li>Fast generation of code.</li> <li>Many plugins useful for webapp development.</li> <li>Very versatile</li> </ul>	Technical tool, not very user-friendly for beginners.
Claude	Coding support.	More precise and helpful for code development and debugging.	Only useful for small pieces of code at the time.

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## INTERNAL ANALYSIS

- 1 interview with SACE to discover the company
- 3 interviews with SACE to discover the tools: Workday, Learning platforms, SAM chatbot
- 1 interview for final clarifications
- SACE non-financial report 2023: [https://www.sace.it/docs/default-source/bilanci-di-sostenibilit%C3%A0/dichiarazione-non-finanziaria\\_2023\\_sace.pdf?sfvrsn=5e4be4b9\\_1](https://www.sace.it/docs/default-source/bilanci-di-sostenibilit%C3%A0/dichiarazione-non-finanziaria_2023_sace.pdf?sfvrsn=5e4be4b9_1)
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<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Technology/gx-tech-transform-hr-with-intelligent-chatbots.pdf>
- <https://www.linkedin.com/pulse/internal-mobility-could-key-employee-retention-other-world-borden/>
- [https://www.glassdoor.it/Stipendi/hr-specialist-stipendio-SRCH\\_K00,13.htm](https://www.glassdoor.it/Stipendi/hr-specialist-stipendio-SRCH_K00,13.htm)
- [https://bendchamber.org/wp-content/uploads/2021/12/Gallup\\_State\\_of\\_the\\_American\\_Workplace\\_Report.pdf](https://bendchamber.org/wp-content/uploads/2021/12/Gallup_State_of_the_American_Workplace_Report.pdf)
- <https://www.gallup.com/workplace/646538/employee-turnover-preventable-often-ignored.aspx?>
- <https://mgrworkforce.com/employers/employee-retention-costs/?>

## IMAGES

The images are taken from the mockups, others are created with AI, the remaining are models taken from the People Strategy Toolkits (Digital Business Innovation Lab).

# **ANNEX**

# SURVEY

The survey is constructed in three main sections, the first one to gather data about the current use of the three tools (SAM, Workday, Learning Platforms), one to test every aspect of our solution, and the last one regarding personal information.

The one regarding the personal information will be at the end of the survey to avoid any potential bias coming from the person interviewed.

The survey is conducted in Italian due to the fact SACE is an Italian company, but an English version was created to be available for the non-Italian speaking employees.

For the Likert, the answers provided are odd in number to allow the possibility of “neutrality” to eliminate the forced choice bias. Therefore the “5-points” scale used for the answers allows the respondents to express a negative, neutral or positive opinion.

A preliminary test was conducted to define better the order of the questions and to identify the questions that were source of misunderstanding.

Questions	Reasons
Use of current tools	
Basic evaluation	Gather information about how employees evaluate the current tools
Use frequency	Gather information about the frequency of actual usage of current tools
Motivations that prevent tool use	Gather further information about the reasons why they don't use it (don't know how to use it, just basic functionalities, no time, not intuitive, time-consuming) some of the reasons were taken from the interviews (Interview 2, 3 present in the Annex)
Solution evaluation	
Usefulness of solution aspects	Gather data about the usefulness of part of the solution or how pleasant it would be for the employees to participate to events
Personal information	
Age range	Generation data to evaluate the rest of the answers on a generational lens and therefore potentially identify different needs for the different generations
Manager or not	Gathering information about AI manager Hub from just managerial roles.

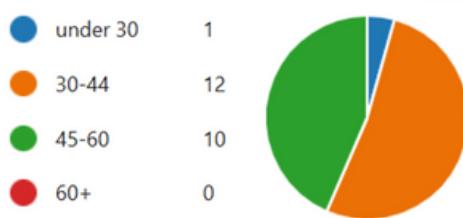
Generation	Years	Generation	Years
Boomer	Over 60	Millennial	30-44
Gen X	45-60	Gen Z	Under 30

# SURVEY

## Results

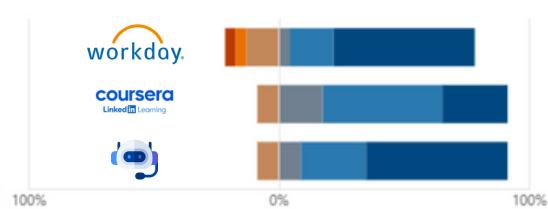
The Survey was administered at a stage where the ideas were still being developed. We have received in total 23 responses out of 100 employees, which 52% are Millennials and 43% belong to the generation X and 4% are Gen Z.

13. A quale fascia d'età appartieni?



4. Frequenza di utilizzo:

- mai usato      ■ Solo quando hanno presentato il tool
- una/poche volte all'anno      ■ una/poche volte ogni 6 mesi
- una/poche volte al mese      ■ una volta a settimana



Regarding the current use of the tools, in general all tools are used once a week or once/few times a month, even though in the case of Workday a higher percentage of respondents (almost 22%) have expressed a low usage (using it once/few times a year, just when the tool was presented or never used).

The tool that seems to be used less frequently compared to the others are the Learning platforms, where the majority of respondents (almost 48%) use them once or few times a month.

The difference amongst generation seems to be not relevant in the distribution of the answers.

Age range	Average Workday (0-10)	Average Learning Platforms (0-10)	Average SAM (0-10)
Gen Z	9.00	8.00	7.00
Millennial	7.17	7.42	5.75
Gen X	6.70	7.40	7.40
Total	7.04	7.43	6.52

1. Come valuteresti Workday da 0 a 10?

Learning platforms

SAM



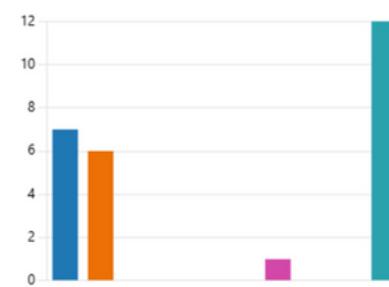
The result show that the tool rated the lowest with the Net Promoter Score is the **SAM chatbot**, with a score of -26 (average score: 6.52).

The main reasons that prevent employees from using SAM are the low accuracy of the responses (>26%) and the preference to speak to a human colleague (>30%). Analysing the “other” responses, apart from those that report having no problem with the tools (>21%), the respondents report that there are some limitations (>17%)

7. Quali sono le ragioni che ti frenano nell'utilizzo di SAM?

Altri dettagli

- Preferisco parlare con un colleg... 7
- Le risposte fornite da SAM non ... 6
- Non so come utilizzare SAM 0
- Conosco solo le funzionalità di ... 0
- Non ho il tempo per esplorare l... 0
- Sono disposto ad utilizzare SAM... 0
- SAM non è intuitivo da usare 1
- Non so come utilizzare SAM in ... 0
- SAM è dispendioso in termini di... 0
- Altro 12



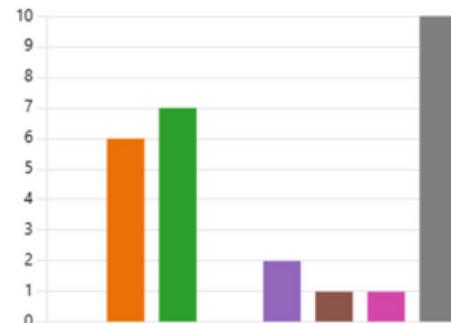
# SURVEY

**Workday** has rated -17 (average score: 7.04). The main reasons that prevent employees from using workday are the fact that they know just the basic functionalities (>26%) and that they don't have the time to explore the tools more (>30%). Analysing the "other" responses, apart from those that report having no problem with the tools (>30%), the respondents express no major necessity of using the tool or high complexity for creating a custom report (>4% each).

## 5. Quali sono le ragioni che ti frenano nell'utilizzo di Workday?

[Altri dettagli](#)

- Non so come utilizzare Workday 0
- Conosco solo le funzionalità di ... 6
- Non ho il tempo per esplorare l... 7
- Sono disposto ad utilizzare Wor... 0
- Workday non è intuitivo da usare 2
- Non so come utilizzare Workday... 1
- Workday è dispendioso in termi... 1
- Altro 10



The **Learning Platforms** are the tools with the highest score amongst the others with a Net Promoter Score of -13 (average score: 7.43).

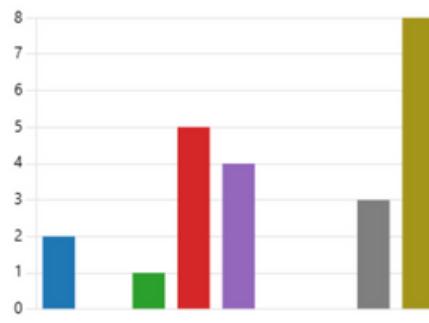
The main reasons that prevent employees from using the learning platforms are the fact that they don't have the time to explore the tools more (>21%), the fact that they are willing to use them but they feel overwhelmed (>17%) and the fact that they are time-consuming (>13%). More than 8% of the respondents have expressed a low correspondence of the level of difficulty declared of the courses.

