

The latest research and data to help you benchmark your account-specific strategies.

ABM Alliance Research Shows Payoffs In Retention & Lifetime Value

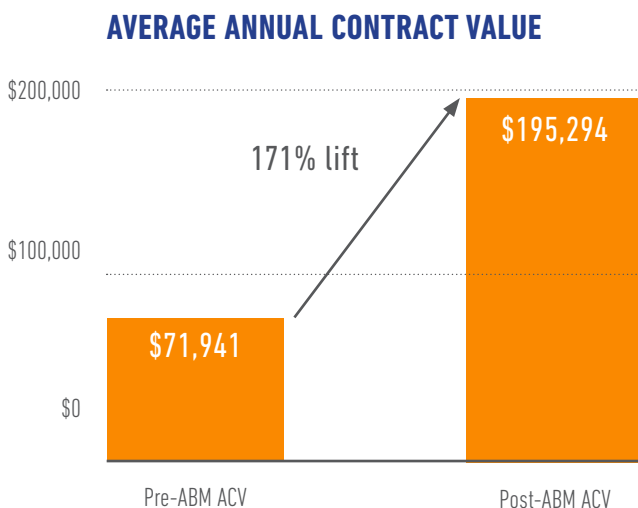
By Carol Krol

ABM IS PRODUCING significant returns for early adopters in both retention and lifetime value, according to *ABM: State Of The Market*, a research report from TOPO, commissioned by the ABM Leadership Alliance.

The research findings are based on phone interviews with 50 marketing executives at organizations in various stages of ABM maturity.

In addition, companies that have implemented ABM have seen a lift in average annual contract value of 171%.

“The number one reason [for that increase in results] is targeting,” said Craig Rosenberg, Co-founder and Chief Analyst at TOPO. “In ABM, organizations are deliberately choosing to allocate resources to driving demand from the most desirable accounts based on deal size and deal velocity.”



The research revealed that ABM is swiftly becoming a powerful retention tactic for some B2B marketers. In the relatively short history of technology-driven account-based marketing, marketers have typically targeted prospects in order to drive net-new business. However, many marketers indicated they are using it to deepen and expand relationships with existing high-value customers, the study found. It's particularly true of large organizations with \$500 million-plus in sales, which are more inclined to focus on deepening existing

“Strategically, ABM is about lifetime value. Tactically, customer expansion campaigns are often the most successful.”

- Craig Rosenberg, TOPO



Click here to download the full report

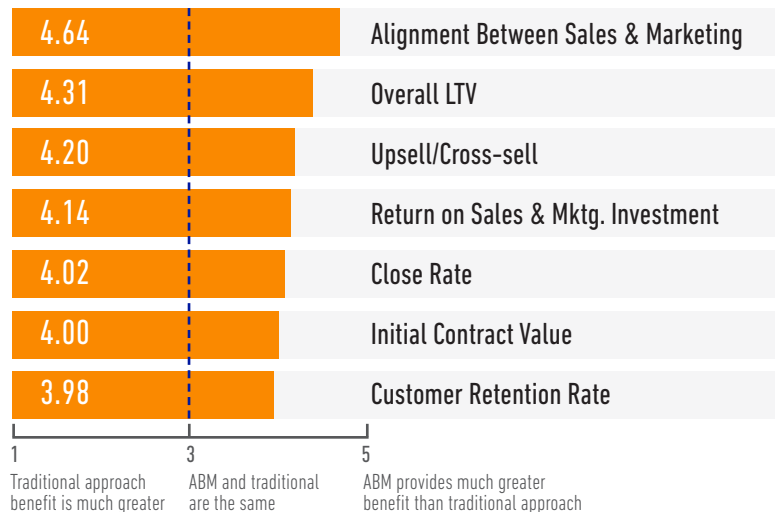
customer relationships. More than half (58%) of their focus is on customers, while just over a third (35%) of their focus is on prospects.

“Strategically, ABM is about lifetime value (LTV),” Rosenberg said. “Tactically, customer expansion campaigns are often the most successful. One of the core tenets of an account-based strategy is personalization and customization. There is no better way to customize than to create content and offers about that particular account.”

Rosenberg cited one client example. “One organization we looked at was focused on growing LTV,” he said. “They took accounts that were happy and had the highest potential account revenue. Marketing created campaign materials about their successful use case. All the account-based marketing (ads, personalization, etc.) was about the use case. SDRs were pursuing prospects to talk about the use case. How can prospects at an account turn down a story about themselves?”

