DIGITALREACH

UNIVERSAL:

YOUR GUIDE TO ACCOUNT-BASED ~~MARKETING SALES~~ SUCCESS

Table of Contents

Introduction

Before the Internet age, sales people were expected to develop personal connections with target accounts. It was assumed that this would take time and would require great skill. Being a salesperson meant mastering the craft of interpersonal relationships.

Then came the Internet. It provided faster, data-driven options to recruit new business opportunities. Outbound marketing campaigns took off, with email blasts, content marketing, organic search, paid advertising – the switch from outbound to inbound brought with it faster, easier, more convenient leads.

Of course, marketers and salespeople would eventually discover the limitations of their email marketing campaigns and, despite reasonable successes, they started looking elsewhere. Eventually, Account-Based Marketing was invented: a mix between the time-intensive, skilled strategies of the past and the fast paced technologies of the present and future. With an account-based strategy, marketing and sales could be scaled past the limitations of inbound.

So, once the promise of Account-Based Marketing and Sales was revealed, there was only one question remaining:

How do we actually do it?

Moving Beyond "the Cap"

If you send out X marketing emails, or deliver Y paid ads, you'll get Z interested responses. If you do this too often, you'll exhaust your list and annoy your contacts without adding to your network of interested prospects. Eventually, you'll reach what we call "the cap" – a monthly sales rate that can no longer increase from the same methods. A well-optimized email marketing strategy can take you far, but it has its limitations.

In the same light, you can only spend so much on paid ads before encountering diminishing returns. And, your organic capabilities may be limited by competitive environments or search volumes. Either way, you can hit the cap.

This book will show you a step-by-step guide of how to leverage an account-based strategy to get past the cap and onto a path of continued growth.

The Structure of This Book

This book begins with the key elements of account setup, including capturing data and implementing key parts of Account-Based Marketing and Sales software tools. Then, it progresses to discuss strategy implementation for both marketing and sales. We'll go through the following:

- **Gathering Accurate Data**
- **Setting up Marketing Automation**
- **Building your Sales Organization**
- **Setting up Account-Based Marketing with Dynamic Signals**
- **Content Marketing and Strategy**
- **Account-Based Sales**

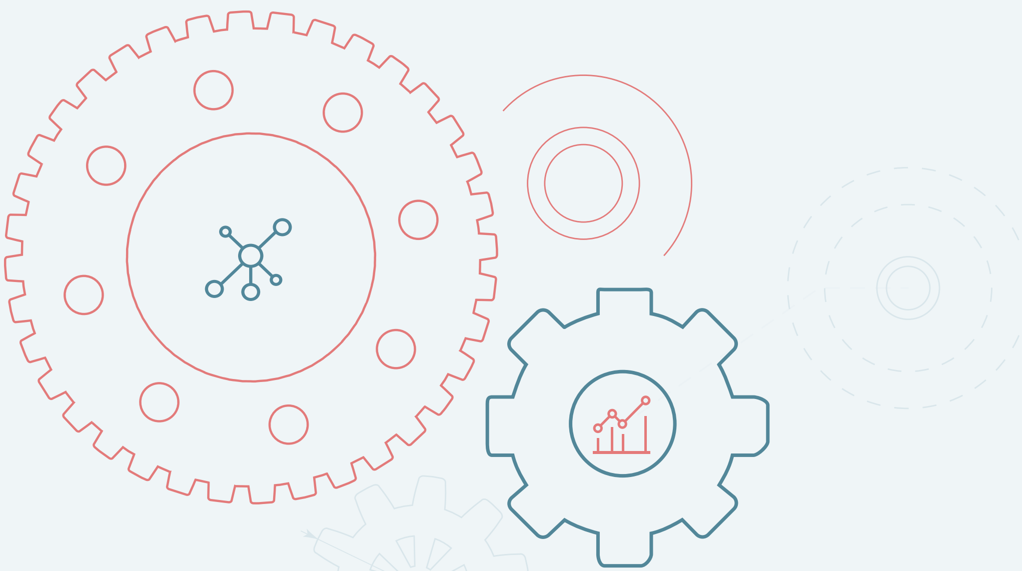
We wanted this book to be a comprehensive look at the entire world of digital marketing, and then the necessary adaptations of each element to an account-based strategy. We believe that digital marketing is a complex machine, where each moving part can affect and support the others. If you make your website faster, your SEO will improve. If you get more clicks, you have more data for Conversion-Rate Optimization. If your paid ads do well, you can use your best keywords to drive content marketing. Each piece of the digital marketing sphere interacts with the others, and so we felt it was important to lay the groundwork before getting to Account-Based. However, if you wish to skip ahead to account-based strategy implementation, we'd recommend starting on page 27 with the section, "The Setup: Using Data for Account-Based Marketing and Sales".

What is Account-Based?

Marketing and sales should be two halves of a well-oiled machine – the marketing team collects the leads and the sales team closes them. Instead, there's usually tension.

> ***The marketing team asks, "Why aren't the salespeople closing our leads?" and the sales team asks, "Why isn't the marketing team getting us better leads to close?"***

Account-based is the alignment of marketing and sales in intent, tactics, and strategies. Digital marketing, with all of its different disciplines (SEM, SEO, Web Development, Marketing Automation, CRO, Design) and Sales with its creativity, hustle and organization. Both sides of your marketing and sales machine will be synced on your target accounts, your target contacts, their personas, and the best strategies to connect with them.



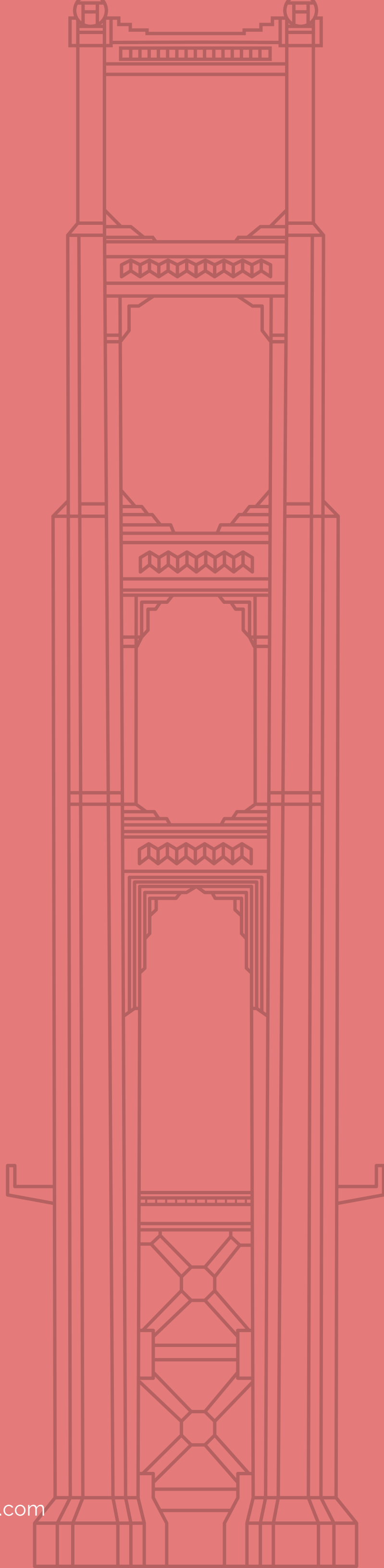
Why Account-Based?

If from the outset we know that setting up an account-based strategy will be challenging, why should we even pursue it?

Account-based sales and marketing have a few major benefits that other sales strategies lack:

- **Scalability:** No more fear of list exhaustion, over-marketing, or over-reliance on a single strategy. A success account-based strategy can continue growing along with your business
- **Resilience:** What if the sales landscape changes? Account-Based strategies are dynamic and flexible and can withstand market shifts.
- **Brand positioning:** Account-based targets are often well-positioned, high-value businesses. If your product serves them well, they may open many doors for you in the future.
- **Deal Size:** Great account-based sales can land larger, more valuable deals

We believe that an account-based strategy can be the sales and marketing solution your business needs to drive sustainable growth.



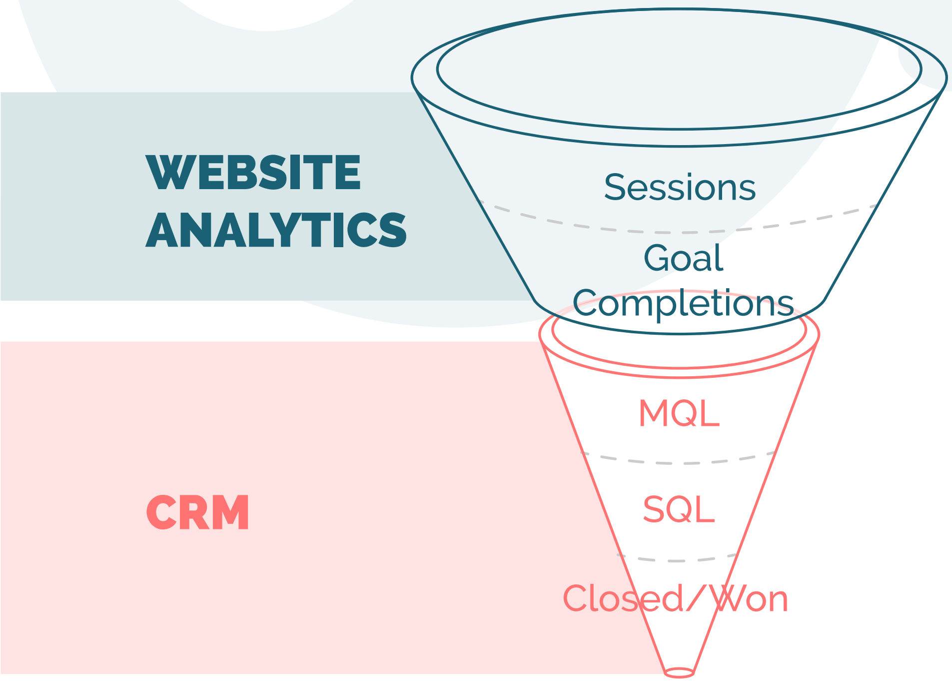
PART I

Nailing the Setup

The Setup: Data

Data Holds the Key

Account-Based Marketing (ABM) leverages data to build relationships that are faster, stronger, easier, and more valuable. We'll use data to determine which companies might be good customers, which contacts at those companies are most important, which emails function the best, and which salespeople should talk to which leads.



Sample Digital Marketing Funnel From First Interaction to Close

Making sure our data is clean and trustworthy will be a recurring theme throughout this book, as good data will help us make better strategic choices.

In the digital marketing sales funnel, we tend to have two main containers for data – Website Analytics and the CRM. Website Analytics (Google Analytics, KISSMetrics, etc.) capture what leads are doing before they take an engagement action (Requesting a demo, downloading a whitepaper, making a phone call, etc.). The CRM is where marketing and sales push leads through to revenue.

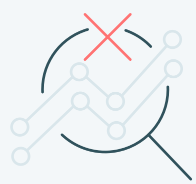
Given how valuable the average ABM lead can be, full funnel visibility is essential. Is a particular ABM strategy driving lots of traffic to the website, but isn't producing qualified leads? If you are only committed to tracking the Website Analytics part of the funnel, you can't answer that question. Or, even worse, you may mistakenly conclude that high traffic volume equals a successful strategy. With full insight into both parts of the funnel, you'll be better able to understand what is working and adjust your strategies accordingly.

Do You Trust Your Analytics?

Your website is a critical first touch point for your customers, and the process of tracking website level data is referred to in this book as “Analytics”. Whether you use free tools like Google Analytics or more robust solutions like KISSmetrics, making sure your analytics works correctly is a critical piece to the puzzle.

Common mistakes that we see:

Analytics failing to track revenue-generating actions (Form submissions, downloads, phone calls, visits to high value pages, whitepaper requests)



Analytics double-counting or not counting key metrics

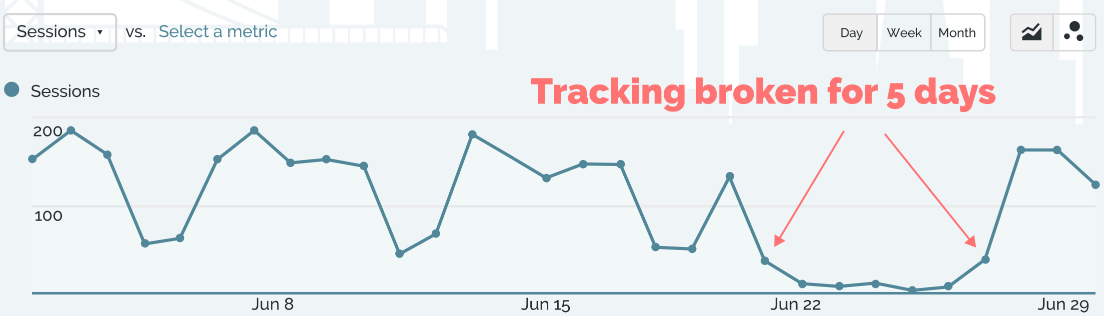
No UTM tag usage (we’ll discuss this more later)

Common Analytics Mistakes

Conversions		
Goal Conversion Rate	Goal Completions	Goal Value
0.00% Avg for View: 0.00% (0.00%)	0 % of Total: 0.00% (0)	$0.00 % of Total: 0.00% ($0.00)
0.00%	0	$0.00
0.00%	0	$0.00
0.00%	0	$0.00

No revenue-generating website actions tracked due to lack of conversion tracking set up

Not using tag containers (e.g. Google Tag Manager)



Code on website collecting data being constantly removed or disrupted due to changes made to website. Make sure to verify with your development team that tracking isn't affected by changes!

Source/Medium	Acquisition		
	Sessions ↓	% New Sessions	New Users
3. google / cpc	47,946 (9.12%)	50.45%	24,189 (16.20%)
4. yourwebsite.com/referral	17,543 (3.34%)	14.05%	2,464 (1.65%)
5. bing / organic	15,522 (2.95%)	26.27%	4,078 (2.73%)
6. facebook / cpc	10,083 (1.92%)	37.54%	3,785 (2.53%)

Your own website is showing up as a referral source for a significant portion of your Analytics traffic. This usually means that you do not have Analytics properly installed on all parts of your website.

Setting up Analytics Goals

Before you can trust your data, you need to make sure your Analytics suite is successfully tracking the metrics most important to you.

First, we recommend using a tag manager module for the implementation of Analytics code on your website (Google Tag Manager, for example). This way, code will be consistent anywhere you want to implement it.

Key questions to ask:

- Do I have goals set up in Analytics for each of the conversion points on my site?
- Have those goals been imported/set up on all appropriate platforms that I'm advertising on (AdWords, Bing, etc)?
- Have these conversions been tested to be sure that they're working/not double-counting?
- Is Analytics installed in the proper spot on all pages of my website?

"Until you are sure Analytics is properly installed and collecting data, it doesn't make sense to build out anything else. Correct Analytics is the first step to any project, whether it's a website redesign, an SEM campaign, or SEO work. It's important to track more than just vanity metrics also. What does a conversion look like? How do you define your funnel? This should be clearly established within Analytics, then thoroughly tested to make sure you can trust the data."

– Arin Adamson, Director of Web Development, Digital Reach

UTM Tags Are Important

What is a UTM Tag? Ever seen a URL that looks like this: https://www.digitalreachagency.com/webinars/?utm_content=ebook&utm_keyword=UTM-Tags&utm_campaign=UNIVERSAL&utm_source=google&utm_medium=cpc?

The original URL might look simpler and more familiar: https://www.digitalreachagency.com/webinars/

What is all that extra information at the end? Those are the UTM tags, a way of communicating data from your URL to Analytics. UTM tags support five types of information:

- Source
- Medium
- Campaign
- Content
- Keyword

When a visitor clicks a link with UTM tag information, their information can be tracked in Analytics, all the way through the conversion process (and, with Data Attribution software installed, we can track it through the CRM as well).

Source / Medium	Acquisition		
	Sessions	% New Sessions	New Users
Google / organic	418	81.10%	339
Facebook / CPC	140	69.29%	97
Autopilot / email	89	0.00%	0
(direct) / (none)	86	82.56%	71
Google / CPC	72	16.67	12
Bing / organic	13	100.00%	13
CC / email	9	22.22%	2

It All Starts With the CRM

If you're completely confident in your CRM organization, that's awesome! Go ahead and skip to page 15 to discuss Marketing Automation.

Making sure your CRM is setup correctly:

Your Account-Based efforts are going to accrue a lot of valuable sales and customer data – let's make sure your CRM is prepared to capture all of it, including mapping to Marketing Automation and your sales development platform.

1. Clean, organized data is going to be absolutely necessary to pull this off. Your CRM should be clean, with clearly understood labels that are cleared with both marketing and sales teams. Your funnel will be represented in your CRM, and any lack of clarity can be consequential down the road.

2. You'll need to make sure your custom fields are configured correctly to capture all the critical data, including attribution data.

3. You'll also need to make sure your CRM objects (e.g. Leads, Contacts, Accounts) are mapped to each other so that data flows smoothly, and that your CRM and Marketing Automation platform are bilaterally synced with fields mapped properly.

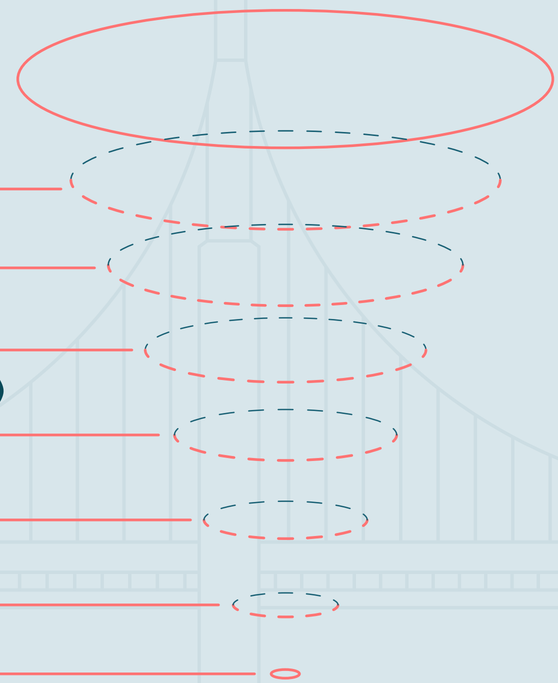
A Word on CRMs

CRMs might seem complicated, but they're really just big spreadsheets in the cloud. Your sales funnel can be built in your CRM so that your processes move seamlessly.

Each section of the "spreadsheet" is called an *object*. The primary objects in Salesforce, for example, are **Lead** and **Account**, with both **Contact** and **Opportunity** being subservient to **Account**.

The funnel usually operates with Leads progressing through **Lead Statuses** until they are eventually converted into **Contacts** (which, by their nature, open the Account, if not already open). At this point, an Opportunity is created if there is a possible deal, and the opportunity follows **Opportunity Stages** until eventually closing.

A funnel in your CRM might look like this:



Prospect

Engaged Lead (MQL)

Contacted

Qualified (SQL -> OPPORTUNITY)

Opportunity Level 2

Opportunity Level 3

Closed / Won

The Setup: Marketing Automation

Let's go through some important Marketing Automation best practices. Later, we'll show you how to adapt them to ABM strategies.

Marketing Automation – the CRM in Action

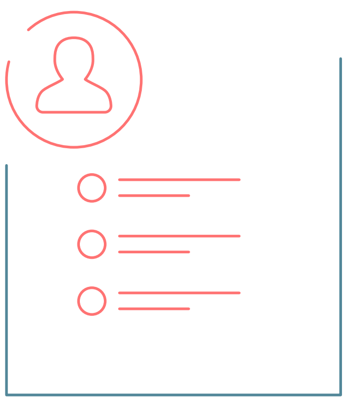
Your CRM is designed to keep all of your data clean and accessible, but without proper organization, managing, and integrations, it's nothing more than a glorified spreadsheet. Marketing Automation tools like Autopilot, HubSpot, Marketo, and others take your data and turn it into activity. While Marketing Automation is often associated with its email marketing power, it can do so much more than that.

But before we can get into the best practices of setting up a Marketing Automation campaign, and especially before we can apply it to account-based strategies, we have to make sure our CRM and Marketing Automation are aligned.

Key items to check:

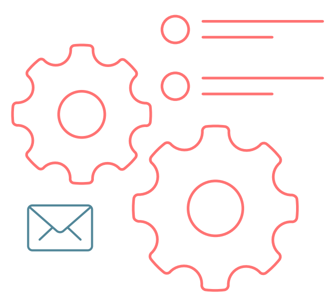
1.

