

# HIGH PERFORMANCE ABM CAPABILITIES

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The Proven Account-Based  
Marketing Framework

**A Demand Metric Benchmark Report**  
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**IN PARTNERSHIP WITH THE  
ACCOUNT-BASED MARKETING CONSORTIUM**



# Table of Contents

3	Introduction
4	Executive Summary
5	The ABM Capabilities Framework
6	ABM Revenue Impact Segments
8	Perceived Compliance with the Framework
10	Maturity of Each ABM Framework Capability <ul style="list-style-type: none"><li>▪ Account Selection</li><li>▪ Insights</li><li>▪ Content</li><li>▪ Orchestration</li><li>▪ Delivery</li><li>▪ Measurement</li></ul>
27	Analyst Bottom Line
31	About the ABM Consortium
33	About Demand Metric
34	Appendix – Survey Background

## INTRODUCTION

Demand Metric has researched the practice of Account-Based Marketing (ABM) for nearly two years. Like other analyst firms, Demand Metric has established that the adoption of ABM is occurring at a rapid rate and awareness is very high.

While not all B2B organizations have an ABM program deployed, almost all either have a distinct plan to deploy one in the near future or are considering it. The adoption of ABM is secure and the practice holds a solid place in the future of B2B marketing strategies.

Through this impressive adoption of ABM, the critical question has now shifted to understand how ABM is best implemented. To define how to shift this proven interest and adoption to real marketing performance, are there best practices and maturity milestones that lead to a greater revenue impact? Is simply including ABM in the marketing technology stack enough to ensure its success?

The ABM Consortium, a collection of thought leaders and vendors in the ABM solution space, has developed an ABM Capabilities Framework. The purpose of this framework is to serve as a resource and guide to attain the best possible performance from the practice.

This framework, which is presented later in this report, represents the collective wisdom of ABM Consortium members. The research hypothesis for this study was based on this question: **does compliance with the ABM Capabilities Framework result in greater revenue impact from ABM?**

The research collected responses from over 500 survey respondents, more than half of which are currently using ABM. **The results of the study confirm the validity of the research hypothesis.**

This report will present the framework, the maturity milestones it represents, recommended actions to achieve maturity with ABM and therefore maximize its revenue impact.

## EXECUTIVE SUMMARY

All of this study's participants were from organizations whose primary focus was B2B, and 69 percent of them were in a marketing role when they took the study survey. Over one-third of the respondents were with companies of at least \$100 million in annual revenue.

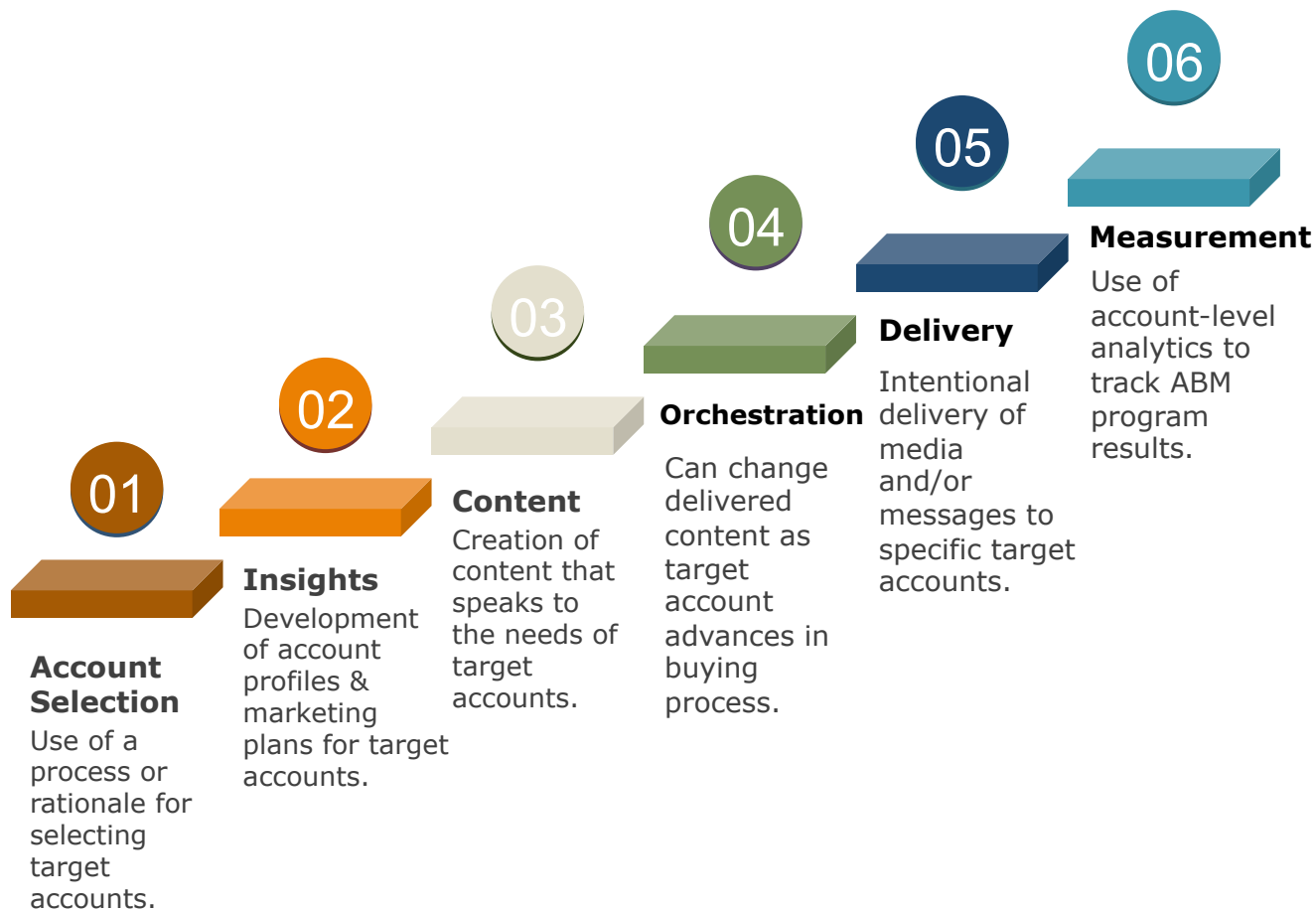
The analysis of this study's data provides these key findings:

