

Elevating ABM: Building Blocks for Long-Term Growth

2022 ABM Benchmark Study

Rob Leavitt, SVP, Advisory

Julie Schwartz, SVP, Research

momentum[®]
itsma

ABMLA
LEADERSHIP ALLIANCE

Table of contents

3	Introduction
5	ABM Today: Impact, Approaches, and Challenges
15	ABM at 20: Still early days?
23	What Leaders Do Differently: Building Blocks for 2023 and Beyond
41	About the Research
42	ABM definition
44	Momentum ITSMA's ABM Adoption Framework
45	About Momentum ITSMA and the ABM Leadership Alliance

This report is the property of Momentum ITSMA and the ABM Leadership Alliance. With proper attribution, sections of this publication may be shared. [Request for permission](#). © 2022 Momentum ITSMA and the ABM Leadership Alliance.

Introduction

The more things change...

One of the most interesting aspects of Account-Based Marketing (ABM) is the interplay between continuity and change.

Twenty years into the ABM journey, core principles from the very beginning have stood the test of time: leading with customer insight, full partnership with sales, tailoring and customizing customer connection, and focusing on the three R's—Reputation, Relationships, and Revenue.

The organizational challenges have also remained similar: sales and marketing alignment, customization at scale, measurement, and, as always, budgets.

What changes constantly is the context for delivery: market conditions and competition, tactics and tools, and perhaps most of all, customer expectations and needs. Regardless of past successes, ABM-ers can hardly rest on their laurels as the approach pervades B2B marketing and disruption becomes the new normal.

Elevating ABM: Building Blocks for Long-Term Growth, the 6th annual Momentum ITSMA & ABM Leadership Alliance benchmark study, provides an essential review of how we're doing with ABM in today's context. How well are we applying core principles and how are we adapting to constant disruption? How should we focus investments as we look toward the next phase of ABM development? How are ABM leaders investing differently to achieve better results?

ABM continues to be a top priority for B2B marketing. ABM budgets, on average, represent more than a quarter of all marketing spend and most programs are sponsored by senior executives. Most programs are driving measurable business impact and most plan to increase investment in 2023.

As ABM has grown and the discipline has matured, we see a balance of investment across the three main types of ABM (One-to-One, One-to-Few, and One-to-Many) and a balance of objectives between acquiring new business and growing existing accounts. Almost half of ABM programs are implementing at least two types of ABM.

Overall, most programs remain in early stages of development. Less than 20% report that they are fully embedded in the business and less than 25% have solidified key elements of their approach. Few have built a mature tech stack for ABM.

Amid noteworthy success, ABM programs continue to struggle in key areas of development. Top challenges include tracking and measuring results, customizing and personalizing content and campaigns, and educating sales.

Most important, the study identifies three areas in which the most successful programs stand apart from the rest.

- **Integrating account-based strategy:** The most effective programs have embraced ABM as a strategic pillar of corporate growth, elevating ABM from being just a purely marketing function or tactic.

They are also more focused on using One-to-One ABM to grow the business with top accounts and big deal opportunities.

- **Developing the extended team:** Effective ABM programs rely on a wide range of skills and capabilities, as well as an extended ecosystem of supporters and contributors across the business. Leading programs have prioritized skill and team development. They have also invested more in aligning with sales and standardizing processes to enable effective ecosystem collaboration.
- **Driving insight and relevance:** Insight-led planning and engagement is a core principle of ABM yet remains a top challenge. Leading programs invest more in data and analytics to drive performance, and they are much more likely to emphasize tailored value propositions and thought leadership to ensure relevance and cut through.

On behalf of Momentum ITSMA and the ABM Leadership Alliance, a huge thank you to all study participants. Please review the full report and let us know what you think. We'd love to continue the conversation.

- Rob Leavitt, SVP, Advisory, Momentum ITSMA
- Julie Schwartz, SVP, Research, Momentum ITSMA

 @MomentumITSMA @ABMLA1 #ElevatingABM

Building blocks for long-term growth: ABM priorities for success in 2023 and beyond

Integrating account-based strategy

Elevating ABM
as a corporate
growth priority

Segmenting and
prioritizing key
accounts and
opportunities

Developing the extended team

Investing in skills
and team
development

Aligning the
extended
ecosystem

Driving insight and relevance

Leveraging data and insight
for strategy and performance

Tailoring messaging and
thought leadership for
relevance and cut through

ABM Today: Impact, Approaches, and Challenges

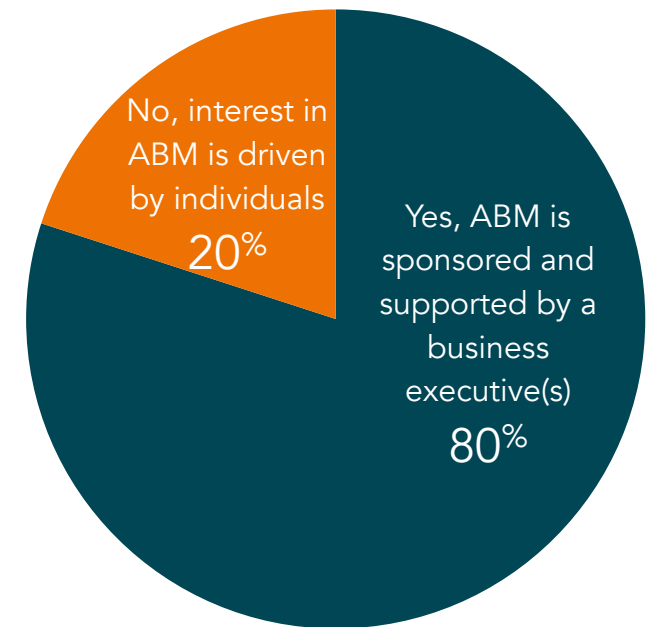
ABM continues to be a top B2B priority with substantial commitment and investment

B2B marketers continue to put ABM front and center in their marketing strategies, with ABM topping the priority list for the fourth year in a row, according to Momentum ITSMA research. The vast majority of programs are sponsored and supported by a senior business leader.

#1 B2B marketing priority in 2022

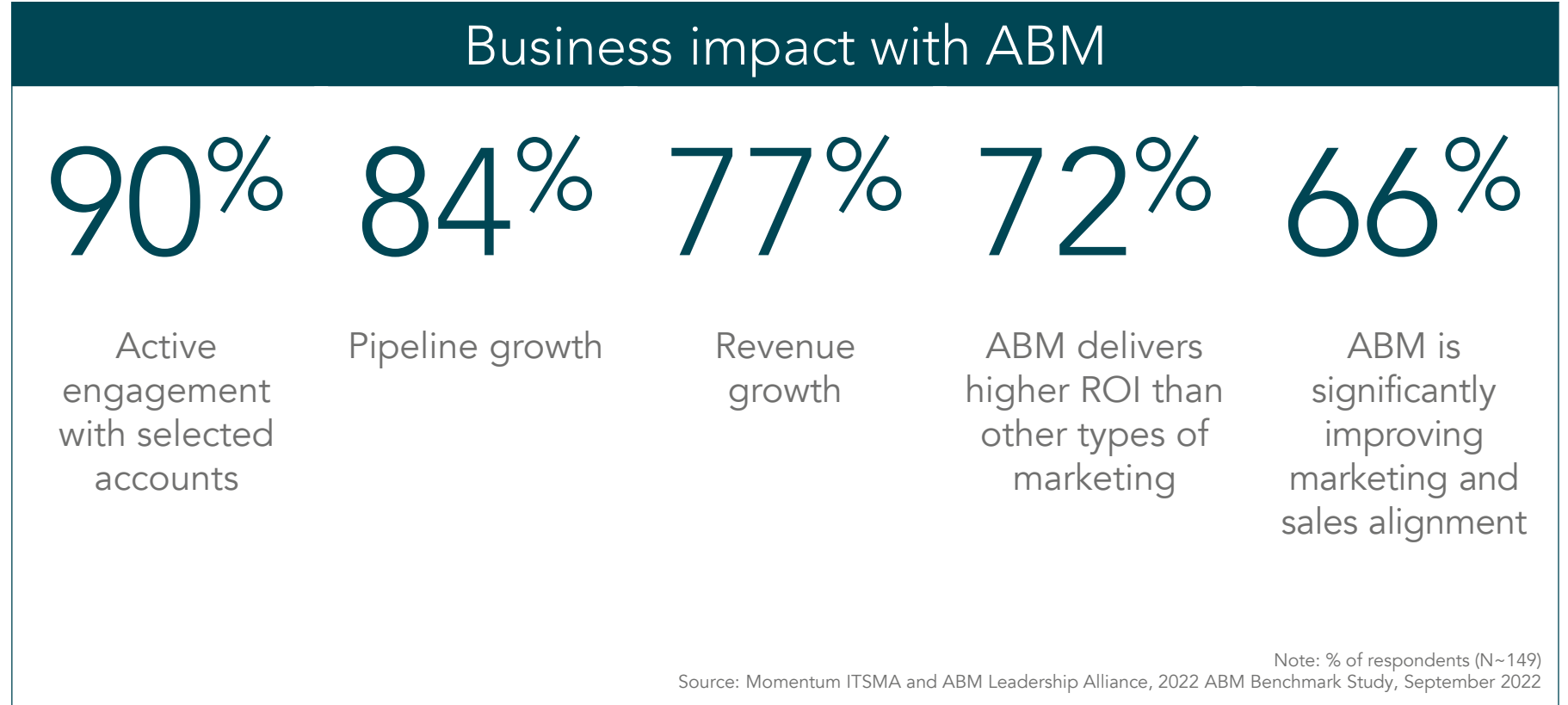
28%
of the 2022 marketing budget dedicated to ABM

Does your ABM program have an executive sponsor?
% of respondents (N=197)



Companies are investing in ABM because it works; most programs are driving substantial business impact

The value of ABM moves far beyond lead generation. Most programs are seeing measurable improvements across a range of account, sales, and organizational objectives.