Newer ABM practitioners — defined as those that are in the inception phase of ABM — are also focused on current

BENEFITS OF ABM VS. TRADITIONAL MARKETING APPROACH



customers, according to the research. Sixty percent of them place their focus on customers, while 32% said their focus is on prospects. The remaining 8% focus on partners.

In order to track ABM program success, 28% of marketers cited driving pipeline as their key measure — more than any other metric. For respondents running more mature programs, account coverage, deal size, deal velocity and lifetime value were cited as the most common success measures.

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> **ABM** In Action

A real-world look at how successful B2B companies implement ABM.



Geoffrey Kahler,
CenturyLink



CenturyLink *Connects* ABM Evangelism To Growing Account *Success*

By Brian Anderson

ABM is oftentimes considered a marketing or sales strategy. But to successfully adopt an ABM program that produces results, many successful companies are pitching an account-focused approach as an organizational philosophy that must be adopted by every department within the organization.

At CenturyLink, the \$3.8B global hosting, cloud and hybrid IT Services company, encouraging adoption of ABM was an “evangelical” endeavor, according to Geoffrey Kahler, Director of B2B Digital and ABM at CenturyLink. The endeavor is paying off; the company’s combined pipeline and closed/won success from its ABM accounts is in the tens of millions in new monthly recurring revenue.

There were a multitude of reasons for CenturyLink to make the move to ABM, according to Kahler. Foremost was to improve customer

engagement for global accounts, focusing on the right accounts, with the right message, he said, and truly aligning its marketing programs with its sellers’ efforts.

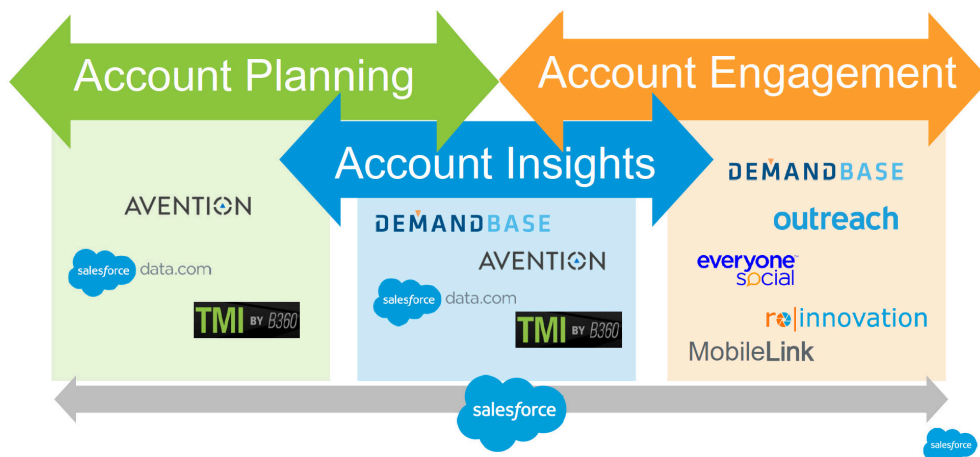
The evangelism of ABM across the company began in December 2015; Kahler and his team worked to gain executive buy-in from marketing, sales and operations by pointing out ABM’s benefits, and at the same time identified the ABM tools they needed and began to develop campaigns.

“We told our sales team we were diving into ABM even though we didn’t have budget approval,”

Kahler said. “And because we have a six-to-nine-month sales cycle, we needed to move fast on implementation, which means we need to be up and running in Q1 of our sales year.”

To drive buy-in, conversations with sales focused on helping close deals, while conversations with operations revolved around connecting the

Enabling Technologies and Tools



Here’s a visual depiction of CenturyLink’s tech stack.

right technology within the tech stack to execute an ABM program.

“From sales, all we needed was a connection with [Salesforce.com] to drive Demandbase data into the CRM,” Kahler said.

“Once everyone realized that it wasn’t a huge gap to jump over, people saw the potential. It was a great collaborative effort.”

Building The Tech Stack

CenturyLink built its ABM tech stack around [Demandbase](#), which Kahler said provides sales enablement capabilities that help “deliver named account insights to sales directly within Salesforce.” Kahler added the solution supports its account-based advertising, retargeting and website enablement initiatives.

The connection between Salesforce and Demandbase allowed sales reps to receive “Hot List” email notifications filled with target accounts ranked by their level of engagement with

the company’s web pages. Sales reps also began receiving “Spike Alert” email notifications, which highlighted specific accounts that have been highly engaged with CenturyLink’s website over a short time period.

