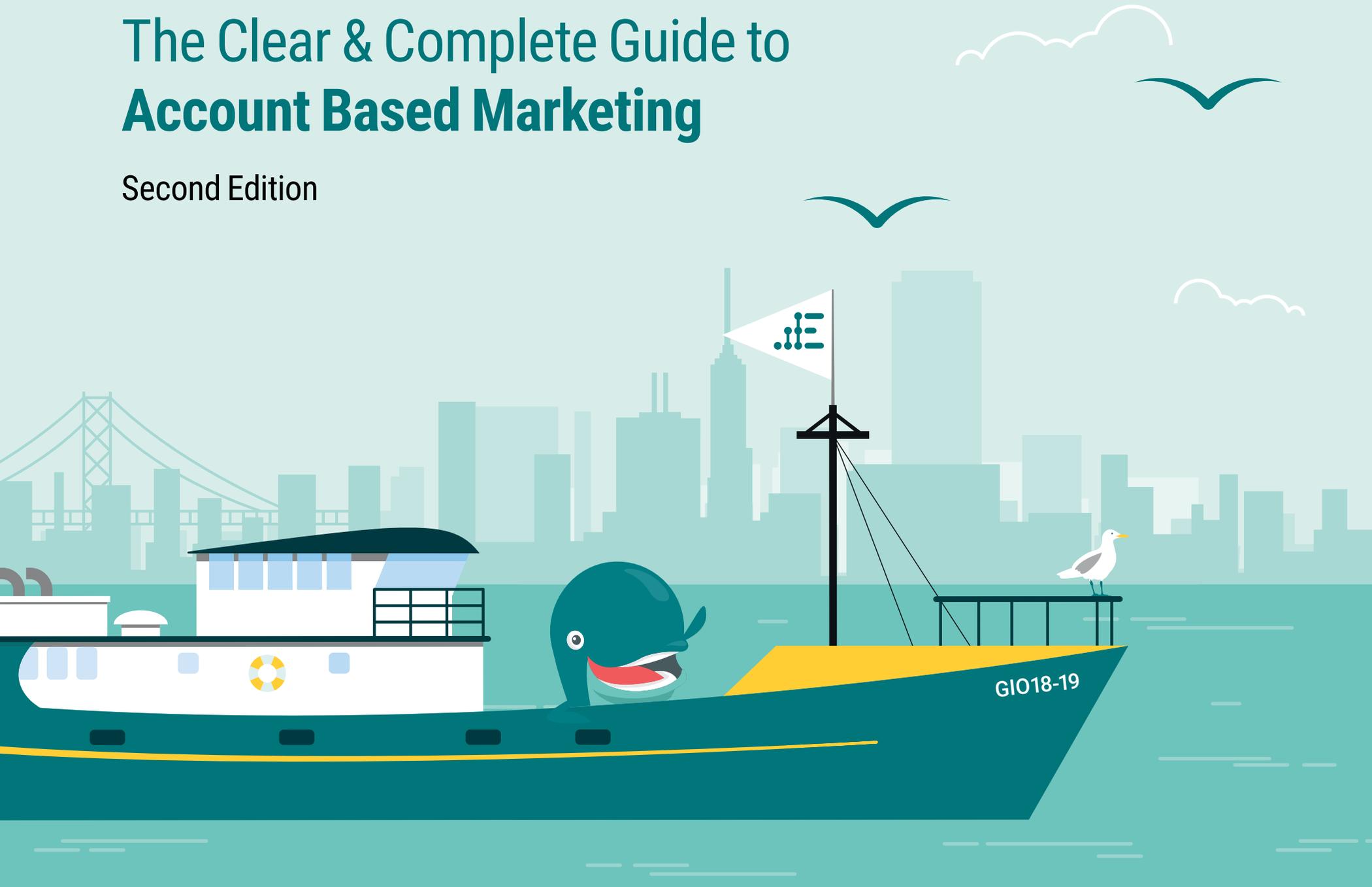




# The Clear & Complete Guide to **Account Based Marketing**

Second Edition



GI018-19

# Contents

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<b>Introduction</b>	<b>3</b>
Seizing the biggest deals	
<hr/>	
<b>Part I</b>	<b>5</b>
From lead-centric to account-centric marketing	
<hr/>	
<b>Part II</b>	<b>28</b>
The Styles of ABM	
<hr/>	
<b>Part III</b>	<b>37</b>
The 7 ABM processes	
1. Select accounts	38
2. Identify people	50
3. Develop account insights	53
4. Generate account-relevant messages and content	62
5. Deliver account-specific interactions	71
6. Orchestrate account-focused plays	87
7. Metrics: measuring account progress	105

<b>Part IV</b>	<b>133</b>
Building your ABM foundation	
<hr/>	
<b>Part V</b>	<b>140</b>
Implementing ABM: the road to success	
<hr/>	
<b>Part VI</b>	<b>157</b>
ABM technology	
<hr/>	
<b>Conclusion</b>	<b>168</b>
An idea whose time has come	
<hr/>	
<b>Thank you</b>	<b>170</b>
<hr/>	
<b>ABM Experts</b>	<b>171</b>
<hr/>	
<b>About Engagio</b>	<b>172</b>



# Introduction

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B2B demand generation has completely reinvented itself over the last decade. The collision of inbound, content marketing, lead nurturing, marketing automation, analytics, email, search, social media and native advertising has transformed the discipline from a dark art to an increasingly data-driven science.

But there's a problem.

All of these tactics and technologies are optimized for a specific kind of deal: higher velocity, lower value deals often driven through by a single buyer.

As a result, today's B2B marketing departments struggle to support the most important deals of all: the long, complex sales that involve many stakeholders, departments and disciplines. The biggest deals.

## **New in this Edition**

This second edition incorporates everything we've learned over the last three years working with 100s of B2B companies. With over 70% fresh content, it brings all-new best practices in account tiering, sales and marketing alignment, multi-channel orchestration, multi-touch attribution, and more.

When it comes to helping to land and expand these major deals, today's marketing teams are seriously handicapped.

**The Clear & Complete Guide to Account Based Marketing (Second Edition) is your guide to solving this problem.**

It will take you, step-by-step, through this fast-emerging discipline, showing you how to align your sales and marketing team around a strategy that's optimized for the biggest, most important deals.

As you'll see, ABM is not a magic wand. Instead, it's a powerful combination of people, process and technology that, deployed intelligently, will out-perform every other demand generation initiative in your company.

But ABM doesn't require you to unplug all that you're doing now and start over. Instead, it's a complementary strategy that works alongside your existing demand generation processes — sharing resources, data, tools and technologies with them.

We've seen Account Based Marketing in action across a wide range of companies, and we're convinced that this is the way virtually all big deals will be won and grown. Those who don't practice it will lose to those who do.

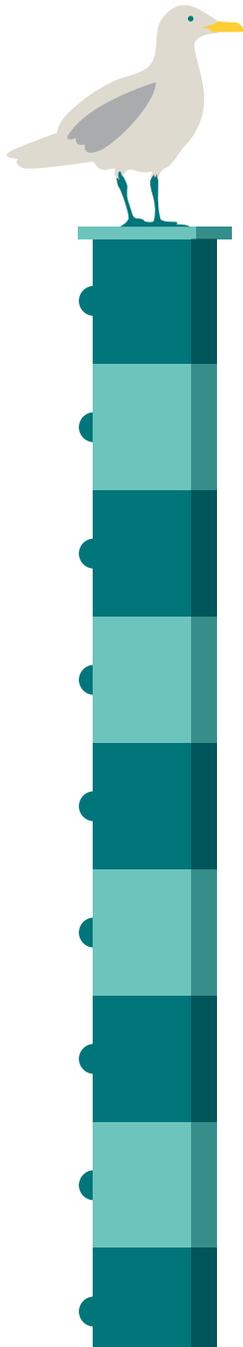
If your company depends on large, complex, long-cycle deals — landing and expanding them systematically, efficiently and measurably — this could well be the most important guide you'll ever read.

**Let's get to work.**

**Part I**

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# **From lead-centric to account-centric marketing**



# Part I

## From lead-centric to account-centric marketing

Today's marketing stacks — and marketing departments — are built around the 'lead', the individual buyer who progresses along your funnel until he or she is ready to buy.

But in most cases, the buyer is never a single person. He or she is almost always part of a buying team. And the bigger the deal, the more people, departments and disciplines get involved.

That's why so many B2B companies have hit a wall with their demand generation efforts.

.....

*"Salespeople talk about accounts, they talk about customers... they don't talk about leads. Salespeople think about how they're going to win accounts in the first place, then how they're going to keep and grow those accounts."*

Megan Heuer, VP Research,  
SiriusDecisions

.....

**It's time to recognize that we're not marketing and selling to a lead. We're marketing and selling to an account.**

Lead-centric marketing isn't designed to handle accounts:

- It wastes time, budget and effort filling the funnel with prospects that aren't associated with any target account.
- It can't connect individual prospects with their colleagues across the account.
- It can't map the relationships between the decision-makers and influencers within the account.
- It can't track the state or level of engagement of the entire account at any given time.
- It can't coordinate or synchronize interactions to deliver consistent messages to the entire account buying team.

**That's where Account Based Marketing comes in.**

# It's called 'business-to-business' not 'business-to-lead'

In every complex business-to-business deal, there are many buyers involved: the decision-maker, the end user, the influencer, the CFO, the procurement department and so on. Gartner research has found that on average, 12 to 14 individuals participate in larger technology purchases.

Each of these people has different motivations and pain points. Each is rewarded differently, and each evaluates your products or services from a different perspective.

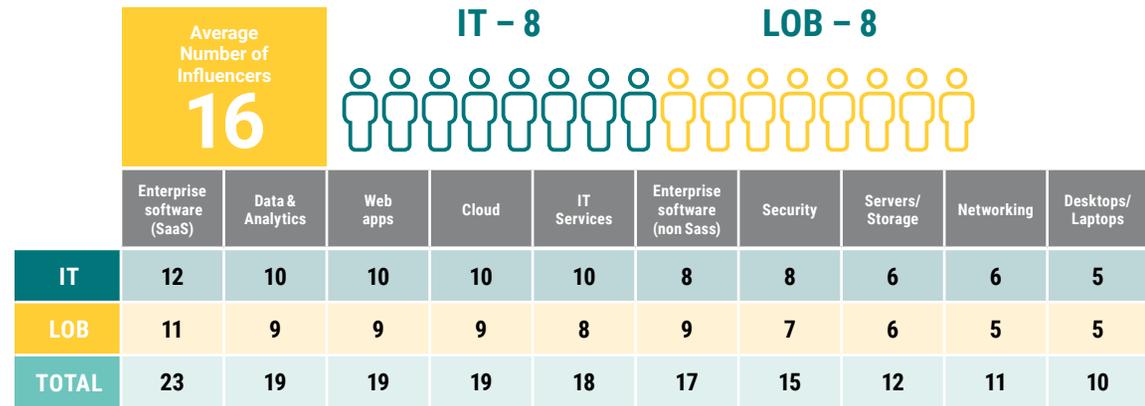
To support selling into a large account effectively, it's critical that your team understands how each individual fits into the larger account and has a sense of the relationships, influences and connections that bind them together.

That means your marketing team needs to understand the context of the account relationship to decide how to interact with any new person that comes into the system.

You also need to track the aggregate level of engagement across the account and know when that engagement level changes.

**Because, in B2B, you're never just selling to an individual.**

Sales has always used an account-based approach. Now marketing is getting on board.



IDG Enterprise Role & Influence of the Technology Decision-Maker survey, 2014

The background is a solid teal color. Several fishing lures and hooks are scattered across the page. In the top left, there is a teal lure with a white dot and a hook. In the top right, there is a dark brown hook. In the middle right, there is a small dark brown hook. In the bottom left, there is a dark brown hook. In the bottom center, there is a teal lure with a white dot and a hook. In the bottom right, there is a teal lure with a white dot, a black band, and a hook. A horizontal dotted white line is near the top of the page.

**Salespeople never talk about  
how many leads they've closed.**

**They talk about how many  
accounts they've closed.**

# Account Based Marketing defined

---

As ABM gains traction, a lot of definitions are starting to emerge — all pretty much describing the same thing.

Here's our definition:

**Account Based Marketing is a go-to-market strategy that coordinates personalized marketing and sales efforts to land and expand target accounts.**

# Account Based Marketing defined

---

**GTM strategy:**

A fundamental business strategy to drive revenue; not a simple campaign or tactic.

Account Based Marketing is a **go-to-market strategy** that coordinates **personalized marketing and sales efforts to land and expand target accounts.**

**Marketing and Sales:**

ABM is led by Marketing in close collaboration with Sales.

**Personalized:**

Built on account-specific insight, content, and messages for maximum relevance and resonance.

**Land and expand:**

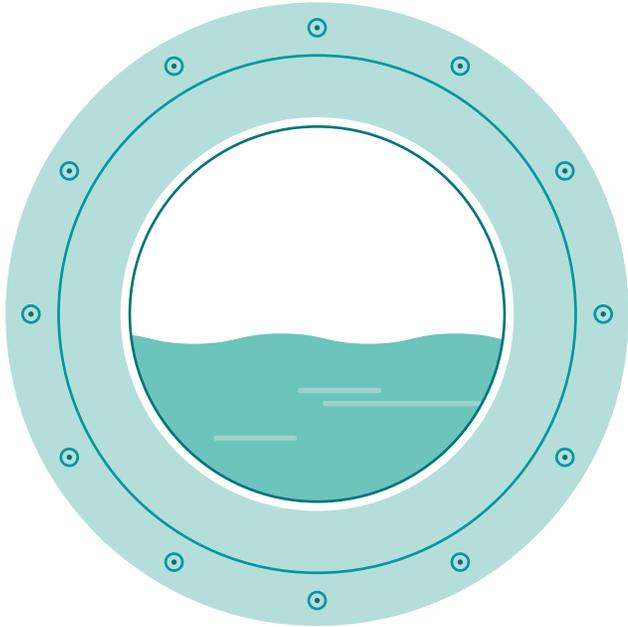
Driving business at new accounts and expanding within existing accounts; opening doors and deepening engagement.

**Target accounts:**

Focus more resources on the most valuable accounts.

That's our definition. But we also like some of the other definitions we've seen out there.

# Some more definitions of ABM



“Account-based marketing (ABM) is a strategic approach to designing and executing highly-targeted, personalized marketing programs and initiatives to drive business growth and impact with specific, named accounts.”

ITSMA (who coined the term)

“The coordination of highly valuable, personalized experiences across all functions that impact the customer (e.g. marketing, sales development, sales, and customer success) to drive engagement at a targeted set of accounts.”

TOPO

“The strategic approach marketers use to support a defined universe of accounts, including strategic accounts and named accounts.”

SiriusDecisions

“A coordinated program to target and engage a defined set of identified accounts and individuals across simultaneous inbound and outbound channels across all stages of the buying process.”

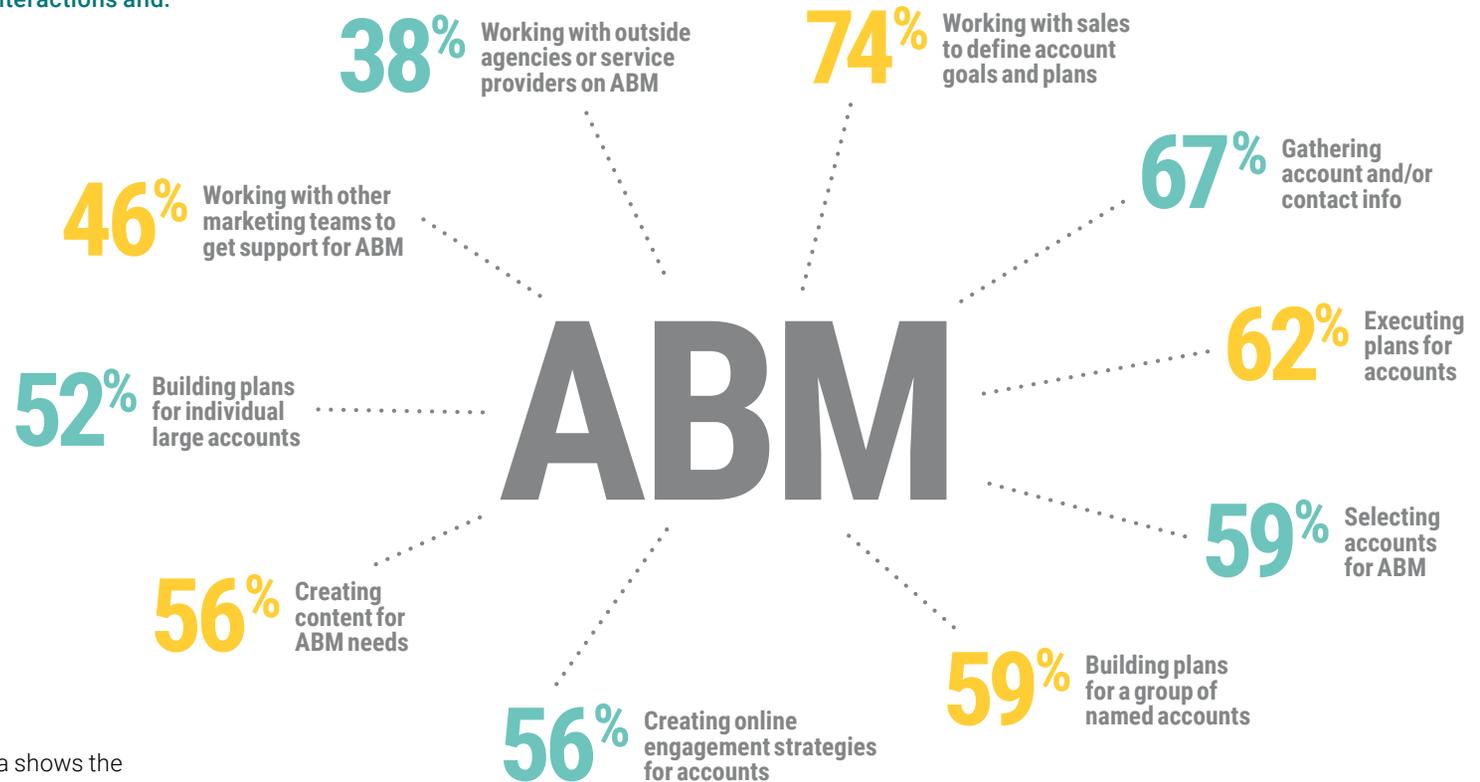
Gartner

## One-to-One B2B

In many ways, ABM parallels the movement in business-to-consumer marketing, as it gravitates away from mass marketing to 1:1 marketing. Both focus on the depth of the relationship and use deep understanding to personalize each interaction.

# Things ABM practitioners do

ABM encompasses everything that B2B marketers do to support sales at target accounts, from selecting accounts to gathering intelligence, creating personalized interactions and:



This SiriusDecisions data shows the top ABM activities being practiced today.

---

**“I see ABM as a response to inbound marketing. Inbound is great, but you don’t have control over quantity and quality. You also can’t afford to wait until those named account targets happen to find your content and download something.”**

**Matt Heinz**

**President of Heinz Marketing**

# The benefits of ABM

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## Efficiency

ABM focuses time and resources on accounts most likely to drive revenue

It's a 'zero waste' strategy that targets 100% of time, budget and effort on the named accounts your company decides have the greatest potential.

## Big wins

ABM deal sizes are bigger

An ABM success can outweigh multiple of smaller deals sourced through traditional demand generation. And ABM deals can be bigger than normal 'key account' selling too: they're more likely to have buy-in from a wider team; to lock out or constrain competitors; and to reach higher into the account. When ABM wins, it wins big.

In fact, according to TOPO research, the Average Contract Value (ACV) for companies post-ABM was 171% larger than the pre-ABM ACV (\$195,294 vs. \$71,941).

The SiriusDecisions Command Center™ shows that 91% of respondents say that deal size is larger for ABM accounts and 1 in 4 say it is over 50% larger. It also found 30% of marketers that worked in an account-based manner reported increasing engagement by more than 2X with their C-level targets.

## Close rates

ABM increases the close rates of your toughest deals

Research shows that the systematic discipline of ABM significantly out-performs the more ad hoc or unaligned approaches of the past. The *SiriusDecisions 2017 State of Account Based Marketing Study* found that 91% of responders said ABM accounts had a higher close rate, with 2/3 of responders reporting more than 20% better close rates.

## Acceleration

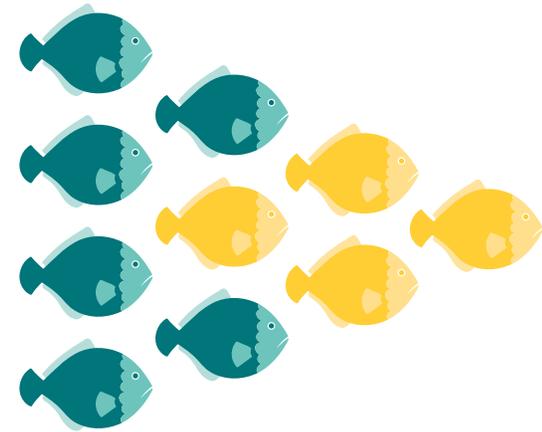
ABM deals proceed faster

Because they actively target all of the buying influencers and decision-makers — instead of leaving hidden influencers to chance — ABM deals move faster and get stuck less.

## Alignment

ABM tightly integrates your sales and marketing teams

By definition, it requires sales and marketing to focus on the same accounts with clear and agreed-upon criteria. Sales highly values any marketing team that spends its budget gaining traction in named accounts.



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“Marketers doing ABM are 40% more likely to report alignment with their sales team compared to marketers not doing ABM.”

Bizible's State of Pipeline Marketing Report 2016

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### Sales excellence

ABM enables the challenger sale

Sales wants to have challenger sales conversations that ‘teach for differentiation and tailor for resonance’. ABM provides the ideal strategy and framework for this — and delivers the account insights that help make it happen.

### Customer experience

ABM delivers the consistently relevant experience that customers demand

The highly personalized nature of the discipline means that all interactions are synchronized across channels and highly targeted to maximize relevance. You look like one company with a single, compelling story.

In fact, 58% of respondents say that ABM plays a major role in making their entire company more customer centric, according to the ITSMA and ABM Leadership Alliance Account Based Marketing Benchmarking Survey (July 2017).

### Account penetration and expansion

ABM guides intelligent account expansion at existing customers

Many companies get more revenue (and revenue growth) from current customers than from new ones. With large deals, it’s all about ‘land and expand.’ ABM delivers smart, personalized account orchestration for a greater share of wallet and higher margin.

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“Rising customer expectations are the most disruptive trend in business today. Companies that differentiate their customer relationships on the basis of account-specific insights and responsiveness raise customer expectations and create competitive advantage.”

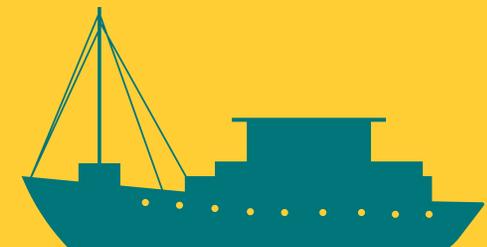
IDC

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**“ABM delivers the highest Return on Investment of any B2B marketing strategy or tactic. Period.”**

ITSMA

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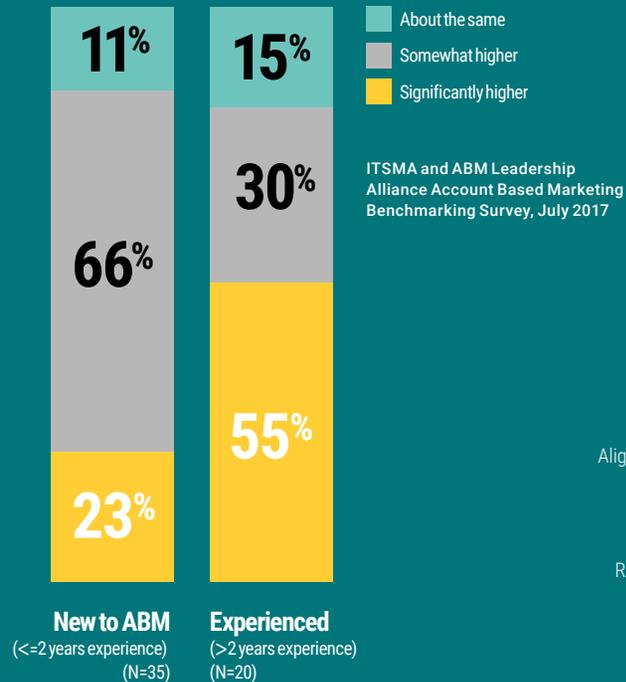


# Data Snapshot

## ABM benefits

How does ABM return on investment (ROI) compare to traditional marketing initiatives?

% of respondents



A whopping 85% of respondents with more than two years of experience said ABM delivered a higher ROI than traditional marketing.

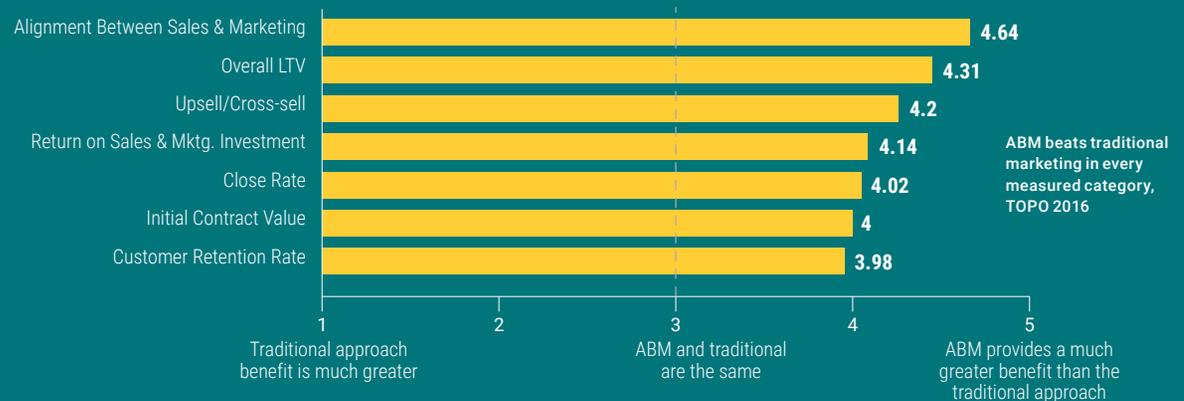
% Reporting improvement from ABM



The 3Rs: ABM provides benefits beyond revenue, also improving reputation and relationships.

ITSMA and ABM Leadership Alliance ABM Benchmarking Survey, July 2017

Benefits of ABM vs traditional marketing approach



# ITSMA on ABM's benefits

---

Here's what ITSMA says about ABM's benefits.

## Clients

- Feel better understood from in-depth analysis
- Understand vendor offerings, strategy and solutions more broadly
- Enjoy increased customer satisfaction
- Experience a more tailored approach
- Develop deeper partnership with vendors
- Tend to position and sell vendor across the organization

## Sales

- Earns status of trusted vendor and partner
- Has richer conversations
- Aligns better with customer needs
- Uncovers new opportunities
- Increases revenue, margin and wallet-share
- Stays on the same page with the rest of the team

## Marketing

- Aligns sales and marketing in a unified account strategy
- Orchestrates coherent, relevant messages
- Increases marketing ROI
- Consistently tailors campaigns
- Strengthens brand reputation
- Secures more customer references

Source: *A Practitioner's Guide to Account Based Marketing*, Bev Burgess and Dave Munn, ITSMA

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"It is my view that Account-Based Marketing (ABM) is on the threshold of revolutionizing the marketing domain. It shows all the potential of bringing about a much-needed paradigm shift."

Professor Malcolm McDonald,  
Emeritus Professor,  
Cranfield University School of  
Management

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# ABM is not just marketing

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Despite its name, Account Based Marketing is not exclusively a marketing function. Far from it. Industry experts have all come to the same conclusion: ABM works best in companies where all revenue-generating disciplines are closely aligned.

For this reason, the term 'Account Based Marketing' can be misleading and the wrong term to fully describe the process we're talking about. There's a danger that it perpetuates the same siloed marketing habits that hold B2B organizations back.

Teams that work in isolation are the ones that miss opportunities, duplicate efforts, waste insights, drop the ball in clunky 'handovers' to Sales, and inhibit every important metric from close rates to deal velocity.

What really works in an account-based model is the close integration of Marketing, Sales Development, and Sales (plus Customer Success for those who have the discipline).

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**"ABM is a strategic business initiative. If it's only sponsored by marketing, it becomes a campaign."**

Jeff Sands, ITSMA

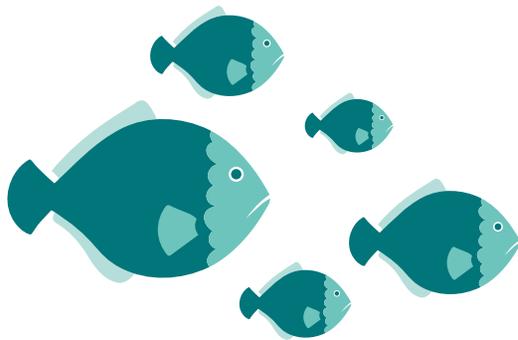
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## **Hello, Account Based Everything**

Because silos hold back account-based success, more and more sales and marketing leaders avoid calling their initiative 'Account Based Marketing,' opting instead for names like:

- Account Based Management
- Account Based Sales and Marketing
- Account-First Initiative
- Account Based Everything

The essence of all of these is that success comes from orchestrating relevant interactions that span multiple players in the account (decision-makers and influencers) across multiple channels (email, phone, social, in-person, and demand generation) delivered by all departments (Marketing, Sales Development, Sales, and Customer Success). When a business can achieve this, the results will always be greater than individual departments working in isolation.



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“In Account Based Marketing, sales and marketing work together to create an always-on series of touches and relationship-building activities aimed at these accounts. A meeting with an account is just the beginning – not the end – of an Account Based Marketing program. Outbound prospecting clearly works but it’s one channel into target accounts. The key piece that’s missing is marketing. The timing is right for the ABM movement – an aligned marketing-sales strategy to solve the target account pipeline problem.”

Craig Rosenberg, Co-Founder and Chief Analyst, TOPO

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“Account Based Everything recognizes that it takes a village to zero in on key accounts; that all functions must be integrated, from marketing to sales development, sales and customer success.”

Tom Scearce, TOPO

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# How ABM is different from demand generation

Account Based Marketing differs from traditional demand generation in important ways.

## It's account-centric

As already discussed, the ABM approach is based on a fundamental shift from a lead-centric to an account-centric perspective.

## It's outbound

Demand generation is, at its best, largely an inbound operation — publishing content that brings a wide range of prospects into your funnel.

With ABM, you don't wait for target accounts to turn up in your lead nurturing system, you reach out to your target accounts directly. This is predominantly an outbound strategy, with an extended set of tactics — including account-specific advertising, sales development, and direct mail.

## It's 'land and expand'

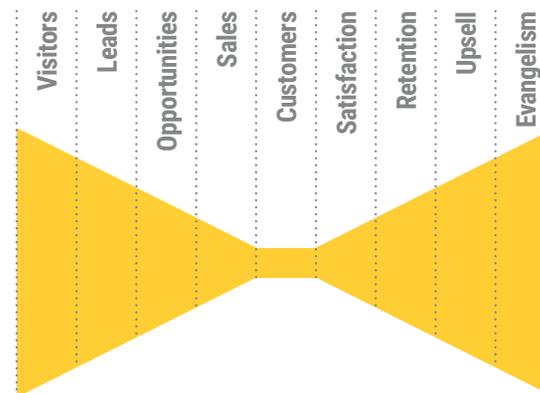
Demand generation focuses primarily on generating net-new leads and opportunities; in fact, many marketing departments don't even get 'credit' for campaign responses from existing leads and customers. In ABM, Marketing and Sales work together not only to land the account, but also to expand it over time. Marketing continues to work with Sales after the deal is done.

## It supports, but doesn't source, the pipeline

In demand generation, marketing sources a significant fraction of the pipeline. In ABM, marketing influences the pipeline but directly sources or discovers very little of it.

## It measures different things

Because of these differences, the way ABM is measured is very different from traditional demand gen metrics. See the Metrics Section in Part 3 for a detailed discussion.



The Bow-tie: ABM focuses on existing customer success and expansion as much as, if not more than, new customer acquisition.



## ABM or Demand Generation

There's no hard and fast rule about what percentage of your programs should be dedicated to ABM or demand generation. Instead, think of it as a spectrum. On one end are companies selling to the Fortune 100. The vast majority of their efforts are going to be focused on ABM. On the other end are companies selling into the SMB market. The majority of their efforts are going to be focused on demand generation. Most likely, you're somewhere in the middle, so you'll want to balance the two strategies.

In fact, 64.9% of companies are currently using a mix of ABM and traditional demand generation programs — 27.0% use demand generation only, and 8.1% use ABM only (Engagio ABM Outlook Survey 2018).

ABM should be leveraged when:

- Teams sell to high-value accounts, especially deals over \$50,000
- Sales cycles are longer, taking months instead of days
- Growth within the account is a business driver, such as renewals, upsells, or cross-sells into different departments
- The team markets and sells to buying centers, not just to one individual

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## Traditional demand generation is fishing with a net.

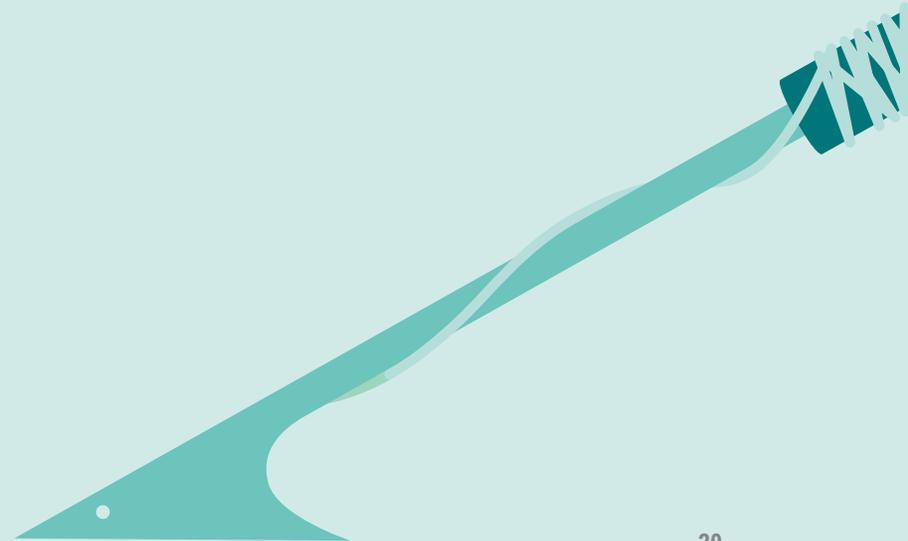
You put your campaigns out there and start catching fish. You don't care which specific fish you catch, as long as you pull in enough of them every month. You then nurture and score them until opportunities come out the other end.

---

## Account Based Marketing is fishing with a spear.

You don't wait for a target account buyer to wander into your net. You reach out to target accounts directly — going after the big fish with highly relevant, personalized outreach. You don't get wasteful 'by-catch'; instead, you focus all your efforts on the prospects you need to reach.

**Spear fishing raises the bar on the quality of your data and the relevance of your marketing. ABM is laser-focused.**



# Why ABM is so hot

---

Account Based Marketing is not a new concept. In fact, ITSMA pioneered the concept almost 15 years ago.

**So why has ABM suddenly generated so much activity and attention? A few good reasons:**

## **The returns on inbound are flattening out**

Traditional 'inbound' demand generation is hitting a wall. There's too much content and it's too hard to stand out. Companies need new engines to drive growth.

## **The economics are better**

Sales and marketing teams are discovering that inbound is not very good at the biggest, most complex deals. Reaching high into larger accounts simply drives larger and better deals, those that tend to stick around longer and become more valuable over time. As companies look to move up-market, ABM becomes much more compelling.

## **Marketing and Sales are ready to work together**

The rise of marketing automation and lead nurturing have brought Sales and Marketing closer together than ever before. A more disciplined approach to pipeline management has earned Marketing the respect of colleagues in Sales. And, new levels of transparency have made Marketing more aware of the real challenges the sales force faces.

## **The technology is in place**

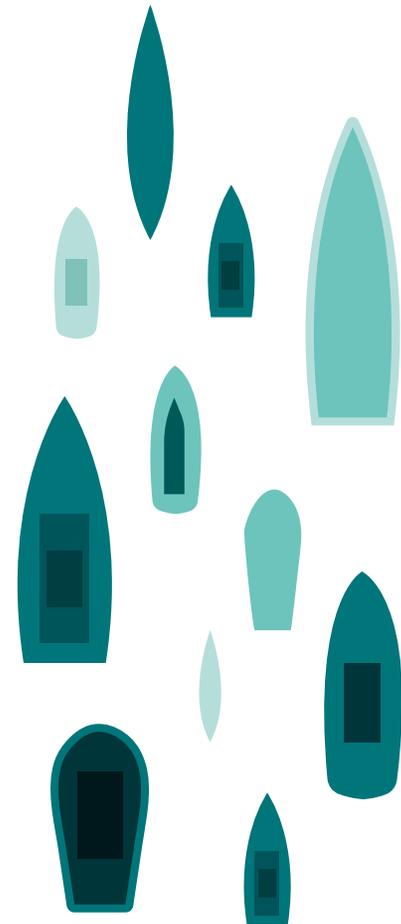
ABM has always been a viable strategy. But today, the tools and technologies are in place to make it much more scalable, including CRM, marketing automation, analytics and personalization.