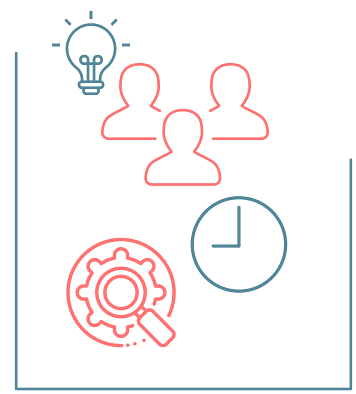
Are your fields mapped correctly?



Are your most important segments defined in both CRM and Marketing Automation?

2.





3.

Does your team have the time and ability to make effective optimizations to your CRM and Marketing Automation suite?

Putting Marketing Automation to Work

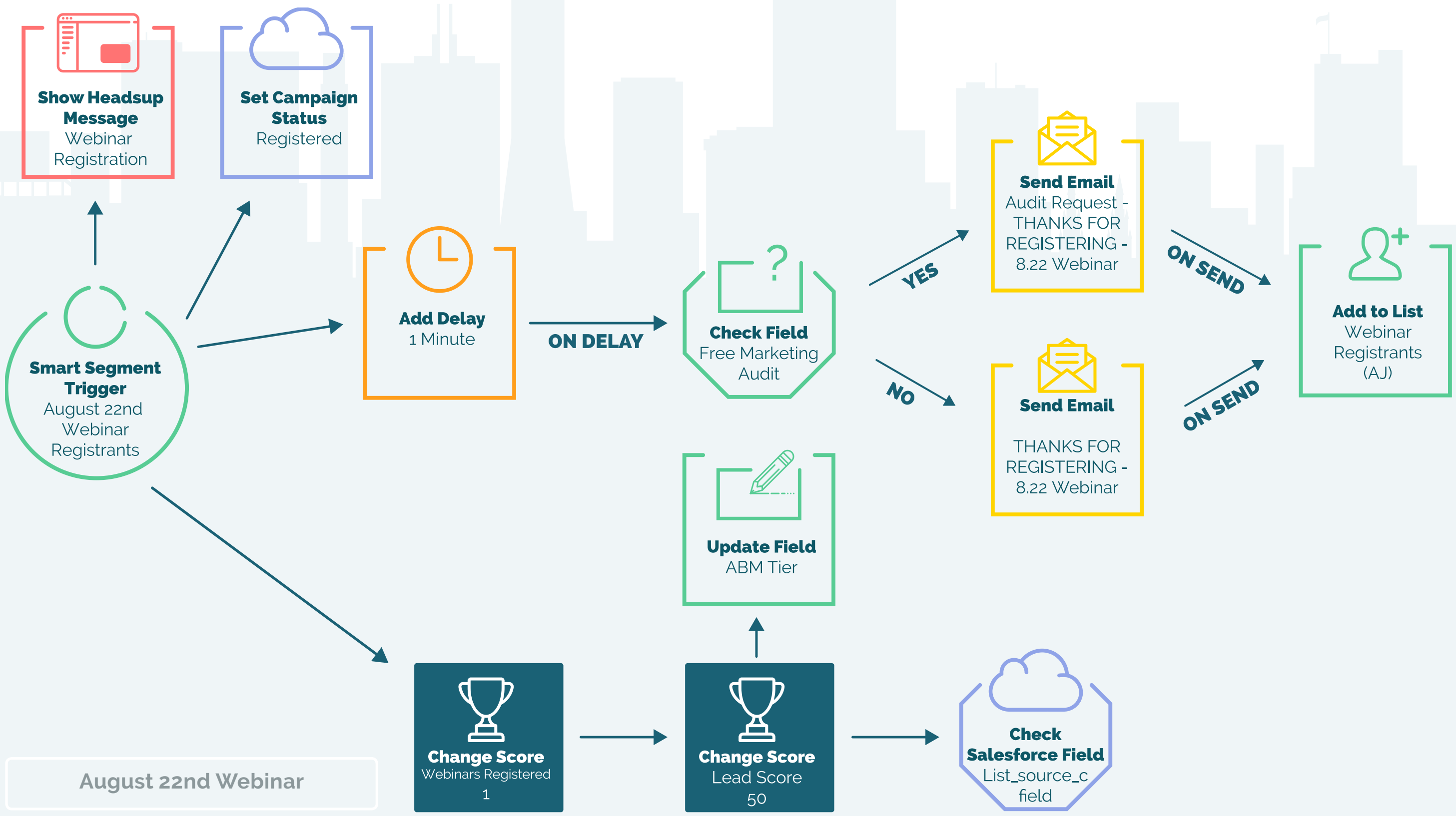
A successful marketing automation instance will usually have four key components:

Event Campaigns	**Nurture Campaigns**	**Re-Engagement Campaigns**	**Operational Campaigns**

Event Campaigns

Batch campaigns center around an upcoming event – it could be a product launch, promotion, upcoming event or a content release. They'll consist of outbound marketing emails (the batch), reminder and follow-up emails, engagement scoring, lead routing. You can even send your newly engaged leads a postcard or a gift!

Here's a snippet of an Autopilot event campaign tied to a webinar launch – the circle on the left triggers when a prospect registers for a webinar, and all the subsequent actions happen automatically



Nurture Campaigns

When a lead engages with your content but doesn't progress through the funnel, sometimes they just need a little more time. Nurture campaigns feature steady drip content with messaging customized for your key segments.

We touched base with Brian Sun, Senior Manager of Content Marketing at Autopilot to discuss the value of lead nurturing and how a marketing automation solution like Autopilot can generate sales.

"Lead nurturing is the primary way B2B teams use Autopilot to drive sales. Lead nurturing, as a concept, is based on the fact that every new person who subscribes to your blog, fills out a contact form, or downloads a whitepaper isn't ready to buy yet. Some are, and that's ideal, but most people need to find out:

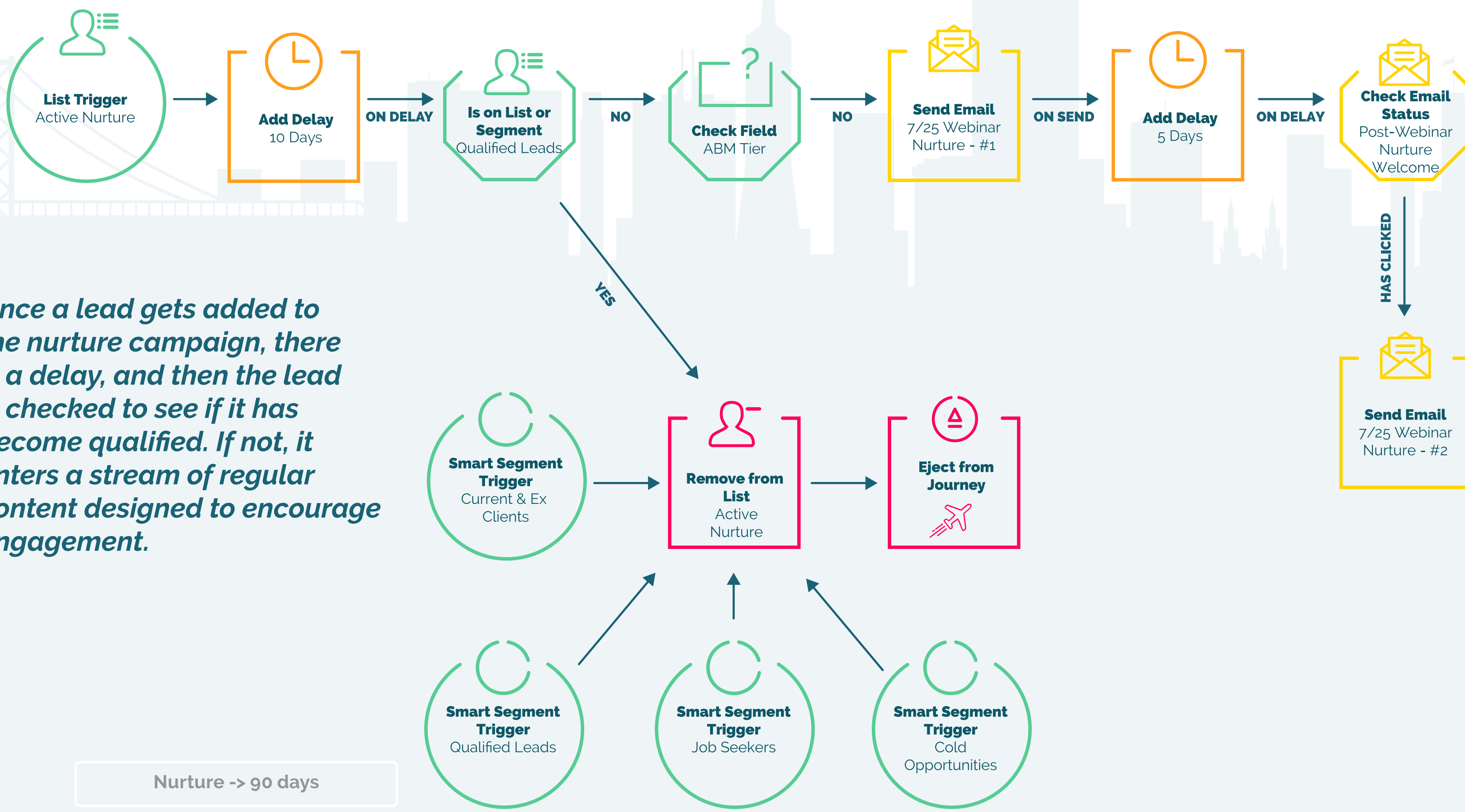
- *If you know what you're talking about by engaging with your content*
- *If others have had success with your products and services by reading your customer stories or online reviews*
- *If you have the resources to provide the results they want*
- *If what you offer is a good fit for them before they are ready to buy*

In short, the relationship with prospective buyers needs to be ***nurtured****. The most successful B2B teams use Autopilot to automatically nurture relationships by sending the right goods to the right segments at the right time."*

Brian Sun
Senior Manager, Content Marketing, Autopilot

Nurture Campaigns

Here's a snippet of an ABM Autopilot journey, featuring custom fields like "ABM Tier" that identify lead quality. We'll discuss tiers in more detail a bit later.

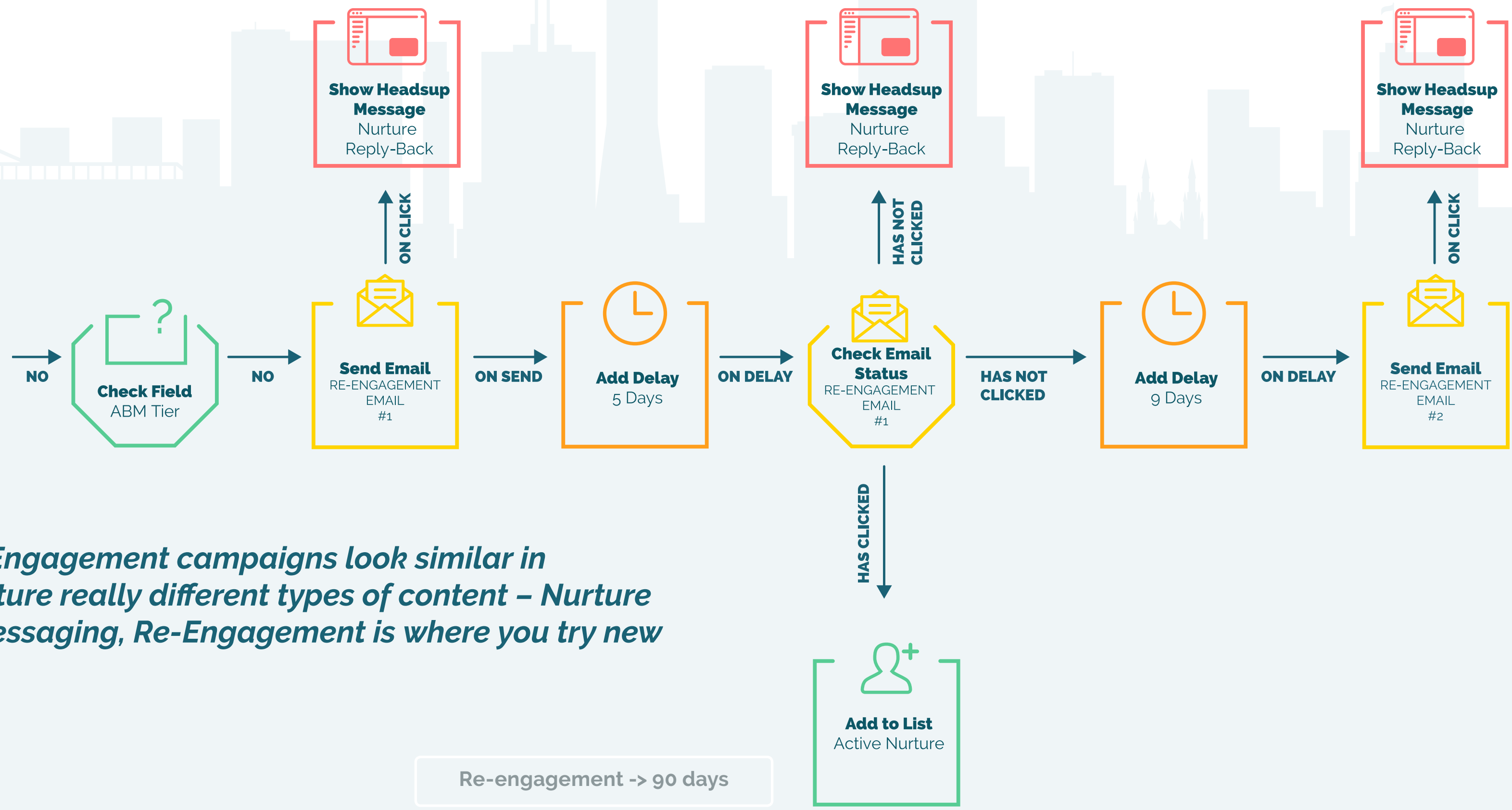


Once a lead gets added to the nurture campaign, there is a delay, and then the lead is checked to see if it has become qualified. If not, it enters a stream of regular content designed to encourage engagement.

Nurture -> 90 days

Re-Engagement Campaigns

Okay, the engaged lead has now seen all of your nurture content and still hasn't converted. What's next? It's time to try something different! In the re-engagement campaign, you'll try new techniques to develop interest. These could include polls, feedback requests, video content – anything you can think to try. Once a lead has made it through the initial engagement, nurture, and re-engagement campaigns without converting, they're now officially cold.



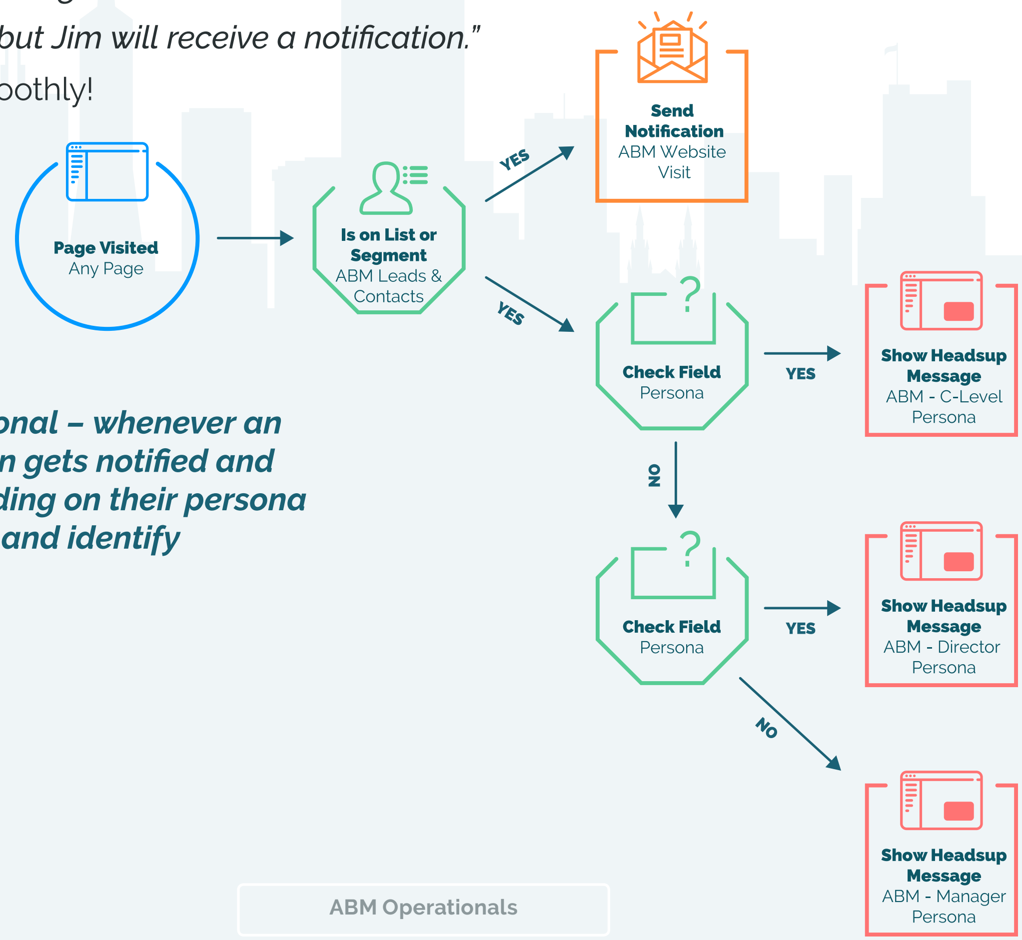
Nurture and Re-Engagement campaigns look similar in structure but feature really different types of content – Nurture is your classic messaging, Re-Engagement is where you try new things

Operational Campaigns

Operational Campaigns are a bit different than the other marketing campaigns we've discussed. Instead of event-based email blasts and triggers, or nurture and re-engagement drips, operational campaigns are the rules your sales team wants to use. Even complex rules can be coded:

- *"Any West Coast leads go to Jane, any Software leads go to Jim",*
- *"If a Software lead is West Coast it will go to Jane but Jim will receive a notification."*
- Operational journeys can keep things running smoothly!

Here's an example of a simple Account-Based operational – whenever an ABM target contact visits the website, their salesperson gets notified and the visitor receives a customized call-to-action depending on their persona (we create custom fields within the CRM to help define and identify different buyer personas).



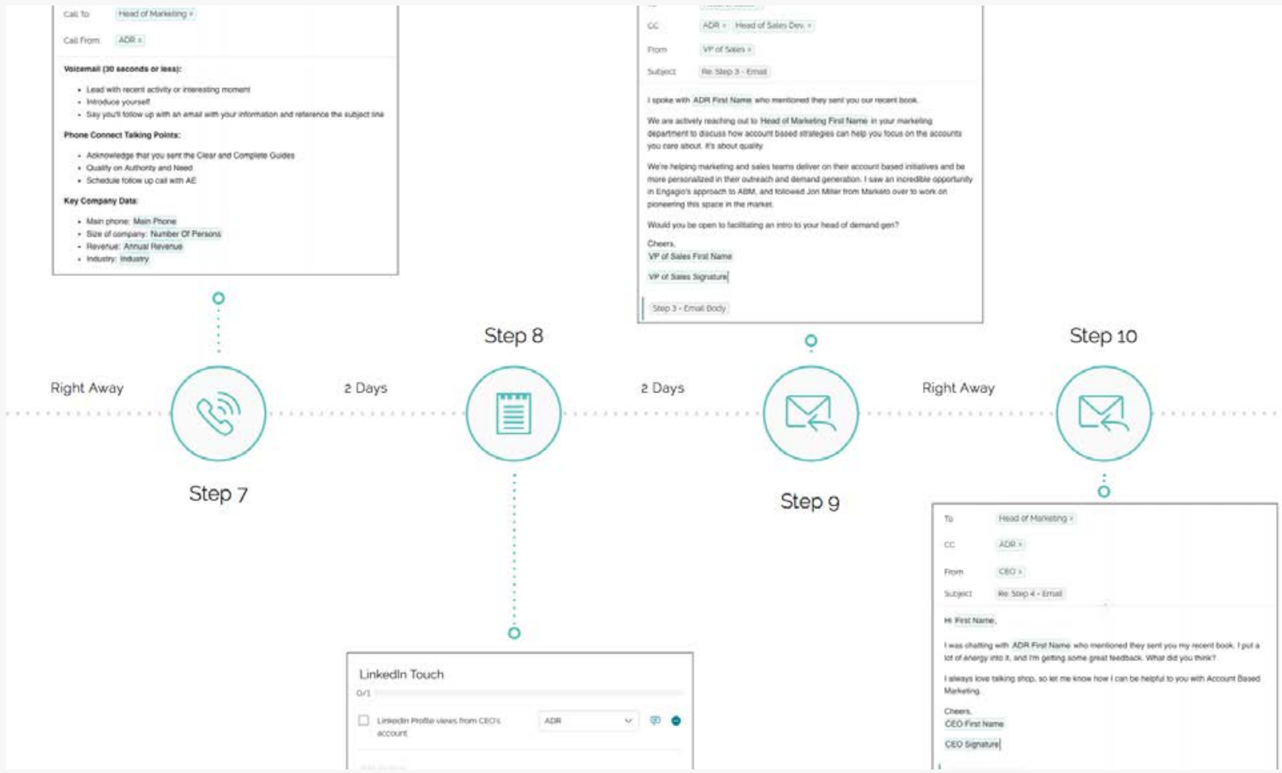
The Setup: Sales Organization

Let's walk through some sales best practices before we show you how to tailor them for an account-based strategy.

