

How Thrive Leveraged OKRs To Scale Rapidly

A Fitbots Case Study



About

We here at [Fitbots](#) had the honor to speak to the CEO and Co-Founder of [Thrive Now](#), one of our high-growth customers.

Thrive is built for restaurants, along with the restaurant community itself, with the goal to fulfill all needs to ensure restaurant success. It is an all-in-one restaurant ordering platform for delivery, pickup, and table ordering with in-built marketing. Since launching in August 2020, the platform has about 3000 restaurants on it and around 1600 restaurants have on-boarded themselves onto the self-service loyalty program.

Based in Maharashtra, India, Thrive was founded by Dhruv Dewan, Karan Chechani, and Krishi Fagwani.

We interviewed [Krishi Fagwani](#) about Thrive's journey to success with OKRs and how Fitbots proved to be the solution in their hour of need, by helping their teams come closer to their customers and drive growth.



Q: What drove Thrive to OKRs?

Any time is the right time to roll out OKRs because of the framework's many benefits – so you should implement them ASAP in your business, especially for companies that are growing fast. It helps to rally the troops together to create the right alignment and focus to achieve what you've set out to do. Companies that don't roll out OKRs usually suffer from working in silos or having teams working in different directions. OKRs create clarity for all members of the organization. It builds a structure to execute the most high-priority items.

Q: Why did you choose Fitbots OKRs over other options?

Our goal was to scale rapidly as we were a fairly small team aiming to grow 3-4X in the next 18 months. We felt that this was the best time to ensure that everyone was aligned toward company growth, even as we scaled and added new people to the organization. OKRs was the ideal fit because it helps teams connect and align to contribute to the current infrastructure that is set in place at Thrive.

The banner features the text "Get OKRs right with fitbots OKRs" in white on a dark blue background. Below it is a red button that says "Start your Free Trial". To the right, there are three overlapping screenshots of the Fitbots OKRs interface. The top screenshot shows a team overview for "Sales and Marketing" with a progress bar at 38% and a confidence level of 77%. A tooltip indicates that teams are lagging behind by 45%. The middle screenshot shows "ALL TEAM PROGRESS" at 32% and "ALL TEAM CONFIDENCE" at 50%. The bottom screenshot shows a list of OKRs with their progress and confidence levels.

[Try it free](#)

OKRs have brought a structure to how we grow. Earlier, we had an understanding of how to grow, but it was not written or communicated. By implementing OKRs, we put forth the path and gave clarity to the team on how the company is moving forward.

Since we work on a commission business model, we wanted to make our customers successful and improve our platform to execute a bigger number of deliveries. So we tried to reflect this in our OKR:

The LinkedIn post is by Karan Chechani, Co-Founder at Thrive. The post title is "How did we fare for Q3 (July - Sept 22) at Thrive Now". The text of the post says: "Here's a look into our last quarter. Big progress, some losses, lots of insights and a ton of work to do. We were slightly behind last month on our quarterly goals, but we've covered great ground. Let's look at where we ended this Q." Below the text is a "Team progress" bar at 82.4% with 2/2 objectives on track. Two OKRs are listed: "Exponentially grow the direct ordering business in order to help restaurants reduce their dependence on aggregators" with 89.80% progress and "Establish Thrive as the leading upstart in the food delivery ecosystem in order to challenge the existing status quo" with 75.00% progress. The post has 8 comments and 2 shares.

[View post.](#)

When our customers made revenue, we made revenue too. So the OKR clearly called out the business value and aligned everyone in the company towards a common goal.

Since we were new to OKRs and we needed help getting it right, an integrated software and coaching solution provider like Fitbots was the ideal fit for us. We spoke to the Fitbots team about the needs of our business and their OKR coaches supported us throughout the onboarding process. We're quite familiar with OKRs now and the right rhythm and cadence have set in, but we have regular meetings with Fitbots experts to stay on track and check for misalignments.

Q: How did you adopt and onboard OKRs?

Rolling out OKRs is not always smooth sailing, and we faced some challenges along the way. Earlier on, the challenge was to get teams to update progress on their metrics on a weekly basis on the Fitbots platform. It took some time but eventually, the right cadence set in.

