

The image features two 3D wireframe models of fruit. On the left is a pear, and on the right is an apple with a stem and leaf. Both are rendered in a low-poly, wireframe style with semi-transparent grey faces. The background is white with scattered grey dots and faint, larger-scale wireframe patterns.

# Upscaling Culture

Sudan Jackson, Ricarda Klein

**REWE** digital

# PAPSTWAHL 2005



# PAPSTWAHL 2013



Geschäfts-Modelle  
ändern sich

Schnelles  
Wachstum

Kundenverhalten



- Flexible Lösungen
- FTE-ziele
- Arbeitskultur anpassen

**Das Konsumentenverhalten verändert sich rasant -  
unsere Organisationen wachsen und wir brauchen neue Ansätze der Lösungsfindung**



# REWE digital

Innovative and digital - Founded 2013

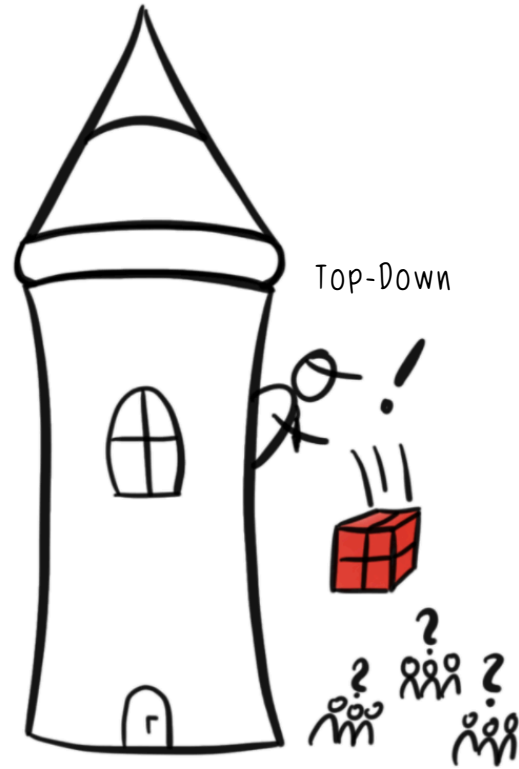
## Mission

- Pool all of the strategic and some of the operational **online activities of REWE Group**
- Building and operating **online food business** models for REWE Germany
- **Digitization** of the food retail sector

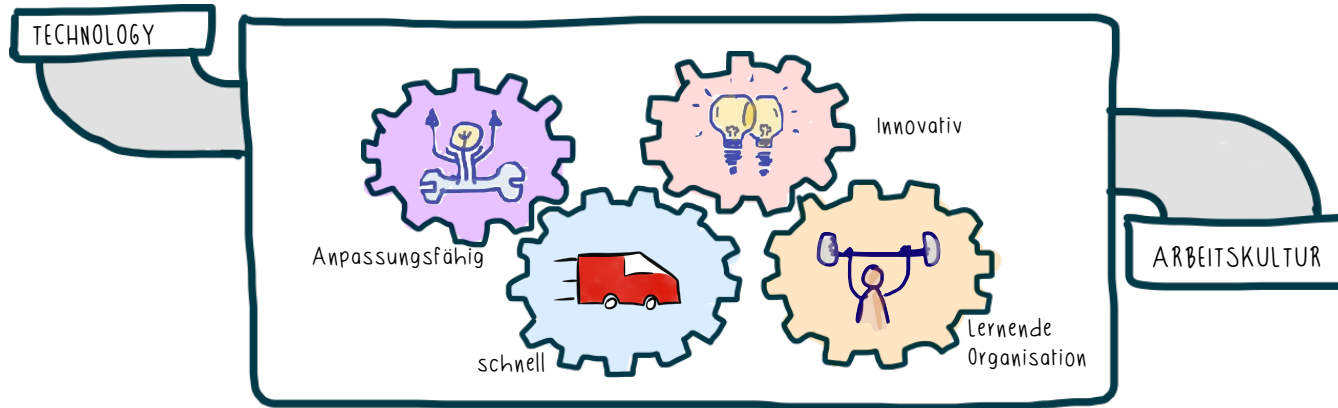
## Focus

- Online Food Delivery Services
- Omnichannel
- Digital consulting for REWE Group
- Innovation and Ventures

