

What 5 ABM Transformations Taught Us About How to Do It Right



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Reformed lead-based demand-gen-ers
turned account-based
for business reasons

Who's FullStory?

Founded by ex-google engineers

Think: googling for digital experiences

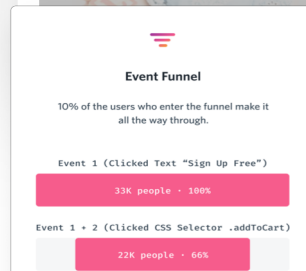
Understand customer experience with SaaS products, websites, and eComm stores

We aim to create better online experiences, eliminate user frustration, eradicate rage clicks, stomp bugs

3,000 customers

ATLANTA, Ga.

digital experience analytics



As demand-geners, why ABM?

Efficient growth - focusing on the Ideal Customer Profile

Control of where to point the spotlight for your time, energy, and \$\$\$

More focused than traditional sales dev outbound

Sales and marketing pursuing the same accounts - aligned

A better customer experience versus random, impersonal encounters

10 ABM Lessons Learned

(we had like 57, but couldn't fit them)

Implement ABM to meet business goals.

The *right way* is what's right for your business.
There is no other way or reason.

Some Worthy Business Goals

Move Up
Market

time for
enterprise?

Higher
ASP

expanding to
multiple teams?

Revenue in
New Vertical

new product for
new vertical?

Improved CX &
Retention

selling & forgetting
or ready to show
some ❤️ ?

Don't "do ABM" because it's new. Must achieve CAC to LTV.

Be a leader.

Changing mindsets and entrenched practices is the hard part. 🙈

Symptoms of entrenched b2b leads-only, lead-based practices*

**disclaimer: some companies should be lead-based, almost all companies use leads, but if you experience headaches, frequent conflict with others, lack of focus, and bloated spend with no attributable results, please see an ABM expert immediately*

**Templates &
high-velocity
outreach**

**Binary
inbound/outbound
approach**

**"What's a sales &
marketing
standup?"**

**Inability to
recognize your
buyer personas**

**MQL/SQL volume
and conversion
obsession**

**Database built
from inbound &
reps**

Finger-pointing

**"We don't really
have target
accounts."**

**"How much of
our pipeline is
marketing/sales
sourced?" aka
Credit**

Measure from day one.

And do your funnel math. 🧐

Evolution of our ABM scorecards

2015-2016

Tier	# of Accounts	Awareness	MQA	Sales Appt	Opps	Pipeline ACV	Conversion to Opp	C/W Deals	C/W ACV	Conversion to C/W
Tier 1	#	#	#	#	#	\$	%	#	\$	%
Tier 2	#	#	#	#	#	\$	%	#	\$	%
Tier 3	#	#	#	#	#	\$	%	#	\$	%

2017

	Total Accounts (High Fit)	Accounts with Intent Surge	Engaged	% Engaged	MQA	MAQA	Opps Created	Opps \$55	% Opp	Opps Stage 3	Opps Stage 4 \$55	% Opps Stage 3	Closed Won	Closed Won \$55	% Closed Won
TIER 1	#	#	#	%	#	%	#	\$	%	#	\$	%	#	\$	%
TIER 2	#	#	#	%	#	%	#	\$	%	#	\$	%	#	\$	%
TIER 3	#	#	#	%	#	%	#	\$	%	#	\$	%	#	\$	%

2018

Date Range		Accounts				Engagement				Pipeline				Revenue			
		Accounts	Accounts with Intent	Accounts	% Accounts	MAQA	% MAQA	Opps	% Opps	Opps \$55	% Opps \$55	Opps	% Opps	Revenue	% Revenue	Revenue	% Revenue
Cohort 1	Tier 1	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Tier 2	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Sub-Total	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Cohort 2	Tier 1	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Tier 2	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Sub-Total	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Cohort 3	Tier 1	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Tier 2	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Sub-Total	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Non-Active	OTA	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	OTA	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
	Sub-Total	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%

