

MySkill

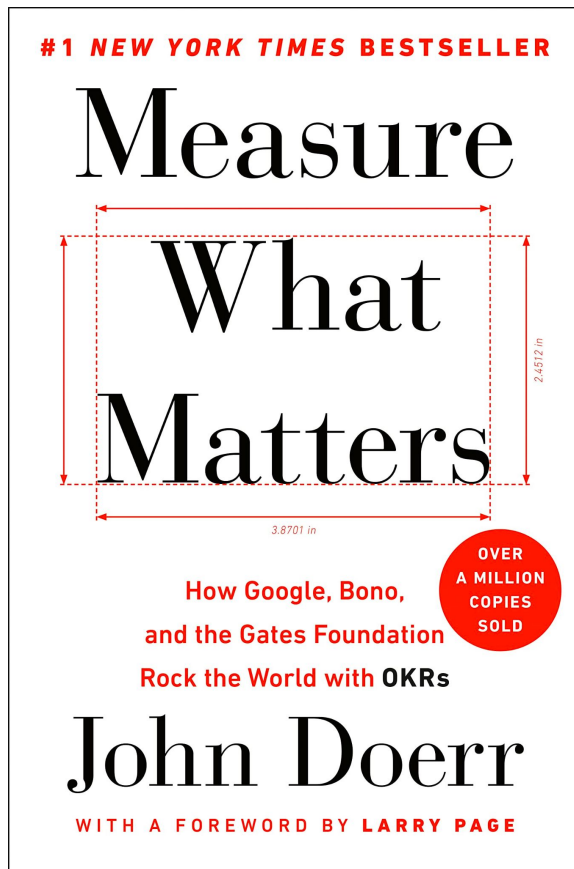
#RintisKarirImpian

The Metrics: Measure What Matters

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Data Analyst - Flip

Outline



Poin Belajar

- Apa itu metrics?
- KPI vs OKR
- KPI
- OKR

Apa itu Metrics?



“Metrik adalah standar pengukuran” - Oxford Dictionary.

Metrik bisnis adalah ukuran terukur yang digunakan bisnis untuk melacak, memantau, dan menilai keberhasilan atau kegagalan berbagai proses bisnis.

Contoh:

- **Personal:** Saya ingin menurunkan berat badan tahun ini. Salah satu metriknya adalah di akhir tahun, berat badan saya adalah 65kg.
- **Bisnis:** Perusahaan saya bertumbuh tahun ini. Salah satu metriknya adalah jumlah pelanggan tahun ini mengalami penambahan mencapai 1000 orang.

Why we need metrics?



Until you don't know what you want to measure, you can't measure what you have.



Selain itu, data menjadi sarana evidence untuk melakukan pengukuran terhadap metrik.

