



HR and Learning Management Digitalisation at KION

Best HRM Solutions in V4 Countries project

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1. What this case is about

The Czech entities of the KION Group — Linde Pohony s.r.o. and KION Stříbro — digitalised their HR and learning management processes. Mgr. Eva Hrušová, MBA, Head of HR for the Czech and Slovak region, led the project. Its essence:

- replacing manual, Excel-based administration and training management with a unified digital system,
- standardising and making onboarding and training processes transparent,
- creating data-driven decision-making and simplified reporting for HR and line managers.

The project in a single sentence: fragmented, system-free Excel work was transformed into a unified digital platform where every process is visible “in one click”, and where decisions rest on facts — not intuition.

2. The context of the case

Quick snapshot

Organisation	KION (Linde Pohony s.r.o. & KION Stříbro)
Country / region	Czech Republic (responsibility also covers Slovakia)
Sector	Manufacturing / intralogistics (industrial company)
Headcount	~4,000 employees
Interviewee	Mgr. Eva Hrušová, MBA — Head of HR, Czech and Slovak region
Topic	HR process digitalisation; Learning & Development / onboarding
Timeframe	Implementation: 2025 (rollout); stable operation, with delays due to headquarters’ decision-making processes
Scope	Whole organisation: production plants and transport fully covered; service and sales lag in adoption

The Czech units of the KION Group operate in a complex industrial environment: manufacturing, transport, and service areas differ in workforce needs and digital maturity. Into this context arrived the HR digitalisation project in 2025 — not as a top-down technology initiative, but as a very practical response to the insufficient efficiency of everyday administration.

The driving force and main champion of the project was Eva Hrušová, Head of HR for the Czech and Slovak region. “I didn’t want to keep doing inefficient activities” — that is how she opened the interview. The project focused on digitalising training management and onboarding, which until then had run largely manually across multiple Excel files. The consequences were familiar: slow processes, limited transparency, complicated

reporting, and an absence of the data-driven foundation without which modern HR cannot function effectively.

3. From where to where?

3.1. The starting point

HR and line management spent a significant part of their time searching for information — instead of working with people. It was not straightforward to find out who needed to complete which training, how much learning cost, what had already been finished and what had not. Processes were neither standardised nor transparent.

Concrete pain points:

- Training and onboarding administration ran manually across multiple Excel files, with no unified data foundation.
- Reporting was cumbersome and visibility was limited: who had completed what, what remained outstanding — these were difficult to establish.
- Both managers and HR wasted time searching for data and information.
- There was no unified, secure system from which genuine decision support could be drawn.

3.2. The drivers of change

The need for change arrived simultaneously from two directions. KION headquarters imposed a digitalisation requirement on HR files. Internally, however, the pressure was already palpable: the inefficient way of working was no longer sustainable.

Three factors made the transformation urgent:

- Manual Excel work consumed time and money directly, while generating error sources and slowing processes down.
- Reporting was laborious; management received no real-time, reliable picture of training status and costs.
- The absence of a secure, auditable, data-driven HR system degraded the quality of decision-making.

3.3. The solution in one sentence

„We introduced a unified digital HR/L&D system (Scormium) so that onboarding and training operate in a standardized and transparent way, data is securely accessible, and management can report simply and in real time.“



4. Cornerstones of the system

4.1. Digital processes — not digitalised chaos

The precondition for successful digitalisation was to first make processes understandable and consistent, and only then introduce the system. The key step of the project was not choosing software, but mapping pain points, quantifying inefficiencies, and defining concrete benefits — in enough detail to justify the economic rationale of the investment to decision-makers.

The result was a unified digital workflow in which:

- employees can see exactly what they need to complete during their first weeks and first year,
- management can assign the required development activities from the training catalogue,
- notifications are sent automatically via Outlook, and
- completion status and training costs are accessible with a single click for every authorised manager.

4.2. Onboarding in the system — not from memory

One of the most tangible changes occurred in the onboarding process. Within the Scormium system, the required modules, schedule, and responsible manager can be clearly assigned to every new joiner. Previously this happened in an ad hoc way, verbally or by email — it has now become a structured, verifiable, and repeatable process.

A typical example: from the moment a new employee joins, they can see what they need to complete in the first weeks and during the first year. The manager assigns development activities directly from the training catalogue within the system. Progress is trackable, and any gaps automatically generate a notification.

4.3. Data-driven decision-making — based on facts, not gut feeling

One of the most important outcomes of digitalisation was the creation of a reliable data foundation. Previously, if HR or management wanted to know who had completed the required training, how much it cost, and where gaps existed — this had to be assembled manually from Excel queries. Now it is accessible in a few clicks.

This not only saves time but creates qualitatively different decision-making situations: resource allocation, training priorities, and development investments can now be grounded in real data.

