



improve

Applied Insights from the FH Kufstein Tirol

AREAS OF APPLICATION FOR DIGITALIZATION AND AI

Prof. (FH) Dr. Roman Stöger

ISSUE #58 | JULY 2025



AREAS OF APPLICATION FOR DIGITALIZATION AND AI

IDENTIFYING THE RIGHT PRIORITIES

Digitalization and artificial intelligence (AI) are among the most challenging tasks for all companies and, in general, for all social organizations. Financial service providers, non-profit organizations, commercial enterprises, administrative authorities, and industry are all affected by the opportunities and threats posed by the "new world" of digitalization and AI. This means that management must constantly review which topics have already been implemented and what needs to be adapted or restarted. The implementation areas for digitalization and AI are a proven methodology for developing a corporate cockpit in a short period of time.

By Prof. (FH) Dr. Roman Stöger

I. DIGITALIZATION AND AI IN CORPORATE MANAGEMENT

Professional corporate management means structuring discussions, identifying potential for success, and ensuring decisions are made¹. This not only ensures a common understanding, but also guides implementation. For example, insurance companies such as Axa, Generali, and Prudential have the ongoing task of reviewing their digitalization and AI activities and implementing the corresponding portfolio. This ranges from simple internal process improvements to extensive additions or changes to the business model. Allianz, for example, has created a competence center called "Global Digital Factory." There, new digital solutions for customers are developed and all contact points, channels, and processes are included in the discussion. More and more companies are using progressive formats and methods to take precisely this comprehensive view of digitalization and AI and find the right focus for the new world. Company management does not need to be an expert in all digitalization and AI topics, but does need to provide direction and orientation. This cannot and must not be delegated.

***Corporate management means
giving direction to digitalization and AI.***

The building blocks of a professional discourse are the so-called implementation fields. These are understood to be focal points, projects, products, services, and business models that are important for the future of the company. This serves to focus and prioritize resources – especially in times of staff shortages. The framework for discussion and organization of the implementation areas is the digitization and AI matrix. This

¹ Hess, T., Strategically Managing Digital Transformation, Wiesbaden 2019, p. 41 ff.



consists of two coordinates. The X-axis shows the current and new business models. Digitization and AI solutions can reinforce the existing business model or initiate a completely new one. The Y-axis shows the market and productivity focus. Every digitalization or AI measure has to lead to an improvement in one direction or the other. If no field of the matrix is affected, then digitalization or AI activities will not come to anything. This way the matrix forms the basis for developing and deciding on the necessary priorities for the future.

2. SYSTEMATIC DEVELOPMENT OF IMPLEMENTATION AREAS

The implementation fields for digitalization and AI are based on the four standard strategies that result from the matrix (see Fig. 1). The first is professionalization through digitalization and AI. Within the existing business model, the primary focus is on productivity. That is, existing processes, functions, throughput times, and management processes. One example is the creation of minutes by AI in meetings. This is of no interest to customers and does not change the business model, but it does lead to increased efficiency. The second standard strategy is referred to as perfection through digitalization and AI. Here too, the focus is on productivity, but within the framework of a new, different, and above all agile organizational model. Today, for example, research and development processes can be combined and automated with sales impulses and AI tools.

The areas of implementation are the linchpin for results.

The third standard strategy is market development through digitalization and AI. Within the framework of the existing business model, markets, customers, products, and services are optimized and customer benefits are improved². This has taken place on a massive scale in the mobility sector in recent years, with cars now becoming not just computers, but also entertainment boxes. The business model of privately owned cars has not changed, but their functionalities have. The fourth standard strategy is called innovation through digitalization and AI. It is characterized by solutions based on a completely new business model. These are radically different approaches that often lead to changes in companies and industries and are referred to as substitution or disruption. When a municipality offers car sharing via its own car fleet, this becomes a competitive model for car manufacturers. More and more people in cities will switch from a private ownership model to a usage model. The innovation lies not in the vehicle, but in the new economic solution. In the "old world," Renault and Opel were competitors of VW. In the "new world," these are Kufstein and Rosenheim.

² Abraham, M. / Edelman, D., Whatever You Want, in: Harvard Business Manager, 02/2025, p. 49.



