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6sense

Making ABM central to B2B marketing strategies

THE CHALLENGE, THE OPPORTUNITY AND THE 'HOW TO'



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INTRODUCTION



DAVID ROWLANDS,
Head of Content,
B2B Marketing

Ah, account-based marketing. You're all familiar with it, and our previous reports indicate that most of you are trying it in one guise or another – whether that's one-to-one, one-to-few, one-to-many or a hybrid of all three.

The benefits, of course, are well known. A better experience for your prospects and customers; quicker time to sale; sales and marketing alignment; a more effective use of your budget and resources. The list goes on. Unfortunately, rather than being the centrepiece of marketing strategies, we often see ABM as a bolt-on – an interesting experiment on the side reserved for a couple of strategically important accounts.

So, if ABM is that brilliant, why is this the case? Surely, it warrants a position at the very heart of our B2B marketing strategies?

Well, that's what we wanted to find out in our latest Propolis Community Sprint – a two-week programme of events and discussions in which members of Propolis – the global community for B2B marketers – collaborate to find solutions to a key industry challenge, supported by our Experts. In order to support this series of collaborative exercises, we also ran a survey, allowing us to provide you with some hard, numerical insights into the subject.

While week one of this Community Sprint focused on identifying the challenges that exist around making ABM central to B2B marketing strategies, week two focused on solving those challenges, drawing on the expertise of some of the most prominent voices in ABM.

With that in mind, this report presents the results of this Community Sprint and survey, and includes our suggestions for why and how marketers might wish to consider making ABM more central to their strategies. We hope you enjoy this latest report!

SECTION 1

ABM: The go-to-market central nervous system?



STEFANO IACONO,
Director, EMEA Marketing,
6sense

Marketers are a resilient bunch. During this era of economic belt-tightening, many have realised that ABM offers a smart way to focus their go-to-market strategies.

But ABM offers more than a way to just roll with the punches. As this report demonstrates, it can sit at the centre of your marketing strategy. In fact, at 6sense, we often get told that ABM data sits as the *central nervous system* of many of our customers' strategies.

However, the growing complexity of B2B purchasing – alongside access to new technology – means that, once again, marketers must evolve to successfully place ABM at the heart of their marketing.

B2B buying journey truths

As ever, the need for change is driven by buyer behaviour. Tired of spam and cold calls, B2B buyers avoid filling out forms and instead complete most of their research anonymously in the Dark Funnel®.

- Only 3% of website visitors will fill out a form to self-identify (6sense).
- Prospects only spend 17% of buying time with all suppliers (Gartner).

Along with being largely anonymous, B2B buying committees are also growing and using more channels.

- Buying groups, which were usually between six and 10 people a few years ago, now include 14–23 people (Gartner).
- Buyers are using double the number of channels (McKinsey).

Understanding your true audience

The lack of visibility into prospective buyers (and what they're really up to) leaves marketers guessing about their audiences. Meanwhile, our research shows:

- No more than 10% of the accounts in a company's total addressable market (TAM) are in-market to buy at any time.
- Worse still, 78% of your TAM isn't even in your CRM.

This gaping blindspot leads to huge amounts of misplaced effort, missed opportunities, and mistimed campaigns.

The solution is clear: uncover and understand your true audience so you can engage the accounts more likely to convert, in the right way. A few years ago, this may have sounded like a pipedream. Today, however, using a combination of big data, AI and intent data, we can see if an account fits our ICP, where they are in the buying journey, and what they care about.

Five-step account-based formula

This knowledge hugely simplifies your campaigns and places an account-based approach at the core of your marketing.

In fact, every play we run – from a simple standalone campaign, to a multi-channel integrated GTM strategy – follows the same five-step account-based process:

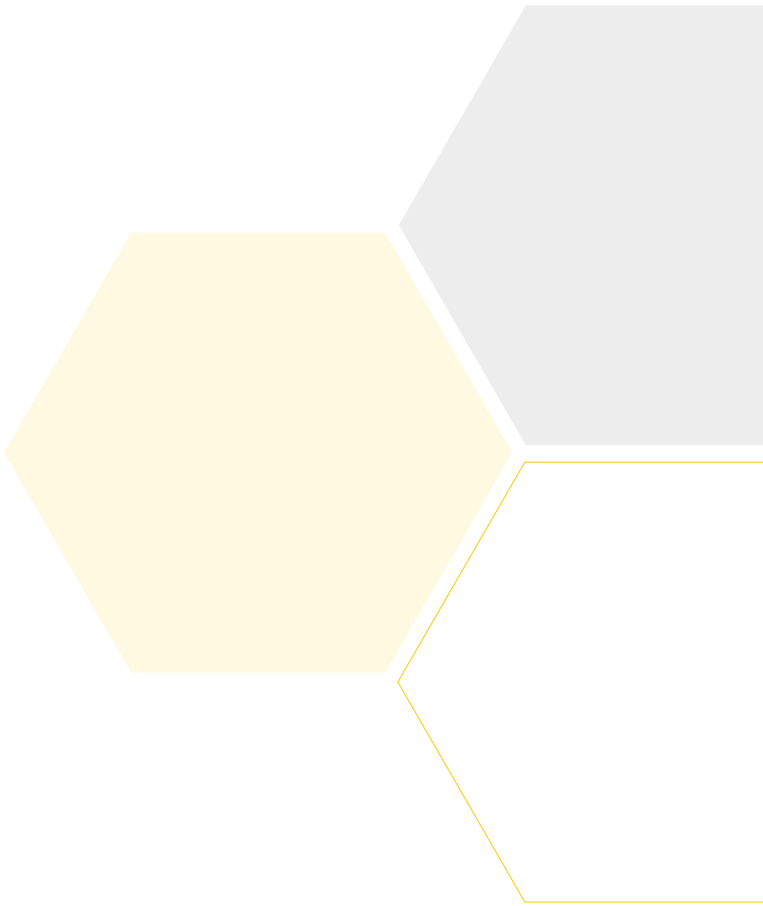
1. **Select the best accounts:** Focus on in-market ICP accounts, where we know we have the highest likelihood of success.

