

“KEY PERFORMANCE INDICATORS (KPIs), KEY RESULT INDICATOR (KRIS) AND OBJECTIVES AND KEY RESULTS (OKRS)”

A new key incorporated results (KIRS) approach

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ABSTRACT

In today's business world, it is essential to have clear and concise ways of measuring the success of an organization. Key Performance Indicators (KPI), Key Results Indicators and OKR are three popular metrics that can help organizations track their progress over time. These measures can be extremely useful for setting goals and measuring the results of an initiative. However, it is important to keep in mind that none of these methods is perfect and can be misleading at times. With that being said, it is important to understand how and when to use each method in order to get the most out of them. Key Performance Indicators (KPIs) are quantifiable measures that gauge a company's performance against a set of targets, objectives, or industry. Key Results Indicators (KRIs) measure the actions and events leading to a result. while Objectives and Key Results (OKRs) are used to measure progress towards goals. Key Incorporated Results (KIRs) are a combination of KPIs, KRIs, and OKRs that provide an overall view of performance. In this research, the researcher has developed main components for applying Key Incorporated Results (KIRs) properly which consists of (Process Auditing-Strategic Alignments analysis- Agile Concept- P3M3 model).

Keywords:

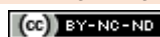
Key Performance Indicators (KPIs)- Key Result Indicators (KRIs) Objectives and Key Results (OKRs)- Key Incorporated Results (KIRs)

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1. INTRODUCTION

Key Performance Indicators (KPIs), Key Result Indicators (KRIs) and Objectives and Key Results (OKRs) are all important performance management tools for businesses today (Wishart, 2022). They are necessary for businesses to work towards achieving their goals and objectives, and can be used to measure performance and progress. This research will explore the benefits of each tool, and how they are integrated into a comprehensive performance management system. It will also explain the differences between each tool and the places where they can be used in order to maximize the success of a business.

1.1 Research Problem

The KPIs, KRIs and OKRs are effective measurement tools (Kelly, 2021), However, there is some argument about the KPIs, KRIs and OKRs (forbes, 2021).The researcher wants to understand the pros and cons of these performance indicators. Also, the researcher wants to understand their functions, roles and limitations in the business environment. In addition, most of the literature focuses on the financial impact of the KPIs, KRIs and OKRs on organizations or companies. Few researchers have studied their effectiveness in supporting the innovation of organizations or the companies. However, some studies exist that have explored the impact of key performance indicators on the performance of organizations or companies. Therefore, this study will try to explore the benefits of using KPIs, KRIs and OKRs for supporting innovation and growth at the organizational level (Thinyan, Ghawji, & Al Shehri, 2022).

1.2 Research Objectives

The objective of this research is to identify the relation between key performance indicators (KPIs), key results indicators (KRIs) and OKRs. It is also important to identify the pros and cons of each of them to determine which is more suitable and effective for certain companies. Below are some key important objectives:

- To define and describe the various types of key performance indicators (KPI), key results indicators (KRIs) and OKRs.
- To apply the appropriate KPIs, KRIs and OKRs to the management of a project within a workplace.
- To assess the significance of KPIs, KRIs and OKRs within an organization.
- To explain the new term Key Incorporated Results (KIRs) and its relationship with KPIs, KRIs and OKRs.

1.3 Research Questions

There are set of research questions in order to develop a complete meaning of Key Incorporated Results (KIRs). The research questions divided in four main questions in order to clarify the research objectives

- What are key performance indicators (KPI)?

- What are key results indicators (KRIs)?
- What is OKR?
- What is the meaning of Key Incorporated Results (KIRs)?

1.4 Research Methods

The study used a theoretical approach and the data collected from the literature review and related research to understand the implications of using KPI, KRI and OKR in order to develop a complete framework of how to ensure the Key Incorporated Results (KIRs).

1.5 Research Importance

There is a growing trend in organizations to use key performance indicators (KPIs), key results indicators (KRIs) and Objectives and Key Results (OKRs) to monitor and evaluate their project performance and to determine the success of their projects or programs. However, many organizations are unclear about the difference between KPIs, KRIs and OKRs and how they can be used effectively in their business. They are also unaware of what types of KPIs they should use and the different types of KPIs available so they select the wrong ones and use them incorrectly. Also, it is the first time to explain the new term Key Incorporated Results (KIRs) for applying (KPIs), (KRIs) and (OKRs) and which components mainly important for effective (KIRs). (Thinyan, Ghawji, & Al Shehri, 2022).

2. LITTERATRICE REVIEW

2.1 Key Performance Indicators KPIs

Key Performance Indicators, or KPIs, are a set of metrics that measure and quantify the success of a specific component of a business. (Thinyan, Ghawji, & Al Shehri, 2022). They are used to measure the performance of a company, department, or individual, but the purpose remains the same: to determine if a certain aspect of the business is “on track” and is headed in the right direction, or if it needs improvement. KPIs can be divided into two broad categories: financial and non-financial. Financial KPIs measure a company’s profitability, such as ROI (return on investment), ROE (return on equity), and EBITDA (earnings before interest, taxes, depreciation, and amortization). Non-financial KPIs are best for measuring customer engagement, employee satisfaction, and operational efficiencies, such as customer retention rate and employee turnover rate. KPIs, or Key Performance Indicators, are an important metric for businesses that provide a snapshot of their overall performance. After all, the success of a business is not just about making money - it is also about measuring and managing the performance of its employees and processes. KPIs have been used for decades in both small and large organizations to track performance and make improvements. To begin, KPIs provide a measure of performance that can be compared to industry standards or other companies in the same sector. They enable businesses to track their progress and make informed decisions about where to focus their resources.

