

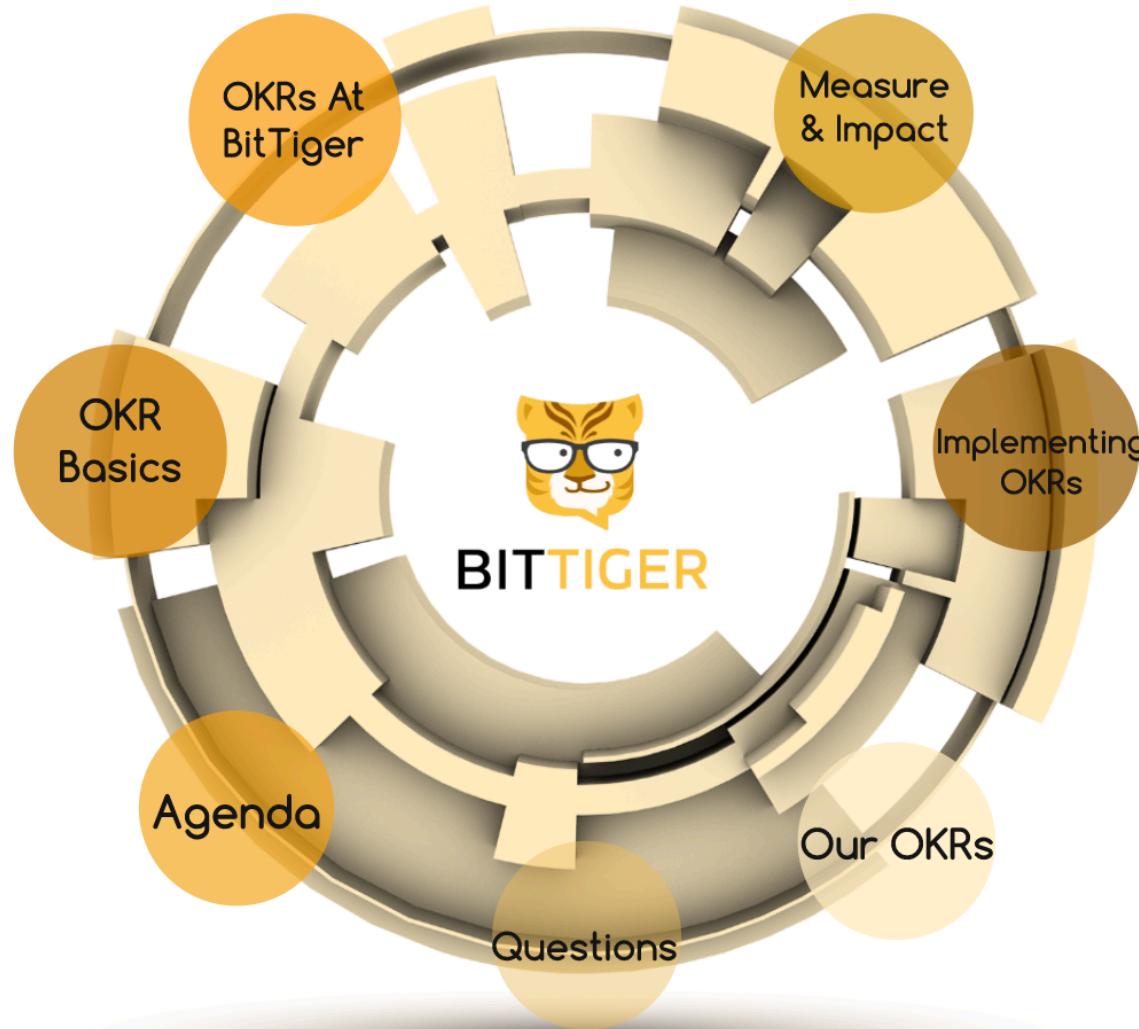
OKRs

OKRs Announcement and Intro

Q4 OKRs – Company & Team
Level



BITTIGER



Agenda

- OKR basics
- OKRs at BitTiger
- Measurement and Impact
- Implementation
- Company Level OKRs
- Team Level OKRs
- Questions



OKR is a Goal System

- OKR stands for Objective Key-Results.
- Its main goal is to define company and team "objectives" along with the measurable "key results" that define achievement of each objective.

