



# The Clear and Complete Guide to ABM Analytics



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# Intro letter

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I've now written four Marketo Definitive Guides and three Engagio Clear and Complete Guides. You might say I enjoy teaching. I'd agree with you.

The son of a professional educator, I hate wasting time and talent. I like finding better ways to do things, and then showing people how to do them.

I write the guides to share everything I know about a topic in an easy-to-understand way — that's why I call them Clear and Complete.

*Engagio's Clear and Complete Guides show B2B marketers how to execute to improve business excellence.*

## Why marketing analytics again?

In the Definitive Guide to Marketing Metrics and Analytics, I argued B2B CMOs could gain credibility by quantitatively proving marketing's business impact on leads and opportunities. The guide showed how to measure marketing's ability to increase quantity, track movement down a funnel, and measure ROI.

Since then, B2B CMOs around the world have improved marketing analytics. They've made great strides to earn seats at the revenue table.

But things have changed since 2011.

- **Rise of expectations.** Accustomed to the personalization of consumer technology, enterprise decision makers expect more from vendors.
- **Rise of outbound marketing.** While valuable, inbound marketing is not "one size fits all". Changing expectations demand a new approach.
- **Rise of new technologies.** As available tools proliferate, so have next-level capabilities, including machine learning and big data.

All fuel the **rise of Account Based Marketing (ABM)**.



## What is ABM?

With ABM, strategic B2B CMOs improve business growth and impact at target accounts. They design and execute bespoke programs and initiatives to orchestrate high-value customer journeys, pre- and post-sale.

As we explore in Section 2, ABM is different than traditional demand generation.

# Intro letter (cont'd)

B2B marketers need new metrics and methods for going to market (e.g ABM). **Proving marketing wastes time. Improving marketing delivers excellence.**

*B2B CMOs quantitatively improve marketing with account-based metrics and analytics — building credibility and respect along the way.*

### Who is this guide for?

We wrote this guide for B2B marketers and companies that have:

Go-to-Market Model	<ul style="list-style-type: none"> <li>• B2B enterprise, not business-to-consumer (B2C) or eCommerce companies</li> <li>• Direct, not channel sales</li> <li>• Large deals where multiple decision-makers take months or years to purchase</li> </ul>
Role and Responsibility	<ul style="list-style-type: none"> <li>• Carry budget responsibility</li> <li>• Have performance metrics tied to revenue or pipeline</li> <li>• Generally director-level and above</li> <li>• Oversee revenue and/or marketing operations</li> <li>• Make orgs work, using data and technology</li> </ul>

### What does this guide cover?

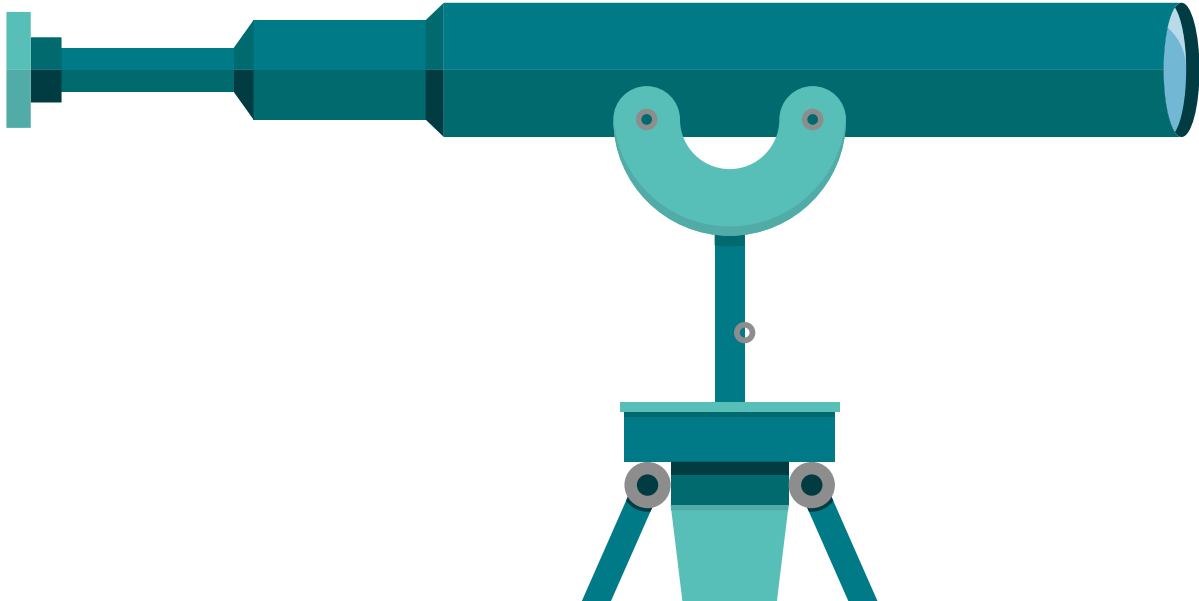
This guide should help B2B marketers understand the current landscape of ABM analytics. By answering key questions, it offers steps to get started.

Sections 1-3	<ul style="list-style-type: none"> <li>• What are marketing analytics, and why are they important?</li> <li>• Why is ABM important and how are ABM analytics different?</li> </ul>
Sections 4-5	<ul style="list-style-type: none"> <li>• What best practices form ABM analytics' foundation and framework?</li> </ul>
Sections 6-8	<ul style="list-style-type: none"> <li>• How can marketers measure engagement?</li> <li>• What are leading indicators to show progress towards revenue?</li> <li>• What are various methods to measure program ROI? What are pros and cons?</li> </ul>
Sections 9-10	<ul style="list-style-type: none"> <li>• How can companies report metrics across the company?</li> <li>• What's the best way to crawl, walk, and run with ABM analytics?</li> </ul>

**Pro Tips** indicate noteworthy best practices. **Sidebars** offer statistics and definitions. **Feature pages** offer real-world examples in practice. And relevant song lyrics are just for fun.

Enjoy!

**Jon Miller**  
CEO and Co-Founder  
Engagio



## Section 1

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# Great marketing, great marketing analytics

### Section at a glance:

#### **BENEFITS**

The role of marketing analytics

#### **CHALLENGES**

Why 74% of B2B marketers struggle to prove analytics' impact

#### **DEFINITIONS**

Most-common marketing analytics

# Respect

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Marketers don't go into the finance department and question revenue policy. They don't challenge how human resources rolls out a new 401k... or counsel heads of sales on compensation. **The volume of opinions about marketing indicate an inherent lack of respect for its value.**

*All I'm askin' for is a little respect.*  
— Aretha Franklin

*CMOs have the highest turnover in the C-Suite.*  
— HBR

Fortunately, perceptions have shifted in recent years. Your peers today now know that marketing does more than throw parties and churn out color brochures.

**Marketers create R-E-S-P-E-C-T when they use data to make decisions.**

This is especially true in Account Based Marketing (ABM), which requires precise alignment over complex deals with lengthy sales cycles. (We get to ABM in Section 2.) When marketers use meaningful metrics that everyone agrees to, they can focus on doing the right thing for the company — not defending themselves at every turn.

*76% of B2B marketing professionals agree or strongly agree that their "ability to track marketing ROI gives marketing more respect."*  
— Forrester Research



# Benefits of marketing analytics

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## Hard benefits

- **More:** generate more of the right kinds of leads and accounts — 30% or more at the top of the funnel.
- **Better:** improve quality of leads and accounts — as seen by up to 43% higher conversion rates through the funnel.
- **Cheaper:** avoid program costs by reducing investment on ineffective programs — up to 36% reduction.
- **Faster:** reduce labor costs by automating manual processes — moving two full-time equivalent (FTE) employees to other value-add activities.

Source: Forrester Research

## Soft benefits

- **Prove marketing's value:** show marketing's true impact on revenue, and earn marketing's rightful seat at the revenue table.
- **Align marketing and sales:** alignment is a natural byproduct when marketing uses analytics to quantify influence on outcomes that matter to sales.
- **Optimize execution:** metrics hone marketing's ability to make better business decisions, increase team and campaign productivity, and allocate the right investments.
- **Earn dollars and headcount:** all of the above tends to protect (and often, expand) marketing's budget.
- **Make faster, better decisions:** good decisions are good. They're better still when the speed you make them accelerates.

*"In 2017, 69% of marketers expect data to drive most decisions."*

— Christi Eubanks, Managing VP, Gartner

*"Hard metrics [indicate] levers to keep pulling, while 'soft' data [shows] what people value. I often send surveys to [see] what campaigns Sales found most successful vs what the data says."*

— Kristen Malkovich, Marketing Manager, Dynamic Signal Integrated

# Better decisions create real revenue

Say your annual marketing budget is \$2M year, and according to attribution analytics (see Section 8), your average return on marketing investment is 10X.

In other words, your team generates \$20M a year in marketing-driven revenue, e.g:

Channel	Investment (\$K)	Attributed revenue (\$M)	Ratio
Online events	\$400	\$5.00	12.5
Offline events	\$600	\$4.20	7.0
Content	\$250	\$3.75	15.0
Advertising	\$250	\$1.75	7.0
Lead gen services	\$500	\$5.30	10.6
<b>Total</b>	<b>\$2,000</b>	<b>\$20.00</b>	<b>10.0</b>

Say you re-allocate your budget based on marketing analytics, like so:

Channel	Investment (\$K)	Attributed revenue (\$M)	Ratio
Online events	\$700	\$8.75	12.5
Offline events	\$250	\$1.75	7.0
Content	\$550	\$8.25	15.0
Advertising	\$250	\$1.75	7.0
Lead gen services	\$250	\$2.65	10.6
<b>Total</b>	<b>\$2,000</b>	<b>\$23.15</b>	<b>11.6</b>

Assuming your ratios remain the same, you'll generate an incremental \$3.15M and improve your return on marketing investment from 10X to 11.6X!

*"Marketing leaders really matter for scaling high-growth startups, and whoever heads the [marketing] ship requires a set of metrics."*

— Meg Goetsch, VP of Revenue Operations, JW Player



# Data-driven action

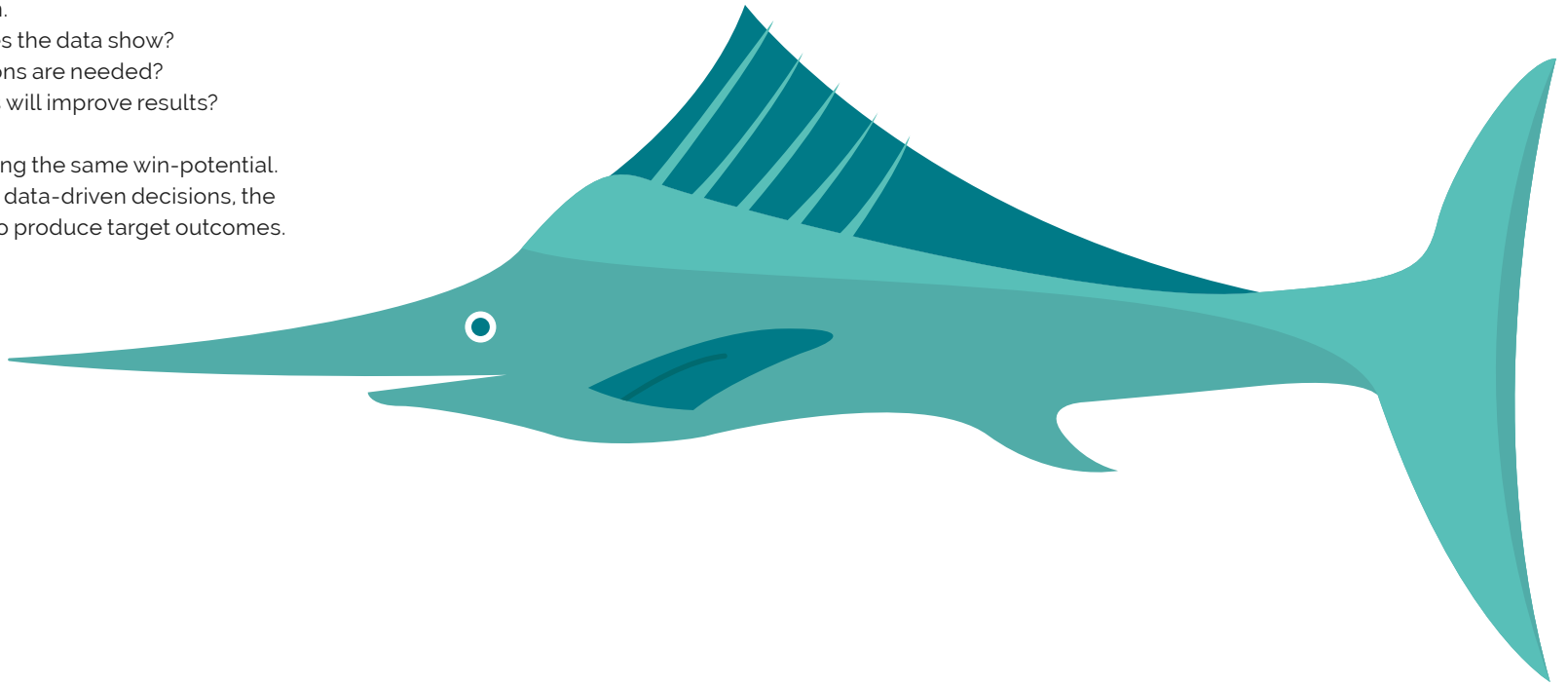
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After World War II, the U.S. Air Force wanted to understand why some pilots won dogfights, and others lost. Analysis showed that victors simply followed a four-step DADA process faster than their peers. (Jim Braddock's short book *A Spy's Guide to Thinking* popularized this concept.)

*62% of executives rely on experience and advice more than on data to make decisions.*  
— PwC's Global Data and Analytics Survey, "Big Decisions™"

1. **Data-collect:** aggregate and summarize critical information.
2. **Analyze:** what does the data show?
3. **Decide:** what actions are needed?
4. **Act:** what changes will improve results?

DADA offers marketing the same win-potential. The faster you make data-driven decisions, the more likely you are to produce target outcomes.



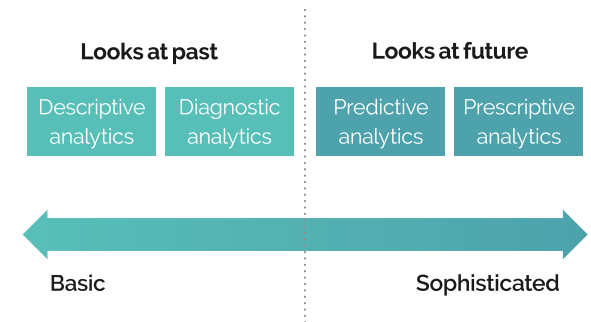
# Types of analytics

Different analytics drive different decisions.

Type	Purpose	Example	Answer questions like...
<b>Descriptive</b>	Defines past performance	Average CAC	What happened?
<b>Diagnostic</b>	Understands causes of past results	Why a certain campaign worked extra-well	Why?
<b>Predictive</b>	Identifies future possibilities	Predict risk of defaulting on a loan. Score leads.	What could happen?
<b>Prescriptive</b>	Advises for best outcome	Allocate marketing spend. Optimize customer relationships.	What should we do?

*Descriptive and diagnostic analytics are most common today*

According to Gartner, only 13% of organizations use predictive analytics, and only 3% use prescriptive analytics. But the trend is to move from "D to P" (from descriptive and diagnostic towards predictive and prescriptive).



# Section review

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- Analytics create more respect for marketing, helping fellow executives see marketing as a revenue-driver and not a cost-center
- Better marketing decisions drive more revenue and lower costs
- Three-quarters of marketers agree measuring ROI is important, but many struggle to make it happen

# A conversation with...

## Jim Lenskold, President of Lenskold Group



### Unexpected outcomes from account analytics.

Client "aha" moments are the most satisfying part of Jim Lenskold's job. These are the moments "when they shift strategies and act on unexpected insights from ABM analytics," says the President of Lenskold Group, a consulting firm that specializes in ROI-based measurements and marketing decision support.

*Understanding ABM requires more analytics work than less-targeted B2B marketing metrics, but ABM can deliver bigger wins.*

Why? When? How? Jim shares his 25+ years of expertise below.

**Why?** "ABM analytics offers better insight and actionability in the buying process." From insights on current performance, ABM analytics can predict how marketing can improve future business outcomes.

**When?** Start as soon as possible. "ABM measurement will evolve into more innovative methodologies to better address marketing complexity and capturing layers of insight."

**How?** No standard ABM analytics methodology exists. Marketers must "compare alternative strategies' effectiveness and focus measurements on identifying leakage points in the buyers' journey." Priority metrics should be consistent across marketing, such as:

- Sales lift
- Average margin per sale
- Lead quality (MQA to SQA conversion)
- Sales cycle velocity (days from MQL to close)
- Opportunity to close conversion
- ROI (return in net profit relative to investment)

*"There's a huge advantage in understanding buyer roles and interactions."*

These metrics measuring target account engagement and conversion are needed to demonstrate that ABM is a more strategic, precise approach for guiding account journeys.

What are common mistakes? Account analytics are "a mindset shift. The biggest mistake is failing to see the benefit of targeting fewer contacts."

*"Prove marketing impact on key metrics, don't just report them."*

What are normal outcomes? ROI insights drive bigger wins and better strategies to improve marketing. In particular, justifying outreach to fewer targets, with the right message and timing.



#### Pro Tip

**Prioritize analytics that generate insights about leakage points late in account-buying journey. Improving late-stage conversion offers the greatest potential ROI — and should guide ABM strategies on timing, roles, content, and messaging.**

## Section 2

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# Account based analytics are different

### Section at a glance:

#### **ABM DEFINED**

How ABM is different than traditional demand generation

#### **BENEFITS**

The baker's dozen of ABM benefits

#### **ABM METRICS**

Why Account Based Marketing needs different metrics

# ABM, defined again

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Account Based Marketing is a strategic approach that coordinates personalized marketing and sales efforts to open doors and deepen engagement at specific accounts.

*According to 87% of marketers implementing ABM, ABM provides higher ROI than any other type of marketing.*  
— ITSM and the ABM Leadership Alliance, 2017

# ABM, defined again

Account Based Marketing is a strategic approach that coordinates personalized marketing and sales efforts to open doors and deepen engagement at specific accounts.

*According to 87% of marketers implementing ABM, ABM provides higher ROI than any other type of marketing.*  
— IT SMA and the ABM Leadership Alliance, 2017

**Open doors and deepen engagement:** focus on landing new accounts and expanding within existing accounts.

**Strategic:** not a simple campaign or tactic; it's a business strategy; not 'one and done'; it's always on for an account.

**Personalized:** built on account-specific insight, content, and messages for maximum relevance and resonance.

**Marketing and sales:** a close collaboration between sales and marketing.

# Why Account Based Marketing?

## Sales is account-based

Sales reps never talk about leads they close. They talk about accounts they win. It's a problem when Marketing talks about leads when speaking with Sales. **(It's called 'business-to-business' not 'business-to-lead' for a reason.)**

ABM helps marketers to speak Sales' language and strategically support their focus.



### Pro Tip

**The phrase "Account Based Marketing" can lead people to think that ABM is just for marketing. It's not. Try talking about an "account-first approach" to sell the idea company-wide.**

## Big deals build big businesses

For most B2B companies, the Lifetime Value Economics of larger deals are compelling. Big deals can be 10 to 20 times more valuable than the average.

These "whale-sized" deals are worth building a strategy around, and ABM is how you focus on them.

## Resources are tighter than ever

Every CMO is struggling to "do more with less". There's no room in the budget for waste.

ABM helps you focus on your ideal customer profile (ICP). The nature of the strategy encourages teams to do this critical work upfront.

## Buying teams are growing

Business-to-business deals are notoriously complex. The average B2B buying team today includes nearly seven (6.8) people, according to CEB Research. That number is up from 5.4 in two years — and considering the complexity of tech, increasing compliance concerns, and risk aversion, it won't shrink any time soon.

Selling into large buying teams requires understanding how personas evaluate products and/or services, individually and collectively. That includes decision makers, influencers and end users — even the procurement department and CFO.

ABM is all about understanding how each individual fits into the larger account, and orchestrating your interactions accordingly.

## Lead-centric approaches to B2B marketing can't address such deal-critical questions.

Clearly, winning big deals today requires Account Based Marketing.

*Stakeholders come from a lengthening roster of roles, functions, and geographies. The resulting divergence in personal and organizational priorities makes it difficult for buying groups to agree to anything more than "move cautiously," "avoid risk," and "save money." One CMO has memorably referred to this as "lowest common denominator purchasing."*

— "The New Sales Imperative" by Nicholas Toman, Brent Adamson, Cristina Gomez, Harvard Business Review March-April 2017 Issue

*"ABM produces 80% of our enterprise account revenue."*

— Hoontae Sim, Sr. Director of Global Marketing Ops, Medidata





# ABM ≠ demand generation

Demand generation and ABM are different tools for different jobs.

Demand generation	Account Based Marketing
Wait for leads to turn up in your system.	Proactively reach out to target accounts.
Know people entering your funnel are already engaged.	Track engagement to determine who is interested.
Focus on the leads and opportunities you create.	Measure engagement in addition to outcomes.

*"ABM is the reciprocal of demand generation. Nothing will fuse sales and marketing together more."*

— Joe Chernov, VP Marketing, InsightSquared

## Nets vs spears

### Demand gen is like fishing with a net.

B2B marketers have long used traditional demand generation to drive revenue. They cast their campaigns and wait around to see which companies swim into the "net". It doesn't matter which specific companies they catch, as long as they catch enough in total. This strategy works great if you have a transactional sale and need a large volume of leads.

### ABM is like fishing with a spear.

When you are focused on high-value accounts with multiple decision makers and complex sales cycles, it doesn't make sense to wait around for them to swim into your net — you need to fish with "spears". This is a targeted, proactive approach that delivers relevant, personalized messages to those accounts. This requires fundamentally different tools, processes, and metrics.

## ABM Is...

- **Targeted.** ABM engages select named-accounts, not large, undifferentiated lists.
- **Personalized.** Instead of one-size-fits-all scripts, ABM empowers highly relevant conversations with specifically-crafted content.
- **Researched.** ABM uses systematic insight, not two minutes on LinkedIn.
- **Multi-channel.** ABM maximizes reach by replacing massive spamming campaigns with a seamless, omni-channel approach.
- **Integrated.** ABM isn't just another silo; it's a coordinated effort marketing leads.
- **Patient.** Instead of emphasizing short-term calls-to-action like demos, ABM prioritizes high-value engagements, like meetings, by sharing insights and trends for the entire customer journey.

# The B2Baker's dozen of ABM benefits

What are the benefits of ABM?  
Let us count the ways.

## 1. Zero waste

ABM focuses efforts on your ICP. It targets all resources on named-accounts most likely to drive revenue.

## 2. Program effectiveness

ABM makes programs more effective. It creates more personalized, relevant interactions that reach decision makers.

## 3. Executive mindshare

ABM attracts senior decision makers. While traditional demand-gen generates junior leads, ABM reaches high to connect with executives.

## 4. Competitive dominance

ABM keeps competitors away. It helps avoid competitive bake-offs because it engages and influences target accounts before RFPs get sent out.

## 5. Extraordinary wins

ABM deal sizes are bigger. When ABM wins, it wins big. Strategic ABM deals are larger than inbound deals. They also are more likely to have wider buy-in across the company.

## 6. Stickier revenue

ABM improves retention. Strategic deals are less likely to churn.

## 7. Faster close rates

ABM is less likely to get stuck. ABM actively targets all influencers, leaving no decision-makers to chance. Because an ICP is defined, Sales gets better at 'rinse and repeat'.

## 8. Sales and marketing alignment

ABM laser-focuses marketing and sales on shared criteria. Marketing and Sales teams collaboratively gain traction in named accounts.

## 9. "Challenger sale" conversations

ABM enables differentiated sales conversations. ABM provides the ideal framework for challenger-style conversations that deliver tailored insight to executive prospects and customers.

## 10. Better customer experience

ABM synchronizes the customer journey. Highly personalized interactions maximize relevance on all channels, creating an experience that target-accounts love. (Plus, it's embarrassing when SDRs call customers, thinking they are new leads.)

## 11. Account expansion

ABM identifies insight-driven opportunities for retention, upsell, and cross-sell. Because it focuses efforts on creating greater share of wallet — and improves margins in the process.

## 12. Substantial ROI

ABM outperforms other marketing initiatives. Why wouldn't you use an initiative 87% of B2B marketers rank higher than others?

## 13. Très happy marketers

ABM is to marketers as water is to Gio. ABM gives B2B marketers tools to be more effective and prove impact, which propels job satisfaction, productivity and employee retention.

# ITSMA on ABM's benefits

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Here's what ITSMA says about ABM's benefits. (ITSMA has defined, built, and inspired B2B marketing excellence for over 20 years.)

## Clients

- Feel better understood from in-depth analysis
- Understand vendor offerings, strategy and solutions more broadly
- Enjoy increased customer satisfaction
- Experience a more tailored approach
- Develop deeper partnership with vendors
- Tend to position and sell vendor across the organization

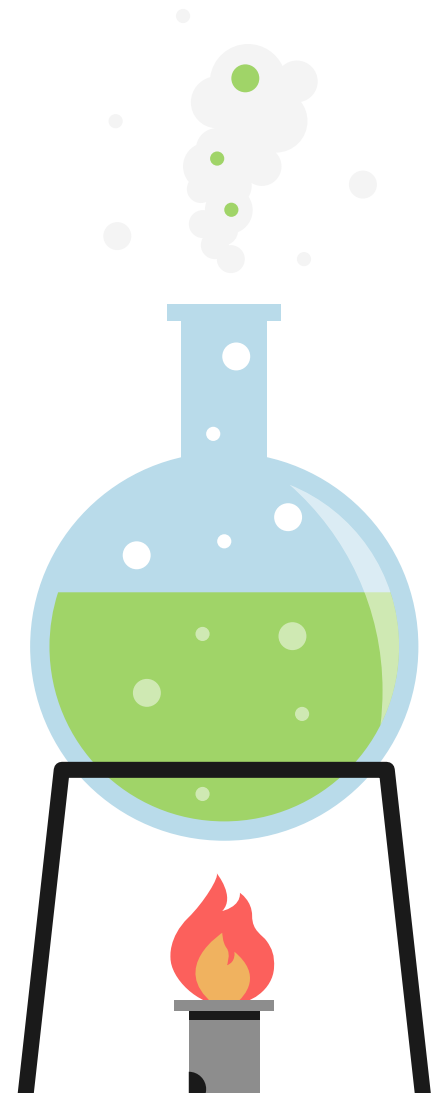
## Sales

- Earns status of trusted vendor and partner
- Has richer conversations
- Aligns better with customer needs
- Uncovers new opportunities
- Increases revenue, margin and wallet-share
- Stays on the same page with the rest of the team

## Marketing

- Aligns sales and marketing in a unified account strategy
- Orchestrates coherent, relevant messages
- Increases marketing ROI
- Consistently tailors campaigns
- Strengthens brand reputation
- Secures more customer references

*Source: A Practitioner's Guide to Account Based Marketing, Bev Burgess and Dave Munn, ITSMA*



# How ABM metrics are different

For years, marketing has measured effectiveness by counting leads and opportunities.

*While leads and opportunities are important and necessary B2B marketing metrics, they are insufficient to measure Account Based Marketing.*

ABM requires fundamentally different metrics because ABM is fundamentally different – in three predominant ways.

## ABM is account-based

Surprising, we know. By definition, lead-based metrics are insufficient for ABM because traditional demand generation counts every lead as “the same”.

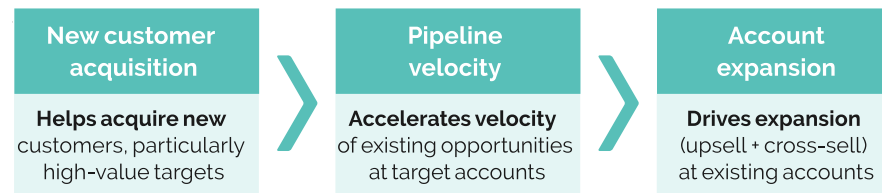
ABM metrics have the account-centric lens that lead-based metrics lack.

*“If you believe ABM success is measured only on lead volume... think again.”*  
— Megan Heuer, VP of Research, SiriusDecisions

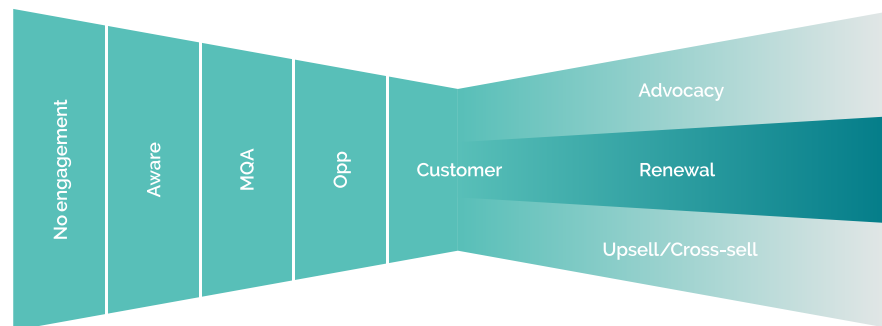
## ABM occurs at every stage of the funnel

Traditional lead-based metrics are overly focused on net-new business creation.

In addition to measuring new business, ABM metrics track each stage of the customer journey, including pipeline acceleration and account expansion.



ABM metrics measure new customer acquisition, pipeline velocity and account expansion.  
Source: TOPO Research



The ABM funnel bow tie

# How ABM metrics are different (cont'd)

## ABM can take a long time to show results

When starting an ABM initiative, you need to set expectations that it won't deliver clear revenue immediately — possibly for a long time.

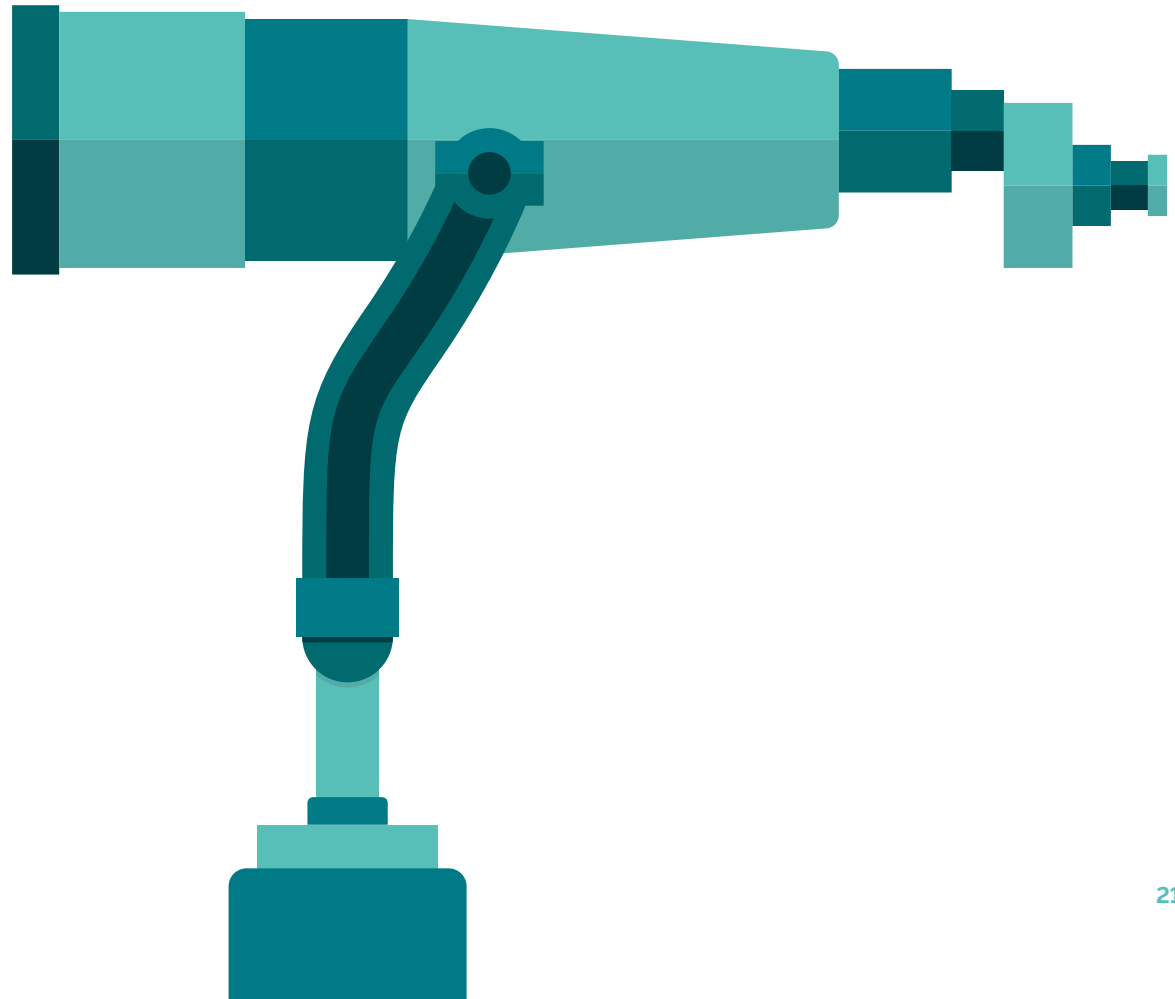
If you hide this fact when you make your business case, you're putting a time bomb inside your ABM program. Instead, make sure executives all understand the timescales and the metrics you'll be using to ensure you're making progress towards revenue:

- Quantity-based metrics will likely decrease (e.g fewer leads)
- Hard results may take a long time... sometimes a very long time

**That's why leading indicators to revenue are so important to ABM.** By tracking how deeply the right people at target accounts engage with your company, and how accounts move through a complex buying journey, you'll be able to show quantifiable progress during long sales cycles.

*Make a long-term commitment;  
ABM results improve with experience.*

— IT SMA and ABM Leadership Alliance, 2017





# Set the right expectations

When embarking on account-based journeys, the biggest mistake companies make is failing to build alignment across all stakeholders that ABM metrics will be different.

So, set the right expectations up front.

- **ABM takes time.** Build a set of leading indicators to show progress on the path to revenue.
- **Volume-based metrics may go down.** Traditional metrics may actually decrease, as resources target fewer, better accounts.