We started adopting OKRs with OKR Champions. The OKR Champion drives the OKR rollout and plays a critical role during the first few months with OKRs. We faced a challenge here as well: When Champions were initially identified, they were not too motivated or excited about their role. This led to a disconnect in the implementation process where Champions only pushed their own initiatives instead of leading OKR adoption and driving OKR progress.



Together Thrive's defining the decade of the food ordering industries

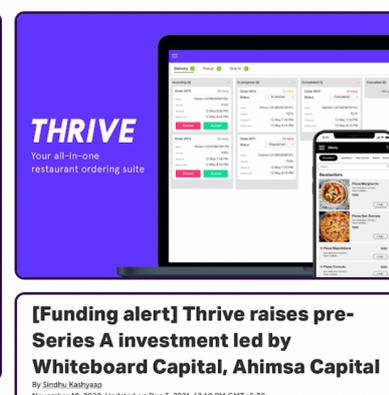
This helped us realize that it's very important to pick the right people to become OKR Champions. They should be motivated and collaborative individuals who believe in OKRs and in what they are doing. If they don't understand the relevance of 'Why OKRs?' and 'Why now?' then the implementation will fall flat - this was an important lesson for the leadership team.

Getting the OKR process right also had its set of challenges. It's not easy for an organization to get OKRs right in the first quarter after rolling out. There's some trial and error involved in finding the right cultural fit with OKRs. It requires time and regular reflection on how teams are adopting the culture. For example, during the early stages of OKRs, the Product and Engineering team was almost 50% away from where they set out to be in the first quarter because they did not estimate things in the right manner. It takes time for everyone to become familiar with the process, you won't get it right in the first go. It is important to remember that getting familiar with OKRs and making that cultural shift takes time and practice. Teams will keep getting gradually better results quarter on quarter as they continue to grow with OKRs.

Q: How are you executing OKRs now?

Staying committed to OKRs has given us many opportunities to learn, improve and scale. We put a lot of rigor into the OKR planning exercise. Every member is part of it and presents what the team would be working towards and their individual initiatives to make it happen. Currently, the leadership team including Karan Chechani, Dhruv Dewan, and I oversee the planning exercise of setting OKRs. Individuals are responsible for reflecting on the past quarter and coming up with their OKRs for the next quarter. This process drives insights for the whole organization. For us, this also helps us understand who in the team can take on ownership and take the initiative of contributing to driving growth.

Launch of Thrive Now amidst the pandemic, enabling restaurants to setup their own online ordering systems.