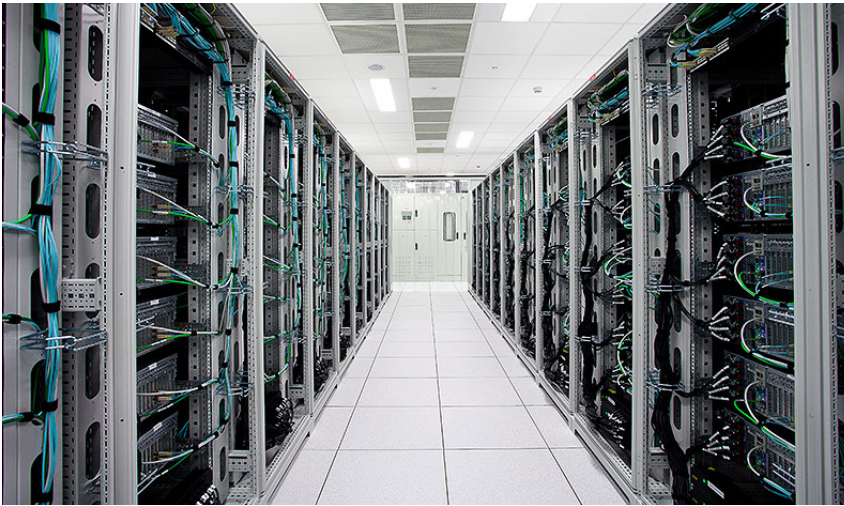
“From sales, *all we needed was a connection with [Salesforce.com]* to drive Demandbase data into the CRM.”

— Geoffrey Kahler, CenturyLink

“As soon as these lists started getting sent over, reps took notice,” said Kahler. After the tech implementations, Kahler noted that “individual rep adoption was really strong.”

Kahler also said that sales and field marketing managers started to receive custom reports on the information reps are receiving from these lists, enabling them to hold reps accountable for follow-ups.

“It’s become part of that conversation on a weekly basis within the sales organization,” he said. “It’s a one-two punch.”



An inside-look at CenturyLink's infrastructure.

In addition to Demandbase, CenturyLink uses [Avention, which was recently acquired by Dun & Bradstreet](#), for data augmentation, as well as [Outreach](#), an account-based sales workflow solution that helps sales reps “tailor and continue relevant dialogue.”

The company also has a homegrown tool called “TMI,” which helps them find “initial insight on an account that may not have been in Salesforce,” Kahler explained.

Boosting Engagement With Account Personalization

With 5,000 accounts on the company's initial target account list, Kahler said that the primary goal of his team is to increase engagement with enterprise-level accounts on the company's website. With its ABM toolset, CenturyLink can gather information on unknown, anonymous users to provide a personalized experience at the outset, Kahler said.

Within the marketing team are the Segment team, who identify ABM prospects and establish the go-to-market strategy; the MarCom team, who develops campaigns and programs through a variety of channels; and the WebOps team, which is in charge of aligning the website with the messaging of both teams.

CenturyLink Business

The \$3.8B Global Hosting, Cloud, Hybrid IT Services Company

98%
of Fortune 500

2nd
Largest colocation
company

3rd
Largest telecom
company

“It sounds basic, but many companies do not do it well. With interactions on the web page, we need to communicate with our marcom team to make sure it’s a continuation of the engagement it previously received. The continuum is based on a thread, starting from the lead source.”

The teams zeroed in on enterprise level companies, segmented by industry — including financial services and federal government — and then got to work on messaging and campaigns.

“We have developed six home page experiences based on industry,” Kahler said. “This way we can prioritize the content on the site that is most relevant to that vertical.” The website also has a customization tool that enables further customization in the user experience.

“Kahler has seen notable success with ABM to date”, he said. In its most recent program, especially its GES (Government, Education and Safety) effort, CenturyLink saw a

roughly 46% lift in engagement on the website, and more than 80% of those accounts were “net-new.”

The next step in its ABM journey is to double down on enabling technologies, use AI for account

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and more than 80% of those accounts were “net-new.”

modeling and segmentation, identify the most appropriate contacts within a given set of accounts and develop its ABM measurement and attribution abilities, according to Kahler.

“There’s so much focus on personalization for customer acquisition,” said Kahler. “Next-level personalization is using that for current customers. Keeping those conversations personalized to retain clients [can] potentially lead to cross-sell and upsell opportunities.”