KPIs also provide a way for managers to assess the progress of their employees, departments, or processes over time, and make better-informed decisions about the performance of their team. KPIs can also be used to measure customer satisfaction and loyalty. Having reliable customer feedback helps businesses understand how they are performing and address any issues before they become unmanageable (Thinyan, Ghawji, & Al Shehri, 2022). This can help to reduce customer churn, improve customer satisfaction, and lead to greater revenue. What’s more, KPIs help businesses understand how they are performing in areas such as marketing, customer service, and innovation. This understanding helps decision makers identify how they can improve their strategies and processes. KPIs can also show managers the effectiveness of their strategies and identify new opportunities for growth (LBL, 2017). Finally, KPIs have become more prevalent in today’s digital world. Businesses can now use technology to track and measure their KPIs in real time, making it easier for them to analyze their performance and take action. With the availability of powerful data-driven tools, managers can gain deeper insights into their KPIs to continually improve and optimize their processes (Hansen, 2022). In conclusion, KPIs are an essential metric for businesses that provide an effective way to measure performance, customer satisfaction, and corporate strategy. By monitoring KPIs and leveraging data-driven insights, businesses can improve their operations and create better customer experiences, leading to increased profitability and greater success (Twin, 2022).

2.2 Ten characteristics of Effective KPIs

The most effective KPIs are those that are properly crafted and reflective of the context. Typically, this involves the identification and measurement of goals, targets, and objectives. They should be specific, measurable, attainable, realistic, and timely. These dimensions are designed to ensure that the KPI has relevance to the organization’s goals and objectives, and properly reflects the context. Furthermore, by specifically measuring what matters most to the company, a KPI will successfully drive the organization towards success (Setiawan & Purba, 2020). The choice of KPIs should be apportioned based upon their importance relative to the company’s particular objectives. For example, financial performance should be measured by financial KPIs. Additionally, the relevant KPIs should be properly designed and structured to capture the exact context. Analysis of the KPIs should also be conducted regularly in order to ensure that they are still relevant, as well as to ensure that any decisions made are based upon the desired objectives of the company. When designing an effective KPI, its relevance to a company’s particular objectives should be paramount. The KPI should be as specific and measurable as possible, in order to ensure that it serves the purpose behind its creation. Additionally, the KPIs should be properly monitored and analyzed in order to ensure that they remain relevant and that any resulting decisions accurately reflect the company’s objectives. By following these steps, organizations can successfully use KPIs to their advantage, helping them to measure their performance, prioritize their objectives, and drive their strategy forward (Asih, Purba, & Sitorus, 2020).

KPI Charts are used to quickly give information about the performance of a company or organization. They are often included in KPI Dashboards, which typically have between five and 15 charts related to a particular subject. Examples of KPI Charts include multi-series line charts, which can be used to view the trend of indicators in the same area, and KPI Charts,

which measure and present performance in the form of KPIs. Creating KPI Graphs and Charts on a Dashboard is an important part of building a successful KPI Dashboard. (Kinsey, 2022).

Key Performance Indicators (KPIs) are used to measure progress towards organizational goals. In Saudi Arabia, fintech are targeting KPIs such as transaction value, profitability measures and number of users. Additionally, appropriate KPIs have been developed for Saudi Arabia's Vision 2030 using five procedural steps proposed by Keeble et al. (2003). The impact of key indicators on the overall performance of telecommunication companies in Saudi Arabia has also been studied, as well as the use of KPIs for measuring sustainable development in the country. (Aldoghan et al., 2022).

- KPIs should be relevant to the company's strategy (Asih, Purba, & Sitorus, 2020).
- KPIs should be monitored and reported regularly.
- KPIs should align with department and employee goals.
- KPIs should have clearly stated targets and objectives. (Thinyan, Ghawji, & Al Shehri, 2022).
- KPIs should be used to monitor progress in achieving the objectives of the strategic plan. (Asih, Purba, & Sitorus, 2020).
- KPIs should not be overly complex and cumbersome to track and manage
- KPIs should be understandable by all employees at all levels of the business
- KPIs should not be based on factors that are out of the control of the organization
- KPIs should be simple to calculate and understand by employees at all levels of the company (Aldoghan et al., 2022).
- KPIs should be linked to the company's performance management system, and be reviewed regularly to ensure they continue to meet current business needs and challenges.

There are nine key performance indicators (KPIs) that are commonly used in organizations. They are: (Setiawan & Purba, 2020), (Aldoghan et al., 2022).

- Sales Volume. (Badawy et al., 2016).
- Average Unit Price. (Aldoghan et al., 2022).
- Gross Profit Margin. (Kinsey, 2022).
- Operating Expenses to Sales Ratio.
- Inventory Turnover Ratio. (Kinsey, 2022).
- Days Inventory Outstanding. (Aldoghan et al., 2022).
- Accounts Receivable Turnover Ratio.
- Total Assets Turnover Ratio. (Badawy et al., 2016).