2. **Know about them:** Use account insights (keywords, buying group members, tech stack, locations) to create relevancy.

3. **Engage the right way:** Take a multi-channel approach, determine the content, creative and budget and make sure that the right prospects get the right message at the right time.

4. **Collaborate with sales:** Align on the accounts to pursue, work together to move accounts along the buying journey, and define when and how sales should engage.

5. **Measure real stuff:** Focus on how effectively accounts are being engaged, which strategies and tactics are working, and – most vitally – the impact on pipeline and revenue.



SECTION 2

Context is key

We kicked off our survey by asking our participants to what extent they agreed with the following statement: "ABM should be central to B2B marketing strategies. Starting all marketing efforts with at least some degree of account focus is always going to lead to better results". Here's what they had to say:

- **37%** said they completely agree.
- **34%** said they agreed but with some trepidation.
- **20%** said they neither agree nor disagree.
- **4%** disagreed, but said they're open to being challenged.
- **5%** completely disagreed.



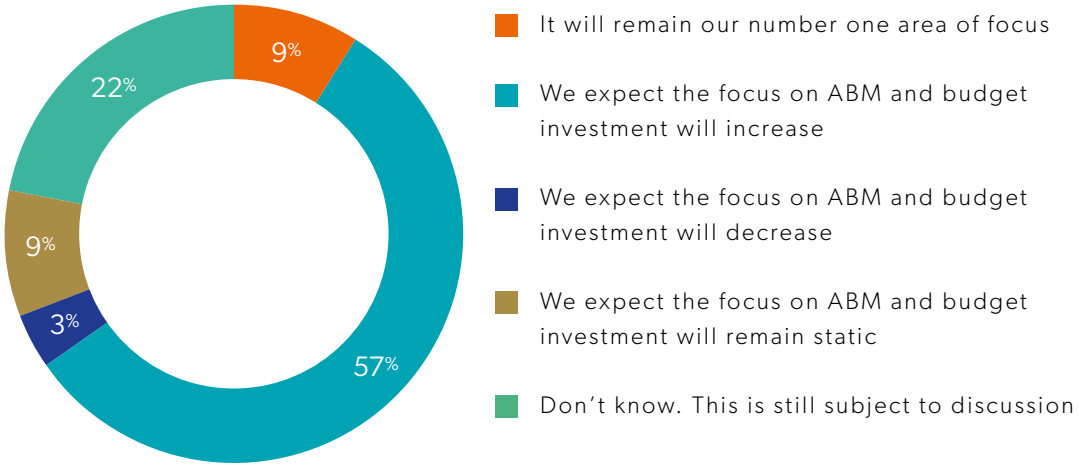
So, generally speaking, there's a good appetite for making ABM more central to B2B marketing strategies. The natural follow-up question, therefore, is: "Where does ABM currently sit in your marketing strategy?" Here's what our participants had to say:

- **37%** of our survey respondents say ABM is a minority go-to-market strategy, and that they are more focused on demand generation to individual prospects, and/or channel marketing.
- **31%** say ABM is in a pilot phase.
- **29%** say it's their primary go-to-market strategy, but that they still run demand generation and/or channel marketing activities alongside it.
- **3%** say it's their only go-to-market strategy and that they're only focused on marketing at an account level.



So, whilst B2B marketers agree (to varying degrees) that ABM should be central to marketing strategies, only 32% say it's their primary or only go-to-market strategy. Fortunately, in terms of investment, the vast majority of marketers (57%) say their investment in ABM will increase, with only 3% saying it will decrease.

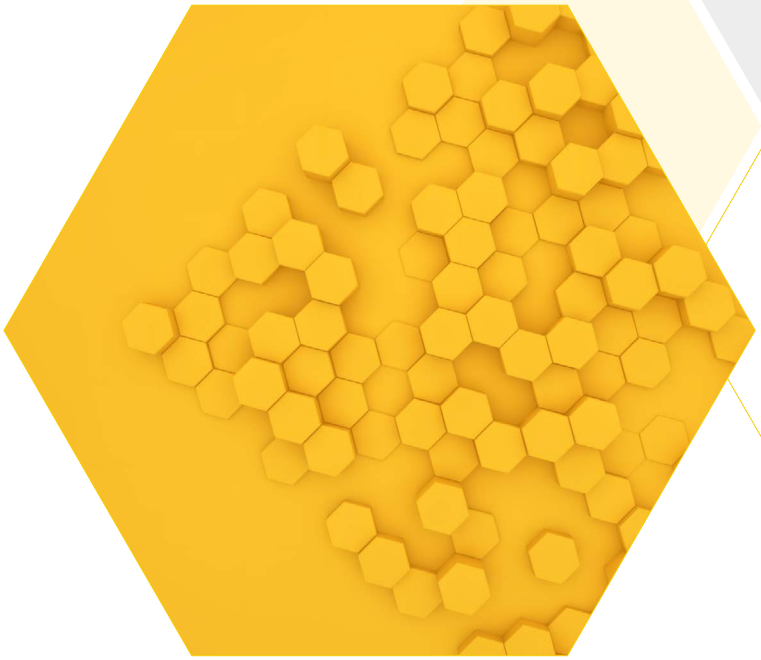
How are you planning for investment in and focus on ABM to change in the future?



Overall, the picture here is of a marketing community that sees the value in making ABM central to their strategy and which is willing to put more money into it. The question, remains, therefore: why *isn't* ABM central to so many B2B marketing strategies?

