

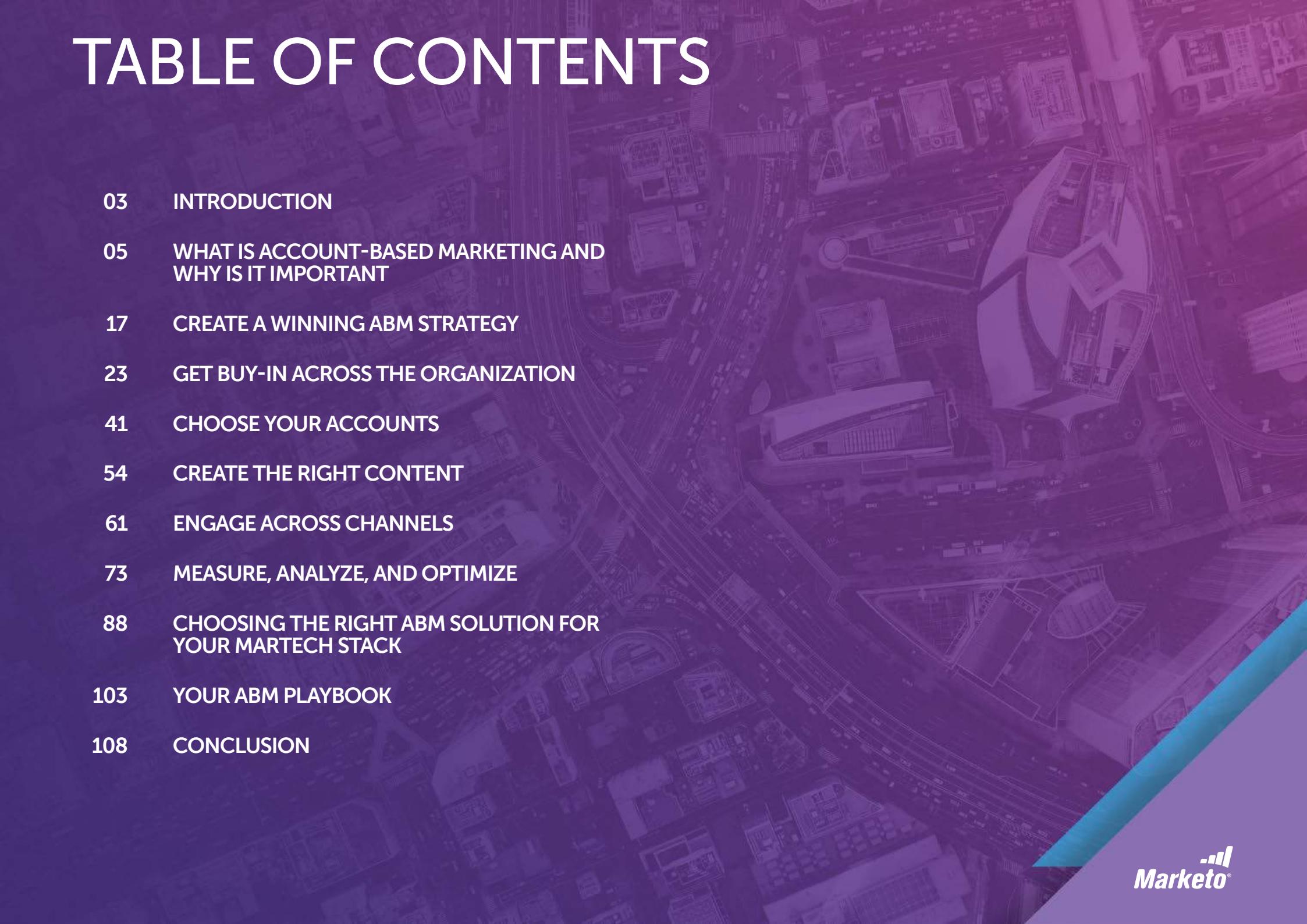


THE DEFINITIVE GUIDE TO

ACCOUNT-BASED MARKETING



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INTRODUCTION

It's an exciting, albeit challenging time for marketers. As we market in the Engagement Economy—an era where everyone and everything is connected—new channels, strategies, and technologies have empowered us to engage our buyers like never before. At the same time, due to the abundance of information available, buyer expectations have increased and we are all fighting to garner attention and showcase our products and services.

Account-based marketing (ABM) is a strategic approach that organizations—from marketing to sales to customer support—are

implementing to target and engage their audience and drive revenue across the business. Rather than marketing broadly across a large number of organizations, companies that employ an ABM strategy focus their resources on a targeted set of accounts and look to deliver strategic, orchestrated campaigns personalized to those accounts—whether they're prospective or existing customers. While both



broad-based demand generation and account-based marketing strategies have their benefits, account-based marketing is the most effective when you need to focus your time and efforts on high-value accounts. That's because the accounts that you target with ABM are strategic. In fact, they are often high-yield and considered a better fit for your products or solutions. These accounts are likely to generate more revenue and often have strategic significance like helping to penetrate new territories or influence a market. This strategy can also be effective for consumer audiences, specifically major purchases that involve a high level of investment, time or money, from the buyer (e.g. wealth management products).

Account-based marketing (ABM) is not new, but it is experiencing a resurgence in the marketplace. In the past, it was difficult to scale ABM initiatives due to the high level of personalization it requires. With advances in technology, ABM is now more scalable so more organizations, often led by the marketing team, are implementing an ABM strategy to drive higher value outcomes.



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT?

A photograph of the New York City skyline at sunset, viewed from across a body of water. The sky is a gradient of orange, yellow, and blue. The buildings are illuminated by their own lights, creating a golden glow against the darker sky. The One World Trade Center is prominent on the right side of the frame.

New York City, United States

WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT?

Today, more B2B organizations than ever are shifting their thinking toward account-centricity.

For organizations looking for a significant return on investment (ROI), their thinking needs to shift towards acquiring, retaining, and growing high-value accounts.

As such, a strategy that requires partnership between marketing and sales (or other internal teams, depending on the lifecycle focus) will help you and your organization focus your combined energy. This targeted approach to finding, engaging, closing, and growing the accounts that really matter naturally aligns to C-suite priorities as well as your organization's strategic goals.

Account-based marketing is mostly referred to as a targeted approach to acquisition that requires the partnership of marketing and sales, but it can and should be more than that.

Account-based marketing means selecting target accounts and delivering focused and personalized programs, messages, and content to move them toward your goal—whether that's an initial sale, cross-sale or upsale, renewal of their contract, or even advocacy. For the purposes of this guide, our language and examples will primarily focus on acquisition; however, the strategy, techniques, and best practices can be applied

to any account-based strategy across the entire customer lifecycle. You will find dedicated ABM playbooks for retention, cross-sell, upsell, and advocacy later in the guide so you have examples of how to put your plans into action.



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

THE EVOLUTION OF ABM

As a marketer, you're always looking for ways to more effectively and efficiently drive revenue for your organization.

Traditionally, many B2B marketing teams have largely subscribed to an inbound marketing model. This meant driving awareness and engaging the largest number of potential buyers through content marketing and other digital marketing techniques. Then, they nurtured those leads and guided them down the funnel towards sales. This approach, designed to cast a wide net across a large number of companies, can be very effective. However, it's not the only way to organize your sales and marketing efforts; in fact, there

may be a better or more complementary way depending on the nature of your market.

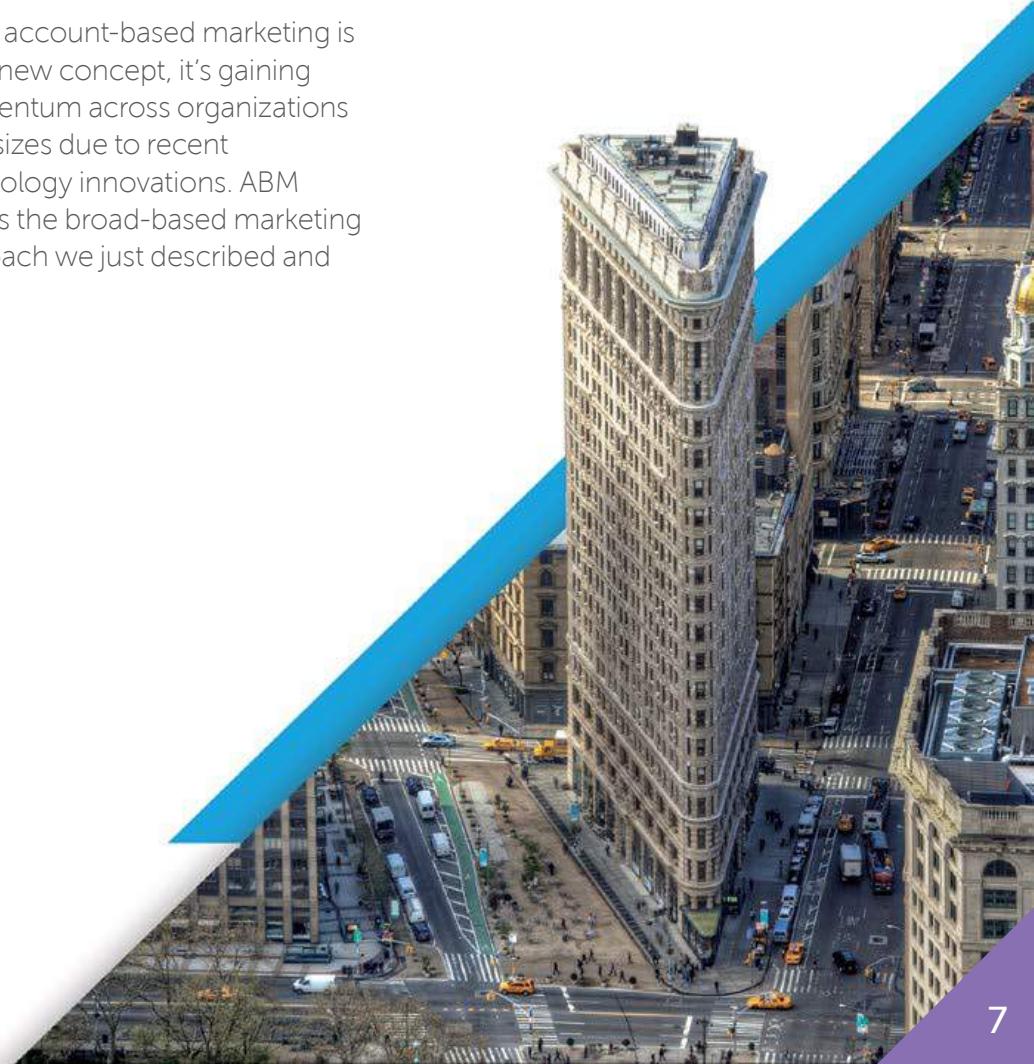
As marketers have become proficient in digital marketing at scale and analytic capabilities improved, it is clear that not all the generated leads and opportunities were from the best fitting accounts. This has created the need for more focused and targeted techniques and technologies.

While account-based marketing is not a new concept, it's gaining momentum across organizations of all sizes due to recent technology innovations. ABM inverts the broad-based marketing approach we just described and



An account-based approach is nothing new—that strategy has been around forever. The big reason that companies can focus on ABM today: technology. Companies can now map their ABM objectives to a solution that changes the conversation with accounts.”

Jeff Coveney, President, RevEngine Marketing



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

THE EVOLUTION OF ABM



instead turns the focus onto a defined set of target accounts with the aim to generate higher value for the organization. In fact, 97% of marketers achieved a higher ROI with ABM than with any other marketing initiative, according to Alterra Group.

The targeted approach required in an ABM strategy hasn't always been well-supported by technology—limiting the ability of ABM to scale—but that is no longer the case. Solution providers have taken note, and a growing number of marketing technology companies have updated their current offerings or created new ones to meet the growing demand for ABM. Many of these technologies explain the benefit of ABM and their technology with an analogy: moving from fishing with

nets (catching anything and everything) to fishing with a spear (a more targeted technique). But the fact is, fishing with a spear is still too rudimentary because it doesn't offer the ability to scale.

Today's successful ABM strategies are powered by digital ABM technologies, which take the spearfishing analogy to the next level, by adding scalability. With digital ABM, marketers can identify target accounts and create personalized programs or campaigns in a scalable and automated way. To further drive efficiency for the organization, digital ABM that is a native part of a comprehensive marketing platform makes an ABM strategy (regardless of the program size) much more achievable and successful.

“ It has never been a more competitive environment to earn the attention of our buyers. Organizations realize that the only way to succeed is to focus and personalize. ABM strategies provide a framework for that focus.”

Travis Kaufman, VP Products & Partnerships, Leadspace



Broad-Based and Account-Based Can Live In Harmony

“ ABM is a proactive complement to inbound's publish-and-wait approach”

Joe Chernov, VP of Marketing, InsightSquared

If you've been marketing based off a traditional funnel, or broad-based marketing strategy, don't rule out account-based marketing. ABM can work for organizations of all sizes and can co-exist with broad-based marketing activities. You can choose targeted accounts and treat them differently as a part of an ABM strategy while you also run broad-based marketing campaigns to engage, nurture, acquire, and grow customers in non-target accounts. In fact, doing both can make you more successful.

WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

BENEFITS OF ABM

Account-based marketing offers real benefits to organizations that implement it. Let's take a look at some of the key benefits and the impact that they have.

Increase Marketing ROI

Without an ABM strategy, it's hard to determine whether you're going after the right accounts. Some prospects may require more initial investment but ultimately result in bigger deal sizes, recurring revenue, and larger lifetime values; while others may cost less to acquire but eventually churn—providing little to no value.

ABM focuses your organization's efforts on generating pipeline and growing revenue within the right companies—those with a high propensity to purchase from, stay with, and buy more from you—allowing you to make a bigger revenue impact with each program. In fact, compared to other marketing initiatives, the

2014 ITSMA Account-Based Marketing Survey found that "ABM delivers the highest return on investment of any B2B marketing strategy or tactic." And research from SiriusDecisions solidifies this statement—92% of B2B marketers worldwide consider ABM extremely or very important to their overall marketing efforts.

"B2B marketing functions must demonstrate the value they create for the organization, and are being asked to do more. But their teams and budgets aren't growing significantly. ABM enables better alignment between marketing and sales to make joint decisions, and create value together. The approach allocates limited resources more judiciously against the accounts and opportunities that help the organization deliver against organizational growth goals."

Matt Senatore, Service Director, Account-Based Marketing, Sirius Decisions



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

BENEFITS OF ABM

It's More Efficient and Targeted

With ABM, you're targeting the accounts that have real significance for your business (whether that's growing revenue, challenging a competitor, or increasing thought leadership).

Marketers and collaborating teams, such as sales and customer support, can focus their resources efficiently and run programs that are specifically optimized for target accounts. Rather than having a low conversion rate from new names to qualified leads as you would with broad-based marketing strategies, you start with a pool of accounts that are already more likely to convert, fill the white space of contacts in those accounts that

matter, and then give them personalized, focused attention. By deciding and agreeing on which accounts to target, you can profoundly impact the way you think about sales and marketing, and the types of programs you execute. Instead of casting a wide net, you'll look for ways to target key individuals (e.g. decision-makers) in specific organizations. By strategically targeting your efforts, you minimize the expenditure of resources on less important buyers or segments of the market—often significantly reducing waste. And because ABM requires organizational buy-in from the beginning, the entire organization is working towards achieving the same goals.

“Technology makes it much more practical to gather the data needed for account-based marketing and to coordinate activities between sales and marketing teams.”

David Raab, Founder, Raab Associates



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

BENEFITS OF ABM

It's Personal— Therefore, Optimized

ABM not only redirects your sales and marketing efforts to a targeted audience with laser precision, but it also entails personalizing your messaging and communications to specific accounts. In fact, according to Aberdeen Group, 75% of customers say they prefer personalized offers, which makes sense. Targeted customers are more likely to engage with content that is specifically for them and is relevant to their business and stage in the buyer journey. And because ABM is inherently personal, your campaigns are already optimized for the right audience.

Drive Attributed Revenue

With strategic ABM, you take an account-centric view to measurement, which ultimately makes it easier to show your impact on the accounts that matter most. You are able to understand the true impact each activity has on driving the sale—across the set of coordinated experiences you deliver to your target accounts across channels. Because of the tight alignment between sales and marketing, each team is able to see an account-centric view of their revenue attribution and understand which channels, campaigns, and messages drove engagement and made an impact.



Marketing is no longer a one-way street—you cannot simply shove promotions to your prospects. You need to engage in an active dialogue and ABM lets you do that with unparalleled precision."

Shari Johnston, SVP of Marketing, Radius



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

BENEFITS OF ABM

Increase Sales and Marketing Alignment

Plenty has been said about the elusive goal of aligning sales and marketing teams, but ABM is perhaps one of the most effective ways to accomplish this goal. This is primarily due to the fact that marketers running ABM programs operate with a mindset very similar to sales—they think in terms of accounts and how to target them, drive engagement, and generate revenue from them.

ABM marketers not only speak the same language, but also must work closely with sales to identify accounts and pursue them throughout the sales process. ABM requires both marketing and sales to work together toward the strategic goal of landing and expanding target accounts. This collaboration holds each team accountable for working towards the same goal. Marketing is just as invested in targeting, engaging, and penetrating target accounts as sales is, and they work in tandem to do so—planning, agreeing on definitions and processes, coordinating outreach, and sharing feedback.



B2B marketers who successfully launch and sustain formal ABM programs can improve their firms' revenue growth and profit margins, strengthen connections between marketing and sales colleagues, and enhance interactions with customers and prospects. Success requires new working relationships between marketing and sales.

Forrester, "Account-Based Marketing Brings Marketing And Sales Into The Same Orbit," September 1, 2016

WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

BENEFITS OF ABM

Improve the Customer Experience

ABM isn't just about acquiring new target accounts, it's also about retaining and growing them through cross-sell, upsell, and advocacy programs. In fact, according to Alterra Group, 84% said ABM provided significant benefits to retaining and expanding existing client relationships. This is critical when you consider that marketers are shifting their focus toward a customer-centric agenda. 86% of CMOs and senior marketing executives surveyed believe they will own the end-to-end customer experience by 2020, according to The Economist.

With new technologies that support account-based marketing at scale, marketers can focus on continuing to build relationships with their customers after the sale to support different objectives. Not to mention, your successful ABM efforts can result in new opportunities with other prospects in the same focus area via case studies, referrals, and more.



From identifying and engaging key personas at target accounts all the way to working with existing customers to expand product use throughout their lifetime, ABM can absolutely be effective across the entire customer lifecycle."

