



What CEOs (and their CFOs, CROs, CMOs...) need to know about ABM

Speakers: Kathy Macchi, Inverta | Craig Rosenberg, Gartner | Marc Johnson, Bombora

bombora

Meet our speakers



Kathy Macchi
EVP, Consulting Services
Inverta

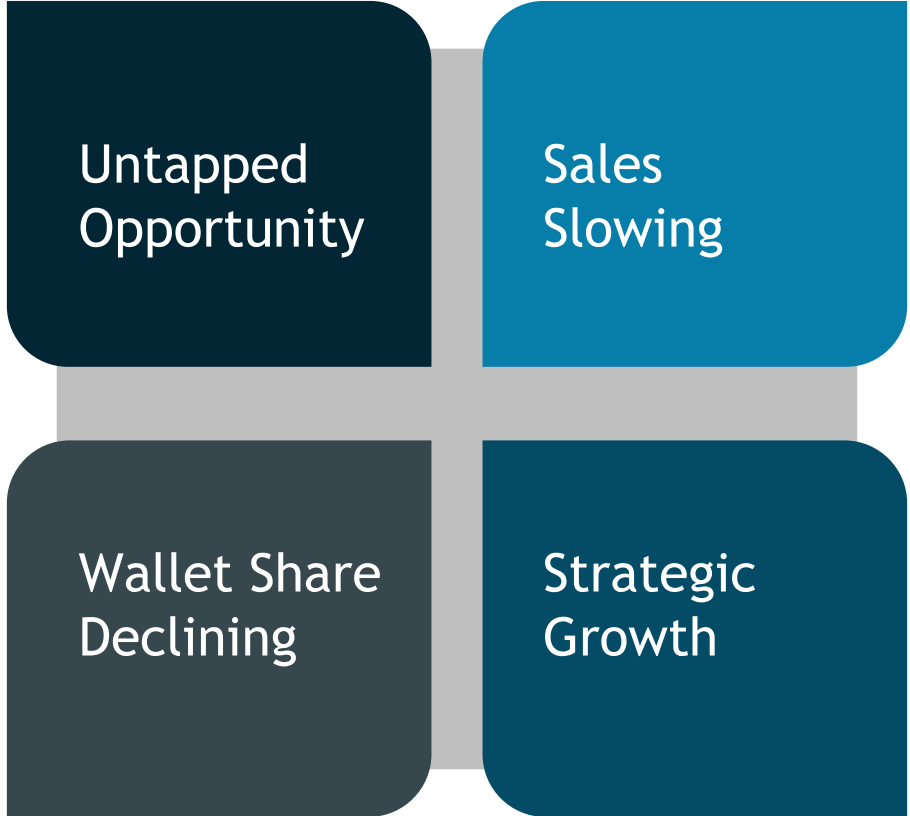


Craig Rosenberg
Distinguished VP, Analyst
Gartner



Marc Johnson
CMO & GM
Bombora

Businesses introduce an account-based approach when...



!nVerta

Organizations are focused on demand, but it's harder than ever

49%

of organizations cite pipeline and demand gen as their top critical initiative

43%

of buyers want a rep free experience

70%

of sales reps cite access to stakeholders as their primary challenge

Source: [CSO Priorities Heading Into 2021](#) (G00735014)

Source: [Key Virtual Selling Challenges Sales Enablement Must Solve](#) (G00745647)

Source: 2021 Gartner Digital Buying Survey

We've proven
account-based
works



6 out of 10

Account-based organizations had significant lift



Better opportunity-win rate

An aerial photograph of a person surfing on a teal-colored ocean. The water has a textured, almost crystalline appearance. In the bottom right corner, a person in a dark wetsuit is riding a white surfboard, creating a splash. The background is a deep teal with lighter, shimmering patterns. In the top right and bottom left corners, there are decorative elements consisting of white dotted lines and binary code (0s and 1s) arranged in curved patterns.

But you can't just “have marketing” “do ABM”

It requires support across the c-suite

CEO

You set the strategy on which businesses the organization needs to sell to; ABM can be a forcing function to everyone aligned to make it happen

CFO

Get involved from the beginning with the analysis - help explain where revenue comes from today and where it should come from in the future

CRO

Implement compensation that drives the right behavior, including requirements around process, SLAs, and meeting cadence with supporting departments

CMO

Drive alignment around the ABM program, the why and establish an ABM Leadership team

All

Understanding this is a massive lift on the revenue operations team and support them with the budget, tools and human resources they need

