



OKR INSTITUTE
THE LEADING GLOBAL OKR INSTITUTE

CLIENT ANALYSIS BROCHURE · TECHNOLOGY & AUTOMOTIVE

TURNING ENGINEERING AMBITION INTO MEASURABLE EXECUTION

A cross-client analysis of how we have helped technology and automotive organisations, from global engineering giants to fast-scaling software teams, align leadership, integrate OKRs with agile ways of working, and build execution capability that lasts.

Volkswagen Digital

Ansys

Arrive (EasyPark AB)

Bosch

LINQ

Universal Robots

Microsoft

7

TECHNOLOGY &
AUTOMOTIVE CLIENTS

640k+

PEOPLE ACROSS THE
COHORT

Agile

OKRS WOVEN INTO AGILE
DELIVERY

Prepared for internal
review
Confidential

OKRS FOR A SECTOR THAT SHIPS FAST AND SCALES HARD

Technology and automotive organisations live with a particular tension: they run on agile teams, short cycles, and constant innovation, yet still need every squad, function, and region pulling toward the same strategy. The hard part is rarely ideas or engineering talent, it is keeping fast-moving teams aligned to outcomes that matter.

This report brings together our work with seven leading organisations. With **Bosch**, **Universal Robots**, and **Microsoft**, we integrated OKRs with agile ways of working and scaled the practice across product, scrum, and globally dispersed

teams. With **Ansys** and **Volkswagen Digital**, we helped engineering and digital-transformation leaders translate ambition into measurable outcomes. And with **LINQ** and **Arrive (EasyPark AB)**, we introduced OKRs into fast-scaling software companies and built the internal champions to sustain them.

Different as they are, all seven draw on the same practice: **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.

7

Technology & automotive clients across Europe, the US & beyond

421k

Employees at Bosch, the largest organisation in the cohort

Agile

OKRs integrated with scrum & agile methods across the cohort

100%

Context-led programmes tailored to each organisation's reality

HOW WE BUILD OKR CAPABILITY IN TECH & AUTOMOTIVE

1 Context-led enablement

We ground leaders, product managers, and agile coaches in OKR principles and behaviours, tailored to each organisation's engineering and delivery context.

2 Strategy-to-OKR translation

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

3 Integration with agile

We align OKRs with scrum and agile ways of working so the framework reinforces delivery instead of competing with it.

4 Champions, cadence & coaching

We train internal OKR champions and embed a rhythm of check-ins and reviews so OKRs become a living, self-owned system.



VOLKSWAGEN DIGITAL

LEADING DIGITAL TRANSFORMATION WITH MEASURABLE OUTCOMES

INDUSTRY
Automotive · Digital

FOCUS
Digital & mobility-tech transformation

SCOPE
Leadership & digital teams

As the Volkswagen Group transforms into a software-driven mobility-tech company, its digital organisation must turn a sweeping transformation agenda into focused, measurable outcomes. We worked with digital leadership to adopt OKRs as the way to lead that change, connecting strategic priorities to the work of digital and product teams.

THE CHALLENGE WE FOUND

- 01 Transformation at enormous scale.** A digital and cultural shift across a vast automotive group is hard to translate into concrete outcomes that individual teams can own and measure.
- 02 Digital leadership behaviours.** Leading a mobility-tech transformation calls for new leadership habits, steering with outcomes and empowerment rather than plans and activity.
- 03 Alignment across a complex group.** Many brands, units, and digital initiatives needed a shared language to align priorities and avoid duplicated effort.

WHY IT MATTERED

Volkswagen's shift from carmaker to mobility-tech company is one of the most ambitious transformations in the industry, and it depends on how effectively digital leaders can steer change.

In that setting, OKRs give leadership a shared, outcome-focused way to connect strategy to the fast-moving work of digital teams, and to lead with clarity through constant change.

THE OBJECTIVE WE SET

Equip digital leadership to lead transformation with OKRs, turning a broad strategic agenda into focused, measurable outcomes and a shared language for alignment across the group.