Dave Rigotti, VP Marketing, Bizible



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

ABM IS FOR COMPANIES OF ALL SIZES



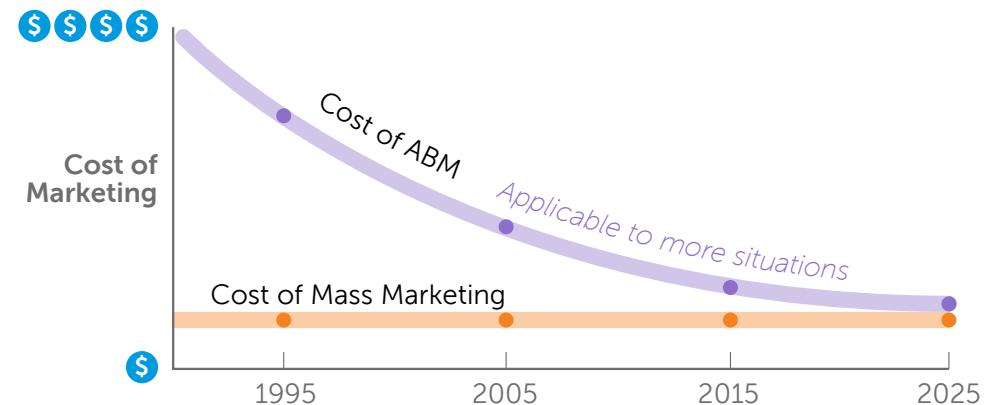
ABM today is less about your company size and more about your business model.

Traditionally, implementing an ABM strategy has been left to larger organizations (that may have larger budgets and bigger teams) and was a fairly tedious, manual, sales-driven process due to how personalized each campaign needed to be in order to be effective. But emerging technologies have changed this, allowing businesses of all sizes to implement ABM across their organizations as well as making it much more effective for larger organizations. Now, small teams are able to run highly personalized ABM campaigns at scale. This is

especially important for smaller companies selling into enterprises who need to build awareness and credibility.

Because ABM today is more centered on your business model than company size, when you're trying to engage multiple stakeholders within a company— influencers, decision-makers, gatekeepers—an account-centric approach can help you effectively reach them at scale with personalized content that resonates with their personas.

MarTech Makes ABM More Scalable and Feasible



“ABM isn't about company size. If there is more than one person in the organization you need to influence to get the deal, ABM applies.”

Matt Heinz, President and CEO, Heinz Marketing



WHAT IS ACCOUNT-BASED MARKETING AND WHY IS IT IMPORTANT

ABM IS FOR COMPANIES OF ALL SIZES



In short, ABM is all about focusing on a target audience, whether it's a specific list of companies or a profile of the companies you want to work with the most. There are typically two different situations where ABM is appropriate:

- 1. When you're targeting very few and typically very large key accounts**—the dream accounts that marketing and sales both have an eye on.

Example: Your sales and marketing efforts might be best suited for the Fortune 100, or the top 50 retail companies.

- 2. When you're targeting groups of accounts that share similar characteristics,** which indicate that they are more likely to generate revenue. This can include key verticals, companies using certain technologies, or companies that belong to very specific niches.

Example: Your products and services are ideally suited for financial services organizations or colleges of a various size.

For most B2B organizations, or consumer organizations with considered purchase products, these situations typically apply. And now that ABM technologies make it easier to implement and less resource-intensive to practice, businesses of all sizes stand to make huge strides in business and revenue growth by implementing an ABM strategy.

In fact, according to data from Marketo's The State of ABM Report, 33% of SMBs have some kind of existing ABM strategy: 23% consider themselves in the early stage—with the ability for basic management and targeting and measurement at an account level, 7% identify themselves as mid-stage ABM practitioners (have account-level targeting programs across sales and marketing and are tracking

basic tracks), and 3% identify themselves as late-stage ABM practitioners (more advanced in their ABM journey with account-level, cross-channel marketing and sales programs, and are tracking program ROI). These later lifecycle stages are easier for marketers to achieve with scalable technology to support them.

It's not surprising that adoption of ABM is rising among SMBs—big wins make a proportionally bigger impact in smaller organizations. A big logo SMB account win acts as a marker of momentum and business credibility. Additionally, an SMB organization may have a larger list of target accounts and would benefit from investing in an ABM strategy because of the scale at which they can prioritize accounts, run campaigns, and report on the results.

IS ABM RIGHT FOR YOUR ORGANIZATION?

Although organizations of all sizes can implement account-based marketing, it's important to determine whether it's right for your business model before you decide to make the move to an account-centric approach.

Here's a checklist that can help you evaluate whether your organization should implement ABM:

- Your sales cycle involves a research/evaluation phase due to the cost or level of commitment required from the buyer and often involves multiple stakeholders
- Your sales and marketing team wants to make a bigger impact with a more strategic focus
- Your best-existing customers who generate the most revenue for your business have distinct characteristics OR You have identified accounts with distinct characteristics that have the potential to generate more revenue
- There are organizations with needs that your solution clearly addresses
- Your organization's goals include expanding into a new segment, territory, or vertical, or going after your competitor's customers
- Your organization offers several products or services and has set goals to grow customer lifetime value through upsell and cross-sell

CREATE A WINNING ABM STRATEGY



Kuala Lumpur, Malaysia

CREATE A WINNING ABM STRATEGY

If you're considering implementing an ABM strategy or you want to take your ABM strategy to the next level, there are pillars and best practices that you should address, which will help structure your strategy. We'll list them for you here, but the subsequent chapters will offer much more detail on each one.



CREATE A WINNING ABM STRATEGY

MAP YOUR STRATEGY



An ABM strategy centers around target accounts, but to successfully market and sell to those target accounts, there are a variety of activities that must occur.

These pillars of your ABM strategy will help you drive success and will vary depending on your objectives (e.g. new accounts or upsell, named accounts or large group of accounts). Here's a quick summary of those pillars and what they entail:

Pillar	Description
Get Organizational Buy-In	Create your team of stakeholders across the organization and get buy-in on an account-based strategy. This includes aligning sales and marketing around goals, objectives, strategy, and metrics.
Identify Target Accounts	Select the target accounts that will help you achieve those goals. Leverage technology to help identify accounts with the highest propensity to buy if possible.
Create Engaging Content	Content is the most critical element for any campaign. Successful content for ABM is comprised of three critical elements: 1) personalized, 2) relevant, and 3) timely. There are tricks for developing engaging content at scale. (see page 56)
Engage Across Channels	Your target account contacts don't consume information on one channel. Make sure you have a solid cross-channel strategy for listening to and engaging your accounts across channels.
Measure, Analyze and Optimize	Any good strategy starts with goals and the ability to demonstrate movement toward those goals. Make sure you establish the right metrics and check-ins so you can iterate on your ABM strategy and show the momentum you're driving.
Select the Right Technology	Technology is not always a must-have, but for organizations that want to effectively implement, track, and measure the previous pillars, technology is what makes it possible at scale. Choose technology that supports your ABM strategy but also your larger organizational goals.

CREATE A WINNING ABM STRATEGY

THE ABM MATURITY CURVE

While more organizations have started to realize the value of account-based marketing, it's likely that each organization's ABM journey will be unique.

Some companies have just started to evaluate ABM, while others have been practicing it for years and are seasoned experts.

We've identified four key stages of the ABM maturity curve, listed on the next page. These stages are fluid and your organization's position may stand between two key stages. Wherever you are in your ABM journey, it's important to continually optimize your strategy to move forward in your journey.



In the next two years, we will see many B2B enterprises continue along the ABM maturity curve, moving from initial pilots in a single geography (e.g. North America) to planning, budgeting, and running 'always-on,' global ABM programs."

Mani Iyer, CEO, Kwantoo



CREATE A WINNING ABM STRATEGY

THE ABM MATURITY CURVE



	Date and Accounts	Messaging/Content	Programs	Metrics	Team
Inception	Identifying what type of accounts and key facets for your business make sense	Identifying personas and content gaps. Do you have relevant content for all the personas?	Identification of optimal channels and programs	[Operational] Ensuring you can measure at each stage of the lifecycle. Can account activity be tracked in SFDC, or other CRM?	Identifying key players-select champion sales people
Early-Stage	Joint selection of accounts between marketing and sales/customer support/services/etc.	Developing/repurposing content for key buyers so it's mostly personalized	Utilizing some digital programs with other program basics	Tracking engagement (e.g.time with account) and other program metrics like CTR, inquiries, MQLAs in target accounts	Obtained stakeholder buy-in across the organization
Mid-Stage	Using predictive models and/or intent data to select accounts for additional accuracy. Identifying whether you have the contact information for the right contacts in your target accounts.	Have content for all personas that's personalized and timely	Running programs that optimized for different personas (channel, etc.)	Tracking meetings with the right people in target accounts, velocity, opportunity/pipeline creation in target accounts, sales metrics	Closely in sync with your SDRs and sales team
Late-Stage	Mature process of account selection and building out white space and data hygiene. Identifying ways to implement ABM for cross-sell, upsell, retention, etc.	Have content for all personas that's personalized, timely, and relevant	Running a combination of digital and analog programs (e.g. web personalization and direct mail)	Hitting your KPIs. For example, revenue won in target accounts, x-sell, up-sell, renewal (stickiness)	Closely in sync with your collaborative teams and regions-SDRs, sales, support, services, etc.

GET BUY-IN ACROSS THE ORGANIZATION



Frankfurt, Germany

GET BUY-IN ACROSS THE ORGANIZATION

Although account-based marketing has 'marketing' in the name, it requires input from and collaboration with stakeholders outside of marketing. Share your plans for ABM with other teams that should be involved, such as sales, services, and support. These teams need to be aware of how you plan to engage target accounts and make them successful and how their roles come into play.



GET BUY-IN ACROSS THE ORGANIZATION

DEFINE YOUR ABM TEAM

You may want to put together a core team that is responsible for developing, tracking, and measuring your ABM strategy.

If you are starting from scratch, this team will shepherd the change management needed to make your ABM strategy successful. If you're already on a roll with ABM but looking for ways to fine-tune it—it may make sense to form a committee.

Here is an example of who you may want to include on the committee. For some organizations, this may not be feasible. At the very least, it's important to have both marketing and sales involved, as well as the executives that oversee the teams.

- **Executive Sponsor:** Typically, your executive sponsor will come out of marketing, but you may have an executive sponsor driving this strategy in sales, support, or services. They will act as a champion for your ABM strategy—offering support and strategic guidance—from an executive standpoint.
- **Marketer:** Drives the ABM strategy from creation to execution, acts as the point person to ensure cross-functional collaboration, and reports on the progress of the strategy.
- **Marketing Operations/Sales Operations:** Works to examine your existing database, identify trends, and report on progress. Critical to choosing accounts.
- **Account Executive Leader:** Helps align the strategy around customers and their needs, creates ABM service-level agreements and leads, and educates the rest of team on best practices.
- **Sales Development Leader:** Helps guide research on accounts, providing feedback to the group to recalibrate if necessary.
- **Services Leader:** Looks for opportunities to support current customers in their product and potentially identifies new opportunities for upsell and cross-sell.
- **Support Leader:** Strategically monitors target accounts to help ensure customer retention and prioritization of cases.

GET BUY-IN ACROSS THE ORGANIZATION DEFINE YOUR ABM TEAM

Beyond that, you will also want to define the roles different teams will have as a part of your ABM strategy. You may want to choose representatives or champions on these teams to help you disseminate best practices and training around ABM. While it's easy to forget, to be successful, you will have to work to continually educate teams on the value, process, and momentum of your ABM strategy. Other teams you may want to include are:

- **Solutions Consultants:** Delivers information to the customer during the sales process. Often a key point of contact with key decision-makers in a target account.
- **Product Marketing:** Shares the product roadmap and its relevance to the target accounts. Delivers tailored late-stage collateral and sales support in closing target accounts.
- **Vertical/Industry Marketing:** Provides industry or product expertise as it relates to the different target accounts. Helps provide a more targeted message and experience to the accounts.
- **Content Marketing:** Understands what content exists to support your ABM strategy and creates or repurposes content to deliver a personalized experience.
- **Corporate Marketing:** Involved in crafting a targeted set of messages that are specifically relevant for target accounts.
- **Designers:** Integrate creative design elements into campaigns to help inspire the target accounts to engage.



Get buy-in from the rest of the organization that will be affected by your ABM strategy. Get stakeholders involved, which may mean working with sales closely to identify and agree on accounts, educating the management team on changing KPIs and working with your marketing operations team to understand your data requirements."

Tony Yang, VP Demand Gen and Marketing Ops, Mintigo

GET BUY-IN ACROSS THE ORGANIZATION MARKETING AND SALES ALIGNMENT BASICS

Marketing and sales alignment is a pre-requisite for an effective ABM strategy.

As an organization considering implementing ABM, or looking to improve their current strategy, start by ensuring you have the basic foundation of organizational alignment between your marketing and sales teams. Before you get started, make sure your teams are practicing these marketing and sales alignment basics:

Agree on Definitions

You need to have a common vernacular. According to CSO Insights, only 44% of companies have formally agreed on the definition of a qualified lead between sales and marketing. Without standardized definitions of terms (in this case, qualified accounts), teams are naturally going to be out of sync.

Marketing's idea of what is a high-priority account needs to match sales' idea of a high-priority account, or you will inevitably see discord between the teams. It's an understandable step that each organization must take; every company defines terms somewhat differently.



“Organizations struggle with creating and maintaining internal alignment as they implement their ABM strategy. Misalignment is a problem because it affects every phase of ABM—planning, execution, and measurement. Organizational misalignment is solved by aligning goals and incentives.”

Dave Rigotti, Head of Marketing, Bizable



GET BUY-IN ACROSS THE ORGANIZATION

MARKETING AND SALES ALIGNMENT BASICS



Set Shared Goals

Marketers and sales teams have traditionally had their eyes on different metrics and short-term goals. Getting them to see eye-to-eye may require a new point of focus for both groups, one that implementing ABM typically helps with. Technically, marketing and sales teams share the same goal: driving revenue by converting leads and growing their lifetime value. However, because of the perceived handoff from marketing to sales in a typical broad-based marketing funnel, this process can seem like two separate stages and cause tension between the two teams. Encourage your teams to think about the sales funnel in terms of one process rather than two different processes. For ABM, like broad-based marketing, getting agreement and buy-in on the definitions and handoffs between stages is a very important foundation.

Compensation

One way to achieve a common view of the sales funnel is to structure compensation in a similar way for both sales and marketing—for instance, instituting a commission structure for marketing that is tied to target account opportunities created, pipeline generated, and revenue won. This structure builds trust between the two departments because both teams have a greater stake in improving target account performance. Marketers gain a better understanding of the impact of account selection, and sales teams understand the importance of timely and frequent follow-ups.

Joint Activities

Marketers often feel disconnected from what sales reps do. Incorporating the marketing team into regular sales activities can be an important part of engaging them in the whole sales process. Being present for forecast calls will make marketers feel accountable for the same goals as the sales team. Working more closely with the sales team allows marketers to see how they contribute to the success of the bottom line. Set up regular meetings with sales to review activity within target accounts and marketing programs so that both teams are on the same page.

Traditional Sales and Marketing Funnel



Account-Based Marketing Funnel



GET BUY-IN ACROSS THE ORGANIZATION MARKETING AND SALES ALIGNMENT BASICS



Account Scoring

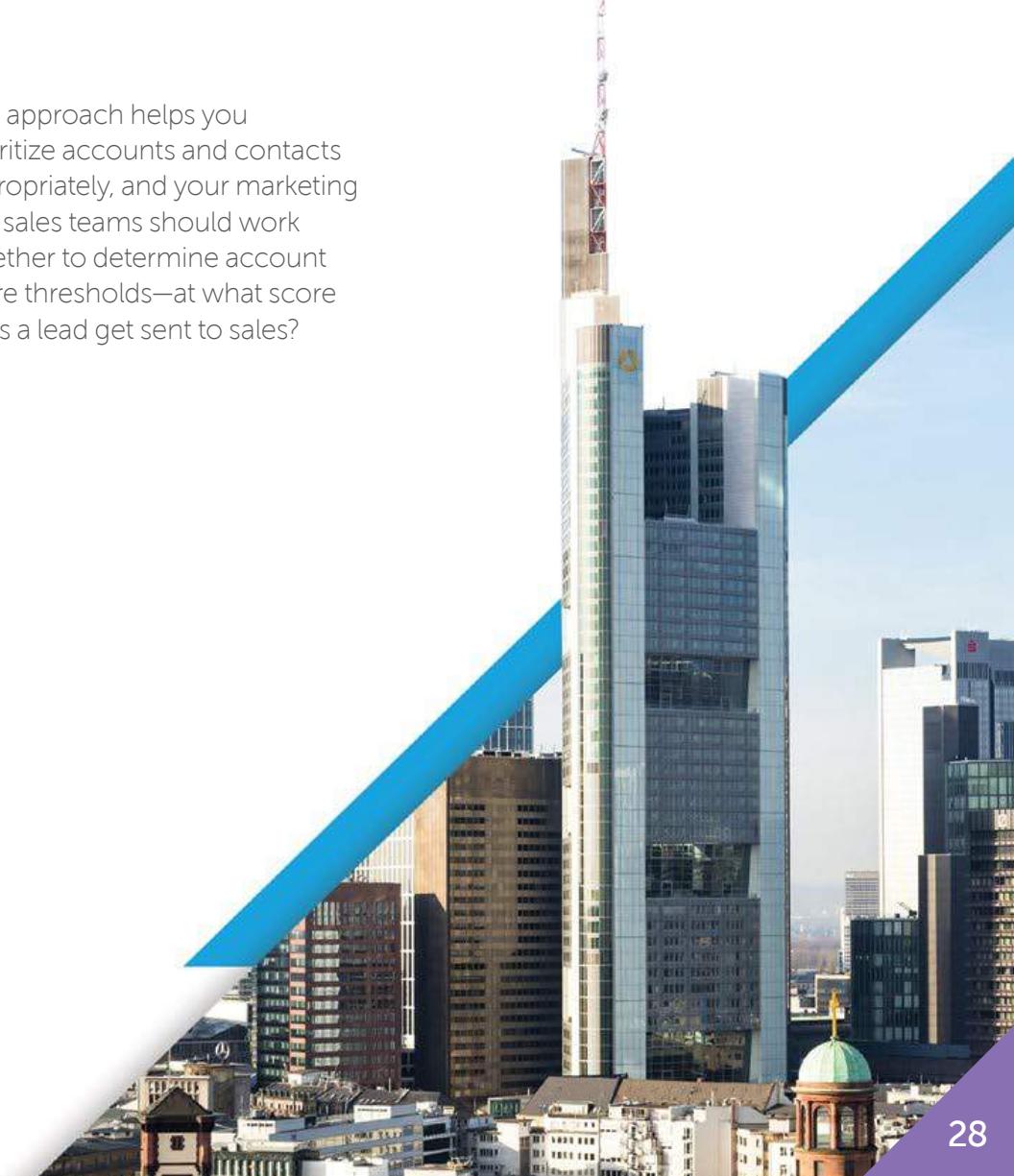
Scoring—a method of ranking leads and accounts for both their fit (i.e. right account to target) and then later their sales-readiness, should be agreed upon by both sales and marketing. It is essential for ensuring that your organization is aligned.

