



OKR, ou l'art de viser la lune sans tomber en PLS

Journée Agile, Mai 2025

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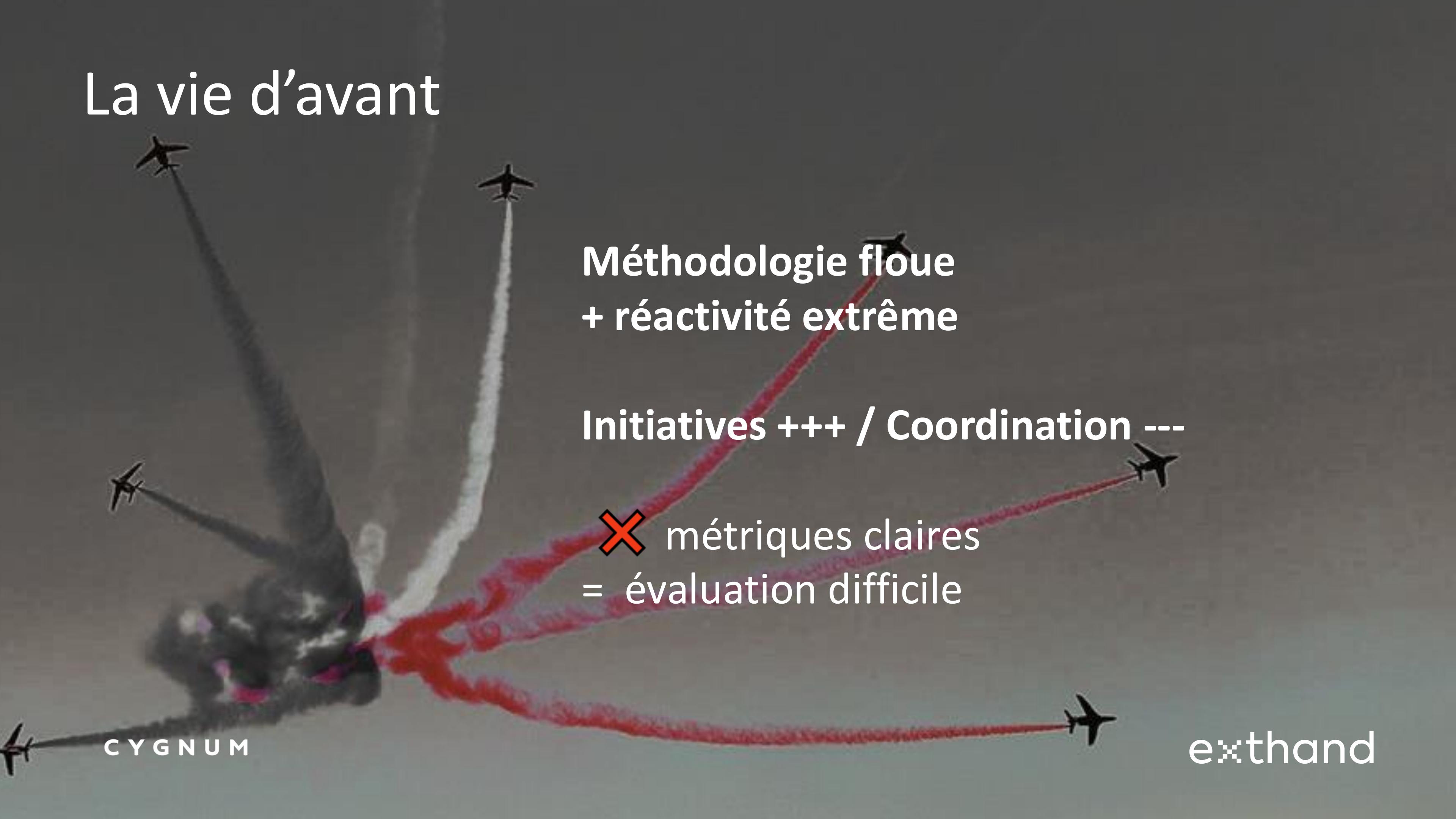
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Des objectifs ? On en
avait.

