

Performance Assessment Using OKR (Objective & Key Results) Method in PT ABCD

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Abstract: This paper aims to determine the performance of employees at PT ABCD, a start-up company that works in the field of waste management services, this aims to determine the departments that have achieved or not achieved work performance targets using the OKR (Objective & Key Results) method. it is known that as many as 7 out of 10 departments that conduct OKR assessments score more than 50% of the predetermined OKR target.

Keywords: Performance Management, Objective Key Results

1. Introduction

OKR (Objective and Key Results) is a measuring tool in assessing performance based on the objectives of a particular business activity or project. OKR will show progress from the objectives that have been achieved, two components in the implementation of OKR namely Objectives are qualitative descriptions of what is to be achieved. This description is short, easy to remember, becomes a source of motivation and can challenge the team to do their best to achieve a goal while Key results are indicators that describe success in the process of realizing company objectives or goals. So an OKR consists of an Objective, which tells you where to go, and several Key Results, which are the results the company needs to achieve in order to achieve the company's vision and mission.

Benefits of this framework include a better focus on outcomes that matter, increased transparency, and better (strategic) alignment. OKR achieves this by organizing employees and the work they do to achieve a common goal

2. Theoretical Review

2.1 Performance Management

Performance management is a very important aspect to achieve company goals, with good performance management a company can realize the company's vision and mission that has been determined, but basically performance is not only related to work results but includes the work process takes place, according to Armstrong and Baron (1998) Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy, therefore it can be concluded that performance is the result achieved from the work and what is done and how to do it.

2.2 Objective Key Results

OKR is a way made for teams and individuals, with challenging targets and, but in a measurable way The purpose of using OKR as a performance measurement method by companies is because OKR allows companies to

set targets that are quite ambitious, but all of their implementation can be measured.

Initially, the OKR method was developed by Peter Drucker in 1954. At that time, this method was called management by objective., in 1968, Andy Grove founded a technology company called Intel. At that time, Andy Grove adopted the use of MBO and modified it to OKR as we know it today.

However, at that time the use of OKR was still exclusive to Intel. Until then in 1974, a man named John Doerr joined Intel. There, he learned about the OKR method, Until 1999, John Doerr who at that time worked for a venture capitalist who coincidentally invested in Google.

In OKR, there are two elements, namely the objective, and the key result. Objective, can be said as the main target of a competency to be achieved by the company, team, or person, After the objective of a competency is determined, the leadership and team must be able to determine what key results will be carried out to achieve these objectives.

This makes the key result must be something that can be measured, and has a certain time span (time bound).

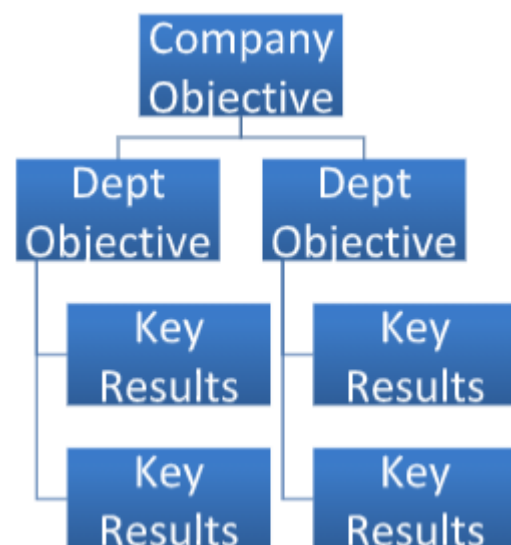


Figure 1: OKR Mapping

Based on Figure 1 above, it can be seen that in the OKR method the company must have an objective that will become the common goal of a company, then the company's goals will be reduced to goals per department according to the function of each department to then know the benchmarks that have been achieved and obstacles and constraints faced by each department in meeting the predetermined objectives.

This study uses OKR (Objective & Key Results) to objectively assess department performance and overall company performance at PT ABCD, As for the calculation indicators using Value Based and Activity Based because each work unit has different activities and targets, - for starters, researchers will make Key Results based on the company's vision and mission and data obtained through observations and interviews conducted in the First Quarter of 2021 with the following results:

