**1. Česká spořitelna - HR transformation and digital culture support**

**Context:**

Česká spořitelna, as the largest bank in the Czech Republic, faced the pressure of digitalization and changing employee expectations.

**Initiative:**

The bank implemented a comprehensive transformation program that included:

* Modernization of HR processes through a new information system,
* Creating an internal HR academy focused on developing digital skills,
* Revising the appraisal and incentive system to better match the new working environment and promote flexibility.

**Impact:**

These steps have helped improve internal communication, increased employee engagement and contributed significantly to improved talent retention. The project has also strengthened the Bank's market position, as the innovative approach to human resources has enabled it to adapt more quickly to changes in the banking sector.

**Case study questions:**

1. Challenges and responses: what were the main HR and digitalisation challenges that Česká spořitelna had to address and what measures did it put in place to overcome them?

2. Process transformation: How has the modernisation of HR processes and the creation of an internal HR academy contributed to improved employee satisfaction and retention?.

3. Application to practice: which elements from this strategy could you recommend to smaller companies facing similar challenges?

**Comparative questions**

1. Comparison of strategies: how do the HR strategies of Česká spořitelna, IKEA and Google differ and how are they similar?

2. Trends in HR: What common HR trends can you identify from these case studies?

3. What potential challenges could arise when implementing similar strategies in smaller or less technology-oriented organizations?