SECTION 3

What challenges do marketers face in making ABM central to their marketing strategies?



Before we go any further, it's worth noting that, if your business revolves around selling low-ticket items in high volume, then ABM is patently not going to be a good fit. The investment required to make it work is simply not going to pay off.

However, for those organisations selling high-ticket items or services, we believe ABM is highly likely to be an effective strategy. So, taking those 'volume businesses' out of the equation, our Propolis members responded to the question 'Why isn't ABM central to so many B2B marketing strategies?' with a number of reasons, including the following:

- "[A lack of] tools/skills/resources to analyse and identify the key accounts ABM should be focusing on."
- "Patience and commitment to the planning stage. ABM requires research, planning and insight and this takes time to show results. Sales in particular can start to lose interest if results aren't realised quickly!"
- "Misconception that it's a silver bullet."
- "Not enough pull or demand from the sales/account management community."
- "Relative scarcity of experienced ABMers."
- "Senior marketing management not properly understanding the power of ABM, and therefore not including it in strategic planning in the first place."
- "Agreeing and setting criteria with business leaders as to which market segment, accounts, deals or verticals are the priority (and why), and which aren't."

The list goes on, but the overall theme that emerged was that marketers absolutely see the value in making ABM central to their strategy, but that there are quite a few hurdles they need to overcome in order to do that. So, taking out those company-specific challenges, what are the *core* challenges that B2B marketers face?

Getting buy-in from other senior stakeholders, and balancing short-term vs long-term results

ABM requires a strategic mindset shift, and, in order to make it effective, this is going to require buy-in across the business from the c-suite down, including sales, customer success, and the wider marketing organisation. This is for two primary reasons: 1.) your prospects' and customers' experience of your business is not only going to be down to your marketing efforts (every interaction they have with your business will shape

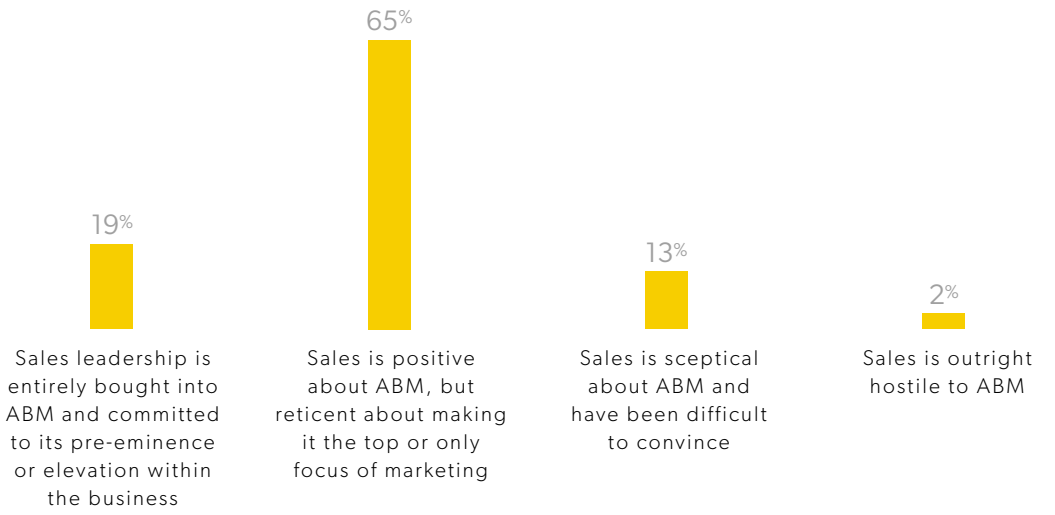
that view); and 2.) if other senior stakeholders aren't bought in (particularly the CEO/board), then marketers won't have the licence to focus on the long-term ROI that ABM delivers, and will be forced to focus purely on short-term sales targets.

Of course, demand generation work still needs to continue. After all, even the most benevolent of CEOs is unlikely to give ABMers the keys to the company's finance and say: "See you in three years. Good luck!" However, the challenge for B2B marketers is hitting those short-term targets whilst still giving ABM the time and resource it needs. As we'll discuss later in this report, there is no silver bullet for this problem, but it is down to marketers to be brave, and stand by their faith in ABM. Only by seeing it through properly will the true results of ABM ever be demonstrated effectively.

Aligning with sales

Would this even be a report about marketing if we didn't talk about the misalignment with sales? No! Sadly, the issue is as prevalent as ever, and this is a particular problem in ABM – a strategy that necessitates a close working relationship with sales

How would you describe the attitude of the sales team to ABM?



So, clearly, there is genuine appetite for ABM from the sales organisation. However, this also suggests an inherent reluctance in making a wholesale shift towards an ABM-centred strategy. We did not delve into the exact reasons why here, but think about it: why *would* sales want to throw away their demand gen comfort blanket? If they can see the benefits from ABM *and* still convert a couple of demand generated leads, of course they would want that.

We're not saying that, in order to make ABM central to your strategy, you need to switch off all of your demand generation work – and perhaps that's something we need to be clearer about with sales. What we *should* be saying, however, is that an ABM mindset should come first, and be central to the overall strategy – not a bolt-on, with demand generation taking up most of the time and resource. ABM is a time and resource heavy strategy, and unless it's the centrepiece of a strategy, it's unlikely to ever get the love and care it requires. Ultimately, this is only going to lead to ABM being less effective.

The ultimate challenge here? Weaning sales off of the addictive drug that is lead generation.