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Key tactics and strategies to identify and target new accounts.

Tipalti Expands Its Ability To Target, Engage ‘Digital Economy’ Decision-Makers

By Andrew Gaffney



Rob Israch, Tipalti

Operating in the cutting-edge area of payment automation, San Mateo, Calif.-based Tipalti is focused on serving clients in the “digital economy” space. Since this category cuts across sectors such as e-commerce, digital media and online services, the ability to identify accounts that were a good fit and then building its reach to different contacts within those companies was a top priority.

“The most important qualification for us is whether the company has high volume, high complexity and often global supplier payment operations. Our initial concern was to go deeper and more effectively penetrate the ‘digital economy,’” Rob Israch, CMO at Tipalti told *ABM In Action*. “Beyond targeting them precisely and building out the

contact data, we knew that to convert those companies, we needed to tightly interlock our CRM and marketing automation platform with our ABM data and processes.”

Tipalti worked with ZenIQ as its core ABM platform, using the system to build and manage target account lists, and normalize leads/contacts/accounts across Marketo and Salesforce.com. In the early stages, Israch said Tipalti used ZenIQ to normalize data across sales and marketing platforms, and then recompiled a full picture of each target account and its activities across millions of data points.

The next priority for Tipalti was targeting its core audience and top decision-makers at key accounts. The company used ZenIQ’s platform to analyze how deals

Tipalti’s ABM Tech Stack

- **ZenIQ**
- **Marketo Real-Time Personalization**
- **Salesforce.com**
- **Terminus**

“To convert companies, we needed to tightly interlock our CRM and marketing automation platforms with our ABM data and processes.”

– Rob Israch, Tipalti

closed at similar companies and looked at coverage of executives there, how frequently they were targeted in past campaigns and their level of engagement.

THE PAYOFF OF EXPANDED REACH

Israch said the payoffs of the targeted account focus were significant for both the marketing and sales teams at Tipalti. “We have tripled our target account coverage in Salesforce/Marketo and we have expanded our contacts/leads at those companies by five times,” he said.

In addition to expanding its coverage within target accounts, Israch said the system allows both marketing and sales to track the engagement of buyers within each target account, opportunities and gaps for improvement, as well as nurtured lead and ABM program effectiveness over time.

The ability to measure and monitor the impact of ABM and nurturing has also helped to validate the success of the strategy. The company has revealed that an account nurtured by marketing has twice the average customer value of traditional accounts. In addition, the reporting showed that nurtured leads had a 21% greater lead-to-sale conversion rate over non-nurtured leads.

Tipalti’s ABM Success By The Numbers

3X	Increase in target account coverage
5X	Increase in contact leads within target accounts
2X	Average ACV value of ABM deals versus non-ABM
+21%	Increase in lead-to-sale conversion rates for nurtured accounts vs. non-nurtured
40%	Amount of total marketing spend dedicated to ABM

UPPING THE ANTE ON ABM

Based on the success of its initial ABM roll out, Israch said the company is in the process of creating a second ABM initiative to expand its universe beyond the digital economy. The company plans to use ZenIQ and its other ABM applications to identify target accounts across other key sectors, as well as to support customer upsell opportunities.

The control and confidence of Tipalti’s current ABM programs have led Israch to shift the initiative into the center of his marketing mix. “Today, it’s one of my five primary marketing levers we use to grow, and we invest about 40% of all variable spend towards it.”

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Tools and tips to define targeted account segments.

SalesLoft Sees 115% Increase In Conversions With ABM Segmentation Strategy

By Carol Krol



Kevin O'Malley, SalesLoft

A FOCUS ON customer data, a total addressable market estimate and an ongoing collaboration between marketing and sales are crucial ingredients for a successful ABM segmentation strategy, according to Kevin O'Malley, VP-Marketing at [SalesLoft](#), a sales enablement platform.

With this strategy, the company has seen 115% improvement in conversion to appointments from marketing leads.

"The first step is to get your data right and get the data you need for your accounts and customers that provides a stable foundation so you can benchmark where you are ... with your customers," he said.

"It's important that marketing and sales become aligned in the account selection process."

– Kevin O'Malley, SalesLoft

SalesLoft analyzed data on current valuable customers, including attributes such as target industries, revenue, brand strength, companies backed by venture capital and sales team size. O'Malley and his team were then able to estimate

SalesLoft's total addressable market.

"If I understand the total market potential, it's easier for me to start pulling lists of accounts within our database, as well as accounts not in the database," he said.

