



# 2019 State Of Account-Based Marketing

ABM 2.0: Leaders Enhance ABM Practices, Prove  
ROI With More Targeted Messaging & Experiences

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# Introduction

Account-based marketing continues to generate buzz, but B2B organizations are quickly looking to move beyond the initial hype around the category and are pressing to show ROI from their targeted programs.

**Research shows** that most organizations are still in the early stages of ABM — they are starting to see some early growing pains and challenges on executing programs and clearly tracking and demonstrating the impact of their investments. Industry experts note that we are now at a point where early adopters are looking to scale their initiatives out further due to their initial success.

“I think we've certainly moved well beyond the ‘why ABM’ and even ‘when ABM’ to ‘how ABM’ and ‘what’s next,’” said Meredith Fuller, Managing Director of Buyer Engagement at **Quarry**. “We're seeing that with our clients and prospects alike. The vast majority of organizations, if they haven't already dipped their toes into an account-base strategy already, have very concrete and clear plans to do so. And a large number of those that have already found success want to take it further and expand it — moving well beyond pilots.”

Progressive B2B organizations such as **SAP**, **WWT** and more are outperforming their competitors by incorporating strategies to scale their account-based initiatives, aligning marketing and sales and investing more in targeted content/messaging.

“[Account-based marketing] isn't a well-developed muscle yet,” said Eric Wittlake, Senior Analyst for the Marketing Practice at **TOPO**. “It's a conscious, disciplined effort and takes more time. However, companies are starting to think this is a natural way to go-to-market.”

This special report will dive into how ABM leaders in the B2B marketplace are continuing to grow their ABM programs to scale efforts and offer hyper-personalized experiences across their web, advertising, marketing messaging and sales conversations. The report will expand on how:

- ABM practitioners focus on the processes and investments that will maximize their ability to execute and measure programs at scale;
- Engagement with target accounts varies between leaders and laggards, especially when it comes to messaging, channels and funnel stages; and
- ABM leaders focus on longer-term impact metrics and mid-term output metrics to measure success.

# ABM By The Numbers

**40%**

OF RESPONDENTS STRUGGLE WITH PROVING THE ROI  
OF THEIR ABM EFFORTS

**71%**

ARE CURRENTLY USING MEASUREMENT AND REPORTING  
TOOLS TO SUPPORT THEIR ABM STRATEGY

**61%**

MEASURE THEIR ABM EFFORTS BY CONTRIBUTION  
TO PIPELINE REVENUE

**64%**

OF MARKETERS LEVERAGE TARGETED CONTENT TAILORED  
TO SPECIFIC INDUSTRIES IN THEIR ABM OUTREACH

*Source: 2018 ABM Benchmark Survey Report, Demand Gen Report*

ORGANIZATIONS ABLE TO  
REPORT ON ABM ROI

**53%**

*Source: SiriusDecisions 2019 State of ABM Study*



# Snowflake Engages 100% Of Target Accounts With Personalized Content Hubs

**Snowflake** is a cloud-based data warehousing company that works with data management, data integration and BI partners to bring together data and enable users to perform in-depth analytics.

## **The Problem:**

While beginning to implement an account-based marketing strategy, Snowflake realized they had broad target accounts with little to no customization on the messaging sent to each account. From a content perspective, they had cumbersome processes to share content with prospects, and BDRs were hosting content on their desktops, which became outdated and irrelevant quickly.

Snowflake's team looked to better enable its account-based initiatives, personalize outreach for account executives and BDR/SDR teams, as well as position the marketing team to control the content journey and measure content effectiveness.





## The Solution:

The company turned to **Uberflip** to create tailored content experiences at scale and have relevant and contextual conversations with key stakeholders. The Snowflake team also uses **Terminus** to granularly target specific accounts and specific groups within each account, as well as **Engagio** to help measure each account's engagement with email, landing pages, videos, webinars, trade shows and more.

The BDR and field teams are better positioned to use relevant content to create tailored experiences, using Sales Streams directly in their emails. At the beginning, the marketing team had created tailored experiences for 30 different accounts, but since everyone on the sales team has adopted Uberflip, they now have created more than 800 one-to-one personalized campaigns. Using Uberflip to quickly spin up customized streams of content and Terminus to help them get in front of target accounts has yielded tremendous results.

