


## OKR tool applied to agribusiness: A case study

 <https://doi.org/10.56238/sevened2024.007-099>

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### ABSTRACT

This work focuses on the application of the OKR (Objectives and Key Results) tool in the context of agribusiness, an area traditionally governed by more conventional management methodologies. The objective of this work is to identify the contribution of the OKR tool to the strategic results of the company. To achieve this goal, a case study was carried out in a specific company in the sector. As a data collection procedure, a documentary review was carried out, collecting quantitative and qualitative information in the company's internal reports. The result suggests that, maintaining the pace and planning established for the year 2023, the goal of earning 1 million tons - which is the main metric to evaluate the company's success - should be achieved. This projection is supported by the results already obtained: until August, the company earned 257,538 tons, a number that is in line with the monthly forecasts established for the entire year, since in agribusiness we have a seasonality for the purchase of inputs, centralizing sales in the months of September and October where the harvests of some crops occur. In this way, OKRs emerge as a valuable tool for the agribusiness sector. The study suggests that in order to maximize the benefits of OKR in agribusiness, it is essential to consider the specifics of the sector when establishing objectives and key results.

**Keywords:** Planning, Goals, Strategy, OKR, Agribusiness.

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## INTRODUCTION

Agribusiness is one of the most important sectors of the Brazilian and world economy. This term is defined by all activities related to the production, processing, and marketing of agricultural, livestock, forestry, and fisheries products. According to research carried out by the Cepea Institute (2022), 23% of the economy was represented by this sector if we take into account the entire production chain involved in this process: production, industries and services connected to it and according to Castro (2022), in addition to 40% of exports.

Despite the extreme importance that this sector has, it faces several difficulties, including challenges and adaptations to new technologies and economic, environmental, and social factors. Thus, the key point to be profitable in this field is to aim to increase productivity and reduce operating costs, so that in this way it can meet the growing demand for food, which according to Coelho (2009), has become increasingly complex and demanding, with a greater and different amount of food being demanded on the Brazilian table.

In order to overcome these challenges and ensure competitiveness in the agribusiness sector, it is essential that companies adopt strategic planning, aiming to meet the particularities of the sector and following global trends. For Ansoff (1997), planning is a fundamental tool for efficient, effective and indispensable management today, since the business environment becomes increasingly competitive and dynamic. The process of implementing the *Objectives and Key Results* (OKR) tool involves the analysis and definition of the company's strategies to achieve its short, medium and long-term objectives, being faithful to its mission, vision and values stipulated by the company's top management, considering internal and external resources and how they directly and indirectly affect everything around the company.

Strategic planning, on the other hand, is seen as a fundamental tool for business management, as it serves as a map to guide the company towards its long-term goals. According to Oliveira (2018), strategic planning should be understood as a managerial process that allows establishing the direction to be followed by the company, aiming at a greater degree of interaction with the environment. This approach emphasizes the importance of understanding the external and internal environments of the business and adapting strategies accordingly. Through this planning, organizations can anticipate trends, adapt to market and environmental changes, and create a sustainable competitive advantage. Effective implementation of strategic planning allows businesses to not only survive but thrive, even in challenging economic scenarios.

In addition, with strategic planning, companies can set clear and objective goals, identify the resources needed to achieve them, and establish an action plan that allows them to monitor progress and adjust the strategy as needed. In summary, strategic planning is an important part of the management process of companies, as it allows them to define where they are and where they want



to go, identify their resources, evaluate their competencies and adapt quickly to changes in the internal and external environment (Rezende, 2002).

The use of *Objectives and Key Results* (OKR) is a management methodology that has become popular in recent years, especially in technology companies. It is a tool that directly assists in the strategic planning process, allowing companies to establish clear and objective goals, aligning them with the organization's long-term objectives, which are called global objectives, that is, the macro result of the organization as a whole (Doerr, 2018).

The OKR tool consists of defining specific and aspirational objectives that demonstrate "where" you want to go and measurable and challenging key results that demonstrate "how" to ensure that the objective is met. The methodology allows the company to establish a clear and focused vision for all employees, ensuring that everyone is working in the same direction and in search of the same global result (Valerim, 2020).

The tool should be seen as an inspiring and measurable direction of strategic planning as a whole. According to John Doerr (2019), it should be used and monitored frequently to ensure that the company is focusing activities on achieving the right and important results and allowing management to make correct and aligned decisions at all hierarchical levels.

