

# **More transparency and outcome orientation: How e.dialog Netz digitalized its strategic processes**



## Executive summary

e.dialog Netz, a company of the E.ON Group, was looking for a platform to digitalize its strategy processes and the associated KPIs. The aim was to ensure transparency of the company's objectives and improve communication.

Workpath was chosen as a suitable tool because it offers a simple user interface and can map the prevailing processes and KPIs.

In addition, e.dialog Netz looked at the OKR framework used by Workpath and realized that it also offered solutions for other issues, such as the formulation of customer-oriented goals.

**After a year of OKRs and Workpath, the company is starting to see positive developments:**

- The digitalization of the goal planning process has improved the understanding of the company's goals and clarified the need for support outside one's own area.
- The shorter three-month goal cycles have increased commitment to goal setting.
- An outcome-based mindset is slowly taking hold in the company, focusing on achieving results rather than completing actions.



*We strive for simplicity. Too many integrations, tools and the like can be detrimental to the focus on the core of the matter - namely the implementation of strategies. Workpath manages to achieve just that through its straightforward user interface.*

Nicole Weng,  
Head of Quality Management



# About e.dialog Netz: "Excellent at what we do"

650 employees | 4 locations | 30 million euros turnover

e.dialog Netz is part of the E.ON Group and provides operational services in the energy industry. As a supporter of the energy transition, they help to ensure that feed-in tariffs for photovoltaic systems are regulated or that customers can easily switch their energy supplier.

The company has always focused on continuous improvement of its processes and has been DIN EN ISO 9001 certified since 2013, using, for example, Hoshin Kanri to operationalize strategic goals, LEAN methods to implement corporate objectives and the Improvement Kata as a coaching element.

The latest part of this company-wide development led e.dialog Netz to Workpath. Together with the software provider, the company began using OKRs to promote a outcome-oriented mindset throughout the organization.

## Companies that use Workpath usually\* achieve:

- **35% less risk in achieving targets** within the first 6 months
- **15% cost savings** due to less waste of financial resources
- **23% higher speed in achieving goals**

\*Data from the Workpath study  
"Impact on target achievement rates", 2023



## The challenge

e.dialog Netz had already operationalized its strategy with Hoshin Kanri and Operational Excellence before using OKRs and was able to achieve noticeable improvements in strategy communication and performance management.

However, there were still some obstacles that stood in the way of optimal strategy implementation:

- Goals and KPIs were presented differently for each team (e.g. Excel, OneNote or MS Teams). These siloed solutions meant that alignment with organizational goals was very limited and required a lot of manual effort.
- The annual objectives set by the teams often had too long a planning horizon and were therefore often formulated in general terms. There was no process for responding systematically to changes during the year. As a result, the targets became increasingly detached from reality and lost their relevance.
- The continuous improvement process at e.dialog Netz has paved the way for a KPI-driven organization in recent years. However, teams in support functions have struggled to formulate clear objectives that clearly define the customer and the value created. This could lead to a situation where, despite all efforts, action-oriented activities did not meet the needs of (internal) customers.

In particular, the lack of transparency was a thorn in the organisation's side. As a result, the teams often lost sight of their elaborate strategies during the course of the financial year. For this reason, e.dialog Netz was looking for a platform to digitalize its processes - and initially not for OKR software.



*Workpath provides comprehensive guidance throughout the process and brings a valuable wealth of knowledge, including guides, checklists and examples of OKRs, as well as webinars. Also, the feedback from the Customer Success Managers in the weekly meetings, especially in the beginning, has untied many knots*

Nicole Weng,  
Head of Quality Management

## The solution

e.dialog Netz became aware of Workpath because it was already being used successfully in another E.ON business unit.

Because of Workpath's close connection to OKR-based outcome management, e.dialog Netz decided to introduce the framework in parallel with the tool. This seemed to solve other problems of the company besides transparency.

## Workpaths benefits

- **A simple user interface** with a focus on strategy execution.
- Predominant processes and **KPIs can be mapped through the tool.**
- **Support through guides, webinars and dedicated Customer Success Managers.**
- The e.dialog Netz's **OKR coaches could be trained by Workpath.**

**To ensure acceptance of this innovation within the organization, e.dialog Netz took a pragmatic approach:**

- e.dialog Netz combines OKRs with the established process KPIs to create a hybrid goal system. The implementation of the methodology is done together with the teams and there are no targets for the OKR rollout, such as a minimum number of OKR sets. It is important that each team is supported by OKR coaches and that only appropriate topics are formulated as OKRs.
- Only KPIs and projects that require coordination with or are relevant to other teams are included in the tool. Teams are free to decide how and where to map their internal team topics, such as news, best practice sharing or health and safety.
- Management rarely intervenes and teams can learn from mistakes to avoid a drop in morale during the transition. Understanding of the OKR framework is gained gradually through trial and error and learning to achieve the desired outcome.
- The e.dialog Netz's internal OKR coaches train teams before they start working with OKR. They protect the framework by ensuring that more appropriate methods are used when necessary. During the drafting process, they ensure that the objectives include customer focus and clear improvements to ensure the effectiveness of the OKRs.