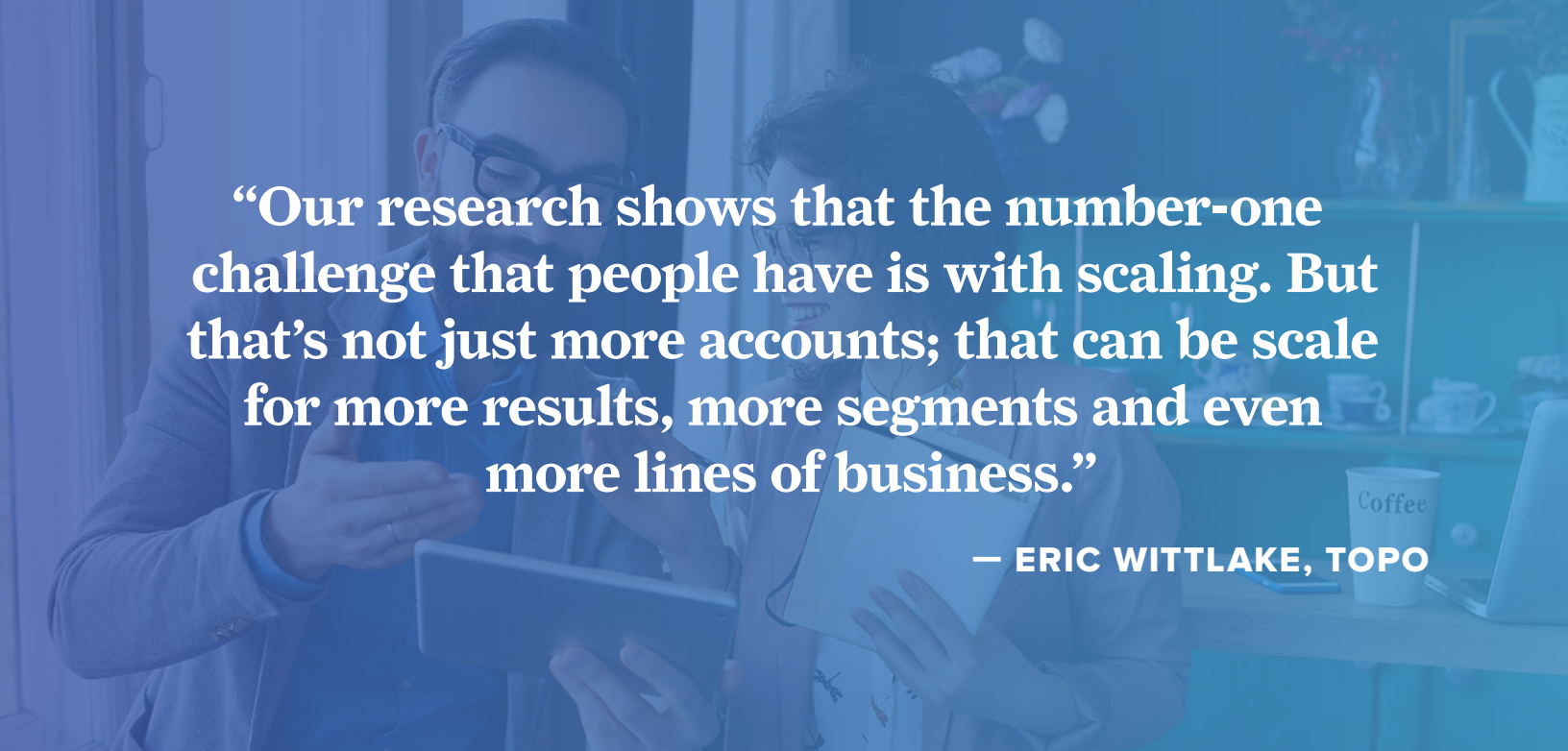
"The great thing about using Uberflip and Terminus together is it helps reinforce a message without stepping on toes," said Daniel Day, Senior Director of Account-Based Marketing and Market Planning at Snowflake. "Our reps can email someone 100 times and phone 20 times, but if a prospect gets a display ad from Terminus directing them to a stream of content that is personalized to them, they are blown away."