Des résultats ?
Vachement moins.

La vie d'avant



Méthodologie floue
+ réactivité extrême

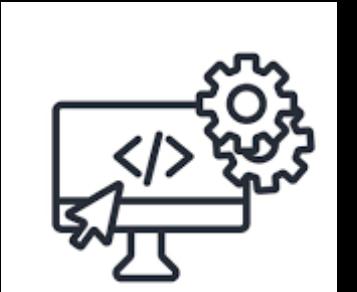
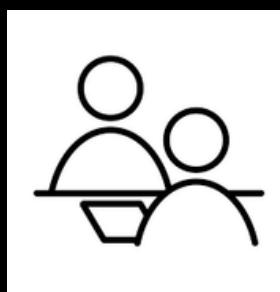
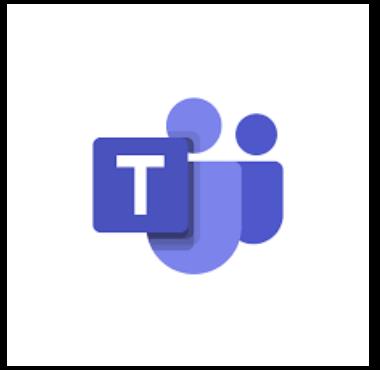
Initiatives +++ / Coordination ---

✗ métriques claires
= évaluation difficile

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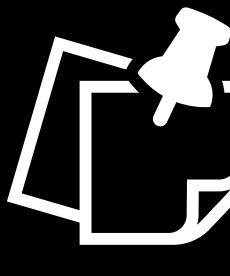
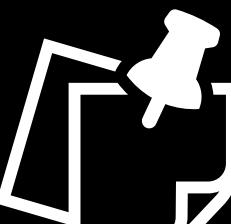
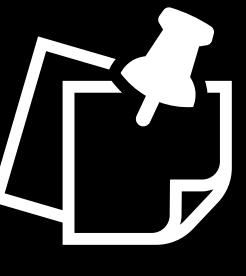
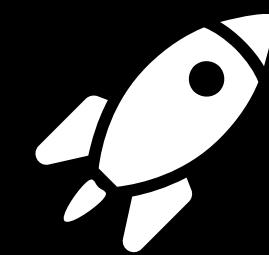
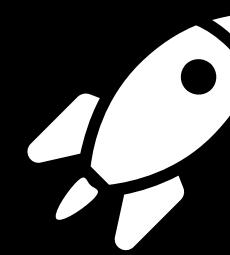
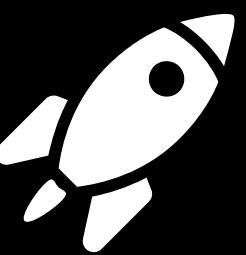
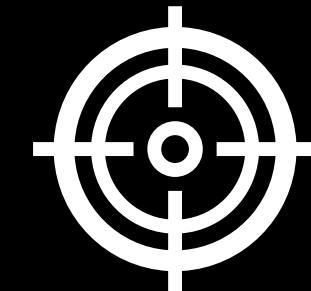
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Avant



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Après



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Pourquoi on s'est lancé?



Déclic : les revenus.

Visions métiers non alignées.

Contexte startup : pas le luxe de l'impro
à moyen terme

OKR – Kézako?