Instead of focusing on counting things, focus on the quality of your relationships and the effectiveness of your programs. **ABM metrics are about quality, not quantity.**

*See Section 4 for a discussion of the Right ABM metrics, and Section 10 for tips on how to build alignment and get started.*

## Common roadblocks to measuring powerful ABM returns

B2B marketers face consistent challenges when demonstrating ABM's significant returns:

1. **Set realistic expectations with stakeholders.** Many organizations focus on short-term results (e.g. more leads this quarter). Avoid conflict by clearly communicating expected timelines for ABM, and use leading indicators to show progress along the way.
2. **Compare ABM to other marketing programs.** Establish a point of comparison as an easy way to determine ABM's ROI.
3. **Accurately evaluate program ROI.** Measuring ABM isn't as straightforward as it might seem.

*Remember: ABM isn't short-term lead-generation. It is a strategic initiative that requires sustained investment to maximize results.*

*— A Practitioner's Guide to Account Based Marketing, Bev Burgess and Dave Munn, ITSMA*

# Section review

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- ABM focuses time and effort on a list of high-value accounts
- 87% of marketers rank ABM above all other marketing programs
- Traditional demand-generation is like fishing with a net, when quantity is more important than quality. Because ABM is like fishing with a spear, ABM metrics measure quality.
- Because ABM is for every stage of the customer journey — land and expand, not just new business — the ABM funnel resembles a bow tie more than a traditional funnel
- Failing to set expectations is a common mistake in ABM. Lead quantity will go down as quality goes up. ABM results take time!

A conversation with...

# Meg Goetsch, VP of Revenue Operations at JW Player



## From demand-gen to ABM analytics: how hyper-growth SaaS startups cross the chasm.

Fast-scaling startups can effectively transition from traditional demand-generation marketing to an ABM marketing model by taking some key steps, says Meg Goetsch.

The VP of Revenue Operations recently joined JW Player, the world's most powerful and flexible video platform powered by the fastest, most-used HTML5 online video player. She's deploying her playbook from MongoDB, which she helped scale from 24 to 700 employees over seven years.

**Keep data honest.** As JW Player's first operations hire, Meg inherited a messy Salesforce system. Her first order of business was to implement a CRM database-cleansing tool. The technology has many benefits for both marketing and sales, including improving segmenting audiences for email campaigns.

**Get target accounts from Sales.** JW Player's Marketing and Sales teams laid groundwork together to prioritize top publisher accounts, who can benefit from monetizing video content the most. As a result, their ICP is laser-focused.

*ABM isn't standard email marketing and nurturing. It up-levels specific account strategies to support Sales activity. And Engagio gives you your whole answer.*

**Keep teams close.** JW Player's Marketing, and Sales teams don't just work closely across processes, reporting, and technology; the teams literally sit together. ABM analytics, says Meg, is our business currency. After all, every department "speaks" revenue and growth!

**Prioritize the basics.** Don't forget you must have agreement on the definitions of foundational metrics. JW Player's leadership worked closely together to make sure those definitions made sense for the business and team. This made launching ABM programs easier because everyone was speaking the same language.

*"Have a foundation before you specialize. Touch everyone in a thoughtful, tailored way. Run rich campaigns that offer content for target accounts at the beginning of buying cycles versus farther down."*

Dynamic change is constant at hyper-growth startups, Meg says, especially in SaaS. "It can be frustrating and demotivating to work without ABM analytics. [But] what's really exciting is the data is at our fingertips. Marketers are now empowered to be analytical and curious, quickly pushing conversion in target accounts."



## Section 3

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# Styles of ABM

### Section at a glance:

#### **CATEGORIES**

Three styles of ABM: strategic, scale and programmatic

#### **RECOMMENDATIONS**

Primary metrics for each style

# Section 3

## Styles of ABM

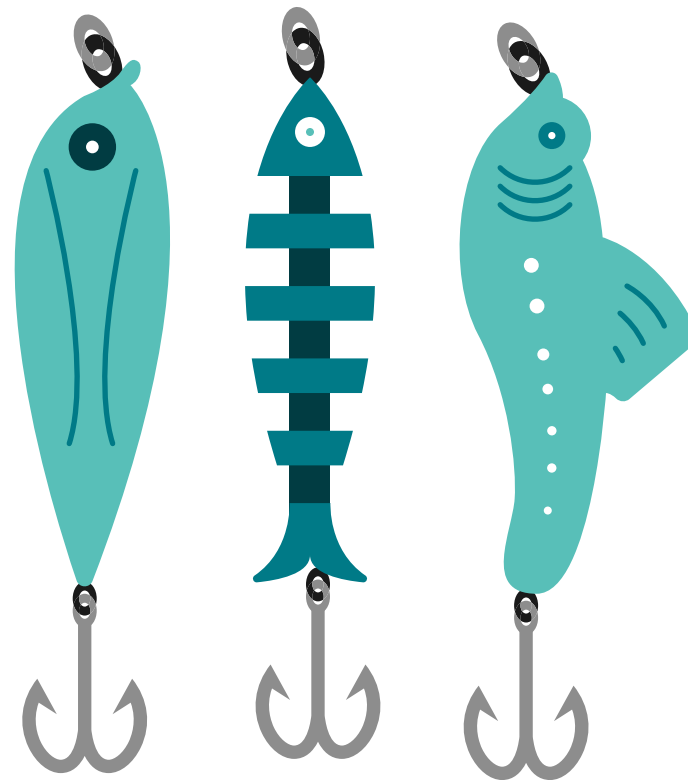
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One of ABM's most important lessons is one style does not fit all. The spectrum ranges from truly one-on-one conversations with the largest accounts, to programmatic Account Based Marketing with thousands of lower-value targets.

ABM divides into three main styles:

1. **Strategic:** one-to-one ABM to a very limited number of top-tier accounts representing the highest potential revenue.
2. **Scale:** one-to-few ABM to strategic accounts that don't merit one-on-one investment.
3. **Programmatic:** one-to-many ABM to target accounts, where dedicated resources for specific customization and personalization aren't appropriate.

NOTE: all sources in this section are from ITSMA's Account Based Marketing Benchmarking Survey from March 2016.



# Strategic

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This style of ABM directly engages strategic target accounts with highest revenue potential, generally from \$250,000 to \$1B a year or more. It also frequently focuses on existing customers. **(According to the ITSMA and ABM Leadership Alliance, 84% of strategic accounts are current customers.)**

*When ITSMA says ABM delivers more ROI than any other form of marketing, strategic ABM is what it's referring to.*

Most companies count strategic accounts in the low "tens". They assign several to individual ABM marketers and even fewer to AEs. In the case of lighthouse accounts with revenue potential of \$1B+, ABM marketers should oversee no more than three or four. Engagio AEs manage only two strategic accounts each. That might seem crazy, but for whale accounts, it's worth it.

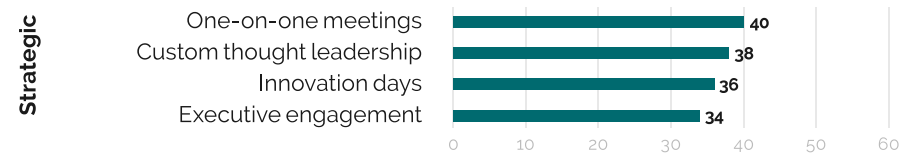
Each of these accounts get the "full" Account Based Marketing treatment.

- **Deep research:** map out each buying center to understand areas of revenue potential. Build out the organization chart to ascertain which contacts you know and which you need to know. Research key business priorities and individual motivations, and identify relationships and connections to the account.
- **A customized plan:** publish detailed account dossiers, and maintain them quarterly. Consider internal chat groups or forums for each account.
- **Personalized content:** assemble marketing plays for each specific account, including bespoke campaigns.
- **1:1 attention for full customer journeys:** involve the entire organization, from the CEO to individual contributors, to land and expand strategic accounts.

The central idea is that specificity drives relevance and resonance. The less scalable this style of ABM, the better. As Ben Horowitz said, "the more personal something is, the more it becomes globally appealing".

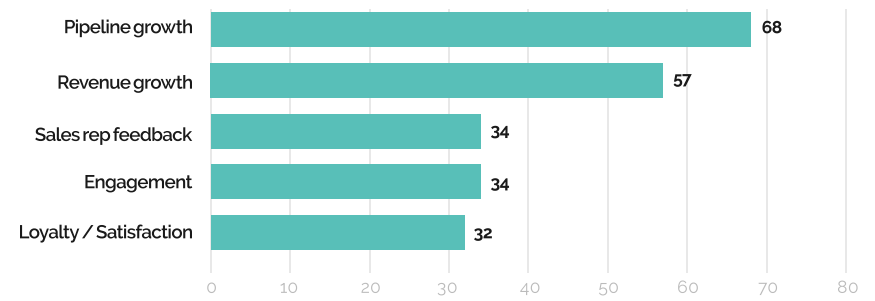
# Strategic (cont'd)

## Effective tactics for strategic ABM



One-on-one meetings and content are most-effective tactics for strategic ABM

## Top metrics for strategic ABM



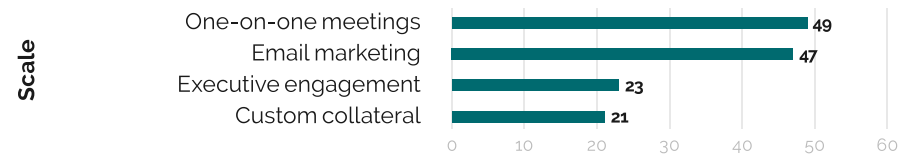
The strategic ABM metrics that ITSMA recommends

# Scale

Scale ABM is a one-to-few style for accounts that are strategic but don't warrant top-tier investment, perhaps between \$100K to \$250K annual potential. Typically, companies have fewer than 100 such accounts, where one account-based marketer covers about 25 accounts from a similar industry or set of business problems. Engagio AEs cover no more than five of these each.

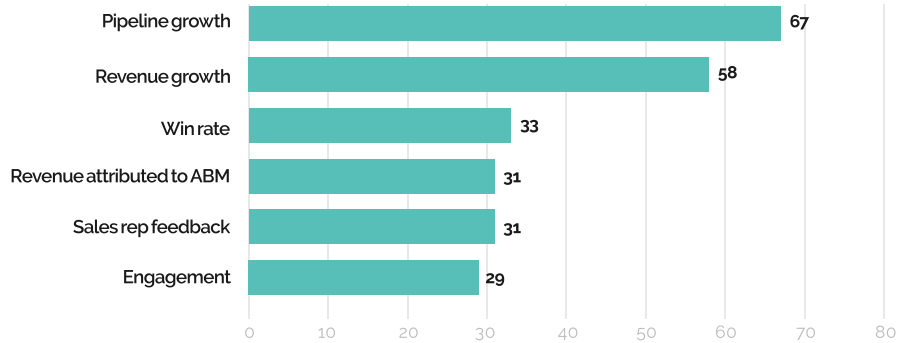
By definition, scale ABM is more scalable than strategic ABM, but there's still work involved. Engagio refers to what's required as an "Account Plan Lite". The process includes systematic data collection, personalized communications, and integrated programs such as high-value events and direct mail.

## Effective tactics for scale ABM



One-on-one meetings and email marketing are most-effective for scale ABM

## Top metrics for scale ABM



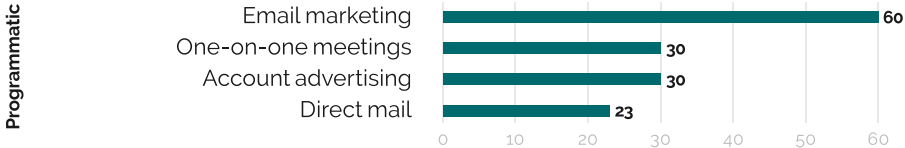
Metrics ITSMA recommends for scale ABM

# Programmatic

Programmatic, one-to-many ABM targets desired accounts without dedicated personalization and customization. Each is generally worth between \$25K to \$100K per year, and a company can have hundreds at any given time. Such accounts do not receive personalized interactions or account plans. At Engagio, each AE tends to manage one hundred programmatic accounts.

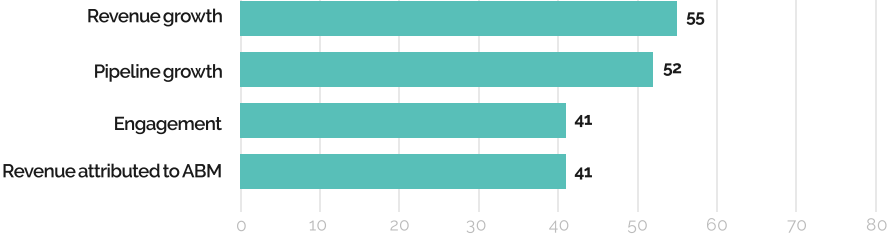
*Programmatic target accounts are new relationships 72% of the time.*

### Effective tactics for programmatic ABM



*Email marketing is most effective for programmatic ABM.*

### Top metrics for programmatic ABM



*Recommended metrics for programmatic ABM.*

# Summary

Not surprisingly, revenue and pipeline growth are the most popular metrics across all three ABM styles. But the next most effective ABM metric varies by style.

- **Strategic ABM:** sales rep feedback and satisfaction.
- **Scale ABM:** win rate.
- **Programmatic ABM:** engagement.

	<b>Strategic</b>	<b>Scale</b>	<b>Programmatic</b>
<b>Account potential</b>	>\$250K	\$100K-250K	\$25K-100K
<b>Account/AE</b>	2	5	~100
<b>Data review/Year</b>	12	4	2
<b>Account plan</b>	Full account plan Quarterly review	Account plan lite	N/A
<b>Support</b>	Named executive Social support	N/A	N/A
<b>Personalized communication</b>	Up to (five) decision makers	Up to (three) decision makers	No
<b>Content</b>	Content hub Personalized guides	N/A	N/A
<b>Ads</b>	Yes	Some, more	Some, fewer
<b>Direct mail and experiences</b>	\$\$\$	\$\$	\$
<b>Top metrics</b>	Engagement expansion	Engagement meetings	Pipeline Marketing Qualified Accounts (MQAs)

Engagio's approach to each ABM style. Check out Section 7 for a definition of MQA!

# Section review

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- Each style of ABM requires different metrics
- The most effective strategic ABM tactics include one-on-one meetings and content; this style of ABM is most commonly used for existing customers
- Scale ABM tactics include one-on-one meetings and email
- Email is the most effective tactic for programmatic ABM, which is most commonly used for new relationships
- Top metrics for strategic, scale and programmatic ABM are pipeline and revenue growth. The next layer down respectively includes sales rep feedback and satisfaction, win rate, and engagement.



A conversation with...

# Matt Heinz, President of Heinz Marketing



## Return on serendipity: telling a data story.

Getting into B2B marketing was a giant mistake, quips Matt Heinz. At least, that's what someone could say of a journalism major who began his career as a reporter and now leads B2B pipeline consultancy Heinz Marketing. Someone else might say Matt specializes in a different type of storytelling.

Too often, says Matt, B2B teams drown in information and simply report facts. Why leave data interpretation to chance when you tell a story with it?

**Start ASAP.** "The more data we get, the harder it will be to filter to the actionable insights."

**Focus on business results.** Dashboards show a lot of interesting data, says Matt, but whether in ABM or not, Sales cares about what closes. Aligned marketers "find business advantages in analytics to improve results and create predictable pipeline".

**Correlate leading and lagging opportunities.** Lagging analytics illuminate market interests that may differ from existing products or services. From what's happened, leading metrics guide future action.

**Ask why.** It's very different to assess if teams hit numbers than why. "Not only do we measure everything down to actual dollars, we [inspect] tactics with the highest likelihood to convert into sales and revenue."

**Test premises and results.** "Where's the real yield of lifetime value across customer lifecycles, and how can you optimize your sales and marketing mix to improve it?"

**Be open to surprise endings.** Like Matt's career, top-tier results in ABM often emerge serendipitously.

*Often, results are counter-intuitive; what works best was unintended. A good analytics strategy illuminates optimal performance mix.*

So, how do you tell a data story? "In some cases," says Matt, "you don't even have to present data. Say, 'we found field events are three times more likely to generate pipeline than paid search, so we're reinvesting.'" Be sure to specify planned tactics.



### Pro Tip

**Seek more than bigger deal sizes. One SaaS company realized it generated significantly higher lifetime value within a few specific industries. (Deal sizes were standard.) To attract similar accounts, the company changed its account acquisition economics. "We could spend more aggressively because we knew [those net-new customers] would stick around longer, be happier, be better referral sources."**

## Section 4

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# The framework for ABM measurement

### Section at a glance:

#### **THE WRONG METRICS**

Analytics that hurt credibility and respect

#### **THE RIGHT METRICS**

ABM analytics that produce value, including:

#### **ENGAGEMENT ANALYTICS**

Relationship quality with target accounts

#### **JOURNEY ANALYTICS**

How target accounts move through the buying journey to produce outcomes

#### **ATTRIBUTION ANALYTICS**

The ROI of programs

# The wrong metrics

## Vanity metrics

Too often, B2B marketers fall prey to 'feel good' analytics like webinar registrations, banner impressions, and published pieces of content. While fine, such ABM metrics don't quantify business outcomes or lay necessary groundwork for improving marketing ROI.

Or as one singer (almost) said:

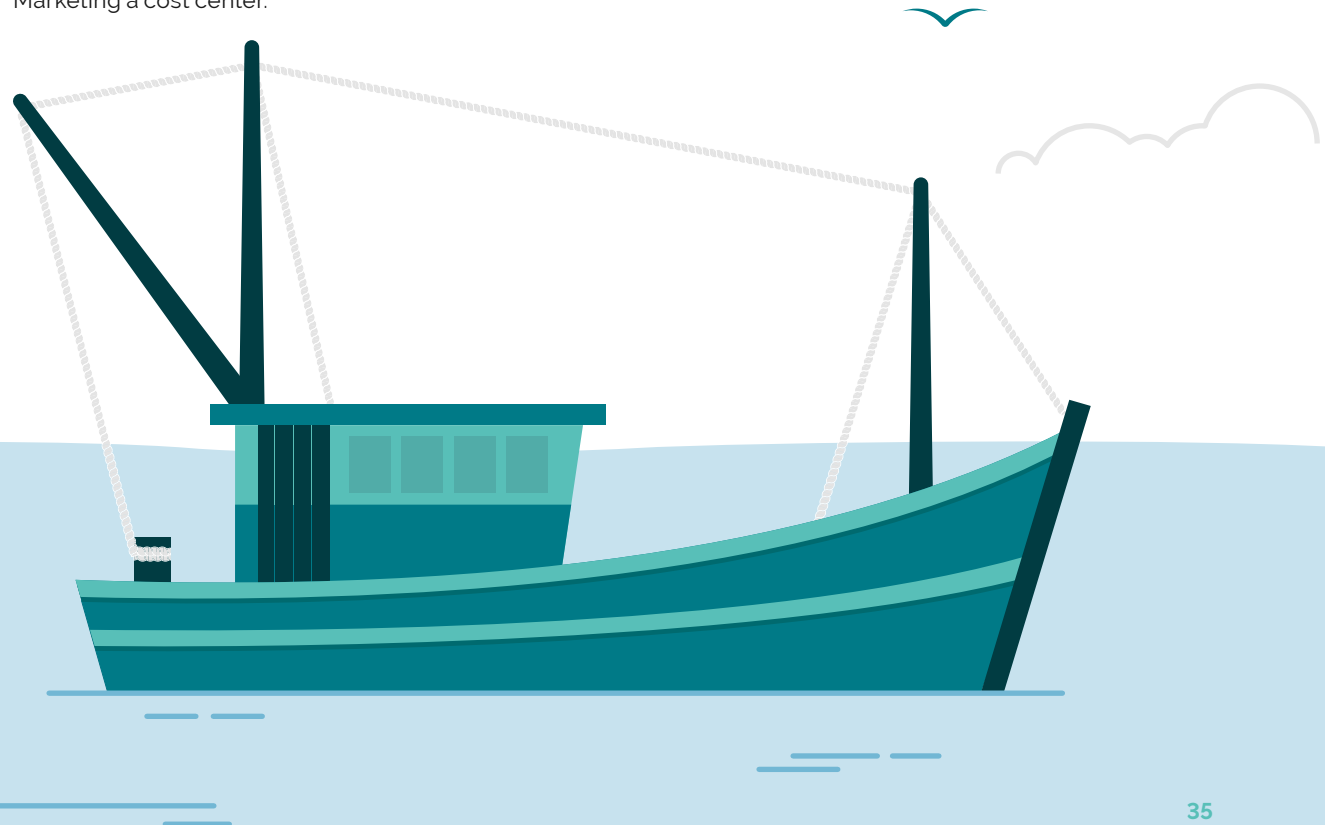
*"Your metrics are so vain  
This section's probably about you."  
— Carly Simon, paraphrased*

## Activity not results

While measuring sales results is easy, measuring Marketing's revenue output is not. The correlation also exists in the reverse: it's tough to measure activity in sales and easy to track marketing costs. Given that, it just makes sense that Sales traditionally gets credit for revenue, and organizations label Marketing a cost center.

## Costs

The worst metrics measure costs. When marketers discuss "cost per opportunity", they essentially position CEOs to reallocate Marketing's budget to more "revenue-generating departments".



# The right ABM metrics

*"Don't count the people you reach.  
Reach the people that count."  
— David Ogilvy*

We've kicked vanity, activity, and cost metrics to the curb. What metrics **should** we measure?

Fundamentally, three questions arise in ABM:

1. Am I creating and deepening relationships with target accounts?
2. How do accounts move through buying journeys to desired outcomes (e.g pipeline and revenue)?
3. What is the return on investment of my marketing programs?



# The right ABM metrics (cont'd)

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## Engagement analytics

Think about what matters to Sales. Reps want relationships with the right people at the right accounts. They want decision makers to know who your company is when they call.

**Hence, engagement analytics measure relationship quality, not quantity.** They answer one fundamental question:

*Are we creating and deepening relationships with target accounts?*

To measure how you're creating and deepening relationships, measure where target accounts spend time, as well as how engagement increases over time. Drill into valuable activities, like purchase decisions and advocacy.

Deeper engagement means deeper commitments. For more information on engagement analytics, dive into Section 6.

## Journey analytics

In a perfect world, we'd always measure revenue. It's the one metric EVERYONE agrees on.

*82% of B2Bs identify revenue as the single metric Marketing and Sales share.*  
— Harvard Business Review

**While revenue is the holy grail, ABM also requires leading indicators to show progress during long sales cycles.** For this, B2B marketers define stages of the journey and measure funnel dynamics using the key metrics of balance, flow, conversion, and velocity. These leading indicators show when, how and why target accounts become aware, engaged, qualified, closed, and more.

Fundamentally, these kinds of ABM metrics answer one question:

*How do accounts move through the buying journey to produce outcomes we care about?*

For more information on journey analytics, dive into Section 7.

# The right ABM metrics (cont'd)



## Attribution analytics

Perhaps the most common marketing question is, "did my programs lead to more revenue?"

ABM practitioners also use attribution analytics to make better decisions about budget allocation. By investing in highest-performing programs, they maximize overall return by answering one fundamental question:

*What is the return on my marketing investment?*

For more information on attribution analytics, dive into Section 8.

## The right ABM metrics

Type	Metric	Description
Engagement	Account relationships	Am I creating and deepening relationships with target accounts?
Journey	Outcomes	How do accounts move through buying journeys towards desired outcomes (pipeline, revenue)?
Attribution	ROI	What is the ROI on my marketing programs?

## ITSMA on ABM analytics

Percentage reporting **improvement** from ABM

84%

**Reputation**  
(Brand perception, awareness, and knowledge)

74%

**Relationships**  
(Number of relationships across accounts)

69%

**Revenue**  
(Annual revenue per account)

According to the ITSMA, ABM metrics cover three categories:

1. **Relationships:** deeper account penetration.
2. **Reputation:** perception and/or education about offering and capabilities.
3. **Revenue:** pipeline and specific identified sales opportunities.

Our framework includes relationships and reputation in account analytics (Section 6), and includes revenue in journey analytics (Section 7) and ROI analytics (Section 8).

Source: ITSMA and ABM Leadership Alliance, 2017

# Section review

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- Vanity, activity, and cost metrics are bad ABM metrics
- Marketers who use good ABM metrics — engagement, journey and ROI analytics — speak the same language as other executives. By effectively quantifying Marketing's value, they earn budget, gain credibility, and deliver high performance.
- Engagement analytics measure the quality of target-account relationships
- Journey analytics measure how accounts move toward important outcomes like pipeline and revenue
- Attribution analytics measure the ROI of marketing programs

A conversation with...

# Laura Patterson, President at VisionEdge Marketing



## Six 'A's of best-in-class marketing organizations and the six 'C's of ABM analytics.

ABM falls within overall marketing performance management, says Laura Patterson, President of VisionEdge Marketing, a firm that specializes in building Marketing Centers of Excellence to improve business performance.

**Question:** what differentiates best-in-class (BIC) marketing organizations?

**Answer:** our research since 2001 reveals six practices that differentiate marketing organizations with high marks from their C-Suites for moving business forward. We call these the six 'A's: Acumen, Alignment, Accountability, Agility, Alliances, and Assessment.

*These best-in-class marketers serve business people first, enabling them to maximize marketing investments.*

They establish metrics relevant to business leaders and provide insight into how marketing moves business. They effectively use data, analytics, and processes and forge strong, collaborative alliances with customer-facing functions.

**Question:** what do business outcomes encompass?

**Answer:** outcomes are specific initiatives companies need to achieve financial targets. They provide direction, clarify success, and define priorities. Once Marketing knows outcomes, it can establish quantifiable customer-centric objectives. These objectives are the starting point for Marketing's metrics.

**Question:** what metrics should Marketing use?

**Answer:** the metrics Marketing chooses must tie to the business outcomes. A well-crafted marketing plan reveals the chain of measures and metrics between activities, programs, objectives, and outcomes — forming the foundation for marketing dashboards.

**Question:** how can we incorporate ABM with marketing performance management?

**Answer:** highly complex B2B deals make Marketing more accountable to understand customer journeys and leading behaviors. We call this the six 'C's: Contact, Connection, Conversation, Consideration, Consumption, and Community.

*The key is to define and establish the behaviors and associated performance targets for each stage.*

It's essential that ABM performance targets link to overarching marketing objectives associated with ABM programs. Objectives are tied to business outcomes and affect the same KPIs. A well-designed and implemented ABM initiative incorporates all best practices of marketing performance management. The same 'A's apply.



## Section 5

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# Your ABM analytics foundation

### Section at a glance:

#### **BARRIERS**

Common obstacles to ABM analytics

#### **ABM ESSENTIALS**

Five steps to build your ABM foundation

#### **L2A**

Why lead-to-account matching is fundamental to every ABM effort

#### **DATA QUALITY**

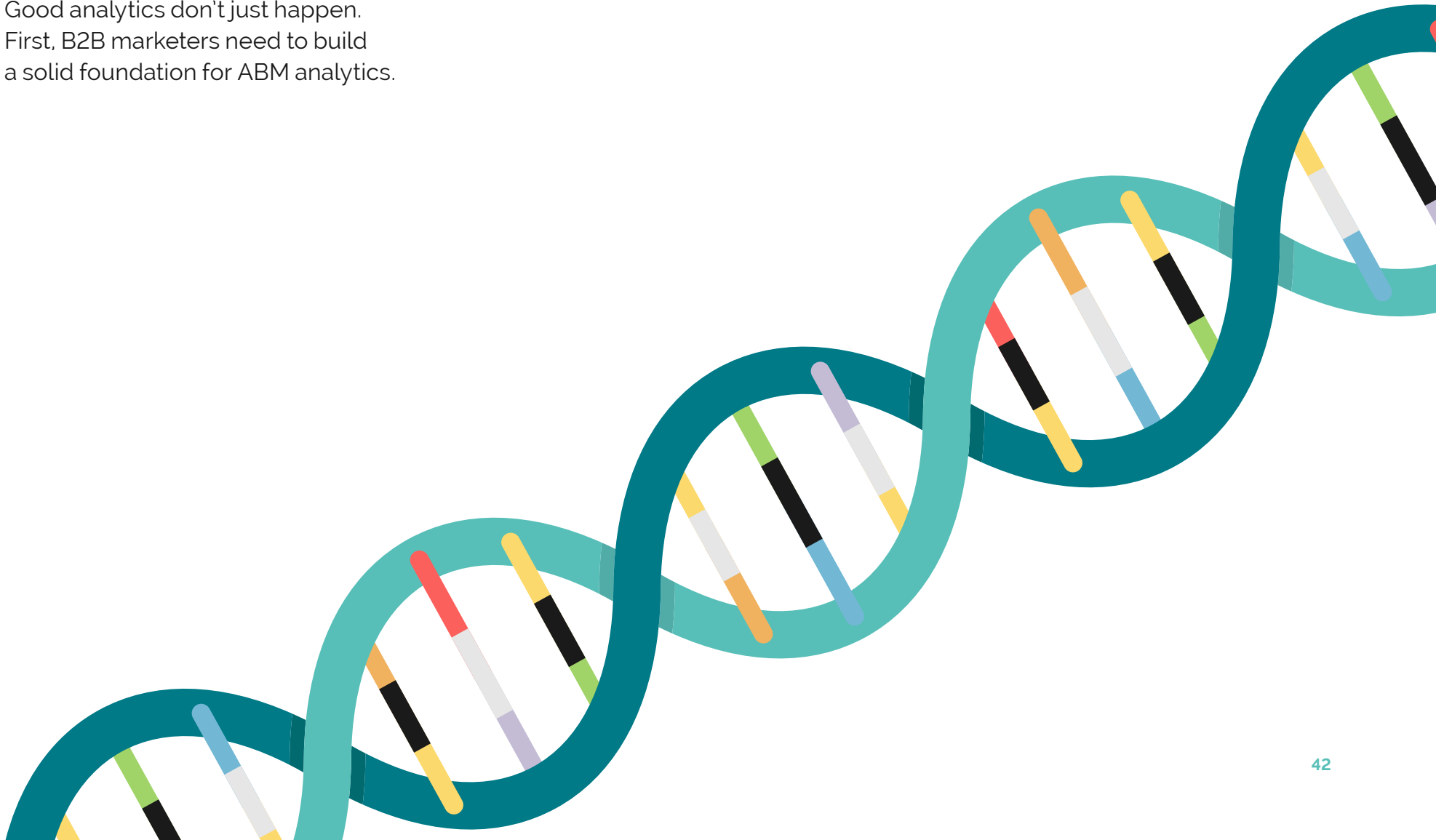
Why quality program data is essential to ROI measurement

# Section 5

## Your ABM analytics foundation

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Good analytics don't just happen. First, B2B marketers need to build a solid foundation for ABM analytics.





# Common obstacles to data integrity

## Disparate systems

Critical account-level information is spread across umpteen disconnected systems — from marketing automation and CRM platforms, to websites, to corporate email and calendars.

## Leads don't tie to accounts

Marketers and salespeople struggle to connect lead activity to target accounts in CRM and marketing automation, which lack the capability to tie leads to accounts automatically.

## Outdated data

It's common for professionals to change roles and employers, and for companies to relocate, go out of business, and get acquired. On average, the B2B email database decays 17% each year and churns completely in just over four years (4.2).

## Duplicate accounts

While tainted data skews ABM analytics in many ways, duplicate accounts are arguably the greatest problem. Without controls on CRM-account creation, reps create new accounts without checking to see if one already exists. The resulting duplicates prevent clear activity assignment and make measuring target-account engagement virtually impossible.

*Over 40% of marketers lack confidence in MA and CRM data quality.*

*— State of Pipeline Marketing, LinkedIn Marketing Solutions*

## Obstacles to B2B analytics

The top obstacles to B2B marketing analytics are:

- A lack of systems integration (54%)
- Poor data quality (44%)

Source: "Citrix Performance Management Survey — Key Challenges & Best Practices," Holger Schulze, vice president of eG Innovations

# Five steps to build an ABM analytics foundation



ABM analytics depend on a solid foundation:

1. Unify account data
2. Implement lead-to-account matching
3. Select and prioritize target accounts
4. Track programs and campaigns
5. Advanced: define account hierarchies and demand units

*Only when data is organized and integrated does it open up a true perspective on every touch point and allow organizations to optimize each step of the customer's journey.*  
— HBR, 2016

## Beat 93.3% of the competition in one step

Want a competitive advantage over 93.3% of your competition? Only 6.6% of B2B marketers believe their data is complete and up-to-date. You put your company in that top tier when you build a solid ABM foundation.

*Source: State of Pipeline Marketing, LinkedIn Marketing Solutions*



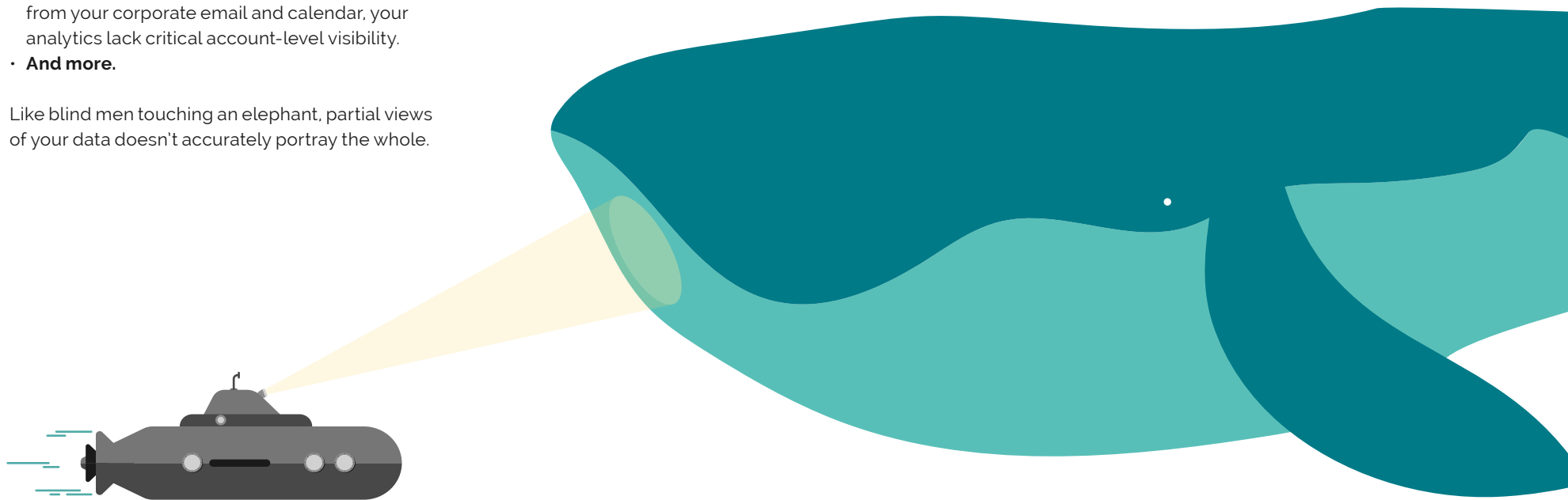
# Unify account data

Critical account data is scattered and siloed across multiple sources.