- Less Intuitive (bias)
- Data driven
- To deliver precise and accurate result

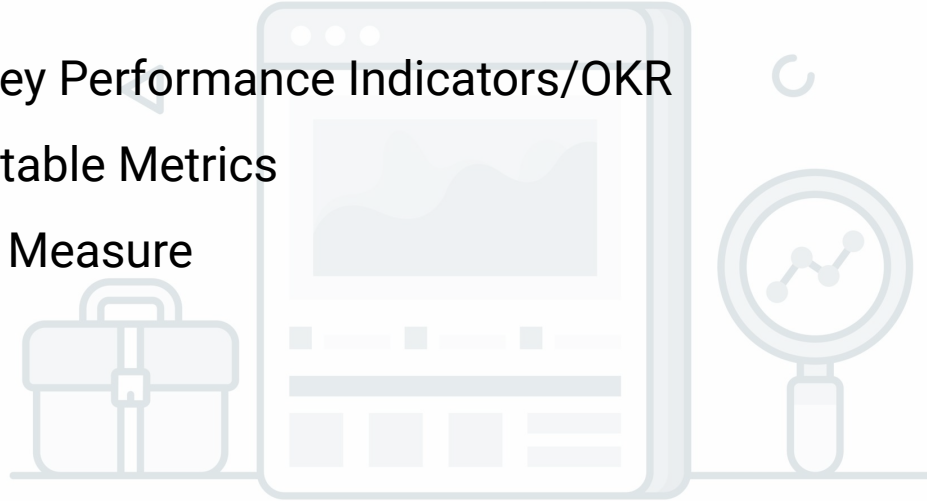


**DATA-DRIVEN
STORYTELLING**

Cara Mengukur Business Performance

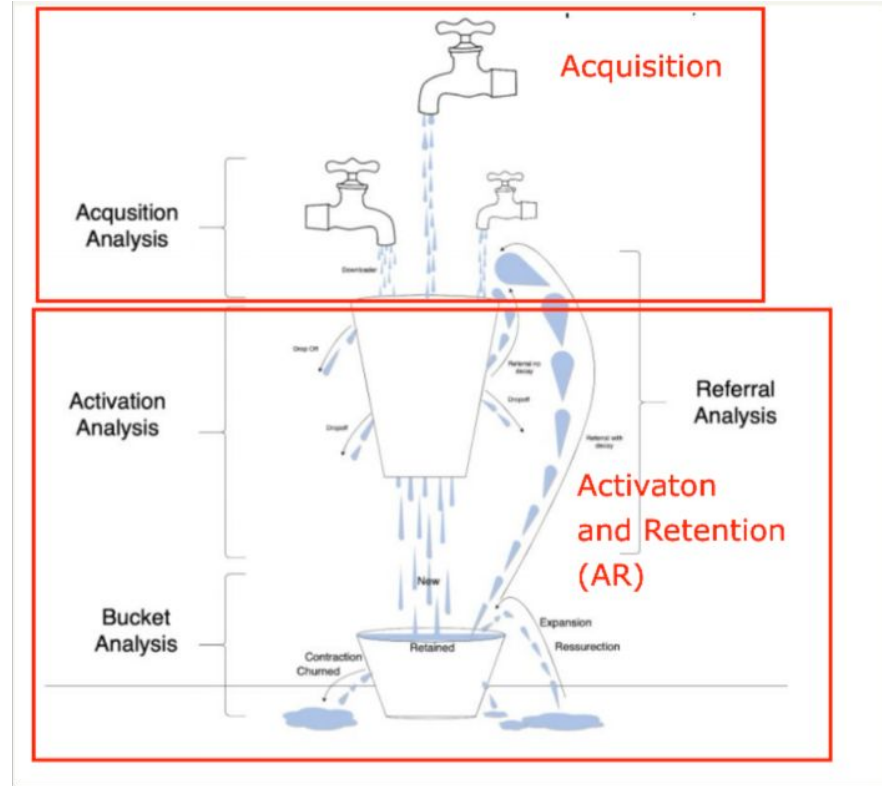


- Set Goals
- Develop Key Performance Indicators/OKR
- Define Suitable Metrics
- Track and Measure



Referensi Metrik

- User
- Marketing
- Finance



User



- **Total Users** : Total unique registered users in our services
- **New Users** : Newly acquired users
- **Active Users** : Users that used our service in certain period
- **Transacting Users** : Users that do transaction in our platform
- **Tenure** : How long users been using our product
- **Churn Rate** : Number of users who doesn't use our product anymore



User



Churn Formula

$$\frac{\begin{array}{c} \text{No. of customers} \\ \text{who left} \\ 600 \end{array}}{\begin{array}{c} 30,000 \\ \text{customers at the} \\ \text{beginning of period} \end{array}} \times 100 \begin{array}{c} \text{to get} \\ \text{percentage} \end{array} = 2.00\%$$



Marketing



- **User Funnel**

Steps a visitor takes from first finding out about our product until they convert

- **Conversion Rate**

of users who completed action / total users

- **Cost per Acquisition (CPA)**

How much we spend on a new customer

- **Click-through-rate (CTR)**

number of times an ad, link, or website is clicked on compared to the number of impressions



Marketing



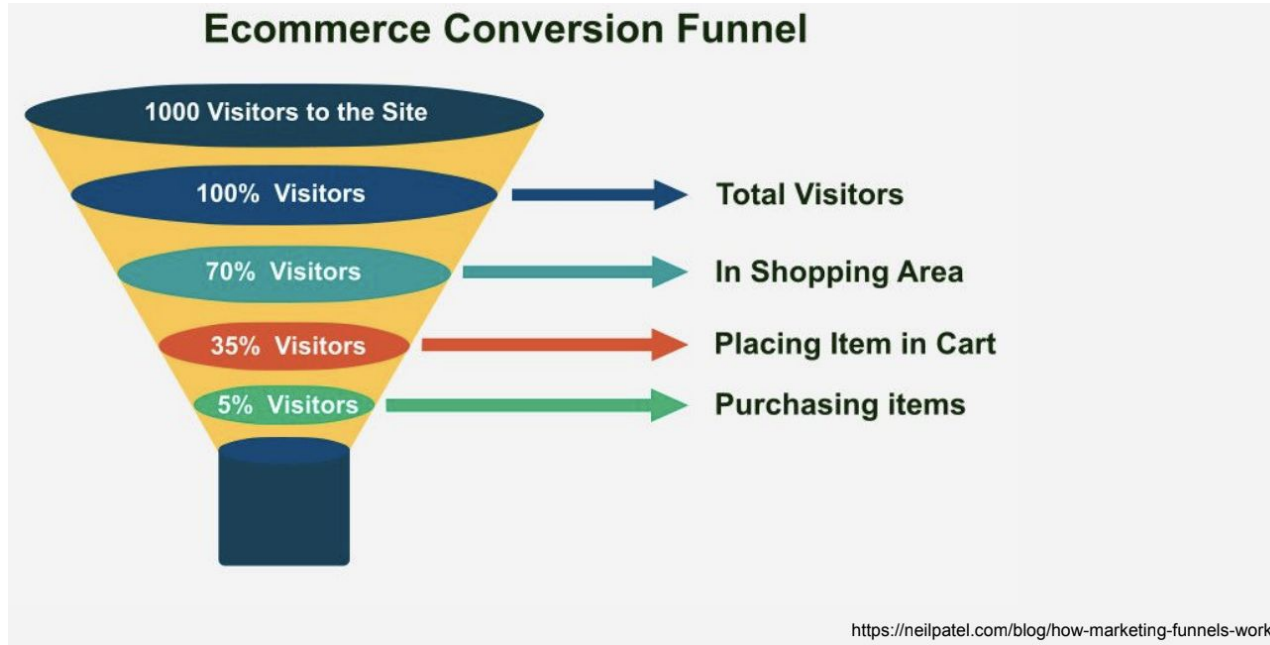
Retail Store Funnel

Ecommerce Funnel

Customer walks into the store	Customer visits the ecommerce website
Customer looks at products	Customer views a product page(s)
Customer grabs the item and puts it in her cart	Customer adds the item to her cart
Customer walks to checkout	Customer enters checkout process
Customer completes purchase with store clerk	Customer finishes checkout process and clicks "Purchase"