- **Over two-thirds of the study participants report that ABM is favorably impacting their revenue.** But less than 20 percent were able to report a revenue impact within a specific range of revenue increase (Fig. 1).
- The primary motive driving less mature ABM programs is prospecting for new customers, but as **ABM maturity increases, the motive swings dramatically toward cross/up selling to existing customers** (Fig. 2)
- The media delivery methods (Fig. 3) vary significantly by ABM maturity levels. The most mature ABM users favor tailored email messages that are part of nurturing flows (76 percent). **The least mature users favor retargeted ads to prior website visitors (66 percent).**
- The top reason given for not using ABM, given by 45 percent of respondents who don't have an ABM program, is: "Other initiatives have a higher priority" (Figure 4).
- **For those using ABM, over 80 percent state that it is one of the most important revenue generating strategies in use (Figure 5).**

This report details the results and insights from the analysis of the study data. For more detail on the survey participants, please refer to the Appendix.

# THE ABM CAPABILITIES FRAMEWORK

The ABM Capabilities Framework represents an ideal for implementing and using ABM. It provides standards for maturity in specific aspects of ABM, while also giving direction to ABM adopters for ensuring maximum revenue impact. Table 1 summarizes the ABM Capabilities Framework.



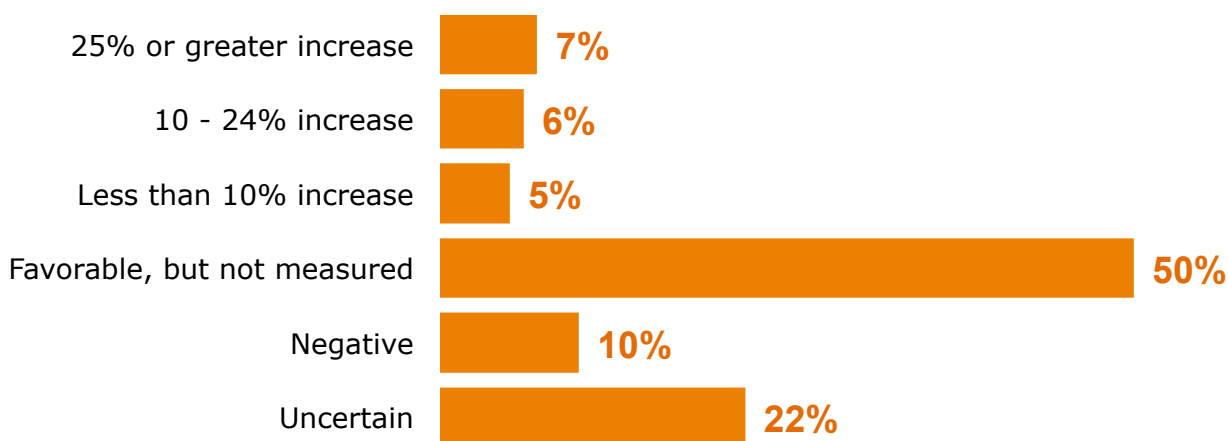
**Table 1: The six components of the ABM Capabilities Framework.**

There are six components in the framework, and they are shown in sequential order from left to right. Each individual component of this framework is discussed in greater detail in subsequent sections of this report. The study survey measured compliance with each framework component, comparing levels of compliance to the revenue impact of ABM in order to prove or disprove the study’s hypothesis.