- **Your CRM.** Accounts live alongside everything else in the CRM: opportunities, activities, campaigns, not to mention leads and contacts.
- **Your marketing automation.** This data includes people and programs, as well as digital behaviors like email opens and website visits.
- **Your email.** Until you integrate valuable information from your corporate email and calendar, your analytics lack critical account-level visibility.
- **And more.**

Like blind men touching an elephant, partial views of your data doesn't accurately portray the whole.

Build your ABM foundation by centralizing marketing and sales data from multiple systems into unified account profiles. The process involves cleaning and organizing data volumes that are too large for manual operation. Because **spreadsheets and traditional databases aren't sufficient**, we created Engagio Foundation, which combines data from multiple sources and maps leads to accounts.



# Implement lead-to-account matching

Lead-to-account (L2A) matching is the single-most important part of an ABM metrics foundation.

## A definition of lead-to-account matching

*L2A matching involves tying each lead to the correct account, then using that data for ABM analytics, leading routing and scoring, and so on.*

## Why do we need L2A?

Leads, which Marketing has historically owned, don't roll up to accounts in Salesforce.com. A similar disconnect exists in most marketing automation systems, with cascading effects:

- **Misrouted leads.** Without account-level information (e.g where is the account HQ? How large is the company? Does this account have an open opportunity?), leads can get routed to the wrong owner.
- **Wasted time.** SDRs waste time checking out leads before calling, trying to verify validity and see what may already be happening at the account.
- **Limited account visibility.** Because lead activity doesn't roll up to accounts, teams lack critical understanding about target account engagement.
- **Reporting challenges.** It's impossible to assign pipeline or revenue credit to campaigns that influence individual leads, since deals happen at the account level.

*Lead-to-account mapping is ABM's biggest challenge, according to 44% of marketers who responded to 2016 ABM Metrics Report from Bizible & Terminus.*



# Implement lead-to-account matching (cont'd)

## How does L2A matching work?

There are three main approaches to L2A matching.

### Option 1. Manual L2A matching

Manual lead-to-account matching doesn't create many benefits, besides completing the job. This time-consuming approach slows lead processes, and human error abounds.

### Option 2. Domain-based L2A automation

Automate with a simple match between email and website domains. While this is a reasonable way to start, most companies run into limitations:

1. **Personal email addresses aren't matched,** like those from Gmail or Hotmail.
2. **Complex enterprise domains are missed.** For example, domain-based matching doesn't pair www.yahoo.com with an @yahoo-inc.com email.
3. **Assignment within large enterprises doesn't work.** For example @ge.com emails don't match with the appropriate division of GE.

### Option 3. Sophisticated L2A technology

More sophisticated methods (including Engagio's Foundation) involve L2A technology that automates matches based on multiple dimensions.

These capabilities first identify duplicate accounts and determine which copy is "real". Engagio then uses "fuzzy logic" to match company names, websites and email domains with other critical information fields. This is especially valuable with personal email and complex enterprise domains.

For example, fuzzy logic matches Hewlett Packard with hp.com, HP, and us.hp.com.

In the case of accounts with multiple divisions, L2A technology can match leads with specific divisions by identifying location. For example, GE has more than a dozen major businesses, including GE Capital, GE Healthcare, GE Oil & Gas and so on, but a lead likely belongs to the GE Power account if she/he has a ge.com email and an address in Atlanta, GA.

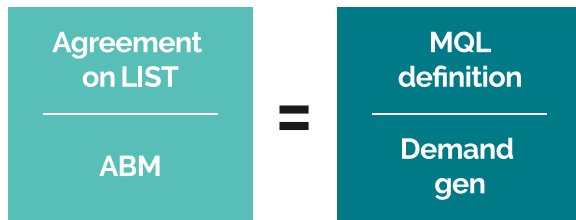
## Benefits of L2A matching

Marketers who implement L2A give glowing reports about the benefits.

- **Better customer experiences.** Clients spend more time with account managers who have clear insight into cross-sell and upsell opportunities. They also stop receiving inappropriate prospecting calls.
- **Improved prospect journeys.** Prospects won't hear from different reps.
- **Increased SDR and sales rep productivity.** They spend time on revenue-generating activity, not manual lookups.
- **Integrated account analytics.** Engagement of individual leads rolls up to the overall account.
- **Seamless lead management.** Because leads are routed, nurtured and scored appropriately, they're more likely to move through the funnel.

# Select and prioritize target accounts

Now your organization must select and prioritize accounts. **ABM's central purpose is to focus efforts on the few accounts with greatest revenue potential.**



*Establishing Marketing and Sales' agreement on a segmented list of target accounts is as fundamental to ABM success as defining a marketing-qualified lead is to demand gen.*

### Best practice for picking accounts

Sales ownership of the account selection process is essential to create buy-in. Marketing should never hand Sales a finished list. Instead, Marketing should give Sales a spreadsheet that scores accounts in their territory based on potential value and current level of interest.

Criteria	Core question	Key activity	Metrics
Potential/Fit	What is this account's potential lifetime value?	Define an ideal customer profile (ICP) and prioritize accounts by "fit score"	Firmographics Technographics
Ease/Interest	How easily can we create engagement and close revenue at this account?	Measure and prioritize accounts by "interest score"	Intent Engagement

We suggest the list starts with about three times the number of accounts reps actually need. The buffer allows them to add their valuable judgment and ensures buy-in.

*"The two core criteria we look for when selecting accounts for ABM: 1) Is the market growing, and 2) Is the account manager committed to this?"*  
— Jeff Sands, Senior Associate, ITSMA



### Don't overthink it

Regardless of selection process, starting with a "good" account list is almost always better than waiting months to make it "perfect".



# Track programs and campaigns

ABM analytics depend heavily on quality data about programs and campaigns.

- **Channels.** A well-defined taxonomy for program channels, structured into campaign hierarchies.
- **Naming conventions.** Established program naming conventions. For example: Geo/Product—YYYY-MM—Channel—Program Name.
- **Program statuses.** Identified program and campaign statuses by channel, including clear definitions of a response, as well as what constitutes success for that channel.
- **Campaign tracking.** Proper tracking for campaign members, including how they move through each status.
- **Program details.** Additional program metadata, including offer/asset type and details.
- **Investment data.** Accurate investment data by campaign (aka campaign costs). (Without it, you literally can't calculate ROI.)



## Backfilling existing data

What if you have lots of historical campaigns? Should you go back and fill out all this information?

Ideally, yes, otherwise it will take some time before you get meaningful results from your ABM analytics. If doing everything is overwhelming, start with the most important campaigns — getting some results sooner is better than waiting for perfection.

# Advanced: account hierarchies and demand units

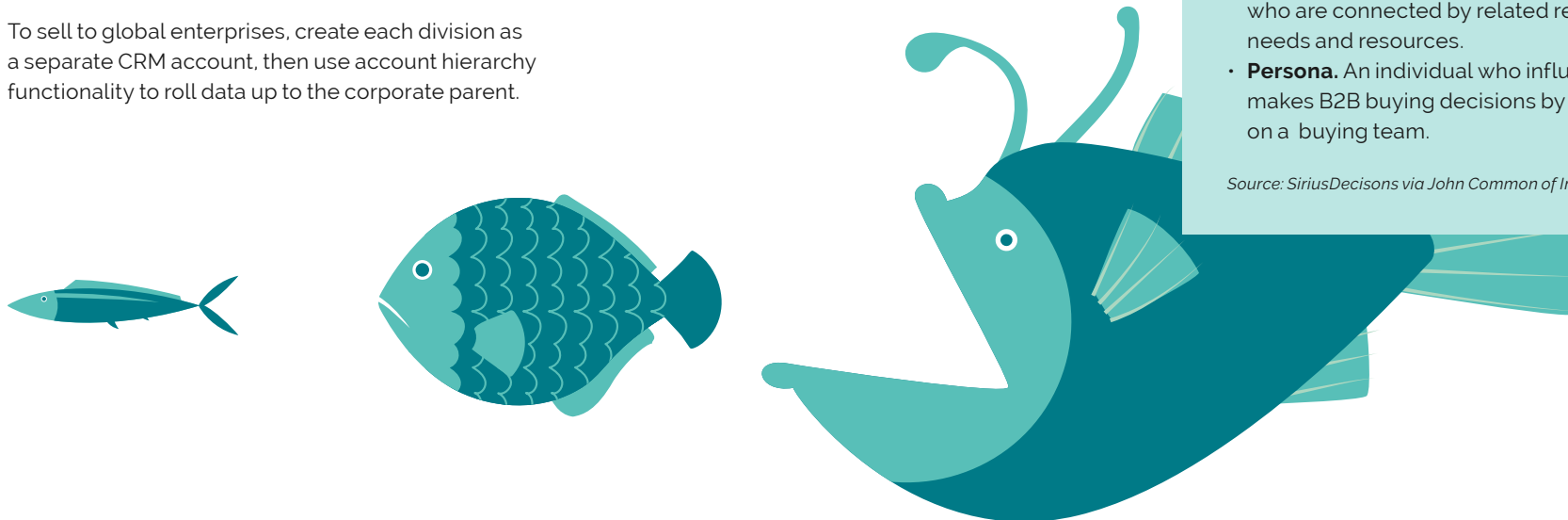
Advanced ABM practitioners establish and track how account hierarchies and demand units relate.

## Hierarchies

The largest accounts often have multiple divisions, each with sub-accounts. For example, Disney divisions include Studio Entertainment, Parks & Resorts, Media Networks and Consumer Products & Interactive Media.

Depending on ABM practice, companies might identify corporate parents like Disney as the target account. Others define individual divisions, like Studio Entertainment, as target accounts. Some decide on a case-by-case basis.

To sell to global enterprises, create each division as a separate CRM account, then use account hierarchy functionality to roll data up to the corporate parent.



## Five layers to a B2B buyer

According to SiriusDecisions, you should think about your buyer in five layers:

- **Market.** A group of accounts that share a common set of traits or needs. This can be further broken down into Total Addressable Market (TAM), Ideal Client Profile (ICP) and then Target Account List (TAL) with account tiers.
- **Account.** An organization (think of it as a "logo").
- **Buying center.** A line of business, a function, a geo-defined region.
- **Demand unit.** A group of personas or roles who are connected by related requirements, needs and resources.
- **Persona.** An individual who influences or makes B2B buying decisions by playing a role on a buying team.

Source: SiriusDecisions via John Common of Intelligent Demand

# Advanced: account hierarchies and demand units (cont'd)

## Demand units

One problem with Account Based Marketing is that an "account" is often too broad a group to market and sell to. That's why SiriusDecisions launched the concept of demand units:

*"Demand units are defined as a buying group that has been organized to address a need the organization is challenged with."  
— SiriusDecisions, 2017*

A demand unit is a group of individuals within an organization who are trying to solve (or should be solving) a problem that's a fit for one of your products or solutions. A single account can have multiple demand units, where different groups purchase the same product, where one group purchases more than one product, or some other combination of group and product.

SiriusDecisions went on to say that "demand units — not accounts — are usually the true targets that Marketing (and Product and Sales) should have in mind when thinking about buyers. Buyer, needs and solution must match for a demand unit to exist."

In other words, **it's often more accurate to consider Account Based Marketing as "demand unit"-based marketing.**

## Type of demand maps

A "simple" demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

A "vertical" demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

A "horizontal" demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

A "matrixed" demand map

	Buying group 1	Buying group 2	Buying group 3	Buying group 4
Need 1	Solution	Solution	Solution	Solution
Need 2	Solution	Solution	Solution	Solution
Need 3	Solution	Solution	Solution	Solution
Need 4	Solution	Solution	Solution	Solution
Need 5	Solution	Solution	Solution	Solution

*Types of demand maps. Source: John Common, Intelligent Demand*



# Foundation summary: checklist for success

- ✓ Define target accounts
- ✓ Create key personas
- ✓ Verify contact data
- ✓ Ensure accurate firmographic information
- ✓ Accurately associate leads and accounts (aka lead-to-account matching)
- ✓ Synthesize account activity history across channels — in one place
- ✓ Define program channel taxonomy, including campaign hierarchies
- ✓ Define and measure actual program costs
- ✓ Gain stakeholder agreement over key definitions, by program type
- ✓ Build buy-in and a strategy for what success looks like for each program
- ✓ Track and improve programs in marketing automation and/or CRM platforms, not spreadsheets
- ✓ Establish account hierarchies and/or define demand units as appropriate for your business

## The priorities of data-driven CMOs

1. **Organize your data.** Collect, manage and analyze customer data.
2. **Assess tech 24/7.** Review existing tools continuously. Pilot new technology just as often.
3. **Create alignment.** Build cross-functional alignment between sales, customer success, and product.
4. **Quantify business impact.** Measure marketing effectiveness with targeted metrics, attribution, and ROI.
5. **Decide with data.** Enable data-driven decisions that drive marketing and sales execution, by prioritizing customers.

Source: 6Sense and BusinessOnline Webinar, July 27 2016

# Section review

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- Disparate systems, unmatched leads-to-accounts, and poor data quality create a poor foundation for successful ABM analytics
- Unify account information by incorporating data from your CRM, marketing automation, calendar, email, and more
- Lead-to-account matching is the foundation of ABM analytics. Best practice is to use an L2A solution that automates matching with fuzzy logic on multiple dimensions.
- Account selection and priority depend on two criteria: potential fit based on firmographics and technographics, and interest based on intent and engagement
- The ROI process breaks if programs and campaigns aren't properly tracked
- ABM superstars establish account hierarchies and define demand units

A conversation with...

# Terry Flaherty, Senior Research Director at SiriusDecisions



## It's a bird, it's a backplane, it's analytics. Demand creation and management best practices.

Early in his career as a sales rep, Terry Flaherty asked for more leads and content. Since no one else was available, he received a new job: B2B marketer. Terry uses the experience today to help B2B teams create and effectively manage demand. Says the Senior Research Director at SiriusDecisions, a research and advisory firm, "dealing with really bad leads [helped me] understand Sales' challenges".

Analytics measure the demand process's efficiency and velocity. They compare client data with waterfall benchmarks and identify mechanisms to improve performance.

*Analytics are the backplane to a) define Marketing and Sales' value, and b) make sure invested dollars and energy add value to the business.*

1. **Characterize metrics.** SiriusDecisions' metric spectrum defines analytics types.

- Impact metrics align to revenue and market share
- Output metrics measure leads produced
- Readiness metrics assess factors like database size

Understanding metrics aligns client teams and shapes profiles of target accounts, not leads.

Salespeople naturally think about committee influence because buying groups [form to address] business pains. There's a disconnect if Marketing thinks about leads.

2. **Set a demand hierarchy.** Target objectives provide context and a structure, says Terry, for strategic priorities. For example, "improving database size facilitates readiness to touch more people and drive more revenue".

3. **Create a demand map.** Identifying and engaging specific buying units are the building blocks of demand. Terry helps clients construct demand maps that identify target accounts and markets, buying centers and groups, and target roles and responsibilities. These roadmaps also match business needs to client solutions. "Demand units are really synonymous for potential opportunity."

4. **Measure impact and attribution.** Because of available engagement and conversion data, and the growing size of purchase committees, assigning single contacts to opportunities no longer works. Instead, teams optimize resources to awake and engage "demand unit" opportunities with lead-to-account matching (L2A) technology. Attribution technology improves account journeys through the demand waterfall.

*It's a much more powerful conversation if Marketing says, "we've identified 75 early stage opportunities for these solutions," as opposed to, "we generated 248 leads."*

Turning data insight into meaningful action, says Terry, makes the difference.

## Section 6

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# Account analytics

### Section at a glance:

#### **TIME**

Using time to measure engagement

#### **BASICS**

How to measure coverage, awareness, and reputation

#### **ENGAGEMENT**

Why engagement is the best way to measure relationship quality



**Account analytics, defined**

Account analytics answer the fundamental question: are we creating and deepening relationships with the right people at target accounts?

# Account analytics

What do salespeople want from Account Based Marketing?

*"When I call new accounts, I want them to know who we are and what we do."*

*"I want qualified meetings with key decision-makers who understand why they're meeting with me."*

*"I want to engage everyone who matters at the account, not just my champion."*

Answer these questions and more with account analytics. In this section, we'll introduce the critical concept of engagement minutes and then we'll cover the key account metrics that matter: coverage, awareness, reputation, and mostly importantly, engagement.





# Measuring time

In ABM, we aspire to measure things like awareness and engagement — both notoriously difficult to measure without expensive surveys. We believe that time is a great proxy for these metrics.

**Before someone spends money with you, they'll spend time. The more time someone invests, the greater their interest in doing business.**

To measure relationship quality with target accounts, track **"Engagement Minutes"**.

## Step 1: track activities

Track meaningful activities of every person at target accounts via your account foundation.

- **Website:** visits by account, using reverse-IP mapping.
- **Marketing automation:** email opens, event attendance, program success, content downloads, etc.
- **CRM:** activities, tasks and campaign membership.
- **Email/Calendar:** human email interactions (e.g replies) and meetings.

## Example of minutes assigned to various activities

First Name	Title	Type	Details	Engagement Minutes	Activity Date
Melissa	Sr. Director III	Inbound Email	Declined: Updated invitation: Engagio "pre-demo" for Cylance@	1	Jan 7
Melissa	Sr. Director III	Inbound Email	Re: Updated invitation: Engagio "pre-demo" for Cylance @ Mon J.	1	Jan 7
Heather	VP Marketing	Inbound Email	Re: Please verify these are the correct contacts for Engagio	2	Jan 7
Dan	Director of Marketing	Inbound Email	Re: Thank you	1	Jan 7
Deepak		Inbound Email	Re: Engagio Contractor Onboarding	1	Jan 6
Deepak		Inbound Email	Re: Engagio Contractor Onboarding	1	Jan 6
Leigh		Engagio Email Open	weekly report 12/25/2017 - 12/31/2017	0	Jan 6
Steffen		Engagio Email Open	weekly report 12/31/2017 - 1/4/2018	0	Jan 6
Adam		Engagio Email Open	weekly report 12/26/2017 - 1/1/2018	0	Jan 6
Stephen	stephen	Engagio Email Open	Stephen, ABM Outlook 2018 survey responses - next steps?	0	Jan 6
Dan		Inbound Email	Accepted: Equinox @ Weekly from 5:30pm to 6:30pm on Thursday	1	Jan 6
Stephen	stephen	Engagio Email Open	Stephen, ABM Outlook 2018 survey responses - next steps?	0	Jan 6

## Step 2: match activity to accounts

Using L2A matching, connect lead activity to accounts. Get this step right! Unmatched data limits account visibility.

## Step 3: assign minutes to activities

Take each of the various activities and assign a number of minutes to each. For example:

- 1 minute: web page visit
- 2 minutes: email reply
- 10 minutes: content download
- 30 minutes: webinar attendance
- 30 minutes: sales meeting
- 120 minutes: dinner attendance

You are now ready to measure the time each account spends interacting with your company (and to drill into that engagement by persona, category, and so on).

Do	Don't
Assign minutes to activities that actually show engagement	Assign minutes to activity you complete. Sent emails count only if leads open them.
Consider giving higher or lower weight to minutes from specific personas. For example, you may count CXOs at 150% or even 200%.	Assign minutes to passive activity like ad impressions. Leads actually need to visit your website.

# Coverage

## Answers questions like:

*How effectively do we build contacts with people who matter at target accounts? How complete is our account data?*

The most basic ABM metric, coverage measures data quality and completeness. Does your database have the right people or not?

Evaluate coverage by assessing target account's organizational charts.

- How many boxes are filled in for key personas?
- Where do data gaps exist? .....
- Do we have permission to email? .....
- Which have shown engagement? .....
- Do we know what the divisions are, and how they relate to each other? .....
- Do we know buying centers and key contacts in each division? .....

Imagine being able to say Marketing built initial engagement and opt-in permission with 42% of key names at target accounts, when the company had only 18% coverage to begin with.



People maps identify white space in account coverage

For example, when you have an email address but not a direct-dial phone number.

Pertains to those with contact data.

This is an initial measure of how many relationships you have at the target account.

Pertains to complex accounts, which may have dozens of divisions, each with its own separate org charts.

# Coverage (cont'd)

## Newly added/engaged prospects

Basic coverage compares the people actually in your database to how many could be. It's also valuable to track flow, which answers questions like, "how many executives engaged for the first time last quarter?" While purchasing contact information is fine, first responses from new individuals is another thing entirely. (This is the closest metric in ABM to traditional lead generation.)

*Account metrics usually also include a number of soft metrics which serve as leading indicators of ABM performance, including the number of executive relationships within the account, the number of executive meetings, the number of new relationships in new lines of business, and the quality of the relationships. These metrics are predictors of future success, particular where ABM has not been in place long enough to deliver concrete financial results.*

— *A Practitioner's Guide to Account Based Marketing, Bev Burgess and Dave Munn, ITSMA*

### Newly added



### Newly engaged



Track how you build your database with the right people from target accounts

# Awareness

## Answers questions like:

*Are target accounts aware of our company?  
Are they aware of our solutions?*

To measure awareness, track recent and meaningful interactions with target accounts.

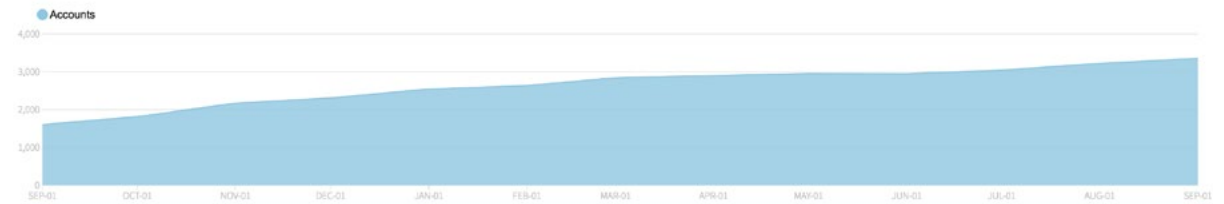
For example, even if an account has seen ads from you, it's reasonable to say the target account is unaware of your company if no one has visited the website, opened an email, or attended an event in the last three months.



**Pro Tip:**  
**Take a baseline before starting!**

## Using minutes

One way to measure awareness is with engagement minutes. For example, you could say that accounts with at least 10 minutes of activity over the last three months are aware.



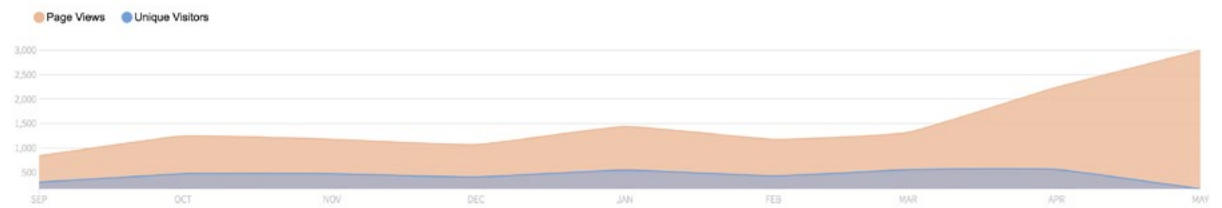
*Track the number of target accounts that have any interaction with your brand in the last few months.*

# Awareness (cont'd)

## Using web traffic

*ABM efforts are likely improving awareness if web traffic increases, especially if trends out-perform non-targeted accounts.*

Use reverse IP lookup technology to identify which accounts are visiting your website. (Ideally, augment this anonymous web traffic data with known visitors tracked by marketing automation.) While you can build this yourself, there are tools — including Engagio — that can do it for you.



*Increasing web traffic usually indicates increasing awareness.*



### Pro Tip:

**Don't be fooled into thinking you can measure ABM results with web traffic alone. It's just one component of engagement.**

# Reputation

## Answers questions like:

*Do target accounts like us?*

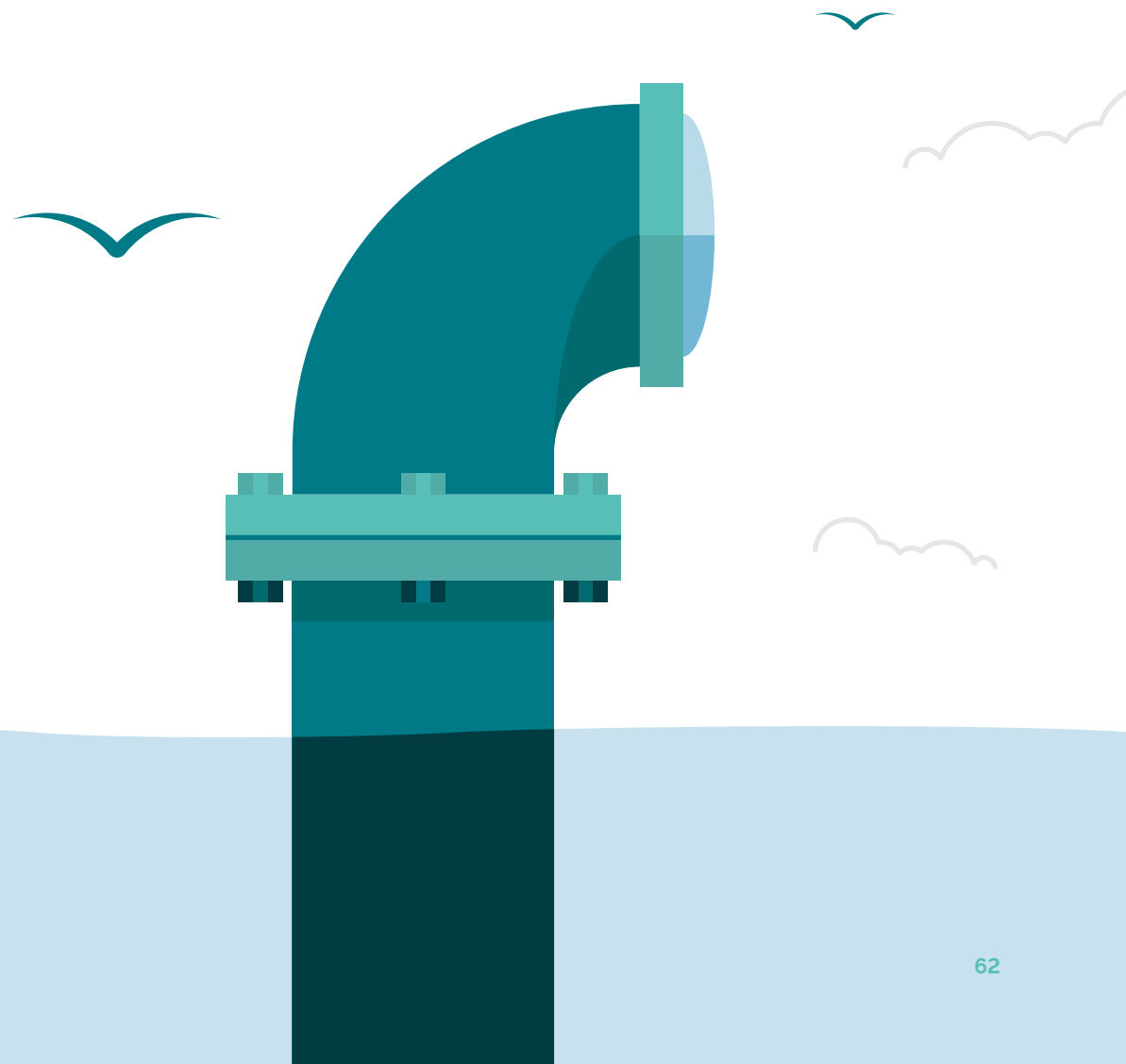
*Is the Sales team happy with our ABM efforts?*

While an exclusive focus on hard metrics like revenue is tempting, remember ABM is a long-term strategy. Sometimes softer reputational metrics — including brand perception, satisfaction, advocacy, and Net Promoter Score — can go a long way to measure ABM effectiveness.

ABM practitioners can track reputational metrics by:

- **Surveying target accounts.** How do they perceive our company and our ABM efforts?
- **Measuring customer satisfaction.** Remember ABM is often about deepening relationships at existing customers, not just driving new business.
- **Polling internal account teams.** What's their satisfaction with the support they get from marketing?

Reputation metrics are most often used to measure results for strategic ABM at existing customers.



# Engagement

## Answers questions like:

*Are the right people at accounts spending time with our company? Is that engagement going up over time?*

**Engagement is the most fundamental ABM metric there is.** It measures core relationship quality. Deeper engagement indicates that prospects and customers are more committed to your relationship. It also shows increasing likelihood to purchase, renew, and advocate for your company.

There are multiple ways to use engagement data.

## Account scoring

Assuming you identify accounts of potential interest, engagement data effectively prioritizes resources to the most interested accounts.

To prioritize accounts for Sales, filter data for engagement produced by marketing-driven activities. While sales-driven engagement like meetings and replies is useful for measuring relationship depth, it's less useful for scoring.



Most engaged accounts on an Engagio dashboard

ACCOUNT NAME	BILLING CITY	BILLING STATE/PROVINCE	ENGAGIO STATUS	ENGAGEMENT MINUTES (3 mo.)	ENGAGEMENT MINUTES (7 d.)
1 Geodis			MQA	15,810	271
2 JDA Software	Rockville	MD	Open Opportunity	6,086	3
3 Burr Pilger Mayer		CA	Aware	4,816	0
4 IBM	Dallas	TX	Aware	4,314	59
5 Encast			Aware	3,774	789
6 QuanticMind	Redwood City	CA	Open Opportunity	3,154	0
7 Jornaya	Ambler	PA	Open Opportunity	3,100	0
8 Collective Health	San Mateo	CA	Aware	2,660	67
9 AppDynamics	San Francisco	CA	Open Opportunity	2,250	761
10 Spreedfast	Austin	TX	Open Opportunity	2,181	6

Reps who view most engaged accounts immediately know where to focus and where marketing has impact

# Engagement (cont'd)

### Aggregate engagement

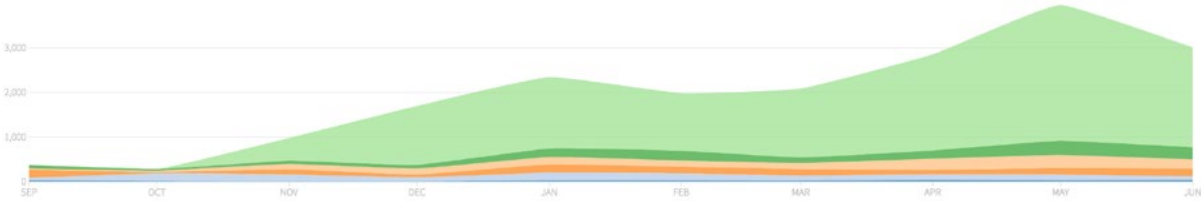
Total minutes across target accounts is a great proxy for overall engagement. If the total trend is up, you're likely connecting with target accounts.

*Engagement has replaced marketing-sourced pipeline as the number-one marketing metric at one enterprise company that uses Engagio.*

Use a "heatmap" to see where the minutes come from, pivoting by different data fields.

*"Engagement has so many facets: who is engaging, where are they engaging, and how much are they are engaging? How many contacts from one account are engaging? Are [customers] engaging with your SaaS platform (for land and expand opps)?"*

— Rebecah Wiegardt, Account Based Marketing Manager, GoAnimate



Target accounts with increasing engagement illuminate ABM's effectiveness

	Engagement Minutes: Low <span style="display: inline-block; width: 10px; height: 10px; background-color: #d9ead3;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #c4e6c4;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #a1d99b;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #74c476;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: #41ab5d;"></span> High				
	CXO	VP	Director	Manager	Other
Marketing	954	3,093	5,439	2,110	1,801
Sales	0	193	140	41	60
Administration	42	0	0	0	0
Business Development	0	0	0	0	34
Service	0	2	1	0	5
Finance	0	0	0	4	0
HR	0	0	0	0	0
Other	24	194	743	771	3,897

Heatmaps show accounts with executive engagement – and those without



# Engagement (cont'd)



## Advanced engagement analytics

Filtering engagement data can answer interesting questions about target accounts.

*Filters show if Tier 1 CXOs and VPs actually attend webinars, for example.*

Other filters let you answer questions such as:

- Which of Brett's accounts had someone visit the pricing page?
- With which target accounts did we meet last month?
- Which executives at target accounts in New York have engaged with us for at least 30 minutes, but the account lacks an opportunity?

The possibilities are endless with the right ABM foundation.

These are good candidates to invite to a seminar.

## OKRs for target accounts

Engagio recommends its approach to using Objectives and Key Results (OKRs) in target account plans.

- Set exciting, inspirational objectives for each account
- Identify measurable, desired results that show whether you've achieved the objective (or are on track to)
- Define specific projects with owners and deadlines to help achieve your objective

The metrics you use to measure ABM success can, and should, link directly back to the objectives you set for the target accounts, individually and in aggregate.

# Engagement data for sales teams

Sales and SDRs love engagement data as much as Marketing. They use it to:

- Identify engaged accounts
- Find the best people to contact next
- Understand how effectively Marketing is supporting their efforts
- Prepare QBRs and other account reviews



**Pro Tip**  
Expose data about existing rep activity and effectiveness.

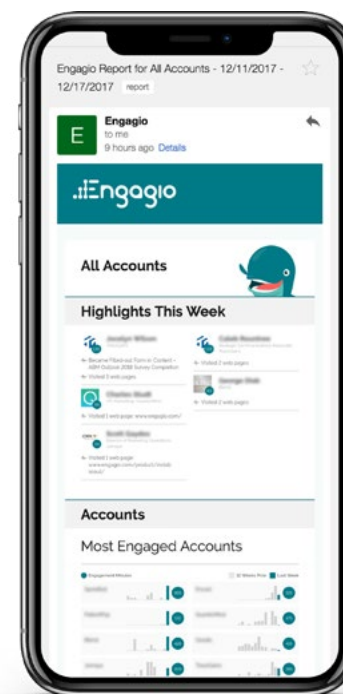
## In email

Most sales reps and SDRs appreciate weekly (or daily!) emails about account engagement with key information, such as:

- Most engaged accounts
- Accounts visiting the website
- Newly engaged executives



**Pro Tip**  
Celebrate successes. Only one or two hot accounts will excite Sales about ABM.



Part of a weekly email highlighting target account insights for a particular rep

# Engagement data for sales teams (cont'd)

## In CRM

Reps also want to see engagement data where they spend another significant portion of their day: The company CRM.

