

How Graiman made OKRs work for **tiles, cement and auto parts**

BUILDING MATERIALS & MANUFACTURING · 200 EMPLOYEES · WORKBOARD AI

After five years of OKRs, Graiman's teams looked busy but couldn't say what was changing. Wave Nine reworked the OKR approach before configuring WorkBoard AI, and leadership has already reallocated budget mid-quarter.

1 day

less QBR preparation after the first cycle

6-7

OKRs per business each quarter, kept apart from up to 50 KPIs

Q1

marketing budget reallocated mid-quarter on WorkBoard AI visibility

AT A GLANCE

CLIENT

Graiman, a family-owned conglomerate headquartered in Ecuador that manufactures and distributes ceramic tiles, cement and auto parts

INDUSTRY

Building Materials & Manufacturing

COMPANY SIZE

200

CHALLENGE

KPIs folded into OKRs, projects tracked as objectives, long OKR wish lists, and a factory side and a corporate side that ran at different speeds, with the right signals buried across several systems

SOLUTION

Wave Nine reframed the OKR approach first, then configured WorkBoard AI around Graiman's six-step strategy flow, with integrations to its project tools and dashboards for business reviews

RESULTS

One full day less QBR preparation, a marketing budget reallocated mid-quarter, dependencies surfaced before they reach customers, and six or seven OKRs per business that focus on transformation

THE CHALLENGE

FIVE YEARS OF OKRS, AND SOMETHING STILL WASN'T WORKING

Most OKR success stories come from tech companies. Graiman sells physical products.

Headquartered in Ecuador, Graiman is a family-owned conglomerate that manufactures and distributes physical goods, including ceramic tiles, cement and even auto parts. Roughly 80% of revenue comes from manufactured goods; the rest comes from imports. The company sources raw materials globally, runs its own mining operations and ships finished products across international markets. Strategy execution here means coordinating factories, logistics networks, retail stores and a corporate services layer that supports several distinct businesses at the same time.

Andres Vinueza leads strategic management at Graiman and has been at the center of the company's OKR journey for nearly five years. He has guided it from a departmental experiment in IT to the management-wide practice it is today. When Microsoft announced the sunset of Viva Goals, the platform Graiman had relied on to track OKRs, Andres saw an opening.



THE CHALLENGE

BUSY TEAMS, AND TWO SPEEDS

The company's OKR maturity had evolved over time. What started as personal OKRs tied to IT projects gradually expanded into other teams. But some habits were hard to break. KPIs had been folded into OKRs as key results, and projects were tracked as objectives. The result was a system where teams appeared active and aligned, but no one could clearly answer the question: what is actually changing because of what we're doing?

“ We were using KPIs as OKRs and they were tied to projects. And everyone would have a lot of OKRs just because they wanted to show that they were doing something.

Andres Vinueza

Strategy Manager, Graiman

Two different velocities

The structural challenge was just as pressing. Whenever the two rhythms collided, the friction was already costing the company by the time anyone saw it.



LONG CYCLES

THE FACTORY SIDE

Long investment cycles

New production lines can take years to come online

Millions in capital expenditure

FASTER RHYTHM

CORPORATE SERVICES

Moves faster

Serves several businesses at once

A recurring example

PROCUREMENT

Picks a slower supplier to hit a freight-cost target



SHIPMENT

The commercial team's delivery is delayed



CUSTOMER

The team finds out once a customer is already affected

THE SIGNALS WERE THERE, BUT SCATTERED

The information existed, spread across Viva Goals, BI tools, project trackers and executive presentations. But it couldn't surface the right signals at the right time. Graiman faced five problems:

01

KPIs posing as OKRs

Business-as-usual metrics sat in OKRs as key results.

02

Projects as objectives

OKRs described activity, with little sense of change.

03

Long OKR lists

Teams added OKRs to show they were busy.

04

Two velocities

Factory and corporate collided, and the friction showed late.

05

Scattered signals

Data in several systems couldn't surface risks in time.