Scoring to identify the accounts to pursue is the first critical piece. While we will go over how to determine which accounts to target later in this guide, it's important to understand that scoring, especially with the help of predictive analytics, can help you determine which accounts meet your criteria and then prioritize them.

Once you have chosen accounts and are delivering targeted marketing, you should score target accounts (at the account level) and lead activity (at the contact level) within them by tracking MQLAs instead of traditional MQLs—the “A” representing account score.

With predictive analytics, you can determine the right account score threshold based on different dimensions like firmographic data (e.g. revenue, employee size, industry, location), technology fit, and 4K signals (e.g. hiring trends, funding, social media activity). This means that for prospects to be classified as MQLAs to be passed to sales, they must be a good fit (e.g. right demographics), engage with you, and be from a company that's a good match.

This approach helps you prioritize accounts and contacts appropriately, and your marketing and sales teams should work together to determine account score thresholds—at what score does a lead get sent to sales?



GET BUY-IN ACROSS THE ORGANIZATION MARKETING AND SALES ALIGNMENT BASICS



Structure Your Organization for Alignment

Creating the right structure between marketing and sales is imperative for proper alignment. This means defining roles in marketing and sales in a way that helps you engage and close your target accounts more effectively.

Depending on your organization's structure, these roles may be held by different people or different teams. For organizations with lean teams, some of these roles may be held by the same person, and your marketing or sales team may wear multiple hats. Let's take a look at some ways to consider structuring your marketing and sales teams for success.

Marketing Roles to Define:

- **Demand Generation:** This role supports revenue goals by generating more qualified leads to pass on to the sales team. This includes focusing on many things, such as full-funnel marketing programs, lead nurturing, and analytics.
- **Content Marketing:** This role creates valuable and educational content to attract, inform, and engage an audience throughout the sales cycle.
- **Product Marketing:** This role is responsible for deal support, sales enablement, and late-stage creation.
- **Customer Marketing:** This role supports sales through customer advocacy, testimonials, and references. Happy, engaged customers not only lead to greater revenue, but also lead to greater trust from new prospects.
- **Marketing Operations (MOPS):** This role monitors service level agreements (SLAs), scoring, and database cleanliness for the entire organization, allowing marketing and sales to have accurate data that helps the organization deliver the right message at the right time.

GET BUY-IN ACROSS THE ORGANIZATION

MARKETING AND SALES

ALIGNMENT BASICS

Sales Roles to Define:

- **Sales Development**

- Representatives (SDRs):**

SDRs work closely with marketing to bridge the gap between sales and marketing. This function has one focus: to review, contact, and qualify inquiries and deliver sales-ready accounts to account executives.

- **Account Executives (AEs):**

Account executives exist to close sales. In the end, it's more cost-effective to have your top sales representatives talk to the most qualified leads. You don't want your best closers wasting their time on leads that have no possibility of converting. Instead, have them work on accounts that have been qualified by SDRs.

- **Sales Operations:**

This team is critical to supporting the sales team's success. They are responsible for sales commission plans, territory management, participating in account selection, sales administration, deal support, systems and data management, etc.



GET BUY-IN ACROSS THE ORGANIZATION

MARKETING AND SALES

ALIGNMENT BASICS

Create Service-Level Agreements

Service-level agreements (SLAs) originated as part of a service contract to formally define the specified service, such as scope and time. At Marketo, we adopted SLAs to build alignment and make our marketing to sales lead handoff throughout the funnel more effective. SLAs contribute to another critical part of sales and marketing alignment: making sure no qualified lead is left behind and with ABM, that no account is turned over without the proper research, attention, communication, and effort.

SLAs in a broad-based marketing strategy help prioritize and assign a time stamp to leads. SLAs for ABM are specific to account contacts versus individual leads, and they also will specify progress toward defined key performance indicators (KPIs), like account penetration, contact frequency, etc.



GET BUY-IN ACROSS THE ORGANIZATION

KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM

Nailing the basics is essential for a successful ABM strategy because ABM requires tight collaboration and communication with your sales team.

Take your marketing and sales alignment to the next level as you deploy an ABM strategy. If you haven't nailed down the basics, start there and work your way toward ABM. If you have, let's take a look at how you can collaborate with your sales team to drive revenue with ABM.

Prep Work

If you are exploring the idea of ABM for your organization, like we already discussed, it's critical to get buy-in from the top to bottom in both the sales and marketing organizations. Each team will have some specific concerns so you will want to address these in your initial plan and meetings.

Account-based marketing (ABM) is a game-changer, but it's not uncommon for sales to push back against implementing it as a new strategy. On the surface, it may appear that ABM means that sales will work with fewer leads, and that kind of change can be a scary proposition, especially when you consider that most B2B sales organizations need to meet a quota.



GET BUY-IN ACROSS THE ORGANIZATION KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM



Account-Based Marketing Isn't Just for Marketing

If you're in marketing and need to convince sales to buy-in or you're in sales and need to get the rest of the team onboard, make sure the sales team understands the dramatic benefits that ABM brings to their lives—higher win rates, larger deal sizes, and increased velocity (i.e. more efficiency), to name a few.

ABM Helps the Sales Team

Whether you're meeting one-on-one with the Director of Sales, writing an email, or pitching the entire sales department, ask these key questions:

- How satisfied is sales with the target account leads they currently get from marketing?
- Is marketing generating leads in the right accounts?
- Does the sales team have enough accounts to meet their quota and drive closed business?
- How are your marketing programs specifically helping the sales team penetrate their target accounts?

GET BUY-IN ACROSS THE ORGANIZATION

KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM

ABM Helps the Sales Team

Most sales reps will take the opportunity to provide honest feedback. Sales organizations are commonly frustrated by what they feel are unqualified leads and not being able to find enough opportunities that will close. But those are two of the best reasons that sales should be excited about an account-based strategy.

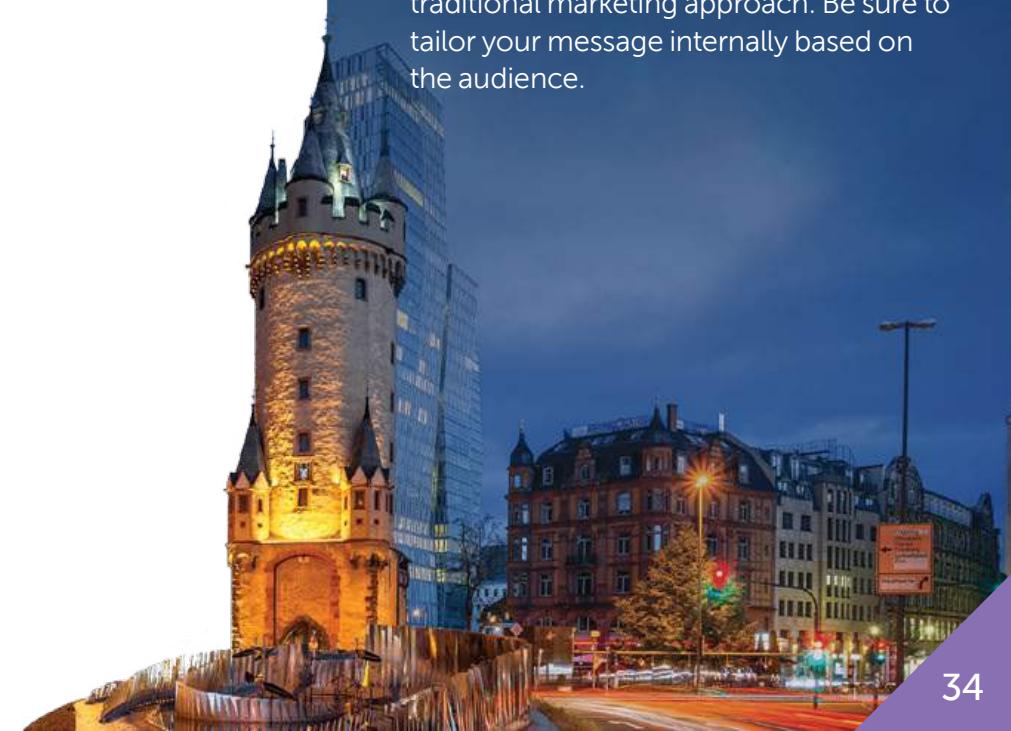
How would your sales team like to only talk to highly qualified, ready-to-buy leads? ABM starts with selecting target accounts, which means qualifying leads from the beginning. There is almost no chance for an unqualified lead to land on a sales rep's desk because sales and marketing have selected target accounts together from the start.

While ABM might force sales out of their comfort zones at the beginning (especially at first when they are used to receiving a volume of leads), and it might take time before they start seeing new ABM-generated leads, most sales reps won't turn down a much greater percentage of qualified leads from accounts that have a higher propensity to buy.

Involve Other Stakeholders

All stakeholders who impact the customer experience need to be aware of your strategy. Start by educating them about the purpose and benefits of implementing an ABM strategy.

Remember, different benefits will resonate with different stakeholders. For example, your professional services team will want to understand how they can help your customers get the most out of their investment, whereas your CFO will want to understand why investing in ABM will provide greater ROI than your traditional marketing approach. Be sure to tailor your message internally based on the audience.



GET BUY-IN ACROSS THE ORGANIZATION

KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM

ABM Requires Sales' Input and Buy-in

Alignment between sales and marketing is both a prerequisite for, and a product of, an effective ABM strategy.

Consider the six basic steps of account-based marketing, which we'll cover in more detail in the next chapter. Almost every step depends on input and insights from sales.

1. Prep your data:

While this may fall primarily on the marketing and sales operations teams, it's an absolutely critical foundational step to success. Having clean, standardized, and appended data allows both sales and marketing to look objectively at the criteria to determine accounts.

2. Identify target accounts:

Because sales interacts with prospects and customers and are knowledgeable about their territory, they have a list of dream accounts they would love to close. Paired with this knowledge, predictive scoring models coordinate many different data points to assist marketing and sales in identifying and choosing the right accounts to target.



One way to ensure alignment is to make your progress transparent and use the same metrics and dashboards to measure the effectiveness of ABM for all stakeholders in the organization."

Tony Yang, VP of Demand Gen and Marketing Ops, Mintigo

GET BUY-IN ACROSS THE ORGANIZATION

KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM



3. Profile accounts:

Collaborate with sales to build a plan to focus on the right part of the organizations you're targeting. This includes gathering research on each account's financial health, business initiatives, personnel, technologies, organizational structure, industry research, and more.

4. Create the right content:

Sales reps understand the accounts and can share all kinds of detailed account insights you can use to develop personas. Marketing will take over a little bit here, but this exercise is based on developing robust personas to create and curate personalized content.

5. Integrate ABM into your multi-channel strategy:

Marketing and sales will both execute this step in different ways and on different channels, but again, the content and the strategy are built on the insights developed in the earlier steps.

6. Measure and analyze:

In an ABM model, sales gets to help define the KPIs as well. Broad-based marketing looks at a set of metrics that aren't all necessarily the right fit for ABM and/or don't help sales. As part of an ABM team, sales helps marketing identify the metrics that will help optimize an account-centric strategy. And unlike broad-based marketing, ABM analysis should include sales activities (frequency, method) for key people within each target account.

Account-based marketing is not a new marketing trick that sales needs to learn, or help implement. It's the natural evolution of marketing and sales, but it doesn't work unless the whole organization grows together—and there are plenty of incentives to get sales onboard.



Alignment starts and ends with the right objectives and metrics, but a daily triage on what's working and what's not, transparency, and empathy are also key."

Matt Heinz, President, Heinz Marketing

GET BUY-IN ACROSS THE ORGANIZATION

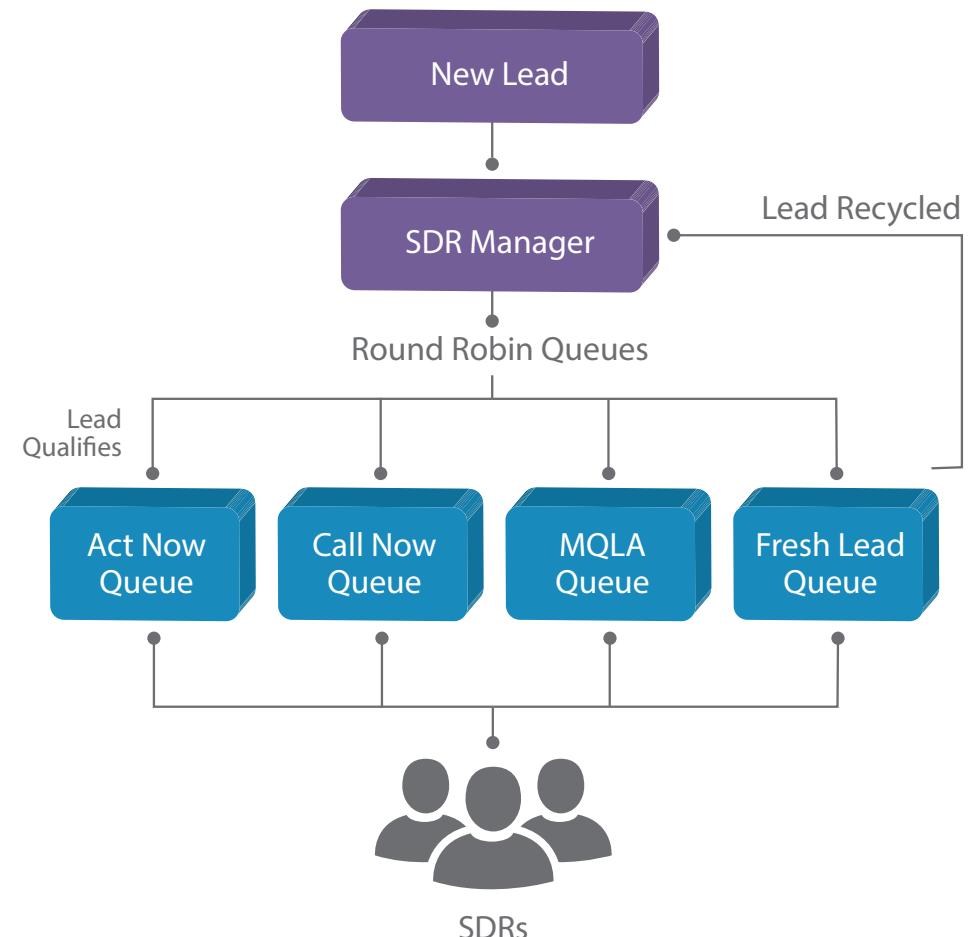
KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM

Optimizing ABM for Sales

Because account-based marketing is different than the traditional inbound model that sales representatives are used to, it's important to implement some key processes to improve efficiency and effectiveness.

Give Sales Full Account Visibility

Within sales, there can be some friction that arises due to limited visibility into leads and low lead pipeline. Typically, SDRs research each account to build a list of contacts within them and reach out to establish a relationship. They continually nurture that relationship until the prospect is sales-ready and willing to meet. Then, the lead gets handed to Account Executives (AEs), who further evaluate the account to understand their pain points, demo the product/service, and negotiate the contract terms.



An example of a routing process

GET BUY-IN ACROSS THE ORGANIZATION

KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM

Build a Fair Routing Engine

With account-based marketing, tensions may dissipate due to SDRs and AEs working together to produce high quality leads and generate interest within target accounts. While sales may receive less leads with ABM, they are typically worth more. To address these issues, it's a good idea to enable visibility and implement guard rails at the account level so you can route inbound and outbound lead activities to the SDRs, and/or AEs, who are engaging the account at the time.

SDRs are under pressure to deliver based on the accounts that get assigned to them, so the question of fairness arises when SDRs don't feel like they're getting an equal or fair share of leads. Sales coverage and performance results should reflect varying demand.

Make sure that you have the proper data to support your organization's routing needs. For example, you may want to assign more leads from target accounts based on tenure. This gives more junior members experience with working leads and allows senior members with more experience and knowledge to follow up with "hot" leads more efficiently.

Other strategies include implementing a process where leads are assigned to the SDR aligned with an Account Executive in a particular territory, or implementing a round robin based on region, or a combination of the two. Based on your target account volume and your SLAs with sales, you should clearly outline the distribution process that makes the most sense for your organization.



While a round robin routing process helps ensure that leads are distributed fairly, this process is meant for inbound leads. Sales should consider building outbound prospecting into their sales development structure, and processes to target and profile agreed-upon accounts.

GET BUY-IN ACROSS THE ORGANIZATION

KICK IT UP A NOTCH: MARKETING AND SALES ALIGNMENT FOR ABM

Prioritize Target Accounts

If your organization has a high volume of target accounts you're focusing on, sales may get overwhelmed with the high lead volume, which is simply a different strategy—one where it's critical to help sales prioritize accounts. Leverage predictive scoring to prioritize lead follow-up based on a target account's fit, recent meaningful activities, activity type, and engagement. To do this at scale, you may want to revise and upgrade your lead scoring to an account scoring model.

An account score groups the individuals involved in a buying process and provides a group view of readiness to buy. You can use a sum, an average, or even a weighted average of individual scores, until the group reaches sales-ready status. This supports your sales team's efforts to target a set of accounts—while empowering reps to focus on the ones that are most likely to convert.

Effective account scoring must determine which individuals belong in the same account. You can group by accounts in your CRM system or use a sophisticated marketing platform, like Marketo, to infer connections based on IP addresses and company names.

Account Selection & Enrichment Process

Use predictive account scoring and sales knowledge to select accounts

	Top 100	Tier 1	Tier 2
Selection criteria	Strategic accounts selected by Sales	Existing Accounts in CRM with Account Score = 100	"Look alike" accounts with Account Score = 100 that are purchased
Enrichment	<ul style="list-style-type: none"> Tie leads to target accounts Purchase new names Opt-in contacts 		

GET BUY-IN ACROSS THE ORGANIZATION ONGOING COLLABORATION

Once you have your sales and marketing alignment basics down and have started applying it to ABM what does ongoing collaboration between the teams look like?

Plan Ongoing Communication

While it will vary from team to team, especially if your teams are not in the same physical location, it's absolutely critical that the line of communication between teams stays open. Communication can mean anything from an update email to a quarterly in-person deep-dive session. As a marketer, you may have to actively solicit feedback from sales as it may not come proactively. Don't just give communication lip service—plan for it.

There are a few different types of meetings you may want to plan for your organization to evaluate your progress and make any necessary changes to your ABM strategy.

- **Weekly updates:**

This involves the core ABM team in sales and marketing. Share updates on a program level, brainstorm challenges, and check-in.

- **Monthly check-ins:**

This includes a larger team, and should include your executive sponsor if they are available. This meeting is to evaluate the progress of the strategy in the different target account tiers and the program as a whole. This is where you will share any metrics from early-indicators to pipeline and any issues that arise—like adherence to service-level agreements (SLAs).

- **Quarterly review:**

A meeting that dives deeply into the business metrics, program successes (what do you stop, start, and continue?), and overall account strategy. This meeting should involve the larger stakeholder group and is the right forum to consider continued investment and expansion of the ABM initiative.

