

Penetrating Target Accounts with Account-Based Marketing

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What we'll be discussing today

- **Why Invest in Marketing to Individual Accounts?**
- **What are the Keys to Implementing Account-Based Marketing**
- **Industry Examples**
- **Critical Success Factors**

Executives today don't respond to marketing and sales contact...because most of it isn't relevant!

What percentage of the time do you:
% of Time (N=345)

Read
unsolicited
emails?
(17%)



Respond to
cold calls?
(13%)

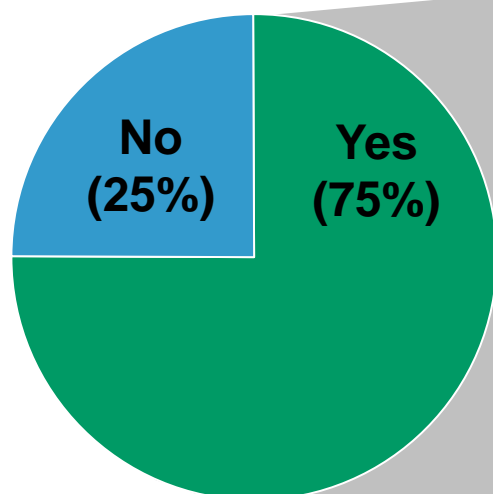


Note: Mean rating based on a 5-point scale where 1=not at all effective and 5=very effective.
Source: ITSMA, *How Customers Choose Solutions Providers, North America, 2007*

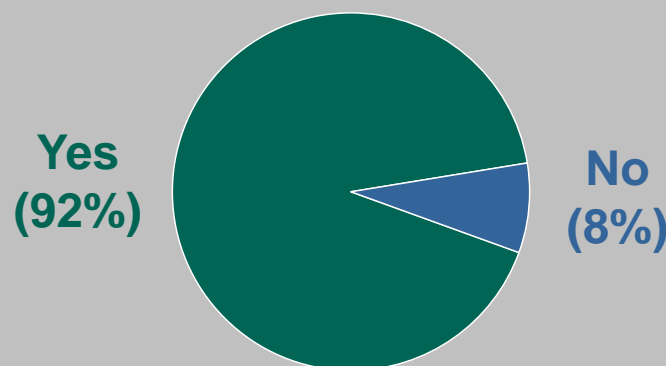
But...they will respond when your messages and value propositions are *targeted* and *relevant*.

Would you read unsolicited marketing materials that contain *ideas that might be relevant* to your business such as success stories, research reports and Webinar invitations?

% of Respondents (N=346)