Cash Flow from Operations to Invested Capital Ratio The structure of your organization and the type of business you have will dictate which of these key performance indicators you will use for measurement and reporting purposes. For example, an investment firm might focus on the financial ratios listed above. An auto manufacturer might choose to focus on how frequently a car is sold and how many units are produced per week. A restaurant business might be more concerned with the number of customers they attract and the amount of food they buy at each visit. (Aldoghan et al., 2022). (Kinsey, 2022).

2.3 Example Saudi Arabian Basic Industries Corporation (SABIC)

As a major economy in the Middle East, Saudi Arabia places high importance on achieving business excellence. As such, it has implemented the concept of Key Performance Indicators (KPIs) as a tool to help companies track, measure and assure that their goals are met and business performance is kept up-to-date. The Saudi Arabian Basic Industries Corporation (SABIC) is a leading manufacturer of chemicals, agrochemicals, petrochemicals, and plastics. As a large global corporation, SABIC has implemented the concept of Key Performance Indicators (KPIs) throughout its operations in order to measure and manage performance, identify areas for improvement, and inform decision-making. (Alghamdi et al., 2021). SABIC uses numerous indicators to measure financial performance, such as gross sales, operating income, and returns on assets. These indicators are used to evaluate long-term company performance and to make necessary adjustments. SABIC also measures customer satisfaction, employee engagement surveys, and health and safety performance to understand the overall performance of the organization. Furthermore, SABIC evaluates the market environment and competitive landscape to measure the progress and performance of the organization. In addition, SABIC implements KPIs to assess the performance of individuals, departments, and teams, who are evaluated through the use of qualitative and quantitative measures. SABIC shares these KPIs with employees, who understand the levels of performance that have been set and strive to achieve them. This KPI system maintains an atmosphere of accountability, ensuring that employees are efficient and effective in their roles. (Alshuwairekh, 2016).

Moreover, SABIC follows certain international standards of excellence, such as ISO 9001 and ISO 14001, and sets rigorous performance standards. KPIs are regularly monitored and adjusted to ensure continuous improvement which can easily be tracked and reported. This enables SABIC to measure their performance against their competitors, as well as to report back to their shareholders (culture, 2009). In conclusion, SABIC has developed an effective system for measuring and managing the performance of its operations by implementing the concept of KPIs. Through a system of financial and operational performance indicators, SABIC sets clear objectives and evaluates progress towards them. SABIC also uses KPIs to motivate and inspire employees to continue to perform at their best while aligning their efforts with company strategy. (SABIC-Annual-Report-2019-English_tcm1010-22074.Pdf, n.d.). With measured and assessed goals and objectives, SABIC has been successful in achieving its objectives while ensuring that there is an atmosphere of continuous improvement. Through its system of KPIs, SABIC is able to stay profitable and competitive in the global markets.

2.4 Objectives Key Results (OKRs)

When it comes to measuring performance within an organization, there have been several techniques developed over the years, with Objectives and Key Results (OKRs) being one of the most popular. The philosophy of OKRs revolves around setting specific objectives and clearly identifying the results needed to achieve the desired outcome. In the simplest terms, OKRs involve setting an “Objective” which is considered a goal and the “Key Results” which are the specific objectives that need to be achieved to reach the total desired outcome. OKRs are intended to provide an organization with measurable targets to focus on, and then measure their success in reaching those targets. At the most basic level, OKRs involve setting an Objective, which can then be broken down into different Key Results. For example, an organization’s Objective might be “increase customer satisfaction”. Their Key Results might include achieving a specific customer satisfaction rating, improving response times, and reaching a certain number of customers. (Hansen, 2022).

OKRs are best used as part of a balanced set of Key Performance Indicators (KPIs). This is because, while KPIs measure the performance of the organization in a specific area, OKRs measure the progress of the organization towards a specific goal. As such, they can be used as a way of understanding whether or not the organization is on track to reach its predetermined objectives. In addition to providing an organization with measurable targets, OKRs have several advantages. They allow organizations to set specific and achievable goals, which can then be tracked as part of their larger organizational strategy. Additionally, they provide organizations with a clear way to measure their successes, as well as their failures. OKRs can be used in combination with other key performance indicators to provide a complete picture of an organization’s performance. They can provide an organization with measurable objectives and concrete evidence of their progress towards achieving those objectives. Ultimately, the use of OKRs allows an organization to continuously measure, assess and improve their performance over time. Below table will shows in specific points the difference between the two approaches: (Wishart, 2022)

OKRs	KPIs
Stands for Objectives and Key Results	Stands for Key Performance Indicator
Action-oriented goals (objectives) and measures (key results)	Number (metrics) that measure the health of your business
Future focused and directional, trying to get from point A to point B	Could be a result or leading indicator (Looking at past results or future goals/targets)
Should be aggressive and bold, help move the needle on something strategically important to your organization	Monitors the “steady-state” and provides benchmarks; Should prompt actions when the numbers are off track
Have a set time period (quarter, year, etc.), and changes from quarter to quarter or year to year as you progress	Usually measured on an on-going basis, may have many of the same KPIs from quarter to quarter and year to year, but the targets might change

Source: (Wishart, 2022)

2.4.1 Example One of OKRs

Company objectives and key results (OKRs) are strategic action plans used to set and manage goals, measure performance, and track progress. Recently, one company set an ambitious objective to increase brand recognition and awareness as well as four key results to measure and achieve this objective. These objectives included increasing media engagement by 20%, launching a customer referral program by Jan 1, extending social media reach to two new target markets, and expanding its thought leadership program by placing guest articles on four industry-related websites with an Alexa ranking of at least 30,000. (Troian et al., 2022).