3. Research Methods

Table 1: OKR Corporate Level

Objective Key Result		Dept	Indikator Pencapaian Q1	Metrics
Objective 1 <i>Financial Health</i>				
KR1	Get series A investment for USD 7 million	CEO, SS, OS	Activity Based	Series A Achieved
KR2	Increasing Operating Profit All by 12%	SS, OS, DPS	Operating profit 3% SS : Rp 300.000.000 OS : Rp 400.000.000 DPS : Rp 150.000.000	Operating profit
KR3	Operating profit every site (old or new) RPM positive	OS Op, OS Sales	Quarterly 25%	Profit every site
Objective 2 <i>Increase Service Trustability for Solid Waste Management</i>				
KR1	Achieve 68 deals for SS project with the average project value Rp 350.000.000	SS	35% of the target Rp 11 B Data refers to revenue recognition	revenue
KR2	Revenue increase for OS B2B = Rp 22 B	OS Op, OS Sales	Achieve Rp 490,686,000 Data refers to revenue recognition	revenue
KR3	Revenue increase for OS DPS = Rp 6,5 B	DPS	xx% dari target Rp 6,5 B Data refers to revenue recognition	revenue
KR4	Reach customer satisfaction for 80%	Tim Sales Dept	Customer Survey Form Special project when it will end For OS, it can be quarterly Distributed in the middle of March Notes: Q2 Including OKR Dept + CE	satisfaction rate
Objective 3 <i>Operational excellence</i>				
KR1	Optimizing 2 RPM for 75 tonnage per day	OS	25% weight	ton/day
KR2	Compliance Business Process by 100%	OS	25% weight	compliance
KR3	Increasing index productivity by 80%	FA, OS, SS, HC	are you talking about the number of people? Or cowardly people who don't thrive?	productivity index
KR4	Get ISO 9001 & 14001	OS	Activity Based	get ISO
Objective 4 <i>Implement Human Capital Excellence</i>				
KR1	Achieve 80% employee satisfaction index	HC		employee satisfaction index
KR2	Create SOP for across department alignment	HC	Survey on ease of coordination with the team (FA team policy? Facility condition?)	SOP created
KR3	Implement compensation & benefit concept	HC		comben implemented

Table 2: OKR Strategic Services Department

SS OKR		OKR Measurement	
		Metrics	Measure
Objective: Structured Administration			
Key result 1	:	Launch new Perseroran Terbatas (PT)	New PT Launch
Key result 2	:	100% data completion	Data completion
Objective: Showing Our Capability			
Key result 1	:	Publish 1 Company Insight (internal research)	Internal research publish
Key result 2	:	1 Media coverage for SS Activity	Media coverage
Key result 3	:	100% SS team implement personal branding guideline	Monitoring result
Key result 4	:	Launching 1 e-learning video	E-learning video launch
Objective: Existence Never Die			
Key result 1	:	Ensure event held every week	Event/week
Key result 2	:	Launch content podcast at least one per month	Podcast/month
Objective: Ensure SS team fit to Competency model			
Key result 1	:	Increasing capacity using Competency model	Team capacity
Key result 2	:	Each SS staff try one new operation role	Staff try new role
Objective: Achieve 30% from target			

Key result 1	:	Get 21 contract (2 Govt, 3 B2B, 1 B2I, 15 AKABIS)	contract deal	value based
Key result 2	:	Achieve 3,85 B revenue	revenue	value based

Table 3: OKR Operational Services

Q1 - OS OKR			OKR Measurement	
			Metrics	Measure
Objective: Improve operation quality through valid and responsible data				
Key result 1	:	Availability 4 cost/tonnage trusted baseline every OS B2B operation unit	Dashboard	Value Based
Key result 2	:	Availability baseline for calculate create revenue/ton waste input	Data	Value Based
Key result 3	:	Availability baseline data for recycling rate measurement	Data	Value Based
Objective: Synchronize every MRF branch				
Key result 1	:	Planning and strategy in every MRF site (For Q2)	Document	Value Based
Key result 2	:	Availability of system monitoring tool in every site	Document	Activity Based
Key result 3	:	Routine monthly report in every site	Document	Value Based
Objective: Replicable MRF Modul				
Key result 1	:	Availability of syllabus for OS employee to be replicated in the expansion area	Document	Activity Based
Key result 2	:	Create system tool to be ready implemented in every expansion area	Document	Activity Based
Key result 3	:	20% availability of SOP in every business process	Document	Value Based
Key result 4	:	Create business model for new collection services to increase MRF input waste	Document	Activity Based
Objective: Gap analysis operational certification				
Key result 1	:	Define list of employee certification needed and get one certification	Document	Value Based
Key result 2	:	Complete 5 unsolved waste vendor issued by Unilever	Document	Value Based
Key result 3	:	Establishment implementation team ISO and diagnostic audit ISO	Document	Activity Based
Key result 4	:	Availability list of mandatory regulation in waste collection and MRF on every expansion area	Document	Value Based
Objective: Efficient and effective operational processes				
Key result 1	:	Availability 12 baseline data of machinery to calculate machine productivity	Data	Value Based
Key result 2	:	Availability baseline data to calculate field operator productivity	Data	Value Based

Table 3: OKR CRO (Customer Relationship Officer)

OS Sales			OKR Measurement	
			Metrics	Measure
Objective: Kickstart Sales Approach Quality Improvement Program				
Key result 1	:	Updated Sales Tools by February 2021	released document	activity based
Key result 2	:	Increase Sales Average Lead Time from 86 days to 60 days	days	value based
Key result 3	:	Increase greetings generation to average of 1300/month	Greetings	value based
Objective: Hit Q1 acquisition of minimum IDR 897,600,000				
Key result 1	:	Increase conversion rate from all lead from 4% to 5%	percentage	value based
Key result 2	:	Create sales plan for 4 new area (Bandung, Semarang, Sidoarjo/Surabaya, Medan) by March	release 1 document	activity based
Key result 3	:	Release 10 Proposal per month	percentage	value based
Objective: Boost Team Strength				
Key result 1	:	Create Company Sales DNA	release document	activity based
Key result 2	:	Sales Team Improvement program by February 2021	release document	activity based
Key result 3	:	Completed Sales team with 2 qualified personnel by March 2021	hired personnel	value based

