WAVENINE

THE FIVE BUILDING BLOCKS TO A SUCCESSFUL OKR PROGRAM

OUR GUIDE FOR LEADERS TO SET UP AND LAUNCH AN IMPACTFUL OKR PROGRAM

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IS YOUR OKR PROGRAM WORLD-CLASS?

If so, your organization is likely the best-run company in your industry, experiencing much more rapid growth compared to competitors, with close to zero friction, low stress, and amazing insight into the business' progress. Congrats! You can stop reading here - maybe you should be the one writing a guide! However, since you've downloaded this, chances are that you feel your OKR program isn't as effective as it could be. Potential signs of an ineffective OKR program can include misalignment between teams, a lack of constant insight into organizational happenings, and no sense of urgency or accountability. OKR programs, in theory, should solve these problems. However, many organizations still struggle with these challenges.

Signs that your OKR program isn't working

Misalignment and Alienated Teams

Teams are operating in silos, meaning that they work with limited communication or collaboration with other teams. Ever find out that two teams are essentially doing the same task? Well, that's what happens when they're siloed.

Erratic Prioritization

There exists a gap between daily tasks and strategic outcomes. Priorities are unclear or are set without a clear rationale. One day, you're tasked with generating more leads. The next, you're asked to shift your focus to a product development initiative.

Lack of Transparency

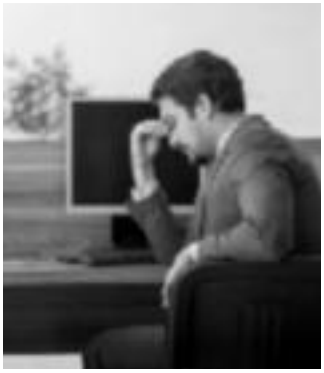
You struggle to gain insight across various levels of the organization. Instead of having constant access to the pulse of the business, you have to chase down metrics and sit through extensive meetings with endless Powerpoint presentations.

Missing Urgency and Accountability

You're experiencing delays and missed opportunities because employees lack urgency, and/or aren't aware of their exact roles. They don't connect the tasks they are responsible for to the overarching strategy. "Oh, was that supposed to be finished yesterday?"

The general causes of these challenges

OKRs are set and forgotten, with no updates	There are too many unanswered questions
People silently opt out of the entire process	OKRs are focused on outputs instead of outcomes
The OKR setting process takes too long	Everyone has a different understanding of the OKR process
OKRs are set with no discussion about the actions needed to achieve them	OKRs aren't set with the strategic priorities in mind



Despite more than 90% of organizations having experimented with OKRs to some extent, many are dissatisfied with the results. While precise statistics are scarce, thousands of discussions with our prospects and fellow OKR coaches suggest that over **two-thirds of OKR programs fall short** of meeting expectations. This is usually due to the lack of one or more of the five building blocks. These statistics may be surprising given the apparent simplicity of OKRs in theory. However, implementing them at scale has proven to be a challenging task. That is...until now.

All effective OKR programs have this in common

Throughout 200+ large-scale OKR program implementations, we've noticed that the best OKR programs all consist of the same five building blocks. We've crafted this guide to explain the importance of each building block, and to help you utilize them to implement a world-class OKR program within your organization.

Are you ready to elevate your organization's transparency, alignment and accountability? Great, let's dive in!

THE FIVE BUILDING BLOCKS

To prevent these common pitfalls, we've designed an approach to OKR programs that's based on five simple building blocks. We will go more in depth about each block throughout this guide.

1. A Strong Process

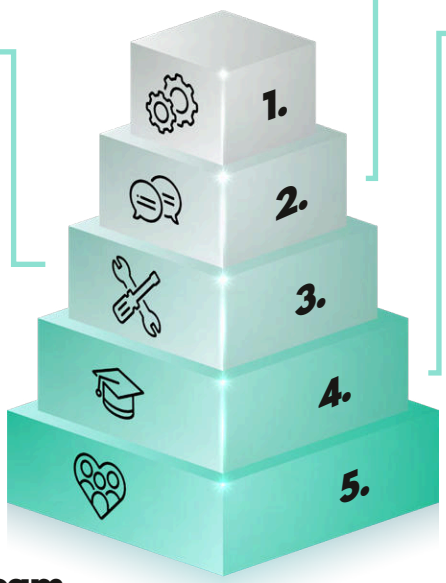
Your OKR process should be tailored to your organization's needs and goals, and not just copied from Silicon Valley tech companies. There should be a strong, documented foundation with clear OKR parameters, governance structures and responsibilities that leave no doubt who's accountable.

2. Thoughtful Change Management

There must be excitement, momentum, and engagement for the OKR program. Effective communication ensures that leadership, teams and individual contributors are excited and well-informed.

3. Engaging OKR Workshops

Setting high-quality OKRs together as a team helps to articulate the strategic intent of your organization. These workshops help communicate the priorities and goals on all levels and ensure that there's high engagement, commitment and accountability.

