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April 2017

In Action

Plex Manufactures An All-In Strategy

Rigorous Process And Refinement Enable Cloud ERP To Find *Sweet Spot*

Jennifer Pockell Dimas, Plex Systems

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Plex Builds An All-In Strategy For Optimizing Its Addressable Market

By Carol Krol

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Richard Branson
Founder Virgin Group

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2017 Services Marketing
Budget Allocations and Trends

Julie Schwartz Senior Vice President, Research and Thought Leadership, ITSMA

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ABM
In Focus

THANK YOU for taking the time to check out our eighth edition of ABM in Action! Q2 is normally the time to take a step back to analyze, refine and optimize campaigns and programs to maximize return—especially for ABM practitioners. Now's the time to look at your total addressable market, prioritize your team's focus and identify where you can better your efforts. Many of the stories you'll read about in this issue discuss the growing value of hyper-targeting ideal accounts to maximize marketing and sales resources, boost engagement and increase conversions. Some of these stories include:

84% of marketers are practicing "strategic ABM."

- **Our cover story**, featuring Plex Systems, details the rigorous process and refinement that the company incorporated to help enhance its total addressable market. The story dives deeply into how Plex had defined its initial addressable market much too broadly, and how the company pivoted to align its departments on the same goals—and a more targeted account list. Ultimately, a few adjustments to account filters to shorten the account list, and optimizing campaigns based on buying stages, led to fewer target accounts and increased conversions.

- **Climeon is featured in our Messaging section,** where the company's CRO/CMO explained how they landed a huge prospect, and saw a several hundred percent traffic increase with influencer-rich video content.

- **SAP is spotlighted in our ABM Measurement section,** where the company details its approach to leveraging engagement on its website and display advertising to refine future campaigns towards specific accounts. This leads to better account prioritization and personalized messaging to these ideal targets.

- **Research from ITSMA** shows that 84% of marketers are practicing "strategic ABM," in which marketing teams take a 1:1 approach when executing programs targeting accounts deemed valuable to the company's revenue initiatives. This correlates with company growth, leading to many ABM leaders scaling their initiatives throughout the marketing organization.

As always, let us know what you think about this latest issue of ABM in Action. We welcome your feedback.

Sincerely,

Brian Anderson
Managing Editor

ABM
In Action

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Complete the form below for more information:

Marketers Prioritize ABM Efforts, But Gaps Exist Between Leaders & Laggards

By Carol Krol

ABM IS A PRIORITY among marketers, and spending is on track to increase this year as more marketers adopt a focused account-based approach and find success. According to ITSMA's *2017 Services Marketing Budget Allocations and Trends* survey, one-third of marketers cited ABM in their list of top priorities. However, brand, lead gen and lead management, and marketing performance management still rank higher than ABM among those priorities.

A majority of marketers plan to increase spending on ABM and dedicate significant share of overall budget to ABM.

According to the survey, 46% of marketers are currently using an ABM strategy, while 26% are not planning to implement it

"High-growth companies are more likely to prioritize ABM. It's more important and impactful for the leaders."

–Rob Leavitt, ITSMA

2017 MARKETING PRIORITIES

As you look ahead to 2017, which of the following would you say are your top five marketing priorities? % of respondents (N=46)

Priority	Value
Brand/reputation management/differentiation	52
Lead generation, management, and nurturing	46
Marketing performance management	41
Account-based marketing (ABM)	33
Digital and social media marketing	30
Thought leadership development and dissemination	26
Marketing organization restructuring	24
Marketing technology and automation systems	24
Sales and marketing alignment	24
Cross-divisional/centralized marketing programs and messaging	22
Agile marketing	20
Customer experience management/engagement programs	20
Vertical/industry marketing	20
Influencer marketing	15

Note: Up to five responses allowed. Source: ITSMA, *2017 Services Marketing Budget Allocations and Trends*

2017 Services Marketing Budget Allocations and Trends | B028 © 2017 ITSMA. All rights reserved

www.itsma.com

in the next one to two years. In addition, of marketers practicing ABM, 57% said they've increased spending in 2017, and—on average—they expect to spend 17% of their

total budgets on ABM this year, more than double the 8% dedicated to ABM two years ago, and a marked increase compared with 13% last year.