Table 4: OKR Digital Partnership Services

Q1 - DPS OKR			OKR Measurement	
			Metrics	Measure
Objective: Get target early start				
Key result 1	:	Signed 40 % contract	signed contract	value based
Key result 2	:	maintain churn rate under 10%	churn rate 10%	value based
Objective: We know our product life by matrix				
Key result 1	:	Have realtime monitoring dashboard for every service	Rilis dashboard	activity based
Key result 2	:	referral rate 10%	referral rate	value based
Key result 3	:	Customer satisfaction 80%	customer satisfaction	value based
Objective: Increase product trustability				
Key result 1	:	Build SOP for every roles and service	sop document release	value based
Key result 2	:	Efficiency the clarity metric measured by 5% from month two to the end of quarter 1	metrics deployed	value based
Objective: A solid, strong and agile team				
Key result 1	:	Have a competency model for each role	competen	value based
Key result 2	:	Consistently conduct montly whole team meetings to monitoring team performance	meeting number	value based
Key result 3	:	3 internal trainings to instill a digital startup work culture mindset	training event	value based

Table 5: OKR Finance Accounting

Q1 - OS OKR		OKR Measurement		
		Metrics	Measure	
Objective: Set Budget Management				
Key result 1	:	Approve Budget 2021 by January 15, 2021	Budget Launch	Activity Based
Key result 2	:	Create tools budget monitoring	Monitoring Budget Tools Finish	Activity Based
Objective: Improve internal process accountability				
Key result 1	:	Create 6 Policy	Policy Document	Value Based
Key result 2	:	Create 4 SOP from Management Letter Auditor	SOP Document	Value Based

Table 6: OKR General Affair

Q1 - GA OKR		OKR Measurement		
		Metrics	Measure	
Objective: Healthy and efficient use of budget				
Key result 1	:	Finalize asset checklist and the capability	There is a checklist generated	value based
Key result 2	:	Maximum 2 complaints to the after service vendor	There are complaints	Activity base
Objective: Providing the fit facilities to support work productivity				
Key result 1	:	90% employees didn't complain about the facilities	Employee complaints	value based
Key result 2	:	100% assets and facilities well maintained	Everything is running, all facilities that require maintenance are carried out	value based
Key result 3	:	80% of feedback/input procesed	It means that everything that enters the w4c/gemarrapi link is done	value based
Key result 4	:	Internet & office storage problem solved	Internet installed and warehouse completed	Activity Based
Objective: Become a safe, comfortable, and clean office according to standards (Refer to the SOP)				
Key result 1	:	100% Safety matrix (Company standart) fulfilled	We have to make matrix and standard	value based
Key result 2	:	150 sqm of outdoor area made for garden	Garden area	value based
Key result 3	:	80% employees satisfy about the comfortable office	Use a survey together, all support dept	value based
Objective: Develop an excelent procurement system				
Key result 1	:	100% of existing procurement has been collected and analyzed	All previous procurements have been analyzed	value based
Key result 2	:	SOP for procurement has been published	Document published	Activity Based

Table 7: OKR CE (Customer Engagement)

OKR CE		OKR Measurement		
		Metrics	Measure	
Objective: Stronger & Representable Team				
Key result 1	:	Hire 1 fit Partnership & Digital Manager (achieve 1 month target OKR D&P division)	Hire Partnership & Digital Manager	Activity-Based
Key result 2	:	Maximum 3 complaints per month for all CE team	Complaints per month	Activity-Based
Key result 3	:	English for Business training for all team (minimal score: 80% for speaking & writing)	English for business test score	Value-Based
Key result 4	:	Sit-In minimum 3 times on sales dealing (with CRO):	Meeting between Manager, D&P Division and CRO	Value-Based
Key result 5	:	Held 100% weekly meeting & monthly editorial meeting (min. 4 weeks before following month)	Weekly Meeting & Monthly Editorial Meeting	Value-Based
Objective: Broader Network & Reach				
Key result 1	:	Create stakeholder mapping for 5 different target customer with minimum 10 organization each	Stakeholder mapping	Value-Based
	:	Launching 3 pilot channel for B2B (strategi berubah)	Pilot channel for B2B	Activity-Based
Key result 2	:	Monthly web visitor hit 300K at March	Web visitor at March	Value-Based
Key result 3	:	Web leads conversion rate increase to 2%	Web leads conversion rate	Value-Based
Objective: Quick & Solution-based Response				
Key result 1	:	CE response to maximum in average 8 hours in office hour (internal & external)	Maximum Response Hours	Activity-Based
Key result 2	:	Present 100 FAQ in total for all services	Total number of FAQ	Activity-Based
Key result 3	:	Monthly report for service improvement or collaboration idea from 5 biggest complaint/questions	5 Biggest complaint/questions	Activity-Based
Key result 4	:	Baseline customer satisfaction	Customer Satisfaction Report	Activity-Based

Table 7: OKR IT (Information Technology)