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**"There is a greater opportunity to take advantage of ABM because today's technology makes it much less labor intensive."**

Megan Heuer,  
VP Research, SiriusDecisions  
in an interview with Demand Gen Report

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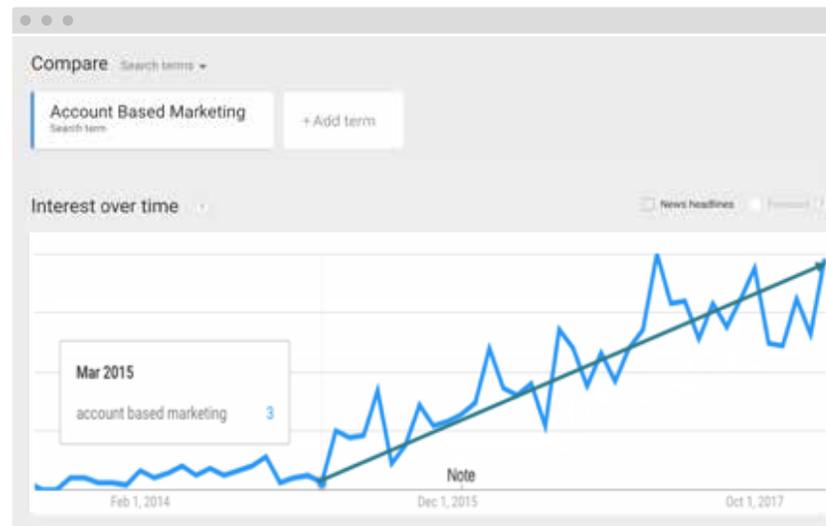


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### It just makes sense

Part of the reason the Account Based Marketing trend is gaining traction is because an account-centric lens makes so much sense for B2B organizations: Sales has always used an account-based approach, and now Marketing is beginning to follow suit as well.

**In short, the time is right for ABM. The pent-up demand for the approach can now be fulfilled.**



Google Trends shows searches for 'Account Based Marketing' exploding.

# Data Snapshot

## ABM momentum

Recent research shows that the ABM market is heating up:

### A recognized need

**93%** of respondents stated that ABM is very important or extremely important in 2017, up from 87% in 2016<sup>1</sup>

### Budgets are growing

**72%** of companies are planning to increase ABM spending<sup>4</sup>

### Account coverage expanding

**71%** of companies are planning on scaling their ABM programs to cover more accounts<sup>5</sup>

### Significant investment

**26%** of the total marketing budget is spent on ABM (for companies implementing the approach)<sup>7</sup>

### Technology investments surging

**80%** of organizations are planning to purchase new solutions in four or more ABM technology categories in 2018, driving a 28% increase in ABM technology investments<sup>2</sup>

### A growing trend

**73%** of B2B marketers have already implemented or are planning to implement ABM in the next 12-24 months<sup>3</sup>

### More companies going big on ABM

**57%** increase in companies allocating at least 30% of their marketing budgets to ABM during 2017<sup>6</sup>

### Growing sophistication

**24%** of companies reported having ABM programs that were well underway or advanced<sup>8</sup>

Sources: 1. SiriusDecisions 2017 State of Account Based Marketing Study  
2. TOPO Account-Based Technology Report, 2018  
3. & 4. ITSM and ABM Leadership Alliance Account Based Marketing Benchmarking Survey, July 2017  
5. ITSM, 2018 Services Marketing Budget Allocations and Trends  
6. & 7. SiriusDecisions 2017 State of Account Based Marketing Study  
8. Engagio ABM Outlook Survey 2018

**“It’s clear that we’ve passed  
the fad phase of ABM...  
Now, we’re solidly in the  
trend phase.”**

**SiriusDecisions**

**“Account Based  
Marketing  
is red hot.”**

**Craig Rosenberg  
Co-Founder and Chief  
Analyst, TOPO**

# Part I Conclusion

## ABM is here to stay

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**So that's why Account Based Marketing is quickly becoming the next big thing in B2B marketing.**

**We hope you've discovered the power and inevitability of this strategy and have started thinking about how you can apply it in your company.**

**Now it's time to talk about how to do it.**



# ABM Expert Q & A

## Kathy Macchi, VP Consulting Services, Inverta



### **You've worked with some of the most innovative enterprise organizations helping them implement ABM. How can smaller, mid-market organizations get started with an ABM strategy?**

My strongest piece of advice is this: it's less about the marketing technology and tactics, and more about understanding your target audience. Terrific ABM practitioners put time and effort into developing an unparalleled knowledge of the account, and focus all of their efforts on using that knowledge to communicate with the accounts in a resonant way.

When considering ABM, the size of your company is irrelevant. Any company can implement an ABM program if they have a commitment to researching and understanding their target accounts and gaining alignment around those accounts.

You must be willing to source customer insight: heavy research, mapping, and monitoring that is necessary to establish yourself as a trusted advisor and potential solution provider to an account. Once insight is gathered, then messaging should be built on the understanding of the customer's business, their challenges and the stakeholder's concerns. You should be able to articulate clearly how your company can help in ways that others cannot.

### **Why is alignment so critical to ABM, and how can organizations go from talking about alignment to becoming aligned?**

ABM isn't simply a marketing initiative: it's a company strategy.

Often times, Marketing will take an 'if we build it, they will come' approach to gaining consensus, but without exclusive, enthusiastic and cooperative buy-in from the sales and lead development functions, marketing should not move forward.

One approach to alignment is to build an ABM leadership team. The ABM leadership team sets the tone for how the company is going to operate and interact in an ABM environment, and commits to collaborate openly in service of the ABM charter. The leadership team consists of the Head of Marketing, Sales, and Operations. It could also include the Head of Support, Professional Services, or other key customer facing roles.

This leadership team also agrees on the target account list and the approach to planning and execution. The leadership team gets as specific as to set the cadence of meetings and the content that will be covered. The rigor in which this is established and managed is integral to driving alignment and collaboration.

Shared metrics between the sales and marketing team is the final component that drives alignment. I would encourage team to expand beyond simply a revenue number, and think short, medium and long-term so you can show incremental progress along the way.

Reputation, relationships and revenue are the three legs of the ABM measurement stool. Think about short, medium, and long-term ways of measuring success in each area, and you'll be well on your way to better functional alignment and measuring the overall success of the ABM initiative.

### **What should your ABM team look like? What roles and responsibilities are essential to making your ABM program successful?**

In addition to the ABM Leadership team described above, I feel that the two roles that are most critical are the ABM marketer and the account executive (salesperson).

The ABM marketer is the consummate utility infielder. By this, I mean he or she must have knowledge and experience in all marketing specialties, good judgement and credibility, all while having the leadership and relationship skills to promote and manage the ABM programs internally and externally.

## ABM Expert Q & A

### Kathy Macchi, VP Consulting Services, Inverta.



This is an individual who can learn the target audience's imperatives, initiatives and stakeholders through research and through working with the account teams. This individual can both develop an ABM strategy as well as write messaging, tweak copy, or edit a presentation to ensure all interactions and voices are aligned to the ABM strategy. The ABM team is not large, so many responsibilities and tasks fall to the ABM marketer. While some of the job duties may seem like a junior resource could handle them, this job requires a seasoned marketer. The ABM marketer is a marketing professional who must bring a large breadth of experience to the table.

The account executive is the peer to the ABM marketer. Their role is to ensure the account team is fully aware of the new focus and objectives and where collaboration is needed to ensure the program's success. Occasionally, this will mean a shift in expectations around how they interact with marketing or the client. The account executive sets the tone and ensures compliance.

#### **What should marketing leaders look for when hiring someone to lead their ABM efforts?**

An experienced marketer with the following characteristics:

**Business Acumen.** The ABM marketer is first and foremost a strategic role. It requires a person with a deep understanding of his or her own company and solutions, as well as the ability to understand the business model of the target accounts. They should understand industry-level trends and the challenges and imperatives of the target audience. They should have the skills to engage customers in discussions and offer insights and suggestions internally and externally.

**Interpersonal Skills.** The ABM marketer is responsible for upholding the ABM strategy with sales and senior executives in a firm but respectful way. Their ability to position ABM as strategic and not sales enablement will help keep ABM a strong contributor to the bottom line. Apart from the sales function, the ABM program requires many other departmental contributors. The ABM marketer needs the skills to maintain good relationships with all supporting groups to ensure the ABM program runs on time and without error.

**Communication Skills.** ABM can involve a lot of change management. It can be a radical shift in the relationship between sales and marketing. When ABM is a strategic decision, both sales and marketing are equals in the roles they play in driving account growth. Communication needs to be frequent and consistent throughout an ABM program or misconceptions and finger-pointing can occur.

When the discussion turns to questions about the quantity of marketing and the impact marketing is having, it can difficult to reverse direction. Constant and consistent communication about the cadence of an ABM play and the success indicators is crucial to furthering collaboration.

**Customer Focus.** An ABM marketer should be passionate about the customer and understand their needs first. ABM is about research, understanding, being useful and solving problems for the customer: not selling.

**Sales Understanding.** An ABM marketer is part of the account team, and must demonstrate empathy and understanding of what the sales role entails. Only when he or she understands the challenges and concerns of the sales function, can they build a program that works for both customer and sales representative.

**Comfort with the Mundane.** An ABM Marketer must be comfortable switching gears between strategic account planning and tactical logistics. An ABM marketer's breadth of experience will have them working in many capacities, and the best person for the role will understand the importance of each task.

## Part II

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# The styles of ABM

# Part II

## The styles of ABM

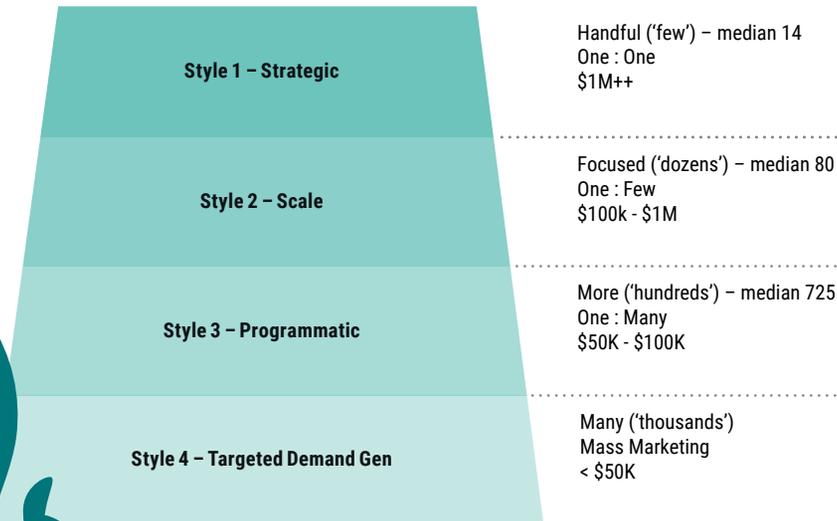
One of the most important things to know about ABM is that one style does not fit all. The spectrum ranges from truly one-on-one conversations with the largest accounts, to programmatic Account Based Marketing with hundreds of lower-value targets.

We've also seen a fourth style that sits somewhere between ABM and traditional demand generation: we call this '**Targeted Demand Gen**' and it's usually appropriate for accounts worth less than \$50,000 a year. In this style, companies use traditional, non-customized demand generation tactics frequently used in mass marketing such as ads, webinars, and more. These efforts are focused on a list of named accounts.

NOTE: the data in this section come primarily from the ITSMA and ABM Leadership Alliance *Account Based Marketing Benchmarking Survey* from July 2017 and October 2018.

We see three main styles across our clients:

1. **Strategic:** One-to-one ABM with a very limited number of accounts worth seven figures (or more) annually.
2. **Scale:** One-to-few ABM for high-value accounts worth six-figures grouped into micro-segments.
3. **Programmatic:** One-to-many ABM for five-figure accounts that are worth some customization and personalization.

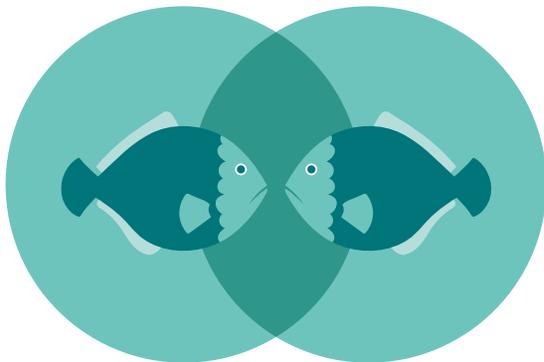


The styles of Account Based Marketing.

# Strategic ABM

This **one-to-one style** of ABM directly engages strategic target accounts with the highest revenue potential — generally at least \$1M a year and as high as \$1B+.

Often, this approach is focused on expanding and deepening the relationship with existing customers (84% of Strategic accounts are current customers). Companies typically have between five and 50 Strategic accounts, the median being 14.



Strategic accounts get completely bespoke marketing. Your game plan for these accounts should look like this:

- **Deep research:** Map out each buying center to understand areas of revenue potential (whitespace). Build out the organizational chart to ascertain which contacts you know and where you need to build relationships. Research key business priorities and publish detailed account dossiers, integrated with Sales account plans. Consider internal chat groups or forums for each account.
- **Personalized content:** Create customized marketing content, value propositions, and messaging. One company we met even hires an agency to come up with specific branding for each of these top accounts!
- **Dedicated programs:** Drive executive briefings, innovation days, high-end experiences, and other marketing activities just for that one account.

- **1:1 attention:** Involve the entire organization, from the CEO down, to create executive engagement and face-to-face meetings. This level of customization requires significant investment: companies invest \$36,000 to \$50,000 or more in marketing programs to reach each of these accounts. It's not uncommon to see one ABM marketer covering just a handful (perhaps five) of these Strategic accounts.

But the investment is worth it for these high-value customers. **When ITSMA says "ABM delivers more ROI than any other form of marketing," Strategic ABM is what it's referring to.**

# Scale ABM

Scale ABM is a **one-to-few style** for accounts that are strategic but don't warrant top-tier investment — usually in the \$100K to \$1M annual potential range.

Instead of completely bespoke marketing, this approach focuses on micro-segments of accounts with similar characteristics and business imperatives, e.g. credit card payment processors. Across the ITSMA study, this style is used equally for new business (51%) and for expanding existing accounts (49%).

The median number of total Scale accounts per company is 80, with each micro-segment typically containing about 20 accounts. Companies apply deep research to the cluster and modest levels of personalization to each account, investing on average \$55,000 in marketing programs for each cluster (a median of \$2,750 per account).

One dedicated ABM marketer can cover up to five or six micro-segments in this style. The most effective tactics used in Scale ABM include executive engagement, e-mail marketing, direct mail, custom thought leadership, and roadshows / events.

Since these accounts are often smaller, mapping out individual buying centers may not be as

challenging. But no matter what, you still want to spend time making sure you have quality data at the account level, as well as for each of the key people in each persona in the organization — and you'll want a process to keep those insights fresh, at least annually.



# Programmatic ABM



Programmatic ABM is a **one-to-many style** that uses broad programs with light personalization and customization.

Each account is generally worth less than \$100K per year, and a company can have hundreds at any given time (median: 500 to 725). About 72% of the time Programmatic ABM is used to penetrate new accounts, 28% use it for expansion. These accounts are often clustered into groups of 100 accounts or so, with an average program investment of just over \$1,000 a year per account.

While all styles of ABM can benefit from the use of technology, Programmatic is the style that benefits most in order to drive scale and optimize measurement. Under this style of ABM, the most effective tactics are e-mail, account advertising, direct mail, account-based content syndication, and roadshows / events.

## Targeted Demand Generation vs. Programmatic ABM

Programmatic ABM is sometimes confused with Targeted Demand Generation, in which marketers use traditional demand generation tactics but focus the effort on named accounts. The distinction is that in Programmatic ABM each account does get some personalization, while there is no customization in Targeted Demand Generation. We see the higher level of personalization becoming worth it for accounts over \$50K a year, and targeted demand gen being used for accounts in the \$25-50K range.

Common tactics in Targeted Demand Generation include email, advertising, events, and direct mail. Because there is no personalization, this style is scalable to thousands or even tens of thousands of accounts. Because the efforts are focused on specific named accounts in the Ideal Company Profile (ICP), the ROI is often higher than untargeted demand generation — but without personalization, the impact may be lower than ABM.

## What's in a name?

Some practitioners call this approach Account Based Marketing, others do not. We think that regardless of what you call it, companies should use the right style of marketing for each stratum of account value. However, we've also seen companies adopt only this style, call it ABM, and end up being disappointed by the results. No matter what style you use, it's important to know what you are getting and what you aren't, so you can avoid overhyping ABM and any disillusionment that follows.

# Entitlements

Account Entitlements answer the question “What is the right amount of time, money and resources dedicated to each account for each style of ABM?”

In particular, they serve as the contract between Marketing and Sales, defining exactly what each department will do to support the ABM effort for each account.

The Entitlements define the level of account research and planning (including data purchase and maintenance), executive support, marketing program investment, customized content, and account executive involvement at each stage of the journey.

We believe it is essential to define your Entitlements *before* you select target accounts. Whether it costs time or money (or both,) an Entitlement uses limited resources. **This defines the constraint on how many accounts you can afford in each style of ABM.**

**A key mistake we’ve seen companies make in ABM is to pick and tier their accounts before defining Entitlements.** This often results in selecting too many ‘Tier 1’ accounts and an inability to provide the right level of focus and customization to realize the full benefit of ABM for those accounts.

Programmatic	Scale	Strategic
<ul style="list-style-type: none"> <li>• Contact information for the top three personas at each account</li> <li>• Lightly personalized content</li> <li>• Lower-cost direct mail and experiences (e.g. dinners)</li> <li>• Limited Sales involvement until an account shows sufficient level of engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Plans for each microsegment</li> <li>• Light personalization of content and emails</li> <li>• Contact info and research about more key personas, updated more frequently</li> <li>• High-end direct mail and experiences</li> <li>• Account / territory plans from Sales</li> </ul>	<ul style="list-style-type: none"> <li>• Full account plans</li> <li>• Account research hub</li> <li>• Bespoke thought leadership</li> <li>• Custom webpages</li> <li>• Even more research into key personas, with even more frequent updates</li> <li>• Annual ‘innovation day’ (custom)</li> <li>• Named executive involvement</li> </ul>

Simplified Account Entitlement Example

# Account Entitlement worksheet

In the spreadsheet below, simply find the type of program, enter the program name, and then fill in the appropriate Entitlement for each style of ABM.

Type of Program	Program	Entitlements		
		Style 1 (1-to-1)	Style 2 (1-to-few)	Style 3 (1-to-many)
Account Plans				
Nurture				
Executive Support				
Partner Support				
Additional Tools / Software				
Additional Budget				
Direct Mail				
Field Events				
Tradeshows				
Personalized Plays				
Database Sends				
Targeted Ads				
Content Syndication				
Sales Outreach				
Appointment Setting				
Contact Discovery				
Custom Content				
Custom Hubs				

# How many accounts should you have?

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The right number of accounts in each tier of your ABM program will depend on many factors, including:

- The intensiveness of your ABM strategy (e.g. your Entitlements)
- Your expected deal sizes
- The length of the sales cycle
- Your available sales resources

Then it's a matter of applying your available resources intelligently.

## Health Checks

- Are you investing too high a percentage of your resources in too few accounts?
- If reasonably successful, will these wins deliver the numbers your business needs?
- Are you spreading your resources too thinly? Could more focus deliver better results?

“The challenge is to scale your ABM program so that you can address internal requests from the sales team, but at the same time not lose the unique approach of ABM and revert back to the traditional kinds of marketing. Salespeople are highly competitive, and when they start to see their peers succeed in implementing a strategy like ABM, they want to jump on that bandwagon really fast. You have to make sure you scale appropriately.”

Jeff Sands,  
ITSMA

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“The right number of accounts per rep varies widely, based on things like average deal size and the dynamics of the sales cycle. We've seen 200 accounts per rep and 10 accounts per rep.”

J.J. Kardwell,  
Co-Founder, Everstring

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## Part III

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# The 7 ABM processes

# Part III

## The 7 ABM processes

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When you look at the most successful ABM practitioners, a pattern emerges. Most ABM journeys follow a seven-step process:

- 1 Select accounts**  
Align sales and marketing around a list of target accounts most likely to deliver revenue, and tier those accounts based on Entitlements.
- 2 Identify people**  
Fill out these accounts and buying contacts for key personas based on your ideal buyer profiles.
- 3 Develop account insights**  
Learn what matters at each account so that your interactions are relevant and resonant.
- 4 Generate account-relevant messages and content**  
Create or adapt content and messaging that reflects your account insight and is targeted specifically at the buying teams in each account.
- 5 Deliver account-specific interactions**  
Manage targeted interactions that are personalized for each account.
- 6 Orchestrate account-focused plays**  
Synchronize interactions into coordinated plays that align to account plans and goals.
- 7 Measure account progress**  
Report on impact of ABM efforts in terms of account engagement, impact on pipeline and revenue, and program ROI.

Let's take them in turn.

# 1. Select accounts

The whole point of ABM is to focus your sales and marketing efforts on a relatively small number of high-value accounts that have the greatest revenue potential.

**That's why account selection is a critical step in any ABM program.**

Get this right and you'll get the maximum return on the next six steps in the ABM process. Get it wrong and you'll either miss major opportunities, waste resources on the wrong accounts, or both.

.....  
"It's incredibly important to pick your accounts wisely. You're only going to have the bandwidth to effectively work a certain number of accounts. And if you pick the wrong ones, you're going to be wasting your team's time on leads that won't amount to anything."

Sam Laber,  
Founder of Spoonful and  
previously of Datanyze  
.....

**Aligning Sales and Marketing on target accounts and Entitlements is to ABM what defining a marketing qualified lead is to demand gen — the core of all your alignment efforts.**

### The goal of account selection

The goal of the account selection process is to optimize your sales and marketing resources — time, headcount and budget — by focusing them on the accounts most likely to drive big revenue.

Taking shortcuts during the account selection process incurs penalties throughout your ABM program, chiefly:

#### Missing out on deals you could have won

If you leave prime candidates off of your account list, you're needlessly ceding big deals to the competition.

#### Wasting effort on a poor fit

Put the wrong accounts on your list and you'll spend time, money and effort on low-potential opportunities while under-resourcing your best shots.

That's why it's so important to invest up-front in a serious effort to align Sales and Marketing around selecting the right accounts.



### Resourcing for success

ABM is not just about picking the account list. It's also about **aligning on the proportion of resources that will focus on each tier**. If you're putting 100% of your marketing effort into the top 100 accounts, make sure you've built a model that shows how those 100 accounts will help the whole company meet its growth goals. If those 100 target accounts get 50% of resources, then they should deliver 50% of goals, and so on.

.....  
"Targeting the right accounts is the single most important ABM strategy."

TOPO  
.....

# The art and science of selection

The questions that guide the process include:

- Where have we sold most effectively in the past?
- Which kinds of accounts have proven to be most profitable over time?
- What characteristics are most predictive of sales success?
- What traits should rule out an account?
- Which accounts do we already have an advantage in?
- Which accounts do we already have engagement with?
- What accounts deliver the most value (which can include revenue as well as strategic value)?

## Driving Quality with FIRE

EverString uses the acronym FIRE for scoring prospective accounts. It stands for:

- Fit
- Intent
- Recency
- Engagement

Fundamentally, you want to look at two key factors when picking accounts: Fit and Interest.

Combining these two dimensions brings together gut feel, historical performance and sometimes predictive data science.

Criteria	Core question	Key activity	Data
Fit (Potential)	Are we interested in them? How closely do they match accounts where we've easily created significant revenue?	Define an ideal customer profile (ICP) and prioritize accounts by 'fit score'.	Firmographics Technographics
Interest (Ease)	Are they interested in us? Are they showing interest in our category and / or our business?	Measure and prioritize accounts by 'interest score'.	Intent (3rd party) Engagement (1st party) Recency

“The two core criteria we look for when selecting accounts for ABM:

1. Is the market growing, and
2. Is the account manager committed to this?”

Jeff Sands,  
Senior Associate, ITSMA

# Using data for account selection

Your 'Fit' data come from Firmographics and Technographics. You're looking to identify your Ideal Customer Profile (ICP), which takes into account the value of the account as well as the 'ease' of selling to them. According to TOPO, 'The Ideal Customer Profile defines the accounts that are most likely to buy from you at a viable economic threshold (e.g. CAC and LTV).'

## Firmographics

*What company characteristics best predict a successful sales process and high-value customer?*

Chances are, you already have a pretty good idea about the kinds of companies most likely to deliver the big deals that justify the ABM process.

Firmographic dimensions might include:

- Company size
- Number of employees
- Industry
- Growth
- Number of locations

Your data sources might be LinkedIn; third party data vendors such as DiscoverOrg, Dun & Bradstreet, or Clearbit; and / or a predictive data platform such as Lattice, LeadSpace, or Everstring.

## Technographics

*What technologies do they currently use or are they looking to invest in?*

Depending on what you sell, knowing that a company uses Salesforce, Workday, or G Suite might make them a much more (or less) attractive candidate for your solutions. Knowing if they use competitors' solutions is also valuable insight. Adding technographics to your firmographic data will further focus your ABM efforts.

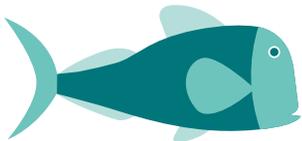
Dimensions might include:

- Complementary technologies to yours
- Technology that rules out your solution or makes investment less likely

Data sources can include:

- Desk research: looking at forums, job boards, social media, etc.
- Competitive intelligence firms — including HG Data
- Web scraping — with firms like Datanyze and BuiltWith

For some companies, technographics will be the single most important driver of the account selection process. For others — where complementary technologies are not important indicators — they will play a minor role.



# Using data for account selection (cont'd)

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## Engagement Data

*How engaged is your company with this account right now?*

When selecting from a long list of potential target accounts, it makes sense to consider your current level of engagement. That way, you're not starting from zero. This can tip the scales in favor of one company over another.

### Dimensions include:

- Past sales into the company
- Rep activity levels
- Account engagement by persona
- Data coverage of key decision-makers
- Existing relationships and connections into the account
- Executive entry points

### Sources include:

- Your CRM data
- Web analytics
- Marketing automation reports
- Sales rep activity
- Email and calendar information
- Executive input

Tools like Engagio aggregate all this data at the account level for you, making it easy to identify overall Engagement (as well as its Recency).

Engagement is an important part of your account selection methodology, but you still need 'Fit' data to identify high-potential accounts. In general, use engagement to prioritize from a longer list rather than to supply your entire list.

“Yes, you need to look for intent signals. But I'd hate to try to build a predictive model on it exclusively — there's just not enough of it in the market compared to companies that fit and companies you're already engaging with.”

J.J. Kardwell,  
Co-Founder, Everstring

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### Intent Data (3rd Party)

*Is the company showing signs that they're in the market right now for solutions like yours?*

Some companies are using third-party intent data to augment their engagement data. This is information collected about a person or company's activity occurring on other sites, including specific articles read, content downloaded, site searches, and more.

Vendors like Bombora, Prelytix, and The Big Willow work with ad networks to aggregate and track activity across B2B websites, while others, such as Madison Logic, TechTarget and G2Crowd, track content consumption locally on their sites.

.....  
 "All enterprise IT vendors sell hard to the same 5,000 companies. So intent becomes key: get to them when they're actively thinking of your kind of solutions."  
 .....

Henry Schuck,  
 CEO & Co-Founder, DiscoverOrg  
 .....

When an account is 'surging' on a topic you care about (e.g. your industry or a specific competitor), these vendors notify you that they suspect the time may be right to reach out to the account. This idea appeals to marketers and sales execs, as used correctly you can hypothetically reach the right person at the right company at the right time. That's the holy grail of personalization, and it's why 33% of companies said they plan to invest 'more' or 'significantly more' in intent data monitoring solutions over the next 12 months (SiriusDecisions Command Center™, Oct 2017).

But a word of caution: don't rely overly on intent data for account selection.

- **Matching inaccuracy.** Match rates tend to be between 40-90% between the data vendor's report and your account list. This can result in false positives, indicating the wrong account is surging.
- **The taxonomy of surging topics may not match your business.** If you sell security software, it may not be helpful to know that a company is researching general security-related topics at any given time.

- **Anonymous data isn't actionable.** Even the most popular intent data-vendors provide data that is only partially actionable. It's anonymous third-party data at the company level, without details on WHO at the company is exhibiting the behavior. Once you know a company is surging for a particular product, what do you do next? Who do you go after? If you sell to large enterprises, you need to know exactly which contacts to reach out to.
- **Low volumes.** Most critically, the likelihood that one of your accounts is surging at any given time is low. At Engagio, in any given two-week period, on average 2.46% of our accounts are demonstrating they're 'in-market.' If only 25 out of 1000 are surging, what do you do with the other 975?

If an account is truly surging, then you really want to know about it. But, you simply can't count on it to reliably fuel most of your ABM efforts.

# Picking accounts

Let's look at how you can bring all this data together to choose and tier accounts.

## Manually picking your list of target accounts

The simplest way to select accounts for ABM is to let the sales reps draw up their own lists and combine them into a master list. In this scenario, they may be hunting for firmographic and engagement data on their own, or Marketing can jump-start the process by providing Sales with basic data. (We suggest that you start with about three times the number of accounts that reps actually need. The buffer allows them to add their valuable judgment and ensures buy-in.)

In general, this list won't be wildly off-base — reps know their markets and they will have immediate buy-in to the outcome. But, without further analysis, it will almost certainly miss some big opportunities and overvalue others.

## Help Sales pick by ranking accounts

Applying a bit of marketing methodology will help ensure your process is more rigorous and therefore more likely to succeed.

**Start with the entire territory for each account executive, then score each account according to the Fit and Interest with your solutions. (The scoring can be based on a manual model or a predictive model.) Then, let the AE choose accounts guided by your scoring.**



## Sales should 'own' the account selection

A key ABM lesson learned is that Sales should feel like they own the account selection for each tier. Alignment and buy-in is so critical to ABM success. When Marketing does manage to create engagement at a target account, you want Sales to feel excited. This is much more likely to happen when they've picked the accounts. (It's OK if Marketing helps and even drives the process.)

Account	MAP	ABM Tool	Employees	Total	Fit	Engagement	Sales Pick
Bioholding	Marketo		50K-100K	<b>107.72</b>	102.59	87.27	✓
Lexiqvolax	Eloqua		> 100K	<b>101.93</b>	101.93	31.11	
Openiane	Pardot	Leadspace	10K-50K	<b>113.10</b>	98.35	351.41	✓
Hottechi	Oracle/Eloqua		1K-10K	<b>106.01</b>	96.37	191.48	
Streethex	Marketo	Lattice Engine	0-25	<b>95.84</b>	95.66	16.25	
Ganjaflex	Marketo	Infer	1-10K	<b>99.46</b>	94.72	81.12	
Surnace	Eloqua	Demandbase	10K-50K	<b>91.75</b>	91.75	49.18	

Example of an account selection spreadsheet used by Engagio. The AE reviews the ranked list of accounts for their territory and then applies their own judgement to pick the accounts they want to target.

# Scoring target accounts

You could build a scoring model manually based on firmographic and technographic data. Ideally, you incorporate a 'Sales Won Analysis' to identify the factors that led your best customers to purchase. See the table below.

In this admittedly over-simplified model, three key dimensions are scored on a scale of 1-10, with the score being multiplied according to the weighting of each dimension.

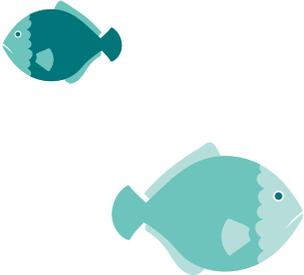
That said, Predictive Analytics can incorporate far more data to build models that may better predict Fit (quality).

“The majority of ABM programs have a list of targeted accounts in the 500 to 2,000 range, so that’s still a lot of activity to track manually. Predictive is one thing that enables companies to scale their ABM efforts, something which was not possible even a few years ago.”

Megan Heuer,  
VP Research, SiriusDecisions

Tier	Co. size (x2)	Have right CRM (x5)	Engagement (x1)	Score
Company A	10 (x2=20)	8 (x5=40)	10 (x1=10)	70
Company B	3 (x2=6)	1 (x5=5)	0 (x1=0)	11
Company C	10 (x2=20)	2 (x5=10)	5 (x1=5)	35
Company D	10 (x2=20)	10 (x5=50)	7 (x1=7)	77

In this example, Company A and D made the cut.



## Scoring target accounts (cont'd)

### How predictive scoring works

Predictive Analytics takes data about accounts that have progressed to a certain stage of the buying process and uses it to highlight other accounts that look most like these.

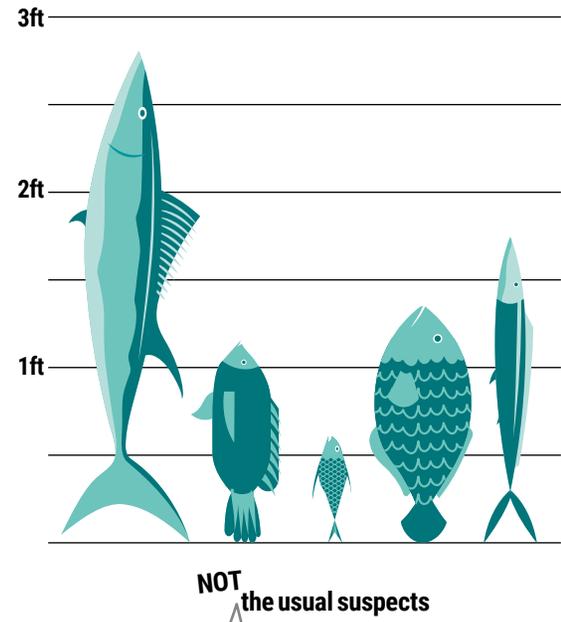
**Just as Netflix predicts which movies you'll like based on the ones you already liked, Predictive Analytics chooses the companies most likely to buy by analyzing the ones who have already bought (or have become opportunities).**

Predictive models will often include all the data that you might use in a manual scoring model but will likely include many more dimensions and data points. In fact, a big part of the value of predictive vendors is they do the data collection and cleansing work for you.

Predictive models don't operate with any biases or hypotheses. They simply analyze the data, building the model around any characteristics that best correlate with eventual success.

"Predictive Analytics looks at indicators at a level that humans just can't understand. It's not realistic to expect that you will come up with your best target accounts simply by having sales, marketing and product sit in a room. This reduces so much friction and allows everyone to feel like you're making data-based decisions instead of having people bickering around a table."

J.J. Kardwell,  
Co-Founder, Everstring



# An account selection maturity model

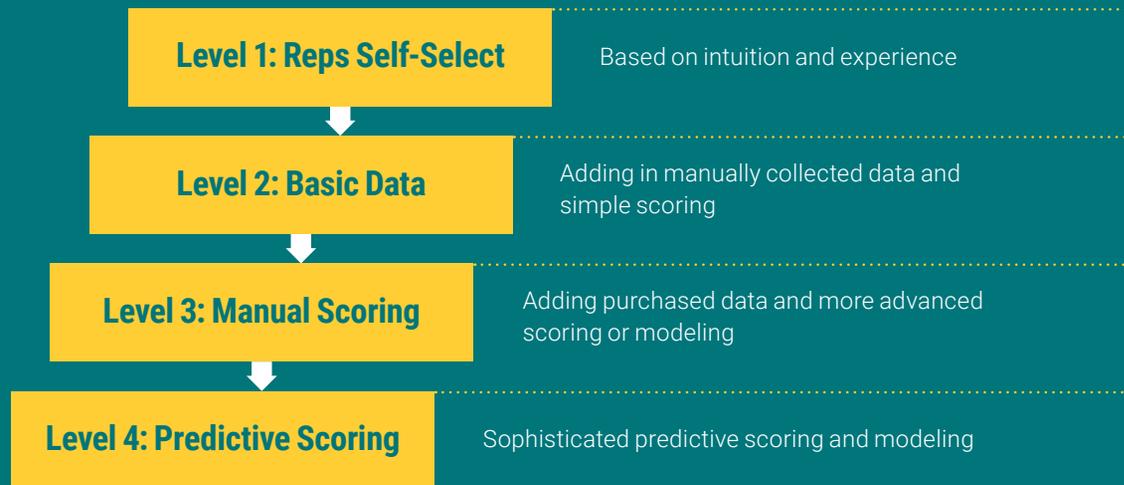
At Engagio, we think about Account Selection using a four-stage maturity model.

You can start with the most basic approach — letting sales reps draw up their target list — and still get real value from ABM.

But the more data you bring in and the more sophisticated your modeling, the better your chances of optimizing your resources by laser-focusing them on the accounts with the highest propensity to buy.

## Don't overthink it.

Regardless of selection process, starting with a 'good' account list is almost always better than waiting months to make it 'perfect.'



The ABM Account Selection Maturity Model starts with simple sales rep selection and progresses through to full predictive analytics.

# Be patient

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**ABM efforts take time. Once you've chosen your list of target accounts, stick with it for longer than you may feel is right.**

**Sales reps may overreact to bad news and want to take an account off the list. But persistence can pay off. Just because an account is not ready to buy right now doesn't mean they should be removed from your ABM program.**

**Tip: don't turn over more than 25% of your list each quarter. If your turnover is greater than that, you may be abandoning the ship too quickly.**

**We find it best to review the account list once every six months, and definitely at least every 18 months.**

# ABM Expert Q & A

## Peter Herbert, CMO, FullStory



### How are you applying ABM to your own sales and marketing efforts at FullStory?

At FullStory, the goal of ABM is to be as thoughtful and coordinated as possible as we work to create personal experiences for the right people at accounts that fit our ideal customer profile. ABM allows us to apply a laser focus on the segments of the market that are an extremely good fit for our product. In addition to helping us intentionally target segments of new customers, ABM helps us focus our resources on engaging and creating more value for current customers.

### From your experience at VersionOne, Terminus and now FullStory, what is the key to success in ABM?

The single most important key to success is focusing on operationalizing ABM to create great buyer and customer experiences. It's certainly not enough to decide to execute one campaign, implement one technology, or simply become 'customer-centric.' You have to wire up your system to help people do the right things at the right time. Some signs that you're on the right path are:

- Documented ICPs and buyer personas
- A data-driven process for TAM identification, account selection, and account prioritization

- Account data in CRM and ABM platforms: Segmentation, target tiers, account profile data, fit score, intent data, engagement data, account stage, MQA status
- Account-centric measurement including: account funnels, ABM scorecard, account-scoring (MQA)
- Lead-to-account matching
- Sales and CS insight into account engagement for both anonymous and known contacts in CRM. Account-based web engagement is a data point while aggregated, detailed views per contact of anonymous and known people at the account-level are true insight.