CHOOSE YOUR ACCOUNTS



San Francisco, United States

CHOOSE YOUR ACCOUNTS

Depending on the nature of your market, you may be implementing different levels of account-based marketing. Some organizations might solely focus on tiers of high-value accounts, others may only target key verticals, and some may fold their ABM campaign into their broad-reaching demand generation strategy. Whatever your objectives are (from acquisition to customer retention), every ABM strategy must identify and profile target accounts.



CHOOSE YOUR ACCOUNTS ACCOUNT IDENTIFICATION



Account selections vary for each organization because each one has its own goals and strategy that will determine the reasons for selecting and pursuing specific companies or verticals.

Target account identification should only be done with all of the ABM stakeholders at the table.

Targeting Criteria

In some organizations, identifying target accounts may be as simple as your CEO or sales directors determining which accounts to pursue, while in others, you may use several factors to determine your target accounts.

Here are a few factors you might consider when identifying accounts for your ABM campaign:

- **High yield:** Identify top moneymakers and big fish, and their characteristics. These accounts are likely to result in much larger than average deals for your sales team and generate substantial revenue over the long term.
- **Profitability:** Identify “look-alike” accounts that match your best customer profile as well as existing customers with cross-sell and upsell potential. These accounts are likely to bring you the most revenue and have the highest lifetime value without requiring heavy resources to support them.
- **Product fit:** Look for companies with business needs that clearly match your solutions, which increases the likelihood they will purchase.

• **Quick wins:** Seek out accounts that typically have a short purchase decision process due to their size or structure.

• **Strategic importance:** You may want to target accounts that align to your company's strategy—for instance, if you're entering a new market or territory. Sometimes, acquiring new, big logos is a strategic goal.

• **Territory:** Pursue accounts in a specific region of the country to directly support sales. Sales teams are often segmented by territories and have target accounts within each of those territories. Helping sales people generate awareness and build pipeline in their region will drive higher ROI.

• **Competitors:** Target companies using competing products, whether it's to hit your competitors where it hurts or simply because it's easier to make the switch with already educated users. In some cases, identifying your competitor's customers is as easy as reviewing logos on a competitor's website. But other times, you may need to get more creative. For example, if you are using a marketing platform with a strong partner ecosystem, like Marketo, digital tools from partners can help you identify companies using your competitor's products. Additionally, if you notice that your competitor is doing well with certain types of companies, you may want to consider targeting that profile.

CHOOSE YOUR ACCOUNTS ACCOUNT IDENTIFICATION



To further identify which accounts, or types of accounts, you want to go after, do some research—it will help surface likely targets. These tips offer some guidance on where to start your research:

- **Talk to sales:**

The sales team has great insight into which accounts can be targeted effectively. They may have had conversations with companies that fell through or can give you a better idea of the kinds of accounts to pursue. Sales may suggest their own list of target accounts, so look for overlaps between the two lists. Then, agree on a system of account scoring and score the remaining potential target accounts to see which are more likely to close.

- **Review customer relationship management history:**

Look in your CRM to discover which companies fit into the high-yield or quick win categories mentioned previously. After identifying enough of each, you can look for commonalities and create a profile of a company likely to generate large deals or build a list of names similar to those you already sold to.

- **Discover existing opportunities:**

With an ABM solution that's native to your marketing platform, it's easy to find out whether any of the accounts fitting the profile you're going to target have engaged previously with your brand (e.g. if they downloaded content or frequently visit your blog). Accounts that have already engaged with you in the past may be more receptive to your marketing and show quicker results once you target them with personalized campaigns.

Agree On Timing

Make sure you agree on a timeframe to lock in the target account selection.

Target account programs, in many cases, take time to work—so you don't want to switch out the accounts too frequently. At Marketo, we lock in our target accounts for six months.



CHOOSE YOUR ACCOUNTS ACCOUNT IDENTIFICATION



Leverage Your Data to Make Informed Targeting Decisions

Before you get started with ABM—selecting your accounts and delivering targeted campaigns—your marketing and sales operations teams need to do some prep work. This prep work will help you make informed choices when it comes to account selection and distribution. Before you get started, you will want marketing and sales ops to help you get a clear picture of three things:

1. Data in your CRM:

How do you organize and define parent and child account hierarchies in your CRM? What data do you have in your CRM and what does it tell you about the accounts in your database? Can your SOPS and MOPS teams identify trends in your highest value customers today? Do you have data gaps that you need to amend before you can get a clear view of who you want to target?

2. Sales territories:

How are you currently dividing leads across the different territories? Before you embark on choosing target accounts, understanding the volume and distribution of your current leads is a critical task. It's tough to get sales buy-in if a large percentage of the target accounts fall in one or two territories.

3. Predictive modeling:

If you don't know which accounts to target or have already exhausted your initial list, consider working with MOPS to build a predictive model. Predictive analytics takes into account all available data from both internal and external sources (e.g., company's tech stack, hiring trends, social media activities, funding level, marketing platform, CRM, blog posts, third-party websites, social media channels, etc.) and applies machine learning to determine those showing the highest propensity to purchase the products and services you offer.

Predictive scoring even lets you segment companies by evaluating activities such as company growth, social network participation, technology usage, funding, and job data, to name a few. By combining this with all the other scoring elements (demographics, firmographics, and BANT), you get a truly comprehensive picture of buying signals. And for an account-based marketing approach, predictive scoring adds a much-needed dimension to traditional scoring models.



Historical Data

- Win rate
- Deal size
- Etc.



Firmographic Data

- Annual revenue
- Employee size
- Etc.



4K+Signals

- Social media activity
- Funding
- Etc.

CHOOSE YOUR ACCOUNTS

ACCOUNT IDENTIFICATION



Account Selection

Once you have a list of potential accounts, it's time to narrow it down and choose exactly which accounts to target. To start, choose two to five lists of potential targets—it's better to focus on fewer lists as you're getting started so you're able to iterate quickly and identify areas for improvement. This will help you train your organization's ABM muscles to deliver amazing results faster.

While you may have multiple lists and many targets, it's vital to prioritize your lists in order to demonstrate early success and maximize your ABM return on investment. Give priority to the account types that are most relevant to you—the accounts where you have a good understanding of the potential buying journey and those that you already have content to support.

How Often Should You Switch Accounts?

Due to long sales cycles, there can be a substantial time to impact for typical ABM programs. So, it's best to try and keep your named account lists steady and define a period of change frequency (e.g. once a quarter).



CHOOSE YOUR ACCOUNTS ACCOUNT IDENTIFICATION

Think in Tiers

As you develop your target account lists, you may find that you have many and that their priority for the organization differs. It can help to think about and talk about these differences as tiers. For example: Your most important, often most targeted list of accounts, would be your Tier 1 accounts. They would get more time, resources, and marketing and sales activities dedicated to helping them close. For Tier 2 accounts, you may have a larger targeted list and invest less into targeted programs, and so on for tiers that descend in priority.

You'll also want to understand the baseline score of these accounts and their potential for success, so you need a platform that can synthesize different parameters into a score that you can compare across accounts. These scores may be made up of firmographics, cumulative behaviors, or even incorporate predictive capabilities.

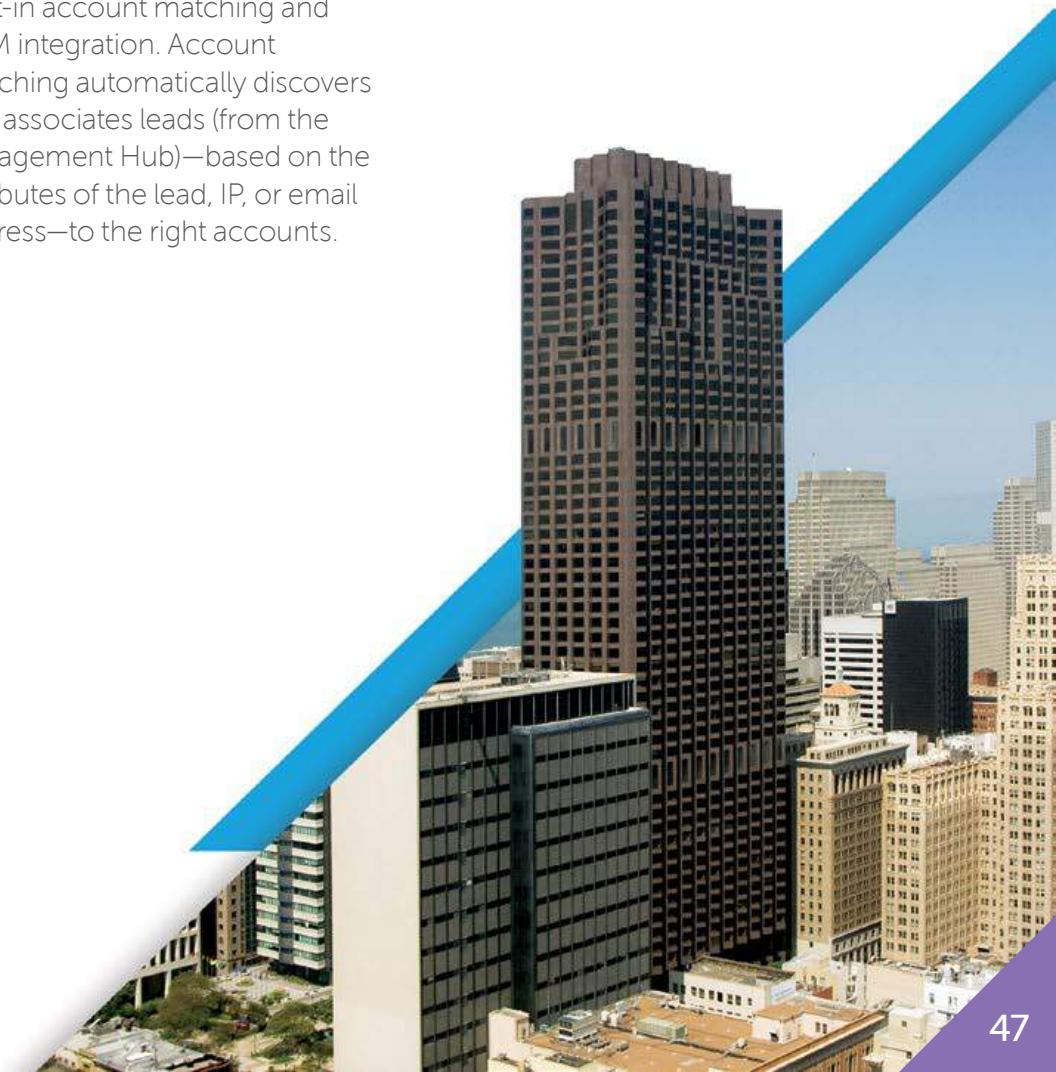
With its built-in account scoring, Marketo ABM allows teams to prioritize accounts, existing lead scores, or different dimensions—industry, size of business, current pipe, or any other historical data.

Because Marketo ABM is a native part of Marketo's Engagement Platform, identifying target accounts is made easier with built-in account matching and CRM integration. Account matching automatically discovers and associates leads (from the Engagement Hub)—based on the attributes of the lead, IP, or email address—to the right accounts.



“ Most companies pay too little attention to their top accounts.”

Christopher Engman, CRO/CMO, Climeon AB



CHOOSE YOUR ACCOUNTS

ACCOUNT IDENTIFICATION



Example of tiered approach to programs

Target Account List Size

Types of programs	Programs	Top 20	Tier 1:~400	Tier 2: ~1200
Web personalization	Web personalization for individual accounts	Yes	No	No
	Direct mail	Yes	Yes	Yes
Direct mail	Low value direct mail	Yes	Yes	Yes
	Database emails	Yes	No	No
In-person programs	Tradeshows (invites with free passes)	Yes	Yes	No
	Content syndication	Yes	No	No
	Sales outreach	Yes	No	No
Database emails	Targeted emails customized to accounts	Yes	No	No
	Appointment setting	Yes	Yes	Yes
Online advertising	Advertising on LinkedIn, Facebook, Instagram, PPC, Twitter, etc. (based on attributes e.g. industry / competitive solutions) in-house or via 3rd party tool	Yes	Yes	Yes
Content syndication	Content syndication for target accounts	Yes	Yes	No
	Content syndication based on attributes (e.g. verticals)	Yes	Yes	Yes
Sales outreach	Calling campaign	Yes	Yes	No
	Drive attendance campaigns	Yes	Yes	No
Webinars / Virtual events	Target account webinars	Yes	No	No
	Broad-based webinars	Yes	Yes	Yes
Appointment setting	Target account appointment setting	Yes	Yes	No
Contact discovery programs with vendors	Opt-in campaigns	Yes	Yes	No
	Qualified lead discovery program	Yes	Yes	No

CHOOSE YOUR ACCOUNTS ACCOUNT IDENTIFICATION

Account Selection and Marketing Operations

As you can see, there's a lot of data activity that goes into ABM, and accordingly, your marketing operations (MOPS) team is often heavily involved. Lead management is a critical piece to effective sales and marketing alignment, and without proper planning and execution, leads from target accounts cannot move smoothly through the funnel. MOPS is responsible for this on both a tactical and strategic level, and will need input and feedback from both your marketing and sales teams.



The cost of bad data in an inbound model is paid in email bouncebacks. Not ideal, but it's also not the end of the world. But, try getting a batch of customer direct mail pieces returned to sender. That's budget-crushing!"

Joe Chernov, VP of Marketing, InsightSquared

Marketo Defined

Marketo Engagement Platform: The Marketo Engagement Platform enables marketers, to listen, learn, and engage with their prospects and customers at scale through an engagement hub. This further enables the identification of new customers with more precision than ever before.

Marketo Engagement Hub: The engagement hub is built on three engines—automation, analytics, and AI—which enable the process of listening, learning, and engaging at scale.

Marketo ABM: A natively integrated ABM solution that enables marketers to target and manage accounts and account lists, engage target accounts across channels, and measure revenue impact on target accounts.



CHOOSE YOUR ACCOUNTS ACCOUNT PROFILING AND MAPPING



Account Mapping

Once you have determined your accounts, next you'll want to map those accounts to marketing personas so you can better understand which divisions are the right ones to target. You need to understand what challenges each account faces as a business, how decisions are made in the organization, and who makes those decisions. This sort of information is critical to a successful ABM initiative. There are different approaches to building out white space, so this should be an ongoing effort.

Build a plan to focus on the right part of the organization. Gather research on:

- Financial health
- Business initiatives
- Personnel developments
- Technologies
- Organizational structure
- SWOT analysis
- Industry analysis

Effective marketing starts with understanding your audience, and that's even more important when your audience is a specific set of people in target accounts. The great thing about ABM is that the strategy inherently requires you to have a deep understanding of your target accounts and their pain points. This is the same foundation, albeit with a bit more detail, that you need for developing marketing personas.

A few key questions to ask:

- Who are your key personas?
- What do they care about?
- Where do they consume information?
- When do different types of content work best?

CHOOSE YOUR ACCOUNTS ACCOUNT PROFILING AND MAPPING



Account Mapping

You may find that within a specific target account, you have a few different types of audiences—executive and practitioner, technical and strategic.

Documenting these for your specific target accounts is important, but so is understanding whether there's a trend across your target accounts.

Consider the different decision-maker personas within the target organization you are after and get the sales team's feedback. Marketing personas will identify companies, titles/positions, business priorities, etc., whereas

sales insights will add FAQs, pain points, and other details that only come out in conversation, such as favorite hobbies and sports teams.

On average, 5.4 people have to formally sign off on each B2B purchase, according to a CEB survey, so stakeholders in any purchasing decision can come from a variety of roles, teams, and locations and each decision-maker may have unique needs requiring different messaging and content. Who are your target account's influencers, decision-makers, and blockers? All of them are important for ABM.



Leading B2B marketers recognize that committees and influencer networks drive buying decisions. Account-based marketing offers a structured methodology for finding and engaging these buyers. It builds on a foundation of established lead management practices, coupling these with the use of predictive analytics to identify and score account expansion opportunities, and the creation of segments and relevant content based on lifecycle journeys.

Gartner, "2017 Marketing Watch List: Fortify Your Customer Focus," November 15, 2016, G00309184

CHOOSE YOUR ACCOUNTS ACCOUNT PROFILING AND MAPPING

The number of target accounts that you select will ultimately depend on your organization, bandwidth, resources, and goals. For instance, if you're targeting a new market with only a few key companies, your list will be smaller. However, if you're going after a vertical with many large logos, then your list will look larger. The number of target account lists that you have and the number of accounts in those lists will also depend on how fully you are adopting ABM. If you are just

getting started by launching a pilot program, you may only need one list of 10 to 20 target accounts. Or, if you are fully adopting an ABM strategy, you may have a few different lists (Tier 1, Tier 2, Tier 3) with different amounts of accounts depending on how personal and targeted you plan to be. If you're not sure where to get started, a good best practice is to start small and then build your list as you refine your strategy.

“If you have 50 accounts that are important, you can target 25 of them with ABM and use the other 25 as a control group. Over time you will start to see the differences, including the financial effects.”

Christopher Engman, CRO/CMO, Climeon AB



Account Profiling and Mapping Tools

The marketing technology landscape is expansive. Here's an example of some technologies you can consider to augment your account profiling and mapping.

ACCOUNT DATA	ACCOUNT SCORING
LinkedIn	leadspace
InsideView®	MINTIGO
HOOVERS™	Lattice
dun&bradstreet	EVERSTRING
REACHFORCE	

NICHE SOLUTION
EX. COMPETITIVE DATA

builtWith
Datanyze ~

GHOSTERY



LAUNCH A PILOT PROGRAM

Once you have determined that you're going to implement an ABM strategy in your organization, think about a tiered approach to launching the strategy and demonstrating success.

Because ABM can have a very long sales cycle, you will need to show the momentum of your ABM activities in order to achieve the continued investment and buy-in that's needed to drive sales. As you think about your strategy, identify accounts and metrics that will help you demonstrate early indicators of success as well as wins.

Think of a pilot as a test program—a lower risk foray into ABM that will help you learn about the model and the strategy that you have set up. It is an opportunity for marketing and sales to build trust with each other and drive toward the same goal. You will learn about and get feedback on the following:

- **Account selection process:** Did your model for choosing accounts work? Are you seeing early indicators of success? If not, what lessons have you learned? What issues have you faced—for example, if reps are churning through accounts, do you replace them and how?

- **Marketing and sales alignment:** Are you seamlessly sharing information? How is the collaboration working? What needs improvement?

- **Team education process:** Did your strategy go as planned? Where were there kinks in the system and how can you educate the team to correct them?

- **Scoring:** Does the account score and the lead's behavior score accurately indicate the buying stage? Do you need to adjust it?

- **Account load per salesperson:** Depending on the size of your pilot and how many reps you have, you may learn about how thoroughly (or not) accounts are attended to and nurtured. Do you need to recalibrate? Or have you uncovered a best practice for your organization?