The ITSMA survey polled 46 marketer respondents with budget authority—primarily from ITSMA member organizations—in December 2016 and January 2017.

ABM CORRELATES TO GROWTH LEADER SUCCESS

There were significant differences between leaders and laggards in terms of ABM strategy and investment. Close to half (48%) of growth leaders said ABM is a top priority, while just 20% of laggards cited it, which implies a connection between ABM and overall performance.

"It's a pretty clear divide," said Rob Leavitt, SVP of ITSMA. "High-growth companies are more likely to prioritize ABM."

Changes in ABM program staffing and spending were also revealed in the study, with marketers trying to do more with existing resources. When ITSMA asked marketers how they anticipate the components of ABM spend changing in 2017, 56% said they are increasing program spending on events and content creation. In terms of staffing, just 33% said they have increased dedicated staff

assigned to accounts, with the majority (67%) working with existing staff levels.

"No one is cutting," Leavitt said. "What we're seeing is that they're spending a little bit more program dollars on events, briefings and content sponsorships, and they're trying to do more with essentially the same staffing."

Different forms of ABM are also beginning to merge. Eighty-four percent of marketers are practicing what ITSMA defines as "strategic ABM," 84% practice "ABM Lite" and 53% have incorporated programmatic ABM.

Leavitt said many marketers start with strategic ABM. "They typically see very significant returns, so they want to scale it. That's when they move to the ABM Lite approach, while programmatic tends to come from a different part of the organization." He added that more recently they have "seen companies start with a programmatic approach, where they work with [companies] like Demandbase," and then move to the other two. "They're all starting to converge, and now marketers have to figure out how to manage it all."

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Plex Builds An
All-In Strategy For Optimizing Its
Addressable Market

Rigorous Process And Refinement Enable Cloud ERP To Find Its Sweet Spot In Targeting Manufacturers

By Carol Krol

Plex Systems, which sells a cloud-based ERP solution for manufacturers to enterprise- and SMB-level customers, began its ABM journey four years ago in an effort to unite the organization around one common strategy.
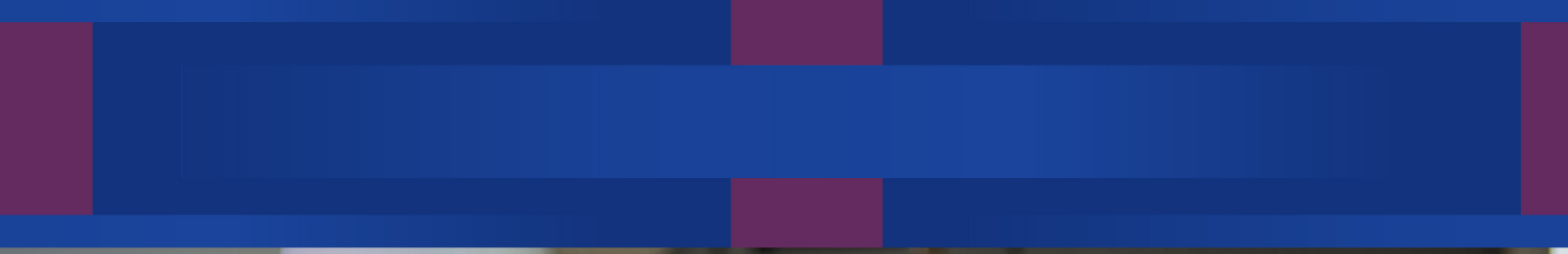
Jennifer Pockell Dimas,
Plex Systems

Today, Plex targets half of the accounts it originally identified, and the company has significantly increased conversion rates as a result of targeting accounts with the highest propensity to buy.

"There was not a strong connection between the activities that were happening in the marketing organization and the things that were happening in the sales organization," said Jennifer Pockell Dimas, VP, Integrated Marketing & Business Operations.

Plex's approach to its addressable market has changed significantly over the last few years.