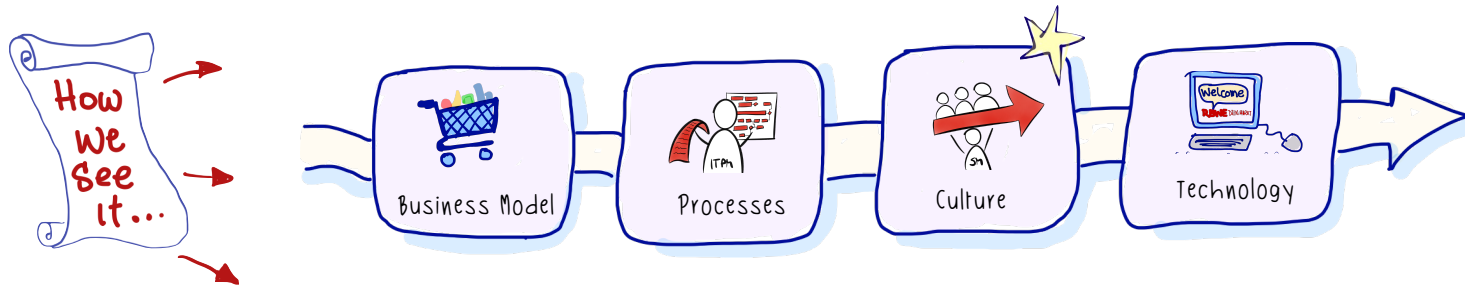




**Yesterday's Blues**

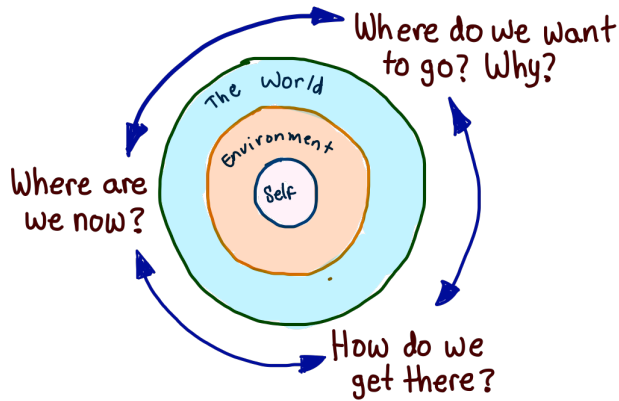


**Die richtige Umgebung sorgt für Kundenorientierung und Innovation:  
Kultur und Technologie schaffen Business-Value und Delivery-Qualität**

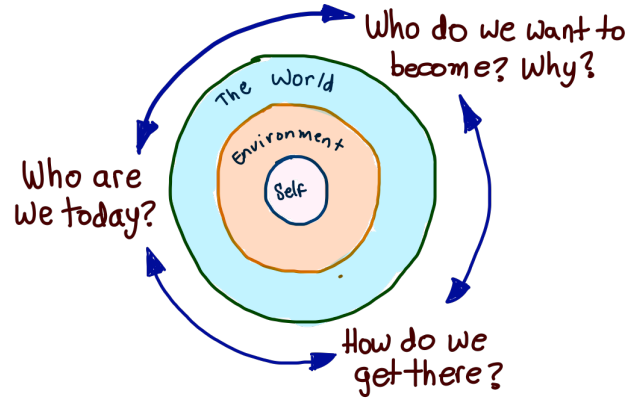


**Culture, Behaviours, und Attitudes werden umso wichtiger, je mehr wir über Selbstorganisation und Autonomie in immer größer werdenden Teams sprechen.**





STRATEGY



CULTURE

Die Frage ist, wie wir die Praktiken, Leitplanken und Kulturelementen die “im kleinen” funktionieren auch in einer immer größer werdenden Organisation auf die richtige Schiene bringen.