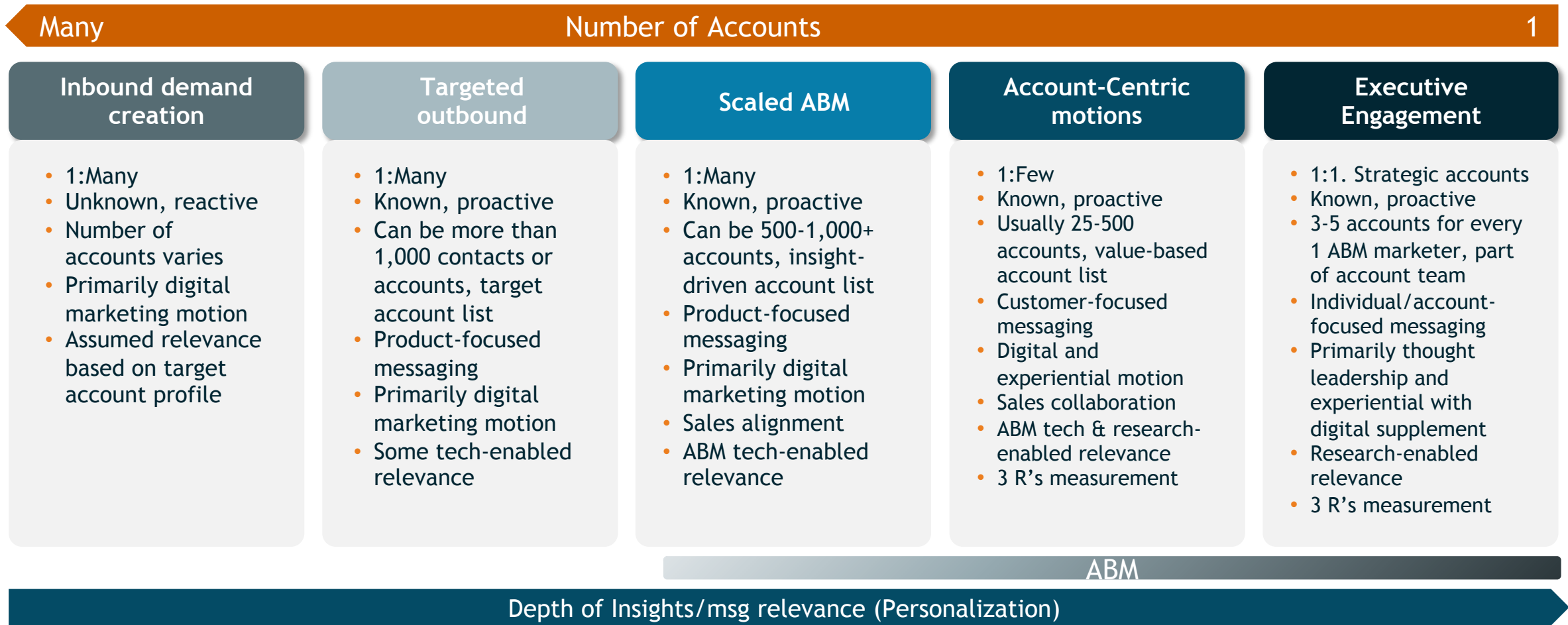


And it's not a silver bullet.

ABM doesn't make sense for every organization or every line of business

The Demand Continuum

The demand continuum describes the relationship between target audience breadth, depth of meaningful personalization



4 key areas that require evolution

- 1 Target account selection and prioritization - using the right data
- 2 Integration of account-based efforts with existing demand and product-led programs
- 3 Reporting and forecasting model adjustments
- 4 Cross-functional alignment - including supporting infrastructure and operational processes

Target account selection and prioritization

**Over half of
organizations reevaluated or
planned to reevaluate their
ICP and target markets**

Source: [2020 Marketing Technology Survey: Cost Pressures Force Martech Optimization and Innovation](#) (G00726022)