Most ABM programs will increase budgets in 2023; half will add staff

Looking ahead, a large majority of program leaders plan to increase ABM spending in FY23, often by a significant amount. Not all of these programs will add staff; budget flexibility is often a priority.



of companies will increase ABM spending in FY2023

Average ABM Budget Growth 13.1%

In FY2023, do you expect the ABM budget to increase, decrease, or stay the same when compared to FY2022?
% of respondents (N=178)



of companies will increase ABM staff in FY2023

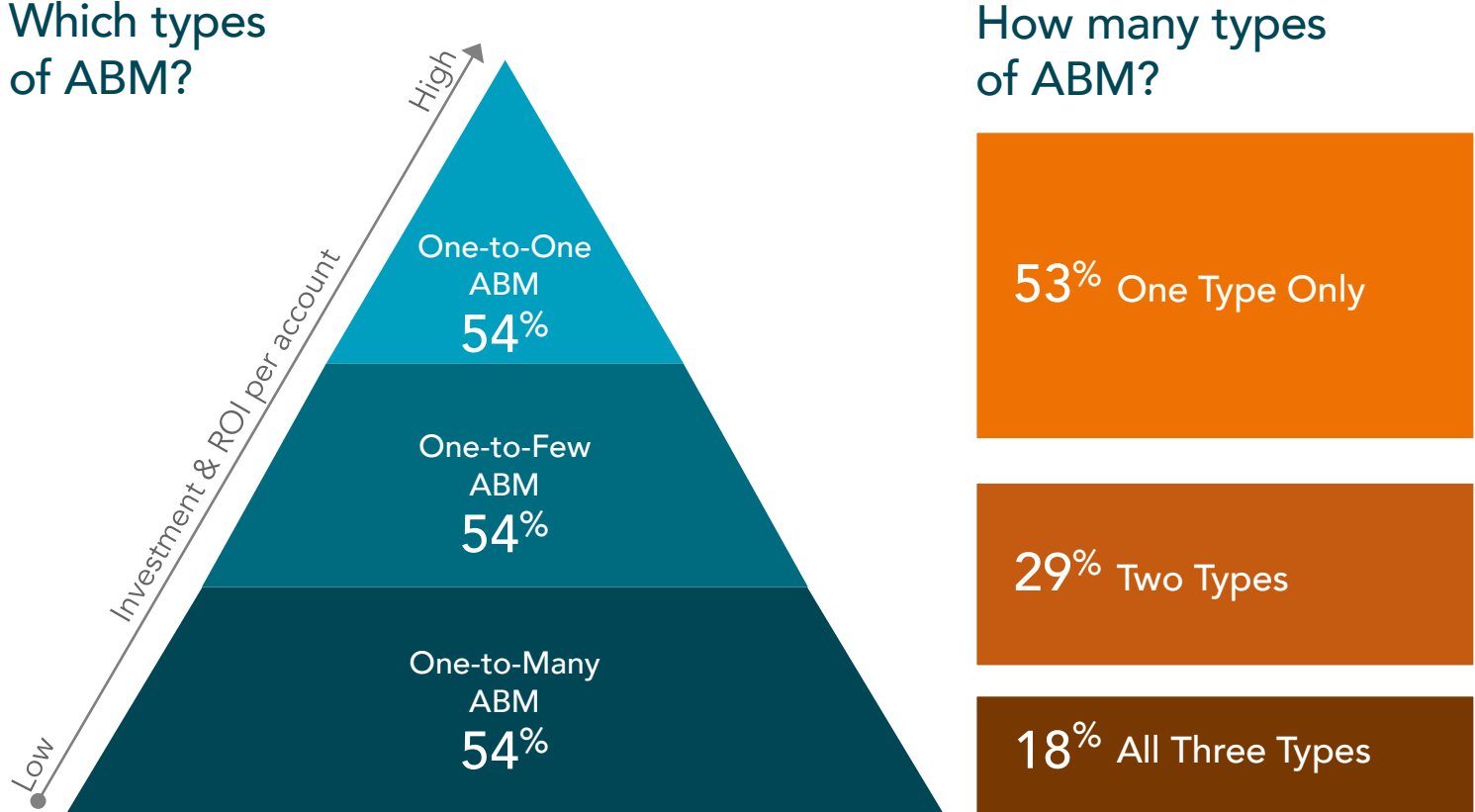
Average Growth 9.7%

In FY2023, do you expect the ABM staff to increase, decrease, or stay the same when compared to FY2022?
% of respondents (N=186)

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

ABM approaches today cut across the three types; almost half are implementing at least two types

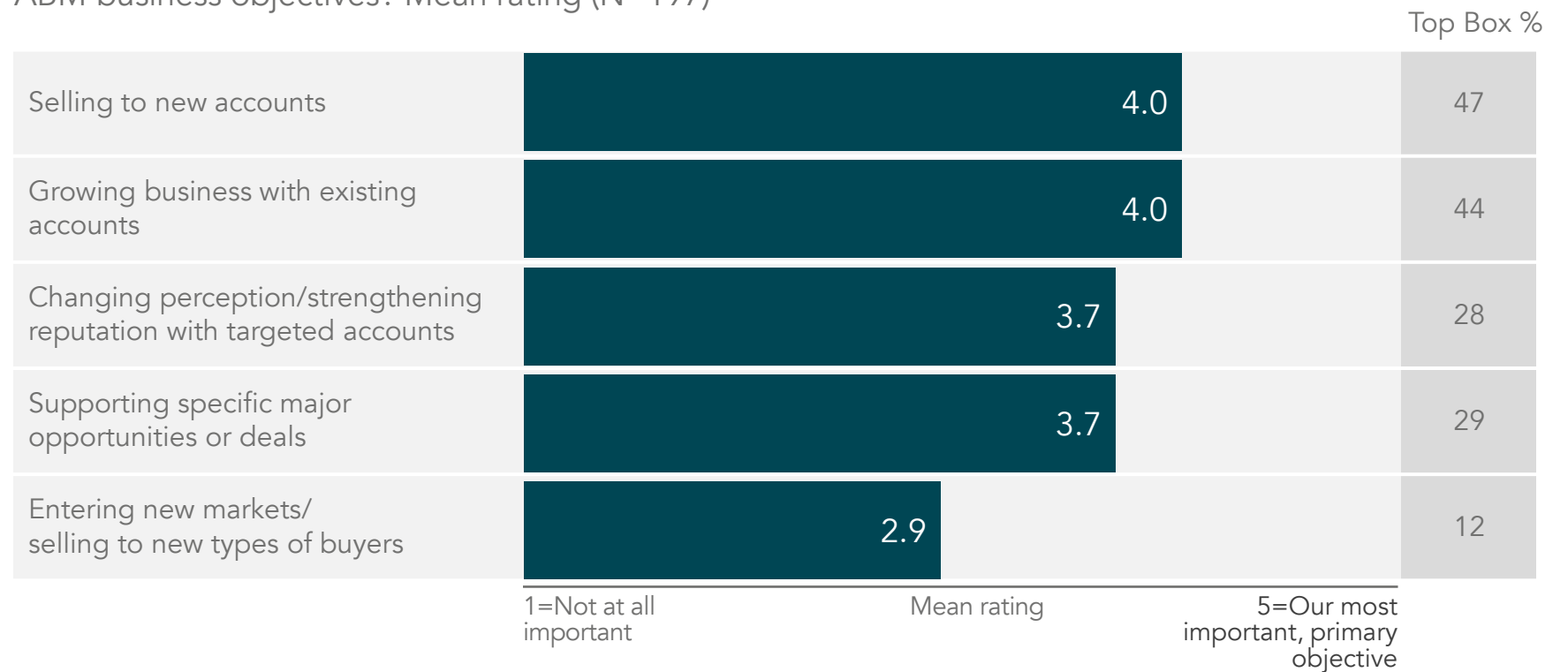
The data here show an amusing coincidence with the same number for each type of ABM. Meanwhile, the movement toward more blended strategies continues. Almost half of all programs include some combination of types to help balance breadth and depth with priority accounts.



