

ADAM M. COOPER

VP, Revenue Operations & Strategy | GTM Strategy & Scale | Strategic Advisor to CRO & CFO
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EXECUTIVE SUMMARY

Revenue Operations & Strategy leader with 15+ years building the GTM operating systems that high-growth enterprise B2B SaaS companies depend on to scale predictably, from growth stage through IPO and beyond, across Snowflake, Anaplan, Oracle NetSuite, and SAP. Lead a 45-person global RevOps organization at Snowflake, partnering with the CRO and regional leaders to drive forecasting, enablement, pipeline governance, and deal execution across a \$4.5B ARR business. Delivered within-5% forecast accuracy across a \$2B Americas segment in under 9 months and promoted to global scope in that same timeframe.

Operate across the full RevOps stack — forecasting, AOP, territory and quota design, compensation, Salesforce governance, sales enablement strategy, onboarding, competitive intelligence, deal desk, and AI-driven GTM with fluency at both field and board level. Known for walking into organizations without a unified operating cadence and building the systems, enablement infrastructure, and accountability frameworks giving CROs the confidence to commit and sellers the clarity to execute.

Target

Target role: VP / Head of Revenue Operations, operating partner to the CRO and CFO with board exposure at a growth-stage to pre-IPO (\$150M–\$1B ARR), consumption/usage-based or data & AI-infrastructure B2B software company.

Superpower: Walking into a revenue org with fragmented data and no operating cadence and building the forecasting system, governance, and cross-functional accountability that give the CRO, CFO, and board the confidence to commit.

CORE COMPETENCIES

Forecast Accuracy & Pipeline Governance: Architects the forecasting methodology, cadence, and cross-functional accountability models that give CROs board-ready revenue visibility — across new logo, expansion, NRR/GRR, and renewal motions. Proven at \$2B–\$4.5B scale with within-5% accuracy.

GTM Planning & Annual Operating Plans: Translates growth targets into actionable headcount, territory, quota, compensation design, and capacity models — building the operating frameworks that give CROs and CFOs confidence to commit. Experienced across global, multi-theater GTM planning at \$1B+ scale.

Cross-Functional Connectivity & Revenue Insight: Connects Sales, Marketing, Finance, pre-sales, and post-sales into a unified operating cadence. Surfaces insights fast — by having a point of view and pressure-testing it with data — and translates nuanced revenue problems into clear recommendations that executives trust.

Revenue Systems Architecture & AI-Driven GTM: Deep full-stack RevOps expertise — CRM governance, CPQ, BI, commissions, and enablement tooling — combined with hands-on deployment of AI across the GTM motion: predictive pipeline scoring, AI-assisted MEDDPIC inspection, deal health alerts, and workflow automation.

PROFESSIONAL EXPERIENCE

Sr. Director, Global Field, Deal & SDR Operations | SNOWFLAKE

JUNE 2025 – May 2026

Promoted to own global RevOps transformation: replicate and scale the Americas Business Operating System across every theater in a \$4.5B, publicly traded revenue organization. Strategic operating partner to the CRO and six theater leaders.

- **Global Operating Cadence & Forecast Governance** — No consistent performance framework existed across regions. Designed and deployed the enterprise-wide operating rhythm — weekly pipeline reviews, MBRs, QBRs, and structured forecast calls across every district worldwide — giving the CRO and CFO real-time, high-confidence visibility into pipeline health, NRR/GRR, and revenue performance for the first time.
- **AI-Assisted MEDDPIC, Deal Intelligence, and Deal Process Automation** — Led global deployment of AI-assisted MEDDPIC scoring and customer health signals, embedding deal quality and risk into manager workflows; improved pipeline quality, forecast integrity, and early risk intervention across all theaters.
- **Enterprise KPI Governance** — Built the performance metrics framework — ARR efficiency ratios, deal velocity, pipeline conversion, and rep productivity — now the standard language the CFO uses in board-level and investor reporting.
- **Global AOP & Multi-Theater Territory Design** — Co-led global AOP across 1,000–2,000 sellers (territory, quota, capacity, comp); shifted to a dynamic coverage model aligned to growth targets.

Sr. Director, Americas Field Operations | SNOWFLAKE

SEPT 2024 – June 2025

Recruited to transform Snowflake's Americas Field Operations — a \$2B revenue organization with no unified operating cadence, fragmented forecasting, and limited cross-functional accountability. Delivered the foundational transformation in 9 months, earning promotion to global scope.

