CASE STUDY

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2025
OER – Case study

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01 Abstract

Type of OER (Case study, Simulation, Scenario exercise, …)

Case study

Goal or Purpose

The case study describes the principles of operation of tools for candidate selection, scheduling recruitment interviews, and automation of recruitment process cycles used by TA team in one of the major corporations in the healthcare sector operating in Poland. In addition to discussing the technical side, it also addresses ethical and legal issues. The case study provides a comprehensive answer about the current impact of AI support in the process and raises questions about its future use.

The goal is to present a case study on the effectiveness of the AI tool used by the Talent Acquisition team. The aim is to demonstrate how this AI based tool enhances the recruitment process. By showcasing specific benefits and outcomes, we will highlight its impact on efficiency and success. The study will not only identify benefits, but also potential threats and issues caused by tool usage and areas for improvement. This will provide a comprehensive understanding of AI support in recruitment operations.

Expected Learning Outcomes

By engaging with this case study, learners will:
1. Know how tools work and optimize the recruitment process
2. Observe the specific benefits that it brings to Talent Acquisition team
3. Evaluate areas for improvement or further development
4. Be able to participate in the best practices description for integrating tools into daily recruitment activities
5. Be a part of the discussion about potential threats and barriers for using the tools from a legal, ethical and compliance perspective

Suggested Methodological Approach (Case-Based Learning, Problem-Based Learning...)

Case-Based Learning

Keywords

Artificial Intelligence, Human Resources, Talent Acquisition, Innovation, Process Support, Tool

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INTRODUCTION TO THE COMPANY

Introduction/ History and growth

Multinational corporation. Established in the XIX century, the company has a rich history of innovation and leadership in various technology-driven sectors. Initially known for its contributions to the lighting industry, it has significantly expanded its operations over the years to become a leading entity in healthcare, consumer electronics, and home appliances. In the healthcare sector, this company is recognized for its advanced medical imaging systems, patient monitoring solutions, and healthcare informatics. The company's commitment to improving lives through meaningful innovation is reflected in its extensive portfolio of products and services designed to support healthcare providers and enhance patient outcomes.

Business profile

Company boasts a substantial global presence with operations in over 100 countries, employing around 80,000 professionals dedicated to advancing healthcare, consumer electronics, and home appliances. Through strategic alliances, local market adaptations, and extensive R&D facilities worldwide, the company continuously innovates to improve lives with meaningful technology solutions.

Key Business Areas:
Healthcare, Consumer Electronics, Home Appliances

Global Research and Development (R&D): dedicates considerable resources to R&D, with major centers located in Europe, North America, and Asia. These facilities focus on pioneering new technologies, such as AI in healthcare, advanced medical imaging, and connected care solutions.

Social and Environmental Initiatives: actively participates in social and environmental initiatives around the world. The company foundation focuses on providing healthcare access to underserved communities and promoting sustainability practices.
With a presence in over 100 countries, leverages its global capabilities to enhance lives through technology internationally, driving health innovation, and making meaningful contributions to communities worldwide.

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SECTOR & COMPETITION

| Sector overview

Company operates in the technology and healthcare sector, focusing on innovative products to improve people's lives. Key areas include medical devices, consumer health, and home appliances. The technology segment offers advanced solutions for healthcare professionals, enhancing patient care and operational efficiency. They face strong competition from other global technology giants. These competitors also strive to lead in innovation and provide cutting-edge solutions.

Consumer health products must contend with well-established brands revered for quality. Home appliance offerings compete with major companies known for reliability and advanced features. Despite intense competition, the focus remains on innovative and user-friendly products. The aim is to distinguish their solutions through superior performance and design. Continuous research and development ensure they stay ahead in the rapidly evolving technology landscape.

| Market size and growth trend

Market size of global healthcare technology, including medical devices and health informatics, is substantial and rapidly expanding. As of 2023, the market is estimated to be worth over $520 billion. The healthcare technology sector is projected to maintain strong growth, with a compound annual growth rate (CAGR) of approximately 17-20% over the next few years. Factors driving this growth include increasing demand for advanced healthcare solutions, the integration of AI and machine learning, and the push for digitized healthcare systems.

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COMPANY'S CURRENT SITUATION

| Current situation

Company continues to navigate various challenges and opportunities within the healthcare technology sector. Here are some key highlights:

1. **Portfolio Focus:** focusing on strengthening its portfolio in health care technology, including imaging systems, patient monitoring, and digital health solutions. Emphasizing on innovations related to telehealth, diagnostics, and connected care.
2. **Financial Performance:** the company has faced some fluctuations in its financial performance, impacted by global supply chain disruptions and economic pressures. It has taken steps to streamline operations and focus on high-margin, strategic areas.
3. **Leadership:** The company has seen some shifts in leadership aimed at driving strategic changes and improving operational efficiency. New initiatives have been put in place to enhance customer satisfaction and drive growth in the post-pandemic era.
4. **Sustainability Goals**: advancing its sustainable development goals, aiming to make healthcare more accessible and environmentally friendly. They are investing in reducing their carbon footprint and enhancing sustainable practices across their operations.

| Current AI usage in the company

The company is actively integrating AI across its various sectors to drive innovation and efficiency. In healthcare, they use AI to improve diagnostics and personalized treatments, enhancing patient outcomes. Consumer health products now incorporate AI for personalized user experiences, meeting individual needs more effectively. AI is also being used in home appliances to create smarter, more intuitive devices that simplify daily tasks.

From a process perspective AI offers significant support to employees by automating repetitive tasks, freeing up time for more strategic work. In customer service, AI chatbots handle common inquiries, allowing staff to focus on complex issues. For healthcare professionals, AI assists in data analysis, enabling quicker and more accurate diagnoses.