OKR IT		OKR Measurement		
		Metrics	Measure	
Objective: Increase Productivity of Product Development & Support Process				
Key result 1	:	100% base SOP completed for every role	SOP Doc Release	value based
Key result 2	:	Score weekly goals average >95%	Weekly Score	value based
Objective: Tech Team Capability with Global Standard				
Key result 1	:	6 training for basic knowledge needed (3 internal session, 3 external as	Training held & joined	value based

		participant)		
Key result 2	:	3 global expertise certifications per team role (softskill & hardskill)	Certification	value based
Key result 3	:	Personal branding through 2 professional channels (1 post per month)	Media Posting	value based
Key result 4	:	Complete the lead formation for 3 roles (min 2 year experience)	Person	value based
Objective: Boost Communication Channel by Increase Web Usability & Accessibility				
Key result 1	:	Optimize research page content	Page released	value based
Key result 2	:	Optimize career page content	Page released	value based
Key result 3	:	Web uptime 99%	Uptime Rate	value based
Key result 4	:	Usability & audit score rerata >80% (audit, ux : success rate, emotion metrics, time consume)	Audit Rate	value based
Objective: Integrated Data for Personal Waste Management Collection Process				
Key result 1	:	monitoring dashboard release (gsheet/Internal platform)	Dashboard released	activity based
Key result 2	:	Release 3 stakeholder product blueprints for digital OS	Design document	value based
Key result 3	:	100% pwm operational database integration (existing features)	Integration rate	value based
Objective: Become an Internal IT Support Consultant				
Key result 1	:	100% split & migrate email accounts for anti spam email delivery	Number of accounts managed	value based
Key result 2	:	50% SOP support (teknisi & employee)	SOP Doc Release	value based
Key result 3	:	Release of data management system concept for internal company internal	Concept PPT Release	activity based
Key result 4	:	Involved in all processes of determining the use of technology and recommending at least 3 options	Opt-in determination	value based

Table 8: OKR Human Capital

HC OKR			OKR Measurement	
			Metrics	Measure
Objective: Organize HC Value Chain - Foundation				
Key result 1	:	Clear Organization Design & Culture Management	30% checklist done	value based
Key result 2	:	Complete Job Description analysis	Job Description Analysis Result	value based
Key result 3	:	Ensure every departement use accountability map	Monitoring system	value based
Key result 4	:	Concepting wage scale structure (Struktur Skala Upah)	Draft Concept SSU	activit based
Objective: Act as a bridge between employees and management levels				
Key result 1	:	HC Program Satisfaction 80%	Satisfaction rate	value based
Key result 2	:	Launch Company Counseling	Company Counseling launch	activity based
Objective: Developing Impression in People Engagement				
Key result 1	:	Implement engagement program for new employee	program	activity based
Key result 2	:	Launch internal newsletter (at least) one per month	internal newsletter	activity based
Key result 3	:	Ensure internal training held every month	internal training held	value based
Key result 4	:	Create Starter Pack Flow Induction for new employee	starter pack created	activity based

Table 9: OKR Series A

Q1 - OS OKR			OKR Measurement	
			Metrics	Measure
Objective: Strengthen Corporate Material for Series A				
Key result 1	:	Get 80% positive feedback from all Shareholder	Get feedback from shareholders	value based
Key result 2	:	100% checklisted dataroom series A	dataroom final	value based
Key result 3	:	100% head of div approved all dataroom	Approval	value based
Key result 4	:	80% On every due dil process: Lead times 5 days	Process	Activity base
Objective: Establish a network of VCs to assist funding				
Key result 1	:	Get 100 list of qualified VCs	list	value based
Key result 2	:	Pitching to 30 qualified VCs for introduction	pitching	value based
Key result 3	:	Active discussions with 20 VCs for series A	Active discussing	value based
Objective: Excellence Material				
Key result 1	:	Finalized pitchdeck	Deck	Activity base
Key result 2	:	Financial plan done	FinPlan	Activity base

4. Results and Findings

Based on the performance assessment using the OKR (Objective and Key Results) method, the percentage of company and department achievements is obtained as follows:

Table 10: Objective Key Results Corporate Level Results

Objective Key Result	Dept	Indikator Pencapaian Q1	Metrics	Target	Value	Progress Q1 (%)	
Objective 1	Financial Health					0%	
KR1	Get series A investment for USD 7 million	CEO, SS, OS	Activity Based	Series A Achieved	Get series A!	0	0%
KR2	Increasing Operating Profit	SS, OS,	Operating profit 3%	Operating	-10%	-4,41%	0%