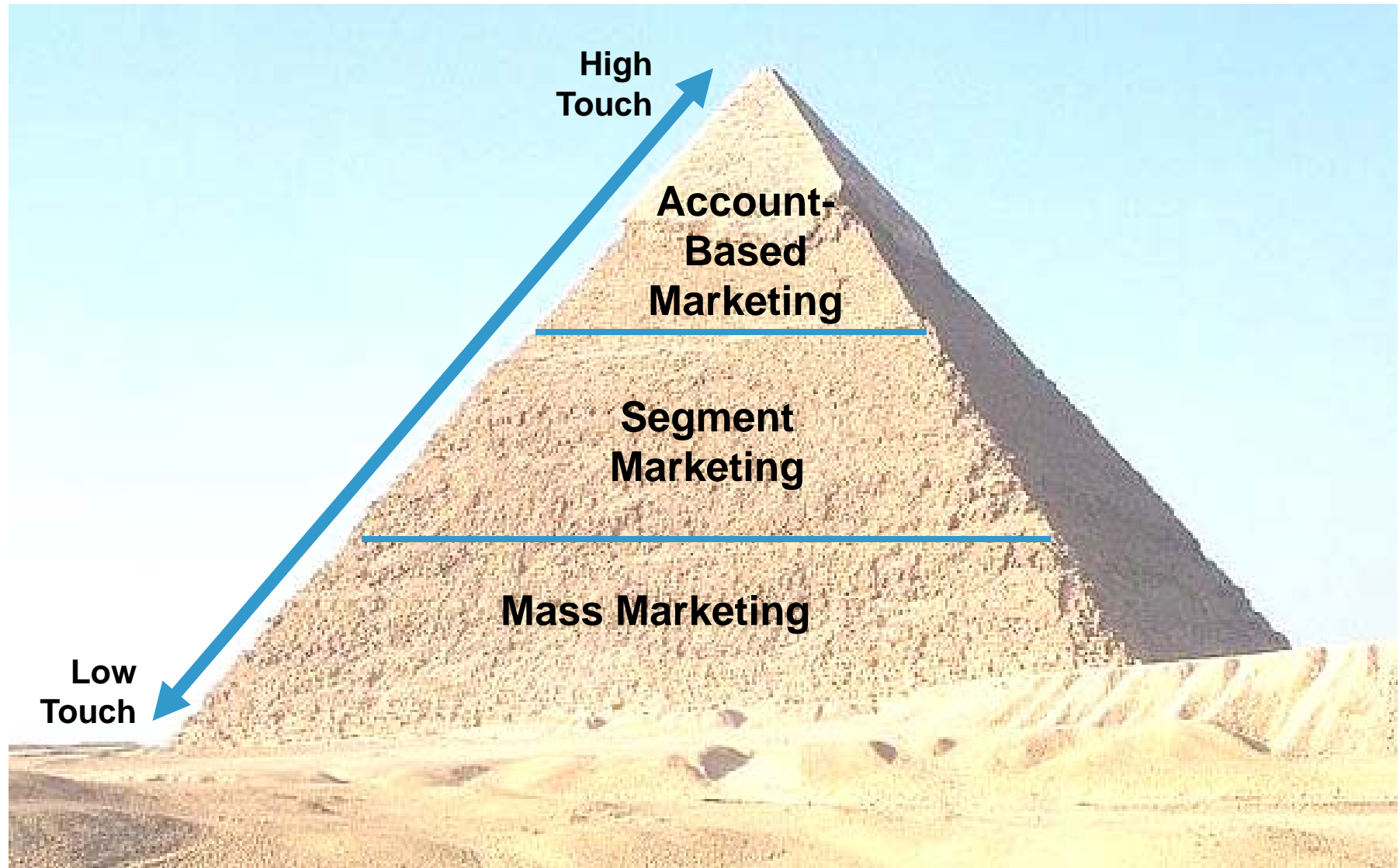


Would you pay attention to these marketing materials even if they were from solution providers you had not previously done business with? % of Respondents (N=258)



Source: ITSMA, *How Customers Choose Study, North America, 2007*

Most companies don't go far enough with their marketing



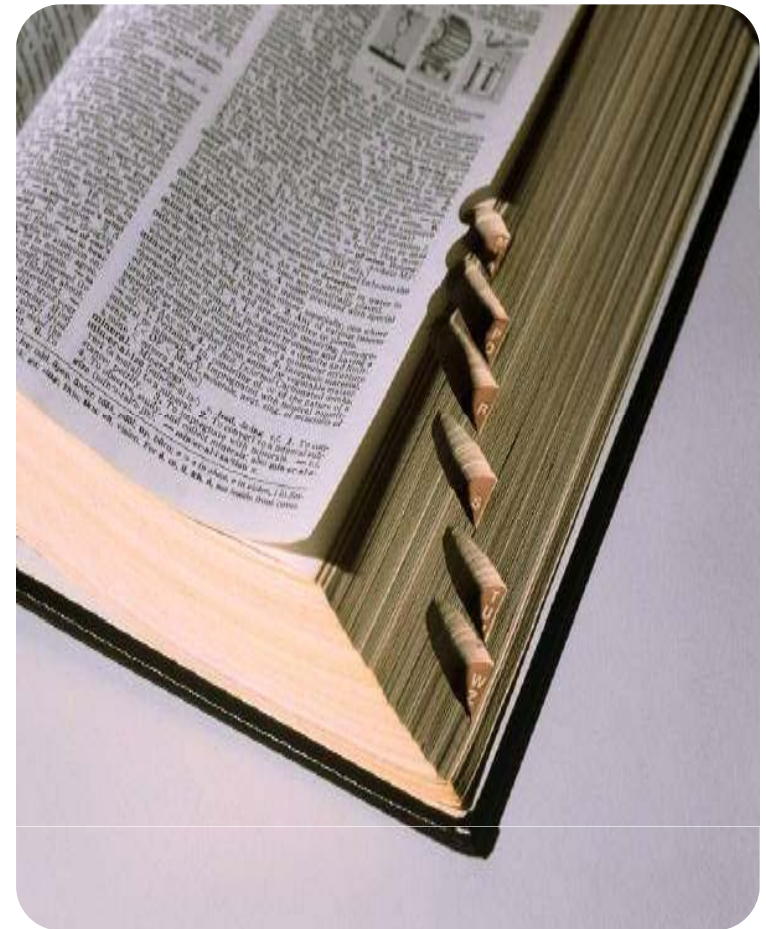
So, what is Account-Based Marketing?

A core definition

“Treating individual accounts as a market in their own right”

A structured approach to developing and implementing highly customized marketing campaigns to markets of one, i.e., accounts, partners or prospects.

