Optimizing ABM’s Impact: Priorities for 2018 and Beyond

Dave Munn  President, ITSMA

#OptimizingABM
About ITSMA And ABM Leadership Alliance

ITSMA

Research
Education
Advisory
Community
Get Social

#OptimizingABM

@ABMLA1

@ITSMA_B2B
The incredible rise of account-based marketing
Why ABM?

✓ Buyers demand relevance
✓ Improved ability to target
✓ Available tools and technologies
✓ It works!

87% of companies say ABM delivers higher ROI than other types of marketing (N=55)

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
As ABM has taken off, three distinct types have emerged

- **One-to-One ABM**: Creating and executing highly-customized programs for individual accounts.
- **One-to-Few ABM**: Creating and executing lightly-customized programs for clusters of accounts with similar issues and needs.
- **One-to-Many ABM**: Leveraging technology to tailor and personalize marketing campaigns for specific, named accounts at scale.

Source: ITSMA
ABM’s Next Move: Moving to a Blended Approach

One-to-One ABM
- Growth, innovation, and advocacy with key accounts

One-to-Few ABM
- Extended coverage with top and second tier

One-to-Many ABM
- Broad coverage across new and existing segments

Source: ITSMA
The Great ABM Opportunity

• Drive the Three R’s of strategic marketing
• Close the marketing-sales divide
• Accelerate key customer initiatives
• Elevate the role of marketing
AGENDA

- 9:00 AM−9:15 AM  Welcome—Dave Munn, ITSMA
- 9:15 AM−10:00 AM  Optimizing ABM Investment: The Case for a Blended Approach  Jessica Fewless, Demandbase & Rob Leavitt, ITSMA
- 10:00 AM−10:30 AM  Measuring and Communicating ABM Success  Erica Short & Patricia Rollins, CA Technologies
- 10:30 AM−11:00 AM  Selecting and Segmenting Target Accounts  Rudy Dillenseger, Microsoft
- 11:00 AM−11:45 AM  Designing and Managing Campaigns  Mat Rider, MongoDB & Scott Sobers, Teradata
- 11:45 AM−1:00 PM  Lunch and Birds of a Feather Discussions
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00 PM−1:30 PM</td>
<td>Leveraging Personalization to Get Results</td>
<td>Chris Bondhus, Brightcove</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rose Morabito, Brightcove</td>
</tr>
<tr>
<td>1:30 PM−2:00 PM</td>
<td>Partnering with Sales</td>
<td>Amy Holtzman, Splash</td>
</tr>
<tr>
<td>2:00 PM−2:45 PM</td>
<td>Broadening and Deepening Your ABM Program</td>
<td>Amy Craven, SAP</td>
</tr>
<tr>
<td>2:45 PM−3:30 PM</td>
<td>Wrap up/Closing Session</td>
<td>Jessica Fewless, Demandbase &amp; Rob Leavitt, ITSMA</td>
</tr>
</tbody>
</table>
Thank You!

David C. Munn
President & CEO
ITSMA
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+1 781 862 8500, x117
@davidcmunn
Optimizing ABM: Moving to a Blended Approach

Rob Leavitt  Senior Vice President, ITSMA
Jessica Fewless  Vice President, ABM Strategy & Field Marketing, Demandbase
Where are we now?
What’s Your ABM Story?
Understanding the three types of ABM today

- **One-to-One ABM**
  - 5–50 Accounts
  - Focus on existing key accounts
  - Deep dive account research
  - Highly customized programs for each account
  - Integration with account plans

- **One-to-Few ABM**
  - Clusters of 5–15 accounts each
  - Focus on new and existing key accounts with similar issues
  - Deep dive cluster research
  - Highly focused programs with modest personalization

- **One-to-Many ABM**
  - 100s of accounts
  - Focus on relevant new accounts
  - Market and account intelligence
  - Broad programs with light personalization
  - Technology investment for scale

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
All three types are generating great success

87% of companies say ABM delivers higher ROI than other types of marketing (N=55)

One-to-One ABM 91%
One-to-Few ABM 91%
One-to-Many ABM 76%

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
The benefits of ABM extend across all of marketing, and beyond

The principles of ABM are influencing the way we do all our marketing today

<table>
<thead>
<tr>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>43</td>
<td>72%</td>
</tr>
</tbody>
</table>

ABM is playing a major role in making our entire company more customer centric

<table>
<thead>
<tr>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>26</td>
<td>58%</td>
</tr>
</tbody>
</table>

% of respondents who agree and strongly agree with the statement (N=72)
Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
Some companies are moving to a blended approach but most are implementing just one type

% of respondents (N=82)

- One Type Only: 65%
- Two Types: 23%
- All Three Types: 12%

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
Most ABM-ers are still early in their journey

How long have you had an ABM program?
% of respondents

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
Common challenges include developing the right assets, tailoring approaches, and educating the organization

What are the top three challenges you face in your ABM programs? % of respondents (N=72)

<table>
<thead>
<tr>
<th>Challenge</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing campaign assets that are mass customizable to allow scale</td>
<td>42%</td>
</tr>
<tr>
<td>Personalizing and tailoring our marketing to the key contacts at each account</td>
<td>40%</td>
</tr>
<tr>
<td>Educating people (sales and field marketing) on what ABM is and how it is done</td>
<td>35%</td>
</tr>
<tr>
<td>Getting adequate budget to support programs and resources</td>
<td>28%</td>
</tr>
<tr>
<td>Justifying the program costs/proving ROI</td>
<td>28%</td>
</tr>
<tr>
<td>Selecting and implementing technology to enhance and scale the program</td>
<td>25%</td>
</tr>
</tbody>
</table>

Note: Up to three responses allowed.
Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
Looking ahead, a majority of ABM-ers plan to scale their programs, often with a blended approach.

71% Plan to scale ABM in the next 12 months
N=72

67% Will adopt a blended approach to do so
N=51

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
High performing ABM marketing organizations are more likely to follow a blended approach

- **High Performers (N=19)** (Significantly higher ABM ROI)
- **Average Performers (N=63)** (Somewhat higher, same, or lower ABM ROI)

Note: Differences are statistically significant.

