

# Not All ABM Programs Are Created Equal: What's Different, What's Required to Win and What Does Success Look Like For Different ABM Models

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"A dusting"



"Couple of inches"



"Snownami"



"Bomb Cyclone"

## ***The Snow Removal Spectrum***

# Executive Summary

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- **Key issues**

- Companies want to adopt an account-based approach, but all too often they are still just marketing (the same way) to a defined set of accounts
- There are different ways to go-to-market with ABM; each has different requirements (e.g., resources, insights, customization, measurement)
- Account-Based Marketers are missing the opportunity to demonstrate their true, differentiated contributions

- **What you will walk away with**

- An understanding of the nuances of different ABM approaches
- Insight into how measurement needs to be unique given each scenario
- Examples illustrating best practices of different ABM models

# There Are Different Ways to Create Demand in B-to-B

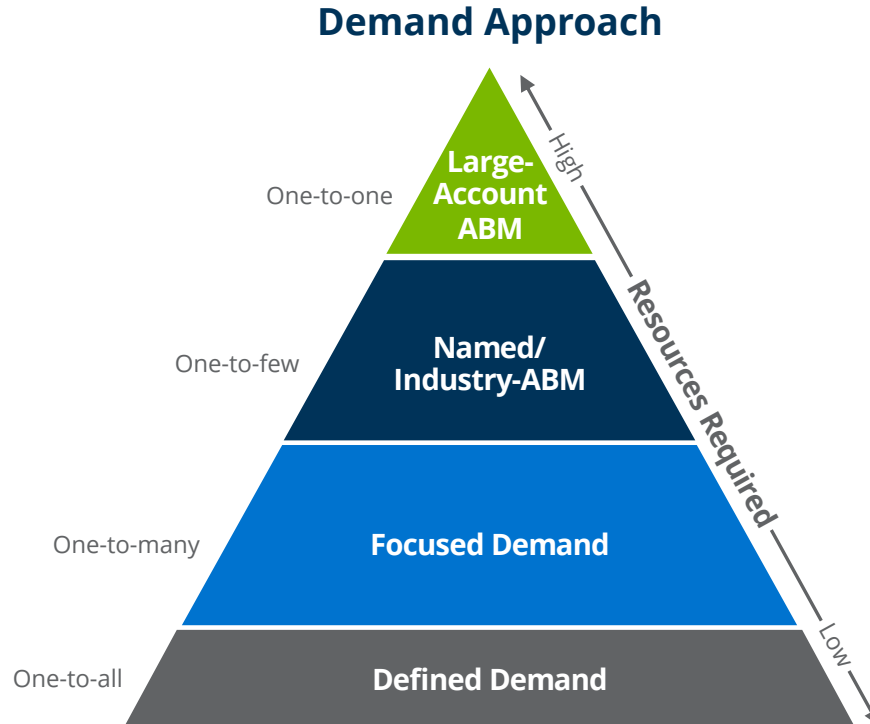
**SiriusPerspective:** The SiriusDecisions Demand Spectrum identifies four go-to-market approaches for creating demand in b-to-b companies.





# These Approaches Are Often Applied to Account Tiers

**SiriusPerspective:** Marketing, sales and other business leaders must work together to determine which demand creation approach they want and are ready to pursue.



# Demand Spectrum: Three Elements Drive Strategy

**SiriusPerspective:** To effectively execute each demand approach, organizations must understand the three elements required to drive demand strategy.