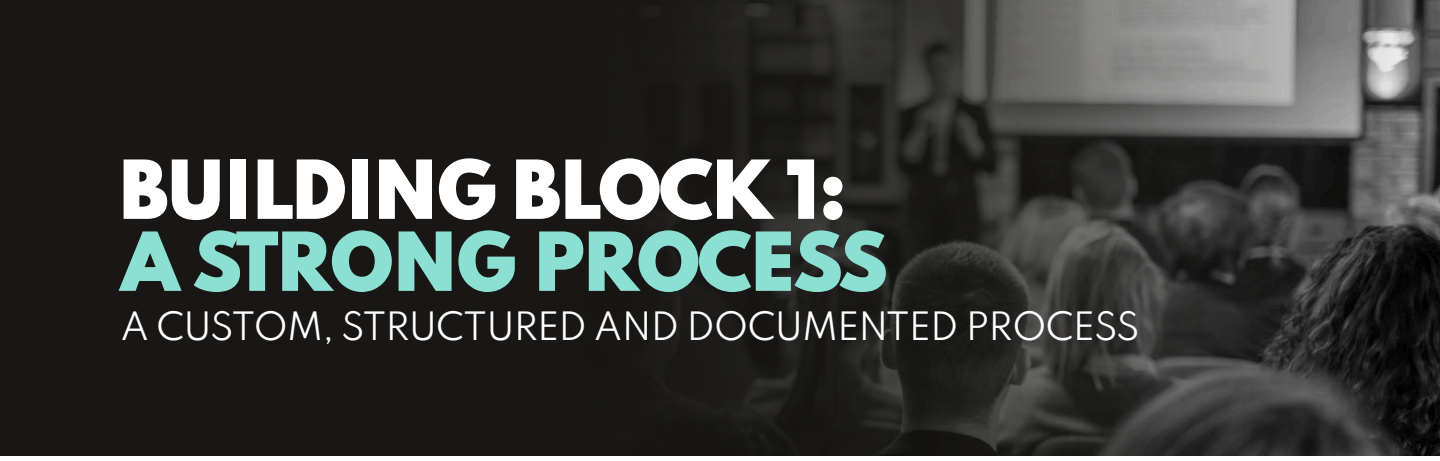


4. Robust Training

Does everyone in your organization have the same uniform understanding of the OKR methodology and OKR working habits? Training is essential so that everyone understands what they need to know in order to use OKRs effectively.

5. Dedicated Program Team & Active Community

An internal program team within your organization should be implementing and organizing your OKR process, while an active community of internal champions (OKR coaches) helps to sustain and scale the program.



BUILDING BLOCK 1: A STRONG PROCESS

A CUSTOM, STRUCTURED AND DOCUMENTED PROCESS

When defining the OKR process that your organization will adopt, clarity is essential. Especially since numerous articles and books offer different perspectives on the topic. What worked for one organization, might not work for another. It's crucial to establish a customized OKR process tailored to your organization's needs and to document it.

This will be the foundation for the rest of your OKR program.

Who establishes the process?

The program team together with the executive sponsor. Typically, this includes the program lead, who oversees the team and all efforts, along with functional experts supporting the implementation, often from areas like communications, HR, and IT. This team plans the OKR program timeline and establishes the rest of the custom, structured OKR process for the organization.

(More on this in the 5th building block)

Define your timeline and OKR cadence

Define your timeline and determine the method and timing for setting OKRs in your organization. OKR cycles can vary, but quarterly cycles are the most popular. By adhering to short OKR cycles, organizations can not only respond swiftly to changes, but also maintain a sense of focus and direction. They allow you to pivot quickly, but also **provide a sense of urgency**. Short, quarterly cycles encourage continuous reflection and course correction. Teams can regularly assess their progress, identify areas for improvement, and recalibrate their efforts accordingly.

OKRs for OKRs

We recommend defining the success criteria for the OKR program to measure and report progress. We like to refer to this as "OKRs for OKRs". For instance, a common OKR for an OKR program relaunch wo uld be:

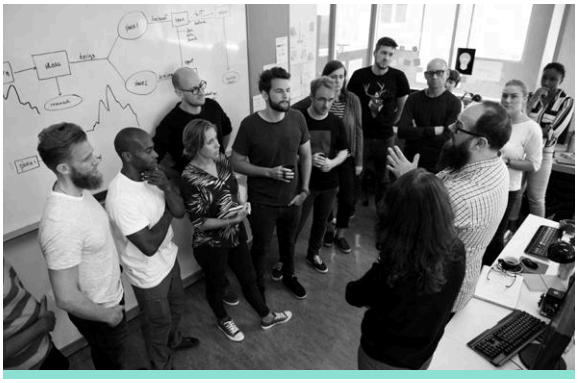
> **Objective: We relaunch OKRs with high engagement and adoption.**
>
> **Key Result:** 100% of teams have their OKRs published
> **Key Result:** 10% of individuals across the organization have been certified to become OKR coaches
> **Key Result:** 100% of employees in scope for the OKR program have completed OKR training
> **Key Result:** 70% of teams update their OKRs every week

OKRs for OKRs should be set based around the rationale for why you initially adopted OKRs, and **what you want to change** utilizing the methodology. Keep these in mind when setting OKRs for OKRs:

- Pain points you want OKRs to solve
- Your organization's overall strategic priorities
- What focus areas you need to tackle to ensure effective strategy execution
- What successes you want to celebrate in the first cycle

Not only will OKRs for OKRs help you to gauge the success of your OKR program over time, but you will also be able to share the progress being made with the rest of the organization, motivating teams and individuals in the process. Once your initial OKRs for OKRs have been achieved, you can shift your success criteria from adoption metrics and focus on aligning OKRs towards the outcomes of the strategic initiatives your program is set up to support.

