

WORKPATH CASE STUDY

OKRs AT METRO

EXECUTIVE SUMMARY

Retail giant METRO promotes a high level of collaboration between its country and business units. A high focus on innovation enables the company to develop new solutions and digital business models with measurable impact on customer value. Therefore, the tech subsidiary METRONOM is in the process of transforming from an internal service provider into a driver of growth by gathering measurable key figures in cooperation with other units as guidance for informed decisions.

METRO OKR PROCESS



5 COUNTRIES



2500 EMPLOYEES



270+ TEAMS

With Workpath, METRO is rolling out the agile management framework Objectives and Key Results (OKR). The goal is to establish new processes for planning, coordination, and implementation of strategic goals as well as a new corporate culture with cross-functional collaboration and stronger customer focus.

COMPANY

With 150,000 employees and annual sales of more than 37 billion euros, METRO is one of the world's leading wholesale companies in the food and hospitality sector. More than 16 million business customers benefit from METRO services in 37 markets. In 2017, the company set up the development and innovation unit METRONOM to continuously improve its range of services. 2,500 employees are working to continuously develop the group's IT from an internal service provider to a growth driver for the operating business and ensure long-term competitiveness.



CASE STUDY **METRO**

CHALLENGE

As a highly decentralized group, the country and business units of METRO operated largely in their own silos, without much cooperation or communication. The main task of the tech department was to develop new features and product specifications as an internal service provider on behalf of the individual teams. With input and feedback from the business units as only guidance, software developers struggled to gather measurable customer data. Feedback and coordination loops were therefore not based on measurable data, which resulted in delays and lack of focus.

RESULTS

The aim was to place customer needs and market developments at the center of all initiatives. Data-based insights were to both ensure a more focused way of working and a better alignment of teams with overall business objectives. To achieve this, it was necessary to stronger connect the tech unit METRONOM with the operational teams and locations. This was to ensure stronger planning along the lines of customer value and direct measurability of benefits and business value. At the same time, shorter coordination and development cycles were implemented to enable greater adaptability and flexibility.



„The Workpath software allows us to see goals of different teams and how they feed into each other. Additionally, responsibilities and mutual dependencies across the teams become visible, which is essential in managing an organization of our size.”

Timo Salzsieder | CIO Metro

IMPLEMENTATION

For this transformation, METRO decided to implement the framework Objectives and Key Results (OKRs) for process planning and management. METRO chose the Workpath software to set and align team activities with strategic goals. With the help of Workpath, it is possible to determine which initiatives contribute to other teams' goals for alignment and focus. Also, the visualization of OKRs throughout the entire company provides information about the responsibilities and dependencies of the individual teams to achieve their goals. This improves cross-team coordination and cooperation.

With the help of insights about the goal progress and the documentation of regular Check-Ins, teams are able to continuously adapt their strategy and identify roadblocks in execution. Moreover, the intuitive Workpath software and the fact that users can maintain it themselves increased acceptance and accelerated the necessary cultural change within the company.

„Workpath's training and the content they provided was a great catalyst to grow and develop our internal community of leaders, OKR masters and change agents.“

Sabine Schloemer | OKR Coach Metronom



RESULTS

METRO was able to **shorten** the **planning frequency from 3 years to 12 months** for the organization and **6 months** for the operational units by switching to OKRs. As a result of regular reflection, responsiveness has improved greatly and the **improvement cycles** are now **3-6 times faster** than before. The **delivery cycles** have even been **shortened** by up to **150 percent**. Ongoing monitoring in the Workpath tool increased data quality for strategic control and now allows faster and more precise course corrections.

As a result, resources can also be reallocated more specifically to strategic hypotheses and portfolio management can be made more flexible. Increased communication between the teams improved understanding among employees, resulting in greater satisfaction. This in turn increased productivity.

Information

About Workpath

Workpath is a Munich-based B2B SaaS enterprise software provider with customers like SAP, HolidayCheck and Scout24. By providing organizations with a new strategic operating system consisting of a workflow tool and analytics, we enable our customers to make their strategy execution more effective and flexible. With Workpath they can monitor, control and develop their organizational goals, resources and structures. With the help of our holistic enablement ecosystem we are the pioneers of agile transformation of organizations. As a dynamic and interdisciplinary team, our mission is to shape the future of work, organizations and leadership. We are convinced that organizations that transform themselves into adaptive networks of autonomous teams can unleash new potentials of human value creation.

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