This is all built to enable your go-to-market team to deliver the most optimized experiences for your users, at scale.

### How can organizations manage the change that comes with ABM?

It starts with getting collective buy that is focused on the sweet spot of the market. We now have new frameworks and technology that enable more efficient, selective, and targeted, go-to-market tactics. In addition, we have data platforms that are accessible for account building and that deliver the necessary data points and signals to point the

laser at the right people, in the right accounts. For many companies, it's a completely logical choice to implement these practices.

Companies should be less concerned with 'doing ABM' than with creating the most effective go-to-market approach. Since many broad-based, volume lead-based, and inbound/outbound practices are so entrenched, there is change management involved. Here's some ways to ensure you are set up for success:

1. The entire leadership team must agree on change, including people, processes, systems and metrics.
2. Clearly define and document the business case for ABM.
3. Identify 'champions' and 'executive sponsors' in each team.
4. Create an ABM roadmap that identifies the initiatives and projects across different themes such as Training, Process, Metrics, Operations, Programs.
5. Measure from day 1 using an ABM scorecard.
6. Champion learning in your organization Invest in giving people time to be exposed to high-quality ABM events, visiting experts, or even outside help.

## ABM Expert Q & A

### Peter Herbert, CMO, FullStory (cont'd)



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#### **How can organizations make sure they're selecting target accounts correctly?**

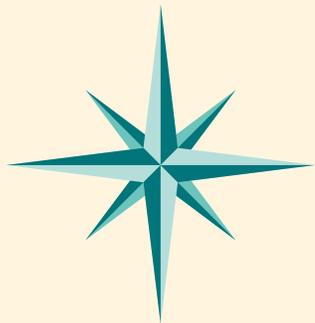
I recommend a data-driven approach. Take your ICP definition, use data platforms to build as much of your TAM as possible, and mark your high-fit accounts in your CRM. Segment them by industry and size, so you can understand which segments may be the most valuable and where your best use cases apply. Then use signals such as intent and engagement to help you prioritize. Marketing should pull together account lists, then sit down with sales to validate them at regular intervals. Use emerging data to quickly prioritize high-fit accounts that may not be currently be in an active status for targeting. This approach is often referred to as FIRE (Fit, Intent, Recency, Engagement), and it is a killer approach to improving tactics and sales insight that add up to dramatically better account conversion.

#### **What are the 3 key things that organizations need to do to get started with ABM?**

1. Start with alignment across your executive team. I advocate for the CMO to lead the effort and be the catalyst for collaboration.
2. Defined ICP that allows you to build your database of high-fit accounts and contacts.
3. Invest in a platform that helps you operationalize ABM across Marketing, Sales, and CS.

## 2. Identify people

The quickest opportunity for ABM success is often simply growing the number of contacts per account.



### Where to find contacts and enrich your data

There are many sources of contact data, including:

- **Your existing data** — living in your CRM, Marketing Automation or ERP systems.
- **Manual research** — manually scraping sources such as LinkedIn, media or event websites, industry forums and social media channels.
- **Call programs** — having Sales Development Reps call into the account to build out contacts.
- **List-building partners** — an easy way to supplement your data and add it to your contact profiles in your CRM (see Datanyze and SalesLoft Prospector).
- **Email conventions** — if you know a company uses 'first.last@company.com', then you can figure out email addresses when you only have names.
- **Purchased contact data** — buying laser-focused lists from reputable data providers such as ZoomInfo, Data.com, and Oceanos; DiscoverOrg even provides organization charts filled with contact data.
- **Predictive personas** — some predictive vendors, like Leadspace, will determine the personas most likely to buy, and use that to supply you with additional contacts from your target accounts.



### Who collects the contact data?

Your Entitlements will determine who is responsible for maintaining accurate contact data at target accounts. As an example:

- **For Strategic accounts**, the Account Based Marketer maintains all contact information, working with the AE.
- **For Scale accounts**, Marketing maintains data for the six top personas and updates it quarterly.
- **For Programmatic accounts**, Marketing maintains data for two personas and updates it once a year.
- **For Targeted Demand Gen accounts**, there is no proactive contact generation; Sales Development Reps (SDRs) may source contacts in advance of a big calling campaign.



# The challenge of Lead-to-Account matching

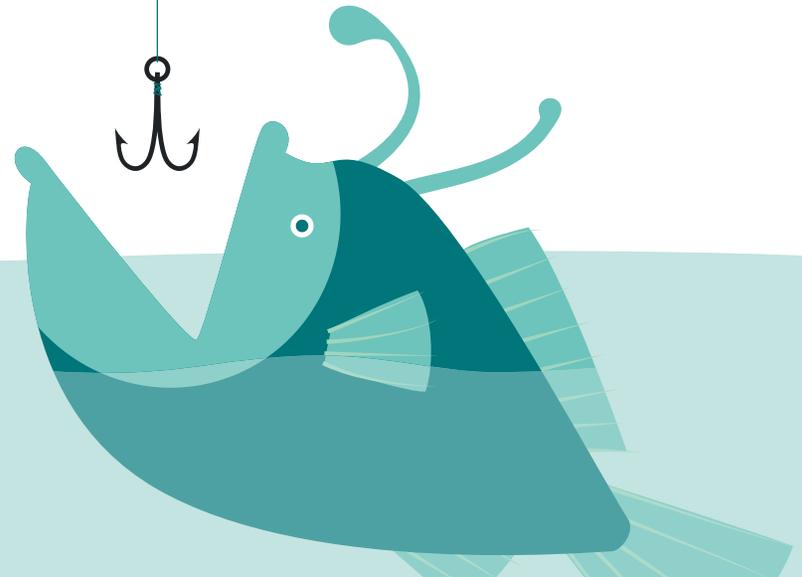
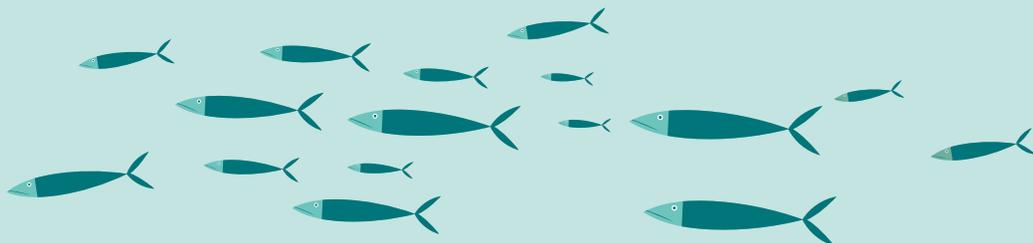
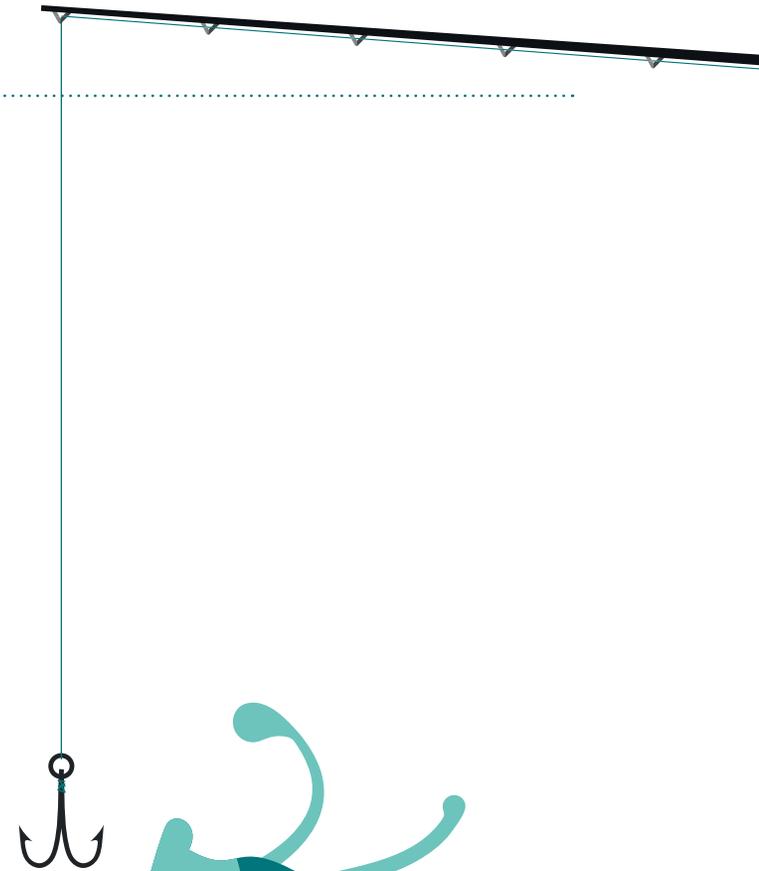
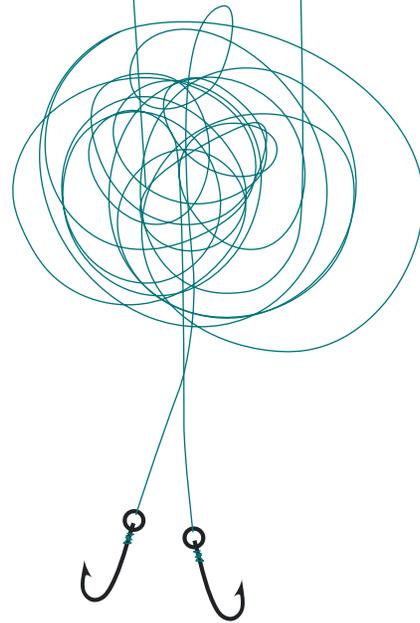
## The challenge of Lead-to-Account matching

A common challenge in Account Based Marketing is the fact that Leads in Salesforce are not connected in any way to the Account object.

This means you might have **hundreds of people in your database that work at your target accounts, but no way of tying their activity to the right company.** This is especially a problem when bringing in new leads from marketing programs (such as submissions from a website form or a tradeshow list).

This is where Lead-to-Account (L2A) matching comes in. This identifies which account each individual lead should be part of. Once you've made a match, you can make the connection for the purposes of ABM programs and metrics, while keeping the record as a Lead (which maintains all your existing lead processes). Or, you can explicitly convert it to a Contact in the Account. Either way, getting this right is a critical step in all ABM programs.

See [Part IV, Building Your ABM Foundation](#), for more on Lead-to-Account Matching.



# A persona-based approach

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In Account Based Marketing, you'll be targeting messages and content to specific members of the buying team by role and seniority (as well as other dimensions).

That means building detailed personas that represent each key member of the buying team — probably 3-5 personas.

You'll also want personas that might not be as detailed for the second and third tiers of influencers; the people who may not be on the buying team but who may have a significant influence in the buying process.

You don't want to let a deal come undone at the last minute because you completely ignored a key constituency (e.g. nursing staff at a hospital).

“When I’m talking to a VP of sales, my messaging has to be different than when I’m talking to a manager of inside sales. Knowing those roles, and mapping messages to them, is critical for an Account Based Marketing strategy.”

Henry Schuck,  
Co-Founder and CEO, DiscoverOrg

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## Data quality matters

Data quality is too often neglected in marketing in general. In ABM, it's especially important. With such high-value contacts, you don't want to waste money sending expensive, 'dimensional' direct mail twice to the same person — or, even worse, look stupid by personalizing a letter with the wrong facts.

Maria Pergolino of Anaplan tells the story of a sales rep that kept notes about contacts in the 'first name' field in the CRM system. Imagine getting an email addressed to “Dear Mike (hates us)”!

Investing in data quality processes and tools could save you time, money and embarrassment later, by removing duplicates, validating address information and standardizing company names



### Pro tip

Look at how many contacts you could have compared to the contacts you actually have. This 'whitespace' analysis tells you where you need to focus your list-building efforts.

# 3. Develop account insights

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ABM works because it lets you invest more of your limited resources in the biggest accounts that are most likely to buy. The entire strategy depends on doing your homework and learning about target accounts (and key buyers at those accounts) so you can **maximize your relevance and resonance** within each.

Leveraged properly, account-specific insight will have a dramatic impact on every engagement:

- People will be more likely to open and read your emails.
- They'll consume and share more of your content.
- They're more likely to attend your events and webinars.
- They're more likely to take and return your sales calls.
- Your sales and customer meetings will be more productive and effective.
- Your sales and cross-sell cycles will be accelerated.

That's the power of relevance and resonance – and that's why insight is so critical to ABM success.

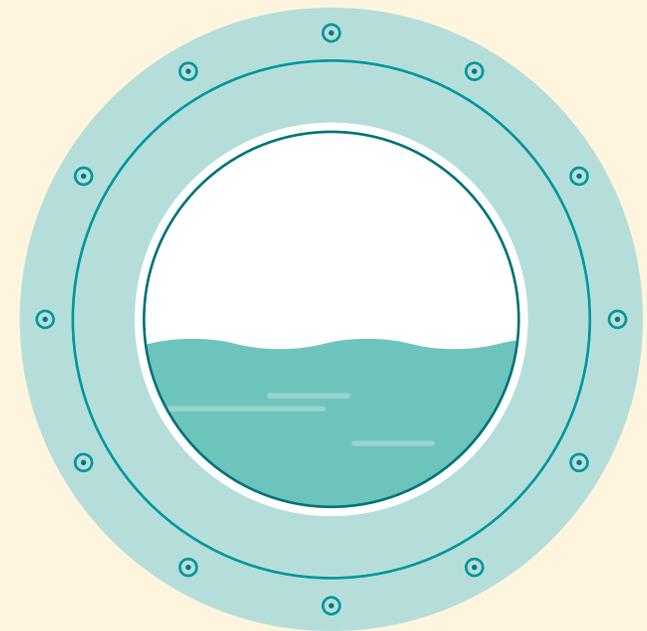
## Cut through the noise to engage with the right people

In ABM, executives aren't raising their hands, as they do with inbound marketing. They haven't expressed interest in you, as they do with lead-based demand generation.

## To engage these buyers, you must delight them, educate them, and always add value.

B2B industries are more competitive today than ever before. They're crowded, commoditized, noisy, and everybody is trying to knock on the same doors. Buyers are overwhelmed by this noise, and will immediately throw away anything uninteresting, hit 'SPAM' on emails that smell like sales, and ignore your ads (no matter how targeted they may be).

We need to break through all that noise to be successful with ABM. The best way to do that is with insight-driven customization.



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### Insight-driven customization is not optional in ABM

We know from The Challenger Sale that the best B2B salespeople control the sales process and follow these practices:

- **Teach:** offering unique perspectives to their prospects, they are great at two-way communication.
- **Tailor:** understanding the prospect's value drivers, they craft messages to their economic motivators.

This approach is far more specific and tailored than generic 'thought leadership.' In fact, it's something far more valuable: customized commercial insight. These salespeople don't just claim an understanding, they prove it and back it up with evidence. They also disrupt the prospect's world view, breaking the frame of reference to expose a flawed assumption, and so challenging the status quo.

ABM applies the same concept to marketing. ITSMA studies show 75% of executives will read unsolicited marketing materials **if relevant to their business**, but the key here is that it must be relevant — which means tailored to their business.

According to ITSMA, the three most important factors in an enterprise sale are:

1. Knowledge and understanding of my unique business issues.
2. Knowledge and understanding of my industry.
3. Fresh ideas to advance my business.

This is the same as The Challenger Sale — teaching with fresh ideas and tailoring those ideas to the business and industry.

### The new outbound

Insight-driven ABM applies the best concepts from demand generation to targeted, outbound prospecting:

- **It's content driven** — not product-led
- **It's helpful and valuable** — providing real utility to the audience
- **It's focused on the buyer** — not your company's agenda

Approached this way, your ABM interactions are personalized and super-relevant — and that's what opens doors.

**ABM is an outbound activity. You need to knock on people's doors. Without insight, these efforts are no better than cold calling. Powered by relevant messages and content, you can open doors and build relationships.**

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"50% of customers are more likely to purchase from a vendor when they personalize their sales and marketing materials to a customer's specific business issues."

ITSMA survey, 2014

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# What kind of insight are you looking for?

You want to know as much as you can about:

## The target account's market

The market dynamics, news, trends, growth drivers and inhibitors, M&A activity, etc.

## The target company

Their stated strategy, their strengths, weaknesses, opportunities and threats; competitors (and which similar companies use your solution already); their org chart and unique buying centers; which buying centers own your products, which own competitors', and which are open (whitespace analysis); any recent sales triggers (new funding, new hires, etc.); their culture and values.

## The target personas

The agenda of each member of the buying team; their priorities, prejudices, preferences, styles, tactics; where they've worked in the past (and what systems that company used), etc.

## The relationships inside the account

How each key contact relates to the other members of the team; who reports to whom; who holds budgets; which are the influencers, blockers, mobilizers, enablers, etc.

## Your connections to the account

Your existing connections to the key contacts; previous deals; customer service experiences; your experience with their close competitors; LinkedIn connections to people you know; university or past company ties, etc.

Insight at each level will translate directly into relevance and resonance, which drive engagement and, ultimately, deal success.

.....  
"I want to know what the  
VP of HR has for lunch."  
HR software vendor  
.....

## An ABM Account Insight Checklist

The information you need to collect

### The Market

- Industry dynamics
- Key trends
- Competitors
- Growth drivers and inhibitors

### The Company

- Financial health
- Growth areas vs 'cash cows'
- Renewal risk
- SWOT
- Initiatives and organizational priorities
- Triggers (funding, acquisitions, personnel moves, etc.)

### The Buying Centers

- Org chart
- Key buying centers
- Whitespace within buying centers

### Relationships and Connections

- Key contact profiles
- Relationships to each other
- Relationships to your company (relationship map)
- Attitudes, preferences, biases



# Where your insights will come from

As an ABM practitioner, you'll use a wide range of sources to build up a complete picture of the target market, account and persona:

**Direct conversations** — captured by your SDRs, salespeople and event staff.

**Existing connections** — someone in your company — or inside your partners, suppliers or customers — may have deep experience with the account or the people in it.

**Social media** — the information people share on social media can be pure gold: it's timely, relevant and personal. Monitor LinkedIn profiles, Twitter feeds and participation in online forums. Social monitoring tools can help.

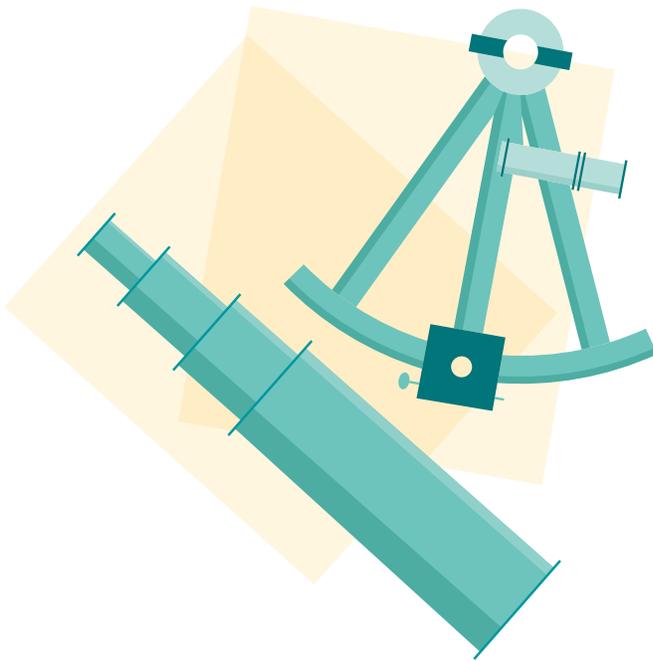
**Official company information** — annual and quarterly accounts, letters to shareholders, investor calls and every page on the website are all solid sources of insight (it's surprising how little they're consulted by salespeople).

**Blog posts** — more and more senior executives are blogging, either on the company site or on other industry forums. Always read their posts and capture the insight.

**Market data** — articles and analyst data on the market and competitors give you essential context for your messages.

**The content they consume** — seeing what blog posts, articles and eBooks a prospect reads tells you a lot about their current interests. Track this engagement on your own site with marketing automation, and partner with vendors of 'intent data' to help track it off your site.

**Surveys** — when in doubt, ask. Run your own surveys to find out what you don't know and to validate what you do. Or leverage existing surveys to add credibility and weight to your messages.



# How you can generate your insight

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When it comes to ABM insight, there may be some shortcuts but there's no substitute for hard work.

One of the biggest challenges is to scale your insight generation efforts appropriately, so you can focus your efforts where they'll make the most impact and automate when it makes sense.

## Tier your insight program

You can't throw the same intensity of resources at a smaller, non-named account as you can for your biggest enterprise accounts.

Depending on your Entitlements, your insights may look like this:

### Strategic

- Full account profiles
- Quarterly updates
- Dedicated insight team per account
- Internal Slack or Chatter group per account
- Weekly snapshot alerts per account
- Supplement as needed via data partners

### Scale

- Deep research on each micro-segment – trends and issues
- Lighter research on individual companies

### Programmatic

- Basic profiles: 3 facts for selling in under 3 minutes (a tip from Vorsight)
- Map key pains by industry or segment
- Know competitors and their product usage
- Possibly automate insight collection using data partners

### Set insight goals

Insight can stagnate without goals. Agree on some targets and metrics to keep the machine whirring:

- Number of new profiles per quarter
- Profile updates per month
- Account updates per month
- Organizational chart completion percentage
- Relationship map completeness, etc.

### Identify your insight resources

Insight generation has to be somebody's job or it's nobody's job. Consider these tips:

- **Compensate** – incent your SDRs on insight collection metrics
- **Offshore** – hire talent to complete and enrich your insight base; use Mechanical Turk to assign repetitive tasks
- **Outsource** – buy in your insight collection (from vendors like BAO or Salesify)
- **Purchase** – buy whole org charts (DiscoverOrg); CRUSH reports from Avention (for IT only); Sales triggers and insights (InsideView, Agent3); insight reports (LeadBridge, Artesian, Boardroom Insiders, etc.).

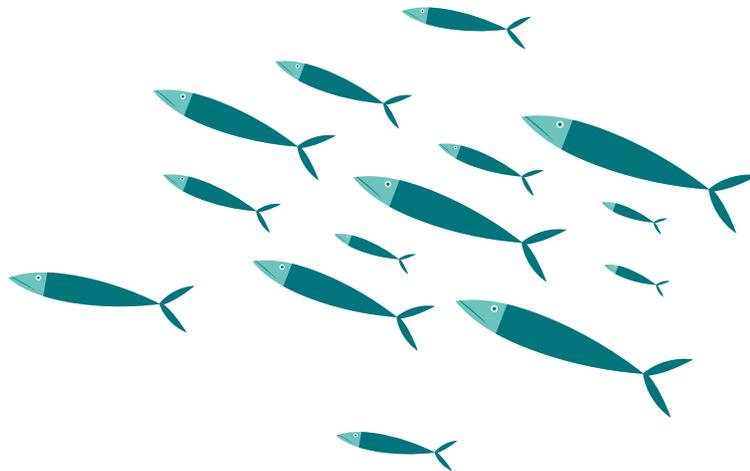
**You're going to have to spend some money to be really good at Account Based Marketing. It's worth it: these are the accounts that will make you the most money.**

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## Activating your insights

Generating insight isn't enough. You need to activate that insight by getting it into the right hands and translating it into action. Here are some insight-sharing tips:

- **Create an ABM Insight Factory** — with a dedicated team of researchers (see sidebar)
- **Spin up an Insight Base** — using a web collaboration tool or intranet
- **Issue regular update reports** — highlighting new insights or developments
- **Set up ad hoc alerts** — for breaking news that can be acted on
- **Integrate insight into your CRM profiles** — or into your ABM management tool



## Scaling insight

One company we work with has a four-person team that creates Value Hypothesis documents for each of their 1,400 target accounts, including:

- What they think the account should be worried about
- Examples of similar companies that they've helped
- Content they've researched about them (e.g. quotes from their CEO)
- Entry points — content or messages that can be sent directly to start dialogs

These are customized by account but can be based on segment-specific templates.



# Craig Rosenberg's tips for social media insight

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“Social intelligence tends to be the best intelligence. The information someone shares on social media is something they care about and can make for easy connections. You can truly personalize the message with this kind of information. ‘Congratulations on your recent product launch’ or just something in their LinkedIn profile.”

“ABM also gives social teams an ideal mission. Go to your social media manager – who may have been tweeting out generally – and say, ‘Give us Microsoft insights and deliver content to 2,800 Microsoft marketers daily.’ That’s a great social brief.”

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## Quick tips:

- If the prospect is on Twitter, follow them and retweet or quote their tweets with a comment. Everyone likes to be retweeted.
- Consider putting a personal message in the retweet. If you have a great piece of content that ties with their content, forward it to them.
- If the prospect is on Facebook, you can like a status update.
- Use LinkedIn InMail as a touch in prospecting – it often out-performs email.
- Keep your own social profiles strong – and make sure each SDR and sales rep has a complete and up-to-date profile. Heat maps show that the headline, photo and summary are the most viewed.



### **Any insight is better than no insight**

One company, Network Hardware Resale, lifted email conversion rates simply by mentioning the local weather in the opening sentence!

# ABM Expert Q & A

## Megan Heuer, VP Research, SiriusDecisions



### How can marketers scale the insight generation needed for ABM?

The first thing is to understand how your accounts are segmented, because there's a different level of insight needed for major strategic accounts, versus, say, a broad base of mid-market or SMB type accounts. Then for each of those account types there will be different insights required to prioritize focus and determine what actions to take. This is the idea of account personas, where you understand the different sizes and types of accounts in your audience and build from there.

With segmentation in place, the next step is to use tools to automate insight gathering and analysis. You need technology that helps you bring together a bunch of different data sources and serve it up in a way that helps Sales and Marketing make good choices and timely responses.

In addition to automated data feeds, there's also a role for traditional phone-based insight collection. Generally this works better with a third-party doing it, rather than inside tele-functions. Companies who do this type of profiling on a regular basis get more information about the accounts than an internal business development team can get.

### Is content creation a major burden in ABM?

It's only a burden if Marketing hasn't done the work to improve content strategy and is too focused at the top of the funnel.

It's a must to tune content development to buyer needs and all buying stages (not to mention customer needs and post-sale lifecycle stages, but that's for another discussion), and to target the types of accounts that Sales wants to reach.

Smart marketers have already started to develop a content agenda that maps better to buyer personas and buying stages. Some also layer in industry or other account-type considerations. These content inventories, when done right, are a starting point to build what's needed to reach the right contacts in buying centers in target accounts. So the raw material that the ABM folks can pull from is getting better. From there, it's not customizing so much as configuring new content.

I suggest that marketers worry less about scale when it comes to content in ABM, and be more concerned about relevance — there's too much content being created for a need that doesn't exist. ABM folks need to connect with the people defining the content agenda to make sure that the content will ultimately be useful to help Sales bring value to the accounts that the business cares about growing.

### How personalized does ABM content need to be?

We see a lot of content still targeted at the top of the funnel for overly generic personas. This happens when marketers say, "We sell into 20 industries and we've got 5 different personas in each and 5 sales stages and we can't develop content for all of them." So people throw up their hands and write something for CIOs in general and call it thought leadership.

What happens next is the overly generic content goes to Sales and can't be used because Sales says, "I'm calling a CIO in this specific industry and he only cares about these two things."

So marketers really do need to go back to the drawing board, inventorying their content in a much more account-oriented way and identifying holes in coverage — then creating content that will reach, hopefully, more than one account.

Of course, when you have very, very large strategic accounts with massive deals, that's often going to be a completely customized content effort.

## ABM Expert Q & A

### Megan Heuer, VP Research, SiriusDecisions (cont'd)

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#### **What are the obstacles to ABM?**

ABM can be the victim of its own success. If you start with one or two people being asked to 'take on' ABM and it works really well, then Sales will want more. But marketing leaders can be reluctant to shift resources away from the things that they've always been doing.

When that happens, ABM marketers aren't able to scale their teams or their work as quickly as they'd like and they get a bit frustrated. It's a real issue.

#### **Have you seen any ABM programs that don't instantly work?**

Once in a while we see a team that doesn't get off on the right foot. Maybe they made assumptions about what Sales want, rather than going and really working with Sales. Then they walk in with a beautiful account profile and say "Happy Birthday" and Sales says, 'What the heck is this?'

Also, marketers can put Sales a bit on the defensive, going in and saying, "We're here to help, give me all of your account plans and I'll come back to you with a marketing plan." Sales isn't accustomed to handing over their account plans (and maybe haven't been so diligent about building them) and all of a sudden they're being asked to turn over the keys to the kingdom and that sort of puts Sales on the defensive.

A third one is if Marketing goes in and says, "Hi Sales, we want to do ABM – what do you want?" and it sounds like they're asking Sales to tell them how to do their job. Then Sales just asks for the things that they've always known – some nice events, a bit of content. Or they say, "No thanks, I'm good. I'm already working with this account. I really don't need you to do anything."

The last failure point is starting with tactic selection. When marketers say, "I need to scale ABM, and I have marketing automation and email to use so we're going to do ABM with email nurture streams," and not look at the bigger picture, it doesn't work. ABM is not about email alone – or any one tactic for that matter.

Marketing needs to act in a consultative role that really showcases the profession, coming to the table to say, "Hey, this is what we know our buyers prefer and here's what I recommend we do with this account to meet the goals that you told me you have."

#### **How big a culture change does ABM demand?**

I often have marketers come to me when they're starting down the ABM road, nervous about having that first conversation with Sales.

And what I say to them is this: Sales is going to be really happy to hear you talking their language – talking about accounts, talking about support for relationships, talking about changing the way you engage with them to better fit their go-to-market model.

It's actually other marketers that you may have a hard time convincing. Because you're asking them to stop thinking about general concepts or segments and stop trying to do everything to reach everybody.

You're actually asking them to change the way they plan – to base plans on actual insights about actual accounts and the actual people in them. That's a dramatic change and it will be the hardest thing in ABM: actually changing the mindset of marketers.

# 4. Generate account-relevant messages and content

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The insight you generated in Step 3 is only an asset if you use it — in every interaction and in all of the messages, offers and content you send into the buying team in each account.

The idea is simple:

**Every sales process is the sum of its engagements. Dial up the relevance and resonance of your interactions and content and you'll increase the quantity and quality of your engagements.**

“In a shift from the volume and velocity model, where templating is key and low value offers such as whitepapers create low conversion rates, Account Based Marketing requires companies to deliver relevant, personalized, valuable experiences to specific buyers.”

Craig Rosenberg, Co-Founder and Chief Analyst, TOPO

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## What kind of content is right for ABM?

Every kind of content you'd use in a normal sales and marketing process will be effective in your ABM program — as long as it's targeted and relevant — including:

**Emails, eBooks, webinars, white papers, web pages, blog posts, SlideShares, videos, infographics, podcasts, social media posts, interactive content, surveys, quizzes and graders, etc.**

The key is to focus on tactics and formats that your audience engages with. Some personas read eBooks widely, while others don't. Some will happily watch half-hour videos; others won't even watch a 1-minute video.



### Pro tip

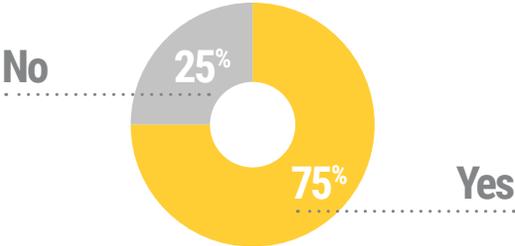
Not every piece of content has to be focused on the business. You can add humor and aspects to engage the buyer as well. The goal is to connect with them on an intellectual *and* emotional level.

# Relevance resonates

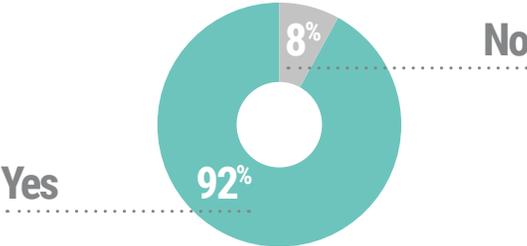
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ITSMA research shows that 75% of executives will read unsolicited marketing materials that contain ideas that might be relevant to their business.

**Would you read unsolicited marketing materials that contain ideas that might be relevant to your business such as success stories, research reports and webinar invitations? % of respondents (N=346)**



**Would you pay attention to these marketing materials even if they were from solution providers you had not previously done business with? % of respondents (N=258)**



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“You need to create stories that the right people in your targeted companies would actually like to read and share.”

Johan Sundstrand,  
VP Sales, Jabmo

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Source: ITSMA, How Customers Choose Study, North America, 2007

# Personalizing the executive conversation



At the highest level, ABM is about reaching the right senior executives. You don't maintain a conversation at this level with generic messages — or with slick content that signals 'generic marketing.' Data from McKinsey & Company shows that personalization reduces acquisition costs by as much as 50% and increases revenues by up to 15%.

Instead, your ABM programs will include personalized emails, reports and content that use everything you know about the company to prove you understand their most pressing challenges.

- Seeing a relevant article and popping it in the mail with a post-it note pointing out its relevance is a quick way to establish contact and credibility.
- For account-expansion, a great piece of content might be a case study showing how another division or group within the same company is using your solution.
- Mentioning your connection to the prospect is a strong opener for ABM conversations. "Bob Apollo mentioned you in a conversation about XYZ yesterday..."

These messages are most powerful when they come on behalf of your executives. This kind of executive-level interaction will often out-perform your more automated marketing (even when the latter is personalized).

## A personalized email:

This excerpt shows how a salesperson created a compelling, personalized story by taking the extra step of showing how their technology could specifically help the target company (in this case, Starbucks). Based on this email, the company was able to set up a meeting with the CEO, Howard Schultz. Even if the ideas aren't 100% right, they show you're thinking about their business in an intelligent way.

...share some ideas I had on how Starbucks could leverage <Company>:

- Mobile app distribution — reduce friction by allowing your website visitors to download your mobile app by texting the download link to their phone. We intelligently detect whether a phone is on iOS or Android OS and send them to the right app store.
- Picture message a coupon to your customers on their birthday. Why tell them how good a frap will be when you can show them the gooey ribbons of caramel?
- New VIP service: text your order in to your local Starbucks. Get your favorite thirst quencher sooner.
- Picture message Starbucks coupons w/QR codes to your friends on special occasions.
- Leverage geo-location services to MMS special deals to consumers when they are in close vicinity to a Starbucks.

...

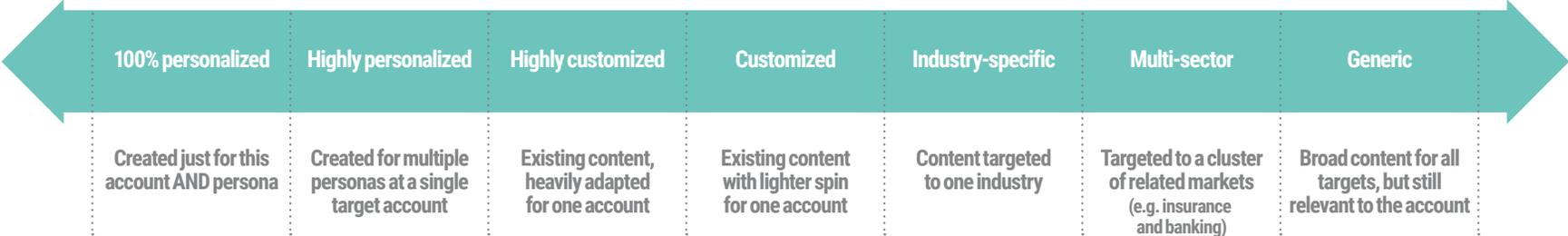
# Content personalization

The ABM Leadership Alliance reports that ‘developing campaign assets that are mass customizable to allow scale’ is the #1 challenge faced in ABM programs.

Instead, think about a balanced mix of content, with each piece falling somewhere on the content personalization spectrum:

Fortunately, not every piece of content has to be specifically created for each target account – that approach wouldn’t scale.

**The Content Personalization Spectrum**



# Simple vs super-personalization

## Simple personalization

You can turn a relevant but broad piece of content into a super-relevant piece with some simple tweaks, including:

- Targeted title or subtitle
- Imagery that reflects the target industry
- Case studies from the target market
- Tweaked introduction and conclusion
- A targeted landing page and email

This allows you to scale up your content personalization efforts without breaking the bank.

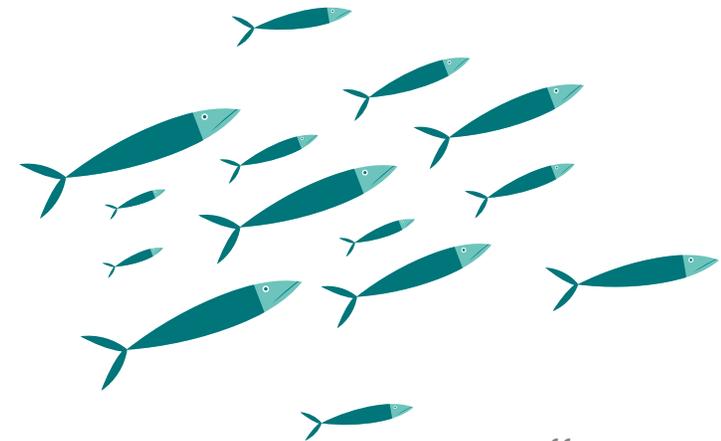


“Persona plus Industry is where the magic happens. That’s powerful targeting.”

Johan Sundstrand,  
VP Sales, Jambo

“You can create a message for 50 or so in an industry then add something personal, but it takes care of 80-90% of the initial effort.”

Andres Botero, CMO, BlackLine



## Simple vs super-personalization (cont'd)

### Super-personalization

Content prepared 'just for you' can be the most compelling of all. Consider using your company's unique expertise, resources or assets to produce a special report specifically on the target account and its key challenges.

