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To Mature Omnichannel Account-Based Experiences

The Marketer's Roadmap

Introduction

Responsive buyer experiences and relevant content across channels have always been the top criteria for mature, highperforming, omnichannel account-based orchestrations. But much of today's conversation revolves around linear, top-down campaigns, where the target account is placed in a marketing or sales play, operating within a siloed platform throughout the buyer's journey. The result is often antithetical to the desired buyer "experience." Operating without the necessary data management, intent, prediction, and consistent personalization, these platforms cannot deliver high-performing orchestration simply by slapping a new name on the same old ABM technology. In a rush to accelerate the delivery of "account-based experiences" (ABX), the platforms that support it have become a critical bottleneck, creating yet another siloed system that adds to

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Because enterprise marketers use multiple channels and platforms, and audiences engage across them, a successful account-based experience can't be created within a new platform silo."

the complexity and undermines the outcomes it is intended to improve.

This whitepaper examines how marketers can break through the conjecture that account-based experiences can exist within a platform that enables linear, top-down campaigns. So-called ABX will never unlock high-performing account-based orchestrations until they can personalize and contextualize multichannel engagement at scale, across platforms, and across teams.

This report will illuminate:

☑ The adverse outcomes that undermine the very experience ABX is intended to improve;

☑ The fundamental role of data management and the importance of accurate insights;

☑ How to create multichannel orchestrations that operate at each account's pace;

☑ Real-world examples of journeys to successful, mature orchestrations;

☑ The approach to people, processes, and technology decisions that deliver actual revenue results for ABM;

☑ How the marketing environment differs for enterprise organizations compared to SMBs; and

☑ The capabilities enterprise marketers should prioritize to achieve the greatest revenue impact for ABM.

Vendors Continue To Preach Innovation But Fail To Resolve Outstanding

ABM programs have become a mainstay of B2B marketing. Over 50% of respondents to the **"2021 State of ABM"** survey fielded by **PharosIQ** and **Demand Metric** said ABM is among their most critical revenue-generating strategies. But fewer than one-fourth reported that ABM significantly impacts marketing-generated revenue — and 38% admitted ABM's effect on revenues is negative, uncertain, unknown, or unmeasured.

Seeking solutions to innovate and improve ABM to drive even more revenue growth, B2B marketers are being pitched the "revolutionary" concept that customer experience is important and that it exists within a platform. In its current iteration, what's deemed ABX typically aims too low, maintaining a narrow focus on tactical campaigns. The platform or solution lacks the technical abilities required to provide personalized experiences across multiple channels, platforms, buying centers, geographies, and lines of business. This puts the target account into an undesirable linear campaign and assumes all accounts progress through the funnel at the same speed.

Negative outcomes of this approach include:
- Overmarketing to target accounts;
- Delivering inconsistent or conflicting marketing messages;
- Sending irrelevant content (for example, in the wrong language);
- Missing opportunities to market collaboratively across the enterprise organization's multiple
- lines of business;
- Failing to connect target account needs with high-value sales and marketing activities; and
- Marketing at crossroads with sales (for example, sending early-stage content to prospects already in a late-stage conversation).

"Most of, if not all, 'new' ABX platforms rely on the same old technology infrastructure that delivers siloed solutions for audience management, intent data, and campaign activation," said Mark Ogne, PharosIQ CMO and Founder of the **ABM Consortium**. "Adding these platforms can even worsen performance by creating yet another wholly disconnected silo."

In actuality, B2B buying does not play out in any predictable, linear order. Instead, customers engage in "looping" behaviors during a typical B2B purchase, revisiting multiple buying stages at least once. Buying stages do not happen sequentially but rather simultaneously.

Revenue: Where The Rubber Meets The Road

Slapping a new coat of paint on your technology and calling it another acronym won't yield results. Instead, marketers need to dive under the hood and consider their ABM programs in the context of existing sales and marketing programs to deliver a more significant revenue impact. Such transformation is especially critical for enterprises that face unique ABM hurdles.

Addressing this reality requires rethinking how marketers engage with accounts. The most mature account-based orchestrations are adaptive, understanding a target's changing needs, aligning content to those desires, and delivering personalized experiences consistently across multiple channels. This demands a new approach to data management, better use of intent and predictive insights, and fully synchronized orchestration.

ABM hurdles:
- Multiple divisions and product groups;
- Selling multiple products into the same target accounts;
- Communicating not only on multiple platforms but also in multiple countries/regions and languages; and
- Many more systems contribute more data compared to smaller organizations.