Objectifs = le cap 

Key Results = la boussole 

Ce que ce n'est PAS  :
une to-do list

FOCUS,
ALIGNEMENT
MESURABILITÉ



Les débuts OKR : sueurs froides

Formation express :
2 x0,5J ... trop optimiste

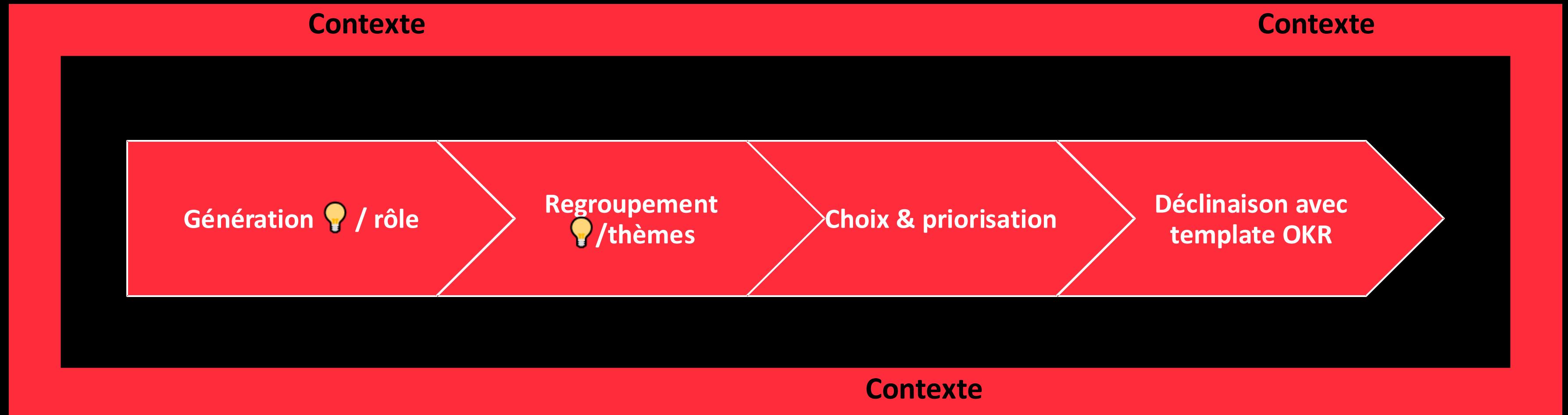
L'ambition de la 1ere fois

Résistance interne :
“Encore du boulot en +”

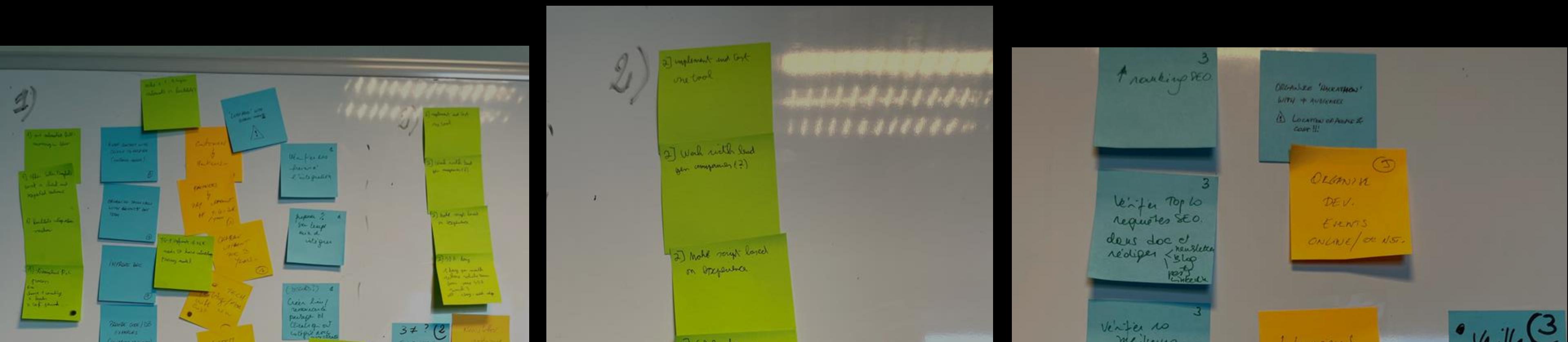


OKR beta workshop

Comment on s'y est pris



Les OKR's dans la vraie vie (1/2)



O1) Decrease time to bill

KR 1 – Reduce average customer integration time to max. 3 months

Use automated bill / invoicing in Odoo

Offer letter template based on client and expected volume

Streamline POC (ex : chose 1 country / banks/ ... period..)