Target Accounts

The ICP defines
attributes of
target accounts



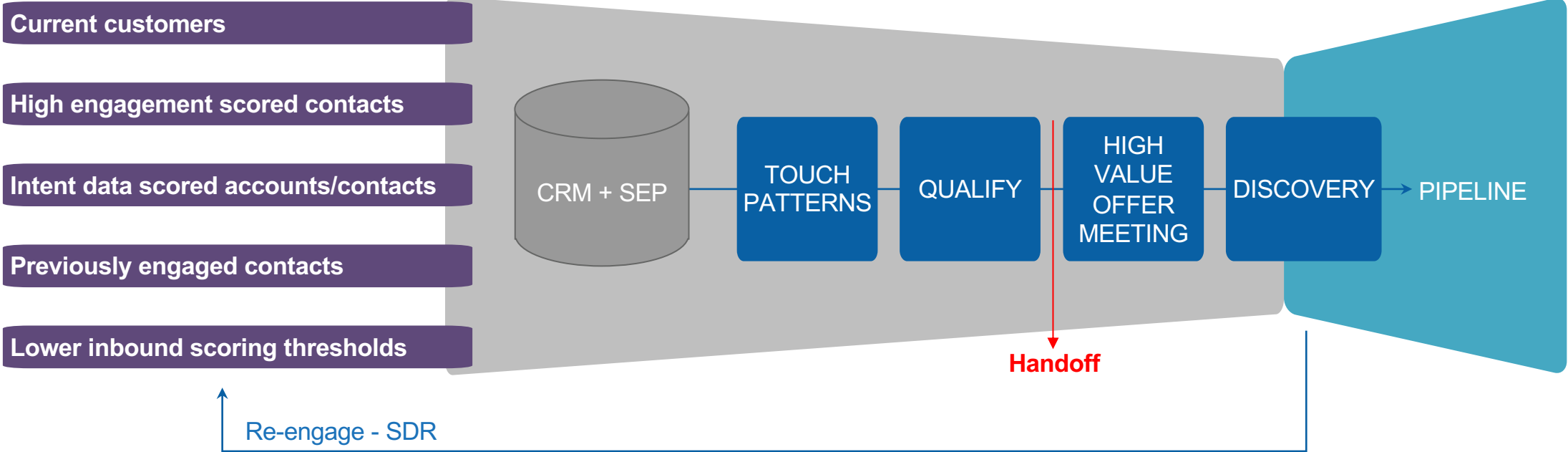
Focus on
accounts
more likely
to engage

**By the end of 2022, more than
70% of B2B marketers will
utilize third-party **Intent data****

Source: [Emerging Technology Analysis: Leveraging Intent Data for Marketing and Demand Generation](#) (G00451392)