To ensure your journey to produce high-performing account-based experiences reach the desired destination, follow this roadmap:

1. Identify & Remove Roadblocks
2. Choosing Travel Companions
3. Chart A Cross-Functional Course
4. Merge Tech Silos
5. Map Out More Data Sources
6. Scan The Scenery
7. Get The Big Picture
8. Gear Up To Navigate Buyers' Needs
9. Be Ready For Any Road Buyers Take
10. Use Automation To Put ABM In The First Lane

STEP #1
Identify & Remove Roadblocks

STEP #2
Choosing Travel Companions

High-performing ABM strategies are better at proactively addressing potential challenges. Organizations can streamline their ABM journey by identifying potential obstacles and developing solutions before a crash happens.

Common roadblocks to ABM success include failure to:

- Measure ABM programs across channels and platforms;
- Coordinate ABM campaigns with other marketing campaigns;
- Control ABM messages across channels and platforms; and
- Manage ABM programs across multiple product lines, languages, and geographies.

Successful ABM is a collaborative effort — and the most successful organizations bring more people on the journey. **Research shows** that high-performing enterprises enlist six roles in their ABM efforts, compared to just four for low performers. While an ABM generalist may drive efforts with sales riding shotgun, subject matter experts (such as creatives, product managers, and field marketers) and business intelligence/data specialists should also be on board.

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> **Enterprises that partner domain experts and ABM generalists to develop and manage ABM programs are 2X as likely to see significant revenue impact."**

STEP #3

Chart A Cross-Functional Course

Organizations that use multiple collaborative teams to execute ABM and align their go-to-market approach with solution or line of business experts see **greater revenue impact** from ABM. In contrast, low performers typically have one team manage ABM for all departments or lines of business. When ABM involves crossfunctional relationships across departmental silos, internal teams gain transparency into each other's strategies so they can market collaboratively, share data and develop more robust analytics.

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High-performing organizations are 2.5X more likely to have deep integrations in their tech stack."

STEP #4

Merge Tech Silos

Marketers can only obtain valuable insights from data when their systems are fully integrated. Marketers should examine their tech stack to determine how best to achieve deeper integrations or optimize existing connections. What's needed to gain visibility into all data about target accounts? For example, could they move contact and account-level data between their systems or aggregate account-based information?
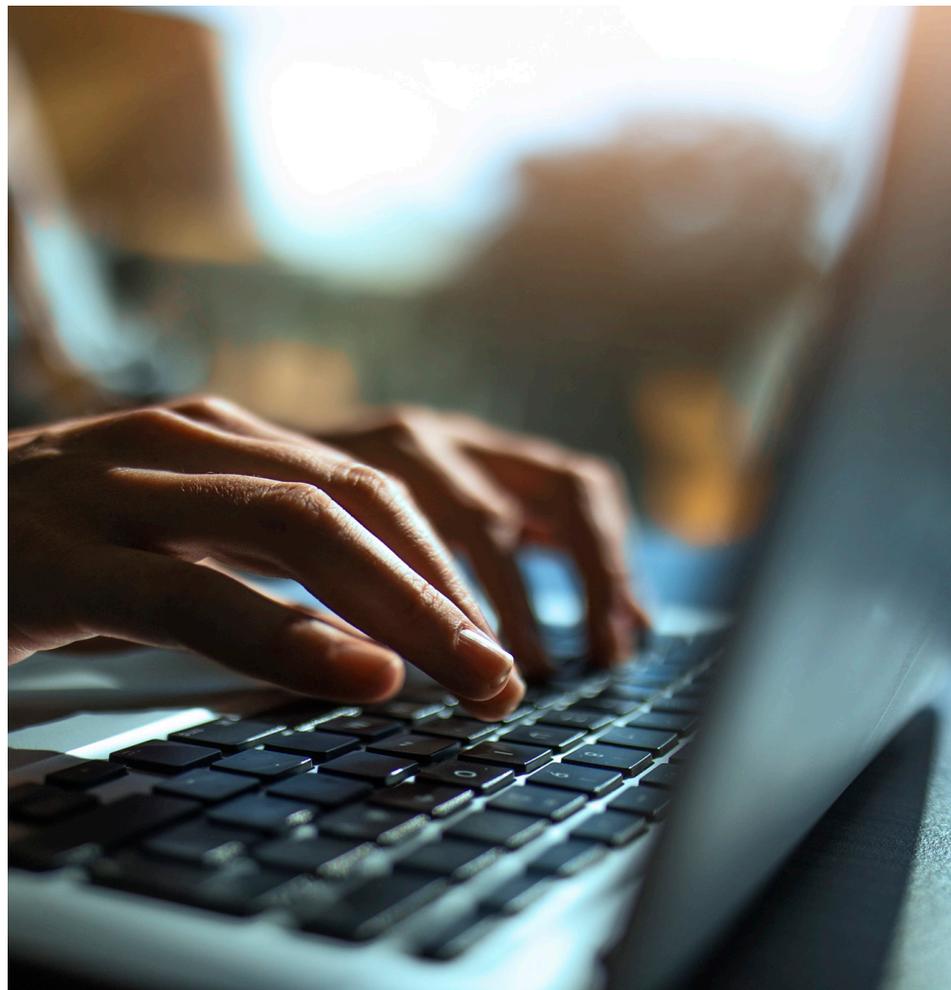
STEP #5
Map Out More Data Sources

The more data sources used to develop account profiles, the more significant the revenue impact. Once marketers have successfully integrated their tech stack, they can pull in data from additional sources, such as third-party intent data, CRM and MAP data, and predictive analytics. Using first-party intent data to support third-party data is particularly valuable. Gathering data from multiple sources provides complete visibility into how accounts engage across channels and whether they're in active research cycles for specific products and services.