Business objectives for ABM are balanced between acquiring new business and growing with existing accounts

The ABM balancing act is also reflected in equivalent priorities for selling to new and existing accounts. Other objectives are not quite as important for most programs. Only 12% say that using ABM for new markets or types of buyers is their top priority.

Right now, how would you rate the importance of each of the following potential ABM business objectives? Mean rating (N=197)



Note: Mean rating based on a 5-point scale where 1=Not at all important and 5=Our most important, primary objective. Top box % is the percentage of respondents that rated the objective a 5 in importance.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

The degree of sales and marketing collaboration varies by type of ABM

Sales and marketing partnership is a core principle of ABM but is less well developed as programs scale account coverage from One-to-One ABM into One-to-Few and One-to-Many approaches. The specific nature of that collaboration will vary but the level should remain the same.

To what extent do your ABM marketers collaborate with sales during the different steps of the ABM process?

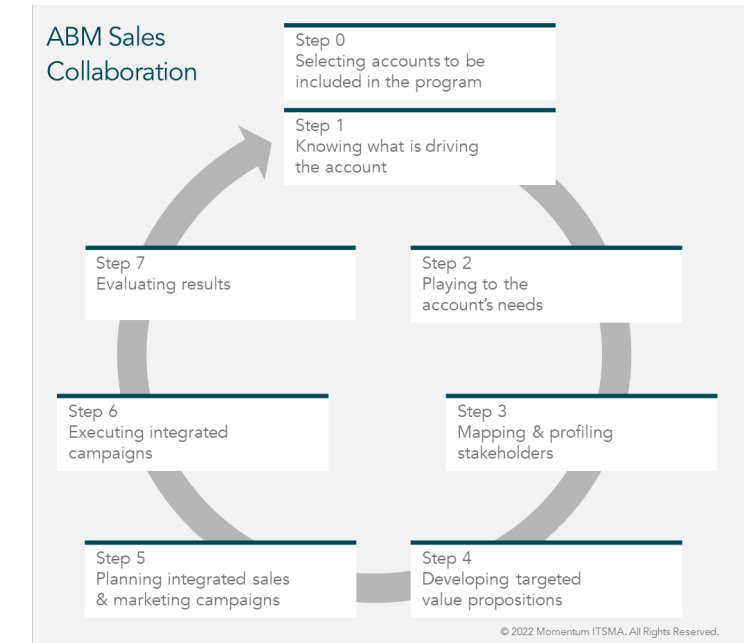
Mean rating

One-to-One ABM
(N=75)
4.0

One-to-Few ABM
(N=47)
3.6

One-to-Many ABM
(N=63)
3.4

Implementing ABM: Critical areas for collaboration



Note: Mean rating based on a 5-point scale where 1=No collaboration with sales and 5=A great deal of collaboration with sales.
Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Communication is the foundation for sales and marketing collaboration

“Sales and marketing alignment is a relationship which requires constant communication. Leverage technology where you can for reporting but focus most on building and sustaining agreement on accounts, approaches, responsibilities, and results. Understanding sales language and talking their talk goes a long way.”



Rob Leavitt
SVP, Advisory
Momentum ITSMA

“Build the relationships and community early. Bring sales, marketing, and everyone else on the journey. Agree on the ultimate goals, direction, and KPIs. Communicate often. Simplify. Do not underestimate the need to market the program internally. People often underestimate the need for change management and internal marketing, but if you don’t prioritize these, you’ll see a drop-off in engagement.”

“Success with sales depends on education and sales reps understanding what ABM can do. Some salespeople have little understanding of the approach and potential and they just want leads.”

“The ability of the account-based marketer to build and develop good relationships with sales at all levels is critical.”

Top tactics: ABM tactics vary across the three types of programs; One-to-Many is mainly digital

The most effective tactics are similar for One-to-One and One-to-Few, although One-to-Few programs put less emphasis on executive engagement. One-to-Many programs rely mainly on digital, raising questions about the ability to go deep into the buying process and relationship development.

What specific ABM program tactics are most effective? Top 5

One-to-One ABM (N=72)	One-to-Few ABM (N=48)	One-to-Many ABM (N=63)
Account-specific (bespoke) content and thought leadership	Email marketing/ e-newsletters (your own)	Email marketing/ e-newsletters (your own)
Executive-to-executive relationship programs	Account-specific (bespoke) content and thought leadership	Paid social media
Email marketing/ e-newsletters (your own)	Webinars and virtual events (your own)	Reverse IP/targeted digital ads/retargeting
In-person events (your own)	Paid social media	Webinars and virtual events (your own)
Webinars and virtual events (your own)	In-person events (your own)	Paid search

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Top challenges: Most programs continue to struggle with cross-organizational issues and initiatives

Despite the progress and impact of most ABM programs, the most common challenges remain broadly organizational, as they have for many years: measurement, customization and personalization at scale, the relationship with sales, and resources.

Top challenges for ABM



Tracking and measuring ABM results



Developing campaign assets that are mass customizable to allow scale



Personalizing and tailoring marketing to the key contacts at each account



Educating sales on the process and value of ABM



Getting adequate budget to support programs and resources

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

ABM at 20! Still early days?

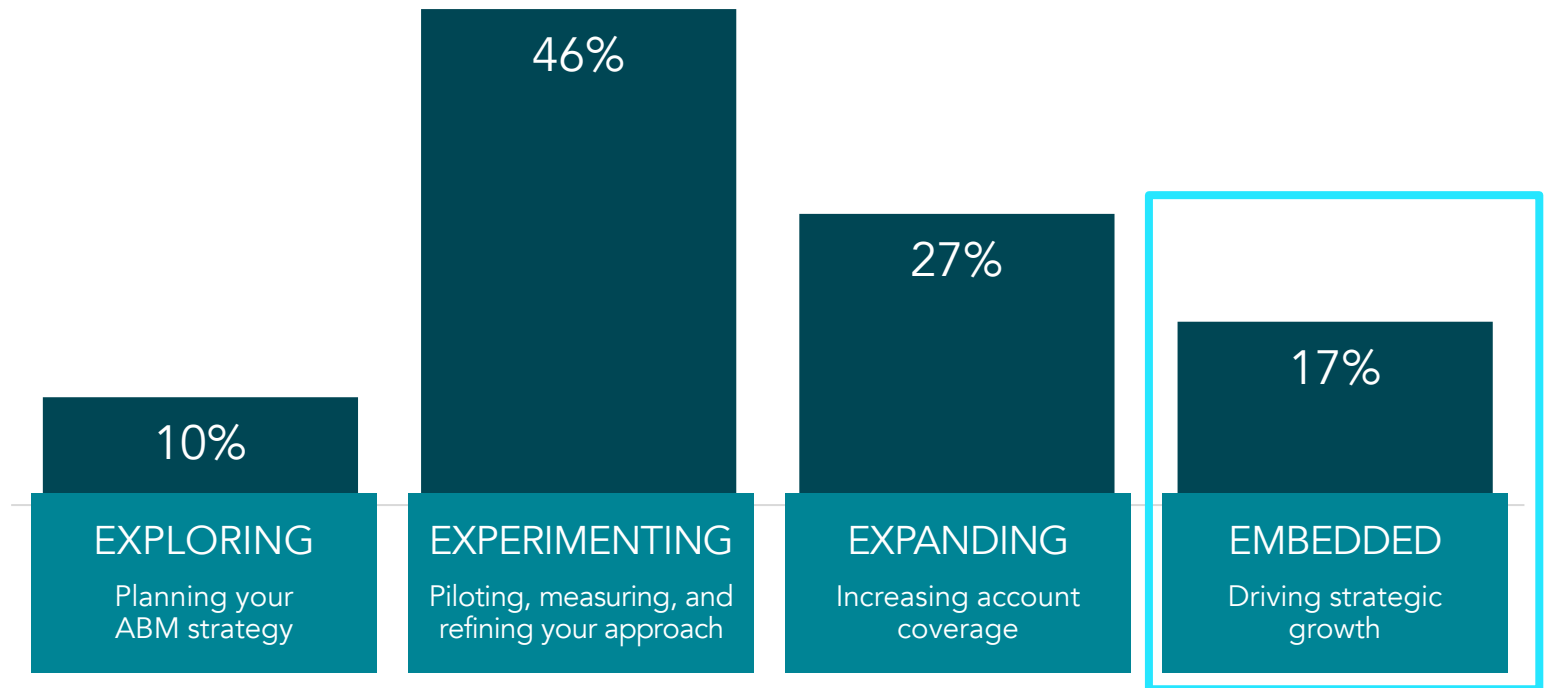
Back in 2003, ITSMA coined the term Account-Based Marketing and began to build out the ABM discipline with a handful of industry pioneers. Today, 20 years into the ABM journey, how far along are we? Notwithstanding the widespread adoption of the approach and the tremendous impact many programs have generated, the evidence suggests we are still in early days of strategic maturity.