Clear roles & responsibilities



Every successful OKR program necessitates an engaged executive sponsor, a dedicated day-to-day operational team, and support from HR, Communications, and IT. However, assigning these roles alone is insufficient. It's imperative to articulate how these teams collaborate, define their respective authorities, and establish a clear communication plan for updating other stakeholders on their progress.

Proposed governance structure for an OKR program

STEER	Steering Commitee (SteerCo)
IMPLEMENT	Program Team
SCALE	Community of Champions

- Executive sponsor(s) that continuously strengthens the program with vocal support
- They commit to using OKRs in strategy execution
- They ensures accountability for a successful rollout

- Individuals that own the day-to-day of the program
- They pull in support from HR, IT and other departments as needed
- They own scheduling and communication

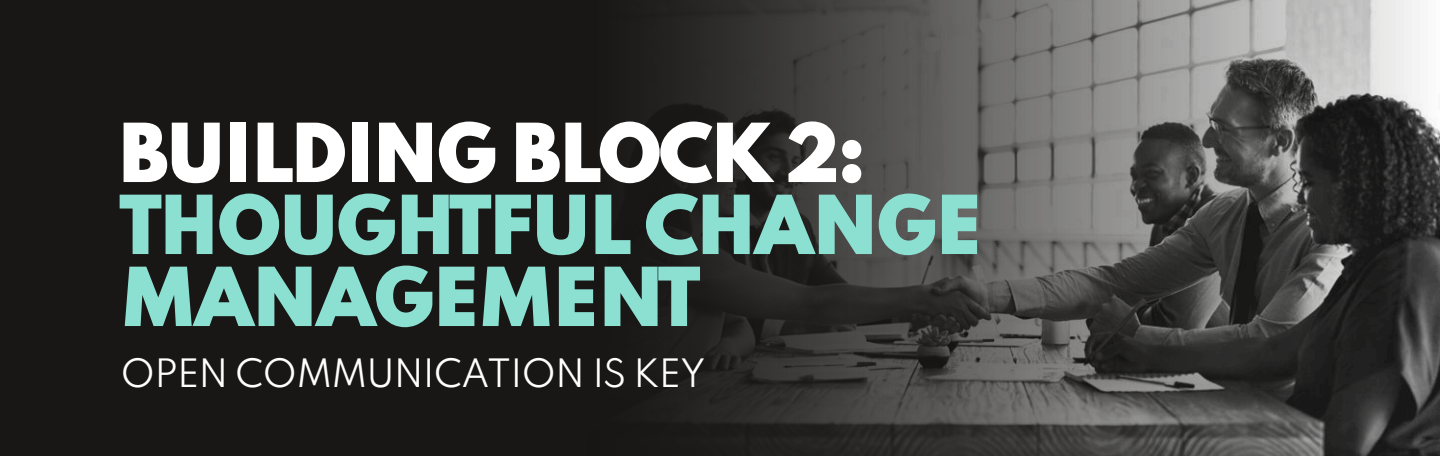
- A group that gets certified to become champions for the program
- 1-2 champions in every department/major function (5-10% of the people in scope of the program)
- Ideal candidates are mid-career professionals that know the company well

Set your OKR parameters

How often should everybody update their progress on OKRs? Weekly, biweekly, or monthly? Will OKRs be localized down among teams or cascaded? Should OKRs be set in workshops or async? These are all aspects that should be decided and documented. The number of OKRs each team is expected to set should also be established here to avoid anyone setting too little or too many. The point of documenting this information is to make sure everyone is on the same page and has a uniform approach to the OKR process.

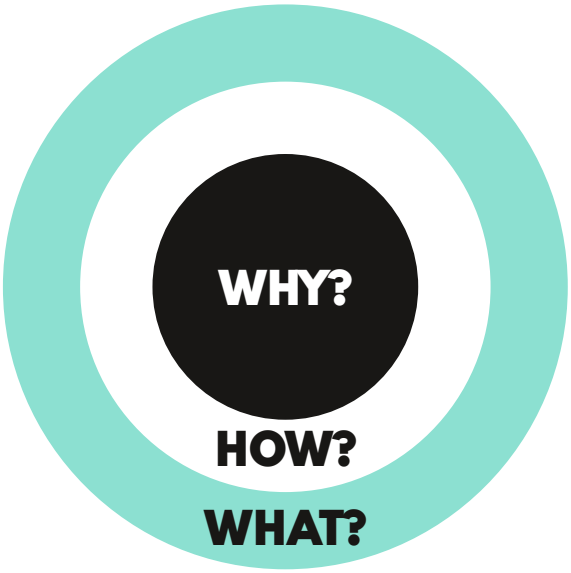
Document everything in a playbook

Everything mentioned above should be documented in an OKR playbook specifically for your organization. Putting all of this information in one easy-to-access place will make sure the intentions behind the program are clear and provide a roadmap to everyone in the organization regarding the OKR program. This will be your organization's "single source of truth." If there are ever any discrepancies about how OKRs should be approached in your organization, this playbook will take precedence. This way, your entire organization has a custom, structured and documented OKR process to follow. Think of it as your OKR program's Constitution!



