



OKR INSTITUTE

THE LEADING GLOBAL OKR INSTITUTE

— CLIENT ANALYSIS BROCHURE · RETAIL

FROM SHELF TO STRATEGY: OKRS ACROSS RETAIL

A cross-client analysis of how we have helped retail organisations, from a 412,000-person global services leader to a German home-improvement giant and a design-led furniture brand, embed OKRs that fit each company's scale, culture, and tempo, and turn strategy into consistent, measurable execution.

● Sodexo

● Bauhaus

● Ambient Lounge

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RETAIL CLIENTS
ANALYSED

412k

PEOPLE AT SODEXO, THE
LARGEST

Global

FOOTPRINTS ACROSS THREE
CONTINENTS

Prepared for internal
review
Confidential

OKRS FOR A SECTOR THAT LIVES ON EXECUTION

Retail rewards execution above almost everything: thin margins, restless customers, and fast cycles mean a good strategy only counts if teams deliver it consistently, day after day and store after store. The recurring difficulty is not deciding what to do, but keeping large, dispersed, and culturally distinct teams aligned on the outcomes that matter.

This report brings together three retail organisations at very different scales. With **Sodexo**, a 412,000-person global leader in food and facilities services, we implemented OKRs sustainably across a

vast, diverse footprint. With **Bauhaus**, the German home-improvement giant, we rolled OKRs out at HQ in a way that matched the company's own "OKR heartbeat". And with **Ambient Lounge**, a design-led furniture brand, we took teams from limited OKR familiarity to confident, aligned practice.

Different as they are, all three rest on the same craft: **hands-on enablement, workshop-led translation of strategy into outcomes, real OKR drafting, and a disciplined cadence**, capability we build to last, not a template we hand over.

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Retail organisations across services, DIY & furniture

412k

Employees at Sodexo, the largest in the cohort

Scale

Frameworks adapted from global giants to single brands

100%

Context-led programmes tuned to each retailer's reality

HOW WE BUILD OKR CAPABILITY IN RETAIL

1 Context-led enablement

We ground leaders and teams in OKR principles and behaviours, tailored to each retailer's scale, culture, and operating tempo.

2 Strategy-to-OKR translation

We facilitate workshops that convert strategic priorities into clear, outcome-based Objectives and measurable Key Results.

3 Alignment across the business

We connect team OKRs to strategy across units and geographies, so local execution reinforces the retailer's enterprise goals.

4 Coaching, cadence & culture

We coach leaders and teams, embed a review rhythm, and adapt culture so OKRs become a living, self-owned system.

SODEXO

EMBEDDING OKRS SUSTAINABLY AT GLOBAL SCALE

INDUSTRY
Food & facilities services

REACH
Global operations

WORKFORCE
412,000 employees

OKR COACH
Anita Bodnar

Sodexo is a global leader in integrated food and facilities management services. Our collaboration focused on implementing OKRs sustainably across the organisation, enhancing strategic clarity, improving execution, and fostering a culture of continuous improvement, at the scale of a 412,000-person, globally distributed business.

THE CHALLENGE WE FOUND

- 01 Scalability & adaptability.** With a global footprint and diverse services, a one-size-fits-all OKR framework, scalable and adaptable across contexts, was hard to find.
- 02 Engagement & buy-in.** Securing widespread engagement from stakeholders across many levels and geographies was a significant hurdle.
- 03 Sustainability of practice.** The system had to do more than launch OKRs; it had to embed them durably into the corporate culture.

WHY IT MATTERED

At 412,000 people across many markets, even small gains in alignment and execution compound into large operational impact.

A framework could only work if it flexed to local contexts while holding the whole business to one strategic direction.

THE OBJECTIVE WE SET

Implement OKRs sustainably across Sodexo's global operations, enhancing strategic clarity, improving execution, and fostering a culture of continuous improvement, with a framework scalable and adaptable to diverse business units.

FOCUS AREAS

Scale

Engagement

Sustainability

OUR APPROACH

01

Customised OKR framework

A tailored framework built to flex across Sodexo's global operations, keeping it scalable and relevant to very different business units.