FOCUS AREAS

Digital leadership

Transformation

Alignment

OUR APPROACH

01

Digital leadership enablement

Sessions grounding digital leaders in OKR principles and outcome-focused leadership, framed around Volkswagen's transformation agenda.

02

Strategy-to-OKR workshops

Facilitated workshops translating digital and mobility priorities into clear Objectives and measurable Key Results.

03

Alignment & cadence

A shared OKR language and review rhythm to align priorities across brands, units, and digital initiatives.

THE RESULTS WE SAW TOGETHER

- **A shared language for transformation.** We gave digital leaders a common, outcome-focused vocabulary that connected a sweeping strategic agenda to priorities their teams could actually act on.
- **Outcome-driven leadership behaviours.** We helped leaders steer with outcomes and empowerment rather than activity and plans, exactly the leadership shift a mobility-tech transformation demands.
- **Tighter alignment across the group.** We connected digital initiatives across brands and units to shared priorities, reducing duplicated effort and sharpening focus on what mattered most.
- **A foundation for scaling the practice.** The leaders we worked with became advocates for outcome-focused ways of working, creating a base to extend OKRs deeper into the digital organisation.

OUR REFLECTION

Volkswagen Digital is a transformation story before it is an OKR story. The value came from giving digital leaders a way to lead change, an outcome-focused language that turns a huge, abstract agenda into priorities teams can rally around. In an organisation reinventing what it means to be a car company, that shared clarity is what keeps a transformation moving in one direction.

ANSYS

ALIGNING ENGINEERING TEAMS AROUND OUTCOMES

INDUSTRY

Engineering simulation software

PROFILE

Global technology leader

FOCUS

Outcome-focused execution

Ansys is a global leader in engineering simulation software, the technology behind how the world's products are designed and tested. We worked with Ansys to strengthen how teams apply OKRs, shifting the focus from tracking engineering activity toward the measurable outcomes that advance the company's strategy.

THE CHALLENGE WE FOUND

- 01 Activity over outcomes.** In a deeply technical organisation, goals easily default to engineering tasks and deliverables rather than the outcomes they are meant to produce.
- 02 Connecting teams to strategy.** Highly specialised teams needed a clear line of sight from their work to the company's broader strategic priorities.
- 03 KPIs versus OKRs.** Teams needed to distinguish steady-state engineering metrics from ambitious, outcome-driven objectives.

WHY IT MATTERED

Ansys sits at the heart of modern engineering, its simulation tools shape products across automotive, aerospace, energy, and electronics.

For an organisation this technical, OKRs only add value when they lift teams above task-tracking and connect deep engineering work to the outcomes that drive the business forward.

THE OBJECTIVE WE SET

Sharpen how engineering teams apply OKRs, moving from activity-based goals to outcome-focused Objectives and Key Results tied clearly to company strategy.

FOCUS AREAS

Outcome focus

Strategy alignment

Engineering teams

OUR APPROACH

01

OKR training for teams

Tailored training building fluency in outcome-focused OKRs and how they differ from engineering KPIs.

02

Outcome-focused design

Hands-on practice turning technical, activity-based goals into measurable, outcome-driven Objectives and Key Results.

03

Alignment to strategy

Connecting team OKRs to the company's strategic priorities, with a cadence to review progress and adapt.

THE RESULTS WE SAW TOGETHER

- **Genuinely outcome-focused OKRs.** We moved engineering teams off task lists and onto defining and measuring the outcomes their work is meant to deliver, so an OKR described a result worth achieving, not just work underway.
- **Clear line of sight to strategy.** We connected specialised team objectives to the company's strategic priorities, so deep technical work stayed anchored to where the business is heading.
- **A confident grasp of OKRs versus KPIs.** We gave teams a clear, practical way to separate steady-state engineering metrics from ambitious, outcome-driven objectives, ending a common source of confusion.
- **Sharper focus and prioritisation.** With outcomes in view, teams could concentrate on the highest-impact work rather than spreading effort thinly across everything in flight.