## The Results:

Snowflake has seen a massive increase in engagement, conversions and click-through rates. With a combination of Terminus and **Sigstr** to drive prospects to Uberflip Streams, they were **able to engage 100% of their 800 target accounts**.

Other notable results include:

- The ability to create personalized ABM streams in 10 minutes;
- 50% of all content consumed came from one-to-one campaigns; and
- Snowflake landed one top-tier target account that previously had no engagement.



**“Our research shows that the number-one challenge that people have is with scaling. But that’s not just more accounts; that can be scale for more results, more segments and even more lines of business.”**

**— ERIC WITTLAKE, TOPO**

## Ensuring Scalability With Messaging, Content

When it comes to the growth of ABM within B2B organizations, industry experts noted that positioning marketing teams to scale their initiatives is one of the biggest goals — and ultimate challenges. This may be because “scale” can take place in a variety of ways within a program.

“[Practitioners] want repeatability and to operationalize around it, so that it is something that they know how to do and can figure out how to do in a predictable way across the larger portion of the business,” Wittlake said. “Our research shows that the number-one challenge that people have is with scaling. But that’s not just more accounts; that can be scale for more results, more segments and even more lines of business.”

This can primarily be attributed to the differing organizational mindsets and departmental processes of broader demand gen initiatives versus targeted, personalized account-based strategies.

“How ABM teams work across the broader marketing organization is a question that a lot of companies are struggling with,” said Rob Leavitt, SVP of the [ITSMA](#).

“With content, for example, if there is a content team or content development process that’s oriented towards broader campaigns, themes and topics, how do you then take that content and customize and personalize?”

A photograph of three people (two men and one woman) sitting around a table in a meeting. They are looking at a laptop and a tablet. There is a glass of water and a coffee cup on the table. The image is overlaid with a blue tint.

**“Orchestration is best suited for a conversation through trigger-based ABM. The objective isn’t to send more messages; it’s to find that nexus where buyer needs meet content.”**


**— MARK OGNE, ABM CONSORTIUM**

Formulating an effective orchestration strategy is how many progressive B2B organizations are blending an account-based strategy deeper into their go-to-market initiatives, according to industry experts. This ultimately aims to ensure stakeholder needs are met with the right content at the right time.

“A high-performance version of orchestration is identification of target account needs, alignment to content that speaks to those needs and then delivery through the channel that makes sense for that content,” said Mark Ogne, Founder and CEO of the **ABM Consortium**.

While orchestration is normally discussed when businesses are looking to send more messaging and content through more channels, Ogne noted that this mindset leads to a low-maturity, low-performance version of an orchestration strategy.

“I use the term ‘ABS,’ or ‘account-based spam,’ to describe this type of orchestration,” Ogne said. “Orchestration is best suited for a conversation through trigger-based ABM. The objective isn’t to send more messages; it’s to find that nexus where buyer needs meet content.”



**“We were then able to stabilize our efforts to one LOB, one product, one market unit, one regional unit, and begin to produce repeatable and predictable results that we were pretty pleased with.”**

**— VANCE FAULKS, SAP**

## SAP Drives Consistent, Repeatable Results With Grassroots-Built ABM Strategy

In the early days of ABM adoption, even enterprise-level organizations such as SAP had to start small with grassroots initiatives to build an account-based strategy that worked for them. Since starting with the company in 2015, Vance Faulks, Global Revenue Marketer at SAP, has worked to scale his initiatives to drive repeatable results with his team.

“This isn't a board-level initiative,” Faulks said in an interview with *Demand Gen Report*. “We're currently in our third wave, but we started small internally with our team and then went to leadership with the results and showed what we could do.”

Faulks and his team started a pilot program with a new line of business being offered by SAP. The new business unit was willing to receive support and offered budget to test and try new tactics and strategies, one of which was leveraging intent data with **MRP**. The program initially targeted 5,000 accounts and produced repeatable results, but the team came across common challenges with processes and strategy.

“We were able to produce some results in terms of demand generation, but we just really didn't have the ability to see those accounts deeper in the funnel at the time,” Faulks said.