- **Forecast Accuracy & Operating Cadence** — Rebuilt forecasting and operating rhythm across 4 theaters, 24 regions, and 100+ districts; standardized cadence, CRM governance, and accountability in a fragmented environment. Achieved within-5% forecast accuracy across a \$2B Americas business in 6–9 months; adopted as the global standard.
- **Annual Operating Plan, Compensation Design & Capacity Modeling** — Co-led Americas AOP for a 500+ seller, \$2B–\$2.5B business (territory, quota, capacity, comp); dynamically adjusted coverage in-year.
- **Deal & Revenue Cycle Optimization** — Led Deal Ops across 3,000–4,000 transactions/quarter; implemented CPQ workflows and SLAs, reducing time-to-close by 2.5 days and improving deal velocity and close rates.

Operating Director, Strategy, Operations & Insights | MOTIVE PARTNERS

FEB 2023 – Sept 2024

Embedded operating partner at a fintech-focused PE firm. Led GTM strategy, RevOps builds, and value creation across seven portfolio companies simultaneously — including post-acquisition integration and enablement infrastructure.

- **Enterprise RevOps Build — InvestCloud (\$150M–\$500M ARR)** — Built RevOps from scratch: pipeline inspection, forecasting cadence, MBR/QBR rhythms, Salesforce governance — delivering the first credible revenue narrative the Board had received and enabling leadership to commit to growth targets with confidence.
- **PE Board KPI Framework & Investor-Grade Reporting** — Built the standardized KPI framework Motive's Board used to evaluate GTM performance — translating operator-level metrics into investor-grade language (ARR trajectory, NRR, CAC payback, sales efficiency ratios) across seven companies.
- **Deliberate PE Operating Credential** — Joined as a strategic investment to understand how PE boards evaluate GTM performance, how value creation timelines differ, and how to drive commercial results under investor scrutiny.

Sr. Director, GTM Strategy & Competitive Intelligence | ANAPLAN

2020 – 2023

Member of the Revenue Executive Leadership team pre and post-Thoma Bravo buyout. Built a revenue-generating strategic capability with direct CRO and Board-level impact across a \$350M–\$1B growth trajectory.

- **Enablement Infrastructure & Win Rate** — Drove 7% global win rate improvement without added headcount by building coaching, certification, and competitive battle card infrastructure that embedded execution into rep workflows and manager inspection.
- **Executive GTM Leadership & Board Presence** — Advised CEO and CRO on pipeline strategy; partnered with CFO and CTO on planning. Prepared Board and Investor materials across the growth trajectory.
- **Thoma Bravo Acquisition & PE Value Creation** — Led 100-day GTM integration and value creation plan post-acquisition, maintaining revenue momentum through organizational transition.

Head of Americas & EMEA Competitive & Market Intelligence | ORACLE NETSUITE

2015 – 2020

Built three teams from scratch across Americas and EMEA on a \$400M–\$1.5B ARR growth trajectory. CEO, CRO, CFO, and CTO as primary stakeholders.

- **Competitive Displacement & 16% Win Rate Growth** — Designed and executed competitive displacement campaigns that grew North American win rate 16% YoY — driving \$110M+ in attributable pipeline influence and \$41M+ in ARR in FY20.
- **Revenue Analytics & Executive Reporting** — Delivered data-driven recommendations from pipeline, forecast, win/loss, and attainment analysis that shaped global sales strategy and improved ARR predictability for CRO and CFO reporting.

Director, Corporate Strategy & Business Operations | SAP

2011 – 2015

Led a team of 5 advising executive leadership on growth strategies for North and Latin America. Also served as Director, North America Business Operations and Post-Merger Integration.

- **Large-Scale Sales Org Transformation** — Redesigned a \$200M+, 75-person underperforming sales org from the ground up — territory maps, quota and headcount models, org design, and sales methodology; produced a 17% revenue increase and 60% pipeline expansion.
- **Annual Operating Plan & Business Operations** — Designed and owned SAP North America's AOP end-to-end — territory, quota, headcount, comp, CRM governance, and KPIs; recommendations formally adopted by the Global ELT.
- **M&A Integration (5 Acquisitions)** — Led revenue integration for Ariba, SuccessFactors, and three additional acquisitions — aligning GTM processes, CRM systems, compensation plans, and reporting structures while protecting active revenue momentum.

EDUCATION

Boston University — Master of Business Administration, Marketing & Strategy

Wheaton College — Bachelor of Arts, Philosophy & Political Science