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**INSIGHTS**



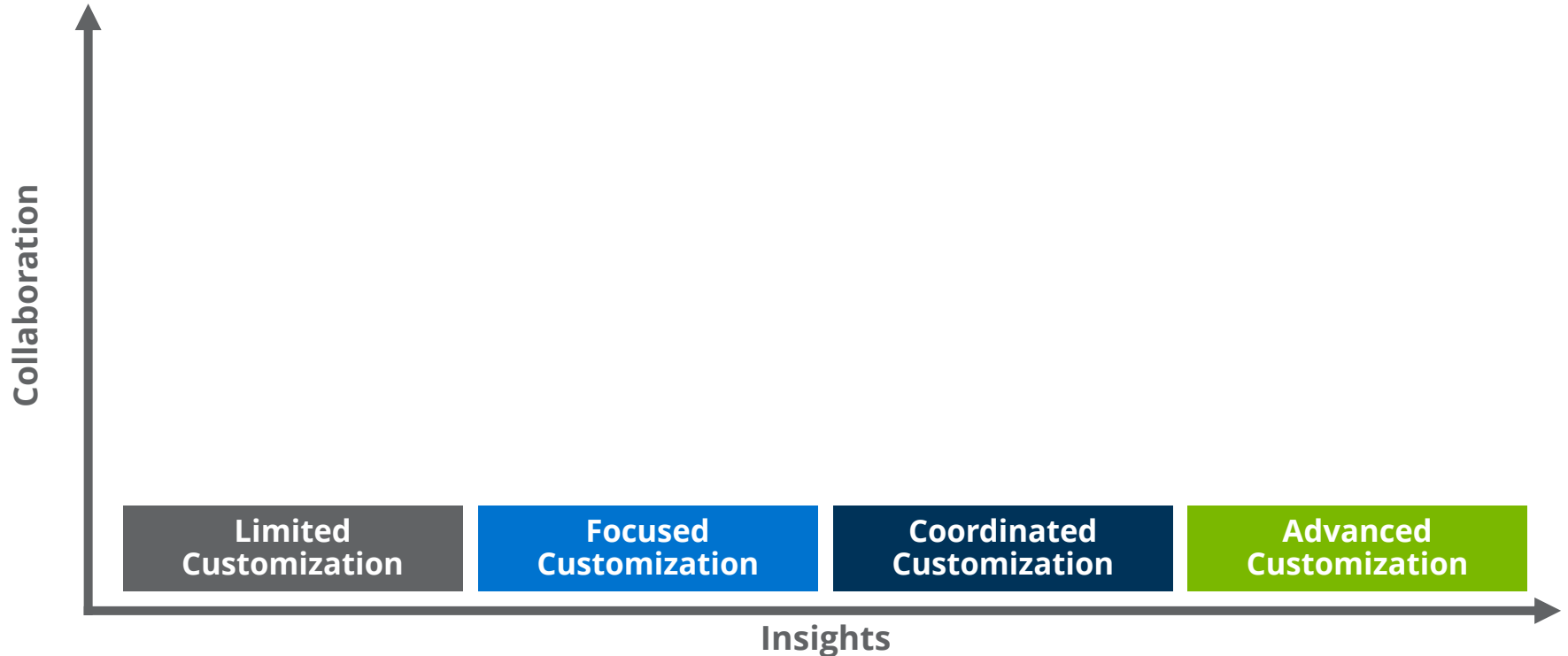
**COLLABORATION**



**CUSTOMIZATION**

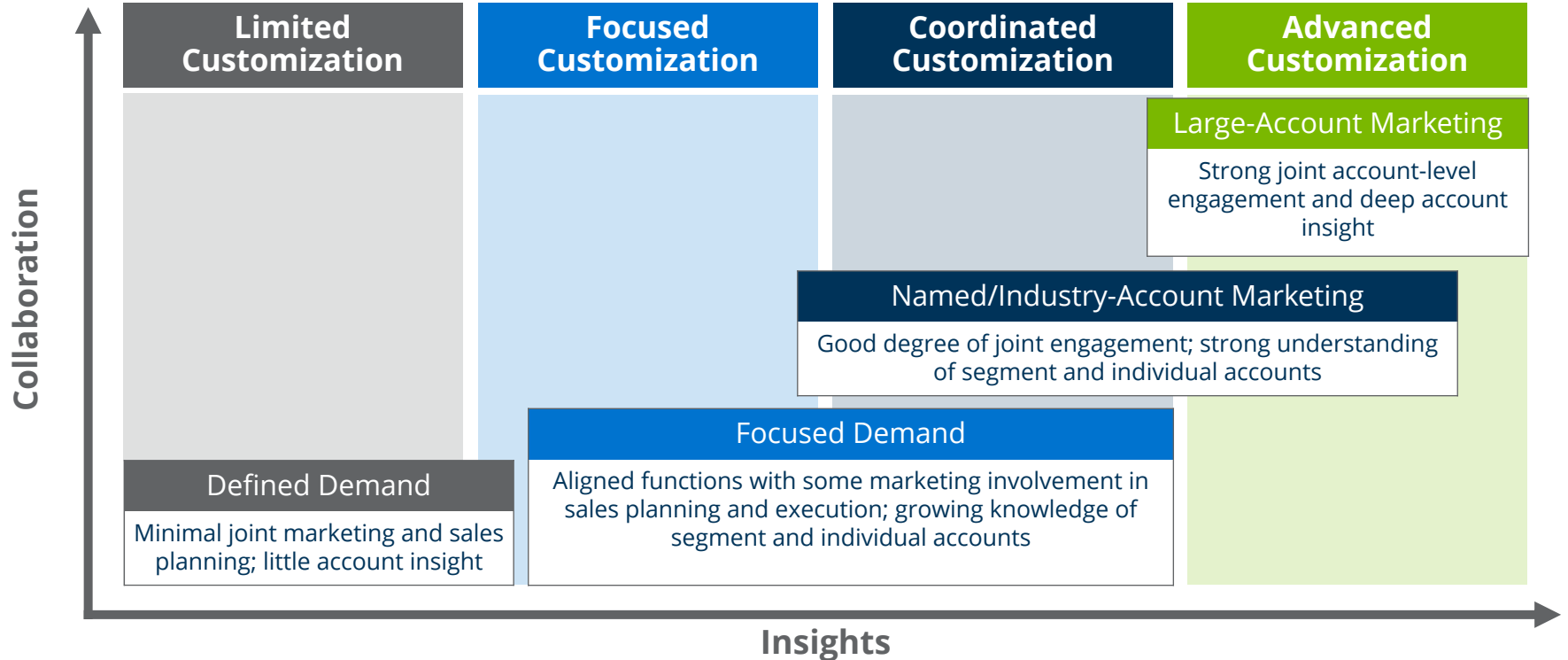
# The SiriusDecisions Demand Spectrum

**SiriusPerspective:** Organizations must validate their demand approaches by evaluating readiness across the two key axes and the customization overlay.



# The SiriusDecisions Demand Spectrum

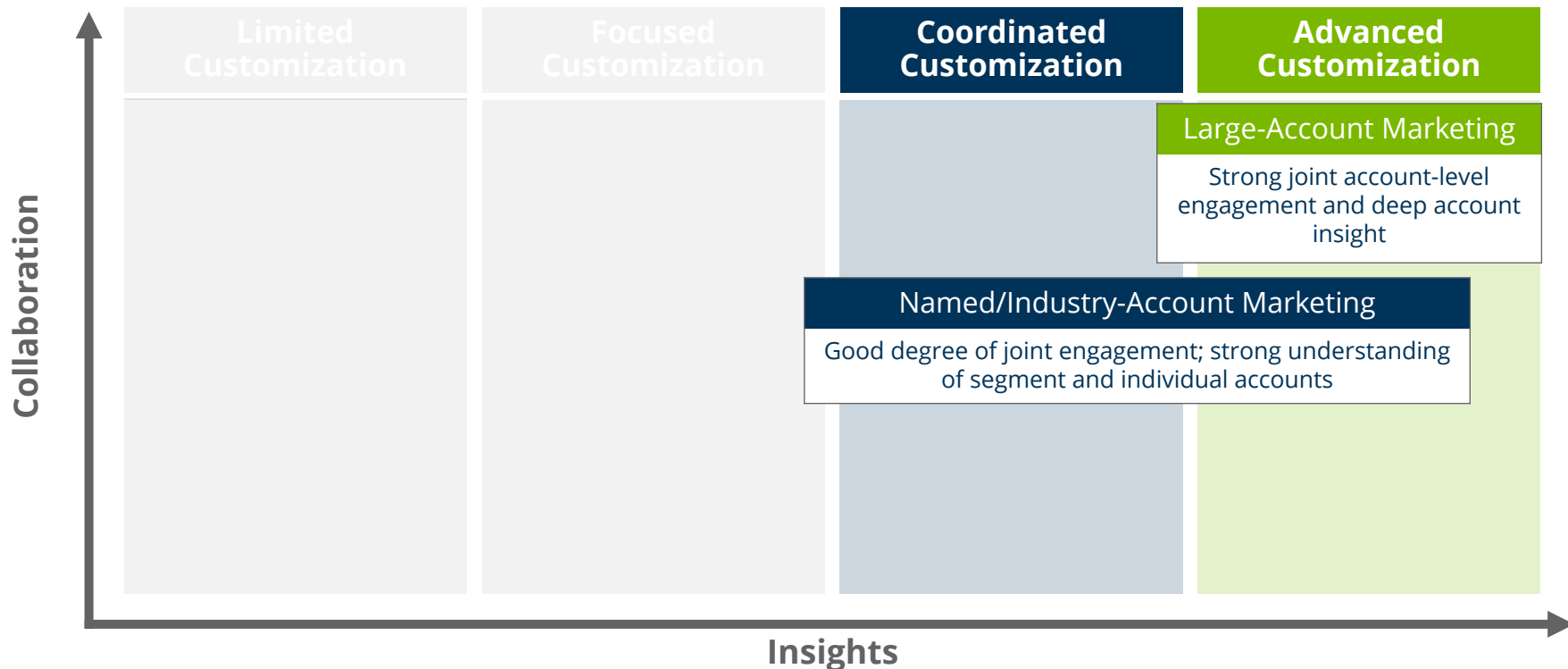
**SiriusPerspective:** Organizations must validate their demand approaches by evaluating readiness across the two key axes and the customization overlay.





# Our Focus Today: ABM (1:1 and 1:multiple)

**SiriusPerspective:** Organizations must validate their demand approaches by evaluating readiness across the two key axes and the customization overlay.