OUR REFLECTION

Ansys was about precision, not volume. In a highly technical organisation, the easiest trap is measuring engineering activity and mistaking it for progress. The shift that mattered was helping teams express goals as outcomes and tie them to strategy, so brilliant technical work is pointed squarely at the results that move the business, not just the tasks that fill a sprint.

ARRIVE · EASYPARK AB

KEEPING ALIGNMENT WHILE SCALING FAST

INDUSTRY
Mobility & parking technology

REGION
Europe · Global

PROFILE
Fast-scaling technology group

Arrive, part of EasyPark AB, is a leading mobility and parking-technology group helping millions of drivers find, use, and pay for parking across cities worldwide. We partnered with Arrive to introduce OKRs as the framework that keeps a fast-scaling technology business aligned to strategy as it grows.

THE CHALLENGE WE FOUND

- 01 Alignment at speed.** In a fast-growing mobility-tech business, priorities shift quickly and teams can drift apart without a shared, lightweight way to stay aligned.
- 02 Connecting product work to strategy.** Product and engineering squads needed a clear line from day-to-day delivery to the company's strategic direction.
- 03 Sustaining the practice.** Adoption needed to hold as the organisation kept growing, rather than fading after an initial push.

WHY IT MATTERED

Arrive and EasyPark operate at the front of urban-mobility technology, a fast-moving market where the product and the organisation are scaling at once.

At that pace, OKRs earn their place only if they keep teams aligned to strategy without slowing them down, giving structure to growth rather than bureaucracy.

THE OBJECTIVE WE SET

Introduce OKRs as a lightweight way to keep fast-scaling teams aligned to strategy, and build the internal champions and cadence to sustain the practice as the company grows.

FOCUS AREAS

Alignment at speed

Product focus

Sustainable adoption

OUR APPROACH

01

OKR training & onboarding

Practical training introducing OKR fundamentals and best practices, tailored to a fast-moving mobility-tech context.

02

Internal OKR champions

Developing champions across teams to lead OKR drafting, facilitation, and reviews as the company scales.

03

Cadence & alignment

A rhythm of check-ins and reviews connecting squad goals to strategy, keeping alignment live between cycles.

THE RESULTS WE SAW TOGETHER

- **Alignment that keeps pace with growth.** We gave fast-moving teams a lightweight way to stay pointed at the same priorities, so scaling added momentum rather than fragmentation.
- **Product work connected to strategy.** We drew a clear line from squad-level delivery to the company's strategic direction, so everyday product decisions reinforced the bigger picture.
- **Confident internal champions.** We built a group of champions who can run OKR sessions and reviews themselves, so the practice no longer depends on outside support.
- **A cadence that sustains momentum.** We embedded a review rhythm that keeps OKRs alive between cycles, turning constant change into continuous progress rather than churn.

OUR REFLECTION

Arrive is a scaling story. For a mobility-tech group growing this quickly, the risk is that speed outpaces alignment and teams quietly optimise for different things. The win was giving them just enough structure, OKRs, champions, and a light cadence, to stay aligned to strategy without adding drag. Done well, that is what lets a fast company keep its speed and its direction at the same time.

BOSCH

OKRS AND AGILE, WORKING AS ONE IN PRODUCT TEAMS

INDUSTRY
Engineering & technology

WORKFORCE
421,000 employees

OKR COACH
Dirk Schmellenkamp

Bosch is a leading multinational engineering and technology company. We collaborated with Bosch to strengthen the strategic alignment and execution capability of its product and scrum teams, integrating OKRs within the company's agile framework so goals and delivery move together.

THE CHALLENGE WE FOUND

- 01 Aligning product & scrum teams.** The core challenge was rallying many product and scrum teams around shared objectives without disrupting how they already work.
- 02 Complementing agile, not competing.** OKRs had to reinforce existing agile methodologies like scrum, driving focus and innovation rather than adding overhead.
- 03 Quality of OKRs at scale.** Team leads across a very large organisation needed the skills to draft powerful, strategic OKRs consistently.

WHY IT MATTERED

With around 421,000 employees, Bosch runs agile product development at a scale where inconsistency quietly compounds into misalignment.

