



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



Travis Henry
Director, Sales Development
Operations and Enablement



The Challenge

Snowflake, the Data Cloud company, enables thousands of the world’s largest businesses to mobilize their data for business value. Snowflake was growing at an accelerated pace after going public in 2020. While looking to nearly double the sales organization globally, they were also increasing quotas for their Sales Development teams and needed to increase the pipeline influenced by that organization.

With this growing workforce, many processes needed to be automated and refined to keep the momentum going between the ABM, Demand Generation, Marketing Operations and the Sales Development teams. Capacity planning, operational processes, promotions and optimization were all needed in order to align and scale.

The Operational Approach

Taking a very methodical approach to Snowflake’s goals, Travis Henry, Director of Sales Development Operations and Enablement, hired the right people, created project plans and managed expectations across cross-functional initiatives with his SDR Ops team.

To increase pipeline, Travis worked across teams to implement a proprietary lead scoring machine that triggered

automation within Salesforce to manage inbound leads. This came with a total overhaul of LeanData lead routing, a massive shift in Marketo, and a full overhaul of Salesforce automation related to the Lead, Contact, Campaign and Account objects. The result was a highly predictive and agile inbound machine leveraging the best of machine learning in Snowflake with the extensibility of Salesforce.

Travis also established a content committee to build Outreach sequences aligned to ABM initiatives and was the key facilitator in activating SDRs against target accounts. This balanced the goals of standardized, measureable messaging with empowering reps to personalize their outreach.

Last, Travis oversaw changes in the learning management system, transitioning all onboarding material, ongoing enablement content, certifications, documentation and resources to a new system now implemented by Snowflake’s global learning and development team. He and his team shifted the focus from simply ramping new hires to supporting the full development cycle of an SDR at Snowflake.

Operational Results

With Travis’s support, Snowflake has seen positive growth quarter over quarter since the beginning of 2021. The 230+ SDR team has partnered with Marketing on solid outbound strategies that have helped SDRs reach their goals at 100%+ achievement in all global theaters. Go-to-market motions are now unified across the SDRs, marketing, and the field sales teams that they support.

New milestones include:

- 86% of SDR meetings are in ABM target accounts
- 43% meeting rate of accounts targeted versus meetings booked
- Outbound sequences perform above industry averages

“Travis has been instrumental in ensuring all the necessary departments find scalable ways to manage the organization structure and processes related to hiring, offboarding, tech management, analytics, onboarding, performance management, enablement strategy, messaging and content. Travis touches every part of the business. The challenges were identified only because he knew where to look.”

– Lars Nilsson, Vice President, Global Sales Development