



2021 OpsStars Awards

Presented
by LeanData



Award-Winning Ops Stories



2021 OpsStars Awards

Presented
by LeanData

OpsStars Awards

Recognizing strategic Operations professionals and their ground-breaking innovations to drive pipeline, revenue and propel their company forward in 2021.

We asked Operations teams and professionals to share how they have operationalized processes and strategies to overcome the challenges 2021 has brought with successful outcomes, and we were amazed to see what came back. The challenge for us was determining those who stood up and stood out a little more than the rest.

This collection highlights the stories from the 2021 Award Winners. You can see how they uniquely identified opportunities and solved challenges to find success. We hope you enjoy these journeys from these OpsStars as much as we have.

Contents

ABM Program of the Year	3
Buyer Experience Impact Award	4
Digital Transformation Award.....	5
Go-To-Market Agility Powered by Operational Excellence.....	6
Lead Management Program Transformation of the Year	7
Most Cutting-Edge Ops Program of the Year	8
OpsStar of the Year	9

2021 OpsStars Awards

Presented
by LeanData

ABM Program of the Year

An organization or team exemplifying a best-practices approach to account-centric programs with proven success.

The Winner



The Challenge

In 2020, Snowflake made history as the largest software IPO, requiring internal business teams to scale operations and impact to match the company's aggressive growth targets. While account-based marketing (ABM) had proven a successful boutique method of penetrating sales-nominated must-win accounts, a more robust, integrated approach was now critical. Specifically, the ABM team needed to unify with the sales development (SDR) team to create a cohesive strategy and scalable program.

The Operational Approach

Snowflake put processes in place to enable all stakeholders across sales and marketing to determine which accounts to target, which tactics to launch and when, as well as which message to drive into each account—then repeat.

Using direct feedback from the sales team, Snowflake designed three tiers of ABM programs to address the needs of different accounts across the funnel with varying suites of account research, campaign treatment, and program timeframes. Each tier included targeted marketing campaigns and targeted SDR sequences. The end goal was to align tech, people, processes, and programs to innovate 1:1 ABM at scale.

Snowflake strategically wove its tech stack together to automate and orchestrate where possible, while maintaining a personal touch where it is most impactful.

Operational Results

Snowflake's integrated ABM motions have helped multiply the effectiveness of sales and marketing across the board. Under the new program, SDRs recorded:

- 2.7x meeting rate in Enterprise accounts
- 3x campaign responders in Enterprise accounts
- 4.7x meeting rate in Majors accounts
- 10x campaign responders in Majors accounts

Snowflake SDRs booked first meetings in almost half of the Tier-3 accounts (previously stone cold for two+ years) within the first four weeks of the tiered program.

“Account-based marketing has to be integrated and orchestrated between sales and marketing to be successful, and has to be built on well-designed processes and tech stacks to be repeatable.”

- Lars Nilsson, VP Global Sales Development

2021 OpsStars Awards

Presented
by LeanData

Buyer Experience Award

An organization or team who has developed a best-practice operational approach to enable a world-class buyer experience with successful business outcomes of improved conversion or revenue.

The Winner



The Challenge

While Atlassian provides top-notch solutions for its customers, the experience was often disjointed and even disruptive. Atlassian's fast growth and numerous acquisitions made integration of new products and processes challenging. Product lines were managed in silos: each sales team focused on a specific line, and customers and prospects could be contacted by multiple representatives. As well, a lack of overall data strategy led to the inconsistent manual creation of marketing segments, which meant it was difficult to ensure that they could deliver the right message to the right audience.

Atlassian needed company-wide visibility into customer interactions and a way to sell entire solutions, rather than individual products.

The Operational Approach

Atlassian partnered with performance marketing agency LeadMD to look holistically at its challenges. They began by examining interdependencies within Atlassian, and then aligned departments to feed the company's goals. Atlassian recognized it needed to bring marketing operations into design conversations earlier and involve that team in decision-making and course-setting.