Keep contact with client to help him

Create an integration plan : plan & organize tech calls with clients & dev team

Improve doc

O2) Increase the quality/efficiency of Outbound

KR1 – Get in average 15 opportunities / month

Implement and test tools

Work with lead generations companies

Make script based on experience (briefing)

SDR day (1 day /month whole team do some SDR work)

Find best ICPs (faster time to market & companies already have OB providers – propose to be beside their current supplier)

Avatar video of Andrew

O3) Increase the quality/efficiency of Inbound

KR1 – Double the nbre of lead forms by increasing the visibility of Exthand (7 forms Q4 2023)

Increase ranking SEO

Verify top 10 SEO requests in documentation pages and publish (newsletter / linkedin / blog...)

Create and automatise a benchmark on Linkedin about competitors and trends contents

Organize hackathon for different audiences (location, costs...?)

Organize dev event (online or not)

Interviews with already recognized people

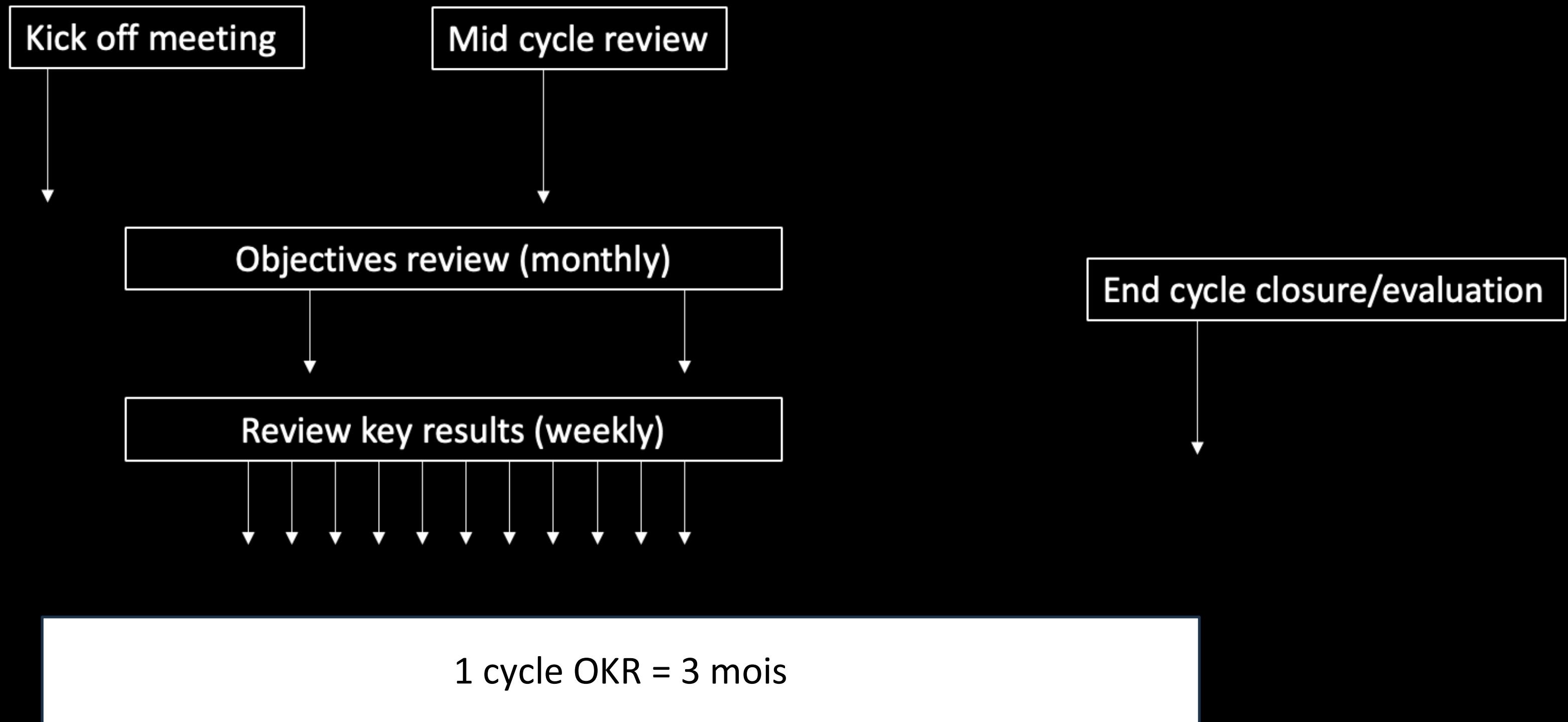
Les OKR's dans la vraie vie (2/2)