4.4. Roles — who does what?

The introduction of the system clarified responsibilities and the collaboration logic:



- **Head of HR:** project initiator and sponsor, primary owner of decision-making and communication with leadership and headquarters.
- **HR team:** process design, content management, reporting, adoption support.
- **Line management:** assigning development activities, supervising completion.
- **IT:** security and technical integration, which became a defining factor during the project.
- **Vendor (Scormium):** system provision, certificates, and security documentation.
- **Employees:** completing onboarding and training modules in the system.

5. The implementation story — how the system came together

1. **Identifying pain points:** The first step was mapping the concrete inefficiencies. Not generally that “digitalisation is necessary,” but precisely: which processes consume how much time, where unnecessary manual work arises, and where errors typically occur. The result was a business case that numerically justified the return on investment.
2. **Project team and action plan:** A plan with clear owners and milestones became the foundation for managing the project. Somewhat surprisingly—and as a key lesson—IT was only brought in later during the process, even though security and technical requirements quickly became critical.
3. **Winning over decision-makers:** six months of security validation. One of the project’s biggest obstacles was convincing headquarters that the new system was secure. This took approximately six months. It required submitting certifications, working closely with the vendor, presenting best practices from other companies, and quantifying inefficiencies—together these made the investment acceptable.
4. **Implementation:** The rollout of the Scormium system included the onboarding module, the unified training catalogue, and the Outlook-based notification system. The rollout fully covered production plants and transport, while adoption in service and sales remained weaker.
5. **Change management and adoption:** Introducing the system was only the beginning. Gaining acceptance required active effort: targeted training where needed, internal ambassador meetings in Prague, and—most importantly—communicating concrete personal benefits. As Eva Hrušová summarised the key lesson: “I should have communicated the specific benefits better—what it means for Franta. That it saves him six hours a week.”

Timeline

Within the project’s overall timeframe, the most significant delay was caused by headquarters’ decision-making process. The security validation alone consumed six



months. The final assessment: the financial budget was met, but the timeline vision was not — which became one of the project's primary lessons.

6. Results and evidence — what truly shifted

Digitalisation delivered concrete, measurable, and qualitative changes:

- **Time savings:** Estimates suggest a manager can save up to 6 hours of administrative burden per week through the digitalisation of a single process. This is not merely a convenience — it is time that can be redirected to working with people.
- **Transparency:** The previous “who completed what, what remains outstanding” question can now be answered in one click. Processes are visible to everyone.
- **Data-driven reporting:** HR and management can now make fact-based decisions — who receives which training, how much it costs, where gaps exist.
- **Unified onboarding:** New joiners receive a structured, trackable, and repeatable integration process.
- **Simplified administration:** Previously manual processes now run automatically, and unnecessary manual work has been minimised.

What was unexpected: the HR team was open to the change; resistance came mainly from the management side (“why do we need another tool?”). Moreover, the project rollout coincided with a period of redundancies — this created a serious communication challenge, as employees began asking whether the technology was connected to job losses.

7. What can we learn from this case as HR leaders?

The case offers three key lessons:

- The success of digitalisation depends on the process, not the software. If the process is not in order, digitalisation only makes the chaos faster. The first step is always mapping pain points and quantifying inefficiencies.
- Security and decision-making processes require planning. If the project passes through organisational or legal approval cycles, time must be budgeted accordingly — and IT should be involved from the very start.
- Communication must be personal, not generic. “Digitalisation is useful” does not move people. “This saves you six hours a week” — that does.

Two typical pitfalls

1. If the project's communication stays generic (“we are digitalising”), end users do not understand what changes for them — and resistance grows.
2. If IT is not brought in on time, security and integration issues become blockers mid-project.

Trade-off and surprise



The accepted trade-off: the timeline slipped due to the slowness of decision-making processes. The surprise: the redundancy period placed a serious communication burden on the project — people were afraid that digitalisation was connected to losing their jobs. This highlighted the importance of context sensitivity and proactive, empathetic communication.

8. If you would like to take something from this best practice...

Minimum viable version (which can be launched as early as tomorrow)

1. Identify your three most painful manual processes (e.g. onboarding records, training status, reporting) — and quantify how much time they consume.
2. Launch a pilot on the learning management module: a unified catalogue, assignment logic, and automatic Outlook notifications.
3. Communicate the concrete personal benefit to managers: “this saves you X hours a week”, not the generic “digitalisation is better” message.

If you were starting now: in 3 steps

1. Decide what you want the system to serve: time savings, transparency, compliance — or all three.
2. Involve IT and a security owner from the very beginning — not mid-project.
3. Plan for the decision-making timeline: central approval can take months, which is not failure — just reality.

Minimum requirements

- A clear project owner (e.g. Head of HR) with genuine authority and decision-making access.
- Management buy-in — especially when the project also requires sign-off from headquarters.
- IT involvement from a security and integration standpoint.
- A vendor able to demonstrate the system’s security compliance (certificates, audit trail).
- An adoption plan: training, ambassadors, and above all — personalised communication.

What not to overcomplicate

- Do not try to digitalise everything at once. Start with the most painful point and move from there.
- Do not run plenary training sessions — do it in a targeted way, covering only what people will actually use.
- Do not communicate generically — always think in terms of concrete, personal benefits.