



PLAYSTUDIOS

This mobile gaming giant knew their next level-up wouldn't come from a game. It would come from strategy alignment.

CLIENT

Playstudios

INDUSTRY

Gaming

COMPANY SIZE

500+

CHALLENGES

- o Playstudios needed a more effective way to align goals across different teams.
- o After the loyalty team found success with OKRs, the company wanted to scale the program organization-wide.
- o Managing OKRs in spreadsheets made visibility and scalability a challenge.
- o They needed a purpose-built platform to embed OKRs into the fabric of the organization.

Playstudios is no stranger to big wins. As the exclusive mobile publisher of Tetris (yes, that Tetris) and the creators of top-rated free-to-play games, Playstudios has mastered the art of blending gaming with real-world rewards. Through its groundbreaking playAWARDS loyalty program, players can earn perks from major brands while they play their favorite games.

At the heart of this loyalty innovation is Desiree Luca, General Manager of playAWARDS, who oversees the entire loyalty ecosystem. A strategic leader with a passion for building high-performing teams, Desiree was also the first at Playstudios to bring OKRs to the forefront.

Over the course of two years, Desiree's team refined their OKR practice, first using spreadsheets to manage goal tracking. Little did they know, what started as a departmental experiment, would quickly become **the foundation for how Playstudios sets direction, tracks progress, and works across teams.**

"We realized that this is a really awesome framework and wanted to roll it out to the rest of the company," explains Desiree. "To do that, it became clear that spreadsheets weren't that scalable and we needed a better tool."



SOLUTION

Wave Nine set up WorkBoard to reflect the company's structure and current OKRs. They provided training, advice on best practices, and facilitated regular "Ask-Me-Anything" sessions.

RESULTS

- o 100% of the company has adopted OKRs.
- o 100% of the scoped audience uses WorkBoard on a regular basis.
- o WorkBoard and OKRs are part of the company's daily language and decision-making culture.
- o There's better visibility across departments.
- o Teams can identify interdependencies and drive shared outcomes.

“What made WorkBoard different was how it integrated with the tools we already used. It wasn't just an OKR tracker. It would actually help us run the business.”



Desiree Luca
General Manager, playAWARDS

Playstudios

LEVEL 1: CHOOSING THE RIGHT TOOL

After evaluating their options, WorkBoard quickly rose to the top of the list. It had the functionality they were after, aligned with their long-term vision, and was the easiest to use.

WorkBoard checked all the boxes:



Real-Time Visibility

Progress could be tracked and updated in real time, making it easy for teams and leaders to stay aligned on what mattered most, even as priorities shifted.



Meetings & Reviews

"We wanted OKRs to be part of our weekly meetings, not just something we set and forget," Desiree shares. WorkBoard's built-in support for weekly check-ins, monthly reviews, and quarterly retros helped cement those rituals.



Cross-Functional Clarity

Playstudios needed a platform that could surface interdependencies and unify priorities across teams. WorkBoard's Alignment Tree feature made it easy to see how everyone's work contributed to broader company goals.



Seamless Integrations

A huge bonus was how effortlessly WorkBoard integrated with other tools that Playstudios was already using, such as Snowflake and Jira. That meant less context-switching, smoother workflows, and faster adoption across teams.



User-Friendly Interface

Adoption was another key factor. “We knew we’d only succeed if people actually wanted to use the tool,” says Desiree. WorkBoard’s intuitive UI gave teams confidence and minimized friction during the rollout.



Single Source of Truth

Dashboards and analytics gave leaders a pulse on progress without digging through spreadsheets or chasing down updates, unlocking better, faster decision-making.

With the right platform in place, Playstudios partnered with Wave Nine to support a thoughtful, company-wide rollout.

LEVEL 2: IMPLEMENTING THE TOOL

To kick things off, Wave Nine helped Playstudios migrate their existing OKRs from spreadsheets into WorkBoard. This jumpstart gave Playstudios a clean, organized foundation to build on as they expanded OKRs company-wide.