2019

Every day, always-on, user-friendly source
Engagio

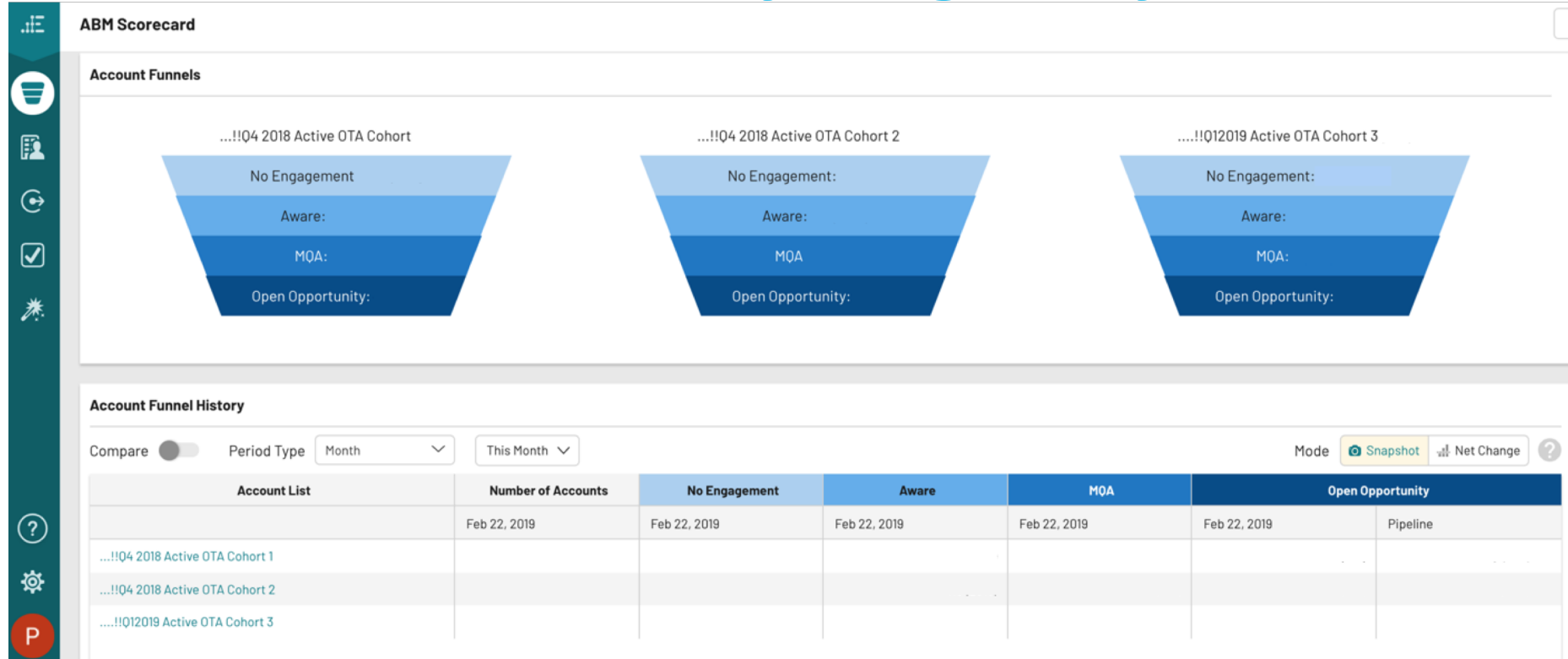
BI and data analytics source

Looker

Multiple data sources, cohorts

Engagement, pipeline, revenue, velocity, ASP
Renewal, retention, adoption, CSAT, advocacy

We look at this every, single day



ABM Funnel Math

Key data points

- Revenue goals
- Conversion baselines
- ACV baseline
- Sales cycle velocity

Engaged People

How much pipeline should your business expect your ABM initiative to create?

Target Accounts	Engaged Accounts	MQA: Working Status	Conversations/ Meetings	Opportunities Opened	Opportunities: Stage 2	Closed Won
#	%	%	%	%	%	%
				\$	\$	\$

Engaged People

How many accounts do you need to work to get the results your business requires?