- **Simple fields.** Show total minutes by account and individual for engagement types across time periods.

Engagio	
Address Information	
Billing Address	Shipping Address
123 San Mateo Dr. San Mateo, CA 94401 United States	
Engagio Engagement Info	
Engagio Status	Engagement Minutes - Mtg Exec (7 days)
Open Opportunity	105
First Engagement Date	Engagement Minutes - Mtg Exec (3 mo.)
12/20/2015 2:34 PM	245
Engaged People	Engagement Minutes - Mtg Exec (1 year)
100	311
Engagement Minutes (7 days)	Engagement Minutes - Mtg All (7 days)
97	272
Engagement Minutes (3 mo.)	Engagement Minutes - Mtg All (3 mo.)
6,222	499
Engagement Minutes (1 year)	Engagement Minutes - Mtg All (1 year)
12,848	1,206

Engagement data inside salesforce.com

- **Visual timelines.** Map account engagement activities in a visual timeline. (These are essentially electrocardiogram [EKG] charts for account health.)



**Pro Tip**  
Include online and offline activities for leads and contacts, across Marketing and Sales. Tracking web activity is not enough.

## In other tools that Sales uses

Engagement data is useful anywhere customer-facing employees work: corporate email, calendars, LinkedIn, and so on. Engagio's Scout product is a Chrome extension that lets reps quickly see engagement information about accounts and the people at the accounts, as well as all the emails and meetings with the account (a "unified account inbox") — anywhere reps are already working on the web.

These essential account insights coordinate relevant, human interactions — which is what ABM is all about.

**SLI Systems**

61 People + Owner: Brett Samurin

Search people...

All (61)

- 743 Rob Place, Director, Global Marketing Operat
- 402 Tammy Sims, LifecycleMarketing
- 395 Brian Skipper, SDR Manager
- 263 Amber Bogle, Marketing Manager
- 244 Tina Lally, Director of Marketing Programs

Scout is a sidebar for Salesforce, LinkedIn and Gmail accounts, etc

# Engagement data for sales teams (cont'd)

## In analytics platforms

Directly logging into analytics platforms like Engagio's Engage product is the most sophisticated option. Salespeople mine for nuggets of opportunity by drilling into territories and seeing account data.



A visual timeline view of engagement data

# Section review

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- Account analytics are all about quality, not quantity
- Track activity across systems and assign minutes to each to track engagement
- Measure account awareness using web traffic or counting accounts with a minimum level of engagement minutes
- Strong reputation metrics include brand perception, satisfaction and Net Promoter Scores key. Gather them by surveying account teams, target accounts, and customers.
- Engagement is the most fundamental ABM metric since it answers the key question: do the right people from the right accounts spend time with our company?
- Sales teams use engagement data to understand their territory, prioritize where they should spend time, and know what's happening at their accounts

A conversation with...

# Eric Wittlake, Sr. Analyst Marketing Practice at TOPO



## An ABM recipe for growth.

Growth-oriented B2B organizations need to drive revenue in repeatable, predictable ways. How can they implement account-based infrastructure that scales? Engagio recently chatted about practical tips with Eric Wittlake, based on the research and advisory firm's approach.

Use an existing asset. Nearly all B2B organizations currently have content behind a form — an eBook of best practices, for example, or a benchmark based on data. Re-purpose the asset for ABM campaigns with industry-specific introductions, or send printed copies to target accounts with hand-written notes from ADRs that flag a particular page, stat, customer story, or example.

*Use content that's already delivered an initial proof of value. Just zero in on the thing that's most likely to get interest.*

Customize existing tactics and campaigns. Eric recommends targeting strategic activities that already exist, such as running existing ads against a smaller set of accounts.

Start with a "good enough" list. After the initial ABM pilot, define your Proof of Concept (POC) process for building and maintaining a starter target-account list. If the total addressable market is your oyster, what 10 to 25 % of those companies represent the greatest potential for growth?

Double back, post-POC. Just don't let the POC go too long. "Double back after you gain initial traction. Develop a more exhaustive view of the target account list. The organization needs to be comfortable investing outsized resources against certain accounts and not others." Use the ICP as a recipe for growth.

## Section 7

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# Journey analytics

### Section at a glance:

#### **DIFFERENCES**

How account journeys and funnels are better than lead funnels for ABM

#### **TYPES**

Common B2B journeys for prospects and customers

#### **METRICS**

What to measure in account journeys

#### **FORECASTING**

Using journey analytics to forecast future revenue

# Section 7

## Journey analytics



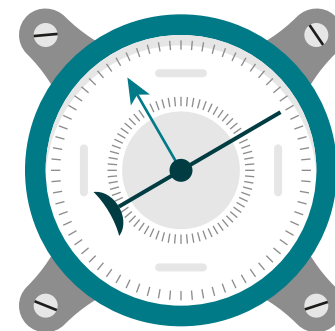
### **Journey analytics, defined**

Journey analytics define stages of customer journeys, track progress toward intended outcomes, and measure key metrics including balance, flow, conversion, and velocity.

Traditional methodologies like Miller Heiman and SPIN Selling laid the foundation for sales best practices and analytics. Sales executives use them to monitor movement between sales stages, understand overall cycle length, and answer important questions such as the pipeline needed to reach quota.

Journey analytics serve a similar function for Marketing. They define how accounts move through defined stages toward intended outcomes, and give marketers metrics to manage their process with rigor. They service as leading indicators of impact on the way to closed-won revenue.

*"Customer journey analysis is now the most valuable conversion rate optimization method, coming in above A/B testing."*  
— Econsultancy





# Account journeys, not lead journeys

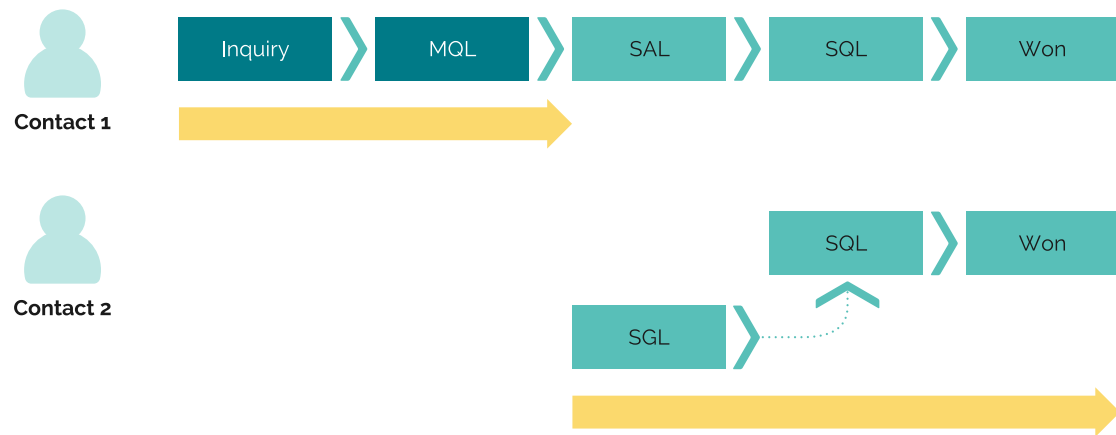
Acronyms like MQL and SQL have become commonplace since the advent of traditional lead-based waterfalls and funnels. **But lead funnel tracking can miss important dynamics that happen at the account level.**

Let's look at two scenarios.

- **Scenario 1:** a manager-level contact responds to advertising, explores the website, and submits a form to learn more. The SDR either disqualifies or doesn't follow-up because the contact is too junior. Either way, the story ends there.
- **Scenario 2:** the SDR sees the MQL as a sign of possible account interest and expands the conversation to the right people. One of those additional contacts shows interest, and the deal fast-tracks. Score!

Although the second scenario is better for business, **lead-based journey tracking is flawed in both situations.** We see (1) a marketing-driven lead that dies at the MQL stage, and (2) another contact from the same account created directly by Sales and fast-tracked to a deal. Two separate journeys lead to inaccurate information about what works and what doesn't.

**Complex B2B buying processes demand systems that track multiple people in the same account. Hence, ABM analytics track account journeys with account funnels.**



*Neither lead-based journey accurately represents Scenario 1 or 2*

# Advantages of account journeys

Account funnels are better for ABM than lead funnels.

## **Account funnels are account-centric**

Traditional lead funnels confuse the transition from individual leads to account-based opportunities. It's unclear how to measure "lead to opportunity" conversion since leads are people but opportunities are attached to the account. Furthermore, if an opportunity is created at an account with one lead attached to it, what should happen to the journey for all the other people at the account?

## **Account funnels measure full customer journeys**

Account funnels measure customer acquisition, just like traditional demand generation. But they track other important stages, too, such as customer success and expansion.

## **Account funnels align Marketing and Sales**

Sales cares about closing accounts, not leads. With account funnels, Marketing does, too.



## **Eliminate MQL squabbles**

Marketing and Sales frequently contend over the definition of Marketing Qualified Leads.

Marketing may qualify contacts that actively consume content, believing such action displays noteworthy interest. When contact titles aren't ready to start a sales process, Sales may disagree.

Focusing on entire accounts instead of individual leads solves this disconnect.

# Mapping account journeys

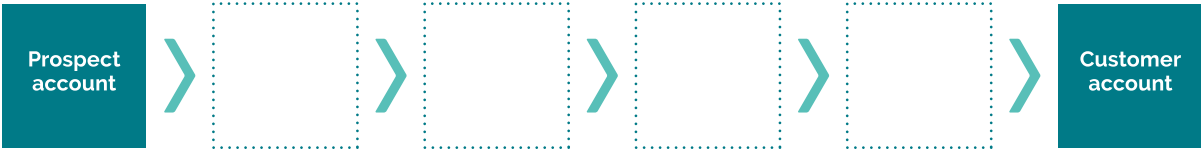
There are many kinds of B2B account journeys:

- Prospect account to new customer
- Existing customer to renewed customer
- Existing customer of one product to new customer of another product
- And so on...

Let's dive into prospect account to new customer as an example.

### Prospect account to new customer

Prospect accounts progress through defined stages on journeys toward becoming new customers.



*Dotted lines indicate stages of the prospect-to-customer journey*

# Mapping account journeys (cont'd)

Though account funnel stages vary across different businesses, this simple framework is a starting point.



Funnel stages most target accounts go through

<b>Target account</b>	Effectively, a list of target account names
<b>Aware account</b>	Target accounts that interact with the company in some way, from visiting the website, replying to emails, or attending events
<b>Engaged accounts</b>	Target accounts that reach a level of engagement justifying Sales outreach. (We'll define a Marketing-Qualified Account soon.)
<b>Opportunity</b>	Target accounts with active, open sales opportunities
<b>Customer</b>	Target accounts with closed, won opportunities

# Mapping account journeys (cont'd)

### More advanced stages

As B2B teams advance, they may add stages.

<b>Coverage account</b>	Target accounts with identified personas in place. This stage tracks ABM's earliest progress.
<b>Sales accepted account</b>	Target accounts where account development representatives or SDRs have set up meetings, but account executives haven't ascertained if opportunities exist
<b>Deal nurture account</b>	Target accounts with very early stage opportunities — often called Stage 0 opportunities — that need more development before full sales engagement
<b>Disqualified account</b>	While this stage should be unnecessary when starting with qualified target accounts, it may make sense for broader account funnels
<b>Recycled account</b>	Target accounts that became an engaged account but were not ready to be an opportunity. By creating a separate stage (rather than simply sending them back to aware account) you can better track the differences in conversation rates for new versus recycled.
<b>Lost account</b>	Similar to recycled accounts, lost accounts track account journey history for more accurate metrics



**Pro Tip**  
Engagio consultants can help map your existing fields and processes (lead, account, and/or opportunity) to account stages.

# Account journey best practices

Follow these best practices designing your journeys:

1. Gain Marketing and Sales alignment on stage definitions
2. Use the funnel to measure and optimize results (see next section)
3. Change stage definitions as you learn. No model is perfect.
4. Be careful of stages where accounts can get "stuck"
5. Create "service-level agreements" that specify how long an account can stay in any given stage
6. **Do not build funnels that focus on handoffs between siloed departments.** ABM orchestration ensures departments work together at every journey stage to create harmonious experiences for target accounts.

*In ABM, the whole "Marketing owns the top of the funnel, and Sales owns the bottom" thing isn't just wrong; it also hurts alignment.*

## Transition rules

Part of journey definition is specifying how accounts move from stage to stage.

Transition rule	Definition	Examples
<b>Direct</b>	Someone updates an CRM field	An AE updates an opportunity from discovery to proposal
<b>Indirect</b>	Someone does something that triggers a stage change	An AE creates the first opportunity, or a customer success manager marks onboarding is complete
<b>Automatic</b>	Engagement data causes the account to progress automatically	An account becomes a marketing-qualified account when engagement hits a key threshold

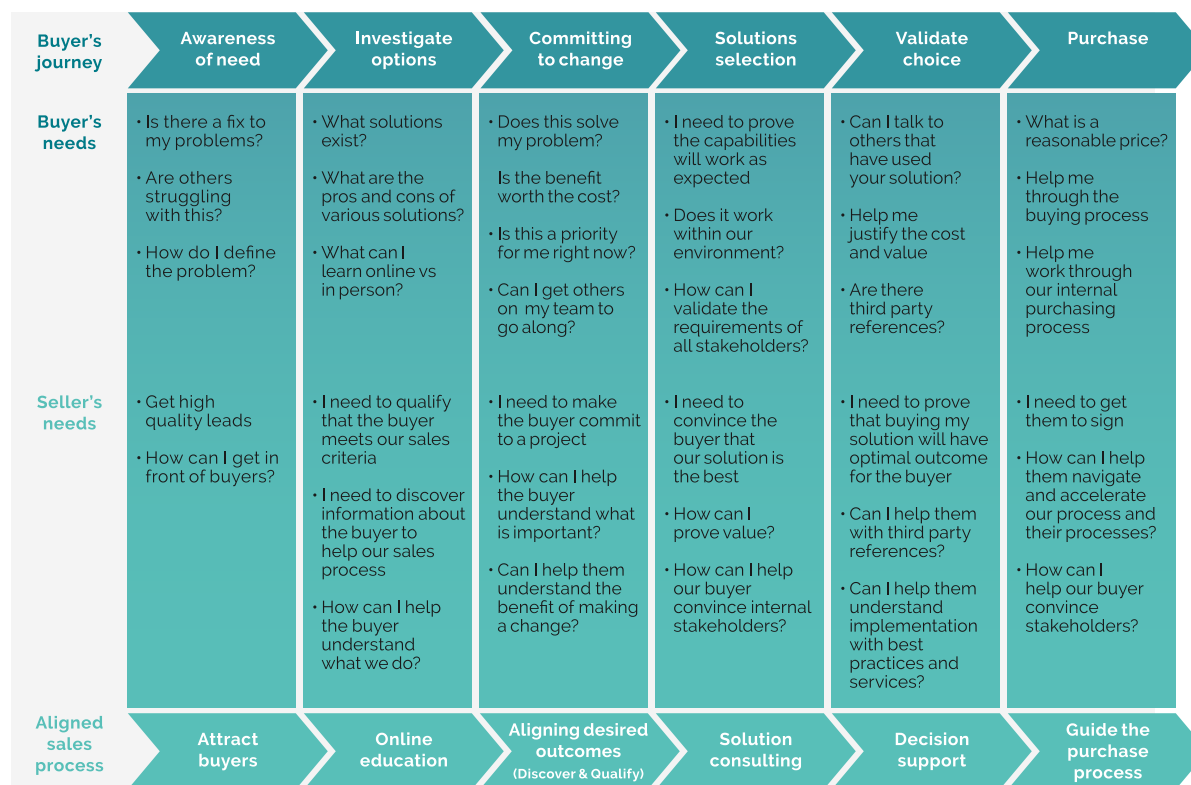
# Connecting your ABM process to the buyer's Journey

*"What is a journey for buyers is a process for sellers."*

— John Tintle, Director of Content & Communications, Highspot

We've been using journey and funnel somewhat interchangeably, but some experts like to talk about the buyer journey as a separate but related process to the marketing and sales funnel.

Here's an example, courtesy of Highspot, showing how the two processes can connect.



*"Connecting Your Sales Process to The Buyer's Journey" by John Tintle, Director of Content & Communications, Highspot*

# Marketing-Qualified Accounts (MQAs)



In demand generation, companies have long used Marketing Qualified Leads (MQL) to designate leads they consider worthy for Sales. But ABM is account-centric, so instead of MQLs it uses Marketing-Qualified Accounts (MQAs).

## MQAs, defined

The subset of your ideal customer targets (accounts or demand units) with engagement levels indicating possible sales readiness.

## MQA thresholds

In ABM, MQAs are a subset of target accounts, so you can assume the "fit" with your Ideal Customer Profile exists. If using MQAs more broadly, you'll need a fit scoring component that establishes accounts worth your time.

From there, define MQA rules by establishing the right thresholds for account-level engagement. Look at three factors:

1. **Depth:** the total amount of account engagement, measured by engagement minutes.
2. **Breadth:** how broad is the engagement, measured by the number of unique people driving the activity?

3. **Time:** how recent is the engagement, since you'll only want to count minutes in a defined time window?

For example, a simple MQA rule might be "30 minutes of engagement from at least 3 personas in the last three months".

MQA definitions should also target the specific rules for your business:

- **Company:** a large enterprise might need to show more engagement from more people than a small company. You may accept a lower threshold from target accounts than non-targets.
- **Personas:** your business may require a certain amount of engagement from key personas in specific buying centers, and at least some engagement from a senior executive, to move the account into MQA status.
- **Actions:** certain actions known as "Act Nows" always make an account marketing qualified (e.g a particular demo is accessed by two different people at an account, or a director-level contact requests a meeting).
- **Exclusion list:** you may want to exclude certain accounts as MQAs. These could be partners or companies that don't fit account criteria.

## False positives and negatives

How strictly should you define MQAs? Set thresholds by balancing costs.

- **False negatives.** When you fail to identify MQA-ready accounts, you lose potential deals.
- **False positives.** When you incorrectly identify MQAs as Sales-ready, you waste time and compromise Sales' trust in scoring integrity. More importantly, you risk annoying potential customers with unwanted calls.

*There will always be a trade-off between strict MQA definitions and conversion rates.*

Since costs of false negatives likely exceed those of false positives, maintain low MQA thresholds... just not too low. You don't want to annoy potential customers.



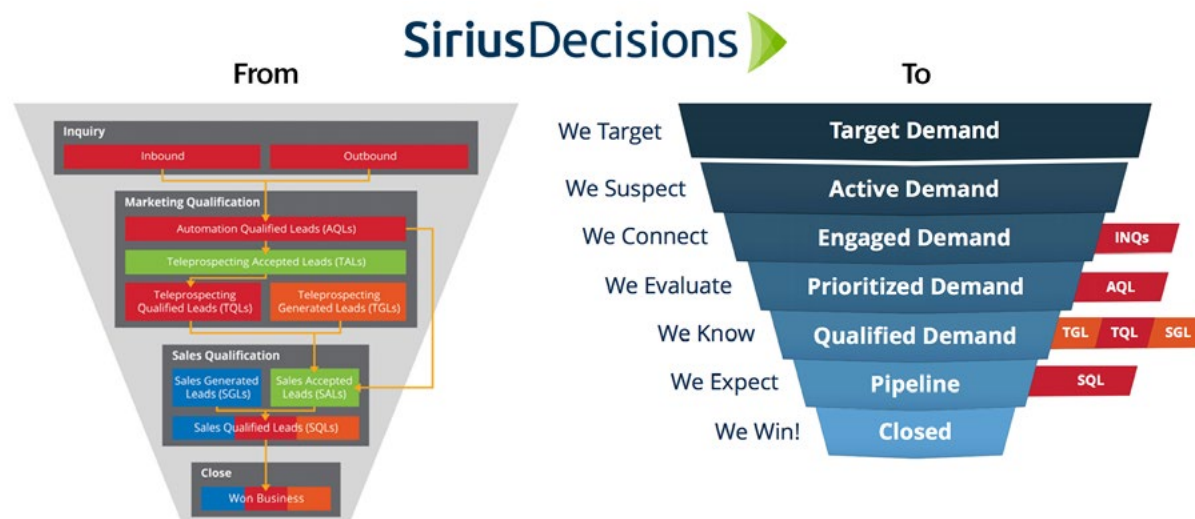
# The New SiriusDecisions Demand Unit Waterfall®

When SiriusDecisions introduced its iconic Demand Waterfall in 2006, the analyst firm led the way in teaching the world how to quantify the traditional lead-based demand generation process. It was powerful and helped teach a generation of B2B marketers how to measure and communicate their results.

Inspired by new processes and technologies like ABM, SiriusDecisions released a new version in 2017: The Demand Unit Waterfall®.

*"In the earlier versions of the waterfall, insight and visibility measured individual people. We often missed that [multiple] people were in the same company and even in the same buying group. When you know the stages demand units go through, you can define the right go-to-market strategy and the resource mix to drive potential opportunities from hypothetical to closed deals. With attribution, you also have a holistic view of how resources came into play and held value in that process."*

— Terry Flaherty, Senior Research Director,  
Demand Generation Strategy, SiriusDecisions



SiriusDecisions changed its Demand Waterfall to incorporate ABM

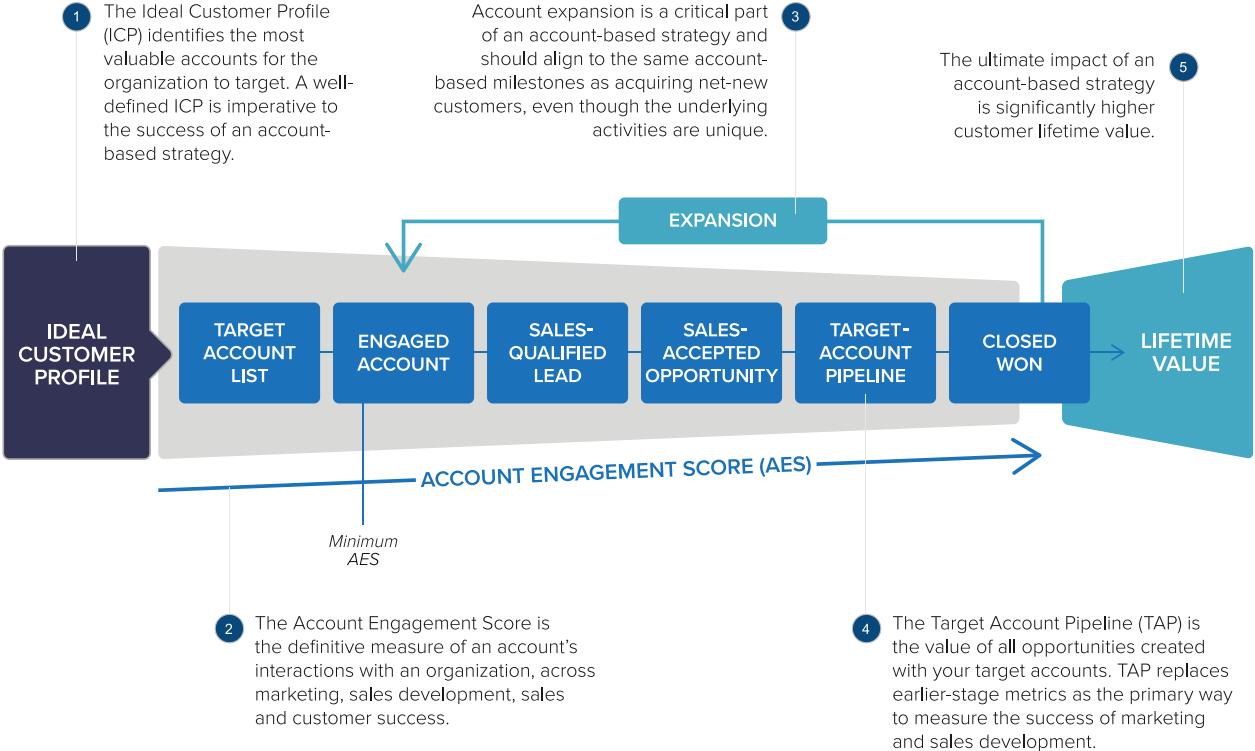
# The New SiriusDecisions Demand Unit Waterfall® (cont'd)

The Demand Unit Waterfall® tracks how discrete buying groups called demand units, not leads, move through the waterfall. (See Section 5 for more on demand units.)

<b>Target demand</b>	Potential demand units that could purchase company solutions (e.g total addressable market)
<b>Active demand</b>	Demand units showing evidence of being, or needing to be, in the market for company solutions. (Often driven by intent data.)
<b>Engaged demand</b>	Demand units where at least one designated buyer persona opts-in to company campaigns and/or responds to marketing actions (e.g an Inquiry in the old waterfall)  Single accounts with multiple inquiries may remain in the engaged stage. This stage maps to the aware accounts stage shown before
<b>Prioritized demand</b>	Demand units showing sufficient engagement to justify sales contact (e.g a marketing-qualified account)
<b>Qualified demand</b>	Demand units qualified as sales-ready by humans (e.g need and timing or other criteria)
<b>Pipeline</b>	Demand units with active sales opportunities
<b>Closed</b>	Demand units with closed-won opportunities

# The TOPO account-based funnel

Analyst firm TOPO's account-based funnel also illustrates many of the ideas in this section.



# Post-sale customer journeys

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Since demand generation focuses primarily on net-new leads and opportunities, many marketing departments don't receive "credit" for campaign responses from existing leads and customers — at all.

**In ABM, Marketing and Sales don't just land new accounts — they also expand them together over time. Post-sale customer journeys track this process.**



## Pro Tip

**Marketing has the skillset to market to customers. Consider assigning upsell/cross-sell pipeline responsibility to the marketing team.**

## Many kinds of customer journey

For new business, there is typically only one goal of the journey: acquire the account.

Post-sale, many goals emerge, each with unique journeys:

- A demand unit purchases additional products
- A different demand unit buys the same products
- Expansion
- Renewal
- Usage
- Success
- Advocacy

Multi-product companies will have a separate journey for each product or solution as well.

# Post-sale customer journeys (cont'd)

## Common examples

Every business must define post-sale customer journeys for itself, but common examples can help.

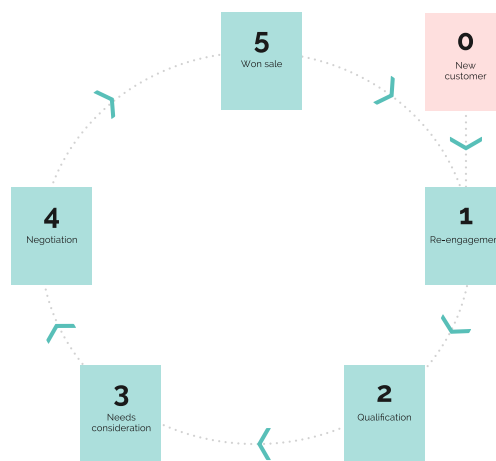
### Product adoption

Product adoption journeys help customers get value from product consumption. They are especially important when product usage determines account success, as in SaaS.



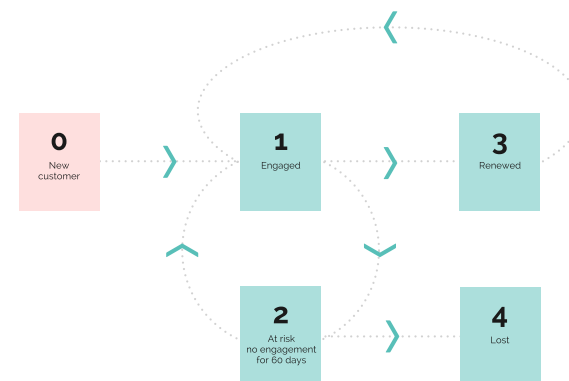
## Land and expand

Land and expand models represent cyclical sales cycles where customers sequentially purchase more from you. Cross-sell represents additional products sold to the same buying center as well as selling to new buying centers; upsell represents selling more of an existing product (e.g. more seats). It's valuable to know how many sales cycles "deep" customers are, as well as which customers get stuck.



## Timely engagement model

Timely engagement models emphasize continuous customer engagement, whose absence would compromise accounts. Service-driven organizations use them to measure strong client communications and customer satisfaction.



### Journeys are like snowflakes

Like snowflakes, post-sale customer journeys may all appear different at first. A closer look reveals patterns. This section includes the core archetypes that Engagio has isolated so far.

Which do your customers travel?

# Combining lead funnels with account funnels

Many companies adopting ABM also continue to have a robust demand-generation engine that is effectively measured using a lead-based funnel.

So, how can companies get the best of both worlds? A few options:

- **Separate funnels:** use separate funnels for target accounts versus non-targets. This is a good way to start quickly.
- **Land versus expand:** use a lead funnel for pre-sale and an account-funnel for post-sale.
- **Unified:** create "one journey to rule them all" — a single, unified model that incorporates everything.



## Pro-Tip

Most companies do best starting with a simple account-based funnel for new target accounts and then adding additional "features" as business requires. The key is to start. Perfect is the enemy of good.

## Journeys



# Measuring account journeys

Once they define funnel stages, B2B marketers can begin to track and measure journeys with four key metrics.

Journey KPI's	Example metric	Questions it will answer
<b>Journey KPI's</b>	Number of accounts that move into a stage Dollar value of accounts that move into a stage	How many MQAs did we create this month? How many opportunities did we create over time? What is the value of sales pipeline generated? How much do we invest for each opportunity?
<b>Balance</b>	Number of accounts in each stage Dollar value of accounts in each stage	How many target accounts are engaged? How many open opportunities are there? Are these trending up or down?
<b>Conversion rate</b>	Percentage of accounts that move from one stage to another	What percentage of target accounts become opportunities? What percentage of MQAs become customers? What type of accounts convert the best?
<b>Velocity</b>	Average number of days between any two stages	How long does it take to move an account from MQA to opportunity? Do certain types of account move through the funnel faster than others? What is the average time spent in each stage? What is the total funnel time?

*These leading indicators show progress to revenue*

*"By aligning around opportunities, Marketing and Sales get on the same page, speak the same language, and echo the same outcomes. ABM really means focus."*

— Terry Flaherty, Senior Research Director, Demand Generation Strategy, SiriusDecisions

# Reviewing the data

To understand what works and what doesn't, look at the data.

<b>Operationally</b>	Look at data weekly, monthly, quarterly
<b>Over time</b>	See if you're improving or getting worse
<b>Versus goals</b>	Are you achieving what you said you'd do?
<b>Versus benchmarks</b>	How do you compare to similar companies?

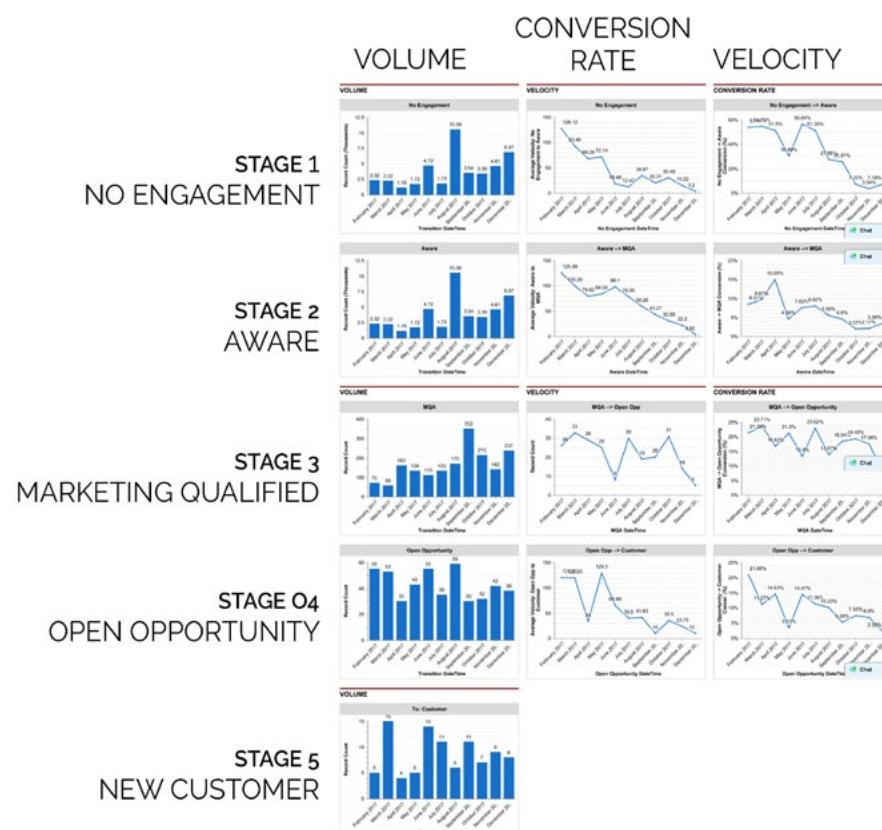
## Snapshots needed

These analytics require a way to track historical values. Since Salesforce can only store fields' current value, you have two options:

1. Manually "snapshot" the data each period.  
This can be tedious
2. Use additional technology

Engagio's Dash application tracks history inside Salesforce, giving you the best of both worlds.

Example of stage-by-stage account funnel analytics dashboard





# Differences by account type

Different account types move through journeys differently. Some accounts move faster, some slower. Certain types convert better, others worse. To unlock this insight, drill into journey metrics by account type.