A majority of ABM programs are still experimenting or expanding; few are fully embedded in the business

As ABM continues to take hold across B2B, the community expands but maintains a predominance of programs in early stages of development. Only 17% of programs today are fully embedded as a foundational pillar of Go-to-Market strategy.

Momentum ITSMA's ABM Adoption Framework:
Four Stages of ABM Adoption

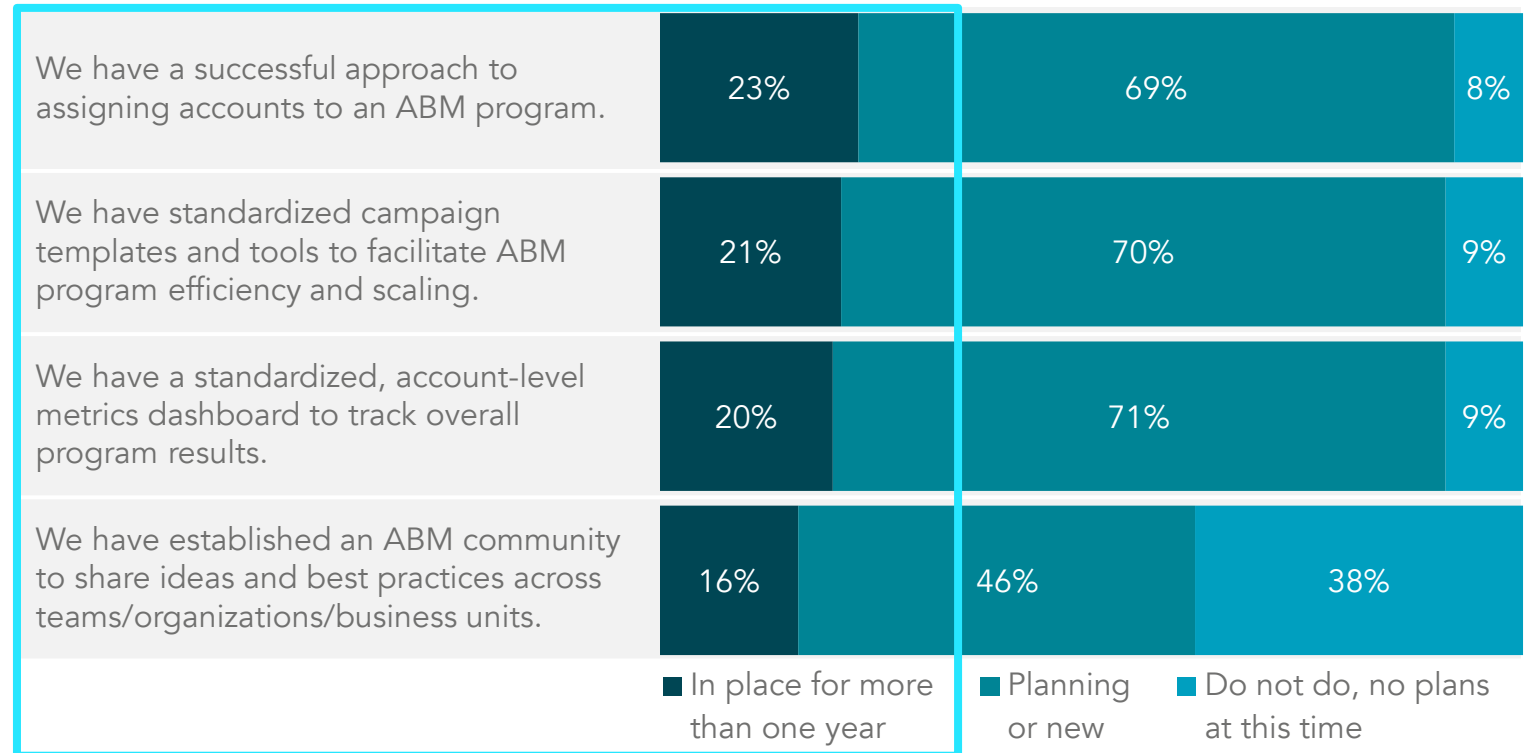


Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022 (N=187)

Less than a quarter of programs have solidified key elements of their approach

Similarly, most programs are still just planning or newly developing core components of their approach, including account prioritization, implementation processes, measurement, and team development.

Which best describes your ABM organization? % of respondents (N=193)



Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022



Establishing an ABM community is often a first step to solidify key approaches

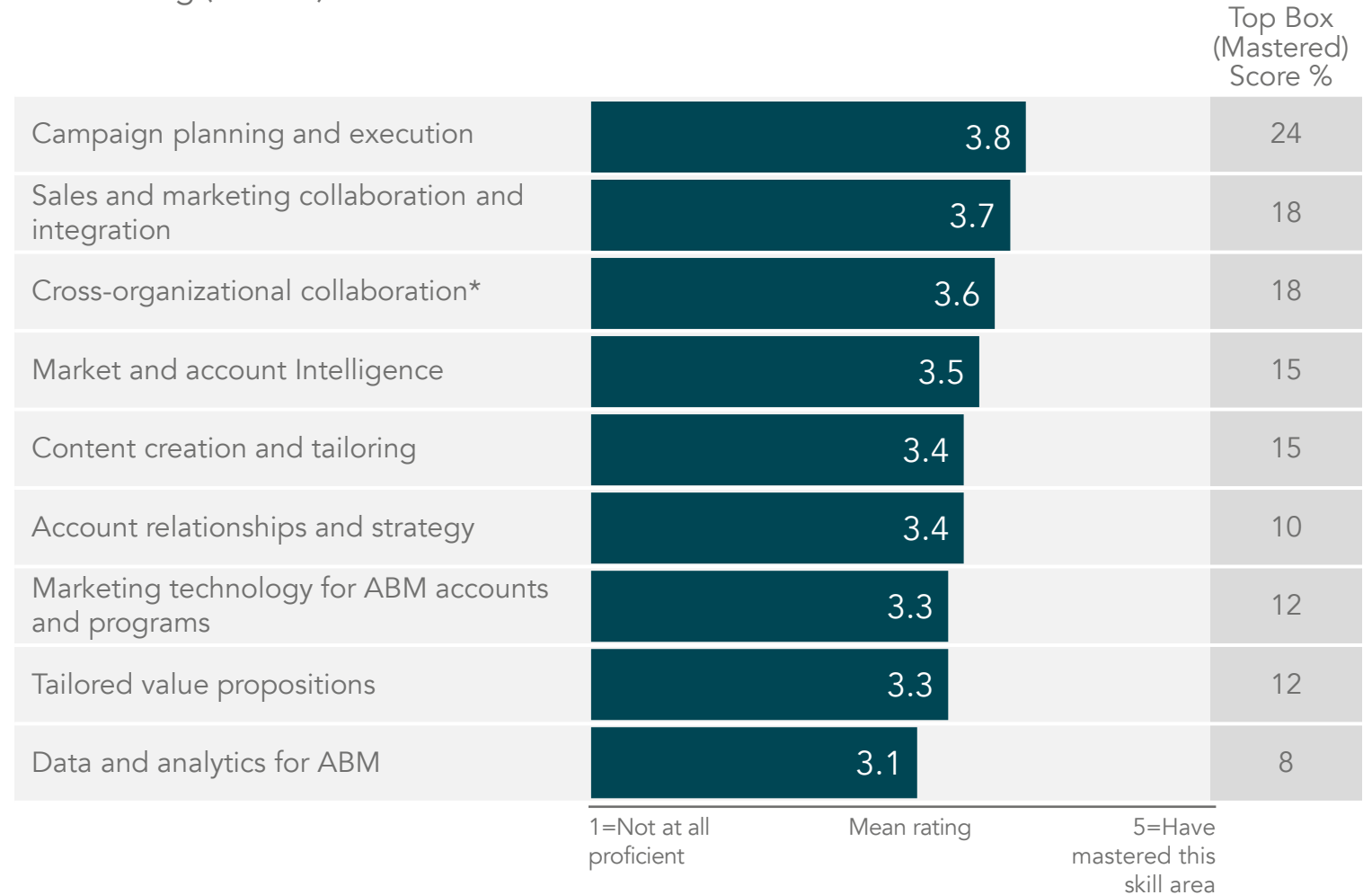
“ABM is executed in each country, but we operate as one global team. We’ve created a community and an advisory council. Each country lead sits on the advisory council. The council has three goals:

- Ensure that what we do centrally in ABM resonates within the individual countries and feeds their need.
- Create a best-in-class ABM program by identifying areas of strength and those in need of improvement. The Momentum ITSMA ABM Benchmark Assessment was a useful tool for this.
- Build operational excellence. For example, we’ve created a dashboard that measures campaigns at the account level, and eventually down to the actual contact at the account.”

