

# How HELLA meets the innovation and efficiency demands of the automotive industry with Workpath

**WORKPATH**

**FORVIA**  


# Executive Summary

The globally operating **automotive supplier HELLA** set itself a goal of meeting the innovation and efficiency demands of its industry with help from streamlined corporate management. Together with Workpath, the company achieved this goal by introducing the Objectives and Key Results (OKR) Framework.

Workpath supported HELLA with a combination of their software solution and targeted guidance through training courses and workshops. Significant improvements were made in the **transparency** of strategic priorities, **focus** on effective implementation of company goals and successful **alignment** within and across teams, thus strengthening the important link between HELLA's strategy and business operations.

## About HELLA

HELLA is a globally positioned, publicly listed and family-owned company with a history spanning more than 100 years. With a focus on the automotive industry, it develops and manufactures lighting technology and electronic products, and has one of the largest trading organizations for automotive parts and accessories in Europe.

HELLA employs approximately 36,000 people worldwide, 8,000 of which work in research and development.

## Challenges

As a global player in the automotive industry, HELLA finds itself in an extremely complex and volatile environment. The COVID-19 crisis and resource shortages have recently led to a rapid change in the entire industry and an increase in market competition. HELLA wanted to confront this transformation with even more focus on customer centricity, increased speed in delivering important information and stronger interlinking of strategy and execution.

There were 3 main topics that needed to be addressed:



## Transparency

As a company composed of various globally distributed teams, HELLA wanted to ensure the goals of the organization to be presented transparently, made easily accessible and clearly communicated in a unified system. This was also the foundation for better linkage between the company strategy and the operational work of the teams, and the creation of an agile work environment in which employees themselves could introduce and promote bottom-up innovations and ideas that contribute to HELLA's strategy and further development.

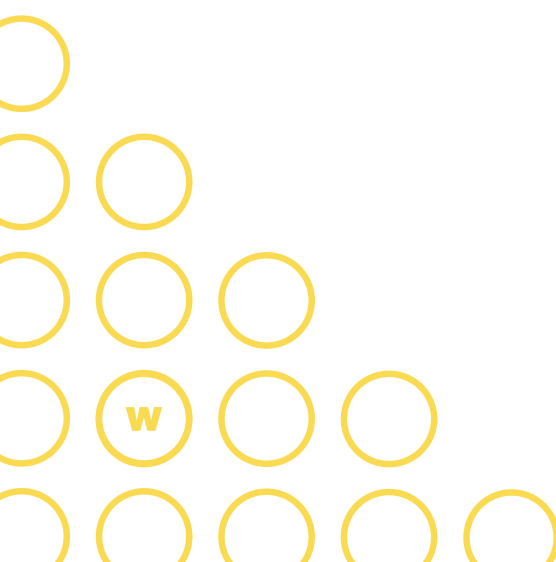
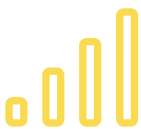
## Focus

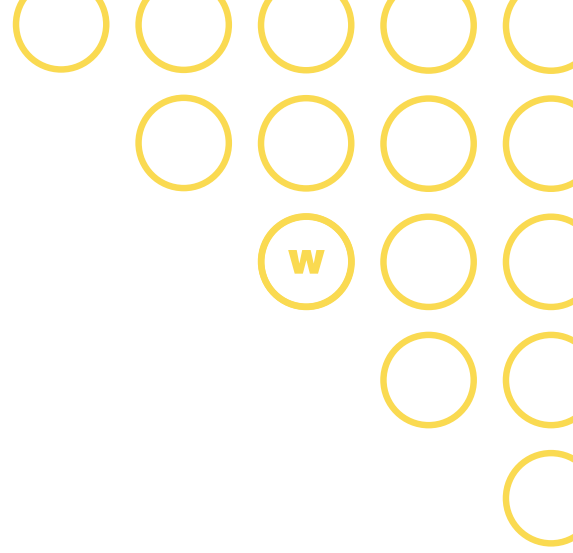
In an industry in which the company is under a great deal of pressure, it was essential for HELLA to set a strong, common focus on important strategic priorities and properly prioritize team goals and tasks. This was the only way to ensure a clear focus on customer value.



## Alignment

In light of a structural renewal of the organization to include agile project teams, the most important point for HELLA was company alignment. Using a shared software and uniformly communicated Objectives, the company wanted to break down silos, create synergies and promote collaboration and coordination among teams. In addition to reducing redundant work, it was also possible to increase creative problem solving and improve the efficiency of the entire organization.



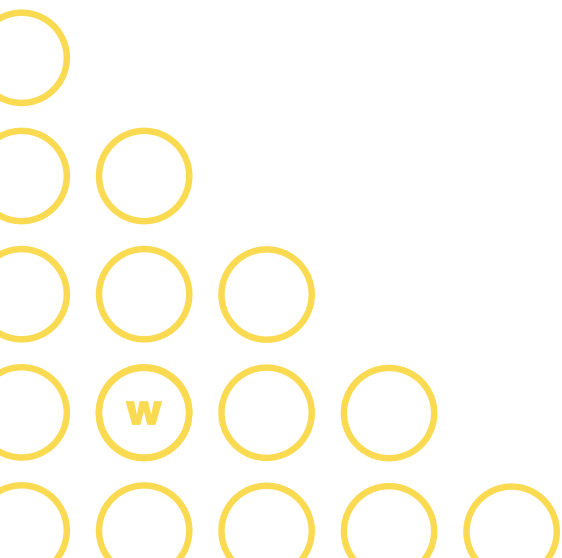


## Solution

To address these focus topics and continue to live up to its role as a trend-setting company within the industry, HELLA decided to implement an OKR Framework together with Workpath. The core team was trained according to the framework and the piloting of the program was approved following a management workshop. Since then, new teams from various departments have started with Workpath each quarter. In the “preparation phase,” the teams go through dedicated training tailored to their particular needs. Regular short surveys also help to continuously develop the onboarding process across the teams.