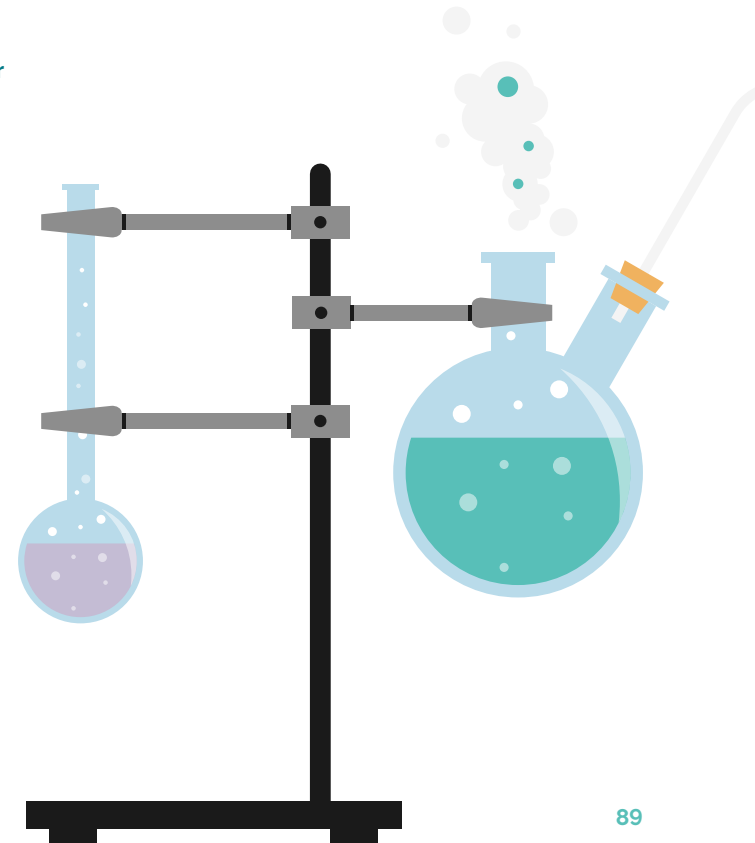
- **Territory and business segment:** you need to know how balance and flow vary by territory and business segment, otherwise some sales reps will be “hungry” — for example, what if you need more MQAs in the Northeast?
- **Source:** inbound accounts usually convert faster than outbound ones.
- **Company size:** large enterprises may convert slower than small companies.
- **Product:** if MQAs for specific products convert faster than others, consider investing.
- **Target vs non-target:** targets aren't thinking about you. Non-targets self select. Where do your efforts succeed and stall in each case?
- **Industry:** which verticals move best through the funnel?
- **First engagement campaign:** often, accounts that respond to inbound channels convert faster than outbound ones.

These insights enhance Marketing's ability to plan and make investment decisions (see next section on forecasting).



## Pro-Tip

When ramping up outbound, highly-converting inbound accounts will be proportionally less common. Make sure to adjust conversion rate assumptions in your model to reflect the change in mix.



# The power of forecasting

Just as sales forecasts give credibility to sales, marketing forecasts about future pipeline and revenue change the perception that marketing is a cost center.



**Pro-Tip**

The phrase "marketing spend" keeps costs top of mind. Forecast future results to help executives associate marketing with revenue and growth.

Armed with insights about journey flow and funnel conversion, B2B marketers can credibly predict how existing and new accounts will progress in the future.

If this	Then that
<ul style="list-style-type: none"> <li>You have 100 MQAs</li> <li>The average MQA is 30% likely to become an opportunity</li> <li>Conversion takes two months</li> </ul>	You'll create 30 new opportunities in the next 60 days

The more you understand funnel dynamics, the more sophisticated your prediction models can be. For example, try rolling up results for various account types to produce one, more accurate, forecast.

**Forecasting best practices**

General best practices apply to forecasting.

- **Work with Sales.** The most accurate forecasts emerge when Marketing and Sales make joint predictions, incorporating existing sales pipeline and marketing commitments.
- **Apply judgment.** Don't automatically report your model's numbers.
- **Use the forecast to make a hard business case.** Frame requested investments in terms of outcomes and revenue, not costs. You'll justify budget more easily.
- **Track forecast accuracy.** Use stagger charts to show how the forecast changes over time.

	Forecast for						
	Jan	Feb	Mar	Apr	May	June	
Forecast made in	Jan	32*	35	40	45	57	
	Feb		36*	41	47	60	75
	Mar			42*	48	58	70
	Apr				51*	50	67
	May					48*	66
	June						65*

Stagger charts build trust in forecasts by revealing trends. Andy Grove, the former President of Intel, discussed their value in High Output Management

# Section review

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- Journey analytics define stages and rules for accounts' move toward intended outcomes
- Lead-based funnels overlook account-based dynamics, so ABM requires account funnels
- Common account journeys include prospect-buying centers to new customers, existing-to-renewed customers, and existing customer of one product to new product of another
- Account funnel analytics include flow, balance, conversion rate, and velocity. Use filters to understand how those metrics vary by account type.
- Journey analytics enable marketing forecasts about future pipeline and revenue, which help change the perception that Marketing is a cost center

# A conversation with...

## Joe Chernov, VP Marketing of InsightSquared



### MQAs: learning from the sins of the past.

Recently, InsightSquared Marketing wasn't producing enough MQAs to feed Sales. Should they lower MQA standards to increase volume, or compromise volume to retain MQA integrity? Lower MQA volume, remarks VP Marketing Joe Chernov, is often a short-term cost of optimizing long-term quality in ABM.

Other B2B marketers can relate. Says Joe, it's natural to reduce "Q" standards when Sales, CEOs, and boards demand more MQAs. But demand generation's lead-based history shows such decisions can be dangerous. Still, Marketing must keep Sales busy.

*"Lowering quality standards is a slippery slope. The more you do, the proportionally more you corrode Sales' trust."*

Joe knew the team risked ruining company programs. During one discussion, he felt particularly claustrophobic — until he realized MQAs simply needed a companion prioritization metric.

InsightSquared began analyzing the number and conversion of two KPIs.

1. **Alerts prioritize sales activity.** They measure engagement that Marketing creates or detects with named accounts, like downloading an Ebook or detecting a new hire.
2. **MQAs are "drop everything" metrics.** They indicate account engagement suggests purchase intent.

Marketing and Sales established key definitions together, then exported their ABM model to Finance. Today, Finance approves all MQA definition changes.

*"Now, I can't be accused of playing funny business with our metrics."*

The checks and balances system ensures ABM metrics' integrity — and program ROI overall. If alerts soar and MQA conversion drops, for example, the team inspects if quality standards are too low.

*Good ABM metrics enforce honesty. Without checks and balances, self-interest prevails.*

One year later, InsightSquared effectively prioritizes sales activity and measures marketing excellence. Generally, 7% of Alerts and 20% of MQAs convert. With SLAs recently in place, Joe also expects conversion to increase for both metrics.

ABM analytics deliver the necessary and mutual focus on business impact, says Joe. "It's a fool's errand for Marketing and Sales not to be connected in ABM."

#### Five Pro Tips from Joe Chernov

- Analyze two key ABM metrics: MQAs and alerts
- Measure numbers AND conversion ratios of both
- Mutually agree on all definitions with Sales
- Export the ABM model to Finance
- Have Finance approve any MQA definitions

## Section 8

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# ROI analytics (attribution)

### Section at a glance:

#### **BENEFITS AND CHALLENGES**

Why ROI measurement is important — and why it's hard

#### **BASICS**

Measuring program performance and campaign influence

#### **ATTRIBUTION**

Everything you want to know about multi-touch attribution

#### **TESTING**

How to measure ROI using test and control groups

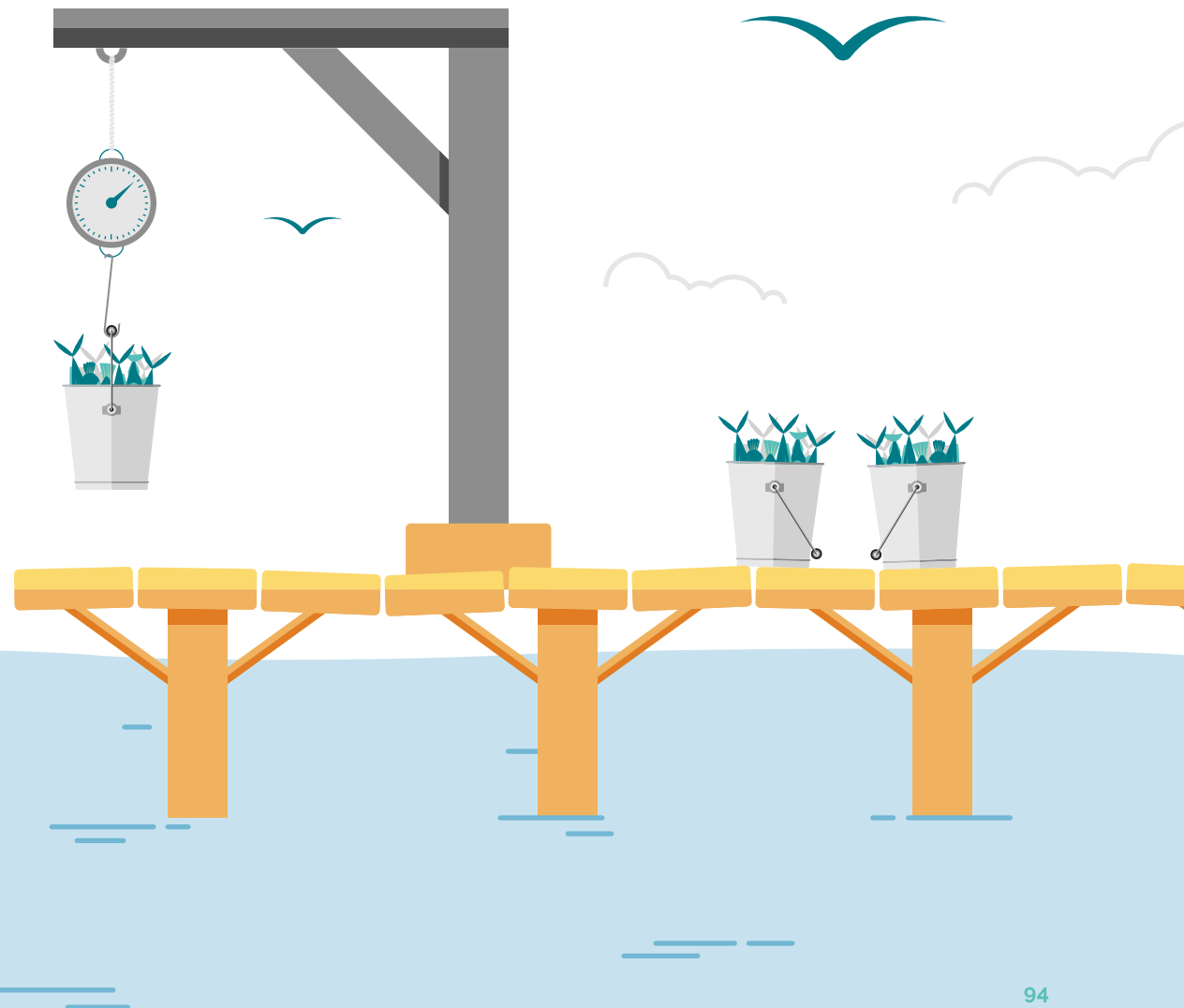
# Section 8

## ROI analytics (attribution)

Measuring impact has been marketing's holy grail since John Wanamaker famously admitted he didn't know which half of his advertising dollars was wasted.

*While B2B CMOs say measuring ROI is their top priority, less than 20% report having the capability.*  
— Forbes

It's finally possible for B2B marketers to ascertain programs that work and don't, and how each affects revenue and profits. Armed with knowledge about individual and aggregated program ROI, marketers can use the insights to allocate budget for maximum impact.





# ROI's purpose: improve (not prove) marketing

ROI is most valuable when evaluating marketing investments, not justifying marketing. Given the reality of budget limitations, CMOs need to make trade-offs about where to focus resources — and ROI provides a framework to improve these decisions.



## Pro-Tip

**Don't use ROI analytics to "prove" marketing works, use them to "improve" decisions about where to focus resources.**

## Insight opportunity cost

When you spend time and energy justifying marketing, you waste time and resources. "Proving" marketing has an insight-opportunity cost. Directed elsewhere, that same effort can create insight to improve marketing.

*Most companies find profits increase when constrained analytics resources focus on improving key decisions, rather than proving Marketing deserves to exist.*

## The best CMOs treat marketing as an investment

By definition, ROI is a finance calculation that measures capital investment gains. While marketing has historically been regarded as an expense, it's really a long-term capital investment strategy that delivers returns over the long term.

Since ABM investments tend to be especially long-term, treating the ABM budget as an investment makes sense. Even if the Financial Accounting Standards Board doesn't agree, leading CMOs communicate this positioning when communicating with other executives.



*74% of B2B marketers can't measure or report on programs' business contribution!*  
— IT SMA/Visionedge Marketing

Done right, analytics offer a competitive advantage over three-quarters of the companies out there.

# Why ROI measurement is hard

Did this program deliver results? In B2B marketing, the question is easier asked than answered for various reasons.

- **Long sales cycles:** programs often drive pipeline and revenue after months or years.
- **Multi-channel interactions:** customers interact with businesses on multiple channels, online and offline. Connecting channel-specific identities is tough.
- **Large buying committees:** it's hard to understand program impact across the increasing number of decision makers in accounts.
- **Extraneous variables:** non-programmatic factors affect the ROI of marketing programs, including marketplace dynamics, macroeconomic trends, and sales rep effectiveness.

ROI is EASIER when...	ROI is HARDER when...
Customer journey is 100% online	Customer journey is online and offline
Single marketing channel	Multiple channel interactions
Single buyer	Buying committees
Purchase takes minutes	Purchase takes months or years
<\$1K deal size	>\$10K+ deal size

Basically, the very factors that make ABM necessary also make ROI measurement hard.



# Program performance metrics

While ROI measurement requires CMOs to use the advanced methods described a few pages further on, CMOs use program performance metrics to monitor early market changes and determine messages that resonate with buyers. But beware! They aren't as relevant to other CXOs.

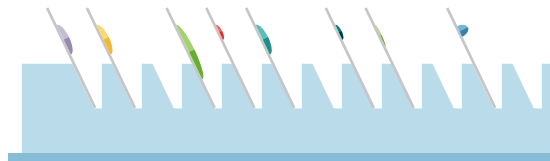


**Pro Tip**

Keep “boiler room” metrics internal to marketing and use them to refine programs and messages — especially early-stage programs. Don't get caught in the trap of using these as vanity metrics.

**Sample checklist**

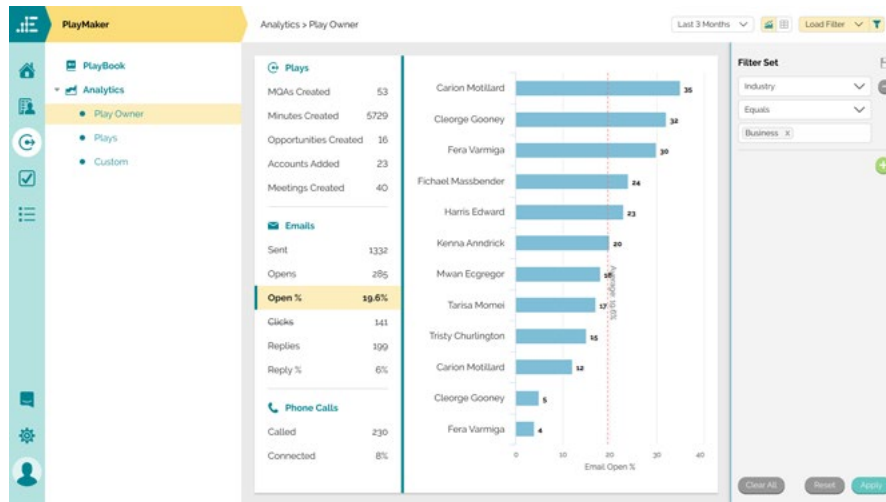
Marketing email	Events/webinars	Website	Ads
<ul style="list-style-type: none"> <li>• Size of list</li> <li>• Open rate</li> <li>• Click rate</li> <li>• Unsubscribe rate</li> </ul>	<ul style="list-style-type: none"> <li>• Registrants</li> <li>• Attendees</li> <li>• Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Page view</li> <li>• Visitors</li> <li>• Bounce rate</li> <li>• Conversions</li> <li>• Links</li> </ul>	<ul style="list-style-type: none"> <li>• Impressions</li> <li>• Cost per Click (CPC)</li> <li>• Cost per Thousand Views (CPM)</li> <li>• Cost per Actions (CPA)</li> </ul>



# ABM play analytics

An ABM play orchestrates interactions across departments and channels to achieve a business purpose (e.g get a meeting) at target accounts. The play can include relevant, personal emails from various people at your company, phone calls, direct mail, targeted ads, and more. To learn more about plays, visit [engagio.com/orchestration](https://engagio.com/orchestration).

Unlike traditional demand-generation campaigns, you don't measure ABM plays with opens, clicks, or conversions. **Success resides in human responses like engagement minutes, email replies, phone calls, and meetings.**



Effective plays produce intended business outcomes like MQA and replies, as in this screenshot of Engagio Play Analytics



# Campaign influence

Campaign influence metrics measure how multiple campaigns influence single opportunities or outcomes.

If you run an ABM play at a target account, and a sales rep creates an account pipeline a month later, then you can say the ABM play influenced pipeline creation.

## Technology roadblocks

Salesforce credits campaigns that influence opportunities only when two criteria are met:

1. Contacts must be attached to opportunities
2. Contacts must be associated with campaigns before opportunities are created

Essentially, Salesforce only measures influence on opportunity creation. It also leaves marketers at the mercy of sales reps properly adding contacts to opportunities. Since this is rarely the case, the limitations are obvious.

## New technology solutions

Engagio's Engage product extends campaign influence in two ways:

1. Measure influence of programs that touch any person at accounts, via L2A matching. (The program must successfully touch the person before the outcome it influences, of course.)
2. See how ABM programs influence outcomes beyond pipeline creation, including deal acceleration, win rates and deal velocity

If you run a play at an account that has an existing opportunity, and after that the opportunity moves further down the funnel, then you can claim the play influenced deal acceleration.

## Correlations as influence

Look for **correlations** between ABM programs and key outcomes. If accounts touched by an ABM program have a particularly high win rate or short sales cycle, for example, then the program may have helped influence those metrics.

735 Campaign / Programs

Program Name	New Opportunities	New Pipeline Revenue	Forecast Revenue Change	Closed-Won Revenue	Win Percentage	Closed-Won Avg Da
Uberflip Resource Center	121	\$1,639,110	\$1,456,919	\$1,017,949	46	79
Webinar - ABM Grand Slam Series - Slam 3	117	\$1,377,598	\$1,088,197	\$822,634	39	95
Webinar - ABM Grand Slam Series - Slam 1	126	\$1,374,261	\$1,022,264	\$883,847	39	60
Webinar - ABM Grand Slam Series - Slam 4	109	\$1,380,151	\$1,018,747	\$806,817	40	78
Webinar - ABM Grand Slam Series - Slam 2	114	\$1,478,230	\$984,124	\$765,500	39	77
Webinar - ABM Grand Slam Series - Slam 6	105	\$1,319,448	\$976,773	\$797,235	41	83
Webinar - ABM Grand Slam Series - Slam 5	113	\$1,319,238	\$957,832	\$834,684	41	81
Content - Clear and Complete Guide to ABM (New)	76	\$1,087,492	\$863,106	\$669,928	38	81
Low Usage Sales User Outreach	88	\$1,046,120	\$853,189	\$680,358	76	40

Campaign influence analytics show how marketing impacts outcomes in this screenshot of Engagio's Engage product

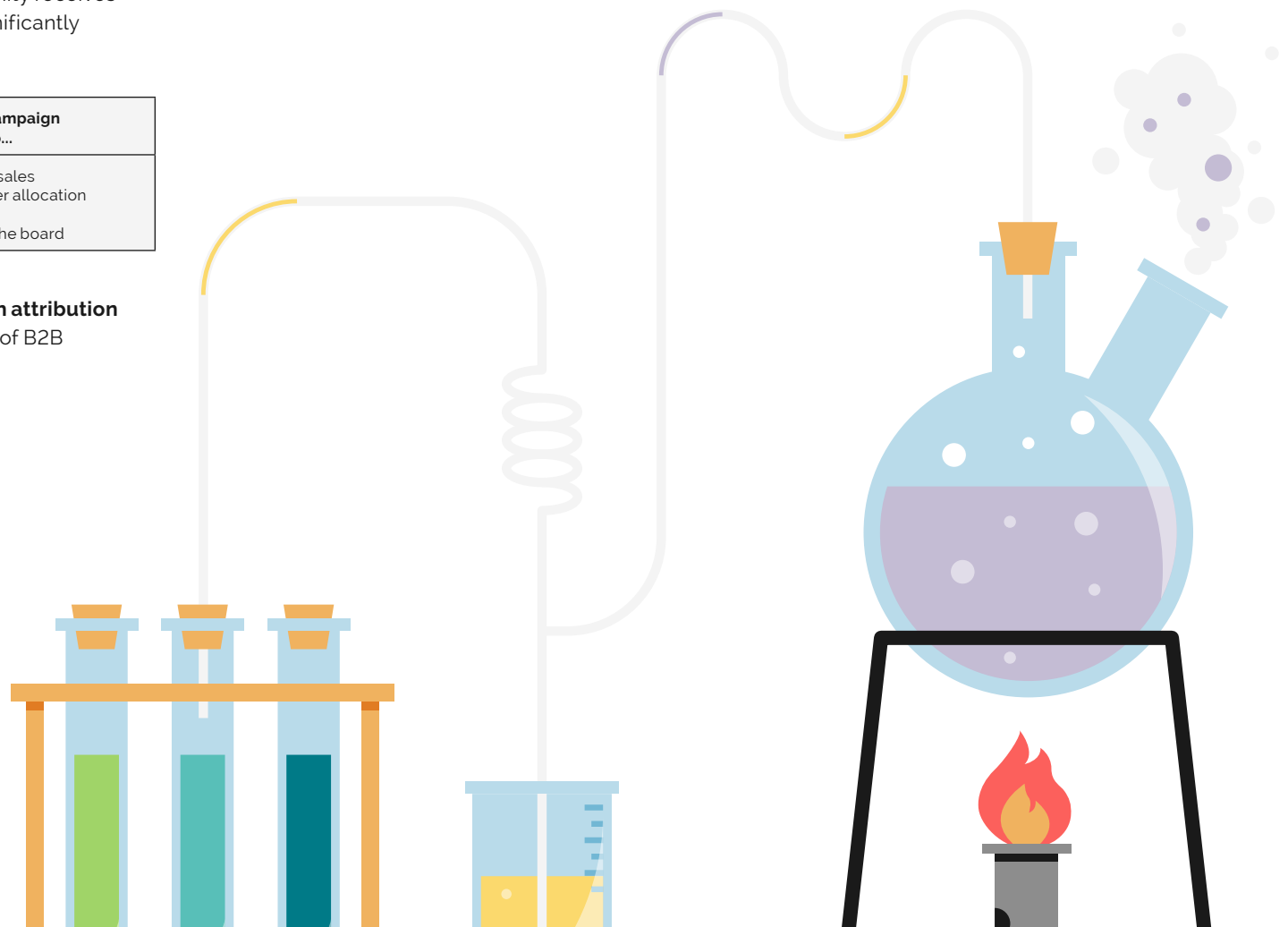
# Campaign influence (cont'd)

## Limitations of campaign influence

When measuring actual dollars and cents, influence reporting "double counts". Each campaign that influences an opportunity receives full credit, so the resulting dollars significantly exceed the actual amounts.

DO use campaign influence to...	Don't use campaign influence to...
<ul style="list-style-type: none"><li>• Understand what campaigns work</li><li>• Understand campaigns that don't</li></ul>	<ul style="list-style-type: none"><li>• Align with sales</li><li>• Make better allocation decisions</li><li>• Report to the board</li></ul>

These limitations are why **multi-touch attribution** has become such an important piece of B2B marketing analytics.





# Multi-touch attribution

Attribution connects marketing and sales activity with desired outcomes. It examines all significant interactions — from first touch to deal closed and beyond. Instead of double-counting, attribution methodology distributes value to individual touches.

*Say four campaigns influenced a \$40,000 deal. An equal-weight attribution model would assign \$10,000 to each campaign.*

Do that for each outcome, and then calculate total program return by adding up the contributions from all influenced outcomes. Combined with accurate investment data, you can calculate program ROI!

*"Many companies are still trying to get a handle on multi-touch attribution, which adds a time element to the buyers' journey to capture multiple touch points, instead of just considering a last-touch lead source. ABM adds another dimension, splitting these contacts over time by buyer roles, requiring multiple levels of marketing strategy and execution."*

— Jim Lenskold, Managing Director,  
Lenskold Group

## **Multi-touch attribution, defined**

Multi-touch attribution seeks to understand how each touch contributes to account journey progression, pipeline, and revenue.

# Attribution in practice

Let's explore a classic attribution challenge.

**The challenge:** a team needs to assign credit for \$31.1M of closed-won revenue.

**Question 1: how much revenue did marketing influence?**

Here, attribution shows marketing influenced \$28.1M (84%) of deals with at least one successful touch.

**Question 2: which campaigns drove the marketing-influenced revenue?**

An equal weight models shows the \$28.1M split across various campaign types.

**Going deeper:** with the foundational attribution in place, you can answer even deeper questions.

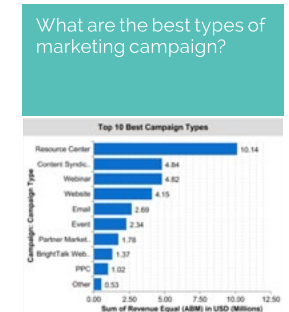
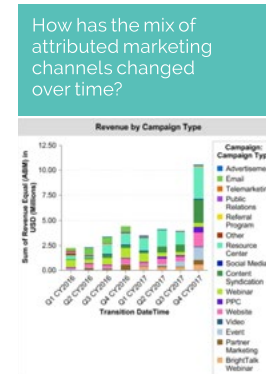
## The challenge



## Question 1



## Question 2



## Attribution in practice (cont'd)

### The golden ratio

Many teams find "Pipeline to Investment" is the best way to judge marketing programs. Also known as Marketing's Golden Ratio, this concept shows CMOs how much pipeline each dollar produces for individual program investments.

CMOs calculate Golden Ratios with multi-touch attribution by adding up total pipeline attributed to each program.

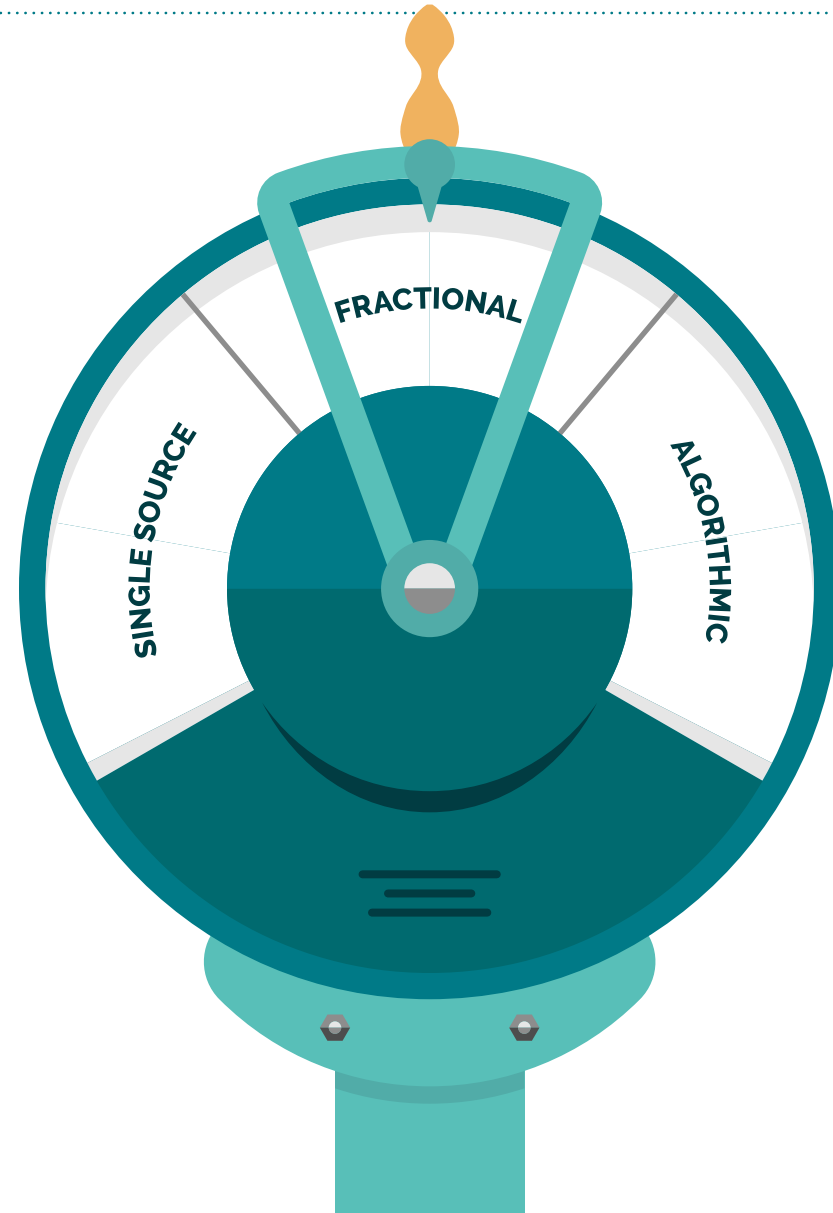
	Actual cost in campaign	Pipeline created (equal)	Marketing Golden Ratio
<b>Type: Event live (852 records)</b>	\$408,118	\$2,368,625.83	5.80
<b>Type: Event VIP via PlayMaker (104 records)</b>	\$43,000	\$205,059.05	4.77
<b>Type: Webinar (852 records)</b>	\$36,250	\$2,225,496.93	61.39
<b>Type: Event virtual sponsored (17 records)</b>	\$16,500	\$37,422.79	2.27
<b>Type: Event party (40 records)</b>	\$11,300	\$76,714.23	6.79
<b>Type: VContent - Partner (5 records)</b>	\$10,000	\$20,636.36	2.06
<b>Type: ABE (11 records)</b>	\$10,000	\$45,604.86	4.56

*This Salesforce Pipeline to Investment report uses Engagio Dash to calculate The Golden Ratio*

# Attribution Models

How do you allocate the interactions?  
Different 'attribution models' allocate  
outcome values in different ways:

- **Single-source attribution models** assign 100% credit to one touch
- **Fractional attribution models** assign value to multiple touches
- **Algorithmic attribution models** use statistics and machine learning





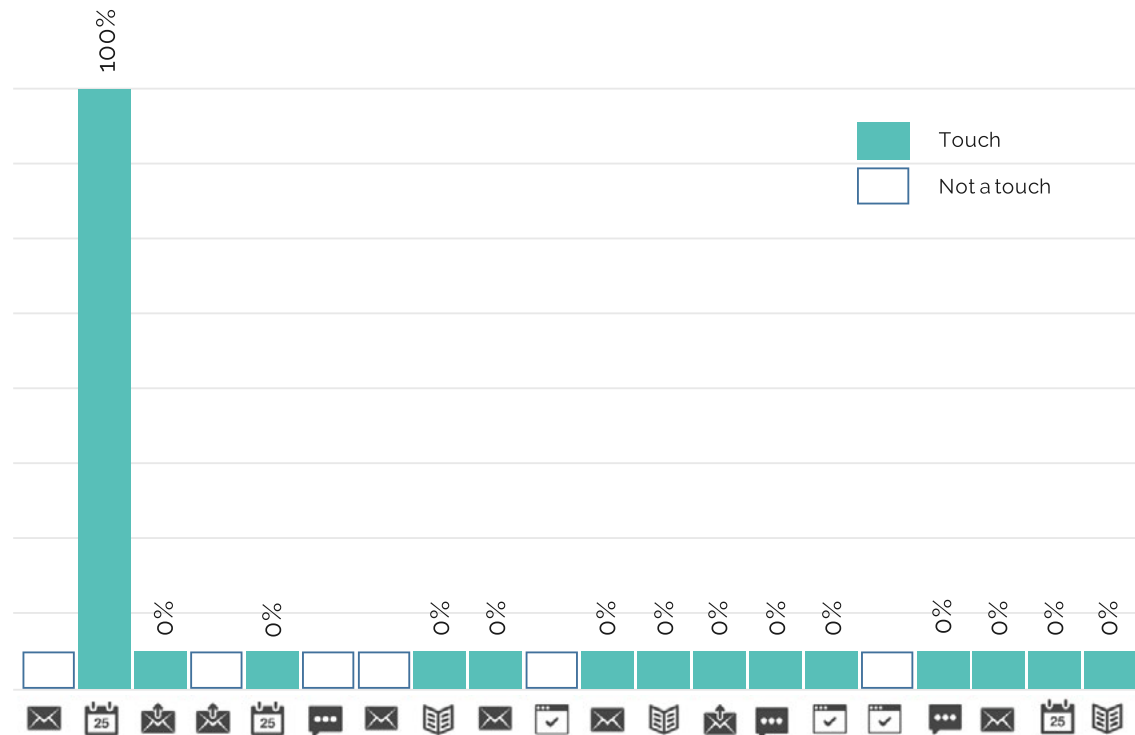
# Single source attribution models

Single-source attribution models assign value to the first or last touch.

## First-touch attribution

First touch models assign full outcome credit to the first account interaction. Since most opportunities include the "Lead Source" field, this approach is common.

Pros	Cons
<ul style="list-style-type: none"> <li>Identifies programs that source the best leads and accounts</li> <li>Relatively easy to implement</li> <li>Creates "investment per lead" insight</li> </ul>	<ul style="list-style-type: none"> <li>Ignores all touches after the first</li> <li>Oversimplifies and inaccurately portrays long B2B sales cycles</li> <li>Overweights lead generation</li> <li>Underweights nurturing and sales touches</li> </ul>



First-touch attribution assigns 100% of the value to the first successful campaign

# Single source attribution models (cont'd)

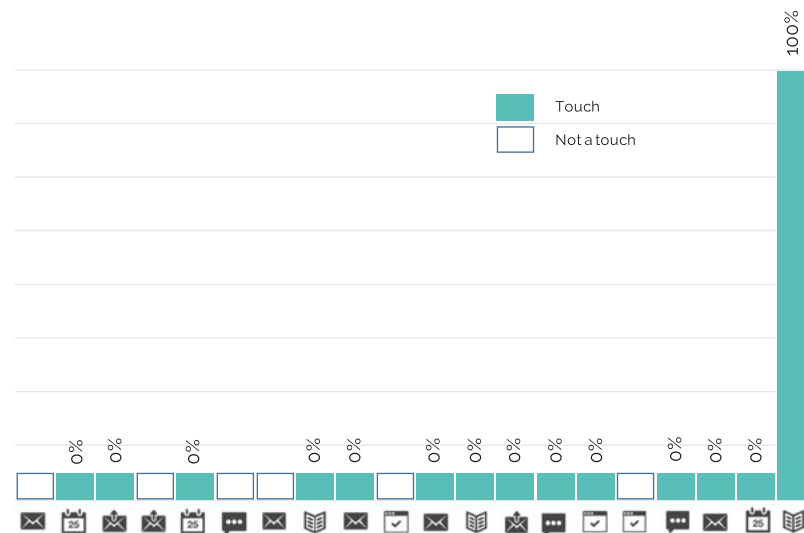


## Last-touch attribution

First-touch models assign full outcome credit to the last account interaction.