ABM teams possess solid skills, but few can boast mastery

ABM leaders give their teams good marks for essential skills, but professional and team development remains a major challenge as programs expand with new hires and internal transfers. Few claim mastery across the range of critical capabilities.

As a group, how proficient are your ABM marketers in the following competencies?
Mean rating (N=197)



Note: Mean rating based on a 5-point scale where 1=Not at all proficient and 5=Have mastered this skill area. Top box score is the percentage of respondents that say ABM marketers have mastered this skill area. *Sales, operations, customer success, subject matter experts, and so forth. Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Professional development and ABM-er retention initiatives are hallmarks of successful programs

“Training and development is key. We need to make sure we are giving ABM-ers the opportunities to grow and learn. Every single member of our ABM leadership team was promoted from the internal team, and they deserved that promotion. They worked hard to overcome barriers, train people locally, and inspire hundreds and hundreds of marketers around the world.

But I would also think beyond marketing. Think about skills that the leaders of the future are going to need. To truly become the next business leader, which I do think our ABM-ers will be one day, they need those softer skills.”

“In addition to traditional ABM education, we make sure the team is proficient on tools. We also are looking at how do they continue to develop best practices. We’re working on what comes after certification. Part of their growth is not just the theory of account-based marketing, it’s the application.

We spend time rewarding innovation. ‘What are you doing that’s bespoke for your client?’ Now, we’re thinking about how do we reward repeatability? Part of an ABM-er’s growth is contributing back to the community.”

Few companies have built out a complete tech stack for ABM

The technology side of ABM also remains in early development for most programs. The majority rely on core marketing systems and even those are often sub-optimal for ABM impact. Investment plans for 2023 highlight a combination of core and special purpose tools.

Which types of technologies do you currently use to support your ABM programs?
Which types of technologies are you planning to add to your ABM technology stack in the next 12 to 18 months? % of respondents (N=196)

More than 60% of programs	<ul style="list-style-type: none"> • CRM • Website • Email • Account insights
40-60% of programs	<ul style="list-style-type: none"> • Social • Analytics • Marketing automation • ABM platform • Intent
Less than 40% of programs	<ul style="list-style-type: none"> • Direct mail • Lead to account matching • Content syndication • Chat • Prospect insights • Predictive • ... and many more!

Top Investments for 2023:

- CRM
- Social
- Chat
- Events
- Engagement insights
- Lead-to-account matching
- Content activation

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

To date, few programs are implementing Deal-Based ABM or ABM with partners

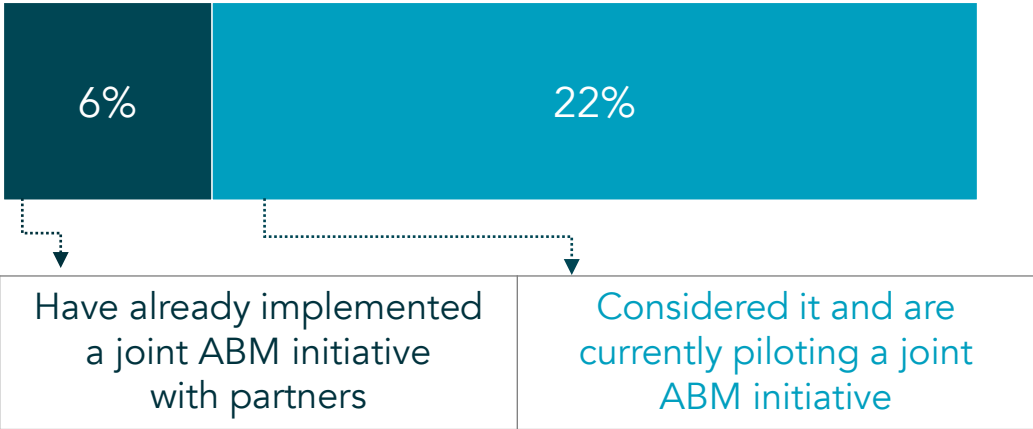
Formalizing ABM approaches for two potentially important use cases, supporting major (e.g., “must win”) deals and collaborating with partners on shared key accounts, are only beginning to take hold. For many companies, these approaches could go onto a longer-term developmental roadmap.

21%

Deal-Based Marketing

Marketers work with sales to pursue specific deals within key accounts

Have you considered practicing ABM jointly with partners with whom you have common customers?
% of respondents (N=190)



Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

What Leaders Do Differently: Building Blocks for 2023 and Beyond

Looking ahead to 2023, ABM program leaders are focused on expansion, efficiency, and investments in people and tools

The ABM development agenda for 2023 is an expansive one. Program leaders are looking at a wide range of initiatives to strengthen and expand program coverage and capabilities, and to address current shortcomings.

Top initiatives planned in 2023



Expand what we do for accounts currently in our ABM program



Adopt a blended approach using more than one type of ABM to cover more accounts/ clusters/ segments



Develop new tools and templates to facilitate reuse and best practice sharing



Add more marketing resources to cover more accounts/ clusters/ segments



Add a stronger focus on applying ABM to major defined sales opportunities or deal pursuits



Add education and training to increase ABM skills among existing marketers



Add technology to automate and create more leverage for existing programs

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022 (N=191)

Meet the ABM leaders

As program leaders prioritize initiatives for 2023, it's helpful to understand how the most effective programs stand apart from the rest. To support 2023 and longer-term planning, our study has identified a group of high-performing programs that are delivering far greater business impact than other programs.

ABM Leaders

Deliver superior business outcomes with their ABM programs

(N=66)

62%*

All Others

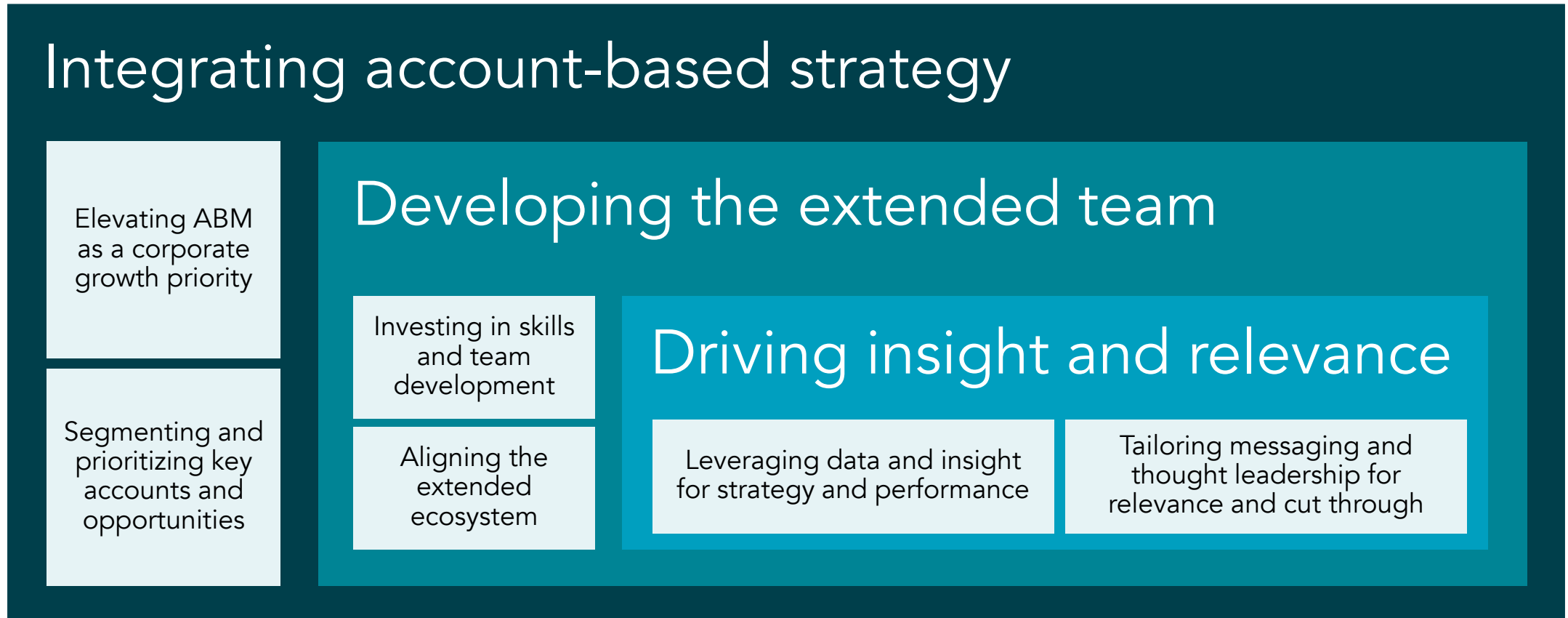
(N=131)

31%*

*Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

ABM leaders stand apart in three key areas



Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Embracing ABM as a foundation for corporate growth

One of the biggest challenges for ABM programs is moving from being marketing-led as a functional program (e.g., engaging key accounts or generating new demand) to an integrated, corporate-led Go-to-Market strategy.