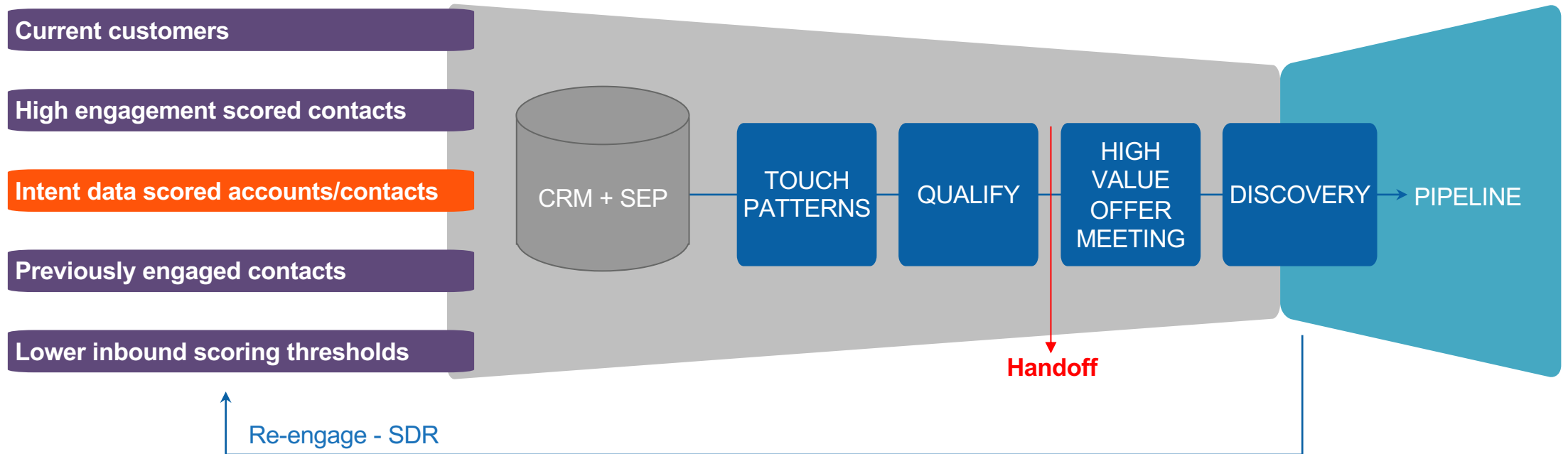
Use engageability to prioritize

High Engageability Sources



Intent data provides 3rd party engageability visibility

High Engageability Sources



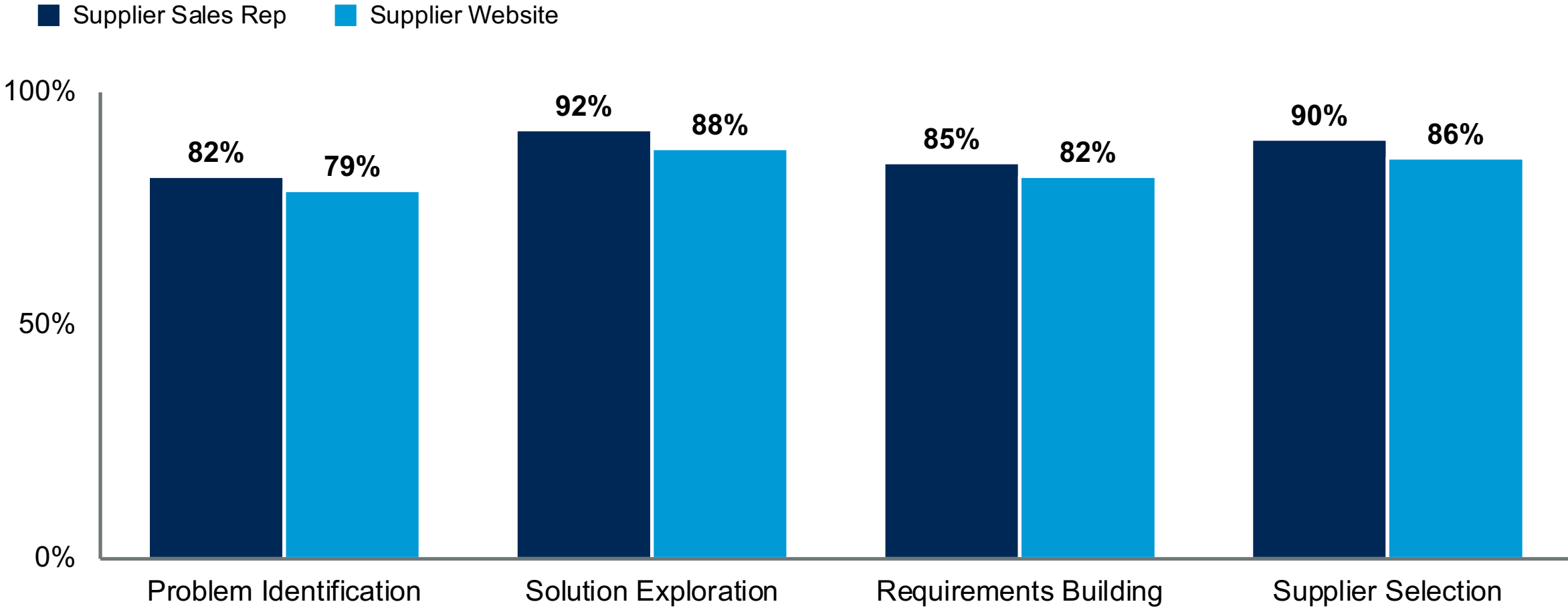


Integration of account-based efforts with
existing demand and product-led programs

Orchestration leverages multiple channels and multiple functions to meet a specific objective for a specific list of target accounts

B2B buying is channel-agnostic

Proportion of Buyers Who Used Supplier Information Channels to Complete a Job

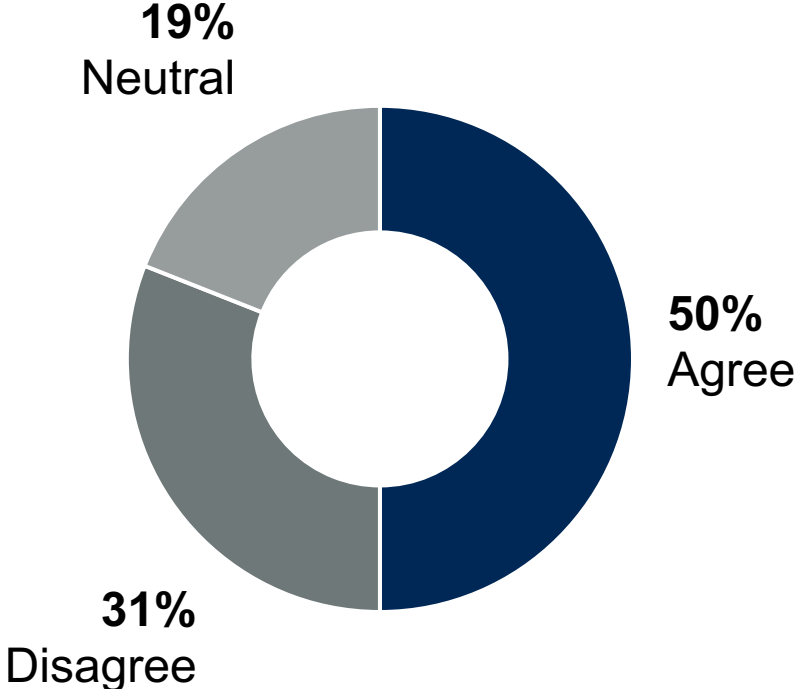


Q: "Which information channels did you use to accomplish this activity set?"
Source: 2019 Gartner B2B Buyer Survey