- **Measurement and reporting:** Any good pilot is not only going to give you a vast amount of lessons across the other areas, but you will get hard metrics to benchmark against. Ideally you are able to see early indicators of success, like account penetration, that show the momentum of your program. If you don't, this is also critical to acknowledge so you can go back to the drawing board before you invest more.



Like any new business process, it can take time to build adoption. As you get wins, share them in weekly updates and quarterly presentations. It is crucial to stay consistent and drive the momentum of the ABM mindset until it snowballs to full adoption."

Jeff Coveney, President, RevEngine Marketing

CREATE THE RIGHT CONTENT



CREATE THE RIGHT CONTENT

Content is an effective way to offer value to your larger audiences and your targeted audiences, and value is what will break through the noise and engage them. You have likely used content in other marketing initiatives or for your broad-based marketing strategies, but with a few key techniques, you can create scalable content that supports your ABM programs across the entire customer lifecycle.



CREATE THE RIGHT CONTENT

The insight that you have drawn from your account profiling and persona mapping will help you create content for target accounts even more effectively, especially during the mid-late funnel stages. Even if you don't start with persona-specific targeting at the beginning, understanding the decision-maker personas will help you better understand the account/customer journey that's taking place.

Understand What Exists

Creating original content takes resources—time and money. Before you start to create new content, take a look at what content you already have, which will help you use your content resources more effectively.

Map Content to Accounts and Individuals

Here's an example of what you may want to consider mapping your content to:

Account Specifics:

- Industry
- Business Initiatives
- Competitive dynamic
- Etc.

Stage in Sales Cycle:

- Early
- Mid
- Late

Persona:

- CFO vs CIO



Enable Sales

Your sales team needs content too! Some training and key materials include:

- Battle cards
- Thought leadership content
- Pitch deck
- Email templates
- Recorded training
- Journey deck



CREATE THE RIGHT CONTENT

Understand What Exists

You may already have a comprehensive list of content with details about the date it was created, which audience it was for, whether it's early-, mid-, or late-stage content, etc. But, if you don't have that, it's probably worth creating, at least as it pertains to your target accounts. This will help you identify content that already speaks to your target audiences and still works, needs an update, or needs to be retired; it will also help you identify content gaps.

Solicit Sales' Feedback

While content falls under marketing's responsibilities, you may want to get sales' input as well. Marketing will have data that demonstrates which pieces have the best digital responses, but sales will know which ones work best with real people when it's time to close an account.

CREATE THE RIGHT CONTENT DEVELOP A PLAN



Once you have an understanding of who you're creating content for, what content you already have, and the gaps that exist, you can start building a content strategy for your target accounts. Use a content/message matrix to map what content or message you will use to reach your target accounts across the entire buying journey.

Marketing will probably have the bigger piece of this pie—distributing content on emails, the website, social media, email, etc. Sales, however, will still be integrating content into personal emails, phone calls, and meetings. Keeping this organized so that no target account receives the same content twice, or irrelevant content for the stage they are in, requires a sophisticated marketing platform and a CRM system that are well integrated.



Scaling your content for ABM begins with understanding your buyer journey. Who is on the buying committee? What does each person care about at each stage? How can you address their needs while telling a clear, compelling story that calls attention to their individual pains? The answers to these questions will help you prioritize your content”

Nadim Hossain, Founder and CEO, BrightFunnel



Test for the Best

Like anything in marketing, you can map out audience attributes, analyze their behaviors, understand your existing assets, and create a plan, but you must be ready to iterate. Build testing into this process. If a visual, message, or content asset does not work for your target audience at a specific stage of their buying journey, test something else. The best ABM, including content for ABM, adapts to your target accounts' needs to ultimately deliver value.



CREATE THE RIGHT CONTENT DEVELOP A PLAN



Use this worksheet to help you map out a content plan for the personas in your target accounts.

Buying Stage	Early Pre-Purchase	Middle Commit to Change	Late Evaluation
Objective(s)	Build awareness Address pain points	Help buyers find you when they are looking for solutions for solutions	Company-specific information to help evaluate and reaffirm selection
Content Types	Blog, ebook, research data infographic, webinar, video	Buying guide, RFP templates, ROI calculator, analyst reports	Pricing, demos, services info, 3rd party reviews, customer case studies
Persona #1 End User			
Persona #2 Influencer			
Persona #3 Blocker			

Here's an example of a matrix that maps content to the buying journey of a Higher Education target account:

Segment Asset/Type	Awareness	Interest	Evaluation	Commitment
Higher Education	<ul style="list-style-type: none"> Higher Education Empowering higher education relationship management: It all starts with marketing (Frost & Sullivan paper) 	<ul style="list-style-type: none"> Enrollment, engagement, donation: How higher education can improve its grader with marketing automation (Ebook) 	<ul style="list-style-type: none"> UC Irvine case study: Drive enrollment and engagement (Case study) 	<ul style="list-style-type: none"> Marketing nation Community & Purple Select advocacy program (Community & Advocacy Program)

CREATE THE RIGHT CONTENT ENGAGEMENT AT SCALE

To effectively engage your audience, your content needs to meet three criteria: it needs to be personal, relevant, and timely. However, creating content that hits all of those marks can be challenging. The good news is that the engaging content you'll need for each stage of the buying journey doesn't need to be created from scratch. Repurposing your existing content is a great way to create the content you need at scale.

Revisit your content library and determine what's still relevant and can be tweaked to resonate with your target audience. For instance, can you up-level the messaging on

a whitepaper to speak to an executive versus a practitioner? Or, like in the example to the right, can you personalize a general ebook for your target accounts by adding in more industry examples and changing some of the terminology?

There are different ways to spin your content to speak to a specific company or industry. That being said, you should still consider creating fresh content that is tailored to your key accounts and the individuals within them, but this way, you can save your resources for those bigger efforts.



ENGAGE ACROSS CHANNELS



Sydney, Australia

ENGAGE ACROSS CHANNELS

It's common knowledge that today's buyers are on multiple channels and devices from moment to moment and throughout the day. To truly penetrate each account, you need to identify the right people within them and engage them at multiple touchpoints throughout their customer journey. This translates into interacting with key decision-makers from named accounts across any channel and device with the right message—from ads to email to your website, and on desktop to mobile, and beyond.

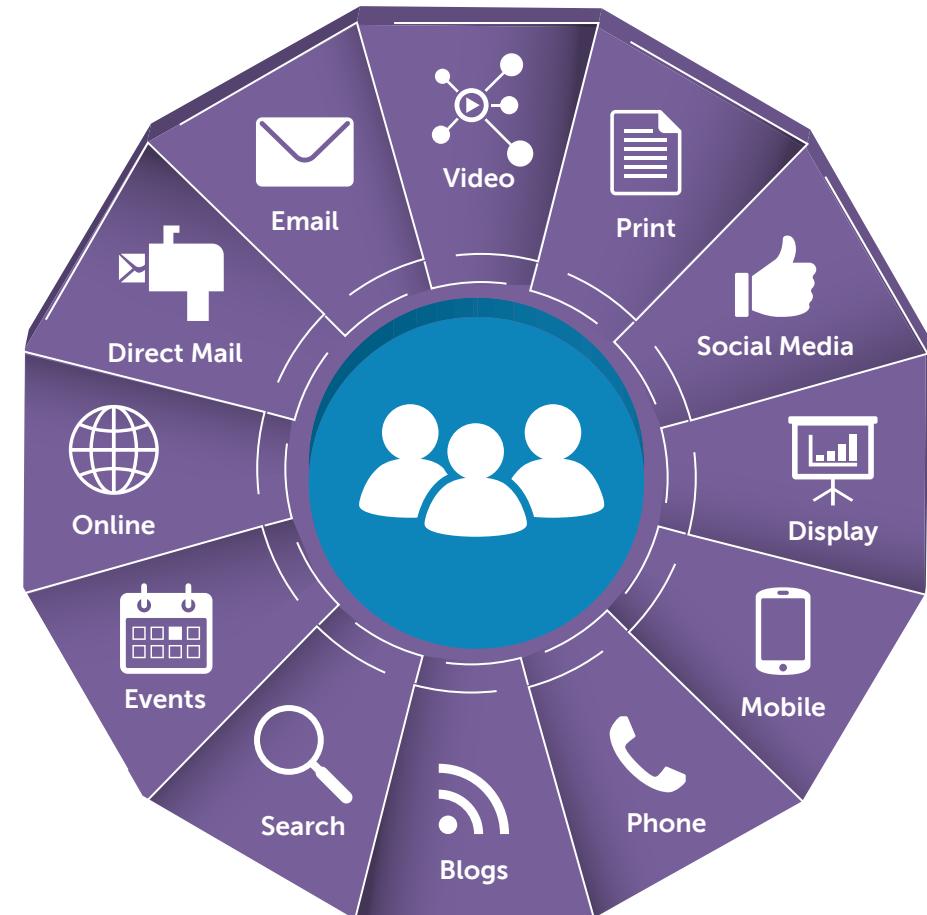


ENGAGE ACROSS CHANNELS USE A MULTI-CHANNEL APPROACH

Once you have a solid understanding of which accounts you're going after and the personas for the stakeholders within them, you can engage them with personalized content across channels. Every touchpoint of your target buyer's experience should be consistent and complementary — that means you have to think about the main channels where your potential customer engages. Use channels that work for your objectives, and take a systematic approach to coordinate your story across channels. Focus on the channels that work for your audience, but remember that it's worth testing different tactics.

In order to do this effectively, you'll want to have an ABM solution that is more than simply a patchwork of tools sewn together—which leaves gaps for mistranslated or un-synced data. Instead, look for and implement a solution that offers ABM natively as a part of its platform. A complete platform will offer cross-channel marketing capabilities that will provide a foundation for you to deliver informed and comprehensive cross-channel campaigns to your target accounts. Cross-channel marketers need tools to help them:

- **Listen:** Pay close attention to target buyer's behavior across all channels to create a single, integrated view of their activity
- **Learn:** Process all of your target buyer's digital signals for a better understanding of your buyer
- **Engage:** Manage, personalize, and act on conversations with your target buyer across channels.



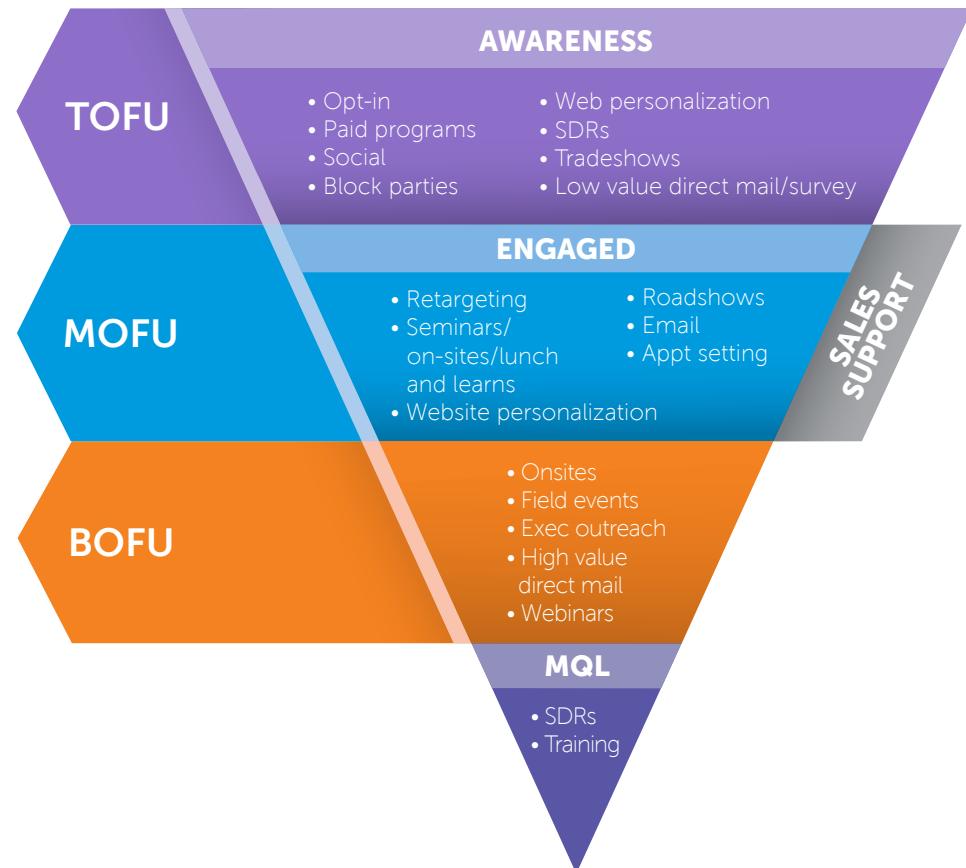
ENGAGE ACROSS CHANNELS USE A MULTI-CHANNEL APPROACH



Leverage a Funnel Approach

Even with an account-based strategy, leads flow through your database like a funnel. Leads that have just become aware of your brand/product/service exist at the top-of-the-funnel (TOFU), while leads who have engaged with your content or offers are at the middle-of-the-funnel (MOFU), and leads who are in the process of evaluating their purchasing decisions are at the bottom-of-the-funnel (BOFU). Because your objectives at each stage vary, you may want to leverage different marketing tactics and channels for personalized, consistent messaging across each stage of the buying cycle.

The tactics and channels you use will differ based on a prospect's familiarity with you. For example, you might use web personalization on your website to display targeted content and offers to website visitors, allowing you to reach a broader audience from your target accounts. Whereas, you may host a field event or roadshow for select later-stage prospects who are already familiar with your offerings.



Today, marketers can use data to look at an account in its entirety and understand what message, programs, and timing works best across all decision influencers and decision makers."

Nadim Hossain, Founder and CEO, BrightFunnel



Example of the different online and offline channels you could use to engage your target accounts and the leads within them.

ENGAGE ACROSS CHANNELS ONLINE CHANNELS



While this isn't a comprehensive list of all the available online channels, we'll cover the core online marketing channels you may want to use to target and engage your key accounts.

Website

As you aim to engage your target accounts across channels, web personalization can help you create and continue a personalized experience for your target accounts. The experience of landing on your website and finding generic content creates a disconnect with your target account in a moment and interaction where you only have seconds to connect and establish relevance. Web personalization enables marketers to identify target accounts from anonymous visitors based on IP addresses or known visitors by email domains and offers

those visitors a personalized experience (at an account or even individual decision-maker level), leading to increased engagement and conversions.

In this example, we're using our own web personalization product to drive web conversions; on the bottom, you'll see our default website messaging.

On the top, we personalized the content and case studies targeting organizations in the financial services industry.



ENGAGE ACROSS CHANNELS

ONLINE CHANNELS

Account-based web personalization focuses the personalization of your website around a targeted and pre-defined list of accounts and individuals. It enables a marketer to identify a visitor's company, cross-checking them against a named account list in real-time. If your visitor is from a set list of accounts, you are able to show them a targeted and specific message, offer, asset, or call-to-action. With web personalization technology and a marketing platform, you can make this experience even more granular and focused by targeting the individuals within an account with unique and specific messages.

This is especially important for brands targeting millennials (a generation that makes up more than 25% of the U.S. population and will have a spending power of \$200 billion annually by 2017), because millennials expect personalization. In fact, more than 50% of them go out of their way to buy from brands they care about, according to research from Barkley.



ENGAGE ACROSS CHANNELS

ONLINE CHANNELS

Digital Advertising

Traditionally a key channel for online acquisition, digital advertising has hit its stride, with the ability to reach buyers at just the right time. For marketers practicing ABM, you want to target the right accounts with your digital advertising efforts and then engage them continuously to move them through their buyer journey. Website retargeting, which places display ads across an ad network for a website visitor who does not take the desired action, is one way to do that.

Another way is to push lists of your key influencers from target accounts to your ad platform and target them with relevant offers (just like you would with email). With both the web and ad channels communicating with your marketing platform, you are able to use ad targeting and retargeting to offer a truly personal and coordinated cross-channel experience.

Let's take a deeper look at how this works. By placing a tracking pixel on your website, you can follow your target account contact when they leave and place an ad on another, unrelated website, to stay top-of-mind and persuade them to come back or offer them a next, relevant piece of content. It's not just about serving ads to target accounts at the right time—it's about retargeting them with the right ad—one that's specific to their needs or interests.



ENGAGE ACROSS CHANNELS ONLINE CHANNELS



Digital Advertising

If your web personalization system is part of an overall engagement platform, such as Marketo's, you can leverage a site visitor's lead or engagement score, or buyer stage to further personalize web experiences and retargeting ads. For example, a lead from a target account who's highly engaged might get a demo offer through a retargeting ad if they are a business professional. Targeting your ads to the right prospects—those who have already engaged with your brand and expressed interest—is a great way to improve ad ROI and personalizing those ads further increases your results and ROI.

At Marketo, our retargeted ads, which are done through Marketo Ad Bridge, resulted in 2x more lead conversions and a 117% increase in year-over-year in qualified leads.

These
Ads Drove
2X more lead
conversions
117% increase yr./yr. in
qualified leads

The screenshot shows the Forbes website with a Marketo-sponsored header banner. The main content includes a 'TODAY'S TOP STORIES' section with headlines like 'The Costly Bonus Season Mistake', 'This Infographic Shows The Massive Wage Gap Between U.S. Citizens And Immigrants', and 'Miami Is The Worst City For Renters In 2017, Beating Out Manhattan And San Francisco'. Below the stories is a video player with the word 'FALLING' and a play button icon. The Marketo logo and a 'Digital Marketing in Financial Services' banner are present in the bottom right.

ENGAGE ACROSS CHANNELS

ONLINE CHANNELS



Email

Email marketing is still one of the most effective ways to market to known audiences of prospects and customers, especially your target accounts. In fact, email has been proven to prompt purchases three times more often than social media—and the average order value is about 17% higher, according to McKinsey.