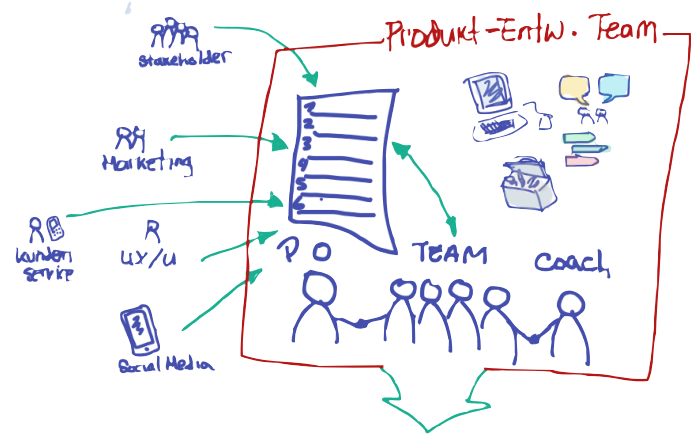
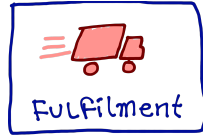
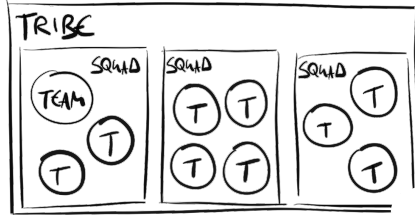
# REWE Digital DNA

**Von Außen - We see us how the customer sees us**

**Um mich herum - We attend and tell**

**Ich im Wir - We create an atmosphere others love to work in**

**In die Zukunft - We are the masters of our development**

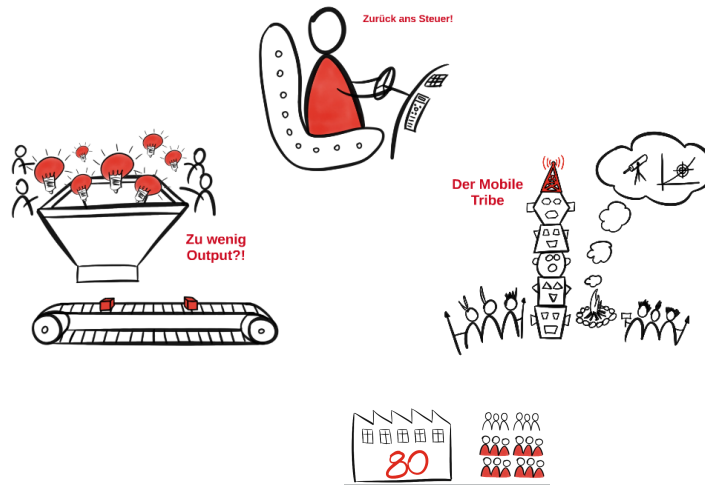


Our culture has evolved into what it is today.  
But how did we get there?

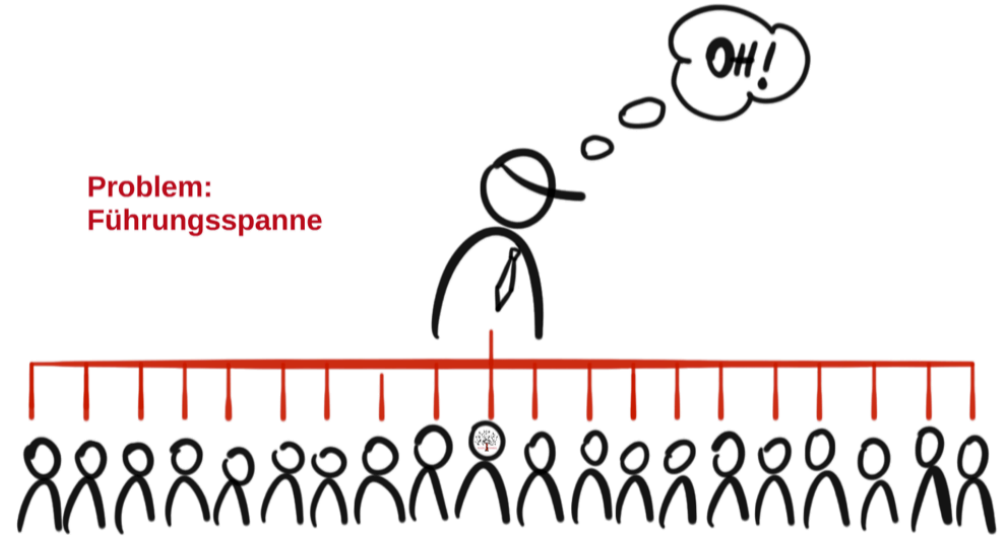
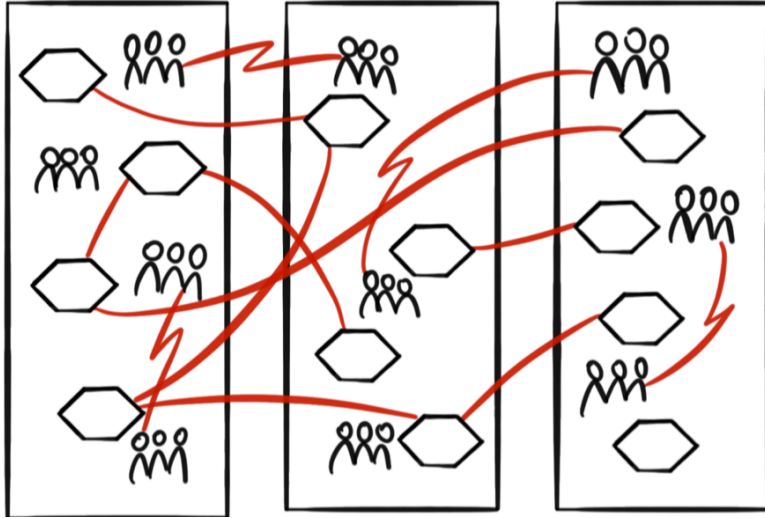
Start