BUILDING BLOCK 2: THOUGHTFUL CHANGE MANAGEMENT

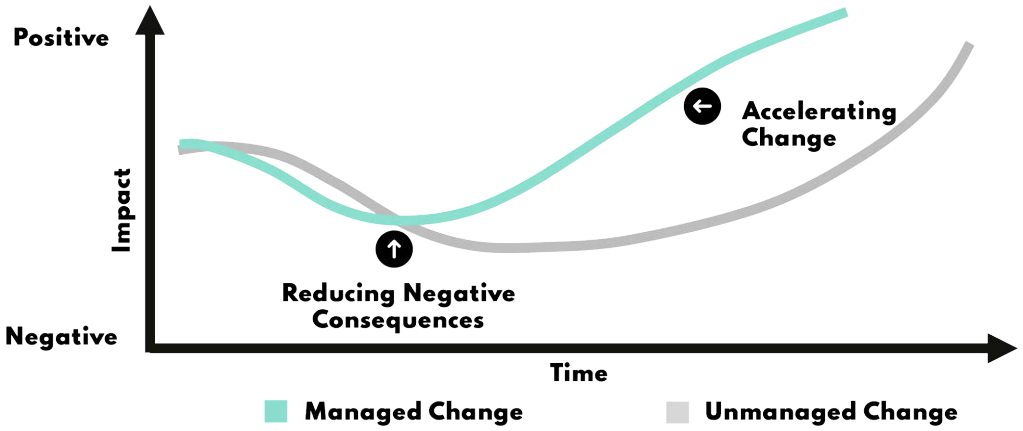
OPEN COMMUNICATION IS KEY



You're reading this because you're interested in using OKRs. That's awesome, but don't expect your colleagues to feel the same way! They have **no context to your decision-making** process, why you are choosing OKRs, and why OKRs are even important. It's essential to be clear to everyone as to **why you're introducing OKRs**, or if you're struggling with your current program, **why you are revisiting the approach**. If you change your language from "setting OKRs" to "we want to create alignment and increase transparency on the prioritized outcomes this quarter," no self-respecting individual will object. If they do, then they are sabotaging the collective success of the company!

You need visible executive support

Executives should serve as **role models for the OKR program**, meaning they actively engage with the process—updating their own OKRs rather than delegating them to someone else, demonstrating transparency by addressing challenges openly, and wholeheartedly endorsing the OKR initiative. Sometimes, an executive might not be the most vocal supporter of OKRs at first. That being said, once the company has made the decision to adopt them, their open support becomes essential. Any reluctance to endorse the program can be perceived as undermining its success. If an executive isn't clearly in support of the program, that disengagement can make its way down into other levels of the organization. The support from top leadership is vital for fostering a **culture of alignment and commitment** throughout an organization.



Managed change vs. unmanaged change

Rather than just hoping for the best, what you want to do is manage that change. As you can see in this graph, if you leave this change unattended, there are more negative impacts and it takes people within the organization more time to actually see the benefits of the new OKR process. If you manage this change, there is a reduction in the negative consequences as more benefits are realized in a shorter amount of time.

You can't have transformation without friction

Significant change needs some degree of friction; it is the driving force behind transformation. If you are opting out of difficult discussions, how do you expect to **make a big impact**? People will just carry on with how they have been doing things, with their to-do lists and KPIs and slapping OKR on top of it. If you don't say anything against that, you will have absolutely zero impact. You didn't introduce OKRs just to have everybody doing whatever they want. On the other hand, too much friction can slow down the pace of the program, or even cause it to come to a complete halt. You have to find the ideal sweet spot - where **friction is present enough to provoke meaningful change** yet not so overwhelming as to disrupt operations entirely.

There should be continuous communication

It's easy to stop after the first cycle and think that you're done, and that everything will be sunshine and rainbows from here on out. However, the true goal is about establishing a continuously improving process. OKRs are an ongoing effort. The key lies in the refinement of your OKR approach to enhance its effectiveness over time. **Don't stop improving**, and don't stop communicating the 'how' and 'why' of OKRs. Integrate this communication into your onboarding processes, manager training sessions, and all-hands meetings to keep the OKR program top-of-mind. The best organizations continue the communication of their OKR program for at least 4-6 quarters.

Want to learn more about change management for OKRs? We have another **free guide** for that!