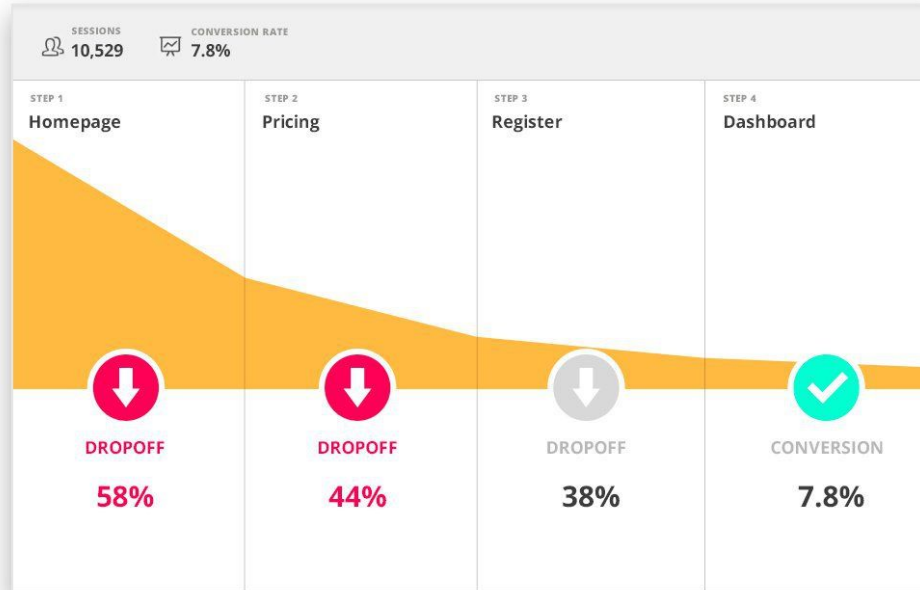


Marketing



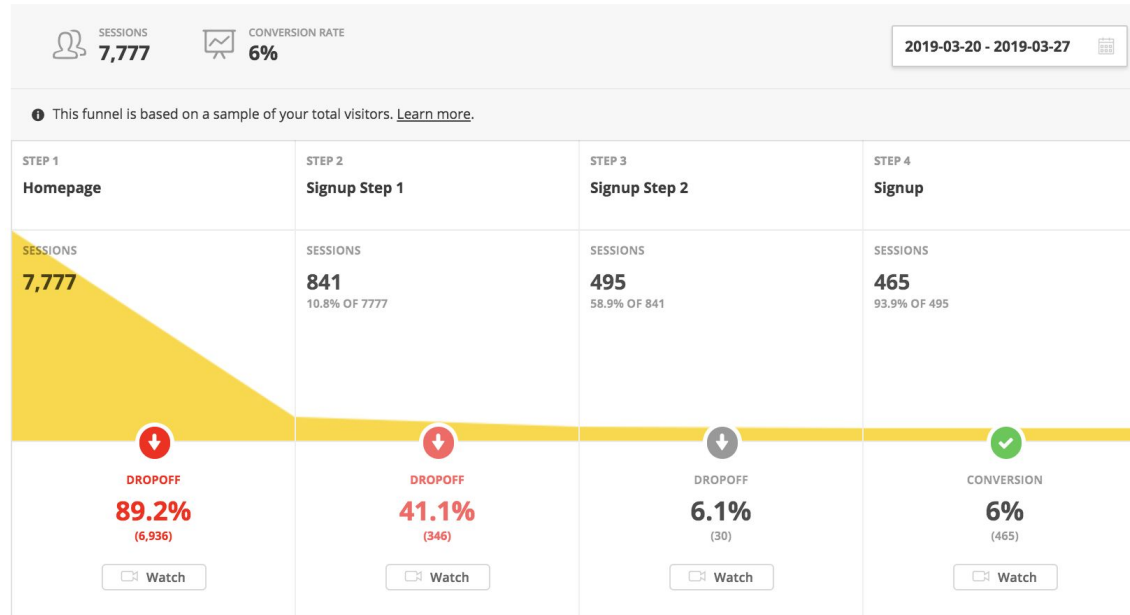
Marketing - Case

Which one should you improve then?



Marketing - Case

Which one should you improve then?



Finance



- **GMV (Gross Merchandise Value)**

GMV refers to the volume of goods sold via customer-to-customer or e-commerce platforms

- **ABS**

Average Basket Size refers to the number of items getting sold in a single purchase

- **Revenue**

The total amount of income generated by the sale of goods or services related to the company's primary operations.

- **Profit Margin**

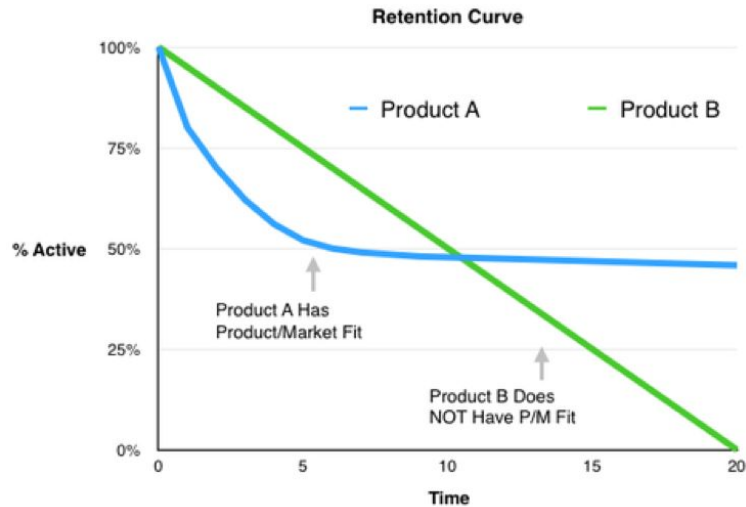
Represents what percentage of sales/revenue has turned into profits