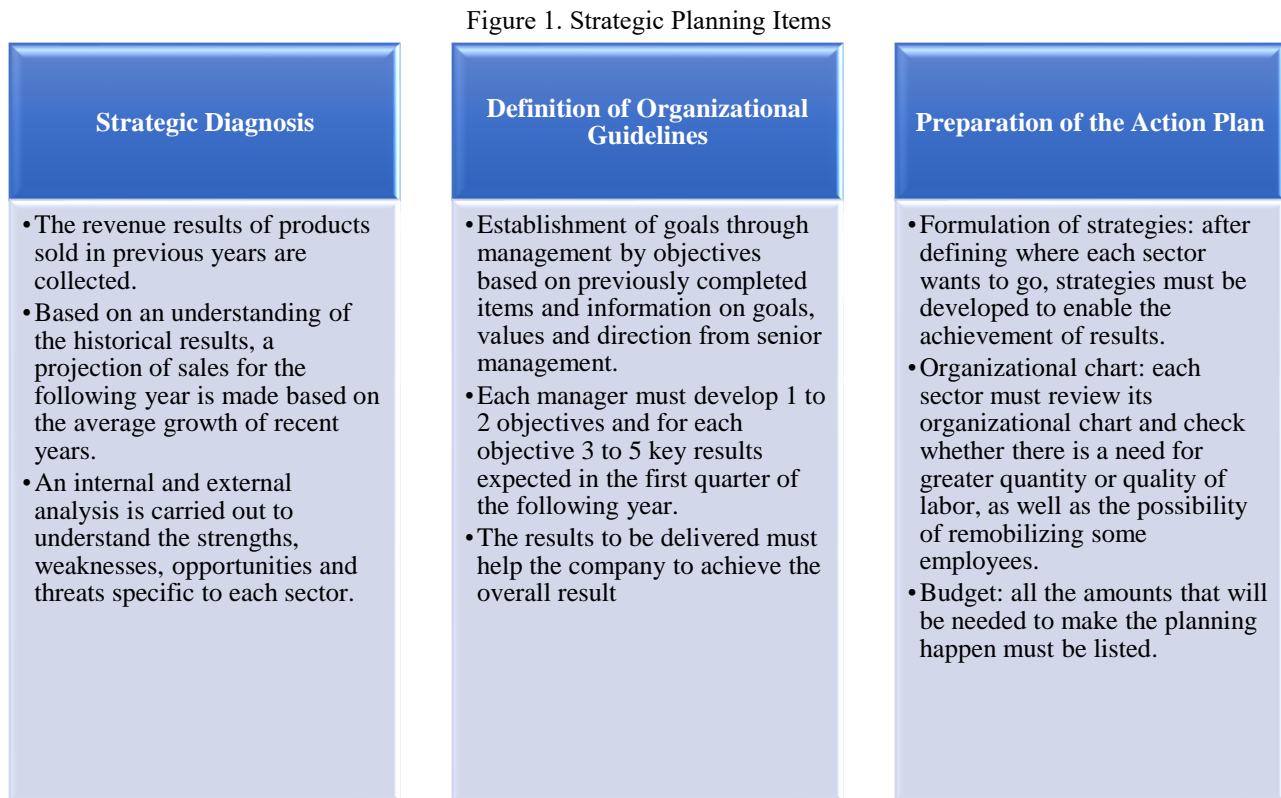
In this sense, this work has as its object of study an agribusiness company, from Minas Gerais, which produces and sells potassium-based fertilizers. The company operates using the *home office model* for all sectors considered administrative and corporate of the company and face-to-face in the case of operational sectors, containing between 300 and 400 active employees in 2023. Located in the interior of Minas Gerais and divided into three units, one of the parts called headquarters, the mining part and, finally, the manufacturing part.

In this context, the objective of this work is to identify the contribution of the OKR tool to the strategic results of the referred company. It is expected that the application of the tool through management by objectives will boost and direct the results of all sectors and hierarchical levels involved. With this, it is believed that the overall results of the stipulated top management are achieved profitably, in order to have the least possible number of rework, within the planned budget and that a database is also formed with the weekly history of the main results.

Therefore, in the future, it is hoped that it will be easier for management to understand what the impacts of certain decisions are and to understand what historically tends to work or not. Based on what was foreseen and what was accomplished, comply with the growth established for the company in the year 2023 within the main pillars, that is, the main results that the company must achieve for its growth and profitability.

## MATERIAL AND METHODS

This study is a research with an applied nature, qualitative approach and descriptive character. As technical procedures for data collection, a case study was used that was supported by documentary survey (through consultation of documents and reports of the company). With the information collected, a strategic plan was prepared based on the Strategic Diagnosis, Definition of Organizational Guidelines and Elaboration of the Action Plan, as shown in Figure 1.



Source: Original survey data.

First, a meeting is held with the top management (CEO - *Chief Executive Officer*, CFO - *Chief Financial Officer*, Directors) to prepare a SWOT matrix of the company as a whole, in order to understand strengths, weaknesses, opportunities and threats. After this analysis, a global objective for the year and the expected macro key results are established. It is ideal that the company's objective is summarized in an aspirational, qualitative phrase that is fully linked to the company's purpose, so that all employees feel motivated to achieve this goal for a greater reason and not for an absolute number. Once this objective has been elaborated, which should represent where the company wants to go that year, the macro results that the company needs to achieve to indicate whether the objectives are advancing or not must be elaborated.

In this way, three to five specific, important, challenging, measurable and time-bound key outcomes will be defined. These key results will be the way in which the success or failure of the indicators defined according to the following criteria will be monitored: progress from 0 to 39% is



signaled with the color red, that is, low progress; From 40% to 79% the color yellow is applied, corresponding to an average progress and above 80% green, considering excellent progress.

In the last stage, the strategic planning is prepared through the alignment of the objectives and key results of the company as a whole and as soon as this is done, the work begins to be unfolded at all levels of the company's organizational chart, with this first division being carried out by each sector. It should be the responsibility of the sector responsible for strategic planning, prepare a standard document template containing all the steps necessary for its preparation and request delivery within a certain period that can vary from 30 to 45 days. Chart 1 describes the data used, as well as their respective sources.