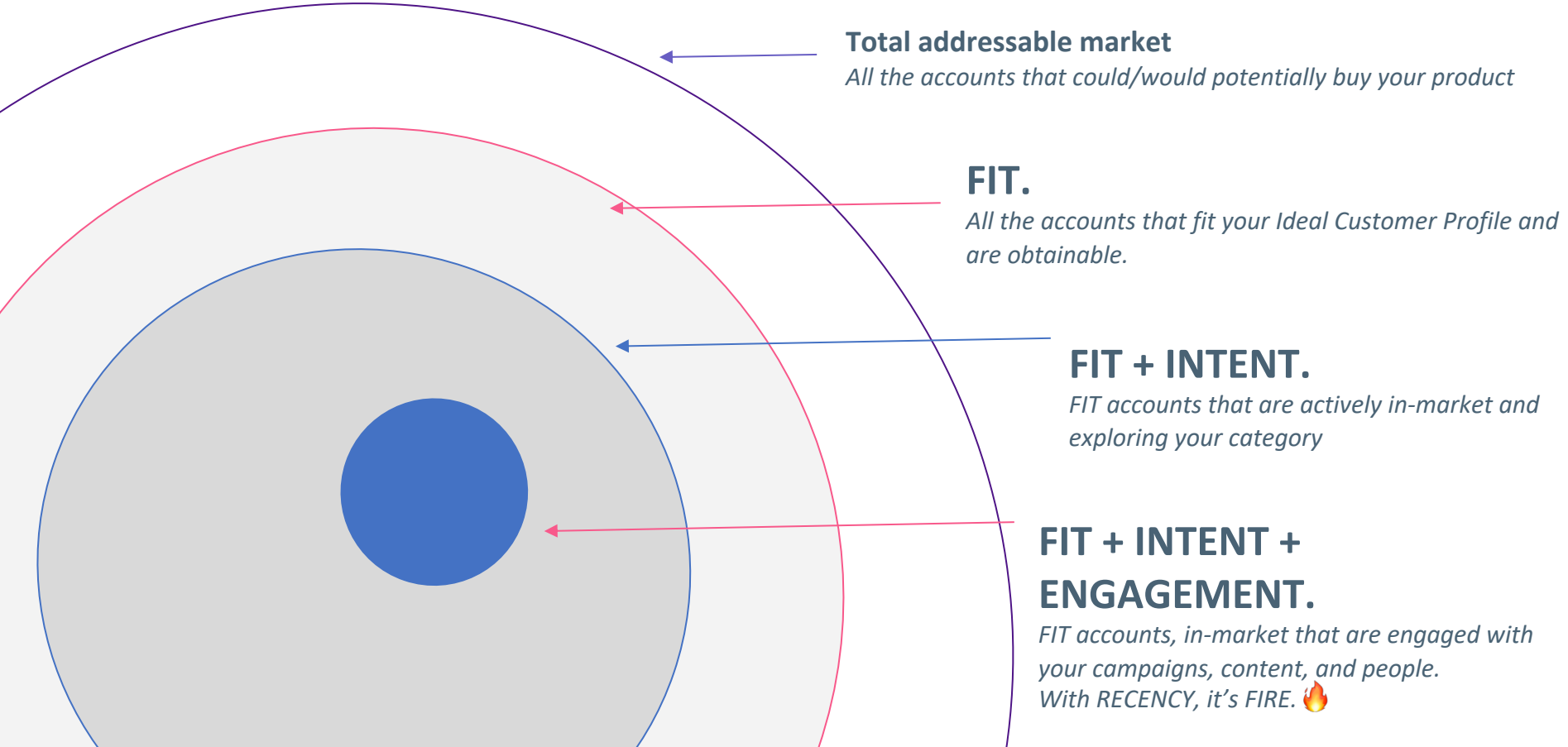
Research your baselines as best you can to watch how Account-Based increases conversion and \$ of pipeline created

How much revenue should your business expect the program to create?

**Marketing should own data-driven
target account selection.**

Fit + Intent + Engagement is FIRE. 

There's TAM, and then there's Target Market



With fit + intent + engagement data...