Simplify Your Sales Development Platform

1. Keep your Sales Development Reps (SDRs) doing what they do best – turning leads into opportunities. A clean playbook is critical to keep your team on task with the highest value activities.
2. Keep everything bidirectionally synced between your Sales Development Platform and your CRM so that no data gets lost.
3. Make sure your team is clear on what metrics are most important. We'll talk later about ABM-specific metrics we think are really valuable, but every team is unique. What's most important is that your team is confident and clear on the metrics important to the business, and that their tools help them to succeed.
4. Make sure you're ready to start A/B testing!

Example of a Playbook

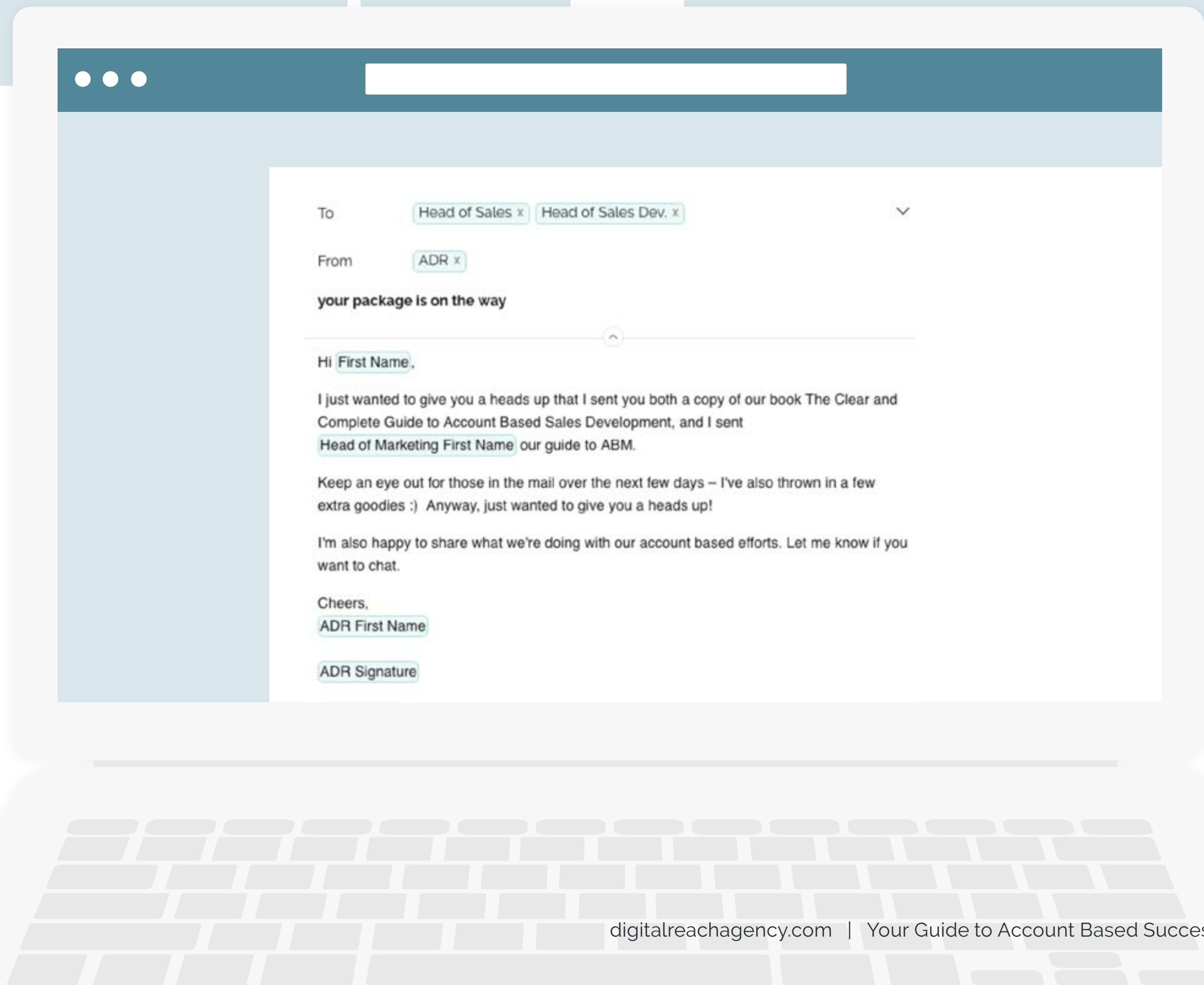


This is a standard engagement response playbook for an engagement on our website (we keep separate playbooks depending on the type of engagement)

Email Templates – a Semi-Personalized Engagement Response

Within the standard playbook, we utilize email templates to make our process scalable, but still semi-personalized. This level of personalization will increase dramatically once we apply these functions to Account-Based Sales.

In this template example, our salesperson uses dynamic tags to insert the lead's first name, and can freely customize the default message before sending



The Setup: Using Data for Account-Based Marketing and Sales

We believe that one of the greatest advantages of digital marketing is the clarity and insight provided by clean data. When it comes time to prepare an account-based strategy, it's critical that we let data be our guide. This extends from the beginning of the marketing process (our website) to the end (sales managers closing deals).

Now that we have prepared our CRM, our Marketing Automation platform, and our Sales Development platform, we are ready to build out the infrastructure for Account-Based Marketing and Sales.

And, as always, we'll start with data.

Account-Based Setup: What You'll Need

To perform Account-Based Marketing and Sales, we'll need two documents:

Target Account List:

These are the accounts you wish to target. They should, in some form, fit your Ideal Customer Profile (ICP)

Target Contact List:

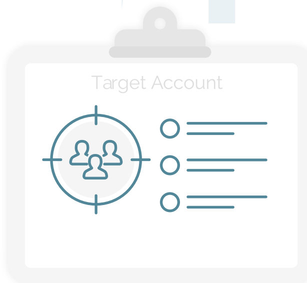
These are the key players at the accounts you wish to target. They should represent your primary points of entry and all critical members of decision-making committees.

At Digital Reach, we use Demographic and Firmographic (pg 33) data to create our base account lists, and then we use job titles and personas to create lists of our key contacts at those companies.

We are always searching for three key factors when looking for target accounts.

Target Accounts – the Three Key Factors

Three factors clearly identify a target account.



Ability: They have the ability to pay for your product (budget) and the time and resources required to correctly implement it.

Need: They have a problem, need, or goal that they need help with solving, and your product fits that need.

Accessibility: It is possible to get your message in front of their decision-makers (e.g. there aren't significant gatekeeper issues, language barriers, technical-knowledge limitations, etc.)

If a company has all three of these factors you want to talk with them.

Over the next section, we'll discuss how to build a list of companies that are likely to fit those requirements, from the most basic to the most customized.

Building Your Ideal Customer Profile (ICP)

Much has been written about the value of the ICP, and in a certain sense it is the key to account-based strategies. Understanding what your best accounts look like is important in order to direct your salespeople to target similar prospective accounts. However, the data that defines an ICP might actually be more complicated than we might originally think. If you have two great customers who have the same company size, who share an industry, and with whom you entered at the same entry point (let's say, at the Director level) – which quality is most important?

We're going to dive into the complexity of this process in the next few pages, but for now we'll start with Demographic and Firmographic data.

Building your ICP can be a difficult process, so we spoke with go-to-market and account-based guru Daniel Barber to learn more about his strategy.

Daniel Barber
Market Strategy at DocuSign

"Determining the ICP is one of the most important go-to-market decisions. The framework for determining the ICP should be stage-specific: Product Market Fit, Repeatability, or Scale. In the early stages, businesses should assess the problem they're solving, and align potential customers based on value delivered and time to revenue. Analysis to perform the exercise will require determining the total addressable market, served available market, and target market. The basic framework can be found here."

Demographic/Geographic Data

Demographic data should intuitively seem important – who your buyers are and where they live will certainly have a big effect on your sales and marketing strategy. But, unlike outbound email campaigns that can target prospects across all demographics, you may want to take a more localized approach. Account-Based Marketing is about leveraging technology to build relationships, and it is a lot harder to build those relationships when the opportunity to meet in person is removed. Instead, choose demographic data accessible to your sales team. This may diminish the pool, but it gives your team a much greater chance to build the high value relationships you're seeking.

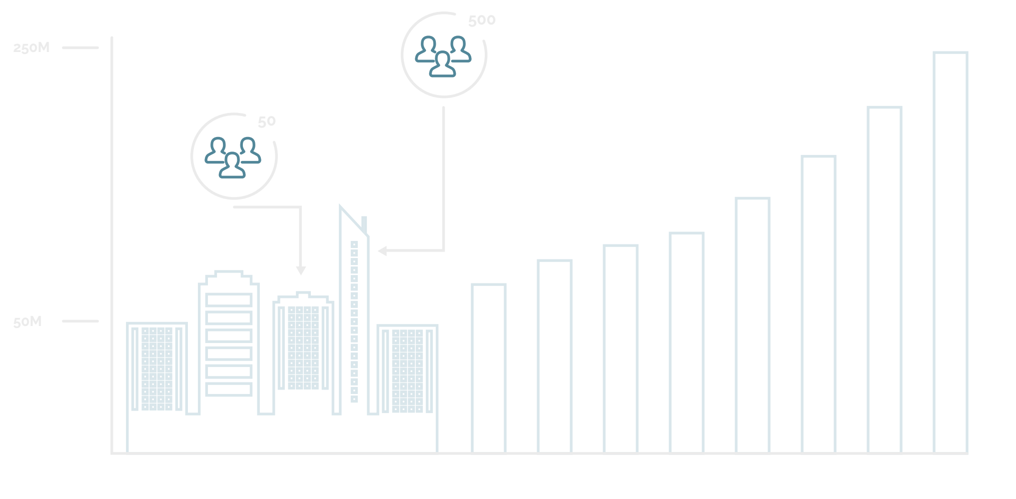
Idea:

Keep "in-person meetings" as a key Account-Based metric – meeting in the real world carries special significance and builds stronger relationships.

Firmographic Data

Firmographic data refers to company-specific information, like number of employees, annual revenue, most recent funding, etc. It's important to resist being overly aggressive in eliminating companies based on one set of firmographic criteria. A company with only five employees might seem too small to be a good fit, but if they just raised $70MM they might actually be a great partner. On the other hand, a company with 5000 employees might seem to indicate a larger budget, but if their most recent quarterly numbers were terrible, their executive decision-makers might be in no mood to invest in your product. With that said, it's important that we draw lines somewhere, so we recommend using a mix of firmographic data to start defining your ICP. Something like "50-250M in revenue or funding between 50M-150M".

This data, of course, layers over the top of your demographic data as we begin to build our ICP.



Using Predictive Data to Build Your ICP

When trying to determine your next great customer, it can be easy to forget that you have a pretty decent working model in the great customers you already have. The process of using your current and past clients as data sources to determine your future clients is a field of business intelligence called **predictive**, and it can be a powerful tool to develop your ICP.

A few words of caution about ICP – like most data-oriented processes, predictive can fall prey to limited sample sizes. If you don't have a high quantity of closed/won deals, or if your business has changed significantly over a recent timeframe, or if there aren't significant patterns in your firmographic data, predictive intelligence can be propped up on data that doesn't have statistical significance. So, while the process can be really cool, the insights might not be as solid as you'd need to base your account-based strategy upon.

On the other hand, if you have a wealth of clean, organized and significant data, we would highly recommend predictive intelligence – if you have the data to make it work, its one of the most powerful tools on the market.

Owler

Nicole Lopuch
Head of Marketing at Owler

We sat down with Nicole Lopuch, Head of Marketing at Owler to look at how you can use the messaging most effective on your current best customers to find ideal companies to focus on and prospect.

How do you use Owler Competitive Graphs to drive sales?

The Competitive Relationship Graph is the largest human curated competitive relationship dataset on the planet. For the first time ever, sales and marketing professionals have the ability to accurately and dynamically navigate the market, ensuring that the accounts your business is targeting provide the best fit and the highest value. The legacy approach to targeting using SIC codes to identify your total addressable market (TAM) often introduces 30-40% “off target” accounts. The Competitive Relationship Graph ensures that the accounts you’re targeting perfectly align with your messaging, without requiring you to be overly broad.

Tell us a story of a company’s sales organization that really succeeded using Owler

Owler data powers key components of InsideSales.com’s Playbooks sales acceleration platform. Our community of over 1 million business professionals has proven our firmographic data to be the most reliable company information dataset available, providing Playbooks customers with information on target companies’ revenue estimates, employee size, industry vertical, website, logo, social profiles, and much more.

Playbooks also leverages Owler’s Competitive Relationship Graph to help reps close more deals by aligning the right message with the right account. InsideSales.com leverages the Competitive Relationship Graph as a progressive approach to account discovery by mapping accounts that are directly competitive or proxies for one another. They are then able to do success-based account discovery using the Competitive Relationship Graph to find more companies to target.

An Argument for Casting a Wide Net

It can be tempting to use demographic, firmographic, and predictive data to drastically pare down your list of potential target accounts. They certainly do paint with a broad brush, and they can allow you to make an intimidatingly large prospect list seem manageable for your team.

But, despite the ease and speed with which you can filter through accounts, you might find yourself removing hundreds of companies that would make great customers – maybe even some that are currently shopping for your service!

So, at this stage of building your target account list, we recommend keeping a wide net. We'll go over some more customized ways of narrowing the list in our upcoming discussion on Dynamic Signaling, but for now let's keep as many reasonable targets in play as we can.

Thinking About Personas and Messaging

Before we launch our Account-Based machine, we need to make sure we have a good understanding of our buyer personas and the corresponding messages we provide. Generally, we see personas developing like this:

PERSONAS	MESSAGING
Executive	Our product will increase ROI
Director/Manager	We'll prove the value of your team
Practitioner	We'll make your day-to-day life easier

Later, when we begin crafting content for our marketing and sales teams, we will fall back upon these personas and messages to create a customized approach.

The Setup: Dynamic Signaling

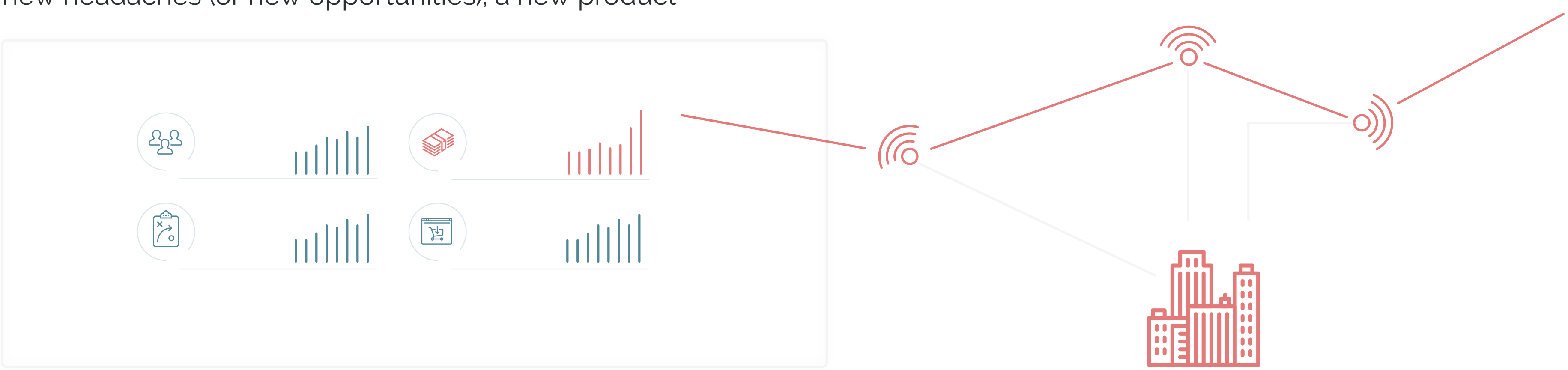
What is Dynamic Signaling?

A few pages ago, we argued not to overuse firmographic or demographic data when paring down your target account list. Instead, we recommended using a more tailored approach that keeps a wider net, but that uses a process of real-time information gathering to identify great prospects. We call that process Dynamic Signaling.

Your prospective accounts are giving off signals all the time – a leadership change could indicate new upcoming initiatives; a technology change could indicate new headaches (or new opportunities); a new product launch or a survey response could indicate a sales opportunity.

With Dynamic Signaling, we use the most current information to market our most relevant materials to the most important contacts. We increase our conversation-rates by being timely, relevant, and informative.

Basically, your Target Account list should be long, but Dynamic Signaling will let you hone in to your best targets in real-time. We'll show you how it works.

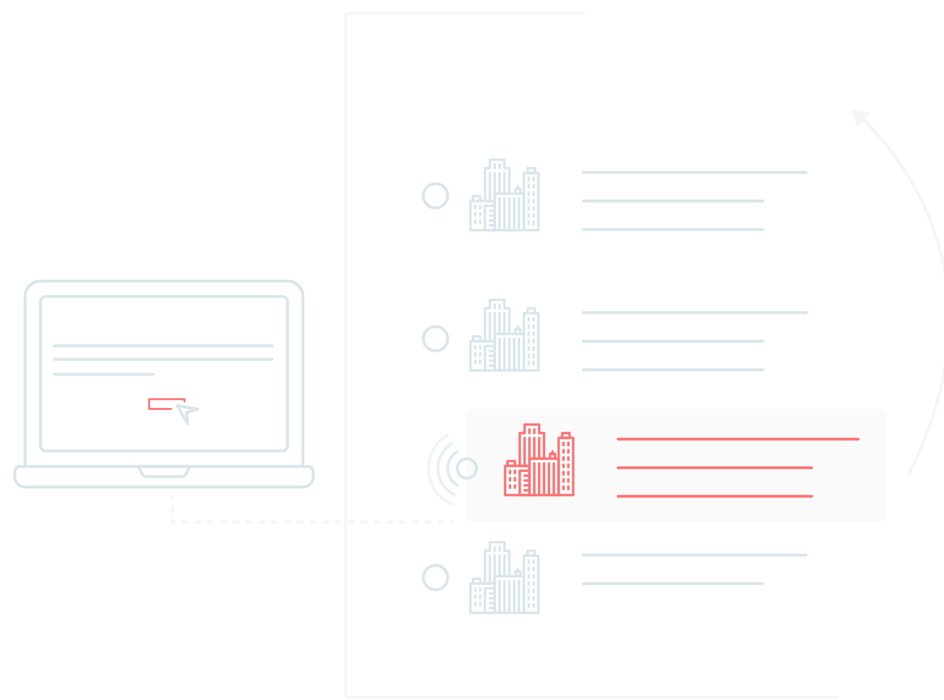


Dynamic Signaling – Prospect Engagement

The most valuable type of signal you can receive is engagement. Much of Account-Based is spent trying to get prospects to engage with your content – when someone is actually engaging, that's as warm of a lead as you could possibly expect.

An engagement is when a contact at a company on your target account list (the one we built with our demographic and firmographic data) interacts with your content. Usually this occurs in the form of a form submission on your website, but it could be an email reply, a visit to a key webpage, or even an email click-through!

An engaged contact at a target company can cause that account to shoot way up the priority accounts list– companies you thought were a low priority can suddenly become a hot opportunity when an engagement occurs. Making your team engagement driven is perhaps the greatest reason to keep a wide net at the outset.



