

Case studies

5 great examples of ABM in action

 **B2B Marketing**
Insight · Development · Training · Events



How to use the innovation models?

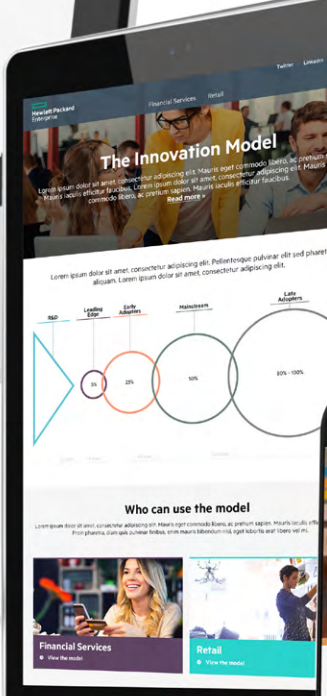
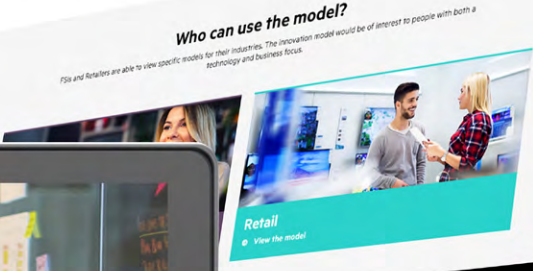
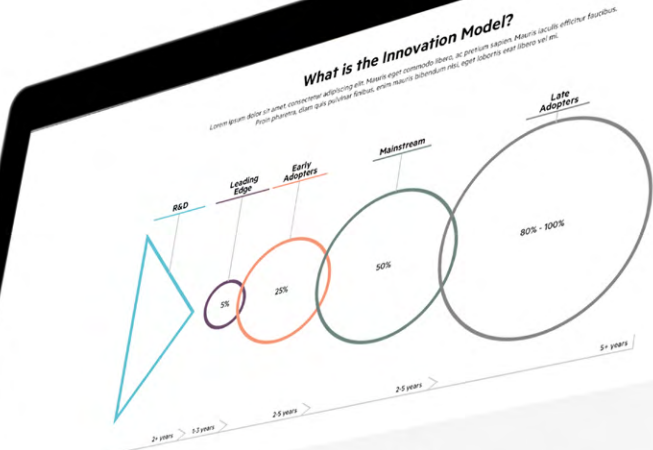
In a technology-driven world, it is vital for businesses to shape strategy and gain a deep understanding of what is technically possible. But deciding where to invest can be a daunting task given tight budgets and resources. Investing in new technology too early and you risk being on the 'bleeding edge'; investing too late and you risk your competitors stealing a march.

HPE created the HPE Innovation Model to help you navigate this challenge. The model outlines the extent to which technology-driven innovations have been adopted in your industry. Here's how the model works: It identifies the key technology megatrends: Cloud, AI, IoT, AR, VR, 5G, Data, Workplace & Mobile and Security. The model also looks at different business lenses examining the technology that can bring innovation in new areas of your business. There are distinct models for Retail and Financial Services, reflecting their unique characteristics.

The conceptual basis of the Innovation Model is drawn from the thinking of Clayton Christensen who pioneered analysis of how, why, and at what rate new ideas spread.

The model has been assembled by HPE business and technology experts who have created the Model through input from HPE's own R&D Labs, experience and discussions with start-ups, partners and industry SMEs.

In an increasingly competitive market and the high expectation of customers, it is time to determine how to grasp the opportunities presented by new technology.



Introduction

ABM is, by nature, a much more personal and targeted approach to marketing.

Every set of accounts will be unique, and the individuals and personas you're trying to reach will each have their own set of idiosyncrasies to be navigated.

So when you're on the hunt for ABM best practice, sometimes it can be difficult to work out exactly how to apply an example of best practice in your own organisation – particularly when the examples are often hypothetical.

We've pulled together the following five case studies – all shortlisted for the B2B Marketing Awards 2017 – to provide you with practical demonstrations of B2B brands who, with the support of their agencies, have created campaigns as part of their ABM programme that wowed prospects, positioned their brands as experts, and generated significant sales pipeline.

You'll learn from these campaigns:

- › How to target new prospects in unfamiliar industries, and position key individuals as subject-matter experts.
- › How ABM can be used to up- and cross-sell to existing accounts, and generate significant revenue.
- › How to use customer signals to refine the account selection process.
- › How to revise the perception of your brand among senior decision-makers, and deliver millions of pounds of closed business.
- › How co-creation partnerships can forge deeper relationships between marketer and prospect.

Targeting a new sector



Campaign:
FSI and retail connected

Client:
Hewlett Packard Enterprise

Agency:
McDonald Butler

About HPE

Hewlett Packard Enterprise (HPE) is both a disrupter and supporter within the tech industry. It provides its customers with the technological infrastructure to support their journey and transform industries. For the best part of a century, HPE has transitioned the technological platforms of organisations of all sizes – from monster enterprises to local start-ups.