B2B was too good at content

Amount of Trustworthy Information Was Overwhelming

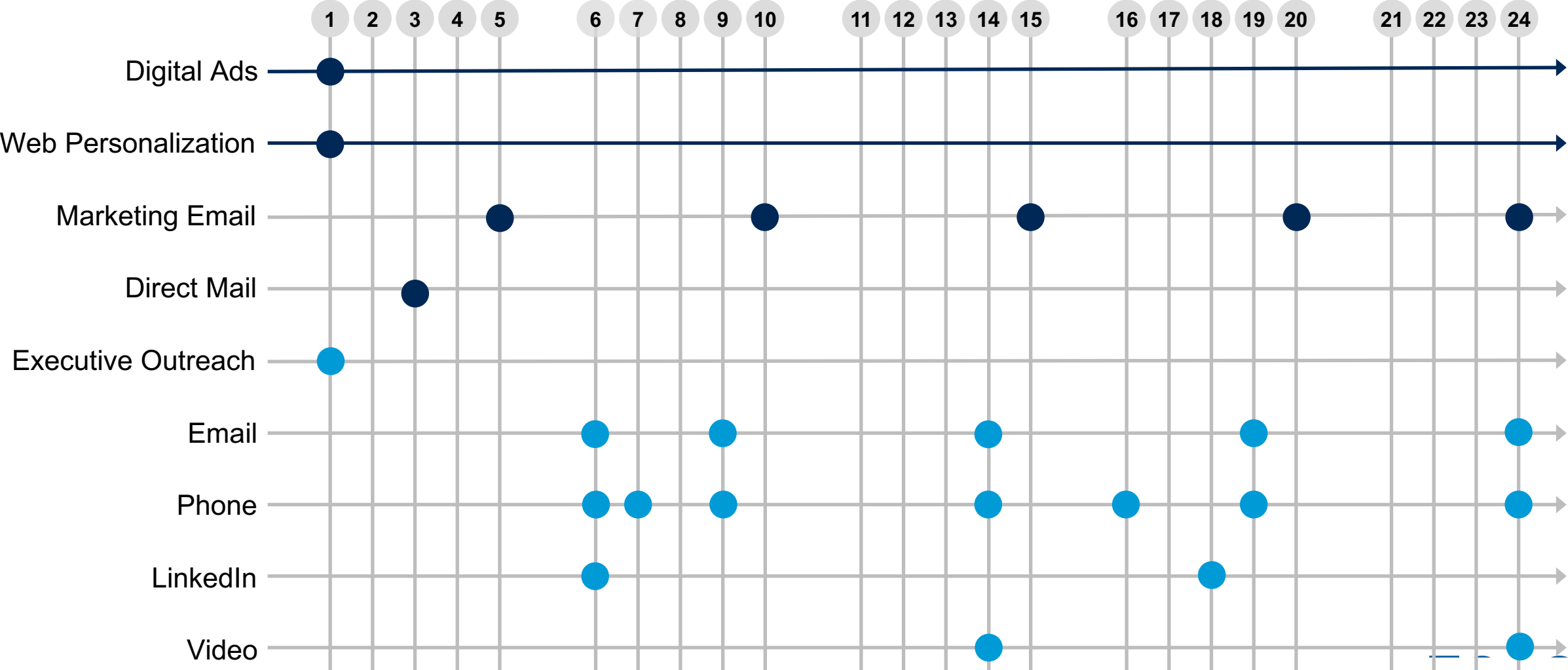


Source: 2019 Gartner B2B Buyer Survey

RESTRICTED DISTRIBUTION

Orchestrating cross-functional, multi-touch campaigns

— Continuously run programs ● Marketing ● Sales



Orchestration leads to a high-value offer (HVO) — a sales meeting that provides such unique and timely business value that it compels a prospect to engage

There are 4 High-Value Offer types



Market trends, data or vision

Inform or challenge a buyer with the latest market vision, proprietary or third-party data and analysis.



Collaborative planning

Solve buyer challenges by offering a point of view and a collaborative plan of action.



Customized experiences

Customize existing content — e-books, slides, whitepapers — to address known buyer challenges.



Peer experiences

Share similar situation use cases from industry peers with similar challenges, processes, tactics and tools.