Dimas was brought on board to build a connected system and align teams across its business. That included updating the website and using tools and technologies such as Eloqua and Salesforce to enable marketing. It also included using Triblio for advertising and analytics, as well as developing an overall account-based process and approach throughout the organization. "We built a process that connects the activities of those functions, so we're all rowing in the same direction and working toward the same goal," Dimas said.

Building an account list was the top priority once Dimas joined, and process has continued to be reviewed once a year. From the outset, the account targeting process involved the marketing, sales and strategy teams. "It's not just a marketing activity, and it's not just a marketing and sales activity," Dimas said. "It's marketing, sales and strategy. It's a conversation we spend a tremendous amount of time on. [We] even talk to our board about the derivation of the list." As a result, Plex's approach to its addressable market has changed significantly over the last few years.
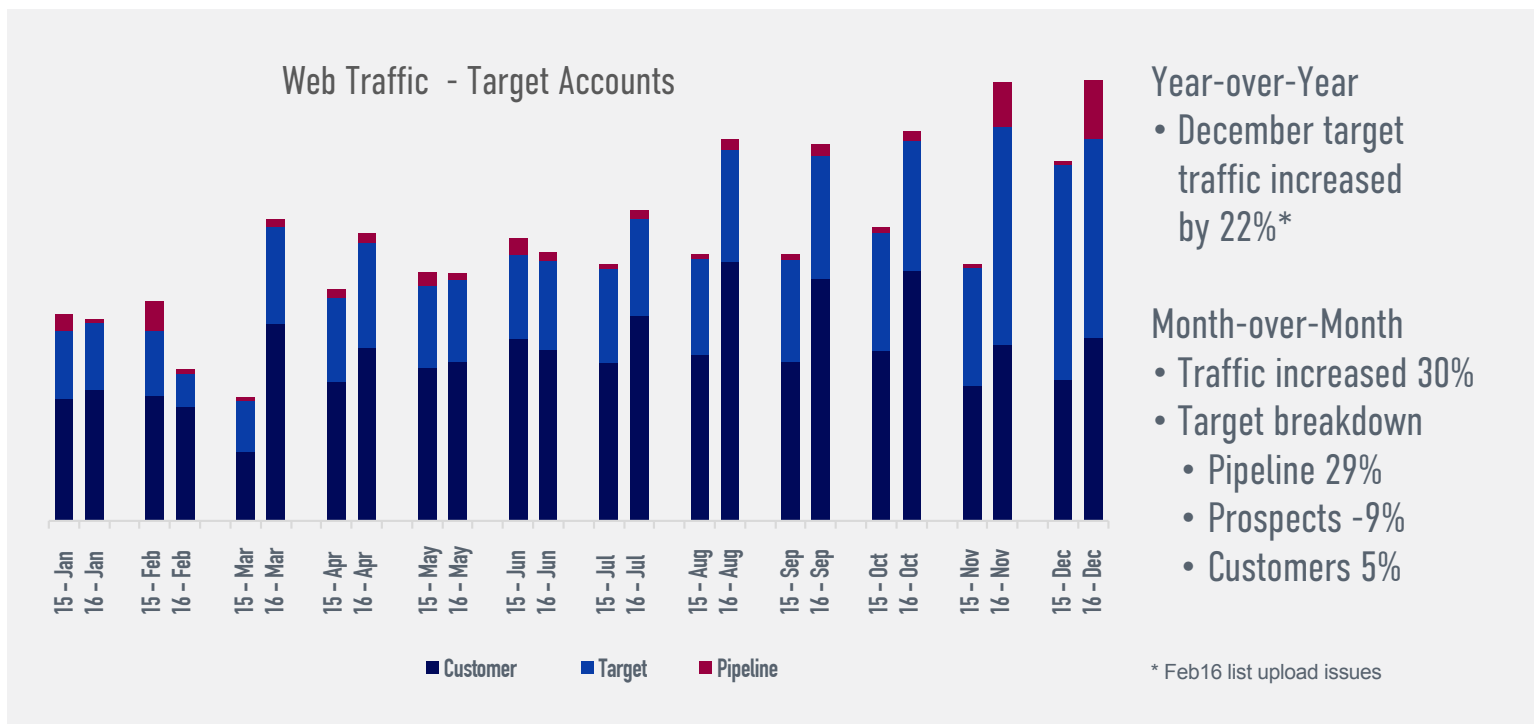
In the beginning, Plex sold to automotive companies, and Dimas and her team thought aerospace and defense companies might be a natural extension, since auto manufacturers provide products to that vertical. It turned out that some aerospace and defense made sense for the company, but not all sections of that vertical were a fit.

