

# How DB Schenker implemented and scaled an OKR process across European locations



Global logistics giant DB Schenker wanted to take the next step in effectively linking strategy to execution and tracking performance optimally. This was mainly because their existing setup was characterized by too much output-focus and a project management process that was not designed to support strategy execution with the necessary transparency and measurability. With the introduction of the Objectives and Key Results (OKR) framework by Workpath and BearingPoint, DB Schenker moved towards increased focus for their teams, improved execution speed, and implemented a new outcome-focused strategic operating system on a European level.

DB Schenker is the world's leading global logistics provider with 2.100 locations and 74.200 employees worldwide. The organization supports industry and trade in the global exchange of goods through land transport, worldwide air and ocean freight, contract logistics, and supply chain management.

With value-added services, DB Schenker ensures the flow of goods continues seamlessly and supply chains stay lean and optimized for success.

## Client business challenges

### Creating an excellent strategy execution setup for all teams

In order to better link pan-European strategy with local execution in and across each cluster, DB Schenker looked for new ways **to connect their strategy, goals, success metrics, and the operative work of their teams** more strongly. Through this, it was planned to tackle three challenges:

1. Prevent mismatches between strategies and what teams were actually working on by connecting their work with strategic priorities
2. Make initiatives outside the classical project management work manageable by breaking them down into shorter-term initiatives and improving measurability through clear metrics.
3. Align priorities effectively across different business units as well as functions.

The overall goal was to create an **outcome focused execution process** and define the right quantity and quality of metrics to measure success. By creating transparency about strategic priorities, teams should be enabled to understand how their work contributes to overall goals. This transparency together with actionable metrics was the desired driver to prioritize teams' work better and execute on goals faster with more focus.

Like many other industries, the logistics sector is pressured in particular for cost-efficiency and new levels of delivery speed. In this context, the new strategy execution setup was also an important step to shorten the strategy planning to execution cycle for **a faster time to results**.

## Solution

### Creating an outcome-focused strategy execution process

DB Schenker decided to implement the OKR framework to establish a new agile and outcome-focused strategy execution process across their European clusters. Starting with the leadership team around Europe CEO Helmut Schweighofer, DB Schenker adjusted their goal setting and management process together with experts from Workpath and BearingPoint to improve goal-setting quality and the overall structure of the strategy execution process.

The Workpath software supported this new process through its intuitive workflow tool, engaging all involved teams in the logistic giant's strategy execution. It allowed DB Schenker to connect important strategic artifacts (goals, metrics, and initiatives) on one platform. Moreover, simple visualizations and in-depth analytics insights contributed to enhance transparency about strategic priorities and improve the alignment of goals across hierarchies and teams. They also enabled DB Schenker to measure, track and steer goal achievement and success easily by triggering critical conversations and actions early. BearingPoint also steered these initiatives through an efficient and proactive project management structure, supported with business and IT change management activities.

# Results

## Improved transparency, outcome-focus and faster time to results

The implementation of OKR with Workpath and BearingPoint helped DB Schenker to create a metric system and strategy execution process that supports teams to:

- **Improve their goal-setting skills and the measurability** of strategic initiatives that could not be measured well in the previous setup
- Sharpen their **understanding of and focus on team priorities** to achieve their strategy more effectively
- **Link** their (local) **work with** the European **strategy**, creating increased focus which led to enhanced productivity
- Speed up and **continuously improve the strategy to execution cycle** based on measurable data for faster results

# Why Workpath and BearingPoint

## Structured scaling process

Workpath and BearingPoint offered a holistic concept to implement and scale OKR across the European clusters. It consisted of a step-by-step transformation roadmap to roll out the framework and establish a new organizational structure supporting agile strategy execution. Leadership and employees were trained in workshop formats by senior consultants and then progressively onboarded to the Workpath platform. The platform supported the scaling process amongst others through more transparency about DB Schenker's goal system, real-time actionable data, and the possibility to nudge and support alignment across teams and hierarchies. Throughout the process, personal support and high-quality coaching for the Program Lead and OKR Coaches were provided.

## Customized Consulting

Instead of offering off-the-shelf OKR training and providing access to software, BearingPoint and Workpath offered a customized package and established themselves as true partners. Within the timespan of the assignment, tailored consulting services and 1-on-1 coachings were conducted with the European Program Lead as well as local Program Leads across European Clusters such as Ibera, NorthEast, BeNeLux etc. In total, BearingPoint's expert consultants trained 300+ people from C- to team-level and conducted numerous sessions such as Drafting Workshops, Alignment Sessions, Reviews and Retrospectives. The framework and professional services have been successfully tailored to the needs and challenges of DB Schenker. This was also reflected in the platform to support the process in the best way possible.

## Ecosystem

Besides enablement and software, the Workpath ecosystem gives DB Schenker access to additional resources like content, events, and a community of practitioners. This allows them to access a wealth of knowledge and learnings by tapping into the experience and best practices of similar organizations.

## Contacts

### About BearingPoint

BearingPoint is an independent management and technology consultancy.

We develop innovative strategies for new and existing business models, design and implement digital solutions or services for leading companies and organizations of all industries as well as public sector organizations. Our expertise includes management consulting, agile transformation, technology-based business services and smart BearingPoint software solutions.

### BearingPoint

SpeicherstraBe 1  
60327 Frankfurt am Main Germany  
[www.bearingpoint.com](http://www.bearingpoint.com)  
Email: [julia.vonspreckelsen@bearingpoint.com](mailto:julia.vonspreckelsen@bearingpoint.com)

### 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.

### Workpath GmbH

Nymphenburger StraBe 86  
80636 Munich Germany  
[www.workpath.com](http://www.workpath.com)  
Email: [hello@workpath.com](mailto:hello@workpath.com)