Table 1. Source of data for strategic planning

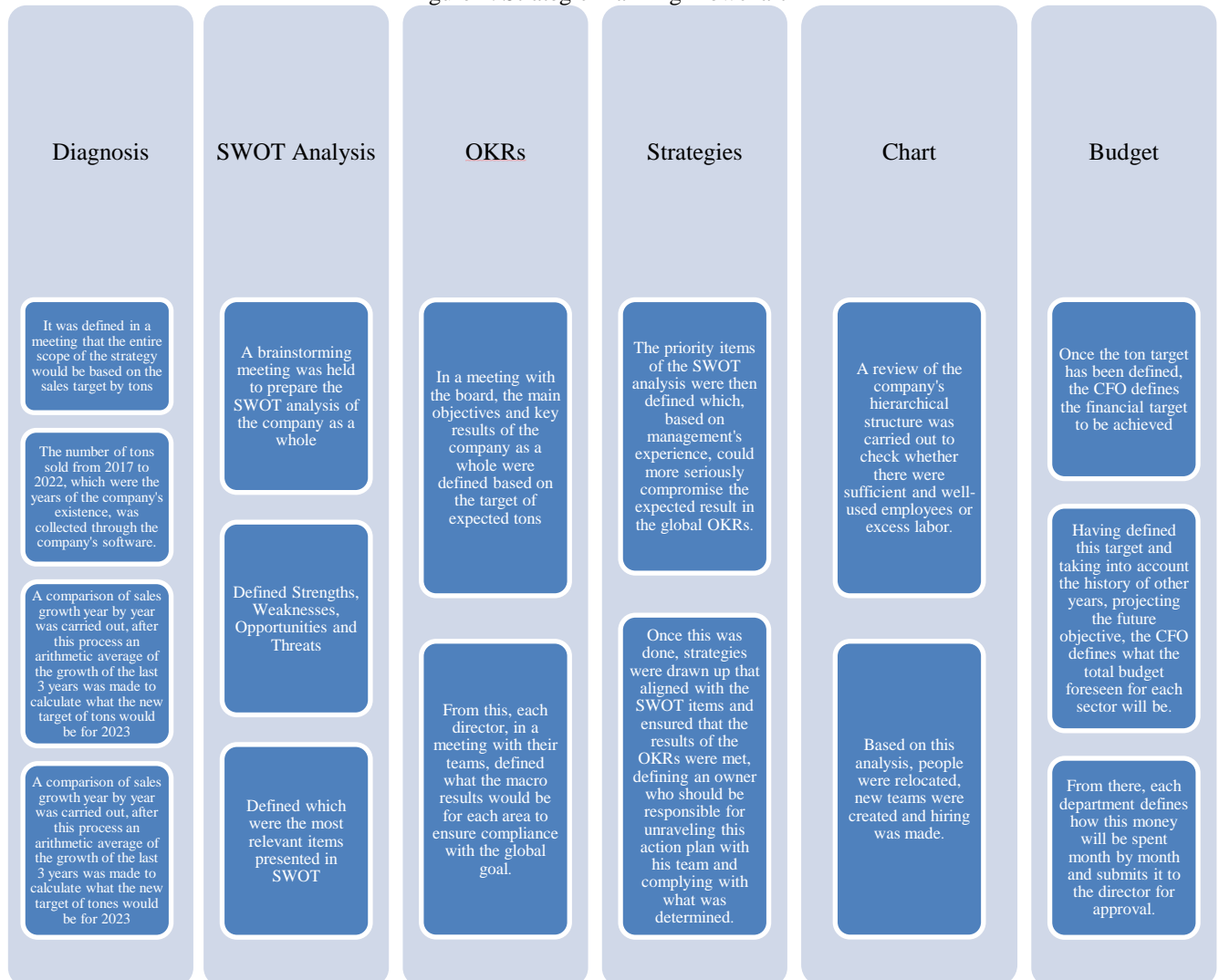
Strategic Planning Stage	Information Collected	Periodicity	Source
Diagnostics	Turnover of the number of tons of products sold from all the years of the company since its creation	One-time From October 3rd to 7th/22	Data collected through the ERP system
SWOT analysis	Strengths, Weaknesses, Opportunities and Threats	One-time From October 3rd to 7th/22	Data collected through internal surveys with members of the company's senior management
OKRs	Sales Target for 2023, Customer Repurchase for 2023, Organic Growth Rate for 2023, Sales Advance Rate for the year 2024	One-time From October 10th to 14th/22	Data collected through results from the years 2017 to 2022 available via CRM
Strategies	What strategies will be used to achieve the proposed metrics	Quarterly From October/22 from 22 to December/23	Data collected through brainstorming meetings and prioritization of the strategic actions that will be carried out
Current/Proposed Org Chart	Number of current people in the company and current positions and how will be the distribution of positions and number of people for the year 2023	One-time (From October 24th to 28th/22)	Data collected through internal company documents that contained the organizational chart of the entire company divided by sector and function of each person within the organization
Estimated budget	Monthly amounts to be spent	One-time (From October 24th to 28th/22)	Data collected through information imputed to the ERP system
Key result values determined for each sector of the company	Sales figures for 2023, customer buyback for 2023, organic growth rate for 2023, sales advance rate for the year 2024	Weekly (From Jan/23 to Dec/23)	Data collected through results extracted from CRM tools

Source: Original survey data.

Finally, a weekly monitoring of the development and execution of the strategic planning was carried out through the completion of all the necessary steps. The data for this survey was taken from the company's weekly earnings tracking reports. These reports compile the results extracted from existing CRM (*Customer Relationship Management*) tools, which is the *software* responsible for the entire customer journey from prospecting to product delivery, ERP (*Enterprise Resource Planning*) which represents the *software* responsible for the entire supply chain issue, as well as *team management* software.

The data collected provided insight into the key results and goals proposed for the company as a whole and for each key sector of the company during the period from October 2022 to June 2023. Figure 2 presents a summary of the strategic planning flowchart.

Figure 2. Strategic Planning Flowchart



Source: Original survey data.

To contextualize the filling of the information, a meeting was held with the top management in October 2022, given the beginning of the process. Billing information was collected from the CRM *software* to understand what results the company achieved from 2017 to the time of the meeting. Based on this, the expected result for the following year was projected.

