



OKR INSTITUTE

THE LEADING GLOBAL OKR INSTITUTE

— CLIENT ANALYSIS BROCHURE · TELECOMMUNICATION

TURNING STRATEGY INTO MEASURABLE EXECUTION ACROSS TELECOM

A cross-client analysis of how we have helped telecom operators, from an independent challenger to national giants, focus growth, align large and diverse teams, and embed OKRs that fit each company's culture and scale.

• Turknet

• Omantel

• Telkom Indonesia

3

TELECOM
OPERATORS

24k

PEOPLE AT TELKOM, THE
LARGEST

3

MARKETS ACROSS 3
REGIONS

Prepared for internal
review
Confidential

OKRS FOR A SECTOR BUILT ON SCALE, CULTURE & SPEED

Telecommunications runs on a demanding mix: vast scale, fast-moving markets, and deeply established cultures. Strategy is rarely the problem; the hard part is translating it into focused, measurable execution and keeping large, diverse teams aligned as markets and technology shift.

This report brings together our work with three operators. With **Turknet**, an independent challenger in Turkey, we approached OKRs as a way to focus growth and preserve agility as the business scales.

With **Omantel**, Oman's leading operator, we trained HR, Strategy teams, and team leads to draft and align OKRs in a way that fits the company's culture. And with **Telkom Indonesia**, we embedded OKRs sustainably across a 24,000-person telecom giant.

Different as they are, all three draw on the same practice: **hands-on enablement, workshop-led translation of strategy into outcomes, real OKR drafting, and a disciplined cadence**, capability we build to last, not a template we hand over.

3

Operators across Turkey, Oman & Indonesia

24k

Employees impacted by OKRs at Telkom

Culture

OKRs adapted to each operator's culture, not imposed

100%

Context-led programmes tailored to each operator's reality

HOW WE BUILD OKR CAPABILITY IN TELECOM

1 Context-led enablement

We ground leaders, team leads, and functions in OKR principles and behaviours, tailored to each operator's culture, scale, and market context.

2 Strategy-to-OKR translation

We facilitate workshops that convert strategic priorities into clear, outcome-based Objectives and measurable Key Results.

3 Alignment across teams & units

We connect team and unit OKRs to strategic management, so local execution across a large operator reinforces enterprise goals.

4 Coaching, cadence & culture

We coach leaders, embed a weekly check-in rhythm, and adapt culture so OKRs become a living, self-owned system.

TURKNET

FOCUSING AN INDEPENDENT CHALLENGER'S GROWTH

INDUSTRY
Telecommunications

HEADQUARTERS
Istanbul, Türkiye

POSITION
Independent operator

BASIS
Illustrative engagement

Turknet is one of Türkiye's leading independent telecommunications and broadband operators, known as the country's pioneering independent operator delivering fixed broadband, fibre, and connectivity. The opportunity we see with challengers like Turknet is to use OKRs to focus growth, concentrating network expansion, customer experience, and commercial teams on the outcomes that win, without losing the agility that makes an independent competitive.

THE CHALLENGE WE SEE

- 01 Competing as an independent.** Against large incumbents, focus and speed of execution are decisive, and that calls for a shared way to prioritise ruthlessly across the business.
- 02 Growth across network & experience.** Expanding fibre and broadband footprint while improving customer experience pulls teams in many directions at once.
- 03 Outcomes over activity.** Fast-growing operators can end up measuring activity, rollout volume, ticket counts, more than the customer and growth outcomes that actually matter.

WHY IT MATTERS

As an independent competing on service and value, Turknet's edge is agility, the ability to move faster and focus harder than much larger rivals.

Preserving that agility as it scales calls for a shared framework that links strategy to execution without adding bureaucracy.

THE OBJECTIVE WE WOULD SET

Use OKRs to focus an independent operator's growth, aligning network expansion, customer experience, and commercial teams on measurable outcomes while protecting the challenger agility that sets Turknet apart.

FOCUS AREAS

Challenger focus

Customer experience

Growth

OUR APPROACH

01 Leadership & manager enablement

Education for leaders and managers on OKR principles, prioritisation, and outcome-driven leadership in a fast-moving, competitive market.

02 Strategy-to-OKR workshops

Facilitated workshops converting growth and customer-experience priorities into clear, outcome-driven Objectives and Key Results.