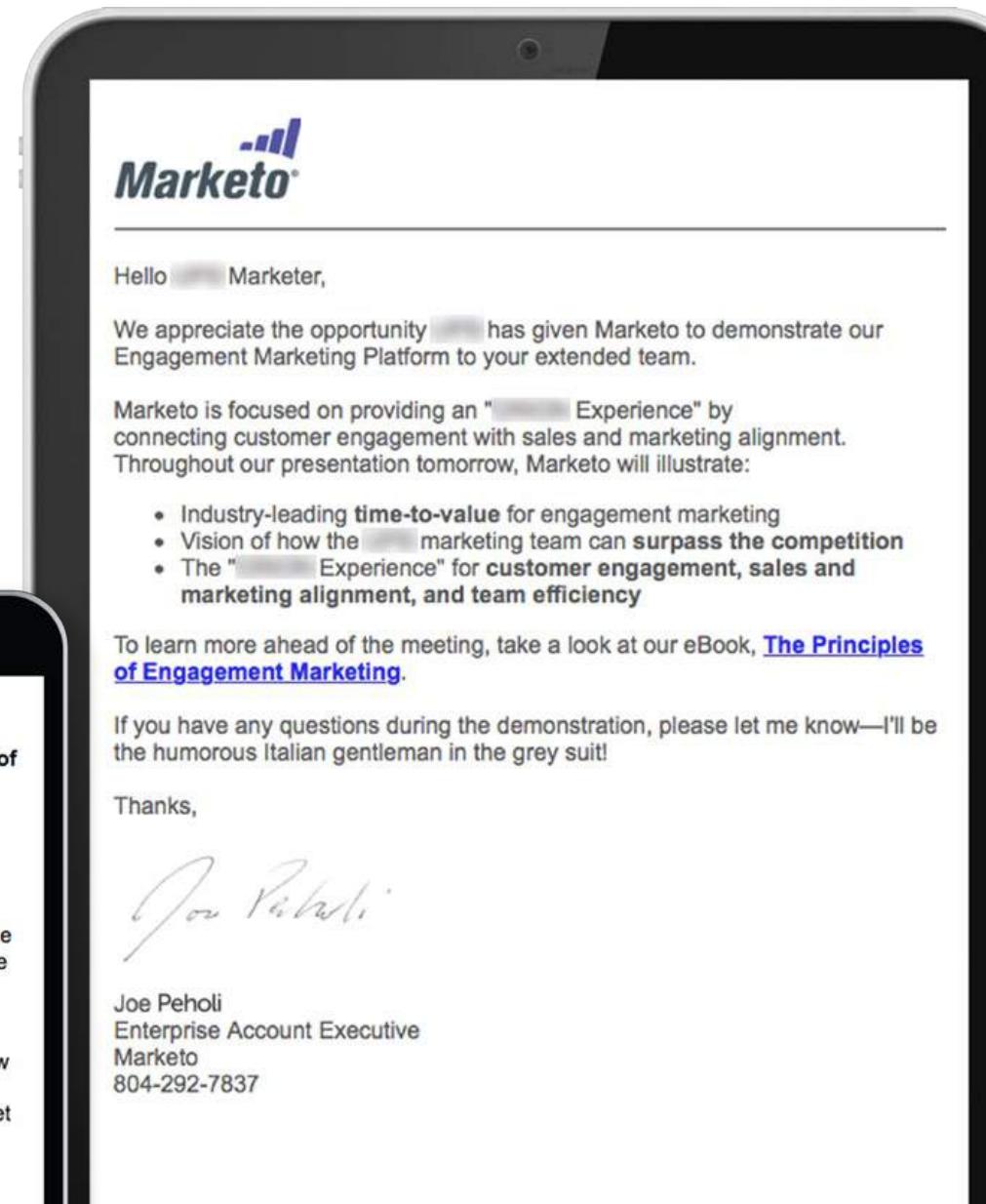
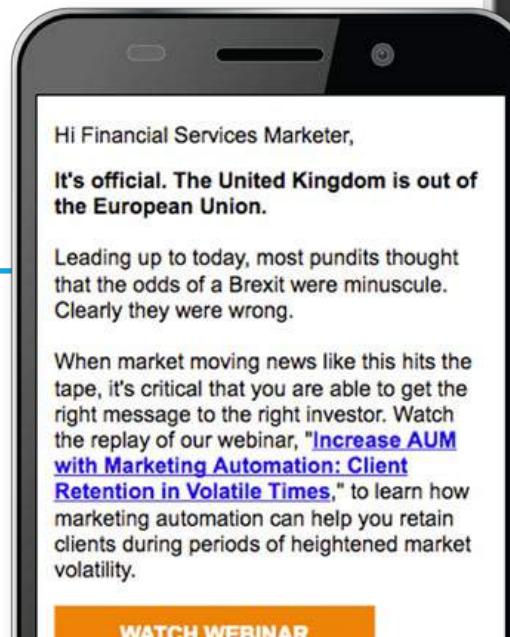
Lead nurturing—across the entire customer lifecycle—is better with a personalized web experience and emails that draw on the same data to pick up where the other left off. Marketers can send personalized emails to their target



With a marketing platform, personalized emails can be sent at scale. For example, the email to the right was sent out to target accounts in the asset management industry on the same day that Brexit happened.

accounts that continue a conversation or start a new one.

To the right, you'll see an example of a personalized email that our sales reps sent to our target account prospects. These emails resulted in a 25% open rate and are automated through Marketo Sales Insight, which reveals interactions with emails sent to prospects and customers through Marketo Sales Insight in Salesforce, Microsoft Dynamics, and the Outlook and Gmail plug-in.



ENGAGE ACROSS CHANNELS

OFFLINE CHANNELS

While this isn't a comprehensive list of all the available offline channels, we'll cover the core channels you may want to consider as you target and engage your key accounts.

Direct Mail

Historic approaches to direct mail largely centered around long hours of preparing one-off mailers to large audiences that were painstakingly pulled together. However, a digital marketing platform with marketing automation will leverage previously configured audiences (e.g. your target accounts) and dynamically personalized content assets that are already tied to your overall campaign strategy and connects time-released materials to buying signals—enabling personalized direct mail at scale.

For example, once a decision-maker from a target account downloads an asset from your website, you can trigger a direct mail piece to be sent to them. Because direct mail can be costly, you'll want to make sure the offer or content is highly personalized and relevant to the buyer. You'll also need clean data so your mail pieces are going to the right leads and addresses.

At Marketo, we incorporate direct mail into our multi-channel ABM campaign for target accounts in higher education. Direct mail was sent to 33 different accounts and resulted in four meetings and three new opportunities created.

Direct mail program for target accounts in higher education industry to drive pipeline



Dear John Smith,

In today's increasingly competitive higher education landscape, running an institution's technology strategy is no small feat. According to a recent KPMG survey, student recruitment, fundraising and technology enhancements are now top priorities for colleges and universities.

Because the student journey is constantly evolving, an investment in marketing automation can help institutions stay relevant and competitive. A marketing automation platform can serve as a centralized backbone of campus-wide communication, while providing a 360-degree view of student behavior. Departments can engage their students in a personalized way at scale across the student lifecycle- which does not stop at enrollment, but extends to matriculation and advancement as well.

Enclosed is a comprehensive report by Hanover Research on 2016 trends in higher education marketing, enrollment, and technology. This report explores trends on student enrollment and advancement, as well as how technology will impact higher education next year. I hope you will find this insightful.

I would like to speak with you for 30 minutes to discuss how marketing automation can help augment your technology stack and share how other universities are exceeding their goals using Marketo. I will follow up with you shortly to set up some time. Please feel free to email or call me as well.

Thanks,

PCowing

Paul Cowing
AVP Enterprise Consumer Industries
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ENGAGE ACROSS CHANNELS

OFFLINE CHANNELS

Physical Events

Physical events span from tradeshows to luncheons and roadshows, but keep in mind that they will vary based on your objectives. If you're targeting key accounts who are just becoming familiar with your brand, they may not be receptive to an invite to a luncheon. However, if a prospect is already engaging with your brand, then your efforts may be more successful.

For more intimate events, consider inviting a thought leader or influencer to present at your event. You want to provide your target account prospects with new, valuable information, and inviting a third-party speaker can accomplish that.

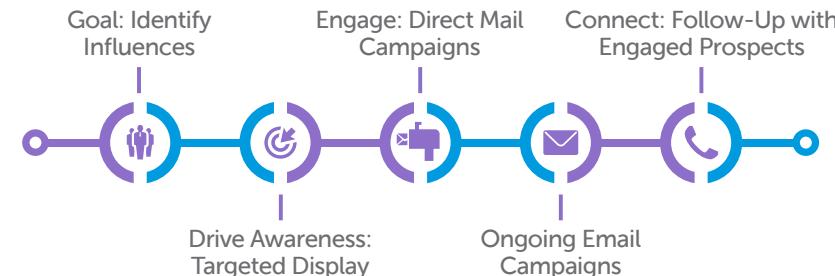
By incorporating both online and physical events into your ABM mix, you can accomplish your objectives for every stage of the buyer's journey.

Example of a multi-channel campaign flow for different objectives

Decision Maker



Influencers



Not all target accounts are the same, and your organization may want to prioritize them into different tiers (e.g. Top 20, Tier 1, Tier 2). You may want to focus more of your efforts across channels on your top accounts and strategically choose a few of them for the other tiers. Share this with your sales team so they understand which marketing programs will be touching them. To do this at scale, you need to be selective on which target accounts you invest more into.

ACCOUNT-BASED MARKETING FOR OUTBOUND PROSPECTING



Multi-channel approaches aren't just a best practice for marketing. Sales development teams should utilize both online and offline channels to drive outbound opportunities. Based on the accounts that marketing and sales decide to pursue, the sales team can prioritize their outreach and follow-up on higher account scores that have the propensity to purchase.

Sales should utilize a variety of channels—email, social media, and cold calls—to do research on and target different stakeholders within each account. Informed by data from your marketing platform and CRM system, they can ensure that they're having relevant conversations with their prospects and tracking their progress. While sales is doing most of the outreach here, marketing should still be closely involved—improving sales enablement and coordinating programs and messaging.

Here are a few channels that come in handy for outbound prospecting:

- **Email:**

Email is one of the most effective channels of communication, whether it's for ABM or a broad-reaching strategy. With automated solutions, you can scale your email sends with templates that still have a personal touch. You'll want to make sure this is integrated with your marketing automation and CRM systems so you're able to track every communication.

- **Company website:**

Browse your target account's website to find more information that you can leverage in your communications, such as their mission statement, recent news, and products/services. You can also look at specific job openings on their website that to see whether they're utilizing or evaluating your solution.

- **Twitter and LinkedIn:**

These social platforms are great for "listening" to what your prospects are talking about and sharing with their network to personalize your outreach. You can then respond and build the relationship on a more personal level.

- **Cold calls:**

Schedule times to call your prospects when they're most likely to pick up the phone.

MEASURE, ANALYZE, AND OPTIMIZE



Tokyo, Japan

MEASURE, ANALYZE, AND OPTIMIZE

How do you gauge the success of any strategy without understanding its revenue impact? Your ABM strategy needs to be measurable in order for you to demonstrate success and improve over time. Your ABM solution must make your results available in real-time, actionable, and intelligent.



MEASURE, ANALYZE, AND OPTIMIZE DEFINE YOUR REVENUE MODEL

An important first step for campaign measurement is to agree upon your revenue model and its stages and definitions.

For B2B organizations, this typically looks like a funnel. However, when it comes to ABM, your revenue model may look different than the typical top-down funnel.

In a sense, account-based marketing flips the broad-reaching marketing funnel that we're familiar with. Traditional demand generation models work on generating awareness with a large audience. With ABM, you start by identifying qualified leads, and then work on engaging and expanding them, and driving advocacy. ABM requires you to work in tandem with your sales team to identify accounts and target them, which removes any uncertainty when it comes to revenue attribution.



Broad-Based Sales and Marketing Funnel

Account-Based Marketing Funnel

MEASURE, ANALYZE, AND OPTIMIZE

DEFINE YOUR REVENUE MODEL



Measure Throughout Time

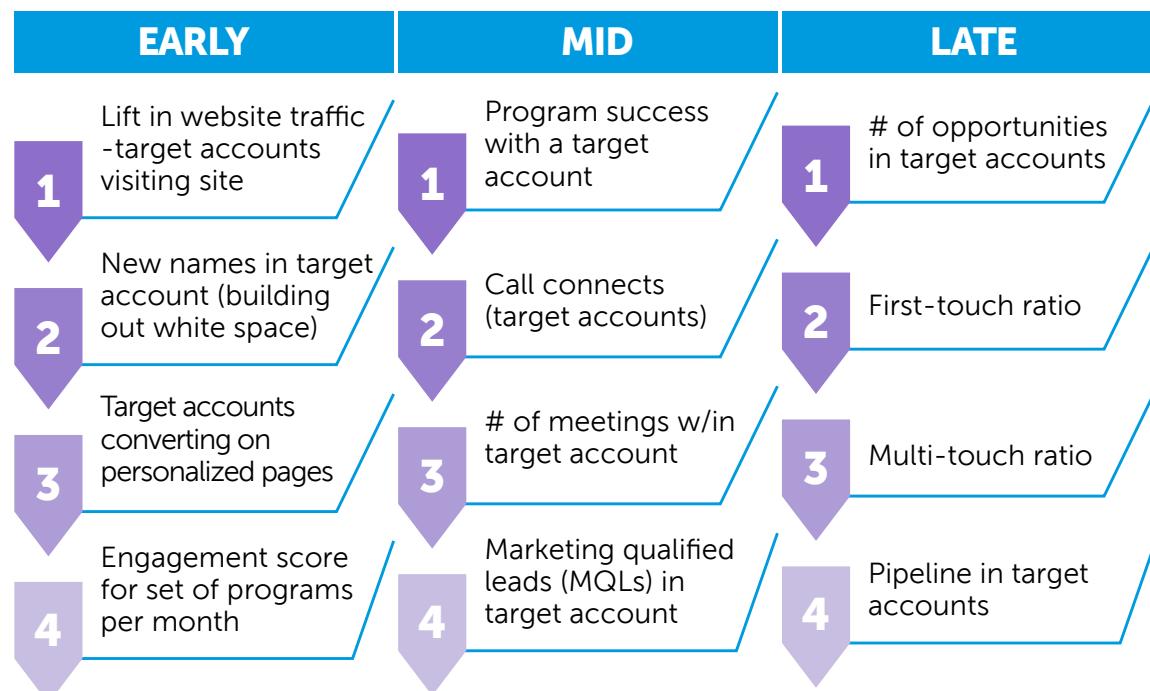
Some marketers only measure their campaigns immediately after deployment. In doing so, they miss out on some critical metrics. Metrics that tie directly to revenue take time to mature, especially for high-value accounts, so you'll need to look at different sets of indicators throughout time. Understanding and agreeing upon the indicators for success at different points in time will not only help you measure your ABM strategy and program success, but also will help you communicate momentum to the rest of your organization, making it easier to continue to invest, something that we'll go into more later.

We suggest looking at metrics in the following timeframes:



Know What to Measure When

Works towards the goal of creating pipeline and revenue within target accounts



MEASURE, ANALYZE, AND OPTIMIZE

DEFINE YOUR REVENUE MODEL



While you set goals and establish initial analytics as a baseline before you launch your ABM campaigns, it's important to keep a constant eye on metrics as your campaigns are running and when they conclude.

Return to your analytics often to see how campaigns are performing per target account groups. Learning and optimizing is easier with ABM because you can focus on a smaller group than you typically do with traditional demand generation activities. Take a look at campaign performance: are you appealing to the targeted accounts? Are they engaging and taking the next steps that you outlined? How close does the actual customer journey come to the one you've laid out?

Establish Early- to Late-Stage Metrics

To determine program success, you'll need take a look at how your ABM campaigns perform in each stage (early, mid, and late) to understand whether you're achieving objectives for each stage.

Top-of-Funnel

While it may take time for ROI-centric metrics to mature, you can determine an account's early levels of interaction with you now so you can gauge future performance. Have they been to your website before or not? If so, have they downloaded or engaged with content? This information lets you know what you can initially expect from the account.

The most important reason to establish analytics upfront is because it creates a strong foundation for your ABM program reporting, but here are some additional benefits to setting up analytics first:

- **Get a baseline:**

Don't wait until campaigns are running to begin measuring. Set goals before beginning an ABM campaign—once you have a baseline of analytics for each account group, you'll be able to reasonably hypothesize how each campaign will perform.

- **Provide value to sales:**

Provide early indicators to the sales team, so they have the information they need to keep an eye on account activity and gauge potential signals from buyers.

- **Get some quick wins:**

Use the data to determine which accounts to prioritize. If a targeted account has already shown substantial engagement on your website or with your content, it might be a good idea to tackle that account immediately via sales, or begin the relationship with mid-funnel tactics. Initial analytics on the activity levels of your target accounts can help you plan and prioritize the rest of the process. For example, low activity from a group of accounts may indicate that you need to focus on generating awareness, while high activity suggests that targeting content to them will further educate them and generate more sales-ready leads faster.

MEASURE, ANALYZE, AND OPTIMIZE

DEFINE YOUR REVENUE MODEL



To understand how your target accounts are responding to your messages, one metric that you'll want to track, right from the start, is their account score, which will help you understand their overall engagement. Like we defined earlier, an account score groups the individuals involved in a buying process and provides a group view of readiness to buy. You can use a sum, an average, or even a weighted average of individual scores, until the group reaches sales-ready status. If you are not seeing engagement across your target accounts, it is an indicator that you should revisit and rethink your program mix and content strategy.

If you are seeing engagement, you want to look at specific channel metrics to see which channels are performing the best. Some of those channel metrics may include:

- **Ad views:**

Look at impressions and click-through rates to gauge performance of ads in drawing key accounts into your funnel.

- **Web traffic:**

See how many people from target accounts visit your website and how well the personalized web experiences drives content engagements, downloads, conversions, and other desired actions. Did you receive multiple visits or visitors from the same organization?



MEASURE, ANALYZE, AND OPTIMIZE DEFINE YOUR REVENUE MODEL

Middle-of-Funnel

- **Marketing campaign and channel metrics:**

If you are using an engagement platform, like Marketo, this data is often within the platform. You'll want to answer questions like, how are your various campaigns performing? Are the prospects opening email campaigns and clicking on the links within them? Are they converting into MQLAs? Are they taking the desired actions to become program successes? Take a hard look to see what's working, so you can continue to drive success.

- **Web engagement:**

Interested prospects will be visiting your site in almost every stage of the sales cycle to further educate themselves on your offering. Look for high visit counts to identify potential buyers that are drilling into your content.

- **CRM:**

Look into your CRM system to see what information the sales team may have logged and determine how that can inform your future activities.

- **Sales feedback:**

Talk to the sales team to discover how close the prospects are to engaging.



Readiness, activity and output KPIs help the organization understand what it's doing to support overall objectives with large strategic accounts, and provides confidence that it's building toward the impact metrics that leadership cares about most."

Matt Senatore, Service Director, Account-Based Marketing, Sirius Decisions



MEASURE, ANALYZE, AND OPTIMIZE DEFINE YOUR REVENUE MODEL



Bottom-of-Funnel

It may take some time to measure revenue, but it's essential for determining the success of the project as a whole. Don't leave out the bottom-of-the-funnel as revenue is the key measurement that both sales and marketing can influence. Without understanding overall revenue, you have little way of knowing whether the campaign achieved ROI. This information is vital to securing the budget for future campaigns.

Take a look at late-stage metrics from your ABM campaign, including:

- **Opportunities Created:**

Opportunities are the number of qualified leads who fit your criteria, which differs from organization to organization. The number of opportunities for each campaign reveals how valuable your leads are in regards to your primary internal customer—the sales team.

Here are a couple different models to think about your criteria:

BANT criteria

- Budget: This lead can afford your product or service.
- Authority: This lead has the authority to purchase your product. He or she is the decision-maker.
- Need: There is a pain that your product or service can help solve.
- Time: The lead's purchasing timeframe aligns with your sales cycle.