Andres had been aware of WorkBoard AI for roughly two years before Viva Goals was retired, and he had already formed a view that it offered capabilities Graiman would need. When Microsoft made the decision for him, he approached the transition as more than a platform swap. He wanted a partner who would configure the software and also challenge and improve Graiman's OKR process.



Andres Vinueza

Strategy Manager, Graiman

“

The real value from Wave Nine was how they challenged our OKR process, not just where we track them.

THE WORK STARTED BEFORE THE SOFTWARE DID

Wave Nine's work with Graiman began before Graiman had a single WorkBoard AI login. The first conversations were about understanding how Graiman was using OKRs, identifying where the approach needed to change, and reframing the framework around outcomes, away from projects and KPIs.

The initial focus was conceptual: helping Graiman draw a clear line between KPIs and OKRs. That separation had been missing for years, and getting it right was a prerequisite for everything else.

KPIs Business health Track business health and operational stability: business as usual.	OKRs Transformation Reflect transformation and change: what is different because of the work.
--	---

■ Graiman's six-step strategy flow

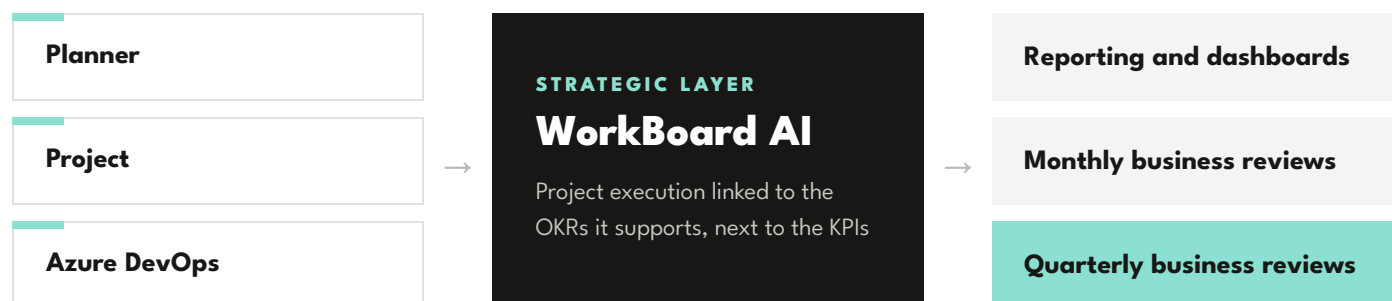
Once the OKR approach was clear, Wave Nine configured WorkBoard AI to support each layer of the flow:



WorkBoard AI became the single platform across all of those layers for the management team, with a clean separation between KPIs (business as usual) and OKRs (transformation).

ONE STRATEGIC LAYER FOR THE MANAGEMENT TEAM

Wave Nine set up integrations that connect Graiman's existing project tools to WorkBoard AI, so project execution links to the OKRs it is meant to support. Reporting and dashboards give leaders a consolidated view ahead of monthly and quarterly business reviews.



50

WORKBOARD AI
LICENSES

With 50 licenses allocated to the management team, WorkBoard AI works as a strategic layer: the place that consolidates and surfaces what leadership needs to make decisions and run the business.

“ It wasn’t months of implementation. In just a few weeks, Wave Nine helped us understand how to use WorkBoard AI in a way that fit our specific OKR process.

Andres Vinuesa
Strategy Manager, Graiman



THE RESULTS

LEADERSHIP NOTICED THE CHANGE QUICKLY

Graiman has been on WorkBoard AI for five months. In that time, a marketing budget was reallocated mid-quarter, a supply chain conflict was caught before it reached a customer, QBR preparation dropped by a full day, and the company's OKR lists got shorter and sharper. None of that happened by accident.

Smarter resource allocation

Graiman's ceramic tile business was weighing two competing marketing investments. Both mattered. The question was where to direct a limited budget.

BET ONE

Deepen loyalty with existing small contractors

Contractors who buy regularly from Graiman's retail stores.

vs

BET TWO

Invest in campaigns to acquire new customers

Growth from customers Graiman doesn't reach yet.

- WorkBoard AI surfaced the bet clearly enough that leadership could analyze it, decide and act within the quarter.