BUILDING BLOCK 3: ENGAGING OKR WORKSHOPS

SET MEANINGFUL OBJECTIVES AND HIGH-QUALITY KEY RESULTS IN OPEN DISCUSSIONS

OKR workshops are sessions where teams discuss, define, and align their OKRs. The purpose of these workshops is to facilitate collaboration, clarity, and alignment regarding your organization's goals and how to achieve them.

With engaging OKR workshops, all teams in your organization can set OKRs that feed into the overarching strategic goals.

Successful OKRs need 3 parts

Obejectives Set for a cycle or up to a year	**Tell Us Where We Want To Go** · Qualitative statements of our intent that guide us in the desired direction · 3-5 max per team	Brings purpose to work
Key Results Set for a cycle	**Tell Us If We Are On The Right Track** · Measurable outcomes that provide tangible evidence of progress toward the objective · 4-6 max per objective	Brings behavioral changes
Actions Set for a week	**Tell Us What We Will Do To Get There** · Actions to be undertaken to achieve the key results · "Hypothesis to our results"	Brings momentum for execution

The least effective objectives are sadly, also the ones we see the most

✗	✗	✗	✗
Grow our company	**Excite our customers**	**Attract the best talent**	**Build fantastic products**

We get it. These are easy to set and they sound really great. Who would disagree with growing the company or getting customers excited? But what have you been doing before OKRs? **Great objectives give a clear direction**, and they make tough choices clear and transparent. While "grow our company" may sound ambitious and focused at first glance, it lacks the direction required to guide meaningful action. Consequently, without a more specific objective, focus falls flat, and everything becomes a priority. And **when everything is a priority, nothing is a priority**. If objectives fail to guide people towards their priorities, you are not using the OKR framework to its fullest potential.

Setting great objectives

Enhancing clarity and providing direction to your objectives can be as straightforward as specifying the transformative action you intend to achieve the objective through or by. For example, "Accelerate our growth in Europe through mergers & acquisitions" is a fantastic OKR. Everyone now has a crystal-clear idea of where we are moving as an organization. Using a framework for that allows you to plug-and-play OKRs. This reduces the complexity, saves you time, and allows teams to center discussions where they matter most. Objectives should be clear, directional, and inspirational. Wave Nine's formula makes creating these effective objectives easier than ever before.

Objective formula

[Desired state and/or impact] through/by [strategic choice]

Setting high-quality key results

This is the most difficult step for most organizations to get right. It cannot be emphasized enough that OKRs are not an end in themselves. If you're setting them but not actively using them, it's time to reconsider the value they bring to your process. Nevertheless, the key is to aim for high-quality key results (KRs). In this context, quality is determined solely by usefulness.

Key result formula

[Verb] + [what] from [initial measure] to [target measure]

When it comes time to set OKRs in workshops, here are some tips to keep in mind

Outcome-based KRs that are clear and measurable

Your actions, to-dos, and projects still have their place – they contribute to KRs. But they aren't the results themselves. Your KRs should be based on outcomes, rather than outputs. Yeah, you scheduled 100 social media posts for the quarter **(output),** but what good is it if there is no impact from it? Are those posts increasing your engagement rate **(outcome)**?

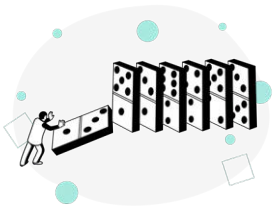
~~Output focused KR:~~
~~Schedule 100 social media posts for this quarter~~

Outcome focused KRs:
Increase social media engagement rate from 10% to 25%

A mixture of lagging and leading indicators

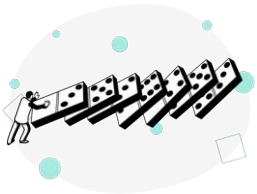
Lagging indicators measure success, while leading indicators indicate that we're on the right path towards success. Typically, lower-level teams tend to set more leading indicators, while leadership teams often focus on lagging indicators. However, what may be a lagging indicator from one aspect could simultaneously function as a leading indicator for another.

Great OKRs use both leading and lagging indicators



Leading

- $2M in pipeline by end of 1st month to cover sales targets
- Quote commitments from 10 customers by 2/10
- Improve quality by achieving 100% unit test automation



Lagging

- 500k bookings from ideal customer segments
- 15 references for product launch
- 0 customer reports of bugs upon release

One team's key results are never another team's objectives

Objectives and key results are intentionally defined differently. This distinction enhances clarity and focus on goal-setting, promoting accountability and achievement. OKRs work best when applied to specific team contexts, allowing each team to contribute their expertise for meaningful progress in their respective areas.

Less is more

Teams might be enthusiastic about measuring everything, but that's rarely a wise approach. The key is to drive action against your KRs within the quarter, as there are practical limits to what can be effectively managed. That's why we recommend setting no more than 6 key results per objective.

Choose KRs that teams can make an impact on

Having a measurable KR like the number of guests at a holiday party is great. On the other hand, setting a KR dependent on the weather being rain-free isn't practical. You have zero influence over that. If you can't influence the achievement of the KR, then **it shouldn't be a KR**.