PUT criteria

- P= Customer pain point
 - U= Customer use case. Does it align with your products/solutions?
 - T= Buying timeframe. Does it align with your sales cycle?
- **New Customers:** Customers are closed-won deals who have purchased your product or service. (Note: The buyer's journey with your company shouldn't end post-sale. Plan a strategy around customer base marketing—retention, cross-sell, upsell, and advocacy—to maximize the value of your hard-won customers.)

“No matter what your marketing strategy is, the primary KPI to track success is always going to be revenue. However, because the time from first touch to closed-won revenue can be lengthy, it is still valuable to measure indicators of revenue at various stages of the funnel—from engagement to deal size, velocity and win rate”

Dave Rigotti, Head of Marketing, Bizable

MEASURE, ANALYZE, AND OPTIMIZE ANALYTICS THAT INFORM



As you set up your reporting and analytics, it's important to see the status and progress of your ABM activities from a high-level program view down to the individual account activities.

Understanding your success at all levels—from account insights, to account score, to account-level rollup of lead data—will not only help you optimize the marketing activities and engagement you are driving for each account and person within the account, but it ultimately provides sales with the

information they need to close the deal. To do this, you'll need to have a dashboard that includes three different views—the summary view, the account list view, and the account view. These views provide different levels of insight into your ABM activities. A solution like Marketo ABM provides the insights that marketers need to determine their success and move their strategy forward at every level—from one unified platform.



MEASURE, ANALYZE, AND OPTIMIZE ANALYTICS THAT INFORM



At a glance, here are the benefits and purpose of each view:

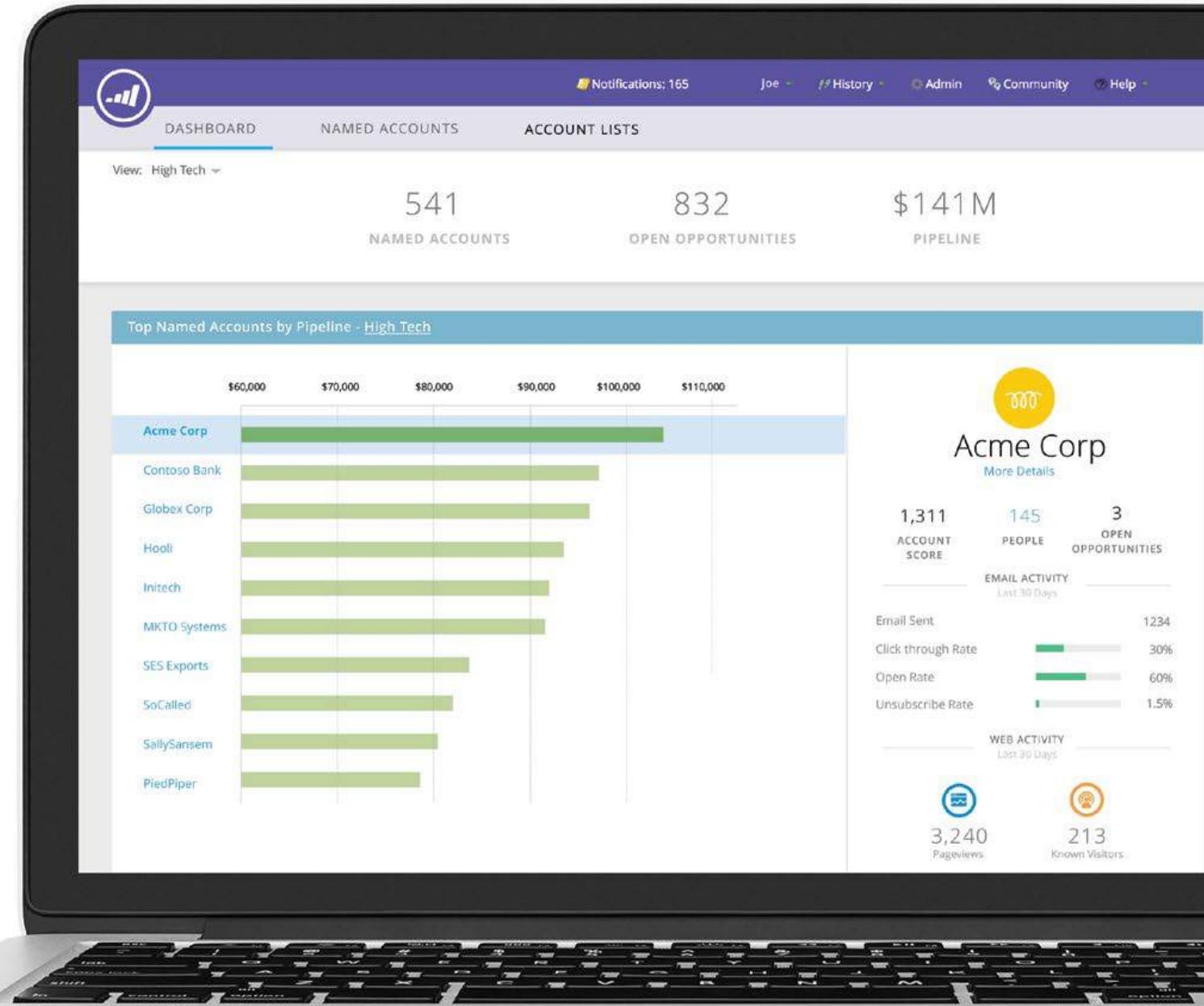
View 1: Target Account Summary

This view shows the progress and health of your ABM efforts across all of your target account categories. It helps you quickly understand the status of your ABM efforts at a glance—from new names all the way to bookings generated.

ABM Dashboard

The Marketo ABM dashboard shows marketers a high-level view of the status and results of their ABM campaigns. This view highlights the top 10 accounts, based on pipeline.

The account dashboard provides a deeper look at a specific list of accounts. In this example, it is a “High Tech” list that shows marketers the number of named accounts, account list score, and pipeline generated in this list to date. The top 10 accounts sorted by pipeline are listed beneath the summary metrics.



MEASURE, ANALYZE, AND OPTIMIZE ANALYTICS THAT INFORM

View 2: Account List

This view allows you to quickly compare your progress in one account to the progress in other accounts. It's a particularly useful view because it provides a way to visually benchmark your target account groups against each other. A list view allows marketers to quickly identify success in one account group and evaluate if it's an activity or process they can replicate in the others. It also allows marketers to identify and mitigate any issues with an account group.

Named Account Dashboard

The named account dashboard gives you the deepest dive into your target account metrics. It provides all of the relevant information about an account in one place. The account details page shows marketers key metrics on a specific named account, which include account score, the number of the people in the account, and the current pipeline. In the dashboard, you can see the

top 10 leads from your target accounts (based on recency and urgency of the leads engaged in that account). You can also see the interesting moments—which show the target account's (and the people within them) activity, enabling sales representatives to have more relevant, effective conversations.

Within the named accounts dashboard, Marketo ABM also offers the ability to roll up all the opportunities at an account level. What does that look like? It shows the marketer all of the open opportunities, the stage they are in, the pipeline amount, the account owner, and the expected close date.

Additionally, an advanced report builder provides a way for marketers to measure the impact of their ABM programs on specific accounts using a wide variety of filters and visualizations.



MEASURE, ANALYZE, AND OPTIMIZE ANALYTICS THAT INFORM



Named Account Dashboard

The screenshot shows a software application window titled "Named Account Dashboard". The top navigation bar includes a user icon, Notifications (165), and links for Joe, History, Admin, Community, and Help. The main menu has tabs for DASHBOARD, NAMED ACCOUNTS, and ACCOUNT LISTS, with ACCOUNT LISTS currently selected. A sidebar on the left lists various account categories: All Account Lists, Big Data, Education, Electronics, Engineering Firms, Financial, Geotech, High Tech (which is selected and highlighted in blue), Manufacturing, Salespeople, Strategic Accounts, SMB Accounts, SMB Chicago, SMB Seattle, and Tech Enterprise. The central dashboard area displays key metrics: 300 Named Accounts, 1,234 People, 45 Open Opportunities, and a Pipeline value of \$120m. Below these metrics is a table titled "Top Named Accounts" with columns for Name, Score, Open Opportunities, and Pipeline. The table lists ten entries, each with a small profile icon and a link to the account details.

Name	Score	Open Opportunities	Pipeline
Acme Corp	234	5	\$12,000
Contoso Bank	523	5	\$10,000
Globex Corporation	234	3	\$9,000
Hooli	343	3	\$8,000
Initech	223	3	\$3,000
MKTO Systems	234	3	\$2,000
SES Exports	234	3	\$2,000
SoCalled Computers	4234	2	\$2,000
Soylent Corp	423	2	\$2,000

MEASURE, ANALYZE, AND OPTIMIZE ANALYTICS THAT INFORM

View 3: Individual Accounts

This view consolidates all your individual account-level ABM metrics into a single dashboard, allowing sales and marketing to understand the progress in an account in the same place. This deep dive helps marketers identify areas for improvement, focus, and more investment. With this view, a marketer can see, at a glance, how an individual account is performing on each benchmark.

To leverage account-based analytics, you can either use Marketo ABM—which is a native part of your marketing platform—or a stand-alone tool—which leaves you to figure out how to get your systems to work together to integrate your data.

This view gives you insight into the progress in an individual account by including the overall account score, engagement, activity, and people associated with the account. Additionally, it includes a summary view of the interesting moments created by target accounts.

Why Workarounds Don't Work As Well

Not only does Marketo ABM provide marketers with robust dashboards, but because it is built on Marketo's Engagement Platform, it has some key advantages. If you are already a Marketo customer, you benefit from these Marketo ABM capabilities:

- Ability to sync accounts directly from your CRM
- Maintain account data hygiene simply and smoothly
- Run your ABM campaigns with the filter of account score and account-level data
- Dedicated dashboards that help you understand your account intelligence, report progress, and revenue impact
- Track your team progress in weekly intelligence reports.



MEASURE, ANALYZE, AND OPTIMIZE ANALYTICS THAT INFORM



Individual Account Dashboard

Notifications: 165 Joe History Admin Community Help

Named Account Actions ▾

Acme Corp

ALL ACCOUNT SCORES

Edit Details

REVENUE \$12,000,000

EMPLOYEE COUNT 20,000

INDUSTRY Manufacturing

SIC CODE 2030

COUNTRY United States

STATE California

CITY San Ramon

DOMAIN acme.com

Dashboard Opportunities Potential People Used By

1,210 ACCOUNT SCORE 437 PEOPLE \$47,700 PIPELINE

Account Engagement Over Time

View : Account Score

Jan 31 Feb 7 Feb 14 Feb 21 Feb 28 Mar 6 Mar 13 Mar 20 Mar 27 Apr 3 Apr 10 Apr 17

Account Activity

Last 30 Days

EMAIL ACTIVITY	WEB ACTIVITY
Email Sent 2,376	3,240 Pageviews
Click through Rate 23%	213 Unique Visitors
Open Rate 40%	
Unsubscribe Rate 1%	

Interesting Moments

Dennis Howard ★★★★★ Web: Searched for "Marketo Pricing" March 29, 2016

Dennis Howard ★★★★★ Web: Visited the pricing page "Pricing and Packages" March 29, 2016

Rodney Snyder ★★★★★ Web: Visited the pricing page "Pricing and Packages" March 29, 2016

Dennis Howard ★★★★★ Web: Watched youtube video "Marketo New ABM Demo" March 29, 2016

Rodney Snyder ★★★★★ Web: Visit Webpage Something or another something fancy March 29, 2016

Derrick Flores ★★★★★

MEASURE, ANALYZE, AND OPTIMIZE ADDITIONAL REPORTS

Because ABM is a very targeted strategy, you'll need to look beyond metrics that measure marketing-sourced pipeline. Instead, you'll need to demonstrate how your programs influenced deals and improved ROI.

Effective ABM programs should result in accelerated deal velocities and more closed-won deals. This means you need to track additional metrics, such as:

- **Account penetration:** Number of key people (decision-makers, influencers, etc.) that are in your database and opted-in.
- **Average selling price (ASP):** The deal size of closed won opportunities from target accounts. The average deal size of target account opportunities should be higher than that of other accounts.
- **Average rate of return (ARR):** The average revenue generated each year.

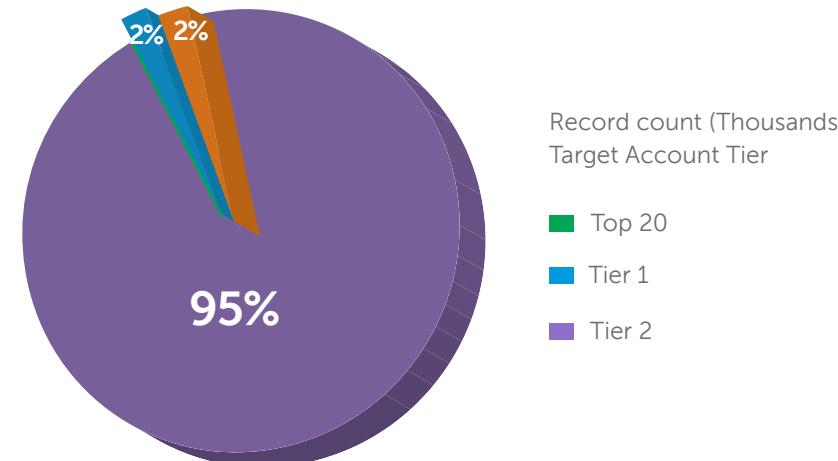
- **Win rate:** The number of closed won opportunities as a percentage of total number of opportunities closed. Like ASP, this should be higher for target accounts compared to default accounts.
- **Velocity:** The number of days it takes for an account with an open opportunity to become a customer. The average of this should ideally be smaller for target accounts than default accounts.

Because this data lives in your CRM, it's important to set up dashboards that allow you to track it. The report to the left below tracks the ARR of target accounts against non-target accounts. As you can see, target accounts resulted in as much as a 35% increase in ASP. The report to the right shows the number of target accounts that are being engaged out of the entire database. While only 4% have been reached in this example, this amount drives 30% of pipeline.

Avg. ARR of Target Accounts vs. Non-Target Accounts



Target Accounts Over Total



CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK



CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

Whether you're an ABM novice or seasoned professional, having the right tools for the trade is critical to success. Building the foundation for a successful ABM strategy is an advantage that businesses of any size can seize. In many cases, finding the right ABM solution can make the difference between short-lived, tedious, and isolated programs and scalable, long-term success.

To achieve the benefits that ABM can offer your organization, it's critical that you choose and implement a digital technology that can grow with your organization and its needs.



CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

LOOK FOR A UNIFIED PLATFORM

As a marketer implementing ABM, you have a multitude of solutions and tools at your disposal.

There are key benefits to choosing a single solution versus compiling a patchwork of tools to accomplish the same activities. Here's how a single solution can benefit you across each of the three stages of ABM:

- **Target:** Central account targeting and management vs. managing and syncing accounts and lists between several apps
- **Engage:** Design and run coordinated and personalized cross-channel ABM campaigns from a single platform vs. managing a separate app for each channel (email, web, ads, etc.)
- **Measure:** Roll-up all account programs and revenue-based account analytics vs. pulling data from various systems



In 2017, B2B marketers will tease ABM apart into its component elements and learn to set strategy first, then selecting the appropriate tactics and technology to achieve their desired outcomes. The window for opportunity for pure-play ABM vendors will close as most find themselves going head-to-head with established marketing automation leaders.

Forrester, "Predictions 2017: ABM Boosts B2B Marketing's Customer Obsession IQ," November 3, 2016, Laura Ramos



The evolution, and growth of technologies that support ABM is critical for companies to be able to scale account-centric programs from their top 50 accounts to their top 5,000 accounts."

Caitlin Ridge, Director of Corporate Communications, Lattice Engines

CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

LOOK FOR A UNIFIED PLATFORM

A marketing platform is perfect for this, and the right platform should have capabilities for account targeting and management, personalizing cross-channel engagement, and revenue-based account analytics in the same platform as your other cross-channel marketing campaigns.

Marketo ABM is native to its powerful Engagement Platform that offers robust lead management and cross-channel capabilities, putting everything you need to succeed with an account-centric strategy into a single platform. By using one platform for ABM coordination and

collaboration, you can manage your accounts through a sophisticated selection process, such as account scoring or creating lists containing criteria important to your business. Once you have identified the right audience to target, you can then engage them with highly personalized, coordinated messages across all channels, including email, web, ads, mobile, and more. Most importantly, you can optimize your programs and measure success by tracking pipeline and revenue to ensure you're getting the most out of every effort.

CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

INTEGRATION IS KEY

The best way to avoid a “Frankenstack,” a set of individual siloed tools that an organization tries to get to work together and ultimately results in a mess, is to have a complete view of what your organization needs and wants to accomplish with the use of technology

Without this, an organization can mistakenly pick up one-off tools for specific tasks.

It's critical to identify, agree on, and understand what will be the hub of your ABM technology stack.

Whatever you choose, your ABM tech stack hub must be extensible, so you can integrate with other solutions as needed. You also will want to look for a solution that keeps your accounts, opportunities, leads, and contacts organized, and allows you to orchestrate cross-channel campaigns and consolidate your ABM metrics.

This is another scenario where sales and alignment is critical—alignment decreases the chances of mistakenly purchasing tools that don't work best for everyone.

Gather with your key ABM stakeholders from different teams to agree on the following things:

- 1.** Does the technology fill a real need?
- 2.** Do you give people enough time to evaluate tools—this can be a person or committee, but it needs to be ongoing
- 3.** Identify who will manage the tool



To better orchestrate presale and post-sale activity, B2B CMOs will coordinate with sales leaders to consolidate growing operational Franken-stacks around the purchase journey paths that major accounts take. –

Forrester, "Account-Based Marketing Brings Marketing And Sales Into The Same Orbit," September 1, 2016

CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

INTEGRATION IS KEY



Identifying gaps and adding missing tools as needed is critical to your ABM success, but just as important is having a solution that can easily integrate with your other core technologies.

Depending on your organization, you may want to consider evaluating complementary solutions for account data, company insights, competitive intelligence, predictive software, content marketing, direct mail, and event management.

Marketo's Engagement Platform and its native ABM solution work seamlessly with many complementary solutions offered

by the Marketo Launchpoint® partners to expand the capabilities of the platform and solution to fit any business need and use case—specifically including predictive scoring and account enrichment.

The right framework will help you evaluate your digital needs. By determining your business model (e.g. industry, in-house vs. partner), go-to-market strategy (e.g. customer vs. prospect, campaigns, etc.), organizational needs (e.g. scale, sophistication, etc.), and integration requirements (e.g. single vs. multiple vendors, IT support, etc.), you can discover the right solution(s) that will grow with your company.



“Invest in a data-driven technology stack that can support your integrated workflows. You want to find the right combination of techniques and tools that give you an edge over your competition and get you into the right deals early.”

Amar Doshi, VP of Product, 6sense

Framework to Evaluate Your Digital Needs



CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

ADD VALUE TO YOUR ABM STRATEGY

Don't add new technologies to your MarTech stack for the sake of adding solutions. New technologies should be evaluated based on how well they integrate with your existing technologies and whether they truly add value. Here are some complementary solutions for ABM.