## ABM REVENUE IMPACT SEGMENTS

A key question in the study survey was: "Which statement best describes the impact that ABM is having on the revenue you generate?" The responses to this question are shown in Figure 1.

### Impact of ABM on Revenue Produced



**Figure 1: 71 percent of respondents report a favorable revenue impact from ABM.**

The data in Figure 1 provides the crucial segmentation data for this study. Those participants reporting a measurable percentage impact are at the highest maturity level. Those reporting a favorable revenue impact but haven't measured it represent mid-maturity level of ABM usage. Those reporting uncertainty or a negative impact represent the lowest maturity level of ABM usage. Table 2 summarizes these segments.

Segment	Percent of sample
High maturity	18%
Mid maturity	50%
Low maturity	32%

**Table 2: ABM capabilities study segments**

## ABM REVENUE IMPACT SEGMENTS

Using the segments shown in Table 2, the study data was analyzed to determine the level of compliance and maturity with the ABM Capabilities Framework. The assumption is simple: the organizations realizing the greatest revenue impact from ABM – by virtue of having some degree of certainty around measuring that impact – are the most mature users. If in fact they show significantly higher degrees of adoption or compliance with the framework, then the study hypothesis is proven.

## PERCEIVED FRAMEWORK COMPLIANCE

The study first asked participants to rate their compliance with the ABM Capabilities Framework. For each framework component, participants indicated if that component played a major, modest, minor or no role in their respective ABM programs. Their responses provide a high-level, horizontal view of compliance across the entire framework. The participants' perception of compliance was then filtered using the maturity segments previously described (Table 2) in this report to draw comparisons. These comparisons provide the first indicator if greater framework compliance produces more mature ABM users, and therefore greater revenue impact.

Table 3 shows the percentage of survey participants that indicated which framework components are a **major part** of their ABM program.

SEGMENT	Account Selection	Insights	Content	Orchestration	Delivery	Measurement
High Maturity	80%	46%	51%	28%	44%	33%
Mid Maturity	19%	10%	11%	5%	8%	78%
Low Maturity	49%	23%	21%	16%	29%	16%

**Table 3: Compliance with ABM Capabilities Framework by maturity segment.**

Table 3 shows that almost all of the most mature ABM users are very intentional about account selection, a critical framework element that underpins success across all other framework components.



## PERCEIVED FRAMEWORK COMPLIANCE

The mid maturity segment's members report that ABM is having a favorable revenue impact, but they haven't measured it. Their data in Table 3 seems to suggest a "checkbox" attitude toward ABM. This attitude is one that assumes that getting an ABM program and the supporting technology in place is simply a checkbox on marketing's To-Do list, and once completed the results are taken for granted.

It is curious that the greatest point of emphasis for this segment in the framework is measurement; ironic since compliance with all the preceding framework components is less than 20 percent. What could the members of this segment be measuring? They've indicated they're not measuring revenue impact, so the objective of their measurement efforts is a mystery.

The low maturity segment members report an uncertain or negative revenue impact from ABM. When comparing their framework component compliance, their percentages are about half of those seen in the high maturity group. This seems to suggest that the low maturity segment is on the right path, but simply hasn't progressed as far.

Further analysis of this study's data indicates what logic suggests, that maturity is a function of time in use. **Over half of the low maturity segment members have been using ABM for less than a year, while over half of the high maturity segment has been using ABM for two or more years.**

Table 3 provides an overall view of compliance with the ABM Capabilities Framework. The following sections of this report will examine the maturity for each individual component of the framework with the goal of identifying characteristics and actions to help ABM users achieve the greatest revenue impact.

## MATURITY OF ABM FRAMEWORK CAPABILITIES

Next, the study asked participants to rank their actual deployment against a range of maturity within each capability of the framework. The objective in this case was to determine the underlying strategies deployed, grouping those answers by ABM Revenue Impact Segments (Figure 1) to determine the strategies that produced the greatest revenue impact.

As with the Perceived Framework Compliance (Table 2), the following analysis shows a highly correlated structure of participant response to ABM Revenue Impact Segment.

The detail in this case, however, will identify specific marketing activities and strategies that prove that more mature ABM programs produce greater revenue impact, and conversely lower maturity activities produce lesser revenue impact.

## ACCOUNT SELECTION

Table 3 establishes that Account Selection is a major component for 80 percent of the most mature ABM users. This section examines Account Selection in detail to define the maturity characteristics that produce the greatest revenue impact.