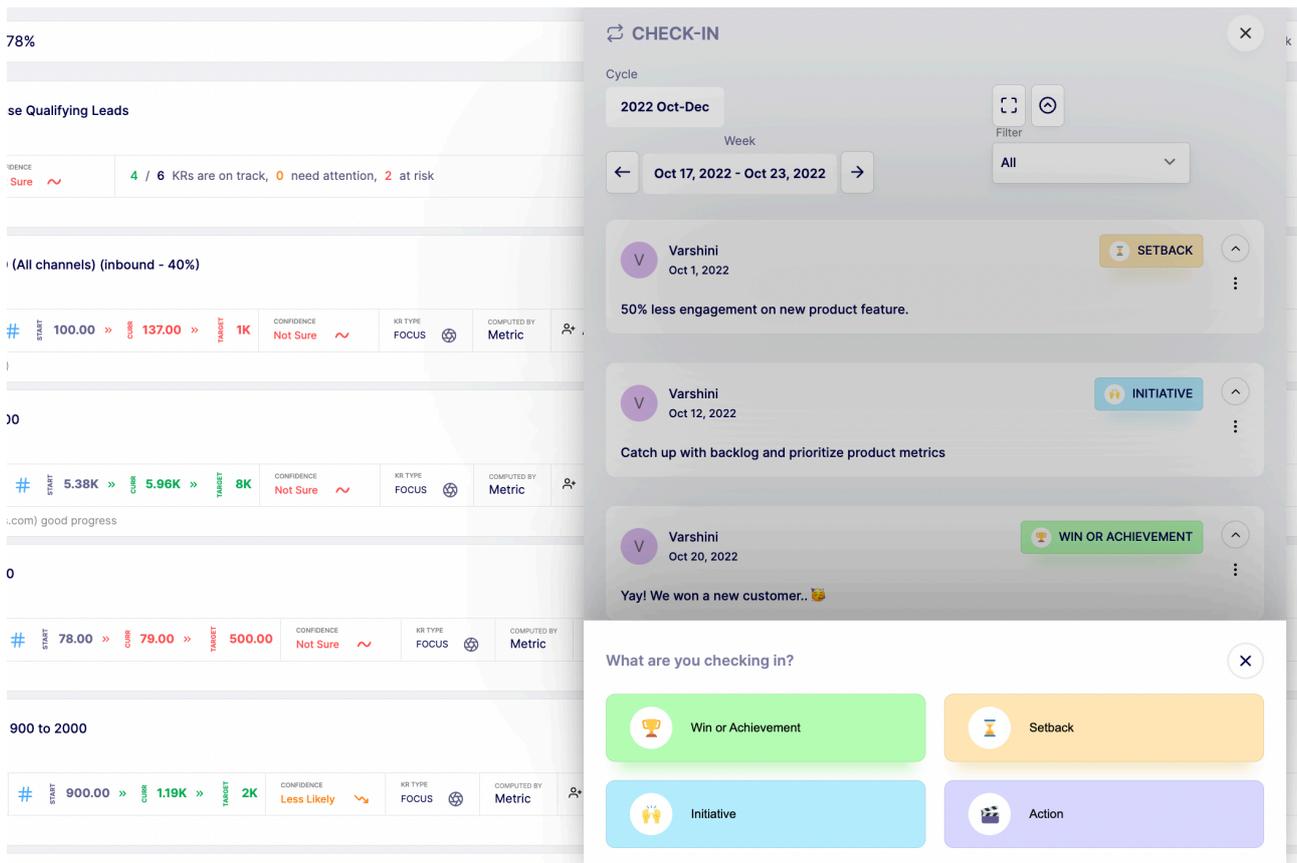


#OrderDirect movement

About Thrive's Journey

We follow the quarterly rhythm for setting OKRs. Each quarter, teams come together to review their OKRs, share insights, re-prioritize, identify blockers and strategize accordingly for the next quarter. With help from Fitbots, we implemented OKRs across the entire organization in a systematic way that includes everyone in the strategizing aspect as well as executing the strategy.

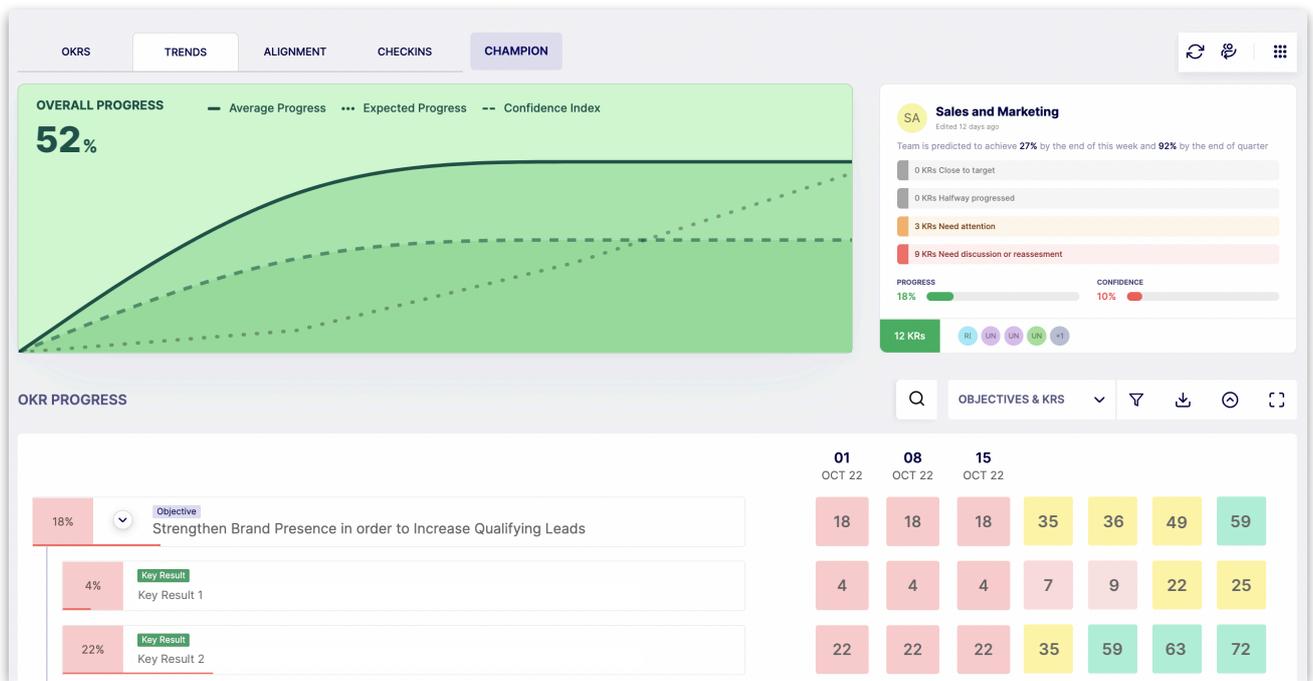
Depending on the team, we run weekly or bi-weekly check-ins to reflect on our activities, plan for the coming week, and identify/tackle blockers. This is a quick roundtable to discuss what we worked on, and how we moved the needle on KR's – this is now a habit that does not stretch bandwidth.