# Sidebar: Content Customization for ABM

SiriusPerspective: High-performing companies are 30% more likely to customize content for ABM than their lower performing peers.

30%

Visual elements

Messaging

Translation / Localization

Delivery formats

Delivery channels

Timing

WHAT

HOW

*Source: SiriusDecisions State of ABM Study 2019*

# Sidebar: Content Customization for ABM

SiriusPerspective: Your content customization strategy should consider messaging, visuals, languages, timing, asset types and channels.

**SiriusDecisions**  
Research Brief

## Levels of Content Customization in Account-Based Marketing

One of the differentiating factors for an account-based marketing (ABM) approach is the level of content customization deployed.

ABM teams should collaborate with content creators early in the content process to maximize asset reuse, but customizing content and creating new content are often needed.

The level of content customization and development varies according to the ABM deployment model used.

Many people mourn the recent decline of the art of letter-writing. In the past, thank-you letters, love letters, condolence letters, postcards, celebration cards and other types of personal letters arrived regularly in mailboxes, giving the recipient the thrill of seeing a handwritten envelope amid the bills and circulars. Even the outside of the envelope often signaled a personal communication – with a spritz of perfume or a gliss of wax imprinted with a signet ring.

A customized marketing approach differentiates b-to-b account-based marketing (ABM) from other types of marketing (see the brief “The SiriusDecisions Demand Security”). Customizing content and its delivery are especially important, but organizations often take approaches to ABM customization that don’t go far enough – or they go too far with customization that is expensive and hard to scale. In this brief, we examine various levels of content customization necessary for ABM programs across different ABM deployment models.

### Preliminary Steps

Before considering any ABM content understanding and determining appropriate customization levels, complete the following steps:

- **Complete a content audit.** To maximize reuse and minimize unnecessary content creation, conduct a content inventory or audit to assess what content assets already exist for different demand types, personas, buyer needs and buying cycle stage (see the brief “Conducting a B-to-B Content Audit”). The content auditors typically owned by content creators (e.g., marketing communications, content team, campaign team).
- **Engage upstream collaboration.** The depth and influence of ABM early on determine the level of later customization needed. Collaborate early in the upstream content development process (see the brief “The SiriusDecisions Content Model: Account-Based Marketing’s Role”) to ensure that the needs of strategic accounts are considered. This alignment reduces the amount of work that the ABM teams must complete later to activate content assets (including the customization and delivery stages of the Content Model).

### Levels and Types of Customization

Content customization can be performed at four different levels, ranging from level 1, where content is largely untouched and the focus is on using account

**SiriusDecisions**  
Research Brief

## Types and Levels of ABM Content Customization

	Level 1	Level 2	Level 3	Level 4
<b>Visual elements</b>	No customization of brand elements or imagery.	Industry-specific imagery is used as content.	Early customization: brand corporate assets are used. Custom options to include dual logos and color that imagery customization.	Custom joint design: custom assets are used. Custom options to include dual logos and color that imagery customization.
<b>Messaging</b>	No customization performed.	Industry- and persona-level messaging introduced. Content headlines may refer to client name and business need.	Industry and persona messaging in standard asset formats created to include sub-sect appropriate messaging.	Custom joint value propositions are created reflecting target account language, needs and messaging.
<b>Translation/localization</b>	No resources allocated. If resources exist, these accounts are excluded.	Resources applied to building/developing key pieces of content where software accounts are present to justify.	Investment to ensure all accounts are exposed to appropriate to their company headquarters geography. Some exceptions for outliers in unusual geographies.	All influencers reached in their preferred business language and according to local customs.
<b>Delivery formats</b>	Existing content is used and content based on known format preferences (derived from persona and persona/engagement data).	Additional effort to identify preferred formats, e.g., including sales insights, social analysis and persona/engagement data.	Some custom formats created on an as-needed basis (e.g., videos, infographics, persona team, webinars, thought leadership). These may be re-used for other similar accounts.	Custom formats regularly created purely for single account use.
<b>Delivery channels</b>	Accounts are opted into the most relevant channels already present in campaign outreach.	Additional effort to determine best channels based on account and persona insight (e.g., social listening, intent personalization is often deployed).	Investment in customized channels specific to known account preferences (e.g., custom newsletters, webinars and webinars).	Intends to include target account's own internal channels (e.g., newsletters, events, intranets).
<b>Timing</b>	Customized based on what is known about where target accounts are in buying journey.	Some additional insights may be known about intent, pipeline and engagement data where available.	Custom use of multiple data sources and, including, intent, engagement and pipeline and sales intelligence, in order to maximize timing accuracy.	Outreach timing is customized and coordinated with the account manager.

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*If you'd like this piece of research, please connect with me on Twitter or LinkedIn and let me know.*

Level 1

Level 2

Level 3

Level 4

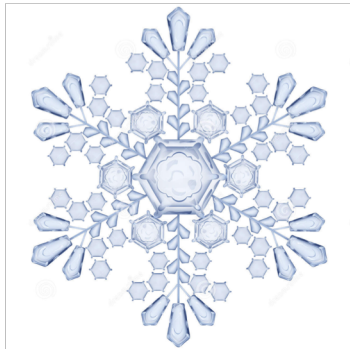




# Our Focus For Today: Different ABM Scenarios

**SiriusPerspective:** To illustrate how ABM can differ across the three elements of insights, collaboration and customization, we'll share two unique scenarios ABM often supports.