Leveraging Marketo's Salesforce integration, Atlassian's marketing and sales teams streamlined their efforts. Within 60 days, the Atlassian team integrated two product lines into the new, scalable technology infrastructure. Five new product lines were integrated within one fiscal year, setting the standard for remaining product lines and future acquisitions. Taking this small-steps approach allowed Atlassian to pressure-test each solution before implementing it business-wide.

Operational Results

The new process identified a series of team-wide optimizations and recommendations for creating less waste and confusion at the top of funnels. Atlassian's integrations and segmentations now take as little as half the time as they did previously, with less overhead and fewer headaches.

Overall, Atlassian is transforming their customers' experiences one product at a time. Sales and marketing

teams now have visibility into customer engagement at the product, solution, and account level, allowing for better segmentation and messaging, with far less unintentional crossover.

"Atlassian's #1 priority is providing exceptional experiences for our customers, especially including our marketing and sales motions. We realized the pace, complexity and diversity of our go-to-market approach created a unique opportunity to significantly improve the customer experience and efficiency of our operations, at scale. By taking a holistic view of our systems, deciding on the best-in-class approach, then keeping our customers at the center of design decisions, we increased the relevance and timeliness of our entire go-to-market approach while building for long-term scale."

- Jonah Cooperman, Head of Lifecycle Marketing



by LeanData

2021 OpsStars Awards

Presented
by LeanData

Digital Transformation Award

An individual, team or organization that has led a digital transformation initiative, introducing digital technology into an area of the business, changing how you operate and deliver value to internal teams and customers.

The Winner



The Challenge

SAE International wanted to scale its account-based marketing (ABM) programs but struggled to achieve the internal communication, streamlined data, and technical architecture needed to measure and execute on account-based sales and marketing.

The organization grappled with deeply siloed teams, lack of leadership buy-in, and disparate databases. Without a cohesive, omnichannel account experience, sales reps overlapped on multiple accounts. SAE was ready for a complete digital transformation.

The Operational Approach

Working with B2B Fusion consultants, SAE International began by cleaning up its data, streamlining its databases, and determining which systems would act as source of truth for which account level.

SAE set up business and dataflows using LeanData to drive insights, automate routing, and ensure sales and marketing teams looked at and shared accurate data. New dashboards provided up-to-date information to increase the success of targeted campaigns and benefit employees' own bottom lines.

SAE also introduced Drift's chatbot solution to help customers access information quickly and Demandbase intent data technology to create an account journey and improve alignment between marketing and sales. Together, these complementary ABM solution providers brought SAE's many processes and systems into sync.

B2B Fusion and SAE created training programs to ensure sales and marketing teams had the same comfort and ability to navigate the new platforms. SAE simultaneously worked with executive leaders to not only gain buy-in for the transformation, but to drive it as a priority.

Operational Results

SAE International's digital transformation achieved several goals:

- Unified departments now look at the same datasets to evaluate success, with regular touchpoints
- SAE has implemented a new service-level agreement and lead management process
- Account engagement has improved; follow-up with target accounts is consistent
- Sales, marketing, and executive teams schedule regular internal conversations about successes and failures
- Marketing qualified accounts are now handed over to sales

“The big game changer happened when we brought in LeanData, which helped us automate routing, use lead-to-lead contact and conversion, and use opportunity objects to deliver multiple opportunities on the same account for each business unit.”

- Scott Filip, Sales and Marketing
Operations Manager



2021 OpsStars Awards

Presented
by LeanData

Go-to-Market Agility Powered by Operational Excellence

With 2021 in a state of constant change, Sales and Marketing leaders are rapidly reinventing both short- and long-term go-to-market strategies. This award recognizes one operations team and its standout ability to help an organization nimbly pivot to successfully meet new market realities.

The Winner



The Challenge

Verizon Connect's Sales Ops team wanted to evolve from a tactical, task-driven group to a strategic business partner. The first challenge area they focused on was increasing the amount of time business development reps (BDRs) spent talking with prospects—which was, on average, only 1.5 hours per 8-hour workday. Sales Ops wanted to help increase dial count and bring more customers in.