High performing organizations are those that are seeing ABM deliver *significantly* higher ROI than for other types of marketing.

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
Why move to a blended approach?

- Buyer Demand
- Competitive Pressure
- Corporate Imperatives
- Sales Alignment
- Marketing Credibility
Seven considerations for a blended strategy

1. Program objectives
2. Account segmentation
3. Campaign management
4. Organization and skills
5. Technology infrastructure
6. Budgeting for success
7. Communicating impact
Program Objectives

- Opening new markets
- Proving new solutions
- Revenue growth
- Developing references and advocates
- Ensuring customer success
- Changing market perceptions
Account Segmentation

Relative business strength

Account attractiveness

Additional factors:
- Sales model and coverage
- Corporate growth priorities
- Marketing resources
- Customer purchase intent
Campaign Management

Top tactics for the three types of ABM

One-to-One ABM
- Account-specific (bespoke) thought leadership
- Innovation days
- Executive engagement plans
- One-on-one, face-to-face meetings

One-to-Few ABM
- Email marketing
- Account-specific (bespoke) thought leadership
- Roadshows/events

One-to-Many ABM
- Email marketing
- Reverse IP/targeted digital ads/content/retargeting
- Roadshows/events

Source: ITSMA and ABM Leadership Alliance, Optimizing Investments in Account-Based Marketing Survey, 2017
Organization and Skills

Decentralized

Centralized

Hub and Spoke

Honeycomb

Additional skills and knowledge:

- Customer and market intelligence
- Sales collaboration
- Data, insights, and analysis
- Customer success
Technology Infrastructure

- **Infrastructure**: how do you track and execute your ABM strategy?
- **Account Selection**: how do you get the RIGHT list in place?
- **Engagement**: how do you get a relevant message to your targets?
- **Sales Enablement**: Marketing’s done their job, how do you make sure Sales gets it over the finish line?
- **Measurement**: How do you know what’s working? What’s not? What’s next?
Budgeting for success

26% of the marketing budget dedicated to ABM

Spending:
Median investment per account or cluster

<table>
<thead>
<tr>
<th>Approach</th>
<th>One-to-One ABM (per account)</th>
<th>One-to-Few ABM (per cluster)</th>
<th>One-to-Many ABM</th>
</tr>
</thead>
<tbody>
<tr>
<td>$58,667</td>
<td>$50,000</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

Source: ITSMA and ABM Leadership Alliance Account-Based Marketing Benchmarking Survey, July 2017
## Communicating Impact

### Program Dashboard (illustrative)

<table>
<thead>
<tr>
<th>Reputation</th>
<th>Relationships</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sales satisfaction</td>
<td>• Account coverage</td>
<td>• Pipeline growth</td>
</tr>
<tr>
<td>• Customer satisfaction</td>
<td>• Account engagement</td>
<td>• Revenue growth</td>
</tr>
<tr>
<td>• Brand perception</td>
<td>• Relationship strength</td>
<td>• Deal size and type</td>
</tr>
<tr>
<td>• References and advocates</td>
<td>• Solution innovation</td>
<td>• Portfolio penetration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Share of wallet</td>
</tr>
</tbody>
</table>
Questions for today!

• How might a blended strategy support my top marketing and business objectives?
• What strengths and successes can we build upon to move toward a more comprehensive ABM approach?
• Which challenges or constraints are most important to address?
• What practical examples or ideas from today are most useful?
Thank You!

Rob Leavitt  
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Vice President  
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Demandbase  
jfewless@demandbase.com  
@JFewlessB2B  
Linkedin.com/in/jfewless
Measuring and Communicating ABM Success

Erica Short       Tim Howell
Refine, expand and accelerate our data-driven strategy.
Measurement and Metrics

- Quality Pipeline
- Website Traffic
- User Engagement
- Lead Conversions
Implementing ABM tactics delivers measurable results.
Setting the Baseline

- Accounts performance vs
  - Engagement
  - Website traffic
  - Conversions
  - Quality pipeline

ABM vs Non-ABM
## Quick Wins – Results YTD

<table>
<thead>
<tr>
<th>Area of Site</th>
<th>Test Description</th>
<th>Lift Seen</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homepage</td>
<td>Homepage Personalization Behavior Retargeting – serving targeted content below the hero to Increase relevancy of the homepage for visitors.</td>
<td>✔</td>
<td>Targeted banner shows a <strong>134%</strong> increase in Click Conversion. Overall increase in visitor engagement (+562% in form view, +175% in video interactions, +218% in asset download, +49% in page views per visits).</td>
</tr>
<tr>
<td>Homepage</td>
<td>Personalization – Top six industries</td>
<td>✔</td>
<td><strong>+$708K estimated incremental revenue annualized.</strong> +280% in form completion, +137% in asset downloads and +22% in video interactions.</td>
</tr>
<tr>
<td>Homepage</td>
<td>New HP ABM Personalization v3 - Call out visiting company in the MSF Tour hero</td>
<td>✔</td>
<td>Personalized MSF Tour banner won overall +44.3%; Form complete +17%; Form views +36.7%; Asset download +16.2% and video play +31.4%</td>
</tr>
</tbody>
</table>
Targeted vs Non-Targeted

+175% (378bps) video interactions
+758% (65bps) video complete
+145% (25bps) 25% video complete
+84% (10bps) 50% and 75% video complete

<table>
<thead>
<tr>
<th>1/11/17 - 2/7/17 Final</th>
<th>Unique Visitors</th>
<th>Cnt of Vid Action</th>
<th>Video Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Saw the Xp</td>
<td>After Seen Xp</td>
<td></td>
</tr>
<tr>
<td>Agile</td>
<td>544</td>
<td>54</td>
<td>9.93%</td>
</tr>
<tr>
<td>APIM</td>
<td>335</td>
<td>32</td>
<td>9.55%</td>
</tr>
<tr>
<td>WLA</td>
<td>353</td>
<td>8</td>
<td>2.27%</td>
</tr>
<tr>
<td>APM</td>
<td>373</td>
<td>2</td>
<td>0.54%</td>
</tr>
<tr>
<td>UIM</td>
<td>281</td>
<td>16</td>
<td>5.69%</td>
</tr>
<tr>
<td><strong>Targeted Performance</strong></td>
<td><strong>1,886</strong></td>
<td><strong>112</strong></td>
<td><strong>5.94%</strong></td>
</tr>
<tr>
<td><strong>Non-Targeted Performance</strong></td>
<td><strong>1,156</strong></td>
<td><strong>25</strong></td>
<td><strong>2.16%</strong></td>
</tr>
</tbody>
</table>