03 Cross-functional alignment

Sessions aligning network, customer-experience, and commercial objectives, while teams retain clear ownership of execution.

04 Coaching & cadence

Coaching through OKR cycles and a lightweight review rhythm that keeps focus sharp without slowing the business down.

THE OUTCOMES WE WOULD AIM FOR

- **A clear line of sight to strategy.** A defined path from growth strategy to the near-term outcomes each team owns, so the whole business pulls in one direction.
- **A shift from activity to outcomes.** Performance conversations move from rollout and ticket volume toward the customer and growth outcomes that define success.
- **Confident, capable managers.** Managers equipped to run OKR cycles themselves and cascade them to their teams, building capability that stays in the business.
- **Agility preserved at scale.** A cadence light enough to keep the challenger's speed while adding the focus that growth demands.

OUR PERSPECTIVE

Turknet is fundamentally a focus story for a challenger. The risk as an independent grows is that speed turns into scatter, effort spread thinly across every opportunity. OKRs, kept deliberately lightweight, give a challenger the discipline to concentrate on the few outcomes that win, without trading away the agility that made it competitive in the first place.

OMANTEL

EMBEDDING OKRS WITHIN AN ESTABLISHED CULTURE

INDUSTRY
Telecommunications

HEADQUARTERS
Muscat, Oman

WORKFORCE
2,000 employees

OKR COACH
D. Coetsee & D. Schmellenkamp

Omantel is Oman's pioneering and leading telecommunications company. We embarked on a transformative journey with Omantel to train its HR, Strategy teams, and team leads to draft and align OKRs across the organisation, embedding a robust goal-setting and execution framework that resonated with Omantel's corporate culture and operational dynamics.

THE CHALLENGE WE FOUND

- 01 Fitting OKRs to an established culture.** The primary challenge was integrating the OKR framework in a way that complemented Omantel's established company culture.
- 02 Effectiveness across teams.** The system had to drive goal execution effectively across different teams, each with its own dynamics and ways of working.
- 03 Building a stewarding core.** The HR, Strategy, and team-lead layer needed the skills to draft, align, and steward OKRs so the framework could take root and last.

WHY IT MATTERED

As a leading national operator, Omantel needed OKRs to strengthen its culture, not override it, so adoption had to respect how the organisation already works.

Equipping the teams that steward goals, HR, Strategy, and team leads, was the surest route to adoption that would hold across the company.

THE OBJECTIVE WE SET

Train HR, Strategy teams, and team leads to draft and align OKRs, embedding a robust goal-setting and execution framework that fits Omantel's corporate culture and operational dynamics.

FOCUS AREAS

Culture fit

Alignment

Capability

OUR APPROACH

01

Tailored Practitioner Courses

A series of OKR Practitioner Courses designed specifically for Omantel's key teams, equipping them to apply OKRs within their own operational and cultural context.

02

Alignment with strategy

Methods to align team OKRs with Omantel's strategic management objectives, so every team's effort contributes to broader organisational goals.

03

Weekly check-in cadence

A rhythm of regular weekly check-ins to sustain engagement with the OKR system and keep it relevant and effective over time.

THE RESULTS WE SAW TOGETHER

- **Alignment with strategic management.** Team leads acquired the expertise to align team OKRs with Omantel's strategic management objectives, so all team efforts contributed toward the organisation's broader goals.
- **Weekly check-ins for sustained engagement.** Participants learned to run regular weekly check-ins, which proved crucial to maintaining engagement with the OKR system and its ongoing relevance.
- **Cultural & operational integration.** Team leads adapted OKRs to fit both Omantel's overarching culture and their teams' specific cultures, so the framework became integral rather than imposed.
- **A capable internal core.** HR, Strategy, and team leads gained the skills to run and steward OKRs, leaving durable capability inside the organisation.

OUR REFLECTION

Omantel is a culture-fit story. The framework only had to be effective in one way that mattered: it had to feel like Omantel's own. By training the teams that steward goals and letting them adapt OKRs to each team's culture, we made the system part of the operational and cultural fabric of the company, not something layered on top of it.