	All by 12%	DPS	SS : Rp 300.000.000 OS : Rp 400.000.000 DPS : Rp 150.000.000	profit			
KR3	Operating profit every site (old or new) RPM positive	OS Op, OS Sales	Per Quarter 25%	Profit every site	positive	0	0%
Objective 2 Increase Service Trustability for Solid Waste Management							8%
KR1	Achieve 68 deals for SS project with the average project value Rp 350.000.000	SS	35% of the target Rp 11 B Data refers to revenue recognition	revenue	11.000.000.000	1.329.377.602	12%
KR2	Revenue increase for OS B2B = Rp 22 B	OS Op, OS Sales	Achieve Rp 490,686,000 Data refers to revenue recognition	revenue	22.000.000.000	1.629.743.676	7%
KR3	Revenue increase for OS DPS = Rp 6,5 B	DPS	xx% dari target Rp 6,5 B Data refers to revenue recognition	revenue	6.500.000.000	859.333.877	13%
KR4	Reach customer satisfaction for 80%	Tim Sales Dept	Customer Survey Form Special project when it will end For OS, it can be quarterly Distributed in the middle of March Notes: Q2 Including OKR Dept + CE	satisfaction rate	80%	0	0%
Objective 3 Operational excellence							8%
KR1	Optimizing 2 RPM for 75 tonnage per day	OS	25% weight	ton/day	75	6	8%
KR2	Compliance Business Process by 100%	OS	25% weight	compliance	100%	0	
KR3	Increasing index productivity by 80%	FA, OS, SS, HC	are you talking about the number of people? Or cowardly people who don't thrive?	Productivity index	4,26	2,37	56%
KR4	Get ISO 9001 & 14001	OS	Activity Based	get ISO	certified	0	0%
Objective 4 Implement Human Capital Excellence							17%
KR1	Achieve 80% employee satisfaction index	HC		employee satisfaction index	80%	0	0%
KR2	Create SOP for across eapartment alignment	HC	Survey on ease of coordination with the team (FA team policy? Facility condition?)	SOP created	2	1	50%
KR3	Implement compensation & benefit concept	HC		comben implemented	implemented	0	0%
							8,21%

Table 11: OKR Strategic Services Department Results

SS OKR		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Structured Administration						46,00%	
Key result 1	: Launch new Perseroran Terbatas (PT)	New PT Launch	Launch	not launch		0,00%	
Key result 2	: 100% data completion	Data completion	100%	92%	percentage	92,00%	
Objective: Showing Our Capability						68,75%	
Key result 1	: Publish 1 Company Insight (internal research)	Internal research publish	1	1	insight	100,00%	
Key result 2	: 1 Media coverage for SS Activity	Media coverage	1	1	media	100,00%	
Key result 3	: 100% SS team implement personal branding guideline	Monitoring result	100%	75%	percentage	75,00%	
Key result 4	: Launching 1 e-learning video	E-learning video launch	1	0	video	0,00%	
Objective: Existence Never Die						87,50%	
Key result 1	: Ensure event held every week	Event/week	8	6	event	75,00%	
Key result 2	: Launch content podcast at least one per month	Podcast/month	2	2	content	100,00%	
Objective: Ensure SS team fit to Competency model						30,00%	
Key result 1	: Increasing capacity using Competency model	Team capacity	5	0	team	0,00%	
Key result 2	: Each SS staff try one new operation role	Staff try new role	5	3	person	60,00%	
Objective: Achieve 30% from target (contract)						62,08%	
Key result 1	: Get 21 contract (2 Govt, 3 B2B, 1 B2I, 15 AKABIS)	contract deal	21	14	deals	66,67%	
Key result 2	: Achieve 3,85 B revenue	revenue	3.850.000.000	2.213.327.080	rupiah	57,49%	
							58,87%

Table 12: OKR Operational Services Results

Q1 – OS OKR		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Improve operation quality through valid and responsible data						100,00%	
Key result 1	:	Availability 4 cost/tonnage trusted baseline every OS B2B operation unit	Dashboard	4	4	-	100,00%
Key result 2	:	Availability baseline for calculate create revenue/ton waste input	Data	2	2	-	100,00%
Key result 3	:	Availability baseline data for recycling rate measurement	Data	5	5	-	100,00%
Objective: Synchronize every MRF branch						33,33%	
Key result 1	:	Planning and strategy in every MRF site (For Q2)	Document	3	0	-	0,00%
Key result 2	:	Availability of system monitoring tool in every site	Document	Available	On Progress	-	0,00%
Key result 3	:	Routine monthly report in every site	Document	15	15	unit	100,00%
Objective: Replicable MRF Modul						50,83%	
Key result 1	:	Availability of syllabus for OS employee to be replicated in the expansion area	Document	Available	Available	-	100,00%
Key result 2	:	Create system tool to be ready implemented in every expansion area	Document	Available	On Progress	-	0,00%
Key result 3	:	20% availability of SOP in every business process	Document	30	1	Percentage	3,33%
Key result 4	:	Create business model for new collection services to increase MRF input waste	Document	Available	Available	-	100,00%
Objective: Gap analysis operational certification						87,50%	
Key result 1	:	Define list of employee certification needed and get one certification	Document	2	1	-	50,00%
Key result 2	:	Complete 5 unsolved waste vendor issued by Unilever	Document	5	5	unit	100,00%
Key result 3	:	Establishment implementation team ISO and diagnostic audit ISO	Document	Available	Available	-	100,00%
Key result 4	:	Availability list of mandatory regulation in waste collection and MRF on every expansion area	Document	3	3	-	100,00%
Objective: Efficient and effective operational processes						17,50%	
Key result 1	:	Availability 12 baseline data of machinery to calculate machine productivity	Data	12	3	-	25,00%
Key result 2	:	Availability baseline data to calculate field operator productivity	Data	10	1	-	10,00%
						57,83%	