For example, OpenDNS created a custom visualization of the network for each target account and used that in their campaign.

A network security company would get meetings by scanning a client's network, finding vulnerabilities, highlighting some of them and asking for a meeting to go over the rest.

Other vendors make highly personalized 'Annual Reports' for each major account (especially powerful for existing customers).

While these may be labor-intensive exercises, you might also find an automated approach. For years, Hubspot's 'Website Grader' was a top-performing content asset that auto-generated a report from the target's website URL.

However you create it, a custom report is often an irresistible offer:

**"I just ran this. Here are some of the recommendations. Can we set up a 15-minute call to discuss the rest of the report?"**

**"If something reads like it could have been sent out to 100 other [people], then chances are that's exactly what has happened."**

Adam New-Waterson,  
Head of Global Demand Generation,  
BloomReach



### TOPO on high-value offers.

"High-value offers are a key component of creating a valuable experience for the buyer. The idea is to present prospects with an offer that is so valuable that they need to engage with you. These offers are typically focused on a high-priority challenge or opportunity confronting the target account (or segment of accounts). They are often personalized to the target account and provide prescriptive insights and best practices to the buyer."

"High value offers can take many forms from assessments to account-specific onsite workshops, but they should always be relevant to the account and deliver tangible value. For example, Marketing might develop a proactive assessment for top tier accounts and provide a summary of the assessment as part of the promotion of an account-specific workshop. This is a highly customized, account-specific offer that delivers valuable insights and recommendations."

Tier	eBook	Infographic	Webinar
<b>Tier 1 Accounts</b> Highly Personalized	[Account Name] Guide to Predictive Marketing w/custom copy	How [Account Name] Can See ROI with Predictive Marketing	How [Account Name] Can Generate More Leads with Predictive Marketing
<b>Tier 2 Accounts</b> Personalized by Account Name and Industry	[Account Name] Guide to Predictive Marketing w/name only	How [Industry] Can See ROI with Predictive Marketing	How [Industry] Can Generate More Leads with Predictive Marketing
<b>Tier 3 Accounts</b> Personalized by Industry or Company Size	A [Industry] Marketer's Guide to Predictive Marketing	Custom hub featuring relevant infographics	How [Company Size] Can Generate More Leads with Predictive Marketing

Source: Rachel Lefkowitz, LinkedIn

“The same kind of predictive analytics you used in your account selection can guide your personalization for emails, advertising and content. It’s about the intimate understanding of a persona.”

Doug Bewsher, Leadspace

### Mini-Case: A print run of 12

The wholesale division of a European telephone network supported a pitch to a mobile operator with a highly-personalized printed book and eBook.

In it, the top executives of every department addressed their counterpart in the prospect company by name, addressing the top concerns of each executive and committing to solve them.

Whether it was because of this innovative approach or the one-to-one mindset behind it, they got the deal.



## Simple vs super-personalization (cont'd)

### Don't forget PowerPoint

The sales presentation is still a critical pivot point in most sales processes.

ABM teams can help arm each salesperson with the most informed, relevant and insightful pitches that speak directly to each audience and match everything the prospects have been seeing from the company.

Using a generic corporate deck to follow-through on a highly-personalized ABM process would be nothing short of malpractice.

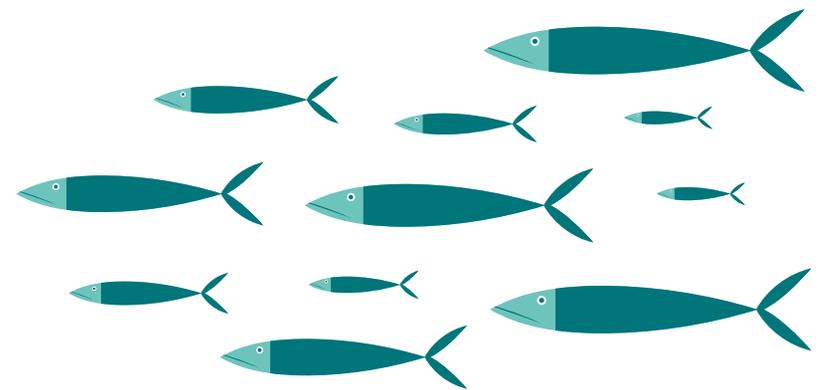
### Content Hubs

Freya News, the ABM marketing agency, recommends industry-specific content hubs that contain content for all personas and buying stages. Uberflip, a content marketing company, creates content hubs for specific named accounts.

If you use this approach, you could then use targeted advertising, email and social media to drive your ABM contacts to the hub, where they find the right content for them.

“80% of clients have a huge content library. We look at what they have, then personalize it.”

Jeff Sands,  
Senior Associate, ITSMA



# Your ABM content creation process

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One of the primary uses for the insight you generate is to create content that will be super-relevant to the key people inside your target accounts.



## The ABM Content Creation Checklist

The ABM content creation process looks like this:

### Conduct a content audit

- Discover all the potentially relevant content you have right now
- Tag it by account, persona, purchase stage and issue
- Identify content gaps that need filling

### Adapt existing content

- Pick content that's relevant and usable as-is
- Identify content that needs simple revisions to make it account-relevant

### Create new content

- Prioritize themes and issues for the account based on your insight
- Identify sources: subject matter experts, existing content, etc.
- Create an editorial calendar for content creation
- Create content briefs and assign to internal team or agency

# 5. Deliver account-specific interactions

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You've identified your target accounts and mapped contacts to them.

You've worked hard to generate insights about each one.

You've created relevant content and messaging that reflects that insight.

**Now it's time to get this targeted messaging in front of the people you most need to meet.**

This is where ABM gets active. Because, instead of promoting content widely and sitting back until people come and get it (the inbound way), you're going to actively get out there and make sure your target contacts see and absorb the messages you've prepared for them.

And, instead of spending your budget trying to reach everyone in your market, you're going to laser-focus your resources on the named people in the key accounts that matter most.

"To grow your business, you have to reach out to people you don't know and who don't know you. If they aren't downloading content, then you have to try something else. Welcome to reality."

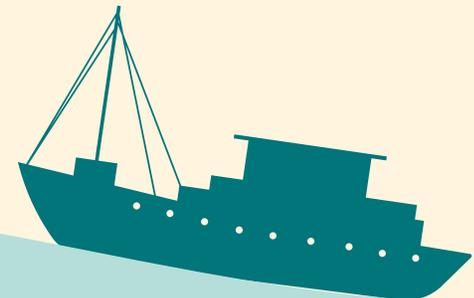
Craig Rosenberg, Co-Founder & Chief Analyst, TOPO

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"It's not unusual to see 5, 7 or 9 touches to get a prospect to move to the next stage of conversion."

J.J. Kardwell, Co-Founder, EverString

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# Tactics to activate ABM

The tactics that ABM marketers use the most include:

- Field events
- Direct mail
- Human outreach (AE, SDR, executive)
- Account advertising
- Web personalization

Yes, there are other tactics — and new ones emerging all the time — but these are the staples of any ABM program.

This is where ABM gets activated.

**Let's look at them in turn.**

# Field events in ABM

Events are still the area of largest spend across B2B markets.

They're valued because a high-quality, face-to-face interaction will always be the most powerful way to initiate a discussion, deepen a relationship or accelerate a deal.

For the same reasons, events are a core component of most ABM programs. But with ABM, the target audiences for all these interactions are the specific people from the buying teams in the target accounts you selected in Steps 1 and 2.

Events break down into two types: those your company runs, and those that other companies (or organizers) run.

## Tips from Maria Pergolino of Anaplan

No one does ABM-style events better than Maria. Here are a few tips:

- Do an event for just one account — holding it in a venue close to their offices (or even in them!).
- Get a top executive from a target company to speak at an event — it's a great way to attract others from the company.
- When a buying center does their go-live, hold a bigger party at the client and invite other teams from across the company (laying the foundation for a future cross-sell).



## Who should do the inviting?

In traditional marketing events, Sales wants Marketing to do the inviting (because they want new prospects) and Marketing wants Sales to do the inviting (because they have the relationships and will invite people more likely to attend).

As with so many aspects of ABM, Sales and Marketing must work together to draw up the list of event invitees. The invitation itself then comes from whoever is best-placed to make that approach. When a relationship is already there, it will be Sales. When not, Marketing.

**Tip: If you're targeting executives, the invitation should come from an executive in your company at the same or higher level of seniority.**



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### Events you run yourself

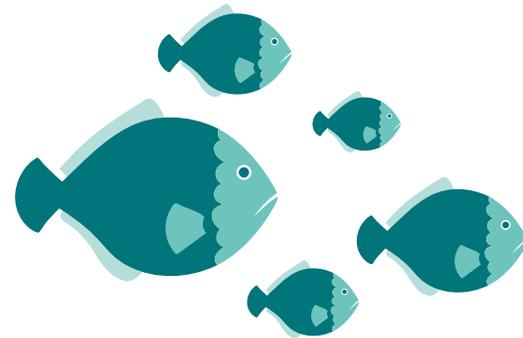
In ABM, the key metric for an event isn't how many people attend but how many of the right people from the right accounts attend.

With this in mind, a dinner, roundtable or roadshow-style event may be much more valuable than the industry's biggest exhibition. And inviting key leaders or entire teams to your in-house executive briefing center for a whole day can be even better.

The best ABM events tend to share these characteristics:

- **A timely, relevant topic** — on a specific pain-point or trend.
- **A balanced content mix** — not just product talk — think panels, cases, chalk-talks... and fun content that's not commercial.
- **Third-party participation** — customers, experts, analysts, partners, etc.
- **A curated audience** — people who will learn from each other.
- **A softer sell** — not pushing sales decks to a captive audience.

Many of the best high-level executive events include unique, 'money can't buy' experiences. For example, Apttus held a high-end dinner hosted by celebrity Chef Michael Chiarello, and Marketo once held an event at Club 33, an exclusive members-only club inside Disneyland.



## Field events in ABM (cont'd)

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### Events other companies run

ABM programs aren't confined to your company-owned events. You can also make other events work for you, including those run by partners or by third-party organizers.

You may not be the only hero of these broader events, but you can still use them to develop relationships with your target contacts. A few tips:

#### Set up meetings in advance near the event

This requires a lot of close work with sales — handholding the process, giving them a list of people you know will be at the event, sending phone and text reminders, etc.

#### Invite your contacts to specific content within the event

For example, to your speaking slot, demo room or booth activity. The entire event may not be yours, but this part is.

#### Run a side event within or around the event

With the organizer's permission, hold your own roundtable, dinner or customer event.

#### Create a VIP track

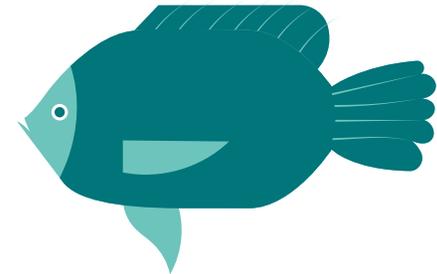
Making use of the entire event, but guiding and curating the experience.

#### Earn the list of attendees

One way to do this is to hold a raffle offering to 'Upgrade the Experience' (first class airfare, a luxury suite, limo to and from the airport, VIP pass to the party). Anyone who enters the raffle is a likely attendee at the event — so use the list to reach out to the right ones.

#### Follow up

With an invitation to your own dinner, roadshow or sales meeting.



# Direct mail in ABM

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Because of the focus on highly targeted lists of high-value prospects, direct mail has found a key role in ABM programs.

The more focused your ABM and the better your account research, the higher value offer you can deploy. A successful ABM dimensional mailing might cost as much as a hundred to a thousand dollars — enough to make a real impact.

**Breaking through the noise:** High-value and highly personalized dimensional mail can also break through a noisy marketing landscape for senior executives who may not download white papers or attend webinars. Think about how many emails you get each day compared to how many packages land on your desk. According to a Mail Print study, the response rate for targeted direct mail is 4.4% — almost 40 times higher than email.

**Cognitive psychology:** Direct mail engages the parts of the brain that have to do with visual and spatial information. Physical material is more ‘real’ to the brain and connects to your prospect’s memory and emotional centers. Furthermore, sending a package to someone can increase the likelihood they’ll respond to your other outreach; it gives you a reason to reach out, and according to

PFL, a direct mail vendor, people who receive packages are 10 times more likely to act when asked for something in return.

## What kind of direct mail?

Take information from sales conversations and social profiles to identify things the prospect enjoys, such as food, outdoor activities, travel etc. Then, surprise and delight them with a direct mail package that ties into their interests and a note that prompts them to complete the desired behavior, whether it is to call you back or sign the contract.

## Examples:

- BT Global Services sent 100 Chief Security Officers an iPod Shuffle loaded with audio interviews and security-related tracks (*Rescue Me*, etc.).
- Another B2B company sent C-level executives an iPad pre-loaded with personalized video content and white papers.
- Ariba sent executives a remote-control Porsche Boxster. To get the remote controller, they had to attend an event or take a meeting (a ‘give to get’).
- InKling sends a package containing a die-cut printout of a gift, like an Amazon Echo, with a note asking the prospect to take a demo to get the real thing.
- At Engagio, we send packages to new customers, thanking them for going on the journey with us.

“Offers sent by mail are perceived as 24% more valuable than offers viewed only on a screen. And mail boosted ROI by 20% when used as part of an integrated campaign.”

U.K. Royal Mail, February 2015

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## Pro tip

Many databases don’t include a postal address for contacts. You may have to do some digging to find the right one.

# Direct mail in ABM (cont'd)

**Don't ignore the team!**

Alternately, send packages that require people to get together and discuss your solution. We had one customer send a locked box to one stakeholder and the key to another, with a note prompting them to get together.

“Sending direct mail is one of those rare creative moments most marketers dream of. At first glance you may think you're simply sending coffee mugs or assorted sweets, but what you're really sending is your brand in a box.”

PFL

“We'll start with direct mail as the centerpiece of our marketing campaign, and then layer in display advertising, social, emails and outbound calls to create a true omni-channel experience for our target accounts. We've found that high-impact direct mail pieces are one of the most effective ways to get our foot in the door at large enterprise accounts where we've previously not seen much success.”

Julia Stead,  
VP Marketing, Invoca



**The personal note**

Handwritten, personal notes can have just as big an impact as the high-value direct mail piece – as long as they're timely, well-targeted and demonstrate insight about the recipient.

Meanwhile, direct mail vendors can generate and deliver handwritten (or apparently handwritten) notes based on automated ABM plays.

# Human email in ABM

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Email is the lifeblood of traditional demand generation and it plays a major role in ABM as well.

But in ABM, email is not a broadcast medium or the cog in an automated campaign or nurture flow. It's a one-to-one human communications medium, with each email carrying a distinct, personal message to the prospect.

## Limits of automation

Automation has transformed demand generation, but by definition, it provides scalability by **removing the human touch** from the equation. This makes deep personalization impossible, and it can result in accidents as well — every sales rep has a horror story of Marketing sending a promotional, generic email to a large deal they are about to close. Oops.

**Put simply, you cannot automate the human touch.**

Instead of bombarding your targeted accounts, ABM teams often remove their contacts from the broader lead-gen and generic nurture mailing programs, so they can be treated in a more personalized way.

ABM emails also tend to be text-based and from specific individuals (often your executives), rather than slick, HTML mails that signal 'marketing'. While Marketing is often the department coordinating the process, ABM emails are individually personalized, reviewed, and approved by a human. While that takes additional effort, the strategic nature of ABM accounts makes it worth it — the risk of a top prospect opting out is just too high.



### Pro tip

Personalized, human emails sent on behalf of your executives can drive response rates 10X or higher than traditional marketing emails. Isn't that worth it for the key personas at your most important accounts?

# Sales development in ABM

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Because of the importance of the human touch in ABM outreach, Sales Development Reps (SDRs) – also known as Account Development Reps (ADRs) or Business Development Reps (BDRs) – are the ‘tip of the spear’ when reaching out to accounts.

In many companies, outbound prospecting by Sales Development Reps was the Sales department’s response to the inability of traditional demand generation tactics to make inroads into major accounts. Done poorly, Sales Development activities are run in a silo, completely uncoordinated with Marketing.

**But now, ABM brings marketing and outbound sales development into alignment, focusing efforts across teams in a coordinated way.**

In this model, companies combine email, phone, and personalized social media interactions with marketing support and air-cover to develop and deepen relationships at target accounts.

This goes way beyond simple sequences or cadences. Sales automation is still automation, and buyers can spot ‘robo-spam’ a mile away. ABM done correctly brings deep research and personalization to ensure each touch is relevant and personalized. Instead of sending more emails to get a reply, it sends better emails.

Sending generic, templated emails is bad enough for small deals. For the big opportunities, you’ve really got to raise your game. It’s so easy for your target to hit the spam button – why would you ever risk your ability to communicate with the most important people from the most important accounts by sending them a generic, irrelevant message?

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“Template emails are roulette wheels. If you only get 100 rolls of the roulette wheel, then you need to increase your odds [with customization].”

Craig Rosenberg, Co-Founder and Chief Analyst, TOPO

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“Targeting outreach campaigns by account enables Cloudera SDRs to research individual accounts and buyers and speak to their exact pain points. As a result, these campaigns produce a 60% open rate, 31% response rate, and massive increases in both net-new opportunities and add-on business from current customers.”

TOPO: Cloudera Case Report, September, 2015

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#### Pro tip

Can you swap out basic variables, such as name and company, then send the email to someone else without having to add or change the rest of the email? If the answer is yes, then you probably have ‘robo-spam.’

# Account advertising in ABM

Advertising is one of the most popular tactics in ABM, but also one of the least effective.

According to TOPO, 88% of ABM leaders at high-growth B2B companies plan to use account-based advertising technology in 2018, yet only **34% report they are satisfied** with the solutions.

## How account advertising works

With ABM advertising, you utilize a list of target accounts and only serve ads to accounts that match this list. Depending on the technology used, you may also identify a set of titles or personas that you'd like to reach in those accounts.

A key part of the technology is how the vendor matches your list of accounts to the ad servers. This can include:

### IP targeting

This involves serving ads to any browser using the known IP addresses of your target companies.

The technique is more targeted than broad advertising but includes people within the target company who have nothing to do with the buying team — especially at large companies. Think of it like a billboard outside an office: nearly anyone working in that location has the potential to see it,

but people who travel, work from home, or use their mobile device likely won't. (Some vendors add geographic targeting on top of IP to help refine the targeting.) Because the audiences are somewhat large, it typically requires fairly large commitments in terms of media spend.

### Onboarding offline databases

This approach starts with a database of B2B contacts and then attempts to match them through data providers like LiveRamp.

Since this approach targets individuals and not locations, it doesn't matter where the contact is located, and it can significantly reduce the waste in your advertising budgets. However, low match rates mean you reach only a fraction of your audience.

### Social media advertising

Social media platforms let you target your advertising (sponsored posts) to specific individuals, companies and personas (e.g. Custom Audiences on Facebook and Tailored Audiences on Twitter). LinkedIn goes even further letting you target by company and professional demographics directly, which is why many experts believe LinkedIn is the best advertising channel to target B2B customers.

Social platforms enable super-targeted advertising opportunities — just make sure that the creative you use is appropriate for the specific platform.

.....  
"You can take an email and cut and paste it into a LinkedIn message and the LinkedIn message will outperform the email with 7x response. Even further, if you send the message by InMail, you'll get a 33x increase in response."

InsideSales / Hubspot eBook,  
'Master Tactics for  
Exponential Growth'

### Does Facebook work for B2B?

Many B2B marketers question whether Facebook is effective for their audiences. To us, if your targets are on Facebook, it can be an effective channel. They key is to make the offers 'Facebooky' — leading with content instead of sales messages, etc. — so the experience isn't jarring.

# Advantages of account advertising

## Easy

Getting started with account advertising is relatively easy. It doesn't require building deep sales and marketing alignment, or dramatically revamping your metrics or lead-based processes.

## Always on

Unlike other ABM tactics that require your team to do manual work each time, your ads can run 24x7 without manual intervention.

## Reaches people not in your database

If you want to send an email or direct mail package, you need to have contact information for the individual in your database. But ABM advertising lets you target the company (and sometimes personas in the company), so you can reach the people you don't yet know. This can be especially useful in ABM since buying committees are large and you may not have every single individual in your database yet.

## Targets by funnel stage

You can build different campaigns for different stages of the account journey. Accounts that have never engaged with you should get a broad awareness campaign (low bid, broad targeting), while accounts that visited key product pages on your website would be best to see a detailed case study (max bid, narrow targeting). Accounts that have open opportunities might see a specialized nurture sequence (medium bid, narrow targeting).

### ABM ad creative

ABM advertising isn't about the click. It is an awareness builder and can provide brand recognition and air-cover for your outbound efforts. It can also support open sales opportunities, help nurture existing relationships, and support activities surrounding targeted events.

The key is to be seen by the right people at the right time, sending the right message.



### They liked it so much they bought the company

2lemetry sold business intelligence software for the Internet of Things. They wanted to get a partnership with Amazon Web Services.

They wrote a custom blog post about how their solution would work with AWS' Lambda platform, then bought a Facebook ad, targeting everyone who worked at AWS.

Within 2 weeks, they had a meeting with the right people. A few months later, AWS bought the company!

### Personalized search

With Google's Customer Match feature, you can upload a batch of email addresses to Google and use them to target specific customers at specific accounts. This works in search as well as Shopping, Gmail, and YouTube.

- Since match rates for B2B emails may not be high, use this to bid higher for known matches, not to exclude all other searches.

# Problems with account advertising

## People don't click on ads

Display ads carry an average click-through rate (CTR) of 0.1%. According to a company called Solve Media, you're more likely to survive a plane crash, get accepted to Harvard, or win a lottery prize than click on a banner ad.

Think about it – when's the last time you clicked on an ad?

And even if you do get clicks on your ads, they may not help your business. Facebook reports that as many as 90% of ad clicks are from bots, and MediaWeek reports that as many as 60% of clicks on mobile banner ads are accidental.

That's why the cost-per-lead from your advertising campaigns will almost always be much worse than your other demand generation channels.

## Banner blindness and ad blockers

Not only do people not click on ads, they also often don't even see them. eMarketer reports that 30.1% of US internet users have an ad blocker enabled. On top of that, banner blindness is the well-documented tendency for web users to ignore page elements that they perceive (correctly or incorrectly) to be ads. The result? Even if you are buying impressions, you may not be engaging your buyers.

## Low match rates

When onboarding offline databases, your reach is limited by the vendors' dataset and match rates, which can be as low as 35% to 40%. B2B lists typically achieve less than half of that. As a result, your ads won't reach all your targeted prospects.



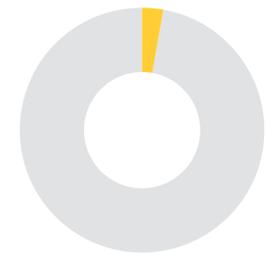
14%

remember the last ad they saw



8%

recall the company or product promoted



2.8%

thought the ad was relevant

Source: Niel Patel, Infolinks

## Problems with account advertising (cont'd)

### No customization

Account-based advertising platforms today don't allow for real customization or personalization. (Sticking the company name in the ad doesn't count; that's no better than saying 'Dear [[FNAME]]' in an email.) By their very nature, ad networks force marketers into larger segments to reach enough impressions — the opposite of the smaller, more targeted segments that ABM is all about. In many ways, account advertising is closer to targeted demand generation than true, customized ABM.

### Second-tier inventory

The DSPs that power ABM advertising platforms typically have access to the 'leftover' inventory after publishers have sold their premium inventory on a guaranteed basis. This remnant inventory contains any ad units that have not been purchased by an advertiser.

### Markups and opaque pricing

Only a fraction of the CPM (cost per thousand impressions or technically, 'cost per mille') price you pay your ad vendor actually goes to buying inventory. Some of it is margin for the vendor and some goes to pay middlemen in the transaction: data vendors, the DSP, and so on. As a result, you have no idea how to compare CPM pricing across different vendors and channels accurately.

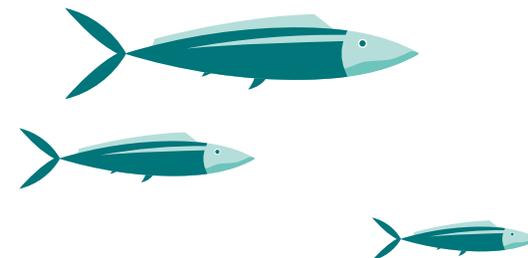
"If content marketing is the hero of the modern marketing story, then banner ads are most certainly the villain."

Michael Brenner,  
Marketing Insider Group



### Pro tip

Directly purchased ads on social networks like LinkedIn do not suffer from many of these disadvantages. Consider making sure your LinkedIn advertising strategy is working before tackling other ABM advertising tactics.



# Account advertising – what’s the verdict?

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We did some experiments at Engagio with integrated ABM plays in a campaign that included sending packages (two test versions) with valuable content and customized, handwritten notes for multiple target personas at key target accounts. For half the accounts, we also purchased advertising to see what incremental impact it had.

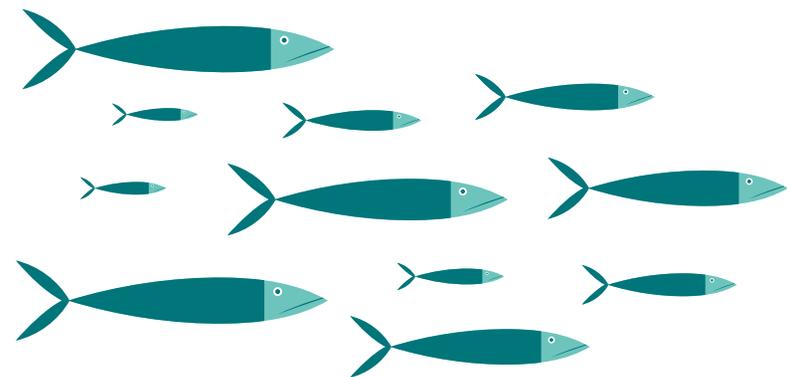
The results? Ads did provide a significant lift in web traffic from target accounts, but there was NO LIFT in our ability to get meetings or to create opportunities at the accounts that had ads versus those that didn't.

- Package 1 only: 34% meeting rate
- Ads and package 2: 21% meeting rate
- Ads and package 1: 20% meeting rate
- Package 2 only: 18% meeting rate

Ads provide web traffic and awareness, but most marketers aren't just trying to drive awareness with ABM. They're trying to drive meaningful engagement, meetings, and sales opportunities.

Net-net: Ads can work as part of an orchestrated campaign, especially if your goal is to increase awareness with a much broader set of people at a target account. But don't rely on ads and feel confident that you're 'doing ABM' well. That requires a deeper ABM foundation and broader orchestration strategy.

**ABM has become over-identified with advertising, and that's a real disservice to the category. Advertising can play a role in ABM, but it is far from sufficient by itself.**



# Web personalization in ABM

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More than 98% of visitors to your website are anonymous when they arrive and still unknown when they click away.

That hurts.

But it doesn't mean you can't use your website in your ABM program. The best way to do it is by personalizing the web experience for your chosen accounts.

Using web personalization technology, you can identify the company and industry that a visitor belongs to, then serve them up images, case studies and offers that target that account or industry. If you're targeting healthcare, retail and financial services, you can create three different home pages and website paths that are optimized for each.

And if you've created account-specific content (such as an Account Content Hub), you'll want to feature that when a member of that account hits your site.

Once a visitor is known and in your marketing automation system, you can personalize even more – by persona and buying stage, for example.



## **Avoiding the creepy factor**

As ABM develops, it's important to maintain the integrity and ethics of the discipline.

Used insensitively, personalization can cross that 'creepy line' into cyber-stalking. And if you start playing the volume game with ABM, the relevance of your interactions plummets – and you turn into a spammer.

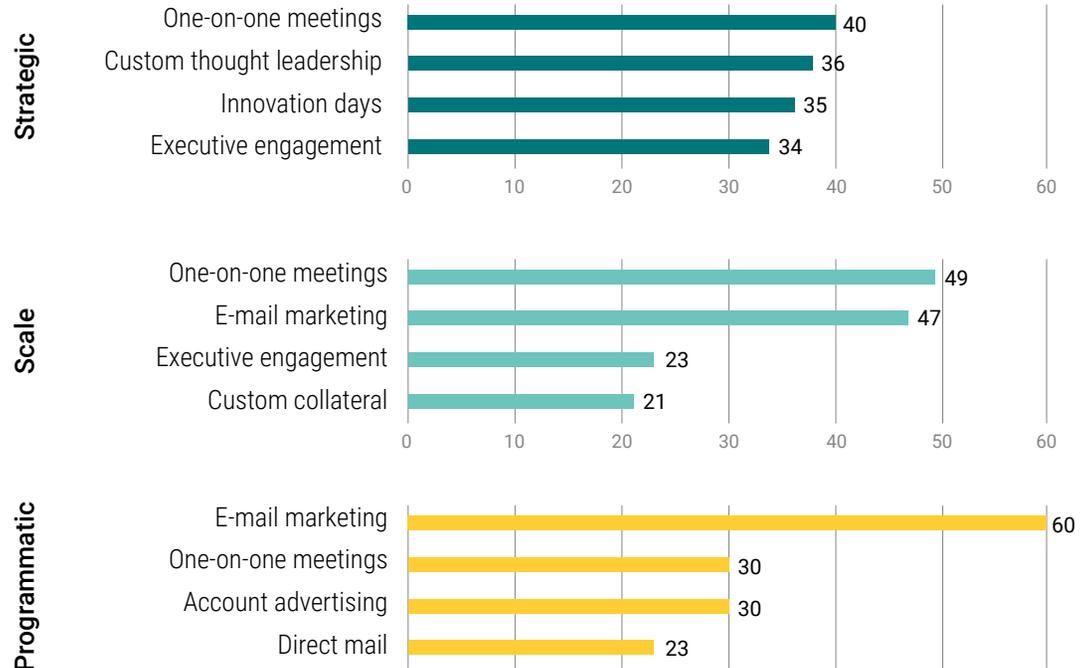
ABM marketers are among the smartest in the business. Let's keep the standards high and treat prospects the way we'd like to be treated ourselves.

# The most effective ABM tactics

OK, so we've covered the major tactics used in Account Based Marketing, but which ones actually work best?

ITSMA asked ABM practitioners of each style of ABM what specific tactics were most effective. The conclusion is clear: **no matter which style of ABM used, the most effective tactics involve custom, human interactions.** If you want to drive ABM success, you can't remove the human touch and value-added customization.

**What specific tactics are most effective for ABM?**  
Choose up to three.



Source: ITSMA, Account Based Marketing Benchmarking Survey, March 2016

# 6. Orchestrate account-focused plays

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The tactics discussed above are far more powerful when combined into orchestrated ABM plays that synchronize many different interactions and channels as part of an integrated account plan.

With Marketing Orchestration, you run a proactive and coordinated series of personalized interactions, some automated and some human, that span the entire customer journey. Think of the marketer as an orchestra conductor. Each individual tactic is like an instrument (strings, percussion, brass, etc.), and it's the job of the orchestra conductor to make sure they all work in harmony.

The more tactics in your plan, the more you need orchestration. And with more than 7,000 marketing technology companies out there, the need is greater than ever!

## Orchestration defined

Leading B2B marketing and sales advisory firm TOPO found that orchestration is key to a successful account-based strategy. They define orchestration as:

**“The sequenced coordination of different activities, programs and campaigns across marketing, sales development, sales and customer success to drive engagement with multiple stakeholders in target accounts.”**

TOPO goes on to say:

**“Successful multi-channel orchestration requires coordinated, cross-discipline planning and execution against a clearly-defined objective. Orchestration involves the activities that are executed across marketing, sales development, and sales, including individualized outreach (e.g. executive touches) and air-cover activities by marketing (e.g. media and advertising).”**

Forrester also says that Marketing Orchestration helps marketers coordinate and integrate personalized marketing across touchpoints and time:

**“Marketing orchestration is an approach to marketing that focuses not on delivering standalone campaigns, but instead on optimizing a set of related cross-channel interactions that, when added together, make up an individualized customer experience.”**

Done correctly, Marketing Orchestration ensures all the moving parts in an ABM play work together to achieve business goals at a target account.

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“The companies that have had success have really positioned ABM as a strategic business initiative rather than a marketing program. Salespeople, finance, IT as well as marketing people need to agree that this is an important investment to make, for the outcome to be most beneficial.”

Bev Burgess, Senior VP and ABM Practice Co-Lead, ITSMA Europe

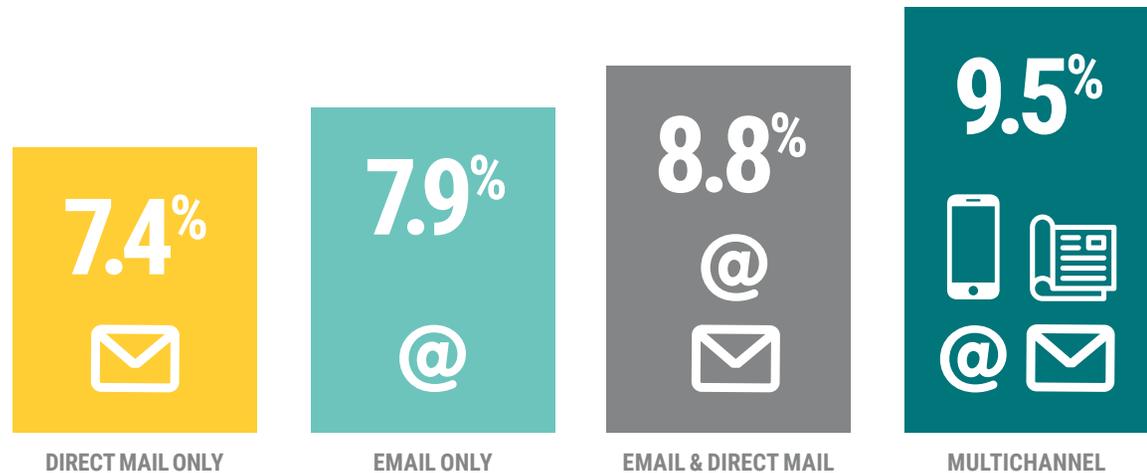
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# Diversification

A key component of Orchestration is using different channels and different people on your team. Buyers will resonate with different tactics, so using more gives you more ways to reach the target. It's like a stock portfolio: diversification spreads your risk and increases your chance of a response.

According to a recent InfoTrends report, response rates jump from 7.9% (email-only) to 9.5% when the campaigns are multi-channel — that's 20% more responses!

A C-level executive at a target account might not be returning your SDR's phone calls because she doesn't like phone calls. A multi-pronged engagement not only gives you the greatest chance to break through, it helps you discover how each contact prefers to respond, so you can tweak future plans.



Source: InfoTrends

# Orchestration across departments

Perhaps the most important aspect of Orchestration coordinating interactions from marketing, sales development, sales, and customer success, as well as executives.

Traditional demand generation is based on a 'handoff'. Marketing generates leads and passes them to Sales. But ABM is a much more integrated process in which departments work together fluidly to develop relationships over time. If demand gen is like a relay race with a baton pass, then ABM is more like a soccer match where the players pass the ball back and forth to move down the field together.

This of course requires sales and marketing alignment, which although rarely easy, is always worth it.

"It's easier to work in silos. You just don't make as much money."

Peter Herbert, CMO, FullStory

"Outbound sales development is not a complete answer. It works a bit but you really need an orchestrated, multi-channel effort."

Craig Rosenberg, Co-Founder and Chief Analyst, TOPO



## Start with orchestrated sales development campaigns

TOPO found the fastest path to launching orchestrated campaigns and driving strong results is to focus on **marketing and sales development orchestration**.

This includes:

- Partnering with account-based SDRs who work exclusively on assigned target accounts.
- Designing multi-touch, multi-channel coordinated campaigns around common themes.
- Focusing on pipeline metrics and qualified meetings over MQLs.

Their research shows organizations executing marketing-SDR orchestrated campaigns typically realize a 30-50% lift in 'meetings set' at target accounts, with some organizations reporting 100% increases.

Source: Marketing and Sales Development Orchestration, January 2017, TOPO

# Orchestrating plays

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A play is a series of orchestrated interactions (both human and automated) across departments and channels.

## The play metaphor

The 'play' is the perfect metaphor for orchestration since it reflects the fact that there are multiple people at the target account, and multiple people at your company working together to interact with the account. That's why we use the analogy of a football chalkboard. As in football, multiple people on your team are lining up to multiple people on their team, and you are orchestrating who does what — and when.

In this model, Marketing is the coach, writing the playbook. Sales is the quarterback, calling the specific plays on the ground. And every customer-facing department in the company has a position on the field. The team works in lock-step to ensure a buyer's experience is positive, consistent, and in context with everything else happening at the account.



# Launching plays

There are three ways to launch orchestrated plays.

## Manual

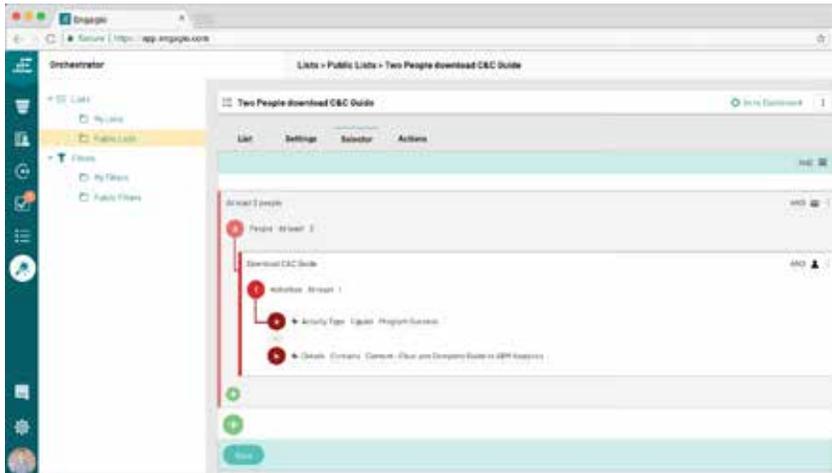
Manual plays are launched when a marketing or sales user selects one or more accounts and then chooses an account to run against them. This can be as simple as taking a single action or as complex as a multi-step play spanning channels, targeted personas, and players from your company.