Strong Alignment = Localization and Cross-functionality

What we mean by this is that organizations often become overly fixated on crafting amazing OKRs but lose sight of the primary goal – creating transparency, alignment, and accountability. That can't be achieved when managers set OKRs in isolation. That can only happen when teams and leaders collaborate and engage in open discussions, aka. OKR workshops. The crucial process of teams translating information from the upper level into meaningful directives is what we refer to as "localization." OKRs should be localized in their unique nouns and verbs, and be tailored to each team's specific strengths and responsibilities.

STRATEGIC INTENT IS LOCALIZED DOWN

Executive Leadership

Grow our footprint from local to global

1. Improve customer sales from $31M to $40M abroad
2. Win 20 new retail locations abroad
3. Achieve 5 public interviews/journals for Senior Leadership

Functional Leadership

Achieve rapid growth through word of mouth

1. Reach 2500 new sign-ups from PR Activities
2. Increase pre-orders from 1,000 a week to 1,350
3. 500 referral links used through association network

Tea m Level

Expand our global team to accommodate our rapid expansion

1. 80% of new hires report confidence in their roles within 3 weeks
2. Reduce number of critical vacant positions from 41 to 20
3. Improve speed to hire from 14 days to 8 days

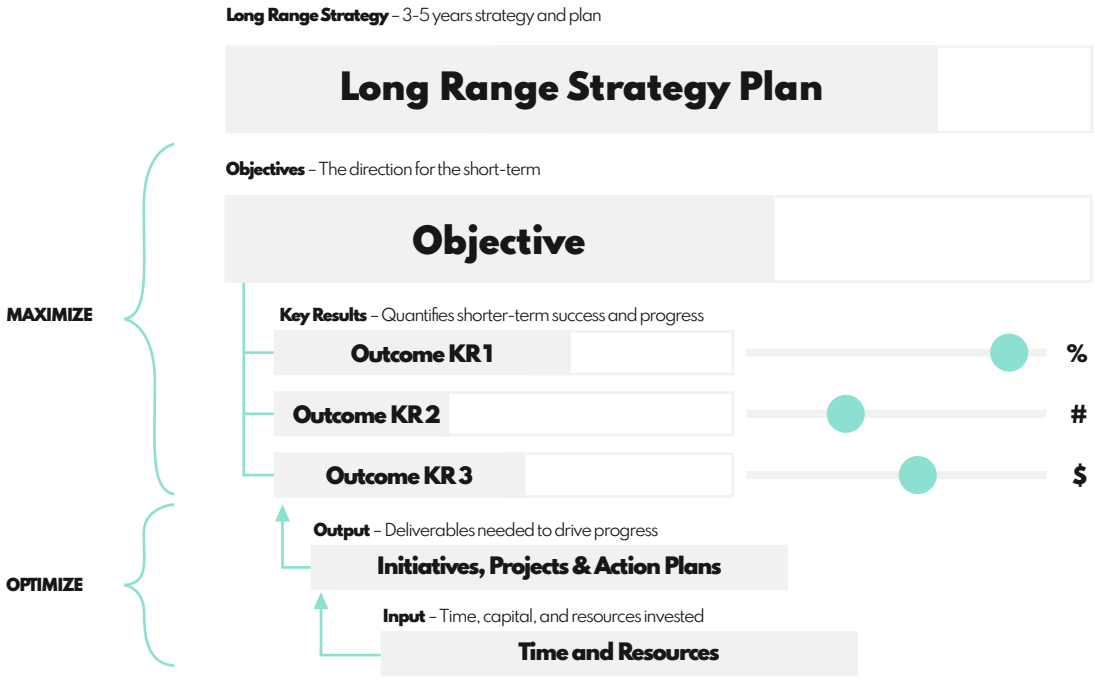
OKRS ALIGN UP

Functional OKRs vs. cross-functional OKRs

OKRs that are shared between teams or set by cross-functional teams are particularly effective because they help foster alignment. It's advisable to start with one leadership objective at the top and then apply a localization approach around that strategic objective. This method can span across several layers of cross-functional teams.

Lights, camera, action!

Setting OKRs without a clear plan on how to achieve them is akin to magical thinking. In initial OKR engagements, we observed teams with fantastic, measurable key results. However, they failed to think about the appropriate action plans that would help them achieve those KRs. This resulted in time loss or wasted efforts during the quarter. It isn't necessary to plan out the entire cycle; staying agile is crucial. Instead, focus on planning the action plans for the first few weeks and establish a clear process for course correction if needed. This will ensure **holistic alignment**.



Holistic Alignment

Connecting the long-range strategy to the OKRs, down to the projects, and the necessary allocation of resosources

Looking for a more in depth look at what happens in these OKR workshops and how you can start facilitating them? Learn all about **Running OKR Workshops Like A Pro!**

BUILDING BLOCK 4: ROBUST TRAINING

A UNIFORM UNDERSTANDING OF THE OKR FRAMEWORK

Have you ever played a team sport, but with **everyone following a different set of rules?** Sounds like a mess, right!? Without a uniform understanding of the framework, that's what an OKR program can be like.