“If you have limited resources, which everyone does, you need to understand where to put the money. Management decided that one bet is more important than the other this quarter.”

Andres Vinuesa

Strategy Manager, Graiman

Previously, that kind of reallocation would likely have surfaced only in a quarterly review, when the opportunities had already narrowed.



THE RESULTS

RISKS CAUGHT EARLY, REVIEWS READY FASTER

Cross-functional dependencies caught before they reach customers

The procurement-versus-commercial dynamic that historically created friction is now visible during monthly and quarterly business reviews. When a procurement decision is on track to delay a commercial shipment, both teams can see it in WorkBoard AI before a customer is affected.

WITHOUT THAT VISIBILITY

A chain of emails

Strained relationships

In the worst cases, a customer who didn't get what they were promised and didn't come back

WITH WORKBOARD AI

Procurement and commercial see the same dependency

Risks visible in monthly and quarterly business reviews

Action before a customer is affected

“

We have retail stores and our #1 driver of repeat business is word-of-mouth. WorkBoard AI helps us protect that, by surfacing dependencies and risks before they become issues that directly affect customers.

— **Andres Vinueza**

Strategy Manager, Graiman

QBR preparation time down by a full day

Graiman ran its first QBR supported by WorkBoard AI, and even at that early stage, preparation time dropped by about one full day compared to Viva Goals. The previous process meant consolidating information from several systems, building custom presentations and formatting everything for the executive audience. Now scorecards and KPI dashboards do much of that work automatically, and the QBR runs directly from WorkBoard AI.

1 day

LESS QBR PREPARATION

We've only had one QBR so far with WorkBoard AI. It already takes us less time.

— **Andres Vinueza**

Strategy Manager, Graiman

FEWER OKRS THAT MOVE THE NEEDLE

Before WorkBoard AI, Graiman's teams arrived at the start of each year wanting to pursue everything. And because KPIs and projects were folded into OKRs, those wish lists kept growing.

“Everyone has a Santa Claus list at the beginning of the year and wants 100 things. We can now say 'we'll do these ten because these ten are the things that will move the needle.'”

— **Andres Vinueza**

Strategy Manager, Graiman

Today, the businesses within Graiman run with six or seven OKRs per quarter, alongside as many as 50 KPIs. The OKRs are reserved for transformation, and the KPIs handle business as usual. The separation is deliberate and enforced:

KPIs • BUSINESS AS USUAL

Up to 50

per business

Is the business healthy? Does something need to change?

OKRS • TRANSFORMATION

6-7

per business each quarter

How are we changing it?

KPIs now trigger new OKRs

This separation is changing how new OKRs get created in the first place. Graiman's leadership uses KPI performance as a trigger. The KPI identifies where the business needs to change. The OKR defines how.

REVIEW

A KPI reading at the monthly or quarterly business review



SIGNAL

It reveals a gap, an opportunity or an emerging risk



CHANGE

It becomes the starting point for a new OKR

“A new OKR a lot of times will come from a KPI. We use KPIs to enrich OKRs. They are two different worlds, but they inform each other.”

— **Andres Vinueza**

Strategy Manager, Graiman

THE RESULTS

FIVE MONTHS, FIVE RESULTS

After five months on WorkBoard AI, the change shows up in Graiman's reviews, its budget decisions and the shape of its OKRs.

1 day

less QBR preparation after the first cycle

6-7

OKRs per business each quarter, reserved for transformation

Up to 50

KPIs per business that handle business as usual

The results at a glance

- **One full day less QBR preparation** after the first cycle on WorkBoard AI.
- **A marketing investment reprioritized mid-quarter**, with budget redirected in real time based on visibility in WorkBoard AI.
- **Cross-functional dependencies surfaced** during monthly and quarterly business reviews, before they affect customers.
- **A clear line between KPIs and OKRs**, so OKRs transform the business.
- **Six or seven OKRs per business each quarter**, down from wish lists of everything.



WORKBOARD SHOWCASE

How Graiman uses WorkBoard AI and its **AI Chief of Staff Agent** to run strategy across several businesses.