## RESULTS AND DISCUSSION

The company in question is Brazilian and manufactures high-tech fertilizers, which use natural and sustainable raw materials in their production. Founded in 2017, the company that is the subject of this study aims to provide innovative solutions for the agriculture market, promoting a more productive, profitable and sustainable crop. Headquartered in Belo Horizonte, the company is

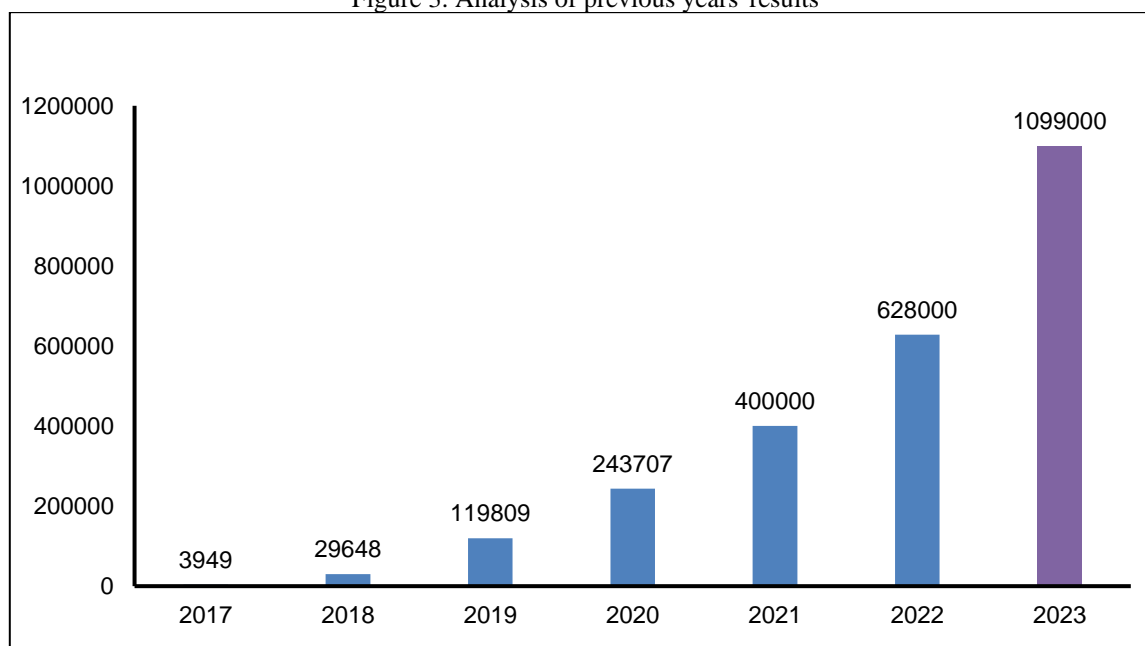


recognized for its patented technology that produces a unique fertilizer capable of increasing crop productivity and quality. The company is also concerned with social and environmental responsibility, working in partnership with local communities and promoting sustainable practices throughout its production process.

In addition, the company constantly invests in research and development in order to create even more efficient and sustainable solutions for the agricultural market. The company has a team of highly trained specialists, who work in partnership with internationally renowned universities and research centers to develop new technologies and improve their production techniques. With a long-term vision, it seeks to contribute to a more prosperous and sustainable future for the agricultural sector and society at large, through its innovation and commitment to sustainability. This company elaborates the strategic planning process based on the OKR objective management tool, to assist in the fulfillment of global objectives.

Thus, initially, in order to know the company's numbers, data were collected via CRM regarding the tons sold in previous years (Figure 3).

Figure 3. Analysis of previous years' results



Source: Original survey results.

It was possible to observe the exponential growth from 2017 to 2022. In 2017, the result is relatively low because it is the first year of operation of the company, taking this into account it can be seen that the result had an exponential year-on-year growth. With this in mind and to obtain an assertive projection, the percentage growth between the years was calculated, as shown in Table 1.

Table 1. Year-over-year sales growth

Year	Growth compared to the previous year
2020	203%
2021	164%
2022	157%
<b>Average</b>	<b>175%</b>

Source: Original survey results.

It was possible to observe that the growth between the years was decreasing, a result due to the increase in significant volumes between the first years, that is, in the next year it was more difficult to have an exponential increase in volume since they were doubling the amount of sales from 2017 to 2020. This issue does not demonstrate a negative point, but that the company has gained maturity and achieved interesting sales volumes and customer loyalty, issues that are very important for agribusiness. With this in mind and for the use of more feasible data consistent with the current reality of the company, only the last 3 years of sale were considered, elaborating from these 3 years an arithmetic average.

This average was used to calculate the new sales projection for the following year 2023, i.e. the sales value of 2022 which consisted of 628,000 tons multiplied by the average of the sales growth of the last 3 years 175%, totaling 1,099,000 tons of sales forecast for the year 2023. After that, the diagnosis was carried out using the SWOT matrix tool, to identify possible internal and external issues that may be points of attention, as shown in Figure 4.

Figure 4. SWOT analysis

SWOT MATRIX					
<b>INTERNAL FACTORS</b>	<b>FORCES</b>	Operational availability for production Demand forecasting for assertive logistics delivery High talent density Efficiency in the collection process Agility for credit analysis	Market in high consumption growth Digitalization of the sector Good acceptance of the product in the coffee markets Partnership with research institutions High potential for customer repurchase	<b>OPPORTUNITIES</b>	<b>EXTERNAL FACTORS</b>
	<b>WEAKNESSES</b>	Limited logistical capacity Uncompetitive salaries Absence of skilled labor on site Poor infrastructure Safety culture in place	Volatile commodity prices Emergence of new local competitors Small number of scientific publications Non-assertive communication with customers Scarcity of secondary raw materials	<b>THREATS</b>	

Source: Original survey results.





The SWOT analysis revealed several relevant points for the direction of the strategies. Regarding the identified forces, operational availability for production is an important differentiator, as it guarantees the ability to meet demand consistently. In addition, assertive logistics delivery demand forecasting contributes to efficiency and customer satisfaction. High talent density is a valuable asset, as a skilled team drives innovation and competitiveness. Efficiency in the collection process is also crucial for the company's financial health. The agility for credit analysis provides security in commercial transactions.