Lift 145%
FY18 Marketing Strategy
FY18 Metrics that Matter

- Revenue
- Close Win Rate
- Avg contract value
- Funnel velocity
Thank You.
Microsoft Segmentation and Account Based Marketing Approach

Rudy Dillenseger
Director of Account Based Engagement

ITSMA
September, 2017
Our expanding opportunity

~$4.5T
Intelligent cloud & intelligent edge

~$2.5T
Mobile/cloud

~$250B
Client/server

~$25B
PC
Digital Transformation

- Empower employees
- Engage customers
- Optimize operations
- Transform products
Enabling Digital Transformation

- Modern workplace
- Business applications
- Applications & infrastructure
- Data & AI

- Empower employees
- Engage customers
- Optimize operations
- Transform products
Enabling Digital Transformation

- Modern workplace
- Business applications
- Applications & infrastructure
- Data & AI

- Empower employees
- Engage customers
- Optimize operations
- Transform products
Digitally transforming customer segmentation

From: PC count, employee count, historical revenue

To: forward looking (Potential/Propensity) with unique attributes by workload
Defining Customer Potential

**Approach**
- Calculate potential for each account on each “card”
- Aggregate potential across cards
- Separate accounts by new segments

**Factors**
- **Internal**
  - Historical sales data
  - Geographical data
  - Existing account penetration
  - Licensing coverage

- **External**
  - Industry trends
  - Known competitive product penetration
  - Public revenue growth and stock performance
  - Job growth or loss

**Segments**
- Enterprise
- Corporate
- CTM
- SMB

Weighted Potential

Σ Potential weighted
Simplifying our customer model

FY17
- EPG
  - Global
  - Major
  - CAM-E
- SMS&P
  - CAM-S
  - CTM
  - SMB

FY18
- Enterprise
- Small, Medium & Corporate
  - Corporate Premier
  - Corporate
- SMB
Account Based Management Initiatives

- Programmatic ABM
- Cluster ABM
- One-to-One ABM
Account Based Engagement

Top 400 Accounts - Clustered by Industry

- Sales & Marketing Alignment
- Intentional Selling
- BDM Engagement
- Strategic Account Planning
- Digital Transformation
- Digital Conversation
Road to success: Redefining relationship between marketing and sales
Designing and Managing ABM Campaigns

Mat Rider: Global Director of Digital Marketing at MongoDB
Twitter: @mr_mat_rider & @MongoDB
LinkedIn: /in/matrider
Agenda

• Think about and segment target account lists
• Attract and engage accounts through digital channels
• Leverage offline tactics
Digital Technology Stack

Program Management

- Google
- Amazon
- LinkedIn
- AdRoll
- Glassdoor
- Ambassador
- Facebook
- Instagram
- Twitter
- YouTube
- LinkedIn

Analytics

- Demandbase
- Salesforce
- Bizible
- Tableau
- BrightEdge
- Google Analytics
- MongoDB
MarTech Tools

**Top funnel:** Audience targeting, ad testing, acquisition

**Top funnel:** Audience targeting, ad testing, acquisition

**Top funnel:** Audience targeting, ad testing, acquisition

**Top funnel:** Retargeting site visitors

**Mid funnel:** Landing page performance

**Middle funnel:** Measure lift from target accounts

**Bottom funnel:** Channel acquisition tracking

**Bottom funnel:** LinkedIn Nav. integration, bizible details
Think About and Segment Target Account Lists
Think About Digital ABM Life Cycle

Sales

Targeting

Content

Reporting
# Digital ABM Life Cycle Checklist

<table>
<thead>
<tr>
<th>Sales</th>
<th>Targeting</th>
<th>Content</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Talk</strong> with Sales &amp; Share the plan</td>
<td>1. Leverage current database</td>
<td>1. Identify user pain points</td>
<td>1. Build reporting that auto delivers leads</td>
</tr>
<tr>
<td>2. Identify <strong>Top Targets</strong> Together</td>
<td>2. Use tracking pixels on site</td>
<td>2. Create targeted content</td>
<td>2. Place tracking pixels on your site</td>
</tr>
<tr>
<td>3. Make sure to have Sales’ buy-in so they follow up</td>
<td>3. Leverage capabilities of ad serving platforms</td>
<td>3. Build ads based on targeted audience</td>
<td>3. Set up multi touch tracking for campaigns</td>
</tr>
<tr>
<td>4. Setup check-ins between marketing &amp; sales</td>
<td>4. Test, Test, Test</td>
<td>4. Test, Test, Test</td>
<td></td>
</tr>
</tbody>
</table>
Understand Your Target Audience

**Starting Points**
- Review site traffic
- Monitor organic engagement
- Look for online conversations
- Understand channel sentiment
Target Accounts Through Digital

LinkedIn

Define your accounts

Facebook

Upload Contacts

Define your accounts

Upload Contacts

Define your accounts
Engage Accounts Through Content
Engage Accounts Through Digital

Form Fill

Contact Us

Ad

Landing Page

Ad

Landing Page
Engage Accounts Through Digital

Learn about MongoDB architecture and MongoDB technology.

Download MongoDB Architecture Guide

Learn to build and run MongoDB applications by understanding MongoDB's document data model, query model, data management, and more.