01 • AI CHIEF OF STAFF AGENT

Nudges and status requests

Andres keeps dozens of OKRs moving across several businesses and corporate areas. Every morning, the AI Chief of Staff Agent sends him an email listing the OKRs that haven't had any progress in the last few weeks, so he can follow up with the right people.

BENEFITS

- ✓ Dozens of OKRs tracked without manual checks across five or six touchpoints
- ✓ Follow-ups go straight to the right owners
- ✓ Work keeps moving between business reviews

02 • BUSINESS REVIEW PREP

Instant Scorecards & Dashboards

Graiman's QBR runs directly from WorkBoard AI. Scorecards and KPI dashboards consolidate what used to be pulled together from several systems and formatted by hand.

BENEFITS

- ✓ A full day less QBR preparation after the first cycle
- ✓ One consolidated view ahead of monthly and quarterly reviews
- ✓ KPI signals that can trigger new OKRs

03 • ALIGNMENT

Drive cross-team alignment

WorkBoard AI shows the dependencies between Graiman's teams, such as a procurement decision that could delay a commercial shipment, so both sides see the risk during business reviews before a customer is affected.

BENEFITS

- ✓ Dependencies visible before they become issues
- ✓ Fewer escalations by email
- ✓ Customer relationships protected

Q&A WITH ANDRES VINUEZA

Q

What is your favorite WorkBoard AI feature?

"The AI Chief of Staff. My role is to make sure that everyone is progressing on their OKRs across several businesses and corporate areas. We have dozens of OKRs, so it's not something I can track manually across five or six touchpoints. The AI Chief of Staff helps me a lot because I get an email every morning that tells me which OKRs haven't had any progress in the last few weeks. So I can follow up with the right people and make sure the work gets done. I use it all day. It's really, really good."

Q

Your company uses KPIs alongside OKRs. Any tips for companies that are doing the same?

"Ask yourself: what changes if we succeed? That's what an OKR should answer. A KPI tells you if the business is healthy. An OKR tells you if you're transforming it. You need both, but you have to keep them separate. A lot of companies collapse them like we used to do, and then they end up with dozens of OKRs that no one can actually focus and act on."

Q

Graiman manufactures physical goods. What would you say to someone who thinks OKRs are only relevant for tech companies?

"We have factories, logistics, and raw materials coming from mining operations. We are not a digital company but OKRs have helped us enormously. Not despite that, but because of it. The framework forces you to define what you actually want to change, not just what you want to track. In manufacturing, everyone already tracks everything. The real challenge is deciding what not to do. And OKRs help us answer that."



GRAIMAN'S NEXT STEPS ARE ALREADY MAPPED

Graiman is five months into its WorkBoard AI journey, and Andres is clear-eyed about what comes next.

IMMEDIATE PRIORITY

Complete the data integrations

Connect Oracle analytics to WorkBoard AI, so KPI tracking becomes fully automated and QBR preparation time keeps falling.

BEYOND THE TECHNICAL WORK

Link OKRs, KPIs and budgeting

Make resource allocation more directly traceable to strategic outcomes, so the mid-quarter reallocation from Q1 becomes a repeatable process.

OKRs are commonly believed to be only for tech companies. Graiman has the results to prove otherwise.

“ I would recommend Wave Nine and WorkBoard AI to anyone. The tool is one thing, but the thinking they bring is something else.

Andres Vinueza
Strategy Manager, Graiman

STRATEGY EXECUTION WITH OKRS AND AI

Let's talk about what this could look like in your organization.

wavenine.com



Wave Nine Inc.
490 43rd Street, Suite 90
Oakland, CA 94609
United States

About Wave Nine. Wave Nine are AI and OKR consultants for complex organizations. Founded in Silicon Valley, we have guided 300+ transformations in 30+ countries, trained 50,000+ people and are the No. 1 implementation partner for WorkBoard AI. We help leadership teams turn strategy into results: the right goals, a steady operating rhythm, and AI that the whole organization uses to run the business.

wavenine.com · linkedin.com/company/wavenine