Pros	Cons
<ul style="list-style-type: none"> <li>Attempts to show why accounts become customers</li> <li>Shows touches that move accounts to particular stages when combined with journey analytics</li> </ul>	<ul style="list-style-type: none"> <li>Ignores all touches but the last</li> <li>Is unrealistic and inaccurate for complex B2B sales</li> </ul>

Say an account becomes an MQA after attending a webinar. The webinar would receive credit for the MQA.



Here, the last successful touch receives 100% credit

## Use custom salesforce fields for first/last touch

Jeff Coveney of RevEngine Marketing recommends adding these fields in Salesforce lead and contact records. You may want to do the same for account records.

- **Pick list fields:** Lead source, lead source asset, last lead source, last asset.
- **Freeform fields:** Lead source detail, lead source asset detail, last lead source detail, Last asset detail, plus relevant Google UTM fields for source, medium, term, content, and campaign (first and last touch).

Be sure to "block updates" of the first touch source fields.

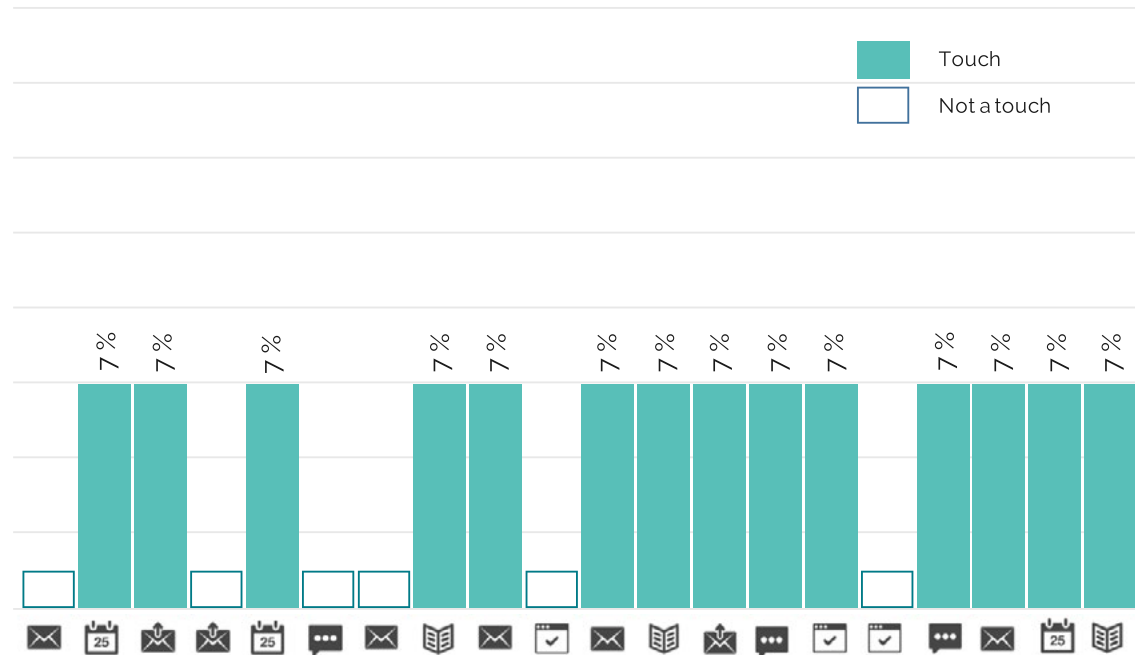
# Fractional attribution models

Fractional attribution recognizes multiple touches across multiple people at target accounts. It allocates a fraction of outcome value to individual touches.

## Equal-weight model

Pros	Cons
<ul style="list-style-type: none"> <li>• Evaluates touches across entire accounts. Not individuals.</li> <li>• Appropriate for lengthy revenue cycles with many touches</li> <li>• Avoids assumptions about weighting each step</li> </ul>	<ul style="list-style-type: none"> <li>• All touches don't actually have the same value</li> </ul>

The most common fractional model in B2B today, equal-weight models (aka linear-attribution models) count every successful touch point equally.



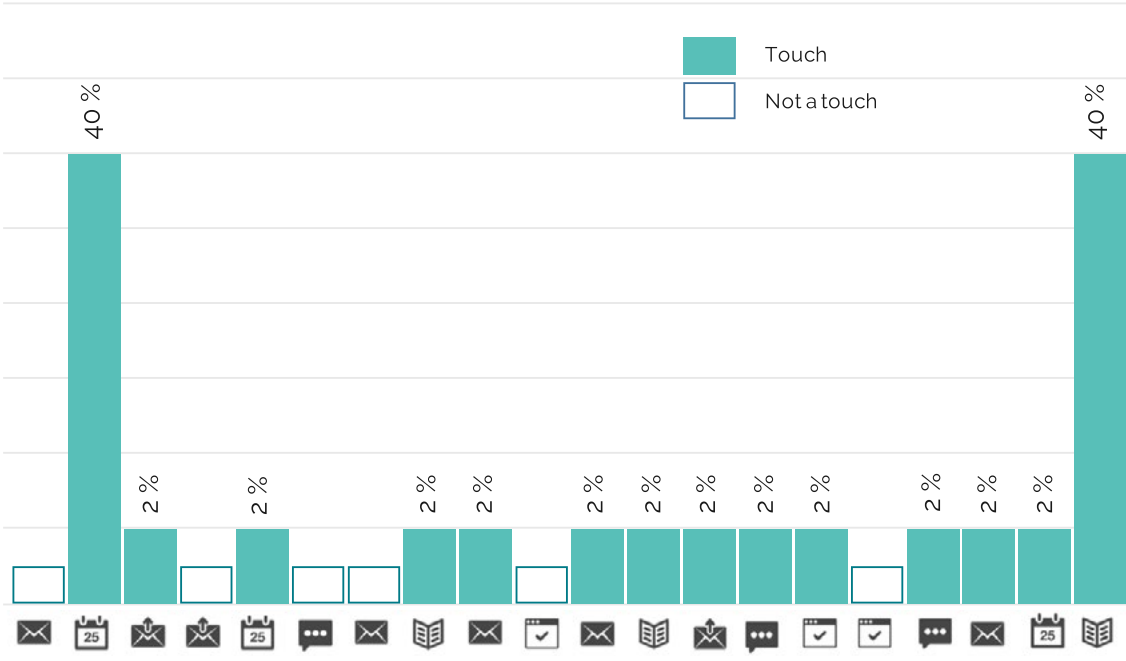
All touches receive equal weight

# Fractional attribution models (cont'd)

### Position-based (u-shaped) model

A hybrid of first- and last-click models position-based attribution also gives some credit to other touches. It generally assigns 40% credit to first and last interactions each, and splits the remaining 20% among the interactions in between.

Pros	Cons
Gives most credit to lead generation and conversion, the two priorities execs tend to care about most	May overlook channels, programs, and content that encourage the customers mid-funnel (e.g nurturing)



First and last touches receive most credit, though some credit is allocated across intermediary interactions

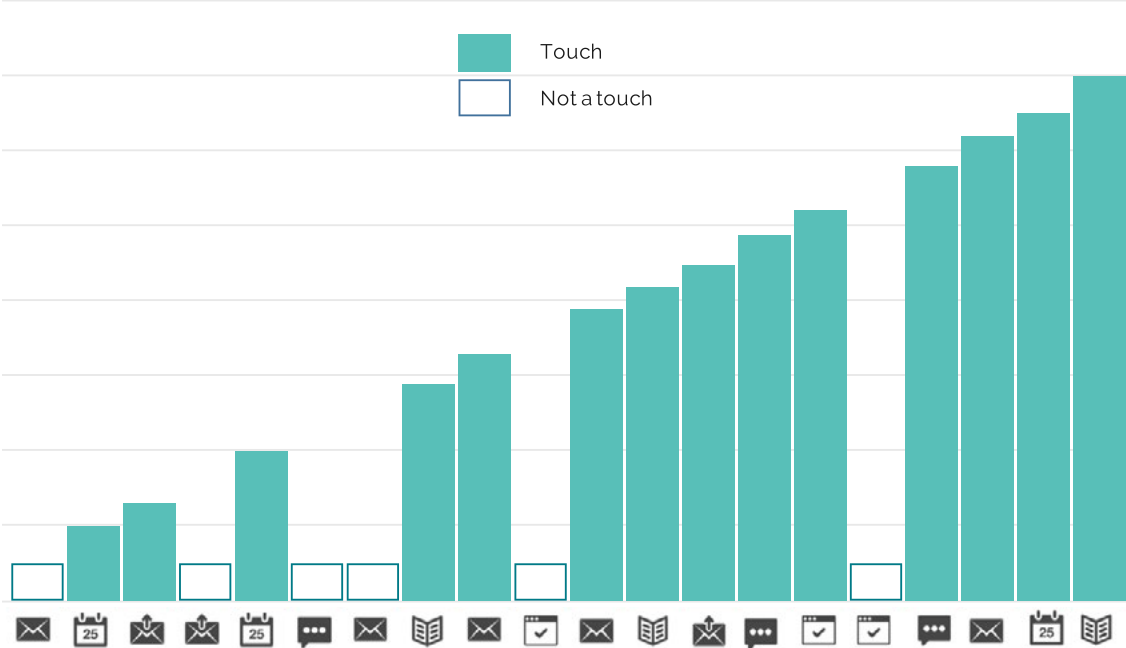
# Fractional attribution models (cont'd)

### Time decay model

A modified version of last click attribution, time decay models assign value to every touch point, with more credit going to the interactions closest to the outcome. The last touch receives the most credit, and the first receives the least.

A key assumption in time decay models is half-life. For example, if you assume a half-life of seven days, an interaction seven days ago receives one-half the credit of an interaction today.

Pros	Cons
<ul style="list-style-type: none"> <li>• A modified form of last-click, it's best for short-consideration cycles</li> </ul>	<ul style="list-style-type: none"> <li>• Not effective for long-consideration cycles</li> <li>• Underweights top-of-funnel efforts</li> </ul>



Time decay gives more credit to the most recent interactions

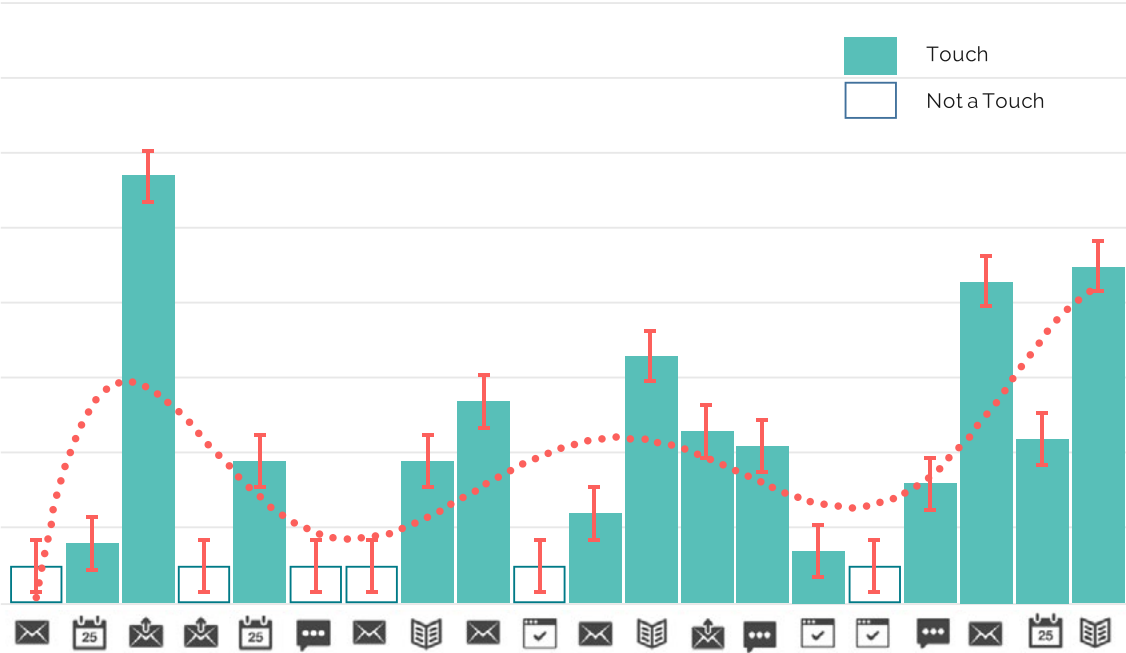


# Fractional attribution models (cont'd)

### Algorithmic models

Algorithmic models show marginal impact of extra program and/or channel investments by correlating how independent marketing and sales interactions affect outcomes. They use statistics and machine learning, especially regression models that categorize dependent variables.

Pros	Cons
<ul style="list-style-type: none"> <li>• Likely an accurate representation of marketing impact</li> <li>• Does not require human assumptions</li> </ul>	<ul style="list-style-type: none"> <li>• Requires significant investment and a highly specific skillset</li> <li>• Often hard to explain</li> <li>• Needs much historical data to train the model</li> <li>• Like all models, can undervalue brand-building activities</li> </ul>



Algorithmic attribution models use machine learning to decide how much weight to attribute to each touch

# Fractional attribution models (cont'd)

## Models compared

Every model has assumptions and brings strengths and weaknesses. Don't just pick one. Use multiple attribution models, and compare results side-by-side. Patterns will emerge to help you make better decisions.

REPORT  
Example Attribution by Opp

Total Records: 12    Total First Touch (ABM): \$27,000.00    Total Last Touch (ABM): \$27,000.00    Total Revenue Equal Weight (ARR): \$27,000.00    Total Position Based (ABM): \$27,000.00

RELATED OPPORTUNITY	RECORD LINK	ACCOUNT	LEAD	CONTACT	CAMPAIGN: CAMPAIGN NAME	CAMPAIGN: CAMPAIGN TYPE	MEMBER STATUS	MEMBER ASSOCIATED DATE	FIRST TOUCH (ABM) Sum	LAST TOUCH (ABM) Sum	REVENUE EQUAL WEIGHT (ARR) Sum	POSITION BASED (ABM) Sum
Datto - ABM Analytics 30 (12 records)	Details	Datto	-	Chris Rudnick	Marketo Summit 2016 - People we know are Attending	Event Live	Attending Summit	5/6/2016 12:45 PM	\$27,000.00	\$0.00	\$2,250.00	\$10,800.00
	Details	Datto	-	Chris Rudnick	Event Live - ABM Roadshow - Boston - August 11, 2016	Event Live	List from Show - Attend	8/3/2016 12:31 AM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Shaun Pinney	Event Live - ABM Roadshow - Boston - August 11, 2016	Event Live	List from Show - Attend	8/3/2016 5:07 AM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Chris Rudnik	Event Live - ABM Roadshow - Boston - August 11, 2016	Event Live	List from Show - Attend	8/19/2016 2:41 PM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Taylor Grabus	Event Live - DF16 Apttus Sales Lounge	Event Live	List from Show - Attend	10/17/2016 11:09 AM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Katie Thornton	Event Live - DF16 Apttus Sales Lounge	Event Live	List from Show - Attend	10/17/2016 11:11 AM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	Kevin Miller	-	Event Live - ABM Roadshow - Boston - August 11, 2016	Event Live	List from Show - Attend	11/2/2016 2:09 PM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Chris Rudnick	Marketo Summit 2016 - People we know are Attending	Event Live	Attending Summit	11/2/2016 5:04 PM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Chris Rudnick	Event Live - ABM Roadshow - Boston - August 11, 2016	Event Live	List from Show - Attend	11/2/2016 5:04 PM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Matt Reilly	Content - Clear and Complete Guide to ABM (New)	Web Content	Filled-out Form	11/9/2016 9:27 AM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Shaun Pinney	Content - Clear and Complete Guide to ABSD	Web Content	Filled-out Form	12/6/2016 4:12 AM	\$0.00	\$0.00	\$2,250.00	\$540.00
	Details	Datto	-	Shaun Pinney	Uberflip Resource Center	Web Content	Filled-out Form	12/8/2016 8:43 AM	\$0.00	\$27,000.00	\$2,250.00	\$10,800.00
Subtotal									\$27,000.00	\$27,000.00	\$27,000.00	\$27,000.00
GRAND TOTAL (12 RECORDS)									\$27,000.00	\$27,000.00	\$27,000.00	\$27,000.00

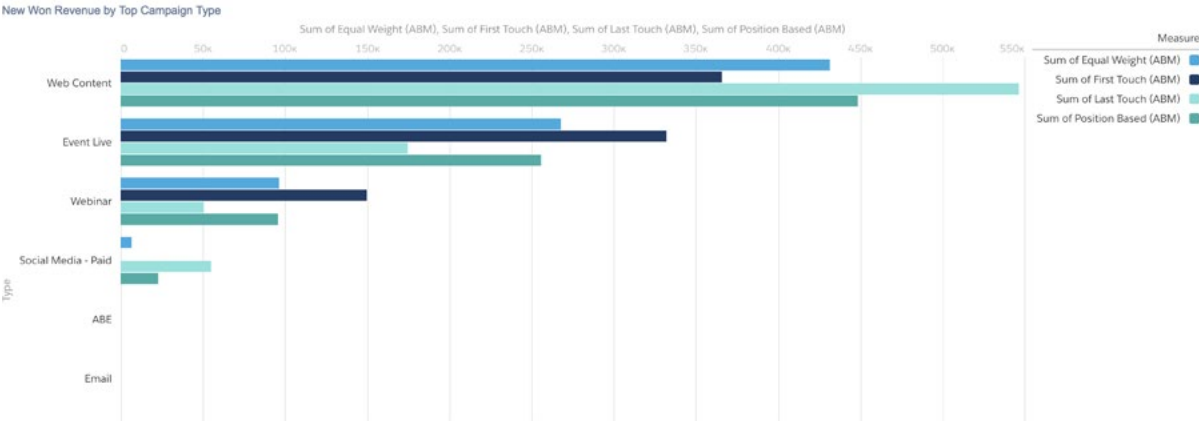
This opportunity in Salesforce.com shows how four common models attribute a \$27,000 deal across various campaigns, sorted by date of successfully interaction



# Fractional attribution models (cont'd)



## All models comparison



This bar chart features created pipeline, comparing multiple attribution models shown side-by-side. Regardless of individual model assumptions, overall results about what works — and doesn't — are apparent.

**When you ASSume...**  
Multi-touch attribution requires ABM practitioners to make assumptions about how to weight touch points and which people at target accounts to include. Be thoughtful! If you can't clearly explain your assumptions, you'll waste time defending your analysis, instead of making good decisions.

# Journey attribution

Traditionally, B2B marketers focus on creating net-new business and use attribution to see which marketing programs drive pipeline creation and revenue.

Today's CMOs are taking more ownership of the full customer journey — from pipeline creation to deal acceleration to post-sale expansion and success. **This is especially true in Account Based Marketing.**

Marketers also use attribution to assign credit to touches that help drive ANY desired outcome: creating MQAs, accelerating deals, driving cross-sells, even helping customers become referenceable.

Last-touch attribution is often useful here. For example, the last touch before MQAs or meetings can be particularly interesting.

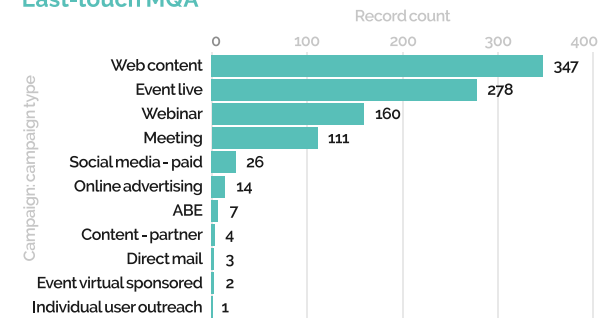
Multi-touch attribution also provides insight.

*Say an opportunity gets stuck. A third nurturing email generates a reply, from which an AE schedules a meeting and the deal moves to the next stage. Depending on the attribution model, you can give some credit to the deal nurturing play and/or the meeting for moving the deal forward.*

This type of analysis can be very actionable. Fellow executives also understand them more easily than analytics that attribute all revenue to marketing programs.

*78% see B2B marketing's role expanding from demand generation to deal acceleration.*  
— Forrester Consulting

## Last-touch MQA



*Last-touch attribution captures the MQAs each campaign type creates.*

# Narrow or broad attribution

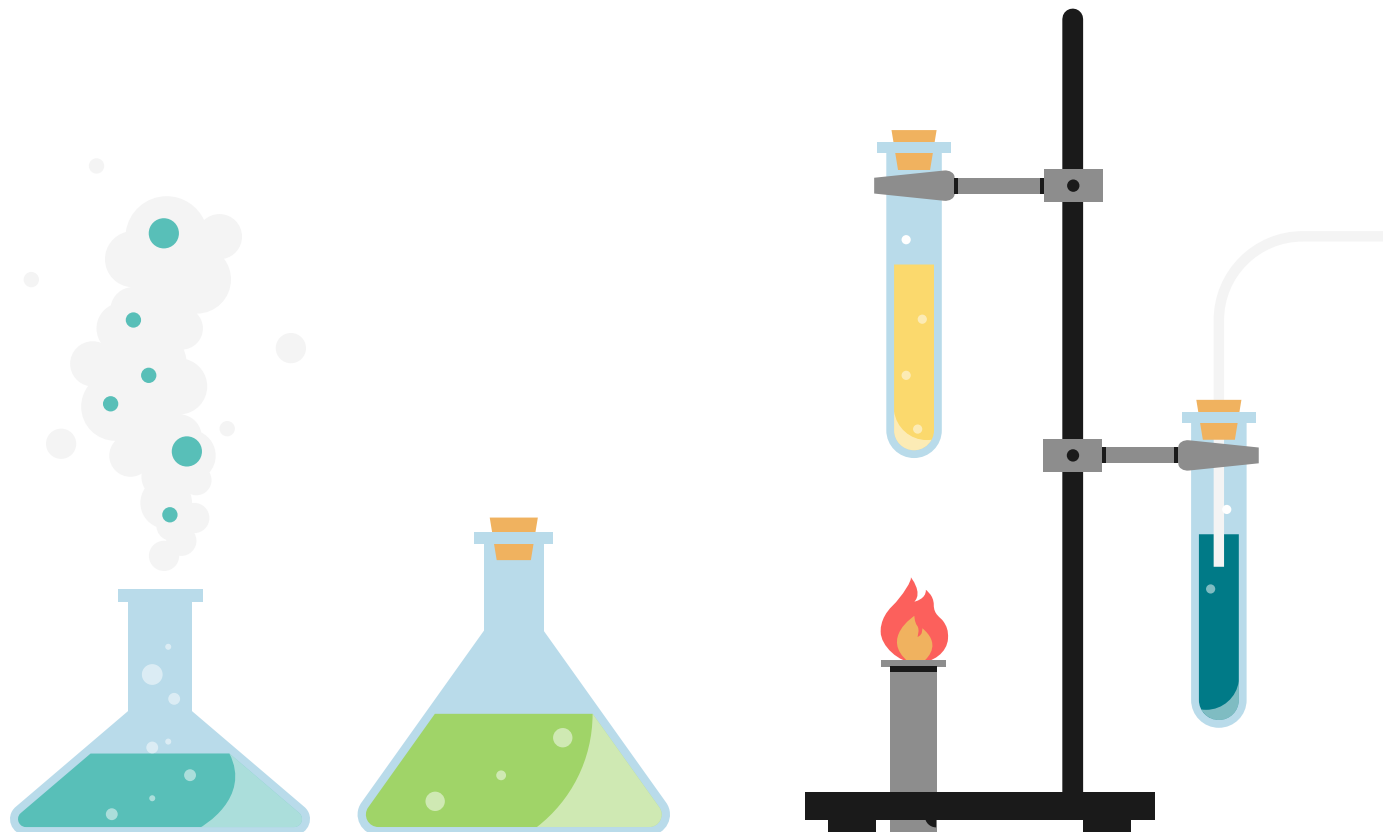
Multiple people are involved in almost every ABM outcome, so account-based attribution must choose who to analyze. This inherent assumption can substantially shape results.



## Pro Tip

**Be cautious with narrow attribution.** According to The Pedowitz Group, the majority of B2B sales list one or no contacts at all in single opportunities, even though five or more contacts may be associated with the deal.

- **Narrow Attribution:** includes only contacts with roles in account opportunities. Data integrity can be limited, as sales reps rarely attach all the right people.
- **Broad Attribution:** analyzes all contacts at accounts — or all leads and contacts via L2A technology. Broad attribution tends to be more accurate than narrow attribution for deals at small and mid-sized companies. As company size grows, results become diluted, as broad attribution might include touches with people who didn't impact a specific deal.
- **Demand Unit Attribution:** with the recent introduction of SiriusDecisions' Demand Unit Waterfall®, some companies now analyze specific purchase personas. The approach is broader than narrow attribution (e.g contact roles), and more focused than broad attribution (e.g the entire company).



# Objections to attribution

Attribution is not without detractors. Prepare for common objections, so your attribution efforts don't go to waste.

Objection	Response
"It's too subjective. You've made assumptions."	<p>We rely on more than one attribution model and set of assumptions</p> <p>We compare results from multiple models. With general trends, we improve decision quality and program investments.</p> <p>Think about attribution's output as directionally correct information, instead of hard 'truth'</p>
"So many touches across so many people create the illusion of precision."	<p>Most companies use attribution for scale and programmatic ABM techniques, when it easily manages the number of interactions</p> <p>In laser-focused ABM to the most strategic accounts, where every touch is bespoke, it usually makes more sense to inspect accounts on a deal-by-deal basis</p>
"Marketing just wants to take credit for deals."	<p>ABM attribution measures how Marketing and Sales collaboratively drive revenue at every stage of the customer journey</p> <p>Ideally, attribution includes all many-target account interactions, including those with Sales. The more data, the more you understand how to improve outcomes.</p>



# Test and control groups

Rigorous testing is a great way to measure the effectiveness of marketing programs.



**Pro tip**

**Understand program impact by comparing outcomes at accounts that were part of the program versus accounts that were not.**

Control group design is key. Except for the program being tested, both groups should be otherwise homogeneous. That way, all other factors are equal so you can assign any difference between the two groups to the particular program.

Just don't go overboard. **Though test and control groups can measure almost anything, it's impossible to measure everything.**

**Example: ABM advertising**

Display advertising is notoriously hard to measure. People rarely click on ads so we need to measure influence indirectly. Things get even more complex in an ABM world, where even measuring "view throughs" is tricky.

*For example, Say Person A sees your ad. What's the right way to attribute impact when Person B at the same account eventually requests a meeting?*

Engagio recently used testing and control groups to answer this question.

1. First, we split accounts into two equal, random groups
2. We then showed ads to one group and not the other
3. Last, we compared the two groups' traffic, pipeline and acceleration outcomes to answer key questions

Traffic	Did web traffic go up? What about direct traffic?
Pipeline	Did you get more meetings from the test group? What about opportunities and revenue?
Acceleration	Did deals move faster? Get a better win rate?

Assuming all other group factors are homogenous, you can credit any difference in outcomes to advertising.



**Pro Tip**

**If it's politically impossible to show ads to one group and not the other, show ads to both groups but spend more on ads for one group.**

**ABM ad results**

What was the impact of Engagio's test of account-based advertising?

	Meetings (% of targeted accounts)
Ads	21%
No Ads	26%

*Engagio's account-based advertising DID positively impact web traffic from target accounts*

	Web traffic	Visitors
Ads	+43%	+47%
No Ads	+22%	+8%

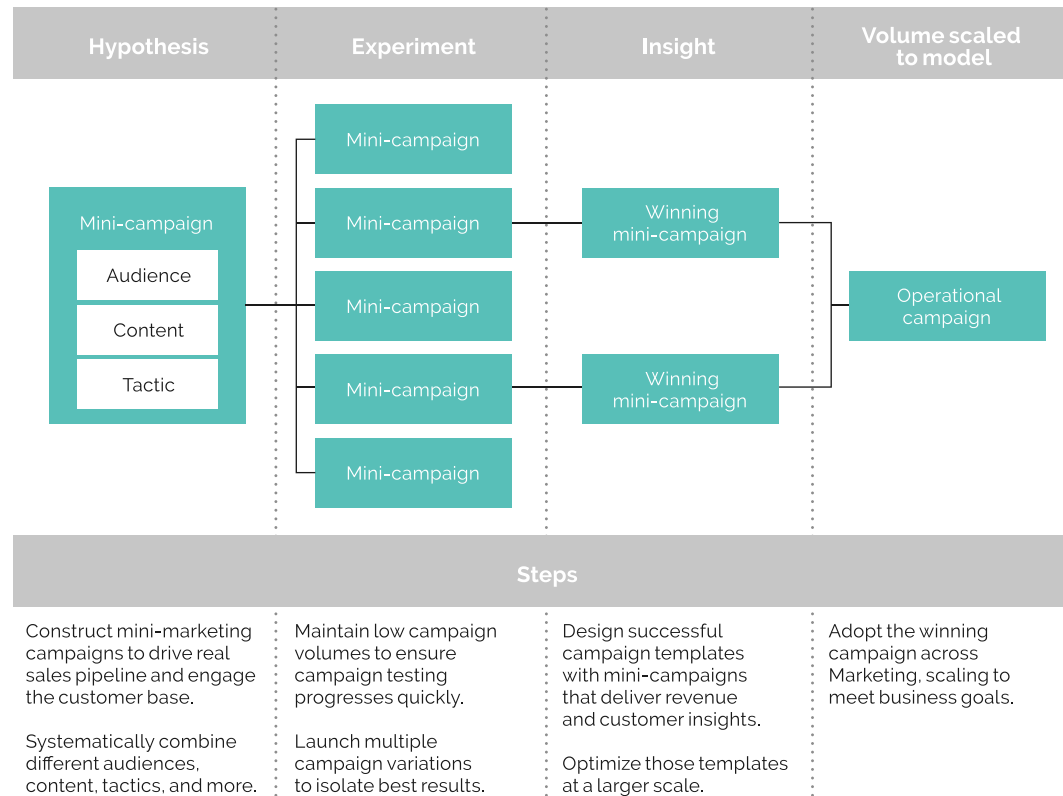
*Engagio's account-based advertising did NOT significantly impact meetings from target accounts*

# Create a B2B marketing R&D lab

## Diagram and checklist

B2B companies that truly embrace testing can create R&D labs. By combining traditional aspects of market research and marketing, teams create a distinct advantage: *Speed*.

## Pro Tips diagram and checklist



Of course, in an enterprise B2B market, marketing investments' true impact can take months or years to emerge. This is exactly where account journey analytics and attribution become so powerful!

**By using attribution to measure which mini-campaigns have an impact on moving accounts through stages of the journey, B2B marketers can see leading indicators of results and iterate with SPEED.**

# Conclusion: don't be overwhelmed

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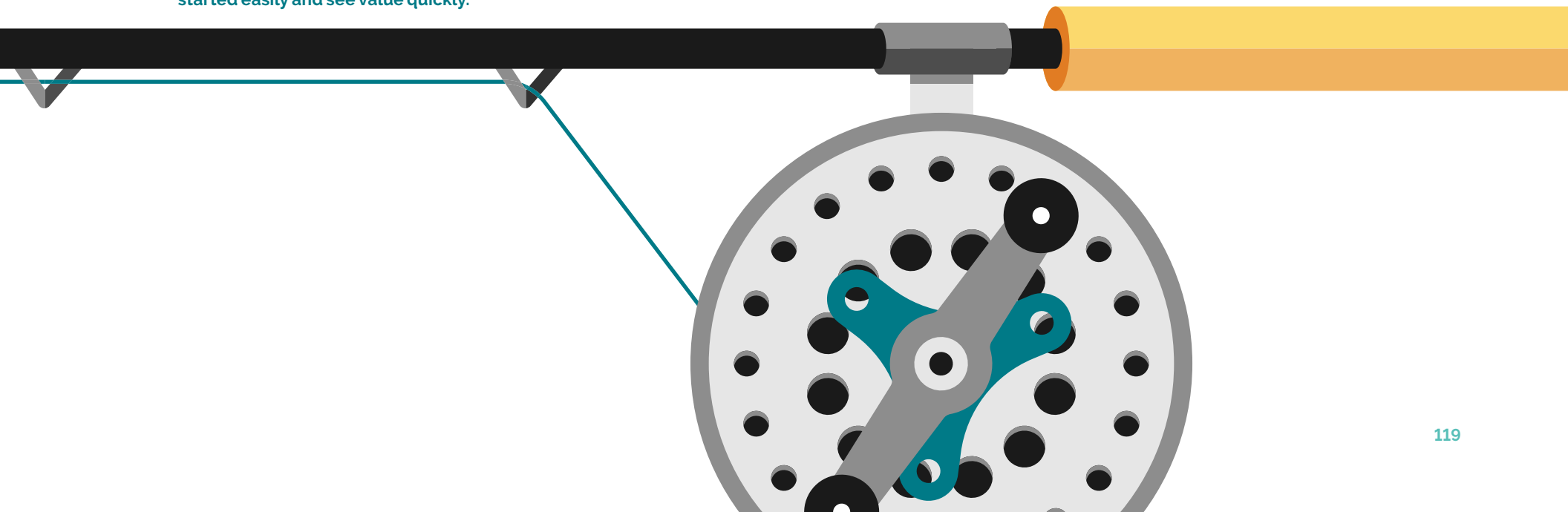
Remember when we said 74% of marketers can't measure or report on programs' business contribution? Simply starting means you're ahead of most of the competition.

As with any marketing discipline, the key to success is crawling before you walk or run. You don't need to do everything at once and can always add more models, charts, reports, and test and control groups as your organization moves up the ABM maturity curve.



**Pro Tip**

See [Section 10](#) for insights on how to get started easily and see value quickly.



# Section review

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- Don't use ROI analytics to "prove" marketing works, use them to "improve" decisions
- Campaign influence reporting "double counts" the value of outcomes, making it harder to align with sales and communicate results
- Multi-touch attribution seeks to understand how each interaction contributes to the value of outcomes you care about (often pipeline and revenue)
- Use multiple attribution models, and compare results side-by-side. Patterns will emerge to help you make better decisions.
- Almost anything can be measured using a proper test and control group, but you can't measure everything with test and control



A conversation with...