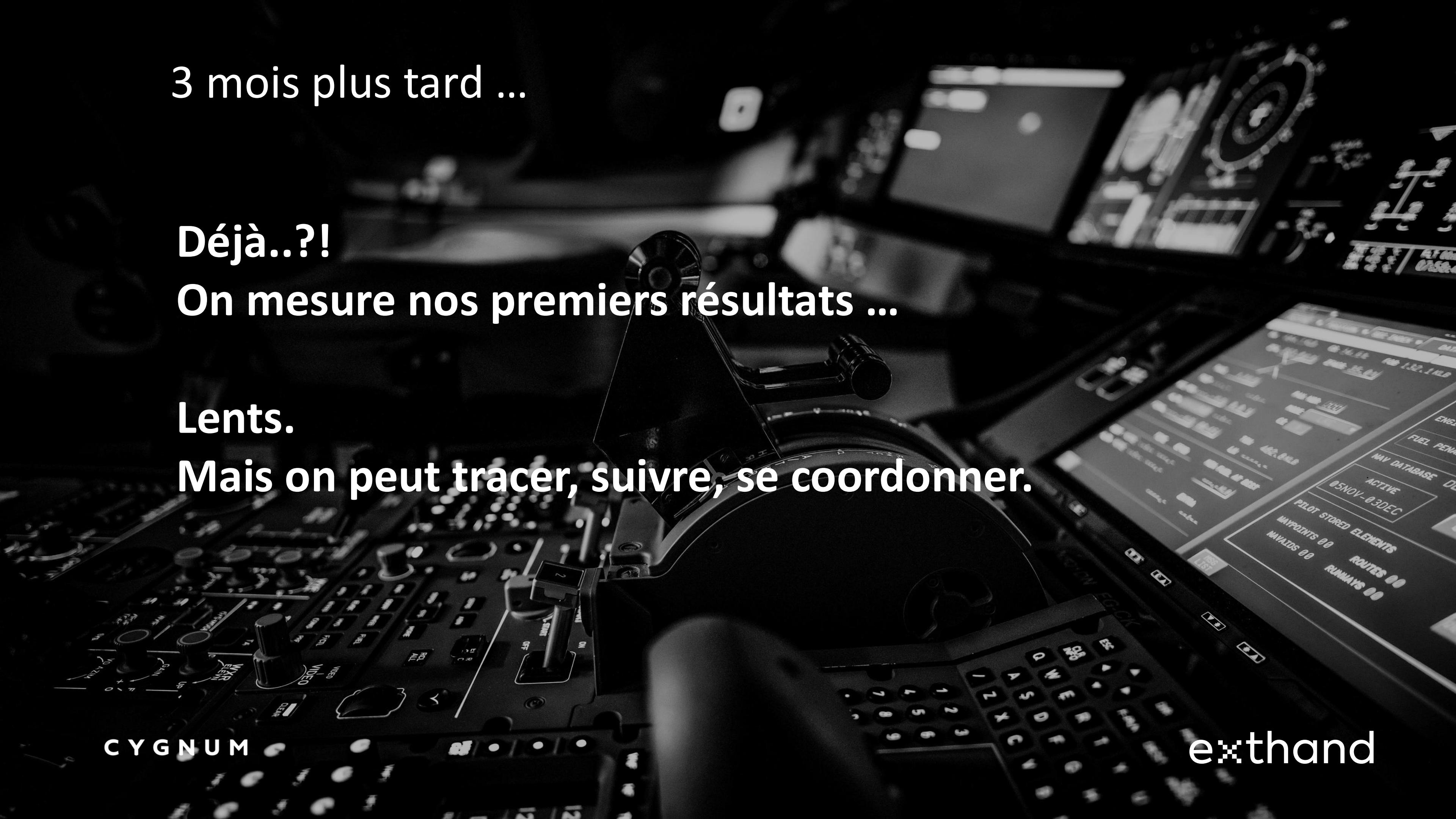
Le contenu = l'ambition

Le pilotage hebdo

ADP, JDE, MAN, MNE In support of ---- Increase MRR to 70 000€ ----											
Objectives	OKR	Date Target	Key Result	KR	Progress	Initiatives	Metrics	Response	Support	Reviews	Related activities, work, hypotheses
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	1	%	Take a sexy contract with Odoo	quality survey (by phone?) on 10 customers & trace the feedback	ADP	MNE	Last updated	Define types of contracts Define content for each contract Define a template for contracts in Odoo Define a process for a contract signature with Odoo Realize survey to get the customers feedback
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	2	%	Create an integration plan : plan & organize tech calls with clients & dev team : structure the customer timeline : from offer to go live (with ADP) Facilitate / automate 1:1 with Mike & customer (with DP) Avoid leap frogs with support teams	Completion rate = #done phases / #planned phases What to follow? Project by project? Duration (Final date - start date) Date of Finalisation of integration - date of 1st billign	MAN			Cut "time to working POC" in phase. PSD2 intro + presentation of doc + live example with Postman => explication on product & env => define targets => define sprints => regular "standup" !!!! Specialists involvement and pricing!!!! Create project by client's project, define tasks, weight them, fill completion level
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	3	%	Improve documentation	Completion rate = #done phases / #planned phases Quality feedback of the survey	MAN			Survey before (current customers DB) and after (measure the result) - cfr. MNE action. Review competitors' doc, describe flows with diagrams, explanations, alternatives and JSON exchanges. !!! Private vs Gateway !!!
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	4	%	Provide code / DB samples (in various languages) / Languages specialists in BSDK as consultant for client	Completion rate = #done phases / #planned phases	MAN			Select languages, find language specialist, train to PSD2/SDK, define simple use cases, make samples Define models, draw schema, usage explanation