2.4.2 Example Two of OKRs

Setting the right objectives and key results (OKRs) for a company is essential for increasing effectiveness and achieving desired results. As an example, let us consider the Marketing Team and their objective to improve promotional channels and generate more Marketing Qualified Leads. To reach that goal, the team set up three key results to focus on: increasing email marketing MQLs from 100 to 150, increasing AdWords MQLs from 70 to 100 and increasing organic search MQLs from 45 to 50. (Natanugraha, 2020).

2.5 Key Result Indicator (KRI)

A Key Result Indicator (KRI) is a performance measurement and reporting tool that helps organizations to track, monitor and measure their progress in achieving their goal. KRIs are commonly used to provide early warnings of potential risks and opportunities associated with achieving objectives. This early warning system helps organizations to manage organizational performance, highlight opportunities for improvement and consider new strategic actions. KRIs are composed of various components, including goals, targets, timeframes, metrics, and results. A KRI is different from a KPI (Key Performance Indicator) in that it is more focused on the progress predefined actionable goals and objectives, rather than measuring the overall performance of an organization. KRIs are used to measure the success and progress an organization is making in achieving its objectives. (Natanugraha, 2020).

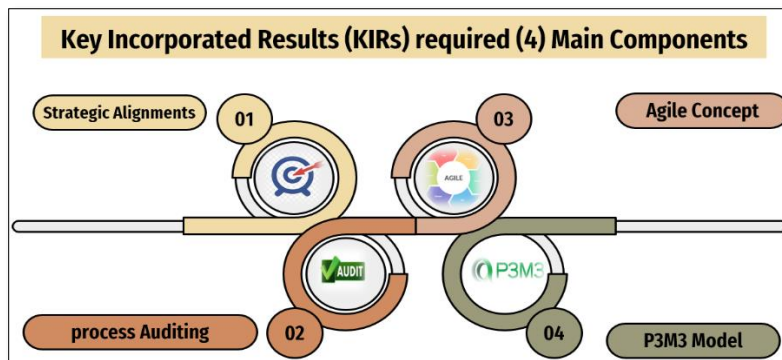
At a basic level, a KRI involves tracking the progress of the organization towards its objectives. This progress may be measured in terms of output, process, outcome, performance, or any other measure the organization deems relevant. KRIs are essential for organizations to better understand their successes and failures, enabling the team to identify areas in need of improvement. By defining and monitoring KRIs, organizations can make changes, measure their effectiveness, and adjust their strategy and operations accordingly (Doerr, 2018). There are various ways to set up and track KPIs. A successful KRI system requires a well-defined objective, time frames, and measures. Organizations must accurately define their objectives and KPIs before they can effectively track their progress. They can also develop KRI dashboards that monitor their performance using an array of metrics including output, process, outcome, and performance. Once the team understands their goals, the KRI dashboard can be used to compare their actual performance to the expected performance. Using Key Result Indicators is an effective way for organizations to monitor and measure their progress towards their objectives. By setting clear goals, monitoring performance, identifying areas in need of improvement, and adjusting strategies as needed, organizations can use KRIs to stay on track and achieve their desired results (Doerr, 2018).

2.6 Key Performance Indicators (KPIs), key Result Indicator (KRIs), Objectives Key Results (OKRs) and new Key Incorporated Results (KIRs)

The Incorporated Results model is a great technique for measuring and evaluating the success of any team or business unit. It helps the team stay focused on the activities that have the highest impact on achieving its goals and allows managers to align their teams around strategic objectives. (LBL, 2017). The Key Incorporated Results model is a relatively simple process, which involves creating SMART goals and then breaking them down into key results that each team member is expected to achieve within a specific period. The Integrated Results model is very effective because it puts the right emphasis on the importance of setting the right goals. Furthermore, it lets team members know exactly what they need to do to meet their goals. Teams using the Integrated Results model are more productive because they can easily identify areas of improvement in their performance and focus on improving those specific areas rather than wasting time and energy trying to figure out what they should do next. (Thinyan, Ghawji, & Al Shehri, 2022).

2.7 Key Incorporated Results (KIRs) required 4 main components

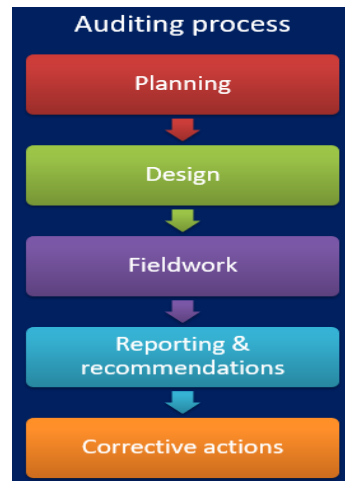
KIRs is a comprehensive system for setting and achieving organizational objectives. It requires four main components to ensure the effectiveness of the objectives and key results (OKRs), key performance indicators (KPIs) and key results indicators (KRIs). By using KIRs, organizations can set and achieve objectives in a way that maximizes their performance and ensures that they are aligned with the organization’s overall mission and vision. Based on the literature, the researcher can say that the Key Incorporated Results (KIRs) required (4) main components (Process Auditing- Strategic Alignments analysis- Agile Concept- P3M3 model).



