



# Account-Based Marketing

for  
**dummies**<sup>®</sup>  
A Wiley Brand

by Sangram Vajre

for  
**dummies**<sup>®</sup>  
A Wiley Brand

# Contents at a Glance

<b>Foreword</b> .....	xvii
<b>Introduction</b> .....	1
<b>Part 1: Getting Started with Account-Based Marketing</b> ....	7
CHAPTER 1: Introducing the Basics of Account-Based Marketing .....	9
CHAPTER 2: Making the Case for Account-Based Marketing .....	19
CHAPTER 3: Aligning Sales and Marketing .....	31
CHAPTER 4: Selecting Tools .....	45
<b>Part 2: Identifying Accounts for Marketing</b> .....	67
CHAPTER 5: Targeting Your Best-Fit Accounts .....	69
CHAPTER 6: Fueling the Account-Based Marketing Engine .....	81
CHAPTER 7: Qualifying Your Target Accounts .....	99
<b>Part 3: Expanding Contacts Into Accounts</b> .....	111
CHAPTER 8: Reaching the Right People in Target Accounts .....	113
CHAPTER 9: Using Marketing Automation for Your Account Strategy .....	125
CHAPTER 10: Distilling the Key Roles of “Smarketing” .....	141
<b>Part 4: Engaging Accounts on Their Terms</b> .....	155
CHAPTER 11: Generating Velocity for Sales .....	157
CHAPTER 12: Personalizing the Buyer’s Channel .....	171
CHAPTER 13: Developing Content for Campaigns .....	191
CHAPTER 14: Executing ABM: A Playbook .....	215
<b>Part 5: Turning Customers Into Advocates</b> .....	237
CHAPTER 15: Elevating the Buyer to Customer Journey .....	239
CHAPTER 16: Valuing Customer Advocacy .....	249
CHAPTER 17: Aligning Marketing, Sales, and Customer Success .....	267
<b>Part 6: Putting It All Together</b> .....	283
CHAPTER 18: Measuring the Success of Campaigns .....	285
CHAPTER 19: Tracking Metrics for Every Account .....	301

<b>Part 7: The Part of Tens</b> .....	311
CHAPTER 20: Ten Reasons B2B Companies Need Account-Based Marketing.....	313
CHAPTER 21: Ten Obstacles Facing Account-Based Marketing.....	319
CHAPTER 22: Ten Account-Based Marketing Blogs to Read.....	325
CHAPTER 23: Ten ABM Thought Leaders to Follow.....	331
<b>Index</b> .....	337

# Table of Contents

<b>FOREWORD</b> .....	xvii
<b>INTRODUCTION</b> .....	1
About This Book .....	2
Foolish Assumptions .....	2
Icons Used in This Book .....	4
Beyond the Book .....	4
Where to Go from Here .....	5
<b>PART 1: GETTING STARTED WITH ACCOUNT-BASED MARKETING</b> .....	7
<b>CHAPTER 1: Introducing the Basics of Account-Based Marketing</b> .....	9
Defining Account-Based Marketing .....	10
Pouring leads into the funnel .....	10
Moving away from lead-based marketing .....	12
Flipping the Funnel .....	14
Identifying your best-fit contacts .....	15
Expanding contacts into accounts .....	16
Engaging accounts on their terms .....	16
Creating customer advocates .....	17
<b>CHAPTER 2: Making the Case for Account-Based Marketing</b> ...	19
Understanding Why B2B Companies Need Account-Based Marketing .....	20
Measuring leads is no longer enough .....	22
Maximizing your marketing efforts .....	22
Starting the Conversation about ABM .....	23
Investing your resources the right way .....	23
Supporting sales productivity .....	23
Influencing customer sentiment .....	26
Driving More Revenue from Account-Based Marketing .....	28
Generating qualified opportunities .....	29
Closing more new business .....	29
Preventing customer churn .....	30
<b>CHAPTER 3: Aligning Sales and Marketing</b> .....	31
Setting the Right Marketing Goals .....	32
Changing the B2B game .....	33
Creating a message that works for sales .....	35