We position ABM as a companywide business initiative, not a marketing initiative*

ABM is responsible for driving overall strategic business growth at our company*

ABM Leaders

76%

74%

All Others

41%

29%

Elevating ABM as a corporate growth priority



Gemma Davies
Head of Global ABM &
CXO Engagement
ServiceNow

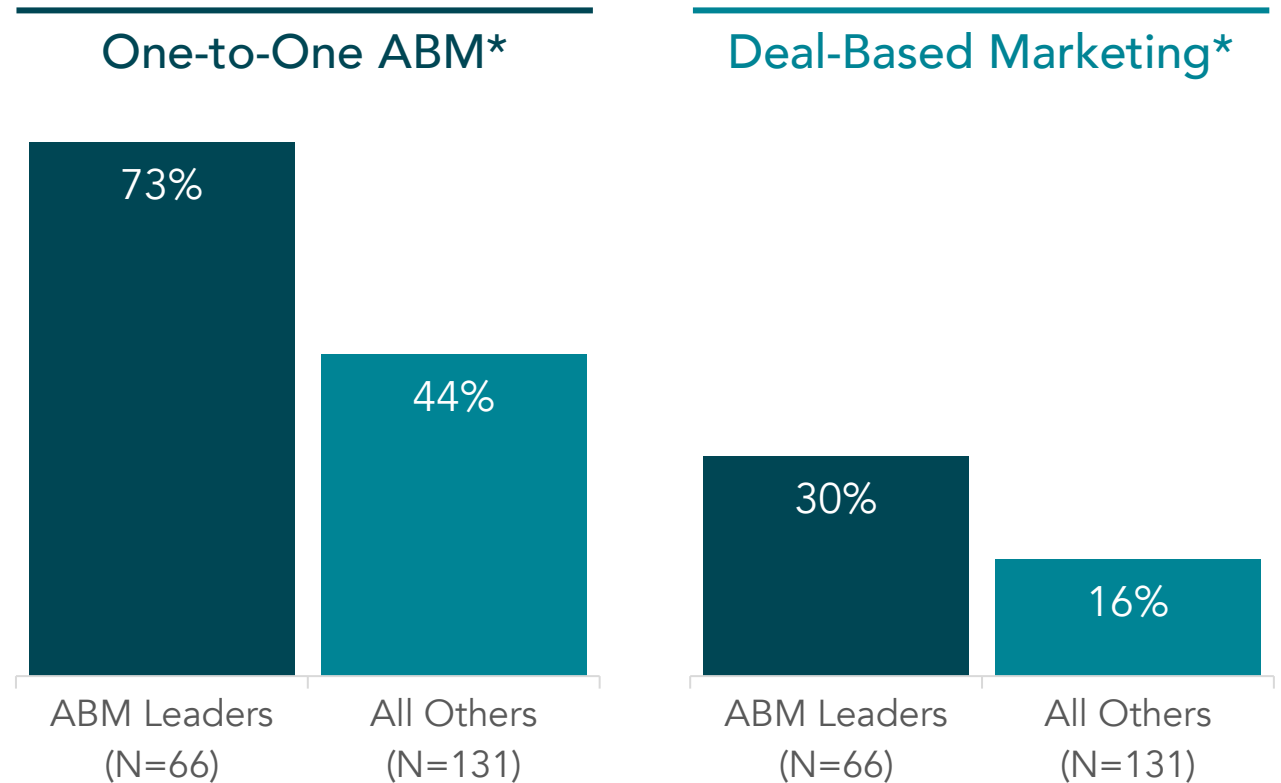
“One of the things that I’m grateful for when we were starting off our Account-Based Marketing journey was that the business understood the need to engage our most strategic accounts to grow their partnership with ServiceNow. I didn’t have to fight for the business case. It was a board-level directive with top-down-level support with sales on board. We have heads of ABM in our key geos and dedicated resources, curating truly personalized and unique experiences and focusing on making our customers as successful as possible.

The number one thing I always say to people on the ABM journey is to understand the business strategy and tie your ABM program to what your business is trying to achieve. If you can consistently demonstrate over a long period of time how the work that you’re doing contributes to the bigger picture, you will have less of a fight around resources and investments.”

Orienting marketing towards top accounts and big deals in tight alignment with sales

ABM leaders are much more likely to invest significant resources in top accounts and the largest deals, as does sales and (typically) the rest of the business.

Which of the following most closely describes the types of ABM you have implemented (or are piloting)?
% of respondents



Note: Multiple responses allowed.

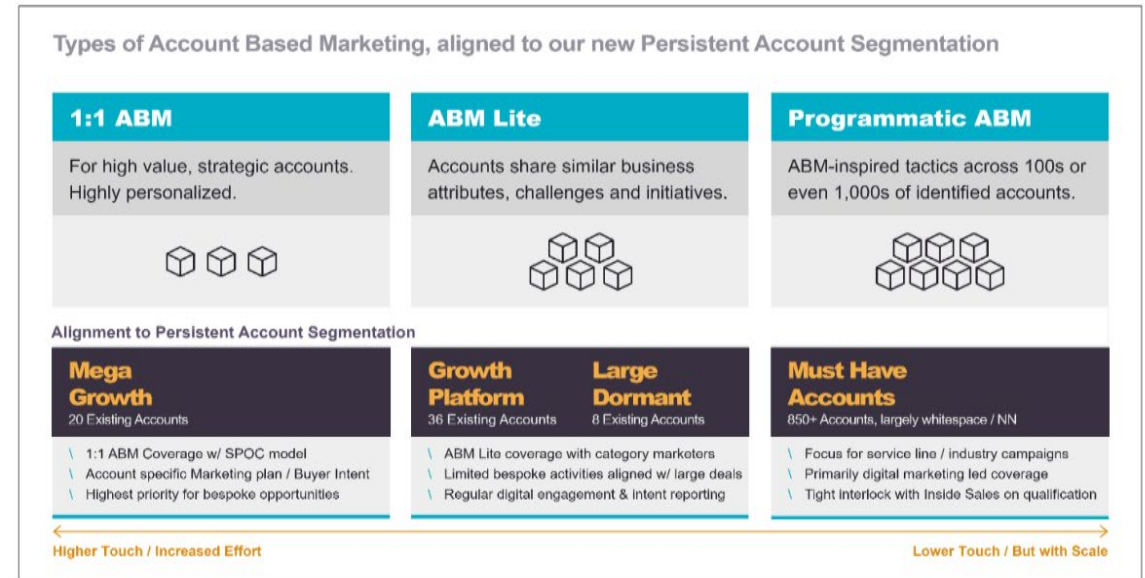
*Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022



Persistent selects accounts for ABM in partnership with Sales and Account Excellence Team

<p>Situation</p>	<ul style="list-style-type: none"> Embarked on a companywide strategy to improve customer satisfaction and retention through deeper engagement and stronger relationships to open new buying centers Sales and marketing operating in silos
<p>Solution</p>	<ul style="list-style-type: none"> In partnership with sales and account excellence, marketing classified the 82 Top accounts in three segments based on revenue contribution, expansion opportunities, account maturity, and relationship strength Developed an ABM pilot with a focus on “Top 16 Accounts” across different segments Created an account readiness matrix to help identify account and geography-specific industries, solutions, and offerings; also provided insights on content needs and gaps Aligned marketing, sales, and IT
<p>Results</p>	<ul style="list-style-type: none"> Up to a 50% increase in our win rate by adopting personalization and contextual targeting Overall pipeline goal exceeded by 186%



Investing in ABM training and certification for skills and career development

Not surprisingly, leading ABM programs are built on teams with more advanced skills across the full range of required capabilities. Investing more in strengthening team skills (including hiring more experienced ABM-ers) is one of the most effective ways to advance program impact.