Source: Made by the Author

2.8 Key Incorporated Results (KIRs) ensure that OKRs, KPIs, and KRIs are correctly working by applying the process of Auditing

The process of auditing is a crucial component of successful business process. KIRs are important tools used to analyze the performance of key performance indicators (KPIs), key result indicators (KRIs), and objectives key results (OKRs) and to ensure that businesses are on track. Auditing KIRs is a fairly new process and can help organizations stay up-to-date with the latest strategies and practices (Rashid, 2017). The process of auditing consists of five key steps: planning, design, fieldwork, reporting and recommendations, and corrective actions. Each step plays an important role in ensuring that financial transactions are accurate and that operations are in compliance with applicable regulations (Rashid, 2017). The auditing process helps organizations to evaluate their financial statements and identify any discrepancies. This helps organizations to improve their internal controls and identify areas that need improvement. Furthermore, a systematic auditing process can help organizations to detect fraud and other financial irregularities. This helps to protect the organization’s financial resources and to prevent any losses. Additionally, a systematic process for auditing can also improve the reliability of financial statements, which can be beneficial for external stakeholders such as creditors, investors and regulatory bodies. Lastly, following a systematic process for auditing helps organizations to remain compliant with applicable laws and regulations. Therefore, it is clear that the benefits of following a systematic process for auditing are numerous and organizations should strive to implement such a process (Appelbaum, n.d.).



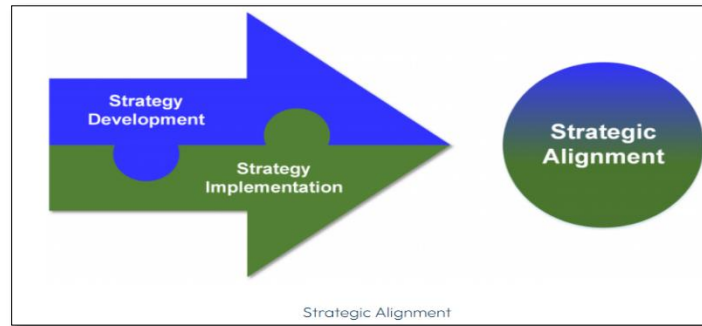
Source: www.stakeholdermap.com

In the book 'J Doerr - 2018 - Penguin UK', the author emphasizes the importance of auditing for KIRs, KPIs, KRIs, and OKRs. Auditing these metrics can help organizations identify the areas in which they are performing well and those that need improvement. This can help focus resources and time on areas that are most important to the organization and its goals. Auditing these metrics also provides transparency and insight into how the organization is performing and can help identify potential risks or opportunities. Additionally, auditing these metrics can help organizations stay up-to-date with the latest trends and best practices in the industry. This can help increase efficiency, reduce costs, and improve the overall performance of the organization. Overall, auditing these metrics is essential for organizations to ensure they are meeting their goals and objectives. Organizational auditing is a powerful tool that can help organizations measure their performance against their goals. According to J Doerr (2018), auditing for key performance indicators (KPIs), key risk indicators (KRIs), and objectives and key results (OKRs) can help organizations identify areas of improvement and align their strategy with their overall objectives. KPIs provide organizations with a quantitative measure of their performance in relation to their overall goals, KRIs help identify potential risks, and OKRs provide a framework for creating and tracking goals. By auditing for these elements, organizations can effectively monitor their progress, evaluate the effectiveness of their strategies, and identify areas for improvement. Thus, auditing for KPIs, KRIs and OKRs can be a valuable tool for organizations to ensure they are on track to achieving their goals. (Doerr, 2018).

Auditing for Key Incorporated Results (KIRs) is becoming increasingly important as organizations strive to improve their performance. According to M Alles and GL Gray in their 2016 study published in the International Journal of Accounting Information Systems, audits of KIRs can provide organizations with valuable insights into their operations and help them identify areas of improvement. Auditing KIRs allows organizations to determine if the results are accurate, complete, and reliable. It can provide organizations with an evaluation of their current performance and allow them to identify areas in which they can improve. Furthermore, audits can ensure that the organization is adhering to established standards and is in compliance with relevant regulations. For example, an audit of KIRs can help organizations identify areas in which they can reduce costs, increase efficiency, and improve customer satisfaction. Auditing KIRs also provides organizations with an understanding of their internal control systems and helps them develop an effective system of internal control. By auditing their KIRs, organizations can gain valuable insight into their performance and improve their operational effectiveness. Thus, auditing for KIRs can provide organizations with numerous benefits, such as improved accuracy and reliability of results, cost savings, efficiency improvements, and compliance with regulations. (Alles & Gray, 2016). Auditing Key Incorporated Results (KIRs) is a crucial step to ensure that your key performance indicators (KPIs), key result indicators (KRIs), objectives key results (OKRs), and newly developed KIRs are working properly. Auditing provides an efficient way to assess the performance of each indicator, determine the validity and accuracy of results, benchmark against competitors, and discover any hidden patterns and trends. Regular auditing of KIRs provides useful insights to evaluate and improve performance, identify opportunities for optimization, and better understand progress towards organizational goals. With well-defined processes and strict auditing, KIRs can effectively monitor progress and drive success. (Thinyan, Ghawji, & Al Shehri, 2022).