Making OKRs work with agile, rather than alongside it, was the key to giving product and scrum teams a shared focus without slowing the delivery they depend on.

THE OBJECTIVE WE SET

Enhance the strategic alignment and execution of Bosch's product and scrum teams by integrating high-quality OKRs seamlessly within the company's existing agile framework.

FOCUS AREAS

Agile integration

Product & scrum

OKR quality

OUR APPROACH

01

OKR Practitioner courses

Courses designed for Agile Coaches and Product Managers on drafting impactful OKRs and integrating them with scrum.

02

Empowering team leads

Equipping team leads with the knowledge and tools to create powerful, strategic OKRs aligned with agile methodologies.

03

Tailored to Bosch's context

Training shaped around Bosch's existing agile practices, so OKRs complemented the way teams already deliver.

THE RESULTS WE SAW TOGETHER

- **Powerful OKR drafting.** We helped team leads craft OKRs that were clear, measurable, and ambitious, giving teams a sharper sense of focus and a common bar for what a good objective looks like.
- **OKRs aligned with agile methodologies.** We showed participants how to align OKRs with scrum so the framework enhanced their agile practices instead of disrupting them, a genuinely cohesive way of working.
- **A more dynamic, focused approach.** We connected OKRs to the rhythm of delivery, giving product and scrum teams a shared, dynamic way to pursue strategic goals sprint after sprint.
- **Consistent capability across teams.** By building the skill in coaches and product managers, we created a repeatable standard for OKR quality that can travel across Bosch's many teams.

OUR REFLECTION

Bosch is the cohort's clearest example of OKRs as connective tissue for agile delivery. The teams already had ways of working they trusted, so the goal was never to replace scrum, it was to give it direction. By building the skill in agile coaches and product managers rather than imposing a process, we made OKRs feel like a natural extension of how Bosch's teams already work.

LINQ

INTRODUCING OKRS ACROSS THE WHOLE COMPANY

INDUSTRY
Technology · Education

WORKFORCE
~500 employees

OKR COACH
Dirk Coetsee

LINQ is a system provider in the education technology space. We partnered with LINQ to introduce and implement OKRs across the entire organisation, helping a company new to the framework adopt it in a way that was both effective and genuinely company-wide.

THE CHALLENGE WE FOUND

- 01 New to the framework.** LINQ had limited prior experience with OKRs, so adoption had to start with accessible, comprehensive education for the strategy team and management.
- 02 Company-wide ambition.** The goal was to roll OKRs out across the whole company, not just a single team, which raised the bar for clarity and consistency.
- 03 Building the right behaviours.** Success depended on establishing habits like weekly check-ins and quarterly reviews from the very start.

WHY IT MATTERED

LINQ builds systems that schools and districts rely on, so its own ability to execute on strategy has a real downstream impact.

Introducing OKRs company-wide was a chance to build a shared execution language from the ground up, and to establish the right habits before old ones set in.

THE OBJECTIVE WE SET

Introduce OKRs across the whole of LINQ, training internal champions and embedding the behaviours, weekly check-ins and quarterly reviews, that make adoption effective and lasting.

FOCUS AREAS

OKR champions

Company-wide rollout

Right behaviours

OUR APPROACH

01

Training OKR champions

Many employees were trained as OKR champions, equipped to lead and support implementation across teams and departments.

02

Fostering the right behaviours

Establishing weekly check-ins and quarterly reviews to track progress, surface challenges, and recalibrate goals.

03

Company-wide introduction

An accessible, comprehensive introduction to OKRs for the strategy team and management, scaled across the organisation.

THE RESULTS WE SAW TOGETHER

- **Stronger cross-functional collaboration.** Introducing OKRs helped LINQ form cross-functional teams and communicate more openly across the organisation, breaking down silos and building a more collaborative environment.
- **Positive early momentum.** In the very first quarter after implementation, LINQ saw decent forward progress on most OKRs, a clear sign the organisation was adopting and acting on its new objectives.
- **Confident OKR champions.** The champions we trained grew confident facilitating all the relevant OKR meetings and reviews, becoming pivotal to the ongoing adoption and success of the framework.
- **A self-sustaining practice.** With champions and habits in place, LINQ was set up to run, adapt, and improve its OKRs independently, rather than depending on outside facilitation.