With tool-based introduction of OKRs, the company laid the foundation for a long-term rollout from the start and, as a result, facilitated the scaling of the framework within the company. The Workpath software also helps HELLA employees apply the principles of the OKR Framework successfully. Through a cross-departmental use of the platform, a “single point of truth” was created, and various strategic artifacts could be standardized, resulting in improved transparency of HELLA’s target system. Linking individual team goals with management goals helped strengthen team focus, while linking team goals with one another uncovered dependencies that could then be addressed accordingly.

As part of its long-term strategic plan, HELLA now intends to introduce OKRs as a method to achieve and measure its long-term strategy.



# Results

By introducing Workpath and OKR, HELLA was already able to see a strong change in team collaboration within 2 cycles (6 months). While past collaboration was often linked to team location, new, globally formed teams were able to work together on and add value to topics. Collaboration models were questioned, new structures were formed and work became more efficient. Regular communication with a strong focus on shared goals helped teams flexibly react to changes. As a result, HELLA was able to tackle the three presented goals.

The capabilities offered through Workpath's software were also helpful. Thanks to transparent and informative real-time data, progress could be analyzed and blockers quickly resolved. In regard to team alignment, the "Contribution Requests" function allowed employees to ask one another for assistance in implementing very specific goals. Regular Check-ins, provided within the OKR Framework, ensured more focus on strategy execution. This allowed resources to be concentrated on a global optimum, improving the team's goal attainment and, as a result, organization productivity.

Through an employee survey conducted after the first OKR Cycle, the company was able to measure the changes to these three important topics very well.



## Transparency

After the first OKR Cycle, twice as many employees found the communication of changes to strategic goal setting to be transparent.

At the end of the first OKR cycle with Workpath, there was a 14 percent increase in team members who saw that their work had a significant impact on HELLA's success.

## Focus

Before the introduction of Workpath, a quarter of the surveyed workforce felt that established company processes and structures helped them achieve strategic company goals. This value had already increased by 20 percent to almost half of the asked employees within the first cycle.

By the end of the first cycle, 69 percent agreed that management communicated strategic goals to employees well.



## Alignment

Regarding alignment to strategic projects and goals, the teams were questioned on 2 aspects: alignment between the teams and within their own teams. After the first OKR cycle with Workpath, half of the surveyed employees rated the cross-team coordination as positive. According to almost one fifth of the respondents, coordination within the teams themselves also significantly improved after the first cycle. After 3 months, 89 percent answered this question positively.

But employees are not the only ones who benefit from this new method. To continue reaching company goals in the future, withstand the increasing pressure from competition and continue its more than 100-year company history, HELLA must remain competitive and actively shape the market. This is only possible with a fast and effective strategy execution process as well as through employees who are enabled to contribute innovations and ideas through agile, transparent methods and remain motivated. HELLA has successfully laid the foundation to do just that.



“Workpath helps us to make the principles of the OKR framework more tangible and dependencies are more transparent.”

Constantin Möckelmann  
Senior Project Manager

## Why Workpath

Thanks to its holistic approach, Workpath was able to fully support HELLA's introduction of OKRs. In addition to the software solution and respective assistance, Workpath accompanied HELLA with individualized support throughout the entire change process. Through regular communication with a dedicated customer success manager, current challenges and new ideas could be discussed, which the company found very value-adding.

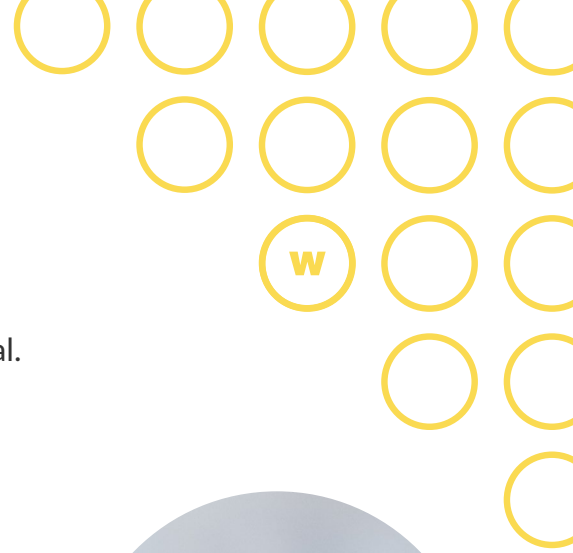
As a group, HELLA could rely on the fact that the stability of the platform guaranteed needed availability, also regarding possible scaling, and that the rights management suited its requirements as a global company. The fulfillment of additional enterprise standards, such as the implementation of corresponding data protection requirements, allowed for successful collaboration with the works council within the framework of the software introduction.

Want to learn more about Workpath and how your company can benefit from effective strategy execution? [Book your demo here.](#)



# Additional Resources

You are interested in further Workpath formats?  
Find out more about our training, events, and other helpful material.



**Explore**  
OKRs at DB Schenker



**Sign up**  
for a Demo



**Read more**  
about Alignment

## About Workpath

Workpath is the leading enterprise software provider enabling organizations to execute their strategies fast, flexible and effective in an increasingly dynamic and complex world. With simple and intuitive workflow tools Workpath engages all employees in the strategy and execution process. Its comprehensive analytics suite empowers executives to make better decisions on when to adapt focus, budgets or structures as early as possible.

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