Plex was also selling its solution to the food and beverage industry. "We looked at our install base of customers," Dimas said. "We built a list based on NAICS [North American Industry Classification System] codes of potential customers that looked like them. The first year, we created our target account list, [and it included] the entire food and beverage industry." It also included both discrete manufacturers and process manufacturers.

In 2014, the list was "enormous," she said. "The problem was, we had much too broadly defined our addressable market." Refining the list has been an iterative process. "We've gotten smarter at this every year, and—as we've gotten smarter—our target account list has gotten smaller," she said. Plex now concentrates primarily on companies in the U.S., Canada and Mexico. They also have a company revenue ceiling and basement.

Target Account Website Visits

Web Traffic - Target Accounts

■ Customer   ■ Target   ■ Pipeline

Year-over-Year
• December target traffic increased by 22%*

Month-over-Month
• Traffic increased 30%
• Target breakdown
   • Pipeline 29%
   • Prospects -9%
   • Customers 5%

* Feb16 list upload issues

Product Fit Added To Addressable List Filters

This year, Plex layered on product fit to its addressable list. "We looked at each of the sub-segments in our market," Dimas explained. "We asked, 'How well does our product match this particular sub-segment?' We worked with the product management team and strategy and product marketing to do so. We've gotten better at making our market small, so we can be focused and successful."

Once the product fit list was determined, Dimas and her team pulled firmographic data into Salesforce using several data sources. They then weighted the accounts based on product fit and additional criteria to identify what she calls the "sweet spot accounts" where Plex's product is a very good fit. "We got it down to a list where we had a very good chance at a successful selling conversation," Dimas said. Those accounts included a mix of manufacturing, food and beverage, and automotive companies.

Adjusting Programs To Address Buying Stages

In addition to refining its account list, Dimas restructured the integrated programs marketing team this year so that they were aligned on buying stages. This group is responsible for generating about 80% of pipeline for the selling organization. "We have a TOFU (top-of-the-funnel) team, a MIFU (middle-of-the-funnel) team, and then we have a customer team," she said. "The TOFU team's primary responsibility is to create awareness. At the inquiry stage, it hands off to the MIFU team. They're responsible for converting those to MQLs, and [they] focus on in-pipeline deals to convert them to close. Then, we hand it off to the customer team."

The Plex ABM strategy also includes careful tracking and measurement. "I added a few layers onto the SiriusDecisions waterfall," Dimas said. "We're tracking in

PLEX'S TECH STACK

- **Triblio** - Account targeting, advertising, content targeting and analytics
- **Eloqua** - Marketing automation
- **Salesforce** - CRM
- **Adobe AEM**
- **Google Analytics**

Salesforce and Eloqua when people engage with us. We can see signs of life in an account before they've given us any information. Early intent signals help us reach out to customers who might be early in the buying conversation."

Dimas said the company also has "an MQL rating based on red, yellow and green," that was started in February 2017 in order to address conversion. "How do reds convert to wins and greens convert to wins?" she said. "The idea of the rating is to determine the value of that prospect over time." Green MQLs, which are leads that have budget and an active project, are a perfect fit for Plex, while yellow MQLs may seem like a good fit, but there are "red flags," such as a longer purchasing timeline. About 10% to 15% of MQLs are put through as red. "Maybe they don't have any approved budget," she added.