The challenge

HPE wanted to go hunting in the notoriously competitive retail and financial services industries. It needed to cut through the deluge of marketing to start meaningful conversations with those who mattered. This meant constructing a compelling narrative to hook decision-makers, while bolstering its brand profile.

Why McDonald Butler?

HPE and McDonald Butler go way back, but HPE wanted to take its campaigns up a notch to drive deeper engagement across senior-level IT and lines of business, and raise marketing's contribution to the sales pipeline.

Objectives

The goal was to start new relationships with senior decision-makers across retail and financial services (FSI). This called for a sharp strategy consisting of the following elements:

- ▶ Creating a sector-specific 'why?' message to feed into each narrative.
- ▶ Using multiple channels to share valuable content with hard-to-reach targets.
- ▶ Personalising expert voices through the fluidity of social channels.
- ▶ Providing multiple platforms for engagement and interaction within the target community.
- ▶ Building pipeline and accelerating closed sales.

Target audience

Senior decision-makers in retail and financial services.

Solution

Phase 1. Research and insight

Foundation data: Deep profiles were built against the top 50 retail and FSI companies and the top influencers within each, then the database was created. McDonald Butler was already ahead of the game, having recently published the *Retail Influencer* report.

Messaging: Messaging workshops were held with senior stakeholders to fine-tune HPE's sector-specific value propositions.

Sales enablement: Ace-up-the-sleeve assets including playbooks and presentations were created for the sales team.

Phase 2. Digital and social engagement

Personal branding: A select few HPE employees were positioned as subject matter experts by optimising their online profiles to share newly-produced and third-party content.

HPE employees were positioned as subject matter experts by optimising their online profiles

Content creation: A hit blog series and some weighty thought-leadership reports were produced.

Digital engagement: A monthly email was sent to contacts providing a newsletter-style summary of the three most recent blogs. This drove further traffic while reinforcing the human aspect of the campaign.

LinkedIn Pulse: Networks were reached through the sectors' most popular social media channel, enabling HPE to adopt a voice that resonated.

Social communities: Communities were created and nurtured to serve each sector.

Internal employee advocacy: A weekly email was sent to the entire HPE team containing a link to the most recent blog for employees to share on their own social profiles. This opened up a new world of followers and



connections, driving traffic and creating buzz.

Digital innovation: The ground-breaking, interactive HPE Innovation Model website was developed to get people on board with its newly-created innovation model.

Phase 3. Face-to-face engagement

Supper clubs: A series of exclusive c-level roundtables were hosted in premier London venues, with high-

profile HPE experts leading discussions and networking opportunities. Topics ranged from the general regulation and compliance to the more technical APIs. Insights from the events were used to create bespoke whitepaper summaries and blogs.

National Retail Federation show NYC: 10 retail VIPs were invited to New York's NRF show, with flights, accommodation and itinerary taken care of. The programme took in the show along with a bespoke store tour and dinner evenings. This invaluable opportunity for

relationship building between HPE and retailers lasted four days.

Exploratory meetings: CTAs were seeded throughout most of the above, which led to a large number of successful initial sales meetings.

Timescales

- › Prior to January 2016: Initial database build and ongoing updates
- › January 2016: Content workshop and strategy
- › January 2016: Profile optimisations
- › January 2016: National Retail Federation 2016
- › January to March 2016: Insight profiles
- › February 2016-March 2017: Ongoing research, content production and reporting
- › 30 June 2016: Supper club one: Rethinking Regulation
- › 2 September 2016: Supper club two: Open for Business Growth
- › January 2017: National Retail Federation NYC
- › February 2017: Database updates.

Results

Targets were smashed beyond expectations, and the client was particularly happy with:

- › The financial results.
- › The success of the wider goals of the campaign, including elevating HPE individuals to subject matter experts and raising HPE's profile with key decision-makers.
- › McDonald Butler's smooth running of this mammoth integrated programme.

Headline results:

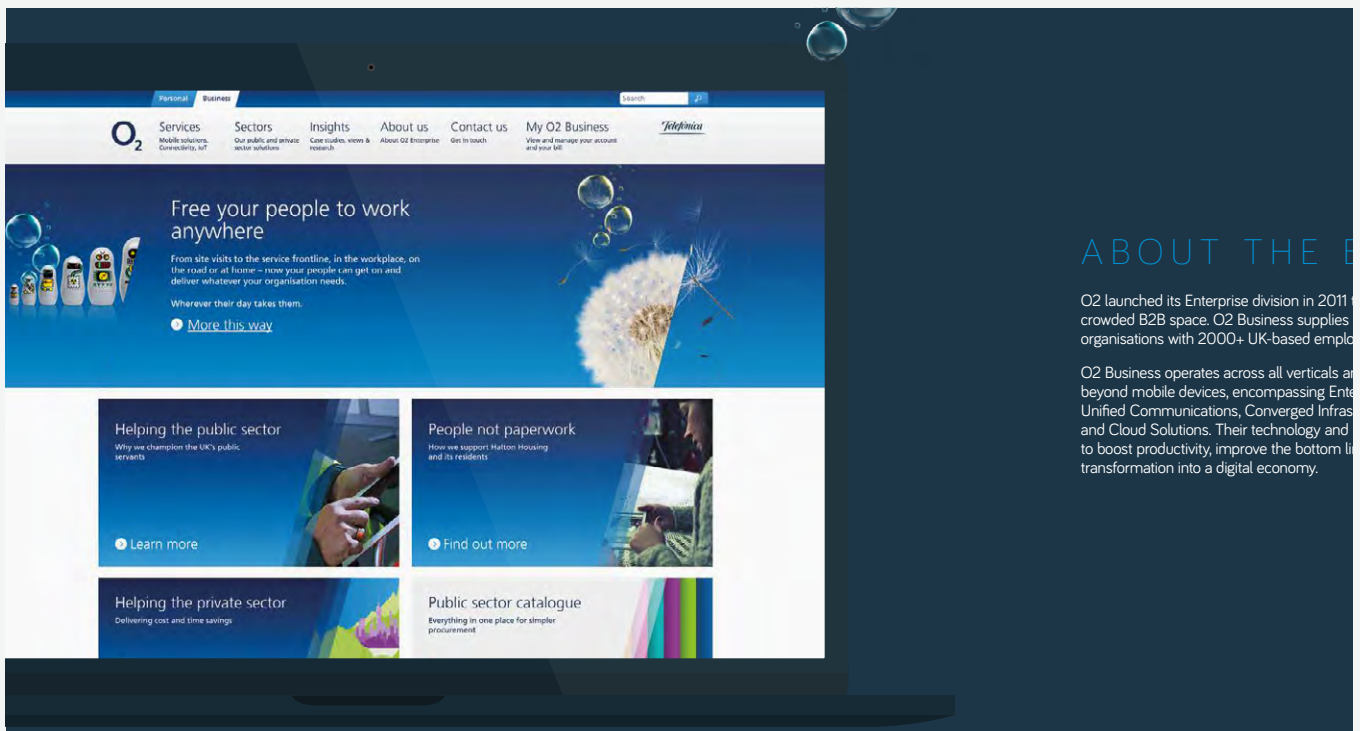
- › Pipeline of \$150m
- › Revenue wins so far of \$33m.

McDonald Butler has worked extensively over an extended period executing on an integrated marketing plan across my FSI and retail sectors. The team has great industry knowledge and has helped drive real intimacy with our key prospects through digital, social and account-based marketing, always with a focus on innovation in our messaging

Jeremy Suddards, VP industries, HPE



Repositioning the brand among decision-makers



ABOUT THE B

O2 launched its Enterprise division in 2011 to compete in the crowded B2B space. O2 Business supplies ICT services to enterprise organisations with 2000+ UK-based employees.

O2 Business operates across all verticals and beyond mobile devices, encompassing Enterprise Unified Communications, Converged Infrastructure and Cloud Solutions. Their technology and services are designed to boost productivity, improve the bottom line and transform organisations into a digital economy.

Campaign:
The ABM programme

Client:
O2 Business

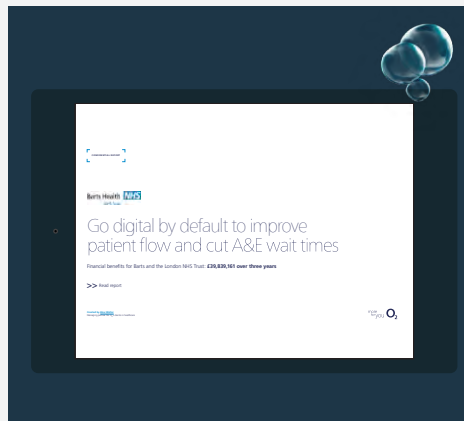
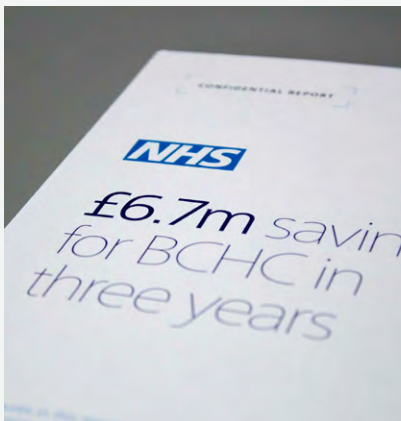
Agency:
The Marketing Practice

About O2 Business

O2 launched its enterprise division in 2011 to compete in the crowded B2B space. O2 Business supplies ICT services to enterprise organisations with 2000-plus UK-based employees, and the public sector. Operating across all verticals, its mobile, communications, infrastructure, security, IoT and cloud solutions are designed to boost productivity and improve the bottom line.