**“We have this always-on approach to go after those accounts, or at least see where they move and focus on the ones that really need our focus right now. We know we can do this all day long. We’ve got it down to a science now.”**

**— VANCE FAULKS, SAP**

For the team’s second wave, they took lessons learned and identified how to measure end-to-end results. They began to do more orchestration from MRP for a more advanced form of their initial pilot. In comparison to other programs for that product in the region, Faulks noted that he saw their ABM initiatives “outperform everything else we’re doing in a significant way.” **That included seeing consistent conversion of 33% of appointments set to pipeline.**

“We were then able to stabilize our efforts to one LOB, one product, one market unit, one regional unit, and begin to produce repeatable and predictable results that we were pretty pleased with,” Faulks said. “We know that if we get these many appointments, we’re going to get this much pipeline, and some of that’s going to convert to revenue.”

Now in the third wave of their ABM evolution, Faulks’ team has garnered more attention from the whole marketing department based on their success. Faulks noted that the team is now better positioned to prioritize accounts in a more strategic way.

“Now, we target groups of accounts understanding who we’re going after, and how we’re going after them,” Faulks said. “We have this always-on approach to go after those accounts, or at least see where they move and focus on the ones that really need our focus right now. We know we can do this all day long. We’ve got it down to a science now.”



## Understanding Engagement Requires New Metrics To Understand Influence

Industry experts noted that early ABM adoption focused heavily on channel-based engagement. While this type of engagement is an element to understanding overall account interest, it isn't the only option.

“It's about moving further into understanding the people at those accounts. It's interesting because that can mean there are fewer interactions,” Ogne said. “The objective is to get five [stakeholders] to do something. The signal is anything happening within the five people at that account. This requires a shift in strategy from engagement to influence. You want to influence a conversation so you can't measure influence by quantity alone.”

Understanding this influence on prospective accounts requires a new look at the metrics that define whether ABM programs are driving results. To better understand influence, Ogne shared a list of important metrics to consider with ABM at different stages of the sales journey:

### EARLY STAGE

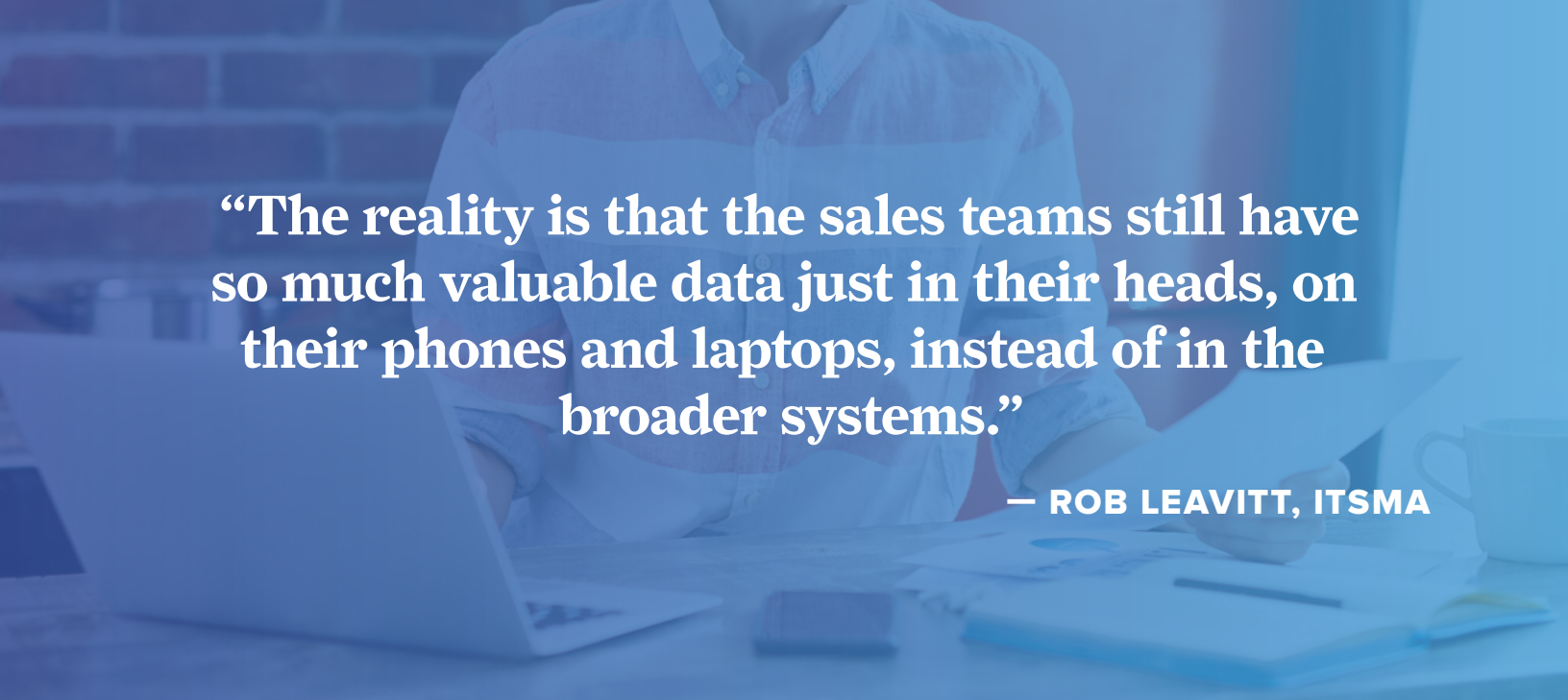
- New contacts in target accounts;
- Increases in ABM program engagement across multiple contacts within a target account; and
- Lift in website traffic from target accounts.