## Scenario 1 Large Account ABM



Large “Must Win”  
Deal

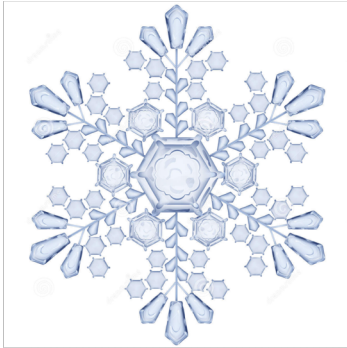
## Scenario 2 Industry Account ABM



Net New Logo  
Acquisition at Scale

# Scenario 1: Large Account ABM “Must-Win” Deal

## Scenario 1 Large Account ABM



## Large “Must Win” Deal

***Your organization has identified a small number of accounts/deals that are absolutely critical to win.***

***Each six-to-eight figure opportunity represents unique game-changing opportunity for your business.***

# Scenario 1: Need to Identify the Buying Group



## ACCOUNT INSIGHTS

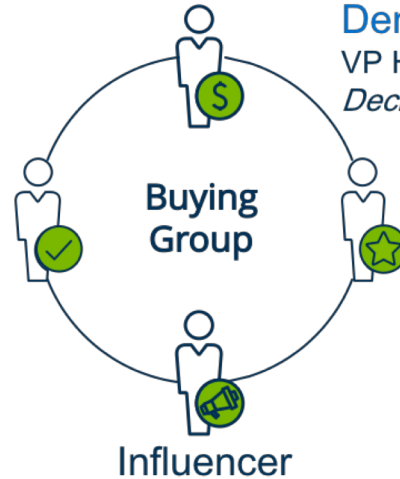
Individual  
Contact

George Judge

Legal  
*Ratifier*

Kevin Cash

Procurement  
*Ratifier*



Denise Jones

VP HR  
*Decisionmaker*

Bob Stanton

Director Talent  
*Champion*

Aaron Torres, Jen Betts, John Smith

HR Managers  
*Influencers*

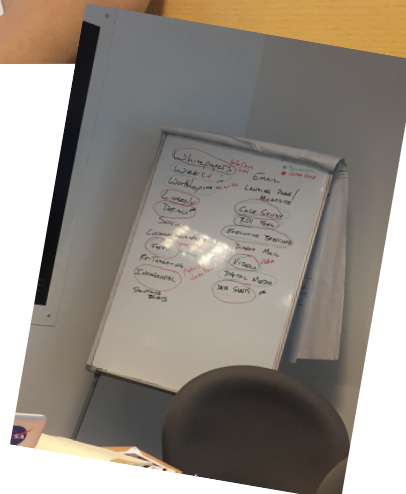
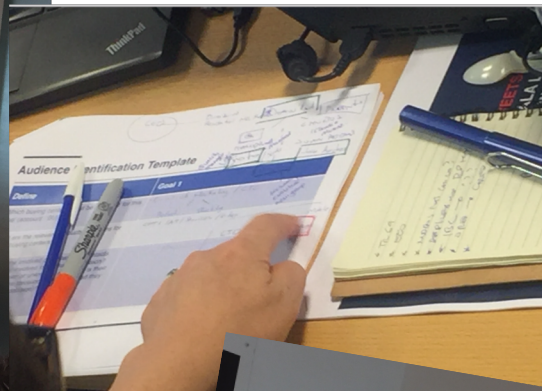
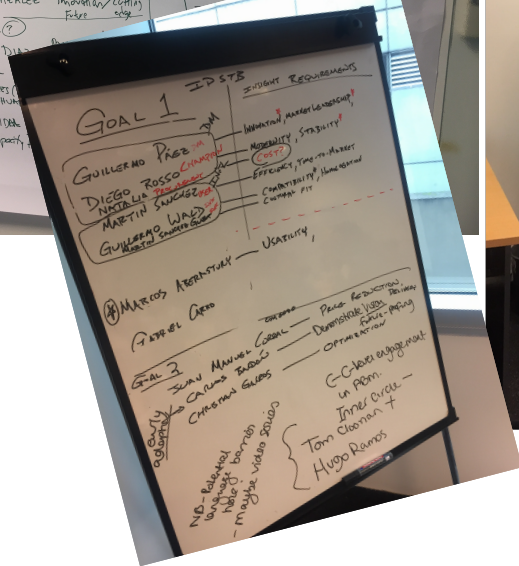
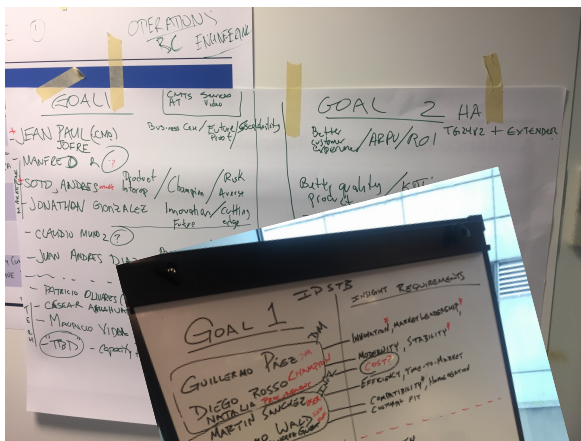
# Scenario 1: Buying Group Critical Insights Needed



		<u>Contact</u>	<u>PMOC</u>	<u>Permission</u>	<u>Status</u>	<u>Needs/Messaging</u>	<u>Journey</u>
	Denise Jones					Global Human Resource Management	Mid
	Aaron Torres					Benefits & Payroll	Mid
	Jen Betts					Unknown (Expenses?)	?
	John Smith					Recruiting	Late
	George Judge					Info Security - Cloud	Mid
	Kevin Cash					TCO Benefit	Early



# Example: M&S Partnership on Large Opportunities

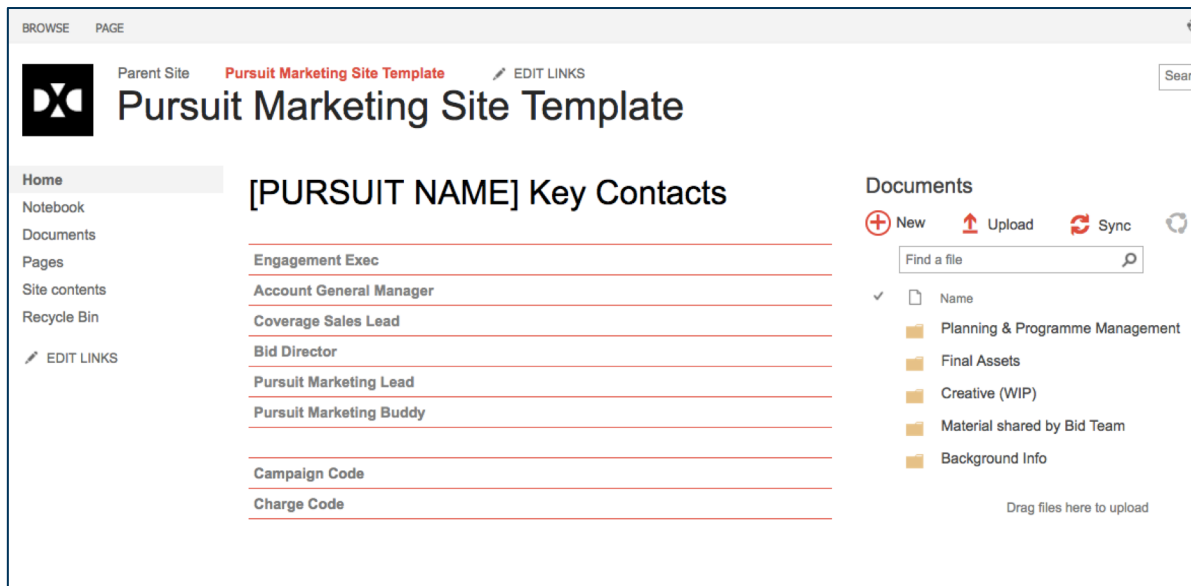
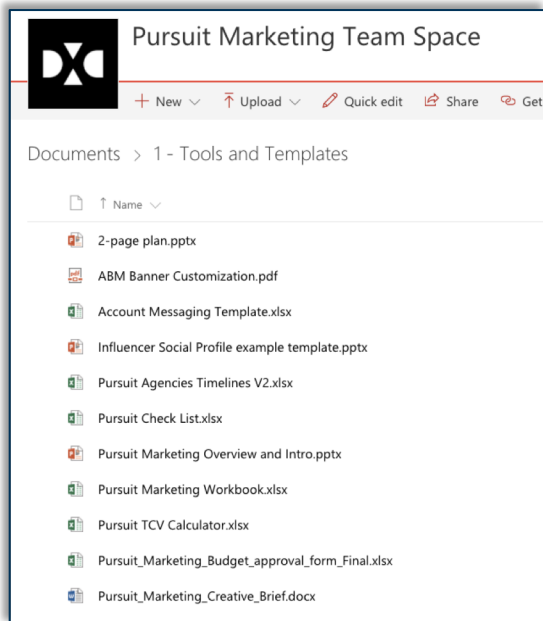