Wave Nine then configured the WorkBoard platform to reflect the organization’s real-world structure and workflows. This included:

- o Creating a tiered OKR structure to support both annual corporate objectives and quarterly team-level OKRs that matched **Playstudios’ company structure**
- o Inputting already **existing OKRs** from current spreadsheets
- o Setting up **dashboard reporting and alignment maps** to give execs visibility across all levels
- o **Integrating WorkBoard with existing tools** like Jira and Snowflake to keep OKRs top-of-mind in day-to-day work

From there, Wave Nine also led tailored training sessions across the organization, providing hands-on platform walkthroughs. This was adapted for different departments, levels of experience, and roles within the company.

“ We're a global company operating across many time zones, and Wave Nine was incredible in accommodating that. They hosted multiple sessions to bring different groups together, answer their questions, and help everyone learn how to use the tool. That flexibility made a big difference for us. ”



Desiree Luca
General Manager, playAWARDS

Playstudios



In addition, Wave Nine provided documentation on best practices with OKRs, highlighting approaches that other companies were taking, tips on how to be more strategic, and ways to improve their current OKRs.

A standout element of Wave Nine's support was the inclusion of recurring "Ask Me Anything" (AMA) sessions, where team members could get real-time guidance on using OKRs and the WorkBoard platform. These sessions created an open forum for learning and helped normalize the shift toward transparency and results-oriented thinking.

"Wave Nine helped us not just implement the tool, but set up a real OKR program with structure and momentum," says Desiree. "They were there every step of the way."

With weekly check-ins, training, and hands-on support from Wave Nine, Playstudios successfully moved from disconnected spreadsheets to a fully integrated system that's helping them embed OKRs into the rhythm of work.

LEVEL 3: WINNING AND LEVELING UP

Since launching the OKR program company-wide with WorkBoard and Wave Nine, Playstudios has seen a remarkable shift, not just in how teams set goals, but in how they communicate, collaborate, and execute.

After two years of successful use within the playAWARDS team, **the expanded rollout quickly brought company-wide OKR adoption to 100%.** As of this year, all teams are using the OKR framework, and approximately 80% of the company (100% of the audience in scope) is fully leveraging the WorkBoard platform to update, track, and align progress on a regular basis.



How To Size Your WorkBoard Rollout

80% adoption is the result of a **staggered rollout** (a conscious choice to prioritize teams with the most complex cross-functional work and need for the platform.) Not every employee needs the same level of access right away. For organizations considering their own implementation, this phased approach can be a smart way to scale: start with your leadership, next level management, and operational teams. Then, expand to cross-functional groups and roll out to the remaining departments as confidence in the process builds.

OKRs have become part of the company's language and are actively discussed in senior leadership meetings, company-wide all-hands, and functional check-ins.

“ The clarity we've gained has completely changed how we lead. It's easier to align, communicate, and show how we're all contributing to company goals. I spend less time chasing status updates and more time focusing on how we can drive impact. ”



Desiree Luca
General Manager, playAWARDS

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WorkBoard's transparency features and integration capabilities have also helped teams move away from siloed efforts and toward cross-team collaboration. Desiree Luca notes that one of their biggest goals is “making OKRs part of our culture and not just a planning exercise.”

That shift is well underway. For example, the executive leadership team at Playstudios set an ambitious objective for this year, and all teams are actively working towards it:

LAUNCH A NEW PRODUCT



“We've seen that objective trickle down into the entire company. Every team across the organization has their own OKRs that are in support of this objective.

Before, we didn't have that alignment, collaboration, and transparency.

It's very easy to see who's accountable for moving the needle and what teams are making progress.”

— **Desiree Luca**
General Manager, playAWARDS | Playstudios

The results of the rollout are clear:



100% OKR Methodology Adoption

Every team across Playstudios now uses the OKR framework to set and track goals, up from pockets of usage just two years ago.



Insight-Driven Conversations

WorkBoard is actively used in MBRs, QBRs, and team sessions, making OKRs part of the company's daily language and decision-making culture



100% WorkBoard Platform Adoption Within Scoped Audience

Teams that were a part of the staggered rollout are now regularly using WorkBoard to track and update OKRs, with a focus on improving weekly usage and integration into team rituals.



Better Alignment & Cross-Team Collaboration

WorkBoard is enabling better visibility across departments and helping teams identify interdependencies and drive shared outcomes.

PROGRAM TEAM LEAD SPOTLIGHT:

Q&A with Playstudios'
Desiree Luca



What is one of your favorite WorkBoard features?