The challenge

O2 Business' day-to-day marketing wasn't resonating. Sales feedback showed that, despite having recently diversified its portfolio into ICT services, O2 continued to face low brand consideration beyond mobile. This made it tough to have meaningful conversations with c-level audiences. Marketing needed to recast its strategy to support sales in elevating O2's message to a senior audience, with the goal of growing existing accounts and winning new ones.



of industries, working together at every stage of the process, from developing the early account insights and messaging, to reviewing how each meeting went and agreeing a plan to close the deal.

Account nomination

Sales nominated their highest-priority accounts, where they could see real opportunity for growth but were struggling to have the right conversations. Once they discussed their nomination rationale and suitability with marketing, they completed an account insight form to capture their knowledge, account eligibility and the potential opportunity.

A series of sales and marketing workshops were used to discuss the details of the account insight, proposed approach, and messaging framework. Following these sessions, marketing conducted desk-based research on the account and industry to validate the workshop outputs.

Report development

If the report was too product-focused, it would have been written off as an ICT supplier conversation. To gain traction with this senior audience, the focus needed to be on strategic business priorities and commercial benefits.

Objectives

- › Optimise marketing investment by aligning sales and marketing efforts
- › Position O2 as a trusted partner and ICT provider
- › Go beyond existing relationships to generate board-level meetings
- › Develop a scalable approach that can be personalised, providing strong ROI.

Target audience

- › Private sector organisations with 2000-plus UK-based employees
- › Public sector organisations
- › Existing and prospective accounts

- › CXOs, board members and senior leadership.

Solution

The execution of the initiative had to stand out from conventional demand generation programmes run by established ICT vendors. With that in mind, O2 decided to lead with a bespoke report. It clearly outlined the projected savings for each organisation on the front cover.

The initiative was inspired by the 'challenger sale' methodology – a principle where the supplier takes control of the sales journey by showing the customer something new and tailoring the communication completely to their circumstances.

Marketing and sales generated a highly targeted list of organisations from a variety



With this in mind, O2 developed a calculation model, based on published CEBR (Centre for Economics and Business Research) findings. The company then used account and industry insight to create a savings projection for the target organisation. This was displayed on the cover of a personalised report. The inner pages explained in detail how the recipient could achieve that figure.

Sales were involved in the report development at every stage to ensure it reflected their account knowledge and they felt confident presenting the recommendations and methodology. Before final sign-off, sales completed a checklist to ensure all the details had been thoroughly checked by the individuals closest to the account.

A bespoke data build was completed for each account. Sales then selected the most relevant contacts to receive

the report, with guidance from marketing. Naturally, it was sent as a direct mail for maximum impact.

Deployment and lead generation

Briefing sessions were held between sales and a dedicated inside sales specialist to ensure a joined-up approach. Calling took place prior to the report landing to warm up PAs and identify any potential issues. After the DM had been sent, the dedicated caller followed up to organise face-to-face meetings.

Post-meeting, sales and marketing discussed next steps to support closing the deal. Marketing also provided social selling support by auditing sales' profiles and helping to position them as thought leaders. This was backed up with weekly social listening insights to inform social activity, helping portray O2 as a credible sector expert.

Timescales

2015: Campaign pilot launched within a single account

2016: Roll-out with further 10 strategic accounts

2017: Full programme secured following strong demand from sales. Some 40 accounts launched so far, with an additional 80 planned to launch by the end of the year.

Results

- › Seven figure value of closed business.
- › Seven figure value of pipeline.
- › Three figure number of opportunities.
- › New c-level contacts, including previously untouchable names.

We haven't seen traction like this before with any campaign. And we could measure this not only through the engagement rates, but the reaction our callers received when they spoke to our target accounts. It was one of shock – but also intrigue. How had we calculated these figures? Where did the insight come from? An incredible result.

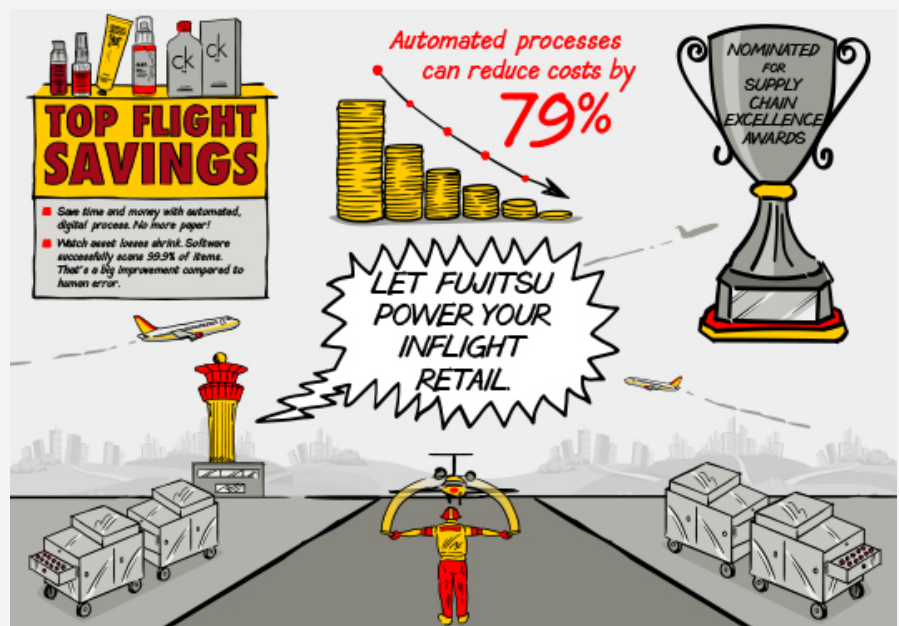
Billy D'Arcy, MD, enterprise and public sector business, O2