# Example: M&S Partnership on Large Opportunities



Common repository  
and team space

Dedicated site  
per pursuit



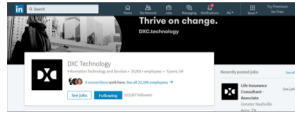
# EXAMPLE:



Personalized Magazine

LinkedIn  
MAKEOVER

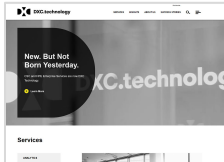
SME Social Makeovers



LinkedIn Sponsored Ads



In-Building Messaging



Pursuit-Specific Microsite



Regional Airport Billboards

Sales Team

Industry

Company

Location

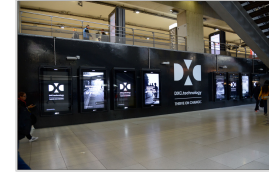
Influencers

Decisionmakers

Personalized Emails



IP- and Cookie-Targeted Paid Media



Commuter-Targeted Ads

Decision Influencer Profiling



Earned Media



Office-Targeted Billboards



Geo-Targeted Mobile Ads



# Examples of Success Metrics: Large Must Win Pursuits

**SiriusPerspective:** Using the SiriusDecisions Metric Spectrum classification system, there are non-traditional KPIs that should be tracked to demonstrate the true value ABM is bringing.

## Metric Class



### Impact

- Win rates on portfolio
- Deal margin
- Trends on win rates/margins



### Output

- Account engagement score uplift
- Customer perception/awareness
- Tactic engagement



### Activity

- # of deals working
- \$ Value of deals with ABM support



### Readiness

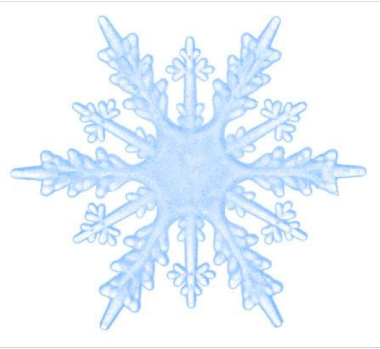
- Completeness of buying groups detail
- Upskilling training (e.g., social selling)
- Development of custom content for bid



## Scenario 2: Net New Logo Acquisition (ABM at Scale)

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### Scenario 2 Industry Account ABM



**Net New Logo  
Acquisition at Scale**

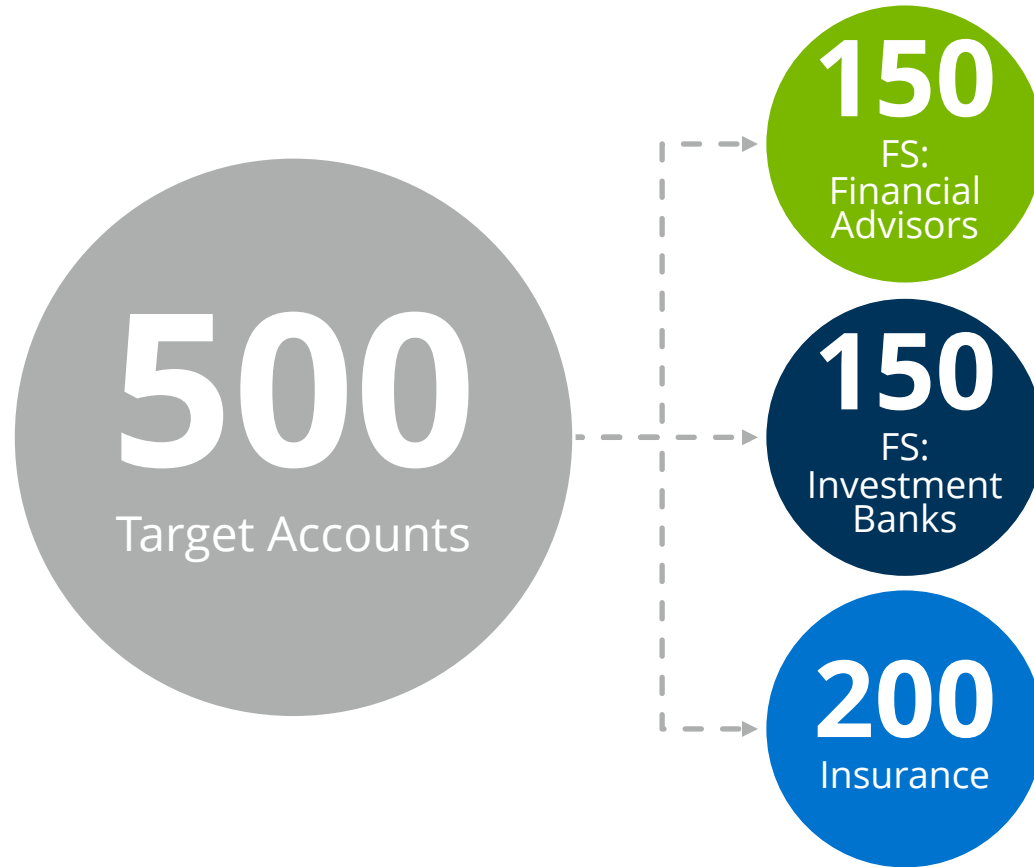
***Your organization has identified five hundred target accounts across three select verticals that meet ideal customer profiles that you want to acquire as net-new logos.***