Check ins on Fitbots

Our OKRs are backed by CFRs (Conversations, Recognition and Feedback) to manage everyone's attention by staying outcome-focused. We track the team's progress and overall company progress on the Fitbots platform. Features like the predictability of achieving outcomes and the trends board help us map our progress transparently.

Much to the contrary that 'OKRs take bandwidth', they in fact help save bandwidth, since planning is completed before the start of a quarter. Our teams are prepared on which metrics need to move, aligned to a specific Objective that sets the direction for the 90 days.

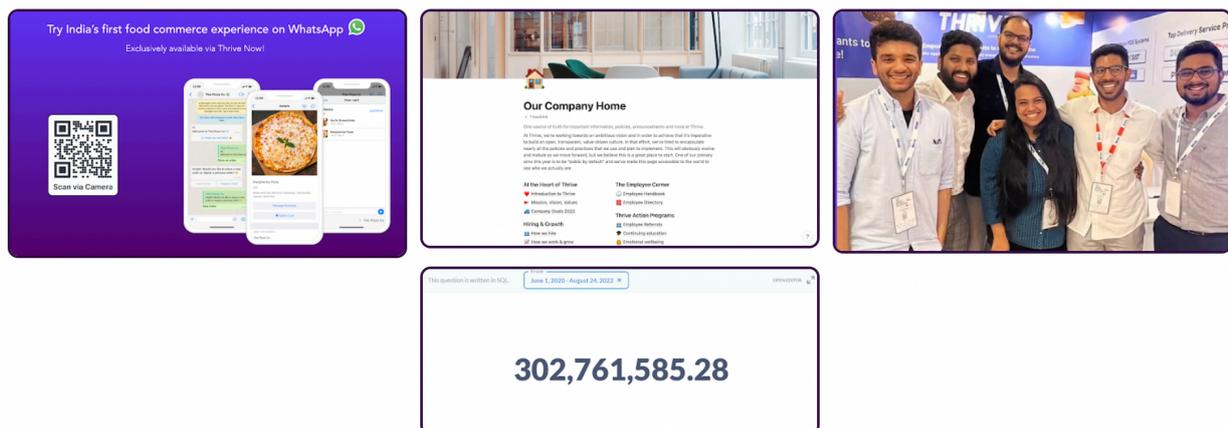


[Try the Trends Board on Fitbots](#)

Initiatives are planned and ownership is assigned. These move into sprint planning as well, so that there is consistency and clarity.

Conclusion

A milestone count of 12,000+ restaurants across India adopted Thrive Now's solution



[Important Achievements in Thrive's Journey](#)

Thrive has created a wonderful growth journey with OKRs and continues to scale rapidly. OKRs created a culture of focus and transparency, aspects that Thrive has included in their own company culture. For Fitbots, nothing is more rewarding than helping their customers grow and achieve their goals!