## Batch

Using complex filters that span people, accounts, activities, and opportunities first select the exact group of accounts that you want to target, then launch the action or play to the entire list. (This is similar to building a list of people in marketing automation.)

## Triggered / Automated

You can also use complex filters to set up triggers that launch plays automatically when certain conditions are met, for example when key personas at the account exhibit key activities (or inactivity). This is similar to running a triggered campaign in marketing automation (except that the latter only focuses on people while plays can focus on accounts). Once you know what works, setting up automated plays like this is a great way to scale your ABM program.



The screenshot shows the Engage Accounts table with 902 accounts. The table has columns for Name, Industry, Employees, Billing State, Number of People, Engaged People, and Engagement Minutes (30 days). The following table represents the data shown in the screenshot:

Name	Industry	Employees	Billing State	Number of Pers...	Engaged Peo...	Engagement Minutes (30 d...
Arvest	Information Technology and Services	700	CA	407	214	2,235
Snowflak	Computer Software	270	CA	232	177	267
Parasight	E-Learning	953	UT	209	118	1,907
Planit	Construction	334	CA	186	100	800
Docker	Information Technology and Services	477	CA	177	97	970
ExtraHop Net...	Computer Hardware	38	WA	70	97	114
AppDynamics	Computer Software	1,538	CA	188	90	2,047
Thomson Re...	Information Technology and Services	55,000	NY	604	96	386
Claris	Information Technology and Services	337	CO	163	93	643
Cloudfire	Computer Software	34	CA	211	96	1,160
Inful	Computer Software	9,488	CA	449	74	203
Flintbox	Computer Software	250	TX	188	72	88

## Examples

Here are some plays you might run in batch or automate.

If this...	...then that
Accounts with engagement from key personas but no sales touch in the last 7 days	Alert Sales to follow-up
Accounts that are good fits for personal invites to an upcoming roadshow	Launch the event invitation play
Target accounts that had someone come by the booth at a recent tradeshow	High-value follow-up
Accounts with open opportunities that have a new key persona in the database	Executive reach-out play
Accounts with lost opportunities that are now re-engaging	Alert Sales
Account reaches a minimum threshold of engagement	Change Account Status to 'marketing qualified'
Target accounts with no activity in 30 days	Awareness campaign
Target accounts that are 'surging'	Coordinated reach-out (see next page)



# Anatomy of a play

Here is a simple play for reaching out to a target account, courtesy of TOPO. It involves touches from your Sales Development Rep (SDR) as well as one of your executives (in this case, the CIO), plus marketing air-cover in the form of direct mail. This play reaches out to the decision-maker, key stakeholders, executives, and more.

Type	Activity	Audience	Owner	Notes
1 – Day 1	Marketing email	All	Marketing	Announce event, feature keynote
2 – Day 1	Postal	DM	Marketing	Dimensional mailer, event brochure. Drop day 1, arrive day 3-4
3 – Day 8	Marketing email	All, segmented	Marketing	'Why attend?', featuring relevant speaker (by person)
4 – Day 11	SDR call	Stakeholder, DM	SDR	Invite call
5 – Day 11	SDR email	All	SDR	Invite email, feature relevant companies attending
6 – Day 14	Exec email	Exec	Exec	Personalized invitation from CIO
7 – Day 18	Marketing email	All	Marketing	'Less than two weeks!', feature VR Lounge after-party
8 – Day 22	SDR call	Stakeholder, DM	SDR	Invite call
9 – Day 22	SDR email	All	SDR	Personalized email, feature networking
10 – Day 24	Marketing email	All	Marketing	'One week away!' message
11 – Day 28	SDR email	All	SDR	'Last chance! Registration closes tomorrow!' message
12 – Day 29	Marketing email	All	Marketing	'Just 4 more hours to register!' message
Day 31	Live event			

Example Orchestration Plan, TOPO

# Your marketing orchestration playbook

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Your own ABM playbook will be highly customized to your goals and challenges. But these examples of integrated plays will give you a sense of orchestration in action.

## Pre-sale plays

### Account Prospecting Play

#### Reach out to target accounts using multiple channels and teams.

As per the examples on the previous page, these are multi-channel and multi-player plays that attempt to open the door at target accounts. Creativity and patience can have a major impact, so don't be afraid to try new things to get the attention of the people that matter.

### Field Marketing Play

#### Drive success for field events.

Field marketing holds special events such as VIP dinners and experiences to engage high-value targets, but it can be hard to get executives to RSVP. The same is true for setting up meetings at major events such as tradeshows. Sales wants Marketing to drive the process, but Marketing knows they need help from Sales. Batch emails won't do it; the personal touch is critical to get key executives to attend your events. Use a play to orchestrate the process and ensure the right interactions are happening across departments.

### Marketing Qualified Account Play

#### Follow up with hot accounts.

When an account shows significant activity and engagement (enough to be labeled a Marketing Qualified Account — more on this later), automatically launch this follow-up play to ensure that nothing slips through the cracks. Unlike traditional SDR-only follow-up, this play can use touches from multiple channels and people to get the meeting. This is a golden opportunity to get a hot account engaged in a selling conversation.

### Shake the Tree Play

#### Wake up opportunities that have gone dark.

When an account goes dark, it doesn't mean the deal is lost. If the buyer stops responding to the Account Executive, it's time to bring in new voices and channels to 'shake the tree' and get the conversation going again. (This is essentially a more aggressive form of deal nurturing.)

# Your marketing orchestration playbook (cont'd)

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## Deal Nurturing Play

### **Accelerate or un-stick opportunities.**

Sales reps are compensated for driving revenue this month or quarter, so they rightly spend the majority of their time with later-stage deals. This means early-stage opportunities (e.g. Stage 0 or 1) are often not properly worked by Sales – but at the same time, automated marketing is often turned off once the opportunity is created.

### **This means as many as 70% of your opportunities are not being worked by either Sales nor Marketing!**

This is where deal nurturing comes in. In deal nurturing, Marketing defines and coordinates engagement with accounts in the opportunity phase. Outreach includes personalized emails, direct mail, advertising, social, event invitations, and so on; these interactions may go to the champion that Sales has already interacted with, but they can also touch other influencers and decision-makers at the account. The key concept which makes all this work is that orchestration allows Sales to maintain complete control; nothing is sent out before a salesperson reviews and approves it. Deal nurturing brings the process automation and the scale of traditional lead nurturing to an account-based, customized level that is appropriate for each and every account.

## Opt-In Play

### **Get permission to run campaigns.**

In ABM, you often build out your database with contacts for target personas. But those key people have not given you permission to send marketing emails. Use different methods to connect with them personally and get opt-in permission (e.g. a phone call offering to email them a high-value whitepaper). You can run this with just one contact or with multiple at the same time.

## New Rep Intro Play

### **Get introduced to your new accounts.**

When a new rep enters a territory for the first time, this play can help them get introduced to their new accounts. This helps new reps by sending an email on their behalf, stating they are the point of contact moving forward and offering to schedule an introductory call.

“In the high-volume, high-velocity model, Marketing works separately to generate Marketing Qualified Leads (MQLs) for Sales and moves on to go find more. In ABM, barriers are dropped, and Marketing is part of the process of turning an account into a customer. For example, mid-sales cycle marketing campaigns are helping lower sales cycle times.”

Craig Rosenberg,  
Co-Founder and Chief Analyst, TOPO

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## Post-Sale Plays

### Account Expansion Play (cross-sell)

#### Get more revenue from customers.

Expanding into existing accounts is a key component of Account Based Marketing. With account expansion plays, you'll leverage not only your team, but also key players from the buying center you've already successfully sold to, in order to expand into other buying centers within the account. This is also a great play for when you introduce new product lines or offers.

### Renewal Play

#### Retain all of your customers.

In the 'Subscription Economy,' more and more businesses rely on renewals for the majority of revenue. Use plays to coordinate a specific set of activities to get ahead of the game during the renewal process. Interactions can come from the Customer Success team as well as from Marketing, the original Sales Representative, and your top executives as appropriate.

### NPS Promoter Play

#### Get feedback on your product, identify your champions.

Customers can be your biggest and best sales force, but many are not proactive about it. When a customer responds to your NPS survey with a 9 or 10, the timing is ideal to reach out to bring them into your formal advocacy program (referrals, case studies, reviews, etc.). There's nothing more effective to achieve that than with personal outreach from your team.

### NPS Detractor Play

#### Get feedback and save customers.

Let's face it — even the best companies sometimes end up with unhappy customers. When you come across a detractor, launch an NPS play from an executive to get feedback, give your customer a voice, and maybe even turn them into a promoter.

## Your marketing orchestration playbook (cont'd)



“Of all the channels for getting content to prospects, salespeople are still the best.”

Johan Sundstrand,  
VP Sales, Jabmo

### **Spam is in the eye of the beholder**

ABM is all about personal communication that delivers relevant content. That’s the opposite of spam.

But in any outbound program, you’re going to have to reach out to people who haven’t yet reached out to you. Generally, it’s considered okay for an SDR to send a 1-to-1 email from a personal account. But even this can be seen as spammy if it’s essentially a broadcast message under the guise of personal outreach.

Since spam is in the eye of the beholder, the rule of thumb must be to keep your messages as

personally targeted and relevant as possible and to only mail the people who should really be receiving — and want to receive — any given message.

One goal in ABM, then, is to get opt-in for future emails. SDRs can use other channels to do this — from calling, to events and mail — by simply asking permission to send relevant emails on issues that matter to the prospect.

Keep the emails specific and targeted to the individual. And refrain from the mass techniques that (rightly) trip the spam alarms.

# Selling from the influencer up (and out)

The leads that fill out an online form or come to your tradeshow booth are often influencers, recommenders and researchers, not true decision-makers.

Instead of treating them as hot leads to jump on, use these as signals of account-level interest and engagement. Research the account to find out the right person to contact, then make that approach. Use the influencer as a critical source of insight and an ally.

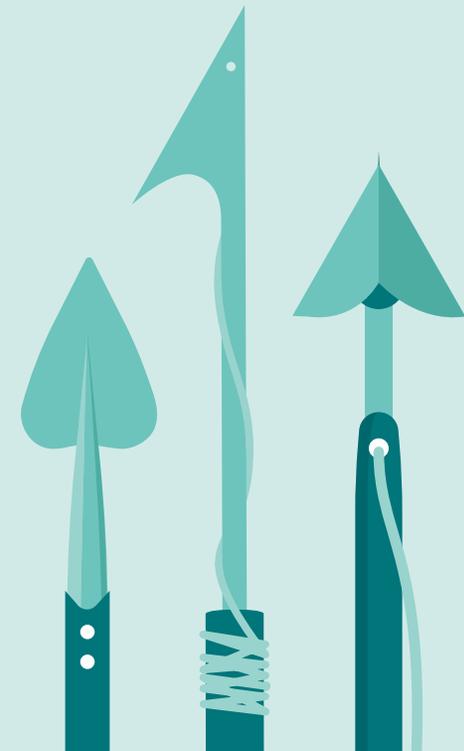
“If you successfully sell the value of your product to the influencer, that person will be more likely to provide any information you need to make the critical sell to the decision-maker.”

Mark Roberge,  
Chief Revenue Officer, Hubspot

Here are Mark’s tips for leveraging the inbound lead to get the insight you need to go higher:

- Ask these questions:
  - What has [decision-maker’s name] been talking about in team meetings lately?
  - What has [decision-maker’s name] been on your case about?
  - What was discussed in the last company meeting?
- The key to the first call is needs assessment. The sales person needs to understand the challenges (realized or unrealized) the organization faces today and use that information to sell. With the data collected in the first call, sales can craft relevant messaging directly to the decision-maker or other stakeholders.
- An example: During the first call with the champion, spend less time on the product and more asking questions that allow you to create a customized benchmark report with real prospect data. Then turn that benchmark report into a reason to have a meeting with the decision-makers. It works. (Executives love benchmark data)

- Recommend to the champion that the next call be with a wider group including decision-makers. If they can’t get the meeting, you should go high yourself... call high and wide with your discovery data. If you’ve done a thorough needs assessment, you should have discovered the organization’s pains and challenges. So call high and wide anyway. The key is to translate what you heard on the first call into a reason the decision-maker should care about you.



# Orchestration in action

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Here are three examples of how Engagio uses orchestration to drive executive engagement.

## 1:1 Hyper-Personalized Outreach

One of our target accounts had a surge of engagement with our marketing materials, but their VP Marketing was not responsive to our regular SDR outreach.

Her Twitter profile said she had a “thing for tech, Cadbury’s and Prosecco.” It also told us she “loves a good bit of data.” So, we sent her a package with some of her favorite things and a copy of one of our books on data and analytics, including a handwritten note saying, “Cadbury and wine for 5 minutes of your time?” This was followed up by a coordinated series of emails and phone calls from the SDR and account executive, which ultimately led to a meeting two months later.

**Results:** At Engagio, this type of hyper-personalized outreach has a 100% reply rate (i.e. the target account gets back to us), and an 85% meeting rate (i.e. we get a meeting at five out of every six accounts).



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### 1: Few Meeting Incentive

For target accounts that showed some engagement (but not enough to be considered 'marketing qualified'), we coordinated a series of emails and phone calls to Directors that might be interested in ABM. The offer: take a meeting to learn about ABM, and get a pair of AirPods as a thank you. But unlike traditional campaigns, the emails didn't come from Marketing; they were personalized, human emails that came from the SDR and the account executive.

**Results:** 38% meeting rate.

"Keep in mind: it's a marathon not a sprint. Take a deep breath and plan a drip campaign that unfolds over the course of an entire quarter. Plan to drop a dozen pieces of content evenly paced throughout the quarter. Employ a mix of 4:1 online:offline content. For every four pieces of digital content you provide, send one 'old school' item. It could be a handwritten letter, a reprint of an analyst report, or even a magazine or newspaper clipping with a post-it attached."

Craig Rosenberg,  
Co-Founder and Chief Analyst, TOPO

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"It takes an average of 9.82 touches to engage with a prospect. We also find that senior executives are 2.5 times more responsive to quality multi-touch campaigns than are junior executives."

Dan McDade,  
President & CEO, PointClear

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# Orchestration in action (cont'd)

## 1: Few Event Invitation

Engagio held two events on the same day. The first was an Executive Breakfast targeting CMOs at large, enterprise prospects and customers. The second was a broader 'Lunch and Learn,' targeting contacts who were managers (and above) at a broad set of companies.

For the executive event, we used an orchestrated play consisting of:

- **Step 1:** An email from the Account Owner with personalized messaging explaining why they specifically should attend the event.
- **Step 2:** If no response, a 'reply' from me (Jon Miller, Engagio's CEO) specifically asking them to attend; this was also personalized where appropriate to mention people I may know in common with the executive.
- **Step 3:** If still no response, a phone call from the SDR, and if possible, an email to the target executive's administrative assistant.

In contrast, for the broader 'Lunch and Learn' we did a traditional two-step email blast out of Marketo.

**Results:** The personalized, human invitations resulted in a 9.4% attendee to invite ratio, versus 1.8% for the marketing automation blast — a 5X difference, even though it was targeted at top executives from larger companies. Beyond that, a full 43% of invitees replied to the personal outreach, even if it was to decline the personal invitation; this gave us the opportunity to start a conversation that in many cases led to a meeting. In contrast, nobody replied to the marketing automation email blast.

	Executive Breakfast	Manager Lunch and Learn
<b>Invites</b>	Personalized Play 96 Invited	Broad Marketing Automation 652 Invited
<b>Response</b>	10 Replied "Yes, I'll Attend" 33 Replied "No" (starts conversation!) Response Rate: 43%	21 Registered No declines — just crickets! Response Rate: 3%
<b>Attends</b>	9 CMOs and VPs (9.4%)	12 Managers and Directors (1.8%)

# Account plan

The account plan drives each account’s ABM program, from goals to next steps.

In traditional selling, account plans normally focus on the products or solutions that the company wants to sell. ABM turns this model around and starts with an account-centric view that focuses on relationships, reputation and revenues.

Here’s how to make your account plans:

## Step 1: The basics

Explain what business the company is in; identify key firmographics (e.g. location, revenue, and number of employees); list out top competitors (and any other similar companies you currently do business with); identify key investors or major shareholders; enumerate top executives.

*Tip: Describe what they do in your own words – not the typical language found in a boilerplate. This will help everyone engaging with the account understand it in human terms.*

## Step 2: Map the buying centers at the account

A buying center is a subset of people at the account that collectively can purchase one or more of your solutions.

For each potential deal, you’ll need to map out the relevant buying center and define the relationships between the people in it. Identify the decision-makers, influencers, mobilizers and potential blockers. Your account plan will be built around these people.

*Tip: Also identify selling personas e.g. economic buyer, economic user, technical approver, and coach.*

## Step 3: Research each buying center

Identify the key issues and challenges for each member of the buying center (see the Insights section for what to research and sources of information).

Specifically, look for whitespace opportunities. Ask: which buying centers have opportunities for which of your solutions?

Your goal is to understand how to drive growth within the account. Ask probing questions to understand where to build the most value, such as:

- How do you measure a successful partnership?
- What are your three to five-year goals?
- What’s the biggest challenge you’re facing today?
- What would be the most effective way for you to impact your strategic objectives?

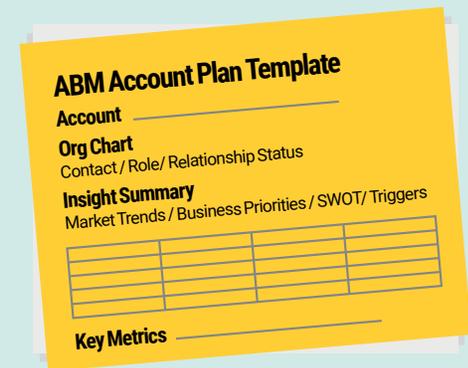
## Step 4: Define goals for each buying center

Your account goals will depend on where the buying center is right now. Do you need to get in the door? Accelerate the deal? Drive success at an existing customer? Cross-sell?

These goals will guide the buying journey you want each buying center to take – in other words, the Buying Journey Stages the account will go through on the way towards achieving the goal.

## Step 5: Assign plays to journey stages

Based on the goal and buying stage, map plays to each buying center that will help move them closer to the goal.



For more, download our Account Plan template at [www.resources.engagio.com/abm-worksheets/engagio-account-plan-template](http://www.resources.engagio.com/abm-worksheets/engagio-account-plan-template)

# ABM Expert Q & A

## Donal Daly, CEO, Altify



### What is an account plan?

When I think about account planning, I like to think of my account as a marketplace that I want to lead. Thinking of it this way gives me cause to pause — and think about where in the market I should focus, and which segments I should avoid. The plan is about building long-term business relationships in a complex marketplace that enable you to create, develop, pursue, and win business that delivers mutual value for you and your customer.

### Why is an account plan so important?

Account planning helps you maximize the return you get from an existing key account, a new strategic account, or a group of named accounts in your territory.

I'm sure you know that acquired business from an existing customer is six times more profitable than pursuing new customers. But, did you also know that you're seven times more likely to win business from an existing customer than you are when trying to capture that new logo?

### What are the key elements of a good account plan?

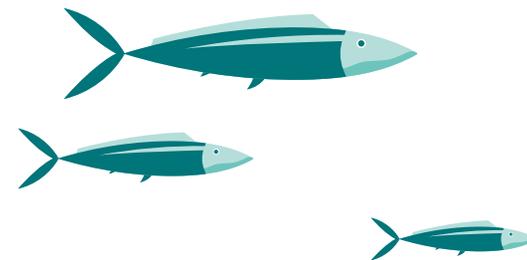
To be successful at account planning, you always need to be thinking about how to maximize revenue from your existing accounts by bringing value to your customer.

In my book *Account Planning in Salesforce*, I set out three basic themes or phases for an account plan:

**Research for Insight** into Customer, Competitor, and Company.

**Integrate for Velocity** by using four primary sources: existing CRM data, account team knowledge, information shared by the customer, and supplementary data from research resources like Data.com.

**Focus for Impact**, prioritizing your plan units to maximize mutual value and targeting the opportunities where you can uniquely and competitively deliver.



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### **How do account plans get created and updated?**

Here are 12 best practices you should think about as you look to how your existing customers can contribute to your revenue goals for the coming year (with a focus on Salesforce users).

**Research** — ABM is really all about research, research, and research. Slow down your natural inclination to pursue the deal now. Account planning is a long-term play.

**Customer Focus** — Your role is to create value for the customer, not just to communicate information about your company or your solutions.

**Integrate** — Integrate data, knowledge and information to achieve velocity.

**Target** — Select which business units in an account are in your 'sweet spot,' where you can uniquely and competitively deliver true value.

**Map People and Influence** — Business issues are always owned by people. It's important to understand the political landscape in the organization.

**Align to Business Strategy** — Align your account planning efforts with the customer's Goals, Pressures, Initiatives and Obstacles.

**Build Trust** — Trust is the foundation on which you create, develop, pursue, and win business that delivers mutual value for you and your customer. Promise what you can deliver, and deliver on what you promise.

**Analyze Whitespace** — Once you understand the people and their business problems you can identify areas of opportunity — the whitespace in the account — where your solutions can add value to the customer.

**Maintain Cadence** — Account Planning should not be an annual event. It is not about reporting what you know; it is about discovering what you don't know, and then acting to uncover the missing information to inform your subsequent activity, and should be integrated into your overall business cadence.

**Measure** — How do you know if your account plan is working? You need to be able to measure that the plan is complete, and we recommend automating this measure. You also need to create a scorecard to assess whether the objectives you set for the plan — the target revenue, the pipeline goal, the penetration of the strategically important business units in the account, etc. — are all on track.

# 7. Measure account progress

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For years, Marketing has measured effectiveness by counting Leads and Opportunities. But the rise of Account Based Marketing demands new ways of thinking about marketing metrics.

**While leads and opportunities are important and even necessary metrics, they are not sufficient to measure Account Based Marketing.**

ABM is a fundamentally different approach that requires fundamentally different metrics. Here's why:

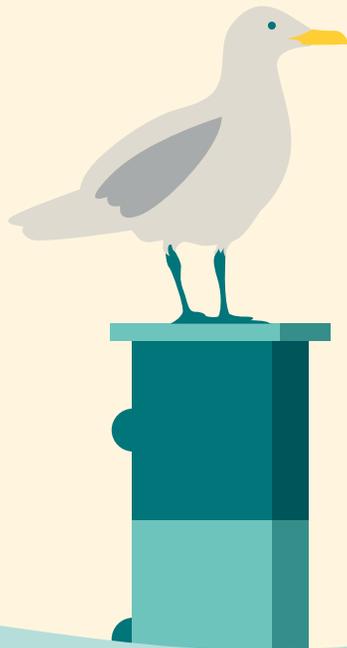
## **Account Based Marketing calls for account-based metrics**

By definition, Account Based Marketing focuses on key accounts, so it follows that its metrics must do the same. You need to measure ABM with an account-centric lens.

"If you believe ABM success is measured only on lead volume... think again."

Megan Heuer,  
VP Research, SiriusDecisions

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### **ABM is about quality, not quantity**

In ABM, Marketing won't be generating many 'hot leads' — so even metrics that incorporate quality (like 'marketing qualified leads') become less useful. A sales rep with 20 accounts can't accept a 5% conversion rate — she needs to be thinking about growing revenue from every single account. In short, Marketing needs to create influence with the people who matter. That's a new and different mindset about how Marketing is measured.

**Which would the sales rep value more — 20 random low-level professionals downloading your whitepaper, or one meaningful conversation with a decision-maker at one of her target accounts?**

### **ABM can take a long time to show results**

Ideally, we would always be able to measure ABM using closed deals and revenue (and marketing certainly should measure those things). But when starting an ABM initiative, you need to set expectations that it won't deliver clear revenue immediately.

If you hide this fact when you make your business case, you're putting a time bomb inside your ABM program.

Instead, make sure everyone understands that:

- Quantity-based metrics will likely decrease (e.g. fewer leads) as resources target fewer, better accounts.
- Hard results may take a long time... sometimes a very long time.

That's why leading indicators based on middle-of-the-funnel metrics are so important to ABM. By tracking how the right people at target accounts engage with your company, and how accounts move through a complex buying journey, marketers have a quantifiable way of showing progress through a potentially long development process.

**“Make a long-term commitment; ABM results improve with experience.”**

ITSMA and ABM  
Leadership Alliance

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**“You can't wait a year to see results [in ABM].”**

Megan Heuer,  
VP Research, SiriusDecisions

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# Metrics: measuring account progress (cont'd)

## In ABM, marketing supports and influences pipeline creation

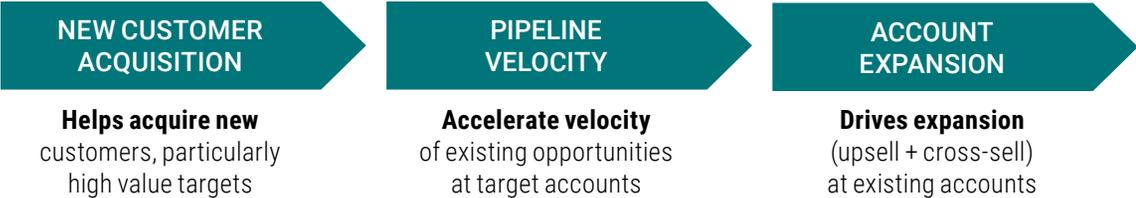
The larger and more complex the deal, the less we can measure Marketing in terms of 'marketing sourced' leads and pipeline. According to SiriusDecisions, while marketing sources 25-45% of pipeline for companies selling to non-named accounts, it sources less than 10% of pipeline at strategic or enterprise accounts. But, many ABM plays are about accelerating existing pipeline, not creating new revenue.

So instead of relying on marketing-generated pipeline as a way to prove value, account-based marketers need to show their impact on revenue by demonstrating how well they influence deals and improve key business outcomes such as win rates, deal velocity, and average contract value (ACV).

## ABM is about the entire customer journey, not just new pipeline

Deepening relationships with existing customers is a big part of Account Based Marketing, but traditional marketing-funnel metrics focus almost exclusively on new business.

In ABM, we need metrics for every stage of the funnel; not only new business and pipeline acceleration, but also post-sale (expansion and retention) as well as advocacy, referrals, customer satisfaction, and net promoter scores.



ABM metrics measure new customer acquisition, pipeline velocity and account expansion. Source: TOPO Research

# The new metrics for Account Based Marketing

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So if account based marketers can't claim victory on the wrong metrics (e.g. leads) and they can't claim it exclusively on long-term metrics (e.g. revenue), what can they do?

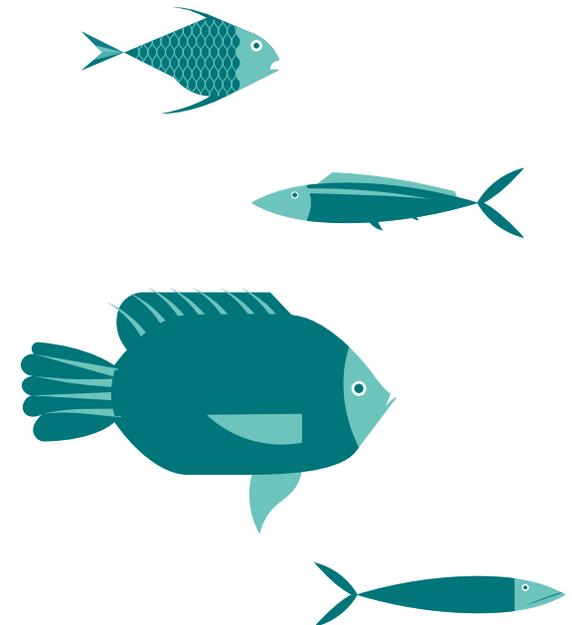
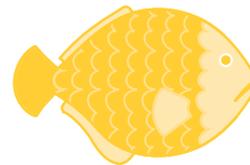
"Don't count the people that you reach; reach the people that count."

David Ogilvy,  
Founder of Ogilvy & Mather

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Fundamentally, three questions arise in ABM:

- 1 Am I creating and deepening relationships with target accounts?
- 2 How are accounts moving through buying journeys to desired outcomes (e.g. pipeline and revenue)?
- 3 What is the return on investment of my marketing programs?



# The new metrics for Account Based Marketing (cont'd)

## Engagement Analytics

Think about what matters to Sales. Reps want relationships with the right people at the right accounts. They want decision-makers to know who your company is when they call.

Hence, engagement analytics measure relationship quality, not quantity. They answer the question: Are we creating and deepening relationships with target accounts?

## Journey Analytics

While revenue is the holy grail of metrics, measuring ABM also requires leading indicators to show progress during long sales cycles. To achieve this, define stages of the account journey towards outcomes you care about, and measure funnel dynamics using the key metrics of balance, flow, conversion, and velocity. These leading indicators show when, how and why target accounts become aware, engaged, qualified, closed, and more.

## Attribution Analytics

ABM practitioners use attribution analytics to measure the return on their marketing investments and make better decisions about budget allocation. By investing in the highest-performing programs, they maximize overall return by answering one fundamental question: 'Did my programs lead to more revenue?'



## ITSMA on ABM analytics

According to the ITSMA, ABM metrics cover three categories:

**Relationships:** deeper account penetration.

**Reputation:** perception and / or education about offering and capabilities.

**Revenue:** pipeline and specifically identified identified sales opportunities.

Source: ITSMA and ABM Leadership Alliance, 2017

Type	Metric	Description
Engagement	Account relationships	Am I creating and deepening relationships with target accounts?
Journey	Outcomes	How do accounts move through buying journeys towards desired outcomes (pipeline, revenue)?
Attribution	ROI	What is the ROI on my marketing programs?

The right ABM metrics.

# Account analytics

ABM metrics focus on quality, not quantity. In this section, we'll show how to maintain that focus by introducing the critical concept of *engagement minutes*, and the key account metrics that matter: coverage, awareness, and most importantly, engagement.

## Engagement Minutes

ABM is all about measuring things like awareness and engagement. While these are notoriously difficult to measure without expensive surveys, we believe that time is a great way to understand and measure awareness and engagement.

**Before someone spends money with you, they'll spend time with you. The more time someone invests, the greater their interest in doing business.**

That's why we recommend you track 'Engagement Minutes' across your accounts. Here's how.

### Step 1: Track activities

Track meaningful activities of every person at target accounts. For example:

- **Website:** Visits by account, using reverse-IP mapping
- **Marketing automation:** Email opens, event attendance, program success, content downloads, etc.
- **CRM:** Activities, tasks and campaign membership
- **Email / Calendar:** Human email interactions (e.g. replies) and meetings

### Step 2: Match activity to accounts

Using Lead-to-Account (L2A) Matching, connect individual lead activity to accounts (see Part IV for more). Get this step right! If you can't match leads to account, you can't tell which accounts are engaged.

### Step 3: Assign minutes to activities

Take each activity and assign a relative number of minutes to each. For example:

- 1 minute: Web page visit
- 2 minutes: Email reply
- 10 minutes: Content download
- 30 minutes: Webinar attendance
- 30 minutes: Sales meeting
- 120 minutes: Dinner attendance

Do	Don't
<ul style="list-style-type: none"> <li>• Assign minutes to activities that actually show engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Assign minutes to activity <i>you</i> complete. Sent emails count as engagement only if the recipient opens them.</li> </ul>
<ul style="list-style-type: none"> <li>• Consider giving higher or lower weight to minutes from specific personas. For example, you may count CXOs at 150% or even 200%.</li> </ul>	<ul style="list-style-type: none"> <li>• Assign minutes to passive activity like ad impressions. People actually need to visit your website to be engaged.</li> </ul>

Once your Engagement Minutes are in place, you're ready to dive into the core ABM metrics: Coverage, Awareness, and Engagement.

# Coverage

Do we have sufficient data and contacts for each target account? How effective are we at building out our database?

The most basic ABM metric, Coverage, measures data quality and completeness. Does your database have the right people or not? Do you have accurate contact information? Do you have permission to email them?

Imagine being able to say Marketing built initial engagement and opt-in permission with 42% of key names at target accounts, when the company had only 18% coverage to begin with.

	CXO	VP	Director
Marketing	+ 10 Available	+ 474 Available	+ 1,057 Available
Sales	+ 1 Available	+ 3,520 Available	+ 2,939 Available
Service	None Available	+ 5 Available	+ 36 Available
R&D	None Available	+ 114 Available	+ 170 Available

People Maps identify white space in account coverage.

### Newly Added / Engaged Prospects

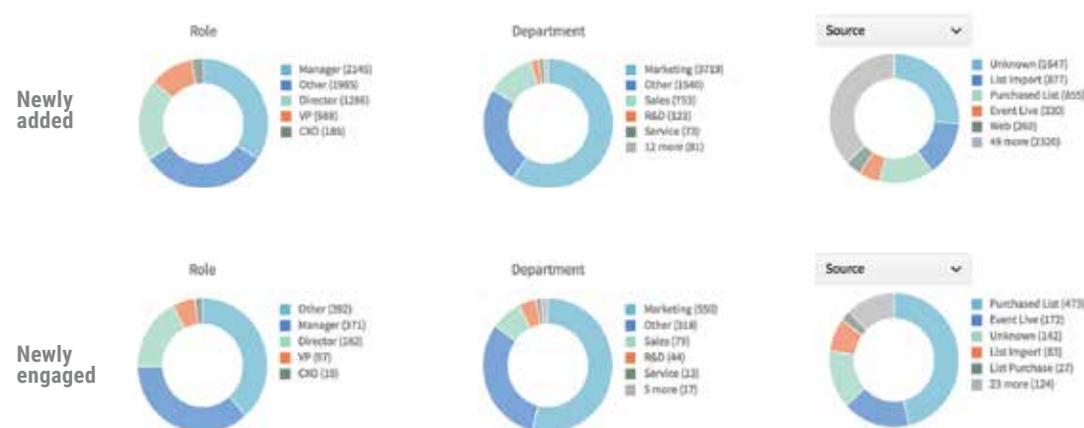
Adding contacts is important, but what's really valuable for ABM is to track how many of these net-new contacts at key accounts have recently started a relationship with you. This is a great leading indicator of future success.

Track flow by asking questions like "How many executives in our target list engaged with us for the first time last quarter?" While this metric may remind you of traditional lead generation, it's modified to reflect the fact that in ABM you build out the contact database in advance.

"Account metrics usually also include a number of soft metrics which serve as leading indicators of ABM performance, including the number of executive relationships within the account, the number of executive meetings, the number of new relationships in new lines of business, and the quality of the relationships.

These metrics are predictors of future success, particularly where ABM has not been in place long enough to deliver concrete financial results."

A Practitioner's Guide to Account Based Marketing, Bev Burgess and Dave Munn, ITSMA



Track how you build your database with the right people from target accounts.

# Awareness

**Are target accounts aware of our company?  
Are they aware of our solutions?**

To measure awareness, your goal is to track recent and meaningful interactions with target accounts.

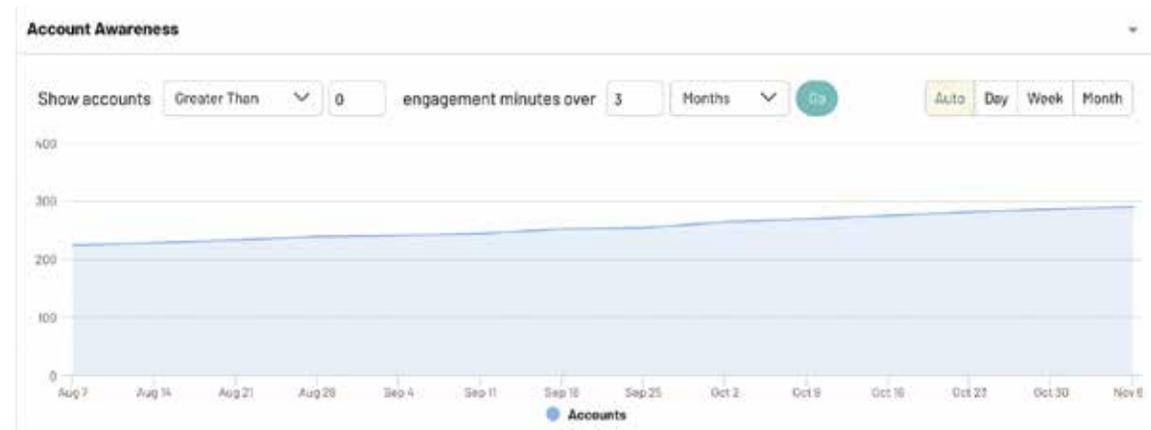
For example, even if an account has seen ads from you, it's reasonable to say the target account is unaware of your company if no one has visited the website, opened an email, or attended an event in the last three months.



**Pro tip**  
Take a baseline before starting!

## Using minutes

One way to measure awareness is with engagement minutes. For example, you could say that accounts with at least 10 minutes of activity over the last three months are 'aware'.



Track the number of target accounts that have interacted with your brand in the last few months.

### Using web traffic

ABM efforts are likely serving to improve awareness if web traffic increases, especially compared to traffic from non-targeted accounts.

Use reverse IP lookup technology to identify which accounts are visiting your website. While you can build this yourself, there are tools – including Engagio – that can do it for you.



#### Pro tip

While web traffic is interesting, don't be fooled into thinking you can measure ABM results with web traffic alone. It's just one component of engagement.



Increasing web traffic from target accounts is a sign of increasing awareness.

# Engagement

Are the right people at target accounts spending time with our company? Is that engagement going up over time?

**Engagement is the most fundamental ABM metric there is.** It measures core relationship quality. Deeper engagement indicates that buyers are more committed to the relationship. It also shows a greater likelihood to purchase, renew, and advocate for your company.