Capture the Signal: Prospect Engagement

We talked earlier about the value and importance of a well-built marketing automation instance. Well, now is your marketing automation's time to shine. When a prospect engages with your content, your marketing automation suite should:

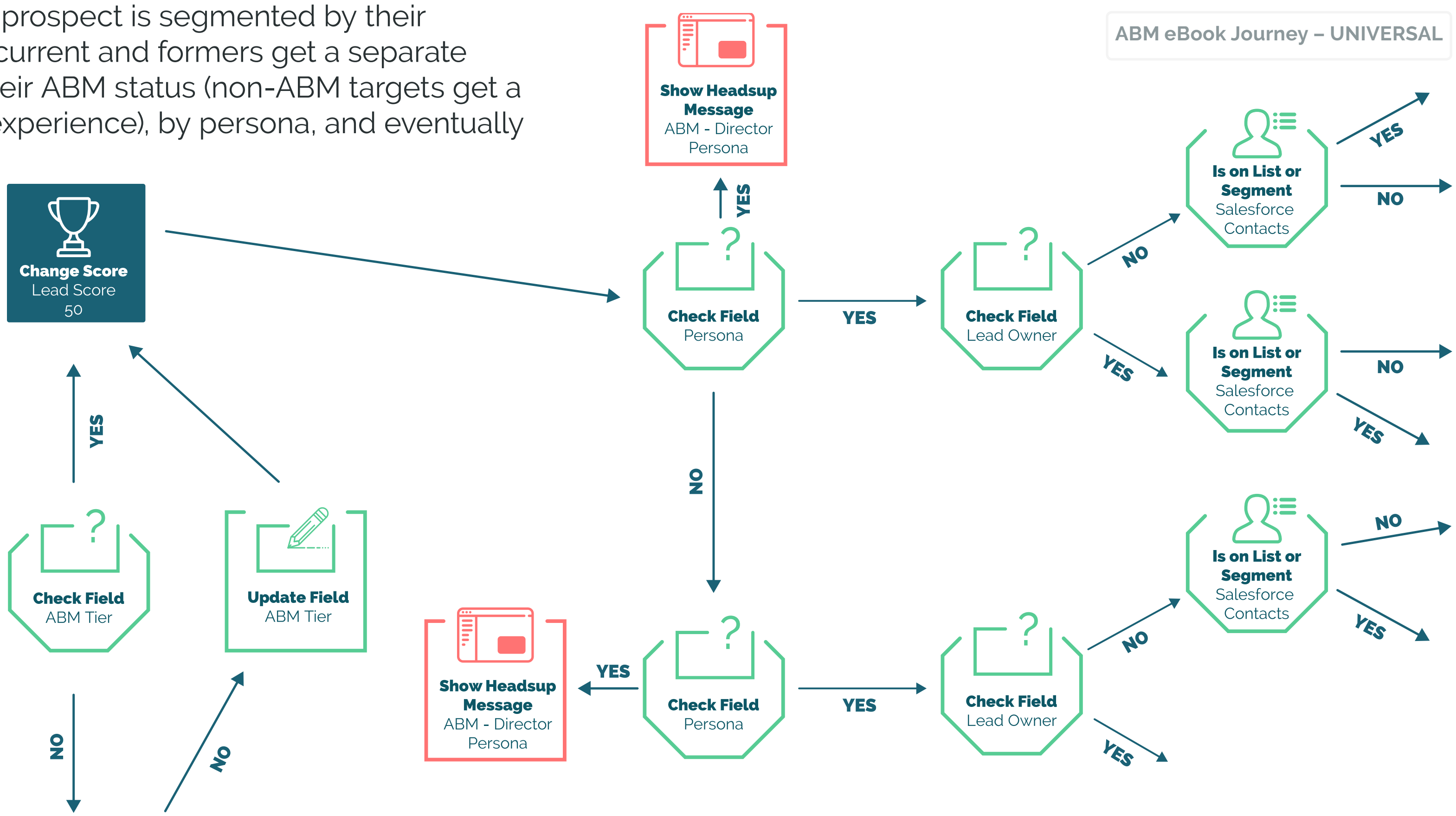
- Identify that the prospect is from a company on the targeted account list using an identifier within the CRM (we use a checkbox called "Active ABM")
- Identify which persona and messaging the prospect should receive (again, keeping a "persona" identifier in your CRM is a good practice)
- Update a scoring metric (like Lead Score or Engagement Score) based on the type of engagement
- Route the lead to the correct salesperson based on preset criteria (like industry, sector, or geographic location)
- Notify the salesperson and any other relevant stakeholders of the action
- Send a "Thank You" email for the engagement
- Check the lead's status after your salespeople have had a chance to convert it and, if unconverted, send it to a nurture campaign

You can do anything else you might want! From a gift, a postcard, a text message – marketing automation can massively increase the value of any single engagement. **Don't let your Account-Based prospects go cold!**

Constructing an ABM Marketing Automation Campaign

Here's what an Account-Based campaign looks like using the Autopilot Marketing Automation Suite. Upon engagement, the prospect is segmented by their customer status (current and formers get a separate experience), by their ABM status (non-ABM targets get a less customized experience), by persona, and eventually by salesperson.

On the left side, the leads are segmented by ABM Tier, in the middle they are segmented by Persona, and on the right by Lead Owner



Success With Marketing Automation

Tell us a story of a company's sales organization that achieved success.

Brian Sun
Senior Manager, Content Marketing, Autopilot

"Lyft, the ridesharing giant streamlining consumer and corporate travel, saw a 600% increase in leads generated by combining an inbound content marketing strategy, smart landing page design, and best-of-breed customer journey marketing with Autopilot.

Early on in the development of Lyft's Mobility Solutions initiative (the B2B side of their business), the team spent too much time manually prospecting, qualifying, routing, and assigning leads.

With Autopilot, the game changed. Lyft's demand generation manager set up an automated lead qualification flow that dropped ready-to-buy leads into sales' lap, as well as a value-adding lead nurturing journey to stay top of mind with everyone else.

The end result was a jaw-dropping 600% increase in leads generated for Lyft, while significantly minimizing the manual work needed to operate the Mobility Solutions initiative."

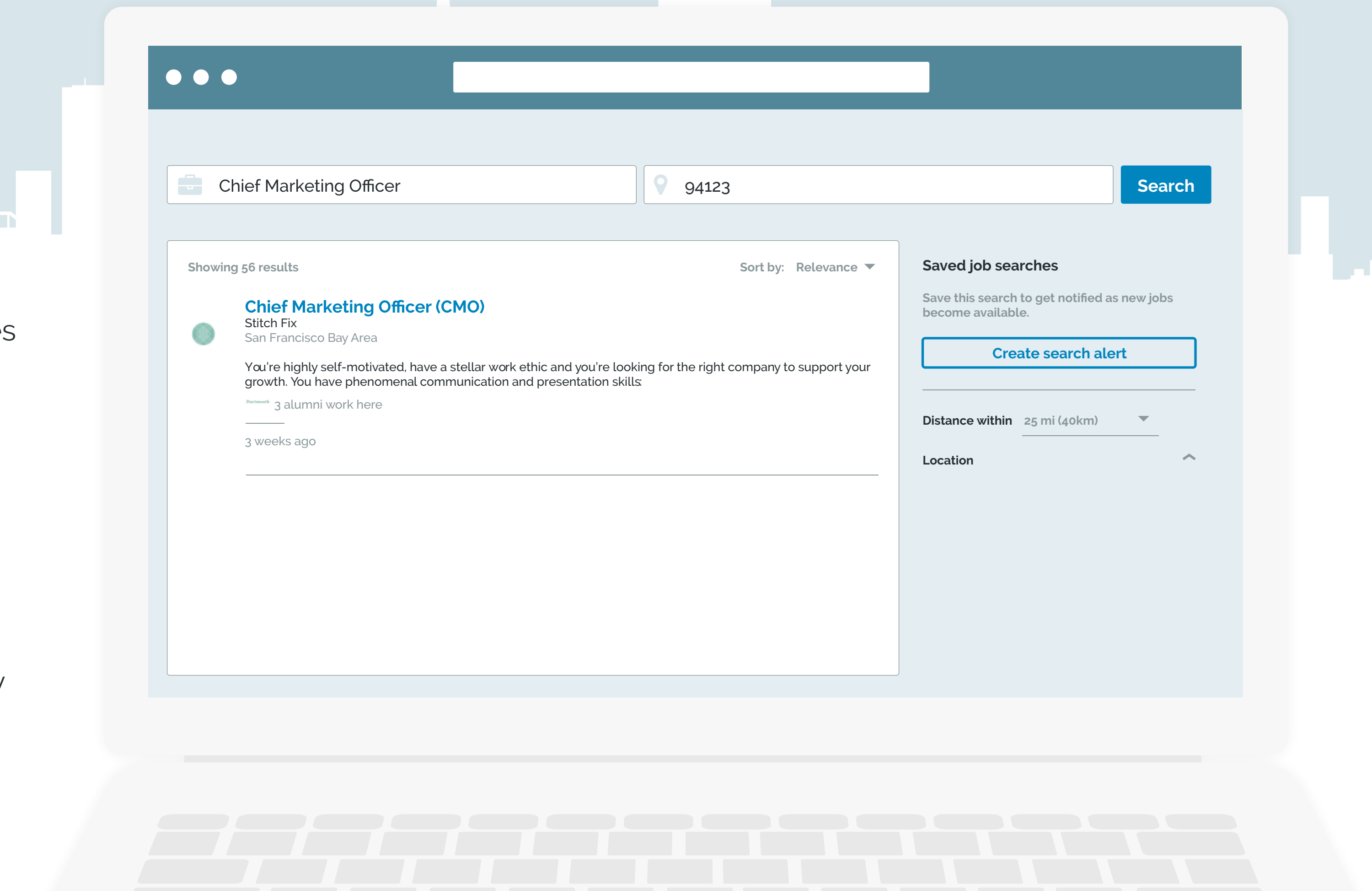
Dynamic Signaling – Leadership Changes

While engagement will always be the strongest indicator of interest, there are many other signals that could indicate an a sales opportunity. Often, a leadership change at a target company can mean new priorities, new budget, or a general rethinking of strategy. New management can mean a willingness to reevaluate strategies, adopt new solutions, and overhaul existing processes. This is your chance!

Knowing which companies and departments have leadership changes can provide high-value access points for your marketing material and sales team.

Capture the Signal – Leadership Changes

We use a couple of tools to get notified when job changes occur or key positions are unfilled. The fastest and easiest is to setup job alerts via LinkedIn. Simply search for your target persona (e.g. “Chief Marketing Officer”) in your target geographic area (San Francisco) and then create a Job Alert (our salespeople receive a weekly email). This will let you know which companies are looking for help in your industry.



Capture the Signal – Leadership Changes

The other way we identify leadership change signals is via DiscoverOrg Scoop Data. DiscoverOrg is a prospect intelligence platform that combines technology, surveys, and human verification to source the needs and news of your target companies and contacts. We love this data, because it comes straight from the horse's mouth – and is guaranteed accurate.

DiscoverOrg

DeAnn Poe
VP Demand Gen, DiscoverOrg

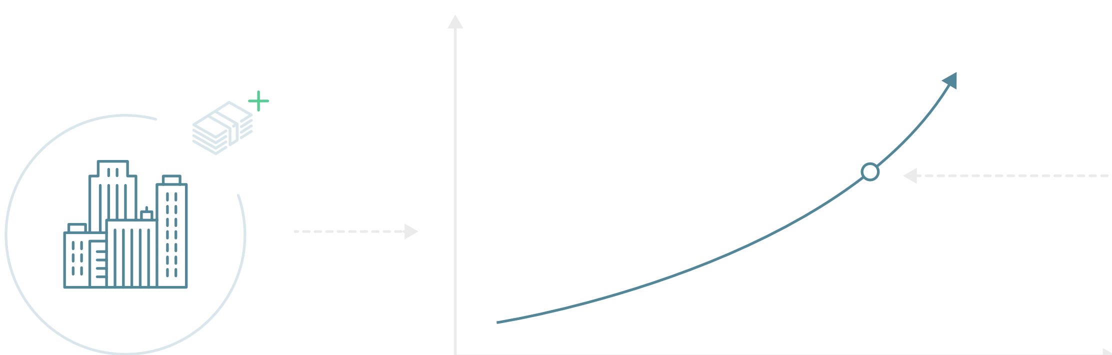
"The underlying foundation of any Account-Based effort is accurate and actionable contact data and prospect intelligence. Before the outreach and brand awareness campaigns, you must first identify and prioritize your target accounts – who do you want to go after? DiscoverOrg helps you hone in on key characteristics of your best customers and find similar companies to target. In addition, we identify key decisions makers – by seniority, function, responsibilities, location, etc. – to ensure that you are reaching out to the right person. The more data that you have on an individual or company, the better you can personalize your message, time your outreach, tailor your approach – to make those ABM/S plays all the more impactful. Further, with the rate at which people change jobs or companies, your ABM/S strategy must have a data hygiene/ management element to ensure that 1) your campaign does not end up stalled when your key contact leaves the company; and 2) you are always fueling your efforts with the most accurate data to optimize performance."

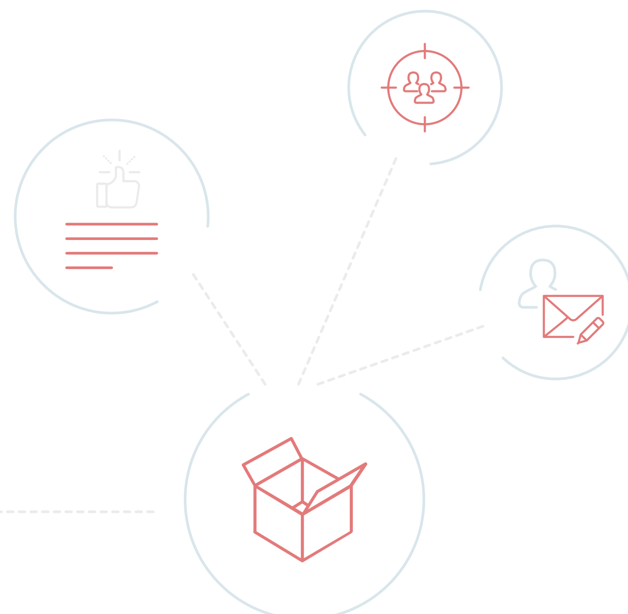
Dynamic Signaling – Funding Changes

When a company receives funding, they're usually under tremendous pressure to achieve fast growth. This is a great opportunity for your product – a need for a growth often equates to a need for your help.

Understanding where your prospects are in the funding process can tell you which personas to target, what messaging to use, and which of your content might be most appealing to them.

Don't miss funding changes – they are indicators of strong activity and action!





Capture the Signal – Funding Changes

We capture Funding signals with a few different tools. Again, DiscoverOrg is useful here for real-time (and verified) funding updates. Crunchbase also has a robust listing of companies, their key information, and their latest funding (including the actual funding groups themselves, which can be useful for network development). Lastly, you can use a company research tool like Owler to get inside information as to what's really happening within the company itself – are they ready for growth?

Dynamic Signaling – Technographics

Just as a funding signal can indicate a change in priorities, a technographic signal can indicate a real investment in the areas where your product has the most impact. Technographic data generally refers to the collection of software tools implemented and used by your target accounts, generally known as **"the software stack"**.

As a digital marketing agency, we know that when a target account adds Marketing Automation software, or paid Analytics (like KISSmetrics), or even Google AdWords, it means that they have begun spending serious money on their marketing efforts, and are signaling that it is a great time for our sales team to reach out.

Joe Vignolo
Senior Digital Marketing Manager at Datanyze

Understanding technographic changes can be a huge insight into sales opportunities, so we sat down with Datanyze, an industry leader in realtime technographic data, to learn how technographics help drive account based sales.

How does Datanyze integrate with an account-based strategy?

Datanyze not only integrates well with an established account-based strategy, it can be used as the foundation of your ABM/S process.

You can't do ABM/S without accounts. And the first step is figuring out exactly what your target accounts should look like. Datanyze can analyze your customer database, either by integrating with your SFDC instance or through a simple list upload, to determine the traits all of your best customers share. Then, using our Targeting feature and its technographic, firmographic and demographic filters, you can sift through the Datanyze Universe of more than 40 million domains to find companies that also have those traits. For example, here at Datanyze, we focus on technographic indicators (technology usage) when building account lists. Specifically, we know that mid-market to enterprise-level software companies using Marketo are very likely to buy Datanyze. With Targeting, we can build out a list of accounts with those exact attributes.

So now you have a list of net-new accounts that look just like your best customers. The next step is finding contacts within those accounts. Datanyze has a continuously updated database of contact information including email addresses and direct dials. Millions of people waiting to hear from you.

So you've got the accounts, you've got the contact info, but what do you say when you decide to reach out? Datanyze can help with that too. We provide all the information reps need to have meaningful conversations with contacts at your target accounts, including what tools they use every day, any recent funding or product announcements and social media activity. All of this information is available within our full platform, Insider, and – through our integrations and API – your CRM or marketing automation solution so you can create highly personalized campaigns.

Datanyze

Joe Vignolo
Senior Digital Marketing Manager at Datanyze

Tell us a story of a client who used Datanyze to successfully improve their sales success:

A lot of customers improve their sales process using Datanyze, but there's one that definitely stands out. Events.com uses our full platform to find companies that exhibit very specific buying signals. Their VP of Sales found that prospects who use a competitor's technology plus a conversion optimization tool or marketing automation solution were closing 2X faster than leads who don't have those. So they had the technographic profile of their ideal customer, now they just need to find more accounts that shared those traits. With Targeting, Events.com reps were able to build a list of companies segmented by those criteria and start working accounts most likely to convert. They hit **2X their quota in closed/won bookings during the first full quarter using Datanyze.**

Once they had a list of accounts to target, reps used Datanyze to uncover contact information for key decision makers. Datanyze **shortened the prospecting process by 75%** by helping reps quickly find contact info. In the past, reps were using social media and other disparate sources to find emails. With Datanyze, Events.com saw a big reduction in the amount of time it takes to build a target account list and start engaging contacts at those companies.

Capture the Signal – Technographics

While there a few software solutions for capturing technographic data, we recommend Datanyze or DiscoverOrg. Simply supply your list of target companies and the technologies that are most important for your product and Datanyze or DiscoverOrg will spit out real-time updates when those companies add the relevant tech.

It is important to consider timing with technographics – just because an account has implemented a key software tool doesn't mean they're ready to buy your service quite yet.

Idea:

Track the relationship between tech implementation and closed/won date. It may take a bit of time on their end before they fully understand both their new technology and their needs associated with it.

Dynamic Signaling – Conference Participation

When companies send teams to participate in conferences, it indicates both a higher activity level and a greater interest in educating themselves about industry news and products. Companies attending conferences are generally better targets than companies that don't attend.

But, conferences have one other great benefit – they let your sales teams connect in-person with your target accounts. As we've discussed previously, in-person meetings create stronger and more valuable relationships far more quickly.

We use conference participation as a key signal to determine both an account's level of interest and their level of accessibility.

Capture the Signal – Conference Participation

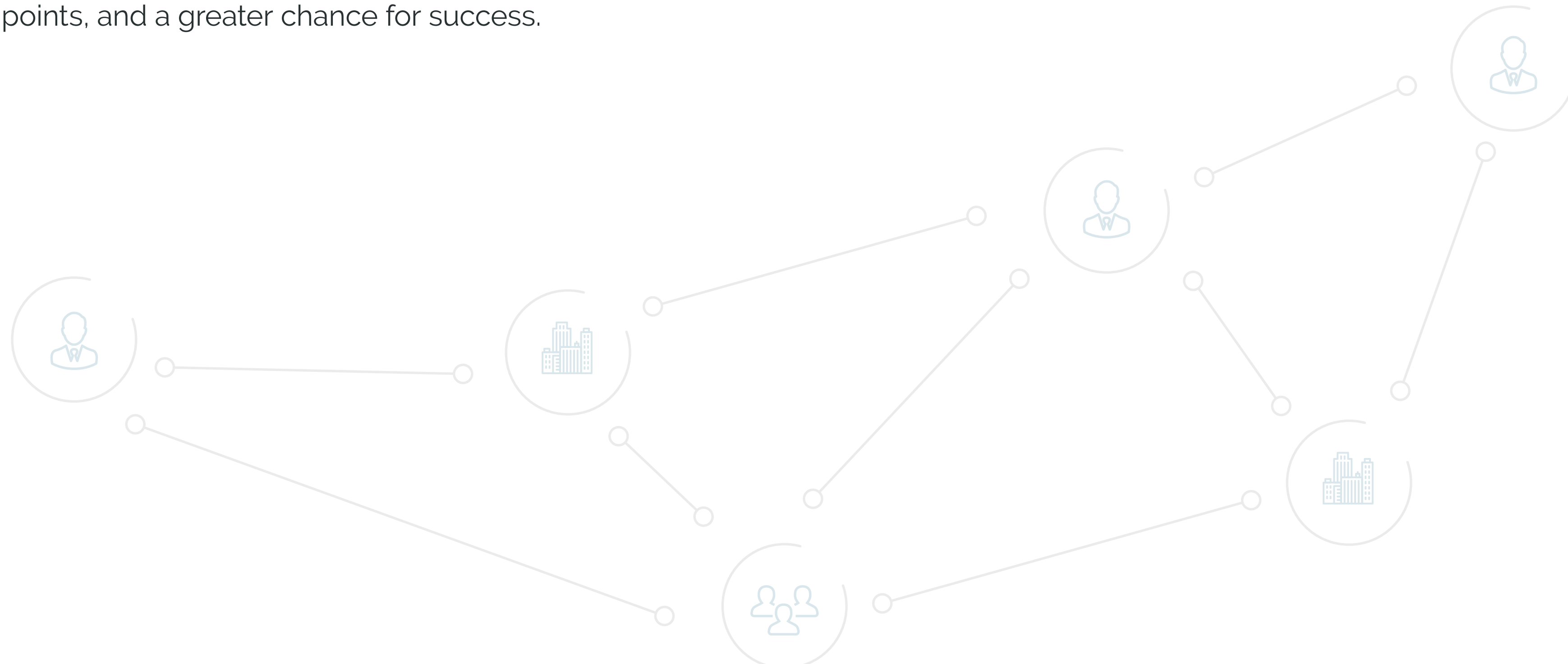
Thankfully, conferences love to advertise their sponsors and key participants on their websites. It's not a secret which high-profile companies will be attending.