## The result after one year

Since the introduction of OKRs and Workpath, usage has risen sharply, with almost 100 of the approximately 650 employees using it. In the first year, the drafting, alignment and analysis of the OKRs has made strategic issues visible and aligned all areas. Exchanges on the usefulness of OKRs have intensified and topics such as recruitment, retention, training and KPI management have been improved. There are positive trends in collaboration and, for the first time, annual objectives have been written with a focus on outcomes.

**There are early signs that the company is on the right track:**

### **Transparency and communication**

Thanks to the consistent presentation of OKRs, KPIs and initiatives in Workpath, employees find their way around more quickly and use Workpath not only for their own drafting but also to find out about other areas. As a result, internal stand-alone solutions are gradually being replaced and cross-departmental collaboration is facilitated.

For example, since mid-2022, all areas have been able to work in different constellations on the recruitment and retention process. The KPI board for this candidate journey, which is visible to all, shows the results of these efforts and makes separate reporting obsolete.

### **Agility and responsiveness**

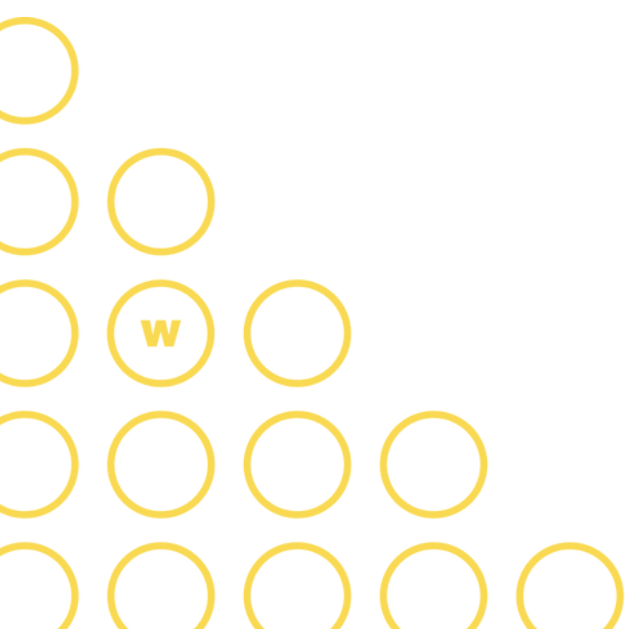
The shorter quarterly goal cycles allow the company to respond more quickly to change and define appropriate outcomes.

It was also found that the shorter three month planning period made it easier for employees to formulate concrete targets.

Despite the steadily increasing number of OKR sets over the course of the rollout, e.dialog Netz's target achievement rate has stabilized at around 60% over the last three cycles.

### **Outcome-oriented way of working**

OKRs are gradually changing the mindset of the teams and promoting a outcome- and customer-oriented way of working. The questioning of added value leads to a reduction in work on inadequate catalogues of measures, as the customer's needs are better understood.



## Evaluation and outlook

e.dialog Netz does not see the introduction of the OKR framework as a program that will be completed in a certain period of time. It will take another two to three years for the OKR framework to take full effect and be evaluated on the basis of figures, data and facts.

At the moment, the organization is still in the initialization phase, where there are visible changes in behaviour and the first processes are simply running better.

In the stabilization phase, e.dialog Netz will continuously monitor KPIs such as the duration of the drafting process, the quality of the OKRs, the alignment score or the progress of the OKRs in order to unlock hidden potential or to be able to make better decisions.

With top management supporting and actively shaping this next development step, the signs are good for further positive development.

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### **WORKPATH**

[workpath.com](https://workpath.com)

Workpath is the enterprise outcome management platform that helps organizations define and achieve their most important goals, especially in tough economic times when resources are scarce. We enable them to reliably meet efficiency and savings targets, identify invisible waste, quickly correct course and focus resources where they matter most. This enables them to get back on track for growth.

Customers using Workpath include Metro, DB Schenker, E.ON, Bosch and some of the top three brands in automotive, ERP and furniture retail.

Workpath is a winner of the Deloitte Technology Fast 50, 2022.