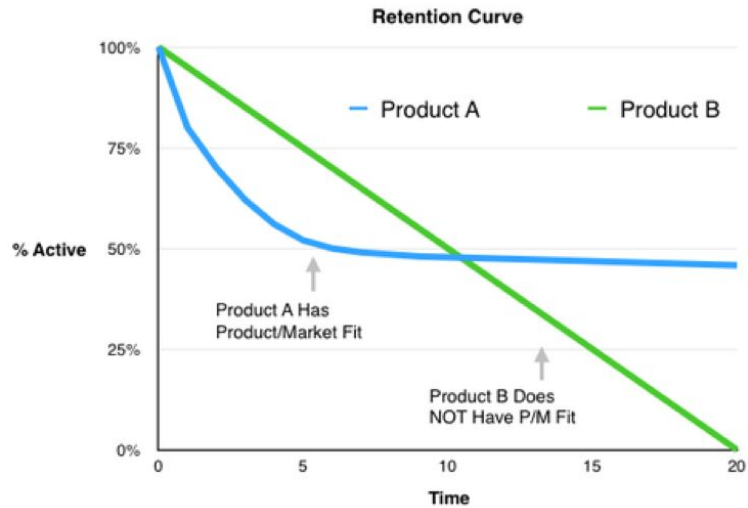
Product

Product Market Fit

Metrics to control is our product will sustain or not (achieved product-market fit or not)



Product (Con't)



How to measure?

Set Goals



What are you trying to achieve?

Your goals might be:

- acquiring new customers,
- improving customer satisfaction,
- generating high volumes of traffic to your website.



Develop Key Performance Indicators/OKR

The KPIs/OKRs are **standard ratios** that provide insight about your business performance.

Examples include revenue generated per employee or financial statements. These performance indicators help you measure performance against the goals you've identified.

Define Suitable Metrics



Business metrics are **quantifiable** measures **that track and assess** the status of a **specific business** process. Depending on your business and your goals, you may want to focus on certain metrics.

These include user metrics, marketing metrics, sales metrics, accounting and financial metrics and so on.



Track and Measure

Narrow down on the information that you think is **crucial to track**. Choose a few major business goals,

develop related KPIs and focus on tracking and collecting relevant data.

KPI vs OKR

KPI (Key Performance Indicator)



Nilai terukur yang menentukan efektivitas karyawan dan tim dalam bekerja secara fokus. Selain itu, strategi, target, dan tujuan dibuat untuk melihat perkembangan bisnis di perusahaan tempat kamu bekerja.

KPI berisi Indikator penting untuk mengecek kesehatan organisasi melalui **aktivitas operasional**.



OKR (Objectives and Key Results)



Berdasarkan artikel Workpath, OKR mengacu pada tujuan (objectives) yang dibuat **deskriptif, terdaftar, dan semenantang mungkin**. Tujuan perusahaan menggunakan OKR adalah untuk merefleksikan prioritas dan kemampuan para pekerja, yang nantinya akan berdampak pada hasil (results).

OKR tidak terkait dengan business as usual atau hal-hal yang bersifat operational harian perusahaan.



Persamaan KPI dan OKR



- Ditunjukkan melalui metrik
- Kinerja yang diharapkan, OKR (strategis) dan KPI (Operasional)
- Membantu melakukan monitoring keberjalanan kinerja karyawan
- Sebagai pengukuran keberhasilan organisasi



Perbedaan KPI dan OKR



KPI	OKR
Tujuan dibuat secara terukur (<i>measurable</i>) dalam jangka waktu panjang untuk mengetahui keuntungan secara finansial	Tujuan/ <i>goals</i> dibuat secara objektif berupa hal-hal strategis yang ingin dilakukan.
Goals dibuat untuk menentukan dan mengukur goals operasional sebelumnya untuk stabilitas perubahan	Goals dibuat dengan tujuan untuk perubahan
Goals dibuat dengan waktu yang lebih lama dibanding OKR, umumnya tahunan .	Goals dibuat dengan ketentuan waktu, biasanya per quarter
Diatur dan dikomunikasikan oleh manajemen	Dapat disusun dan diatur oleh atasan bawahan dalam tim