On the other hand, the weaknesses identified need to be considered to mitigate potential negative impacts. Limited logistics capacity is a challenge, as it can affect the ability to expand and quickly deliver products. Uncompetitive salaries can lead to a loss of talent and make it difficult to attract new qualified professionals. The absence of qualified labor on site can compromise productivity and the quality of processes. Poor infrastructure poses an obstacle to operational efficiency. In addition, the safety culture in implementation requires attention to avoid accidents and losses to the company and its employees.

The identified threats can significantly impact the company's performance in the market. The volatilization of the price of commodities can affect the profitability of businesses. The emergence of new local competitors increases competitiveness and requires constant differentiation and adaptation. The small number of scientific publications may indicate limited access to up-to-date and relevant information to improve products and processes. Non-assertive communication with customers can damage the company's reputation and affect business relationships. The shortage of secondary raw materials is a matter of concern, as it can hinder production and raise costs.

However, there are also several opportunities that the company can take advantage of to boost its growth and competitiveness. The high-growth consumer market offers a chance to expand the sector's share. The digitalization of the sector presents opportunities to optimize processes, improve decision-making, and expand the reach of products. The good acceptance of the product in the coffee markets allows us to explore this segment as a lever for business expansion. Partnering with research institutions is a way to innovate, develop new products and technologies, as well as gain credibility in the market. The high repurchase potential of customers is a strategic advantage that can be exploited to build loyalty and stimulate the recurring sale of products.

In short, strategic planning should consider these points of the SWOT analysis to capitalize on strengths, mitigate weaknesses, address threats, and seize opportunities, enabling sustainable growth and strengthening the position of the Brazilian agribusiness fertilizer company in the market.

That said, senior leadership committed to implementing actions that made sense with the results expected for the year, plus the points of attention that were identified as critical for meeting the goal. The choice of global objectives and key results (OKRs) involved a careful and strategic



process. Initially, the organization's top management and key *stakeholders* held an alignment meeting based on the growth rate, SWOT analysis, the company's vision and mission, as well as the long-term strategic objectives. This shared understanding provided the basis for defining global OKRs, in an ambitious and achievable way, reaching the conclusion that the company's goal is to "Be the fastest growing Agro Technology company in the country".

After identifying the sales projection of 1,099,000 tons, the OKRs were then established, as shown in Chart 2.

Table 2. Global OKRs

Objective	To be the fastest growing Agro Technology company in the country
KR1	Earn 1,099,000 tons by December/2023
KR2	Achieve a repurchase of 80% of customers from 2022 in 2023 by December/2023
KR3	Achieve an EGR rate of 75% by December 2023
KR4	Advance the purchase of 1,000,000 for 2024 by December/2023

Source: Original survey results.

The top management defined what would be the objective of the company as a whole, which should be something inspiring and that they were not just numbers to be followed, after that it was defined that the company's objective would be "To be the fastest growing Agro Technology company in the country". With this in mind, three more important indicators were raised, the customer repurchase rate, organic growth rate, called EGR and sales advance for the following year, thus forming the Global OKR which consists of an inspiring and qualitative objective and four challenging and quantitative key results. All the values of the key results were defined considering the main KR1 metric, and taking into account the history of each indicator over the years.

From the SWOT analysis carried out in the second stage of planning, it was possible to verify what would limit or what can be done to generate an improvement process within the company, so that from this it is possible to outline strategies to achieve the objective and key results proposed from the projected sale of tons expected according to the company's growth over the years, some points were identified to be considered as necessary strategies for the objective to be achieved, as shown in Chart 3.

Table 3. Strategies for Critical SWOT Analysis Items

Strategies				
Item SWOT	Share	Accountable	Date	Status
Production operational availability	Completion of the new operational plant	Project Manager	31/06/2023	Not Started
Limited logistics capacity	Creation of a trucker database	Logistics Manager	31/06/2023	Not Started
Commodity price volatility	Creating a Price Guarantee Plan	Sales Director	31/01/2023	Not Started
Small number of scientific publications	Elaboration of 11 research projects	Research & Development Manager	31/10/2023	Not Started

Source: Original survey results.

The existence of strategies is essential to ensure that certain aspects do not negatively influence the results of the agribusiness company. Each of the items mentioned requires specific attention and strategies to ensure the success and sustainability of the business, as shown in the chart and discussed below.

**Production operational availability:** Production operational availability is crucial for meeting market demand and maintaining the company's competitiveness. An efficient action plan can include regular maintenance and updating of equipment, as well as constant monitoring of production capacity. Additionally, it is important to invest in staff training and upskilling to ensure that they have the necessary skills to operate the equipment properly and safely. The adoption of advanced technologies can also optimize production processes, improving the efficiency and quality of products.

**Limited logistics capacity:** Limited logistics capacity can hinder the distribution of products and affect customer satisfaction. An action plan in this regard should address improvements in the supply chain, identifying bottlenecks and points of inefficiency. The search for reliable logistics partners and the adoption of tracking and inventory management technologies can facilitate the flow of products. In addition, strategic planning should consider expanding logistics infrastructure, such as warehouses and distribution centers, to meet greater future demand.