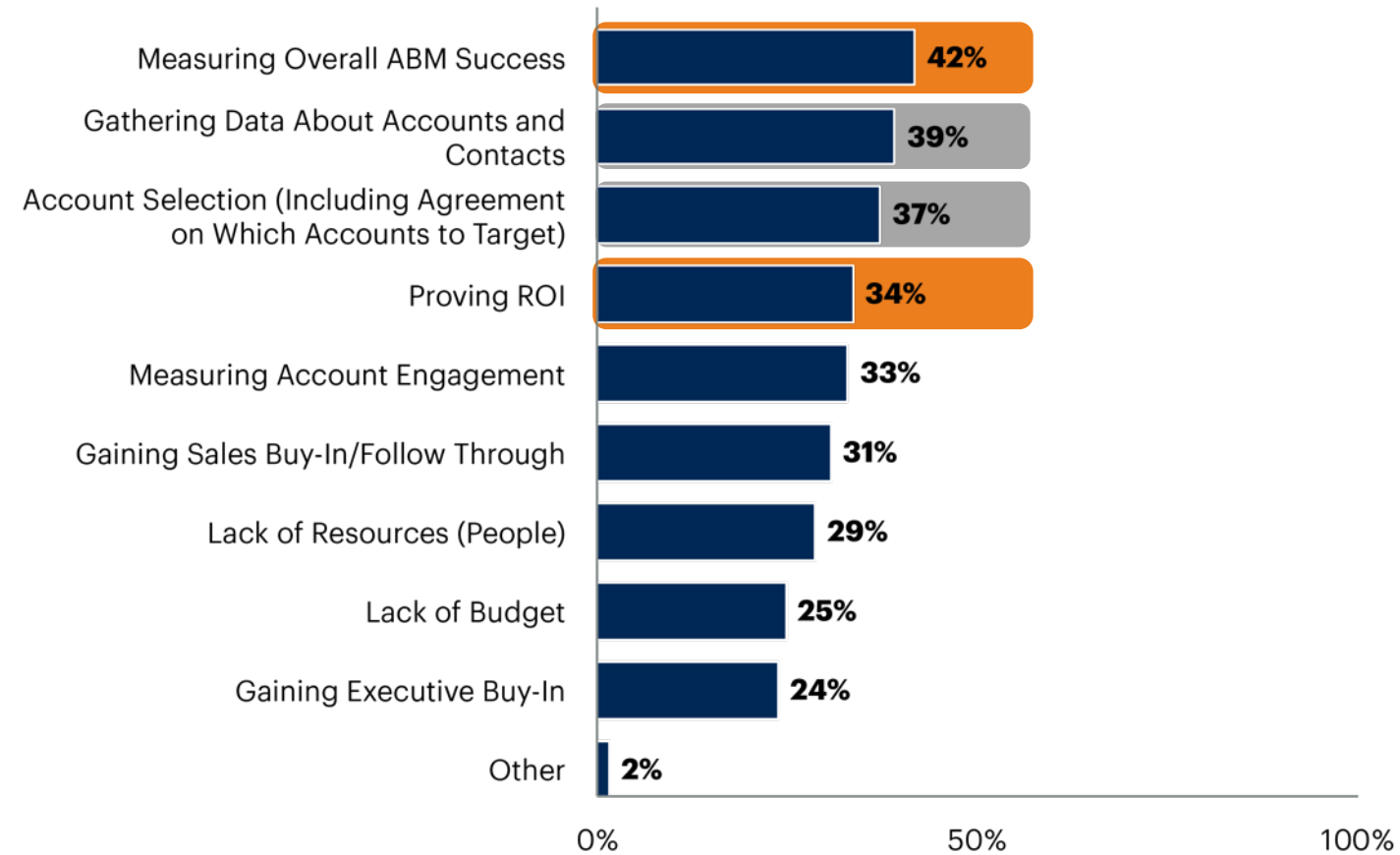
An aerial photograph of a surfer riding a wave on a teal-colored ocean. The surfer is positioned in the lower right quadrant, wearing a dark wetsuit and riding a white surfboard. The water is a vibrant teal with white foam from the wave. In the top right corner, there is a decorative arc of white dots. In the bottom left corner, there are several decorative white lines, including a solid line and a dotted line.

Reporting and forecasting model adjustments

Measurement is *the* top ABM challenge

Survey Results: Challenges in Account-Based Marketing

Sum of Top 3 Ranks



n = 306; Base: Knowledge of account-based marketing and deployed/piloting ABM

Q. What are the three biggest challenges your organization has observed with running an ABM program?

Source: Gartner 2020 Technology Marketing Benchmarks

ABM account-based marketing; ROI = return on investment

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3 focus areas for account-based metrics

R

- **Relationships**, which indicate deeper penetration within accounts
- **Reputation**, which may include improving perception and/or educating accounts on your offerings or capabilities
- **Revenues**, including pipeline as well as specific, identified sales opportunities

A strong ABM dashboard includes metrics related to...

Coverage

Do you have sufficient data, contacts, and account plans for each target account?

Awareness

Are the target accounts aware of your company and its solutions?

Engagement

Are the right people at the account spending time with your company? Is that increasing over time?

Which enables the following types of insights and analysis...