Objectives: Small mission/ Goal

Key Results: The key results help achieve your objective

OKRS Are:

- Ambitious
- Measurable
- Shared and Public
- Graded

Who else uses OKRs?



Spotify®



Employee Engagement Survey

You spoke, we listened

"Be more transparent
with BitTiger's Future
direction & strategy"

"Clarify employee
responsibilities and
duties"



Why Use Okrs?

OKRs provide Alignment

- Team level goals are aligned with company level goals
- OKRs are effective way to vet new projects and initiatives to ensure that they are in alignment with the core company goals.
 - Every decision is made with this question in mind: "Will this get us closer to our main objective, yes or no?"

Create transparency

- OKRs are kept public in front of everyone, so people and teams move towards the same goals and know what others are focusing on.

OKR Outline

Level:

Objective 1:

Key Results:

- Key Result 1
- Key Result 2
- Key Result 3

Sample OKR

Direct Alignment

CEO

Objective: Become the market leader

Key Results: 1. Launch new product
2. Acquire 10,000 new users

VP of Product

Objective: Launch new product

Key Results: 1. Redesign app by December
2. Conduct 4 user test sessions
3. Get a rating 4.5+ in app store

VP of Marketing

Objective: Acquire 10,000 new users

Key Results: 1. Increase conversions by 15%
2. Launch lead gen campaign
3. Mention in tech publication

In-direct Alignment

CEO

Objective: Become the market leader

Key Results: 1. Launch new product
2. Acquire 10,000 new users

VP of Product

Objective: Build an awesome product

Key Results: 1. Redesign app by December
2. Conduct 4 user test sessions
3. Get a rating 4.5+ in app store

VP of Marketing

Objective: Create brand that users love

Key Results: 1. Increase NPS by 15%
2. Launch brand campaign
3. Mention in tech publication

How do OKRs work at BitTiger?

- OKRs will be created and evaluated each Quarter
- OKRs will be set at the Company and Team Level
- There will be a monthly check-in on OKRs

Measuring OKRs



- At the end of each quarter, we will measure our OKRs to see progress and impact made to the business.
- 70% completion of OKRs is considered good due to the fact these are ambitious goals.
- Company-wide sharing reinforces commitment
- Use low grades to reassess ("is XXX worth doing?""What will we do differently to achieve our objective?")

How do OKRs impact Performance Feedback?

- The Objectives and Key results will represent many of the core projects that will be included in your performance feedback
- The percentage completion of Key results is not numerically tied to your performance ratings

Implementation

OKRs are set quarterly

- Management team set company wide goals and also draft Team Level Goals
- Collaborate with Team Leads to finalize

Companywide check-ins monthly

- Teams will report on projects completed or in progress related to KR
- These are mandatory meetings and will include both the US and China office
- Teams will report any changes in objectives or key results

Daily Use of OKRs

- Review progress of OKRs in 1:1s and Team Level syncs
- When proposing new projects, ensure fit to quarterly OKRs or propose a change to the team lead
- There will always be tasks that are outside of OKRs, but this shouldn't stop us from focusing on our main objectives

Company Level OKRs



Company

Objective 1: Bring “intelligence” to the Lifelong Learning Platform - 60%

Key Results:

- **Deploy the intelligent learning platform**
 - Free contents - Use user profiles and a systematic organization of free resources to deliver the right free contents to the right segments of our audience (Marketing and CAs teams)
 - Interview Subscription - an ongoing subscription containing the most comprehensive, up-to-date and systematic content aimed at preparing for tech interview
 - Mastery Programs - leverage the intelligent learning platform to customized curriculums in order to better serve the diverse needs and background of MP students
- **Increase active users (DAU, leads)**
 - 7k Daily active users across all channels
 - 150 leads per MP
- **Use data driven analysis to improve business decisions and process design**