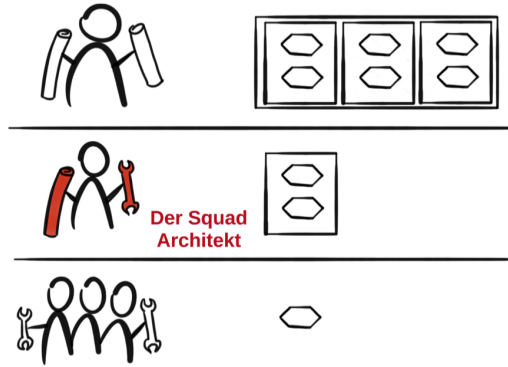
## erste Skalierungsprobleme



Nur eine Vision: Online gehen!

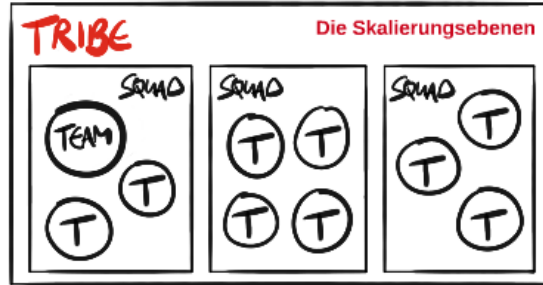
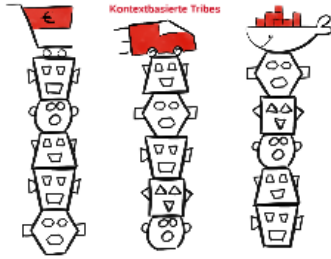


Unklare Kommunikationswege und zu große Führungsspanne

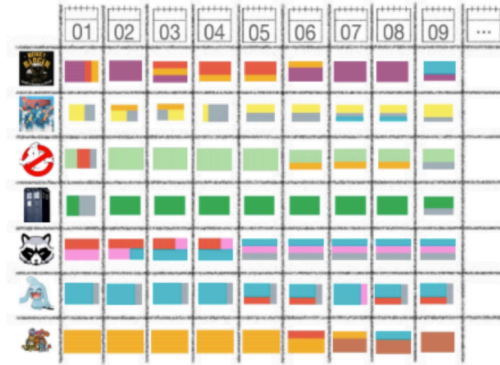
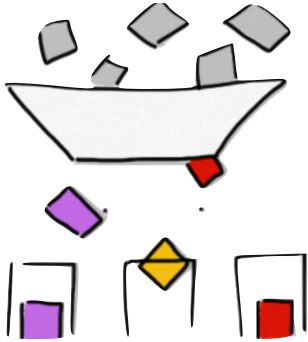