Success Story: Fine-Tuning Targeting for SAP

With customers in over 180 countries and ERP solutions for a wide range of LOBs, generating lists of target accounts wasn't enough for enterprise application software provider **SAP**. When it launched two new products, "the first list generated 4,700 target accounts," recalled Jorge Granada, Global Lead, Programs Center of Expertise, whose team coordinates and orchestrates marketing for all LOBs at SAP.

To enhance its ABM program and better target accounts, SAP turned to PharosIQ. Using keywords selected by SAP, PharosIQ combined SAP's first-party data with second-party data based on 12 million phone calls annually to tele-qualify prospects and 1.5 trillion third-party intent signals per month. Synthesizing all the data enabled SAP to pinpoint the most receptive accounts and engage, connect, and convert buyers with messaging tailored to their individual interests and propensities. As prospects show interest in specific products, inside salespeople are automatically alerted to reach out. The result: A 400% increase in target buyer response.

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High-performing ABM programs are almost 2.5X more likely to leverage more advanced data sources. (43% vs. 18%)"

STEP #6
Scan The Scenery

Visibility into a wide range of data sources is essential, but mature ABM also requires transparency into what other teams are doing. Organizations with complete visibility into other teams' ABM programs are more likely to see significant revenue impact from ABM. In contrast, low performers are more likely to silo their ABM activities. Armed with a central view of each target account, multiple teams can execute a coordinated ABM program that precisely targets accounts with personalized messaging across channels.

STEP #7
Get The Big Picture

Integrating a tech stack, gathering data from multiple sources, and sharing data among teams pays off in more comprehensive, more accurate target account profiles. Look for ways to organize account-based data from contact-based systems. Cleansing, mapping, and appending data delivers greater accuracy, more detailed reporting, and deeper insights into the impact of ABM programs on each account.

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High-performing organizations are nearly 6X more likely to have visibility into other teams' ABM engagement strategies."

STEP #8

Gear Up To Navigate Buyers' Needs

Content aligned to target accounts' needs and buying stages is the hallmark of a mature ABM program. To deliver the right content at the right time, successful ABM programs develop and revise a wide range of content tailored to each target account's evolving needs along the buyer journey. Current, accurate engagement data is essential to creating this high-value content.

"38% of high-performing ABM programs have a library of content to serve specific target-account goals vs. 15% of low performers."

STEP #9

Be Ready For Any Road Buyers Take

Buyers don't engage on just one channel, so ABM programs need to plan for alternate routes. Organizations that use three or more marketing systems to deliver ABM program messages outperform those using just one or two systems. Deploy solutions incorporating self-learning, connected recognition, and targeting to track an account's digital breadcrumbs accurately and send a consistent marketing message wherever prospects are.

"84% of high-performing ABM programs use more than three systems to deliver marketing messages versus 66% of low performers."

STEP #10
Use Automation To Put ABM In The Fast Lane

Managing ABM messaging across multiple platforms and channels is among marketers' most significant challenges. Mature ABM programs use automation to adjust content to a target account's changing needs. A solution that provides a centralized view of account engagement in real-time combined with automated triggers helps ensure the next best action is taken at every stage.

Success Story: Shortening Time to Revenue for Juniper Networks

Juniper Networks, a global provider of networking technology and services with offices in 47 countries, had no shortage of data. Its challenge was gaining insights into what prospects need and how they engage with channel partners. Tina O'Dell, Head of Global Channel Marketing, engaged PharosIQ to help.

Combining its first-party intent data with PharosIQ's solution, O'Dell's team could measure both prospects' interest and intent to act, helping them identify high-priority accounts. Seeing how prospects react to marketing in real-time eliminates blind spots and helps move deals along the funnel faster.

"We can now downstream initial conversations, fill in gaps about lead status, and add those data inputs into our formula to better understand overall timelines," said O'Dell. The result: Greater campaign efficiency and faster time to revenue.

46% of high-performing ABM programs use real-time triggered connections to deliver relevant sales and marketing actions versus 11% of low performers."

pharosIQ, a global leader in "intent-to-purchase" lead generation, provides insights and demand for B2B sales and marketing success. Leveraging over 40 years of expertise, pharosIQ turns intelligence into impactful engagements for efficient global revenue growth. Powered by first-party data, it connects vendors with buyers, transforming strategies worldwide.