Select pool of target accounts with fit.

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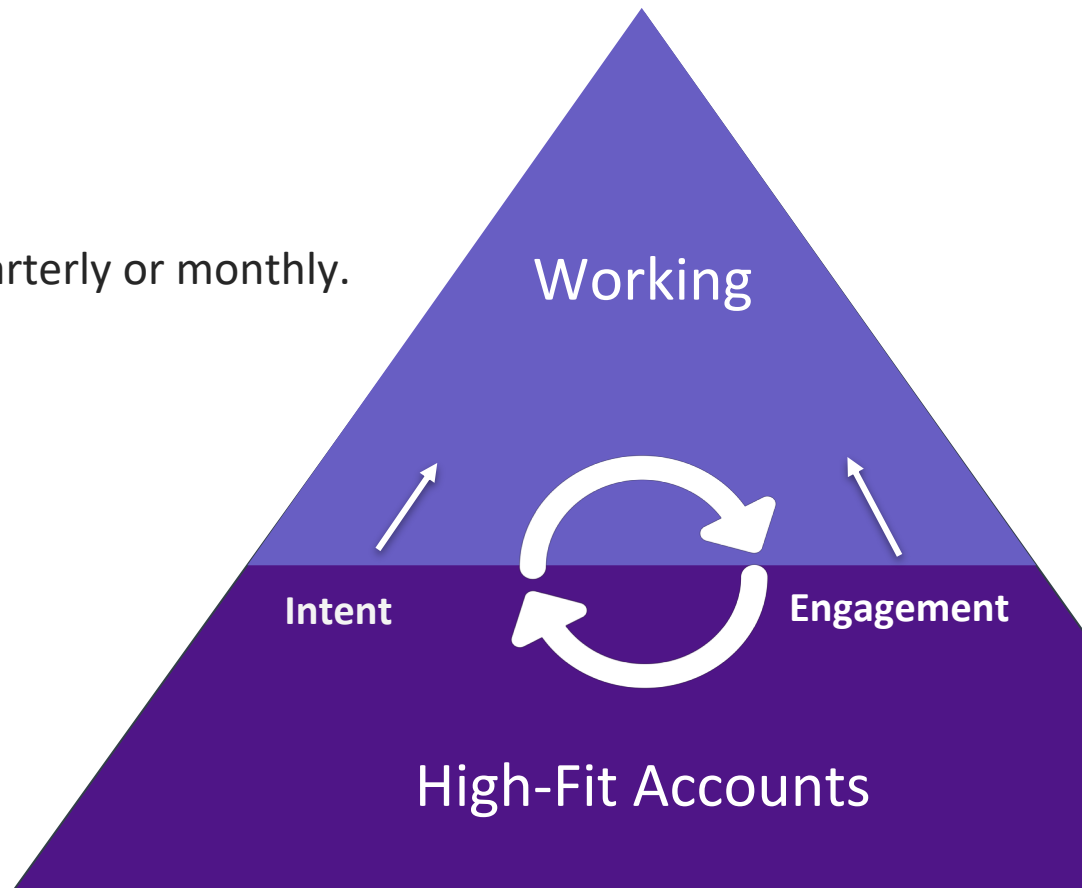
Activate target accounts annually, quarterly or monthly.

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Prioritize target accounts in real-time.

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Create more personal experiences