Analysing the "other" responses, apart from those that report having no problem with the tools (>13%), the respondents report some difficulties in putting into practice the concepts learned online, some difficulties related to the fact that the courses are only in English and finally the suggestion of the in-presence courses (collectively >17%). This last suggestion highlights the fact that the solution that we have developed, in particular the event pillar, is in line with the wishes of the respondent which is part of the Millennials.

## 6. Quali sono le ragioni che ti frenano nell'utilizzo delle Learning platforms (Coursera, LinkedIn Learning)?

[Altri dettagli](#)

- Credo che il livello dei corsi non... 2
- Non so come utilizzare le Learnin... 0
- Conosco solo le funzionalità di ... 1
- Non ho il tempo per esplorare l... 5
- Sono disposto ad utilizzare le Le... 4
- Le Learning platforms non sono ... 0
- Non so come utilizzare le Learnin... 0
- Le Learning platforms sono disp... 3
- Altro 8



# SURVEY

“Other” answers:



	WORKDAY	LEARNING PLATFORMS	SAM
<b>Problems</b>	"Lo uso. Trovo ancora <b>complesso realizzare custom report</b> "	"Concatenare i tempi con attività operative che fissino i concetti appresi online"; "I corsi un po' lunghi, preferirei meno corsi ma di persona/video ma dal vivo"; "preferisco LinkedIn a Coursera. Coursera non l'ho ancora mai usato."; "corsi solo in inglese"	"SAM è + uno strumento per extra PCA" "in generale i miei dubbi sono troppo specifici per essere gestiti da SAM" "per ora non sempre è aggiornato, a molte domande mi dice di rivolgermi a People Care" "il triage aziendale è un limite all'interazione"
		(4 answers)	(4 answers)
<b>Low use</b>	"So come si utilizza ma per il momento non ne sento grande necessità"	"Quando ho tempo le utilizzo"	"all'occorrenza lo utilizzo" "utilizzo spesso SAM, anche se preferisco comunque il rapporto umano. Rimane sempre"
			(2 answers)
<b>No problems</b>	"utilizzo workday quasi quotidianamente", "utilizzo workday", "Non sono frenato nell'utilizzo di WD", "lo uso quasi tutti i giorni", "non sono frenata", "N.A." "lo uso"	"non sono frenato nell'utilizzo", "N.A.", "lo uso"	"conosco buona parte dei contenuti. Lo uso per spiegare ai colleghi come usarlo" "utilizzo SAM quotidianamente e sono soddisfatta" "utilizzo SAM" "N.A." "lo uso spesso"
	(7 answers)	(3 answers)	(5 answers)

## Results- our solution

Lastly, every aspect of our solution seems to be well accepted from the respondents. More specifically:

### The Growplay:

If for the dashboard that monitors the learning progress, for the mini quests and for the monthly report on the learning progress the majority of the respondents have expressed a positive opinion on its usefulness (“mostly useful” or “highly useful”), for the emotional feedback on the learning experience, even though the majority expressed a “mostly useful” opinion, a higher percentage of respondents (26%) has expressed a neutral opinion and (13%) has expressed a negative opinion on its usefulness. The difference amongst generation seems to be not relevant in the distribution of the answers; the only case in which there is a difference is in the emotional feedback question in which the “neutral” and the “mostly useful” have received the same number of answers from the Generation X, instead from the Millennials the “mostly useful” has received the majority of answers.

#### 10. Strumenti di supporto:

[Altri dettagli](#)

■ Assolutamente inutile ■ Poco utile ■ Neutrale ■ Abbastanza utile ■ Molto utile

Credi che un cruscotto che mostri i tuoi progressi di apprendimento ti possa utile al completamento dei...



Credi che piccoli quiz possano essere utili per continuare ad imparare ed incentivare il...



Credi che un report mensile sui progressi legati alla formazione ti possa essere utile per il tuo percorso ...



Credi che la raccolta di un feedback emotivo (frustrazione/soddisfazione) sulla tua esperienza di...



# SURVEY

For the **AI manager hub**, the only response received from the only manager that has answered is that this tool is supportive enough to match the employees on the basis of their competences and work style for the creation of teams and to discover unknown experts inside the company and to promote ongoing sharing of knowledge.

## 11. Sei un manager?



## 12. Strumenti di supporto:

[Altri dettagli](#)

■ Per niente di supporto ■ Di poco supporto ■ Neutrale ■ Abbastanza di supporto ■ Di molto supporto

Credi che uno strumento che abbini le persone in base allo stile di lavoro e alle competenze possa...

Credi che uno strumento che colleghi gli esperti non noti presenti in azienda e promuova la...

100% 0% 100%



For the **SACE together**, especially regarding the group learning experiences, the majority of the respondents have expressed a “mostly useful” or “highly useful” opinion for both themselves and for even the less proactive colleagues in the completion of the learning activities.

As for the more common events, in general they have expressed a positive opinion on themed company trips and outdoor learning experiences. As for the sport events for families the majority has expressed a neutral opinion.

For both types of events, the difference amongst generation seems to be not relevant in the distribution of the answers.

## 8. Eventi:

[Altri dettagli](#)

■ Molto spiacevole ■ Spiacevole ■ Neutrale ■ Piacevole ■ Molto piacevole

Quanto sarebbe piacevole per te partecipare a delle esperienze di formazione all'aperto?



Quanto sarebbe piacevole per te partecipare a delle giornate sportive per famiglie?



Quanto sarebbe piacevole per te partecipare a dei viaggi aziendali tematici?



100%

0%

100%

## 9. Attività di formazione di gruppo in presenza:

[Altri dettagli](#)

■ Assolutamente inutili ■ Poco utili ■ Neutrale ■ Abbastanza utili ■ Molto utili

Quanto sarebbero utili per te delle attività di formazione di gruppo in presenza?



100%

0%

100%

Quanto sarebbero utili le attività di formazione di gruppo per i colleghi meno proattivi al...

Here you can find the [link](#) to the survey

# VRIO MODEL

The **VRIO Model** assesses key HR initiatives, strategies, and tools to determine which provide real competitive advantages to the company.

According to the analysis, SACE's strongest asset is its **People Care Strategy** which is valuable, rare, hard to imitate, and well-organized, making it a true source of **sustainable competitive advantage**. The **Flex4Future** program and the **EPIC Leadership Model**, are seen as valuable and somewhat unique, but could potentially be replicated by others, giving SACE only a moderate edge. SACE's **Employer Value Proposition (EVP)** helps attract and retain talent, offering a differentiating advantage. The **Skill-Based HR Approach** and **Team Talent** initiatives support the development and effective use of employee skills and collaboration, which are valuable but not exclusive to the company, giving a moderate advantage at best. Methods such as the **70:20:10 Model** for learning and development, while valuable and well-integrated, is neither rare nor inimitable, since it is becoming increasingly common in leading organizations. Lastly, the **Performance Management** practices align individual and team contributions with business goals, but remain standard across the industry and contribute mainly to competitive parity. The VRIO analysis highlights that while several innovative HR programs and digital platforms support the company's objectives, the **real differentiators** are those initiatives deeply rooted in **culture** and **leadership**. Technology and frameworks enhance performance, but it's the **alignment of strategy, purpose, vision, mission and values** that truly set SACE apart **in the long-term**.

	VALUABLE	RARE	INIMITABLE	ORGANIZED	EXPLANATION
People Care Strategy	✓	✓	✓	✓	Strategic, integrated, identity-shaping.
Flex4Future	✓	✓	🟡	✓	Unique but potentially replicable.
EPIC Leadership Model/Hub	✓	🟡	🟡	✓	Embedded, not exclusive, but highly aligned.
EVP "Lead Your Journey"	✓	🟡	✓	✓	Differentiating and motivating vision.
Skill-Based Career Framework	✓	🟡	🟡	🟡	Strong base, still scaling.
Team Talent	✓	🟡	🟡	✓	Unique internal enabler, small but focused.
70:20:10 Model	✓	✗	✗	✓	Common approach, well integrated.
Performance Management	✓	🟡	🟡	✓	Advanced design, EPIC-aligned, culture-driven.

# INTERVIEWS

## INITIAL INTERVIEW: SACE OVERVIEW

Date: 26/03/2025

Topic: SACE company

Speakers: Giulio Vitali, Giovanni Abbadia, Angela Bortoluz

Speaker 1:

As I was saying, we would love to know more about the company's employees—the total number, their average age, and their openness to technology, along with any metrics you have.

Speaker 2:

We currently have just over 850 employees. The average age is 43, with the main age groups being 31–40 and 41–50; most employees fall within these ranges.

Speaker 1:

Great. We'd also like to understand how employees interact with HR tools like Workday, SAM, and LinkedIn Learning. Could you give us a high-level overview of how employees use these tools?

Speaker 2:

Sure. In Workday, employees can access their profiles, manage and review their skills, and request feedback for skill validation—which assigns a rating to each skill. There's also a tool called Career GPS, which shows how well an employee's skills match their current job profile and helps them identify gaps if they want to move to another role, so they can plan their development accordingly.