Everyone should approach OKRs the same way

The crux of many OKR program failures is a lack of standardization. There is a lot of information out there about OKRs, but it all seems to be different. That's why it's imperative that **everyone in your organization is on the same page about what OKRs are** (and what they aren't). Only then, can you have a truly successful program. The best way to do that is by making sure everyone in your organization receives the same robust training in the methodology. Without training, people will probably just resort to Google, which will give them hundreds of different answers. Next thing you know, you're getting tackled in a game of flag football!

Looking for a great place to start? Our free **OKR crash course** is the perfect introduction (or refresher) to the OKR methodology!

Multimodal training

Everyone learns differently, and this is not unique to OKRs. Hence, world-class OKR programs integrate various learning formats such as on-demand video courses, live classes, written instructions, and more.

Keeping OKRs top-of-mind

People don't necessarily need more training, but they almost always require reminders. Giving them continued training to keep OKRs top-of-mind is much better then nudging them constantly. For that, your employees should undergo **training pertaining to Results Rituals**. These are habits and operating rhythms that help keep OKRs relevant and consistently managed.

Action Plans

Monday Calibrate

Friday Celebrate

Business Ops Reviews

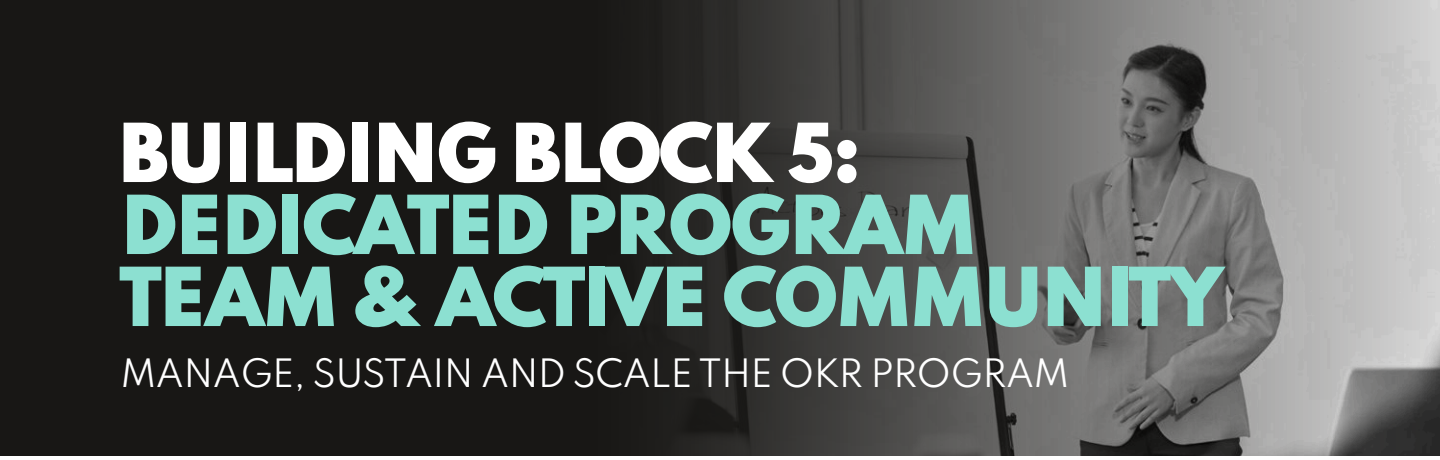
Mid-Quarter Check-ins

1on1sv

OKRs can be a self-improving process over time. Through retrospectives and dedicated time for reflection, teams can consistently learn and enhance their approach.

Never stop learning

When organizations stop investing in training, OKR programs often experience fatigue and stagnation. Teams become lazy, and start merely copying OKRs from one quarter to the next. Then, executive interest in the program wanes. OKRs can be a self-improving process over time. Through rituals, retrospectives and dedicated time for reflection, teams can consistently learn and enhance their approach. Communication and training should only cease when the company itself comes to a halt!



BUILDING BLOCK 5: DEDICATED PROGRAM TEAM & ACTIVE COMMUNITY

MANAGE, SUSTAIN AND SCALE THE OKR PROGRAM

Training everyone in OKRs is one thing, but establishing a dedicated program team and active community of champions is another.

What's a program team?

As covered in the 1st building block, the **program team** is formed to set up and implement the OKR program. In our experience, the program team should spend approx. 8 hours per week dedicated to the program. This amount of effort usually decreases during the second OKR cycle, and continues to decrease as the program matures.

How big is the program team?

The **program team's size isn't fixed**; it can consist of several members in larger rollouts, even with multiple people per function. In smaller rollouts, it can be owned by just two or three individuals. The key here is to ensure you have enough resources and experts on board to navigate through the implementation.

What does the program team do?

- Establishes the program timeline, governance structure, OKRs for OKRs and other aspects of the program
- Reports progress and suggests actions for continuous improvement to the executive team
- Handles questions from leaders and individual contributors
- Designs and executes the communication plan and schedule
- Creates engaging, consistent content and materials to engage stakeholders
- Establishes a foundation for consistent OKR practices by documenting and launching an **OKR playbook**
- Prepares the OKR cycle and events, ensuring everyone knows their roles
- Owns the training plan and ensures that training is integrated into the onboarding process for new hires
- Manages the **community of champions**, contributing to ongoing improvements

Without a program team to set and document a strong process for the program, as well as manage its implementation, **the program's effectiveness and sustainability can drastically decrease.**

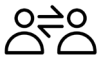
What are champions?

