

Snowflake | Gold Winner

Small and Medium Businesses—Deepening Engagement with Account-Based Marketing

ABM Delivers 300% Growth Fueling Global Expansion and Category Disruption

INITIATIVE SUMMARY

Snowflake Computing transitioned their marketing efforts to deliver a comprehensive ABM program. In just 15 months, they were able to deliver upwards of 300% growth and build a global business. Snowflake's program success is based on their thorough approach to providing account intelligence, aligning with sales, and operationalizing ABM tactics to deliver turnkey 1:1 personalization.

SITUATION OVERVIEW

Snowflake is the only data warehouse built entirely for the cloud with a mission to safely and efficiently store, transform, and analyze business data so anyone can easily and quickly gain data-driven insight from one location. Snowflake had an aggressive goal to triple revenue, but only had 25 sales people. Sales leadership decided to move to an account-based model in which both sales and marketing had to shift their organization, structure, and processes away from a “spray and pray” demand gen strategy.

UNDERSTANDING OF CUSTOMER/MARKET NEED

Snowflake recognized that there is a large, total addressable market in data warehousing, but that it required a customer mindset shift from using legacy on premise deployments to a more modern data infrastructure. More evangelism and customer wins were viewed to be critical in driving that shift.

Marketing defined the ideal customer profile with several factors defining an ideal target account, including: company was currently using a legacy data warehouse solution; company had a defined initiative or strategy to move operations to the cloud; and company had already deployed cloud-based business intelligence solutions from companies such as Tableau or Lookr.

These criteria provided a clear indicator of the account being **ready** to adopt cloud-based technologies, and they acknowledged the **ecosystem** of cloud-based data solutions. Cloud-based BI had already gained market traction, but these providers knew their customer experience would be enhanced by partnering with Snowflake to target high potential, “win- win” accounts.

INNOVATION

The most immediate impacts were a change in how the go-to-market team operated and an increasing sophistication in delivering ABM insight and guidance. Market development reps were limited to only 100 accounts each and aligned with 3-4 sales directors so no more than 400 accounts were targeted. Comp plans changed entirely and marketing processes for account intelligence and alignment were also refined.

EXECUTION

The marketing organization shifted from broad-based, demand generation to a hybrid approach integrating ABM as a core part of their marketing strategy and operations.

Easy-to-Access Account Intelligence

Account intelligence was used to define a consistent set of parameters to help evaluate each account, which included: Fit, Intent, Relationships, Engagement aka “FIRE.” Delivering this information to sales in a digestible, easy-to-access format was critical in getting sales leadership and operations on the same page to ensure buy-in on the selected target accounts and help with territory planning and resource allocations. An account intelligence snapshot was built in an **open source** format so anybody in the company could access an overview of each account, which helped build goodwill across marketing and sales as they migrated to account-based selling.

Delivering ABM at Scale

Developing and operationalizing account intelligence was just the first part of the initiative. The second part was building the foundation to deliver customized programs at scale. Snowflake began by curating all the content and tagging it properly by use case, industry, and persona. A disciplined and consistent approach to content management was another core part of the program’s success. Uberflip was used to curate and tailor the content so it could be aligned to specific accounts. To help drive engagement, Snowflake uses a variety of tactics, customized for the account, including display advertising, email CTA marketing, sponsored content and direct mail.

High Touch = High Impact

In order to maximize ABM impact, sales worked closely with marketing to tailor messages account by account. Although each rep was assigned 100 accounts, the team used their account intelligence to elevate the top 10 accounts for highly customized 1:1 programs. This focus was critical to ensure efforts were properly prioritized and the top ten are reviewed on a quarterly basis. Each ABM marketing manager supports 30 sales people. Their scope of responsibility covers 3,000 accounts with each rep’s top 10 accounts (or 300 in total) receiving 1:1 marketing. The remaining companies on the account list also benefit from ABM, but 1: few programs are used to drive engagement. By operationalizing account intelligence and content, everything is well packaged to turn it quickly. Marketing is considered a core part of the revenue team and they collaborate with sales to deliver these programs. A key sign of their success is the ongoing request for more capacity to deliver 1:1 programs.

BUSINESS RESULTS

In the 15 months since launching their ABM program, Snowflake has achieved over 300% growth and added 4x the number of salespeople to their organization, enabling the company to raise \$500 million to fund additional growth and globalization

ABM targeted accounts are demonstrating more than 15 engaged people across the account. The team has also put together proactive “sales plays” to cover various account scenarios including the “Data Warehouse Modernization” program designed to shift companies from legacy to cloud-based infrastructure. With all these enhancements to the ABM program, Snowflake is building account intelligence and accelerating new opportunities faster and easier.