# Illustration: Cluster Accounts

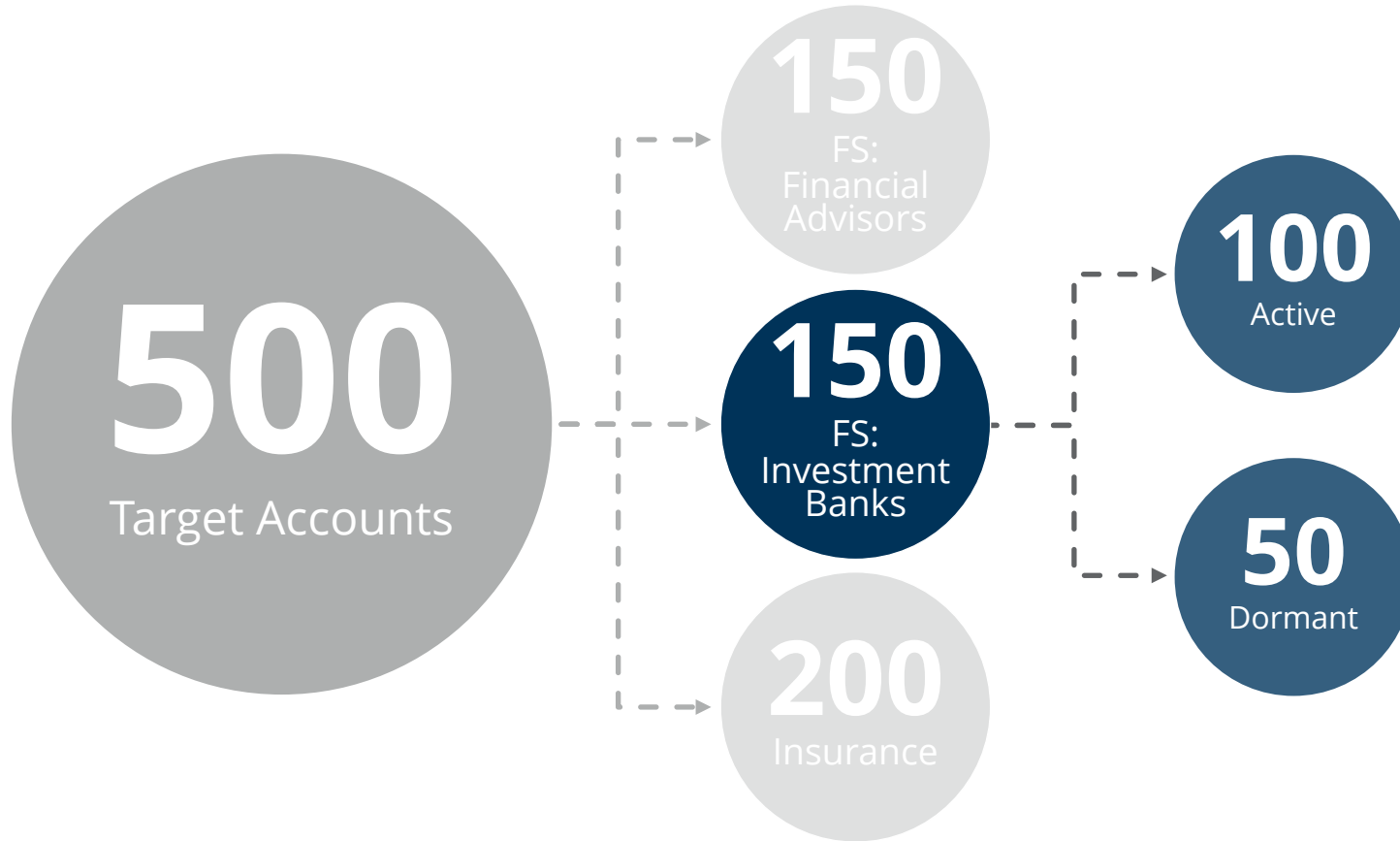
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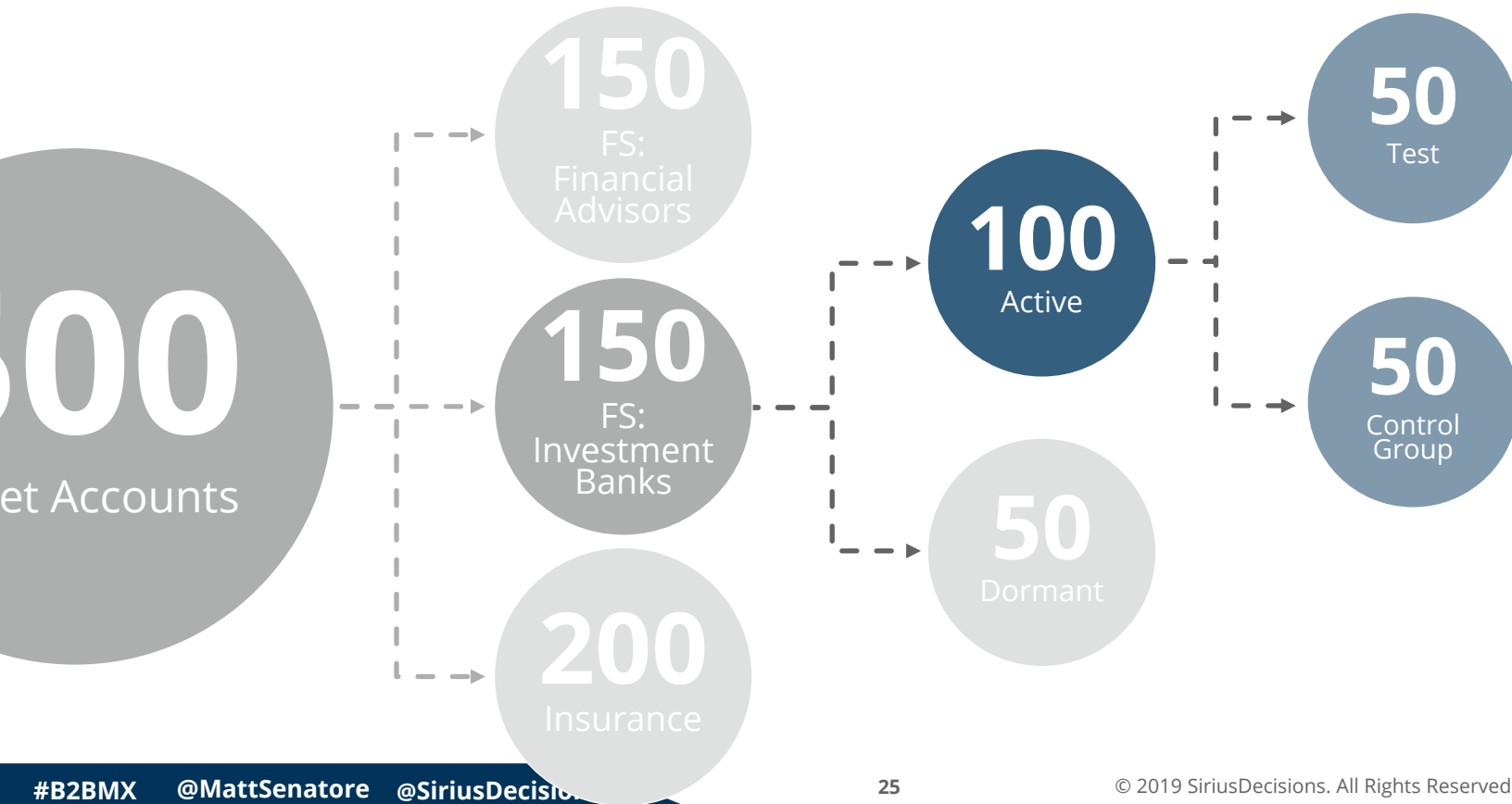
# Illustration: Cluster Accounts