We refer to certified OKR coaches in an organization as "champions". Such a community of internal OKR coaches can play a pivotal role in driving cross-functional alignment, identifying misalignment and roadblocks, addressing questions, and alleviating program fatigue. We recommend regular meetings with your champions - at least twice, ideally three times per quarter.

Champions = Certified OKR Coaches

What do champions do?

Wearing multiple hats, they seamlessly navigate various functions. They are:



Change Agents

Both the introduction of OKRs and the changes resulting from the OKR process require adequate accompaniment and support. These champions can help support this change and provide the required training to new hires and employees that weren't previously in the scope of the OKR program.

Conflict Navigators

Your champions address conflicts and obstacles so that teams can work towards successful OKR adoption. Teams can go to their champion if there are potential roadblocks with achieving a KR. That champion can then address those roadblocks with other champions, and together with the team/team lead, find a solution.

Leadership Supporters

OKR champions are not disciplinary managers - they lead by empowering and supporting leadership. They will assist teams throughout the OKR cycle and offer 1-on-1 or group support.

Team Connectors

Your champions help break down silos between cross-functional teams and varying levels of leadership. They work with the other champions in your organization to spot misalignments and risks among different teams.

Workshop Facilitators

Your champions will run and facilitate the OKR workshops in your organization. They will help teams set high-quality OKRs and make sure they are focusing on the correct priorities. By working with them to define OKRs and integrate them into their day-to-day activities, they help teams build confidence in the methodology.

OKR Masters

Your champions have an advanced understanding of the OKR methodology and are the go-to people within your organization for OKR related questions. They provide further training, highlight areas for improvement, and help scale the OKR program as your organization grows.

YOU GOT THIS

And there you have it - the five building blocks to a successful OKR program!

As you embark on the journey to implement and sustain a world-class OKR program with these building blocks, remember that the key to success lies not just in the methodology itself, but in the commitment, collaboration, and adaptability of your teams. The OKR framework is a powerful tool, but its true potential is unlocked when it becomes an integral part of your organization's culture. These **five building blocks** will help you do just that.

Keep in mind that OKRs are not a one-size-fits-all solution. Tailor them to suit the unique needs and dynamics of your organization. Embrace a culture of transparency, continuous learning, and feedback, as these are the cornerstones of a successful OKR program. Celebrate victories, learn from setbacks, and update your OKRs as your organization evolves. The journey to strategy execution excellence is ongoing, so your commitment to refining and optimizing your OKR process is paramount.

Thanks for reading, and best of luck on your OKR journey!

Need help implementing these five building blocks into your organization?
Connect with us to talk about our OKR consulting, coaching and training offerings.

APPENDIX

Here are a few examples of high-quality OKRs, where the strategic intent of the company OKRs is localized down into the team levels. Remember, you should never just copy and paste OKRs! Instead, use these as a reference to craft your very own impactful OKRs.

Company OKRs

Objective: We dominate our core markets before we expand through aggressive pricing.

KR 1: Increase GRR (Gross Revenue Retention) from 83% to 86%.
KR 2: Improve MAU at tier 1 customer from 80% to 85%.
KR 3: Improve market share from 59% to 65%% in the NAM market.
KR 4: Reduce average product price from $50 to $40.
KR 5: Grow ARR from $850M to $970M.

Objective: We grow our impact on T1 and T2 customers by making it easy for them to buy and hard to leave.

KR 1: Improve the rate of Tier 1 and 2 weekly active customers from 70% to 75%.
KR 2: Increase the ARR share coming from Tier 1 and 2 customers from 80% to 85%.
KR 3: Increase revenue retention of Tier 1 and 2 customers from 92% to 97%.
KR 4: Initial ABC solution is used by 10 Tier 1 and 2 customers.
KR 5: Increase CMO references in Tier 1 and 2 accounts from 23 to 40

Localized Marketing OKR

Objective: We retain our key accounts by deepening Tier 1-2 customer's perceived value.

KR 1: Increase upsell pipeline from customer marketing campaigns in Tier 1-2 accounts from $38M to $55M.
KR 2: 10% surge in same-week WAU on 6 Tier 1-2 customer marketing campaigns.
KR 3: Increase % of campaigns focused on Tier 1-2 new logos and customers from 97% to 100%

Localized Sales OKR

Objective: We drive our market share growth in the US by building conversations, skills, and credibility with CMOs in the right way.

KR 1: % of sellers who completed Tier 1-2 buyer training and demo check out increases from 90% to 100%.
KR 2: Decrease % of first demos to CMOs in Tier 1-2 accounts from 3% to 0%.
KR 3: Improve Tier 1-2 customer upsell ARR from $25M to $33M.
KR 4: Increase % of ARR coming from customers in Tier 1-2 segments from 77% to 90%

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