The account selection process was a concerted effort between sales and marketing, with marketing in charge.

“Marketing really needs to lead that process,” O’Malley said. “It’s important that marketing and sales become aligned in the account selection process.” SalesLoft has also layered predictive intelligence into the process.

As a result of the legwork and account research, as well as predictive intelligence used to surface additional data, SalesLoft was able to segment 2,000 accounts into three “tiers of value” agreed upon by sales and marketing. The top tier were its top 20 accounts. Tier two consists of 200 accounts, and the rest fit into its third tier. The top tier has the highest budget and sales resources allocation and the highest level of personalization.

“Those are the accounts we placed the big bets on,” O’Malley said. Top tier strategy included mapping out all buyers within an account and personalizing content to each individual in the form of content, such as high-touch direct mail, personalized video and personalized infographics. Phone and email are also used.

SalesLoft has also hosted three targeted events in the past year. The most recent one took place in January 2017 in New York City, where the CEO sent 70 personalized invites to senior-level executives in its top 20 tier. The open rate for emailed invitations was 76%, and 35% of invitees registered for the event.

SALESLOFT TECH STACK

- Salesforce
- Pardot
- Terminus
- Everstring

“This was a great example of a focused email from a top-level executive of ours to top-level executives at target accounts that shows we’re dedicated to demonstrating the value of the product to them,” O’Malley said. “Predictive takes personalization and turns it from a vehicle into a data-driven result.”

Engaging with tier two accounts is a multi-touch, multi-channel approach that is more focused on arming the sales development and account executive teams with resources they need “to drive accounts forward.”

The third tier — the remaining 1,780 accounts — get outbound prospecting and brand awareness efforts with traditional demand gen assets, including social media.

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Tips and techniques to help create effective account-focused content.



Jonathan King, GE Power

GE Power Engages Key Accounts With Personalized Content Hubs

By Klaudia Tirico

Relevant and targeted messaging is a central component to any successful ABM strategy, and ensuring individuals within target accounts have access to content that is relevant to their needs is half the battle. It won't work if they can't find it.

[GE Power](#), the energy technology provider that has customers and prospects in gas, steam and nuclear power, as well as water and process technologies, created persona-driven destinations for

contacts that contained resources, tools and content designed to engage and accelerate them through the buyer journey.

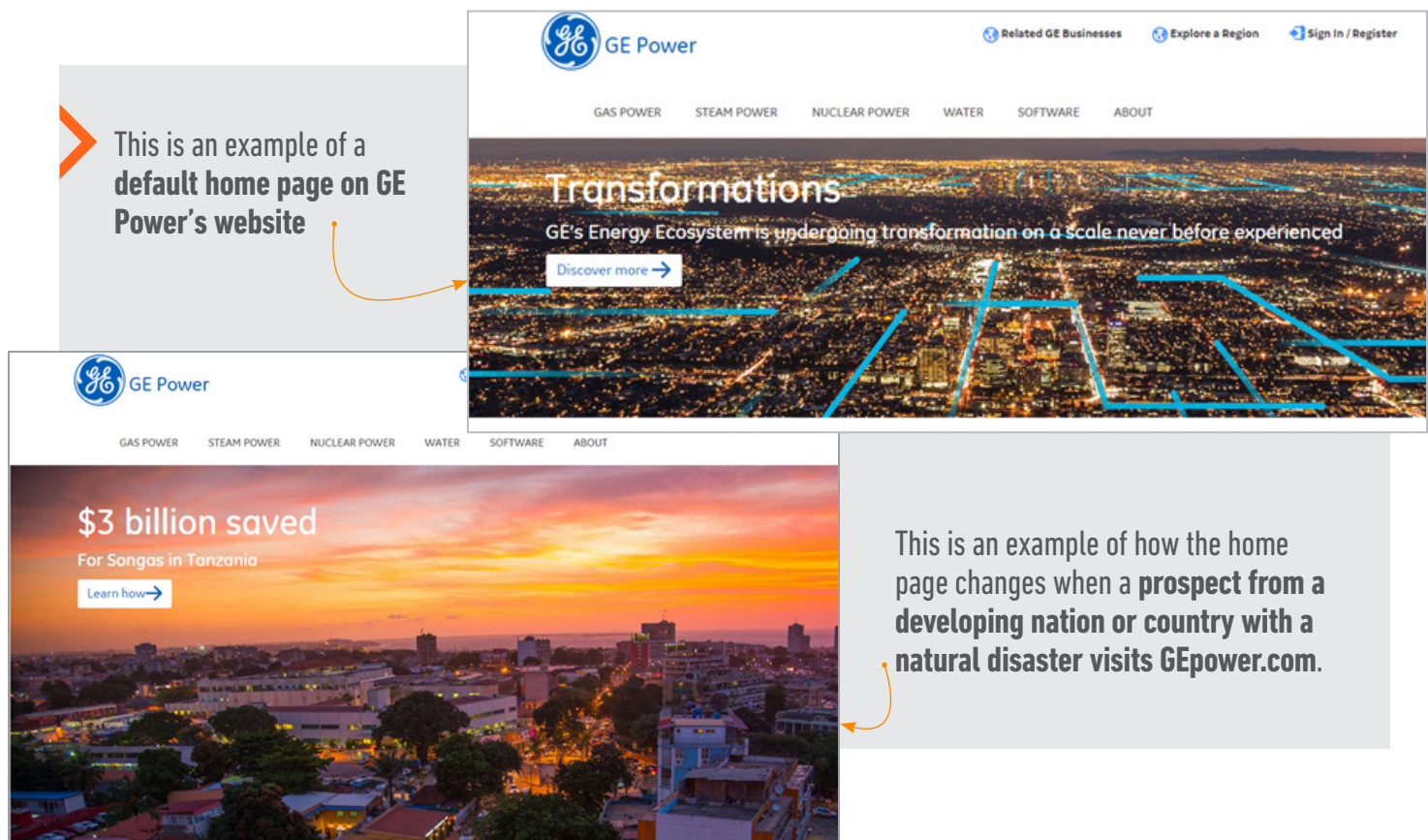
“From a messaging standpoint, the big focus last year was seeing how we could develop a curated content hub for our large, key account customers,” said Jonathan King, Senior Technical Product Manager, B2B Digital Commerce and Account-Based Marketing at GE Power. “We wanted