Desiree: One of the most useful features in WorkBoard is the heatmap. I love that it's color-coded, so we can easily see where teams are tracking red, yellow, or green. It gives a quick visual of where we need to lean in and have deeper conversations.

How has the rollout affected your role specifically?

Desiree: In my role managing the loyalty platform, WorkBoard has helped me lead my team and department with greater clarity. I spend less time chasing status updates and more time focusing on how we can drive impact. It's made it much easier to communicate with executives and other teams across the organization about how our loyalty platform contributes to broader company goals, and how we're all aligned and moving in the same direction.

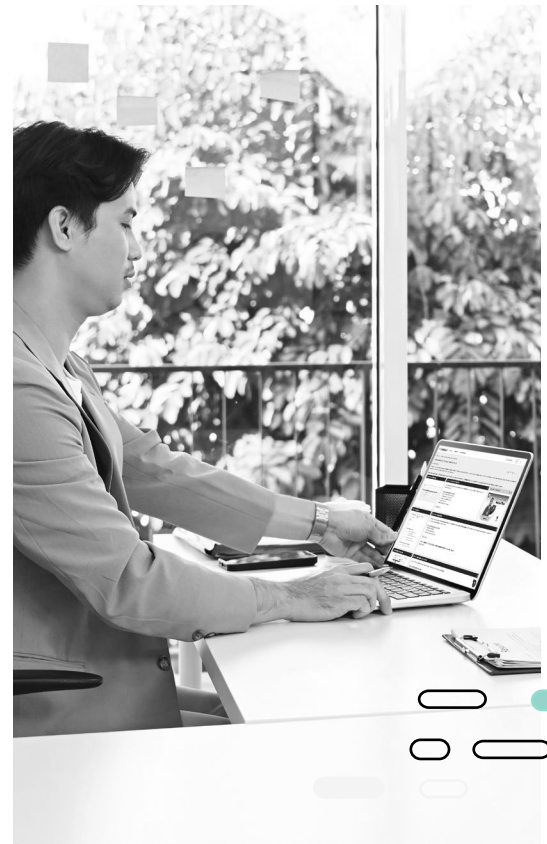
If you could give one piece of advice to a company that is new to OKRs, what would it be?

Desiree: Don't treat OKRs as just a tracking tool.

“You should use them as a tool to have meaningful conversations. The real value comes when everyone's aligned and talking about the same priorities.”

Would you recommend Wave Nine to other companies looking to implement OKRs and WorkBoard?

Desiree: Yes, Wave Nine truly was an invaluable partner. They made it easy and really set us up for long-term success.



LEVEL 4: SCALING FOR IMPACT



With a successful rollout under their belt, Playstudios isn't slowing down. The company is now focused on deepening adoption and elevating the strategic value of OKRs across the organization. While the OKR methodology is now widely embraced, Desiree and her team see even more opportunity ahead. They have been making adjustments to the OKR process over time.

This year, Playstudios introduced quarterly OKRs at the executive leadership level for the first time. Previously, executive leadership OKRs were only set on an annual basis, which often didn't reflect the pace of change across the business. Now, with both annual and quarterly OKRs in place, the executive team can revisit and refine their goals every quarter, **enabling the organization to remain nimble and continuously aligned on evolving priorities.**

“We’re almost there,” Desiree explains. “Now it’s about fine-tuning. We plan on getting those last few teams fully engaged and fully making WorkBoard part of how we talk, plan, and measure success.”

With a clear vision, the right tools, and an ongoing partnership with Wave Nine, Playstudios is winning the OKR game and rewriting the leaderboard in the process.

“Working with Wave Nine didn't feel like working with a vendor. It felt like adding a team member who was just as committed to our success.”



Desiree Luca
General Manager, playAWARDS


Playstudios



LOOKING TO BECOME AN OKR ORGANIZATION?

Let's Talk

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Wave Nine empowers companies to achieve business goals through the OKR framework and the OKR rhythm. For enterprises fully committed to the OKR process, we provide comprehensive playbooks, OKR templates, and resources that invigorate teams, clarify strategies, and enhance accountability. Our hands-on approach involves consulting, coaching and multi-modal education, engaging executive and teams alike. Headquartered in Silicon Valley, with additional offices in Germany, the UK, Australia, and Portugal, our international team can bring your strategy to fruition.