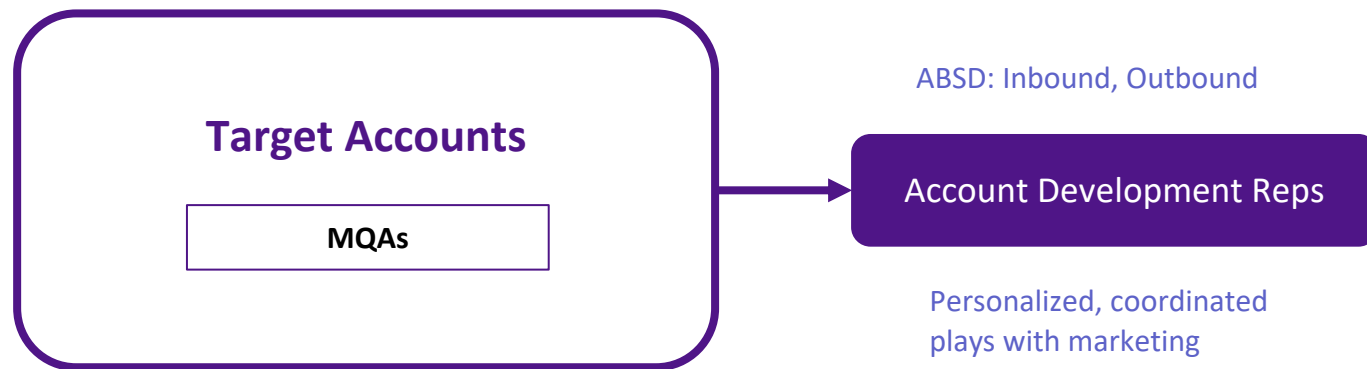
Align with and enable SDRs.

They are the most important ABM acquisition channel.



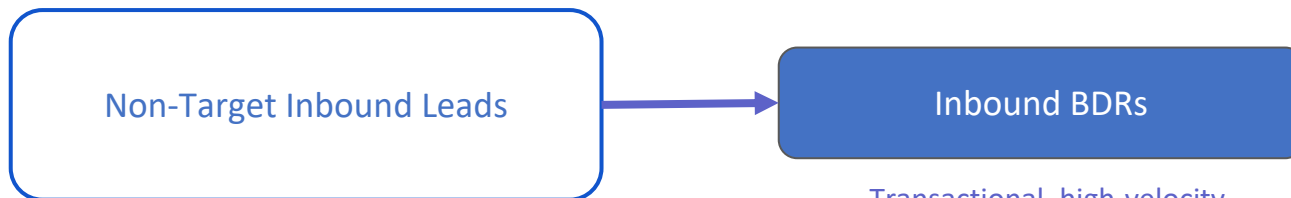
Account-Based Demand

Multi-channel targeted promotion



Inbound Demand

Often organic, direct, & via broad-based tactics





Target Account Launch Day!!!



Account-Based Sales Dev Training w/ TOPO

**ABM is both
acquisition & retention.**

Great customer experience = purpose and revenue.



Extend your ABM scorecard to customers


becoming a customer...

Engagement %	Pipeline \$
Sales Cycle [days]	ASP \$
Account-Stage Conversions	Bookings \$

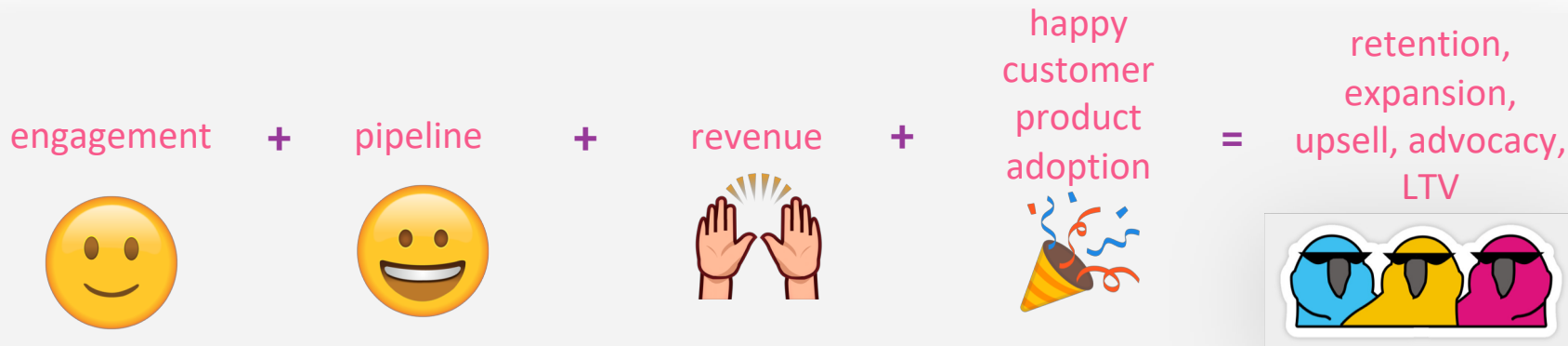
being a customer...