Table 13: OKR CRO (Customer Relationship Officer) Results

OS Sales		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Kickstart Sales Approach Quality Improvement Program						100,00%	
Key result 1	:	Updated Sales Tools by February 2021	released document	released	Released	document	100,00%
Key result 2	:	Increase Sales Average Lead Time from 86 days to 60 days	days	26,00	26,00	days	100,00%
Key result 3	:	Increase greetings generation to average of 1300/month	Greetings	3.900	3.900	greetings	100,00%
Objective: Hit Q1 acquisition of minimum IDR 897,600,000						66,67%	
Key result 1	:	Increase conversion rate from all lead from 4% to 5%	percentage	100%	100%	percentage	100,00%
Key result 2	:	Create sales plan for 4 new area (Bandung, Semarang, Sidoarjo/Surabaya, Medan) by March	release 1 document	release	not released	document	0,00%
Key result 3	:	Release 10 Proposal per month	percentage	100%	100%	percentage	100,00%
Objective: Boost Team Strength						16,67%	
Key result 1	:	Create Company Sales DNA	release document	released	not released	document	0,00%
Key result 2	:	Sales Team Improvement program by February 2021	release document	released	not released	document	0,00%
Key result 3	:	Completed Sales team with 2 qualified personnel by March 2021	hired personnel	2	1	person	50,00%
						61,11%	

Table 14: OKR Digital Partnership Services Results

Q1 – DPS OKR		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Get target early start						78,00%	
Key result 1	:	Signed 40 % contract dari penawaran yang masuk	signed contract	40%	28%	contract	70,00%
Key result 2	:	maintain churn rate under 10%	churn rate 10%	100%	86%	percentage	86,00%
Objective: We know our product life by matrix						16,67%	

Key result 1	:	Have realtime monitoring dashboard for every service	Rilis dashboard	4	2	dashboard	50,00%
Key result 2	:	referral rate 10%	referral rate	10%	0	percentage	0,00%
Key result 3	:	Customer staisfaction 80%	customer satisfaction	80%	0	percentage	0,00%
Objective: Increase product trustability							16,67%
Key result 1	:	Build SOP for every roles and service	sop document release	100%	33%	document	33,33%
Key result 2	:	Efficiency the clarity metric measured by 5% from month two to the end of quarter 1	metrics deployed	5%	0	percentage	0,00%
Objective: A solid, strong and agile team							11,11%
Key result 1	:	Have a competency model for each role	competen	100	0	document	0,00%
Key result 2	:	Consistently conduct montly whole team meetings to monitoring team performance	meeting number	3	0	document	0,00%
Key result 3	:	3 internal trainings to instill a digital startup work culture mindset	training event	3	1	event	33,33%
							30,61%

Table 15: OKR Finance Accounting Results

Q1 – OS OKR		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Set Budget Management						50,00%	
Key result 1	:	Approve Budget 2021 by January 15, 2021	Budget Launch	Launch	Launch	Budget	100,00%
Key result 2	:	Create tools budget monitoring	Monitoring Budget Tools Finish	Finish	Not Finish	Tools Monitoring	0,00%
Objective: Improve internal process accountability						16,67%	
Key result 1	:	Create 6 Policy	Policy Document	6	2	Policy	33,33%
Key result 2	:	Create 4 SOP from Management Letter Auditor	SOP Document	4	0	SOP	0,00%
							33,33%

Table 16: OKR General Affair Results

Q1 – GA OKR		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Healthy and efficient use of budget						94,00%	
Key result 1	:	Finalize asset checklist and the capability	There is a checklist generated	100%	88%	Checklist	88,00%
Key result 2	:	Maximum 2 complaints to the after service vendor	There are complaints	1	1	Complain	100,00%
Objective: Providing the fit facilities to support work productivity						93,19%	
Key result 1	:	90% employees didn't complain about the facilities	Employee complaints	90%	88%	Complain	97,78%
Key result 2	:	100% assets and facilities well maintained	Everything is running, all facilities that require maintenance are carried out	100%	100%	Checklist	100,00%
Key result 3	:	80% of feedback/input procesed	It means that everything that enters the w4c/gemarrapi link is done	100%	100%	Feedback	100,00%
Key result 4	:	Internet & office storage problem solved	Internet installed and warehouse completed	4	3	Item	75,00%
Objective: Become a safe, comfortable, and clean office according to standards						26,89%	
Key result 1	:	100% Safety matrix (Company standart) fulfilled	We have to make xcell and standard	100%	0	Matrix	0,00%
Key result 2	:	150 sqm of outdoor area made for garden	Garden area	150	121	sqm	80,67%
Key result 3	:	80% employees satisfy about the comfortable office	Use a survey together, all support dept	80%	0	Survey	0,00%
Objective: Develop an xcellent procurement system						35,00%	
Key result 1	:	100% of existing procurement has been collected and analyzed	All previous procurements have been analyzed	100%	70%	Documents	70,00%
Key result 2	:	SOP for procurement has been published	Document published	1	0	SOP	0,00%
							62,27%