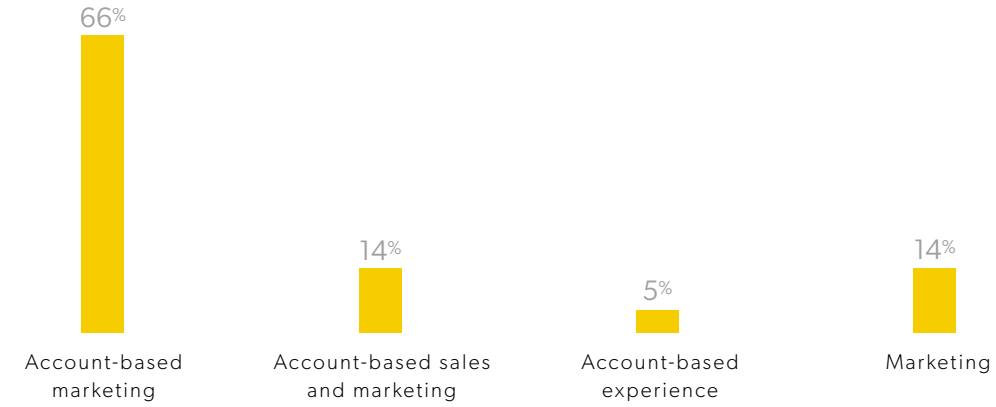
Confusion around what ABM is

In a one-to-one interview, Neil Berry, Global Account-Based Marketing Director, Capgemini, spoke with us to give a deep-dive into the challenges around making ABM central to B2B marketing strategies.

He offered three key reasons: 1.) ABM is perceived as complicated and expensive, with long-term ROI a risk; 2.) a lack of engagement or patience from sales; and 3.) the definition of ABM has become so blurred, that it's difficult to know if your organisation is even doing ABM at all. We've discussed the first two already, but that last one is becoming a genuine issue for B2B marketers.

Whilst ABM becomes more popular and widespread, it arguably becomes slightly easier to 'sell' to the board. After all, the sheer amount of literature and case studies on ABM means it's not a whacky idea devised by marketers, but a proven business strategy that has generated literally billions of dollars worldwide for marketers. However, the downside is that we're now seeing the definition of ABM becoming blurred as marketers increasingly take it down new directions, or even start to argue that ABM is no longer in vogue, and that it's now all about ABX or ABE. In fact, as our survey demonstrates, only 66% of marketers actually refer to account-based activities in their organisation as ABM in the first place!

How do you refer to your account-based activities within your organisation?



The exact definition you give ABM will depend on your business objectives. The key thing is not to ensure you're delivering ABM as defined by X company or Y thought leaders, but to define it clearly for everyone within your business. Regardless of the acronym you use, the principles of ABM remain the same. Ensuring this is clear can be a challenge, but it's by no means a challenge that can't be overcome.



SECTION 4

So, how do we make ABM central to B2B marketing strategies?

So far then, our Propolis Community Sprint has re-affirmed our hypothesis that marketers would like to make ABM more central to their marketing strategy, but that there's a number of challenges that make that more difficult to do then we'd like.

Putting aside company-specific issues, the main challenges are:

1. Getting senior stakeholders to buy into ABM, and balancing short-term vs long-term strategies to achieving ROI.
2. Aligning processes with sales to ensure ABM works on a practical level (and, of course, getting their buy-in as well).
3. Clearly defining ABM in a way that works for the business.

With these broad challenges identified, week two of the Propolis Community Sprint focused on solving those challenges. In order to do this, we brought together a panel of leading ABMers to share their insights around how to make ABM central to your marketing strategy. Hosted by Joel Harrison, Editor-in-Chief and Co-Founder of B2B Marketing and Propolis, this panel featured:

- Ryan Almond, Global ABX Director, Henkel
- Helen Brown, Managing Partner Seeblue (a marketing agency that specialises in ABM)
- Andrea Clatworthy, Director, Head of Europe Marketing Transformation, Fujitsu
- Robert Norum, Propolis ABM & Demand Strategy Expert

So, what did they have to say? Well, I'll hand over to Joel Harrison at this point, who summarises the findings from this session perfectly.

Panel discussion: How to make ABM central to modern day B2B marketing strategies



JOEL HARRISON,
Editor-in-Chief and
Co-Founder of
B2B Marketing and Propolis

Earlier in the course of this Community Sprint, we sought to examine the reasons why ABM was not the central go-to-market strategy for many B2B orgs, and we had some excellent insights on this in the conversations and interviews, conducted with ABM luminaries.

For this panel session, we sought to start to find solutions, calling on the insights of four prominent ABMers. We also had fantastic comments and contributions to the text chat from seasoned ABMers, such as David Cotterill of Conduent and Neil Berry of Capgemini. So, what did we learn? The conversation was fascinating, and from the very start it was clear that it's all about strategy and structure, and significantly less to do with tactics or campaigns. Panellists were very much in alignment about this.

That's good news in that there is no ambiguity... The bad news is that it inherently means it's not an easy fix, as it requires buy-in from the most senior stakeholders. However, when ABM is done well, the results speak for themselves – and arguably more importantly and compellingly, ABM

increasingly delivers a significantly higher level of CX, which is becoming what clients expect.

Consequently, not doing ABM means you are likely to be outflanked by competitors who are, rendering it a business risk. In other words, **the game is changing. ABM is not just a nice to have – it's table stakes**. So, how do you ensure ABM is at the centre of your go-to-market plan?

1. Align on revenue growth

Have a mature, grown-up conversation with executive leadership about revenue growth, and where it's going to come from. As a key part of this, you must forensically evaluate where it's coming from now, and where they expect it will come from in future. What's critical here is that ABM is the 'means' to the 'end' of revenue growth. Agreeing upfront what revenue goals your organisation is seeking or expecting to drive, and from which customer segments, will enable marketing leaders to create strategy to achieve that.

Marketing leadership should absolutely not be a passive party in this conversation. It's best placed to determine and advise on this. The level of this conversation inevitably requires it to be conducted by the senior marketer in the business, who will probably not be the most experienced ABMer. It's a marketing strategy, not an ABM strategy.