Fewer Target Accounts, But Increased Conversions

Trimming its target list has had the most impact for Plex. Dimas plotted the target account list in February 2016 and compared it with July

> ## "We've gotten better at making our market small, so we can be focused and successful."
> —*Jennifer Pockell Dimas, Plex*

2016 and February 2017. "I looked at the target account volume; I looked at engagement inquiries, pipeline and wins. We literally have 50% less target accounts [as of February, compared with last February]" she said. In addition, conversion rates from inquiry to MQL in the same time period have gone from 5% to 14% on average, and website visits by target accounts increased consistently year-over-year. In the most recent quarter, web visits from target accounts increased by 39%.

"That right there is an incredible argument for why you focus," Dimas said. "In some ways, it feels like such a horrible constraint for us. We have so many less accounts that we're allowed to communicate with and create demand from, but our message resonates so much better because we're small-net fishing."

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Clarabridge Influences More Deals With Comprehensive Segmentation Strategy

By Brian Anderson

Carrie Carroll, Clarabridge

CLARABRIDGE, a customer experience management software company, is expanding its segmentation strategy based on early success. The company started by segmenting accounts within just two vertical industry segments: retail banking and healthcare insurance. Clarabridge now breaks down prospects by the roles stakeholders have within the target accounts.

CLARABRIDGE'S TECH STACK

- **Marketo**
- **Salesforce**
- **Triblio**
- **Optimizely**
- **OptinMonster**
- **JIRA**

With this segmentation strategy, and while continuously validating and verifying contacts within target accounts in these segments, the company has influenced 96 deals since January 2017, which represents about $24 million in revenue.

After dividing up the accounts into segments, Susan Ganeshan, CMO at Clarabridge, and her team aligned content and channels to these specific industries to assure relevancy. We had the opportunity to speak with Carrie Carroll, Senior Director of Brand & Design on these efforts.

"We educate all of sales—including the ADRs [Account Development Reps]—with not just a script, but also [with information] to [help them] understand the industry and the lingo they need to [know to] successfully sell," Carroll said. "We provide marketing collateral and custom pitches for every salesperson."

"Essentially, it is a playbook for sales," Carroll said. "We package it all as nicely as possible for [reps] to use. On the other side, the message hopefully touches the prospect and the script is relevant to their needs."

Clarabridge's content includes webinars, E-books and white papers, as well as the rep scripts.

Email and telephone are two of the primary channels Clarabridge uses now, but Carroll said the company is testing website personalization to provide relevant, valuable information to visitors depending on their segment.

"When anyone in our Salesforce CRM or any known lead within these [segments] hits our homepage, they see three-to-four custom pages that directs them to the previously mentioned content," Carroll said. She added that the goal is to provide stakeholders "good knowledge and takeaways about not only our products, but about their industry best practices and customer experience."

Carroll said that the combination of content, sales plays and website optimization work toward accelerating sales conversations. "We know that we're [nurturing accounts] faster and they're moving into the pipeline more quickly."

Leveraging tools such as Triblio, Salesforce and Marketo, The Clarabridge team is able to follow the trail of account engagement, as well as individual prospect engagement to further understand account needs.

"From there, we can see where they are in the pipeline," Carroll said. "Since we started this, we can tell that accounts are qualifying faster than in the past within these industries. We're also seeing stronger conversions."

"In the next quarter, we'll be targeting two more industries," said Carroll. She added that the goal is to expand their segmentation strategy by two new segments per quarter.

"We educate all of sales—including the ADRs [Account Development Reps]—with not just a script, but also [with information] to [help them] understand the industry and the lingo they need to [know how to] successfully sell."

– Carrie Carroll, Clarabridge

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

Christopher Engman, Climeon

Climeon Doubles Pipeline With Influencer-Rich Video Content

By Klaudia Tirico

A common challenge for ABM practitioners is developing account-specific messaging, which goes beyond marketing speak. "Too many companies are running ABM on too broad of a scale," said Christopher Engman, CRO/CMO of Climeon, a Swedish global company that takes waste heat from big industries and ships, and converts it into electricity. "To make it account-based, you need to be able to take segment-specific content, and blend it uniquely per account."