**This approach involves marketing and sales working together to tailor campaigns based on an account’s business and technology needs
NOT your own.**



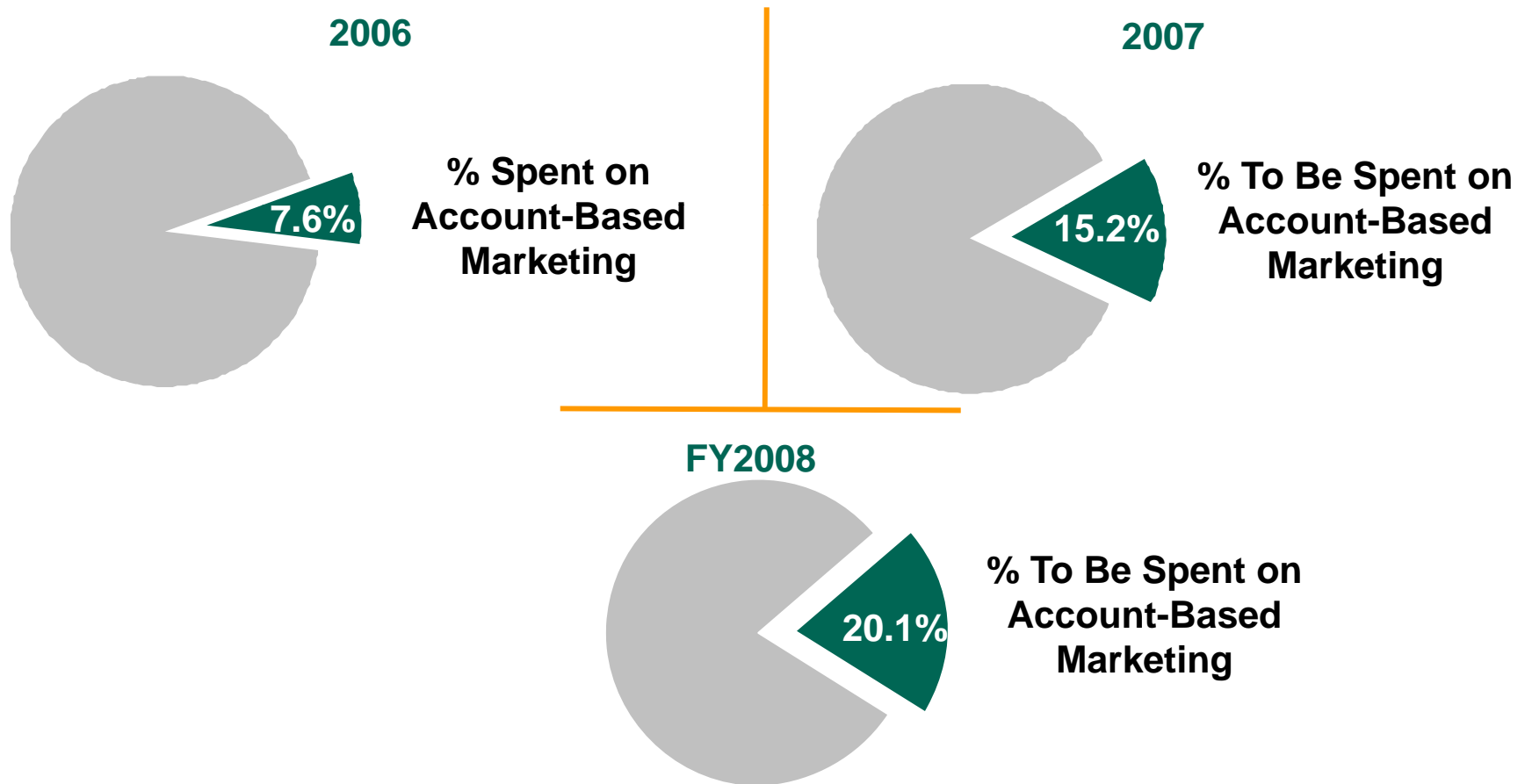
Companies are introducing Account-Based Marketing (ABM) for a number of reasons...

- It represents a potentially significant improvement to the existing account planning process.
- It adds the “power” of marketing to the account development process.
- It helps companies focus on their most important accounts and account opportunities
- It helps develop deeper relationships with a broader set of decision-makers
- It has a high rate of return



Companies implementing Account-Based Marketing continue to increase their investment

Approximately what percentage of your services marketing budget is dedicated to Account-Based Marketing? (% of Marketing Budget)



Source: ITSMA, *Budget Allocations and Trends: Key Metrics Survey, 2006, 2007, 2008*

There are five contexts in which Account-Based Marketing can be applied



Account support based on major bid coming up. Marketing's link with sales teams is opportunity-focused.



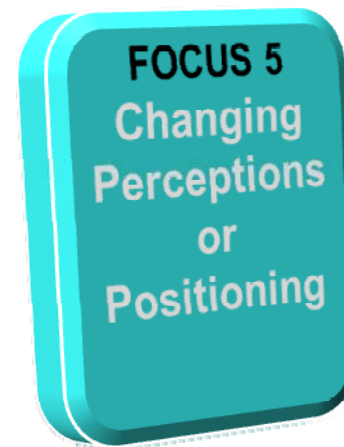
Creating an integrated approach with sales to penetrate new accounts



More structured, planned approach. Focus is on increasing share of wallet and share of mind through better and deeper relationships.



Creating an integrated approach with your strategic partners to enhance your penetration into key accounts



Broader goal to include enhanced positioning and/or changing perceptions. Often important when a company goes through a rebranding.