GE POWER TECH STACK

- **Marketing Automation:** [Marketo](#)
- **CRM:** [Salesforce](#)
- **Content Management System:** [Adobe Experience Manager](#)
- **Analytics:** [Adobe Analytics](#)
- **Personalization:** [Get Smart Content & Demandbase](#)

“From a messaging standpoint, the big focus last year was seeing how we could develop a curated content hub for our large, key account customers.”

– Jonathan King, GE Power



to reach deeper into our key account organizations and start engaging with different personas. We've seen them engage on the web, but [we] wanted to provide this centralized source for them.”

To help drive awareness to these content hubs, GE teamed up with personalization platform [Get Smart Content](#) to customize its outreach and promote and

redirect anonymous visitors, broken out by persona, to specific content hubs when they visited the company's website. GE also promoted the hubs through additional channels.

“We've worked with sales during events, and [we] promoted the hubs there,” said King. “Whenever we'd launch a hub, we'd send targeted email campaigns

to accounts to let them know about it, [using] the Get Smart Content tool.”

By integrating Get Smart Content into its tech stack, GE built enriched segments by leveraging data from additional data sources “to optimize and scale how we personalize the experience for our customers,” King said.

“We’d take what we knew about them — IP address, industry or persona within the target company — and then used personalization to direct them to the content hub.”

Types of content included white papers and general information — not just GE-related, but industry-wide information about the energy segment.

GE Power’s efforts have paid off to date. The company noticed an average 10% increase in high-value engagement, from downloads to video views. “We’ve seen positive lift in terms of engagement across the board from those who have engaged with the personalized content,” King said.

“We were successful early on by finding one sales leader that was very forward thinking and gave us the opportunity to try something out.”

– Jonathan King, GE Power

King added that marketing’s close relationship with sales was a key component of the company’s ABM success.

“We were successful early on by finding one sales leader that was very forward thinking and gave us the opportunity to try something out,” King said. He advised

companies who are just rolling out their ABM programs to start small, get a pilot going, prove the value and move forward. “Leverage that value you’re proving to get increased buy-in and advocacy from the sales team.”

The company plans to roll out more content hubs this

year. Interactive content, such as value calculators and estimator tools, will be key additions to the hubs in 2017, King said. “We went from having one content hub to four by the end of [2016],” based on demand within GE. “So we’re looking forward to a very busy, but fun 2017.”

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Strategies and metrics to help you effectively measure and report your ABM success.