The company targets 59 accounts by their IP addresses. "Within each account we have around five or six stakeholders," he said. "Behind those, there are a hundred influencers in one way or the other."

CLIMEON'S TECH STACK

- **Vendemore**
- **Freya News**
- **LinkedIn Sponsored Posts**
- **Bannerflow account-tailored ads**

Before launching the program, Engman said the company had "virtually no traffic from those 59 accounts." Now, the company has seen "a several hundred percent traffic increase already." While it's still too early to measure the ROI of their ABM efforts, Engman said that the company "more than doubled its pipeline in just the quarter."

Engman said that the company's content library is broken into three layers. "The first layer is generic content that can be applied to all our account segments," he said. "The second layer is content that is personal. And the third layer is content that is tailor-made per account. I think the low-hanging fruit is to go for that second-layer, which is the segment-specific content."

Engman said the team also "spices things up" with one to three pieces of content that "are actually made for a particular account." He uses Bannerflow, an ad editor, to be able to do that.

## SUPPORTING CONTENT WITH DISPLAY, INFLUENCERS, SOCIAL

Prior to joining Climeon, Engman was well versed in ABM, having been one of the founders of Vendemore, an ABM platform based out of Stockholm.

Climeon targets each account with ads, articles and short-form videos featuring influencers. For ABM advertising and analytics, the company utilizes Vendemore and applies about 70% of its marketing budget to targeted accounts.

Engman added that Climeon complements the messaging with targeted sponsored posts on LinkedIn, and uses a tool called Freya News to "adjust personalized content of our site based on IP [addresses]." One example of the company's video content featured Virgin Group founder Richard Branson speaking about Climeon and why he thinks the partnership between Virgin Voyages and Climeon is important. With an influencer like Branson as the star of the video, the company was able to tap another large cruise ship company as a prospect.

"One of the biggest ocean liners in the world said no to us half a year ago," Engman said. "When I came in, we started heavy
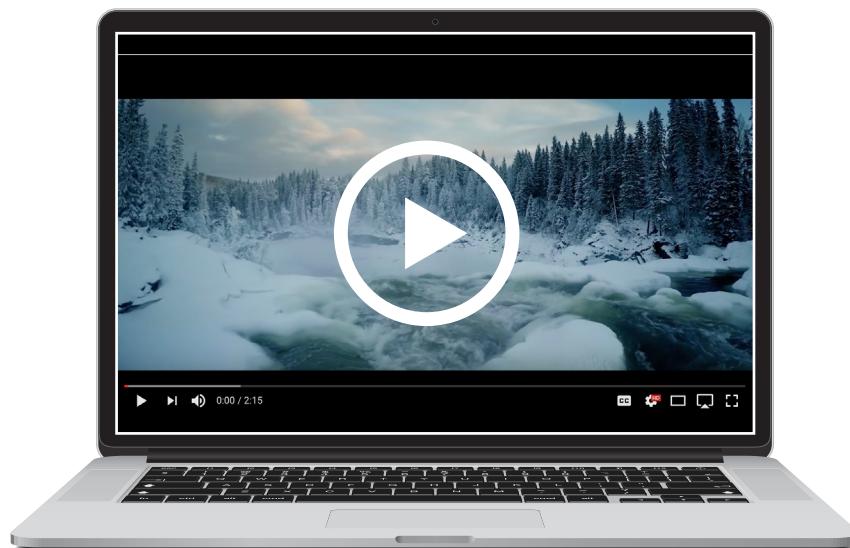
advertising towards them using Vendemore and by showing the Virgin video, because they're a competitor to them. After a few months, they came back to us and said they changed their mind and want to continue talking [with Climeon]."

The marketing team works very closely with sales on the core messaging for sales to use in their own Outlook and InMail accounts. "We have two sessions per week where sales and marketing sit in the same room," Engman said. "It's very slow—executing each email takes 15 to 20 minutes—but that's totally okay. Because if you just write, 'Hi [Name],' and then something vague about your company, that's not good enough."

Climeon communicates with each account by highlighting the biggest issues they have and the biggest trends in the industry.