MONGODB.COM
Review the #s
Review Program Reports

#1 - Audience & Ad Performance

<table>
<thead>
<tr>
<th>Ad Set Name</th>
<th>Delivery</th>
<th>Results</th>
<th>Reach</th>
<th>Cost per ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>lookalike</td>
<td>Active</td>
<td>69</td>
<td>35,027</td>
<td>$0.45</td>
</tr>
<tr>
<td></td>
<td>1 Approved</td>
<td>Leads (Form)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>interest</td>
<td>Active</td>
<td>47</td>
<td>8,567</td>
<td>$4.65</td>
</tr>
<tr>
<td></td>
<td>1 Approved</td>
<td>Leads (Form)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>div-title</td>
<td>Active</td>
<td>3</td>
<td>868</td>
<td>$46.14</td>
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<tr>
<td></td>
<td>1 Approved</td>
<td>Leads (Form)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#2 - SALs & Velocity

#3 - Sales Feedback
Leverage Offline Tactics
## Offline Options

<table>
<thead>
<tr>
<th>Direct Message (DM)</th>
<th>Email</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Understand your audience</td>
<td>1. Design <strong>unique programs</strong> for leads/contacts from digital programs</td>
<td>1. Leverage <strong>Top Target lists</strong> to drive event registration</td>
</tr>
<tr>
<td>2. Design nurture programs based on <strong>audience info</strong></td>
<td>2. Identify the <strong>best persona nurture track</strong> for each digital campaign</td>
<td>2. Create a <strong>retargeting nurture program</strong> from the attendee list</td>
</tr>
<tr>
<td>3. Create an engagement plan when conversations start</td>
<td></td>
<td>3. Keep the <strong>offline conversation</strong> going online</td>
</tr>
<tr>
<td>4. Review data for learnings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ACCOUNT BASED MARKETING

Scott Sobers, VP ABM
OUR APPROACH

**Strategy:** Account Based Marketing approach leveraging modern practices and technologies to evolve the role of marketing to reflect a stronger alignment with sales objectives and customer needs.

Strategic Account Based Marketing
- Personalized & tailored approach

Segment Based Marketing
- Demand Generation Campaigns (Campaign selection based on contact & account criteria)

Ultimately, our ABM approach is to “meet the customer where they are”
REALITY & FOCUS

Going from this…

...to...

...or this...

...is not easy!
## GETTING STARTED – ABM STRATEGY

### HOW did we decide who gets…
- One-to-One
- One-to-Few
- One-to-Many ABM?

### WHO is involved?

### HOW & WHEN did we scale?

### PROCESSES and TECHNOLOGY?

### WHAT are the expectations?

### WHAT do we offer?
ABM PROGRAM DELIVERABLES

ABM Kit Tier A

- Market intelligence + third party reports
- Target contact audit
- Personalized account based digital marketing (banner ads, syndication)
- First of a kind, new and unique
- Customized collateral/collateral formatting
- Customized account focused campaigns
- Joint ABM Marketing Plan development

ABM Kit Tier B

- Market intelligence
- Target contact audit
- Targeted ABM solution focused digital marketing (banner ads, syndication)
- Packaged campaigns
- Collateral formatting and enhancement
EXAMPLES
ABM What’s Working: Custom Content
ABM What’s Working: Web Personalization

Improving the Customer Journey Experience
Seamless Cross-Channel Purchase Journeys

Understanding Your Customer’s Life Priorities

How does improve and deepen customer relationships? By anticipating and understanding their life priorities, and providing seamless, cross-channel purchase journeys. Turn customer data into insight, and then turn that insight into a new and improved Customer Journey Experience that better supports their needs and preferred interaction channels. At Teradata, our Customer Journey solutions and experience are helping leading financial institutions connect data, advanced analytics, and omnichannel interaction to improve and optimize the customer journey experience in real-time.
ABM What’s Working Example: Direct Mail

Art of Analytics
How to create awareness and connect with key execs?
Take an old school approach, direct mail! Book mailing to targeted executives. [integrated approach, of course!]
ABM What’s Working Example: Social

Social post on LinkedIn: +2K in 2 weeks and 44 likes.

“Of the likes, one was from [name], an SVP @ XYZ company... there were 18 views from people at XYZ, and 11 views from ABC. And 62 views from people with the title CEO/Executive Director.” – TD Consulting Director
ABM in the Real World: Leveraging Personalization To Get Results

Chris Bondhus, Senior Director Demand Generation | @cbondhus
Rose Morabito, Digital Campaign Manager | @RoseMorabito_BC
AGENDA

• WHO IS BRIGHTCOVE
• ABM SEGMENTATION
• ABM CAMPAIGNS
• PERSONALIZATION EXAMPLES
• REPORTING
What Brightcove Does
LEADER BY ANY MEASURE

4500+ Customers in over 70 countries

1.3 B Streams delivered per month

7.6 mm Player loads per hour

1.7 mm Video views per hour

Forrester®
“A leader in Online Video Platforms for Sales & Marketing”

Gartner®
“A Leader in Gartner’s Magic Quadrant for Enterprise Video Content Management”

Frost & Sullivan

2016 Marketing Leadership Award for Global Online Video Platforms

Content Marketing Institute

Audience Choice – Best Marketing Technology

Boston Globe

“Top Places to Work”

Glassdoor

“Best Places to Work”
ABM In Practice
Cut to The Chase...

<table>
<thead>
<tr>
<th>THEN</th>
<th>NOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Inbound</td>
<td>Hybrid</td>
</tr>
<tr>
<td>One-Size-Fits-All</td>
<td>Personalized</td>
</tr>
<tr>
<td>Lite Customer Marketing</td>
<td>Dedicated Effort</td>
</tr>
<tr>
<td>Reactive Pursuit</td>
<td>Proactive Pursuit</td>
</tr>
<tr>
<td>Fragmented</td>
<td>Aligned</td>
</tr>
<tr>
<td>0% of Pipeline</td>
<td>25% of Q2 Deals; 60% of Bookings</td>
</tr>
</tbody>
</table>
Key Elements of ABM Personalization

● Segmentation
  • Customers vs Prospects
  • Territories
  • Industries
  • Specialty Segments
  • Competitor Accounts