The Operational Approach

Sales Ops, working with the BDR team, identified that BDRs needed to reduce the time spent looking for people to call. In particular, the outbound BDRs spent the bulk of their time digging through Salesforce looking for leads instead of talking on the phone.

Sales Ops worked with the sales team to define the call list criteria and business rules. The team established a minimum threshold for assigned leads and accounts available to call. Each night the BDR lists are filled up to that threshold with leads that fit the criteria; leads that didn't meet the criteria are removed from the BDR pipeline.

At first, the list management was done manually, and involved several teams, including IT. To improve on this time-consuming setup, Sales Ops automated a number of Salesforce processes by building code in the back end of LeanData to schedule the jobs to run each night

Operational Results

After one month, the new automated motion affects about 40% of reps and the plan is to expand to all global teams.

After running the automated push for one month, the volume of records reps receive has already increased and substantial manual work has been eliminated:

- Sales Ops is saving about 35 hours a week
- BDRs' hunting time is reduced by ~7.5 hours a week
- BDRs spend 6% more time on the phone; improvements will continue as adoption increases

“Building a program to automate operations and eliminate repetitive manual tasks enabled our team to become a strategic partner. We had to start by understanding the problem the sales team was facing, from their perspective—and look through the eyes of the customer to inform structure and standardization.”

- Ethan Murphy, Senior Analyst, Sales Ops

2021 OpsStars Awards

Presented
by LeanData

Lead Management Program Transformation of the Year

An operations-led initiative that drove transformational change in the people, process and technology of the lead management engine to improve speed, accuracy and agility lead distribution and response.

The Winner



The Challenge

Leading global commerce company Shopify had been experiencing impressive growth. However, the Global Revenue Technology and Operations team wanted to implement a best-in-class lead management process that was fast and flexible enough to support the changing needs of their merchants.

While there was an existing process in place, it relied on custom code within the CRM and manual processes spread across multiple technologies. The team wanted to streamline the process into a single source of truth so that they could quickly react to merchants who reached out to Shopify.

The Operational Approach

Shopify began working with LeadMD to revisit and optimize Shopify's existing revenue process, with the goal of improving efficiency and thereby meeting the needs of their merchants.

A series of strategic workshops were held and they identified the need for out-of-the-box software to automate manual tasks, and brought in LeanData to handle the lead and opportunity routing. In about six months, they strategized, designed and optimized the existing revenue process, which was a major component of its lead management program.

Operational Results

Now with LeanData firmly in place, Shopify has also experienced the benefits that have come with removing unnecessary complexity from their technology stack like the software running faster and smoother. The system is clean, they have better data and the team is saving time through improved efficiency.

The time saved has meant that Shopify's teams are able to spend more time with prospects and merchants, and deliver a best-in-class experience.

“Shopify has revamped its revenue process and its lead management program, creating numerous efficiencies which roll up to time savings and profitability. Best of all, all of our systems now work in unison, smarter—but not harder—for better results. The overall project has resulted in best-in-class processes and measurable efficiency.”

- Chantelle Marchionda, Marketing Technology Lead

2021 OpsStars Awards

Presented
by LeanData

Most Cutting-Edge Ops Program of the Year

An individual or team on the cutting edge of innovation in modern go-to-market operations demonstrating forward thinking solutions across people, process and/or technology resulting in real business impact.

The Winner



The Challenge

Data analytics and integration pioneer Qlik is focused on delivering a quality product and excellent customer experience. But an extraordinary volume of inbound leads, sometimes thousands a week, overwhelmed the business development representatives (BDRs). Qlik had no way to make sure leads got to the right person or that the lead distribution was even. At times, multiple BDRs would pick the same lead from the queue, resulting in friction.

To make matters worse, BDRs weren't made aware of "please contact me" requests in a timely manner, resulting in complaints and loss of business.

The Operational Approach

Qlik decided to make a huge shift in strategy and focus on acquiring large enterprise accounts. This required new, strategic, account-based, outbound motion. Managing this motion and assigning leads in a smart and organized manner was crucial, and they would need to align their tech stack to the new approach.