Driving Revenue through Teamwork . . . . .	36
Selling the dream. . . . .	37
Building your “A” team . . . . .	38
Renewing the Vows between Marketing and Sales . . . . .	40
Connecting to marketing . . . . .	41
Talking to your sales team . . . . .	41
Setting realistic expectations. . . . .	42
Playing to your strengths . . . . .	44
<b>CHAPTER 4: Selecting Tools . . . . .</b>	<b>45</b>
Understanding Marketing Technology. . . . .	46
Determining your MarTech needs . . . . .	46
Assessing your resources. . . . .	48
Building a MarTech Stack . . . . .	48
Defining your digital presence. . . . .	54
Setting Up Your Platforms . . . . .	54
Integrating your software. . . . .	54
Managing ABM tools. . . . .	56
Tying everything back to an account . . . . .	57
Types of Marketing Activities . . . . .	58
Advertising . . . . .	58
Social . . . . .	59
Events . . . . .	59
Direct mail . . . . .	60
Content . . . . .	61
Webinars. . . . .	63
Email . . . . .	64
Calls . . . . .	66
<b>PART 2: IDENTIFYING ACCOUNTS FOR MARKETING . . . . .</b>	<b>67</b>
<b>CHAPTER 5: Targeting Your Best-Fit Accounts . . . . .</b>	<b>69</b>
Focusing on the Right Market . . . . .	70
Specifying the industry . . . . .	70
Sizing the company . . . . .	71
Segmenting by industry and company size . . . . .	71
Creating an Ideal Customer Profile. . . . .	72
Determining your ICP . . . . .	73
Crafting personas . . . . .	74
Understanding personas’ motivations . . . . .	75
Making a Value Proposition . . . . .	76
Differentiating value based on roles . . . . .	76
Tailoring your message. . . . .	76
Remembering everyone is different. . . . .	76

Building Your List of Target Accounts . . . . .	77
Starting with a tiered list of companies . . . . .	77
Applying your ICP to the company list . . . . .	78
Laser-focusing on best-fit . . . . .	80
Prospecting within accounts . . . . .	80
<b>CHAPTER 6: Fueling the Account-Based Marketing Engine . . . . .</b>	<b>81</b>
Managing Your Existing CRM Data . . . . .	82
Leveraging your customer data . . . . .	82
Comparing customers with your ICP . . . . .	84
Figuring out what you can use . . . . .	84
Obtaining New Data on Target Accounts . . . . .	84
Gathering the right data . . . . .	85
Acquiring correct company information . . . . .	85
Finding the right people in those companies . . . . .	87
Utilizing predictive analytics . . . . .	89
Creating New Accounts . . . . .	91
Completing a full profile . . . . .	92
Avoiding duplicate accounts . . . . .	92
Assigning new accounts to owners . . . . .	94
Protecting Data Quality . . . . .	95
Profiling your data records . . . . .	96
Determining whether your data is bad . . . . .	97
Updating account information . . . . .	98
<b>CHAPTER 7: Qualifying Your Target Accounts . . . . .</b>	<b>99</b>
Gauging Interest . . . . .	100
Comparing inbound and outbound activities . . . . .	100
Discovering BANT . . . . .	100
Asking the right qualification questions . . . . .	101
Intending to buy . . . . .	103
Converting Accounts to Opportunities . . . . .	104
Nurturing or converting . . . . .	104
Monitoring activities for buying signals . . . . .	104
Triggering at the right time . . . . .	105
Communicating with your accounts . . . . .	106
Qualifying a Revenue Opportunity . . . . .	106
Examining the account's journey . . . . .	107
Agreeing on sales-ready opportunities . . . . .	108
Building a full view of an account . . . . .	109
Finding multiple opportunities within one account . . . . .	109

<b>PART 3: EXPANDING CONTACTS INTO ACCOUNTS</b> . . . . .	111
<b>CHAPTER 8: Reaching the Right People in Target Accounts</b> . . . . .	113
Preparing Your Account-Specific Plan . . . . .	114
Finding the right stakeholders. . . . .	114
Enabling your champion. . . . .	117
Pointing out potential detractors . . . . .	118
Discovering your power sponsor . . . . .	118
Using Tools for Expansion . . . . .	119
Selecting the right software . . . . .	119
Avoiding manual data entry. . . . .	121
Continuing to expand accounts. . . . .	121
Adding Contacts to an Account . . . . .	121
Appending more contact data to accounts . . . . .	122
Writing out your organizational chart . . . . .	122
Working with new contacts during the sales process . . . . .	123
Identifying buying centers . . . . .	123
<b>CHAPTER 9: Using Marketing Automation for Your Account Strategy</b> . . . . .	125
Strategizing Your Expansion Tactics . . . . .	126
Nurturing for inbound vs. outbound . . . . .	126
Monitoring marketing activities. . . . .	130
Filtering for the right contacts . . . . .	131
Advancing from initial touch to account nurture . . . . .	134
Learning the Fundamentals of Scoring and Grading . . . . .	135
Scoring based on activities. . . . .	135
Combining scores for a single account . . . . .	137
Grading based on best fit. . . . .	137
Flowing Data Back into Your CRM. . . . .	138
Integrating your platforms. . . . .	139
Assigning tasks and follow-up . . . . .	139
Determining the next steps . . . . .	140
<b>CHAPTER 10: Distilling the Key Roles of “Smarketing”</b> . . . . .	141
Making Sales Your Marketing Team’s Number 1 Customer . . . . .	142
Reestablishing marketing’s mission . . . . .	142
Finding urgency among your accounts . . . . .	143
Providing air cover throughout the sales process . . . . .	144
Benefitting from “Smarketing” Alignment . . . . .	146
Going for your goals together . . . . .	146
Targeting accounts across all stages . . . . .	148
Lining up your pipeline. . . . .	150
Banking on Your Strengths . . . . .	150
Creating a sustainable process . . . . .	151
Serving and selling. . . . .	153
Greasing the wheel to revenue . . . . .	153