For learning platforms, employees have full access to LinkedIn Learning and Coursera. They can choose from suggested courses—especially those aligned with company learning paths set by our future HR team, like technology or AI skills. However, they are also free to take any courses that interest them, whether for their current or future roles.

Speaker 1:

And regarding the SAM chatbot—what is its main purpose?

Speaker 3:

SAM is our HR virtual assistant—a chatbot built with ChatGPT-4 and co-funded with Microsoft (both invested €20,000). SAM uses a knowledge base that includes procedure guides, Q&As, and information covering all HR topics, from holiday policies to administrative processes. The main goal is to save time on tickets and calls, handling repetitive requests more efficiently. The more we use the chatbot, the more time we save, allowing HR to focus on more complex tasks. Let me know if you need more details.

Speaker 1:

Thank you, that clarifies things. Since SAM uses AI (ChatGPT), do you also use AI to suggest learning paths, or is that still managed by HR?

Speaker 3:

The underlying algorithm is ChatGPT, but we (HR) determine the documents provided to the AI—the knowledge base is a “closed box” with only the documents we select. Unlike public chatbots that search the web, SAM only references our curated, up-to-date, and official documentation.

# INTERVIEWS

Speaker 2:

To add: the documentation forms the basis of what SAM can answer. Currently, LinkedIn Learning and Coursera don't have direct documentation for our learning paths, so SAM can't answer about those dynamically. However, on those platforms, employees can use the built-in AI chatbots for course suggestions. At the moment, our three systems (Workday, LinkedIn, Coursera) are disconnected, but we're planning to integrate LinkedIn and Coursera with Workday as our main LMS in the next few months.

So, if an employee wants a comprehensive answer connecting career development and learning, it's not yet fully possible because the information isn't integrated—SAM can only answer based on documentation.

Speaker 1:

Thank you. From what we've seen, a main objective is to get employees to use these tools more often, positively impacting productivity and other KPIs. What would you say are the main challenges or frustrations employees and HR face with these tools right now?

Speaker 3:

For SAM, we track the number of requests through Microsoft Azure. We have exact metrics for chatbot usage, as well as for other tools like Copilot. For Workday, I'll let Giulio explain.

Speaker 2:

From an HR perspective, our main challenge is reducing helpdesk tickets and repetitive requests by improving documentation and chatbot performance. For employees, it's crucial that chatbot answers are correct, so we test constantly. We have a suggestion box for feedback if answers are inaccurate. Overall, our biggest challenge is engagement—getting people to actually use the tools. That's why we monitor KPIs like frequency of use.

There's also a strategic element: the company's "lead your journey" value proposition gives employees the tools to manage their own careers—knowing what skills they need, what courses to take, and what opportunities exist. HR is transparent; the challenge is communication and creating the habit of using these resources instead of always contacting HR directly.

Speaker 1:

That makes sense. We'd also like to understand employees' experiences more directly. Would it be possible to send surveys to employees or, ideally, arrange meetings or interviews with one or two of them? This would help us understand their perspective.

Speaker 2:

Yes, as we've told other groups, we're open to that. If you can send us a profile of the kind of employee you'd like to interview, we can arrange it. That way, we can all prepare the most relevant questions and choose employees whose experience matches your research needs.

Speaker 1:

Perfect, we really appreciate it. We'll prepare some profiles to share with you. Also, considering your "lead your journey" approach and what we saw in your presentation, are you open to new ideas or AI-driven solutions that might not be listed in your objectives?

Speaker 2:

Absolutely. If you have any innovative or experimental ideas, feel free to share them—we're open to considering anything that could add value.

Speaker 1:

Does anyone from my team have questions?

# INTERVIEWS

Speaker 4:

I have a more technical question about the chatbot and the overall system. You mentioned AI—is the AI trained on a specific dataset you choose, or does it have access to all your company's data?

Speaker 2:

SAM only has access to the documentation we provide. For LinkedIn and Coursera, the AI there is maintained by those platforms—they train on all their course data across their clients. Workday uses Gemini AI, which learns from more than 10,000 customers globally, but always in aggregate and without sharing customer data.

Speaker 4:

If you introduce a new policy in the company, do you have to retrain the model, or can you just update the data?

Speaker 2:

We can simply update the documentation in Azure Storage. The chatbot then uses this updated knowledge base. Having fewer, more focused documents actually makes responses more efficient.

Speaker 5:

I have a question about learning courses. We've noticed some employees don't complete their courses. Have you identified reasons for this?

Speaker 2:

We don't have detailed metrics, but typically, people might be interested at first, but then get too busy or lose interest. Sometimes it's curiosity, sometimes lack of time. Even when courses are mandatory, some people don't finish. We are trying to boost completion rates by improving access and course quality, but some degree of non-completion is normal.

Speaker 5:

Thank you.

Speaker 2:

If you have no further questions, please send us the profiles of employees you'd like to interview, and we'll organize it as soon as possible.

Speaker 1:

One more question: What are the main job titles in your company? What roles are most common, and what types of courses are employees most interested in? Are they free to choose any course, or does it need to relate to their current or future roles?

Speaker 2:

Employees are generally free to choose any course within the company's framework. If a course isn't relevant to their job or career aspirations, they can still take it, but it may not be useful for their future. Most job profiles are on our website, but broadly, we are an insurance company. Common roles include sales, policy underwriters, risk managers, planning and control, HR, and IT. Business-related jobs are the most prevalent.

Speaker 1:

Thank you.

Speaker 5:

Just one last quick question—regarding Workday usage, how do you measure effectiveness? Do you track specific metrics?

# INTERVIEWS

Speaker 2:

We use four main metrics:

1. The number of employees who have logged in at least once in the past month
2. The number of employees who have completed the Career Hub Onboarding (where they define their career aspirations)
3. The number of employees who have registered skill interests and/or development initiatives
4. The number of employees who have requested or given feedback

Each KPI is calculated as a percentage of the total employee population. Our goal is to reach **80% engagement** by the end of the year.

Speaker 3:

Thank you.

Speaker 1:

Thank you.

Speaker 2:

Thank you, everyone.

## THREE INTERVIEWS: SACE TOOLS

### INTERVIEW 1

Date: 02/04/2025

Topic: Workday

Speaker 1: Giulio Vitali

Speaker 1:

Our human capital management system is Workday. It contains all employee records, including personal data, contractual details, performance, compensation, and talent development. Soon, we'll also integrate learning and recruiting modules. At the moment, every HR process runs through Workday. Employees have a homepage and a profile where they can update their contact information, emergency contacts, and even change their name or pronouns, making the system very inclusive. They also have dashboards, reports, and can perform tasks according to ongoing processes.

One of the project pillars is skill management. Workday provides a Career Hub where employees can access and manage their skills and skill interests, many of which are suggested by machine learning and AI. They can see available mentors, connect with colleagues with similar skills or interests, and participate in “flex teams”—project groups formed around specific skills. For example, if a department needs a project manager, someone with relevant skills can apply to join the project. Employees can also request feedback on their skill levels—after completing a course, for example, they can ask a manager or coworker to validate their skills.

Development planning is possible as well: employees can set development initiatives linked to skills they want to grow, name those skills, relate them to desired job profiles, and set start and completion dates, notes, and status updates. The Career Hub also offers suggestions based on typical career paths for people in similar roles, as well as custom paths based on current or desired skills.

For example, if I want to join the International Network, I can add that role to my career path, see what skills I need, compare them to my current skills, and get suggestions for training. When learning integration is live, I'll see suggested courses to help bridge any gaps.

# INTERVIEWS

The platform also lets me see if a coworker in a desired role has studied at my university or worked in the role for several years—so I can connect with them for advice. Workday therefore offers a comprehensive view of both current jobs and future opportunities.

Additionally, we've developed our own Career GPS tool. This gives a deep-dive, using Workday data, into how closely an employee matches a job profile and what skills or proficiency levels are lacking. The Career GPS allows for custom career paths, skill gap analysis, and targeted action plans, all based on precise skill matches rather than AI suggestions. If, for instance, I want to move into customer care, I can see exactly which skills I have or lack, plan development actions, and track progress with learning modules.

We're planning to introduce the Workday AI Assistant in 2026. This assistant will provide generative AI responses and guide users through HR processes, answer questions, and even perform some actions for users (like updating reports or guiding through administrative tasks). The Assistant can be integrated across platforms, including Windows, Mac, and Teams. However, if certain data (such as internal policies and documentation) aren't stored in Workday, the Assistant won't be able to access or provide that information—something to keep in mind for future solutions.

The AI Assistant will be included in our existing Workday license, so the only cost will be implementation—around €10,000. This is important, as our budget for new solutions is very limited.

To summarize: we have Workday and Career GPS, and in the future, we'll have the AI Assistant integrated into Workday and other systems. However, Career GPS will remain external unless Workday adds similar functionalities; we're pushing for this, but for now, the tools will coexist.