Engagement %	Adoption DAU,MAU, etc.
Expansion, Upsell \$	LTV
Advocacy Participation	Retention, Renewal %

**Engagement is a milestone,
not a objective.**

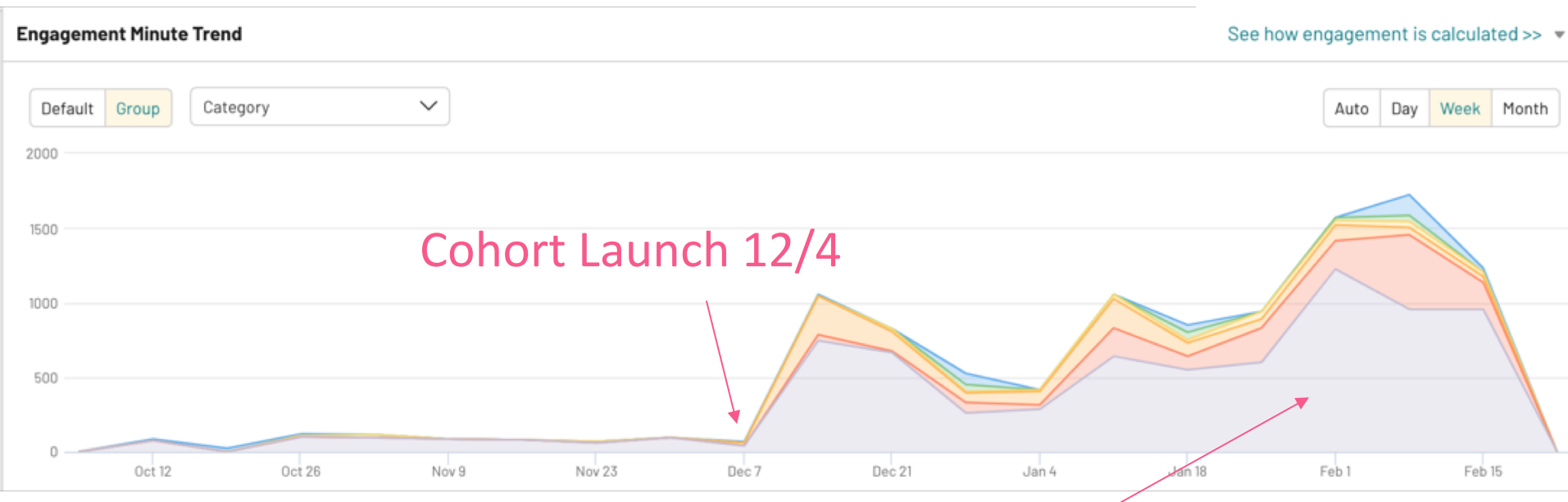
And you can't measure it with just a cookie. 

How happy should we be?



Remember that it's all about **people** at accounts, their experience with your people, and, most importantly, their success with your **product**.

What does proper engagement look like in an ABM platform?



Yes, ABM and demand gen go side-by-side.

They (almost) always do, right?

Account-Based Tactics

*specific, direct, more personal
or tailored, not all
accounts/people get the same*

orchestrated “plays”
LinkedIn sponsored content
content syndication
direct mail
1:1 content experiences
dynamic web experiences
personal video
small, targeted “executive” events
account development reps

