

WorkBoard Success Story

JUNIPER<sup>®</sup>  
NETWORKS



# Juniper partnered with WorkBoard to reignite growth and lead the next decade of networking



“Growth has become a team sport. We became an agile growth enterprise (vs. profit maximizer), with an ability to pivot faster and realize the potential of new markets.”

Mike Marcellin, CMO

### CEO business driver to return to growth

- Make alignment and accountability core strength and advantage
- Mobilize everyone on their bold vision faster and more effectively
- Reignite growth and innovation
- Inspire people as the company shifted to growth businesses and business models - a longer horizon than daily stock price

### Enterprise-wide implementation delivered value quickly

- Q4 2019, CTO and Product functions adopt
- Jan 2020 enterprise kick off with top 100 leaders
- By month one, aligned on OKRs for all VP+ teams and those leaders
- By month five, 500 teams aligned on OKRs; all employees had full transparency to OKRs and results (“truth” on company health)
- By month six, all teams had OKRs and frequent 1on1s



**18%** increase in employee confidence in the strategy

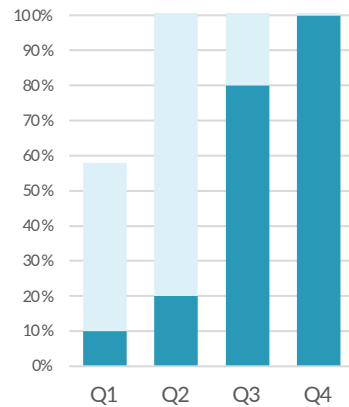
**90%** of employees have 1on1s at least bi-weekly

**93%** of people know what's expected; **91%** know how they're performing against plans

In one quarter, Juniper had results momentum and in one year, it reignited growth.

### Strategic Clarity and Alignment

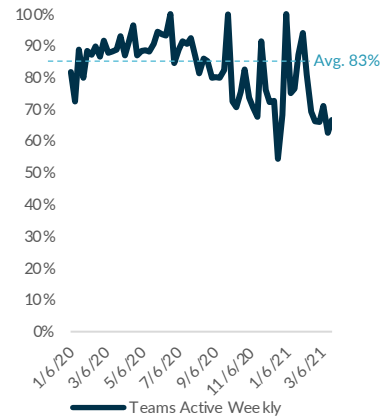
All teams aligned on strategy with one source of truth



Each quarter, they increased the number of teams with defined OKRs and gave everyone transparency immediately to the existing OKRs. The company has a reliable, agile and truly scalable mechanism to get everyone aligned at market speed.

### Fast, Focused Operating Cadence

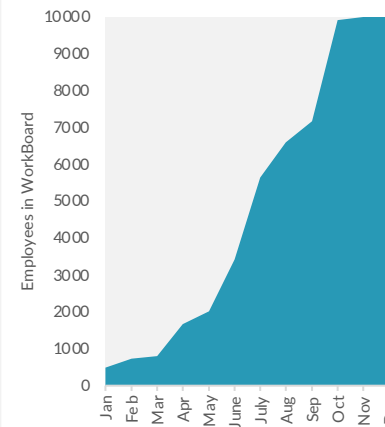
80% of teams focused their efforts on results and gaps



OKRs are truly focusing efforts and execution week to week to close the strategy-execution gap -- over 80% of teams tune into their OKRs in WorkBoard each week. This focus elevates results and prevents drift and distraction that slow growth.

### Insights for Growth and Learning

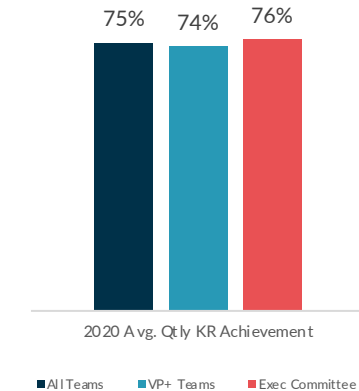
3 minutes not 3 weeks to see progress on plan



Anyone and everyone can see progress to plan anytime. There is a single source of truth for strategic priorities and common results language that everyone knows. Results transparency lowers the cost of transparency while improving alignment, trust and accountability.