To capture this data, make a list of all the relevant conferences in your industry and geographic location. Then, go to their websites, find their sponsors list, and make a list of all the domains on the page (we built a nifty script to pull this data straight from the conference website source code). Once you have the list of domains, cross-reference it with your target account list and you'll have your conference participants!

Dynamic Signaling – Network Access

Accessibility is one of the three key factors of a target account, and nothing generates accessibility like a great network. Many of you reading this book are excellent networkers already, but how efficiently do you access your network?

We believe that having strong interpersonal connections within a target company is an extremely valuable signal of that company's accessibility. Give your sales team an advantage by starting them off with warmer introductions, better access points, and a greater chance for success.



Capture the Signal – Network Access

The great news about networks is that they are everywhere – LinkedIn, Facebook, Twitter, etc. Person-to-person access has never been easier or more convenient.

While Facebook and Twitter can be great ways to connect directly with people (and we'll discuss the power of social selling later), LinkedIn is the easiest place to see if you have friends that are connected at your target companies.

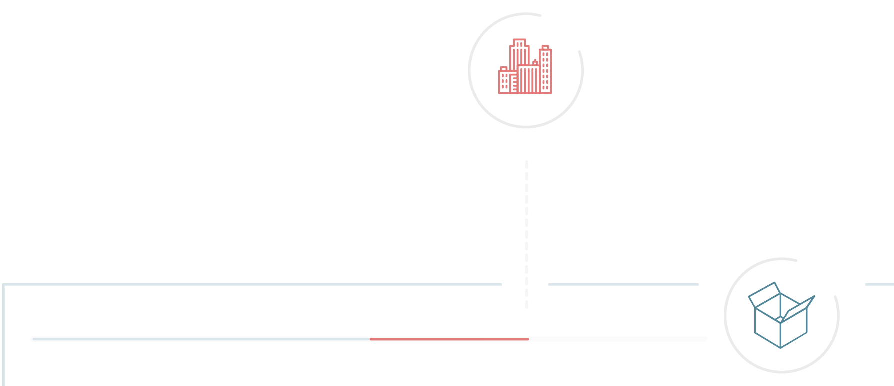
We connected with some of our best advocates and pulled data from their LinkedIn "Connections" lists (with their consent, of course). Then, we cross-referenced those connections with our target account list to see where we might have great opportunities for access.

Dynamic Signaling – Intent

Perhaps the most valuable signal after engagement, Intent refers to a company's level of interest in your product or industry. We base **intent** off two key factors:

1. **What do they actually say they are interested in?**
2. **What content are they consuming?**

In order to gather the former, we need to ask our prospects, and that can be tricky.



For the latter, it's easy when they're consuming our content (we read that as engagement). But, it's pretty tough to know when they're consuming other content that is relevant to our product.

To solve this problem, we have two great partners that develop intent data: DiscoverOrg and Bombora.

Bombora Surge Score tracks how often people download content on different subjects, alerting you when a "surge" in activity – or a dramatic increase in consumption – occurs at a particular account.

DiscoverOrg pulls Bombora's Surge Data into its platform and identifies relevant decision makers – including verified contact information – to reach out to regarding the topic.

In addition, DiscoverOrg gathers spending initiatives from personal surveys and other internal project insights through proprietary technology to feed intent signals to its users.

bombora

Marc Johnson
CMO at Bombora

How does Bombora integrate with an account-based sales strategy?

Account-Based Sales helps your determine which fish you want to catch, while Bombora's Company Surge data tells you which ones are jumping. Of all your target accounts, only 15-20% are actively researching you and your competitors. By monitoring content consumption of millions of business across B2B web, Bombora tells you when a company has entered active research phase – indicating that they are likely to be entering a buying cycle. Sales teams prioritize their calls, and even the topics to discuss on those – based on these insights. This intent data can be surfaced in the Bombora UI, Salesforce or other data visualization tools.

Tell us a story of how a sales team used Bombora to achieve success?

Lars Nilsson, Vice President of Global Inside Sales at Cloudera, describes* how his sales teams uses Bombora (visualized in Tableau) in the lead up to IPO:

"At Cloudera, we use our own technology to join "intent data" provided by Bombora with data from our SFDC CRM. With several visualizations and tables at our disposal, we can detect if our accounts are "surging" in interest in topics we care about and our target personas care about. If a prospect account is surging on "Cloudera", "Hadoop", or "Big Data", you better believe we prioritize going after that account. Conversely, if a customer account has a surging interest in our competitors, our account team will take action to sniff out if something is amiss within the account."

Credit: Full story at https://www.saleshacker.com/account-based-sales-development-ipo-cloudera/

The Setup: Building a Tiered Sales Strategy

Cross-Referencing Captured Signals

At this point, we have now used Demographic, Firmographic, and Predictive data to build a Target Account list. Then, we gathered Engagement, Leadership Change, Funding, Technographics, Conference, Network Access, and Intent data that we'll use to identify our best prospects.

We'd recommend adding all of these pieces of data to one big spreadsheet so that we can sort and cross-reference. It's best to start with a spreadsheet for it's initial flexibility and customization, and then eventually to migrate the functionality into your CRM where data is better stored and easier to access for both marketing automation and your sales team.

Idea: At Digital Reach, we use a home-made "Account Score" that weights different signals and scores each account.

Creating Account Tiers

If you're like us, your Target Account list started with thousands of companies that passed the demographic and firmographic tests. It's impossible to give each of those accounts personalized attention. But, the accounts with the highest Account Score are generally worth the special attention!

To differentiate our most valuable targets, we use a tier system. So, Tier 1 accounts get the most personalized attention, Tier 2 accounts receive a semi-personalized experience, and Tier 3 are lumped with the rest of our non-ABM prospects and receive the least personalized approach. But, should a Tier 3 company start demonstrating signals, they could quickly be bumped up to the top tier.

For this reason, ***it's important to regularly refresh your dynamic signals to find new interested accounts.***

Generally, we assign about 15-20 Tier 1 accounts and 100-150 Tier 2 accounts per salesperson, but this could vary depending on your sales process and resources.

"Account tiers are often formed during the repeatable stage of growth, and improve an organization's ability to apply go-to-market resources. The tiers should mirror the methodology used to form the TAM, SAM, and Target market."

– Daniel Barber, Market Strategy at DocuSign

Preparing for Account-Based Marketing and Sales

Now that you have your target accounts organized by tiers, you can gather target contacts from business data sources like DiscoverOrg, ZoomInfo, Hiplead, Data.com, and many others. The net result should be a completed account and contact list for your marketing and sales teams to work with.

Then, we'd recommend creating a Tier 1 playbook for your SDRs that includes a mix of personalized emails, social touches, occasional phone calls, and gifts.

For your Tier 2 playbook, we'd recommend a series of semi-personalized email campaigns segmented by persona, with specialized messages and dynamic fields to add personalized touches.

A Tier 1 Sales Playbook Example

Your highest value prospects should be approached in a thoughtful and customized way, so you'll want to create your own playbook. That said, here is a generic playbook set up around an initial advocate introduction.

Tier 1

Day	Action	Description
1	Advocate Intro Connection	A mutual connection between you and the target account reaches out on your behalf and introduces you to the client with something enticing, like a high quality piece of content.
1	Prospect Research	Spend some time researching the target company and prospect. Utilize your technology, such as Bombora or DiscoverOrg, to learn what kinds of needs they may have, and social media to learn a bit about them.
2	Advocate Intro Email Follow Up	Follow up on the introduction the advocate provided for you with a friendly, personalized email
3	Advocate Intro Phone Call Follow Up	Follow up on the introduction the advocate provided for you with a friendly phone call
3	LinkedIn Connection Request	Make a LinkedIn connection request to the prospect; it will let the client learn a bit about you and may provide a different way to start a conversation.
6	Send a Creative Gift	Based on the research you've done on the prospect, send them a nice gift that you think they'll appreciate.
7	Gift Phone Call Follow Up	Call the prospect to ensure they received the gift and see if they are open to discussing how we could help their company
9	Gift Email Follow Up	Send a personalized email to the prospect to ensure they received the gift and see if they are open to discussing how we could help their company
11	Gift LinkedIn InMail Follow Up	Utilize LinkedIn's InMail to send a message directly to their LinkedIn account
13	Gift Twitter Follow Up	If you can find the prospect's twitter account, tweet at them to see if they received and appreciated the gift
15	Final Touch Base Call	One last phone call to try to connect with the prospect
18	Downgrade to Tier 2 account	Having failed to connect with the prospect, acknowledge defeat, and demote the prospect to the Tier 2 account cadence, where they will continue to be followed up with (at a less generous rate)

A Tier 2 Sales Playbook Example

This is a Tier 2 playbook based around email outreach that we have run in the past. It highlights Digital Reach's various value props in the short-touch emails in an attempt to hit on something the prospect is intrigued by

Tier 2

Day	Action	Description
1	Prospect Research	Spend some time researching the target company and prospect. Utilize your technology, such as Bombora or DiscoverOrg, to learn what kinds of needs they may have, and social media to learn a bit about them.
1	Email Introduction	Write a personalized introduction email that speaks directly to something you learned about prospect or company in your research
4	Short Touch Email 1 – SEO	Send a short touch email offering an SEO audit
7	Short Touch Email 2 – Transparency	A pain point for many of our clients with their digital vendors is a lack of transparency; send a short touch email addressing this and how we're different
10	Short Touch Email 3 – Web Development	Send a short touch email highlighting our B2B web development expertise
13	Short Touch Email 4 – SEM	Send a short touch email highlighting our B2B SEM expertise and offer an audit
16	Short Touch Email 5 – CRM Digital Attribution	Send a short touch email commiserating about how B2B lead attribution is hard, and how DRA has a solution for web-produced leads that our clients find extremely valuable
17	Acknowledge Defeat	They aren't responsive to email outreach; consider alternative methods

For Tier 2 accounts, we see an introduction email followed by several short-touch emails. An example of a short touch email is to the right ------>

Hi Dave,

We help marketing directors prove the value of their department with clear full funnel reporting (see attached example). When would be a good time to discuss further?

Cheers,
Andrew

Andrew Seidman
Head of Operations
C: 415.857.1263
www.digitalreachagency.com
Google+ | Twitter | Facebook

A Word with Engagio

To dive deeper into Account-Based Marketing and Sales metrics, we sat down with Account-Based Marketing leader Charlie Liang of Engagio.

Engagio

Charlie Liang
Director of Marketing
at Engagio

How do you define a "play" and/or a "playbook" for an Account-Based sales and marketing process?

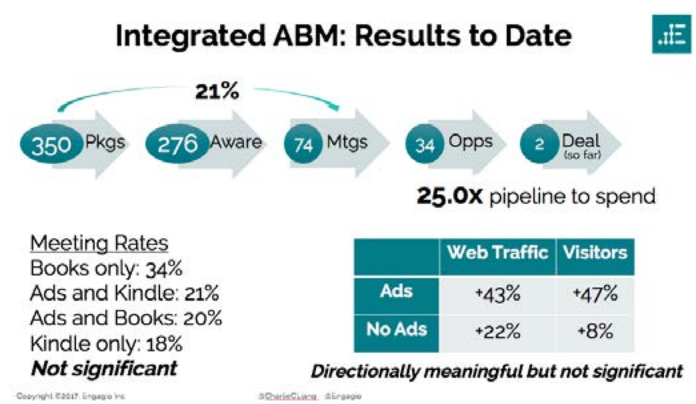
A Play is a series of steps that orchestrates interactions across departments and channels to achieve a business purpose for one or more buying centers at target accounts.

Is there an example of a play that integrates several different assets/channels/players in the organization (sales, marketing, customer success)?

Our core prospecting play is an excellent example of a play that involves both marketing and sales. The target of a prospecting play is a cold target account and the play runs involves multiple people on both sides, spanning multiple interaction channels. It's gotten us 1 meeting for every 5 plays we've run at key accounts and generated 25x payback. Read more about it in our playbook (page 25).

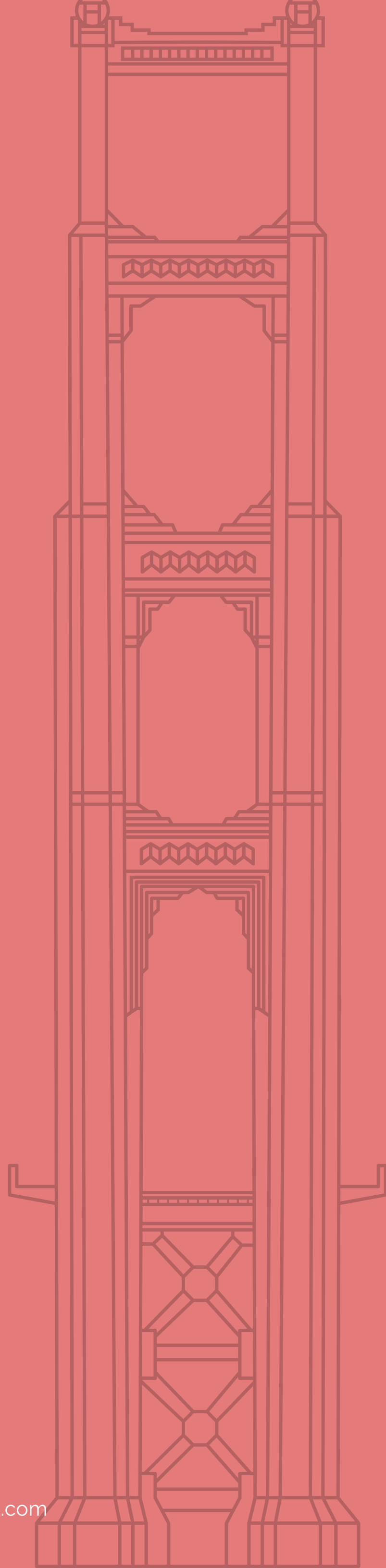
Are there any metrics (whether in general or from a specific case) where adopting a playbook, or even an individual play, has resulted in success?

This slide probably best tells the story of Engagio's success with account-based sales and marketing:



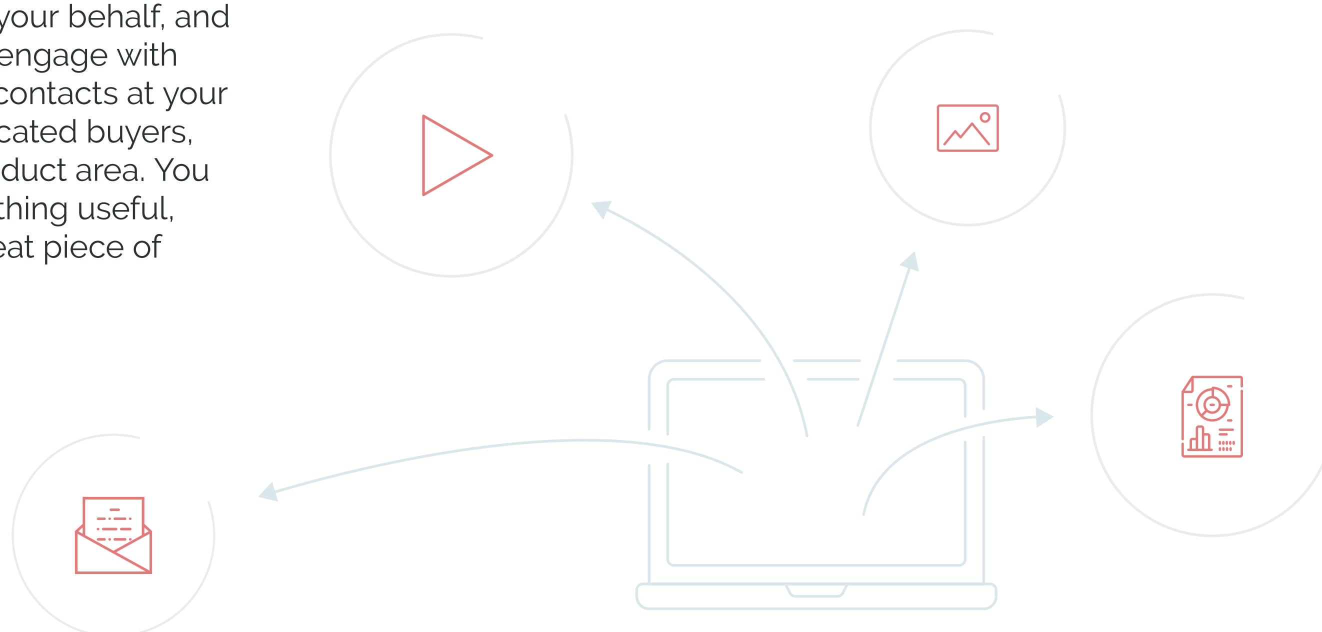
PART II

Content and Marketing Strategy



Why Is Content Important?

Content demonstrates your expertise, provides value to your prospects, gives your advocates a reason to reason to reach out on your behalf, and gives your prospects a reason to engage with your website. In general, the key contacts at your target companies will be sophisticated buyers, highly knowledgeable in your product area. You need to impress them with something useful, actionable, and accessible – a great piece of content can open a lot of doors.



What Kind of Content?

Great Account-Based Marketing content creation can come in many shapes and sizes, but the key element that differentiates account-based content from your ordinary content (perhaps for SEO or blogging) is ***quality***. Content can mean blogs, guest blogs, webinars, eBooks (like this one!), meetups, conferences – if it shares useful information, it counts as content. The trick is to put some effort into your content – one great event or shareable article is far more likely to open doors at target companies than fifty mediocre blog posts.

Avoid the Bottleneck

For virtually every company we work with, content is a bottleneck. Invariably, it's because content isn't seen with the same importance or urgency as other more revenue-facing actions. But, when content is directly linked to your sales process (as in account-based sales) it becomes harder to postpone or delay (or ignore).

When preparing your account-based strategy, make sure to budget high quality content production as a priority. With account-based sales, content is revenue-facing.

Create a streamlined content process – one person writes the content, one person reviews the content, a designer designs the content, and then it's sent to the marketing team for distribution.

"In my experience, content is almost always the bottleneck. I'd recommend a streamlined process - one person writes the content, a second person edits the content, a third person approves the content. Anything past that tends to put too many cooks in the kitchen."

– Andrew Seidman, **Director of Operations, Digital Reach**

Think Distribution

So you've made some great content. Now, how will you make sure people read it?

In our experience, the best practice is to make friends! Many people and businesses have helped you develop the expertise and market position you needed to produce the content in the first place. Pay your respects with a mention, a link, a quote – something that includes other people in your content, thanks them, and makes them look good in the process!