**Speaker 2:**

I have two questions. First, regarding the tools you mentioned—the development plan, the career path you can save, and Career GPS—are employees actually using them? What problems or barriers to usage have you observed? Second, job rotation seems very important for your company. Can you explain why this is a priority?

**Speaker 1:**

For your first question, Career GPS was used last year, but the current version (2.0) has a new layout to give employees a clearer understanding of their skill gaps and matches. We expect usage to increase, but so far about 30% of employees have used it actively, while 70% only accessed it once, mainly because skill validation was only carried out twice a year. With monthly updates planned, we expect greater engagement.

For Workday's career functions, over 60% of employees have already input their skill and job interests, and we expect Career GPS to be used more regularly as we add trend analyses and better reporting.

As for job rotation: this is a cultural change we are encouraging. Many employees have held the same role for 15–20 years, so last year we started actively rotating people, moving over 100 employees (more than 10% of our workforce) into new jobs. Our aim is to spread new skills and perspectives across departments. We're giving people the tools and opportunities to take responsibility for their own careers, with job postings and matching available in Workday. Employees can check their fit for open roles using GPS and plan their development accordingly. Looking ahead, we hope to enable AI-guided job applications, course suggestions, and project recommendations.

**Speaker 2:**

Just to clarify, since the budget for these solutions is low, should we keep costs minimal when preparing proposals?

# INTERVIEWS

Speaker 1:

Yes. Unfortunately, our budget is essentially zero, with a practical threshold around €10,000. Adjustments may be possible if a solution provides significant value, so you might frame proposals around expected ROI. If a solution can bring, say, €10–20k in returns within a year, an initial investment would be considered. For now, though, proposals should focus on working with what we have.

Speaker 2:

Is Career GPS still a cost for the company?

Speaker 1:

It used to be. The first version, developed with Accenture, cost about €700/month in 2024, plus a significant implementation cost. But since January this year, I've rewritten the code and moved everything in-house, eliminating those costs. The only ongoing costs are for Microsoft services (which we already pay for), and Workday is hosted on AWS under our license.

Speaker 3:

I consider these tools very complete, especially with your plans for AI integration next year. For our project proposals, I'm thinking of ideas to improve or complement these tools, or ways to make the user experience simpler and increase engagement. Is this in line with your vision, or would you prefer another direction?

Speaker 1:

Absolutely agree. The tools themselves are among the best available, but engagement and motivation are always challenges. Simplifying the user experience and encouraging people to use the tools are key priorities. In the future, Workday AI Assistant will help with simplification, as it will integrate everything into one platform. For engagement, perhaps we could consider gamification or rewards, since not every benefit is as tangible as a job promotion or transfer. These are things we could explore further.

We're out of time, but I'll share the meeting recording. If you have further questions, don't hesitate to reach out—I'll be happy to provide answers.

Speaker 3:

Thank you for your time.

Speaker 2:

Thank you.

Speaker 1:

Thank you so much. Bye!

# INTERVIEWS

## INTERVIEW 2

Date: 07/04/2025

Topic: Learning Platforms

Speaker 1: Angela Bortoluz

Speaker 2:

To begin, could you show us exactly how you use these platforms—how courses are selected and actually used, if there are different types of use, and generally help us understand how you manage learning?

Speaker 1:

In the context of macro learning and skill-driven organization, we've defined various skill sets for different jobs to link learning to them. Our organizational model is 70-20-10: 70% is learning on the job, 20% comes from development activities, and 10% is formal learning.

We mapped learning to skills, building these skill sets for each job. We use LinkedIn Learning and Coursera, two platforms that democratize course access and career development. The idea is that employees decide which courses are best for them, using information from our Career GPS about where they want to go and who they want to become. The entire Coursera catalog is available, and on LinkedIn, we also have a dedicated support contact to help with platform strategies—like newsletters and benchmarking best practices with similar companies or identifying trending courses for the next five years, which we call "emerging skills" and "future fit" or "future proof" skills.

"Emerging skills" cover everything about AI, data insight, data literacy, and data management. "Future fit" refers to soft skills and behaviors that are crucial for adapting to change, such as benchmarking, growth mindset, critical thinking, customer focus, and staying ahead of future trends. All these skills have relevant courses available on both LinkedIn and Coursera.

The courses themselves are organized by difficulty—beginner, intermediate, advanced. We've built skill paths on both platforms, clustered by skill level and area. Depending on your proficiency, you can take all three levels or just the one that fits you best. As Giulio mentioned, in Workday you'll see your skills and career hub, and identify where you're lacking. To increase your proficiency in a certain skill, you can choose relevant courses. The next step is to integrate LinkedIn and Coursera course recommendations directly into Workday, so it becomes a single point of access.

We haven't created mandatory learning paths—our philosophy is about employee accountability. We provide the tools and explain the benefits, but taking a course isn't a guarantee of a proficiency increase; rather, it becomes one element among several in skill validation.

For skill validation, there's self-assessment, validation by managers and peers, and validation by completing relevant courses, each with different weights. Again, no mandatory courses—people aren't required to complete specific courses, but we do encourage and nudge them toward learning.

Alongside this, we developed an app called Course Advisor, similar to TripAdvisor or The Fork, which allows colleagues to review courses they've taken, assign ratings, indicate if there's certification or exams, and recommend courses to others.

This "positive word-of-mouth" approach has created a common language around learning and encouraged information sharing—like when someone applies something from a course to their work and then shares that success story with colleagues, fostering a culture of continuous improvement and shared learning.

We also recently linked everything to the company intranet. There's a section called "Lead Your Journey," our personal growth container, where employees find all the resources to manage their career path. Learning initiatives are all grouped there.

# INTERVIEWS

Currently, courses are organized by professional families as previously grouped by SACE, but we're updating skill paths for emerging, future fit, and core skills in every job family. Core skills are specific to each job—for example, HR jobs include roles like talent, people partner, future HR, human architect, and designer; PMO and others have their own sets.

Speaker 2:

I have a question. Are the learning paths general for everyone, or personalized for each individual?

Speaker 1:

They are general. For emerging and future fit skills, we want everyone in the company to have a basic competence. Each job then has its own core skills, but anyone can take courses from any skill set if they wish. The connection with the career hub is important: if you want to move to another role or area, you can check which skills you lack and take development actions or courses accordingly. But the paths aren't personalized for each individual—they're structured by job.

Speaker 3:

While brainstorming ideas for SACE, we wondered if we could access data from Workday or the e-learning platforms in case we want to integrate something or are they third-party platforms with restricted access?

Speaker 1:

Tell us what data you need, and we'll see what we can provide. From HR, the main data we extract are the number of licenses activated, courses started, and courses completed. We don't currently track time spent on the platforms or courses started but not finished.

Speaker 3:

Thank you.

Speaker 4:

Can you explain more about Course Advisor? And I heard there's another app called Tell Me?

Speaker 1:

Course Advisor is the main app for course reviews. Tell Me was for feedback, but now that we've implemented Workday, all feedback is managed there. Learning is still being integrated into Workday. On Course Advisor, you can write and read reviews, see who took a course, summaries, ratings, and if the course provides certification or extra documentation. This helps employees decide which courses to take, and we use it to review and update our course offerings. It's a good way to boost engagement, and we're considering continuous course updates based on feedback.

Speaker 3:

Do you have data on how many people start but don't finish courses? Is this an engagement issue with the app, or do people lose interest after starting?

Speaker 1:

Currently, about 50% of courses are started but not completed. However, 90% of people have activated their licenses.

Speaker 2:

And do you track the usage rate of the review app?

Speaker 1:

Not specifically. The app mainly supports Workday by keeping people aware of available courses and platforms. We haven't set usage metrics for it.

# INTERVIEWS

Speaker 2:

Are the feedbacks processed or does each employee have to read individual reviews?

Speaker 1:

Employees read individual reviews themselves.

Speaker 1 (continues):

But don't focus too much on the app—it was more of an internal project to boost engagement and common language, not a core tool. Still, if two colleagues take the same course, they share terminology and experiences, which is valuable for internal knowledge sharing.

Speaker 4:

Sometimes employees feel that learning has to be done outside of working hours, which reduces motivation. What's your view on this?

Speaker 1:

We don't expect or require employees to take courses outside working hours. In our Flex for Future model, you manage your time—if you want to do training at 2 p.m., that's fine. The point is flexibility. Learning platforms are accessible anytime and anywhere, thanks to single sign-on, even from mobile devices. Training is for you, so you can do it how and when you prefer.

Speaker 4:

Do you have any data on when courses are typically taken? For example, do employees log the number of hours spent per week or month?

Speaker 1:

That's up to the individual. When you access the platform, you see your completed courses and certificates, including the dates. We might be able to retrieve when the courses were completed, but generally, it's personal tracking.

Speaker 3:

We're also considering making learning more engaging with gamification or AI—personalized, modular learning paths, like Duolingo, mobile-friendly and more fun.

Speaker 1:

We'd need to see how that could connect with Workday. Once you identify the skill gap in Career Hub, you get course suggestions. I'm not against gamification, but we'd have to assess its added value.