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	5	%	Take customers become partners	Nbr of potential partners Nbr of new partners	JDE			List all current/active customers. Identify business models of those. Have a call with each of them to introduce the partnership program. Define a timeline for becoming a partner.
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	6	%	Take partners pay upfront /10/20K per year/ / charge upfront for 3 years	Nbr of validating partners	JDE			Introduce the subject during the partnership presentation. Check if blocking point or not.
Decrease time to bill	1	1 août 1, 2024	Reduce average customer integration time to max. 3 months	7	%	Create survey customer satisfaction - Check the obstacles for integration survey for customers & partners ? & how to help / check satisfaction about sales process & support	response rate/ satisfaction rate	MNE			Define audience database Define content of the survey in collaboration with each service (IT & support/Sales) Validation of the survey & sending Relaunch if the response rate is not sufficient Make a moment about the result of the survey
Increase quality & efficiency of Outbound	2	1 août 1, 2024	Get in average 15 new opportunities / month	8	%	Create an automatic flow to reach out, with a custom target and content diversify outbound efforts	% meetings booked per sequence, average time to closing per sequence, revenue potential per persona	ADP		Last updated	Define difference between low and high value opportunities, different personas, different sectors, set up an automated outbound mailing flow through Odoo of Apollo to contact the lower value ones, make specific steps for high value with more custom tailored content
Increase quality & efficiency of Outbound	2	1 août 1, 2024	Get in average 15 new opportunities / month	9	%	Create connector	# new opportunities per 3 months & ROI	ADP			Review monthly with partner to understand what was done and what the result is for us