Let's Take a Closer Look at How You Can Implement Account-Based Marketing Successfully



Marketing has supported sales with a number of activities, but hasn't been truly integrated with sales, resulting in somewhat limited account growth potential

Sales Account Activities

- **Team formation**
- **Account research**
- **Account relationship mapping**
- **Opportunity identifying**
- **Target and goal setting**
- **Others...**

**Normal
Account Growth**

Traditional Marketing Activities

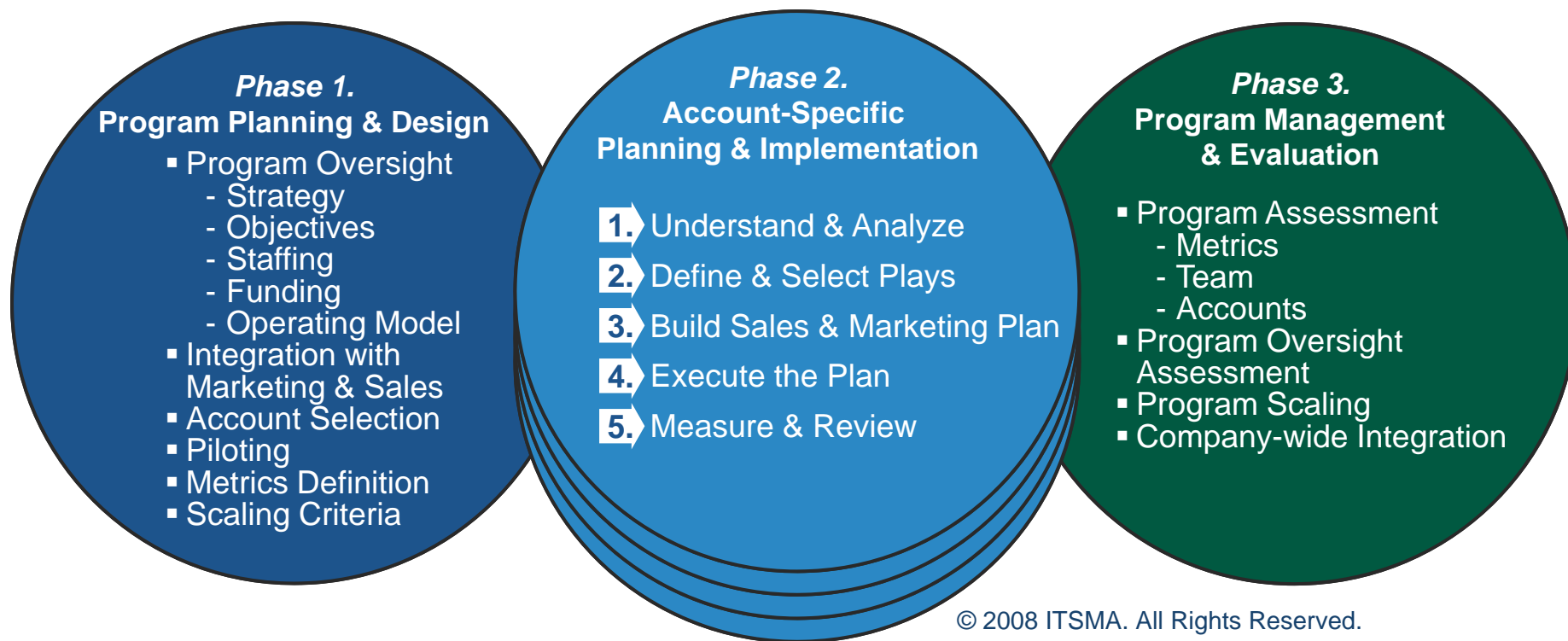
- **Collateral**
- **Seminars & Events**
- **Advertising**
- **Partners**
- **Analyst Relations**

Successful Account-Based Marketing is based upon tighter collaboration with sales



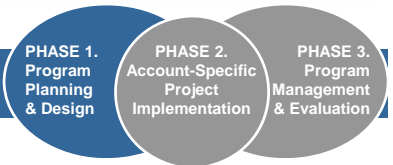
Following a structured approach to Account-Based Marketing is critical

ITSMA Account-Based MarketingSM Framework



First you need to lay some important groundwork

Phase 1. Program Planning & Design: Getting Buy-in



- **Secure executive sponsorship**
- **Identify key stakeholders**
- **Set clear objectives**
- **Establish a Program Office**
- **Dedicate skilled resources**
- **Launch a pilot program**
- **Monitor and promote success**



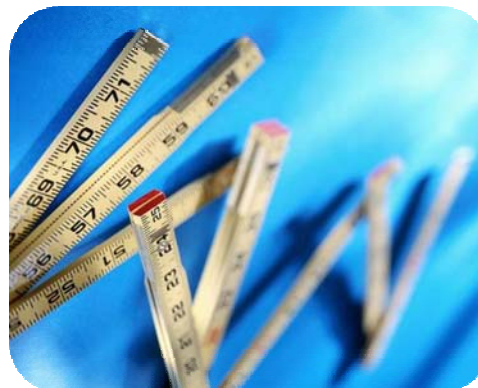
ABM program objectives should include both Qualitative and Quantitative measures