Speaker 2:

Are all courses video-based, or do they have written content too? Are they generally similar in format?

Speaker 1:

Most courses, especially on Coursera, are video-based, often taught by university professors and may provide university certification. The format is pretty standard: short video lessons, a few quick questions after each, a final test for certification, and sometimes additional reading or exercises.

Speaker 4:

Can I ask a personal question? I saw you started an AI course but didn't finish it. Why?

Speaker 1:

On Coursera, when you finish the course, you finish the path. On LinkedIn, finishing one course doesn't mean completing the whole skill path. That's why the system shows it as incomplete. But yes, if a course was boring or repetitive, or if I already knew the content, I sometimes didn't finish it.

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Speaker 4:

Did you leave feedback when you found a course boring?

Speaker 1:

I should do it on the app, but we only launched it at the end of January.

Speaker 4:

**So maybe a system that gives you course info before starting could be useful?**

Speaker 1:

**Absolutely, that's a good idea.**

Speaker 2:

Do you use the feedback to update courses that are often reviewed negatively?

Speaker 1:

We should, and we plan to. One of our next steps is to regularly review and update the skill paths, adding or removing courses based on feedback. We want to re-engage people and keep learning fresh. Last year we didn't do this, but we will from now on.

If you have any more ideas or want to continue brainstorming, let's schedule another meeting. I'll send you the transcript, Vanessa. Thank you all!

Speaker 2:

Thank you very much, goodbye. Have a good day.

## INTERVIEW 3

Date: 07/04/2025

Topic: SAM (AI Chatbot)

Speaker 1: Giovanni Abbadia

Speaker 1:

Feel free to ask any questions you have about our chatbot.

Speaker 2:

First of all, we'd like to better understand the current situation: how do you use it, what functionalities are currently available, how do employees use it, and, if you have this information, why do some employees not use it? For example, is it because it's not accurate, or because they don't know how to use it to its full potential? Also, could you share some general information?

Speaker 1:

I'll start with your last question. The main issue is probably a matter of mindset. We've explained in every possible way—through conventions, the intranet, Viv Engage, and one-to-one meetings—how to use the chatbot, but our employees still tend to rely on direct contact. Some people seem to want a “babysitter” and prefer calling us, which is fine—I'm always happy to help. But we really want people to ask the chatbot instead of coming directly to Giovanni, Maria, Antonio, and so on. This mindset shift is the hardest part of every transformation project: getting people to use the chatbot, which is more powerful, more accurate than us, and available 24/7.

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We estimate that every request made to SAM saves about two and a half minutes. Currently, we have a standard usage of around 5,000 requests per month, but this is just a small portion of what we could handle. We want our people to use SAM more, but we don't have statistics about the percentage of employees using it—only the total number of requests. Our goal for this year is to increase that number, but our budget is zero, so we need ideas and collaboration from the team.

SAM was launched last year, co-funded by Microsoft (20,000 euros, split 50/50). Our chatbot uses generative AI, following ChatGPT-like algorithms, but unlike public generative AIs such as ChatGPT, Copilot, or Gemini, our chatbot uses a controlled “box” of selected documents. This ensures that the answers provided are correct, up-to-date, and safe—avoiding hallucinations.

Our employees know this is a “safe box” with reliable answers, which is the most important difference compared to generic chatbots. Technically, our chatbot is integrated in Teams, making it quick and easy to use. Since we are a group of companies, not just one, the knowledge base contains documents relevant to different companies. For instance, we have different national contracts (such as ANIA for insurance, ABI for banks, and other collective contracts in Italy), so the chatbot first needs to triage the user to the correct company.

**Speaker 3:**

For example, can you ask the chatbot for the percentage of people who completed training courses?

**Speaker 1:**

That's more of a KPI—we don't have reporting, just documents. I can show you the types of documents available.

**Speaker 4:**

Can it answer questions like, “How many vacation days do I have left?”

**Speaker 1:**

Absolutely. Let me show you: the knowledge base is stored securely, and only a few people have access. For example, if you ask about holidays, the chatbot provides the current policy and the specific number of days available.

**Speaker 4:**

Have employees ever complained about the tool, or do they simply prefer talking to HR instead of using the chatbot?

**Speaker 1:**

Yes, that's a real issue. It's part of our corporate culture to prefer speaking to people directly. Changing this habit is our main challenge—it's about mindset. We're running campaigns on Viv Engage (an internal community app like Yammer or LinkedIn) and through our intranet, to promote the chatbot and encourage people to use SAM instead of contacting us directly. Our slogan is “Ask Sam!” We've designed everything to make information easy to access, with all policies, manuals, forms, and news stored and linked in the chatbot.

**Speaker 2:**

Regarding your aim to improve the chatbot's ability to provide accurate and comprehensive responses about policies and documentation—does this challenge come from employees not knowing how to write prompts, or from issues with the documentation itself, or something else?

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Speaker 1:

Let me answer with a joke: try asking Sam the same question you just asked me! That's the innovative way to interact with generative AI. There isn't a single way or "code"—prompting is an art, but the future will be about learning how to communicate with machines, and having the machine learn from us. It's easy to use: if something doesn't work, try again—just like with ChatGPT, Copilot, Gemini, etc.

As for the accuracy of our knowledge base, we invested a lot in data quality when launching SAM. We reorganized and cleaned up all the documentation—unlike our intranet, which previously contained many outdated or incorrect documents. This foundation is crucial. If there's ever a problem or incorrect answer, HR is the first line of defense: we are the super-users and must spot errors before anyone else. If a colleague encounters a problem, there's a form to report it, and we also encourage feedback via Viv Engage.

Speaker 3:

Do you keep a list of all the feedback you've received about SAM?

Speaker 1:

At the beginning, yes. Now, feedback is resolved as soon as we receive it.

Speaker 3:

So, if we give you feedback, it gets fixed right away?

Speaker 1:

Exactly. We try, test, and fix: if there's an incorrect answer, we check if it's a knowledge base issue or an algorithm issue. When we started, we had to improve the generative AI to make answers more accurate.

Speaker 4:

Can SAM be used via API to generate prompts, or only through Teams?

Speaker 1:

At the moment, it's designed to be used directly in Teams. We occasionally share prompts via Viv Engage, but there isn't a prompt library because it's meant to be intuitive. If you need anything else, just ask—I'm here to help and will share the recording of this session.

Speaker 2:

Maybe we can wrap up with a final question like in the previous meeting—Matteo, do you have a personal-use question?

Speaker 3:

Yes, have you personally ever used SAM? If so, have you encountered any problems, such as wrong answers, and how did you handle them?

Speaker 1:

Most issues (99%) are due to incomplete or outdated knowledge in the database. Only about 1% are algorithmic issues, such as a document not opening. So, nearly all mistakes come from the knowledge base itself.

Speaker 3:

Okay, perfect. Thank you.

Speaker 1:

Thank you all. Well done—see you soon!

Speaker 2, 3, 4:

Thank you very much. Goodbye!

# INTERVIEWS

## FINAL INTERVIEW: SACE FOLLOW-UP

Date: 04/06/2025

Topic: In-depth analysis on further information

Speakers: Giulio Vitali, Giovanni Abbadia, Angela Bortoluz

Speaker 1:

We wanted to ask you some questions on various topics. The first could be about events, specifically regarding your welfare plan—what types of events do you offer to employees as part of the welfare package? Because we did some online research and saw that you have organized, for example, volunteer events with the “flex for giving.”

Speaker 2:

So, basically, as far as welfare is concerned, Facebook Impact initiatives are part of the Facebook Future model, so they're not strictly welfare. If by welfare we mean everything that employees can access for their personal well-being, we're definitely talking about the platform we currently use, which is Edenred. It gives employees access to a whole range of benefits regarding travel, transport, leisure—so theaters, cinemas, museums. There's also a section related to shopping vouchers, Amazon vouchers, various e-commerce portals, fuel vouchers, bill reimbursements, training for dependents. It's definitely one of the largest platforms in Italy, and I believe it's the number one in the world as well.

So, people can spend on these platforms an amount that they more or less decide themselves, in the sense that within our total compensation “package,” we offer people—let's call it a bonus—that they can allocate to welfare. They can choose to allocate 0%, 25%, 50%, 75%, or 100%. If they allocate above a certain percentage threshold, the company adds a bit more because we're happier when people use our tools. And this money can be spent on all these activities. With an asterisk for fringe benefits—I won't go into technicalities—but basically, by law, part of it can be spent on shopping vouchers and other small categories depending on your salary. This is a technical issue, but essentially, they have access to all these initiatives. How do they use them?

They just log in, generate vouchers, and use them. This also applies to booking hotels, flights, anything. That's basically their package. Everything that falls under “flexible feedback,” as initiatives to give back to the community, is clearly managed at a company or team level. Teams can decide to give back some of the time that people have “earned” thanks to the flexibility model. Hence, the various initiatives you may have seen publicized online. Lastly, although it's not strictly company-related, but “para-company” (= para-organizzazione), there's the CRAL, an internal employee organization, which used to be called “Dopolavoro” when I was young.