02

Extensive training & coaching

A global training programme with targeted coaching for leaders and teams, building deep understanding and organisation-wide commitment.

03

Cultural & process integration

Weaving OKRs into existing processes and culture, with continuous feedback and learning to secure long-term sustainability.

THE RESULTS WE SAW TOGETHER

- **Strategic alignment & execution.** Stronger alignment between strategic objectives and operational activity, with more effective execution and progress tracking.
- **Increased engagement & ownership.** The tailored, well-supported rollout lifted stakeholder engagement and ownership, building a culture of accountability.
- **Sustainable OKR practice.** Sodexo embedded OKRs into its organisational rhythm, establishing a durable practice that drives clarity and performance.
- **A model that scales.** The adaptable framework gives Sodexo a consistent way to extend OKR practice as the business evolves.

OUR REFLECTION

Sodexo is a scale-and-sustainability story. At 412,000 people, the risk is that OKRs land in pockets and fade. The turning point was a framework designed to flex across contexts, trained widely enough to earn real buy-in, and woven into existing processes, so OKRs became part of how Sodexo runs rather than another initiative.

BAUHAUS / BAHAG

MATCHING OKRS TO THE COMPANY'S HEARTBEAT

INDUSTRY

Home-improvement
retail

HEADQUARTERS

Germany

SCOPE

Agile Coaches & Team
Leads

BASIS

OKR Institute case study

Bauhaus (Bahag) is a prominent home-improvement retailer headquartered in Germany. We partnered with Bauhaus to implement OKRs across its teams, enhancing strategic alignment and operational efficiency, with a rollout at the German HQ carefully shaped to fit what the company calls its own "OKR heartbeat", its distinct culture and operational tempo.

THE CHALLENGE WE FOUND

- 01 A nuanced HQ rollout.** Rolling OKRs out at the German HQ demanded a careful approach so the framework genuinely resonated with the company's strategy and practices.
- 02 Fitting the "OKR heartbeat".** OKRs had to match Bauhaus/Bahag's own culture and operational tempo, not override the rhythm the business already ran on.
- 03 Equipping the right people.** Agile Coaches and Team Leads needed the skill to draft impactful, team-specific OKRs and align them with strategy.

WHY IT MATTERED

A framework imposed against a company's grain rarely sticks; one that matches its tempo becomes part of how work already flows.

Equipping Agile Coaches and Team Leads put OKR capability exactly where day-to-day execution is shaped.

THE OBJECTIVE WE SET

Roll OKRs out at Bauhaus/Bahag's HQ in a way that fits the company's OKR heartbeat, equipping Agile Coaches and Team Leads to draft powerful, team-specific OKRs aligned with both strategy and culture.

FOCUS AREAS

Culture fit

OKR drafting

Alignment

OUR APPROACH

01

OKR Practitioner Courses

Tailored courses for Agile Coaches and Team Leads on drafting impactful OKRs and aligning them with company strategy.

02

Powerful OKR drafting

Participants learned to draft team-specific OKRs aligned with the strategic vision and customised to the company's heartbeat.

03

Tuned to the heartbeat

OKRs were shaped to fit Bauhaus/Bahag's culture and operational tempo, so the framework felt native rather than imposed.

THE RESULTS WE SAW TOGETHER

- **Impactful, team-specific OKRs.** Agile Coaches and Team Leads produced powerful OKRs tailored to their teams and aligned with the strategic vision.
- **Alignment with strategy & culture.** The drafted OKRs connected to both company strategy and the distinct OKR heartbeat of Bauhaus/Bahag.
- **Capability where it counts.** Coaching the Agile Coach and Team Lead layer placed OKR skill exactly where daily execution is shaped.
- **A rollout that resonated.** Because it matched the company's tempo, the HQ rollout landed as part of how Bauhaus already works.