"I think this is where we come back to the fundamental challenge of how we make ABM central to our marketing strategies. It starts by ensuring it aligns with the fundamental needs of the business. It's not about brand or demand gen – it's about making sure you have a focused approach to your marketing that is as account-focused as possible." Robert Norum

2. Manage expectations for all

Once you've agreed the strategy, and ABM's role within that, it's critical to manage expectations, as success will not be overnight. You'll have to keep everyone onboard, which means sales in particular. Maintaining dialogue and alignment with a new way of working will be essential to prevent cold feet.

It's likely you'll have to find new and different ways of working to demonstrate success, as this new approach builds momentum. For example, as Ryan Almond of Henkel testifies, engagement data can be used as a 'directional engine' for sales. Agree terms at the start and avoid marketing jargon which sales doesn't recognise... even though you might think that they should! Be clear and transparent at all times.

3. Align all marketing resources and activities towards ABM success

If you treat ABM as a sideshow, with little engagement with other marketing disciplines such as brand, industry or field marketing, it will always behave like one, and the impact of all of these will be less than the sum of the parts. By contrast, if you can accept and relish the underlying interdependencies, and benefits of collaborating, marketing will be more effective across the board. ABM must provide a 'centre of gravity' for marketing activities, accentuating relevance for all.

4. Build an account-based culture across all revenue functions

Embedding ABM in your organisation is as much cultural as it is operational. There needs to be a shared culture and understanding of business objectives across all revenue functions and a willingness to move and drive towards shared goals for sales and marketing. From a cultural point of view, this requires a collaborative mindset based on mutual respect and understanding, as well as a long-term commitment to shared success and a willingness to navigate any challenges on the journey.

5. Regear your marketing team for a new era and ethos

Successful ABM requires all the skills in the marketing playbook, and it's unlikely that any individual will be great at them all. The single most important skill is the ability to orchestrate different activities, and ensure the effective operation of the whole activity, across both marketing and sales. ABMers also need to be significantly more revenue-focused than other marketers, and have the clout or personal presence to hold their own in conversations with potentially challenging sales people.

If ABM is going to go from pilot or sideshow to the main deal, you need to have the right person or people at the centre of it all. Other skill sets can be developed in time, or hired in from agencies, who are used to plugging these gaps.

"ABM encompasses all areas of marketing, and this is part of the challenge. You might appoint one or two 'ABMers', who are skilled in one or two areas, but it would be very unusual to find someone who's brilliant at everything. That takes a whole team, and it's where agencies really add value. We recruit experienced specialists in each area, not generalists – specifically to achieve the best possible quality and outcomes for our clients." Helen Brown

6. Don't confuse short-term success with long-term transformation

One-off campaigns or short-term pilots can be rewarding if well executed, but at best only constitute a small step in a journey, not a major milestone. The real challenges lie ahead – simply repeating what you did before won't deliver the long-term objective required.

7. Use a framework to provide a North Star

It's important to demonstrate how different activities interrelate and should be positioned... such as Robert Norum's full-stack ABM model.

SECTION 5

The full-stack model: The Propolis approach to an ABM-centred strategy



ROBERT NORUM,
Propolis ABM & Demand Strategy Expert

What is full-stack ABM?

Full-stack ABM is creating an end-to-end ABM strategy that connects your traditional demand gen, industry marketing and customer growth strategies into a single connected whole. It is about concentrating your marketing investments so that everything is pulling in the same direction and each tier should build on the success of the last. This is not about testing an 'ABM pilot'. It is about putting ABM at the front and centre of your marketing strategy. If on first mention this feels like a risk, it is in fact anything but. Full-stack ABM will enable you to concentrate your marketing budget and resources on your most engaged prospects and your most important accounts.

Start with the total addressable market (TAM) or serviceable addressable market (SAM)