● Creative/Campaigns
  • Advertisements
  • Social Campaigns
  • Direct Mail

● Reporting
  • Google Analytics
## In Practice

Google SEM Competitor LP

Last 7 Days

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Pageviews</th>
<th>% of Total</th>
<th>Sessions</th>
<th>% of Total</th>
<th>Avg. Time on Page</th>
<th>% of Total</th>
<th>Exit</th>
<th>% of Total</th>
<th>Bounce Rate</th>
<th>% of Total</th>
<th>% Exit</th>
<th>% New Sessions</th>
<th>% Exit</th>
<th>% New Sessions</th>
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<tbody>
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<td>1. (Non-Company Visitor)</td>
<td>60 (89.9%)</td>
<td>55 (66.7%)</td>
<td></td>
<td></td>
<td>00:03:42</td>
<td></td>
<td>40</td>
<td>(62.0%)</td>
<td>65.45%</td>
<td>53 (64.0%)</td>
<td>66.7%</td>
<td>76.36%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Bardeen Chemical Inc</td>
<td>2 (2.0%)</td>
<td>2 (2.3%)</td>
<td></td>
<td></td>
<td>00:03:37</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>50.00%</td>
<td>1 (1.2%)</td>
<td>50.00%</td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Ill Association of School Boards</td>
<td>2 (2.0%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:01:54</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>0.00%</td>
<td>1 (1.2%)</td>
<td>50.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Acelink Internet Services</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Bilcentral Inc</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Cartel LLC</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Comcast Business Class</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Dignitary Financial Corporation</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Dw Montgomery &amp; Company</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Eastward Capital Partners</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:21</td>
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<td>0</td>
<td>(0.0%)</td>
<td>0.00%</td>
<td>1 (1.2%)</td>
<td>0.00%</td>
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<tr>
<td>11. Encore Enterprises</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. ETR Associates</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Gartner Inc</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Indiana University Purdue University Indianapolis</td>
<td>1 (1.1%)</td>
<td>1 (1.1%)</td>
<td></td>
<td></td>
<td>00:00:00</td>
<td></td>
<td>1</td>
<td>(1.3%)</td>
<td>100.00%</td>
<td>1 (1.2%)</td>
<td>100.00%</td>
<td>0.00%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Campaigns
Multi-Channel ABM Campaigns

Email Blast  Nurture Streams  SDR/Sales Email Blast  SDR/Sales Call Blitz  AM/AD Email Blast  AM/AD Call Blast

Social Advertising  Display Advertising  Retargeting  Events  Website  Webinar / Video

Executive Briefings  In Product Messaging  Content Syndication
ABM Advertising

- Premium Accounts
- Two-Touch Campaigns
- A/B Testing
Customer Touch 1 Ads and LP

Banner A

DID YOU KNOW?
Company Name Uses Brightcove.

Banner B

Thanks for Being a Brightcove Customer, Company Name!

Right now, someone at your company is using the Brightcove Video Platform to drive epic results.

Check out what Brightcove can do for you.
Customer Touch 2 Ads and LP

Thanks for Being a Customer, Your Company!

Brightcove appreciates your business and can help you use video more effectively. As a current customer, you benefit from an existing billing and contractual relationship. You also have a dedicated account director already familiar with your company and available to answer questions, help with onboarding, or brainstorm ideas.

Below is a short video of Company Name’s account director. He is happy to discuss how to use video for marketing, training, internal communications or even live streaming. Watch it now!
Prospect Touch 1 Ads and LP
Prospect Touch 2 Ad and LPs

Banner A

Your Competitors use Brightcove for Video Marketing, Live Streaming, & Enterprise Communications

See why the Industry Name industry turns to Brightcove

Banner B

THE WORLD IS WATCHING THE INDUSTRY NAME INDUSTRY.

Use Brightcove for Video Marketing, Live Streaming, & Enterprise Communications

See why
Delivering More Than Coffee: How Dunkin’ Brands Uses Video to Reach 2,000 Franchisees Around the Globe

September 28, 2016 by Joanne Aliber

Dunkin’ Brands uses video as an essential tool in communicating with its 2,000 Dunkin’ Donuts and Baskin-Robbins brands franchisees. America runs on Dunkin’ – which means franchisees, often with multiple store locations dispersed around the globe, have a very busy life.

While each franchisee is unique, Dunkin’ Brands finds video to be an important way to articulate and educate about a particular program or initiative. Consistency is a huge part of the business, and video is more than just another way to help drive that home. With video, the company is able to personalize the relationship franchisees have with Dunkin’ Brands’ CEO, Nigel Travis, while also giving effective instructions and explanations about new equipment. Video also allows Dunkin’ Brands to tailor content for franchise owners, crew members, and managers, on a wide variety of platforms.

With a sharp focus on the bottom line for its franchisees, Dunkin’ Brands is able to see an increased level
Franchise Touch 2

Video for Franchise Communication

Grab Employee Attention with Video

Technology is ushering in a new age of franchisee and employee productivity. Learn how video is on the rise in franchise communications, including field-based employee onboarding and training, internal communications, and employee knowledge sharing.

THE BENEFITS OF VIDEO FOR FRANCHISEES

- Break through the noise and communicate globally — faster. Use video to communicate processes and procedures that keep employees up-to-date and on the same page.
- Save time and resources. Video training programs onboard employees more effectively and efficiently.
- It’s better than email. Share knowledge widely and consistently. Unlock each employee’s expertise and keep company messaging consistent across the organization.

Revolutionize Franchise Communications

First Name
Last Name
Job Title
Company Email
Phone
Company
Select Country

Download the Whitepaper

Brightcove Inc.
eCommerce

Video for eCommerce

How Video Can Boost Sales, Enrich Customer Experiences and Accelerate Your Buyer’s Journey

Did you know 77% of consumers say they’ve been convinced to buy a product or service by watching a video? Yet, video is still underutilized in eCommerce. Video can do more than just drive awareness. Video delivers excellent customer experiences and advances the buyer’s journey by allowing buyers to understand how a product looks, moves, and behaves.

IN THIS EBOOK, YOU’LL LEARN HOW TO:
- Integrate video into website optimization, social media, email, and landing pages
- Utilize emerging trends like multi-screening, live streaming, interactive shoppable video, and personalization
- Lower cart abandonment rates and increase cart size with a better experience
- Adapt video to fit any point of the buyer’s journey—even post-purchase

Connect with your consumers through video, download our eBook today.

