

How VeChain put quarterly OKRs at the center of every meeting

BLOCKCHAIN SERVICES • 96 EMPLOYEES • WORKBOARD AI

VeChain's goals sat in an HRIS system and spreadsheets, set once a year and invisible beyond each person's own function. With Wave Nine, the company rolled out quarterly OKRs in WorkBoard AI and made progress visible across teams.

30%

of the organization active in the pilot

1 → 4

goal cycles a year, from annual goals to quarterly OKRs

1st

item on every meeting agenda: the OKRs

AT A GLANCE

CLIENT

VeChain, a blockchain company founded in 2017 that has built hundreds of decentralized apps across businesses and industries

INDUSTRY

Blockchain Services

COMPANY SIZE

96

CHALLENGE

Goals that were hard to track, set once a year and invisible beyond each person's own function, in software that offered little support

SOLUTION

A pilot rollout of WorkBoard AI by Wave Nine, with software and OKR training for all users, regular check-ins, on-call support and ongoing guidance for the leadership team

RESULTS

OKRs come first in every meeting, a quarterly rhythm, more ownership and transparency, and a platform that unites the company, with 30% of the organization active in the pilot

THE CHALLENGE

GOALS NOBODY COULD SEE

Having outgrown traditional goal-setting and the software that came with it, this blockchain company turned to Wave Nine and made the switch to WorkBoard AI.

Founded in 2017, VeChain is on a mission to upgrade the world with blockchain technology. Over the years, it has built hundreds of decentralized apps (dApps) across businesses and industries. Unlike traditional apps, dApps use blockchain technology to keep user data private and beyond the control of the app's creator. In recent years, VeChain has also created an ecosystem of apps that reward users for completing sustainable actions, using blockchain technology to encourage real-world change.

Inside the company, goal-setting had not kept pace. VeChain had been using a rather "old-fashioned" goal-setting system, and it was quickly becoming clear that it needed a more strategic, modern approach.

VeChain's CEO, Sunny Lu, had used OKRs in other organizations and had seen firsthand how they drive alignment and accountability. He knew that success would depend on having the right software to support the process. The tools VeChain used at the time didn't give the visibility, tracking and engagement needed to make OKRs a core part of the company's workflow.



OTHER SOFTWARE AND GOAL-SETTING METHODS WEREN'T WORKING

VeChain's goals were hard to track, reports were cumbersome to run, and the goals lacked transparency across the organization. Each person knew their own goals, and maybe those of their line manager, but nobody could see goals outside their immediate function or how their work played a part. On top of that, everyone at VeChain set annual goals, a structure that made it difficult to adjust course.

“ We originally implemented an HRIS system and used that for goal setting. It didn't have the capabilities we needed to track goals effectively. We needed to look at a stronger tool for OKRs.

Samantha Tavener
HR Manager, VeChain

VeChain faced four problems:

01

Hard to track

The company struggled to follow progress, and reports took too much effort.

02

Unclear focus

It was difficult to concentrate on what truly mattered.

03

Low accountability

With the previous software, people couldn't connect their work to the OKRs and the strategy.

04

No transparency or support

The previous software couldn't make OKRs transparent and was hard to use, with little to no support behind it.

The CEO knew OKRs well, but the rest of the organization had little experience with the framework. So VeChain looked for two things at once:

01

The right software

A platform with the visibility, tracking and engagement to make OKRs part of how the company works.

02

An implementation partner

One that would guide everyone through its capabilities, provide ongoing support and make sure OKRs were used effectively.

WHY VECHAIN CHOSE WORKBOARD AI AND WAVE NINE

VeChain found what it was looking for in the combination of platform and partner.