2.9 Key Incorporated Results (KIRs) ensure that OKRs, KPIs and KRIs are properly working by applying Strategic Alignment analysis

Organizations today are attempting to cope with the often chaotic and quickly changing environment in order to achieve their desired goals. (Bishop, 2017). With the implementation of Key Incorporated Results (KIRs), this objective can be achieved in an easy and efficient manner. KIRs ensure that the Objectives and Key Results (OKRs), Key Performance Indicators (KPIs), and Key result Indicators (KRIs) are properly functioning by leveraging Strategic Alignments analysis. (Franken, 2014).



Source: (Franken, 2014)

Strategic alignments analysis focus on strategy development and implementation. (Franken, 2014) . Strategic alignments analysis is a technique used to ensure that these KIRs reflect the organization’s strategic goals and objectives. (Bishop, 2017). It helps to identify areas of misalignment and make changes to the KIRs to better align them with the overall strategic objectives. (Al Haraisa, 2022). According to Zhang et al. (2017), “effective use of strategic alignment analysis is critical for enabling organizations to align their activities with their goals, objectives, and values.” Therefore, it is important for organizations to use strategic alignments analysis to enhance their KIRs and better assess OKRs, KPIs, and KRIs. This will enable the organization to better measure their performance and ensure that their objectives are met. According to MN Ravishankar et al. (2011), Key Incorporated Results (KIRs) are proposed as a way to achieve strategic alignments in organizations. KIRs are defined as a set of results that an organization strives to achieve, which should be aligned with the overall strategy and mission of the organization. (Khalifa, n.d.) KIRs seek to provide a clear indication to the organization of what is expected from different departments and personnel in terms of their overall performance and results. The study conducted by Ravishankar et al. (2011) investigated how KIRs can be effectively incorporated into the organizational structure in order to achieve the desired strategic alignment. The results from the study showed that KIRs can be effective in aligning the organization's strategy and mission with actual performance, and that they can also help to ensure that all departments are working together to achieve the desired results. In conclusion, KIRs can be an effective tool for organizations to achieve strategic alignment, and to ensure that all departments are working towards the same goals. (Gangnes, 2022). (Bishop, 2017).

In conclusion, Key Incorporated Results (KIRs) are an essential part of any measurement system, enabling Strategic Alignment Analysis to ensure the proper functioning of OKRs, KPIs and KRIs. KIRs provide a comprehensive view of an organization’s performance, as they track and measure the interaction between internal and external factors. Utilizing KIRs to coordinate and monitor OKRs, KPIs and KRIs will maximize an organization’s effort, allowing it to achieve business success while meeting its goals and objectives. (Gangnes, 2022).

2.10 Key Incorporated Results (KIRs) ensure that OKRs, KPIs and KRIs are properly working by applying Agile Concept.

The Agile concept is a set of principles and practices that have been developed to help organizations become more efficient and effective in their operations. It is based on the idea that organizations should be able to quickly adapt to changing customer needs and market conditions. Agile is a way of working that emphasizes collaboration, flexibility, and continuous improvement. At its core, Agile is a set of values and principles that focus on delivering value to customers quickly and efficiently. It is based on the idea that organizations should be able to quickly adapt to changing customer needs and market conditions. Agile emphasizes collaboration, flexibility, and continuous improvement. (Sanju, 2021).



Source: (Sanju, 2021)

Key Incorporated Results (KIRs) are a vital part of ensuring that Key Performance Indicators (KPIs), Key Result Indicator (KRIs), and Objectives Key Results (OKRs) are all properly functioning within an organization. By applying Agile Concept and using KIRs, organizations are able to ensure that all their goals not only meet their expectations but are also attainable. Through this system, organizations can better track performance, build a culture of transparency, and create a framework for successful operations. KIRs are a set of ratios that measure how well organizations are doing in terms of both performance and risk management. For example, they can measure operational efficiency, financial stability, customer satisfaction, and more. Leveraging KIRs to achieve optimal KPIs, KRIs, and OKRs can benefit organizations in a variety of ways. Firstly, it can help organizations identify areas for improvement and prioritize them to maximize their efficiency and performance. Secondly, it can assist in tracking progress over time and ensuring that performance is consistently improving. Finally, it can help organizations measure their risk tolerance and make informed decisions about how to manage and mitigate their risks. Furthermore, leveraging KIRs in combination with agile methodology can help organizations be more responsive to changing conditions and adapt quickly to new challenges and opportunities. As such, leveraging KIRs to achieve optimal KPIs, KRIs, and OKRs with agile methodology can provide organizations with a powerful toolset to improve their performance and agility. Agile Concept is an innovative way of managing and organizing teams. It is based on the idea of breaking down larger tasks into smaller chunks, thus allowing teams to quickly and easily complete tasks. This concept can be used to enhance the effectiveness of Key Performance Indicators (KPIs), Key Result Indicators (KIRs), and Objectives and Key Results (OKRs). KPIs are used to measure progress towards goals, KRIs are used to identify and manage risks, KIRs are used to measure the performance of an organization, and OKRs are used to set objectives for an organization. Agile Concept can help to quickly and accurately measure the progress of teams towards their goals. Through the use of Agile Concept, teams can break down their objectives into easily manageable tasks and be able to measure their performance more accurately in real-time. (Sharma, Sarkar, & Gupta, 2012).