### Advertising Results

<table>
<thead>
<tr>
<th>Campaign</th>
<th>Net New Companies</th>
<th>Lifted %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>193</td>
<td>78%</td>
</tr>
<tr>
<td>Prospects</td>
<td>241</td>
<td>83%</td>
</tr>
<tr>
<td>Franchise</td>
<td>20</td>
<td>77%</td>
</tr>
</tbody>
</table>
# ABM ADVERTISING RESULTS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1H 2017</strong></td>
<td></td>
</tr>
<tr>
<td>Impressions</td>
<td>10,762,439</td>
</tr>
<tr>
<td>Companies Targeted</td>
<td>374</td>
</tr>
<tr>
<td>Clicks</td>
<td>4,015</td>
</tr>
<tr>
<td>CTR</td>
<td>.06%</td>
</tr>
<tr>
<td>Page Views</td>
<td>10,000</td>
</tr>
</tbody>
</table>

*Lifted Companies*

- Net new companies: 195
- More engaged companies: 104
- Total lifted (80% of targeted): 299
Video and ABM on Social

- Target Accounts Only
- Events Targeting
- FB Demographics Profiles
# ABM Facebook Campaign Results

<table>
<thead>
<tr>
<th>Campaign Name</th>
<th>Impressions</th>
<th>Results</th>
<th>Reach</th>
<th>Cost per Results</th>
<th>Amount Spent (USD)</th>
<th>People Taking Action</th>
<th>Post Engagement</th>
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</thead>
<tbody>
<tr>
<td>VMS Trial</td>
<td>508,775</td>
<td>12,500</td>
<td>130,371</td>
<td>0.371917</td>
<td>$4,648.96</td>
<td>1,075</td>
<td>1,098</td>
</tr>
<tr>
<td>Meet Chris</td>
<td>101,658</td>
<td>2,940</td>
<td>31,789</td>
<td>0.113922</td>
<td>$334.93</td>
<td>222</td>
<td>227</td>
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<tr>
<td>Meet Corey</td>
<td>91,209</td>
<td>3,490</td>
<td>37,810</td>
<td>0.096298</td>
<td>$336.08</td>
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<tr>
<td>Meet Patrick</td>
<td>67,165</td>
<td>2,360</td>
<td>22,288</td>
<td>0.14211</td>
<td>$335.38</td>
<td>116</td>
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<tr>
<td>Neil</td>
<td>50,822</td>
<td>750</td>
<td>4,383</td>
<td>0.588347</td>
<td>$441.26</td>
<td>132</td>
<td>160</td>
</tr>
<tr>
<td>Meet Brian</td>
<td>45,689</td>
<td>1,220</td>
<td>9,458</td>
<td>0.275525</td>
<td>$336.14</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Neil</td>
<td>41,206</td>
<td>710</td>
<td>3,994</td>
<td>0.621352</td>
<td>$441.16</td>
<td>191</td>
<td>220</td>
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<tr>
<td>Chris</td>
<td>30,402</td>
<td>850</td>
<td>5,616</td>
<td>0.267576</td>
<td>$227.44</td>
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<td>75</td>
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<tr>
<td>Neil</td>
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<tr>
<td>Neil</td>
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<td>2,335</td>
<td>1.024047</td>
<td>$440.34</td>
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</tr>
<tr>
<td>Chris</td>
<td>23,228</td>
<td>690</td>
<td>4,404</td>
<td>0.329246</td>
<td>$227.18</td>
<td>90</td>
<td>94</td>
</tr>
</tbody>
</table>
Meet your AM Email

• Open Rate: 224%
• Unique Open Rate: 38%
• CTR: 16%
• Click to Open: 20%

Hi Rosa,

As your Brightcove account manager, my job is to help you and your team meet your business goals and get the most from Brightcove.

I am sending the short video below to share a little bit more about me. I would love to schedule a quick call with you to learn about your video initiatives and discuss how I can help. Please let me know a time that works for you this week.

If you have any questions, don’t hesitate to reach out to me. My full contact details are listed below.

Thanks,
Tara

Tara Ryan
Senior Account Manager
Brightcove Inc. www.brightcove.com
290 Congress Street, 4th Floor Boston MA 02210
P: 617-245-6070
Landing Page: Meet your AM

- 56 Second Video
- Warms the relationship
- Adds personality to a name
- Avg Time Spent on Page 8:27 Minutes
- Avg Engagement Rate Over 80%
219 Responses
86 Meetings
$200K + in Pipe
IF A PICTURE IS WORTH A THOUSAND WORDS, A VIDEO IS WORTH A THOUSAND PICTURES

Shane, did you know Acme’s already invested in a corporate video strategy that you can use?

DIRECT MAIL & MICROSITE

1,000 pieces mailed to current accounts
# Account Pyramid

<table>
<thead>
<tr>
<th></th>
<th>Personalization</th>
<th>Retargeting</th>
<th>Email</th>
<th>Nurture</th>
<th>High Value Workshop</th>
<th>Regional Events</th>
<th>Account Webinar</th>
<th>Webinar</th>
<th>Social Media Ads</th>
<th>POCs</th>
<th>SDR Call</th>
<th>Content Syndication</th>
<th>Programmatic Advertising</th>
<th>Video</th>
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<tbody>
<tr>
<td>A</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Brightcove Inc.
POCs Priority Accounts

- Top of the pyramid accounts for each sales territory
- Proof of Concept Mock Ups
- Personalized Emails to various roles at each company

https://www.youtube.com/user/NCLFreesstyle
# Google Analytics and SDR Outreach

## Email: Internal Communications has never been easier...

**Body:**

Hi Sendur,

I'm Hunter Bolling, an Online Video Consultant with Brightcove helping businesses grow their video strategies as prospects and employees look to digital assets to consume information.

Wanted to connect with you around Splunk’s internal communications strategy. As technology and digital communications continues to advance, businesses and enterprises must adapt to the most effective ways to interact with their employees.

Thought you might find the below infographic very interesting...

What is your availability to connect either Tuesday or Thursday at 9:30am or 11:00am PST to discuss how you can improve Splunk’s internal communications strategy?

Best,

Hunter

---

Hunter Bolling
Online Video Consultant
200 Congress St., 4th Floor, Boston, MA 02110

P: 617-299-8590 (tel:617-299-8590)

BRIGHTCOVE INC. (NASDAQ: BCOV), is a leading global provider of powerful cloud solutions for delivering and monetizing video across connected devices.