WORKBOARD AI

- ✓ Lightning-fast setup
- ✓ Intuitive user interface
- ✓ Visual features that simplify progress tracking

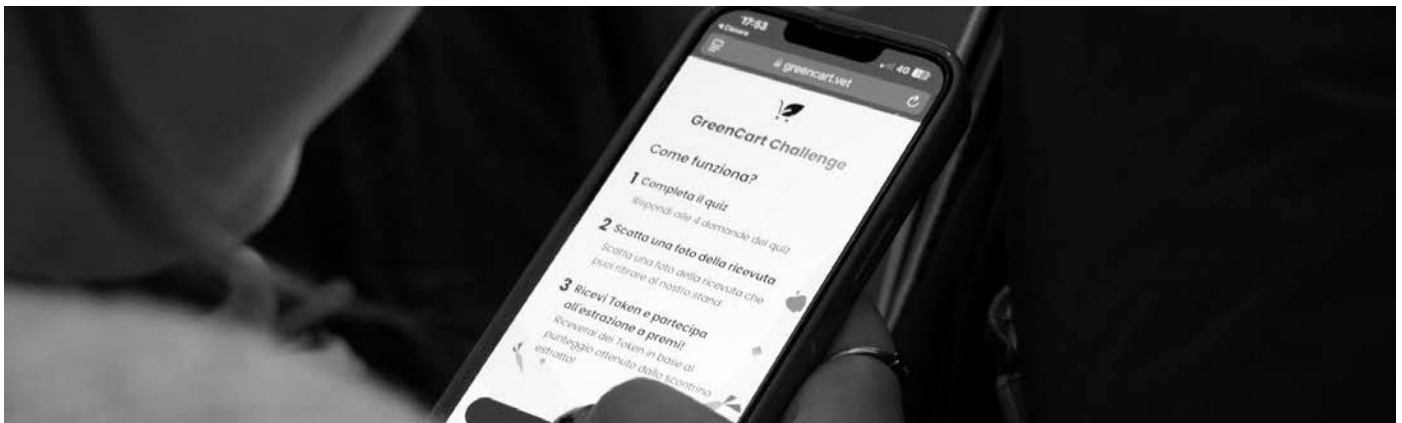
WAVE NINE

- ✓ Software training for all users
- ✓ Regular check-ins
- ✓ On-call software support

Wave Nine ran a pilot rollout of WorkBoard AI, with software and OKR training and ongoing support for the leadership team. The implementation covered the technical setup together with the training, change management and ongoing support needed for long-term success.

“ Wave Nine handheld us through the entire process and if we had any questions out of the blue, they were available to answer them.

Kiran Wilson
Chief People Officer, VeChain



WAVE NINE: A TRUE PARTNER

One of the standout parts of the implementation was the hands-on guidance from Wave Nine's team. From the beginning, VeChain had direct access to Wave Nine's OKR and WorkBoard AI experts, who worked closely with leadership and key stakeholders to integrate the platform into how the company works.

The ongoing support made a lasting impact. Slack-based support, rapid-response troubleshooting and community engagement meant teams never felt stuck or on their own. Samantha Tavener, VeChain's HR Manager and a key leader in the implementation, notes how rare it is for a vendor to keep checking in and adding value after the contract is signed.

“**So many times, you sign a contract and never hear from them again. But with Wave Nine, the follow-through has been outstanding.**

This level of engagement let VeChain's leadership put its energy into using WorkBoard AI well, with implementation hurdles handled along the way. The combination of user-friendly software and close support from Wave Nine meant VeChain could fully embed OKRs into its company culture.



Samantha Tavener

HR Manager, VeChain

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We've never had support like the support we had from Wave Nine. We had a Slack channel set up with Wave Nine immediately, which made asking questions really easy. There were also regular touch-base sessions every two weeks where Wave Nine gave us tips on how to improve our usage of WorkBoard AI. With previous software endeavors, we were promised a lot. But there was no support, questions would go unanswered, and any form of guidance was out of date. Wave Nine not only lived up to their promises, but they went above and beyond them.