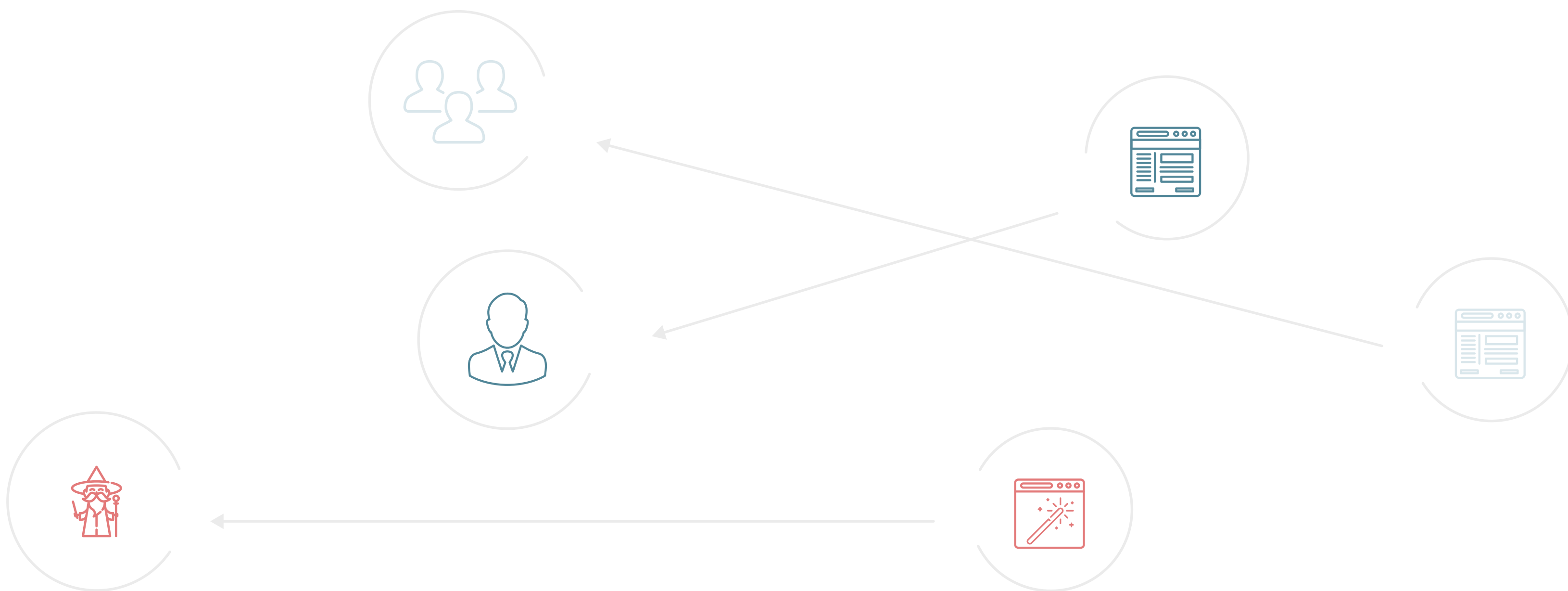
Of course, traditional channels like social media posting, press releases and paid ads can be valuable distribution networks, but nothing spreads content faster than word-of-mouth and the support of great influencers. So make sure you take care of your team, your partners, and your advocates!

Idea: Turn your blogs into joint blogs, your webinars into joint webinars, your product launches into collaborative projects

Don't Forget About Messaging

You've committed to making great content to support your Account-Based Marketing and sales teams – don't forget to align that content with the personas and messaging you established at the beginning of this whole process. If your sales team is marketing toward executives, don't write blogs about the nitty-gritty practitioner-level elements of your product. Or, in reverse, don't go on about ROI if you're selling to practitioners!

Align your material to your messaging to make sure you strike a nerve when your content is actually distributed – mix your messaging and it might fall flat.



ABM Q&A With Demandbase

Jessica Fewless
Vice President, ABM Strategy, Field and Channel Marketing at Demandbase

As the only end-to-end Account-Based Marketing platform currently available, Demandbase is pioneering ABM solutions and strategies. We thought it would be a good idea to sit down with Jessica Fewless, Demandbase's VP of ABM Strategy, and ask her a few of the common questions readers of this e-book may have.

What would you say to a CMO who is having mixed success with more generic marketing methods, but is hesitant to make the investment in an ABM program if it reduces their total lead volume?

What's important to remember is that marketers need to measure business impact. Too often marketers focus on statistics like CTR and website visitors that have very little impact on business results. Instead of wasting time and money generating leads that sales teams don't want, ABM helps companies focus their marketing efforts on the accounts that matter the most, creates more alignment between sales and marketing teams, and drives real impact on business metrics such as increasing pipeline and revenue. It is a more efficient use of budget and resources, freeing them up to pursue other tactics to drive even more demand and more revenue!

In what ways does Demandbase accelerate the sales pipeline?

Demandbase provides ABM solutions that utilize account-based data and technology to help companies identify, attract, engage, convert and close the accounts that are most important to them. By focusing digital efforts around a carefully selected set of target accounts, with thoughtful segmentation, marketers are able to optimize their messaging and offers to convert more of those accounts to opportunities, and eventually revenue, more quickly and more often. Music to every CXO's ears!

Successful ABM requires a lot of creativity. Can you give us an example of an out-of-the-box ABM strategy that has worked well?

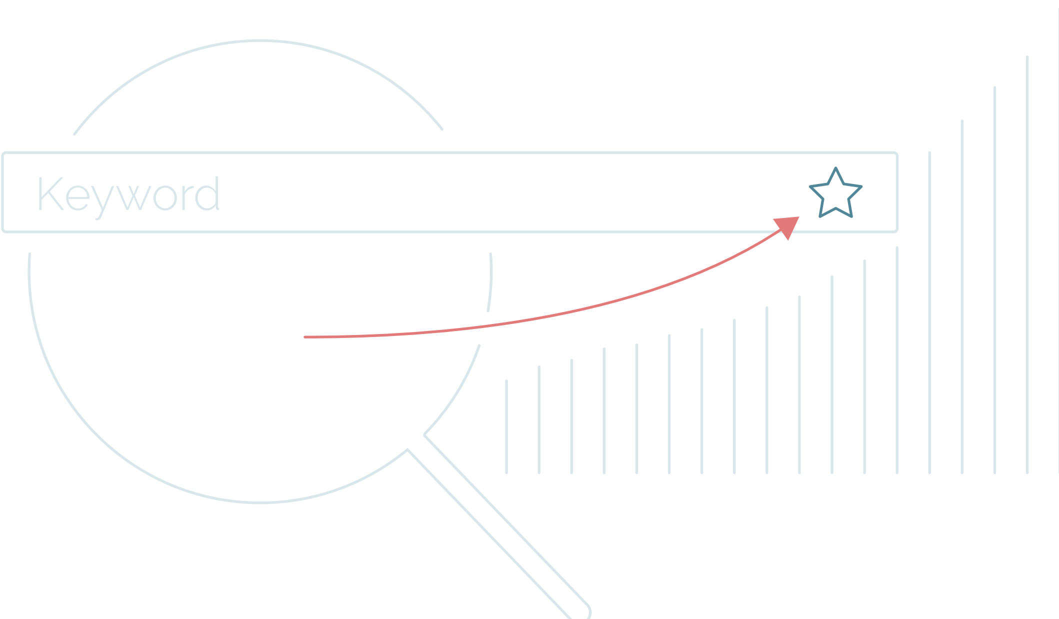
Our Breakfast drops, or #ABMforBreakfast has been one of our most successful programs to date. It helps open doors at new accounts, accelerate accounts currently in pipeline and re-engage prospects and customers that have been unresponsive. We combine an old school tactic with modern digital tactics to really pack a punch:

1. We pick a very focused set of accounts (approximately 6-8 per day), within a driveable area – working hand in hand with our AEs
2. We identify a set of key contacts we hope to connect with within the accounts, being sure we have their email, LinkedIn and Twitter handle – working hand in hand with our SDRs
3. We plot the driving roadmap, select the CTA and decide on the breakfast of choice in the region. We started out with Breakfast Tacos in Austin!
4. We set up a SLACK channel to keep the entire account team apprised of the program as well as progress throughout the day of the drops
5. On the day of:
    - a. We start sending emails/tweets to the contacts we're hoping to reach as we near their locations
    - b. We ask for the key contacts at the front desk of each company once we arrive
        - i. To date, we've had 7 onsite meetings…completely spontaneous!
        - ii. More than half of the contacts come to the front desk to meet us/receive the delivery
    - c. As we leave, we tweet a picture of our interaction at the company, and move on to the next company
        - i. A fair number of companies tweet us back, thanking us for the drop off
6. Day After:
    - a. Follow up by the SDR, with a clear CTA – both email and phone
7. This has been so popular with our sales team, we've moved it to #ABMALLDAY to keep up with their demand!
8. The nice part of this is that we do this in conjunction with other programs we have in a region. So it is a bonus activity while we are in each of our field marketing cities.

Keyword Research, Keyword Mapping

Once your messaging has been planned out, let's compare it to the keyword research you do for SEO (confused about SEO Keyword Research? Check out the next slide). Is there overlap between your messaging and your keywords with the best key metrics: Volume, Difficulty, and Traction?

As we begin to prepare your website to support your Account-Based marketing content, we'll want to make sure your landing pages are aligned thematically and that they follow SEO best practices to increase qualified traffic.



This means that, when we build new landing pages for Account-Based, they have keywords properly mapped to them, and that those keywords are supported by research.

Keyword Research Explained

Traditionally, Keyword Research is the first step in effective SEO. You generate a list of keywords that represent your product or your areas of interest, then you run them through various tools to get three key metrics:

Search Volume:
the number of monthly searches for this term

Difficulty:
A score that represents the competitiveness of the term (we use one generated by Moz.com)

Traction:
How much has Google already recognized your expertise on this term?

However, with Account-Based Marketing we can add additional data to our research, including keyword-based intent data (what are people downloading across the Internet?) and engagement data (what keywords have caused engagements in the past). These five metrics (Volume, Difficulty, Traction, Intent, and Engagement) can help us identify the best possible keywords to build content around.

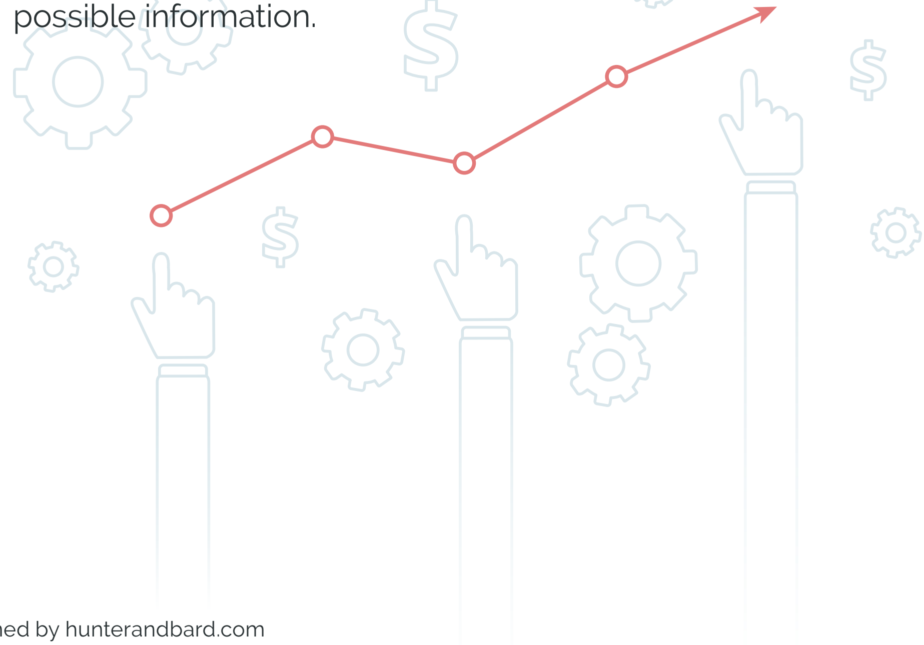
Example of Keyword Research With Data

KEYWORD	MONTHLY SEARCH VOLUME (MIN)	MONTHLY SEARCH VOLUME (MAX)	GOOGLE RANK	KEYWORD DIFFICULTY	Intent Score	Engagement Score	THEME
backhaul radio	11	50	20	36%	42	50	Backhauling
backhaul wireless	11	50	22	39%	65	78	Backhauling
broadband wireless network	0	0	36	44%	81	97	Services
fixed wireless broadband equipment	11	50	33	30%	32	38	Fixed Wireless
ptp network	51	100	20	34%	16	19	MIMO
wifi backhaul	11	50	8	37%	10	12	Backhauling
wifi Broadband	201	500	81	53%	8	10	Wireless Networks
wifi broadband network	0	0	24	45%	8	9	Wireless Networks
wifi broadband networks	0	0	69	61%	8	9	Wireless Networks
wifi broadband technology	0	0	39	45%	46	56	Wireless Networks
wifi network equipment	0	0	39	51%	57	68	Equipment
wireless backhaul equipment	11	50	25	47%	24	29	Equipment
Wireless Broadband	851	1700	21	43%	13	16	Wireless Networks
wireless broadband equipment	11	50	6	47%	10	12	Equipment
wireless broadband network	0	0	15	45%	9	10	Wireless Networks
wireless broadband networks	11	50	22	46%	8	10	Wireless Networks
wireless broadband technology	11	50	22	45%	8	10	Wireless Networks
wireless network equipment	11	50	43	50%	34	41	Equipment
mu mimo	2901	4300	67	51%		0	MIMO

Integrating Keyword Research Cross-Channel

Keyword Research creates valuable marketing data, and doesn't have to be used just for SEO. In fact, maintaining a steady stream of data between SEO and SEM can prove mutually beneficial.

Allowing your data to flow across different channels can provide valuable insights for an account-based strategy, showing results both by optimizing your marketing campaigns and by arming your sales team with the best possible information.



"When optimizing a B2B SEO account, I want to use as much data as I can. When our SEO team identifies areas of opportunity with high relevance and low competition, it's often worth exploring within paid platforms like AdWords. Sharing that information can create great results for them. Or, if they find a keyword within a paid campaign that converts effectively, it could be worthwhile for the SEO team to optimize accordingly."

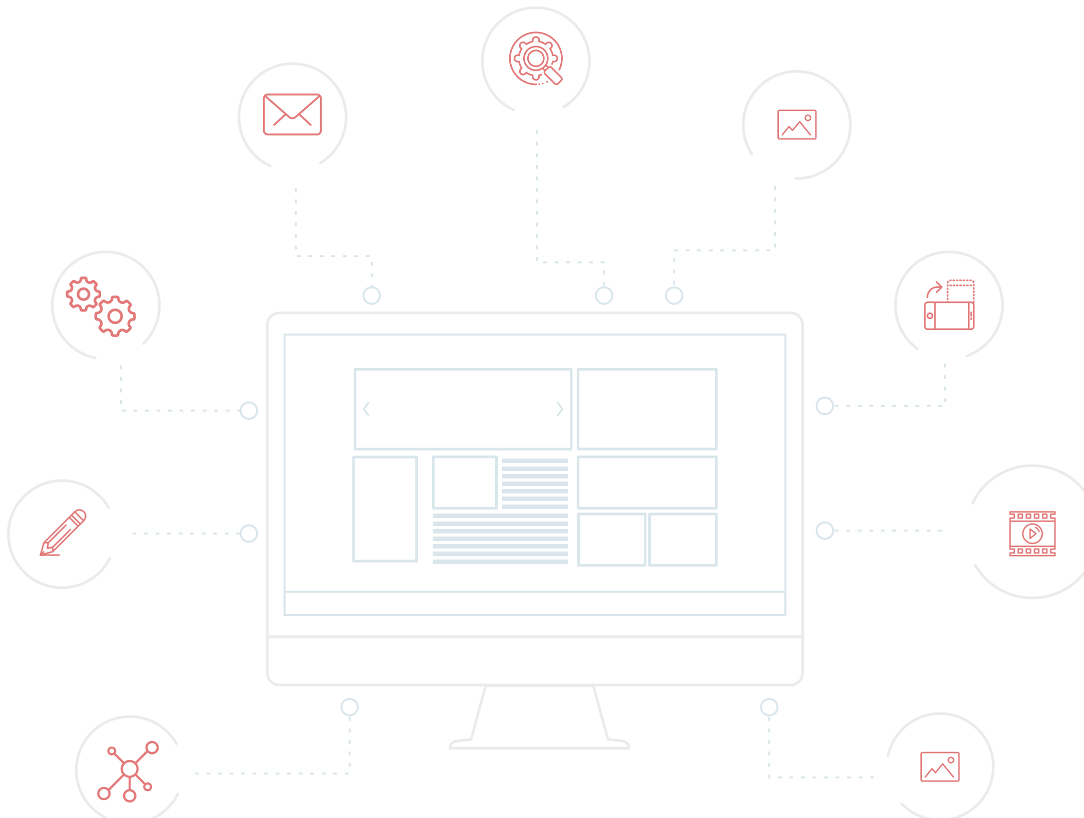
– Ralf Schulz, Director of SEO, Digital Reach

Preparing Your Website for an Account-Based Campaign

Account-Based Marketing is largely about customization, and this extends to your website as well. What type of landing page experience will your ABM targets receive when they come to your website to engage with your content?

ABM requires significant flexibility, and it's important to make sure that your web development team is equipped to adapt your website as needed. Being able to quickly create and adjust new landing pages to support your ongoing content production will be helpful to increase your conversion rates.

But keyword research, keyword mapping, and personalized web page experiences are not the whole story. Implementing **Conversion Rate Optimization** (CRO) for your personalized landing pages can show great dividends.



Increase Engagement with CRO for ABM

We spoke with CRO industry leader Optimizely about the value of utilizing a CRO platform to develop your website and tailor it to Account-Based Marketing.

Takeshi Young
Web Marketing Manager
Optimizely

"Conversion Rate Optimization (CRO) is the process of rapidly A/B testing elements of your landing page to improve conversion rate. This type of increasingly personalizing, optimizing experience is perfect for ABM, as each additional engagement you can produce is extremely valuable.

Personalization is a key technology for enabling Account-Based Marketing on the web. With Optimizely Personalization you can create tailored experiences for your strategic accounts when they visit your site, allowing you to better engage with your target prospects and customers.

For example, for Optimizely's strategic accounts we have created campaigns that personalize many aspects of their web experience including images, messaging, and offers that are tailored to their company. We also recommend tailored content to our prospects and customers helping to educate them on products that are relevant to specifically to their company.

Another way in which personalization can aid in Account-Based Marketing is by helping to filter prospects that aren't target accounts. On the Optimizely website, for example, visitors that don't fit into our target account list are directed to our pay-as-you-go plan, instead of being directed to a sales person to discuss our enterprise plans. In this way we are able to save our sales team precious time so that they can focus on their target accounts."

Design Flexibility for Content Launch

As you optimize your website using CRO and other methods, and as you create increasingly important content, the value of high quality design will increase. In fact, as you seek to attract strategic connections at larger and more valuable companies, the importance of design will increase in proportion with the value of the content.

The quality of the content you present to your target contacts reflects how valuable you consider them and how serious you take approaching them; you may only have one opportunity to catch the eye of a C-level executive!

Hunter & Bard on the Importance of Design

Incredible design can make a huge impression. We had a quick conversation with our design partner Hunter & Bard to learn about why design can be so critical for an account-based strategy.

HUNTER & BARD

Shira Abel
CEO at Hunter & Bard,
PR & Design Agency

"Whether you're engaging the customer through Account-Based Marketing, email marketing, inbound, advertising or social selling – you need great copy to build mindshare. Good doesn't get you noticed.

Well-written copy is wonderful, it draws in the reader and grabs attention like little else can. If the design of the page, eBook, blog post, or email doesn't match the quality of the copy, a disconnect happens within the reader. It's jarring and feels uncomfortable. When you combine strong copy with appealing design you create the possibility to transcend. The key points of your message are instantly recognized and your point is understood faster.

If you're looking for a visceral reaction from your reader – marrying interesting copy with a well-designed brand is critical. We care so much about it that we created an eBook for you on how to design copy. Get that eBook here."

Paid Ads for Your ABM Contacts

Now that you have a list of criteria to define your target accounts and a list of contacts, you can combine them to create targeted advertisements across a variety of channels and platforms. Your high value prospects may not have heard of you before, so it is important to make them aware of your brand before your salespeople start reaching out to them if possible. Additionally, once you succeed in driving a prospect to engage with your website (whether it's via ads, organic, email marketing, networking, etc.), it's important to keep your brand top-of-mind as your salespeople engage with their decision-making team. Ads targeted to your ABM prospects allow this.

You'll want to differentiate your approach to these campaigns from any other advertising you may be doing. Consider offering your premium content to your highest value ABM prospects first. If you have enough contacts, it could be worth running persona-specific campaigns and driving them to persona-specific landing pages.