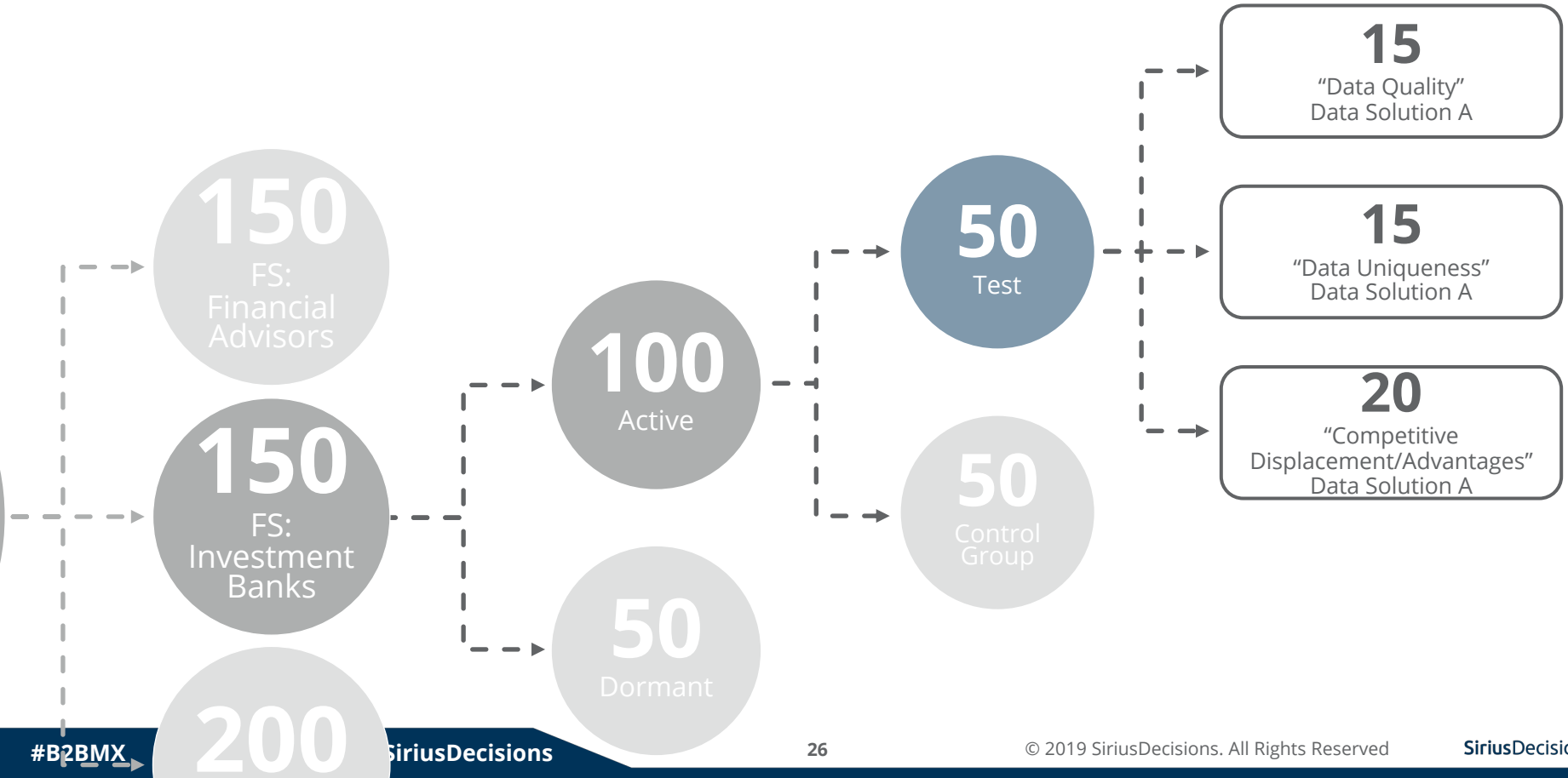
# Illustration: Cluster Accounts



# Illustration: Cluster Accounts



# Illustration: Cluster Accounts



# Engagement Path Playbook Example for This Need

20

"Competitive  
Displacement/Advantages"  
Data Solution A

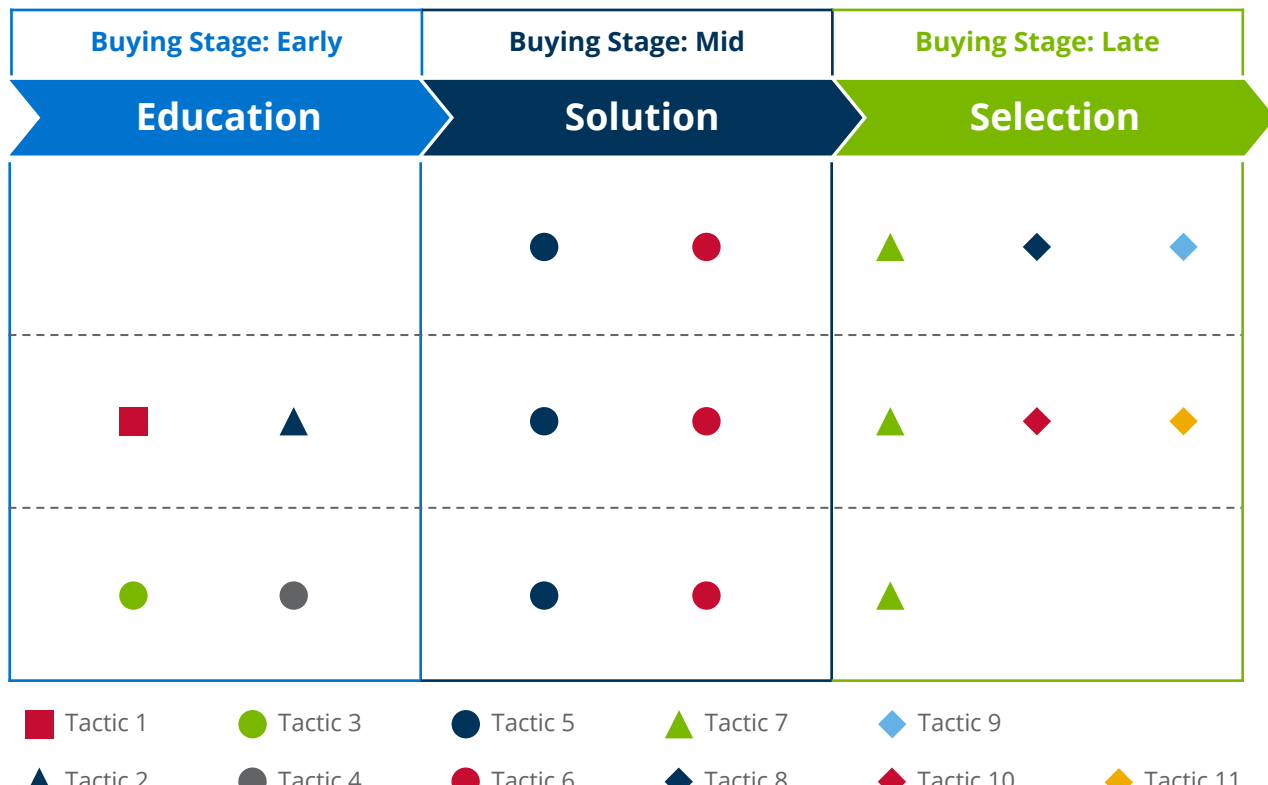
1. Overall Data  
Leadership vs.  
Competition