A SMOOTH TRANSITION WITH COMPREHENSIVE TRAINING

A software rollout succeeds when teams know how to use it well. For VeChain, Wave Nine provided a structured, comprehensive training program that made the move to WorkBoard AI seamless.

Wave Nine ran live, hands-on training sessions and gave VeChain access to its online, on-demand OKR masterclass. This blend of structured courses and interactive sessions reinforced best practices. Teams learned the software, understood how to get the most out of it, and built it into their daily workflows.

LIVE

Hands-on training sessions for all users

ON DEMAND

Wave Nine's online OKR masterclass

EVERY TWO WEEKS

Touch-base sessions with tips to improve usage

FROM DAY ONE

A dedicated Slack channel for questions

“

The training was clear and everything was explained so well. Some new things were shown that I hadn't seen before. The online information was also really useful and up-to-date. It was really valuable for us to reinforce our knowledge and revisit key concepts whenever we needed to.

Samantha Tavener

HR Manager, VeChain



VECHAIN IS FOCUSED LIKE NEVER BEFORE

One of the biggest changes from the rollout was how VeChain runs its meetings.

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OKRS COME FIRST BEFORE ANY OTHER BUSINESS IN OUR MEETINGS NOW.

Kiran Wilson

Chief People Officer, VeChain

Every discussion now ties directly to the company's strategic priorities, which keeps meetings from turning into disconnected status updates. Teams have clear visibility into progress, so decisions are more data-driven and have more impact. The shift to quarterly OKRs has left its mark too.

BEFORE

Annual goals, set once a year

In a drawer until year-end

NOW

Quarterly OKRs, revisited every quarter

Q1

Q2

Q3

Q4

“

When you set annual goals, it's really easy to just put them in a drawer, only to bring them out at the end of the year and realize that you didn't achieve any of them. The focus that we've had with quarterly OKRs has been amazing. It really helps us stay on top of what we are trying to achieve, quarter after quarter.

Kiran Wilson

Chief People Officer, VeChain

The new strategy execution platform also brought a new level of accountability. Before the implementation, progress was discussed, but there was no tangible way to track or measure it. Now, as Kiran Wilson puts it, **"you have to show what you promised to deliver and what you actually delivered."** That shift reinforced ownership and made it clear how individual and team contributions drive the company forward.

THE RESULTS OF THE PILOT



30%

The rest

of the organization used WorkBoard AI in the pilot know the platform and actively contribute to their department's objectives

This was a pilot rollout, with 30% of the organization using the software at first, and WorkBoard AI has still become a unifying mechanism across the company.

- **Improved progress tracking:** teams see what they've done, what they aim to achieve and how far along they are.
- **Everyone knows how to use WorkBoard AI effectively,** thanks to live training, the on-demand masterclass and regular check-ins.
- **OKRs are front and center in meetings,** as the first item on every agenda.
- **A quarterly rhythm** replaced annual goals that sat in a drawer until year-end.
- **More ownership over results:** teams show what they promised to deliver and what they actually delivered.
- **More transparency** across functions, and a platform that unites the whole company.
- **Clearer focus on what matters,** with efficient reporting and meetings and a weekly refocus.



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Having the ability to look at WorkBoard AI regularly and see what progress is being made has been really powerful. We can easily see what we've done, what we aim to achieve, and how far we are in achieving it. When teams can actually see the needle moving, they become more motivated and goals remain top-of-mind. That amount of visibility and insight has let us refocus weekly and work towards our goals like never before.

Kiran Wilson

Chief People Officer, VeChain

WORKBOARD SHOWCASE

How VeChain uses WorkBoard AI to keep 1on1s, progress reviews and quarterly planning focused on its OKRs.

01 • AI LEADERSHIP COACH AGENT

Prepare 1on1 agendas and coaching guidance

VeChain's managers run their 1on1s in WorkBoard AI, synced with Outlook. The Leadership Coach prepares each agenda from the person's OKRs, progress and open actions, so managers walk in ready to coach.