Table 17: OKR CE (Customer Engagement) Results

OKR CE		OKR Measurement					
		Metrics	Target	Value	Unit	Progress	
Objective: Stronger & Representable Team						91,33%	
Key result 1	:	Hire 1 fit Partnership & Digital Manager (achieve 1 month target OKR D&P division)	Hire Partnership & Digital Manager	1	1		100,00%
Key result 2	:	Maximum 3 complaints per month for all CE team	Complaints per month	3	3		100,00%

Key result 3	:	English for Business training for all team (minimal score: 80% for speaking & writing)	English for business test score	80	82	score	102,50%
Key result 4	:	Sit-In minimum 3 times on sales dealing (with CRO)	Meeting between Manager, D&P Division and CRO	6	4	meetings	66,67%
Key result 5	:	Held 100% weekly meeting & monthly editorial meeting (min. 4 weeks before following month)	Weekly Meeting & Monthly Editorial Meeting	16	14	meetings	87,50%
Objective: Broader Network & Reach							34,84%
Key result 1	:	Create stakeholder mapping for 5 different target customer with minimum 10 organization each	Stakeholder mapping	50	25	organizations	50,00%
	:	Launching 3 pilot channel for B2B (strategi berubah)	Pilot channel for B2B				
Key result 2	:	Monthly web visitor hit 300K at March	Web visitor at March	300.000	150.000	Visitors	50,00%
Key result 3	:	Web leads conversion rate increase to 2%	Web leads conversion rate	2%	0,09%	conversion from visitor to form fill	4,53%
Objective: Quick & Solution-based Response							50,00%
Key result 1	:	CE response to maximum in average 8 hours in office hour (internal & external)	Maximum Response Hours	1	1		100,00%
Key result 2	:	Present 100 FAQ in total for all services	Total number of FAQ	1	1		100,00%
Key result 3	:	Monthly report for service improvement or collaboration idea from 5 biggest complaint/questions	5 Biggest complaint/questions	1	0		0,00%
Key result 4	:	Baseline customer satisfaction	Customer Satisfaction Report	1	0		0,00%
							58,73%

Table 18: OKR IT Results

OKR IT			OKR Measurement				
			Metrics	Target	Value	Unit	Progress
Objective: Increase Productivity of Product Development & Support Process							69,79%
Key result 1	:	100% base SOP completed for every role	SOP Doc Release	8	3	document	37,50%
Key result 2	:	Score weekly goals average >95%	Weekly Score	96%	98%	percentage	102,08%
Objective: Tech Team Capability with Global Standard							34,38%
Key result 1	:	6 training for basic knowledge needed (3 internal session, 3 external as participant)	Training held & joined	24	11	event	45,83%
Key result 2	:	3 global expertise certifications per team role (softskill & hardskill)	Certification	12	1	certificate	8,33%
Key result 3	:	Personal branding through 2 professional channels (1 post per month)	Media Posting	6	1	content	16,67%
Key result 4	:	Complete the lead formation for 3 roles (min 2 year experience)	Person	3	2	person	66,67%
Objective: Boost Communication Channel by Increase Web Usability & Accessibility							43,60%
Key result 1	:	Optimize research page content	Page released	2	1	page	50,00%
Key result 2	:	Optimize career page content	Page released	2	0	page	0,00%
Key result 3	:	Web uptime 99%	Uptime Rate	99%	80%	percentage	80,81%
Key result 4	:	Usability & audit score rerata >80% (audit, ux : success rate, emotion metrics, time consume)	Audit Rate	81%	65%	percentage	
Objective: Integrated Data for Personal Waste Management Collection Process							54,44%
Key result 1	:	monitoring dashboard release (gsheet/Internal platform)	Dashboard released	3	2	dashboard	66,67%
Key result 2	:	Release 3 stakeholder product blueprints for digital OS	Design document	9	6	prd	66,67%
Key result 3	:	100% pwm operational database integration (existing features)	Integration rate	100%	30%	percentage	30,00%
Objective: Become an Internal IT Support Consultant							25,83%
Key result 1	:	100% split & migrate email accounts for anti spam email delivery	Number of accounts managed	100%	70%	percentage	70,00%
Key result 2	:	50% SOP support (teknisi & employee)	SOP Doc Release	6	2	document	33,33%
Key result 3	:	Release of data management system concept for internal company internal	Concept PPT Release	1	0	document	0,00%
Key result 4	:	Involved in all processes of determining the use of technology and recommending at least 3 options	Opt-in determination	100%	0	percentage	0,00%
							45,61%

Table 19: OKR Human Capital Results

HC OKR		OKR Measurement				
		Metrics	Target	Value	Unit	Progress
Objective: Organize HC Value Chain – Foundation						77,50%
Key result 1	: Clear Organization Design & Culture Management	30% checklist done	30%	30%	percentage	100,00%
Key result 2	: Complete Job Description analysis	Job Description Analysis Result	100%	10%	percentage	10,00%
Key result 3	: Ensure every epartment use accountability map	Monitoring system	launch	Launch	-	100,00%
Key result 4	: Concepting wage scale structure (Struktur Skala Upah)	Draft Concept SSU	released	Launch	document	100,00%
Objective: Act as a bridge between employees and management levels						98,63%
Key result 1	: HC Program Satisfaction 80%	Satisfaction rate	80%	77,80%	percentage	97,25%
Key result 2	: Launch Company Counseling	Company Counseling launch	Launch	Launch	-	100,00%
Objective: Developing Impression in People Engagement						66,67%
Key result 1	: Implement engagement program for new employee	program	released	0	program	0,00%
Key result 2	: Launch internal newsletter (at least) one per month	internal newsletter	Launch	Launch	document	100,00%
Key result 3	: Ensure internal training held every month	internal training held	3	2	training	66,67%
Key result 4	: Create Starter Pack Flow Induction for new employee	starter pack created	released	created	document	100,00%
						80,93%