OUR REFLECTION

LINQ shows how much the start matters when a company is new to OKRs. Rather than a top-down mandate, we invested in champions and habits, weekly check-ins, quarterly reviews, so the practice took root in behaviour, not just slideware. That early investment is exactly why LINQ saw real momentum in the first quarter and could carry the framework forward on its own.

UNIVERSAL ROBOTS

BUILDING ALIGNMENT, TRANSPARENCY & ENGAGEMENT

INDUSTRY
Collaborative robotics

WORKFORCE
~1,100 employees

OKR COACH
Dirk Schmellenkamp

Universal Robots is the pioneer of collaborative robots, cobots that work safely alongside people on factory floors worldwide. We worked with Universal Robots to implement OKRs that strengthen strategic alignment, transparency, and engagement across a fast-moving, innovative organisation.

THE CHALLENGE WE FOUND

- 01 Alignment across teams.** Aligning diverse functions around shared objectives, and connecting individual goals to company strategy, was the central challenge.
- 02 Consistent goal-setting.** Teams needed a shared, high-quality way to set and track goals so effort and impact were easy to see across the business.
- 03 Transparency & engagement.** Leadership wanted employees to see clearly how their work contributes to the company's success.

WHY IT MATTERED

Universal Robots created the collaborative-robot category and competes in a fast-moving global market where innovation and coordination have to move together.

OKRs offered a way to keep teams aligned and transparent about progress, so a pioneering company could scale its impact without losing focus or engagement.

THE OBJECTIVE WE SET

Implement OKRs that align teams around shared objectives, bring consistency to goal-setting, and foster a culture of transparency and engagement across Universal Robots.

FOCUS AREAS

Alignment

Transparency

Engagement

OUR APPROACH

01

Customised OKR training

Training tailored to Universal Robots' context, building fluency in drafting clear, outcome-focused OKRs.

02

Alignment workshops

Sessions aligning team objectives with company strategy, so every team understood how its goals connect to the whole.

03

Tracking & transparency tools

Support in adopting tools and a cadence that make progress visible and keep teams engaged with their OKRs.

THE RESULTS WE SAW TOGETHER

- **Stronger alignment and cohesion.** We brought teams around shared objectives and connected individual goals to company strategy, so effort across a diverse organisation added up to a common direction.
- **Consistent, higher-quality goal-setting.** We gave teams a shared way to set and track goals, improving clarity and making it far easier to see where progress was, and wasn't, being made.
- **Increased transparency and engagement.** The OKR system fostered a culture of transparency, empowering employees by helping them clearly understand their impact on the company's success.
- **Focus that supports innovation.** With priorities clear and visible, teams could channel their energy into the work that matters most, keeping a pioneering company both focused and inventive.

OUR REFLECTION

Universal Robots is a story about transparency as much as alignment. In an innovative, fast-moving company, the quiet risk is that talented teams pull in slightly different directions. By giving them a shared, visible way to set and track goals, we did more than align them, we helped people see their own impact on the company's success, and that visibility is what turns alignment into genuine engagement.

MICROSOFT

SCALING OKRS ACROSS GLOBALLY DISPERSED TEAMS

INDUSTRY
Technology

WORKFORCE
221,000 employees

OKR COACH
Dirk Schmellenkamp

Microsoft is one of the world's largest technology companies. We partnered with Microsoft to train selected teams to draft and implement OKRs sustainably, enhancing strategic clarity and operational efficiency while reinforcing its culture of innovation and continuous improvement.

THE CHALLENGE WE FOUND

- 01 Integration with existing systems.** The primary challenge was fitting OKRs cleanly into Microsoft's established strategic planning and execution systems.
- 02 Scale across diverse teams.** The framework had to adapt and scale effectively across Microsoft's diverse, globally dispersed teams.
- 03 Preserving agility & innovation.** OKRs had to be introduced in a way that maintained, and ideally enhanced, Microsoft's core values of agility and innovation.