Moving beyond the sale to co-creation

Campaign:
Fresh thinking to unlock value

Client:
Fujitsu

Agency:
MomentumABM



About the client

Fujitsu is a Japanese multinational information technology equipment and services company. It chiefly makes computing products, but the company and its subsidiaries also offer products and services in personal and enterprise computing, as well as storage products, telecommunications, advanced microelectronics, and air conditioning.

Marketing problem

Fujitsu needed to grow its presence within key accounts such as its logistics client and present itself as an innovative and agile digital partner. This meant extending the strategic partnership beyond 'sell to' to become co-creators, developing joint propositions to transform markets.

Objectives

- › Integrate sales and marketing to deliver greater value to the client
- › Develop co-creation partnership with the client
- › Change the nature of the relationship from 'sell to' to 'sell through' and 'sell with'
- › Convert existing sales pipeline
- › Break into 'fortress' IT within the logistics company to grow sales pipeline.

Target audience

There were three target audiences within the logistics business:

- › The innovation team
- › Global business services (in which the IT team sits)
- › Supply chain services.

Solution

Co-created video

To support the collaborative 'Driver Drowsiness' project – which was part of the client's health and safety programme – MomentumABM created a series of videos featuring drivers wearing a Fujitsu FEELytm collar. The collar is designed to monitor the heart rate, vibrating when drowsiness is detected to alert the driver. The campaign video featured drivers, rather than company executives, talking about the initiative in order to encourage buy-in. Stills from the videos were turned into posters further underlining the collaboration between the two companies.

The roll up 2.0

Following its success in kick-starting collaboration in early 2016, the roll up map was updated and reused for a meeting in the US in September 2016. Rolled out during the meeting, it provided the context and impetus for a collaborative dialogue between the two organisations. Hand drawn in a deliberately informal style, the roll up inspires co-creation.

Timescales

The campaign took place from April to December 2016.

Results

MomentumABM's programme created a spirit of co-creation between Fujitsu and the client – achieving the goal of moving the relationship from 'sell to', not through or with. During the year, Fujitsu converted the existing sales pipeline and grew sales opportunities with key stakeholders.

Through its proof of concept model, Fujitsu successfully grew existing client-supplier deals and turned many into sustainable partnerships of equals. For example, Fujitsu turned a supplier relationship to support the client's police uniforms contract into a strategic partnership to develop wearable technology services supported by the IoT and RFID.

Other examples of co-creation included:

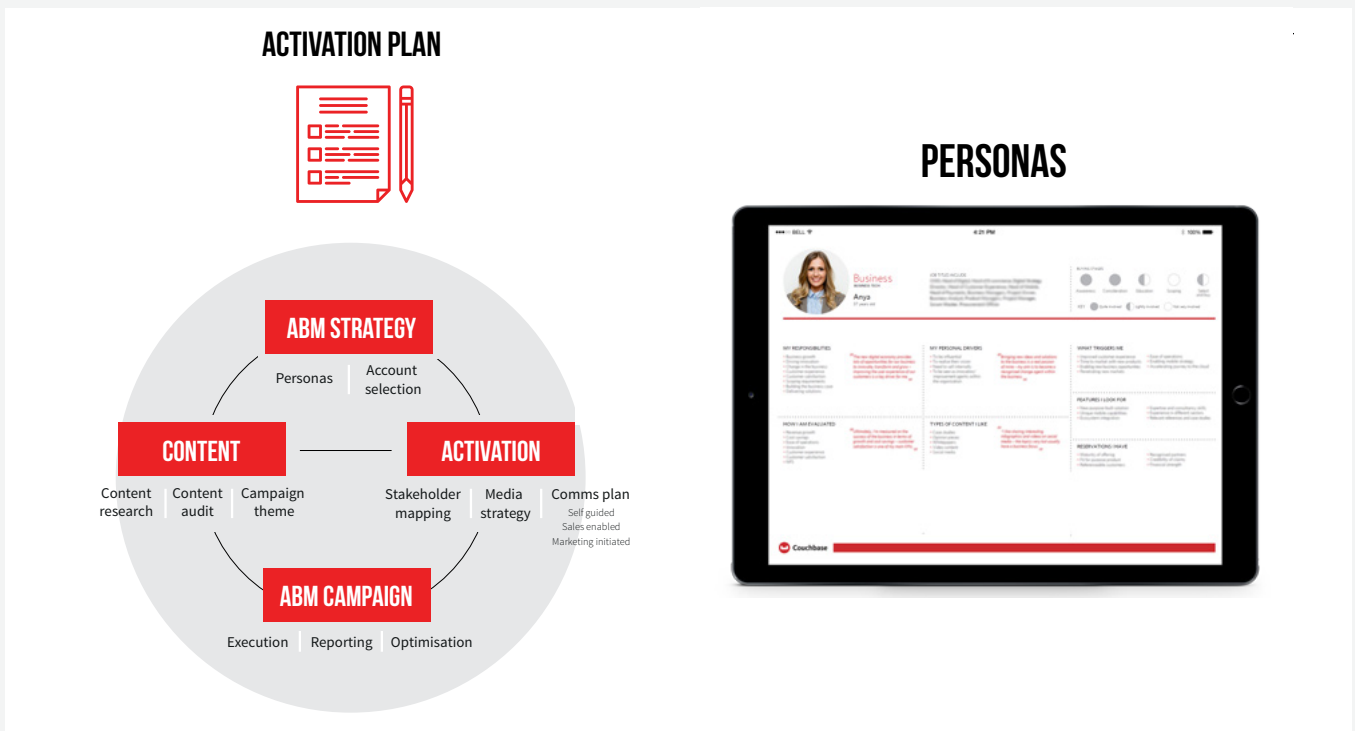
- ▶ A technology-led 'Driver Drowsiness' project that proved so successful that the logistics provider reused stills of the creative to launch a poster campaign aimed at its own staff.
- ▶ A re-architected process to replenish duty free flight trolleys that removed 20% of human capital costs.
- ▶ A 'Warehouse of the Future' project that introduced a technology solution to detect potential collisions between workers and forklift trucks in warehouses around the world.

Client testimonial

Momentum's approach to our challenge has been described as 'genius' on more than one occasion by the sales team and the client itself. It now considers us as part of the team. Internally, it became Fujitsu's very first 'Digital Hero' project

Val Risk, key account director, Fujitsu

Competing with more established rivals



Campaign:
Project focus

Client:
Couchbase

Agency:
Pulse

About Couchbase

Couchbase’s mission is to be the company that revolutionises digital innovation. To that end, it created a world first: the engagement database. Built on powerful NoSQL technology, the open source data platform includes Couchbase Server and Couchbase Mobile. The platform delivers rich and personalised customer experiences with unmatched agility and manageability.

Marketing problem

NoSQL has huge business benefits, but has traditionally been marketed to a niche, technically-minded audience. Couchbase had a handful of high-value customers, but a long list of customers with lower value. To increase the average order value (AOV) it needed to cross-sell and upsell into high-value existing customers, and also generate new accounts. However, Couchbase was competing with large heritage

SQL providers such as Oracle, as well as more established NoSQL companies. It's a tough space when you're relatively unknown.



Objectives

ABM was on Couchbase's radar for big accounts. Pulse knew this was a good starting point, but suggested a much deeper level of insight was needed to generate new customers. So it nailed down a few clear objectives:

- › Build a campaign to help Couchbase compete with more established rivals.
- › Expand Couchbase's niche, technical target to also hunt for broader strategic IT and business markets.
- › Clarify Couchbase's existing tech-heavy content to appeal to a more strategic, high-value audience.
- › Build an account hit list with deep data insights, including the right people within them.
- › Understand the content consumption habits of those targeted and find a suitable voice.
- › Devise an activation plan to deliver the right content to the right person at the right time.

A one-to-many ABM approach was identified as a means of laying the

foundations. These will support an ongoing, targeted ABM strategy, and be repurposed (if necessary) for a vertical approach or to fit the high-value customers.

Target audience

Senior decision-makers in large enterprises.

Solution

Account segmentation

A list of ideal accounts was compiled by Couchbase's sales team. Pulse then combined Couch's predictive analytics (powered by Infer) with a new intent engine (Bombora) to add another layer of intelligence. Using keyword lists for Bombora alongside Infer's propensity to buy models, Pulse created a bespoke account segmentation, ranking all of Couchbase's identified accounts, while highlighting new accounts.

Personas

Workshops were run with Couchbase's customer-facing employees to help Pulse understand the roles, painpoints, buying cycle relevance and content preferences of each function in the decision-making

unit (DMU). This information was supplemented with data generated from Couchbase's CRM, as well as manual and automated social listening against target.

Content research

The intent data on accounts was highly active around certain keywords. Social persona data and search-based volume data was added to create a robust content research document. This removed the gut feel from content creation and informed Couchbase of exactly the right type to produce for each persona within identified accounts – as well as where and when to deliver it.