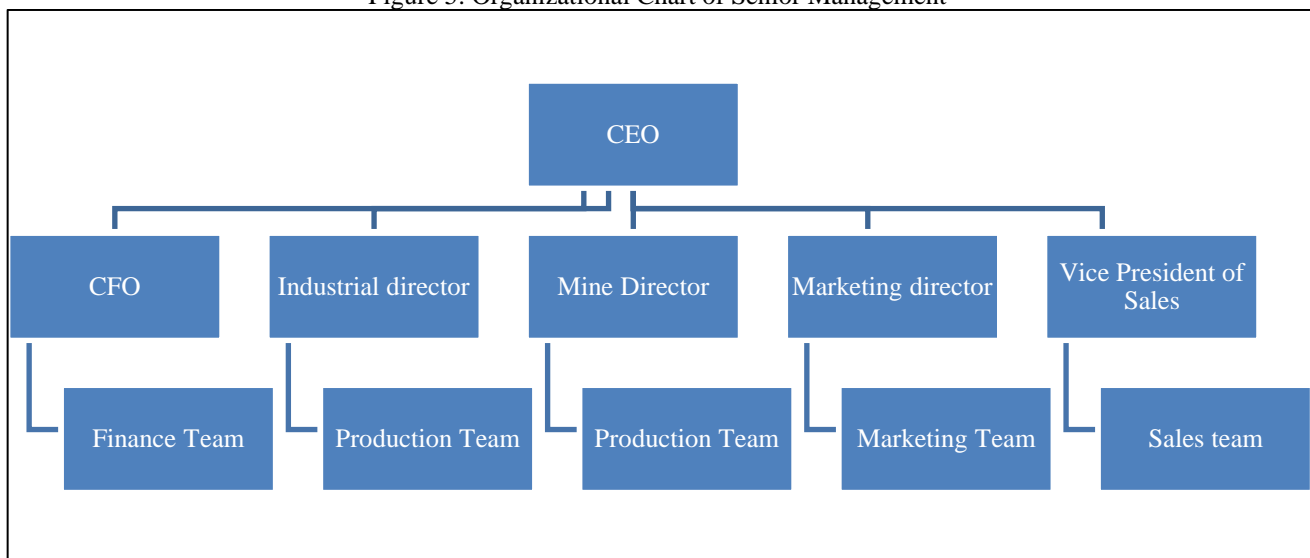
**Commodity price volatility:** The fluctuation of commodity prices can significantly impact the company's revenue and its profit margin. An action plan to mitigate this impact may include diversifying the products offered, seeking other sources of revenue that are not directly related to commodities. Additionally, the company can adopt financial hedging strategies to protect itself from price fluctuations. The search for alternative suppliers of raw materials can also reduce dependence on commodities subject to large price variations.

Small number of scientific publications: The scarcity of scientific publications can limit the company's access to information and technological innovations relevant to the industry. To overcome this challenge, an action plan can encourage partnerships with research institutions, universities, and innovation centers. These collaborations can provide access to academic knowledge and studies, as well as allow for the joint development of new technologies and more efficient practices. Additionally, the company can invest in in-house research and development, creating a specialized team to conduct studies and projects that meet the specific needs of the business.

These strategies are integrated into the company's overall strategic planning, with clear goals and indicators to assess the progress and success of the actions implemented. With a commitment to solving these issues, the company will be better prepared to face market challenges and achieve better results over time.

Once this was done, each board proposed its OKRs so that the defined metrics reflected in the company's overall results, following the general organizational chart, as shown in Figure 5.

Figure 5. Organizational Chart of Senior Management



Source: Original survey results.

Currently the company is composed of the CEO and 5 directorate fronts, each directorate has its team, financial team 25 people, factory production team 150 people, mine production team 20 people, marketing team 10 people and sales team 30 people, thus totaling 235 employees in total, without taking into account the directors and CEO. From this, the objectives and key results of the main directorates were defined (Chart 4).

Table 4. Objectives and Key Results of the Main Boards

CFO	
<b>Objective</b>	<b>Prepare the company for exponential growth</b>
KR1	Securing 100% of Capex below budget
KR2	Conclude 100% of the Lei do Bem project
KR3	Complete 100% of CRM integration with ERP
MARKETING BOARD	
<b>Objective</b>	<b>Leverage sales through marketing</b>
KR1	Generate 1,000 leads
KR2	Increase campaign performance by 20%
KR3	Increase lead-to-opportunity conversion rate by 20%
BOARD OF DIRECTORS OF THE MINE	
<b>Objective</b>	<b>Have sustainable mining</b>
KR1	Have 0 accidents with lost time
KR2	Ensure 0% non-standard raw material
KR3	Get 100% Z Mining License
INDUSTRIAL DIRECTORATE	
<b>Objective</b>	<b>Ensure sustainable growth of the operation</b>
KR1	Ensure 100% CAPEX and OPEX compliance
KR2	Ensure 100 tons of average cumulative output per mill
KR4	Ensure 100% of products are in specification
VICE PRESIDENT OF SALES	
<b>Objective</b>	<b>Be a vending machine</b>
KR1	Sell 500,000 tonnes
KR2	Increase customer usage area by 50%
KR4	Achieve 80% buyback

Source: Original survey results.

The objectives and key results outlined for each sector of the company are fundamental to its sustainability, growth and competitiveness in the market. The relevance of each of them can be highlighted in each of the sectors.

For the CFO, the following points stand out:

1. Prepare the company for exponential growth: This goal is of paramount importance, as it allows the company to be prepared to face challenges arising from business growth and expansion. This involves strategically planning operations, human, financial, and technological resources, to ensure that the company develops in a sustainable and efficient manner.
2. Securing 100% of Capex below budget: Controlling capital investments is essential to maintain the company's financial health. By ensuring that capital expenditures are below



budget, the CEO can ensure that resources are utilized efficiently and that the company avoids unnecessary spending.

3. Completing 100% of the Lei do Bem project: The successful completion of the Lei do Bem project demonstrates the company's commitment to innovation and technological development. In addition, it can bring tax benefits and government incentives that positively impact the company's financial results.
4. Complete 100% integration of CRM with ERP: The integration of CRM (*Customer Relationship Management*) with ERP (*Enterprise Resource Planning*) is crucial to optimize processes and improve internal communication, resulting in more efficient customer service and improved decision-making.