Basically, the company gives a small contribution, but there's also employees' contribution, and that money is used to organize trips, which are heavily discounted, as well as activities like cinemas, museums, guided tours, a bit of everything. This also creates a network for employees that is still meant to be personal. I call it “para-company” because it's outside the organization, but in the past, the company has always given monetary contributions to support the initiative.

Speaker 1:

So these types of events or initiatives are organized partly by the company and partly freely by employees, who might choose to organize an event with a group of colleagues, etc.?

Speaker 2:

Yes, and even if you're part of a volunteer group you want to sponsor, there's a form to fill out, and maybe we include it within the initiatives, because everyone can contribute personally as well.

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Speaker 3:

Just to add something about “flex giving back.” First of all, welcome, Angela. We started the “flex for giving back”—so the community day off—which fully matches SACE’s purpose in the INSIEME2025 new Industrial Plan, that is, what was done in 2023: creating well-being and prosperity for the community. So, not only for employees, but SACE’s purpose is to help the whole Italian system through its business—guaranteeing 1,700,000 jobs in Italy—and also caring for the community, from flowerbeds to homes and families, and much more. So, “flex giving back” is fully in line with this bigger purpose, which is our Industrial Plan “INSIEME2025.” Just wanted to clarify that.

Speaker 1:

Thank you. These events are all organized outside the company, so spaces, schedules—everything is external to the company, correct?

Speaker 3:

As a PeopleCare team, we will have ours next June 19, and it will be a day off—so it will be marked as such—and dedicated to “flex giving back,” with part of the day certainly dedicated to a social event, like volunteering at Caritas soup kitchen. Last year we went to a family home for women. If you look on LinkedIn at the hashtag #flexgivingback, you’ll see lots of examples. It’s also a moment for internal team-building: we’ll have a storytelling session about what we did. So instead of just meeting for two hours in the office, then returning to our desks, we’ll be outside, combining two or three hours of team-building—reviewing internal strategies and other agenda items—and then, hands-on, painting a senior center, tending a flowerbed, helping at a family home, or other things.

Speaker 1:

Of course. Now a more technical question that could support a part of our solution: regarding IT support, do you have only desktop PCs or also laptops?

Speaker 3:

We have just laptops.

Speaker 2:

Not even system administrators use desktop PCs anymore.

Speaker 1:

Another question: do you have meeting rooms that can host 30–40 people?

Speaker 2:

Yes, for those numbers, we basically have one main room, which can be split in two if there are around 30 people. There are many other rooms for 12–15 people and a couple dedicated to brainstorming—these don’t have classic chairs but have risers, so potentially up to 20–25 people. There are at least a couple like this in Rome. In other locations, there aren’t such large rooms; in Milan, the largest hosts 20–25 people, unless you use the terrace, which certainly fits 30 people.

Speaker 1:

All these rooms have, for example, a projector or similar equipment, correct?

Speaker 2:

Yes, these ones do, basically.

Speaker 3:

The biggest ones, yes.

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Speaker 4:

Let me frame this within the recent building transformation, especially in Rome. The 60–40 split between smart working and office presence made the “activity-based” office idea more functional. After the pandemic and the evolution in our work style, there’s been another redesign of company floors. So, there are informal areas with sofas—think about the sofas at McDonald’s, for instance—where you can have informal chats or one-on-one discussions to align on activities. There are rooms equipped for external connections, so there’s a big screen for calls. For internal staff meetings, you use smaller rooms for your team. For area meetings (cross-team), you use the larger rooms that Giulio mentioned. There are brainstorming rooms, rooms with whiteboards for project work and other group activities. Break areas have become more functional—not just for coffee, but also for working, having lunch with colleagues, or joining a call if your regular office is crowded. And then there are open spaces, with corridors, rooms with doors, and other completely open areas separated by plants. The idea is to create an informal but functional environment.

Speaker 1:

Thank you very much. I think that’s all for my questions about events. Vanessa, did you want to ask any questions about Workday?

Speaker 4:

Yes, exactly. I wanted to ask if you have an approximate estimate of how many requests an HR person receives per year regarding Workday—career information, development opportunities, etc.

Speaker 2:

We don’t have that available right away. We’d have to ask our talent partners; we could estimate how many interviews on average are done per year, but it’s complicated, because there’s always a tendency—also, none of us three are actually in the talent team. Everyone is contacted in different ways—through an ad hoc interview, a request, an email about development opportunities, what they can do in the system. Soon there’ll be a campaign to validate skills, a chance for people to self-evaluate their skills, and for all managers to do the same. It’s a method where everyone has been called—through our intranet and communications—to detail their own development plan: list the skills they’re interested in, activities they want to pursue to achieve skill goals. There are many requests, but it’s hard to quantify, as a number wouldn’t capture the quality of what’s done. For example, one request might lead to a 90-minute call about development over the next three years, another might be “where can I find this information?”—which is much more straightforward, and can be done at scale, also thanks to SAM, which Giovanni always reminds us is always available. AI-based software obviously supports us, and some requests go through that, but many become more complex, so I wouldn’t look for a specific number. What I can say is there’s a team of about 5–6 people following all our employees’ development and career paths. There are many initiatives, many things people can do, and everyone has all the tools and opportunities, both in terms of what they can do and who they can contact to achieve their goals.

Speaker 4:

Just to confirm, you previously told us there are about 50 HR people, correct?

Speaker 2:

If we count those exclusively dealing with HR, yes—because there are many more working laterally, e.g., internal communication, PMO, people services.

Speaker 3:

We really have a growing set of skills; the concept of PeopleCare has expanded, taking in elements from other structures.

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Speaker 4:

Consider that the full name is PeopleCare Agile Culture, so the idea is that PeopleCare is the engine of company transformation, taking in all structures that support people across functions. This includes so-called general services, internal communication (to convey all messages), and a “front” team for people, which is the Future Worker Services—those who are the first point of contact for colleagues on welfare needs, well-being initiatives, or “you can ask SAM about this.” For leave questions, you ask them first, then they go to HR colleagues. And then there’s the PMO, further a driver of company transformation, as under PMO you have strategic and transformational projects. That’s a summary of how HR has evolved at SACE, especially regarding the transformation toward an agile organization. Thank you. Chiara, did you have any more questions?

Speaker 1:

I think the questions we had prepared are all covered, right? Yes, I just thought of another, a bit more specific: for the courses you prepared on e-learning platforms, did you develop them together with the platforms? Was there a person inside or outside your company who helped prepare the materials or build the courses?

Speaker 4:

The platforms are intuitive, and as admins, we have a range of options. For example, with LinkedIn, we’re thinking of doing a kind of challenge—so more specific paths about skill clusters we mentioned. Both platforms, with the type of contract we have (not sure if it’s the same for other licenses or companies), provide us with contacts. We meet with LinkedIn every two weeks and with Coursera once a month to get updates and learn about new features or integrations. Both platforms are introducing more AI to suggest courses: you put in your role, and it shows which courses to take. As admins, we can use this; the end user, under our current license, cannot. Especially since, to encourage investment in upskilling, we created paths for each skill—so we identified courses for each skill and included them in paths by cluster. With LinkedIn, they first mapped courses for us—we sent them the skills, they sent back a list of courses. On Coursera, they send you the course catalogue, and you find what you need. When searching for courses, there are filters for duration, language, level, etc. We handle this as the future HR team—so those of us managing learning handle the platforms as well. We further integrated these paths with our talent colleagues, so that in development meetings, people are encouraged to invest in skills development—not just 20% of their work (development activities), but also 10% for learning, as in our model. They’re advised to check the platforms, see the paths, choose a single course, do the whole path, or even the full cluster, or focus on something specific. If someone is already at the right proficiency level and only needs to hit the target—say they’re at level 2 and need to reach level 3—they’re told to take only the advanced course, or maybe do a basic one for a broader perspective, but then specialize. We’re also integrating with Workday—so course management in Workday will be similar, and you’ll get suggestions for courses based on your selected skills in Career Hub.

There will be even more linkage between all these systems, between our team and Talent, through a tool that gives people an overview.

Speaker 1:

Thank you. Just to confirm about the employee skill data you collect: I imagine each employee can see their own skills and data, but at the management level, do you only see aggregate data? How do you handle data collected about employees' skills?

Speaker 2:

Well, we’ve got about three minutes left, then I’ll have to go, but if anyone wants to stay, feel free. Of course, everyone can see all their own skill data transparently, including the rating—the numerical value assigned and where it comes from (self-assessment, peer review,

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external input), and the date of reference. All this data is saved monthly in our GPS period, so people can track the evolution of their skills in relation to their job profile, and compare with similar or different profiles if they want to build a development plan. Skill ratings and evaluations are visible up the organizational chain—not just to the person's manager but higher up as well. Of course, as HR, we have access to the complete data set for the whole company.

Speaker 1,2:

Thank you very much.

Speaker 3:

I have to say goodbye.

Speaker 4:

Have a good day.