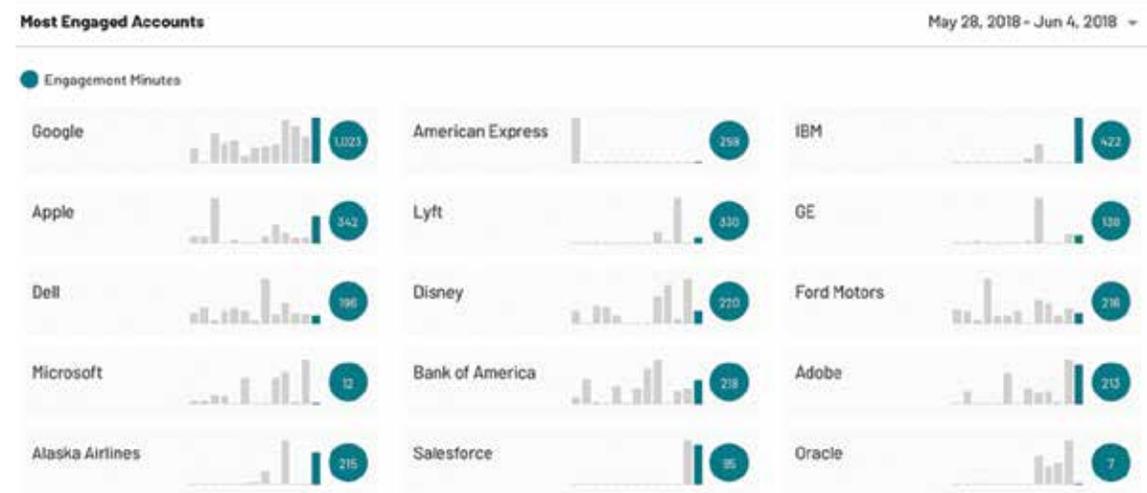


## Pro tip

To prioritize accounts for Sales, only use engagement produced by marketing-driven activities. While sales-driven engagement like meetings and replies is useful for measuring relationship depth, it's less useful for scoring.

## Account scoring

Engagement data prioritizes your resources to the most interested accounts.



Most engaged accounts on an Engagio dashboard.

### Aggregate engagement

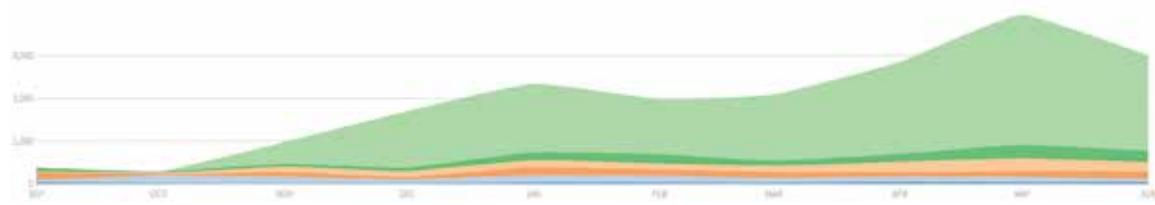
Measure total minutes across target accounts to understand overall engagement. If this trend is up, you're likely connecting with target accounts. If this number goes down, the program needs work.

Engagement has replaced marketing-sourced pipeline as the top marketing metric at one enterprise company that uses Engagio.

Use a 'heatmap' to see where the minutes come from, pivoting by different data fields.

"Engagement has so many facets: who is engaging, where are they engaging, and how much are they are engaging? How many contacts from one account are engaging? Are [customers] engaging with your SaaS platform (for land and expand opportunities)?"

Rebecah Wiegardt, Account Based Marketing Manager, Vyond



Target accounts with increasing engagement illuminate ABM's effectiveness.

	CEO	VP	Director	Manager	Other
Marketing	954	3,003	5,430	2,110	1,801
Sales	0	181	140	41	61
Administration	42	0	0	0	0
Business Development	0	0	0	0	24
Service	0	3	1	0	0
Finance	0	0	0	4	0
HR	0	0	0	0	0
Other	24	194	743	771	3,887

Heatmaps show accounts with executive engagement – and those without.

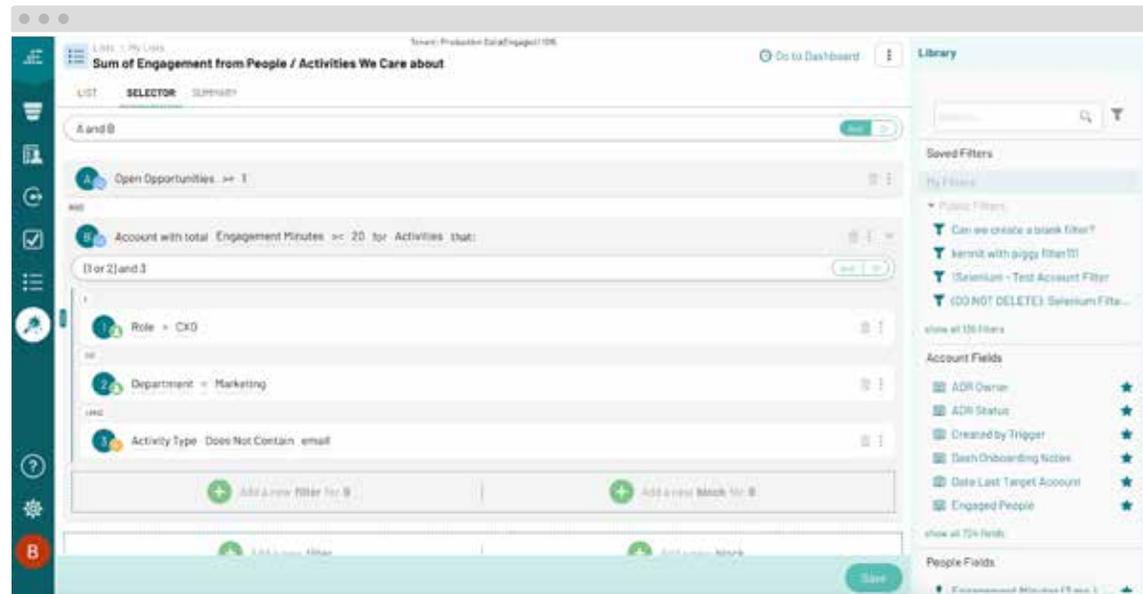
# Engagement (cont'd)

## Advanced Filtering and Selectors

Filtering engagement data can answer interesting questions about target accounts. For example:

- Which accounts are showing marketing engagement but have no sales activity?
- Which target accounts did we have meetings with last month?
- From which target accounts did someone visit the pricing page?

Use advanced selector logic like this to find and target the exact right accounts for your needs. You can send alerts, identify accounts for campaigns, and automate ABM actions based on how accounts move in and out of your selectors.



# Engagement data for sales teams

Sales and SDRs love engagement data as much as Marketing. They use it to:

- Identify highly interested accounts
- Find the best people to contact next
- Understand how effectively Marketing is supporting their efforts
- Prepare Quarterly Business Reviews (QBRs) and other account reviews

## In email

Most sales reps and SDRs appreciate weekly (or daily!) emails about account engagement with key information, such as:

- Most engaged accounts
- Accounts visiting the website
- Newly engaged executives
- Interactions with key content assets or campaigns

## In CRM

Reps also want to see engagement data where they spend another significant portion of their day – the company’s CRM.

- **Simple fields:** Show total minutes for different engagement types across time periods as custom fields on the Account and Contact.
- **Visual timelines:** Map account engagement activities in a visual timeline. (These are like electrocardiogram [ECG] charts for account health.)



### Pro tip

Include online and offline activities for leads and contacts, across Marketing and Sales. Tracking web activity is not enough.



Part of a weekly email highlighting target account insights for a particular rep.

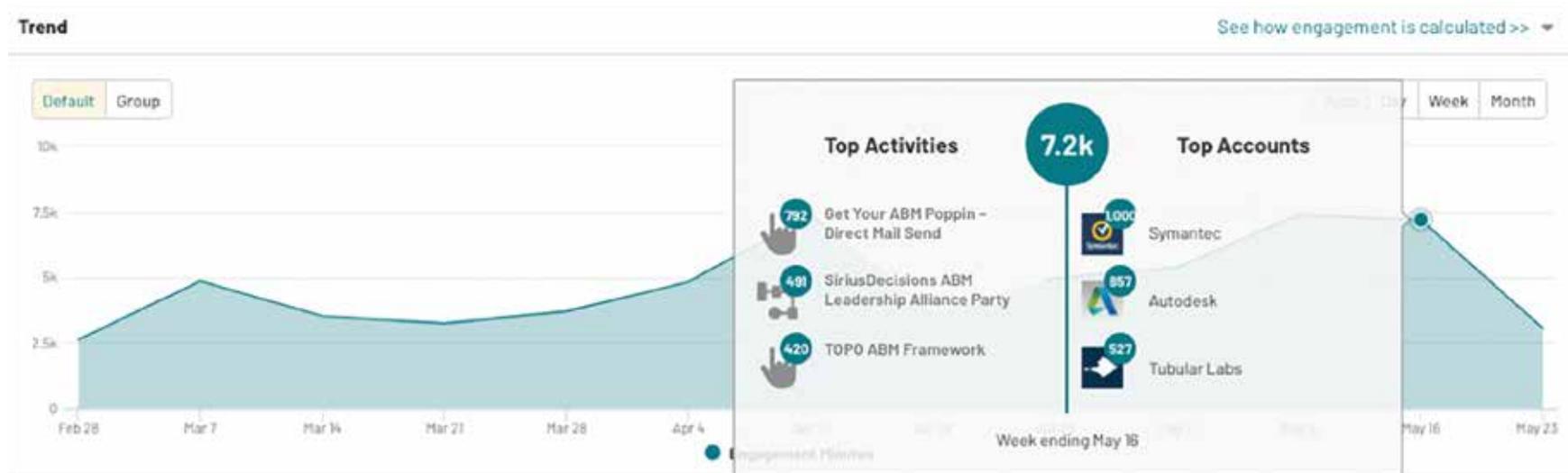
# Engagement data for sales teams (cont'd)



### Pro tip

Celebrate successes. It only takes one or two hot accounts to excite Sales about ABM.

This is a powerful view that most Sales reps haven't seen before. When one VP of Enterprise Sales at an Engagio customer saw it for the first time, he said: "I feel like I've been in the desert for 15 years, and you just showed up with a hotdog cart and lemonade stand."



A visual timeline view of engagement data.

# Journey analytics

Marketers have been tracking how leads move through funnels and waterfalls for over a decade, and this has helped turn marketing from art into science. But in ABM you don't track leads — you measure account journeys.

“Customer journey analysis is now the most valuable conversion rate optimization method, coming in above A/B testing.”

Econsultancy

## Journey analytics, defined

Journey analytics define the stages of account journeys, track progress toward intended outcomes, and measure key metrics including balance, flow, conversion, and velocity.

## Advantages of account journeys

Account funnels are better for ABM than lead funnels.

Account funnels are account-centric, just like ABM

Traditional lead funnels confuse the transition from individual leads to account-based opportunities. It's unclear how to measure 'lead to opportunity' conversion, since leads are people but opportunities are attached to the account. Furthermore, if an opportunity is created at an account with one lead attached to it, what should happen to the journey for all the other people at the account? Account funnels take their experience into consideration.

Account funnels measure full customer journeys

Account funnels measure customer acquisition, just like traditional demand generation. But they can also track post-sales journeys, such as customer success and expansion.

Account funnels align Marketing and Sales

Sales cares about closing accounts, not leads. With account funnels, Marketing does too.



## Eliminate MQL squabbles

Marketing and Sales frequently contend over the definition of Marketing Qualified Leads.

Marketing may qualify contacts that actively consume content, believing such action displays noteworthy interest. When contact titles aren't ready to start a sales process, Sales may disagree.

Focusing on entire accounts instead of individual leads solves this disconnect.

# Mapping account journeys

Though account funnel stages vary across different businesses, this simple framework is a starting point.



Funnel stages most target accounts go through.

<b>Target account</b>	Effectively, a list of target account names
<b>Aware account</b>	Target accounts that interact with the company in some way, by visiting the website, replying to emails, or attending events
<b>Engaged account</b>	Target accounts that reach a level of engagement justifying Sales outreach. (We'll define a Marketing Qualified Account soon)
<b>Opportunity</b>	Target accounts with active, open sales opportunities
<b>Customer</b>	Target accounts with closed, won opportunities



## Pro tip

Engagio consultants can help map your existing fields and processes (lead, account, and/or opportunity) to account stages.

# Marketing Qualified Accounts (MQAs)

In demand generation, companies have long used Marketing Qualified Leads (MQL) to designate leads they consider worthy for Sales. But ABM is account-centric, so instead of MQLs it uses Marketing Qualified Accounts (MQAs).

## MQA thresholds

MQAs are a subset of target accounts, so you can assume they 'Fit' with your Ideal Customer Profile. (If using MQAs more broadly, you'll need a fit scoring component that establishes which accounts are worth the time.)

You'll want to define MQA rules by establishing the right thresholds for account-level engagement. Look at three factors:

- **Depth:** The total amount of account engagement, measured by engagement minutes.
- **Breadth:** How broad is the engagement, measured by the number of unique people driving the activity?
- **Time:** How recent the engagement is. Only count minutes in a defined window of time?

For example, a simple threshold MQA rule might be '30 minutes of engagement from at least 3 personas in the last three months.'

MQA definitions should also target the specific needs of your business:

- **Company:** A large enterprise might need to show more engagement from more people than a small company. You may accept a lower threshold from target accounts than non-targets.
- **Personas:** Your business may require a certain amount of engagement from key personas in specific buying centers, and at least some engagement from a senior executive, to move the account into MQA status.
- **Actions:** Certain actions known as 'Act Nows' always make an account marketing qualified (e.g. a particular demo is accessed by two different people at an account; or a director-level contact requests a meeting, etc.).
- **Exclusion list:** You may want to exclude certain accounts from being MQAs. These could be partners or companies that don't fit account criteria.

Once you have MQAs defined, you can track the number you generate by account type for each period to show ABM success.



## MQAs, defined

The subset of your ideal customer targets (accounts or Demand Units) with engagement levels indicating possible sales readiness.

# The New SiriusDecisions Demand Unit Waterfall®

When SiriusDecisions introduced its iconic Demand Waterfall in 2006, the analyst firm led the way in teaching the world how to quantify the traditional lead-based demand generation process. It was powerful and helped teach a generation of B2B marketers how to measure and communicate their results.

Inspired by new processes and technologies like ABM, SiriusDecisions released a new version in 2017: The Demand Unit Waterfall®. This was a major change away from lead-based funnels.



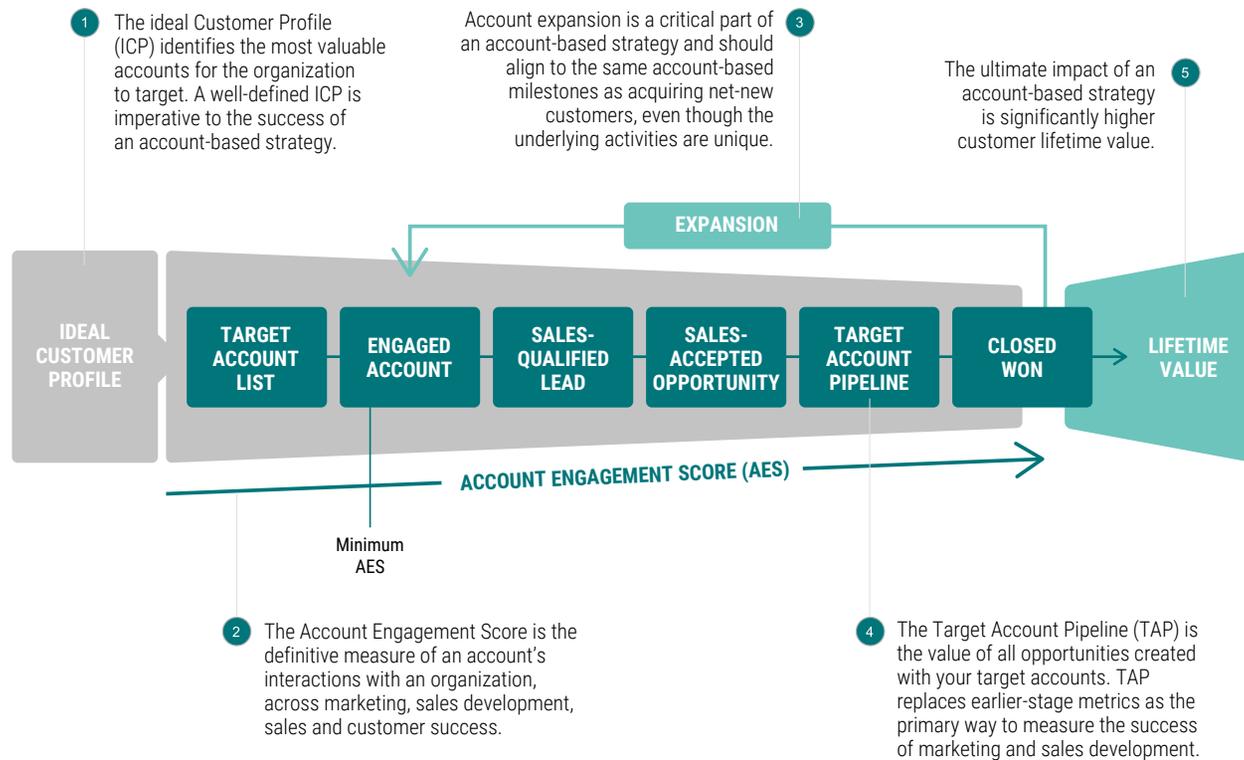
SiriusDecisions changed its Demand Waterfall to incorporate ABM.

The Demand Unit Waterfall® tracks how discrete buying groups called Demand Units, not leads, move through the waterfall. (See Part IV for more on Demand Units.)

<b>Target demand</b>	Potential Demand Units that could purchase company solutions (e.g. total addressable market)
<b>Active demand</b>	Demand units showing evidence of being, or needing to be, in the market for company solutions (often driven by intent data)
<b>Engaged demand</b>	Demand units where at least one designated buyer persona opts into company campaigns and / or responds to marketing actions (e.g. an Inquiry in the old Waterfall)  Single accounts with multiple inquiries may remain in the engaged stage. This stage maps to the Aware Accounts stage shown before
<b>Prioritized demand</b>	Demand units showing sufficient engagement to justify sales contact (e.g. a Marketing Qualified Account)
<b>Qualified demand</b>	Demand units qualified as sales-ready by humans (e.g. need and timing or other criteria)
<b>Pipeline</b>	Demand units with active sales opportunities
<b>Closed</b>	Demand units with closed-won opportunities

# The TOPO account-based funnel

Analyst firm TOPO's Account-Based Funnel also illustrates many of the ideas in this section.



# Post-sale customer journeys

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Since traditional demand generation focuses primarily on net-new leads and opportunities, many marketing departments don't receive credit for campaign responses from existing leads and customers — at all.

**In ABM, Marketing and Sales don't just land new accounts — they also *expand* them together over time. Post-sale customer journeys track this process.**



## Pro tip

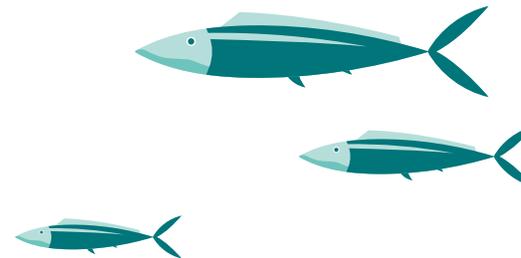
Marketing has the skill set to market to customers. Consider assigning upsell / cross-sell pipeline responsibility to the marketing team.

## Many kinds of customer journeys

For new business, there is typically only one goal of the journey: acquire the account. Post-sale, many goals emerge, each with unique journeys:

- A Buying Center purchases additional products
- A different Buying Center buys the same products
- Expansion (a Buying Center buys more of the same product)
- Renewal
- Usage
- Success
- Advocacy

Multi-product companies will have a separate journey for each product or solution as well.



# Measuring account journeys

Once they define their funnel stages, B2B marketers can begin to track and measure account journeys with four key KPIs:

Journey KPIs	Example metric	Questions it will answer
<b>Flow</b>	Number of accounts that move into a stage	How many MQAs did we create this month?
	Dollar value of accounts that move into a stage	How many opportunities did we create over time?
		What is the value of sales pipeline generated?
		How much do we invest for each opportunity?
<b>Balance</b>	Number of accounts in each stage	How many target accounts are engaged?
	Dollar value of accounts in each stage	How many open opportunities are there?
		Are these trending up or down?
<b>Conversion rate</b>	Percentage of accounts that move from one stage to another	What percentage of Target Accounts become opportunities?
		What percentage of MQAs become customers?
		What type of accounts convert the best?
<b>Velocity</b>	Average number of days between any two stages	How long does it take to move an account from MQA to opportunity?
		Do certain types of accounts move through the funnel faster than others?
		What is the average time spent in each stage?
		What is the total funnel time?

These leading indicators show progress to revenue.

“By aligning around opportunities, Marketing and Sales get on the same page, speak the same language, and echo the same outcomes. ABM really means focus.”

Terry Flaherty, Senior Research Director, SiriusDecisions

# Reviewing the data

When reporting on account journeys, look at the data in various ways so executives can put the results into context.

<b>Operationally</b>	Look at data weekly, monthly, quarterly
<b>Over time</b>	See if you're improving or getting worse
<b>Versus goals</b>	Are you achieving what you said you'd do?
<b>Versus benchmarks</b>	How do you compare to similar companies?

## Snapshots needed

These analytics require a way to track historical values. Since Salesforce can only store a field's current value, you have two options:

1. Manually snapshot the data each period.  
This can be tedious.
2. Use additional technology.

Engagio's Dash application tracks history inside Salesforce, giving you the best of both worlds.

## Bringing it together

A good way to review account journey data is with a Salesforce dashboard, showing the key metrics for each stage of the journey. Here's an example using Engagio's Dash solution.



Example of stage-by-stage account funnel analytics dashboard.

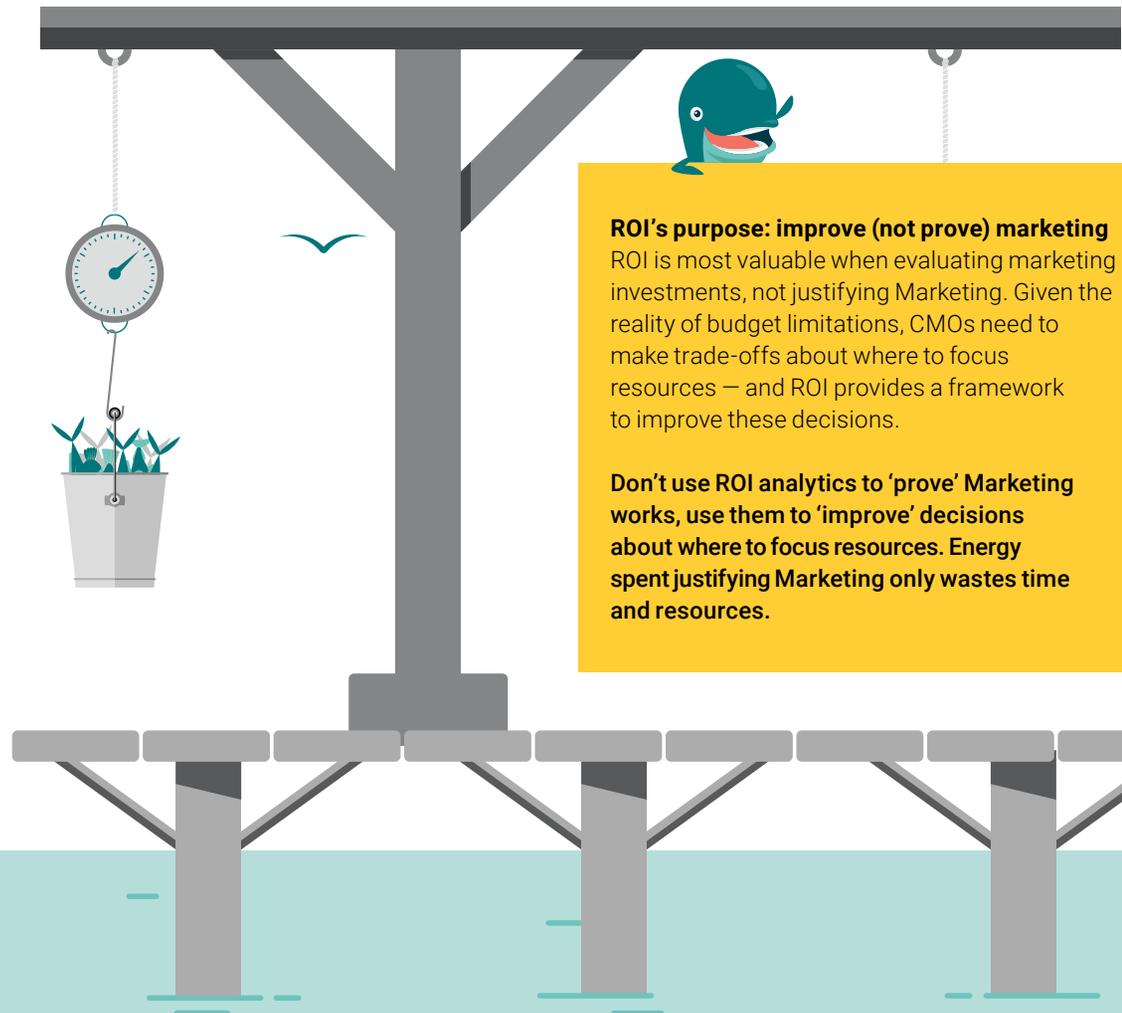
# ROI analytics (attribution)

Measuring impact has been Marketing's holy grail since John Wanamaker famously admitted he didn't know which half of his advertising dollars was wasted.

“While B2B CMOs say measuring ROI is their top priority, less than 20% report having the capability.”

Forbes

With account-based multi-touch attribution, it's finally possible for B2B marketers to ascertain which programs work and which don't, and how each affects revenue and profits. Armed with knowledge about individual and aggregated program ROI, marketers can use the insights to allocate budget for maximum impact.



**ROI's purpose: improve (not prove) marketing**  
ROI is most valuable when evaluating marketing investments, not justifying Marketing. Given the reality of budget limitations, CMOs need to make trade-offs about where to focus resources — and ROI provides a framework to improve these decisions.

**Don't use ROI analytics to 'prove' Marketing works, use them to 'improve' decisions about where to focus resources. Energy spent justifying Marketing only wastes time and resources.**

# Multi-touch attribution

Attribution connects marketing and sales activity with desired outcomes. It examines all significant interactions that touched the account (or Buying Center) – from first touch to deal closed and beyond – and then distributes value to individual touches.

Say four campaigns influenced a \$40,000 deal. An equal-weight attribution model would assign \$10,000 to each campaign.

Do that for each outcome, and then calculate total program return by adding up the contributions from all influenced outcomes. Combined with accurate investment data, you can calculate program ROI!

## Attribution models

Different ‘attribution models’ allocate outcome values in different ways:

- **Single Source Attribution Models** assign 100% credit to one touch. Examples include first touch and last touch.
- **Fractional Attribution Models** assign value to multiple touches. Examples include equal weight, position-based (U-shaped), and minute-weighted (for those companies that use minutes to track engagement).
- **Algorithmic Attribution Models** use statistics and machine learning to calculate the marginal contribution of various touches.

Check out our Clear and Complete Guide to ABM Analytics for a deep dive into the various attribution models.

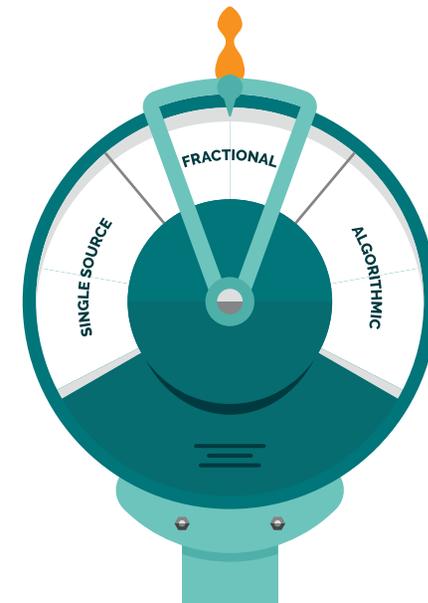


## Multi-touch attribution, defined

Multi-touch attribution seeks to understand how each touch contributes to account journey progression, pipeline, and revenue.

Campaign: Campaign Name	Campaign: Campaign Type	Member Status	Member Associated Date *	ARR (FT)	ARR (LT)	ARR (MT-Equal)	ARR (Position)
ds)							
EvT - 2016-05 MKTO Summit 16 Known Attendees	Event - Tradeshow	Attending Summit	5/6/2016 12:45 PM	\$27,000.00	\$27,000.00	\$27,000.00	\$27,000.01
EvF - 2016-08-11 Terminus FlexMyFunnel Roadshow Boston	Event - Field	List from Show - Attend	8/3/2016 12:31 AM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvF - 2016-08-11 Terminus FlexMyFunnel Roadshow Boston	Event - Field	List from Show - Attend	8/3/2016 5:07 AM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvF - 2016-08-11 Terminus FlexMyFunnel Roadshow Boston	Event - Field	List from Show - Attend	8/19/2016 2:41 PM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvT - 2016-10 Dreamforce 16 Actus Sales Lounge	Event - Tradeshow	List from Show - Attend	10/17/2016 11:09 AM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvT - 2016-10 Dreamforce 16 Actus Sales Lounge	Event - Tradeshow	List from Show - Attend	10/17/2016 11:11 AM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvF - 2016-08-11 Terminus FlexMyFunnel Roadshow Boston	Event - Field	List from Show - Attend	11/2/2016 2:09 PM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvT - 2016-05 MKTO Summit 16 Known Attendees	Event - Tradeshow	Attending Summit	11/2/2016 5:04 PM	\$0.00	\$0.00	\$3,000.00	\$771.43
EvF - 2016-08-11 Terminus FlexMyFunnel Roadshow Boston	Event - Field	List from Show - Attend	11/2/2016 5:04 PM	\$0.00	\$27,000.00	\$3,000.00	\$10,800.00
				\$27,000.00	\$27,000.00	\$27,000.00	\$27,900.01

This opportunity in Salesforce.com shows how four common models attribute a \$27,000 deal across various campaigns, sorted by date of successful interaction.

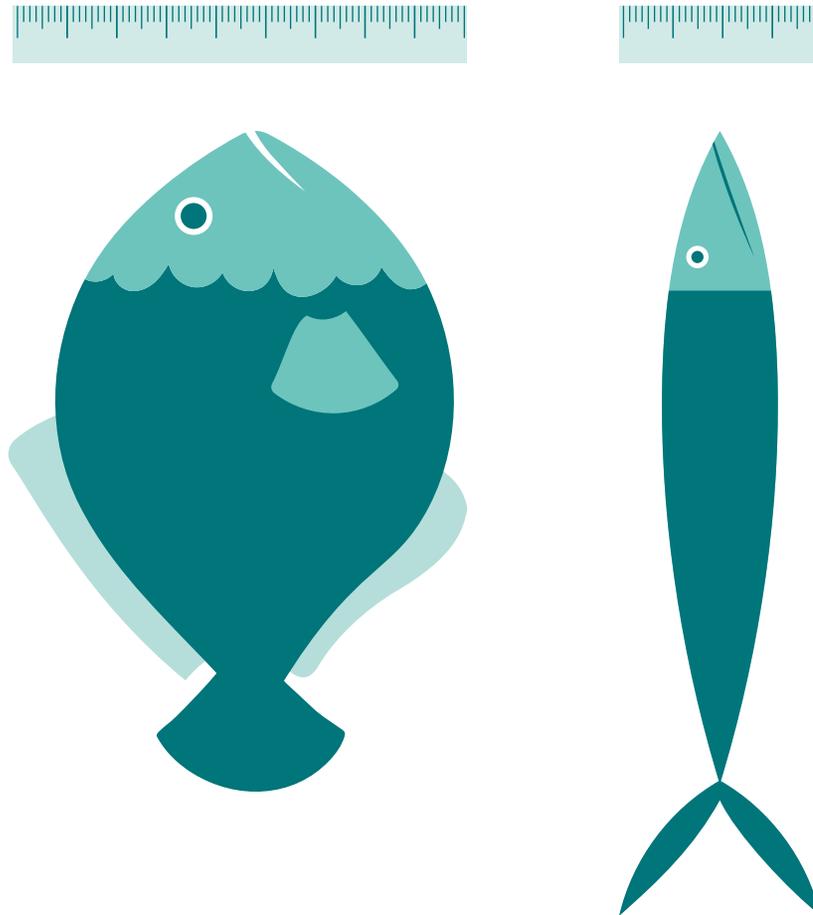


# Account attribution

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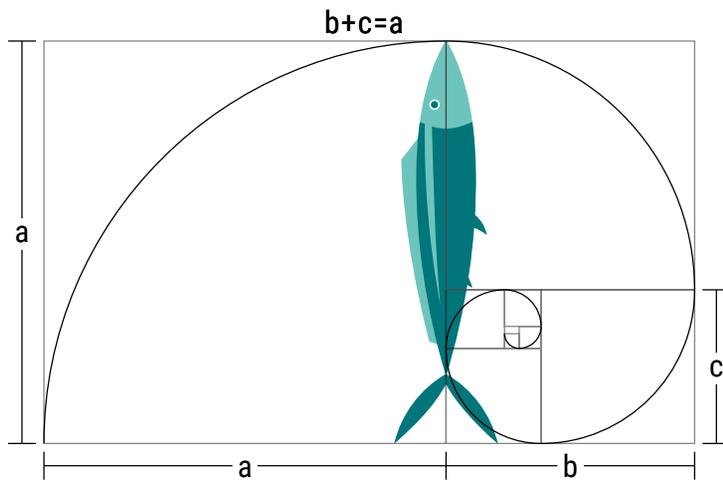
Of course, in ABM there are multiple people involved in almost every outcome, so account-based attribution must choose who to analyze. The approach you take here can substantially shape results.

- **Narrow Attribution** includes only contacts with roles in account opportunities. Here, data integrity can be limited, as sales reps rarely attach all the right people.
- **Broad Attribution** analyzes all contacts at accounts — or all leads and contacts via Lead-to-Account Matching (L2A) technology. Broad attribution tends to be more accurate than narrow attribution for deals at small and mid-sized companies. As company size grows, results become diluted, since broad attribution might include touches with people who didn't impact a specific deal.
- **Buying Center Attribution:** Some companies now analyze specific Buying Centers. The approach is broader than narrow attribution (e.g. contact roles), and more focused than broad attribution (e.g. the entire company).



# Calculating ROI

By bringing all the data together, you can see which programs have the highest ROI. Many teams find 'Pipeline to Investment' is the best way to judge marketing programs. Also known as Marketing's Golden Ratio, this concept shows CMOs how much pipeline each dollar produces for individual program investments.



The Marketing Golden Ratio

	Actual Cost in Campaign	Campaign Members	MQLs (Lead)	Open Deal Accounts (Lead)	Customer Accounts (Lead)	Open Closed Amount (\$)	Closed Won Amount (\$)	Pipeline (\$)	Win Revenue (\$)	ROI Revenue	ROI Pipeline	Cost Per Lead	Cost Per Win
Type: Content Distribution (14,889 records)	\$100,000	4,877	1,141.82	29.89	3.94	\$167,969.58	\$146,820.21	\$1,348,638.02	\$122,204.79	1.3	1.2	\$2,119.82	\$22,854.74
Type: Direct Mail (12,386 records)	\$16,167	4,411	582.75	27.34	9.82	\$1,089,442.23	\$84,873.81	\$867,326.41	\$244,271.34	6.8	1.2	\$133.12	\$4,211.24
Type: iQW (8,898 records)	\$2,200	1,249	624.28	9.14	2.83	\$755,000.23	\$94,270.81	\$228,182.43	\$22,709.44	21.1	1.2	\$177.94	\$1,221.83
Type: Event - Field (16,848 records)	\$889,817	18,427	1,922.26	74.34	24.81	\$2,388,182.27	\$1,182,111.83	\$2,121,275.18	\$12,216.94	1.2	1.2	\$5,221.32	\$14,444.21
Type: Event - Trade Show (15,328 records)	\$215,810	5,324	471.81	15.78	19.82	\$747,228.57	\$351,802.54	\$1,408,185.12	\$255,764.45	1.4	1.2	\$4,074.22	\$14,013.88
Type: Event - Virtual (2,433 records)	\$3,100	6,171	234.82	1.82	0.72	\$85,738.28	\$2,281.28	\$28,288.53	\$35,147.14	8.7	1.2	\$495.84	\$4,128.57
Type: Online Advertising (8,228 records)	\$167,818	8,423	422.28	83.47	8.82	\$1,028,220.89	\$451,897.98	\$1,912,260.79	\$273,899.81	1.8	1.2	\$2,027.78	\$20,122.21
Type: Webinar (25,475 records)	\$83,870	14,209	1,985.88	14.84	35.18	\$2,891,391.18	\$1,941,454.42	\$2,078,881.47	\$1,201,182.26	15.1	1.2	\$326.41	\$1,248.12
Type: Webinar Conversion (1,042 records)	\$7,210	1,277	84.21	11.89	0.21	\$152,962.19	\$20,367.81	\$28,888.07	\$48,744.83	6.2	1.2	\$6,748.00	\$2,222.21
<b>Grand Totals (154,926 records)</b>	<b>\$1,211,822</b>	<b>18,522</b>	<b>11,984.82</b>	<b>271.83</b>	<b>91.27</b>	<b>\$14,678,788.02</b>	<b>\$7,295,488.15</b>	<b>\$12,914,642.18</b>	<b>\$2,836,247.19</b>	<b>2.2</b>	<b>1.2</b>	<b>\$2,225.18</b>	<b>\$12,077.83</b>

This Salesforce Pipeline to Investment report uses Engagio Dash to calculate Marketing's Golden Ratio.