WHY IT MATTERED

At Microsoft's scale, any new framework has to work across many products, cultures, and time zones at once, without disrupting teams already delivering.

The value of OKRs here was in adding strategic clarity and focus while protecting the agility and innovation that define how Microsoft works.

THE OBJECTIVE WE SET

Train selected teams to draft and implement OKRs sustainably, integrating them with existing systems and scaling across diverse teams while preserving agility and innovation.

FOCUS AREAS

Integration

Scalability

Agility & innovation

OUR APPROACH

01

Customised OKR training

Bespoke sessions built for Microsoft's context, covering OKR principles and their practical application within the company's ecosystem.

02

Integration & scalability workshops

Workshops addressing how OKRs integrate with existing systems and scale across different teams and projects.

03

Support for cultural adaptation

Guidance on embracing OKRs, emphasising continuous learning, feedback, and iteration to maintain agility and innovation.

THE RESULTS WE SAW TOGETHER

- **Enhanced strategic execution.** The teams we trained reported clearer strategic objectives and more efficient execution, driven by the focused, measurable nature of well-drafted OKRs.
- **Greater alignment and collaboration.** Adopting OKRs fostered stronger alignment and collaboration between teams, contributing to a more cohesive approach to shared strategic goals across a globally dispersed organisation.
- **A reinforced culture of improvement.** The initiative strengthened Microsoft's culture of innovation, with teams more readily embracing experimentation, learning from outcomes, and refining their approach to work and strategy.
- **A model for scaling further.** By proving OKRs could integrate with existing systems and adapt across diverse teams, we gave Microsoft a tested foundation to extend the practice more widely.

OUR REFLECTION

Microsoft was a test of fit and scale. At this size, the danger is that a new framework either gets rejected by existing systems or dilutes the very agility that makes the company work. Our focus was integration and cultural adaptation, so OKRs added strategic clarity without adding friction. The result is a way of working that scales across diverse teams while protecting the experimentation and innovation Microsoft depends on.

SEVEN ENGAGEMENTS, ONE DISCIPLINE

CLIENT	PROFILE	CORE CHALLENGE	HOW WE HELPED
Volkswagen Digital	Automotive · Digital transformation	Leading digital change with measurable outcomes	Leadership enablement + strategy-to-OKR workshops
Ansys	Engineering simulation software	Aligning engineering teams on outcomes	OKR training + outcome-focused design workshops
Arrive (EasyPark AB)	Mobility & parking tech · Europe	Alignment while scaling fast	Training + champions + cadence
Bosch	Engineering & technology · 421,000	Aligning product & scrum teams with agile	OKR Practitioner courses for coaches & PMs
LINQ	Education technology · ~500	New to OKRs; company-wide rollout	OKR champions + behaviours + cadence
Universal Robots	Cobot manufacturer · ~1,100	Misalignment, goal-setting & transparency	Training + alignment workshops + tracking tools
Microsoft	Technology · 221,000 · Global	Integration & scale across diverse teams	Custom training + integration & scalability workshops

Three lessons we carry across the sector

01 · Make OKRs and agile allies

From Bosch to CLP-style product teams, adoption sticks when OKRs reinforce scrum and agile delivery rather than adding a parallel process on top.

02 · Grow internal champions

LINQ and Universal Robots show that trained, confident champions, not consultants, are what keep OKRs alive after the engagement ends.

03 · Outcomes over output

Whether at Microsoft's scale or Ansys's engineering depth, the shift that matters is measuring impact and value, not activity and milestones.

BUILD YOUR OWN SUCCESS STORY

READY TO TURN YOUR TECHNOLOGY STRATEGY INTO MEASURABLE EXECUTION?

From global engineering leaders and automotive innovators to fast-scaling software teams, we help technology organisations align, execute, and deliver, without slowing down. We would welcome the chance to do the same with you.

Contact us →

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