With this information, a content audit was conducted to review existing assets by persona, buying stage, and painpoint. Existing content consumption data was also discovered on Couchbase's CRM.

Activation plan

Persona-led activation plans were made for the content produced.

After programmes were run, Pulse was able to see whether its account selection models were accurate, and could refine accordingly. Every body of work was linked, no data point was ignored and everything was questioned.

Timescales

The campaign started in January 2017 and is still active but all above work has been completed.

Results

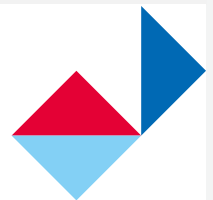
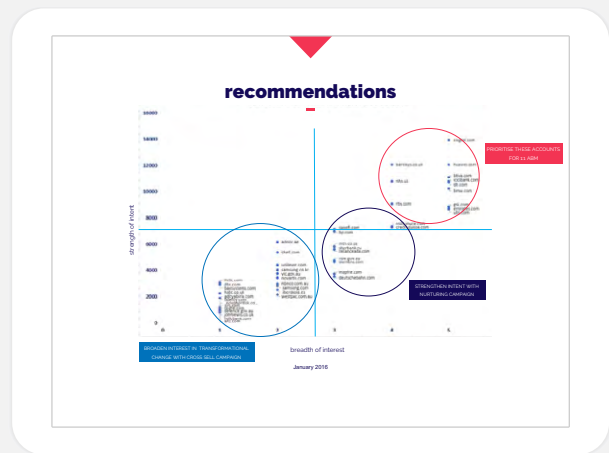
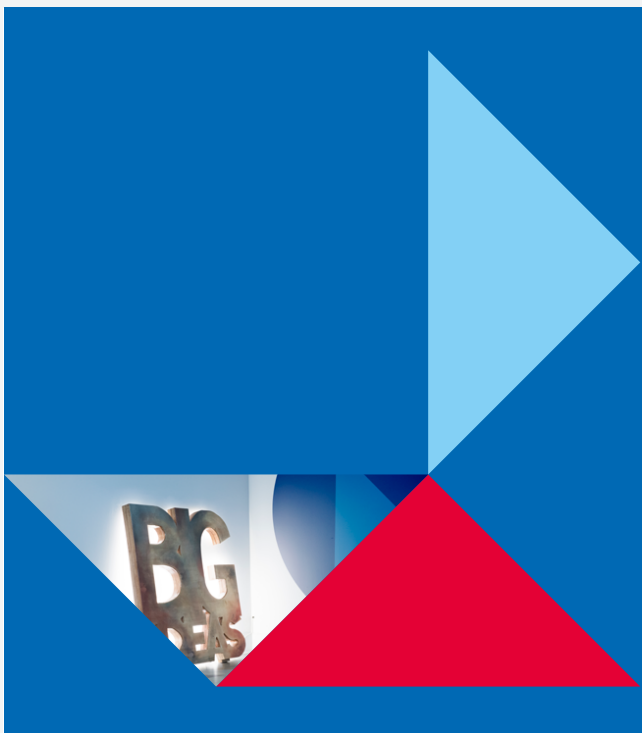
Couchbase has experienced excellent account-level engagement. Detailed reporting shows the accounts that are engaged, whether they are new or existing Couchbase accounts, and their relevant account score. A seven figure sum of sales pipeline has been generated so far, with phase two of account acceleration for engaged accounts imminent.

Testimonial

To date, we have pulled together some very detailed reporting to show which accounts are engaging, where those accounts were originally (new or existing Couchbase accounts) and their relevant account score. We have so far generated \$1.5 million worth of sales pipeline and are now moving into phase two of account acceleration for those highly engaged accounts

Luke Whitehead, EMEA marketing director, Couchbase

Reading signals in the marketplace



Campaign:
Signal from the noise

Client:
Oracle

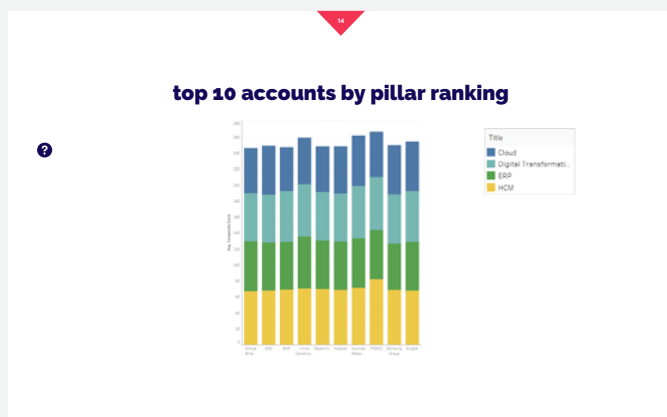
Agency:
MomentumABM

About Oracle

Oracle is a multinational computer technology corporation. It specialises primarily in developing and marketing database software and technology, cloud engineered systems and enterprise software products. The company also develops and builds tools for a range of database development and systems.