# PROTOTYPE- AI manager Hub

The following working prototypes were developed in 3 stages:

- Design implementation using Figma;
- Code implementation using Visual Studio Code with Co-Pilot integration, supported by Github for version control;
- Deployment using Vercel.

**AI Manager Hub:** <https://aimanagerhub.vercel.app/>

Github repository: [https://github.com/yexin01/digitalbusinesslab\\_aimanagerhub](https://github.com/yexin01/digitalbusinesslab_aimanagerhub)

This screenshot shows the 'Dashboard Overview' section of the AI Manager Hub. It features a header bar with a search bar and a timestamp 'Last updated: Today, 9:41 AM'. Below the header are four key performance indicators: 'Team Engagement' at 78% (down 6% from last month), 'Learning Participation' at 92% (up 12% from last month), 'Team Size' at 10 (with 4 new members), and 'Retention Risk' at 86% (no change). A 'Priority Actions' section lists three items: 'High Priority Schedule Team Meeting' (Take Action), 'Skill Gap Data Visualization Skills Need' (Take Action), and 'Recognition Celebrate Team Achievement' (Take Action). The 'Performance Analytics' section contains a chart showing team performance metrics over time, with options to switch between 'Last Month', 'Quarter', and 'Year'. The 'Team Performance Metrics' and 'Performance Distribution' charts are also visible.

This screenshot shows the 'Performance Analytics' and 'Team Management' sections of the AI Manager Hub. The 'Performance Analytics' section includes a 'Team Performance Metrics' chart comparing 'Goals Completed' and 'Team Average' across months from January to August 2024. It also features a 'Performance Distribution' chart comparing current and previous quarter metrics for Productivity, Goal Completion, Code Quality, Team Collaboration, and Innovation. The 'Team Management' section includes a 'Team Overview' table listing team members: Chris Friedly (Senior Developer, Engineering), Maggie Johnson (UX Designer, Design), Gael Harry (Software Engineer, Engineering), Jenna Sullivan (QA Engineer, Quality Assurance), and Marco Rossi (Data Scientist, Data Science). The 'Team Recognition' section displays recent achievements: Chris F. completed an Agile Foundations course (Learning), Maggie J. completed Q2 OKRs ahead of deadline (Recognition), and Gael H. applied prompt engineering in the last sprint (Innovation).

# PROTOTYPE- AI manager Hub

## Skill Development

Areas requiring skill development and training

Needs Attention

Category	Progress (%)	Platform
Data Analysis	67%	LinkedIn
Project Management	53%	Udemy
Generative AI Tools	50%	Coursera

View All Skill Gaps

## Skills Analysis

Comprehensive team skills breakdown and coverage analysis

### Team Skills Coverage

Skill Category	Current Team Coverage (%)	Ideal Coverage (%)
Machine Learning	65%	100%
API Integration	78%	100%
Project Management	90%	100%
Front-End Development	81%	100%
Data Visualization	56%	100%
UI/UX Design	85%	100%

### Team Skills Breakdown

Skill Category	Percentage
Machine Learning	65%
API Integration	78%
Project Management	90%
Front-End Development	81%
Data Visualization	56%
UI/UX Design	85%

## Team Skills & Achievements

Skills and learning achievements of team members

### Team Member Skills & Achievements

Team Member	Skills	Achievements
Chris Friedly Senior Developer	JavaScript, React, Node.js, AWS	Completed Advanced AI Course Led Frontend Redesign Project
Maggie Johnson UX Designer	UI Design, User Research, Figma, Prototyping	UX Certification Design System Implementation
Gael Harry Software Engineer	Python, Django, Database Design, Docker	Cloud Architecture Certification
Jenna Sullivan QA Engineer	Test Automation, Quality Assurance, Selenium, CI/CD	Test Automation Framework Implementation

View All Team Members

AI Manager Hub • Made with ❤️ by Team 10  
Digital Business Innovation Lab • 2025 SACE Project

⚠ Disclaimer: All data, metrics, and information displayed in this application are fictional and created for demonstration purposes only. Any resemblance to real persons, companies, or events is purely coincidental.

## Projects

Manage and track company's initiatives supporting Italian companies' growth internationally

Status: All Active Planning Completed Category: All Categories Export Financing Market Expansion Sustainability Credit Recovery

Project Name	Members	Location	Progress	Status
Export Finance Platform	4 team members	Milan, Italy	65%	Active
International Market Expansion Dashboard	3 team members	Rome, Italy	42%	Active
Sustainability Certification Program	3 team members	Turin, Italy	15%	Planning
Credit Recovery System	3 team members	Naples, Italy	100%	Completed
Global Supply Chain Resilience	3 team members	Bologna, Italy	78%	Active
Green Export Financing Initiative	3 team members	Venice, Italy	25%	Planning

# PROTOTYPE- AI manager Hub

The AI Manager Hub is a web-based application designed for team management, utilizing AI-powered tools to build optimal teams and recommend development pairings.

**Team Orchestrator**

The Team Orchestrator feature allows users to build optimal teams by matching skills with project requirements using AI-powered analysis. It includes a search bar, a list of required skills (JavaScript, React, Node.js, Python, UX Design, Data Analysis, Machine Learning, Product Management, UI Design, Project Management, DevOps, Cloud Architecture), and a "Find Optimal Team" button. A sidebar shows the current team members: Chris Friedly, Maggie Johnson, Gael Harry, Jenna Sullivan, Marco Rossi, and Emily Chen.

**Optimal Team**

The Optimal Team feature displays an AI-optimized team for selected requirements. It shows a 92% match and lists recommended team members: Maggie Johnson (UX Designer), Marco Rossi (Data Scientist), and Anna Petrov (UI Designer). Each member's key strengths are listed: Maggie Johnson has UI Design, Marco Rossi has Python, and Anna Petrov has UI Design.

**Recommended Development Pairings**

The Recommended Development Pairings feature mentors mentees based on their skills and fit scores. The table below lists the pairs:

Mentor	Mentee	Focus Skill	Fit Score
Chris Friedly Senior Developer	Gael Harry Software Engineer	Machine Learning	95%
Maggie Johnson UX Designer	Anna Petrov UI Designer	UX Design	92%
Marco Rossi Data Scientist	Alex Martinez Frontend Developer	Data Analysis	88%
Emily Chen Product Manager	Sophia Kim Backend Developer	Project Management	85%
Daniel Wilson DevOps Engineer	Jenna Sullivan QA Engineer	DevOps	78%
Sophia Kim Backend Developer	Gael Harry Software Engineer	Node.js	83%

**Dashboard**

The dashboard provides a central hub for managing projects, analytics, reports, and settings. It includes a user profile for Gustavo Xavier (Admin, Online).

# PROTOTYPE- AI manager Hub

**Analytics Reports**

View and download comprehensive team analytics and performance reports

**Quick Overview**

- 6 Total Reports
- 4 Updated Today
- 100% Data Coverage
- 24/7 Monitoring

**Available Reports**

Select a report to view detailed analytics and insights

**Reports Available: 6**

- Team Performance**: Comprehensive analysis of team productivity, code quality, and collaboration metrics. **87%** Average Performance. Last updated **Today, 10:30 AM**. [View](#)
- Skills Development**: Detailed breakdown of team skills, training progress, and identified skill gaps. **73%** Skills Coverage. Last updated **Yesterday, 3:45 PM**. [View](#)
- Team Engagement**: Analysis of team motivation, satisfaction levels, and workplace engagement metrics. **81%** Engagement Score. Last updated **3 days ago**. [View](#)
- Quarterly Goals**: Progress tracking and status updates for Q3 2024 team objectives and milestones.
- Productivity Analysis**: In-depth analysis of team output, efficiency metrics, and productivity trends.
- Training Report**: Comprehensive overview of completed training programs and learning achievements.

**Team Performance**

Comprehensive analysis of team productivity, code quality, and collaboration metrics

**Team Performance**

Comprehensive Team Performance Overview

This comprehensive overview tracks three key performance dimensions: Productivity (95%), Code Quality (90%), and Collaboration (98%). All metrics show consistent upward trends, with Collaboration achieving the highest scores.

**Performance vs Targets**

**Skills Development**

Team skills analysis and training gaps

**Team Skills Coverage**

This chart compares current skill coverage against target coverage levels across key technical areas. JavaScript, React, and UI/UX skills exceed targets, while Python, Machine Learning, and DevOps show gaps that may need to be addressed through training or recruitment.

**Team Member Skills**

Team Member	Role	Skills	Proficiency
Chris Friedley	Senior Developer	JavaScript, React, Node.js, AWS	92%
Maggie Johnson	UX Designer	UI Design, User Research, Figma	88%
Gael Harry	Software Engineer	Python, Django, Docker	85%
Jenna Sullivan	QA Engineer	Test Automation, Selenium	80%

# PROTOTYPE- AI manager Hub

## Team Engagement

Team involvement and engagement analysis

**Team Engagement Trend**

This chart tracks team engagement levels over the past 8 months. The overall trend shows improvement, with engagement increasing from 72% in January to 88% in August, representing a 16% increase.