# Melissa Stevens, Director of Digital Marketing & Demand Gen, Bitglass

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## Journey to a bigger business picture.

Since 2011, BitSight has helped companies assess the security risk of sharing data with other organizations. In 2016, Director of Digital Marketing and Demand Generation, Melissa Stevens, realized Marketing lacked a benchmarking system to measure and improve engagement with target accounts.

### A limited lens

"We built awareness of the importance of security ratings," recalls Melissa. "But with increasing demand and longer sales cycles our programs needed to mature."

BitSight's Enterprise Sales Team targeted the Fortune 1000. Organizational alignment was a challenge. There were changes happening in sales leadership, and many sales reps insisted they would only accept Director-level titles and above from lead-gen programs.

While Melissa recognized a lead-based volume approach wouldn't help Sales land and expand strategic, enterprise accounts, she had little ground to make her case: Marketing only received credit for single leads attached to converting opportunities. She continues, "we were building a new market around security ratings — awareness and engagement throughout the account were important to show."

How could her team of three marketers show influence without a dedicated analyst and operations lead?

### Coming into focus

To improve Enterprise account journeys, Melissa purchased Engagio Foundation for L2A matching and Engagio Dash for attribution modeling. While achieving data integrity was straight forward, first-touch attribution yielded surprising results: many converted opportunities and deals had started with Marketing-sourced titles outside the director-level preference of the Sales team!

*"Out of \$5M in sales-sourced opportunities in the last quarter, Marketing influenced all but about \$500,000. It shows focusing on the one contact who converts keeps you from seeing the bigger picture."*

Because the team now knows how different sources and touch points drive outcomes, strategic planning has changed. Melissa now evaluates how to optimize investments to attract new and grow existing accounts.

Alignment also improved: "Sales now comes over to discuss what they see in Engagio and where it makes most sense to spend time."

### A 20-20 future

Internal support of ABM is growing, especially with a new SVP of Sales, and Melissa is excited for the year ahead.

*"ABM technology makes the case for transitioning from demand gen only. Engagio made it easier to show where [Marketing] has impact and how."*

## Section 9

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# Bringing it all together

### Section at a glance:

#### **METRICS CHECKLIST**

So many metrics, where to start?

#### **DASHBOARDS**

What to show — and what not to

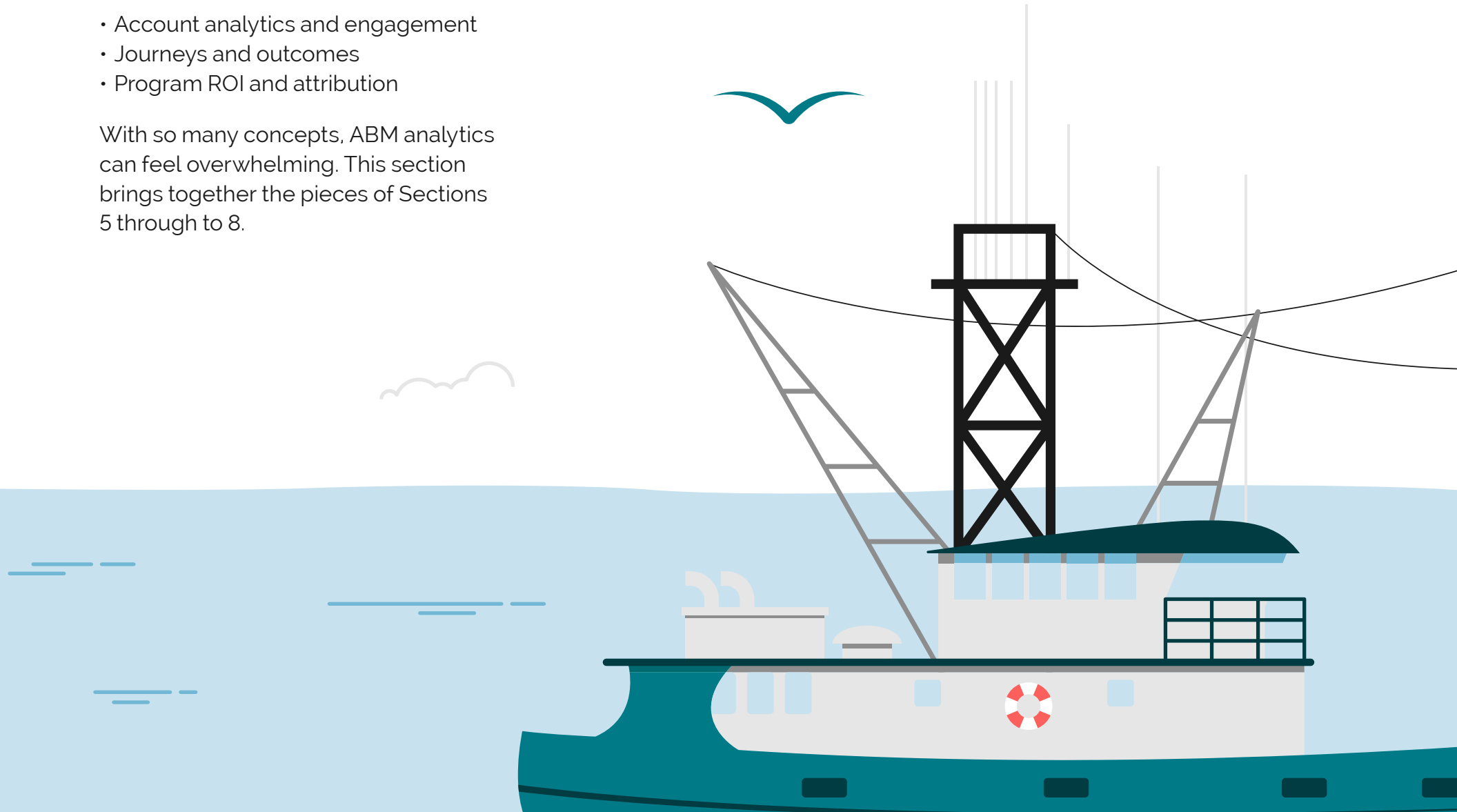
# Section 9

## Bringing it all together

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- Account analytics and engagement
- Journeys and outcomes
- Program ROI and attribution

With so many concepts, ABM analytics can feel overwhelming. This section brings together the pieces of Sections 5 through to 8.



# Your metrics checklist

We've examined dozens of metrics.  
Let's bring them all together.

Relationship/Accounts	Outcomes/Journeys	ROI/Programs
<ul style="list-style-type: none"> <li>• Coverage (all contacts, executive contacts, engaged/opt-in contacts)</li> <li>• Web traffic</li> <li>• Awareness</li> <li>• Engagement</li> <li>• NPS</li> <li>• Share of wallet</li> <li>• Number of products</li> <li>• Reputation (brand perception, satisfaction)</li> <li>• Sales team satisfaction</li> <li>• Advocacy</li> <li>• Retention</li> </ul>	<ul style="list-style-type: none"> <li>• Bookings and revenue</li> <li>• Deals won</li> <li>• Pipeline growth</li> <li>• Opportunities created</li> <li>• Win rates</li> <li>• Meetings</li> <li>• Marketing-qualified accounts (MQAs)</li> <li>• Newly-aware accounts</li> <li>• Newly-engaged people</li> <li>• Stage velocity (sales cycle, etc)</li> <li>• Funnel conversion rates (vs trend/benchmark)</li> <li>• Investment per MQA, opportunity, win, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue attributed</li> <li>• Pipeline attributed</li> <li>• % Marketing contribution</li> <li>• Return on investment (ROI)</li> <li>• Last touch before MQA/opportunity, etc</li> <li>• Golden ratio — pipeline to expense</li> <li>• Program focus</li> <li>• Program reach</li> <li>• Pipeline influenced</li> <li>• Pipeline accelerated</li> <li>• Human response rate</li> <li>• Conversion rate</li> <li>• Lift over control group</li> </ul>

# How engagio does it

Below are some reports Engagio uses to track Account Based Marketing progress (not real numbers).

## Target account snapshot

What is the current balance of accounts by stage?

	Total Accounts		Aware (basic activity)		Engaged (MOA)		Open Opportunity	
	#		#	%	#	%	#	%
Tier 1	10		3	30%	3	30%	1	10%
Tier 2	30		8	27%	5	17%	4	13%
Tier 3	360		87	24%	65	18%	22	6%
<b>Total Targets</b>	<b>400</b>		<b>98</b>	<b>25%</b>	<b>73</b>	<b>18%</b>	<b>27</b>	<b>7%</b>
Non Targets	32,214		1,933	6%	644	2%	161	1%
<b>Total</b>	<b>32,614</b>		<b>2,031</b>	<b>6%</b>	<b>717</b>	<b>2%</b>	<b>188</b>	<b>1%</b>
% Targets	1.2%		4.8%		10.2%		14.4%	

## Flow and conversion

How do accounts move through journeys to create pipeline and revenue?

	Total Accounts		Total Minutes		New Aware		New Engaged (MOA)		New Meetings		New Opportunities		New Wins		New Pipeline		New Bookings	
	#		#		#	% conv.	#	% conv.	#	% conv.	#	% conv.	#	% conv.	\$		\$	
Tier 1	10		840		2	20%	2	100%	2	100%	0	0%	0	0%	\$ -		\$ -	
Tier 2	30		2,280		5	17%	4	80%	3	75%	2	67%	1	50%	\$ 196,000		\$ 97,000	
Tier 3	360		19,080		25	7%	16	64%	11	69%	4	36%	2	50%	\$ 600,000		\$ 126,250	
<b>Total Targets</b>	<b>400</b>		<b>22,200</b>		<b>32</b>	<b>8%</b>	<b>22</b>	<b>69%</b>	<b>16</b>	<b>73%</b>	<b>6</b>	<b>38%</b>	<b>3</b>	<b>50%</b>	<b>\$ 796,000</b>		<b>\$ 223,250</b>	
Non Targets	32,214		51,542		1,289	4%	109	8%	33	30%	11	33%	4	36%	\$ 1,650,000		\$ 109,280	
<b>Total</b>	<b>32,614</b>		<b>73,742</b>		<b>1,321</b>	<b>4%</b>	<b>131</b>	<b>4%</b>	<b>49</b>	<b>32.7%</b>	<b>17</b>	<b>35.3%</b>	<b>7</b>	<b>42.9%</b>	<b>\$ 2,446,000</b>		<b>\$ 332,530</b>	
% Targets	1.2%		30.1%		2.4%		16.8%		32.7%		35.3%		42.9%		32.5%		67.1%	

As noted in Section 7, we examine this data:

1. **Operationally:** what are weekly, monthly, quarterly snapshots?
2. **Over time:** what trends do we see (line charts)?
3. **Versus goals:** are we achieving what we need?
4. **Versus benchmarks:** how do we compare to similar companies?

# How engagio does it (cont'd)

## Program activity

Are we touching accounts enough?

	Total Accounts		Programs (outbound)		Successes (outbound)			Programs (inbound)		Successes (inbound)		
	#	#	#		#		#	#		#		
			accounts	accounts	accounts	accounts		accounts	accounts			
Tier 1	10	4	11	3	30%	11	114	4	40%			
Tier 2	30	4	18	11	37%	11	97	6	20%			
Tier 3	360	4	61	54	15%	9	142	54	15%			
<b>Total Targets</b>	<b>400</b>	<b>4</b>	<b>90</b>	<b>68</b>	<b>17%</b>	<b>15</b>	<b>353</b>	<b>64</b>	<b>16%</b>			
Non Targets	32,214	1	31	29	0%	8	1,023	1,289	4%			
<b>Total</b>	<b>32,614</b>	<b>5</b>	<b>121</b>	<b>97</b>	<b>0%</b>	<b>20</b>	<b>1,376</b>	<b>1,244</b>	<b>4%</b>			
% Targets	1.2%		74.4%	70.1%			25.7%	5.1%				

## People

Are we engaging with people at accounts? How about with executives specifically?

	Total Accounts		Total People		Total Engaged		Newly Engaged		Total Execs		Total Engaged Execs		Newly Engaged Execs	
	#	#	#	%	#	%	#	%	#	%	#	%	#	%
Tier 1	10	3,848	2,501	65%	174		525	352	67%	24				
Tier 2	30	1,740	1,061	61%	151		287	166	58%	23				
Tier 3	360	6,906	2,210	32%	452		707	205	29%	42				
<b>Total Targets</b>	<b>400</b>	<b>12,494</b>	<b>5,773</b>	<b>46%</b>	<b>777</b>		<b>1,519</b>	<b>723</b>	<b>48%</b>	<b>89</b>				
Non Targets	32,214	8,707	7,488	86%	412		2,321	1,486	64%	82				
<b>Total</b>	<b>32,614</b>	<b>21,201</b>	<b>13,261</b>	<b>63%</b>	<b>1,189</b>		<b>3,840</b>	<b>2,209</b>	<b>58%</b>	<b>171</b>				
% Targets	1.2%	58.9%	43.5%		65.4%		39.6%	32.7%		52.0%				

# How engagio does it (cont'd)

## ROI

What is program ROI? We assess many reports to answer this question, including these.

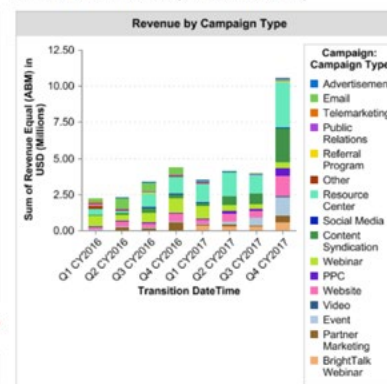
### SFDC OPPORTUNITIES REPORT



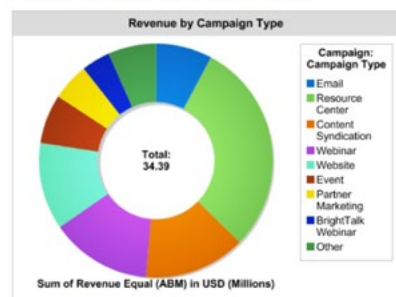
### EQUAL TOUCH MODEL (ACCOUNT BASED)



### EQUAL TOUCH MODEL (ACCOUNT BASED)

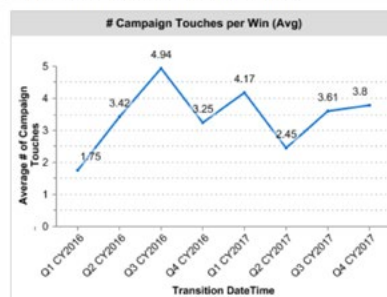


### EQUAL TOUCH MODEL (ACCOUNT BASED)

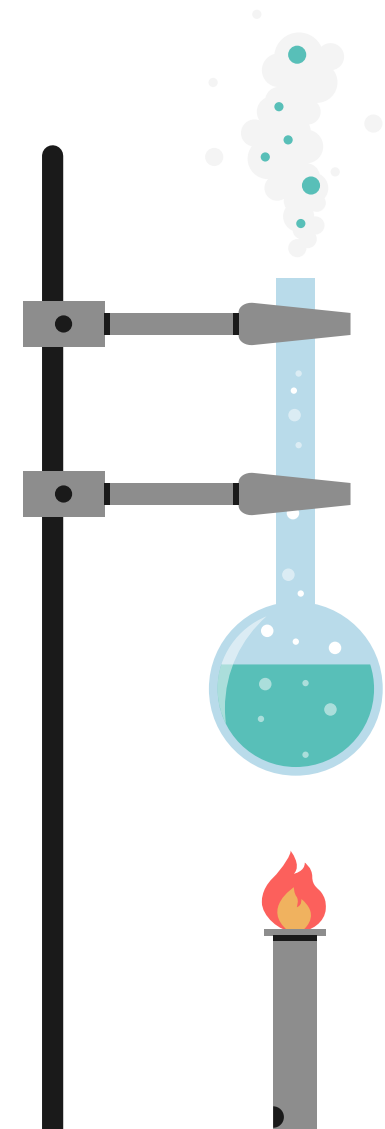
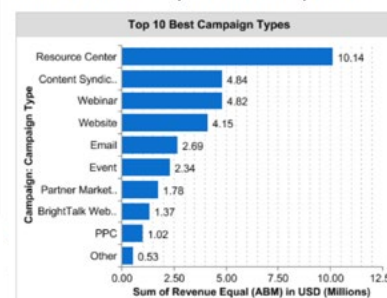


This and Previous Year

### CAMPAIGN TOUCHES (ACCOUNT BASED)



### EQUAL TOUCH MODEL (ACCOUNT BASED) THIS FY



# Don't start with everything at once

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Since it takes a long time for ABM to generate significant results (generally over a year), we recommend you add metrics in phases. It's all about knowing what to measure, and when.





# ABM scorecard

Reporting the effectiveness of your Account Based Marketing efforts to your board is essential. Here is the ABM scorecard with the metrics that we use to report on our ABM.

Awareness	ADR touches	Engagement	Sales appt	Pipeline	Opportunity size
<p>XX%</p> <p>of all target accounts are aware</p> <p><b>(XX% change)</b></p>	<p>XX%</p> <p>increase in account touched by ASDRs</p> <p><b>(XX% change)</b></p>	<p>XX%</p> <p>of all target accounts are engaged</p> <p><b>(XX% change)</b></p>	<p>XX%</p> <p>of meetings were from target accounts</p> <p><b>(XX% change)</b></p>	<p>XX%</p> <p>comes from target accounts</p> <p><b>(XX% change)</b></p>	<p>XX%</p> <p>increase in deal size</p> <p><b>(XX% change)</b></p>
<i>(relevant notes)</i>	<i>(relevant notes)</i>	<i>(relevant notes)</i>	<i>(relevant notes)</i>	<i>(relevant notes)</i>	<i>(relevant notes)</i>



# Dashboards

Dashboards display data in a variety of ways, from simple metrics to charts and tables. They offer a great method to examine analytics and share results with the rest of the company.

## Dashboard design

While dashboard design is more art than science, here are a few useful principles about what to avoid...

- Too many metrics trigger fight and flight
- Disorder confuses
- Overcomplexification is as bad as the word



### Pro Tip

**Less is more.** Coco Chanel once said, "Before leaving the house, a lady should look in the mirror and remove one accessory". Do the same with your dashboards.

*"In some ways, our dashboards are worse today than ever. The marketing plan and the marketing dashboard need to be integrated. If you've made a plan and you've made a commitment, your plan should be a commitment, right?"*

— Laura Patterson, Marketing President,  
VisionEdge

... and a few design principles to follow:

- Just because you can manage what you measure doesn't mean you should
- Remove any dashboard component where it isn't abundantly clear what question it answers
- A few simple dashboards are more valuable than a giant dashboard. What may interest you will probably overwhelm someone else.



### Pro Tip

**As the world goes digital, real-world items have impact, including dashboards. Put your most important metrics on a whiteboard or monitor. Who doesn't love to look up and immediately see the impact of their work?**

## What makes a good dashboard?

- **Minimal numbers.** A select few illuminate key financial metrics.
- **Speedometers.** These show progress versus goals.
- **Line charts.** These show data trends over time.
- **KPI alerts.** Simple arrows indicate upward, downward or flat progress against key performance indicators.

Source: Lenskold Group

# Section review

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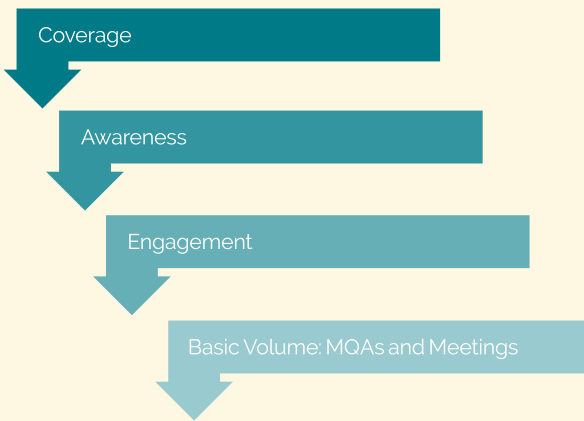
- Don't tackle everything at once. ABM is a long-term effort. Start with a few metrics and add over time as the business requires.
- Dashboards can be a great way to share your analytics, but resist the tendency to make them too complicated. Less is more.

# Putting early- and late-stage ABM metrics into practice

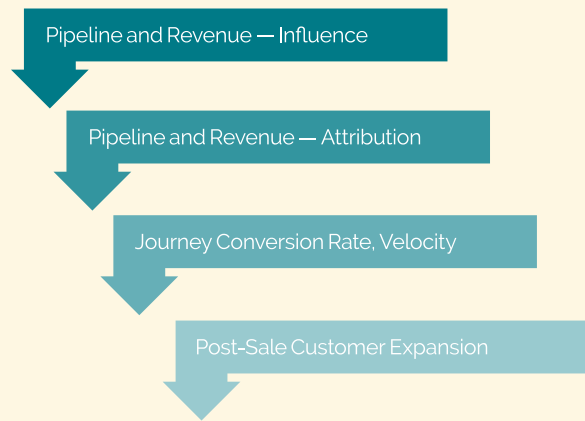
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Metrics to start with, and metrics to save for later.

Start With These (short-term)



Add These Over Time (longer-term)



## Section 10

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# Getting started

### Section at a glance:

#### **ABM MATURITY CURVE**

How to establish, grow, and optimize your ABM journey

#### **SUCCESSFUL PROCESSES**

For creating alignment, setting expectations, launching pilots, etc

#### **PEOPLE**

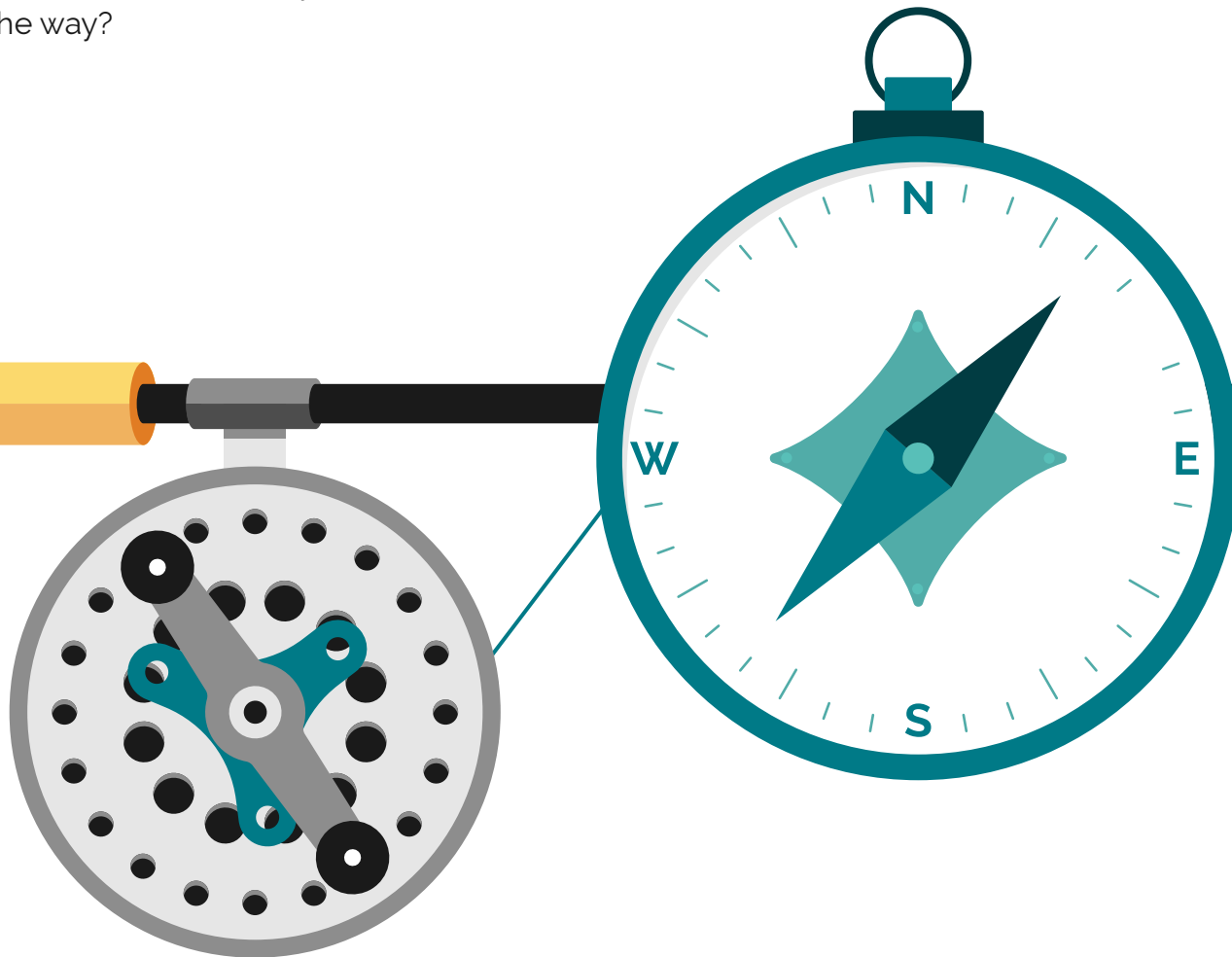
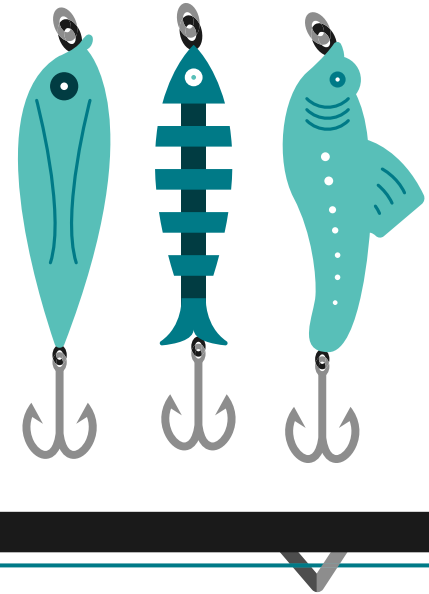
How to implement ABM analytics with your current team and how culture supports scaling

#### **TECHNOLOGY**

Limitations of non-ABM technology for ABM, plus advantages of a dedicated ABM analytics tool and selection criteria

# Getting started

How do you get started with ABM analytics? What people, processes, and technologies will you need along the way?



# ABM maturity

How to start your ABM journey depends on your organization's maturity. These questions show the optimal place to begin.

## Priorities

- How focused is the company on generating revenue from "high-value" accounts?
- How much does management support ABM?
- Is your sales team on-board to orchestrate ABM plays together?

## Capabilities

- Have you clearly defined an Ideal Customer Profile?
- Have you identified and prioritized target accounts by tiers?
- How accurate is target account data quality?
- How effectively do you track programs in marketing automation or CRM tools, including costs and channels?
- Have you defined an account funnel or journey?

Based on answers to the above, you'll likely fall into one of three main stages:

Take an online version of this survey at [engagio.com/buyers-kit](https://engagio.com/buyers-kit)

Category	Current ABM maturity	What to do next
Beginner	You may not even have defined target accounts yet	Start with the basic account foundation — things like lead-to-account matching and engagement scoring
Intermediate	With basic ABM in place, you're now building integrated plays	Start measuring how accounts move through the new business journey. Calculate program ROI and optimize your marketing mix.
Advanced	You run more sophisticated plays — customized with deeper account insights	Compare program ROI via multiple attribution models. Design custom account journeys to measure account expansion as well as new business.

# ABM maturity (cont'd)

Stages	ABM maturity			
<p>Stage 1 <b>Establish</b></p>	<p><b>Goal: showcase early ABM success.</b> Be clear on objectives for ABM.</p>			
	<p><b>People</b> Leverage key people on your current team.  Dedicate a % of their time to the pilot program.</p>	<p><b>Process</b> Have goals for pilot program.  Be clear on set of accounts for ABM – can be ICP or look-alike accounts.  Have regular meeting set up to track progress.</p>	<p><b>Programs</b> Do simple marketing and ADR touches like direct mail, targeted ads, and digital programs.  Leverage existing content that performs well. Personalize if possible.  Measurement includes coverage, awareness, engagement and meetings at target accounts.</p>	<p><b>Technology</b> An account foundation is established – be able to map leads to accounts (lead-to-account matching - L2A).  Synthesize data from your CRM, marketing automation, website, and corporate email so your team has ONE consistent account view.</p>
<p>Stage 2 <b>Grow</b></p>	<p><b>Goal: scale ABM success for key segments.</b> Goals are clear and well-understood.</p>			
	<p><b>People</b> Dedicated % of team for ongoing time.</p>	<p><b>Process</b> ICP is defined. Tiers of accounts are established.  Team meets and reports on results regularly. The initiatives are "orchestrated" with sales and other customer-facing teams. Sales should be heavily involved and understand the impact.  Sales is in the process of creating account plans.</p>	<p><b>Programs</b> Try to fine-tune what you have and develop necessary new assets for different life-cycle stages.  Layer in additional channels (predictive, intent data, direct mail, targeted events).  Team should be running orchestrated plays across multiple channels.  Measurement includes early and late metrics – but now can report on pipeline and closed won deals in accounts.</p>	<p><b>Technology</b> ABM foundation is in place (good systems for L2A, lead routing, account contact build out).  Leveraging predictive data.  Using intent data to support outbound efforts.  Attribution technology in place – can answer more sophisticated questions.</p>
<p>Stage 3 <b>Optimize</b></p>	<p><b>Goal: larger roll-outs (ex: global).</b> ABM is a proven strategy and is being rolled out to new segments or geos.</p>			
	<p><b>People</b> Dedicated ABM headcount(s) – in some organizations ABM Demand Center.</p>	<p><b>Process</b> Marketing Operations is involved to ensure standardization and global roll-out of key processes, programs, and reporting.  Sales has established account plans.</p>	<p><b>Programs</b> Personas and buying center should be defined and well-understood.  Aim to have dedicated content for target accounts. Personalized for Tier 1, customized for Tier 2, vertical or industry-specific for Tier 3.  Team is running multi-channel orchestrated plays for new accounts and to grow existing accounts. Efforts are more around optimizing plays and scaling successful ones.  Measurement includes regular reporting across all stages (early to late) and metrics are adopted.</p>	<p><b>Technology</b> Regular occurring data build-out for account white space is in place.  Customer-facing teams have technology in place to view accounts, run plays, and report on results at scale.  Have complete account-based attribution modeling and reporting in place.</p>

Committed capabilities and resources shape ABM sophistication



# Creating alignment



Follow these steps to set your ABM program up for success.

## Know why you're doing it

Be clear why you're adopting an account-centric approach in the first place. Hint: it should be to solve business challenges (more pipeline, improved alignment, better deals, more customer expansion, etc). Don't adopt ABM just because it's the new trend. You probably can't achieve your goals simply by doing more of what you have been doing.

- **Scale** — How many accounts will be in your program? How big are the deals? What resources are available?
- **Scope** — Will this be an intensive, high-touch approach for a few big accounts or a more scalable effort targeting more companies?
- **Strategy** — Is ABM's goal to grow existing accounts, win new logos, or both?

## Position it as a strategic initiative

Create buy-in with executives by positioning ABM as a business-led initiative, not a marketing-led one. Test other terminology: try calling it an "account-centric approach", "account based sales and marketing" or even "account based everything". Don't let ABM be seen as simple "sales support".

## Sell it to Sales

Even if you have senior executive support, you still need buy-in from individual reps and others on the ground.

Bring Sales on board by showing how ABM meets their needs (what's in it for them):

- Less time wasted on unqualified buyers
- Larger deals
- Shorter sales cycles
- Easier to work with Marketing



## Pro Tip

**Pilots are great ways to show short-term successes and get the entire company to buy into ABM's benefits. Help drive success for one or a few sales execs, and they'll promote your efforts!**

## Planning for ABM versus demand gen

Don't shut off your traditional demand gen programs just because you're starting ABM (assuming they're working). Most ABM programs start by layering on top of current marketing processes.

This can take various, overlapping forms:

- **Pilot:** test ABM for a few accounts.
- **Segment:** implement ABM for one or more segments (e.g Enterprise accounts or Healthcare vertical).
- **Focus:** target existing programs (e.g outbound sales development) on specific accounts.
- **Transfer:** move budget from poorly performing programs to fund ABM.

Companies with demand gen and ABM programs will need to set goals with Plans Of Record, measuring results separately. In advance, Marketing and Sales must align on percentages of pipeline and revenue that ABM produces versus traditional marketing efforts.

# Dos & don'ts: A five-step checklist for ABM alignment

ABM alignment depends on doing (and not doing) the right things.

## Messaging

- ✓ **DON'T** describe ABM as "the next big marketing campaign"
- ✓ **DO** position the program as a new, collaborative and ongoing approach
- ✓ **DO** describe it as an account-centric approach for the whole business
- ✓ **DO** set expectations that you'll acquire, and expand big accounts

## Team support

- ✓ **DO** establish executive buy-in. Your ABM team needs senior-level understanding and protection.
- ✓ **DON'T** tell Sales which accounts to go after. (They don't want to be told who to sell to.)
- ✓ **DO** make sure Sales says, "If you get us into these accounts, we've got it"
- ✓ **DON'T** overlook 100% commitment from account execs, SDRs, and marketers. Anything less is a recipe for friction

## Key definitions

- ✓ **DON'T** simply agree on target accounts
- ✓ **DO** collectively determine criteria for account selection and governance, such as when to add or remove accounts
- ✓ **DO** agree on resources committed to each style of ABM accounts
- ✓ **DO** consider a pilot program
- ✓ **DO** agree on short-, medium-, and long-term metrics the team tracks together
- ✓ **DON'T** forget to document and agree on how metrics will change

## Clear process

- ✓ **DO** start by agreeing on the Ideal Customer Profile — knowing what a good account looks like helps drive buy-in
- ✓ **DON'T** expect results overnight; big wins in ABM can take a while
- ✓ **DON'T** hesitate to hold weekly meetings in the early stages
- ✓ **DO** feel free to relax to monthly meetings as the machine starts to hum

## Communication

- ✓ **DO** let everyone know what's happening
- ✓ **DO** tell both Marketing and Sales what activities are upcoming
- ✓ **DO** ask for the support you need
- ✓ **DO** market your marketing!