Company

Objective 2: Increase Revenue - 30%

Key Results:

- 1.8 million class sales in Q4
- 150k subscription sales to ILP

Objective 3: Continue to build and scale a world-class team across all departments - 10%

Key Results:

- Improve employee development and engagement
- Train new team leads to be better people managers
- Improve company and team goal alignment through deployment of the OKR system

Team Level OKrs



Business Development

Objective 1: Drive growth in student lead generation by developing new sales and marketing channels

Key Results:

- Attend industry events that will generate student leads, sales or promotional partnerships, or branding opportunities for BitTiger
- Develop sales channel partnerships with companies in complimentary industries
- Develop promotional partnerships with companies in complimentary industries
- Develop new marketing channels in geographies where BitTiger does not yet have deep market penetration
- Publish more professional enterprise facing-introductory materials including brochures and case studies

Objective 2: Provide BitTiger students with career opportunities and boost the BitTiger brand through recruiting partnerships

Key Results:

- During recruiting seasons, hold monthly recruiting events with our partners (career fairs OR single-employer branding events)
- Recruit additional recruiting partners explicitly interested in typical BitTiger Mastery Program graduates (entry-level and international students)
- Maintain monthly referrals of top graduates directly to companies

Objective 3: Launch beta version of enterprise training programs for companies in China

Key Results:

- Sell seats to existing Mastery program classes or recorded versions of existing MP's to Chinese enterprises
- Create and distribute beta version of enterprise specific training product (Case Studies or the Product Management class videos) to determine whether it is a sustainable future revenue stream

Business Operations

Objective 1: Build financial projects for BitTiger in 2018

Key Results:

- Project expenses, and revenue
- Build 2018 headcount plan

Objective 2: Finance

Key Results:

- Ensure proper investment of cash-on-hand
- Produce regular reports and ensure management is informed of any potential finance issues
- Advice BitTiger management on fundraising activities

Objective 3: Maintain smooth operation of business

- Facilitate budget administration and analysis
- Ensure timely delivery of teacher payments
- Ensure proper supplies and gear is available for BitTiger office and events

Engineering

Objective 1: Deploy education platform 2.0

Key Results:

- Deliver first version of the Interview Subscription service
- Design and implement a user profiling and suggestion system to be used across the website
- Improve and support the deployment of the new class dashboard system

Objective 2: Provide improvements for other departments

Key Results:

- Iterative improvements on supporting systems (such as Career Consultation)
- Improved user-flow and marketing pages to increase user engagement and retention rates
- Continue to add more tracking/data infrastructure to the webapp

Objective 3: Increase code quality and testability

- Implement a unit testing framework for code testability
- Perform regular code reviews of each other's work to ensure high quality and less frequent bugs.

Course Management

Objective 1: Move new MPs to the new class dashboard

Key Results:

- Migrate course content into new dashboard
 - All new MPs in Q4 are moved to new dashboard
 - Internal training materials for dashboard instruction are developed
- Train students on how to use the new dashboard
 - Training materials are developed for students to use and explore dashboard
- Work with engineering team to design and develop improved features for dashboard

Objective 2: Project management of interview subscription

Key Results:

- Onboard new teachers on how to develop/record content
- Maintain the timeline for delivery of content
- Organize the finished content into the interview subscription on the website

Course Management (cont.)