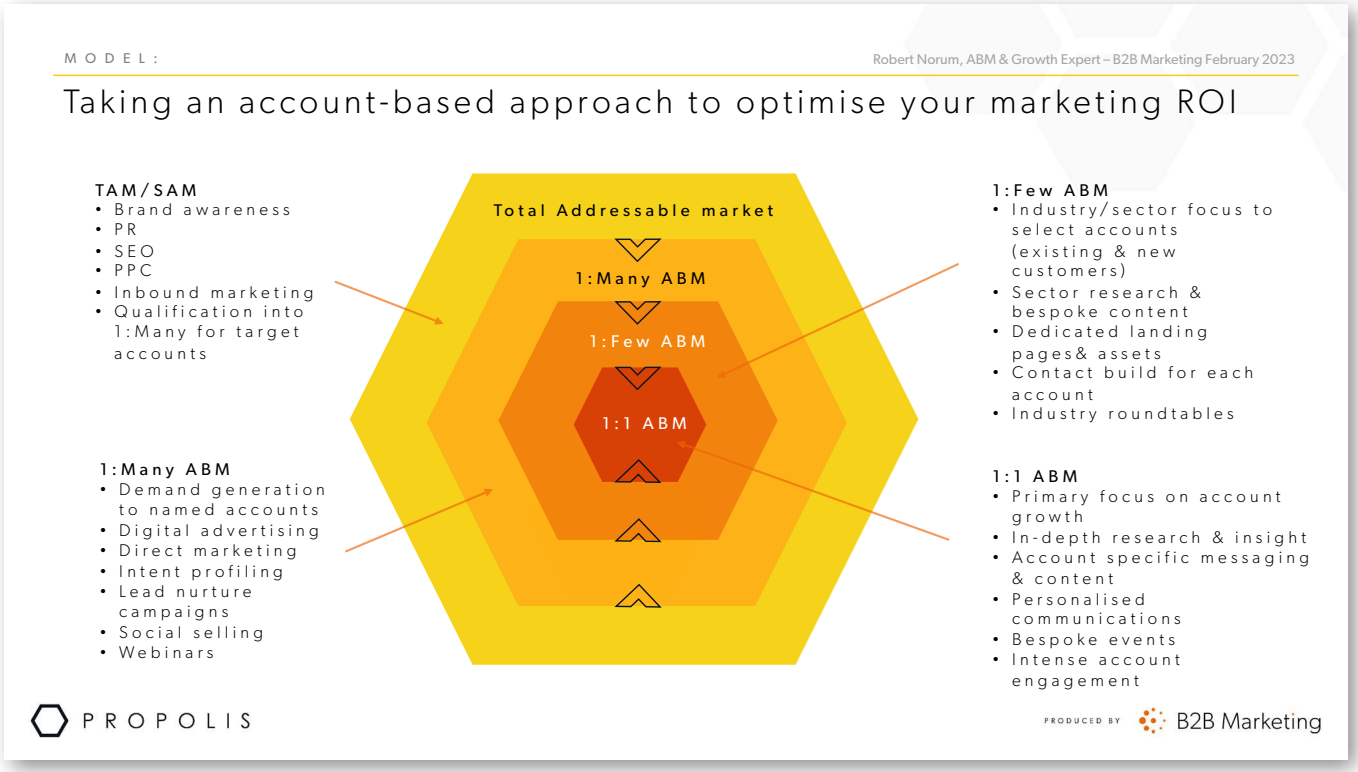
The foundation of full-stack ABM starts by assessing your total market and ensures that you are making informed decisions to shortlist the correct named accounts for your one-to-many programme, which effectively becomes a laser-targeted demand gen programme. The pre-ABM phase of TAM or SAM will be covered off with brand, PR, SEO, PPC and inbound marketing to qualify potentially engaged accounts into your one-to-many demand gen. You should also consider utilising an intent platform to identify potential prospects from your TAM that are 'in market'.

Refocusing your demand gen into a highly targeted one-to-many ABM programme

It is obviously essential for almost all businesses to have a steady flow of new name, new accounts coming into the top of the sales funnel, but traditional demand gen is often random, and nearly always wasteful of budget and resources. By repurposing your demand gen into a focused one-to-many ABM programme to named accounts based on propensity modelling and proven engagement or intent, you can ensure minimum wastage and maximum ROI.

Transforming industry marketing into a highly focused one-to-few programme

Many organisations already segment their business, customers and prospects into vertical or industry aligned business units and produce quality content to promote their products and services in this way. But only small percentage have adopted a one-to-few ABM approach to drive their sales and marketing strategy into a carefully qualified set of key accounts by vertical. This involves selecting a hand-picked set of accounts with the sales organisation – whether they are growth opportunities or new customers – and creating a highly personalised version of industry/sector marketing for each



target account. The value proposition and messaging will be at an industry level, but the delivery will be carefully targeted by account.

Your most important accounts are your biggest growth opportunities with one-to-one ABM

Many well-respected industry voices regard one-to-one ABM as the only true form of ABM, where account strategy, value proposition and messaging are personalised by account and tailored for key stakeholders across the account. This makes absolute sense when you are considering your largest and most important enterprise accounts. As Bev Burgess demonstrated in her compelling presentation at B2B Marketing's ABM Conference in 2022, 40 accounts will contribute 64% of £1 billion company's revenue where the company has 1000 accounts – and based on a fractal (recurring) version of Pareto's Law (the 80/20 rule), a mere eight accounts are likely to contribute over half the company's revenue. This means that investing in your top accounts should be mandatory – firstly to protect them, but just as importantly to grow them and to expand your footprint wherever possible across the account.

The case for full-stack ABM

Full-stack ABM will enable you deliver on a single, coherent and connected strategy with a clear line of sight from inbound marketing to one-to-one ABM, from building early-stage awareness and engagement to developing qualified leads and growing existing accounts. It will do this in the most efficient way possible, with the minimum wastage and the optimal use of your marketing budget and resources. If you'd like to discuss the business case for full-stack ABM with me in more detail, please don't hesitate to get in touch.

Members of Propolis – our global community for B2B marketers – can access Robert's expertise all-year round through our Call-an-Expert feature. If you'd like to learn more about Propolis, just head to www.b2bmarketing.net/propolis

SECTION 6

Culture, culture, culture



BEV BURGESS,
Consultant, Keynote Speaker and Author of 'A Practitioner's Guide to Account-Based Marketing'

ABM works best when it's part of a wider account-based growth strategy, with all teams agreeing on the priority customers and prospects that matter, allocating their resources accordingly and then aligning internally around these accounts. For most companies, this is a culture shift!

Marketers can buddy up with finance to get the facts behind which customers are driving the most revenue and profit today and also represent the best opportunity for growth in future. This kind of data (which usually shows an 80/20 pattern, where 80% of profitable revenue is coming from just 20% of your customers) helps teams across the business realise where they should be focusing their time and resources… and where they need to find a more efficient (self-service) way of dealing with customers who will never make it into the top tier.

Marketers can also bring external data to the table that shows which prospects are worth investing in, since they too have the potential to be a top customer account in future and warrant sales and marketing focus rather than a 'spray and pray' approach. This might be through ideal customer profiles and intent monitoring, or it could be a proactive competitor displacement strategy in a particular set of accounts.

Also, a culture shift like this needs a clear vision and narrative. Marketers can help leadership teams put this story together, painting a picture of what an account-based growth strategy looks like and helping each team think about what they need to change in order to deliver it, then showcasing and celebrating successes along the way.

SECTION 7

How well structured are marketing teams to deliver ABM?

Now we know the challenges that lay ahead and our suggestions for overcoming these, it's down to you take your ABM to the next level.