"The beauty of an ABM program is that you know who will see it, so you can really tell the story in their way," Engman said.

Engman emphasized three core messages the company focuses on in their ABM program:

- Define and craft the problem definition. "Be really colorful describing the issue they're having in such a concrete way that they really understand it."

- Name-drop references that are from the account's exact industry.

- Describe the market leadership for that segment.

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-Meg Hoyeckl, Ciox Health

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-Samantha Patel, Pitney Bowes

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📅 FEBRUARY 19-21, 2018

SAP Targeted Campaign Lifts Engagement Among Key Accounts

By Carol Krol

ENTERPRISE SOFTWARE GIANT SAP was an early adopter of an account-based marketing strategy, which began in earnest four years ago to derive value and loyalty from its most valuable customers. The company's top 75 most strategic customers drive 30% of its revenue in the North American region.

Based on its strategic ABM approach, the marketing team began to scale ABM programs with those ads and website personalization to build on that success, and they've gotten the performance measurement portion down to a science. The operative measurement is lift, which the company defines as engagement with its target accounts.

"Lift should be your primary objective," said Barry Angeny, Sr. Director, Integrated Media & Brand Advertising at SAP, explaining that engagement from target accounts is the "leading indicator of revenue."

Angeny, along with Eric Martin, VP of Customer Experience Marketing at SAP, presented a session on their latest ABM efforts at the Demandbase Marketing Innovation Summit in April.

In addition to engagement from target accounts, SAP also measures Web traffic from target accounts to tap into buying signals that occur before buyers raise their hand, as well as opportunities created, pipeline, close rates, funnel velocity, lifetime value and cross-sell/upsell.

Campaign Performance Report

SAP TAM Q2-Q4 FY16 Cumulative

⚙ CAMPAIGN DETAILS

221	**Targeted Companies**
API KEY	SAP_Ad
CAMPAIGN	May 13 - Dec 10, 2016
BASELINE	Apr 12 - May 12, 2016

⬆ LIFTED COMPANIES

91	**Lifted companies**		**Page views**
26	Net new companies	27, 930	Baseline page views
65	More engaged companies	49%	Lift in page views
91	Total lifted (41% of targeted)		

SAP orchestrated a pilot Targeted Account Marketing (TAM) campaign that ran from April to October 2016. The campaign had three objectives:

- Drive TAM accounts to the SAP site;
- Increase engagement with relevant content; and
- Initiate cross-sell or new engagement.

They focused particularly on deals in the pipeline that were expected to close, those that had stalled, and net-new accounts. After targeting 220 companies in the public sector, banking and retail industries, they segmented the list and began aligning creative and messaging to each.

UNDERSTANDING WEBSITE, AD ENGAGEMENT FOR CAMPAIGN REFINEMENT

In the 30 days leading up to the campaign launch in April, SAP tracked its website using Demandbase's plug-in to understand which sections of the website accounts visited and which ads they engaged with. This enabled the marketing team at SAP to measure advertising engagement by account and adjust the campaign along the way.

"It provides sales and marketing with intelligence about account engagement, including early buying signals," Martin said.

The retail-focused campaign chronicled SAP customer Brooks Brothers' use of the software through website landing pages, testimonial

videos and banners. Running an A/B test, SAP learned that the personalized content resulted in 269,000 impressions and a 0.11% click-through rate. The non-personalized ads got 423,000 impressions, but only a 0.08% click-through rate. The landing page had 41,543 page views.

"We saw the spike after the campaign," Martin said. "Having that list of 220 accounts allowed us to hit it out of the park."

A total of 91 companies engaged, and the total lift was 41% of the targeted accounts. Twenty-six percent were net-new.

"We were able to increase engagement level month over month," Martin said. "When we look at companies and whether or not we're seeing engagement, we can plot that over time."

Martin added: "We chose to scale across a couple of tactics and a couple hundred accounts. That's led us to pursue that across about 2,000 accounts."

He said the team had great managerial support, as well as sales support. "For us to invest our time and finite resources, sales needs to meet with us regularly, let us in on the account plan and introduce us to customers. Sales and customer cooperation is vital for a successful ABM program. You need to collaborate with sales to arm them with the actionable learnings at engaged accounts."