<b>PART 4: ENGAGING ACCOUNTS ON THEIR TERMS</b> .....	155
<b>CHAPTER 11: Generating Velocity for Sales</b> .....	157
Accelerating Your Pipeline from Click to Close .....	158
Launching a pipeline acceleration campaign .....	158
Executing with your sales team.....	160
Focusing on the right deals .....	161
Advancing Opportunities to Closed-Won Deals .....	163
Nurturing throughout the buying process.....	164
Selling value, not product features.....	164
Converting opportunities .....	165
Growing Revenue Using ABM .....	166
Creating clear metrics.....	167
Linking your ABM strategy to revenue.....	167
Turning opportunities into deals: a case study.....	168
<b>CHAPTER 12: Personalizing the Buyer’s Channel</b> .....	171
Mobilizing Your Message .....	172
Working outside of business hours .....	172
Networking in-person and online.....	174
Ensuring your message resonates .....	176
Advertising on the Right Platforms.....	177
Building your advertising campaigns .....	178
Pushing the envelope .....	181
Changing your message at every stage .....	183
Automating stage-based advertising for every opportunity.....	185
Launching form-free .....	186
Engaging on Social Media.....	187
Connecting with your contacts .....	187
Following accounts .....	189
Sponsoring posts.....	190
<b>CHAPTER 13: Developing Content for Campaigns</b> .....	191
Creating a Content Library.....	192
Storytelling and its importance .....	197
Taking an ABM lens to your content.....	199
Producing content by industry vertical .....	200
Basing content on personas .....	201
Humanizing Content.....	204
Demonstrating thought leadership .....	205
Addressing wants, needs, and pain points .....	206
Personalizing your message .....	207
Developing a brand identity.....	207



Reaching Through Technology . . . . .	209
Employing a content strategy . . . . .	209
Delivering content on the right channel. . . . .	212
Cross-promoting your content . . . . .	212
Measuring your content's effectiveness. . . . .	213
<b>CHAPTER 14: Executing ABM: A Playbook . . . . .</b>	<b>215</b>
Centering a Strategy . . . . .	216
Listing your accounts . . . . .	218
Progressing accounts to the next stage. . . . .	219
Planning your tactics and activities. . . . .	221
Coordinating Your Efforts. . . . .	231
Strategizing your content . . . . .	231
Launching advertising campaigns. . . . .	232
Assigning "smarketing" tasks. . . . .	233
Ranking Your "Smarketing" Success . . . . .	235
Winning with new revenue. . . . .	235
Learning from mistakes and opportunities. . . . .	236
Brainstorming new ideas . . . . .	236
<b>PART 5: TURNING CUSTOMERS INTO ADVOCATES . . . . .</b>	<b>237</b>
<b>CHAPTER 15: Elevating the Buyer to Customer Journey . . . . .</b>	<b>239</b>
Prospecting to Contacts . . . . .	240
Furthering opportunities through the pipeline. . . . .	241
Closing the deal . . . . .	241
Establishing a Customer Journey . . . . .	242
Adopting your technology . . . . .	242
Engaging end-users. . . . .	244
Continuing education . . . . .	245
Selling to Existing Customers. . . . .	245
Landing and expanding accounts . . . . .	246
Cross-selling in the account. . . . .	247
Upselling new or upgraded products. . . . .	248
<b>CHAPTER 16: Valuing Customer Advocacy . . . . .</b>	<b>249</b>
The Rising Influence of the Customer Voice . . . . .	250
Providing customer joy. . . . .	250
Surprising your clients . . . . .	251
Establishing relationships . . . . .	252
Making Your Customers Your Marketers. . . . .	254
Getting your customers talking . . . . .	254
Interviewing your customers. . . . .	257
Driving referrals and references . . . . .	259
Reaching new contacts. . . . .	261