2. Lower Cost  
vs. Competition



3. Technology  
Leadership/  
User Needs



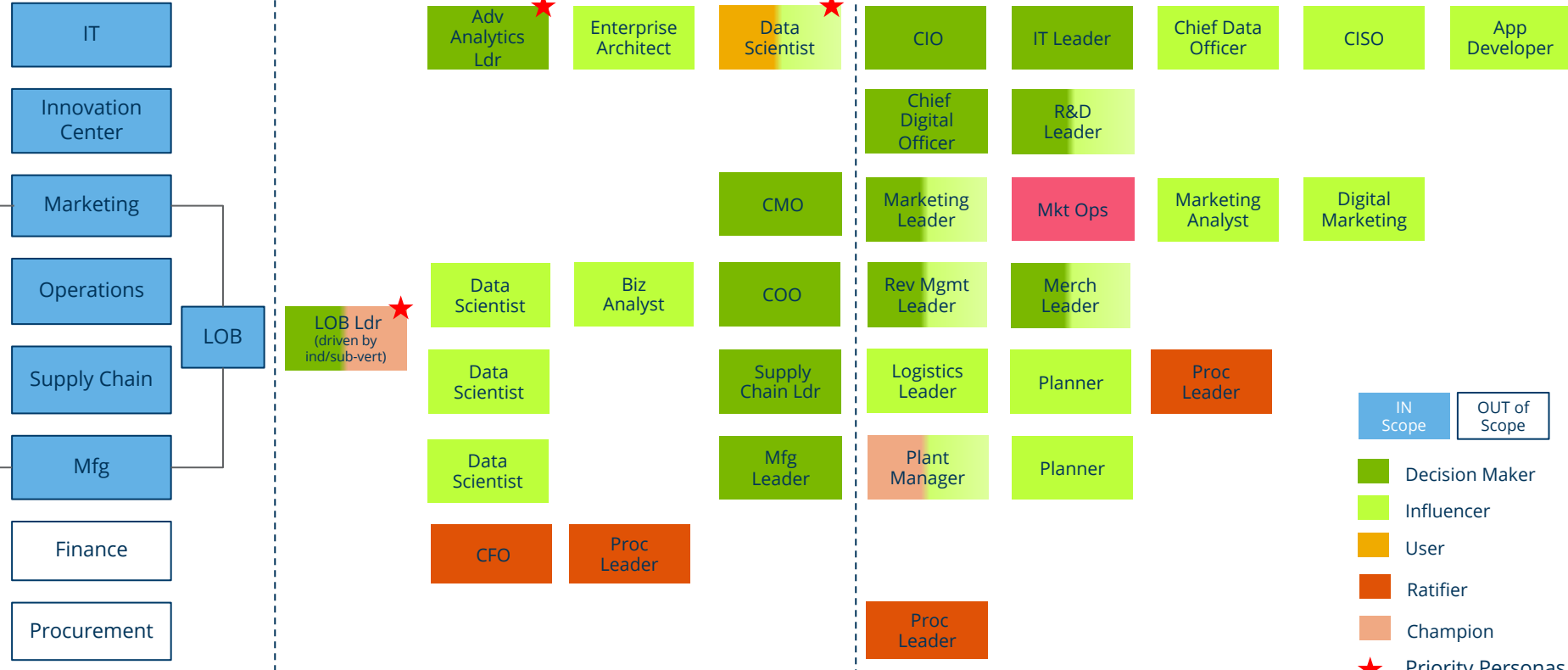


# Customer Example: Advanced Analytics Solution

## Buying Centers

## Buyers

## Buying Group



# Example: Integrated ABM Program Industry New Logo

## Buying Team

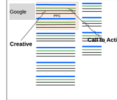
## Awareness

## Demand

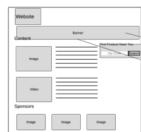
## Enablement



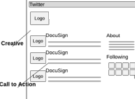
### 1a Paid Search



### 2a Digital Advertising



### 3a Social Media

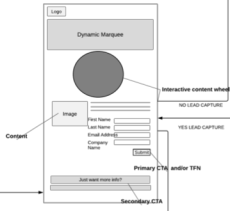


### 4a .com LS Page Retargeting

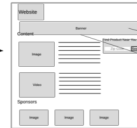


### 2 Landing Page

Market leader not automatically shift to display messaging relevant to persona visiting the landing page. The user will interact with the 'Landing' to view the page they are most interested in. Once selected, the page will offer a good conversion price to capture their information. Additional content resources will also be available.



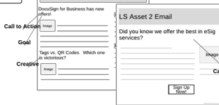
### 3a Retargeting Ads



### 3b Email

Lead capture on landing page will be added to the Life Sciences email nurture sequence. This sequence will offer Life Sciences focused content. If used the nurture email, with an engagement function, appropriate CTA emails will be triggered. Event promotions will also be triggered in an appropriate.

### Life Sciences Track



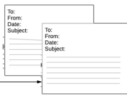
### 3c Events

In addition to email, complimentary all and social campaigns can be incorporated into event promotion plan.



### 4 MDR Followup

An interaction trigger handoff to MDR. MDR deploys multi-touch sequence of emails and calls to qualify post meeting.



### 4 MDR Prospecting

MDR deploys multi-touch sequence of emails and calls to qualification meeting.



### 5 Sales Engagement with Buying Team



### 6 Direct Mail

Multiple engaged contacts qualified by MDR trigger direct mail.

### 7 Sales Enablement

Provided by Product Marketing

# Examples of Success Metrics: Net New Logo Acquisition ABM

**SiriusPerspective:** Using the SiriusDecisions Metric Spectrum classification system, there are non-traditional KPIs that should be tracked to demonstrate the true value ABM is bringing.

## Metric Class



### Impact

- % of target ABM accounts closed
- % conversion engaged-to-close (ABM vs. Non-ABM)
- Total closed revenue from ABM (ADS vs. non-ABM)



### Output

- % of target accounts engaged
- % of target accounts qualified
- \$ pipeline influenced/sourced



### Activity

- # of ABM playbooks created and executed vs. goal



### Readiness

- Target accounts and demand units defined
- Ideal customer profiles determined and aligned
- Industry assets available/created

# Action Items

- **Marketing and Sales**
  - Determine what type of marketing demand approach(es) makes sense given your sales go-to-market structure
  - Discuss the implications of expanding across different GTMs, including the impact on insights, marketing and sales collaboration and degree of customization
  - Reconsider measurement for ABM given your strategy for your program

Hope to see  
you here!

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2019 SUMMIT



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