The Marketing Board, on the other hand, defined the following points:

1. Leverage sales through marketing: Marketing plays an essential role in customer acquisition and retention. By leveraging sales through effective marketing strategies, the business can broaden its customer base and increase its market share.
2. Generate 1,000 leads: Lead generation is vital for the growth of the business, as they are potential customers who are interested in the company's products or services. Obtaining a specific amount of leads establishes a concrete goal for the marketing team and represents an important step in driving sales.
3. Increase campaign performance by 20%: The increased performance of marketing campaigns indicates that strategies are being successful in attracting and engaging target audiences. This result is relevant to improve the return on investment in marketing and maximize the results obtained.
4. Increase lead-to-opportunity conversion rate by 20%: Increasing conversion rate is key to optimizing marketing and sales efforts. A higher conversion rate means that a greater number of leads are becoming real business opportunities, which directly contributes to the company's growth.

For the Mine's Board of Directors, the highlights were:

1. Have sustainable mining: Sustainability is a growing concern in the business sector. Ensuring sustainable mining is essential to ensure the preservation of the environment, comply with environmental regulations, and earn the trust of customers and society.
2. Have 0 lost-time accidents: Occupational safety is a priority in any industry, especially mining, which involves high-risk activities. The goal of not having accidents with lost time reflects the company's commitment to the protection and well-being of employees.



3. Ensure 0% non-standard raw material: Ensuring that the raw material used is within specifications is essential for the quality of the final products. Strict control of raw materials prevents production problems and non-compliant products.
4. Obtain 100% of the Z mining license: Obtaining the mining license is a legal requirement to operate regularly and comply with government regulations. In addition, having the mining license can open doors to exploring new markets and trading partners.

The Industrial Directorate defined the following highlights:

1. Ensure sustainable growth of the operation: Sustainable growth is essential for the company to expand its business in a controlled manner, ensuring that its resources and capabilities are aligned with market demand.
2. Ensure 100% compliance with CAPEX and OPEX: Compliance with CAPEX (Capital Investment) and OPEX (Operating Expenses) is essential for the company's financial health. This means that investments and expenses are being well managed and controlled.
3. Ensure 100 tons of average cumulative production per mill: Setting specific production goals is crucial for the efficiency and productivity of the company. Monitoring the accumulated average per mill allows you to identify possible bottlenecks and optimize production capacity.
4. Ensure that 100% of the products are up to specification: The quality of the products is one of the main factors that influence customer satisfaction and the reputation of the company. Ensuring that 100% of the products are within specifications ensures the reliability and trust of customers.

Finally, the Vice President of Sales aligned her goals as:

1. Being a sales machine: The goal of being a sales machine highlights the need to establish a highly efficient sales team and successful sales strategies that ensure the continued growth of the business.
2. Sell 500,000 tons: Establishing a specific sales goal is essential to guide the sales team and quantify the success achieved. In addition, clear goals can motivate and engage employees.
3. Increase customer usage area by 50%: Increasing customer usage area represents an opportunity to expand the business with the existing customer base. This can be achieved by selling new products or expanding the use of current products.
4. Achieve 80% repurchase: Repurchase is an indicator of customer satisfaction and loyalty. Achieving a high repurchase percentage means that customers are satisfied with the company and trust its products and services.



Thus, these objectives and key results reflect the company's strategic vision and its pursuit of excellence in several key areas. Its relevance lies in the ability to direct the efforts of each sector to achieve the desired results and thus strengthen the company's position in the market and ensure its long-term growth and success.

After that, the previous year's budget was raised so that a review of costs could be carried out and based on that, a new budget could be scheduled, as shown in Table 2, which would be adapted according to the new goal proposed for the year 2023.

Table 2. Budget made in 2022 and planned for 2023

Sector	Accountable	Total 2022	Total 2023
Financial	CFO	R\$ 1.200.000	R\$ 2,000,000
Factory	Industrial Director	R\$ 2.400.000	R\$ 2,000,000
Mine	Mine Director	R\$ 600.000	R\$ 500.000
Marketing	Chief Marketing Officer	R\$ 600.000	R\$ 1,000,000
Sales	Sales Director	R\$ 240.000	R\$ 500.000

Source: Original survey results.

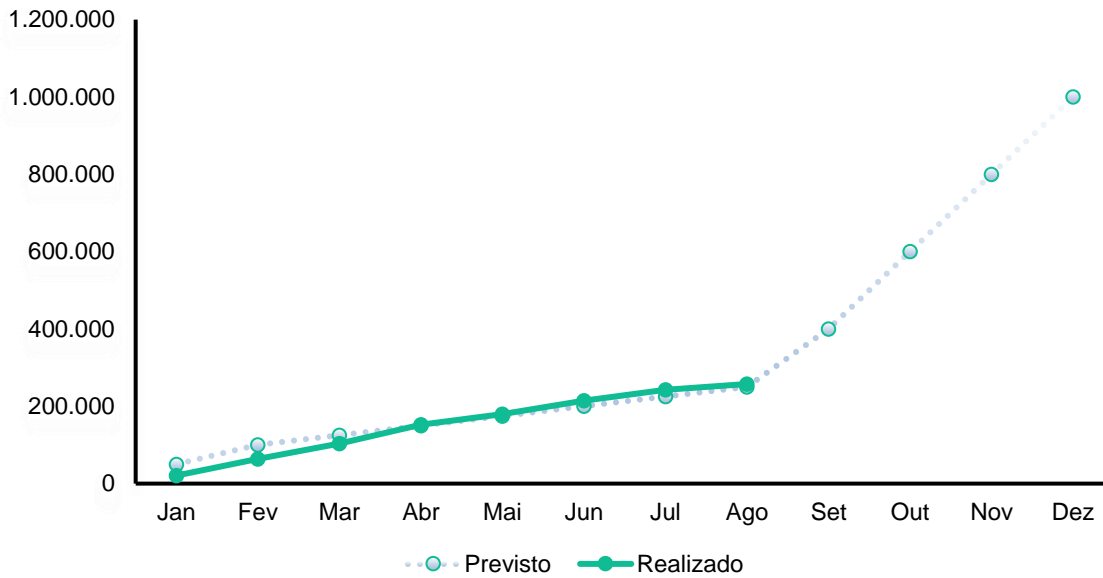
It can be seen that the cost was readjusted to the new planned goal, but not proportionally, so numerous improvements and predetermined spending cuts were aimed at so that the company operates more efficiently and the results are improved. Within these costs, an improvement in the production part was foreseen so that the amount spent was lower and this amount was readjusted to Marketing and Sales, where the money can really be spent to generate business.