### MID STAGE

- Number of meetings within target accounts;
- Marketing qualified leads from target accounts; and
- Number of connected calls within target accounts.

### LATE STAGE

- Increase in target account win rates;
- Deeper and broader relationships;
- Number of opportunities within target accounts;
- Increase in opportunity velocity: deal acceleration; and
- Increase in ACV: multi-product, multi-year deals.



**“The reality is that the sales teams still have so much valuable data just in their heads, on their phones and laptops, instead of in the broader systems.”**

**— ROB LEAVITT, ITSMA**

Experts also agreed that scaling projects can refer to how success is measured for engaging target accounts.

“The hard thing is that, when we first talked about ABM, it was about rethinking what we were tracking,” said Ryan Vong, President and CEO of **Digital Pi**. “What does engagement mean? What does conversion mean? Individual conversion, and engagement within an organization, takes a while to gather, so you have to allow the time.”

However, experts added that the reality is that most large companies still struggle to manage basic account data. This is in part due to varying data management processes across various departments within the organization.

“The reality is that the sales teams still have so much valuable data just in their heads, on their phones and laptops, instead of in the broader systems,” Leavitt said. “And the marketing systems and data are still largely, not necessarily disconnected, but let’s say unevenly connected or integrated with what sales is working on.”

These limitations are leading to some adaptive programs and account-based implementations. WWT, an IT, security and cloud technology company, made a transition to focus on current customers with their marketing initiatives after years of producing demand gen programs in which sales reps did not follow up with leads. Understanding that between 1,000 and 1,500 customers from the public sector, global enterprise solutions and service providers are in an active buying decision each year, the team worked to group its hundreds of offerings into large buckets for cross-sell and upsell opportunities.



**“We look at the technology and the different players in the landscape to make it all work together. If we don't do that, then we'll have a bunch of siloed activity going on and we will never be able to connect all the dots together.”**

**— CHAD BOCKERT, WWT**

The team began to beef up its digital platforms to better understand traffic on its owned channels, primarily its website. The company also began to invest into its tech stack, which includes Salesforce CRM, Salesforce Marketing Cloud, Sprinklr, MRP and other homegrown solutions.

“That's been a hallmark of what we've been trying to accomplish,” said Chad Bockert, VP of Business Development and Marketing at WWT. “We look at the technology and the different players in the landscape to make it all work together. If we don't do that, then we'll have a bunch of siloed activity going on and we will never be able to connect all the dots together.”

One example Bockert shared was in the company's use of the tool **Dynamic Signal**, which is designed for WWT's sales teams to see all of marketing's content in a catalogue-style hub. Marketing can provide additional information for sales reps, so they can share content and utilize the right hashtags, keywords and social handles to maximize success.

Bockert added that he and his team have “seen the quality of digital traffic increase greatly. We're positive between 60% and 70% of that traffic are our target audience coming to our site.” He added that 75% of the company's sales team is effectively using marketing's content through the Dynamic Signal platform.