OUR REFLECTION

Bauhaus is a culture-fit story with a memorable name for it, the "OKR heartbeat". Rather than impose a generic cadence, we tuned the rollout to the company's own rhythm and equipped the Agile Coaches and Team Leads who set the pace day to day. Matching the heartbeat is what turned a framework into something the business recognised as its own.

ambient lounge[®]

AMBIENT LOUNGE

FROM UNFAMILIAR TO FLUENT IN OKRS

INDUSTRY
**Designer lounge
furniture**

BASE
Australia

WORKFORCE
1,000 employees

OKR COACH
Dirk Schmellenkamp

Ambient Lounge is renowned for innovative, stylish lounge furniture. Our collaboration set out to train its teams to draft, align, and implement OKRs sustainably, sharpening strategic focus, building a culture of continuous improvement, and streamlining execution efficiency across the organisation.

THE CHALLENGE WE FOUND

- 01 Limited familiarity with OKRs.** Teams had little prior knowledge of the framework, which made the initial adoption a real hurdle.
- 02 Alignment across teams.** Getting OKRs to line up across different teams, so effort pointed at shared goals, was a significant challenge.
- 03 Sustainable implementation.** The company wanted not just to adopt OKRs but to keep them relevant and effective over time.

WHY IT MATTERED

For a fast-moving design brand, a shared way of setting and tracking goals is what keeps creativity pointed at real outcomes.

Starting from low familiarity meant the foundations had to be built well for adoption to last.

THE OBJECTIVE WE SET

Train Ambient Lounge's teams to draft, align, and implement OKRs sustainably, sharpening strategic focus, streamlining execution, and embedding a culture of continuous improvement.

FOCUS AREAS

Foundations

Alignment

Sustainability

OUR APPROACH

01

Targeted training workshops

In-depth sessions tailored to Ambient Lounge, covering OKR fundamentals, drafting and alignment best practice, and implementation technique.

02

Alignment & integration sessions

Workshops aligning OKRs across teams, so individual and team objectives supported the organisation's overarching goals.

03

Long-term support & resources

Ongoing support, follow-up sessions, and OKR tracking tools to embed the framework into the operational rhythm for good.

THE RESULTS WE SAW TOGETHER

- **Improved strategic clarity & execution.** After training, teams reported clearer understanding of priorities and executed against them more efficiently.
- **Enhanced team collaboration.** Alignment sessions built a stronger sense of unity, with OKRs serving as a common language and focus.
- **A continuous-improvement culture.** Teams began regularly reviewing, adjusting, and setting OKRs to drive progress and innovation.
- **Confidence from a standing start.** Teams that began with little OKR familiarity ended with fluent, sustainable practice.

OUR REFLECTION

Ambient Lounge is a foundations story. Starting from little familiarity, the win came from teaching well, aligning teams around a shared language, and backing it with tools and follow-up, so a brand known for design fluency became just as fluent in turning strategy into measured outcomes.

THREE RETAILERS, ONE DISCIPLINE

CLIENT	PROFILE	CORE CHALLENGE	HOW WE HELPED
Sodexo	Food & facilities services · global · 412,000	Embedding OKRs sustainably at global scale	Customised framework + global training + culture & process integration
Bauhaus	Home-improvement retail · Germany	Fitting OKRs to the company's "heartbeat"	Practitioner Courses for Agile Coaches & Team Leads + powerful drafting
Ambient Lounge	Designer furniture · Australia · 1,000	Going from low familiarity to aligned practice	Targeted workshops + alignment sessions + long-term support & tools

Three lessons we carry across the sector

01 · Design for scale

Sodexo's lesson: at global scale, an adaptable framework plus wide training and process integration is what makes OKRs stick.

02 · Match the heartbeat

Bauhaus's lesson: OKRs land when they fit a company's own culture and tempo rather than override the rhythm it runs on.

03 · Build the foundations

Ambient Lounge's lesson: from a standing start, strong teaching plus alignment and support turns unfamiliarity into fluent practice.

BUILD YOUR OWN SUCCESS STORY

READY TO TURN YOUR RETAIL STRATEGY INTO CONSISTENT EXECUTION?

From global services leaders to home-improvement giants and design-led brands, we help retail organisations embed OKRs that fit their scale, culture, and tempo, so strategy turns into consistent, measurable execution. We would welcome the chance to do the same with you.

Contact us →

okrinstitute.org · okrinstitute.org/case-studies