Qualitative Measurements

- Deeper relationships
- Increased share of mind
- Enhanced perceptions
- Depth of client engagement
- Increased internal referrals

Quantitative Measurements

- Revenue growth
- Increased pipeline
- Shortened sales cycle
- More strategic deals
- Increased executive contacts



Selecting the right accounts is key

PHASE 1.
Program
Planning
& Design

PHASE 2.
Account-Specific
Project
Implementation

PHASE 3.
Program
Management
& Evaluation

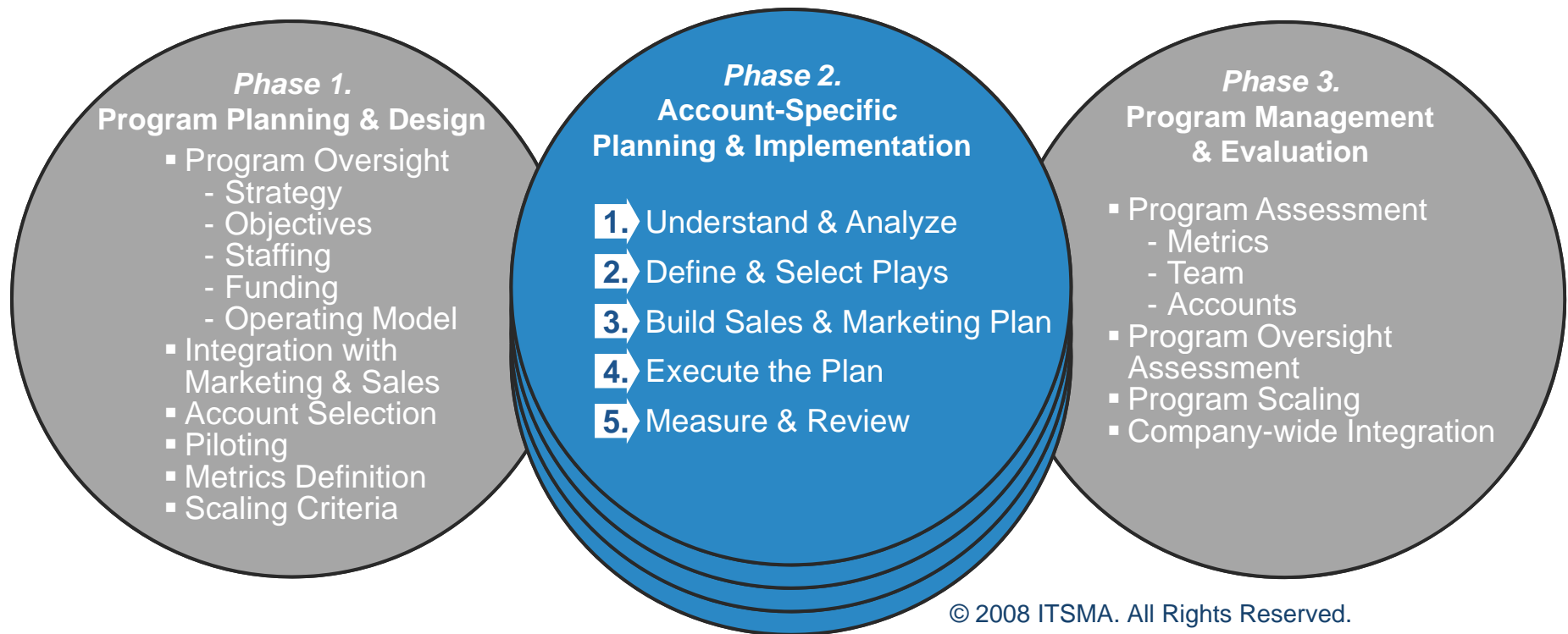
Phase 1. Program Planning & Design: Account Selection

- **Develop objective criteria to rank “attractiveness” of target accounts**
- **Is this a company with whom we’re currently doing business?**
- **Do we have a fairly good relationship with them at multiple levels?**
- **Are they currently running enterprise-wide applications (ERP, CRM, Decision Support, etc.)?**
- **Are they part of our overall strategic growth program (Named account? Global Account?)**
- **Do we have a good sales team in place?**
- **Do we have an Account Executive that supports the program?**