Event marketing with your clients . . . . .	261
Building buzz . . . . .	262
Engineering Product Development . . . . .	263
Reviewing your existing product . . . . .	263
Asking for input on your product roadmap . . . . .	264
Factoring in feedback . . . . .	265
<b>CHAPTER 17: Aligning Marketing, Sales, and Customer Success . . . . .</b>	<b>267</b>
Nurturing Never Stops . . . . .	268
Advertising to your customers . . . . .	268
Advocating for your users . . . . .	269
Promoting customer content . . . . .	270
Collaborating with Customer Success . . . . .	272
Thinking of customers as prospects . . . . .	272
Producing effective customer case studies . . . . .	274
Sharing best practices . . . . .	276
Planning Your User Conference . . . . .	276
Picking the right venue . . . . .	277
Treating your clients like VIPs . . . . .	277
Programming the best content . . . . .	279
Partnering with sponsors . . . . .	279
Announcing new product developments . . . . .	282
<b>PART 6: PUTTING IT ALL TOGETHER . . . . .</b>	<b>283</b>
<b>CHAPTER 18: Measuring the Success of Campaigns . . . . .</b>	<b>285</b>
Setting Key Performance Indicators . . . . .	286
Attributing metrics at the account level . . . . .	287
Comparing cost per click . . . . .	291
Showing impressions . . . . .	292
Expanding your audience . . . . .	293
Engaging accounts . . . . .	294
Testing Your Campaigns . . . . .	295
A/B creative testing . . . . .	295
Trying new content . . . . .	296
Combining your offers . . . . .	297
Knowing You Aren't Wasting Money . . . . .	297
Budgeting the right amounts . . . . .	298
Attributing advertising spend to revenue . . . . .	298
Showing engagement in the buyer journey . . . . .	299

<b>CHAPTER 19: Tracking Metrics for Every Account</b> .....	301
Ongoing Account Maintenance.....	302
Delivering reports and results.....	302
Creating a review process.....	304
Executing on tasks.....	305
Gauging Potential Opportunities.....	306
Limiting the margin for error.....	306
Anticipating future needs.....	307
Building an engagement report.....	307
Providing Value Add.....	308
Living up to expectations.....	308
Continuing to improve.....	309
<b>PART 7: THE PART OF TENS</b> .....	311
<b>CHAPTER 20: Ten Reasons B2B Companies Need Account-Based Marketing</b> .....	313
Doing the Math.....	314
Needing a Strategy.....	314
Focusing on Sales Productivity.....	315
Utilizing Your Technology Stack.....	315
Prioritizing Tech Investments.....	315
Building New Skills.....	316
Leveraging Customer Experience.....	317
Treating Clients Differently.....	317
Developing ABM Relationships.....	318
Measuring More Than Leads.....	318
<b>CHAPTER 21: Ten Obstacles Facing Account-Based Marketing</b> .....	319
Measuring Leads as Success.....	320
Blasting Emails Too Quickly.....	320
Expecting to Engage Every Time.....	320
Relying on Marketing to Do It All.....	321
Sending All Leads to Sales.....	321
Asking for More Leads.....	322
Not Paying Attention to Customer Retention.....	323
Forgetting About Your Customer Advocates.....	323
Selling Instead of Serving.....	323
Changing the C-Suite’s Assumptions.....	324

<b>CHAPTER 22: Ten Account-Based Marketing Blogs to Read</b> . . . . .	325
MarketingProfs . . . . .	325
ClickZ . . . . .	326
Funnelholic . . . . .	326
Business2Community . . . . .	327
CustomerThink . . . . .	327
MediaPost . . . . .	327
Heinz Marketing . . . . .	328
Chief MarTec . . . . .	328
MarketingLand . . . . .	329
MarTech Advisor . . . . .	329
<b>CHAPTER 23: Ten ABM Thought Leaders to Follow</b> . . . . .	331
Jill Rowley . . . . .	331
David Raab . . . . .	332
Craig Rosenberg . . . . .	332
Jon Miller . . . . .	333
Chris Engman . . . . .	333
Ann Handley . . . . .	333
Matt Heinz . . . . .	334
Megan Heuer . . . . .	334
Scott Brinker . . . . .	335
Jim Williams . . . . .	335
<b>INDEX</b> . . . . .	337