### Teams Energized on Great Outcomes

New growth, higher ambition and outcomes at every level

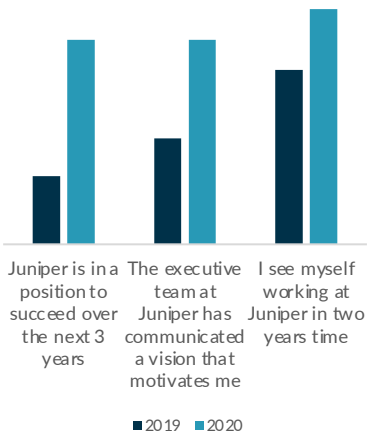


The VPs are as mobilized and moving as the exec teams, and their directs are driving similar and progressive outcomes. There is broad shift to **aiming for great** instead of aiming for safety -- fuel for growth.

# People believe in the strategy and make better contributions to its achievement

## Confidence in Strategy

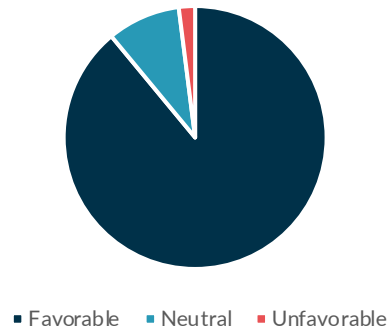
18% more confidence in and motivated by the company strategy



## Lateral Alignment

89% of employees believe best results come from working cross functionally

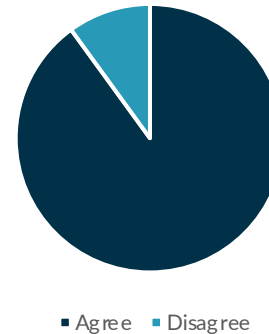
I believe the best results at Juniper come from working cross-functionally



## Frequent 1on1s

90% of employees started having more frequent 1on1s with their manager

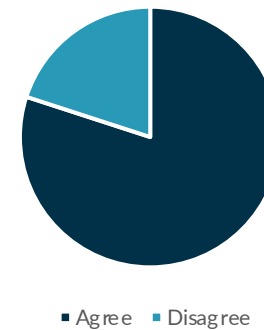
I started having 1on1s with their managers and directs more frequently



## Performance Conversations

80% of managers have data-driven conversations at least quarterly

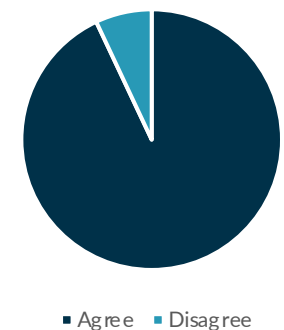
I have a data-driven and objective conversation at least quarterly



## Clarity on Expectations

93% of team members know what is expected, and the impact of their work

I know what is expected and how I am performing against plans



# Higher focus and alignment across functions enabled Juniper to grow new business lines much faster

Double digit revenue growth in new markets sets up future growth

**28%** AI-driven solutions

**28%** cloud ready data center solutions

**21%** security solutions

## Improved posture in Gartner MQ & Forrester Wave for 5 Products

Furthest in Completeness of Vision for Indoor Location Services, 2021

Highest for Execution for Wired and Wireless LAN Infra, 2020

Challenger for Network Firewalls, 2020

Leader in Open, Programmable Switches for a SDN, Q3 2020

Strong Performer in Enterprise Firewalls, Q3 2020

“Sales, marketing and services teams have clear OKRs between them and understand their responsibilities to each other.

Ultimately, all teams are working towards the common objective of delivering a great customer experience to drive growth.”

*Marcus Jewell, CRO*