In Phase 2, we focus on Account-Specific planning and implementation

ITSMA Account-Based MarketingSM Framework



Take a customer-centric approach to Account analysis and planning

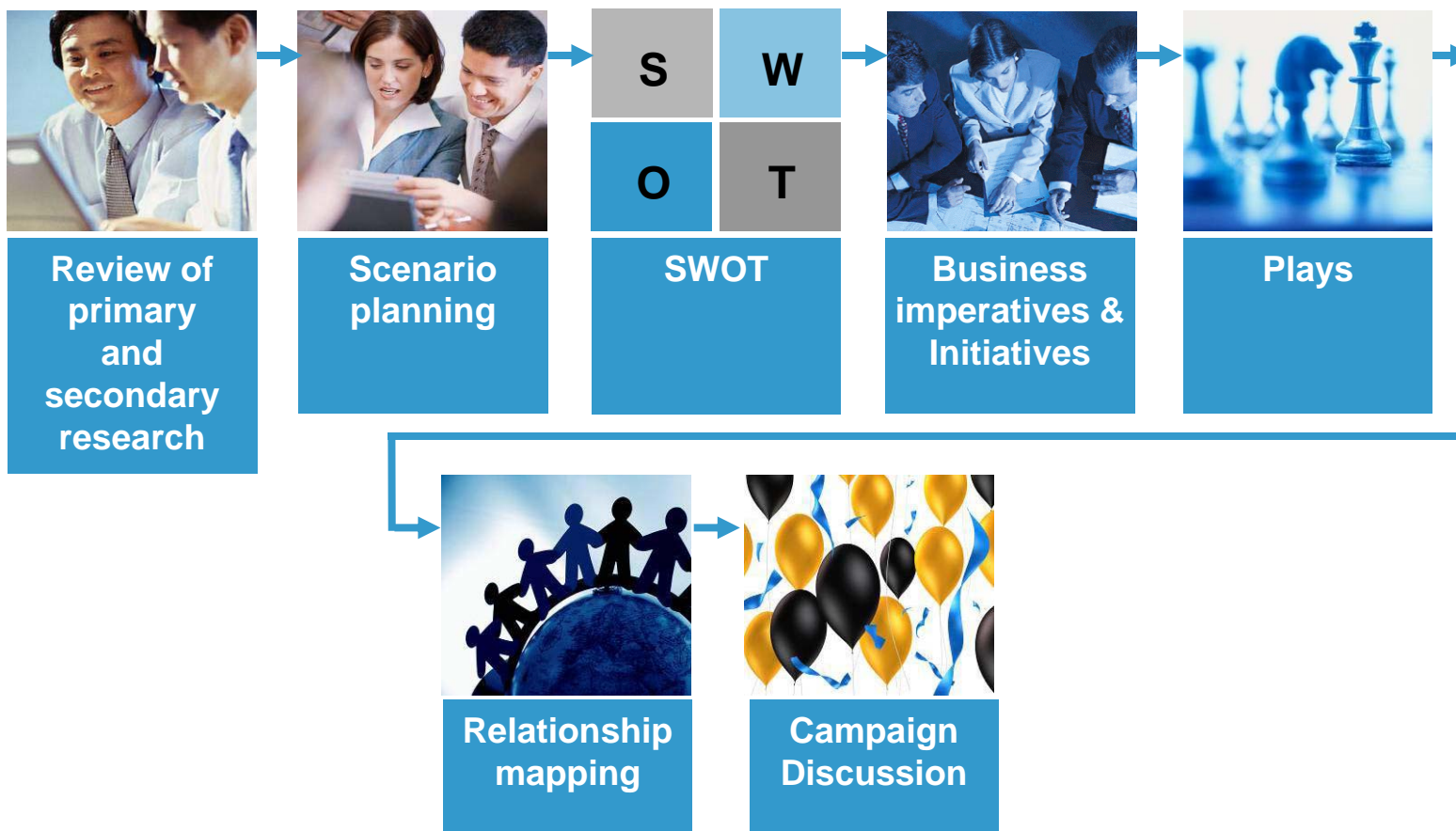
Phase 2. Account-Specific Planning

PHASE 1.
Program
Planning
& Design

PHASE 2.
Account-Specific
Project
Implementation

PHASE 3.
Program
Management
& Evaluation

ITSMA's Account-Based Marketing employs the following methodology:



Conduct primary and/or secondary research on the account, their market, and their competition

Phase 2. Account-Specific Implementation

PHASE 1.
Program
Planning
& Design

PHASE 2.
Account-Specific
Project
Implementation

PHASE 3.
Program
Management
& Evaluation

- To really understand the market the account plays in
- To fully appreciate the unique challenges and opportunities they face
- To learn what they are currently doing to address these challenges and opportunities
- To know the key players in the account and what their major concerns are



Analyze their business imperatives and map your offerings and capabilities into “plays”