La vie d'un cycle OKR : 3 mois





3 mois plus tard ...

Déjà..?!

On mesure nos premiers résultats ...

Lents.

Mais on peut tracer, suivre, se coordonner.

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Les 5 règles d'or qu'on a apprises

1. L'ambition : ce qui compte vraiment
2. « **Si on atteint pas l'objectif, on ne change pas l'objectif**»
3. Le droit à l'erreur
4. Les Key Results, c'est la réponse quantitative de comment on atteint l'objectif
5. Sans Champion OKR, il ne se passe rien...

Ce qu'on ne referait pas :

- ✗ Des KR trop ambitieux et trop nombreux
- ✗ Éviter les OKR “copiés-collés” entre équipes
- ✗ Ne pas confondre “suivi des tâches” avec “suivi de progrès”



Ce qu'on a adopté pour la vie :

-  Faire simple mais concret
-  Définir clairement l'impact attendu
-  Au moins 1 KR croisé entre métiers

Ce qu'on aimerait faire ASAP :

- Etendre à toute l'équipe
- Marier OKR & gestion des performances individuelles



Notre roadmap

Méthodo & outils

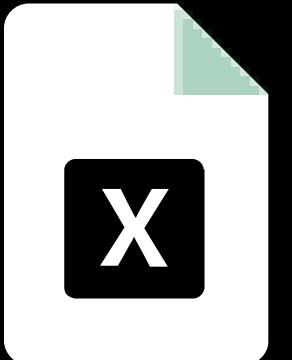
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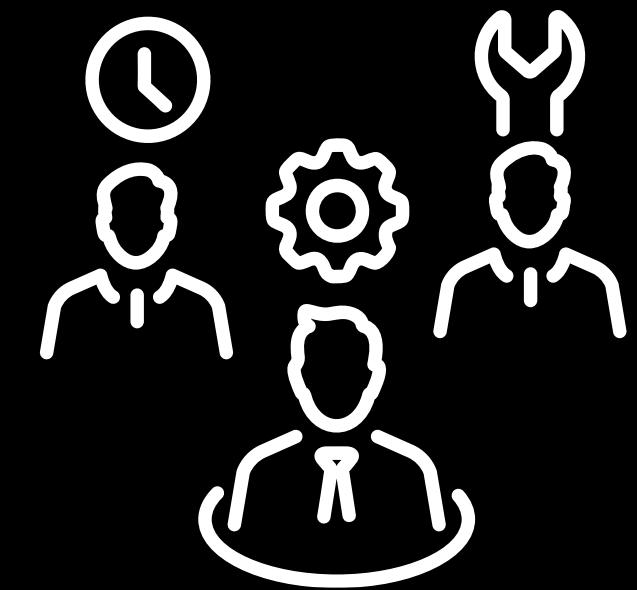
3 réunions
de set-up



RDVs planifiés
sur 3 mois



Excel pour pilotage &
progression



Rôles &
responsabilités

Notre devise,
1 an plus tard

A black and white photograph of two astronauts in a desolate, rocky landscape, possibly the moon. One astronaut is in the foreground, facing away from the camera, holding the hand of another astronaut who is slightly behind and to the right. Both are wearing full space suits with helmets. The background shows a vast, cratered terrain under a hazy sky.

Visez la lune, mais visez-la **ensemble**.

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