ABM Advertising Platform Specifics

In order to connect with your specific ABM target accounts, you'll have to get creative with your advertising methods in order to reach them. Fortunately, there are a couple of effective ways to do this:

1 **Use Facebook Ads or LinkedIn to match to your target prospect emails.**

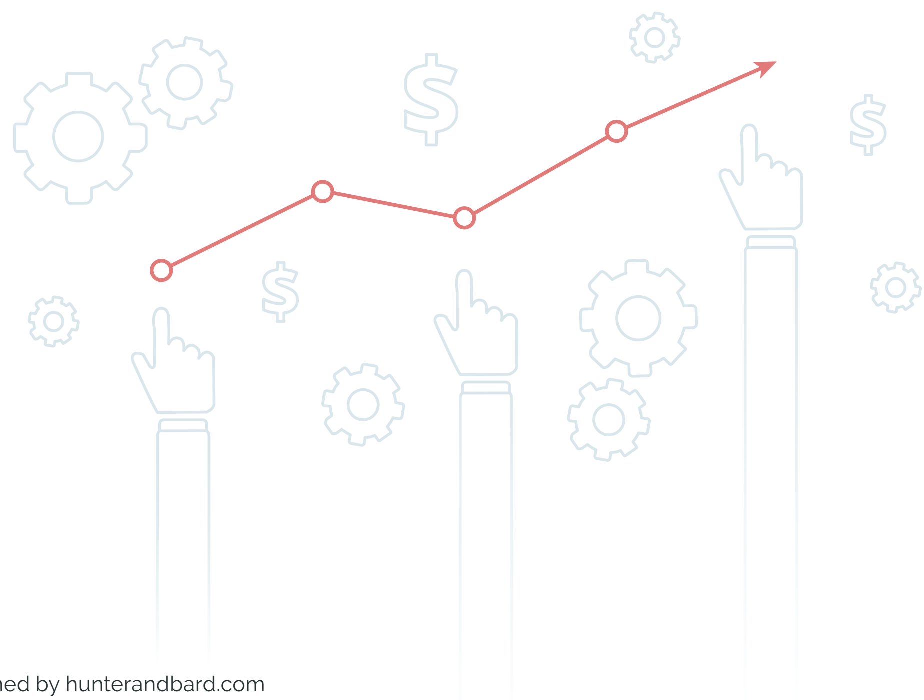
You can upload a list of emails to these platforms to serve your ads to users that match those specific emails. We consider this the highest value way to advertise for ABM, as when an ad is serving based off of a match to an email, you can be relatively certain that it is exactly your target prospect that is seeing the ad.

Both LinkedIn and Facebook have a high match rate on emails, as many people list the emails that they use in their Facebook or LinkedIn profiles. Facebook has the additional functionality of matching off of phone numbers. Most importantly, these platforms can function off of smaller email lists, which is generally going to be the size of your Tier 1 and Tier 2 target accounts.

You probably won't be able to spend a lot of money with this method due to limited targets. But, any money and time you are able to spend on this will be well worth it.

Using Your Email List to Supplement Paid Marketing

Your list of engaged customers and prospects is one of your most valuable assets, but it can be used for more than just email campaigns. Did you know that you can upload your list to paid marketing platforms like AdWords and LinkedIn Ads for highly targeted campaigns?



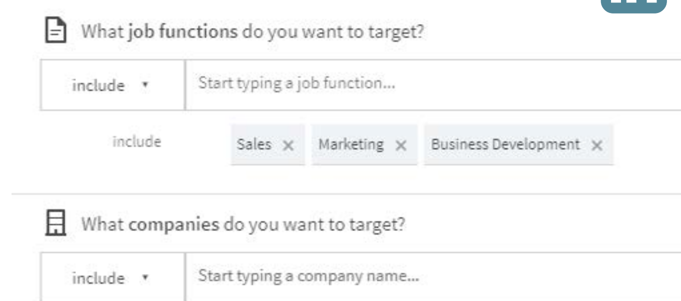
"Using your email list for Gmail-sponsored promotions within AdWords can be a really valuable way to target your best prospects with paid ads. Plus, setting up nurture or remarketing campaigns in AdWords or LinkedIn can match your email list with specific accounts, giving you special access and making sure your ads are connecting with people who are already interested in your product."

– Nick Rennard, Director of SEM, Digital Reach

Setup Your Ad Targeting Criteria

2 **Use Facebook Ads or LinkedIn to match to your target prospect emails.**

You can't guarantee that this method will serve ads to exactly your target prospect (CMO at company XYZ), but you can target LinkedIn users with Job Function=Sales or Marketing at Company XYZ. People willingly share this data with LinkedIn, and LinkedIn happily lets advertisers use it. That means that your ads are at least showing to your target prospect's coworkers. You can also target by Job Title, but we've found that the list size of the combination of "Job Title=CMO" and "Company=XYZ" isn't large enough for LinkedIn to consistently serve ads.



Job function and company targeting on LinkedIn

3 **Use more advanced platforms like Demandbase that utilizes reverse IP look up.**

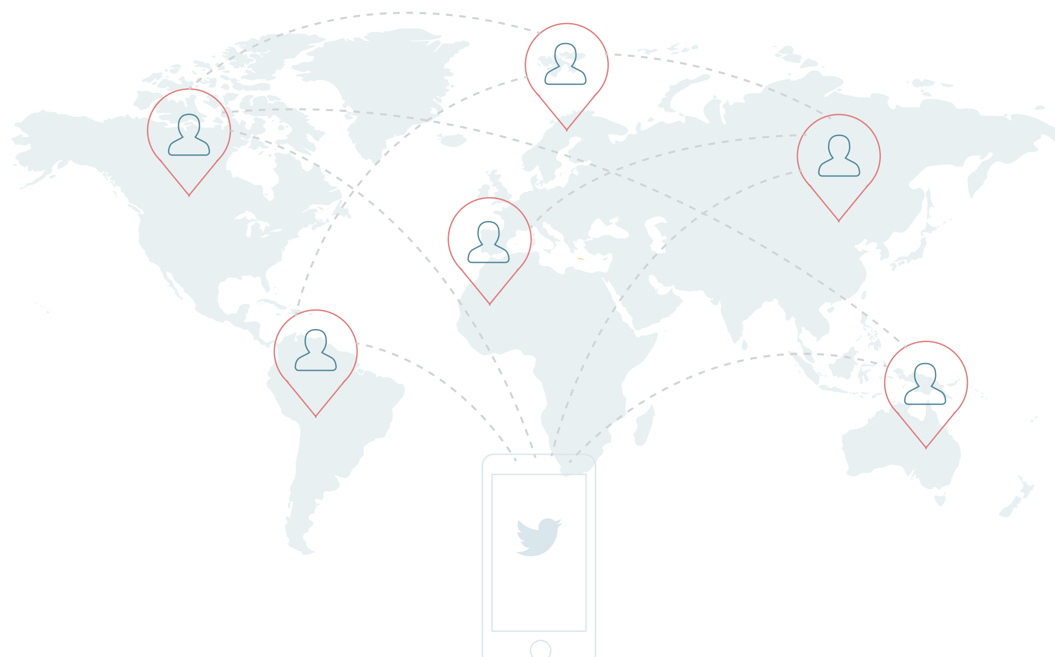
The first two methods above are much cheaper solutions that anyone can do on LinkedIn or Facebook with some knowledge of the platforms. However, they are often limited in how much they can spend, as they are reliant on how large your email lists are or how often your target prospects browse LinkedIn.

Marketers with a larger budget should consider platforms that use more advanced targeting methods, such as reverse IP look ups. Demandbase, Bombora, and others have great solutions you could inquire about.

Social Promotion for Your Content

Social Media is one of the best ways to get target contacts to engage with your content. It's an incredible tool to reach an otherwise unreachable person directly via a Twitter response or a LinkedIn message. Coordinating across multiple Social Media channels can help your marketing team attack target accounts from all angles, but it can be tricky to keep track of. We recommend using Hootsuite to manage all of your social accounts in one place – it's easy to stay consistent and schedule your posts so that you're making sure your content gets to where it will be seen.

Another great strategy to drive engagement via social is to respond to other conversations – involving your brand with the hot-button conversations happening on social media is a good way to develop recognition and build relationships. It is important to remain positive, courteous, and focused on what is being discussed without making the conversation blatantly about your brand.



Koka Sexton From Hootsuite on Social Selling

Hootsuite is our recommended partner in social selling and social media management, and we reached out to Social Selling guru Koka Sexton for his take on the role of social selling in Account-Based Marketing.

"We already understand that Account-Based Marketing is about targeting more than one stakeholder in an account. By using social media, we can discover important C-levels and executives and reach out to them with targeted messages.

Automation is a useful way to minimize repetitive actions. Sharing relevant content on social media to create value and to establish yourself as an expert is important. However waiting for the right time each day to create a post manually is not only tedious, it's unproductive."

Hootsuite®

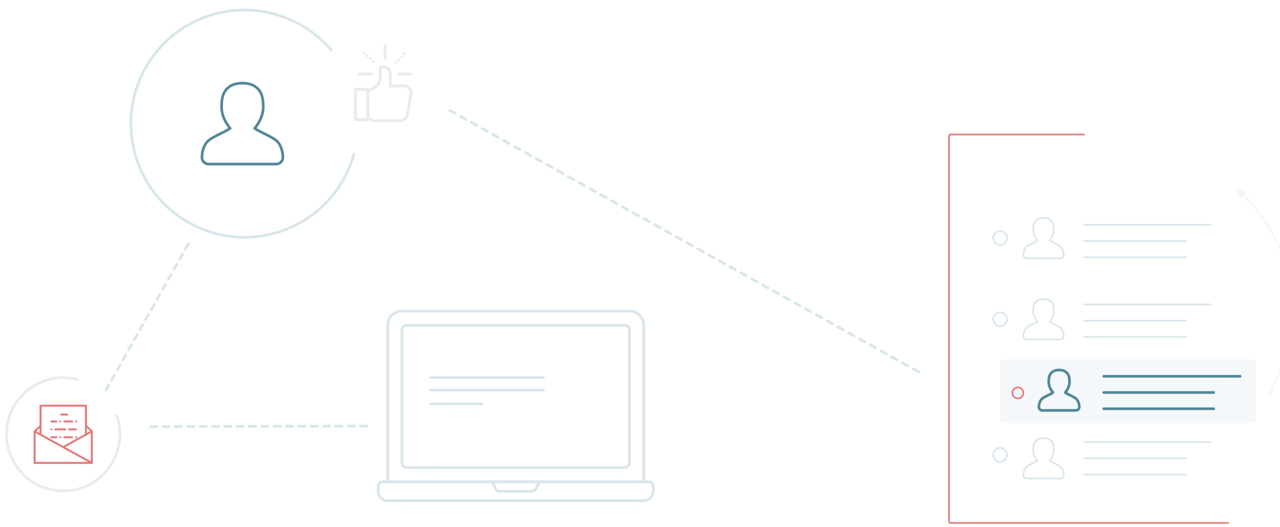
Koka Sexton,
Global Industry Principal,
Social Selling, Hootsuite

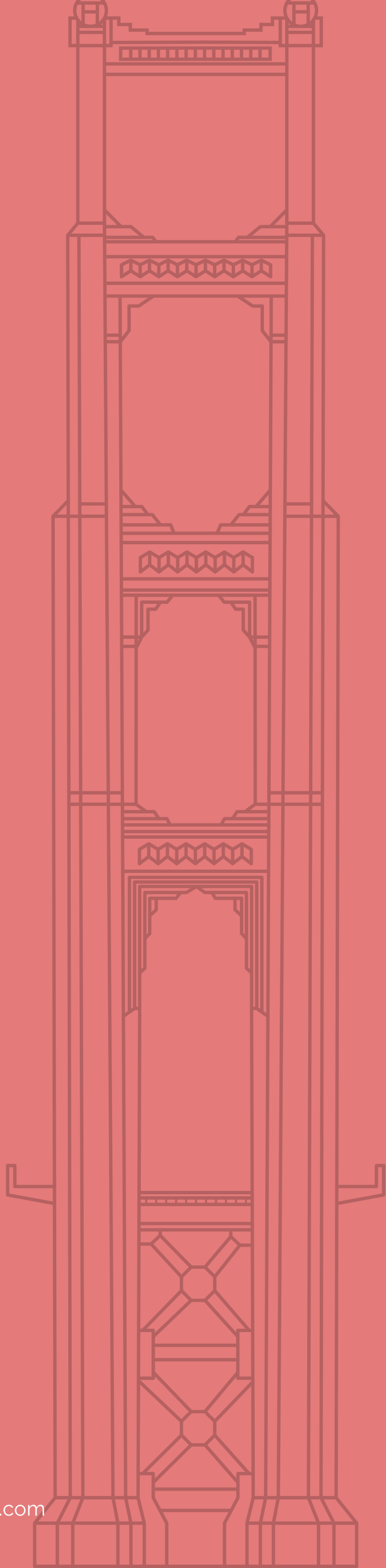
Email Marketing to Support Your Content

It's important to begin by noting that Tier 1 and Tier 2 contacts should not be receiving standardized email marketing campaigns – they should get a range of personalized and semi-personalized communications.

But what about those lower-end accounts, especially accounts with engagements long-since cold? If we can convert them into new engagements, we might simultaneously turn a Tier 3 account into a Tier 1 account.

The point of ABM isn't to stop email marketing completely, it's to build upon email marketing so that your engagements turn into something more valuable.





PART III

Account-Based Sales

Harness the Power of Your Network

We might be sounding like a broken record, but Account-Based Sales is about developing personal relationships, and nothing builds those relationships faster than a good network and a knowledge of how to use it. So how should you use your network?

First, identify your key advocates. These people will go to bat for you and recommend your services. Then, compare their LinkedIn contacts to your target companies list – is there overlap?

Last, setup a meeting with your advocate to walk through your list. What advice can they give you? Which contacts should be avoided? Which would make easy introductions?

Use your network and the good will you've earned to open up conversations with your Tier 1 accounts, and focus the conversation around your content, not around your pitch. If they love the content, they'll love the pitch later.

The Importance of Attribution

In digital marketing, we use attribution methods, such as tagging our paid ads and emails with UTM data, to pass information about where traffic and leads are coming from into Analytics and CRMs. This proves extremely useful in parsing data to determine your best channels and strategies. If you do this properly, you can see exactly which emails are leading to prospect engagement and even new business generated by email!

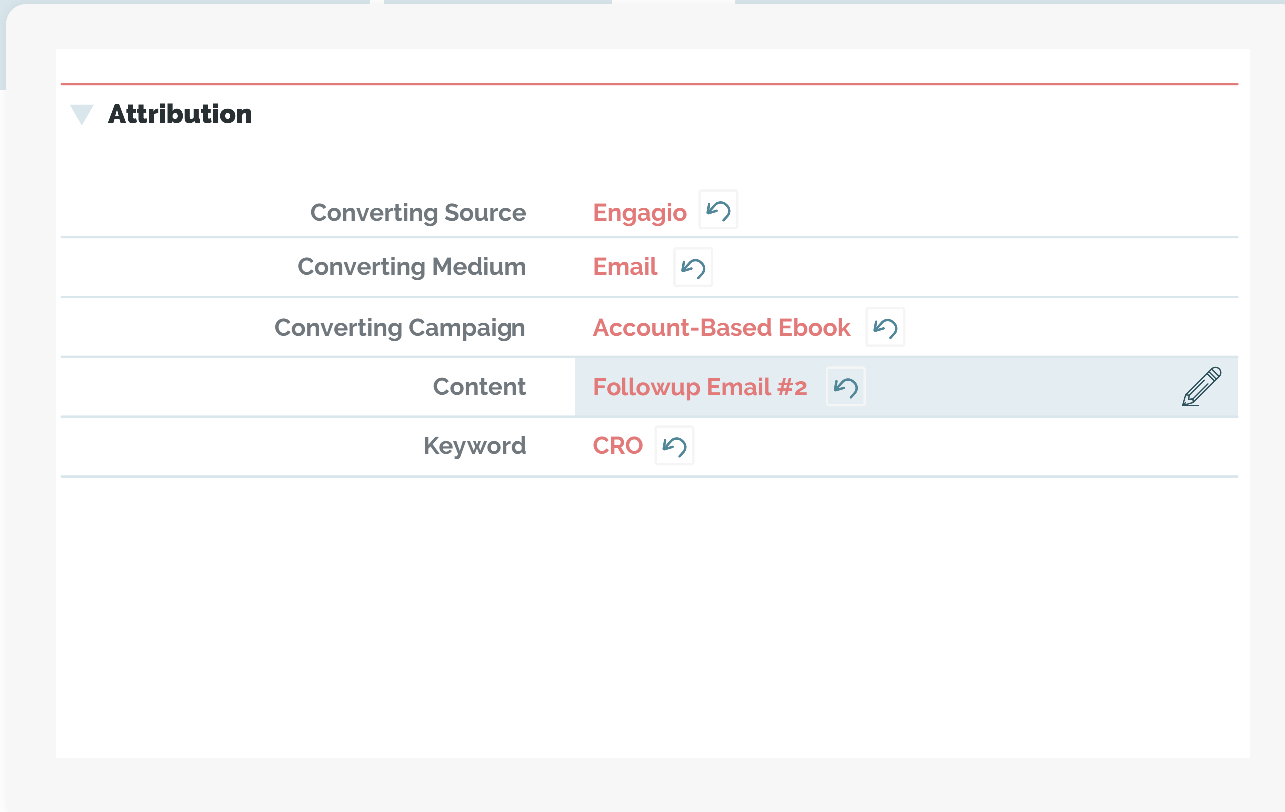
Within your emails (personalized, semi-personalized, and templated), you should be using UTM tags to show which links get clicked the most, from which salespeople, from which campaigns, and so on. You can follow the data all the way through the CRM and use it to adjust your sales process with ROI in mind. Data doesn't just drive marketing – attribution data can help you craft a sales strategy that is constantly optimizing.

Idea:

Some ABM strategies involve snail mail or other offline touch points. Attribution can work offline too! For any piece of offline content (e.g. direct mail) with the end goal being a website visit, consider a unique vanity URL, such as ***www.yourwebsite.com/Free_Pizza_Campaign***, for each ABM campaign so you can figure out lead production from offline sources. You can do the same thing for campaigns that are trying to generate phone calls: simply assign a unique phone number to each campaign, use that phone number on each piece of content for that campaign, and count leads that came from calls to that number to evaluate its impact!

Following Attribution Data Through the Sales Funnel

If you are using data attribution software in your sales process, you'll end up with something like this:



Pass this data all the way from Leads through to Opportunities via mapping in the CRM so you can evaluate success based on closed-won revenue and not just converted leads. Shouldn't that be the real metric for your sales team? Then, run reports to see which campaigns and emails did the best. Use that data to refocus your strategy going forward!

Tier 1 Playbook: Freestyling

Tier 1 account-based selling is all about personalization, which means that your salesperson will need to do their research. This should include:

1. A clear hierarchy list of decision makers in org chart form
2. Deep research into those key contacts, including:
   a. What Social Media do they use? Have they posted anything interesting? (***example: an account-based contact once posted on Instagram that she loved pizza, so we sent her a pizza. She picked up our next phone call!***)
   b. Do you have connections in common or common interests?
   c. Are they attending any upcoming events in your area?
3. What's the latest company news relevant to their job?
4. What's the latest industry news relevant to their job?

With Tier 1 selling, salespeople get to be salespeople – creative relationship-builders who aren't limited to email or phone, but who can explore out-of-the-box solutions to develop real, in-person relationships.

Tier 1 Playbook: Conferences

There's a reason why conference participation is a dynamic signal – the ability to connect with interested prospects in-person is significantly valuable.

But, simply having your salespeople attend a conference isn't enough to really capture the value – its important to send your team to conferences with purpose. Be prepared to answer questions like:

1	Which target companies are attending? Why are they attending?
2	Who are the most valuable contacts you want to speak with? Where will they be?
3	How will your team connect with those valuable contacts? What will your pitch be?

Idea: Create a conference checklist and itinerary before your salespeople attend, and compare their goals with their performance. Did they connect with their target contacts?

Idea: Send personalized notes to your target contacts in the weeks leading up to the conference. Make concrete plans to meet and schedule them on your itinerary.

