

# 12 TO SUCCESSFUL STEPS ABM ADOPTION



Adopting an Account-based Marketing (ABM) approach requires attention to people, processes and technology. Just focusing on one of those elements is unlikely to yield the many promised benefits. And just focusing on Marketing, Sales or Operational activities will also limit results. To yield the promised 200%\* revenue lift, ABM requires commitment and participation across the organization - from roadmapping to piloting to expansion. The timeline below provides a best-practices approach.



## Step 1



### Asses Your Readiness

Work with TPG to assess your organization's use of CRM and MarTech tools, customer personas and journeys, multi-channel campaign best practices, data and lead management, and reporting.

### Align Your Organization

Create an ABM Council composed of Marketing, Sales, Business Development, and Operations leaders. Task them with establishing a framework for resourcing and supporting a pilot program and expansion.

## Step 2



### Step 3



## Identify Your ICP & BCPs

Clearly identify your Ideal Customer Profile (ICP) and use it to identify your Target Account List (TAL), segmenting by size, potential value, etc. Identify key Buying Center Personas (BCPs) and develop their journeys.



## Segment Your TAL

Finalize your Target Account List and identify which will be handled with programmatic ABM (1:many), scale ABM (1:few) and strategic ABM (1:1). Set expectations and guidelines for regular list review and management. Identify a few accounts to be included in a programmatic pilot.

### Step 4



## Organize A Pilot

### Step 5



Arrange sponsorship and resources for a high-profile programmatic ABM pilot. Keep a tight focus but include cross-functional participants and strong project management. Design and develop specific touchpoints and content. Track account engagement, circulate dashboards regularly and celebrate successes frequently.

## Factor in Orchestration

Build your pilot to include cross-functional multi-channel plays. Factor in Marketing campaigns, BDR followup, and Sales outreach. Map each touchpoint and orchestrate how the conversation will be carried forward. Adhere to internal service-level agreements (SLAs).

### Step 6





## Define Success

### Step 7



Establish benchmarks for accounts, content, channels and other variables with historical data. Define Key Performance Indicators (KPIs) and agree on measures of success. Track and measure pilot progress in your MAP and Salesforce. Monitor and adjust where metrics suggest that tactics are not working.

## Expand Your Pilots

### Step 8



As you learn and adapt based on your original pilot, consider adding more complexity to "test the pipes". For example, you may want to add parallel BCP journeys that require customized content... more channels such as paid media... more metrics such as Account Engagement Scoring (AES). Work with the Advisory Council to decide when it's time to tackle scale and strategic ABM.

## Assess and Plan Ahead

### Step 9



Rather than keep barreling forward, stop to examine lessons learned from the pilots. Identify where bottlenecks occurred and communications broke down. Create workstreams to address and strengthen. Build a roadmap for program expansion.

## Tackle Your Technology

### Step 10



Identify where your current MarTech stack did or did not meet the ABM challenge. Consider investing in ABM-focused tools for intent tracking, predictive analytics, attribution modeling, advertising automation, etc. Conduct due-diligence with key vendors and select based on scalability.



## Get Sophisticated

Step 11



Expand your ABM program steadily by transitioning traditional marketing functions on a coordinated schedule. Set up an account planning process that will let you add or adjust targets, content and tactics regularly. Develop scale Account Entitlements (time, money and resources tagged to accounts). Personalize digital channels for key accounts including the website experience.



## Move Ahead

Step 12



Treat your ABM program as a "work in progress" at all times. The Pedowitz Group can help you identify and develop the people, processes and technology elements you'll need as market conditions change. Get the most out of Account-based Marketing by partnering with TPG!



ABM is often a major organizational shift, which can be overwhelming. Having a carefully-orchestrated roadmap is critical. TPG can help your Marketing, Sales, Business Development, and Operations leaders align around best practices. Then we can work with all teams to optimize skill sets, processes and technology usage. The promise of ABM and Revenue Marketing is within reach when you work with TPG.

# ABM READINESS CHECKLIST

## I Prerequisites for ABM

- Active use of a linked CRM platform (Salesforce) and Marketing Automation Platform (MAP).
- Competency in multi-touch demand generation and nurturing campaigns.
- A target market that is composed of a manageable number of “known entities.” For example, all U.S. insurance companies or all investment banks.
- An effective set of personas, along with content and messages directed at each.
- Documented customer journey map with buying-center participants and roles.
- Use of inbound and outbound marketing and sales tactics, often in concert.
- Active, comprehensive record-keeping in the CRM as the system of record.
- Interoperability between core systems and tools used by Marketing & Sales.
- Regulatory compliance across all outbound communications.
- Senior executive commitment and sponsorship across all Marketing and Sales functions.

## I Actions Before Embarking on ABM

- Actively work (top-down) to build strong alignment between Marketing, Sales Development and Sales groups.
- Consider investing in marketing expertise in demand generation and lead management.
- Review and improve lead management processes, definitions and hand-offs for leads and target clients. This includes new lead-to-existing-account matching.
- Upgrade key-account data quality in SFDC, including consolidated activity histories from various databased and appended account data.
- Clearly identify your Ideal Customer Profile (ICP) and use it to identify your Key Accounts, segmenting your Target Account List by potential value.
- Invite Mktg/Sales leaders to participate in an ABM Council tasked with implementing a pilot.
- Set schedule and expectations with both inside and field Sales teams, leaving the hype for later.
- Map a foundational programmatic buying-center pilot campaign with KPIs.
- Develop a project plan for implementing programmatic ABM (one-to-many ABM for accounts that are worth some customization.)
- Get agreement with Sales and Marketing management on the goals of the ABM initiative and pilot program.

## | Actions That Require Attention While Launching ABM

- Identify key Buying Center Persona (BCP) information needs at each buying journey stage.
- Map content, messages to BCP campaigns and touchpoints.
- Design and develop account-specific touchpoints and content for the pilot campaign.
- Orchestrate cross-functional multi-channel plays – Marketing campaigns, SDR communications, Sales actions.
- Build campaigns to nurture BCPs along their journeys.
- Implement Account Engagement Scoring with precise stage definitions.
- Define ABM KPIs and agree on measures of success.
- Track and measure account progress in your MAP and Salesforce – circulate dashboards and celebrate successes.
- Use pilot learnings to enhance and improve Programmatic ABM campaigns, touchpoints and plays.
- Work with the Advisory Council to project plan Scale ABM (one-to-few ABM for high-value accounts grouped into micro-segments.)

## | Actions That Require Attention After Launching ABM

- Implement target-account alerts and reports to SDRs and Sales.
- Develop scale account entitlements (amount of time, money and resources to be dedicated to each).
- Set up an account planning process that will let you add new targets and elements with speed at scale.
- Develop a research/thought leadership program that can be adapted for BCPs needs.
- Set up an efficient process for customizing and delivering content.
- Personalize digital channels for key accounts including the website experience.
- Create a one-to-one C-level campaign for a handful of top targets.
- Get sophisticated about account analytics – account penetration, coverage, awareness, engagement, attribution, journey analytics, pipeline velocity, win/loss rates, churn, cross-sell rates, retention, ARR, MROI.
- Consider investing in ABM-focused tools for predictive analytics, attribution modeling, advertising automation, etc.
- Continuous optimization with The Pedowitz Group.



### About the author:

**Lorena Harris** is a Senior Strategist with The Pedowitz Group, joining after VP-level positions at several Fortune 500 companies. She specializes in designing roadmaps for change across marketing operations, programs and campaigns. Helping enterprises benefit from Account-based Marketing is her current passion.