



# CARWOW

Optimizes strategy execution and alignment with WorkBoard

## CLIENT

Carwow

## INDUSTRY

Technology & Automotive

## SIZE

250+

## CHALLENGES

Carwow had an established OKR program, but their manual processes fell short. Using Google Sheets to track OKRs made it difficult for teams to see how their work impacted other departments, and PowerPoints lacked the flexibility required to present dynamic, informative Quarterly Business Reviews to leadership.

**Carwow** is an online platform that has simplified car buying and selling for over 12 million users throughout the U.K., Germany, and Spain. They launched their OKR program to improve alignment and visibility across the organization, connecting each team's day-to-day work with the company's larger strategic initiatives.

Director of Strategy Alex Powell and his team took a process-oriented approach to figuring out what they needed from OKR software. They first built their OKR processes manually, using spreadsheets for tracking and PowerPoints for communicating updates during Quarterly Business Reviews.

The manual approach helped them identify the qualities they would need in OKR management software by bringing to light the various ways those manual processes fell short. Based on what they learned, **they ultimately chose WorkBoard as their OKR platform and Wave Nine as their implementation partner.**

“One of the business challenges we faced was achieving clear visibility around what others were doing, both within and between each business unit. We needed the right tool to track what they were doing, why they were doing it, and how the work led to actual outcomes.”

**Alex Powell**  
Director of Strategy

Carwow



## SOLUTIONS

Wave Nine supported Carwow's WorkBoard implementation through employee training and general guidance, providing flexible solutions for Carwow's unique approach to OKRs. They also helped Carwow take full advantage of WorkBoard's Running Business Reviews tool to create better Quarterly Business Reviews.

## RESULTS

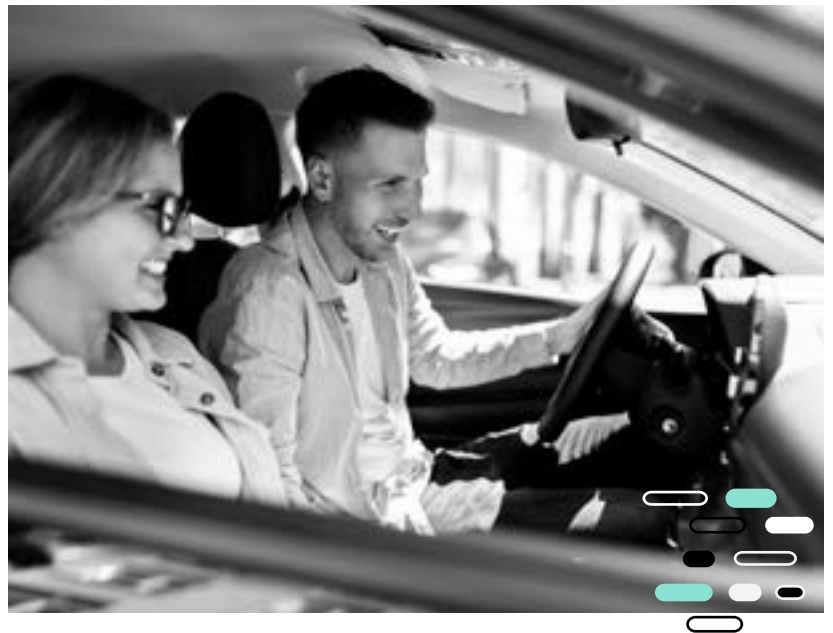
WorkBoard's flexible solutions helped Carwow achieve greater transparency and alignment across its teams and departments, connecting everyday tasks to the larger strategic vision.



## THE CHALLENGE: CONNECTING STRATEGY TO EXECUTION ACROSS DEPARTMENTS

Alex and his team established a strong program with well-crafted OKRs and clear goals, but they had reached a point where tracking OKRs in Google Sheets and presenting them in PowerPoint slides was no longer a viable option.

Google Sheets fell short because it was difficult to visualize the relationships between OKRs and the many different activities that fed into them, which spanned different teams and departments.



**“It’s a lovely world in which you can simply have a top-level objective, followed by secondary objectives, followed by your Key Results and the initiatives that drive your work,”** says Alex. “However, that perfect one-to-many tree isn’t life, and we needed to share results across different business units.”

What does this look like in practice? Imagine owning responsibility for Profits & Losses for a given product line and trying to quickly see what Marketing, Operations, and other teams are doing to contribute to the goal. Unfortunately, this is impossible to visualize on a Google Sheet.

Carwow was also using PowerPoint slides to communicate OKR progress during their Quarterly Business Reviews, but this presented challenges as well.

**“Due to the more matrixed nature of our business setup, it was quite difficult for some business leaders to visualize how these efforts impacted their areas by looking at a set of PowerPoint slides,”** says Alex.