**Unklare Kommunikationswege und zu große Führungsspanne**

650



Eigene Erfahrungen sammeln und daraus lernen

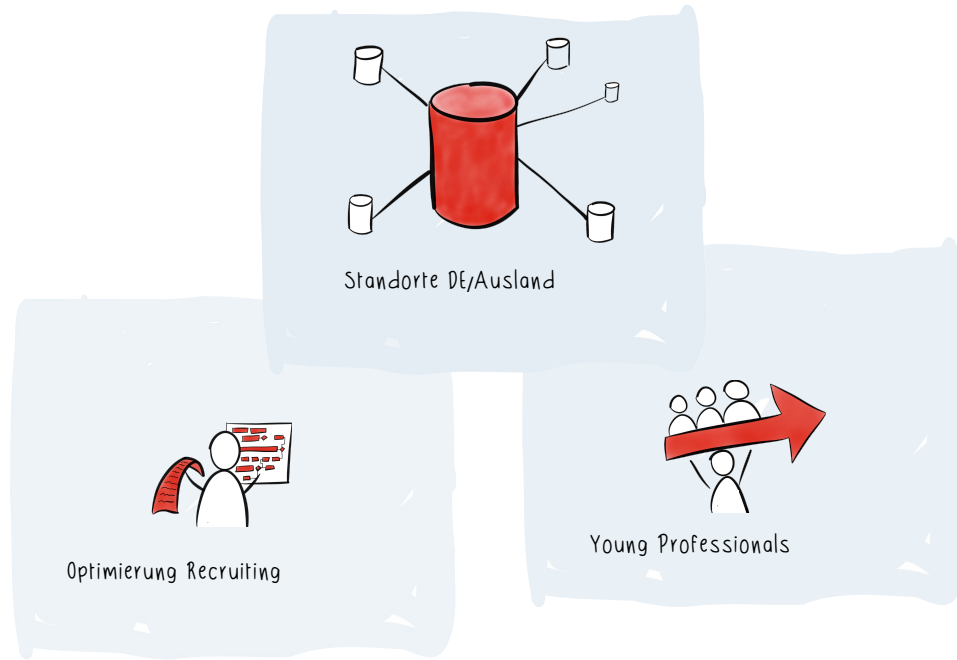


### Subgoals

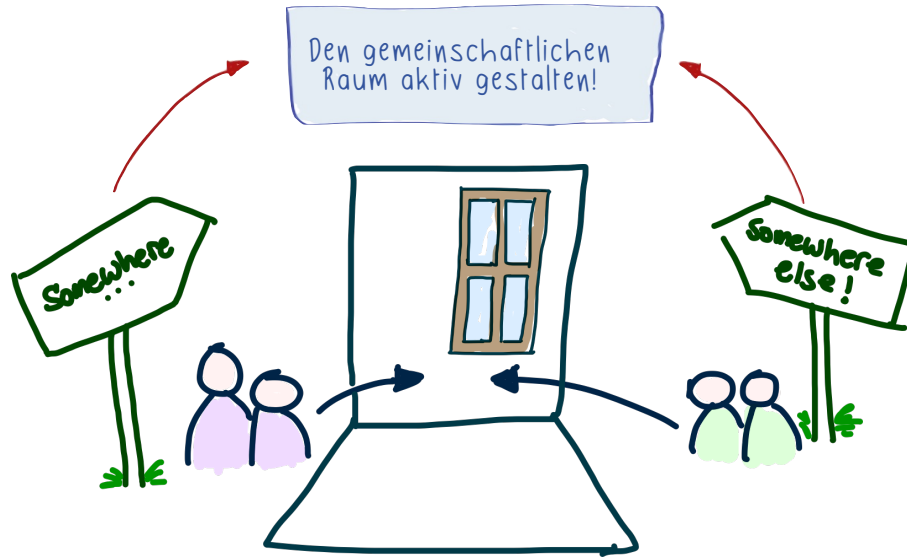
Optionen	Next	Feinplanung	Entwicklung	Acceptance	Live

## Company-weiter Kanban-Ansatz





**Mit dem bisherigen Vorgehen ist unsere Wachstumsfähigkeit bald erschöpft.  
Standort-Strategie und Nachwuchsprogramme eröffnen neue Pools**



- Nicht alles verändern wollen!
- Unterschiedliche Bedürfnisse zulassen
- Immer das machen was dem Ziel dienlich ist!

**Lesson learned...**

A group of seven people are sitting around a long white table in a meeting room. They are all smiling and looking at each other. The room has a white wall with many colorful sticky notes pinned to it. There are laptops, water bottles, and other items on the table. The lighting is bright and modern.

We are

**Digital**