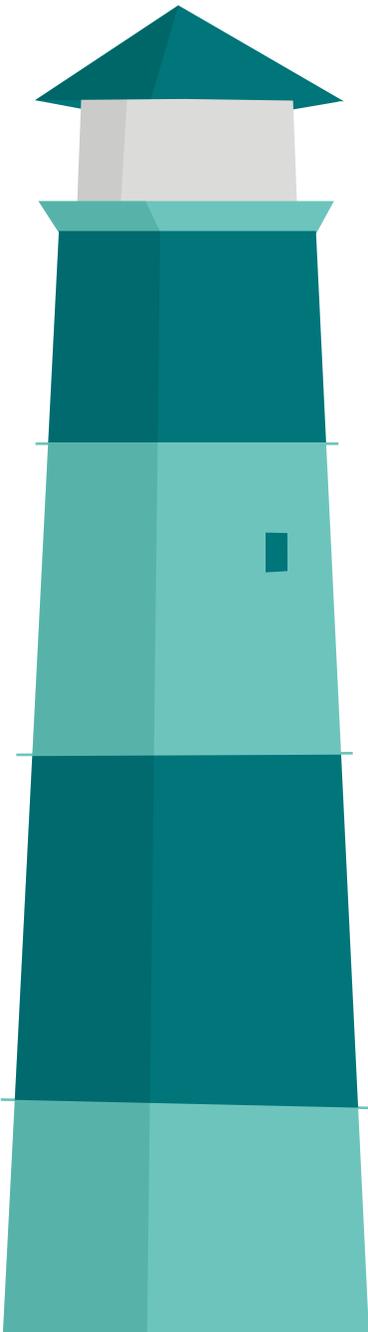
# 7. Measure account progress: Conclusion

One of the key sources of misalignment between Marketing and Sales is the disconnect between the way the two teams measure success.

Account Based Marketing brings the two teams closer, aligning focus on a specific list of named accounts. By evolving your metrics in the matter discussed here, Marketing and Sales can begin to speak the same language and collaborate — rather than fight for credit.

For some, the movement away from tried and truly lead-based metrics may feel unnerving, but if you're going to embrace ABM, the change and its implications are unavoidable: an ABM program without ABM metrics will always be judged by the wrong yardsticks.

From	To
People	Accounts
Leads	Opportunities
Personas	Specific buyers
Quantity	Quality



## Part IV

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# Building your ABM foundation

# Building your ABM foundation

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Account Based Marketing requires a solid foundation. If you don't have the right systems and data in place, everything we've discussed so far will be manual and difficult.

Check out our eBook, *Getting Your Data Ready For ABM*, for more on this topic.

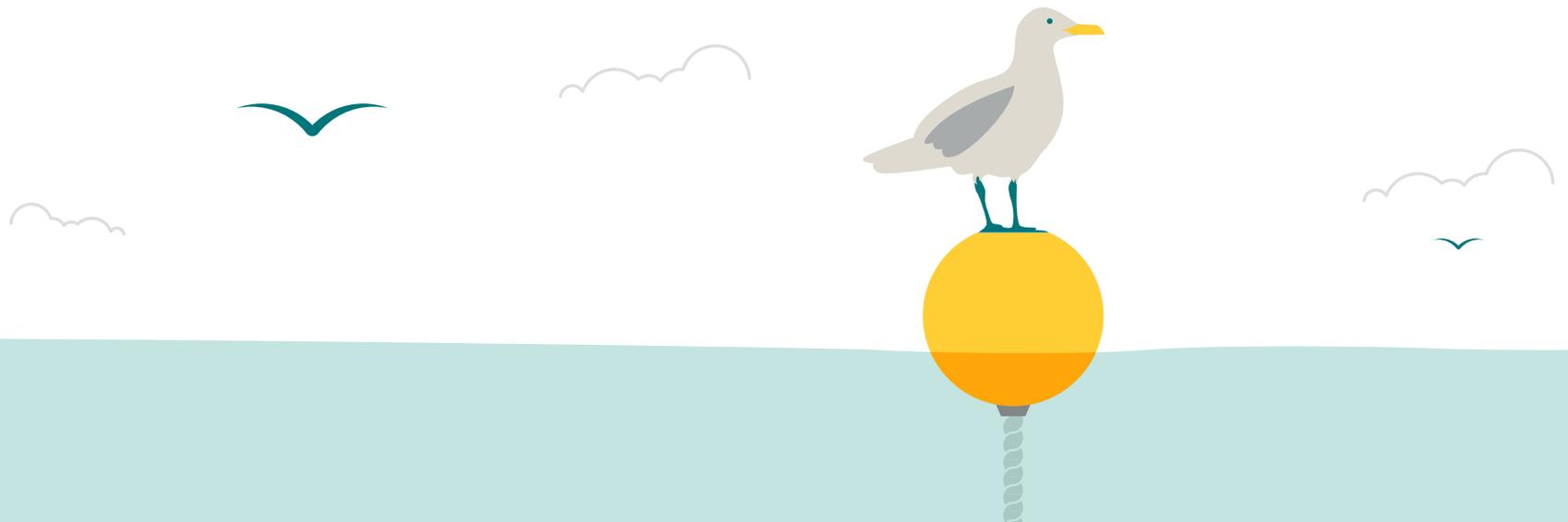
## Unify Account Data

Critical account data are scattered and siloed across multiple sources.

- **Your CRM:** Accounts live alongside everything else in the CRM, including opportunities, activities, campaigns, and not to mention leads and contacts.
- **Your marketing automation:** This data includes people and programs, as well as digital behaviors like email opens and website visits.
- **Your email:** Until you integrate valuable information from your corporate email and calendar, your analytics lack critical account-level visibility.
- **And more.**

Like blind men touching an elephant, restricted views of your data don't accurately portray the whole.

Build your ABM foundation by centralizing marketing and sales data from multiple systems into unified account profiles, and make that data available to customer-facing employees inside the tools they already use.



# Lead-to-account matching

Lead-to-account (L2A) matching is the single-most important part of an ABM metrics foundation.

## A definition of lead-to-account matching

L2A matching involves tying each lead to the correct account, then using that data for ABM analytics, leading routing and scoring, and so on.

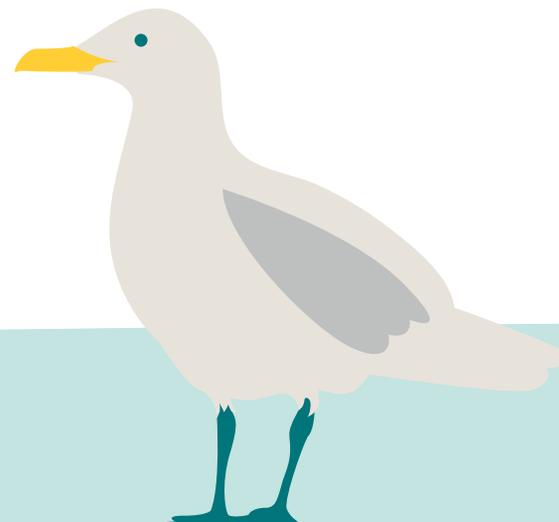
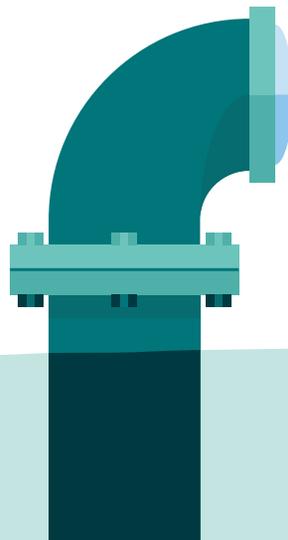
## Why do we need L2A?

Leads, which Marketing has historically owned, don't roll up to accounts in Salesforce.com. A similar disconnect exists in most marketing automation systems, with cascading effects:

- **Misrouted leads.** Without account-level information (e.g. where the account HQ is located, how large the company is, if this account has an open opportunity, or if it is an existing customer), leads can get routed to the wrong owner.
- **Wasted time.** SDRs waste time checking out leads before calling, trying to validate them and see what may already be happening at the account.

- **Limited account visibility.** Because lead activity doesn't roll up to accounts in a CRM, teams lack critical understanding about target account engagement.
- **Reporting challenges.** Without L2A, it's impossible to assign pipeline or revenue credit to campaigns that influence individual leads, since deals happen at the account level.

**Lead-to-account mapping is ABM's biggest challenge, according to 44% of marketers who responded to the 2016 ABM Metrics Report from Bizible (a Marketo company) and Terminus.**



# Lead-to-account matching (cont'd)

## How does L2A matching work?

There are three main approaches to L2A matching.

### Option 1: Manual L2A matching

Manual lead-to-account matching doesn't create many benefits, apart from completing the job. This time-consuming approach slows lead processes, while human error abounds.

### Option 2: Domain-based L2A automation

This process automates with a simple match between email and website domains. While this is a reasonable way to start, most companies run into limitations:

- **Personal email addresses aren't matched.** For example, Gmail or Hotmail.
- **Complex enterprise domains are missed.** For example, domain-based matching doesn't pair www.yahoo.com with an @yahoo-inc.com email.
- **Assignment within large enterprises doesn't work.** For example @ge.com emails don't match with the appropriate division of GE.

### Option 3: Sophisticated L2A technology

More sophisticated methods (including Engagio's Foundation) involve L2A technology that automates matches based on multiple dimensions.

These capabilities first identify duplicate accounts and determine which copy is 'real'. Engagio then uses 'fuzzy logic' to match company names, websites and email domains with other critical information fields. This is especially valuable with personal email and complex enterprise domains.

For example, fuzzy logic matches Hewlett Packard with hp.com, HP, and us.hp.com.

In the case of accounts with multiple divisions, L2A technology can match leads with specific divisions by identifying location. For example, GE has more than a dozen major businesses, including GE Capital, GE Healthcare, GE Oil & Gas and so on, but a lead likely belongs to the GE Power account if she has a @ge.com email and an address in Atlanta, GA.

## Benefits of L2A matching

Marketers who implement L2A give glowing reports about the benefits.

- **Better customer experiences.** Clients spend more time with account managers who have clear insight into cross-sell and upsell opportunities. They also stop receiving inappropriate prospecting calls.
- **Improved prospect journeys.** Prospects won't hear from different reps.
- **Increased SDR and sales rep productivity.** They spend time on revenue-generating activity, not manual lookups.
- **Integrated account analytics.** Engagement of individual leads rolls up to the overall account.
- **Seamless lead management.** Because leads are routed, nurtured and scored appropriately, they're more likely to move through the funnel.

# Advanced: account hierarchies and demand units

Advanced ABM practitioners establish and track how account hierarchies and Demand Units relate.

## Hierarchies

The largest accounts often have multiple divisions, each with sub-accounts. For example, Disney divisions include Studio Entertainment, Parks & Resorts, Media Networks, and Consumer Products & Interactive Media.

Depending on their ABM practice, companies might identify corporate parents like Disney as the target account. Others define individual divisions, like Studio Entertainment, as target accounts. Some decide on a case-by-case basis.

To sell to global enterprises, create each division as a separate CRM account, then use account hierarchy functionality to roll data up to the corporate parent.

“I don’t see nearly enough companies understanding the makeup of internal buying committees, and how to orchestrate internal consensus to speed velocity and deal conversion.”

Matt Heinz,  
President, Heinz Marketing

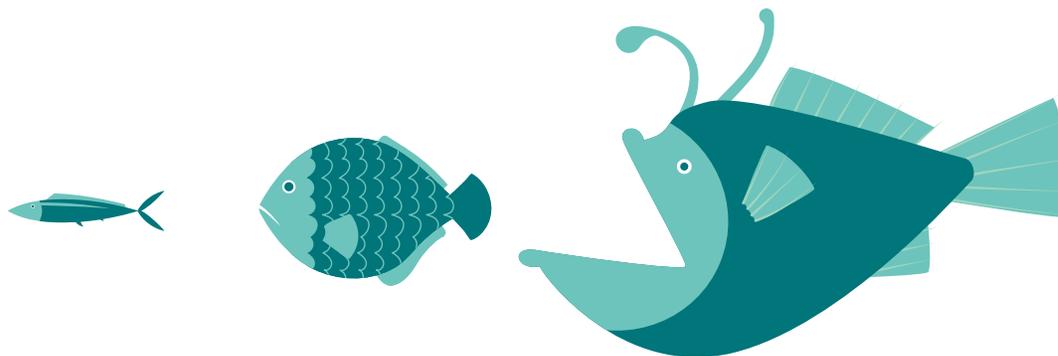


## Five layers to a B2B buyer

According to SiriusDecisions, you should think about your buyer in five layers:

- **Market** — a group of accounts that share a common set of traits or needs. This can be further broken down into Total Addressable Market (TAM), Ideal Client Profile (ICP) and then Target Account List (TAL) with account tiers.
- **Account** — an organization (think of it as a ‘logo’).
- **Buying center** — a line of business, a function, or a geo-defined region.
- **Demand unit** — a group of personas or roles which is connected by related requirements, needs and resources.
- **Persona** — an individual who influences or makes B2B buying decisions by playing a role on a buying team.

Source: SiriusDecisions via John Common of Intelligent Demand



# Advanced: account hierarchies and demand units (cont'd)

## Demand Units

One common perceived problem with Account Based Marketing is that an 'account' is often too broad a group to market and sell to. That's why SiriusDecisions launched the concept of Buying Centers and Demand Units.

"Demand Units are defined as a buying group that has been organized to address a need the organization is challenged with."

SiriusDecisions, 2017

A Demand Unit is a group of individuals within an organization which is trying to solve (or should be solving) a problem that fits for one of your products or solutions. A single account can have multiple Demand Units, where different groups purchase the same product, where one group purchases more than one product, or some other combination of group and product.

"Demand Units — not accounts — are usually the true targets that Marketing (and Product and Sales) should have in mind when thinking about buyers. Buyer, needs and solution must match for a Demand Unit to exist."  
— SiriusDecisions

In other words, **it's often more accurate to consider Account Based Marketing as 'Demand Unit'-based marketing.**

### Type of demand map

A 'simple' demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

A 'vertical' demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

A 'horizontal' demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

A 'matrixed' demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

Source: John Common, Intelligent Demand

# Checklist for Building an ABM Foundation

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- ✔ Define target accounts
- ✔ Create key personas
- ✔ Verify contact data
- ✔ Ensure accurate firmographic information
- ✔ Accurately associate leads and accounts (i.e. lead-to-account matching)
- ✔ Synthesize account activity history across channels – in one place
- ✔ Define program channel taxonomy, including campaign hierarchies
- ✔ Define and measure actual program costs
- ✔ Gain stakeholder agreement over key definitions, by program type
- ✔ Build buy-in and a strategy for what success looks like for each program
- ✔ Track and improve programs in marketing automation and / or CRM platforms, not spreadsheets
- ✔ Establish account hierarchies and / or define demand units as appropriate for your business

**Part V**

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# **Implementing ABM: the road to success**

# Part V

## Implementing ABM: the road to success

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Account Based Marketing is an idea whose time has come. It's also a sound strategy that's been proven to work for every kind of B2B company looking to land the big accounts.

But just because it makes sense doesn't mean it's easy to turn a traditional sales and marketing operation into one that understands and executes ABM well.

This section is about making ABM work in the real world. It's about culture and change. And about the people, processes, technologies and attitudes that make ABM programs successful.

**We're grateful to Kathy Macchi, managing partner at ABM consultancy Inverta, for her contribution to this section — it harvests her front-line experience as a top ABM transformation expert. Thanks Kathy!**



### **A new discipline within your existing operation**

Account Based Marketing may or may not replace traditional demand generation in your company. It will, however, always be able to complement normal lead generation activities, taking your selected accounts out of normal marketing flows and giving them special treatment.

Most ABM programs start by layering onto current marketing processes. This can take various, overlapping forms:

- **Pilot:** Test ABM for a few accounts
- **Segment:** Implement ABM for one or more segments (e.g. Enterprise accounts or the Healthcare vertical)
- **Focus:** Target existing programs (e.g. outbound sales development) on specific accounts
- **Transfer:** Move budget from poorly performing programs to fund ABM

Companies with both demand generation and ABM programs will need to set goals and measure results separately, aligning on the percentages of pipeline and revenue that ABM produces versus traditional marketing efforts.

# Getting buy-in

ABM programs can't happen without resources. And resources don't get marshaled without senior executives making it happen. In fact, in Engagio's 2018 ABM Outlook Survey, respondents anticipated that their #1 challenge for ABM would be getting buy-in.

Here's how you can rally support for your ABM program.

## Talking to Executives

Often, the spark comes from a change in the company or market that affects fundamental revenue performance:

- Sales to existing major accounts are slowing or existing revenues are declining
- Share-of-wallet within large accounts is not known or competitors are gaining share
- Account teams are not stretching beyond established comfort zones or developing business in new areas
- Growth in (or retention of) strategic accounts is a priority

Many sales leaders are finding that hiring more inside and outside reps to hit their revenue goals isn't working any more. That could make senior executives open to trying a more strategic approach to account planning and relationship building with key accounts.

## Talking to Sales

If you're in Marketing and approaching the sales team to recruit them to your ABM vision, consider these tips:

- **Outline the need for change** — maybe revenue is slowing; or wallet share is declining; or there's an untapped opportunity; or growth from big accounts is a necessity. If the status quo isn't working, why not change?
- **Show what's in it for them** — a marketing team dedicated to helping them win the big deals instead of throwing thousands of low-quality leads their way.
- **Make the ABM journey clear** — not just *that* you'll be targeting big accounts together but *how* (this guide should help!).
- **Make a commitment to their success** — show how you only win if you win together.
- **Make sure their bosses are on board** — and that the metrics and timescales for ABM are different from ordinary selling.

## Talking to Marketing

If you're in Sales and approaching the marketing team to get them on board, remember to:

- **Sell the need for change** — show that the current lead-centric view is missing major revenue opportunities.
- **Show what's in it for them** — a sales team willing to work side-by-side and an opportunity to be associated with major wins.
- **Show what ABM looks like for marketers** — and how it's different from traditional demand generation.
- **Commit to working together** — show that you're in it for the long haul, not just the quarter.
- **Make sure the senior execs are in** — and remind them they really won't be measured by lead volume.

# Funding

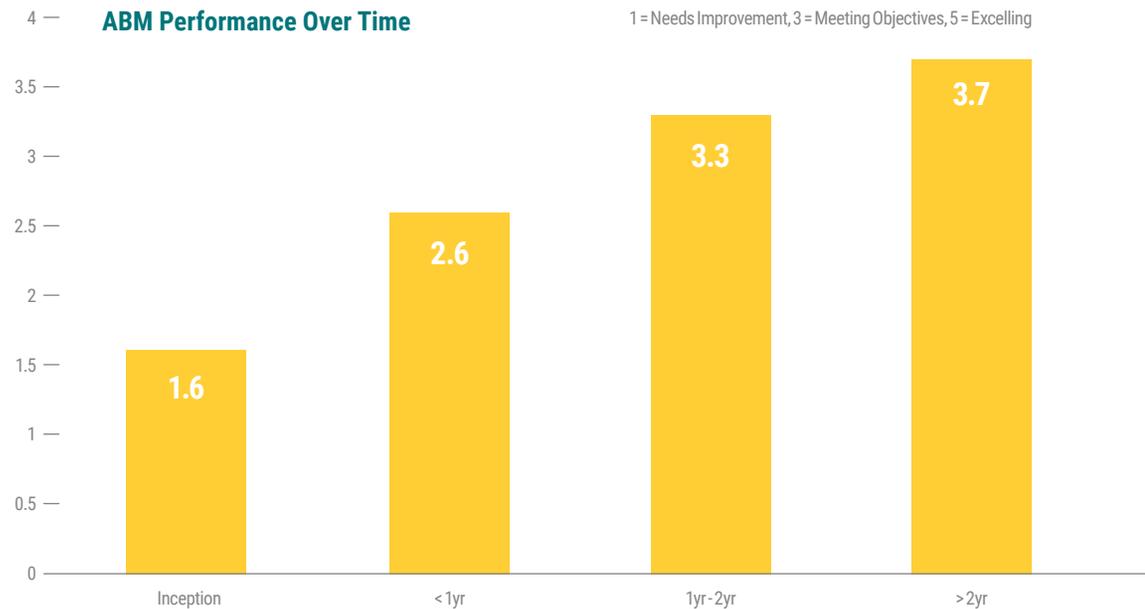
Account Based Marketing is a marathon. That means you need to get proper funding for a program that won't deliver clear revenue immediately – and possibly not for a long time.

If you hide this fact when you make your business case, you're putting a time bomb inside your ABM program. Instead, make sure all executives understand the timescales and metrics you'll be using to ensure you're making progress towards revenue.

The companies who stay with their ABM strategies and track the right metrics invariably show significant return on their investment. But success is not measured in weeks (or even months in many cases).

Marketing typically funds ABM programs initially, and funding for technology typically comes from the general marketing budget (unless it is something specifically for ABM such as account insight).

By year three of an ABM program, however, many sales executives tend to be willing to fund the campaigns that benefit their most important accounts. They've seen the results and want more.



Stick with your ABM program – results improve continuously over time.

# The ABM alignment checklist

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We've seen ABM programs fly and we've seen them flop. As you implement your ABM program, follow these best practices.

## ABM best practices

- Get **senior executive buy-in**. Your ABM team will need their understanding and protection.
- Position the program as **a new, collaborative and ongoing approach to acquire and expand big accounts**, *not* as 'the next big marketing campaign.'
- Make sure the account executives, SDRs and marketers are **100% committed to this strategy**. Anything less is a recipe for friction.
- Agree on the **criteria** for choosing accounts and **the governance** for when to add or remove accounts. (Don't just agree on which accounts to target.)
- Agree on **the fraction of all resources** that will go to your ABM accounts, perhaps starting with a pilot program.
- Agree on **short-, medium- and long-term metrics** that everyone will track together. Also agree on the metrics that *don't* matter. Document this.
- Create an **Account Plan** for each Tier 1 account — a product of Sales and Marketing together.
- Hold **weekly meetings** in the early stages, relaxing to monthly meetings as the machine starts to hum.
- Let everyone know what's happening**. Tell the rest of the sales and marketing teams about what you'll be doing and how they can help. Market your marketing.



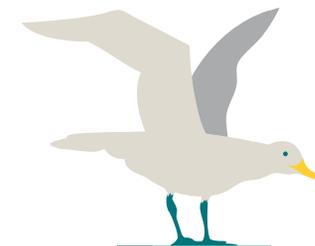
## The ABM alignment checklist (cont'd)



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### Common ABM warning signs

- The account executive views ABM as a tactic to fit in with the normal way of selling.
- Top management sees the ABM program as a sales drive or campaign.
- People describe ABM as 'the next big marketing campaign.'
- Senior sales executives don't see ABM as a long-term investment — they just want to hit this quarter's numbers at all costs.
- Management expects quick results and doesn't have the patience for 'leading indicators.'
- Any team members think they already know all they need to know about the account.
- The account executive thinks he or she knows every single person that matters inside each account.
- Sales is not involved in the target account selection.
- The ABM sponsor leaves the company or an acquisition shifts priorities.
- The change management part of the journey is under-valued.
- The ABM accounts are still being bombarded with the mainstream lead generation programs.



**If you see these things happening, speak up! You can still keep this thing on track.**

# Pilots

We get it: all the best practices in this guide can be overwhelming. That's why many companies that have deployed ABM successfully started their journey with a pilot.

By playing a long game, pilots help you incrementally build momentum and support for broader rollout of ABM. The benefits are clear:

- Learn how ABM works for your specific kinds of accounts
- Lower the risk
- Iron out any issues before you scale
- Earn stronger executive and stakeholder support
- Lessen the change-management challenge



## Pro tip

Pilots often begin with simple Lead-to-Account Matching, especially at large enterprises. One global software company succeeded by starting with L2A technology for just five sales reps, then expanded to 30, and beyond. They worked through technical barriers, got the IT department on board, and created some quick wins. The sales reps' enthusiasm supported the broader rollout.

We've seen pilots structured in many ways:

- One sales rep and one marketer targeting five accounts (Strategic ABM)
- Three reps and a marketer targeting one industry sector (Scale ABM)
- A full ABM commitment but in one territory or region
- A full ABM program for one product line

## Get started fast

Making the transition to ABM can be especially hard when you need to grow pipeline and revenue RIGHT NOW. Here are some things you can do to show some benefit right away:

- **Map leads to accounts:** L2A is the foundation of any ABM initiative
- **Launch a simple, integrated play:** TOPO recommends a play that combines SDR outreach with marketing 'air-cover' such as direct mail to generate meetings
- **Account scoring:** Show the sales team which accounts are engaging so they know where to invest their time and energy

You can see benefit in as little as one quarter with an aggressive approach like this.



## ABM in Enterprise vs SMB Companies

ABM looks different in larger enterprises than small- and mid-sized companies.

### Enterprise

- Significant focus on post-sale expansion as well as new logos
- Likely they already have field marketing teams in place, some level of experience reaching out to target accounts, QBR processes in place, etc.
- Can invest in ABM specialists
- Sales and marketing alignment is harder, especially when teams work in remote locations

### Small- and Medium-Sized

- More likely to focus primarily on new-business acquisition
- More likely that ABM is an entirely new muscle
- More likely they need to use existing staff to work on ABM
- Alignment is not easy but at least teams are more likely to work in the same location

# ABM maturity

As you gain experience with ABM, you will move down the ABM maturity curve and see more and more benefits. Download our survey at [engagio.com/buyers-kit](https://engagio.com/buyers-kit) to assess where you are.

<b>Stage 1 goal: Showcase early ABM success. Be clear on objectives for ABM.</b>						
<b>Establish</b>	<b>People</b> Key people on your current team dedicating a % of their time to a pilot program.	<b>Process</b> Set goals for pilot program.  Set clear accounts for ABM (either ICP or lookalike accounts).  Regular meetings to track progress.	<b>Programs</b> Simple marketing and ADR touches (direct mail, targeted ads, digital programs.)  Leverage existing content, personalized if possible.	<b>Measurement</b> Coverage, awareness, engagement, and meetings at target accounts.	<b>ABM technology capabilities needed</b> Lead to account matching – L2A to establish an account foundation  Synthesized data from CRM, marketing automation, website, and corporate email so team has ONE consistent account view.	<b>Additional capabilities needed</b> Account and contact data build out.  Interaction capabilities for SDR and marketing air-cover – ads OR direct mail OR events
<b>Stage 2 goal: Scale ABM success for key segments. Goal are clear and well-understood.</b>						
<b>Grow</b>	<b>People</b> A % of the team is dedicating ongoing time to your ABM initiative.	<b>Process</b> ICP is defined. Account tiers established.  Team meets and reports on results regularly.  Initiatives are 'orchestrated' with Sales and other customer-facing teams.  Sales is heavily involved and understands impact.  Sales is in the process of creating account plans.	<b>Programs</b> With small changes to existing content, new assets developed for different lifecycle stages.  Additional channels layered in e.g. predictive, intent data, direct mail, targeted events.  Orchestrated plays are running across multiple channels.	<b>Measurement</b> Early and late metrics used with the addition of pipeline and closed-won deals in accounts.	<b>ABM technology and capabilities need</b> Systems for account and lead routing.  Orchestration to manage plays across channels.	<b>Additional capabilities needed</b> Predictive data used to better target accounts.  Intent data to support outbound efforts.  Attribution technology to answer more sophisticated questions.

<b>Stage 3 goal:</b> Larger roll-outs (e.g. global). ABM is a proven strategy and expanded to new segments or geos.						
<b>Optimize</b>	<b>People</b> Dedicated ABM headcount(s); in some organizations, 'ABM Demand Center.'	<b>Process</b> Marketing Operations involved to ensure standardization and global roll-out of key processes, programs, and reporting.  Sales has established account plans.	<b>Programs</b> Personas and buying centers defined and well understood.  Dedicated content is created for target accounts (personalized for Tier 1, customized for Tier 2, vertical/industry specific for Tier 3).  Multi-channel orchestrated plays are running for new accounts and growing existing accounts.  Focus is on optimizing plays and scaling successful ones.	<b>Measurement</b> Regular reporting across all stages (early to late).	<b>ABM technology capabilities needed</b> Customer-facing teams have technology in place to view accounts, run plays, and report on results at scale.  Complete account-based attribution modeling and reporting is in place.	<b>Additional capabilities needed</b> Regular, occurring data build-out for account whitespace  Content syndication in place to expand reach.

# Sales and Marketing alignment

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According to TOPO Research, the #1 challenge to ABM is Sales and Marketing alignment (25% of companies report it's a key challenge).

On the other hand, SiriusDecisions found B2B organizations with tightly aligned sales and marketing operations grew their revenues 24% faster in a three-year period compared to those whose teams worked separately. What's more, these same companies increased their profits 27% faster during the same three-year period.

Sales and Marketing alignment is clearly essential to ABM success, but it's far from easy to achieve.

That's because, for generations, sales and marketing professionals have lived in different worlds, spoken different languages and been measured by different yardsticks. They view success differently too: Sales is motivated by quota and the bottom line, Marketing by engagement and awareness. Sales rightfully tends to focus on this quarter, while Marketing tends to take a longer-term view. Each brings different reasons for entering their professions, and vastly different personalities. Sales is from Mars, Marketing is from Venus.

In ABM, it can't work that way.

## **Misalignment creates waste**

If Marketing embraces ABM without deep alignment with Sales, the result is a set of isolated tactics that render themselves useless. Ad re-targeting, direct mail pieces, and even field events are only moderately successful without full participation and enthusiasm from the entire revenue team.

On the flip side, when Sales works a high-value account without support from Marketing, the result is rogue reps generating their own account lists and writing their own emails — ultimately creating a disjointed customer experience.

## **Three levels of alignment**

Many companies suffer from a bad relationship between Sales and Marketing. Those that do have a 'functional' relationship tend to fall into one of three types.

### **1. Alignment**

This is where most companies aspire to today, and it's a great place to start. With Sales and Marketing Alignment, the departments are on the same page, talking to each other and communicating and sharing common goals — but still acting independently from each other. It's a baton hand-off; each department does its own thing, but in a coordinated fashion.

### **2. Activation**

This is a new, more modern style of Sales and Marketing collaboration that's better for ABM. In it, you have alignment as described above, but Marketing takes a stronger leadership role, activating Sales at the right time in order to move the business forward (especially when a human touch is required). As discussed earlier, Marketing acts as an orchestra conductor, gently nudging Sales to take the right actions. Or, to use a sports analogy, Marketing acts like the quarterback, calling the right plays that prompt the entire team to act.

### **3. Integration**

This is the highest level of Sales and Marketing. True integration is when both departments work together as a single team. Think about a soccer team playing perfectly in sync on the field. Players might have distinctly different positions — offense and defense — but they pass the ball back and forth in an integrated process.

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### What if you're not aligned yet?

On the account-based journey, total alignment is the goal. But the important thing is to always make progress towards it. You can't stop your revenue machine and put ABM on hold until you've achieved perfect alignment.

#### So, get going now:

**Stop talking about leads and start talking about accounts** — it's hard to be aligned when Marketing and Sales look at fundamentally different things.

**Start with an ABM workshop** — sit down together and discuss the account-based approach and why you need to change the way you work.

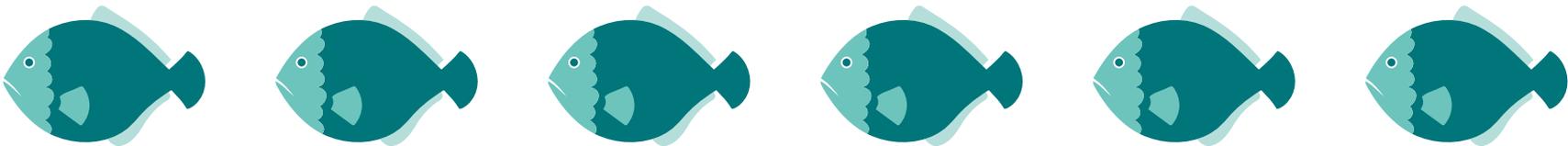
**Define your ideal accounts** — make sure you're all aiming at the same target account list.

**Agree on account entitlements and key metrics** — agree on what metrics you'll track and what commitments you'll make to each other.

**Build a foundation** — implement an account-centric data infrastructure, including capabilities such as lead-to-account matching.

**Meet regularly** — like a good marriage, communication matters; talk frequently to review accounts and metrics and decide on what plays to run.

**Use integrated data and technology platforms** — avoid siloed systems, implement Lead-to-Account matching, and put your ABM insights into the CRM where Sales already works.



# Sales and marketing standups: the secret weapon for ABM

One of the easiest and most impactful processes you can implement to drive your ABM program and improve alignment is to implement regular sales and marketing stand-ups.

In these standups, every week or two, the Account Based Marketer meets 1:1 with each Account Executive and Sales Development Rep for 5-10 minutes to share updates, discuss how they are jointly going after accounts, and agree on go-forward actions.

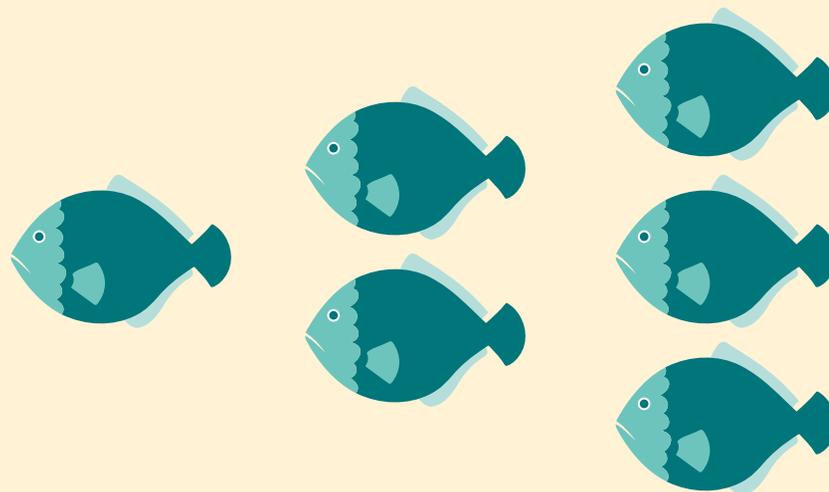
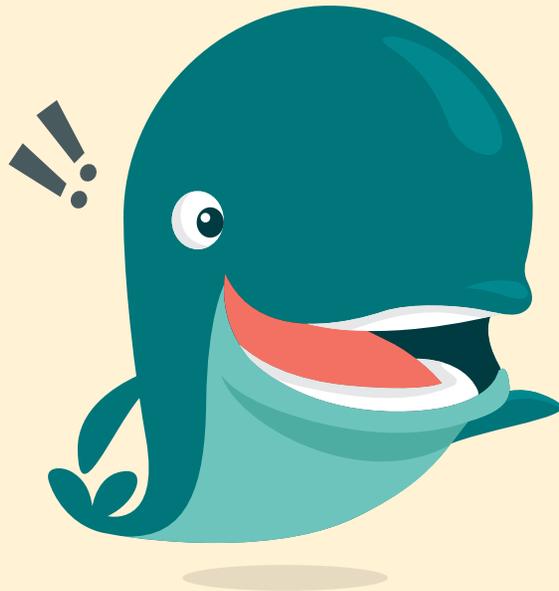
## Topics include:

1. Progress made since last stand-up
  - Who did you talk to?
  - What did you learn?
2. Plan going forward
  - Focus on the top 3-5 target accounts to penetrate, and two opportunities to accelerate.
  - What actions will Marketing take? The AE? ADR?
3. Blockages

At Engagio, our teams log into our application and review recent account activity and engagement looking at the same screen.

One helpful resource is for Marketing to bring an 'action menu', a collection of possible ABM plays that will keep progress moving forward with target accounts. These can be simple, like a welcome package for new executive hires, or more sophisticated, like a multi-channel outreach play to follow-up with key attendees from a recent tradeshow.

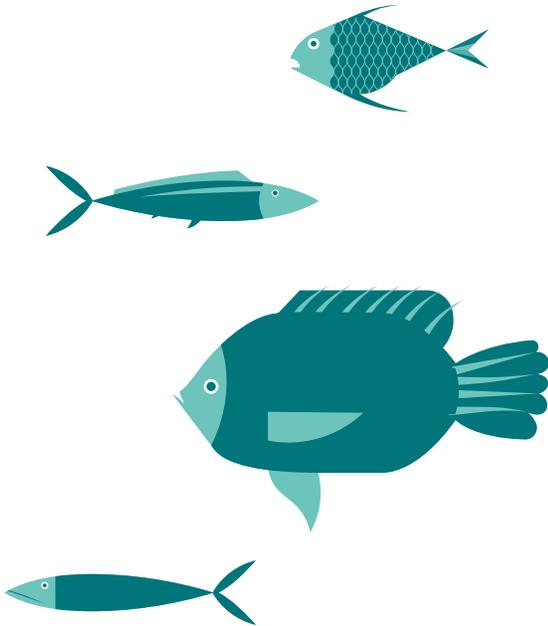
In addition to the regular stand-up meeting, it's also useful to hold **monthly ABM 'win rooms'** to review metrics and set actions across the entire program, and **Quarterly Business Reviews (QBRs)** to assess the entire program, consider changes to the account list, dive into metrics, and so on. These should involve leadership from both marketing and sales teams.



# People, roles and responsibilities

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ABM is a resource-intensive, cross-functional strategy. The team you choose will make or break your early ABM efforts and determine whether ABM ultimately gets scaled up or held back.



## Skill sets

Successful ABM practitioners are collaborative, data-driven leaders with a strategic orientation and top-notch communication skills.

### ABM Salespeople

- Intelligent and disciplined with a systematic approach
- Goal-oriented but patient
- Great listeners and users of information
- Have respect for marketing peers
- Open to new processes
- Organizational networkers
- Natural followers of the Challenger Sale methodology

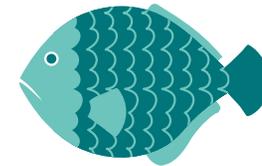
### ABM Marketers

- Seasoned, senior marketers
- Hold their own with account executives
- Well-rounded team players
- Consultative with deep business knowledge
- Solution marketing experience (to focus on insight), and / or field marketing experience (to focus on interaction and orchestration)
- Leaders with relationship skills to pitch and manage campaigns
- Strong in project management

“ABM marketers have to understand how to take account information — behavioral, profile, contact and predictive data — and turn it into insights that are relevant to different people in the organization.”