“We're confident that it's the right people that are coming to our different digital sites,” Bockert said. “And before, I would say it was maybe 20%. Now, some of that is because we didn't have as much data as we do now. But looking at where we did have data, we saw a lot of throwaway traffic that really didn't seem to do anything.”



# Making An Impression Versus Generating Impressions: Direct Mail Drives Unique, Memorable Account Experiences

DANIEL GAUGLER PFL



With an account-based marketing strategy, it can be easy to lose focus of the people behind the account you target. All too often, marketers substitute scale for intimacy. We deliver more emails, more banner ads and more calls, which turns into more marketing that our audience is trained to block and ignore.

But it's not enough to just deliver more impressions. We must *make* an impression. While direct mail today is more likely to make an impression (100% FedEx open rate), we still need to put thought and care into our mail, to ensure it doesn't become spam as well.

Direct mail in B2B isn't just about sending "cool swag." The combination of timing, message, design and experience will make or break the success of your tactile efforts.

Take the marketing team at [Jellyvision](#), for example. They send a direct mail package to HR champion personas at their target accounts to introduce a new product. The kit includes some popcorn and a cheap play microphone. But it's not about the microphone. It's a combination of the items with the overall message and experience.



## The ‘Who’ & ‘When’

Jellyvision sends these kits to HR professionals drowning in leave-of-absence communication and administration (a scary thought indeed). Through PFL’s tactile marketing automation integration with Marketo and Salesforce, Jellyvision can build programs that trigger the mail when it matters most — based on behavioral data.

## The Message & Experience

The included “choose your own adventure” horror story booklet with an HR spin clearly outlines the pain points the recipient is familiar with and shares helpful tips to addressing them. Plus, it’s nostalgic. Who doesn’t smile when thinking about staying up too late with buddies and scaring yourself with a choose your own adventure book? The note brings the whole concept together and explains how with the help of Jellyvision’s ALEX, the recipient might start enjoying life at the office so much, they’ll decide to stay the night. And overall, the kit brings Jellyvision’s fun, humorous brand to life.

This warm and personal experience makes recipients much more likely to respond to rep outreach. Jellyvision continues to excel with programs like this and ROIs of 11X to **179X** are common.

*Want to learn more? Read up on ABM best practices and see more examples of how top marketers are providing personal, high-impact experiences at scale [here](#).*



## ABM Practitioners Continue To Work Towards Unified Tech Platform

Industry experts agreed that the ongoing evolution of technology better positions marketing teams to develop, tailor and scale ABM programs that meet the exact needs of their prospective accounts.

“The combo of tech and the account-based approach is what's going to push us farther and faster than we have over the past couple of years,” Fuller said.

However, current tech capabilities hinder current go-to-market initiatives, especially when marketing automation and CRM systems continue to be sources of record for marketing and sales teams, while account-based plays are orchestrated and executed from outside platforms. Experts noted that you will see MAPs and CRMs continue to add new capabilities that can better position their users to perform on an account-based playing field.

“It'll include ads, direct mail, syndication, sales partnerships,” Wittlake said.

“Elements of that are being built within MAPs. However, much is still run via independent channels and tying it into platforms like Marketo.”

While integrations are possible, sources indicate that the space is still in early adoption.

“We still don't see a lot of companies connecting intent data, advertising and personalization [tools] even at the starting point,” said Matt Senatore, Service Director for Account-Based Marketing at [SiriusDecisions](#).

Senatore and other industry experts conclude that formulating an interdepartmental committee that ties together processes and information can ultimately lead to account-based success.

“With the ABM leader, marketing ops leader and sales ops leader, establish a committee between the groups that have a hand in these properties,” Senatore said. “ABM leaders reside in a marketing function. Those people have to be clearly in the loop in ensuring alignment and orchestration.”

Interested in learning more?



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## Additional Resources



The 2018 State Of  
Account-Based Marketing



2019 Content Preferences  
Survey Report



2018 State Of B2B  
Intent Data



*Demand Gen Report* is a targeted online publication that uncovers the strategies and solutions that help companies better align their sales and marketing organizations, and ultimately, drive growth. A key component of the publication's editorial coverage focuses on the sales and marketing automation tools that enable companies to better measure and manage their multi-channel demand generation efforts.

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