In manufacturing, AI optimizes production processes, reducing errors and improving efficiency. Human resources teams benefit from AI-driven talent acquisition tools that streamline recruiting and match candidates more effectively. Additionally, AI provides valuable insights and analytics, supporting decision-making and strategy development.

Current active AI implementation provides significant support to specialists in various roles. Finance teams use AI for automating routine tasks such as invoice processing and financial reporting, boosting accuracy and efficiency.

In supply chain management, AI helps optimize logistics and inventory management, ensuring timely delivery and reduced costs. Customer support specialists benefit from AI-driven analytics, which offer deeper insights into customer behavior and needs.

HR teams utilize AI for efficient talent management, from recruitment through to employee development. This helps ensure that the best candidates are matched in the right roles.

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KEY ASPECTS TO BE ANALYSED

| Tools review

LinkedIn Recruiter is one of the most popular tools for recruiters, providing access to a broad database of candidates (around 900 million) along with advanced filtering capabilities. Utilizing AI, the tool suggests the best matches based on previous searches and user preferences. It is ideal for sourcing talent for specialist positions.

Evie facilitates the entire interview scheduling process, without any integration needed. No more back-and-forth frustration for recruiters. It provides a branded, human-like experience, arranging the necessary logistics for interviews, negotiates for available times between interviewers and candidates, persistently follows-up with unresponsive parties, and reminds both parties on the day before the interview, and at any point in the scheduling process, Evie will manage reschedules or cancellations requested by either interviewers or candidates.

| Efficiency - How do tools streamline recruitment tasks and save time for Talent Acquisition teams?

The use of LinkedIn Recruiter and Evie significantly enhances the overall productivity of the Talent Acquisition (TA) process and allows employees to focus on more advanced tasks, such as thorough screening of selected candidates. Productivity improvements are derived from the tool's functionalities, which save time by initially filtering candidates based on keywords, specific skills, languages, etc. (LinkedIn Recruiter), and through automated management of candidates and recruiters calendars and the creation of autoresponders (Evie Assistant). Evie can save up to 25% of recruiters total working time (10 times time less spent on planning interviews). Internal research has shown that TA employees emphasize ease of use and overall satisfaction from the changes in the way of work implemented. Overall experience of the recruitment process evaluated by the candidates since using the tools increased to nearly 90% (because of the speed of the feedback responses and reception of invitations to interviews). Below please find Evie workflow presented as a process map.

| Efficiency - How do tools streamline recruitment tasks and save time for Talent Acquisition teams?

Using AI tools for candidate screening in the HR area comes with several challenges and limitations:

1. **Bias and Fairness:**
   - Algorithmic Bias: AI systems can inadvertently incorporate biases present in the historical data they are trained on, potentially perpetuating bias against certain groups.
   - Fairness: Ensuring fairness in AI-driven decisions can be complex, especially in terms of equal opportunity for all candidates regardless of their backgrounds.
2. **Transparency and Accountability:**
   - Black-box Nature: Many AI models function as "black boxes," meaning their internal workings are not transparent, making it difficult to understand or explain why a particular decision was made.
   - Accountability: If a candidate feels they were unfairly evaluated by an AI system, establishing accountability and addressing their concerns can be challenging.
3. **Data Privacy and Security:**
   - Confidentiality: Handling sensitive candidate information requires robust data privacy and security measures. Breaches can lead to serious consequences.
   - Compliance: Adhering to regulations like GDPR (General Data Protection Regulation) and other local data protection laws is crucial when using AI tools.
   - High risk of data breaches caused by hacker's attacks.
4. **Quality and Accuracy:**
   - Data Quality: The effectiveness of AI tools depends heavily on the quality of the data they are trained on. Poor quality or incomplete data can lead to inaccurate assessments.
   - Accuracy: AI systems may sometimes produce false positives or negatives, potentially leading to the elimination of qualified candidates or advancement of unsuitable ones.
   - Limited efficiency in case of less popular specializations or locations.
5. **Human Touch:**
   - Lack of Personalization: AI tools can lack the human touch required for nuanced assessments, where a recruiter might pick up on subtleties that algorithms cannot.
   - Candidate Experience: The impersonal nature of AI-driven processes can impact the candidate experience and lead to disengagement.
6. **Cost** – licenses for both tools are expensive. This high entry fee is limiting the group of beneficiaries only to medium and big companies.
7. **Ethical Considerations** - Decision-making Ethics: Ensuring ethical use of AI in hiring involves wrestling with moral concerns about automated decision-making processes and their impacts on people's careers.

While AI tools offer significant advantages in streamlining and enhancing candidate screening processes, addressing these challenges and limitations is vital for ensuring a balanced and effective approach to HR management. Lack of awareness and carefulness in this area can led to serious job law related consequences.

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QUESTIONS TO CONSIDER

| AI or not AI? What is the conclusion?

Taking into consideration all the above pros and cons of AI tools usage, the company needs to answer the question what is the final decision for the level of AI support? Should it be bigger to save more money and time and to be more competitive on the market or should it be implemented step by step taking into consideration all potential challenges and negative consequences it may cause for the company reputation. This question is currently general and all big market players need to answer it. The question is currently not “if” but “how”, “when” and “in what level”?

| Process effectiveness is clear but how to measure quality?

Although there are available measurements of time savings in the process provided by the use of AI tools, due to the fact that it is still a developing field, there is not enough data regarding whether the candidates selected through the initial AI screening are of high quality. Of course, they are subsequently verified by TA department employees, but in the future, it would be worth considering investigating the quality of the candidates selected by the AI itself.