Demand Gen Tactics

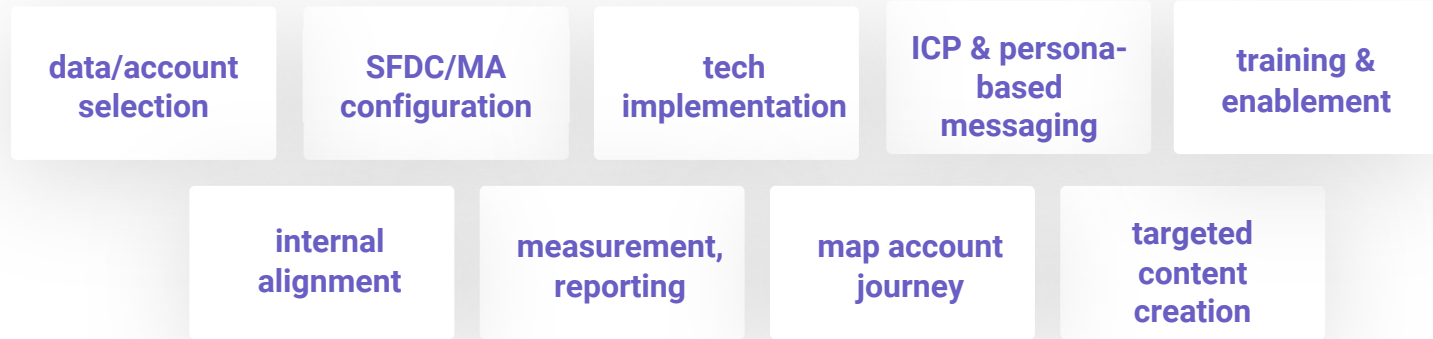
*broad, anyone can
experience, everyone has
the same experiences*

a website/seo
programmatic advertising
social
webinars
content marketing, podcasts, etc.
company conference
webinar program
content marketing
chat

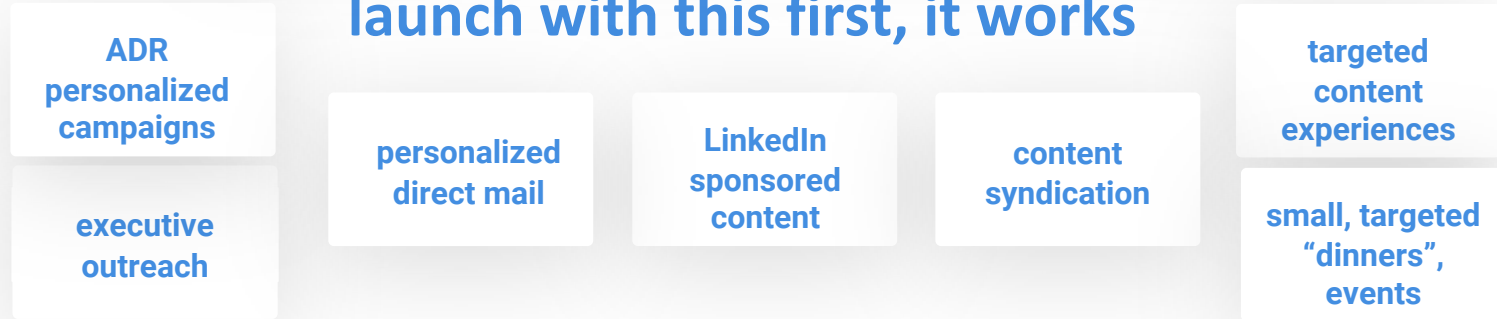
**Start with the direct, specific & difficult
steps.**

Do broad & easy things after this. 😊

do this first, do it well



launch with this first, it works



ABM requires personal experiences.

Great marketing is personal.

Personal Experiences

Personal does not equal robotic “personalization”.

Be real, people know the diff.

A person is not a checkbox in your playbook, put some heart into it.