Of course, you'll need a team that's properly set up to really get your ABM moving through the gears. So, just how are marketing teams set up to deliver ABM success? Well, according to our survey, 48% of marketers do not have any dedicated, full-time ABMers in their team, instead relying marketers who do ABM as just one part of their role.

Depending on how your team is structured to deliver ABM, this may not be an issue. However, when it comes to ABM training or qualifications, the results are slightly more worrying, with 39% not having undergone any formal training or qualifications. Of course, training may not be necessary if your business has ABM so deeply ingrained into its DNA that it's become instinctive. That is a decision and a judgement call to be made by marketing leaders, but we wouldn't mind betting that at least some of those 39% could do with a little extra direction when it comes to delivering great ABM.

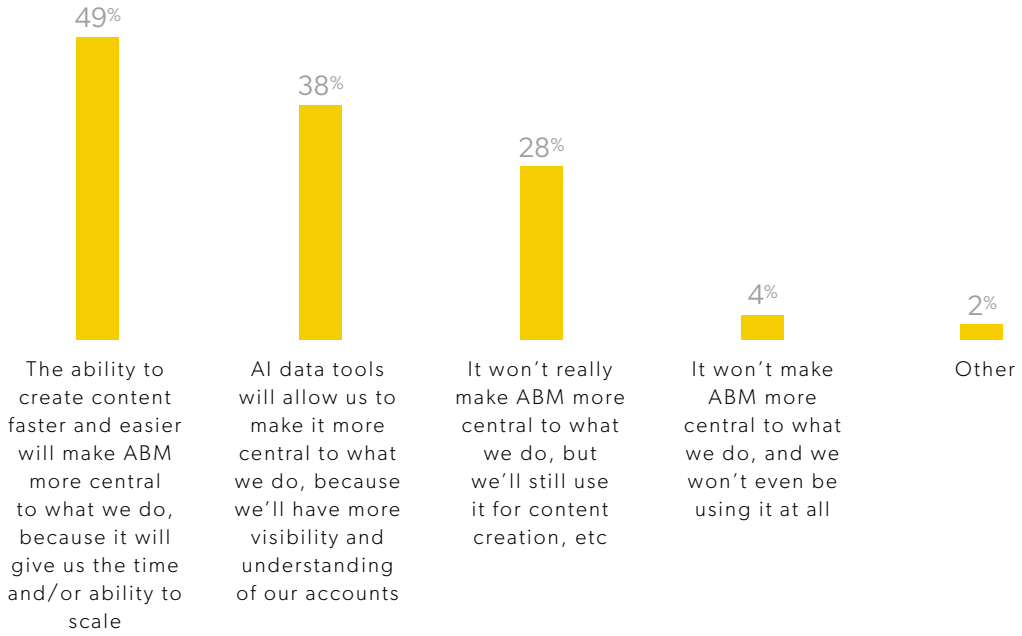
But what of agencies? What role do they play in delivering ABM? Well, according to our survey, 48% of marketers don't use agencies at all when it comes to ABM, delivering everything by internal marketing teams. Interestingly, 0% of respondents say that they outsource entire campaigns to agencies, leaving the remaining 52% of marketers using agencies as an integral *part* of the campaign delivery process.

Perhaps unsurprisingly, AI – our latest team member – also appears to have a role to play in progressing ABM. In fact, **49% of marketers feel that generative AI will give them the ability to create content faster and easier, which will mean they can make ABM more central to their marketing strategy**.

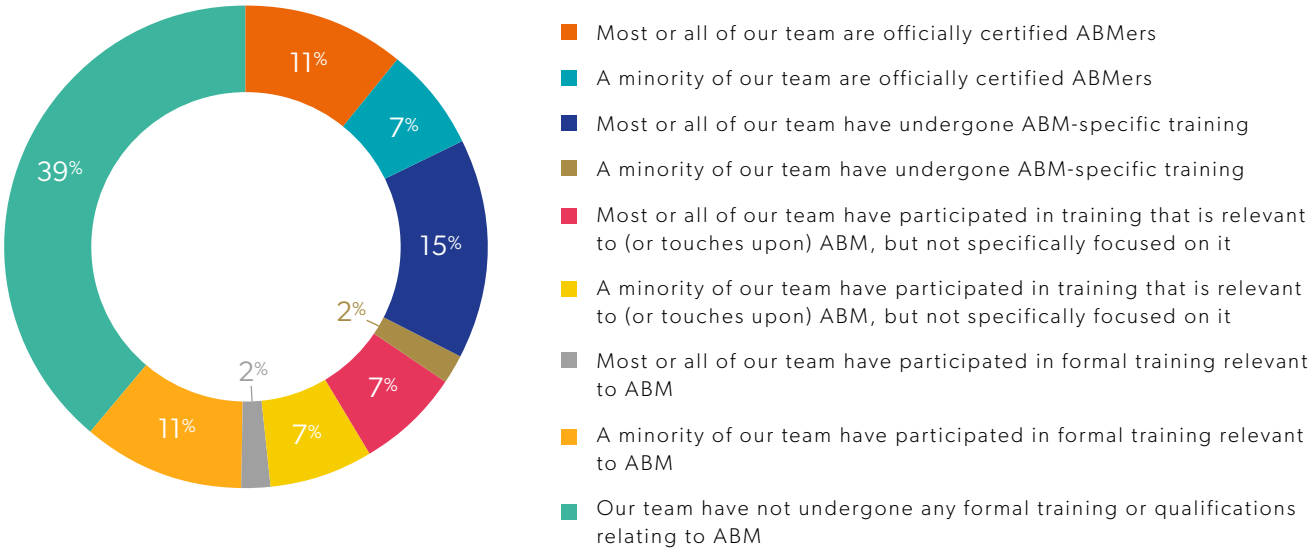


With further investment and increased focus being put into ABM, along with more experienced teams, more ABM-focused agencies and generative AI, it appears that ABM is destined to become increasingly central to marketing strategies. How ever you decide to structure your team to deliver ABM success, the key thing to ensure is that everyone is working in the same direction.