# ABM pilots

Many companies that deploy ABM successfully start their journey with pilots. The benefits are clear:

- Learn how ABM works for specific account types
- Lower the risk of early efforts
- Iron out issues before you scale
- Earn stronger executive and stakeholder support
- Lessen change-management challenges

Find a sales person or group that is willing to work with you. Many pilot structures are effective, including:

- One sales rep and one marketer target five accounts
- Three reps and a marketer target one industry sector
- A full ABM commitment in one territory or region
- A full ABM program for one product line



### Pro Tip

Select pilot accounts from the same industry, so you can easily re-use insights.

### Pilots for smaller companies

Smaller companies can get started with ABM more quickly than large global enterprises. Here's an easy way for beginners to quickly test ABM.

1. **Map leads to accounts.** L2A is the foundation of any ABM initiative.
2. **Prioritize accounts.** Start small with accounts you already have. Where do you have engagement?
3. **Launch a simple, integrated play.** TOPO recommends SDR outreach combined with marketing touches like direct mail.
4. **Measure.** Show impact on early-stage metrics, such as target account engagement and meetings.
5. **Optimize.** Refine processes based on results, and expand to more accounts.



### Pro Tip

Don't wait to "perfectly" clean your database or define your Ideal Customer Profile. You'll need those for a full ABM rollout, but in the meantime just pick some companies similar to your current best customers, and go after them.

### Pilots for enterprise companies

Large enterprises pilot ABM with a subset of people and accounts. By playing a long game, they incrementally build momentum and support for broader rollout of ABM.

Enterprise pilots often begin with simple lead-to-account matching. One global enterprise succeeded by starting with L2A technology for just five sales reps, then expanded to 30, etc. They worked through technical barriers, got the IT department on-board, and created some quick wins. The sales reps' enthusiasm supported the broader rollout.

*Keep orchestration simple by starting with SDR-marketing collaboration. The idea is to weave marketing touches (direct mail, digital touches, account-based ads, etc) into the SDR touch pattern. SDR teams supported by marketing orchestration are seeing higher connect rates and SQL rates. And the account-based program is off the ground in a streamlined way. Of the organizations that have seen account-based success within year, all of them have leveraged account-based SDRs in the program.*  
— TOPO

# People and culture

ABM and analytics can feel like “yet another thing” for Marketing to take on, which can be overwhelming for teams that are already being pushed to do more with less. To start, leverage your current staff.

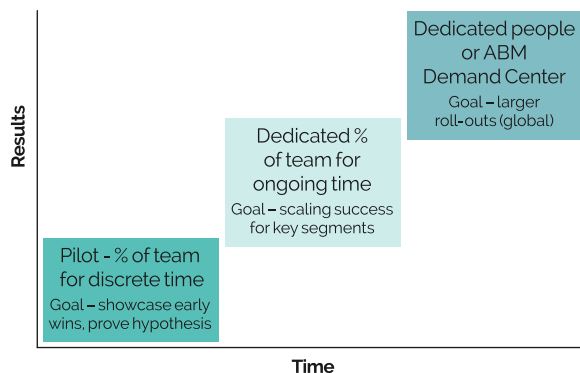
ABM task	Existing staff
Determine ideal customer profile	Product Marketing
Build account data foundation	Marketing Operations
Research accounts	Sales Development
Design and execute orchestrated plays	Revenue Marketing/ Field Marketing
Coordinate with Sales	Field Marketing
Measure results	Marketing Operations

Evolve the team over time as you prove ABM results. ABM success may require dedicated staff and/or a global ABM Demand Center of Excellence over time.

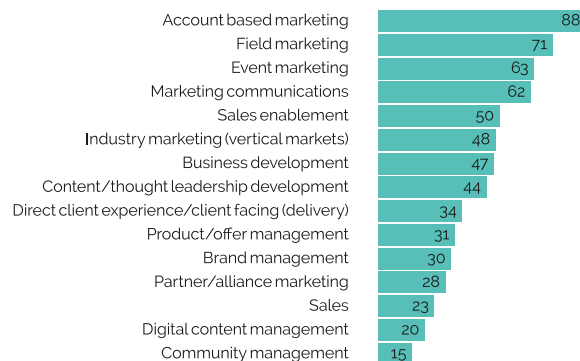
*“In God we trust, everyone else bring data.”*

— W. Edwards Deming

*The father of modern quality management*



## Career paths to ABM



Note: % of respondents (N=108); multiple responses allowed  
Source: ITSMA, ABM Marketer Competency Assessment, 2016



## Return on people

Because ABM requires significant human effort beyond budget invested, headcount resources can constrain results more than dollars.

When budgeting for ABM, allocate staff investments to programs. While some organizations use activity-based costing, many find estimates are sufficient. As ABM programs succeed, make the business case for incremental headcount and budget.

## Culture

Taking best advantage of ABM involves embracing analytics as a team.

- Review metrics at weekly and monthly meetings
- Make decisions based on analytics. Full stop
- Encourage discussion and healthy conflict
- Avoid listening to the HIPPO (the highest paid person’s opinion) in the room
- Ask HIPPOs to hold back on sharing thoughts early in team discussions. Once they do, people tend to withhold their valuable perspectives.

# ABM technology

Most companies find existing technologies create limitations for ABM analytics. Invest in ABM technology to create new, revenue-generating capabilities.

## Limitations of CRM

As powerful as it is, by itself Salesforce has serious limitations for ABM analytics.

- **Incomplete activity.** While SFDC can track campaigns, it lacks a complete view of marketing activity (web visits, email opens, etc).
- **Made for sales.** Salesforce isn't a marketing system of record. While B2B teams use Salesforce, they're probably more skilled in marketing platforms. Why tackle something as complicated as ABM with tools where you're not strongest?
- **Missing historical data.** Salesforce only stores the current value of any record; B2B marketers can't track customer journeys without history.

## Limitations of do-it-yourself

Some companies may be tempted to pull analytics together manually. In reality, the data is so widespread that this approach almost always costs more time and money.

Other companies attempt to "build" their own analytical solution inside Salesforce. This can work for basic analytics, but without a true account-based foundation that includes L2A and pulls data from marketing automation and other systems, results will always be limited.

## Limitations of marketing automation

Existing marketing automation tools are ineffective for ABM analytics.

- **Lead-based focus.** By definition, ABM technology should focus on accounts.
- **Limited activity — at best.** Without access to sales activity (such as emails and meetings) marketing automation tools cannot provide a complete picture of account engagement and program ROI.
- **Expensive modules.** Some of the traditional marketing automation tools provide simplistic ABM add-on modules as an "afterthought", but they can be costly and cannot provide most of the analytics discussed in this guide.
- **Attribution = afterthought.** Most marketing automation tools treat attribution as an afterthought.
- **Focused on new business.** The MA platforms were built to support net-new business, and are not well suited to measure upsell and cross-sell.

## Limitations of BI tools

While business intelligence tools (e.g Tableau, Domo, Qlik) help marketers visualize large datasets at a time, they aren't comprehensive solutions for ABM.

- **Unable to create or organize data.** Because BI tools don't pull and organize data for you, BI reports are only as useful as data you assemble — from the web, your email and calendar, your CRM, and marketing automation tool.
- **Require costly, dedicated resources.** When companies aren't fortunate to have dedicated analysts, ABM practitioners must fill the gap. Alternatively, pricey engagements with specialized consultants and agencies generally involve painful data-cleansing initiatives to start.
- **Training required.** Even when BI professionals are on the team, chances are slim they are marketing experts.
- **Limited independence.** Marketers generally aren't equipped to answer important questions with BI tools themselves.

# Advantages of a dedicated analytics solution

A dedicated solution for ABM analytics offers many benefits.

Versus SFDC	Versus marketing automation	Versus BI tools
<ul style="list-style-type: none"><li>• Account-based, not lead-based</li><li>• Track Marketing AND Sales activity</li><li>• Provides complete data history, not snapshots</li></ul>	<ul style="list-style-type: none"><li>• Measures complete target account engagement</li><li>• Defines custom stages for buyer journeys</li><li>• Gives revenue insight after initial sale</li><li>• Enables multiple attribution models</li><li>• Calculates individual and aggregated ROI</li></ul>	<ul style="list-style-type: none"><li>• Built by marketers, for marketers — not business analysts</li><li>• Automatically pulls and organizes web, CRM, and marketing automation data</li><li>• Includes valuable information from your corporate email/calendar system too</li></ul>



# Advantages of a dedicated analytics solution (cont'd)



## What to Look For?

Make sure your ABM analytic solution can answer these questions:

Capability	Questions
<b>Account analytics (engagement)</b>	Do I have the right contacts? Are my target accounts aware? Are my target accounts engaged?
<b>Journey analytics (outcomes)</b>	Are my accounts moving toward outcomes (pipeline, revenue) I care about? How long is the target account journey? Do we have enough to make our goals?
<b>Program Analytics (ROI)</b>	What combination of channels, programs, and content is most effective? What cross-sell opportunities are strongest, and why? What moves accounts through the journey faster?



### Pro Tip

The last thing you need is “yet another tool” in your martech stack. Look for solutions that check multiple boxes so you can consolidate the chaos.

## ABM technology checklist

- **Build an integrated account data foundation.** Can you combine data from multiple sources and map leads to accounts (L2A)?
- **Collect account insights.** Can you quickly and easily access important account information on the web?
- **Create engagement with orchestrated plays.** Can you orchestrate account-based programs across multiple departments, players, and channels?
- **Measure impact with account analytics.** Can you track engagement, score and prioritize accounts, and measure the impact of ABM programs?
- **Attribute activity and outcomes to target accounts.** How well can you connect the dots between ABM programs and revenue?

# Section review

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- An organization's ABM maturity influences where it's best to begin ABM
- An ABM pilot is a great way to learn what works and build alignment
- Existing teams can manage ABM at first. Add dedicated staff as your ABM program proves success.
- Existing BI, CRM, marketing automation, and do-it-yourself technologies limit ABM analytics
- Enjoy the benefits of a dedicated ABM analytics tool by selecting one with account, journey, and program analytics



# How much should you budget for marketing?

Marketing analytics can go a long way to let marketers build a hard bottoms-up business case for their budgets.

At the same time, benchmarks are a great way to establish whether your budget is too low, too high (yeah, right), or just right. One way to look at it is marketing budget as a percentage of total company revenues.

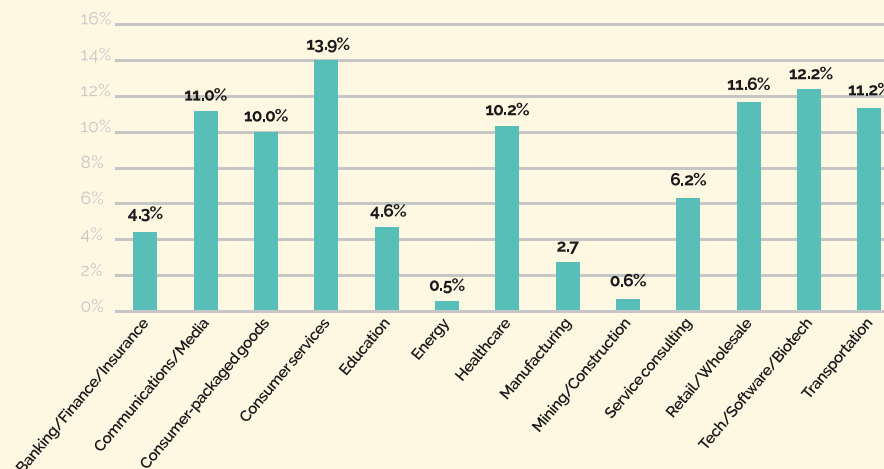
Marketing spending as percentage of firm revenues by economic sector

	B2B product	B2B services	B2C product	B2C services
February 2015	7.4%	8.6%	9.1%	9.3%

Marketing spending as percentage of firm revenues by company sales revenue

	<\$25 million	<\$26-99 million	<\$100-499 million	<\$500-999 million	<\$1-9.9 billion	>\$10 billion
February 2015	11.1%	6.9%	4.5%	8.0%	6.9%	8.1%

Source: CMOSurvey.org, published by the American Marketing Association and Duke University



Source: CMOSurvey.org

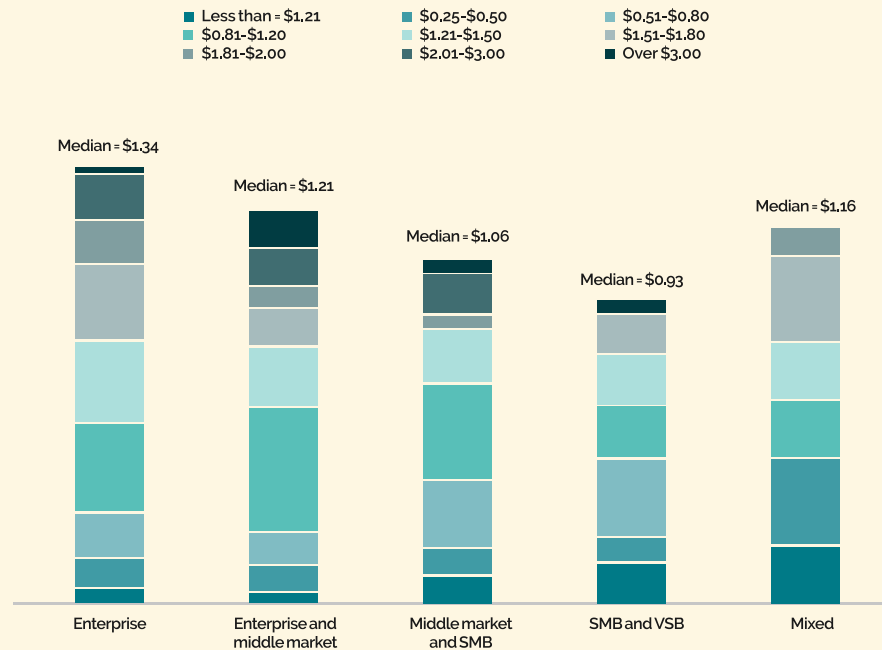
# How much should you budget for marketing? (cont'd)

## Marketing spend at Software-as-a-Service (SaaS) companies

Let's do a deep dive into Software-as-a-Service Companies specifically.

A common way to look at the budget is using "CAC ratio", the fully-loaded amount spent on sales and marketing divided by the new business bookings in the period. Here are the median CAC ratios based on the size of the target customer.

Note that enterprise targets (common in ABM) have the highest CAC ratio. As a general rule, the larger the target account, the more you need to spend to acquire it as a customer. Of course, this higher acquisition cost is more than made up for in lifetime value since larger companies have better retention rates.



Source: 2017 KBCM SaaS Company Survey

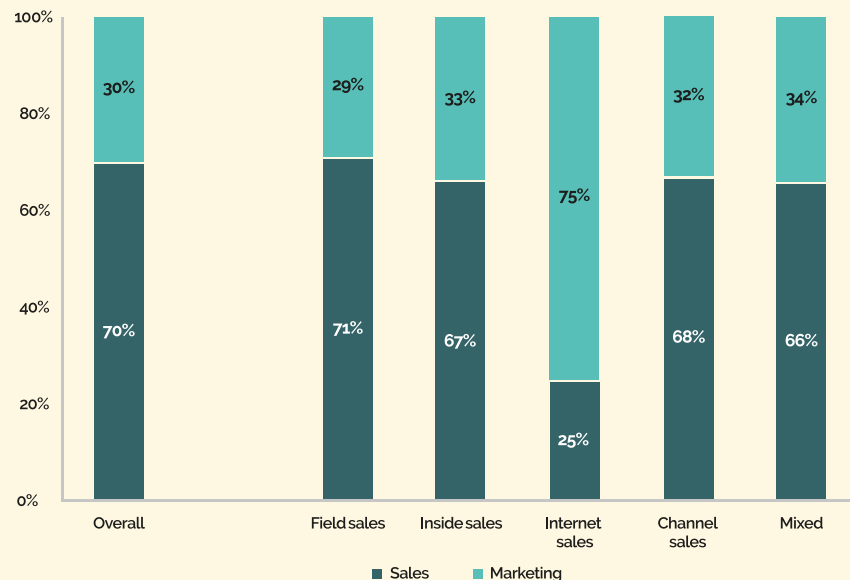
# How much should you budget for marketing? (cont'd)

## How does the CAC get allocated between Sales and Marketing?

For SaaS companies, Sales receives on average 70% of the CAC budget, and Marketing receives 30%. In other words, the fully-loaded Marketing budget is about 43% of the fully-loaded Sales budget on average.

In companies with dominant inside sales and internet sales strategies, Marketing tends to receive more of CAC budget.

## Sales vs Marketing spend of companies by dominant sales strategy



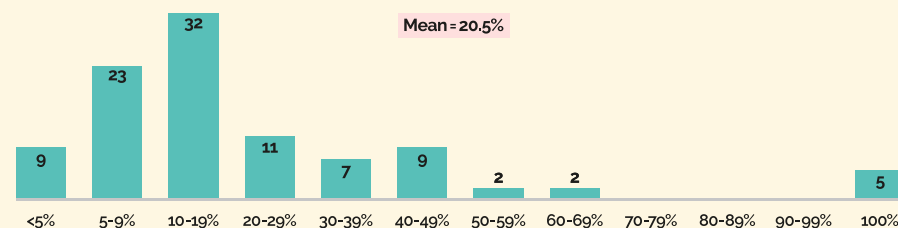
Source: Sales vs Marketing Spend by Dominant Sales Strategy, 2017 KBCM SaaS Company Survey

## What percent of the Marketing budget should ABM receive?

While B2B marketers on average spend 26% of their total marketing budget on ABM today, 72% of companies plan to increase their budget in 2017.

## Size of the 2015 ABM budget (as % of total marketing budget)

In FY2015, approximately what percentage of your marketing budget was spent on ABM? % of respondents (N=44).



Source: ITSMA and ABM Leadership Alliance Account Based Marketing Benchmarking Survey, July 2017

# Engagio's Account Based Marketing analytics solutions

Engagio customers use the solution to both create engagement and measure effectiveness at target accounts.

*"Engagio's Marketing Orchestration Platform complements existing marketing automation platforms by unifying account data, providing engagement analytics, and enabling marketers to orchestrate interactions."*

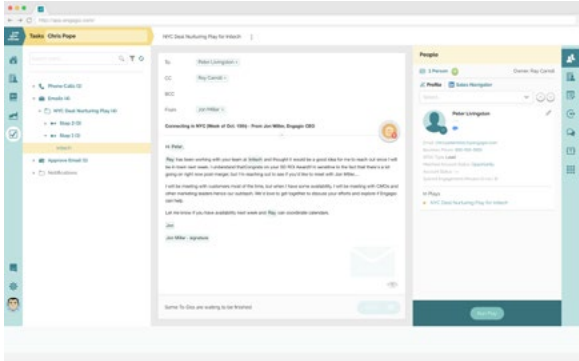
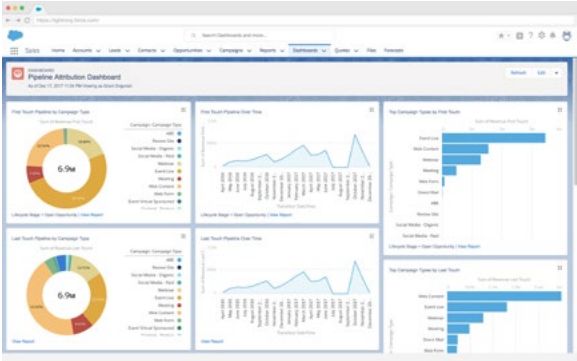
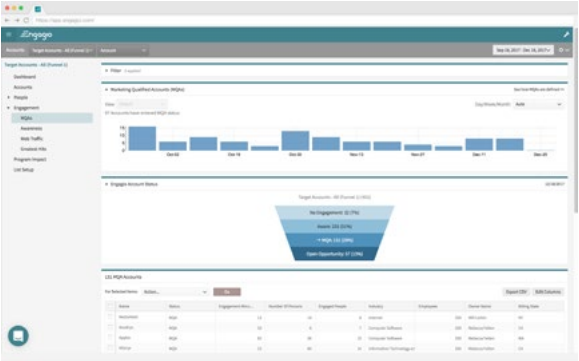
**FOUNDATION** makes your marketing operations account-centric by **integrating account data** from multiple sources and mapping leads to accounts.

**SCOUT** delivers **account insights** everywhere, providing information about account engagement, people, and opportunities wherever the Sales team works.

**PLAYMAKER** creates **engagement** by orchestrating account-based programs across multiple departments, players, and channels.

**ENGAGE** provides **account analytics** (coverage, awareness and engagement) and lets you score and prioritize accounts with MQAs.

**DASH** provides **multi-touch attribution and journey analytics**, connecting the dots between ABM programs and revenue.



# Conclusion

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ABM is a strategic approach that drives business growth and expands relationships at specific, named accounts. It's all about going after the "big fish" rather than waiting for any fish to come to you. And 87% of marketers who practice it say it performs better than any other B2B strategy.

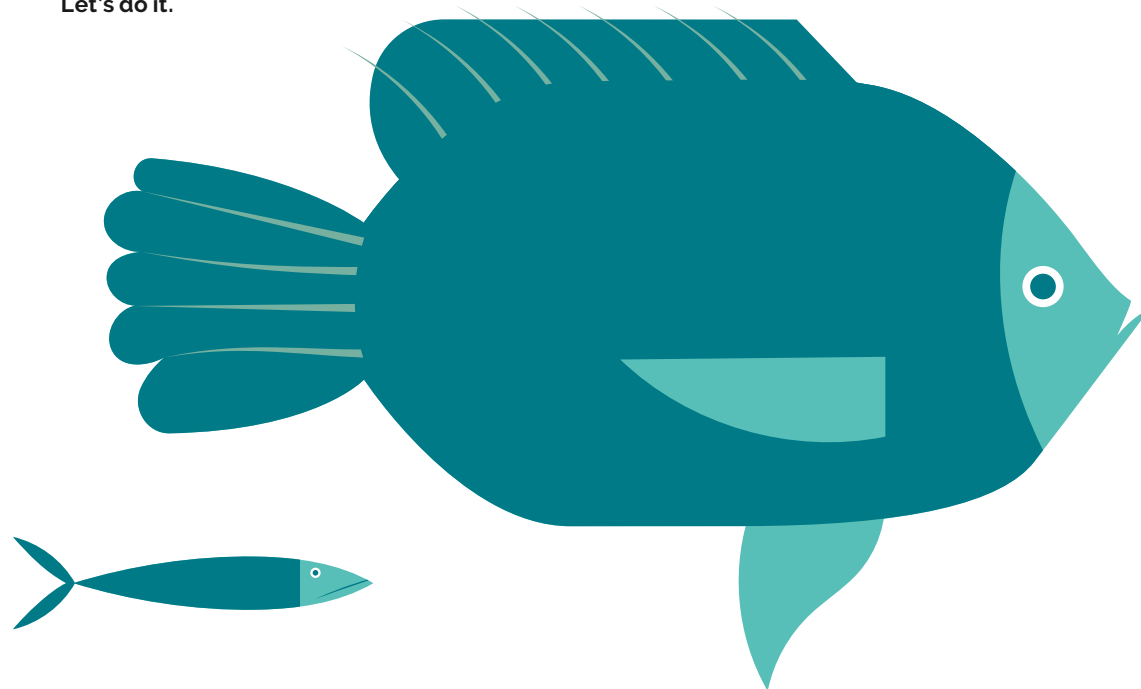
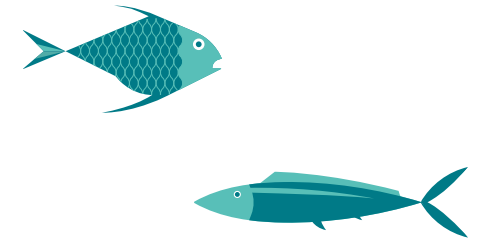
It's a fundamentally different approach, and it requires fundamentally different processes, technologies and analytics. It requires a long-term focus and an emphasis on quality, not quantity. It requires you to measure engagement, buyer journeys, and program ROI — all with an account-centric lens.

**The right metrics can help you improve your ABM efforts and build trust and respect for marketing.**

We hope that this guide has helped you to understand how to implement ABM in your organization and measure the impact of your efforts. And we hope we've shared some practical advice and tips for those of you looking to take things to the next level.

ABM is big. ABM is exciting. The time is now.

**Let's do it.**



# About Engagio

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Engagio helps B2B marketers drive new business and expand relationships with high-value accounts at scale. Our marketing orchestration software is the only solution that allows you to both create engagement and measure the impact of your Account Based Marketing programs.

Engagio allows you to execute and measure integrated ABM programs, providing the scale benefits of automation with the personalization benefits of the human touch. It complements Salesforce and existing marketing automation solutions, so getting started is easy!

Learn more at [engagio.com](https://engagio.com) or get a demo at [engagio.com/demo](https://engagio.com/demo).



# Appendix: B2B marketing analytics glossary

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**Account Based Marketing:** a strategic go-to market approach that coordinates personalized marketing and sales efforts to open doors and deepen engagement at specific accounts.

**Account Development Representatives (ADR):** a type of inside sales rep who solely focuses on prospecting into target accounts.

**Account expansion:** the process of growing revenues within an existing customer account through up-selling, cross-selling or selling to different subsidiaries within a parent company.

**Account funnel:** is a visualization for breaking down the stages an account goes through during the sales process. From top to bottom, the accounts funnel stages are: target account, no engagement, awareness, Marketing Qualified Account (MQA), opportunity, and customer.

**Account hierarchies:** a system that shows the association of subsidiaries within one global view of a company through a Parent Account field in your CRM.

**Active demand:** the second stage of SiriusDecisions Demand Unit Waterfall®, this stage measures the number of demand units that are either in the market or need to be in the market for your solutions.

**Activity metrics:** numbers or stats that look at the day-to-day activities of your sales and marketing teams.

**Account scoring:** a methodology used to rank accounts and help predetermine their propensity to buy. Account scoring is usually measured in "engagement minutes" and takes into account many different dimensions, such as title, job level, department, content consumed, actions taken, etc.

**Algorithmic attribution models:** this attribution model uses statistics and machine learning to determine and assign credit for touches in the journey.

**Attribution analytics:** a broad set of metrics and data analysis that explains the connection between marketing campaigns and ultimate business outcomes.

**Attribution model:** attribution models tell your analytics program how to weigh the importance of different touch points. There are six major types of model: first touch, last touch, linear, time-decay, position-based and custom.

**Automatic transition:** a transition rule in the account journey when engagement data causes the account to progress to the next stage automatically.

**Awareness:** when an account interacts with your company in some way, from visiting the website, replying to emails, or attending events. This account-level metric answers the question "are the target accounts aware of your company and its solutions?"

**Balance:** in the context of account journey analytics, it's the number of accounts in a particular stage at any one point in time.

**Benchmark:** measurements that indicate a specific performance metric and allow comparison of metrics between like applications, websites, or companies.

**Campaign influence:** a metric that measures how multiple campaigns influence single opportunities or outcome.

**Channel:** the people, organizations, and activities that transfer the ownership of goods or information from one point and deliver it to the point of consumption.

**Click through:** a click on a link, which leads to another website or section of a website.

**Closed opportunity:** an opportunity that has fallen out of the pipeline due to either winning or losing the deal.

## Appendix: B2B marketing analytics glossary (cont'd)

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**Closed opportunity (stage):** the last stage of SiriusDecision's Demand Unit Waterfall® where you have successfully closed the opportunity and realized revenue.

**Conversion:** the point at which an activity or response to a call-to-action fulfills the desired outcome (i.e. subscribing to a newsletter or purchasing a product).

**Coverage:** this account-level metric answers the question "do you have sufficient data, contacts, and account plans for each target account?"

**Cost metrics:** numbers or stats that look at the cost of a certain outcome.

**Customer:** accounts with closed, won opportunities.

**Customer journey:** the complete sum of experiences and interactions that a customer goes through when making a purchasing decision.

**Dataset:** a dataset contains a set of source data, specially formatted and optimized for interactive exploration.

**Deal nurture:** the process of identifying stalled opportunities and orchestrating relevant interactions between Marketing and Sales to accelerate deals and improve win rates.

**Descriptive marketing analytics:** a set of metrics and data analysis that describes and shows what's happening in the data set without providing any specific information about why it might be happening or what you should do about it.

**Demand generation:** the focus of marketing programs to drive awareness and interest in a company's products and/or services.

**Demand unit:** as defined by SiriusDecisions, this is a buying group that has been organized to address a need the organization is challenged with.

**Diagnostic marketing analytics:** a set of metrics and data analysis that explains why something is happening, as in provides a diagnosis.

**Direct transition:** a transition rule in the account journey when someone updates a CRM field.

**Disqualified account:** an account that previously displayed behavior indicating it is appropriate to actively market to, however it has been determined by the sales team that it is not a good fit for your product or solution.

**Domain-based matching:** the process of mapping leads to the respective accounts based on matching the domain name in the email address.

**Engaged demand:** the third stage of SiriusDecisions' Demand Unit Waterfall®, when one or more member(s) of the demand unit responds to a marketing, tele or sales stimulus.

**Engagement:** engagement is the most fundamental metric in ABM. This account-level metric answers the question "are the right people at the account spending time with your company, and is that engagement increasing over time?"

**Flow:** in the context of account journey analytics, it's the type of data that changes over time and refers specifically to accounts moving or "flowing" through the account stages over time.

**Forecasting:** the process of estimating future sales, which enables companies to make informed business decisions and predict performance.

**Engagement analytics:** an analytical approach for measuring relationship quality, usually expressed in minutes.

**First-touch attribution model:** this is an attribution model that assigns full outcome credit to the first account interaction.



## Appendix: B2B marketing analytics glossary (cont'd)

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**Fractional attribution models:** this attribution model recognizes multiple touches across multiple people at target accounts. It allocates a fraction of outcome value to individual touches.

**Impact:** this account-level metric answers the question "how are the ABM activities improving sales outcomes such as deal velocity, win rates, average contract values, retention, and net promoter scores?"

**Impression:** the number of times an asset or piece of content is seen.

**Indirect transition:** a transition rule in the account journey when someone does something that triggers a stage change.

**Land and expand:** a customer acquisition strategy by which you first land a deal with a customer, then you expand into different opportunities at that same company.

**Lead funnel:** is a visualization for breaking down the stages in demand generation that a lead goes through during the sales process.

**Journey analytics:** define stages of customer journeys, track progress toward intended outcomes, and measure key metrics including balance, flow, conversion, and velocity.

**Key Performance Indicators (KPIs):** a type of performance measurement that demonstrates how effectively a company is achieving key business objectives over time.

**Keyword:** in search engine optimization, the particular word or phrase that describes the contents of a web page. Keywords serve as clues or shortcuts that summarize the content of a page and help search engines match pages with searches.

**Lead-to-account matching (L2A):** the process of matching leads to their respective accounts in your CRM.

**Last-touch attribution model:** this is an attribution model that assigns full outcome credit to the last account interaction.

**Lost account:** target account that has reached the end of a sales cycle with you but did not buy.

**Marketing Qualified Account (MQA):** the subset of your ideal customer targets (accounts or demand units) with engagement levels indicating possible sales readiness.

**Measure:** a measure is a quantitative value — like revenue and exchange rate. You can do the math on measures, such as calculating the total revenue and minimum exchange rate.

**Multi-touch attribution:** an attribution model that uses different weights in order to allocate credit to multiple campaigns along the buyer's journey.

**New visitor:** visitor who has reached a site for the first time. This is important in comparison with return visitors as an indication of loyalty and site value.

**Opportunity:** pending deals that are in an active sales cycle.

**Pipeline:** the estimated dollar value of all open opportunities.

**Pipeline opportunity:** the sixth stage of SiriusDecisions' Demand Unit Waterfall® when Sales is able to assign a close date and dollar value to an opportunity.

**Pipeline velocity:** the pace at which opportunities move through the sales pipeline.

**Post-sale customer journey:** the complete sum of experiences and interactions that happen after the post of sales.

## Appendix: B2B marketing analytics glossary (cont'd)

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**Predictive marketing analytics:** a variety of statistical techniques from predictive modeling, machine learning, and data mining that analyze current and historical marketing data to make predictions about future business performance or otherwise unknown events.

**Prescriptive marketing analytics:** a variety of statistical and data analysis techniques dedicated to finding the best course of action for a given situation.

**Programmatic ABM:** a one-to-many style of account based marketing that targets desired accounts without dedicated personalization and customization.

**Prioritized demand:** the fourth stage of SiriusDecisions' Demand Unit Waterfall®, the level of engagement from the demand unit has reached a threshold that justifies additional interactions from tele or sales resources.

**Qualified demand:** the fifth stage of SiriusDecisions' Demand Unit Waterfall® when, based on interactions with demand unit members, the fit and urgency of prospect needs, as well as potential purchase resources and willingness to engage have been verified.

**Reach:** this account-level metric answers the question "are marketing programs reaching the target accounts? How much waste is there?"

**Recycled account:** target accounts that became an engaged account but were not ready to become an opportunity.

**Return on Investment (ROI):** a metric used to measure the amount of return on an investment relative to the investment's cost.  $ROI = (\text{gain from investment} - \text{cost of investment}) / \text{cost of investment}$ .

**Returning visitor:** a visitor who can be identified with multiple visits, through cookies or authentication.

**ROI analytics:** variety of statistical data analysis and metrics that measure the "return on investment" of a specific marketing investment or campaign by marking a connection between the investment and the business outcome.

**Sales accepted account:** target accounts where Sales/Account Development Representatives (SDRS/ADRs) have set up meetings, but Account Executives have not ascertained if opportunities exist.

**Scale ABM:** a one-to-few style of account based marketing for accounts that are strategic but don't warrant top-tier investment.

**Single-source attribution model:** this model assigns 100% credit to one touch.

**Strategic ABM:** a style of account based marketing that directly engages strategic target accounts with highest revenue potential.

**Target account:** a company that you have specifically named as high-value and will be the center of your ABM efforts.

**Target demand:** the first stage of SiriusDecisions' Demand Unit Waterfall®, this is the size of the target market and defines the number of potential demand units you believe exist for a solution in the market.

**Timely engagement model:** in the context of modeling the account journey after the initial sale, this model emphasizes the importance of ongoing and timely customer engagement throughout the customer lifecycle.

**Unified account strategy:** in the context of account based marketing, this strategy emphasizes the close coordination between all stakeholders, such as marketing, sales and customer success.

**Vanity metrics:** numbers or stats that look good on paper, but on their own don't necessarily directly correlate with important business metrics. Examples of vanity metrics are pageviews, re-tweets, content downloads, etc.

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