As a group, how proficient are your ABM marketers in the following competencies?
Mean rating by performance

	ABM Leaders (N~66)	All Others (N~131)
Campaign planning and execution	4.1*	3.7*
Sales and marketing collaboration and integration	4.0*	3.5*
Cross-organizational collaboration (sales, operations, customer success, subject matter experts, and so forth)	3.9*	3.4*
Market and account intelligence	3.7*	3.4*
Content creation and tailoring	3.6*	3.3*
Account relationships and strategy	3.7*	3.2*
Marketing technology for ABM accounts and programs	3.6*	3.1*
Tailored value propositions	3.6*	3.1*
Data and analytics for ABM	3.5*	3.0*

Note: Mean rating based on a 5-point scale where 1=Not at all proficient and 5=Have mastered this skill area.
*Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

IBM created a new senior-level job role to develop and differentiate ABM marketers

BEST PRACTICE
CASE STUDY



Situation	<ul style="list-style-type: none">• Needed top account field marketers to focus more on growing the business, being a strategic partner to sales, and providing deep client understanding to inform marketing execution choices
Solution	<ul style="list-style-type: none">• A new senior-level job role within marketing, including role descriptions, a defined skill set, enablement journey, and career pathing examples• Client insight and behavioral capabilities, including in-depth executive profiling, AI-based demand sensing, and client research• A centralized program team to drive training, community building, plan management, and tooling• Participation in account planning to help set strategy and objectives• Real-time, client-interest triggers that field marketers use with sales to provide guidance to improving ongoing client conversations• Recognition and celebration of successes to foster innovation and best practice sharing• A comprehensive web portal that serves as a one-stop shop and toolkit for all things ABM
Results	<ul style="list-style-type: none">• Top account field marketers are now a vital network of practitioners who bring inspiration and creativity to client-selling teams



Aligning with sales, standardizing process, and aligning across the entire ecosystem

Top programs are more integrated with sales, have invested more in standardizing tools and processes, and leverage both central program leadership and extended communities to share best practice. All of this makes it easier to align across the extended ecosystem of cross-functional collaborators.

Level of sales integration:
Momentum ITSMA
Sales Collaboration Index



Which best describes your ABM organization?
% of respondents implemented

	ABM Leaders (N~64)	All Others (N~129)
We have an ABM Program Management Office (PMO)/Center of Excellence (CoE).*	45%	11%
We have standardized campaign templates and tools to facilitate ABM program scaling.*	62%	24%
We have a standardized, account-level metrics dashboard to track overall program results.*	59%	25%
We have established an ABM community to share ideas and best practices across organizations/business units.*	46%	16%

Note: Sales Collaboration Index based on a scale where 1=No collaboration with sales and 5=A great deal of collaboration with sales.
*Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

A formal program management office or center of excellence is effective to introduce companywide standardization



Cheryl Caudill
Global Program Office Leader
IBM

“How do we drive consistency across all our geographies so that when we are speaking, we’re speaking the same language? We need to have the same metrics, not only across marketing, but also with sales. We also are constantly looking at how we can co-create with our account-based marketers. We want to help them figure out what they need from us in the ABM global program office to be more successful, whether it is a new tool or process.

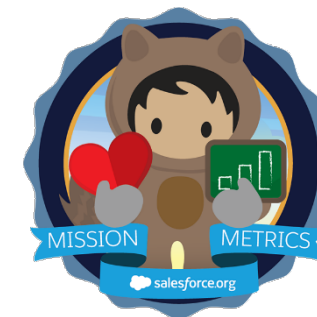
The result is that we grow together, and the account-based marketers know they have the program office working for them and with them. This enables us all to see what the next evolution in ABM will look like.”

Salesforce elevates ABM as a strategic program via standardization and team development

BEST PRACTICE
CASE STUDY



<p>Situation</p>	<ul style="list-style-type: none"> Delivering quantifiable ABM impact was largely a disparate and manual process Individual regions and teams (100 marketing practitioners in 18 regions) launched campaigns and tactics based on data from multiple technology sources and defined success in disparate ways Without clear connection to business results, risk of ABM being viewed as a set of tactics rather than an account-centric, strategic program
<p>Solution</p>	<ul style="list-style-type: none"> Strategy: Developed a vision of ABM and defined a standardized and consistent approach to developing, delivering, and measuring ABM journeys based on the Momentum ITSMA ABM Framework, measured against the 3Rs: Reputation, Relationships, and Revenue Technology: Connected data sources to aggregate campaign-, account-, and contact-level engagement with finance data to track and measure impact: driving quality pipeline and ACV People: Leveraged Momentum ITSMA to train Salesforce ABM marketers around the globe to communicate, collaborate, and orchestrate account programs as one integrated team Process: Defined business requirements and workstreams to increase productivity and operational efficiencies with a focus on making it easy for marketers to develop, measure, and optimize their programs
<p>Results</p>	<ul style="list-style-type: none"> Defined best-in-class ABM at Salesforce Delivered measurable impact through the omnichannel experience and met expectations to achieve business growth



<https://momentumitsma.com/winners/> MEA Summary PDF
Source: Momentum ITSMA 2022

Investing in tools and data for deeper market and account insights and to optimize performance

Although technology development for ABM is still in early days, the leading programs are significantly more likely to have invested in systems and tools that support account and engagement insights, as well as data management.

Which types of technologies do you currently use to support your ABM programs?
% of respondents

	ABM Leaders (N=66)	All Others (N=130)
Account insights*	76	54
Intent*	58	33
Engagement insights*	56	39
Attribution & reporting*	52	35
Data management*	29	12

Note: Multiple responses allowed.

*Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Integrating data for insight and action



Rob Leavitt
SVP, Advisory
Momentum ITSMA

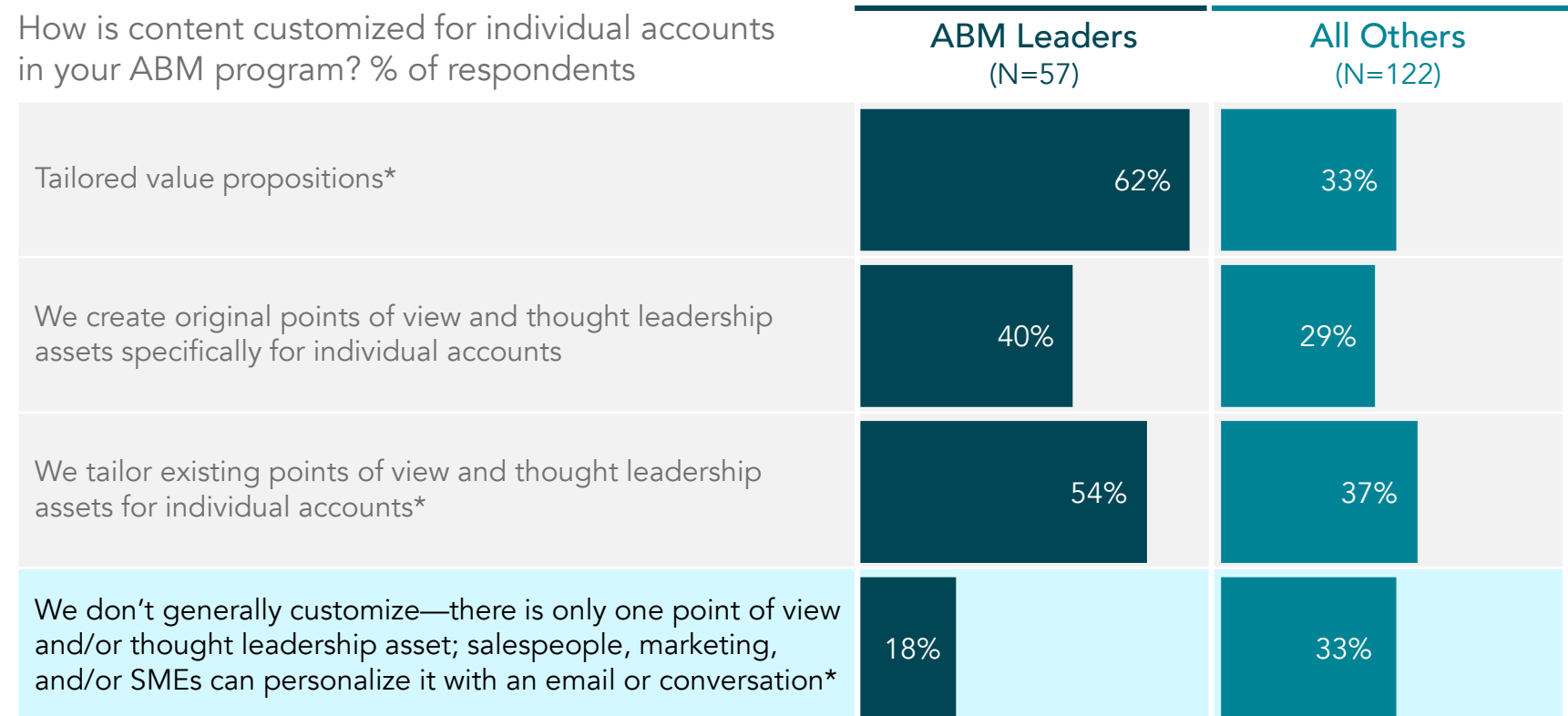
"It's almost impossible to over-invest in account insight: What's driving the business? What do their end customers need? How do they perceive us? How do they buy and what are they buying? Who's up and who's down? Who do their leaders really trust?"