In 2022, approximately 5 million reais were expected to be spent, an amount that was responsible for generating approximately 628 thousand tons, the readjustment of this budget for the year 2023 we have a total of 6 million reais, which corresponds to a timid increase in the budget compared to the expectation of an increase in tons sold by the company. This is due to the strategy and culture of continuous improvement for the year 2023, where the result must be linked to the CFO's EBITDA goal, that is, it is not the company's objective only to earn a high amount, but to be profitable with it.

The results obtained up to August 2023 were collected, in order to verify whether the results were going as expected to understand whether it would be necessary to make changes in the planning or not, in order to achieve Key Result 1, with a forecast of 1,000,000 tons by December. Figure 6 shows the number of tons sold and those projected for the year 2023.



Figure 6. Quantity of Tons Sold and Projected in 2023



Source: Original survey results.

For Key Result 2, which was to achieve a repurchase of 80% of customers from 2022 in 2023 until December, it is said that in 2022, the company registered a total of 1,198 customers who made purchases. Based on this figure, the goal for 2023 was to ensure that 958 of these customers made a new purchase. By July of this year, 400 customers had already made their purchases, representing 40% of the established goal.

Key Result 3, with the objective of achieving an EGR (organic growth) rate of 75% by December, found that the EGR rate represents the quantity sold without additional investments in customer acquisition. For the company, this value is calculated based on the tons sold by repurchase or indication in relation to the total sales of the previous year. Thus, the index starts the year at -100%. At press time, the recorded rate is at -64%, indicating underwhelming progress.

Key Result 4, aiming to anticipate the purchase of 1,000,000 tons for 2024 by December, it was found that the company was able to advance the purchase of 90,000 tons for the year 2024. Finally, a summary table was made with the key results of all the directorates and how much of the goal was achieved (Chart 5).



Table 5. Results of Directors' OKRs

Objective	Prepare the company for exponential growth	Hit	Goal	Progress
KR1	Securing 100% of Capex below budget	80%	100%	80%
KR2	Conclude 100% of the Lei do Bem project	70%	100%	70%
KR3	Complete 100% of CRM integration with ERP	95%	100%	95%

Objective	Leverage sales through marketing	Hit	Goal	Progress
KR1	Generate 1,000 leads	562	1.000	56%
KR2	Increase campaign performance by 20%	10%	20%	50%
KR3	Increase lead-to-opportunity conversion rate by 20%	8%	20%	40%

Objective	Have sustainable mining	Hit	Goal	Progress
KR1	Have 0 accidents with lost time	0	0	100%
KR2	Ensure 0% non-standard raw material	0%	0%	100%
KR3	Get 100% Z Mining License	70%	100%	70%

Objective	Ensure sustainable growth of the operation	Hit	Goal	Progress
KR1	Ensure 100% CAPEX and OPEX compliance	85%	100%	85%
KR2	Ensure 100 tons of average cumulative output per mill	75	100	75%
KR4	Ensure 100% of products are in specification	95%	100%	95%

Objective	Be a vending machine	Hit	Goal	Progress
KR1	Sell 500,000 tonnes	447.000	500.000	89%
KR2	Increase customer usage area by 50%	10%	50%	20%
KR4	Achieve 80% buyback	32%	80%	40%

Source: Original survey results

## FINAL CONSIDERATIONS

This research aimed to identify the contribution of the OKR tool to the strategic results of an agribusiness company. The main results reveal that the tool aims to direct all sectors of the company towards a common result, which should be strategically selected by the top management as an indicator of the company's success or failure. This indicator and its achievement were responsible for guiding the entire company, whether regarding results, metrics and decision makers on the correct path to follow.

The application of the OKR tool in the company studied, as it is, demonstrates a direct connection with the principles of strategic planning, discussed by Kaplan and Norton (1996) in their approach to the *Balanced Scorecard*. These authors emphasize the importance of aligning objectives and indicators at all levels of the organization, arguing that this turns strategy into action. They highlight that for strategic success, it is crucial not only to set the right objectives, but also to ensure that they are understood and pursued across all sectors of the organization.



It is possible to observe that the goals of each director are developing positively, considering that most of the expected results are with medium or high progress and a simple adjustment will be responsible for aligning the strategy and enabling the company's global result to be achieved. It is concluded that the points of attention and greatest efforts are in the objective of increasing the area of use of customers by 50%, which reached only 20% of the established goal, followed by the objectives of increasing the conversion rate of leads to opportunities by 20% and achieving 80% of repurchase, which show a progress of 40%. However, other goals have already reached 100% of the proposed, such as having no accidents with lost time and ensuring 0% of non-standard raw material.

Despite these managerial conditions that the study provided to the company studied, this research has limitations inherent to the methodology used. Although the case study provides an in-depth study of the object, it makes generalizations to other contexts difficult. This limitation is corroborated by Yin (2014), who highlights that case studies are deeply contextual, but offer valuable insights for specific situations. This connection between theory and practice reinforces the relevance of the study and the applicability of OKR as an effective strategic tool. For future studies, it is suggested to use a simple *software* for managing objectives and goals, both for implementation and for control and analysis of results of all team members.



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