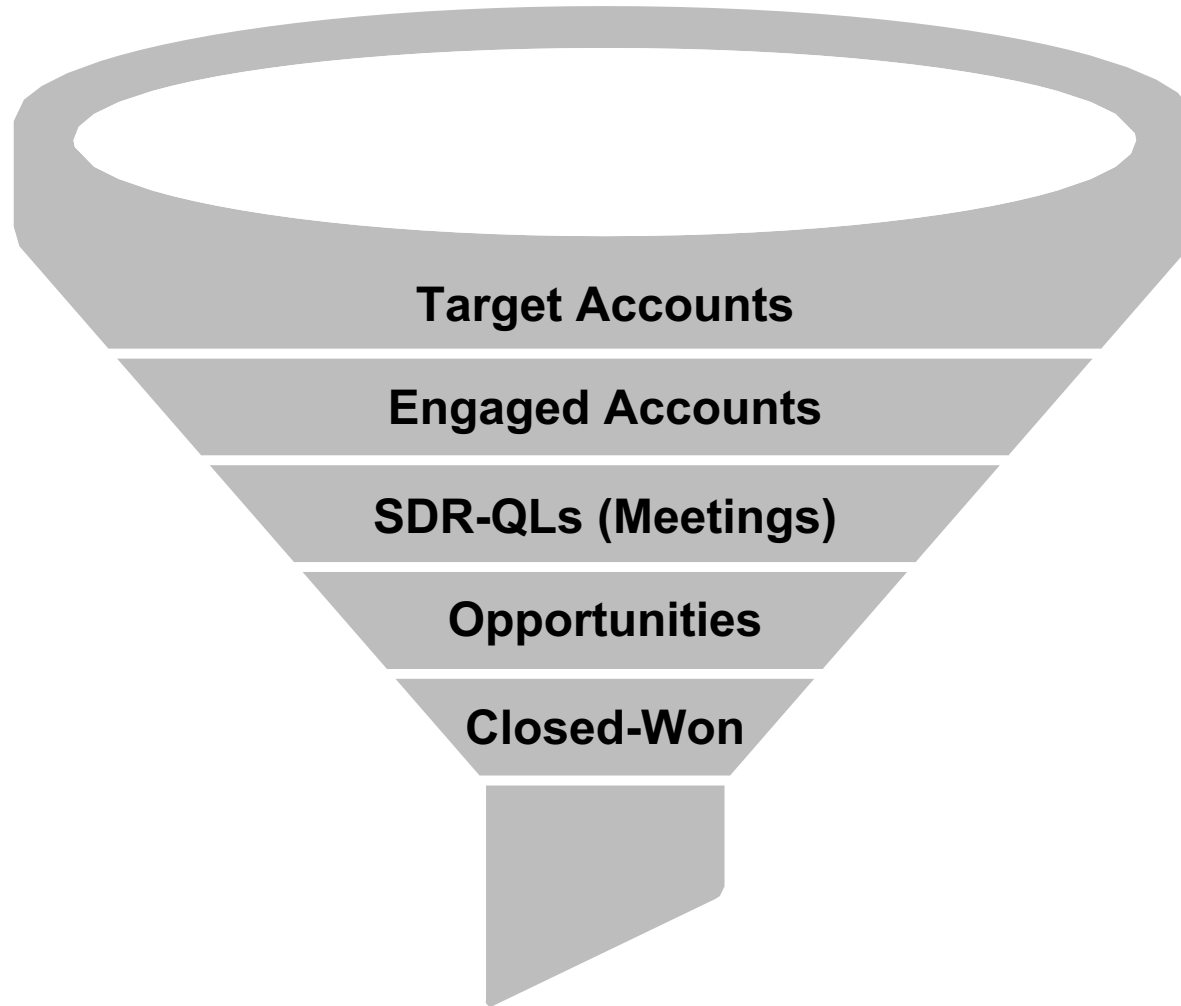
Program Impact

Are marketing programs reaching the target accounts? Are they having a long-term effect?