PGi Identifies Event ROI; Triples Average Deal Size By Tying Offline, Online Engagement

By Brian Anderson

ABM RESULTS 2016

\$14
million

in Influenced
Pipeline with

\$9
million

in Closed Won

53%

Conversion
from Oppy to
Closed Won

PROGRESSIVE ABM practitioners are finding success in measuring offline engagement from in-person events — such as tradeshow — and combining it with target accounts’ online engagement. This enables more relevant sales conversations, as well as a better understanding of marketing spend and its impact on the bottom line.

To connect the dots between its online and offline ABM initiatives, [PGi](#) turned to attribution technology to measure the return it is seeing from sponsoring and attending specific trade shows, such as Demand Gen Report’s *Content2Conversion and Demand Gen Summit* as well as the *SiriusDecisions Summit*.

With the help of attribution tools, such as Bizible — along with predictive insights gathered from Madison Logic and 6sense, as well as account-based advertising

with Terminus — PGi stated that its average deal size more than tripled to \$41,284 compared to \$12,500 previously.

With these event-specific campaigns, PGi serves advertising through Terminus to target accounts gathered from Madison Logic and 6sense, as well as previous-year badge scans from tradeshow and events sponsored by PGi. Ad creative is then designed to encourage prospects to set up meetings at the venue.

“When we’re at any kind of tradeshow, we have named accounts, as well as contacts from the event [the previous] year, that we’ll target with messaging about setting up appointments,” said Catherine Brandon, Senior Marketing Manager, Digital at PGi. She also added that the company has plans to use data from 6sense to test with Terminus and target unknown prospects.

“You can’t look at the value of one marketing channel; you must look at how they all work together to drive revenue.”

– Kerry Trivers, PGI

PGi uses Bizible to track all of its global web properties, and it has been “easy to track from an attribution standpoint,” Brandon said. However, the offline channels were a bit more difficult.

“Bizible is integrated with our Salesforce, so we upload our badge scans and pull that list into Bizible reports to tie event meetings to online interactions,” she said. “It’s a really exciting way to tie online and offline opportunities together.”

MEASURING MULTICHANNEL ENGAGEMENT BOOSTS RESULTS

PGi’s ABM program offers the marketing team a new focus that enables them to prioritize target accounts and better understand how ideal customers engage with their campaigns, according to Kerry Trivers, VP of Marketing at PGI.

“Everyone talks about ABM as having multiple [focuses],” she said. “Our primary focus has been — from a new revenue standpoint — on what we are doing to target accounts with the highest propensity to buy our main offerings.”

Trivers said that a shift in mindset to account-first (instead of lead-first) when measuring multiple channels in an ABM campaign helped better attribute initiatives to the bottom line.

“We’re focused on account to opportunity,” said Trivers. “Now we can tie opportunities to an account, and the outcome has been valuable.”

With this approach — combined with its advertising efforts through Terminus, Madison Logic and 6sense — PGI gained \$14 million in influenced pipeline, with closed/won business tallying up to roughly \$9 million. The company closed 218 deals out of the 408 opportunities influenced through its event campaigns: a 53% conversion rate.

Ultimately, PGI said it is happy with the success it has seen in measuring campaign impact within its ABM programs. “You can’t look at the value of one marketing channel; you must look at how they all work together to drive revenue,” Trivers added.

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PGI’S ABM TECH STACK

Tactics

- MadisonLogic
- iMeetLive
- Oracle/Eloqua
- Terminus

Predictive

- 6sense

CRM

- Salesforce

Analytics

- Bizible

SiriusDecisions' Matt Senatore On Operationalizing ABM & Expanding To Channel Partners

The account-based marketing discipline remains hotter than ever, but many companies still struggle with understanding where the practice fits within their business. We asked Matt Senatore, Service Director, ABM for SiriusDecisions, for his insight into how marketers can fit ABM into their marketing plans, as well as the roles predictive analytics and channel partners play in ABM.

By Klaudia Tirico

ABM IN ACTION: *How can marketers determine whether they should be doing ABM and where it fits within their marketing plan?*

MATT SENATORE: I don't like to generalize, but almost every B2B marketer should be considering adapting their go-to-market approach to include an ABM strategy. In some instances, ABM just won't make sense (e.g. highly transactional, little complexity, small deal sizes, little internal coordination needed). However, in most other scenarios, ABM should be

considered — especially if you have a selling organization aligned to accounts. Often in these selling models, when ABM is adopted, sales will benefit from marketing support that aligns to the goals they have within the target accounts, bringing a higher degree of alignment and satisfaction. ABM should not be considered a replacement to other demand generation efforts. In most scenarios, organizations should deploy multiple approaches along the demand creation spectrum — from broad-based (market-based) demand to highly personalized, one-to-one ABM.