Megan Heuer,  
VP Research, SiriusDecisions

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# People, roles and responsibilities (cont'd)

**The roles & responsibilities of your ABM team**

There can be many members of an ABM account team, but generally only one is responsible for managing the ABM plan: the account marketer. The account marketer, in concert with the sales account leader, coordinates the activities of the team.

To learn more, download our guide *Roles & Responsibilities of an ABM Team* at <http://resources.engagio.com/abm-worksheets/abm-roles-and-responsibilities>

*Who does what?*

At a high level, each department plays a role in ABM. Remember – ABM isn't just a marketing campaign. Each has a unique skill set required to support the initiative.

Sales	Operations	Marketing
Select key accounts by tier.	Set up account foundation – CRM – and implement other technologies as needed.	Ensure clear list of target accounts is identified and prioritized.
Work on account plans for top tier.	Review account data.	Work with Sales on entitlements and program roll-out.
Prioritize time and effort for outbound tiered accounts.	Have process for adding new account data.	Budget allocation.
Collaborate with marketing on programs, intelligence, and reporting.	Help teams with weekly and monthly reporting.	Help provide intelligence for account plans.
Have a way to look at account progression – e.g. engagement.		Have plan for early, mid, late stage goals and reporting.

## Your ideal ABM team

Whether you're starting from scratch or filling in the gaps, these are the essential roles and responsibilities of a high-performance ABM team.

Role	Responsibilities
ABM Lead (e.g. Head of Marketing)	<ul style="list-style-type: none"> <li>• Spearheads the ABM initiative</li> <li>• Helps collect insight</li> <li>• Runs the initial ABM alignment process.</li> <li>• Recommends technology</li> </ul>
Marketing Manager	<ul style="list-style-type: none"> <li>• Develops customized value propositions, messaging docs and playbooks</li> <li>• Orchestrates all interactions</li> <li>• Tracks the metrics and communicates the program's successes</li> </ul>
Marketing Operations	<ul style="list-style-type: none"> <li>• Supports sales</li> </ul>
Account Executive and sales team members	<ul style="list-style-type: none"> <li>• Maintains account and contact data</li> <li>• Implements ABM technology</li> <li>• Collects ABM metrics</li> </ul>
Sales Development Reps	<ul style="list-style-type: none"> <li>• Manages the relationship with Executive Sponsor</li> <li>• Responsible for driving the plan forward with the team and at the account</li> <li>• Team meetings with internal staff and with the customer</li> <li>• Helps shapes the ABM strategy and each account plan</li> <li>• Aligns all conversations around account needs</li> <li>• Becomes the customer's Trusted Advisor</li> </ul>
Solutions consultants / delivery personnel	<ul style="list-style-type: none"> <li>• Helps research the account and build contacts</li> <li>• Reaches out to the account to build relationships</li> <li>• Crafts account-specific emails and messages</li> <li>• Nurtures relationships over time</li> <li>• Supports the account executive as needed</li> </ul>
Field Marketer	<ul style="list-style-type: none"> <li>• Provides insight into what's happening at the influencer and operational level</li> <li>• Ensures the 'technical / operational' programs and messages are relevant and resonating</li> </ul>
Corporate Marketer	<ul style="list-style-type: none"> <li>• Works with the ABM marketers to execute campaigns at the local level</li> </ul>
Product / Industry Marketer	<ul style="list-style-type: none"> <li>• Works with the ABM marketer to collaborate on corporate communications and campaigns</li> <li>• Understands what to customize for the customer and what programs can be included in the account's communication strategy</li> </ul>
Product Management	<ul style="list-style-type: none"> <li>• Helps figure out the ICP</li> <li>• Ranks accounts based on best fit for your company</li> <li>• Provides insight into the industry view</li> </ul>
Support Representative	<ul style="list-style-type: none"> <li>• Provides product roadmap insights to the account team and / or customer</li> <li>• Works with the ABM team to understand if custom solutions are required and what's possible</li> </ul>
Executive Sponsors	<ul style="list-style-type: none"> <li>• Reports and can escalate support items when they become consequential to customer satisfaction scores</li> </ul>
	<ul style="list-style-type: none"> <li>• Provides deal / account support to drive engagement and deal closings</li> </ul>

## People, roles and responsibilities (cont'd)

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### **Evolving the current team**

ABM can feel like 'yet another thing' for Marketing to take on, which can be overwhelming for teams that are already being pushed to do more with less.

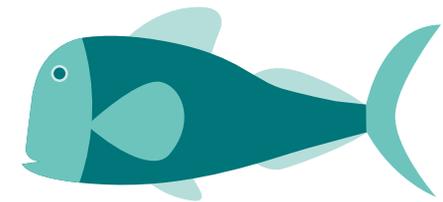
To start, leverage your current staff. Product marketing can help determine the ICP; your MOPS team can acquire and manage the data; SDRs can research accounts; field marketing can run plays, and so on.

You can evolve the team as you prove ABM results. Over time, you may find the need for dedicated ABM leads and / or a global ABM Demand Center of Excellence. But you don't need them in place to get started.

"Management often has a difficult time justifying a full-time marketer focused on 3-5 ABM accounts that might help generate 20 new contacts and 5 opportunities when a junior marketer may create 500 new contacts and 100 opportunities. Of course, the value between those scenarios is vast, but the change in mindset is significant."

Kathy Macchi, Vice President of  
Consulting Services, Inverta

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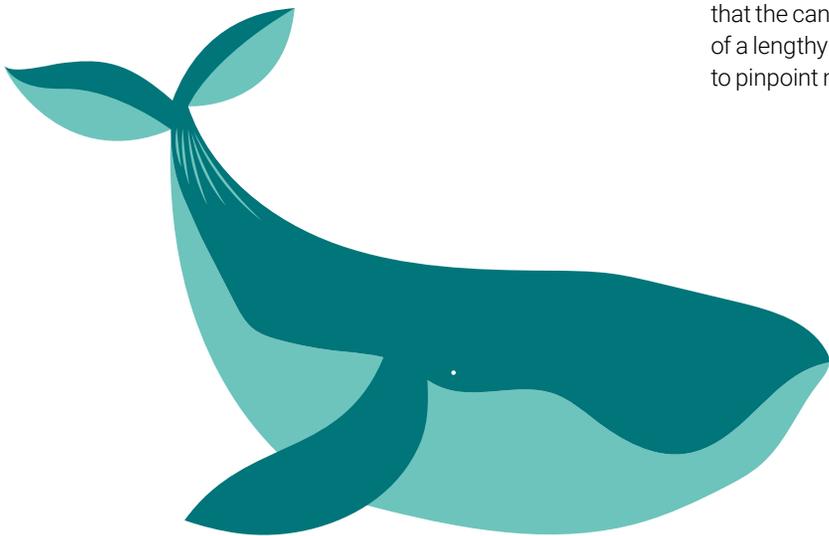


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### Interview questions to ask ABM leaders

Whether you promote from within or hire from the outside, use these questions to evaluate candidates to run your ABM program:

- **What's your definition of ABM?** What you're looking for is alignment with your vision.
- **Why do you think ABM is a good strategy for our business?** This shows their ability to map generic ABM concepts to the specifics of your business.
- **Describe your process for launching an ABM program.** Find out whether or not this person could hit the ground running.
- **If you had unlimited budget and could buy any technology to help execute your ABM strategy, what would it be?** Once the candidate offers a response, drill in to ensure they can really get into the weeds with the technology and are not just looking for new 'toys' to play with.
- **How do you gauge engagement with and movement within target accounts?** Look for proof that the candidate understands the complexities of a lengthy account purchase process and how to pinpoint meaningful milestones.
- **Describe your experience working with other departments executing ABM programs.** Make sure they understand, appreciate and respect the other departments, especially Sales.
- **Walk me through, from start to finish, the most successful ABM campaign you've executed.** Spend the most time on this question. Don't let the candidate gloss over any details. Ask them to explain what they did and why they did it. Look for multi-channel engagement, examples of experimentation, and meaningful measures of success. You want to see a deep understanding of the ABM process, but you're also looking for grit, teamwork, curiosity, and critical thinking.



**Part VI**

# **ABM technology**

# Part VI

## ABM technology

You can run a successful ABM pilot with very little additional technology. But technology can be hugely useful when you want to *scale* your program beyond a few accounts.

Today, however, few marketing tools or platforms have been designed from the ground up to have an account-based view of the world. As a recent ITSMA report states, "It requires creative thinking to adapt tools that were not necessarily designed to support an account-based view of the world."

**ABM is a business strategy, not a technology category. There are many technologies that support the strategy, just as there are many categories that support demand generation. This means you will likely invest in more than one solution for ABM.**

TOPO's 2018 Account-Based Technology Report found that ABM 'leaders' (defined as companies ahead of their objectives) spend 46% more on ABM technology than 'laggards' (other companies).

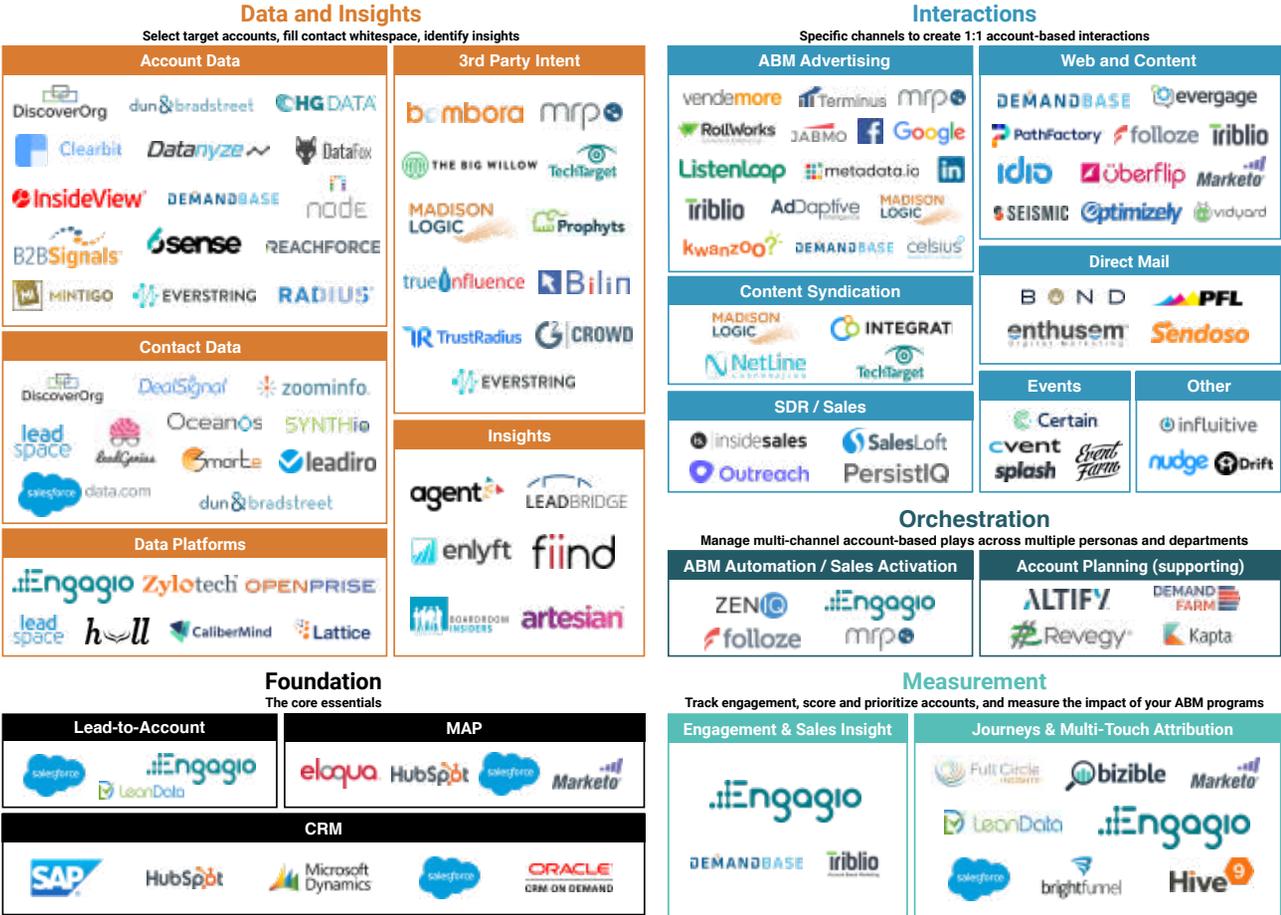
### Key differences by account-based performance level

	Account based 'Leaders'	Account based 'Laggards'
% of sample	27%	59%
Time Spent on Account-Based Initiatives (Months)	20.4	13.4
Average 2017 Account-Based Tech Spend	\$412.1K	\$281.8K
% of Marketing Spend on Account-Based	32%	25%
Projected 2018 Growth in Account-Based Spend	26%	23%
# of Accounts	2,140	1,379
Most Important Account-Based Tech Categories	<ul style="list-style-type: none"> <li>• Intent data</li> <li>• Orchestration</li> <li>• Account insight</li> <li>• Measurement</li> </ul>	<ul style="list-style-type: none"> <li>• Contact data</li> <li>• Account insight</li> <li>• Measurement</li> </ul>
Greatest Challenges with Account-Based	<ul style="list-style-type: none"> <li>• Insufficient internal processes</li> <li>• Integration of the teck stack</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient staff resources</li> <li>• Establishing Account-Based strategy</li> </ul>

Source: TOPO's 2018 Account-Based Technology Report

# The ABM Market Map

The ABM Market Map identifies vendors across distinct ABM activities.



Account Based Marketing Market Map Copyright ©2018, Engagio Inc. All rights reserved.

Note: You don't need technology in every category to do ABM.

# The ABM Market Map (cont'd)

Don't be overwhelmed. Sure, there are a lot of technologies that support ABM, **but you don't need to buy technology from each category to do Account Based Marketing!** You can dip your toe in the water with relatively modest investment in new technology, and then add more solutions to help scale over time.

Let's break this down by walking through each section.

## Foundation



These are the core essential technologies to support ABM. You must have a marketing automation platform and a CRM platform. With few exceptions, you can't do ABM without them.

The other required technology is some way to unify your account data with lead-to-account (L2A) matching. Combined with CRM and marketing automation, this creates a single view of your accounts to act as the foundation for all your ABM efforts.

None of these are optional (hence the name 'foundation').

## Data and insights



Technologies in this category can help you select your target accounts and fill in the whitespace with the right contacts at those accounts.

**Account Data** — Combining basic firmographic (e.g. industry and size) data with your first party engagement data (e.g. these accounts are already engaging with you) is the basic requirement for selecting your target accounts.

**Contact Data** — Once you have identified those accounts, you also need the right people within those accounts. Typically, investing in data to support these actions is required for ABM.

**Intent Data** — This falls under the category of a cool, optional capability to help make the process even better. 3rd Party Intent Data uses the content people are reading on third-party sites to identify which accounts might be actively researching particular solutions. 1st Party Intent Data references how accounts interact with you on your properties.

**Data Platforms** — Some vendors use predictive models to help you identify the best accounts for your business. These are customer data platforms (CDPs) focused on the B2B space. They are not required for ABM, but can be a great technology for B2B organizations.

**Insights** — These vendors provide intelligence such as in-depth sales profiles of target accounts, primarily using manual research methods.

## Interactions

These are specific channels used to create 1:1 account-based interactions.

ABM Advertising	Web and Content
Content Syndication	Direct Mail
SDR / Sales	Events
	Other

The core channels used to create engagement with target accounts include ABM advertising, content syndication, sales and SDR outreach, web and content personalization, direct mail, and events.

A few key points:

- **There's no required channel for ABM:** you may skip any of these and still have an effective ABM strategy.
- **Technology is not specifically required** for most of these channels: for example, you can hold events and send direct mail without specific investments.
- **Advertising is not synonymous with doing ABM.** The reality is that ads are just one easy thing and that satisfaction is relatively low (34%, according to TOPO). Having an ABM ads platform doesn't mean you're executing an effective ABM strategy.

## Orchestration

ABM Automation / Sales Activation	Account Planning (supporting)

These capabilities enable multi-channel account-based plays across multiple personas and departments.

ABM is not about any one channel – it's about coordinating interactions across multiple channels, and it's doing so in harmony with each other, at scale. The fastest path to success is when teams collaborate and are aligned on strategy.

Why is this so powerful? At Engagio, we've achieved meeting rates of 20% to as high as 85% using orchestrated plays. How? By leveraging the benefits of automation to scale our efforts and the power of personalization to add a human touch. That's marketing orchestration.

While Orchestration is optional, the most advanced ABM companies are using it to execute and scale effective ABM.

**Note:** Account planning is an adjacent technology category; this piece isn't required, but it can be very helpful.

# The ABM Market Map (cont'd)

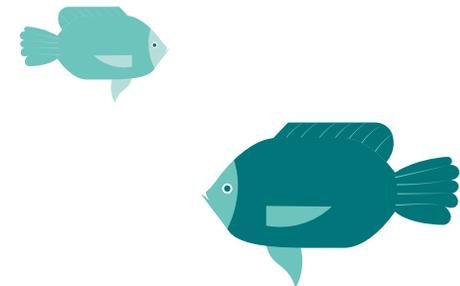
## Measurement



These tools track engagement, score and prioritize accounts, and measure the impact of your ABM programs. Engagement measurement is a *required* category, since the cornerstone of Marketing is the ability to measure and demonstrate results – and the metrics for your account-based efforts are different to traditional lead-based Marketing. There's a shift from quantity to quality.

A few points to be aware of when considering measurement technology:

- Engagement measurement must go beyond web traffic – web traffic is important, but it's only one piece of the picture. Getting insight into the type of engagement is key, from content downloads to email clicks to meetings and more. It's all part of building the relationship and closing deals, thus it's important to measure.
- It's essential to put your engagement insights in front of your sales team. What good is measurement if you can't act on the insights?
- Account journeys and multi-touch attribution to prove value and ROI are increasingly an important piece of a complete ABM stack. The key is to focus on account-specific attribution and metrics, not lead-based analytics.

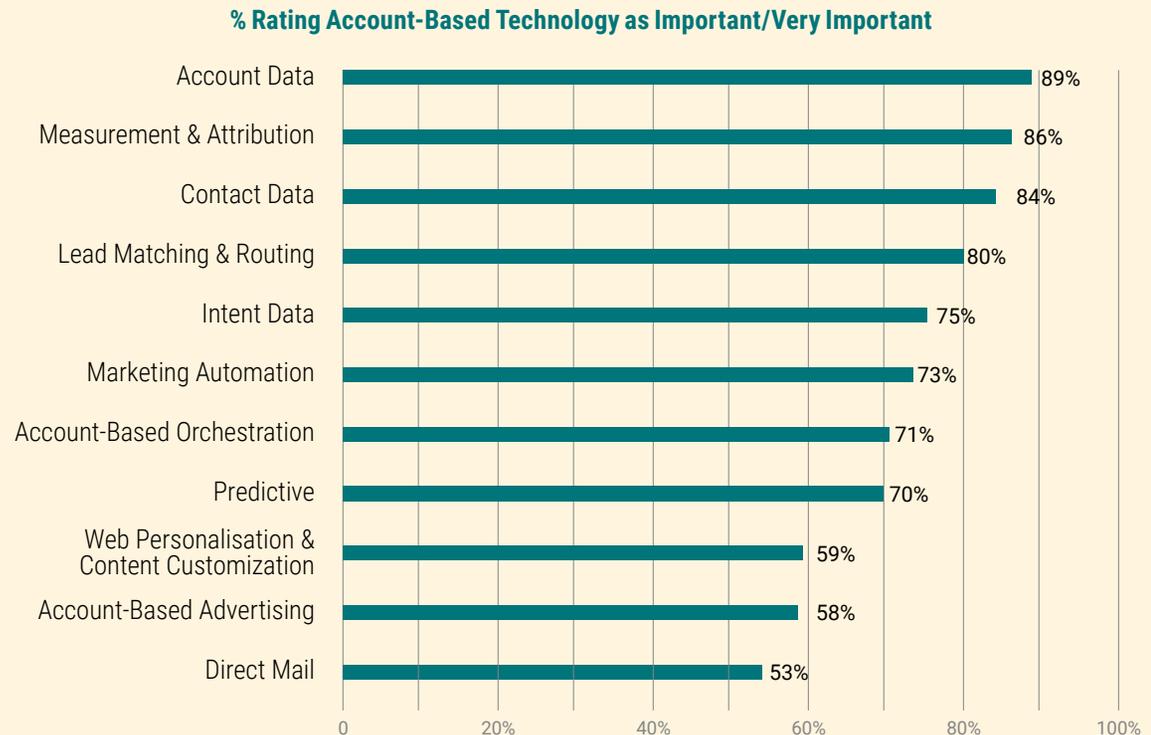


# TOPO's 2018 Account-Based Technology Report

TOPO's report asked the order in which respondents would implement account-based technology. The top scoring categories were:

1. **Contact and Account Data:** You can't go after key personas at key accounts if you don't know who they are.
2. **Marketing Automation:** A foundational element of the marketing technology stack for most organizations.
3. **Measurement & Attribution:** Rated the #2 most important ABM category after Account Data, this is required because ABM metrics are so different from traditional.
4. **Account-Based Advertising:** Most companies start with LinkedIn. However, be careful of other investments here: the report found that only 34% of respondents were satisfied with their ABM advertising solution.
5. **Lead Matching & Routing:** Required to create the account-level view that is required for measurement, orchestration, etc.

The report also asked respondents to rank the importance of each category.



Source: TOPO's 2018 Account-Based Technology Report

# What about ABM platforms?

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A key question is: Will these disparate categories coalesce into an 'ABM Platform' category? And if so, which pieces are core to the platform and which are adjacent?

The analysts certainly believe ABM Platforms are an emerging category. Forrester writes that:

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"B2B marketers choosing an ABM platform can avoid the operational and technical drag that comes from purchasing and integrating several individual products and start generating results from their ABM programs more quickly."

The Forrester New Wave™:  
ABM Platforms, Q2 2018

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Also, TOPO writes that:

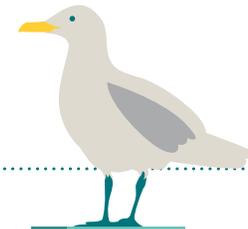
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"Account-Based platforms will be the single-most important category in the stack in 2018 and beyond. These solutions will bring together planning, orchestration management and measurement into a single solution."

TOPO Account-Based Technology  
Report, April 2018

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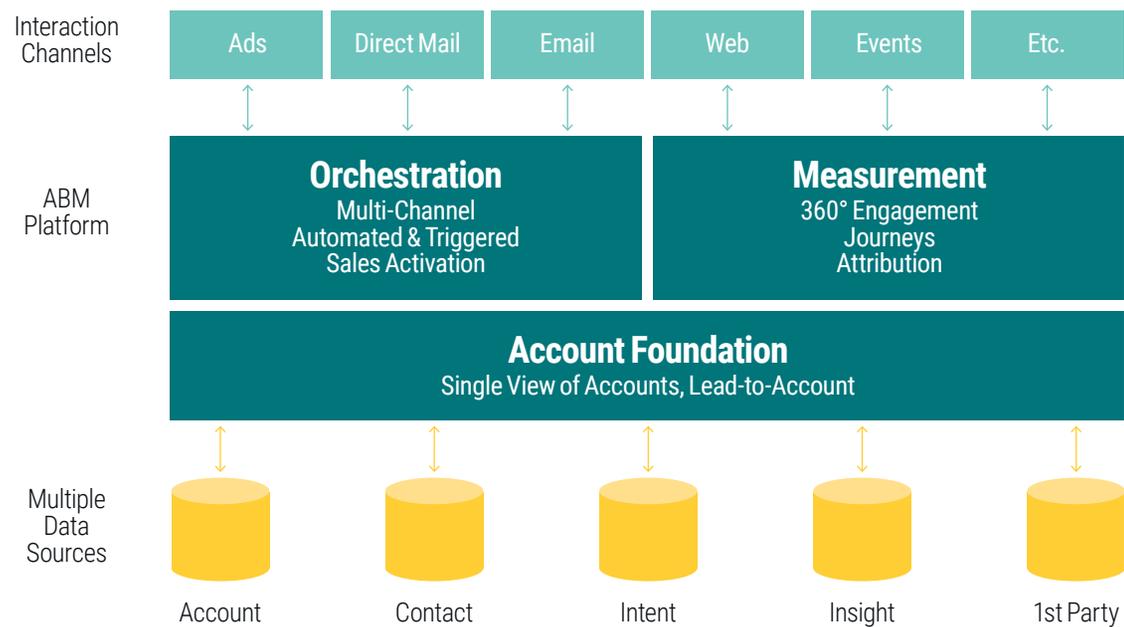
Having a platform certainly makes sense. The fewer vendors a company can work with the better, and it's certainly less expensive than buying multiple piece-parts and cobbling them together.



Based on my experience building marketing automation platforms, I believe that the essential components of an ABM Platform are:

- **Account Foundation** to provide a single view of the accounts.
- **Orchestration** to manage and automate multi-channel programs.
- **Measurement** to track and prove what works and what doesn't.

Just as in marketing automation, I do NOT think data is a required part of the platform, nor is any specific channel.



Markecture of the ABM platform.

# Strategy before technology

In the world of marketing technology, it's tempting to buy technology to attempt to solve a strategy problem. But doing so leads only to disillusionment. You must define your ABM strategy before considering what technologies you need or what vendors have to offer.

“Remember that ABM is foremost an engagement strategy, not a new technology. You will improve your success rate by defining your business objectives first and then assessing whether you already have the right tools in place to execute.”

Steven Casey,  
Principal Analyst, Forrester

At a minimum, answer these questions before investing in ABM technology:

1. Why is ABM the right strategy for your business?
2. Is there executive alignment and organizational buy-in on ABM as your go-to-market strategy?
3. What criteria makes a good target account?  
How will you decide on your target account list?
4. What does success with ABM look like?  
How will you measure your progress?
5. What are the roles and responsibilities of the players on your ABM team?



“Using your business strategy to guide technology purchases is a best practice in all cases, but it is an absolute requirement in emerging markets such as ABM platforms, where product capabilities vary widely.

Only after you have defined your ABM strategy can you properly prioritize and evaluate the capabilities each vendor offers. To use two simplified examples, a small tech startup that focuses on landing net new accounts will need an ABM platform with robust capabilities for account discovery, while a large manufacturer that focuses on account expansion will need an optimized platform to find early signals of buying intent and create compelling digital engagement throughout a lengthy purchase cycle.”

**Source: Forrester: Define Your ABM Strategy First, And Then Choose A Platform**



# Make the right decision

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## Training and customer support

Make sure you understand how much training is needed to use the software, and what kind of training is available. Ask vendors what level of customer support they offer, and when it is available (e.g. 24/7 vs. 8/5). Ask about professional services or support for the transition to ABM, as well as the long-term product roadmap and dates.

## Ask your peers

Customer references are an important source of insight, either from your network or supplied by the vendor.

### Ask:

- Why did you select this tool over others?
- How long did the system take to implement?
- Were there any surprises that you wish you'd known about beforehand?
- Where have you seen the most success?  
The biggest challenges?
- Why would you recommend this tool?

Source: Account-Based Marketing Tools: A Marketer's Guide, A MarTech Today Research Report

## What should be included in your RFP?

We suggest a written Request For Proposal (RFP), as it improves both the buying and selling process.

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“When written properly, an RFP will facilitate the sales process and ensure that everyone involved on both sides comes to a shared understanding of the purpose, requirements, scope and structure of the intended purchase.”

Account-Based Marketing Tools:  
A Marketer's Guide, A MarTech Today  
Research Report

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We've created an RFP template you can use, organized into three must-have categories:

1. Account-Based Data and Operations
2. Account-Based Analytics and Insights
3. Account-Based Plays

Download the template yourself at

<http://resources.engagio.com/abm-worksheets/abm-rfp-template>

## Conclusion

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**An idea  
whose time  
has come**

# Conclusion

## An idea whose time has come

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Winning major deals in B2B markets is never going to be easy:

**You're selling complex solutions** into big organizations.

**No single person can simply pull the trigger on a deal** without consulting an interconnected matrix of people, each with his or her own perspectives, problems and prejudices.

**Your competitors are working just as hard as you are** to win every piece of business, especially the biggest deals in the biggest companies.

But, as a vendor, you're not simply a victim of these forces; you *can* take concrete, measurable steps that *dramatically* increase your chances of winning the biggest, most attractive deals in your market.

**That's what Account Based Marketing is all about:**

**Focusing** unprecedented time, budget and resources on select accounts, instead of spreading your resources equally across all.

**Aligning** your sales and marketing efforts more closely than ever before.

**Working** hard to understand the needs and challenges of your chosen accounts.

**Designing** clear, sharp, goal-driven playbooks for each account.

**Orchestrating** coordinated programs of communication with the people who matter most.

**Measuring** and increasing their engagement with you.

It's a new discipline that assembles the right people, processes and technologies into a well-oiled machine that's designed to scale the toughest mountains in your world: the biggest, hardest-fought deals that make or break companies like yours.

**At Engagio, we're completely convinced that ABM is the single most important opportunity facing every B2B company.**

We hope that this guide has helped you to understand the importance of ABM, the strategic essentials and the tactical implications.

We also hope it's motivated you to make the leap to ABM from your current lead-centric demand generation world — maybe starting with a pilot, then ramping up to a full-fledged ABM program.

You're at the start of something big in your career.

This is important.

This is exciting.

This is ready now — for you.

**Let's do it.**

# 'Thank you' doesn't really express our feelings here

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We couldn't have written this guide without the time, talent and generosity of a very special group of people: the pioneers of Account Based Marketing.

They're working across the entire field, looking at it from every angle: vendors, practitioners, analysts, journalists and consultants.

They're not just experts in ABM, they're the people turning it from an idea into a powerful, proven discipline. All united by a real passion for this lightning-in-a-bottle we call ABM — and an unshakeable conviction that it will help our clients do things they could never do before.

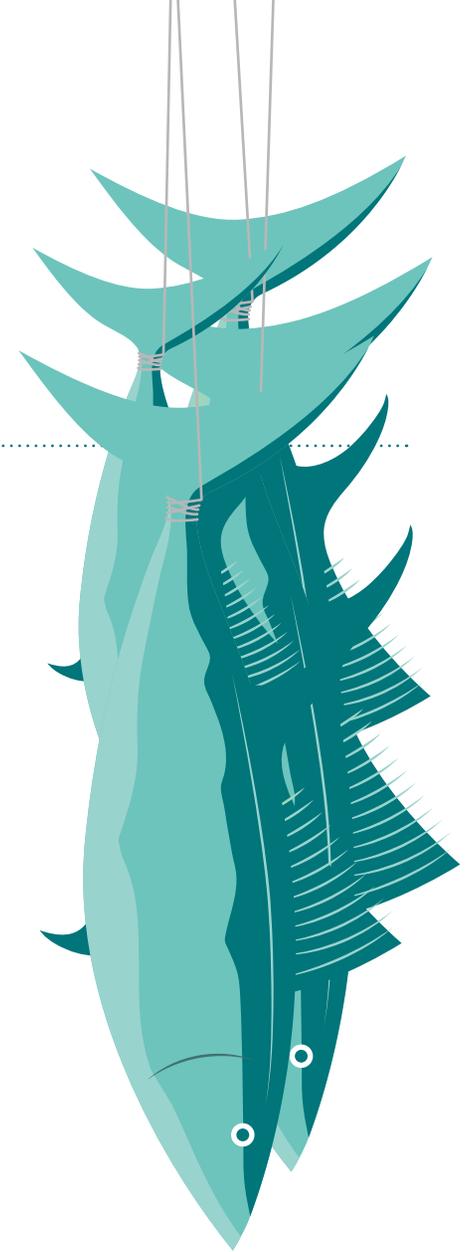
It's also a remarkably collegial group that we're proud and honored to call friends. To these people (and the many people working with them), we say..

## Thanks:

**Craig Rosenberg** TOPO  
**Megan Heuer** SiriusDecisions  
**Jeff Sands** ITSMA  
**Doug Bewsher** Leadspace  
**J.J. Kardwell** EverString  
**Kathy Macchi** Inverta  
**Henry Schuck** DiscoverOrg  
**Johan Sundstrand** Jabmo  
**Maria Pergolino** Anaplan  
**Donal Daly** Altify  
**Peter Herbert** FullStory

A more complete (but far from comprehensive) list of experts is below, but we wanted to call these guys out for their immense help in creating this guide — and this market.

**Thanks guys!**



# ABM experts

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## Analysts and Journalists

**Craig Rosenberg** TOPO  
**Eric Wittlake** TOPO  
**Megan Heuer** SiriusDecisions  
**Matt Senatore** SiriusDecisions  
**Jeff Sands** ITSMA  
**Bev Burgess** ITSMA Europe  
**Mark Ogne** ABM Consortium  
**David Raab** Raab Associates  
**Joel Harrison** B2B Marketing  
**Jeff Pedowitz** The Pedowitz Group  
**Todd Berkowitz** Gartner  
**Jason Daigler** Gartner  
**Lori Wizdo** Forrester  
**Steven Casey** Forrester

## Predictive Scoring

**Doug Bewsher** Leadspace  
**J.J. Kardwell** EverString  
**Jacob Shama** Mintigo  
**Amanda Kahlow** 6Sense  
**Sean Zinsmeister** ThoughtSpot

## ABM Advertising

**Peter Isaacson** Demandbase  
**Christopher Engman** Climeon  
**Sangram Vajre** Terminus  
**Mani Iyer** Kwanzoo  
**Stephanie Kidder** Storefront

## Content

**Johan Sundstrand** Jambo  
**Brandon Redlinger** Engagio  
**Fergal Glynn** 6 River Systems  
**Randy Frisch** Uberflip  
**Tyler Lessard** Vidyard  
**Elle Woulfe** PathFactory  
**Jason Jue** Triblio  
**Mike Telem** Clarizen  
**Marc Romano** Seismic

## Practitioners

**Dorothea Gosling** DXC Technology  
**Rishi Dave** Vonage  
**Maria Pergolino** Anaplan  
**Jason Seeba** DynamicSignal  
**Christelle Flahaux** Host Analytics  
**Amalia Gonzalez-Revilla** Guidewire  
**Monica McDermott** Sift Science  
**Rozanne Bonavito** Uberall  
**Lisa Joy Rosner** Otonomo  
**Shari Johnston** Digby SF  
**Rob Israch** Tipalti  
**Kirk Crenshaw** Traackr  
**Heidi Bullock** Engagio  
**Charm Bianchini** Engagio  
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**Robin Tobin** Adobe  
**Mike Cichon** Agari

**Gabe Paley** Intersection  
**Kelvin Gee** Oracle  
**Dannielle Beaupré** Siemens PLM  
**Adena DeMonte** Coupa Software  
**Meaghan Sullivan** SAP  
**Peter Herbert** FullStory  
**Avi Bhatnagar** OPSWAT  
**Nate Skinner** Salesforce Pardot  
**David Tam** OneLogin  
**David Cain** PlanGrid

## Data Players

**Mark Godley** LeadGenius  
**Marc Johnson** Bombora  
**Matt Amundson** Everstring  
**John Steinert** TechTarget  
**Tracy Eller** InsideView  
**Henry Schuck** DiscoverOrg  
**Mike Kelly** Intentsify  
**Mike Burton** Bombora

## Other ABM Vendors

**Clive Armitage** Agent3  
**Adam New-Watson** BloomReach  
**Amit Varshneya** Revenu8  
**Daniel Gaugler** PFL  
**Scott Vaughan** Integrate  
**Dan McDade** PointClear

## ABM Consultants

**Kathy Macchi** Inverta  
**Alisha Lyndon** Momentum ABM  
**Jason Stewart** ANNUITAS  
**Matt Heinz** Heinz Marketing  
**Kelly Waffle Kwanzoo**  
**Antoni Chumillas** AccountBase  
**Justin Gray** LeadMD  
**Trish Bertuzzi** The Bridge Group

# About Engagio

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Engagio is built for marketers, by marketers. As a company, we believe in making our customers successful by providing them with solutions that help them understand, act, and measure account-based initiatives.

Engagio's Account Based Marketing Automation Platform enables B2B marketers to successfully execute and measure account-centric programs in one solution. Revenue teams can track which accounts are engaging, where to focus time and resources, and then have a shared understanding of program impact. Our platform grows with you as your ABM strategy and business needs evolve.

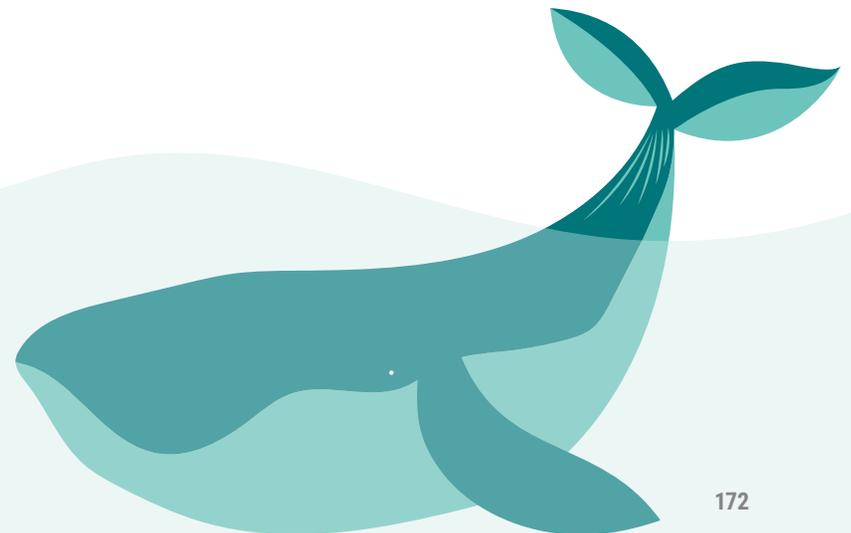
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# Notes

A series of horizontal dotted lines for writing notes.





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