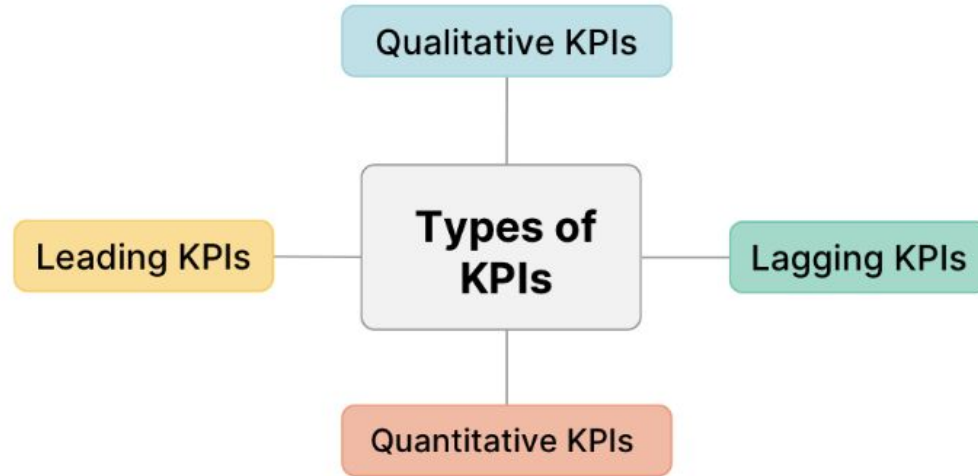
Perbedaan KPI dan OKR

KPI	OKR
<ul style="list-style-type: none">• Specific, yaitu KPI dibuat dengan perencanaan yang sedetail dan sejelas mungkin. Contoh: Meningkatkan kepuasan pelanggan sebanyak 10% di kuartal ke-3.• Measurable, yaitu KPI harus dapat terukur dengan angka. Misalnya, target penjualan sebanyak 10%, atau target penjualan produk di kuartal 1 bisa mencapai Rp. 50.000.000. Pokoknya, target dibuat dengan capaian angka.• Achievable, yaitu target dibuat menantang sekaligus masuk akal.• Relevant, berarti KPI harus selaras dan relevan dengan objektif dalam tim.• Time-bound, yang mana target KPI harus terpaku pada waktu tertentu.• Evaluate, dimana kamu sebagai karyawan yang bekerja dalam tim perlu menilai apakah target dan objektif yang dibuat dapat tercapai sesuai nilai persentase, apakah KPI kamu di waktu berikutnya perlu ada penambahan target atau tidak.• Re-adjust, yaitu evaluasi KPI terdahulu saat kamu sedang menjalankan target-target baru.	<ul style="list-style-type: none">• Focus, artinya kamu membuat target dan objektif sesuai dengan hal-hal yang perlu dikembangkan.• Alignment, yaitu OKR dibuat sesuai atau selaras dengan objektif kerja keseluruhan tim dan perusahaan.• Transparency, yang mana jika OKR benar-benar sesuai dengan objektif tim dan perusahaan, pastinya akan berdampak pada <i>goals</i> yang <i>achieve</i> karena semua karyawan memiliki visi dan tujuan yang sama.

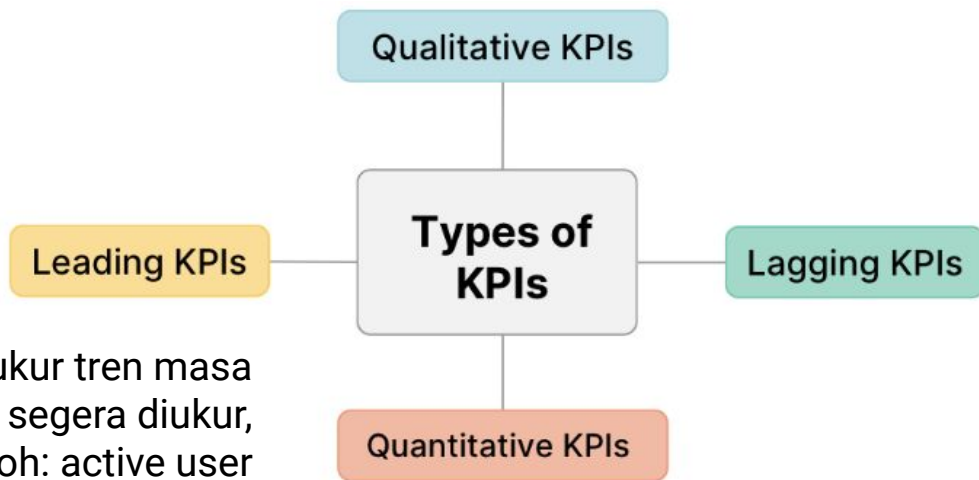
The background of the entire slide is a dense, teal-colored pattern of tropical foliage. It features various types of leaves, including large, broad-leafed plants on the left and several large, feathery fronds of palm or fern-like plants that dominate the center and right. The lighting is soft, creating a layered, jungle-like effect.

KPI

KPI



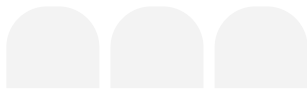
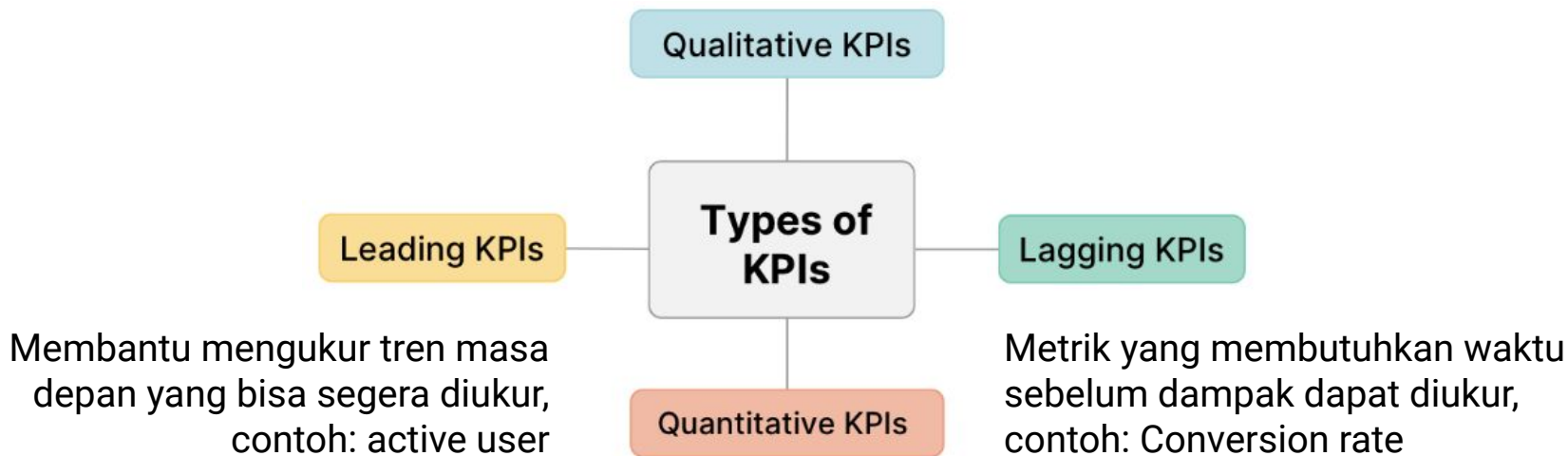
KPI