With the latest wave of excitement and possibility surrounding generative AI, how do you think this will impact ABM? Please select all that apply



Which of the following best describes your team's training or qualification as ABMers?



Learn more about our formal ABM training courses by visiting **www.b2bmarketing.net/training**.

CONCLUSION

So, to recap, what have we learned from this latest Propolis Community Sprint? Well, we've learned that marketers do, in fact, see a place for ABM at the very heart of their marketing strategies.

Unfortunately, we've also learned that there are challenges in making this a reality. Whilst some of these challenges can be overcome relatively easily, others are more significant and were flagged by numerous Sprint participants. These more significant challenges are as follows:

1. Getting buy-in from other senior stakeholders, and balancing short-term vs long-term results.
2. Aligning with sales.
3. Confusion around what ABM does (and doesn't) mean/entail.

As we can see, these challenges are largely cultural in nature. In other words, the key thing stopping marketing leaders from making ABM central to what they do is not a lack of processes, proven use cases, data or anything of that nature. Useful though those things are, the critical challenge is 'selling' the idea and the value of ABM to internal stakeholders, and ensuring the business has the faith in it to follow it through.

And this doesn't just mean creating a nice deck for the board. **Fundamentally, it means repositioning marketing within the business, and redefining its ultimate purpose as *a revenue generator*, not a *lead* generator (linked though those two things may be)**.

In order to do that, we believe marketing leaders should:

1. Align on revenue growth.
2. Manage expectations for all.
3. Align all marketing resources and activities towards ABM success.
4. Build an account-based culture across all revenue functions.
5. Regear your marketing team for a new era and ethos.
6. Don't confuse short-term success with long-term transformation.
7. Use a framework (the Propolis full-stack ABM model) to provide a North Star.

Using the Propolis full-stack ABM model itself, we're confident that B2B marketers can create an end- to-end ABM strategy that connects all of your marketing strategies (traditional demand generation, industry marketing and customer growth) into one, cohesive unit.

This approach brings ABM in from the fringes of marketing strategies, and into the centre, where it belongs.

If you'd like to learn more about how your team can join Propolis, just **visit: www.b2bmarketing.net/propolis**



About

B2B Marketing & Propolis

B2B Marketing was founded in 2004, starting life as a print magazine. It has since evolved into the world's go-to resource for B2B marketers looking to become best-in-class at what they do, and place themselves at the forefront of marketing evolution.

In 2021, we launched Propolis – the global community for B2B marketers. Propolis helps our members:

- Make better decisions and solve issues faster – by asking our unbiased experts for bespoke real-time tactical advice.
- Benchmark against peers, build a strategy and win buy-in – using our 360-degree Marketing Maturity Diagnostic, bespoke resources and tools.
- Develop a motivated, high-performing team – with events and exclusive training, equipping emerging marketing leaders to engage the wider business.
- Grow a supportive network of like-minded B2B marketing peers – in our roundtables, Leaders Forum, Best Practice Briefings and Panel discussions.

Propolis is designed for the way you really work, to help you find answers quickly and tackle the day-to-day challenges of B2B marketing life – by the people who know better than anyone what makes B2B unique.

b2bmarketing.net
propolis.b2bmarketing.net

info@b2bmarketing.net
+44 (0)20 7014 4920

B2B MARKETING PROPOLIS FROM B2B MARKETING

6sense

6sense is on a mission to revolutionise the way B2B organisations create revenue by predicting customers most likely to buy and recommending the best course of action to engage anonymous buying teams. 6sense Revenue AI™ is the only sales and marketing platform to unlock the ability to create, manage and convert high-quality pipeline to revenue. Customers report 2X increases in average contract value, 4X increases in win rate and a 20-40% reduction in time to close deals.

Know everything. Do anything®, with 6sense.

6sense

ABM Essentials Training

TRAINING
FROM B2B MARKETING

87% of marketers using ABM say it delivers the highest ROI in their mix.

Learn about (ABM) with Robert Norum: a powerful strategy that can help organisations enhance client relationships, build their reputation, and ultimately drive growth in revenue and opportunities.

Upcoming course date:

28 – 29 February 2024 | 2pm-5pm GMT / 9am–12pm EST

What you'll learn:

ABM Essentials does exactly what is said on the tin. It will give you a complete walk-through of all the fundamentals that you will need to get ABM embedded in your organisation's approach to marketing & sales.

- How to pitch ABM to your organisation, develop your strategy & messaging.
- How to get executive buy-in and sales engagement.
- How to segment and select accounts.
- The six-stage process for all three types of ABM.
- How to use research & insight effectively whilst measuring your ABM programme.

> *Great at explaining all aspects of ABM; Robert's practical knowledge gave insight onto how I can induct ABM into my business.*

> *I will now revise our current Account-based Marketing strategy and carry out our processes in a more structured way.*



Robert Norum

Demand Strategy & ABM Expert, B2B Marketing

Robert has over 30 years in B2B experience working in multiple industries for global brands. For the last 10 years, Robert has focused on crafting, implementing, and scaling ABM strategies, and since 2017, has successfully trained 750+ B2B marketers to do the same.

Learn more and book our next upcoming course at
www.b2bmarketing.net/course/abm-essentials/

PROPOLIS
FROM B2B MARKETING

CONTACT US

B2B Marketing
Westgate House
9 Holborn
London
EC1N 2LL

Tel: +44 (0)20 7014 4920
info@b2bmarketing.net
b2bmarketing.net/propolis