Fig. 1: Digitalization and AI matrix of implementation areas

Digitalization and AI to strengthen market position	
Current business model	3. Market development through digitalization and AI <ul style="list-style-type: none"> New products or services within the existing business model Intensification of networking with customers, suppliers, business partners, etc. Development of new markets and customers with existing digital and AI solutions
	4. Innovation through digitalization and AI <ul style="list-style-type: none"> New products or services as a further development of the business model Substitution of existing market services or business areas Development of new markets or customer groups (outside the existing business model)
Digitalization and AI to increase productivity	
New business model	1. Professionalization through digitalization and AI <ul style="list-style-type: none"> Increased productivity in existing processes and functions Shortening of throughput times in business processes Increased productivity in management processes (reports, decisions, implementation)
	2. Perfection through digitalization and AI <ul style="list-style-type: none"> Development of new processes and functions based on digitalization and AI Conversion of organizational and structural logic to the digital and AI world Complete redesign of management processes and training and continuing education

The process of developing implementation areas is based on the standard strategies described above. In most organizations, many ideas already exist or topics are already being implemented. Therefore, before the actual creativity phase begins, existing initiatives should first be collected. The matrix can then be used to assess how balanced the digitization and AI activities are and whether the focus should be shifted in one direction or the other. To enable this prioritization discussion to take place, the individual topics are briefly described and then decided upon. Ideally, this takes the form of measures with specific deadlines and responsibilities. This is the only way to create the necessary pressure to think through the topics precisely and make them concrete. The topics that are to be implemented should then be included in the digitalization or AI strategy. The matrix and the implementation areas should definitely continue to be used as a discussion and sorting grid (see Fig. 2). The methodology thus fulfills the function of a navigation system for the professional management of digitalization and AI topics.

The implementation areas structure the discourse, decision-making, and realization of digitalization and AI. Unilever, for example, has launched various initiatives. One AI



implementation area is its application within human resources processes³. Automated preliminary screening of applications avoids long waiting and response times. This frees up more time for interviews and shortens the turnaround time for a critical HR issue. The digitization and AI matrix provides company management with a pragmatic tool for initiating the right activities and making efficient use of limited resources.

Summary: Application and Benefits

1. Professionalization of the discussion about the potential for success of digitalization and AI
2. Systematization of the variety of topics in the form of a digitization and AI matrix
3. Use for systematic implementation controlling of the "new world"
4. Comprehensive application possibilities for business areas, products, services, and business models



More [improve issues & free subscription](#)

AUTHOR PROFILE

Prof. (FH) Dr. Roman Stöger

>>Professor of Strategic Business Management

Contact: roman.stoeger@fh-kufstein.ac.at

³ Stöger, R., Digitalization Management, Stuttgart 2025, p. 31 ff.



Fig. 2: Areas of implementation for digitalization and AI: Tool and example (insurance)

An insurance company launches a digitalization and AI program. At the outset, the possible areas of implementation are developed in order to have a solid basis for decision-making regarding priorities.

A. Digitalization and AI matrix

Digitalization and AI to strengthen market position			
Current business model	3. Market development through digitalization and AI <ul style="list-style-type: none">• Introduction of digital KAM• Implementation of Web-line "Question and Help"• Concept and implementation of digital marketing/AI social media• Introduction of eBroker Package 2.0	4. Innovation through digitalization and AI <ul style="list-style-type: none">• Concept and implementation of web shop and bot "Smart Insurance" (AI solutions in private customer business)• Introduction of digital services in the corporate customer business segment• Concept and piloting of Digital Access 2.0	New business model
	1. Professionalization through digitalization and AI <ul style="list-style-type: none">• Improvement and rollout of CRM solution (company-wide)• Automation of status and damage reports, including document management• Digital, professionalized project portfolio management	2. Perfection through digitalization and AI <ul style="list-style-type: none">• Concept and implementation of eHR and ePD• Digitization of relevant customer processes (customer journey)• Introduction of Digital Knowledge Insurance 1.0• Digitization of all sales processes	
Digitization and AI to increase productivity			

B. Decision and implementation

Implementation area	Key points	Decision or measure	Deadline	Responsible
1.1. Improvement and rollout of CRM solution	<ul style="list-style-type: none"> • Company-wide implementation of CRM • Increased efficiency in sales and service 	<ul style="list-style-type: none"> • Implementation of stages A to D by the end of the year • Reporting of efficiency improvements in the digital scorecard 	12/15	Nowak
2.1		