Tier 2 Playbook: Short-Touch Emails

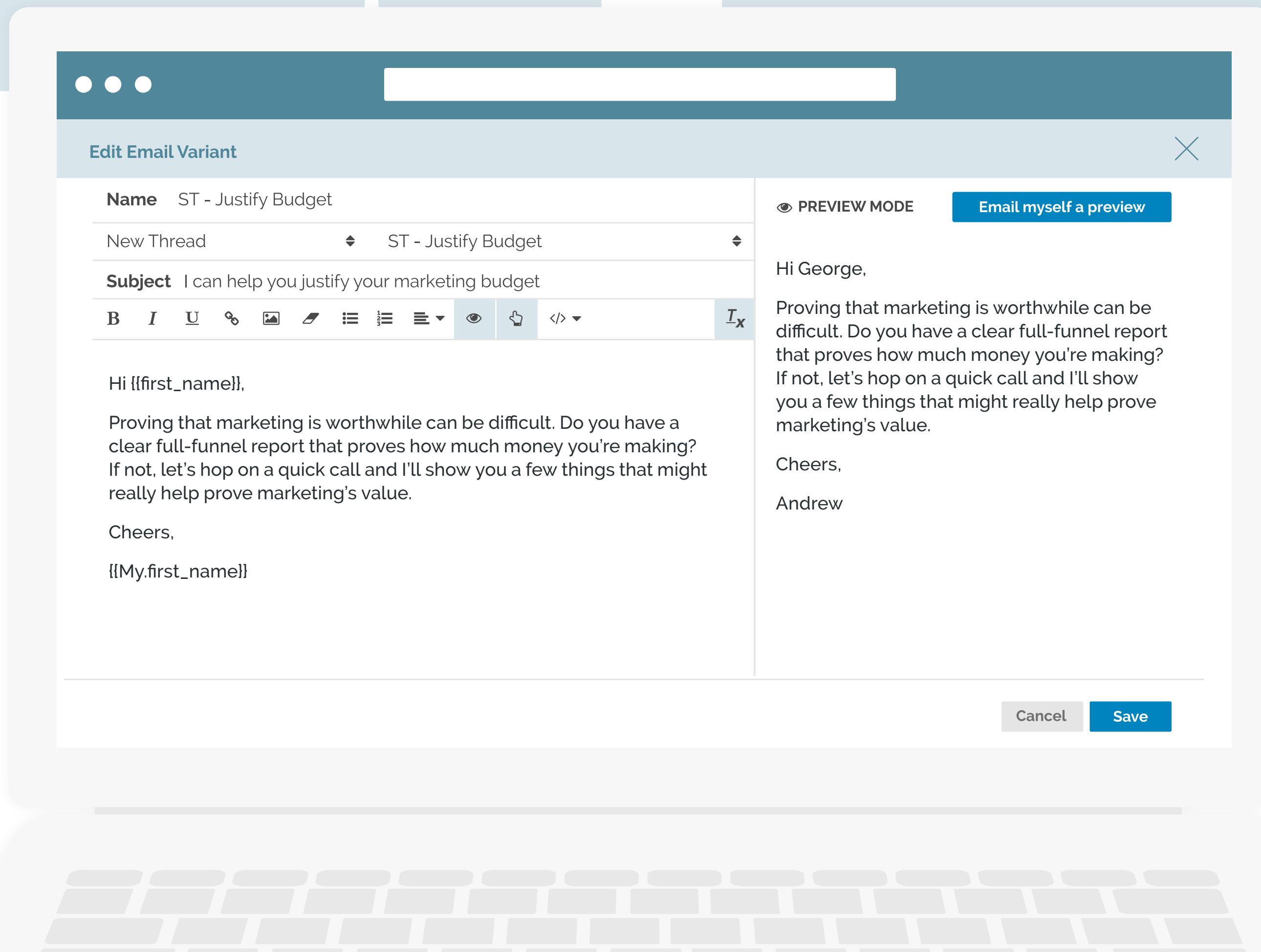
For contacts in your Tier 2 Playbook, your salespeople won't have time to fully personalize. However, one strategy we have seen be successful is the use of Short-Touch Emails. The process works like this:

1	Segment by Persona, then send a short email (1-2 sentences) that features a value proposition specific to that persona *in the first line.*
2	Repeat every few days, but make sure to highlight a separate value proposition each time. You're looking for **resonance** – which value proposition appeals to the prospect?
3	If nothing resonates, demote the account to Tier 3 (barring any other significant dynamic signals). If they've heard all of your value propositions and they still haven't engaged, they're probably not a strong candidate for your services.

Short touch emails get straight to the point, respecting your prospect's time and having a clear and authoritative message.

Tier 2 Playbook: Short-Touch Email

Here's an example of a short-touch email we might send:



Keeping Your Data Clean – Insights

At Digital Reach, we always stress the importance of clean data. Knowing which sources, mediums, content, campaigns, keywords, and landing pages matter the most gives you significant insight into your funnel, evaluating your sales methods and strategies, and noticing market trends. Without clean data, you wouldn't have the opportunity to evaluate the following types of questions:

1	If your conference-sourced leads keep falling off as SQLs, why does that happen?
2	Why are such a high percentage of your closed-won leads coming from paid LinkedIn ads?
3	What types of leads should we be sending to our best salespeople?

With clean and meaningful data that connects the top and bottom ends of the funnel, you can gather insights like these to determine your next strategic steps. Try to keep your CRM consistent, and always make sure your lead and opportunity sources are being properly tracked and reported on.

Full Funnel Reporting

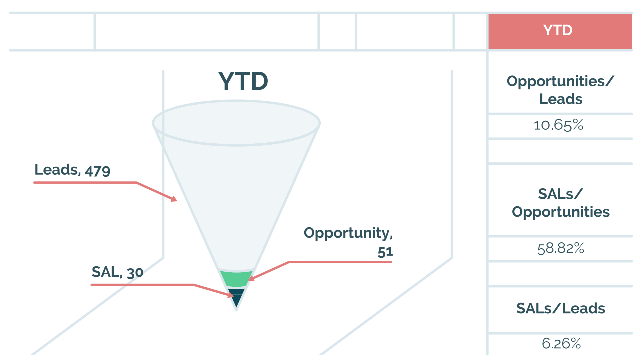
Here are some examples from the full funnel reports we deliver to our clients:

KPI Report
ACME Corporation
Website Wide

Date: 03-Aug-17

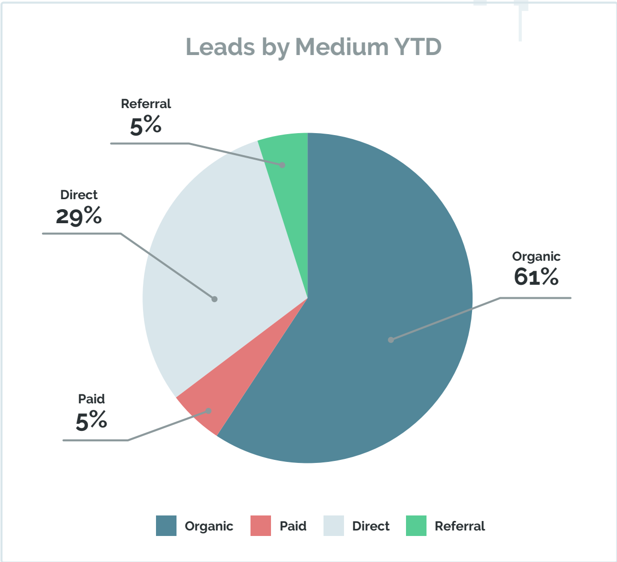
Targets to Improve	Source	Goal	YTD		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Comments
Level 1 KPIs																	Comments
Visits	Google Analytics		66,866	PY	9,952	9,556	10,396	10,554	10,965	7,989	7,454	9,401	9,411	10,051	10,093	10,159	New website launched 10/16
			81,923	ACT	**13377**	**9485**	**13461**	**11586**	**12242**	**10353**	**11419**						
Leads	Salesforce		499	PY	76	77	74	66	73	54	79	76	79	87	65	68	
			608	ACT	**88**	**77**	**87**	**99**	**88**	**72**	**87**						
Opportunities	Salesforce		28	PY	4	5	4	2	6	3	4	6	2	5	4	6	
			51	ACT	**6**	**8**	**9**	**4**	**12**	**5**	**7**						
Opportunities/Leads Conversion %	Salesforce		6%	PY	5%	6%	5%	3%	8%	6%	5%	8%	3%	6%	6%	9%	Pipeline leak identified 2/2017
			8%	ACT	**7%**	**10%**	**10%**	**4%**	**12%**	**7%**	**8%**						
SAL	Salesforce		20	PY	2	3	1	4	4	4	2	3	1	4	4	4	
			30	ACT	**4**	**5**	**5**	**2**	**6**	**4**	**4**						
Closed/Won	Salesforce		13	PY	1	2	4	2	2	1	1	2	1	2	2	1	
			19	ACT	**2**	**3**	**2**	**4**	**3**	**2**	**3**						

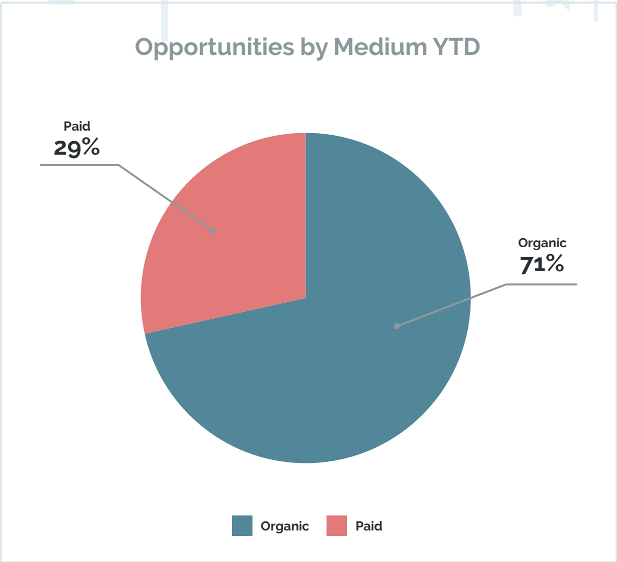
Note the key funnel stages being identified for web-based leads and opportunities. We can also visualize this data:



Full Funnel Reporting

More from our KPI reports:





This is a great example of the value of attribution; knowing the source of each web-produced lead can lead to great insights. For example, in these graphs, we see that organic leads seem to be converting from lead to opportunity at about the average rate we might expect for web leads.

However, Paid leads are converting from lead to opportunity at a fantastic rate: Paid leads only make up 5% of all web leads, but make up 29% of total opportunities! Whatever this company is doing with their paid advertising is generating high value leads, and they should strongly consider investing more in that channel. Without attribution, this important insight would go unnoticed.

Keeping Your Data Clean – Metrics

Let's say that you've empowered your sales team to start down the Account-Based path – you've given them a strong, targeted marketing effort with high-quality content, you've provided them with great playbooks to develop relationships with Tier 1 and Tier 2 accounts, you've sent them to the best conferences, and now you're ready to watch the results.

What metrics should really matter to you? Upon what metrics should your salespeople be judged?

We recommend dividing your metrics into two sections:

Process Metrics: These evaluate your salespeople's commitment to the organized process. Are they doing their job well? Are they putting the work in? Process metrics can keep salespeople accountable in the lag time between when ABM is kicked off and when you should expect to start seeing some results come in.

Results Metrics: These evaluate your salespeople's results. Are they closing high-value deals? Are they ushering leads from funnel stage to funnel stage at a reasonable rate? Results are ultimately what matter, and if they aren't there, than there is either something wrong with the ABM machine you've built, or you may not have the right salespeople for the job.

Keeping Your Data Clean – SDR Metrics

While this isn't true for every sales organization, we generally draw a distinction between the top-of-funnel operators (Sales Development Representatives or SDRs) and the bottom of funnel operators (Closers). Here we will look at the key metrics to evaluate both your SDRs and your Closers:

SDR Process Metrics

- Total Calls
- Total Emails
- Gifts sent
- % of Budget used

SDR Results Metrics

- Positive Conversations
- Accounts qualified/unqualified
- In-Person Meetings
- Discovery Conversations Performed

Keeping Your Data Clean – Closer Metrics

Your closers are the lynchpin of your sales process, so it's important that you understand what they're doing well and where they might be able to improve. Maintaining clear, transparent metrics that your closers can buy into can yield actionable insights and a more motivated team.

As with SDR metrics, we recommend dividing your closer metrics into two sections for processes and results:

Closer Process Metrics

- Stage Duration – how long do opportunities spend in each stage?
- Funnel Depth – how far down the funnel do your opportunities go?
- Close %

Closer Results Metrics

- Average Deal Size
- Total Deal Amount

Motivating Your Sales Team

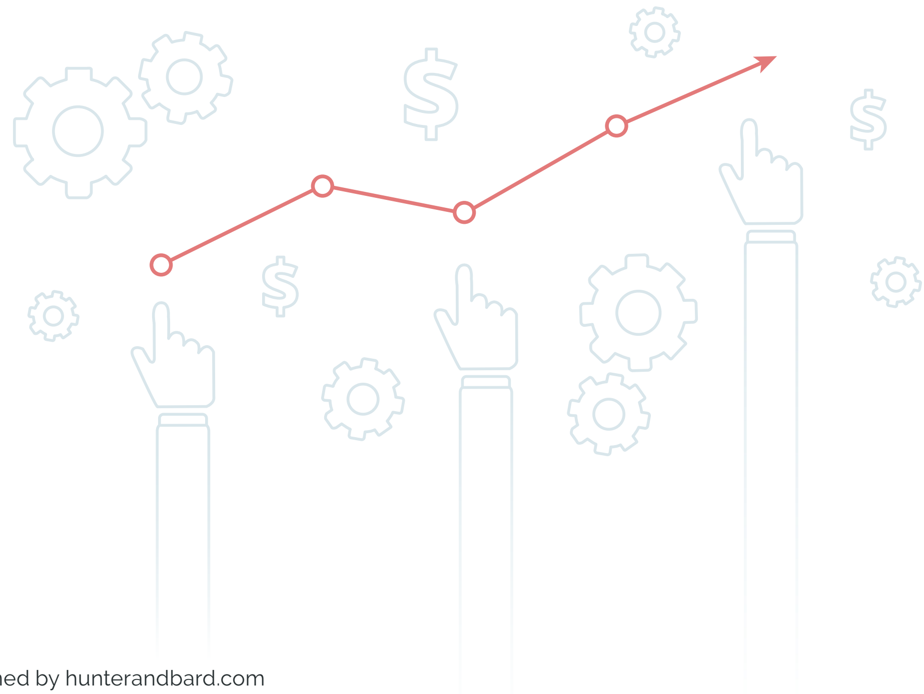
Sales can be a high variance exercise, especially for account-based teams who might spend weeks or months chasing a few large accounts. How can you keep your team motivated to continue down the Account-Based path? We have a few ideas on this front:

Compensate them for their commitment to the process, not just for results.	Create an environment that is both competitive (best salesperson achieves greater compensation) and cooperative (best sales teams achieve greater compensation).	Ensure that management is committed to transparency – your SDRs deserve to know what is happening with the leads they sourced.

Creating custom metrics or scores can help maintain a positive, energetic and fast-paced sales environment.

Creating a Positive Sales Environment

We recommend using a service like Ambition to create custom metrics that reflect the real goals of your organization (which are usually a mix of process and results). Ambition does a great job of creating a competitive environment, but maintaining the sense of transparency and cooperation.



"In any Account-Based Sales initiative, it's imperative to proactively track ABSD activities, goals and conversion metrics. Doing so will enable you to efficiently build your team, create true accountability, and ensure long-term buy-in. "

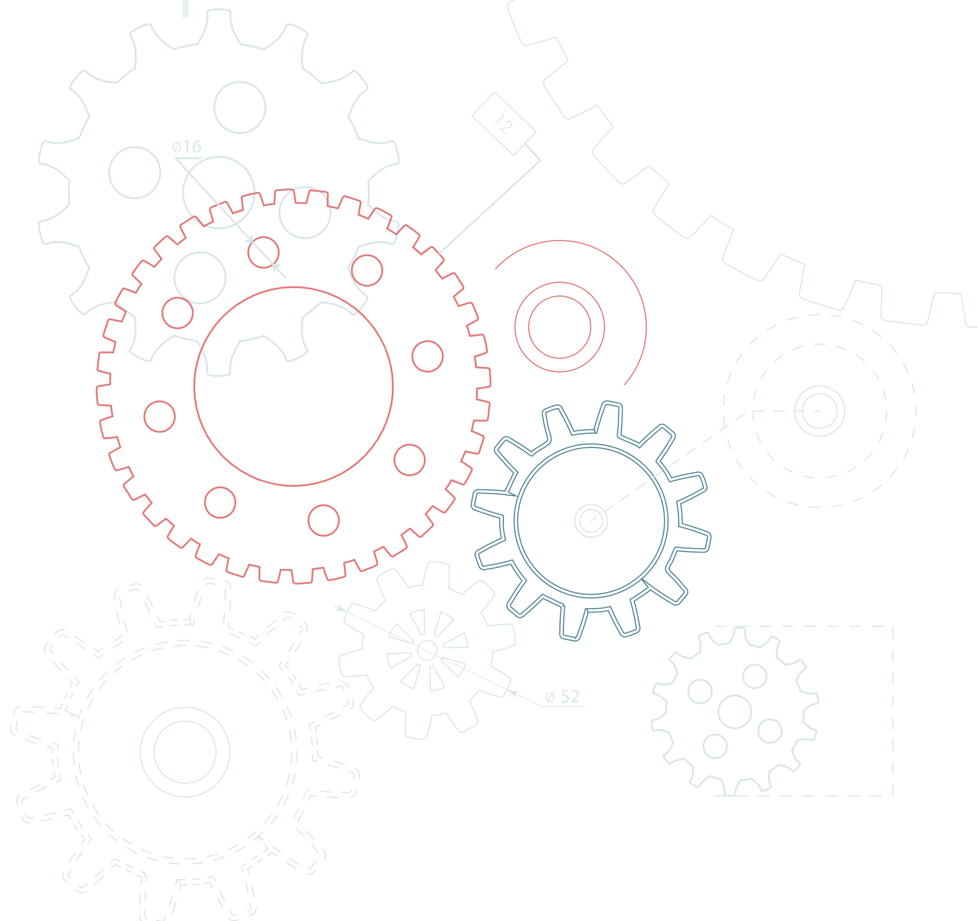
– Brian Trautschold, Co-Founder, Ambition

Keeping the Engine Clean

Account-Based strategies have a lot of moving parts. Individually, each part may seem clunky, expensive, or not worth the hassle. Together, they can represent a powerful union of marketing and sales – your marketing team creating high-powered targeted content that empowers your sales team to take focused and coordinated action.

But, like any machine, it's important to make sure that you oil the engine. We have covered a lot over the last hundred pages, from how to setup your CRM, Marketing Automation, and advertising campaigns, to the use of Dynamic Signals in establishing your target account list. It's a lot to take in!

So, while you're constructing your account-based strategy, here are ten questions we think you should be asking yourself:



Ten Questions

1. **Are your account and contact lists being updated as people move in and out of jobs? When they become qualified or unqualified?**
Keeping your initial data set accurate sets the tone for the entire process

2. **Are your company lists assigned to the correct tiers as new dynamic signaling information comes into play?**
Circumstances change – some companies become increasingly great opportunities, and other opportunities fade away. How regularly are you updating dynamic signaling information?

3. **How are your ads performing across multiple channels?**
Always be comparing the efficacy of each dollar you spend on ads with every other dollar you spend, whether that's between different channels (LinkedIn vs. Google) or between different mediums (CPC vs. organic)

4. **How is your organic traffic, especially for key Account-Based content and landing pages?**
If your organic traffic isn't increasing, there could be a lot of causes. Did you change your website? Sometimes, unintended consequences can be significant. Make sure you trust your SEO team.

5. **How are your emails performing across all three tiers?**
Don't settle for "standard" email traffic – if your open and clickthrough rates aren't improving month over month, you're leaving a lot of value on the table.

Ten Questions

6. **What are you doing to improve your marketing automation instance?**
Marketing Automation can have almost limitless power, but it can always be improved. When was the last time you took a hard look at your system?

7. **How are your landing page conversion rates?**
Your landing pages are the lifeblood of your digital experience – do you track your conversion rate performance month-over-month? What are you doing to improve landing page performance?

8. **How is your sales team's process and results performance?**
Does your sales team consistently hit their process metrics? (we generally focus on process metrics more than results metrics)

9. **What is the effectiveness of your calls, emails and gifts?**
Are your calls, emails, and gifts converting into conversations? Can you tell if your team is putting forth the effort needed to make Account-Based sales successful? Sometimes, the eyeball test can tell you a lot.

10. **Does your team believe in what they are doing?**
Both your sales and marketing teams need to buy into the process and believe that it will yield results. This largely depends on your ability to build a process that makes sense and encourages success. Do you check in with your team regularly? They may have great feedback about ways to help build the process in a new direction.

Conclusion

There is no one “right” way to build an Account-Based Marketing and sales strategy. Every market is unique and every business faces singular challenges. But, we hope the insights in this book will be useful to you across various industries, because they attempt to speak to the core value of account-based strategies – make *real* relationships with your prospects.

Imagine the old salesperson of yesteryear, working his or her tail off to close the next deal. Now consider the massive array of tools available to you in the Internet Age. That classic salesperson still exists in each one of your team members – let’s use the power of data and technology to make personal sales relationship development a viable, scalable, and valuable part of your organization.

You’re ready to achieve scalable marketing and sales growth. Let’s get to work!

Have Questions or Feedback?

Here at Digital Reach, we are always trying to improve the quality of our content. Was something not clear? Do you have feedback that might help us improve going forward? We'd love to hear it!

Please send any feedback to info@digitalreachagency.com **– we'd love to hear from you.**

Interested in hearing more about our services or learning how we might help you with SEO, SEM, Web Development, Marketing Automation, or something else in the digital marketing universe? Just follow the link below and we'll reach out right away.

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Special Thanks

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