---

### Lead Table

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Account Owner</th>
<th>Account Stage</th>
<th>Landing Page</th>
<th>Source</th>
<th>Sessions</th>
<th>Pageviews</th>
<th>Pages / Session</th>
<th>Bounce Rate</th>
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<tbody>
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<td>Kara Spangler</td>
<td>Qualifying</td>
<td><a href="http://www.brightcove.com">www.brightcove.com</a></td>
<td>p/offerworld.com</td>
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<td>Customer</td>
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<td>p/offerlabel.com</td>
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<td>1</td>
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<td>Response</td>
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<td>p/offerlabel.com</td>
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<td>Kara Spangler</td>
<td>Sal</td>
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<td>Response</td>
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<td>p/google.com</td>
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<td>1</td>
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<tr>
<td>Microsoft Corporation</td>
<td>Kara Spangler</td>
<td>Buyer</td>
<td><a href="http://www.brightcove.com">www.brightcove.com</a></td>
<td>p/afla.com</td>
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<td>Splunk Inc.</td>
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<td>Qualifying</td>
<td><a href="http://register.brightcove.com">register.brightcove.com</a></td>
<td>p/offerlabel.com</td>
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Do’s and Don’ts of Campaigns

**DO**
- Segment and Personalize
- Take a multi-channel approach
- Test and Experiment
- Measure

**DON’T**
- Stop inbound efforts
- Boil the ocean
- Rush to judgment
- Forget sales
Final Thoughts

BE ALIGNED
BE PATIENT
BE CREATIVE
BE STRATEGIC

Use Video 😊
Thank You!
Amy Holtzman, VP of Marketing

Partnering with Sales for ABM Success
A little about me.

@Demandmarketer
Top 10 Reasons I’ve Heard From Real People I’ve Worked With to Not Try Account-Based Marketing

10. What we’re doing is working. (But it wasn’t)

9. It’s hard.

8. It’s not scalable.

7. My team already prospects and runs deal cycles a certain way and won’t change.

6. Just because it’s a big buzz word doesn’t mean it’s right for us.
Top 10 Reasons I’ve Heard From Real People I’ve Worked With to Not Try Account-Based Marketing

5. The only way to get more big deals with top accounts is to hire more sales people.

4. What you’re proposing creates a lot of work for my team.

3. It’s ineffective to target a small set of accounts when our market is so big.

2. You can do that, but you can’t touch any accounts or contacts already in the database.

1. Marketing should worry about marketing, sales should worry about sales.
Getting Sales Onboard
A little about Conductor.

- **SEO & Content Marketing Platform**
- Used by mid-market and enterprise companies that have a key online conversion event.
- Product is stickiest with multiple users/people who benefit from the data - SEOs, Content Marketers, Digital Marketers, Marketing Exec engagement.
- Very typical B2B SaaS sales structure and demand approach.
- Sales cycle is ~6 mo.
The need.

2014 move from a point-solution for SEO to a comprehensive content platform

Traditional demand model was effective at attracting SEOs, but they often didn’t have the authority to purchase a platform

Hard to reach the multiple stakeholders necessary for purchase - and they usually didn’t come from inbound

The Challenge.

Our product helped marketers improve inbound marketing, so company leadership was understandably resistant to focusing on ABM / outbound.
Getting approval for the first campaign.

- Persistence for more than a year.
- Committing to a pilot program that wouldn’t take away from other plans.
- Marketing agreeing to the bulk of the responsibility and making the first campaign incredibly easy on BDR and Sales.
- Manually executing without adding to budget or tech stack.
- Not launching other ABM campaigns until effectiveness was proven.
Internet Retailer 500 campaign for the upcoming holiday season.

- **Campaign:** Jingle All the Way to the Top of Organic Results
- **Audience:** Internet Retailer 500 accounts - approved by sales
- **Criteria:** Had to have at least 4 stakeholders

**Marketing Responsibilities**
- Campaign ideation
- All campaign planning
- Verifying and adding accounts in SFDC
- All contact discovery
- Content creation
- Competitive report per account
- Scripting calls
- Automating personal outreach
- Sending marketing outreach
- Stuffing and mailing mail kits
- Educating, updating, reporting

**Sales Responsibilities**
- Vetoing accounts and contacts
- Making calls (BDRs)
Success.

Within 2 months, closed one of the biggest retailers in the US - at 4X the avg deal size

Generated ~30 opportunities and won 4 more deals (also larger than normal deal sizes)

Sales, sales leadership and company leadership were begging for more ABM

ABM became an important part of our marketing and sales approach

Sales shared the responsibilities with marketing

Budget/support for automating parts of ABM

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**Marketing Responsibilities**

- Campaign ideation
- Campaign planning
- Negotiating criteria for accounts
- Negotiating criteria for contacts
- Content creation
- Organizing competitive reports
- Scripting calls
- Sending marketing outreach
- Working with mail house
- Educating, updating, reporting

**Sales Responsibilities**

- Campaign ideation participation
- Campaign planning participation
- Identifying accounts
- Contact discovery (BDRs)
- Supporting with messaging
- Reviewing competitive reports
- Making calls
- Real personal outreach emails
- Consistent updates and feedback
New Company / New Challenges

A little about Splash.

- Bigger market of companies to sell into - any company that throws events!
- Selling into more than one department - marketing, HR/recruiting, sales, community/user groups.
- Sales & BDR already on an ICP outbound strategy (yay!).
- We have an insane amount of inbound from our freemium product + website leads.
- Sales & BDR are begging marketing to get to ABM.
Bringing ABM to Splash

The Opportunity for ABM.

- Inbound has and will continue to carry us far - but we can't rely on it for reaching all accounts or buying roles.

- ABM will be critical to capture the attention of ICPs not coming to us through inbound.

- ABM will support expansion into new divisions and departments of customer accounts.