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Advice and best practices from the industry's ABM thought leaders.

IDC's Kathleen Schaub On Blowing Up The Funnel With ABM

The traditional marketing funnel has been disrupted—and ABM is the catalyst. We talked to Kathleen Schaub, VP of CMO Advisory and Customer Experience at IDC, about how ABM is "blowing up" the funnel and why she doesn't think sales and marketing alignment is an issue.

By Klaudia Tirico

ABM IN ACTION: *You recently presented a session at the B2B Marketing Exchange about blowing up the traditional funnel with ABM. Can you explain what that means?*

KATHLEEN SCHAUB: ABM blows up the funnel because it breaks the rules of traditional demand generation. The funnel starts with a broad outreach, while an ABM approach is narrow and targeted. The funnel pushes prospects in one direction; ABM continually circulates and cultivates buyers in selected accounts and assumes a long-term engagement. Finally, the traditional funnel assigns marketing top-of-funnel responsibilities with a

contentious mid-funnel hand-off to sales, while ABM partners marketing and sales on the same team right from the start.

ABMIA: *Are there any new trends or approaches to ABM that you emphasize for clients?*

KS: I counsel my clients to reimagine their teams and the ways they work together. Demand-building is very dynamic. The most effective ABM teams are agile. They organize around a common customer-centric mission. They honor the special skills that various sales, marketing and customer success [teams] bring to the effort and they don't retreat to silos.

> *"Sales management loves ABM because it can dramatically improve their success. Alignment isn't usually the issue."*
>
> *–Kathleen Schaub, IDC*

They use data-driven feedback to test new tactics. They collaborate to orchestrate their actions.

ABMIA: *How can marketers figure out where ABM fits within their marketing plan?*

KS: ABM is a relatively high-overhead strategy, so the payoff is highest in situations with long buying cycles, and where solutions are complex and expensive. Also, the sales team should already be organized by account. This last point is especially important. Marketing should not take on an ABM approach without collaborating with sales. These situations typically occur where much of a company's revenue is concentrated in relatively few enterprise accounts. Over time, improved marketing technology will make the return on ABM in mid-sized accounts more reasonable. But, for now, save ABM for the big enterprise customers and high-ticket sales.

ABMIA: *What is the biggest challenge your clients face in terms of sales and marketing alignment and creating roles within ABM teams?*

KS: They don't spend enough on marketing! I'm not kidding. Sales management loves ABM because it can dramatically improve their success. Alignment isn't usually the issue.

*"**Collaboration tools are key,** so that everyone on the team—both sales and marketing—can get up-to-date content, measurement data and other information when they need it."*

But good ABM requires a degree of customized marketing that the average marketing team can't afford. Therefore, marketers are forced to use a modified approach. Companies would be better off lowering their cost of sales and investing the difference in marketing. But that's a hard decision for traditional executives to understand.

ABMIA: *What tools/tactics do you prioritize for your clients in terms of an ABM technology stack?*

KS: An ABM strategy first requires proficiency in the basics—a marketing automation platform integrated with CRM, data collection, integration, enrichment and analysis, along with a range of paid and earned engagement tools. Collaboration tools are key, so that everyone on the team—both sales and marketing—can get up-to-date content, measurement data and other information when they need it.

You can use ABM-specific versions of these where available. However, the main success factor is a solid, integrated stack and lots of data.

ABMIA: *Can you provide some advice for organizations that haven't rolled out an ABM strategy yet and are trying to get buy-in from their executive teams?*

KS: Always start anything new with a pilot. Find a sales manager who is excited about working in an ABM way and will sponsor the pilot. Assign an ABM marketing leader who is relatively senior, is a great problem solver and sales-savvy. Give this pilot team the tools and the data they need. Involve specialists on the marketing team to support the effort. Work iteratively, meeting frequently to adjust the program as you take advantage of new learnings. Keep at it until ABM works at your specific company with your specific situation. Then replicate success.

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