“We know that ABM is fueled by account and contact insights, so organizations have to leverage this data or be committed to securing it.” *-Matt Senatore, SiriusDecisions*



SiriusDecision's **Matt Senatore** will be speaking more on the topic of operationalizing ABM at the [B2B Marketing Exchange](#), Feb. 20-22.

ABMIA: *One of your 2017 predictions in our [December issue](#) was that predictive analytics is the next frontier of ABM? Tell us why.*

MS: Predictive analytics is bigger than ABM. There are nearly endless sources of data about organizations, buyers and customers. Predictive analytics brings

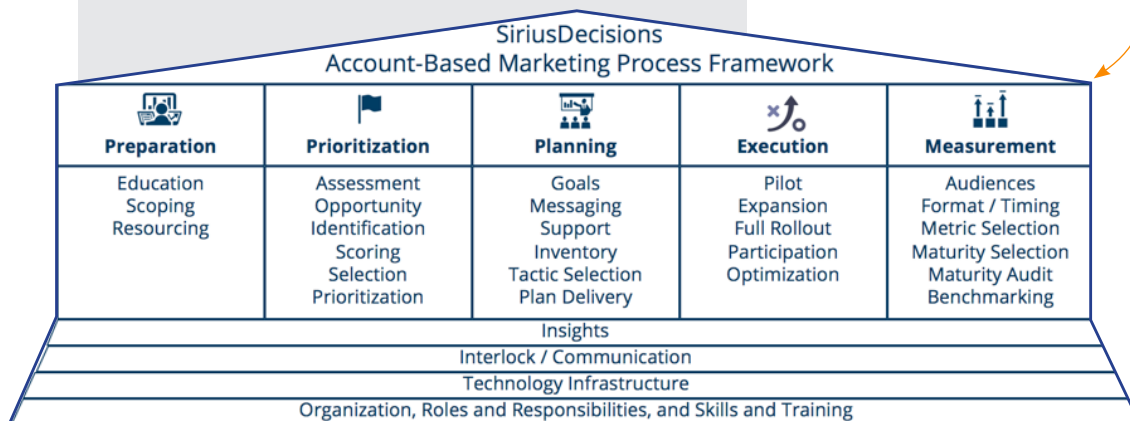
these various data sources together and applies statistical techniques to turn this seemingly unstructured, unrelated data into actionable insights. As a result, a lot of the guesswork is removed and suppliers are better equipped to develop data-driven strategies for targeted net-new acquisition, appropriate upsell/cross-sell or retention-based efforts. Predictive analytics is still an emerging category, and there's a lot of work to do. Luckily, there's significant funding to further develop its capabilities.

ABMIA: *You also mentioned that ABM is going to expand to channel partners. Can you explain that?*

MS: ABM has really taken off for organizations that sell directly to customers. But there are many B2B organizations that rely heavily on partners to reach, sell to, transact with and support customers. The principles of ABM must extend to channel partners, as well as to the prospects and customers that we want to win, grow and retain jointly with our partners. For example, if I'm a leading ERP software and services supplier selling to a global consumer packaged goods company that works

▶ SiriusDecisions ABM Process Framework

Click here to enlarge the framework



Sirius Perspective: For large and industry/segment ABM, best-in-class organizations apply a systematic process built on a solid foundation.

extensively with a global systems integrator, a collaborative approach between the supplier and that favored systems integrator provides a better chance for winning that deal jointly — and a shorter time to value for the buyer. There's a lot more to this because whenever you bring another entity into this selling and servicing relationship, it adds more complexity, but it's very exciting.

ABMIA: *What do best-in-class marketers or organizations do to operationalize ABM?*

MS: Our research indicates that best-in-class organizations follow a sequential process and have important

foundational elements in place to operationalize ABM. This concept is the basis of the SiriusDecisions ABM Process Framework (see sidebar). We know that ABM is fueled by account

and contact insights, so organizations have to leverage this data or be committed to securing it. From a process perspective, an essential first step is [making sure] preparation takes place so marketing and sales leadership are aligned on this different go-to-market approach, the scope of the program is defined, and roles and responsibilities are clearly outlined for the team. This is a situation where “the devil is in the details.” Within each of these stages and foundational areas, SiriusDecisions has a body of research, tools, templates, case studies and data that assist our clients in their journey to adopt, operationalize and optimize their ABM efforts.

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