Membantu mengukur tren masa depan yang bisa segera diukur, contoh: active user

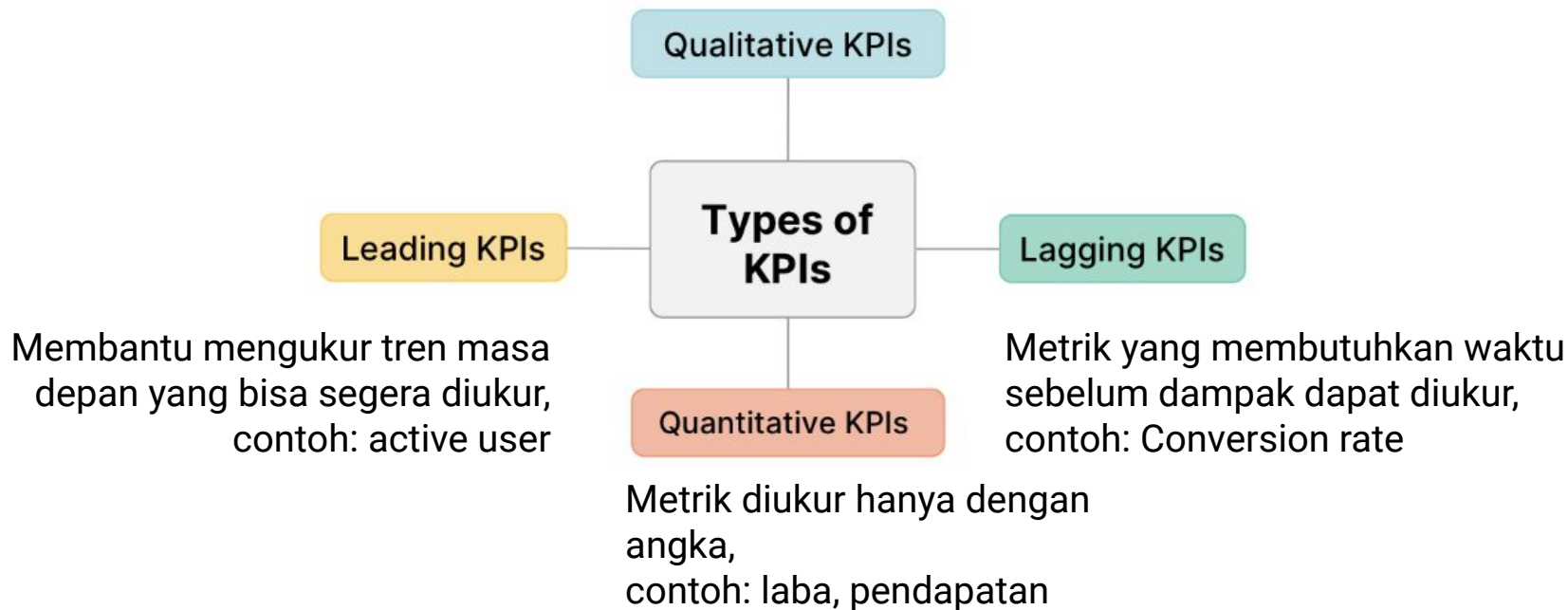


KPI



KPI

Metrik cenderung didasarkan pada sifat dari proses atau keputusan bisnis tertentu, Contoh: Satisfaction Index



Struktur KPI

- Metric
- Bobot
- Actual value
- Target value

Perspektif KPI

- Perspektif keuangan
- Perspektif pelanggan
- Perspektif proses bisnis internal
- Perspektif pengembangan dan pembelajaran



No	Metric	Bobot	Actual value	Target value
Perspektif Keuangan				
1	Generate total sales 100B	35%		100B
2	Penggunaan budget OPEX antara 70% - 85%	25%		70% - 85%
Perspektif pelanggan				
3	Rata-rata CSAT (Customer Satisfaction Score) 4.5 dari 5	15%		4.5
Perspektif bisnis internal				
4	Project pembuatan produk baru	20%		100% implemented
Perspektif pengembangan dan pembelajaran				
5	Conduct training untuk karyawan	5%		100% done

No	Metric	Bobot	Actual value	Target value
Perspektif Keuangan				
1	Generate total sales 100B	35%		100B
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Perspektif pelanggan				
3	Rata-rata CSAT 4.5 dari 5	15%		4.5
Perspektif bisnis internal				
4	Project pembuatan produk baru	20%		100% implemented
Perspektif pengembangan dan pembelajaran				
5	Conduct training untuk karyawan	5%		100% done



OKR

OKR



Objective	Key Result
What do I want to achieve?	How do I know that the goal is reached?
Characteristics <ul style="list-style-type: none">• Qualitative• Simple and easy to understand• Inspiring and motivating	Characteristics <ul style="list-style-type: none">• Quantitative• Clearly measurable• <u>S.M.A.R.T.</u>



OKR

Umumnya, komponen key results adalah sebagai berikut:

- Metric
- Current value
- Start value
- Target value
- Title

OKR Progress

Objectives
Objective Progress

Key Results

Start Value
Target Value
Current Value
Key Result Progress

MySkill Corp



Increase Revenue



Increase
website
visitors to
20,000

0%

100%

70%

70%

Win 30 new
customers
in Jakarta

0%

100%

100%

100%

Win 5 B2B
partnership
in Surabaya

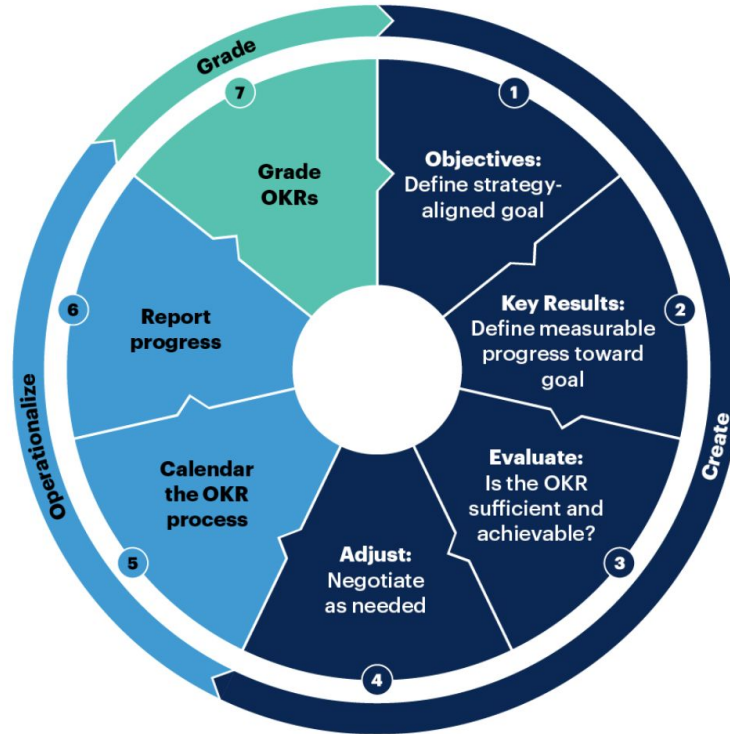
0%

100%

40%

40%

Objectives and Key Results Process



Source: Gartner
735858_C

Sample Calendar for the OKR Process

■ Create Next Year's Objectives
■ Define Quarter Key Results
■ Cascade Quarter OKRs
■ Publish Quarter OKRs
■ Weekly Update
■ Evaluate KR Progress
■ Grade Key Results

OKR Process Schedule		Calendar Year											
		Q1			Q2			Q3			Q4		
		January	February	March	April	May	June	July	August	September	October	November	December
Week 1	December	Define Quarter Key Results	Weekly Update	Weekly Update	Cascade Quarter OKRs	Weekly Update	Weekly Update	Cascade Quarter OKRs	Weekly Update	Weekly Update	Cascade Quarter OKRs	Weekly Update	Weekly Update
Week 2		Cascade Quarter OKRs	Weekly Update	Weekly Update	Publish Quarter OKRs	Weekly Update	Weekly Update	Publish Quarter OKRs	Weekly Update	Weekly Update	Publish Quarter OKRs	Weekly Update	Grade Key Results
Week 3		Create Next Year's Objectives	Publish Quarter OKRs	Grade Key Results	Weekly Update	Weekly Update	Grade Key Results	Weekly Update	Weekly Update	Grade Key Results	Weekly Update	Weekly Update	Create Next Year's Objectives
Week 4		Weekly Update	Evaluate KR Progress	Define Quarter Key Results	Weekly Update	Evaluate KR Progress	Define Quarter Key Results	Weekly Update	Evaluate KR Progress	Define Quarter Key Results	Weekly Update	Evaluate KR Progress	



Source: Gartner

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Gartner

Contoh Key Results

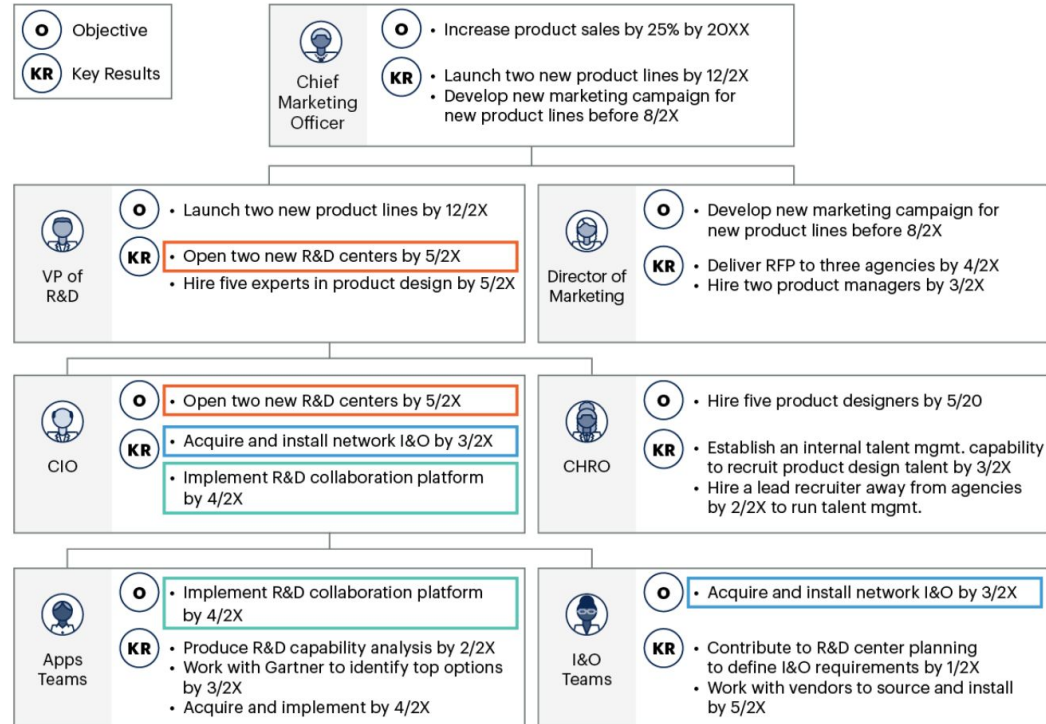


BAD	GOOD
 Organize 5 great webinars and engage the audience	 90% of attendees listen until the end of each session
 Create amazing content for blog	 Drive 10,000 uniques views
 Follow-up with participants of previous events	 Increase recurring participation rate from 20% to 60%



Contoh OKR

OKR Example



Source: Gartner

Note: Colored boxes illustrate how key results cascade from one level/team to become objectives for other teams.