PHASE 1.
Program
Planning
& Design

PHASE 2.
Account-Specific
Project
Implementation

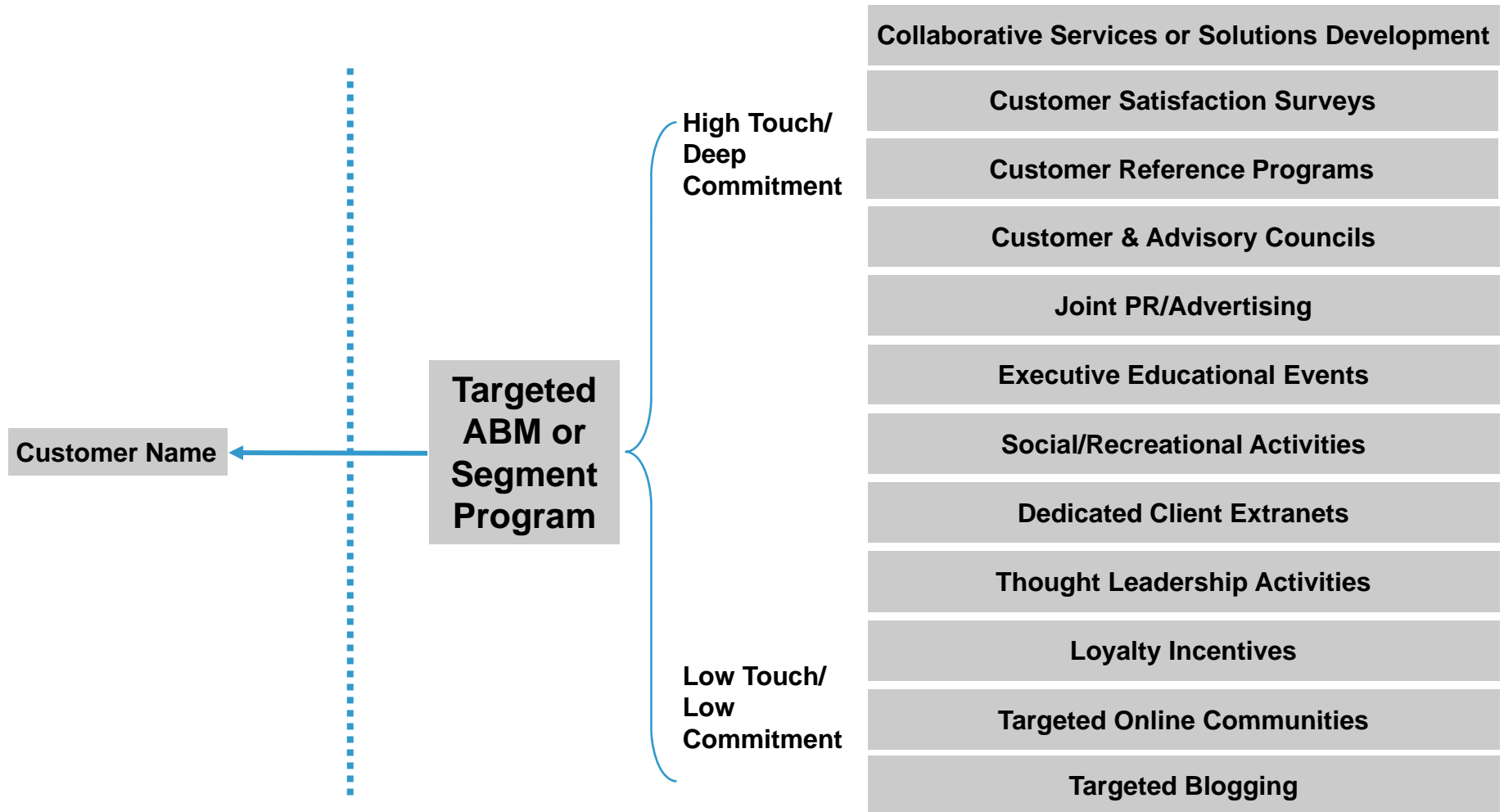
PHASE 3.
Program
Management
& Evaluation

Phase 2. Account-Specific Implementation

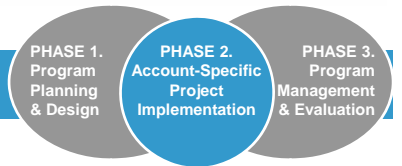
<i>Your Offerings</i>	Business Imperative 1	Business Imperative 2	Business Imperative 3	Business Imperative 4	Business Imperative 5
Product 1	Play #1			Play #4	
Service 1	Play #1	Play #2		Play #4	
Service 2					
Solution 1			Play #3		Play #5
Partner Required?	No	Yes	Yes	No	No

You will need to consider the most appropriate marketing and communications vehicles for the target audiences