eat with people

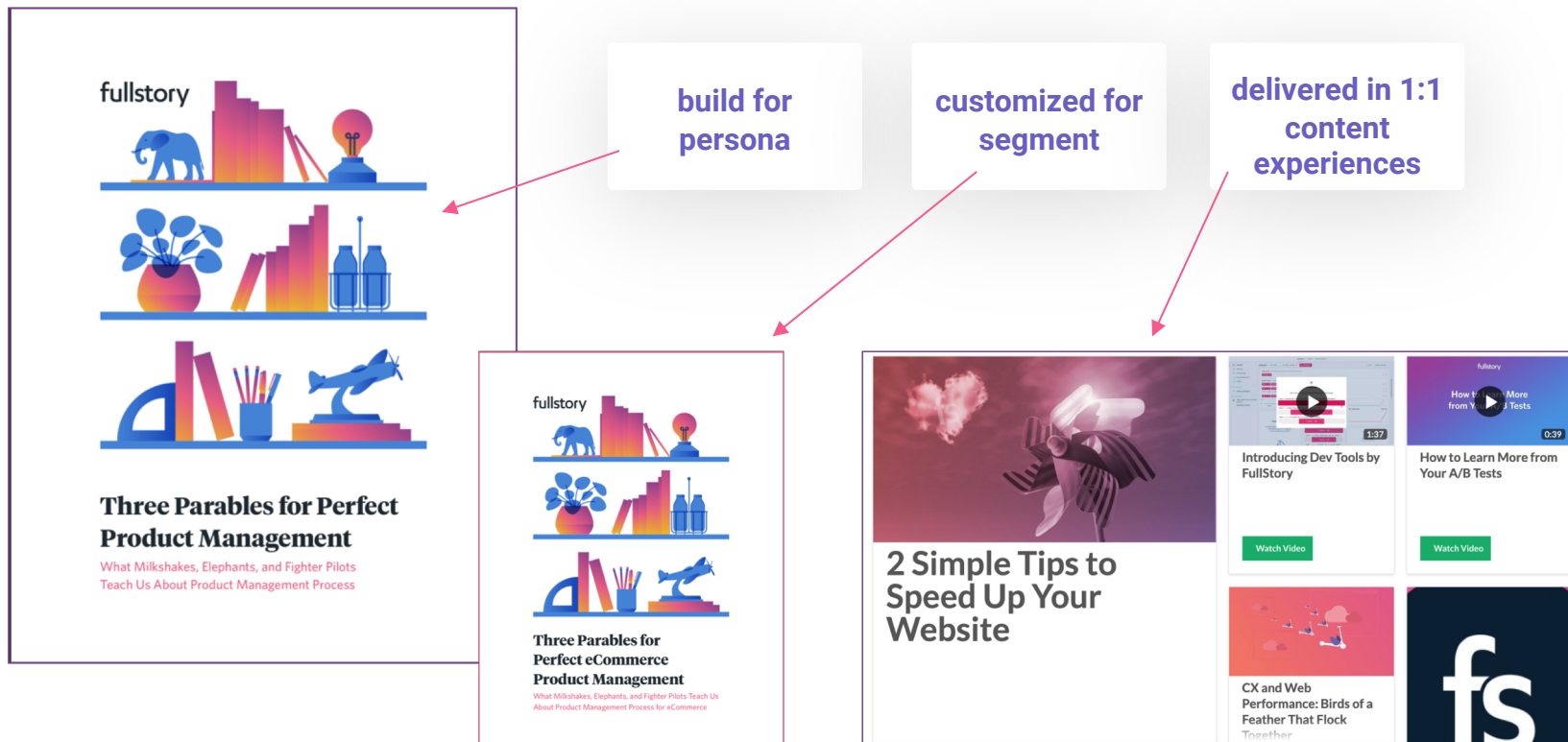


socialize with people



people love gifts

“Personal” content experiences



Always be experimenting.

experiments = learning = better CX.



Experiment with channels, personas and tailored versus broad content

Target personas - tweak your messaging slightly for persona specific pain points. Watch your engagement trend, you'll know when you get it right.

Split test how you do lead capture
Example - LinkedIn Lead Gen forms versus landing pages.

Engaging target accounts at events should be your primary goal. Make a splash! Build event microsites detailing where you target accounts can engage with you and why they should. Make this visible on every channel.

Understand your buyer intent signals and **test messaging both personalized and broad.**

ABM Roadblocks to Crush



Lead
Addiction
“Gimme more!”



Silos
Get the CEO, CFO,
& GTM team
onboard!



Content
No targeted
content = no
ABM



Measurement
Make an ABM
scorecard today!



#1 roadblock is marketing & sales dev never
really get on the same page

*Thank you. We really appreciate you listening to us,
and we hope we helped in some small way.*



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