After reviewing different OKR management platforms, Alex and his team concluded that WorkBoard offered the features and flexibility required to address their challenges.



## ACHIEVING TRANSPARENCY AND ALIGNMENT WITH WORKBOARD

Carwow worked with Jessica Stimac and the Wave Nine team to enable their 85 users and guide their WorkBoard implementation. Wave Nine took the time to understand Carwow's unique business challenges and identify flexible solutions that worked for Alex and his team.



**“It was very useful having Wave Nine’s guidance around how something should be done and what we should expect,”** says Alex. “In some cases, we took a tailored approach that defied standard OKR practices, but Jessica always helped us find a solution.”

WorkBoard has allowed Carwow to map out complex contingencies between tasks that are influenced by multiple teams and departments, and they set up effective OKR rituals to ensure participation and engagement across the company.

“Our primary OKR ritual is our Quarterly Business Review,” says Alex. “Rather than using PowerPoint slides, WorkBoard’s Running Business Review tool made it easy to update the information, create our own templates, and present everything to leadership.”

“Wave Nine showed us how to use WorkBoard’s Running Business Reviews tool to develop our own templates, and it’s been quite successful, allowing us to analyze our progress. It also revealed the need for monthly OKR check-ins to keep things on track.”



**Alex Powell,**  
Director of Strategy

Carwow

The Running Business Reviews tool offers dynamic charts and graphs to demonstrate the status of OKR efforts (i.e., progress-to-plan), and there is no need to wait until the end of the quarter to assess those efforts.

“WorkBoard and its tools provide a pulse check, and that pulse check is helpful. That said, the main value is getting teams to focus on their OKRs and keep them front-of-mind,” says Alex.

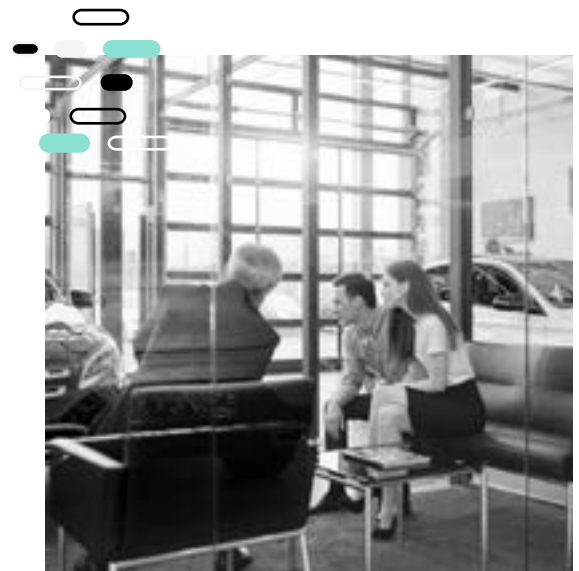
Based on the analytics provided by their Running Business Reviews, Alex and his team managed to identify where engagement and OKR updating fell short. To address the issue, Carwow implemented another OKR ritual—monthly check-ins—to ensure sustained attention to OKR efforts.



## KEY TAKEAWAYS FROM CARWOW’S WORKBOARD IMPLEMENTATION

**EVERY WAVE NINE CASE STUDY PROVIDES INSIGHTS INTO THE UNIQUE CHALLENGES THAT ORGANIZATIONS FACE AND THE LESSONS THEY LEARN FROM THEIR OKR AND WORKBOARD IMPLEMENTATIONS.**

“I think my number one is to develop the process that your business needs and fit the tool to your process rather than fit your process to the tool,” says Alex. “To that end, the more you can find a tool that is flexible in its setup and not restricted in how things must be done, the better.”



Carwow developed a clear understanding of their OKR needs, and in WorkBoard, they found a flexible solution that they could adapt to their special OKR requirements. Alex and his team stressed the value of clearly understanding OKR.

“The second piece of advice I’d give,” Alex adds, **“is to hire a good implementation partner to guide you through best practices.”**

Armed with WorkBoard’s flexibility and reporting capabilities, Carwow has achieved greater transparency and alignment across its deeply interconnected teams and departments. WorkBoard has allowed them to draw a clear line of sight between daily tasks and the company’s larger strategic vision, underscoring the value of clear communication and strong OKR rituals.



## READY TO TRANSFORM YOUR ORGANIZATION WITH OKRS?

**Let's Talk**

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Wave Nine empowers companies to achieve business goals through the OKR framework and the OKR rhythm. For enterprises fully committed to the OKR process, we provide comprehensive playbooks, OKR templates, and resources that invigorate teams, clarify strategies, and enhance accountability. Our hands-on approach involves consulting, coaching and multi-modal education, engaging executive and teams alike. Headquartered in Silicon Valley, with additional offices in Germany, the UK, Australia, and Portugal, our international team can bring your strategy to fruition.