According to (Chiyangwa & Mnkandla, 2018), By using Agile Concept, teams can better identify any obstacles they may face in achieving their goals and have the necessary time to solve the problem before it becomes too difficult. This helps to ensure that teams are making progress towards their objectives and that they have the necessary tools to achieve success. In conclusion, Agile Concept can be used to enhance the effectiveness of KIRs, KPIs, KRIs, and OKRs, allowing teams to measure their performance in real-time and quickly identify any obstacles they may face in achieving their goals (Kulkarni, 2020). Additionally, agile concepts can help organizations to develop strategies for responding quickly and effectively to changes in the environment, as well as to identify areas of improvement. Agile concepts can also be used to create more dynamic reports that are easily accessible, allowing stakeholders to quickly and easily identify areas where performance can be improved. By adopting agile concepts in the management of KIRs, KPIs, KRIs, and OKRs, organizations can ensure that they are better able to track and measure performance, identify areas for improvement, and develop more effective strategies for future success. According to H Carvalho et al. (2012), agile concepts can help organizations to optimize their performance metrics by enabling them to respond quickly and flexibly to changing market conditions. Agile concepts are based on the principle of 'adaptive planning' which allows organizations to adjust their processes and operations quickly and with minimal disruption. This helps organizations to react swiftly to changes in their environment, thus improving their performance metrics. Additionally, agile concepts also allow organizations to develop and implement new strategies in a timely and effective manner. This helps organizations to stay ahead of their competition and achieve their desired objectives. Furthermore, agile concepts also help organizations to improve their customer satisfaction levels by allowing them to quickly respond to customer needs and expectations. All these factors contribute to the improved performance metrics of an organization. Therefore, it is essential for organizations to implement agile concepts in order to optimize their performance metrics. The Agile concept is a powerful tool to use in the modern workplace, allowing companies to properly align their Key Performance Indicators (KPIs), Key Result Indicators (KRIs), and Objectives Key Results (OKRs). (Chiyangwa & Mnkandla, 2018). By incorporating Key Incorporated Results (KIRs), companies can ensure that these metrics are coming together and producing the desired results. This is key for businesses that rely on agility in order to be successful and stay ahead of the competition. With KIRs, the Agile concept is successful and the desired results can be achieved. (H Carvalho., V Cruz-Machado, 2012).

2.11 Key Incorporated Results (KIRs) ensure that OKRs, KPIs and KRIs are properly working by applying P3M3 model

Project Performance, Measurement and Management (P3M3) is recognized as an efficient and reliable system for managing projects and ensuring that performance indicators are working correctly. Assessing the performance of a project requires measuring, monitoring and managing the whole of the project in order to facilitate successful project outcomes. Key Incorporated Results (KIRs) play an essential role in this process to ensure that Key Performance Indicators (KPIs), Key Result Indicators (KRIs), and Objectives Key Results (OKRs) are properly functioning (Bartolome L. O., 2022). The P3M3 Model, developed by C Battista and MM Schiraldi in 2013, is an excellent tool for ensuring optimal performance of Key Performance Indicators (KPI), Key Result Indicators (KRI), and Objectives Key Results (OKR). This model emphasizes the importance of incorporating three essential elements into the performance management system: people, processes, and technology. By focusing on these three elements, the P3M3 Model ensures that all the components of the performance management system are working together to deliver the desired results. It also encourages the use of data-driven decision making and focuses on understanding the root causes of any performance issues. Furthermore, it provides guidance on how to measure and monitor performance and how to use the results to improve performance. Through its comprehensive approach, the P3M3 Model enhances key incorporated results to ensure optimal performance of KPI, KRI, and OKR. (Battista & Schiraldi, 2013).

In their paper, "P3M3: A Synthesis of Best Practices for Modeling Project Performance", F Marle and JC Bocquet discuss the benefits of using the P3M3 model to measure the effectiveness of key performance indicators (KPIs), key result indicators (KRIs), and objectives key results in key incorporated results (OKRs). The authors explain that the P3M3 model's implementation of key performance indicators (KPIs) allows organizations to better understand their performance, while the implementation of key result indicators (KRIs) can provide a more detailed view of the organization's performance. Furthermore,

the implementation of objectives key results in key incorporated results (OKRs) allows organizations to measure their progress towards their desired outcomes and identify areas of improvement. Additionally, the P3M3 model provides organizations with the ability to identify and prioritize projects that have the greatest potential for success and can help them allocate resources more effectively. Overall, Marle and Bocquet demonstrate that utilizing the P3M3 model can be beneficial for organizations that are looking to measure the effectiveness of their performance and identify areas for improvement. (González, Marle , & Bocquet, 2007).