- As we expand offerings, ABM will support our growth to new territories and for new use cases.
Tips for Partnering with Sales for Your First ABM Campaign

10. Start slowly - you can’t move to all ABM overnight.

9. Be willing to take on more work than you think marketing should for your first campaign.

8. Over communicate - Continually educate and inform sales of the campaign plan and progress.

7. Before launch, find a few allies on sales that believe in the cause.

6. Admit defeats. Not everything will work - You’re proving the value of new approach, not single tactic in it.
Tips for Partnering with Sales for Your First ABM Campaign

5. Honor sales’ requests to not include certain accounts or contacts.

4. Be transparent and frequent with reporting - provide a dashboard to show what’s happening and be prepared to report early and often.

3. Agree on what success looks like ahead of launch.

2. Share the credit for success. It may have been your idea and your campaign, but it’s not successful without their support.

1. Plan around their busy times - there’s nothing worse than a tone-deaf marketer trying to get buy-in or launch at the end of a quarter.
Thank you.

amy@splashthat.com
Broadening and Deepening Account-Based Marketing at SAP

September 12, 2017
It’s All About Customer Experience

“72% of CEOs believe their industries will transform more in the next 3 years than in the past 50.” – Forbes Insights, 2016 Global CEO Outlook

“70% of buying experiences are based on how the customer feels they are being treated.” – McKinsey

“87% of companies say ABM delivers higher ROI than other types of marketing.” – ITSMA and ABM Leadership Alliance Survey
Uncoordinated marketing activities with sub-optimized customer experience

- Reactive based on sales requests
- Inability to measure results by account
- Very limited best practice sharing
- Strong focus on physical events
- No common methodology/training
ENTER ABM
One size does not fit all
Marketing at SAP – How We Reach Our Customers

Account Based Marketing at SAP

- Improve customer experience for our top accounts through developing targeted 1:1 marketing and communications programs – WITH them
- Develop targeted 1:few programming to support top strategic customers facing similar challenges
- Share learnings from direct customer engagements to drive successes throughout other customer segments

One-to-One ABM

One-to-Few ABM

One-to-Many ABM

Industry Marketing
Audience Marketing
Solution Marketing
Regional Marketing
The Account-Based Marketing Journey at SAP

2014
- 1:1 Pilot program (5 accounts in North America)
- Built business case for expansion
- Dedicated marketing resource for program administration (65 accounts in program launch)

2015
- ITSMA Certification Training for extended NA team
- Formation of North America Program Office (decreased to 55 accounts in program)
- Formation of Global Program Office/COE (30 accounts globally, 5 in NA)

2016
- Re-calibration of accounts (40 accounts in North America, 5 with global support)

2017
- Alignment with SAP Strategic Customer Program
- 20 accounts with 1:1 support
- Formation of 1:few programming in NA
- Expansion of digital programming to all Strategic accounts

2018
- Mainstreaming of ABM approach – improving collaboration across marketing plans
- 20 accounts with 1:1 support – incorporate more post-purchase programs
- Expansion of 1:few model
- Expansion of 1:many model – scale with technology

Proposed
Moving Beyond Demand Generation: 1:1 Plan Highlights

Loyalty and Advocacy
"We are a small communications team that appreciates SAP’s help and resources, but more importantly, we want to embrace the expertise of the SAP brand." – SAP Customer

Strategic Partnering – Reference Building
“We must position our Industrial Retail Strategy & Live Factory as competitive advantages . . . we must fully document and extend our strategy - first to our leaders, but then to our entire organization as well as our customers. We believe Leonardo will get us there.” – SAP Customer

Building Communities of Practice
“Translating learning into action offers competitive advantage.” – SAP Customer
Broadening and Deepening ABM Programs

- Hybrid staffing of accounts and plans
  - Dedicated and part-time resources
- Creation of 1:few model
- Scaling digital programming/personalization across all strategic accounts in North America
- Program office team support of ASAP program (Acceleration programming for top 2H deals)
- Solution-focused account-based regional pipeline acceleration
One-to-Few Approach (Industry)

- Identify accounts
- Build “clusters” of account including context
- Define set of key messages
- Build toolkit for each account (10-15% personalization)
- Execute through extended account team and executive stakeholders
Objective: Identify and Launch an ABM program focused on LOB targets at multiple SCP accounts

Audience: Selected HR LOB based on importance to SCP account objectives

Targets: Partnered with HR LoB marketing; surveyed accounts; established five (5) top accounts for trial

Program: Initiated a three-phase account research and personalized asset development program
Target Account Marketing (TAM)

Business Objective

- Targeted Marketing Programming for Priority Account Sets to Drive More Pipeline and Close More Revenue

Results

- Top of Funnel: 5x customer engagement (marketing touches)
- Conversion: Higher lead rates (up to 50% improvement)
- Mid to Bottom Funnel: Larger opportunity and revenue values (> 25%)

Analytics + Account insights + Targeted Marketing Engagement = Increased Success
SAP Digital ABM Program

Visitor from target ABM accounts

Clicks on paid media display banner served by Demandbase
Organically searches or goes to SAP.com

Demandbase reads visitor’s IP address

Integration with Live Chat

Visitors from target ABM accounts see homepage banner personalized with their company name

Account manager personalized for each ABM account

Got Questions? Contact your SAP account manager.

Personalized content / assets by Industry

Target ABM accounts are dynamically mapped to a personalized (company level) industry / account experience

Initial Results

Overall CTR of 4.5% (2x SAP.com avg)
Overall CTR Lift of 623.3%

Overall engagement count per visitor as high as 6.1 compared to 3.3 for benchmark

More than $100M pipeline touched
ABM Impact

**ABM accounts have outperformed non-ABM accounts in pipeline conversion by 63%.**

In dollar values, ABM accounts have closed **19%** more touched pipeline than non-ABM accounts.

ABM accounts closed **12%** faster (on average) than non-ABM accounts.
Lessons Learned and Go Forward Plan

Lessons learned:
- Change can not be avoided - adapt
- Continual education process and best practice sharing
- Trial and error at an account (and account group) level
- Scaling remains a challenge – look for areas to scale leveraging technology

Next steps:
- Continue to refine measurement processes
- Refine and improve “what’s working”
- Share and learn with global organization
When in doubt, connect

That's what fast-growing, important organizations do.

Making stuff is great.

Making connections is even better.

From "Seth Godin's Blog on marketing, tribes and respect."
QUESTIONS?

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in/amycraven