BENEFITS

- ✓ Better-prepared 1on1s with no manual prep
- ✓ Conversations anchored in OKR progress
- ✓ Decisions and follow-ups captured for next time

02 • PROGRESS REVIEWS

Instant Scorecards & Dashboards

VeChain's leaders use scorecards to see a quick snapshot of what they have accomplished. WorkBoard AI drafts and updates them from live OKR data and summarizes what changed since the last review.

BENEFITS

- ✓ No more spreadsheet updates before meetings
- ✓ One shared view of progress across teams
- ✓ Faster, fact-based weekly refocus

03 • AI OKR DRAFTING

OKR creation, alignment and cycle

Most VeChain teams were new to OKRs. WorkBoard AI drafts each team's quarterly OKRs from company priorities and past results, and teams review and publish them.

BENEFITS

- ✓ Faster quarterly planning for first-time OKR teams
- ✓ Stronger key results from the start
- ✓ Team OKRs aligned with company priorities

Q&A WITH VECHAIN'S PROGRAM TEAM

Kiran Wilson

Chief People Officer, VeChain

Samantha Tavener

HR Manager, VeChain

Q If you could give one piece of advice to a company that is new to OKRs, what would it be?**KIRAN**

"I think any organization that implements something like this needs to have ownership from the top. Otherwise, it's just another tool. Our CEO was really behind this initiative and drove its adoption. If leadership isn't using a new process or a new software, you can't expect the rest of the organization to use it."

SAMANTHA

"For any company new to OKRs and planning to implement software, I'd say don't just focus on the tool. Make sure you have the right level of support to drive its adoption and long-term success."

Q What is one of your favorite WorkBoard AI features?**KIRAN**

"The way you can set up one-to-one meetings in WorkBoard AI, put an agenda in there, and have it all sync with your Outlook has been a game-changer."

SAMANTHA

"The scorecard feature works really nicely. When we want to look at what we've accomplished, we can just go through that and see a very quick snapshot. Before WorkBoard AI, we were using a spreadsheet. Instead of just updating a spreadsheet, we now have a clear view on progress, how other work relates to our OKRs, and what we need to do to reach our objectives. It's changed how we approach our meetings and we can really just focus on those things that we want to deliver."

Q Would you recommend Wave Nine to other companies looking to implement OKRs and OKR software?**KIRAN**

"I think the support we had was instrumental. I mean, it really helped us. We feel so much more confident using WorkBoard AI and I would recommend anybody to go the same route."

SAMANTHA

"With new tools, it's rarely easy. But with Wave Nine, we were up and running in no time. It's been a big step forward for us. I'm so thankful towards the Wave Nine team and would definitely recommend them to others."

WHAT'S NEXT FOR VECHAIN

VeChain sees even greater potential ahead. A third of the organization has fully integrated WorkBoard AI, and this is only the beginning. VeChain plans to expand OKRs and WorkBoard AI across the rest of the organization to drive cross-functional collaboration.

A key part of this next phase is building internal OKR expertise. VeChain is committed to getting people certified as OKR coaches and building an internal community that sustains the OKR process for the long term. With Wave Nine's continued support through coach certification, community engagement and best-practice guidance, VeChain is well positioned to scale its OKR program and keep its momentum.

TODAY

A third of the organization works in WorkBoard AI

NEXT

OKRs and WorkBoard AI across the rest of the organization

LONG TERM

Certified internal OKR coaches and a community that sustains the process

“

We've worked with plenty of suppliers in the past where, three months in, we regretted the decision—either the tool was oversold, the support wasn't there, or people in the company just didn't use it. With WorkBoard AI and Wave Nine, the customer support has been outstanding, and the training and resources have really made a difference.

Samantha Tavener
HR Manager, VeChain

STRATEGY EXECUTION WITH OKRS AND AI

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

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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.

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