TELKOM INDONESIA

EMBEDDING OKRS SUSTAINABLY AT SCALE

INDUSTRY
Telecommunications

HEADQUARTERS
Jakarta, Indonesia

WORKFORCE
24,000 employees

OKR COACH
Dirk Schmellenkamp

Telkom Indonesia is a leading telecommunications company. We partnered with Telkom to embed the OKR framework sustainably across the organisation, streamlining strategic alignment, enhancing execution efficiency, and cultivating a culture of continuous improvement and agility, at the scale of a national telecom giant.

THE CHALLENGE WE FOUND

- 01 Complexity & scale.** As a telecommunications giant, Telkom faced the challenge of implementing OKRs across many diverse units and functions.
- 02 Cultural shifts.** Transitioning to a culture that embraced OKRs required significant shifts in mindset, practices, and behaviours across the organisation.
- 03 Sustainability & integration.** Ensuring the long-term sustainability of OKR practices and their integration into existing processes and culture was critical.

WHY IT MATTERED

At the scale of a national telecom leader, a framework could only take hold if it was tailored to Telkom's context and adopted widely, not in pockets.

Weaving OKRs into existing workflows and culture was what would make the shift durable rather than a passing initiative.

THE OBJECTIVE WE SET

Embed OKRs sustainably across Telkom Indonesia, streamlining strategic alignment, enhancing execution efficiency, and cultivating a culture of continuous improvement and agility at scale.

FOCUS AREAS

Scale

Culture change

Sustainability

OUR APPROACH

01

Tailored framework development

A customised OKR framework designed to fit Telkom's unique operational context, scalable and adaptable across its many divisions.

02

Comprehensive training

Extensive training and coaching for teams and leaders to build a deep understanding of OKRs and secure widespread buy-in and commitment.

03

Culture & process integration

Strategies integrating OKRs into existing workflows and cultural norms, emphasising continuous learning, feedback, and adjustment for lasting adoption.

THE RESULTS WE SAW TOGETHER

- **Enhanced strategic alignment.** We achieved higher alignment between strategic goals and daily operations, streamlining efforts toward common objectives and improving overall execution.
- **Improved engagement & accountability.** The organisation saw increased engagement and accountability, driven by clearer goals, measurable outcomes, and a shared sense of purpose.
- **Sustainable OKR adoption.** Telkom successfully incorporated OKRs into its organisational fabric, establishing a sustainable practice that continues to drive clarity, performance, and continuous improvement.
- **A scalable, adaptable model.** The tailored framework gave Telkom a way to extend consistent OKR practice across divisions as the organisation evolves.

OUR REFLECTION

Telkom is a scale-and-sustainability story. At the size of a telecom giant, the risk is that OKRs land in pockets and fade. The turning point was designing a framework tailored to Telkom's context, training widely enough to earn genuine buy-in, and weaving the practice into existing workflows, so OKRs became part of the organisational fabric rather than another initiative.

FOCUS

Sustainable adoption at scale

SCOPE

Teams & leaders enterprise-wide

FORMAT

Framework · Training · Integration

COACH

Dirk Schmellenkamp

THREE ENGAGEMENTS, ONE DISCIPLINE

CLIENT	PROFILE	CORE CHALLENGE	HOW WE HELPED
Turknet	Independent operator · Türkiye	Focusing a challenger's growth without losing agility	Leadership enablement + strategy-to-OKR workshops + cross-functional alignment
Omantel	National operator · Oman · 2,000	Embedding OKRs within an established culture	Tailored Practitioner Courses + strategic alignment + weekly check-ins
Telkom Indonesia	Telecom giant · Indonesia · 24,000	Embedding OKRs sustainably at scale	Tailored framework + comprehensive training + culture & process integration

Three lessons we carry across the sector

01 · Focus to compete

Turknet's lesson: for challengers, OKRs concentrate effort on the outcomes that win, preserving agility as the business grows.

02 · Fit OKRs to the culture

Omantel's lesson: adoption sticks when OKRs complement, rather than override, an established company culture.

03 · Design for scale

Telkom's lesson: at telecom scale, a tailored, adaptable framework plus wide training is what makes OKRs sustainable.

BUILD YOUR OWN SUCCESS STORY

READY TO TURN YOUR TELECOM STRATEGY INTO MEASURABLE EXECUTION?

From independent challengers to national operators, we help telecom companies focus, align, and embed OKRs that fit their culture and scale, so strategy turns into measurable execution. We would welcome the chance to do the same with you.

Contact us →

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