Marketing problem

As one of the first organisations to harness it, Oracle is something of an ABM pioneer. Its next challenge was to ensure that its sales and marketing efforts were directed towards the prospects with the most potential, not those with the loudest or most persuasive account teams. To do that, Oracle needed even more sophisticated customer behaviour signals.



Objectives

Oracle wanted to fine tune its account selection – to further understand where there was most interest, who to approach and when to approach them.

Target

Oracle has 105 key accounts in EMEA and a further 400 lead accounts. The intent data project, run with MomentumABM, focused on all 505, looking to identify likely pre-sales behaviour and the most appropriate influencers and decision-makers within those accounts to target.

Solution

With MomentumABM’s help and expertise, Oracle was able to transform

the techniques it applied to account insights. Using intent data, it sought to:

- › Create a real-time view of its prospects and their online activities.
- › Prioritise accounts by likely impact.
- › Identify accounts with the likelihood of larger deals.
- › Better allocate resources.
- › Identify multiple areas of interest within a single account that can be turned into a single, high-value proposition.
- › Make best use of marketing assets by signalling early interest to sales account teams and matching that interest with pre-existing material from the assets library.

Intent data

Intent combines internal and external data to shine a light on account behaviour early in the buying cycle. External data – often referred to as third-party data – draws on activity across thousands of publisher and social network end points. Collected at IP level and enriched through user registration or cookie data, activity monitored includes browsing, downloads, video views and search queries. Internal data is data collected on a vendor-owned website or social media feed. External data is considered more valuable because it’s likely to detect activity earlier in the buying cycle. A would-be purchaser is more likely to investigate a topic on a third-party website before narrowing their investigation on a vendor website. By detecting intent at the earliest possible stage, a vendor is able to beat the market.

which companies are in-market?

The future of intent and ABM is likely to mean:

- Enriching account data with external data such as growth rates, funding information, credit risk data and technographic data indicating what technologies they are using.
- Applying modelling techniques to create predictive prototypes for scoring customers and prospects based on how likely they are to buy and when.
- Making predictive scores and account-level insights/data available in real-time to ad platforms, marketing automation systems and CRM systems.



Oracle's lead scoring methodology

- › All EMEA and APAC accounts with the strongest intent against their breadth of interests identified as opportunities for transformational deals.
- › Top 25 accounts plotted against each transformational theme: digital, cloud, and ERP.

Since all key accounts show some intent in every transformational theme, this methodology identifies those accounts that are showing the most intent across one or more transformational themes.

Timescales

April 2016 – March 2017

Results

Through its ground-breaking work with MomentumABM, Oracle transformed its account insights and used intent to create a real-time view of its prospects and their online activity. As a result, it was able to instantly pinpoint 'in market' opportunities, prioritise accounts and identify those with the likelihood of larger deals.

- › Real-time identification of accounts 'in market'
- › Shortened time to pipeline
- › Early identification of hundreds of transformational opportunities
- › Opportunities including a single deal worth a nine-figure sum
- › Increased opportunity win rate
- › Increased pipeline visibility.

The impact intent data had on Oracle's B2B marketing is perhaps best told through its relationship with one of the world's largest banks. Thanks to intent signals, MomentumABM flagged up the bank's interest in technology deployment seven months prior to an RFP, opening up a huge sales pipeline and giving Oracle first-mover advantage.

The use of intent data meant Oracle could get in front of the right people months before the bank published its RFP. In addition, the use of intent data meant Oracle understood the topics that interested key influencers and decision-makers within the bank. This intelligence provided perfect conversation-starters and inspired the creation of relevant assets.

Client testimonial

MomentumABM encouraged us to use intent data as part of our enterprise marketing strategy in order to better understand our customers and spot behavioural trends much earlier in the buying lifecycle. By any measure it has proved an outstanding success

Jacqueline Gummer,
marketing director, Oracle

About B2B Marketing

About B2B Marketing Head-Start

Our latest way to help B2B marketers deliver results, Head-Start, is an advisory service for businesses in the early stages of ABM deployment.

It ensures they have the right skills, processes and structures in place to launch a pilot with the best chances of success, and be in the best position to scale once the time is right.

This is achieved through a timely blend of playbooks, templates, training and regular advice all built around personalised ABM roadmaps, as defined through our readiness assessment programme.

Ready to take the risk out of your ABM journey? Contact our enterprise client solutions team on 020 7014 4920 or email enterprise@b2bmarketing.net.

About B2B Marketing

Established more than 12 years ago, we are the number one go-to resource for B2B marketers across the globe.

Through our content hub and professional development services – including events, training and networking – B2B Marketing users are empowered with the tools, insight and inspiration they need.

Our promise to you

Things change fast in B2B and staying on top of these changes can be a full-time job. So, we do that job for you.

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- › Bespoke training for marketing teams (UK only).
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