Objective 3 :Maintain the MP course quality and course management service quality

Key Results:

- Maintain an effective MP course quality control system
 - Polling, course evaluation, and students' feedback data are well organized and utilized to discover potential issues
 - Effective communication to other departments to ensure the course quality improves when an issue is identified
- Maintain a high level of professionalism and communication with students
 - A rotation of responsibilities between the US/China office is established so that Students have access to CM team
 - Internal training modules are developed on domain knowledge, course-related and career related contents
- Continue on the standardization of the MP operational process to better coordinate with instructors, TAs, and students
 - Policies, guides, and tools are standardized for instructors, TAs and students across MPs

Career Services

Objective 1: Deliver career service to MP students

Key Results:

- Prepare and deliver career services lectures for CS+DS MP programs with deep domain knowledge and typical interview questions
- Provide high-quality Resume/LinkedIn/Mock Interview/Consultation service for all CS+DS students
- Integrate and insert service and workflow and into our intelligent learning platform

Objective 2: Develop resources related to career service

Key Results:

- Collect more useful resources like interview questions/experience on some forums, HR List, referrals
- Convert career books into BitTiger ebooks and update books periodically
- Continue to host and highlight the best BitTiger offer stories
- Deploy career service resources on the intelligent learning platform

Career Advisors

Objective 1. Increase sales and achieve revenue goals

Key Results:

- Have regular Internal Sales Strategy Sharing activities and meetings to boost revenue
- Create regular Peer Review and Coaching activities to ensure the phone consultation quality and high conversion rate
- Redesign the process of Career Consultation program to ensure high conversion rate
- Set regular meetings for Internal Knowledge Training activities to gain more professional CS/DS/BA/UX industry-related knowle

Objective 2. Provide high quality Career Success Series Class

Key Results:

- Provide systematic and high quality classes open to the public to drive more potential leads to MP classes and build the CA team branding as a professional career coach team
- Integrate career success classes with Intelligent learning platform to form a systematic way to boost students' career acceleration process
- Have regular activities aimed at improving the CA team's teaching skills

Objective 3. Design Teacher Teaching Training program for the first Orientation

Key Results:

- Create Orientation class demo videos for BitTiger lead teachers to ensure the quality of the first orientation class
- Design Orientation Teacher Handbook as training material
- Set regular online teacher training meetings to provide timely and systematic trainings

Teaching

Objective 1: Build comprehensive and in-depth curriculums

Key Results:

- Design curriculum for interview subscription service
- Build the knowledge graphs and models needed for the ILP
- Develop evaluation systems for different domains

Objective 2: Maintain high teaching quality

Key Results:

- Maintain high average ratings on course content quality
- Organize product-wise coordination with related departments to make collaboration more smooth

Objective 3: Maintain good teacher relations

Key Results:

- Formalize teacher orientation
- Formalize payment models and hold more teacher networking events
- Build robust teacher rotation mechanism

Marketing

Objective 1: Improve User Activity and Engagement

Key Results:

- Internal Blog/Website to 6k DAU
- Youtube to 1k monthly subscribers

Objective 2: Boost MP leads

Key Results:

- 150 qualified leads per class
- Double the effectiveness of the Class Consultations funnel, and apply data driven marketing techniques to increase conversions site-wide
- Increase Orientation Class registrations by 100% compared to Q3
- Formalize reporting and improve design of MP product marketing process

Objective 3: Better educate and qualify the customer before they enter the CA funnel

Key Results:

- Better organize the free resources using the intelligent learning platform to increase engagement and student learning
- Design techniques to identify the highest potential leads for the CA team

People

Objective 1: Provide a clear sense of direction and focus at the company and team level

Key Results:

- Launch and administer clear OKR goal-setting (from company down)
- Set clear role expectations and progression planning for each employee level (including improving alignment between both the US and China office to ensure we are on the same page)
- Provide more manager training on 1:1 coaching sessions

Objective 2: Successfully recruit roles key to the strategy of the company

Key Results:

- Build a stronger network of Tech Recruiters and Software Developers in the Bay Area
- Hire 2 additional engineers
- Implement new outbound marketing campaign to attract engineering leads

Objective 3: Bring structure and process improvement to key People Dept. Activities

Key Results:

- Improve BitTiger's performance feedback system leveraging feedback from Mid-Year PFS Survey
- Formalize process and materials for onboarding and training of new full-time hires
- Facilitate open enrollment and get all US-based employees enrolled in new health plans