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Contoh OKR



Objective: We delight our customers

Key Results:



Contoh OKR



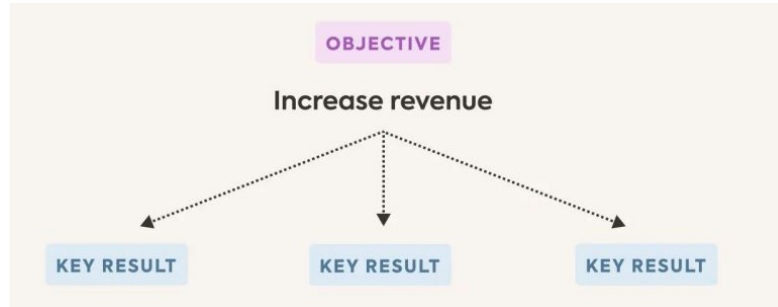
Objective: We delight our customers

Key Results:

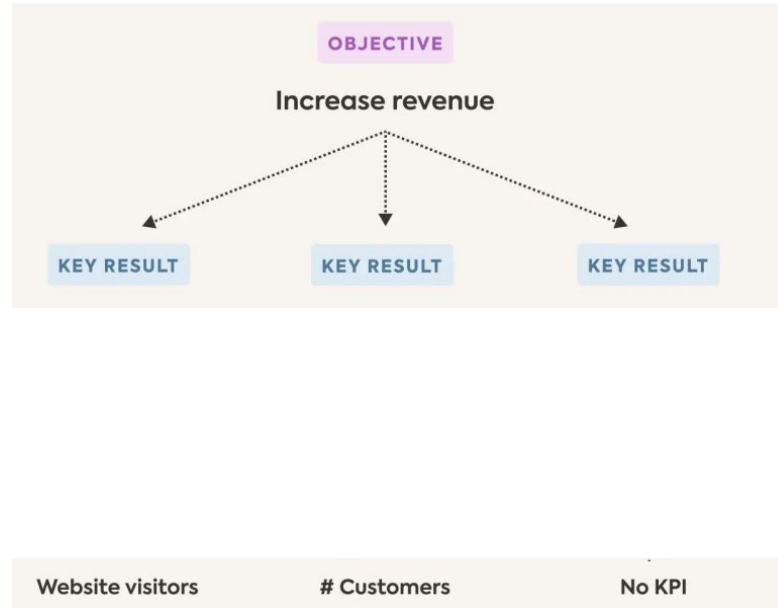
- Achieve an **NPS** of at least 42
- Increase **CSAT score** to at least 75%
- Decrease **Ø response time to customer service inquiries** to 30 minutes



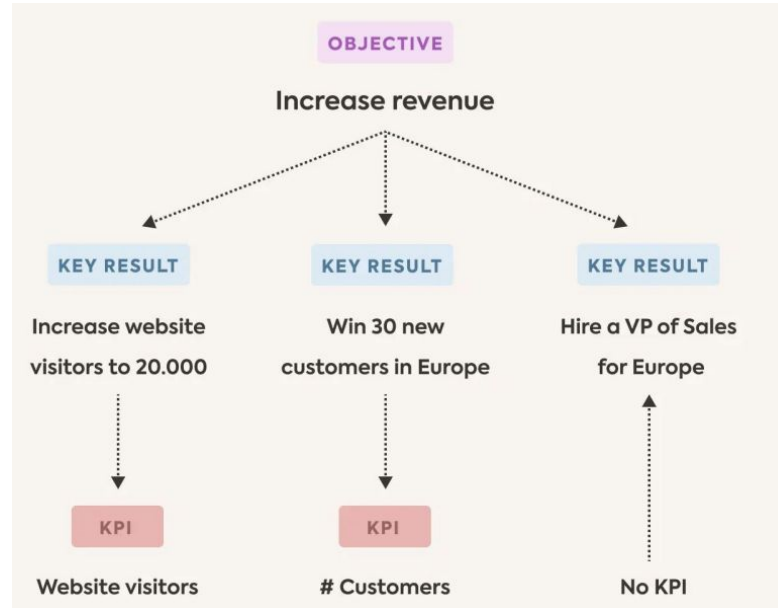
Contoh OKR



Contoh OKR



Contoh OKR



Cara Penilaian OKR

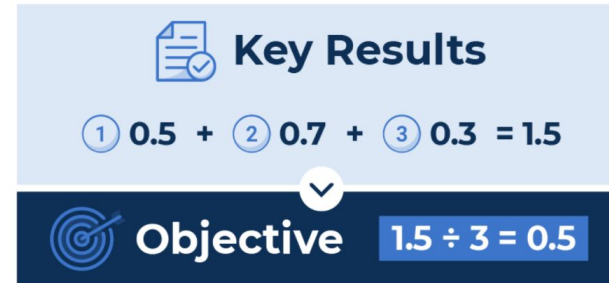
Skala OKR berada di antara 0.0 to 1.0, di mana 1.0 mengindikasikan 100% komplit. Kita akan menilai setiap key result, lalu overall objective nya dihitung rata-rata.

Key result #1: 0.5

Key result #2: 0.7

Key result #3: 0.3

Objective: $1.5 \div 3 = 0.5$



Note:

≤ 0.3 -> meleset dari sasaran.

≤ 0.7 -> dekat dengan sasaran.

1.0 -> 100% komplit. Set target lebih ketat.

A person is captured mid-jump in a city street, with their arms outstretched and legs bent. The scene is overlaid with a teal color filter. In the background, there are bare trees, a bridge, and city buildings. The text "Thank You!" is written in large white letters across the center of the image.

Thank You!