The P3M3 (Portfolio, Programme, and Project Management Maturity Model) is a comprehensive model used to assess and improve the effectiveness of Key Incorporated Results (KIRs). KIRs refer to activities that are undertaken to optimize performance indicators (KPIs), key result indicators (KRIs) and objectives (OKRs). The P3M3 is useful in understanding the current state of an organization's performance and identifying potential areas of improvement. In particular, the model can be used to evaluate the effectiveness of KIRs in the context of performance, KRI, and OKR optimization. Specifically, the P3M3 provides an assessment of the organization's capability in each of the key areas (e.g., planning, risk management, etc.) and an overall score as a measure of maturity. Through this assessment, organizations can identify where their KIRs are falling short and identify potential areas of improvement. Furthermore, the P3M3 can be used to benchmark an organization's performance against the performance of their competitors, enabling the organization to identify areas for improvement and ensure that their KIRs are effectively optimized for the best possible results. By utilizing the P3M3, organizations can ensure that their KIRs are properly optimized, thus improving their KPIs, KRIs, and OKRs. (Bartolome L. O., 2022).

2.12 Example One of Key Incorporated Results (KIRs)

This example will explain how the components of KIRs (Process Auditing- Strategic Alignments analysis- Agile Concept- P3M3 model) utilized to ensure Key Performance Indicators (KPIs), key Result Indicator (KRIs) and Objectives and Key Results (OKRs) working perfectly.

Objective: Increase profits by 15%

Key results Indicators (KRIs)

- Reduce costs by 10%.
- Double revenues by creating online campaigns.
- Open three new premises.

Process auditing, strategic alignment analysis, agile concept, and P3M3 model are all tools that can be used to help increase profits. According to G Silvius, RON Schipper, and J Planko (2012), these tools can help organizations achieve a 15% increase in profits if implemented correctly. Process auditing allows organizations to analyze their existing processes and identify areas of improvement. Strategic alignment analysis helps organizations identify and align their strategies with the goals of the organization. The agile concept focuses on creating adaptable processes that can quickly respond to changing conditions. Finally, P3M3 model helps organizations to manage projects and programs efficiently and effectively. All of these tools can help organizations increase profits by improving performance, eliminating waste, and increasing efficiency. Implementing these tools correctly can help organizations achieve the desired 15% increase in profits. (Silvius, Ron , & Planko, 2013).

Example Two of Key Incorporated Results (KIRs)

This example will explain how the components of KIRs (Process Auditing- Strategic Alignments analysis- Agile Concept- P3M3 model) utilized to ensure Key Performance Indicators (KPIs), key Result Indicator (KRIs) and Objectives and Key Results (OKRs) working perfectly for the sales team.

Objective

Personalize your sales approach and nurture new potential customers better

Key Results Indicators (KRIs)

KR1: Increase the number of touch points with a newly acquired lead from 3 to 6.

KR2: Increase follow up email open rate from 14% to 45%.

KR3: Reach a score of 8/10 on the customer satisfaction survey with at least 100 responses.

Initiatives and KPIs

- Update the customer journey map to improve the nurturing process
- Take a course on high practice email approaches and consult with the Marketing team
- Create different offers for different use cases, review the sales pitch

Company objectives and key performance indicators (KPIs) are essential to running a successful business today. To ensure that they are working perfectly, Key Incorporated Results (KIRs) are employed. KIRs are made up of four components: Process Auditing, Strategic Alignments analysis, Agile Concept and the P3M3 model. By utilizing each of these four strategies, businesses can streamline and optimize success of their KPIs, KRIs and OKRs. For example, the Objective of 'Personalizing Sales Approach to Nurture New Potential Customers' can be successfully accomplished by increasing the number of touch points with a newly acquired lead from 3 to 6, improving the follow up email open rate from 17% to 55% and reaching a score of 9/10 on satisfaction survey with at least 100 responses. Initiatives such as updating the customer journey map to improve the nurturing process and taking a course on high practice email approaches can help to increase performance of KPIs and reach the desired goal. Overall, KIRs play an integral role in determining success of businesses in today's ever-changing environment. Overall, these four components can provide a structured and integrated approach to ensure that KR1, KR2 and KR3 are achieved. Process Auditing can help identify the current process, key issues and areas of improvement. Strategic Alignment Analysis can be used to identify the various areas of business process that need to be managed or optimized. Agile concept can be employed to create an efficient process to quickly adapt to changing user needs and requirements. Finally, the P3M3 Model can be utilized to determine the most appropriate improvement initiatives

to ensure the key results are met. By adopting a comprehensive approach such as this, an organization can set itself up for success and benefit from strong improvements in customer relationships and satisfaction.

3. CONCLUSION

The integration of Key Incorporated Results (KIRs) into an organization's key performance indicators (KPIs), key result indicators (KRIs) and objectives and key results (OKRs) has been a game changer for companies looking to boost their performance and better track success. KIRs are integrated into the KPI, KRI, and OKR systems to provide a more holistic view of an organization's progress in achieving their performance targets. KIRs are a set of metrics that measure the progress of an organization towards their desired outcomes, offering a detailed breakdown of progress in a way that KPIs, KRIs and OKRs cannot offer. KIRs provide a comprehensive view of an organization's performance and allow for the monitoring of progress in various areas. For example, KIRs can provide insight into the efficiency of an organization's operations, the effectiveness of its marketing efforts, or the success of its customer service initiatives. The data offered by KIRs allows organizations to make informed decisions and adjust their strategies accordingly. In addition, KIRs can be used to identify and address areas of improvement and better understand the impact of individual performance on the organization as a whole. Thus, KIRs help organizations to achieve their KPIs, KRIs and OKRs and increase their effectiveness in reaching their desired outcomes.

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