ABM Activities



Different Stakeholders require unique messages and tactics

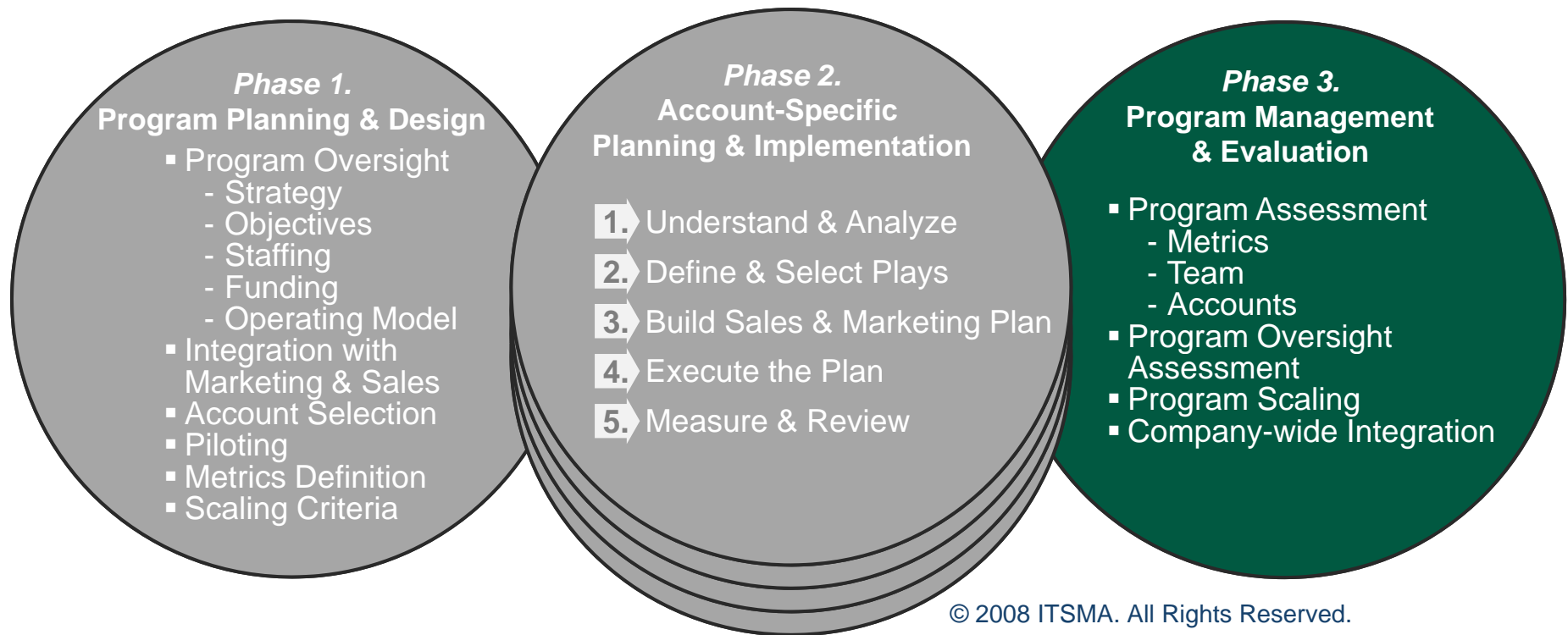


Phase 2. Account-Specific Implementation

Key Stakeholder	Goals	Messages
1. CIO Organization Leadership	Establish credibility, build trust	Leverage success of current work. Take program to the next level through increased communication. Promote us as a trusted advisor for delivering on today's challenges and tomorrow's needs. Demonstrate deep technical expertise and program management capabilities.
2. Business Leadership	Establish credibility, build trust	Leverage success of current work. Take program to the next level through increased communication. Promote us as a trusted advisor for delivering on today's business challenges and tomorrow's needs. Demonstrate Industry expertise.
3. Directors	Educate and Partner	Promote benefits of partnership, shared goals, and objectives. Provide education on deployment issues, challenges, and solutions, as well as new thinking on IT and Process innovation.
4. Front-line managers	Educate and Partner	Promote benefits of partnership, shared goals, and objectives. Provide education on deployment issues, challenges, and solutions, as well as new thinking on IT and Process innovation.

In Phase 3, we review all aspects of the ABM program and identify areas for improvement

ITSMA Account-Based MarketingSM Framework



Before scaling your program you need to assess your progress and results

PHASE 1.
Program
Planning
& Design

PHASE 2.
Account-Specific
Project
Implementation

PHASE 3.
Program
Management
& Evaluation

Phase 3. Program Assessment & Review

- Is the program management model we designed up front still appropriate (PMO)?
- Do we have the right people on the team?
- Are our internal teams working well together? Do we see better collaboration?
- Did we select the right accounts?
- Are we achieving the targeted results?
- What's the next move? Geographic expansion?
- Has Account-Based Marketing become part of our corporate “culture”?



Industry Examples



Here are the top ABM Critical Success Factors

1. Select the right accounts and the right account teams
2. Obtain client executive buy-in
3. Determine your objectives and metrics up front
4. Ensure tight collaboration between marketing and sales for creating and executing integrated sales and marketing account plans
5. Dedicate your best resources
6. Clarify the roles, responsibilities, and processes—don't short-change the investment required
7. Design a common dashboard to evaluate and benchmark progress
8. Integrate existing sales tools and systems
9. Work to instill the Account-Based Marketing philosophy into your corporate culture
10. Be flexible—plan for change



Questions



Thank You!



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