Table 20: OKR Series A Results

Q1 - OS OKR		OKR Measurement				
		Metrics	Target	Value	Unit	Progress
Objective: Strengthen Corporate Material for Series A						50,00%
Key result 1	: Get 80% positive feedback from all Shareholder	Gettinfn feedback from shareholder	80%	0%	Positive Feedback	0,00%
Key result 2	: 100% checklisted dataroom series A	dataroom final	100%	100%	Checklist data room	100,00%
Key result 3	: 100% head of div approved all dataroom	Approval	100%	83%	Approved data room	83,30%
Key result 4	: 80% On every due dil process: Lead times 5 days	Process	80%	0%	Lead days	0,00%
Objective: Establish a network of VCs to assist funding						27,22%
Key result 1	: Get 100 list of qualified VCs	list	100	30	List VC	30,00%
Key result 2	: Pitching to 30 qualified VCs for introduction	pitching	30	8	VC	26,67%
Key result 3	: Active discussions with 20 VCs for series A	Active discussing	20	5	VC	25,00%
Objective: Excellence Material						100,00%
Key result 1	: Finalized pitchdeck	Deck	1	Launch	Deck	100,00%
Key result 2	: Financial plan done	FinPlan	1	Launch	Finplan	100,00%
						59,07%

Overview

The OKR assessment at PT ABCD is divided into 4 quarters in one year, it is for each objective that becomes the target progress can be recorded and solutions can be found if there

are obstacles in achieving the predetermined objectives, based on the OKR analysis above, the OKR achievement results can be obtained for Q1 as follows:

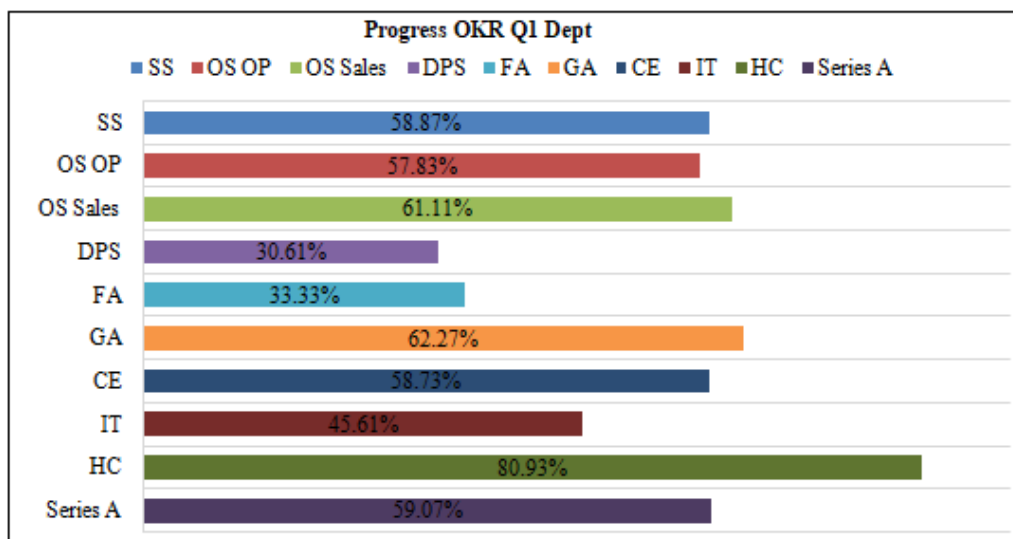


Image 2: Objective and Key Results Progress Q1

Based on Image 2 above, it can be seen that of the 10 departments that have assessed OKR as many as seven of them have reached 50% of the predetermined target objectives, while there are three departments that have not achieved 50% progress, this is due to several things including sales targets. PT W4C which still has not reached the target so that it has an impact on the achievement for the finance and accounting departments as well as Digital Partnership Services, while the percentage of achieving the best OKR is owned by the Human Capital Department where as much as 80% of the objectives have been achieved.

5. Conclusion

Based on the research that has been done, the following conclusions can be drawn:

- 1) Of the 10 departments that have conducted an OKR assessment, seven of them have achieved 50% of the OKR target achievement that has been determined
- 2) There are several obstacles in achieving the OKR target, including several departmental objectives that depend on the achievements of other departments so that the percentage of OKR achievement of the department is low.

References

- [1] Wibowo (2017). Manajemen Kinerja. Depok: Rajawali Pers.
- [2] What is an OKR? Definition and examples <https://www.whatmatters.com/faqs/okr-meaning-definition-example/>
- [3] OKR (Objectives & Key Results) <https://www.workfront.com/strategic-planning/goals/okr>