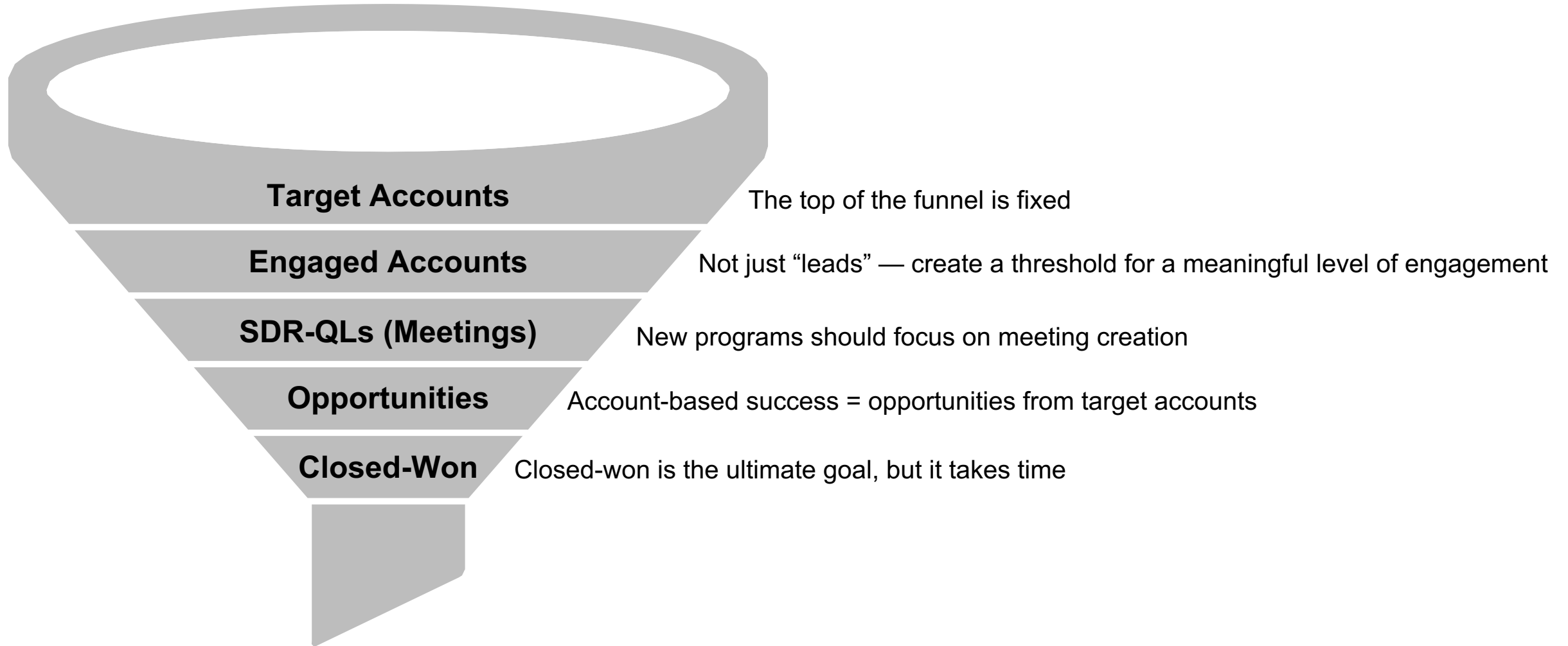
Influence

How are ABM activities improving sales outcomes (velocity, win rates, ACV, retention, NPS, etc.)?

Account-based strategy has a simple funnel

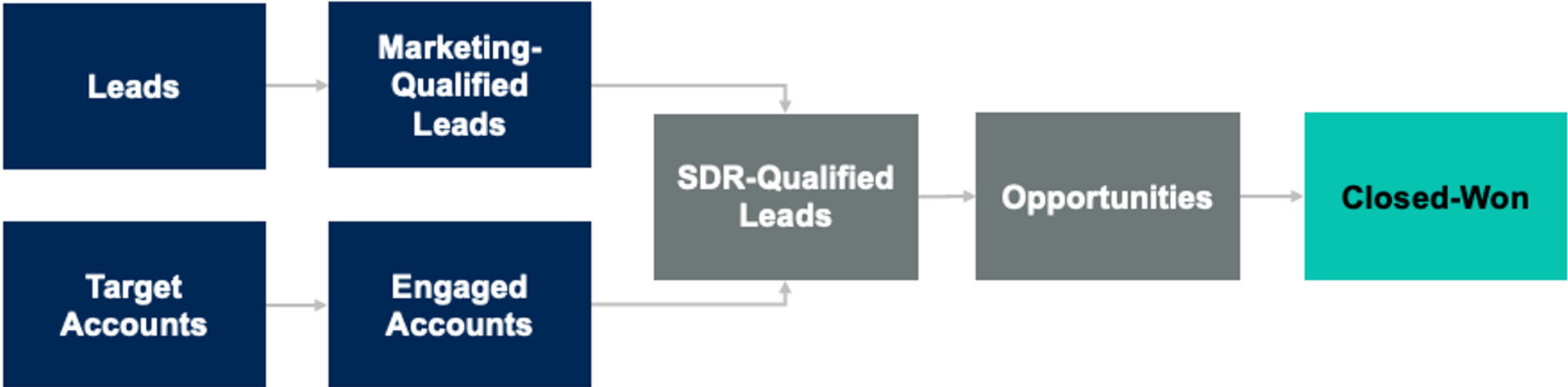


Account-based strategy has a simple funnel



Measure multiple GTM strategies side-by-side

Volume



Account-Based Strategy

Source: Gartner

Gartner.


The background is a solid blue color. It features several decorative elements: a series of white, curved lines that sweep across the frame, and a pattern of small white dots arranged in a similar curved path, resembling a stylized binary code or data stream. The text is centered in the middle of the image.

Cross-functional alignment - including
supporting infrastructure and operational
processes

ABM charter drives alignment

Opportunity Statement		
Program Vision		
Program Objectives/Goals	Account Selection Criteria	Metrics
Critical Success Factors		

Common mistakes and hurdles

- “If we build it, they will come” attitude from the marketing team. This doesn’t work - **sales has to be involved** from the start and has to believe in the target account list, the account data, and the process
 - Thinking you can simply apply your regular demand gen tactics to a target list of accounts. It needs to be different, way more personalized and thought out (hint: use Intent data)
 - CFO isn’t ready to part with the demand funnel and existing benchmarks
 - The obsession with trying to pinpoint one campaign or one tactic that drove the most deals (refer back to slide 22)
 - Systems are not well designed for this - your Ops team will need **time** to prepare
 - **Assuming every account is a candidate - they aren’t!** You need to have a hypothesis going in that spells out what you hope to accomplish, which accounts to include, and how are you going to staff it
- 

Surf's up.
Let's take off.



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