



CASE STUDY

TOWARDS AN ACTIVELY PRACTICED FEEDBACK CULTURE THROUGHOUT THE WHOLE ORGANIZATION

METRO MARKETS

Goal & background of the organization | Challenges | Approach,
solution & success factors | Evaluation & conclusion



470

Employees

2018

Founding year

THE ORGANIZATION

METRO Markets is a digital marketplace for a wide range of non-food products for the hotel, restaurant and catering industry. The first marketplace in Germany went live in 2019, followed by marketplaces in Spain, Italy, and Portugal in the following years. METRO Markets has set itself the goal of becoming a one-stop store for its customers and providing them with a holistic product portfolio in combination with top service.

THE GOAL

As a fast-growing scale-up, it is important for METRO Markets to develop an inclusive organizational culture while growing its workforce. A key component of this was the creation of a positive learning and error culture. The employees of METRO Markets are empowered to give their colleagues proactive and constructive feedback in order to create the basis for a learning organization that remains adaptive and agile even as the size of the organization increases.

CHALLENGES

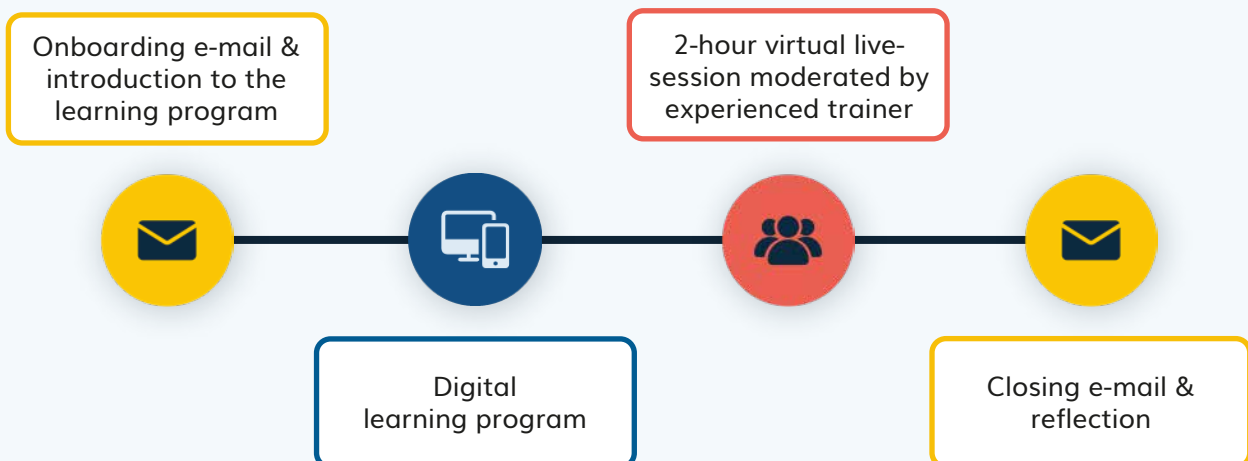
- ✓ Need for a location- and country-independent training solution to intensify collaboration between different locations
- ✓ Project start during peak of Covid-pandemic (travel restrictions and other hurdles)
- ✓ Need for a flexible learning offer consisting of short learning units to meet the dynamics of the organization

OUR APPROACH

Together with METRO Markets, troodi developed a blended learning concept that has a lasting positive impact on the organization's feedback culture. For this purpose, all employees went through a two-step learning path:

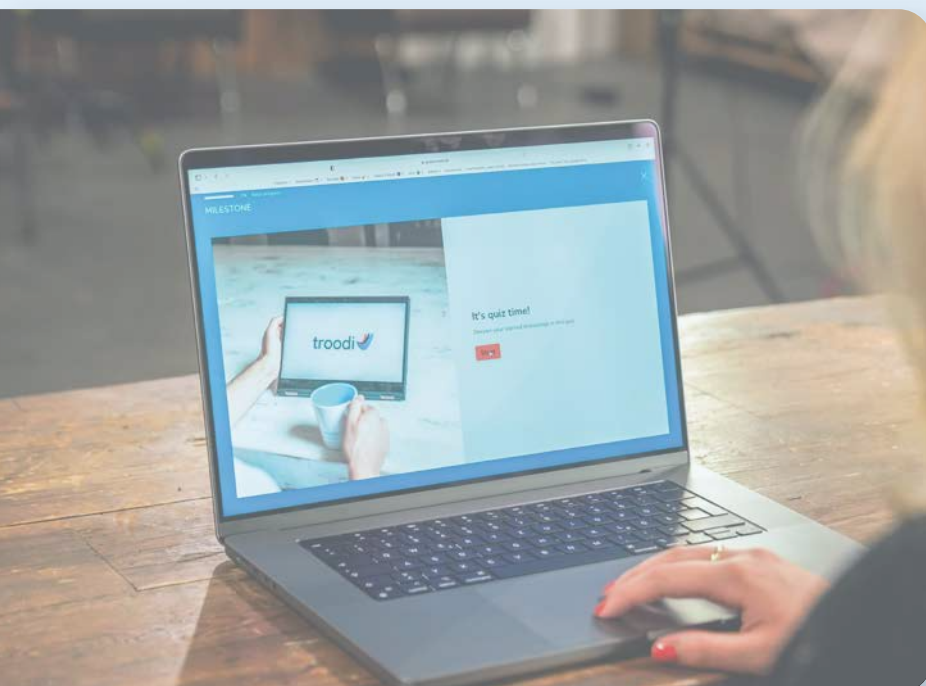
- 1 Individual self-learning phase of one week to work through the troodi learning program "Giving and receiving feedback successfully"
- 2 Subsequent practical phase with virtual live-session for in-depth learning and practical transfer in a small group of maximum six people

The learning path was supported by automated email nurturing, which guided participants through the process.



SUCCESS FACTORS

- 1** An **impactful learning program** that provides the core elements of feedback in an approachable way. Various descriptive examples, tasks, and practical exercises kept the learners motivated. Through the breakdown of the learning program into several chapters and the mobile-optimized learning platform troodi grow, the participants were able to align the self-learning to their needs in terms of time and location and had full flexibility.
- 2** An **intensive and interactive live-session** for practical application and in-depth learning. By working with an experienced communication trainer in a small group size (maximum six people), an intensive learning experience could be created. The work with concrete case studies of the participants and suitable methods (e.g., role plays) ensured a high practical relevance.
- 3** The **close cooperation between troodi and the METRO Markets team** made it possible to react quickly and flexibly to organizational changes. Due to the rapid growth and high pace of day-to-day business, the focus was on flexibility in the configuration and scheduling of the training groups. With the end-to-end service, troodi took over the entire project and participant management.



The concept of the learning program was really refreshing.

93 %

enjoyed the use of the digital learning platform.

89 %

found the training valuable for their everyday work.



OLGA OSTROWSKI

People Lead, METRO Markets

“

"Troodi was the perfect partner for our feedback training project! Within a short period of time, we were able to roll out trainings throughout the whole organization. Troodi's flexible way of working made it easy for us to make adjustments during the project. And the most important: our employees found the training concept helpful and relevant for their daily life at METRO Markets."

”

351

Participants

91 %

Participation rate for live-sessions



4.43 stars rating for the learning program



4.6 stars rating for the trainer



4.28 stars rating for reflection materials

This is the best feedback training I have ever participated, thank you very much, it was so enlightening!

”

”


I thought I knew how to give feedback but I actually learnt some better ways to communicate. Thanks!


CONCLUSION


The combination of digital learning programs and virtual live-sessions created a flexible and effective learning solution to sustainably strengthen the feedback culture at METRO Markets. The flexible self-directed learning with moderated live-sessions provided a good balance between personal responsibility and external structure. With the roll-out of the training throughout the organization and cross-site training groups, the basis for a common understanding and an actively lived feedback culture was achieved.


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