Account Data

These solutions can provide you with firmographic information and account intelligence on different organizations (e.g. employee size or all the companies in a specific industry). Account data tools include companies like LinkedIn, InsideView, Hoovers, Dun & Bradstreet, and Reachforce.

Predictive Scoring

These solutions leverage historic data on your current customers to identify other accounts that are similar and have a high propensity to buy. Some select account scoring tools include Leadspace, Mintigo, Lattice, Infer, 6 Sense, and Everstring.

Niche Solutions

Some solutions have a very specific focus to support your ABM strategy that don't fit neatly into the other categories. For example, this could be an account intelligence tool, such as Built With, Datanyze, and Ghostery, that reveals which companies are using specific software technologies. This competitive data allows you to identify target accounts that have the right product fit.

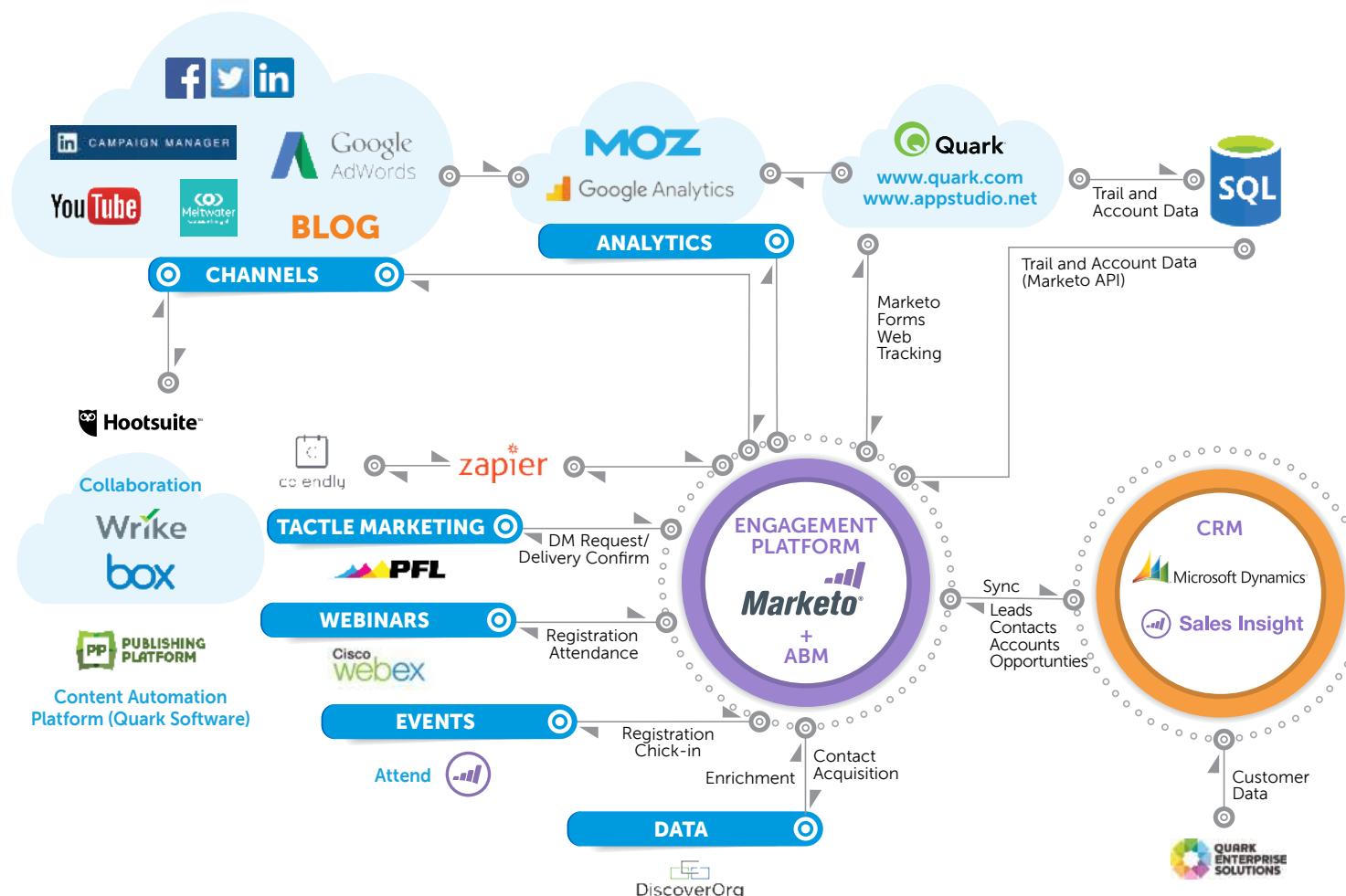
ABM TECH STACK



What does an ABM tech stack look like? It can vary from organization to organization depending on your ABM strategy and goals.

Architecture and Integration

Take a look at this example marketing technology stack from a Marketo ABM customer, Quark Enterprise Solutions, an end-to-end content automation platform. Their VP of Marketing, Gavin Drake, describes their stack as "primarily marketing driven," and his thinking behind it is that "ABM is a long term, cross-functional strategy and you have to be able to measure success at an account level from day one. This is a big departure from marketing and measuring at a lead level and as such you need to know what your technology capabilities are." Their ABM MarTech stack enables them to run coordinated, cross-channel, and personal ABM campaigns for their target accounts.



ABM TECH STACK

Here's how the elements in their MarTech stack break down to deliver that experience:

Marketing and Sales Automation

- Marketo: Marketing automation including campaign execution, landing pages and emails, data management, lead assignment, lead lifecycle management, lead attribution, account-based marketing, analytics.
- Microsoft Dynamics: Sales CRM, which integrates with Marketo Sales Insights.

Data

- DiscoverOrg: Net new lead acquisition, organizational charts, data triggers, prospect technology, deal prediction, data enrichment

Tactile Marketing

- ABM engagement programs in Marketo trigger personalized tactile marketing. Notifications from FedEx tell Marketo when a package has been delivered (or not).

Webinars

- Registration through Marketo forms and landing pages. Data passed to WebEx, registration confirmed back, and attendee/no show data provided post-webinar to Marketo.

Events

- Registrations through Marketo forms and landing pages. On-site check-in through Marketo event app.

Analytics

- Google Analytics: Web analytics across all Quark web properties, including App Studio Web, mobile apps, and eStores as well as Google Adword and event tracking
- Moz: SEO tracking, ranking, and recommendations

Channels

- LinkedIn Campaign Manager: LinkedIn's advertising platform to deliver sponsored content into a target audience's LinkedIn Feed. Also integrates with Marketo for additional targeting.
- Google AdWords: Google's advertising platform to bid on certain keywords/phrases to show clickable ads in Google's search results.
- Meltwater: Press release distribution, coverage tracking, intelligence, and analysis.

ABM TECH STACK

Collaboration

- Box: File storage, sharing, and collaboration
- Wrike: Marketing project and task management with direct integration to Box

Content Automation

- Quark Publishing Platform: Content authoring, review, approval, publishing, and delivery

Other

- Zapier: Cloud-based app integration
- Calendly: Online scheduling of discovery calls and meetings

CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK

SUPPORT CROSS-CHANNEL AND CROSS-TEAM COORDINATION

The right technology will enable your cross-functional teams to deliver coordinated and seamless campaigns.

An engagement platform, like Marketo, offers cross-channel capabilities. Our platform not only helps you track and manage your ABM target accounts, but enables you to deliver informed, real-time, and coordinated cross-channel engagement and targeting. Your target account's behaviors are captured in Marketo's Audience Hub, which equips you to deliver highly personalized messages at exactly the right time. The native capabilities of the platform include

ad targeting, web personalization, email, event, and more—which give you the ability to deliver account-level campaigns using your ABM filters and trigger seamlessly across channels.

A successful strategy also involves close collaboration with cross-functional departments including sales, professional services, customer success, etc. You'll need the proper technology that will give these groups a real-time, account-level view to coordinate

outreach and drive alignment across teams so they can go after key accounts in a coordinated and collaborative way.

Gavin Drake, VP Marketing, Quark Enterprise Solutions

“ ABM is a long term, cross-functional strategy and you have to be able to start measuring success at an account level from day one. This is a big departure from marketing and measuring at a lead level and as such you need to know what your technology capabilities are.”



SELECTING THE RIGHT ABM TECHNOLOGY

Tools specifically created for account-based marketing offer a lot of benefits for companies just starting with account-based marketing, as well as those who've been executing ABM for some time using multiple, disparate systems. However, the right ABM solution can provide valuable insights while reducing the efforts involved in personalizing campaigns and monitoring effectiveness.

If you're considering purchasing and implementing an ABM solution, you'll want to make sure that the software you choose will fulfill your company's needs throughout the entire ABM lifecycle: from forming a strategy and compiling your list of target accounts, to distributing personalized ABM content across channels, and measuring campaign effectiveness.

Use the resources below to choose a vendor that will meet the short-term and long-term needs of your company as it moves to an ABM model.

Vendor Selection Checklist

A sophisticated account-based marketing solution enables strategic decision-making with data aggregation, insight management, and real-time analytics. The right tool should simplify your transition to ABM, help you identify optimal target accounts, and enable quick shifting when data and insights reveal opportunities or inefficiencies. Additionally, you want to choose a solution based on your ABM roadmap—and think about what technology will be the center of that growth.

Look for a comprehensive ABM solution. Using multiple tools for implementing, executing, and analyzing ABM campaigns is time-consuming and prone to error. A complete ABM solution will:

- Assist with target account identification
- Allow for management of cross-channel campaigns from a single platform
- Provide comprehensive, real-time analytics
- Allow for utilization of historical data from existing marketing automation and CRM systems

WORKSHEET

SELECTING THE RIGHT ABM TECHNOLOGY

ABM VENDOR SELECTION CHECKLIST

Requirement	Why It's Important	Necessary Features
Assists with identification of target accounts	Success with ABM starts with targeting high-value accounts—those that are most likely to drive revenue or have strategic significance.	<input type="checkbox"/> Provides the ability to segment and view accounts by important criteria <input type="checkbox"/> Matches existing and new leads to their respective accounts
Automatically connects leads to accounts	Identifying anonymous visitors provides opportunities for relationship-building and personalization.	<input type="checkbox"/> Capable of identifying anonymous leads <input type="checkbox"/> Has the ability to match anonymous leads to the correct organizations
Provides an aggregated view of buyer behavior across all channels	Knowing what actions visitors take when viewing your website or campaigns identifies conversion opportunities and provides valuable data that can be used for effective personalization.	<input type="checkbox"/> Shows what campaigns and/or channels drew a visitor in <input type="checkbox"/> Monitors what visitors click on and what content they view <input type="checkbox"/> Tracks visitors' actions across all visits
Orchestrates personalized, cross-channel marketing campaigns	Effective engagement with target accounts requires consistent and complementary messaging across multiple channels.	<input type="checkbox"/> Manages campaigns across multiple channels from a single platform <input type="checkbox"/> Integrates seamlessly with existing marketing automation and CRM software <input type="checkbox"/> Serves dynamic content based on a website visitor's origin, behavior, organization, and place in buying cycle <input type="checkbox"/> Delivers highly personalized content and calls-to-action at the appropriate time
Consolidates comprehensive, real-time ABM analytics	Measuring the performance of campaigns across target accounts, performing A/B testing, and shifting quickly when campaigns are underperforming are critical to campaign success.	<input type="checkbox"/> Provides real-time, actionable analytics <input type="checkbox"/> Allows for summary views of account data and findings as well as detailed views for deeper dives <input type="checkbox"/> Provides revenue impact data <input type="checkbox"/> Measures engagement of key stakeholders

SELECTING THE RIGHT ABM TECHNOLOGY

IMPORTANT QUESTIONS TO ASK POTENTIAL ABM SOLUTION PROVIDERS

Once you've determined that a vendor's solution meets your needs, you can narrow your choices even further by considering if the vendor's company is the type of organization you want to work with long-term.

Will the software integrate seamlessly with existing marketing automation and CRM systems?

If one of your goals for ABM is to create a comprehensive place to manage campaigns and view data and analytics, you're going to want the new solution to quickly and easily pull in historical information from existing marketing and sales systems.

What plans does the vendor have for optimizing and improving their product in the future?

Getting insight into the vendor's roadmap will allow you to determine how dedicated the vendor is to managing and improving the software long-term.

What level of support does the company offer?

Does the company offer technical support for their software? When is that support available—during limited hours or anytime it's needed? What is the turn-around time for support queries? Does the company also provide business support for your company's transition to ABM? Getting the answers to these questions will help narrow down the vendor list to only those that provide exceptional customer service.

How much training will be needed to use the software, and how is that training offered?

Getting thorough training for sales and marketing teams will be critical in promoting adoption and realizing success from the software.

What other companies has the vendor worked with?

Ask for references from other companies who've used the solution in the past or are currently using it, or ask the vendor to provide case studies highlighting the successes other companies have had using the software.

CHOOSING THE RIGHT ABM SOLUTION FOR YOUR MARTECH STACK



MAKING THE FINAL DECISION

If you find that more than one vendor satisfies your needs for ABM software and provides the required customer training and support, there are a few more things you can consider to make a final decision:

- **Price:**

If you're equally satisfied with more than one vendor, you may want to make your decision based on which vendor offers the most competitive pricing.

- **Authority and Credibility:**

Does any vendor stand out as an ABM expert, actively engaging in ABM as part of its own business model and using its own software? Is the vendor considered an influencer in the field of digital marketing? A company with authority in ABM—and digital marketing in general—may be more equipped to provide tools that cater to the needs, pain points, and best practices of the industry.

The right ABM solution can help you avoid laborious efforts that lead to disappointing sales metrics and, instead, achieve continued growth and long-term success. Make sure you spend time asking the right questions in order to ensure that the vendor you choose to work with provides everything you need to succeed with ABM.



YOUR ABM PLAYBOOK



Shanghai, China

YOUR ABM PLAYBOOK

Throughout this guide, we've shared examples that were almost solely specific to an ABM strategy geared toward acquisition. And while ABM can be incredibly effective for acquisition, it has an equal impact on the entire customer lifecycle, including retention, cross-sell and upsell, and advocacy. Your playbooks will always be specific and unique to your business; this section will explore these applications of ABM and offer some examples, tips, and tricks to make it successful.



YOUR ABM PLAYBOOK RETENTION



Retention

ABM can help you retain key customers. A focus on retaining customers often centers around their adoption of critical elements of your product and/or having more than one user engaged. An ABM strategy focused on retention gives the most attention to the transition period after a customer closes as a sale and starts to onboard with your product.

Foundation:

Identify target accounts that are either (or both) a high risk of churn or high-value. All messages need to surround the customer with education and resources to set them up for success and ensure ongoing success.

Wave 1:

Personalized email from their Customer Account Manager (CAM) or Customer Success Manager (CSM) to welcome them and guide them through their first "X Days" as a customer, and web personalization to welcome them as a new customer and serve up relevant content and messages.

Wave 2:

Identify how your product is (or isn't) being used and send relevant email messages to help them "Get started", "Implement best practices", or understand "Tips and tricks". Offer targeted ads for content items that support those areas of your product.

Wave 3:

Launch surveys and calling campaigns six months before the renewal date to identify any issues that may prevent them from resigning and give you enough time to fix them.

Ongoing:

Nurture campaign to remind them of resources, like a customer community, helpdesk, etc. to drive satisfaction, troubleshoot issues, and get them to engage with the brand.

YOUR ABM PLAYBOOK

CROSS-SELL/UPSELL



Did you know that according to Forbes, 90% of the customer value for B2B businesses is actually obtained after the initial sale? ABM can help ensure that you don't leave money on the table and help you achieve more sales.

Foundation:

Identify target accounts that have the highest propensity to buy certain products and have the resources to implement them. Understand how your product is currently being used (and not used), and any pain points the customer has had so you can craft specific, targeted messages.

Wave 1:

Offer personalized emails from their Customer Account Manager or Account Executive.

Wave 2:

Create a nurture track (or nurture tracks) for a set of accounts to offer them content that educates them on potential cross-sell and upsell products.

Wave 3:

Invite them to specific in-person events (demo days, product roadshows, luncheons) or webinars.

Let's see how this play translates for an organization selling considered purchase products:

A luxury car dealership is targeting consumers who own an older model. The marketing team gets to work, sending an email introducing their new model and the additional features compared to each prospect's current model. Then, based on the response, the prospects are grouped into different messaging tracks. For those who are not interested in the model, they cross-sell additional services like upgrading to a sports package. For those who are interested in possible upgrading, they are sent an inclusive invitation to a private showroom viewing of the latest model.



YOUR ABM PLAYBOOK

ADVOCACY



According to data from Deloitte, customers that are referred by other customers have a 37% higher retention rate. And, advocates tell two times as many people about their purchases than non-advocates, according to Comscore. Using ABM to engage customers all the way through the lifecycle is critical and can have a real revenue impact on your business.

Foundation:

Understand not only the accounts that are super users but the contacts as well. Create messaging that makes them feel special, find opportunities for them to shine as an advocate, and understand that there are different motivators (money, notoriety, goodwill) that people have for advocacy.

Wave 1:

Personally recognize them at a CAM level—send an email and call them out for being super users, or if they have referred, thank them.

Wave 2:

Invite them to participate in ongoing activities via a personal email from an executive.

Wave 3:

Ensure their continued success and satisfaction by upgrading them for free to the highest level of support. Invite them to events and parties as a VIP—especially if you have prospects attending as well.

Ongoing:

Engage customers through a customer engagement and advocacy program (or platform if you want to make it more scalable) and offer daily challenges, rewards, sneak peaks, and opportunities to advocate on your behalf. This daily contact will ensure continued buy-in and loyalty.



CONCLUSION

While ABM is not a new way to strategically market to target accounts, now it is a scalable, achievable strategy that organizations of all sizes can implement to focus on whole lifecycle marketing for key accounts. Marketing, selling to, and supporting your customers at an account-level is not only critical to your success, it's what your customers expect. Competitive organizations that are focused on engaging their customers across the entire

lifecycle, and throughout their buyer journey, need to sell at an account level, understand the influence of the different contacts and speak directly to them. The ABM we practice today is entirely different than the manual processes of days past. Implementing an ABM strategy no longer means an astronomical investment but it does mean increased revenue, focus, and partnership within your organization.



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About Marketo:

Marketo, Inc., offers the only Engagement Platform that empowers marketers to create lasting relationships and grow revenue. Consistently recognized as the industry's innovation leader, Marketo is the trusted platform for thousands of CMOs thanks to its scalability, reliability, and openness. Marketo is headquartered in San Mateo, CA, with offices around the world, and serves as a strategic partner to large enterprise and fast-growing organizations across a wide variety of industries. To learn more about the Marketo Engagement Platform, LaunchPoint® partner ecosystem, and the vast community that is the Marketing Nation®, visit [www.marketo.com](#).



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