Companies doing ABM typically face three big challenges with data and insight, especially as the volume of data continues to explode: tapping into the real insight held by salespeople, business leaders, and other customer experts; managing a regular process to pull out the signals from the noise; and actually turning insight into action and behavior that makes a difference."

Customizing value propositions, points of view, and content to ensure relevance and impact

By digging deeper into account issues and challenges, leading programs are much more able—and likely—to create more customized and relevant messaging and content. Less effective programs are less likely to customize.

How is content customized for individual accounts in your ABM program? % of respondents



Note: Multiple responses allowed.

*Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Tailoring messaging and thought leadership for relevance and cut through



Danny Nail
Director, Global ABM COE Leader
Salesforce

“We [in the COE] need to focus on taking the mundane things out of the ABM field marketers’ hands. We must give them content, tools and templates, and standardization and industrialization of marketing materials. This will give them more time to do the job they are supposed to do, which is to be strategic about the customer. We plan to develop content at a global level that can be re-versioned at a local level. The key is to build content that is designed to be versioned.”

Bringing it all together: Building blocks for success in 2023 and beyond

Integrating account-based strategy

Elevating ABM as a corporate growth priority

Segmenting and prioritizing key accounts and opportunities

Developing the extended team

Investing in skills and team development

Aligning the extended ecosystem

Driving insight and relevance

Leveraging data and insight for strategy and performance

Tailoring messaging and thought leadership for relevance and cut through

About the Research

ABM definition

Treating individual accounts as markets in their own right

As ABM has taken off in recent years, so too have the number of definitions. Even the sponsors of this research have used different definitions in the past.

For the purpose of this report, and with the hope of helping marketers rally around a common definition, we agree on the following:

Account-Based Marketing (ABM) is a strategic approach to designing and executing highly-targeted and personalized marketing programs to drive business growth and impact with specific, named accounts.

Core principles for ABM include:

- Strategic focus on improving business reputation, relationships, and revenue (if it's just about lead gen, it's not ABM!)
- Tight partnership and integration with sales (if there isn't active, ongoing collaboration throughout the lifecycle, it's not ABM!)
- Tailored and personalized programs and campaigns based on deep customer insight (if customers get the same experience and inside-out messaging, it's not ABM!)

About the research: Qualitative and quantitative study with 279 ABM heads and practitioners

6th annual Momentum ITSMA & ABM Leadership Alliance Study

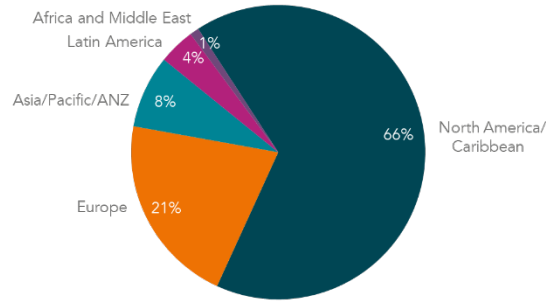


Web-based survey in August 2022 with Momentum ITSMA member companies and ABM Leadership Alliance contacts

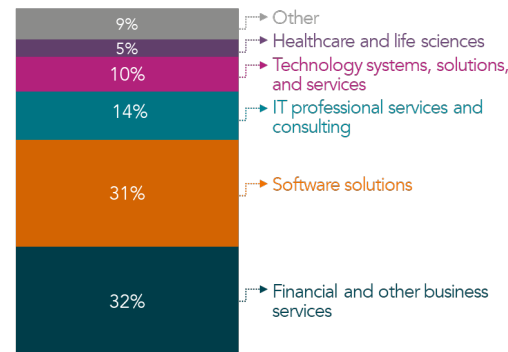


Marketers at B2B technology and business services companies

Location



Industry



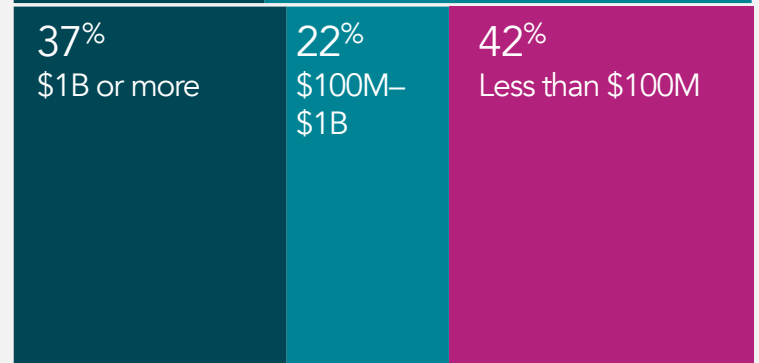
% of respondents (N=279)

Analysis by

ABM Performance



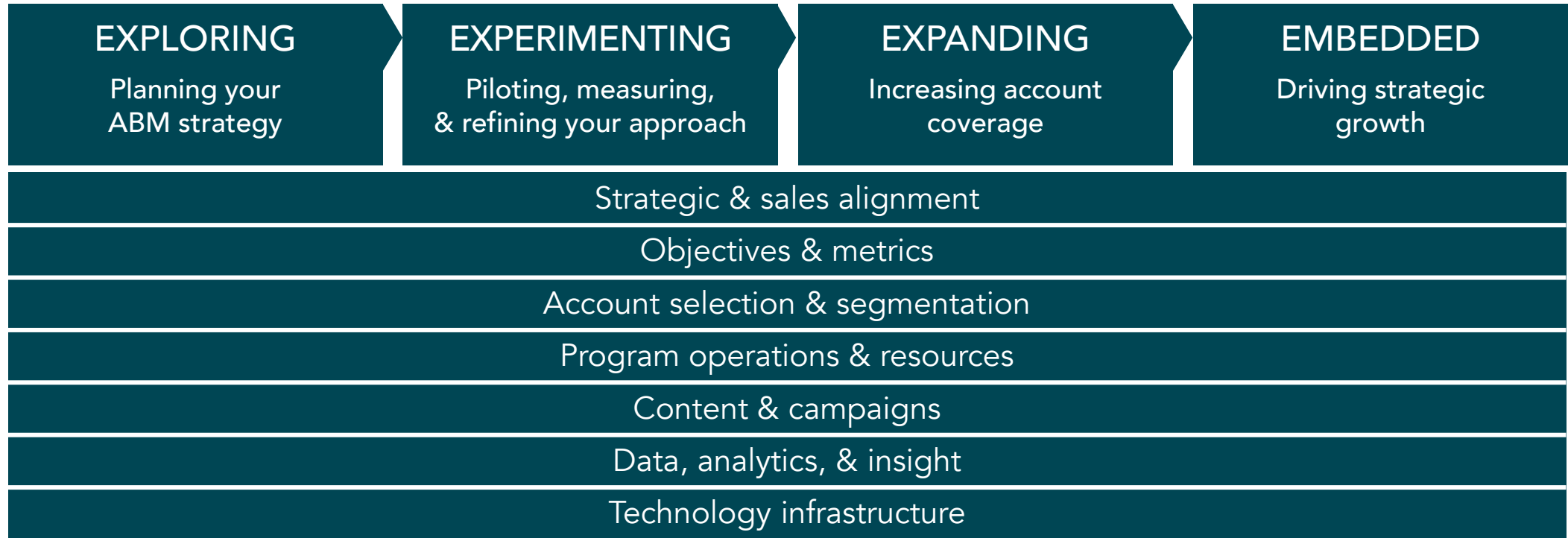
Size of Company



Source: Momentum ITSMA and ABM Leadership Alliance, 2022 ABM Benchmark Study, September 2022

Momentum ITSMA's ABM Adoption Framework

Four stages and seven dimensions that evolve to embed ABM across the business



Learn more!



As pioneers of account-based marketing (ABM), we enable you to embed a customer-first mindset, truly understand your markets, and build the right capabilities.

Our consulting, research, and learning services help global organizations accelerate revenue through our account-based growth services.

We bring deep experience in tech, financial services, and professional services—driving impact for you through our service lines, Growth Consultancy, Growth Intelligence and Growth Academy. We also empower your team to drive productivity and effectiveness through the world's most dynamic community of B2B marketers, Growth Hub.



The ABM Leadership Alliance unites industry-leading technology partners to educate B2B marketers about how developing and deploying an ABM strategy can help them improve their reputation, strengthen relationships, close bigger deals with target accounts, and increase pipeline velocity.

Members include MarketingProfs, Vidyard, SalesLoft, PFL, ON24, NetLine, Drift, Demandbase, and PathFactory.

More info

- momentumitsma.com
- abmleadershipalliance.com