Qlik moved to a Marketo-first architecture with streamlined data flow supported by MarTech stack that enables speed to call, quality engagements, BDR productivity, lead-to-revenue predictability and a significantly enhanced prospect and customer experience including: 6sense, LeanData, Conversica, Salesloft, ZoomInfo, TechTarget and Drift.

First, the teams created and assigned a list of target accounts. Marketing and sales leaders defined business rules for lead distribution based on criteria such as product, region, and type of content. Each region has different go-to-market models and lead management requirements.

Leads are now matched to accounts, immediately converted to contacts, and routed based on the established account criteria. Leads requiring additional qualification are automatically routed to Conversica or Salesloft for further nurture in the language aligned to their GTM. Fast tracked leads are sent to BDRs who have 30 minutes to respond and are ultimately rewarded when a lead converts into an opportunity.

Operational Results

Since adopting its new ops program, Qlik has seen an overall increase in the quantity of opportunities. By focusing on the quality, instead of quantity, of inbound leads, the company is driving improved funnel efficiency and BDR productivity. As well, BDRs are following up on "Please contact us" leads within set SLA times, improving the customer experience.

"Achieving an integrated, quality experience requires quality, internal capabilities. For us, that included a lean and mean marketing operations team, optimized processes, and a team member dedicated to documenting business rules."

- Mariken Van Dolen, Marketing Operations Manager

2021 OpsStars Awards

Presented
by LeanData

OpsStar of the Year

Our annual “best in show” award which recognizes the standout achievements or contributions to the industry of one Ops professional.

The Winner



Raheel Alam
Salesforce Administrator



“I think what it means to be an OpsStar is somebody that cares very deeply about both process and people, and marrying those two together to create the best buyer and seller experience.”

- Raheel Alam, Salesforce Administrator

Why is now an exciting time to be in Ops?

Now is an exciting time to be in Ops because of all the change that we've experienced in the past 12 to 18 months. Ops is really on the cutting edge of that change, and learning and adapting, and really able to make tangible differences in companies.

Tell us about a recent business challenge Showpad was facing?

Our response times after form submission for new, in-market leads were too slow. We struggled with poor integration between Marketo and Salesforce—it took 30 minutes for a new lead to be synced to Salesforce—which led to poor first-response times. In-market, high-fit leads were being neglected, creating a poor buyer experience.

How did you start to address the challenge?

First, I thoroughly reviewed every field being synced between Marketo and Salesforce. Working with the marketing campaign lead and marketing ops analyst, we removed fields that weren't needed and rebuilt other fields to sync less often to simplify processing. We also added relevant new formula fields, which we did sync so we wouldn't lose the value of the removed count fields.

We implemented SLAs around time-to-assignment and time-to-first-contact. We created dashboards, which showed average time-to-first-contact by rep and a breakdown of how many leads were responded to within 10, 20, 40, or 60-plus minutes, and those over one day. We trained reps and managers to use this for coaching and to ensure we improved time-to-first-contact.

Do you have any results to share?

Absolutely! The Marketo sync went from syncing new leads every 30 minutes to syncing in near real-time. In fact, the average time from lead creation in Marketo to being assigned in Salesforce is now around 50 seconds. Within three months after SLA implementation, time-to-first-contact improved from 114 minutes to 11 minutes on average.

What's your favorite piece of advice you've gained from the OpsStars Community?

I'd say the best piece of advice I've gotten from OpsStars is that people matter. The people in Ops matter, the people that we serve matter. At the end of the day, if you can make sure that you optimize for them, you'll succeed and they'll succeed.



2021 OpsStars Awards

Presented
by LeanData



**Thank you for your interest in our 2021
OpsStars Awards Winners!**

To learn more about OpsStars, visit ops-stars.com.



by  **LeanData**

About LeanData

Standing at the center of our customer's Salesforce instances, LeanData is the number one solution in the market for automating lead-to-account matching and routing. LeanData's portfolio of go-to-market operations solutions supports the highest-performing sales and marketing organizations, enabling them to drive more revenue faster. To learn more about LeanData's solutions for Lead-to-Account Matching, Routing, and Engagement, visit leandata.com.