Note: This chart shows aggregated team engagement over time. Individual engagement data is not displayed to maintain anonymity.

## Engagement Factors

## Sentiment Distribution

Very Positive  
Positive  
Neutral  
Negative  
Very Negative

## Quarterly Goals

Progress status of Q3 2024 objectives

### Goals Overview

Goal	Progress	Status	Due Date
Improve Team Velocity	75%	On Track	Sep 30, 2024
Reduce Bug Rate	92%	Completed	Jul 15, 2024
Implement CI/CD Pipeline	60%	At Risk	Oct 15, 2024
Knowledge Sharing Sessions	80%	On Track	Dec 31, 2024
Improve Code Coverage	85%	On Track	Nov 20, 2024

This table provides a detailed view of current team goals, their progress, status, and due dates. Most goals are on track or completed, with the "Implement CI/CD Pipeline" goal at risk and requiring attention.

## Goal Progress Distribution

## Goal Status Breakdown

Completed  
On Track  
At Risk  
Delayed

## Productivity Analysis

Aggregated team productivity metrics

### Performance Trend (Team Average)

This chart displays the team's average performance score over the past 8 months. The upward trend indicates continuous improvement in overall team effectiveness.

Note: This chart shows aggregated team performance over time. Individual performance data is not displayed to maintain anonymity.

## Performance by Category

## Performance Distribution

Team Distribution

# PROTOTYPE- AI manager Hub

**Training Report**  
Team training progress and achievements

**Training Hours Over Time**

This chart shows the average training hours completed per team member each month. The upward trend indicates increasing investment in skill development, with a peak of 45 hours in July.

Month	Average Hours per Team Member
Jan	25
Feb	30
Mar	28
Apr	35
May	42
Jun	38
Jul	45
Aug	42

**Course Completion Status**

Completion Rates by Status:

- Not Started: 15%
- In Progress: 30%
- Completed: 55%

**Training Completion by Subject**

Subject	Completion Rate
AI Fundamentals	85%
Machine Learning	78%
Data Science	62%
Cloud Computing	48%
Blockchain	68%

**Settings**  
Manage your account preferences and application settings

**Privacy & Security**

**Profile Settings**

**Profile Visibility**  
Choose who can see your profile information  
Team Only - Only team members

**Data & Analytics**

**Data Sharing**  
Share anonymized data to improve AI recommendations  
Off

**Analytics Tracking**  
Allow usage analytics for better experience  
On

**Performance Data**  
Include performance metrics in team analytics  
On

**Save Changes**

**Search**

Search bar: dev

**TEAM MEMBERS**

- Chris Friedly, Senior Developer
- Alex Martinez, Frontend Developer
- Sophia Kim, Backend Developer
- Daniel Wilson, DevOps Engineer

**ACTIONS**

- Skill development for Gael

**PROJECTS**

- Mobile App Development

**SKILLS**

- JavaScript

**Quick Panel**

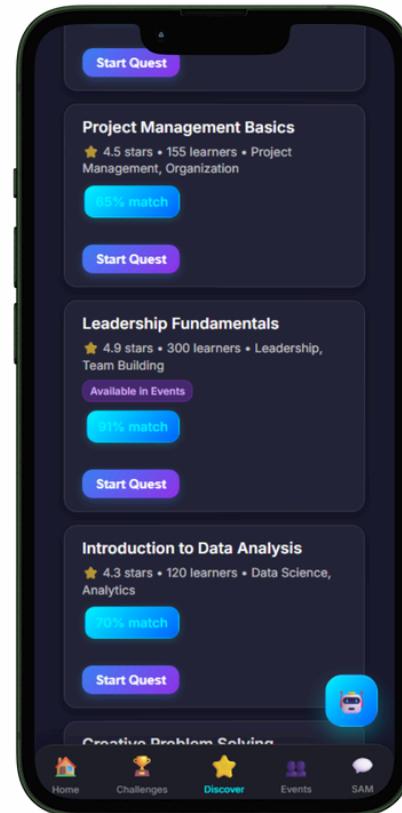
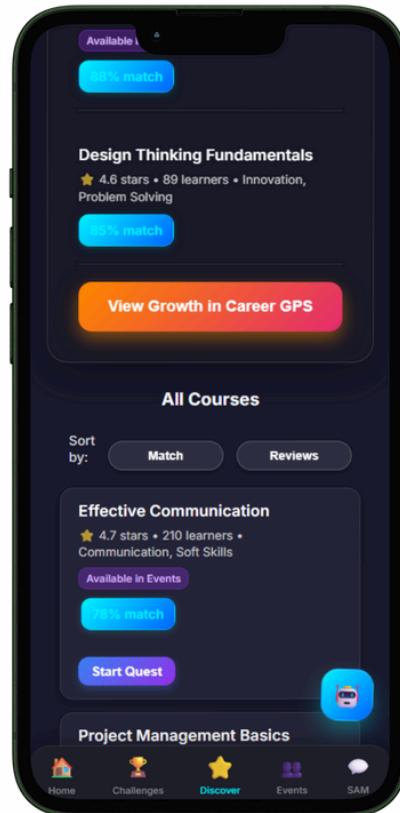
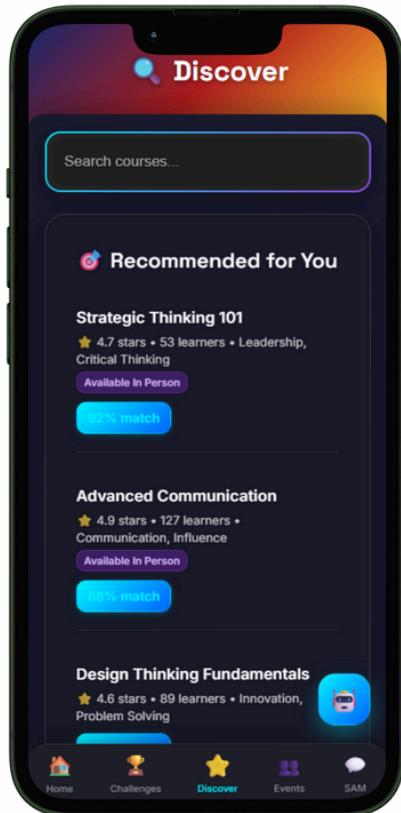
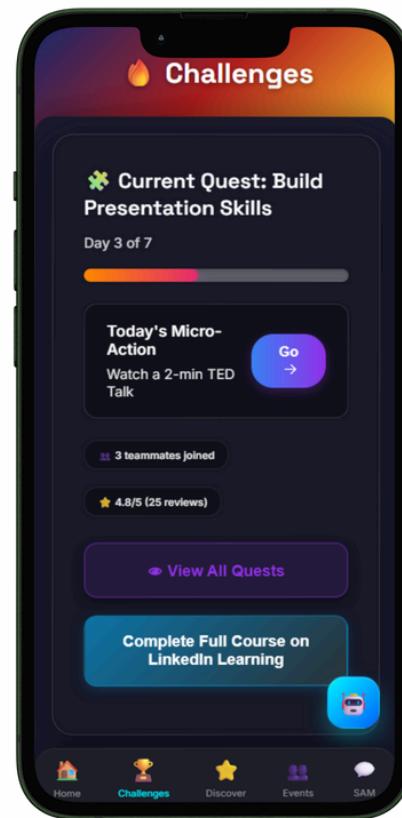
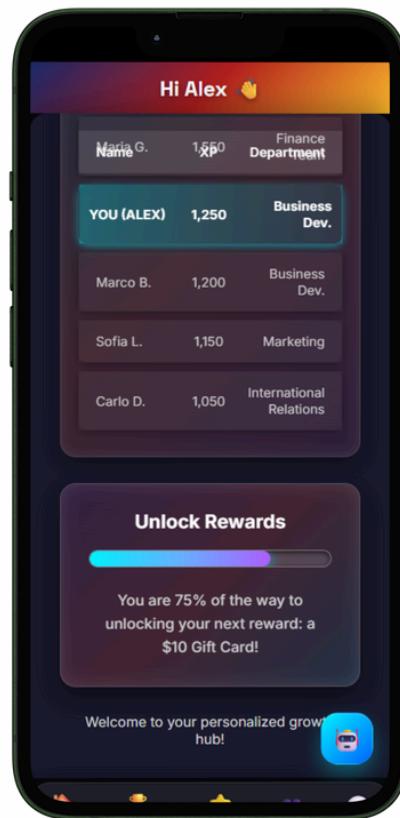
**Notifications**   **Quick Actions**

- Team Performance Alert**  
Jenna's productivity has decreased by 15% in the last week.  
10 minutes ago
- New Team Member**  
Alex Rodriguez has been added to your team.  
2 hours ago
- Goal Completed**  
Your team has completed the "API Integration" goal successfully.  
Yesterday
- Review Required**  
Maggie's quarterly review is due this week.  
2 days ago

**Notifications**   **Quick Actions**

- Team Chat
- Schedule 1:1
- Set Goals
- Preferences

# PROTOTYPE- Growplay



# PROTOTYPE- Growplay