The Account Selection framework component addresses how users select target accounts for their ABM programs. This is a critical framework element, as it is the foundation for success across all other framework capabilities. The most mature ABM users develop and apply a process or rationale for selecting the best target accounts.

The account selection process is often manual and reflective of current practices, but could also include high-tech approaches using predictive analytics, or low-tech approaches like SIC code lookups, list building or list purchase. The requirements for ABM Account Selection include:

- Should provide the ability to apply a consistent rationale to the selection of target accounts.
- Should involve a quantitative means to action and evaluate the selection process to enable optimizing the selection process over time.
- Must achieve sales team buy-in to account selection process / rationale as well as companies that the process ultimately selects.
- Must include 2nd and / or 3rd party data to expand selection consideration beyond those currently targeted or in the pipeline.

The survey asked participants further questions about Account Selection to understand practices in use by each maturity segment. Table 4 shares this data.

## ACCOUNT SELECTION

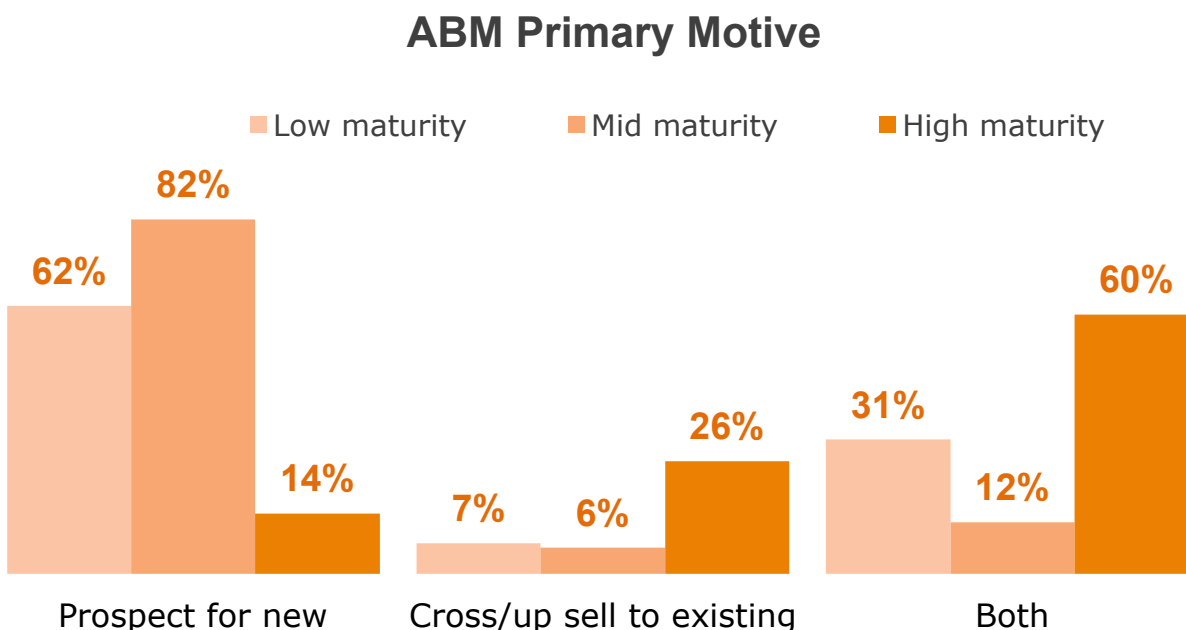
SEGMENT	Lower Maturity	Mid Maturity	Mid Maturity	High Maturity	I don't know	Other Approach
	"We look for companies we like."	"We try to replicate our current sales account coverage."	"We use 3 <sup>rd</sup> party data (e.g. Dun & Bradstreet) to find companies like ones we've recently closed."	"We use technology (e.g. predictive analytics) to identify high-value targets."		
High	3%	21%	10%	<b>53%</b>	0%	13%
Mid	3%	<b>81%</b>	7%	6%	1%	2%
Low	<b>37%</b>	20%	19%	10%	4%	10%

**Table 4: The most mature ABM users use technology to identify high-value targets.**

The key finding from this data is that less mature programs guess or replicate current account coverage. **By contrast, 63 percent of mature programs use data to drive account selection, and over half, 53 percent, use advanced technology such as predictive analytics.**

## ACCOUNT SELECTION

Another dimension of Account Selection the study examined was the primary motive for the ABM program: is it prospecting for new customers, cross/up selling to existing customers, or doing both? Figure 2 shows this motivation by segment.



**Figure 2: The most mature ABM users cross/up sell to existing customers.**

The perception that ABM is just for acquiring new clients is false. The most mature segment of ABM users has is getting equal or greater from cross-selling and/or up-selling to existing clients. For ABM users with substantial customer bases, this cross/up selling motive could easily eclipse prospecting as the motive driving ABM use.

The key finding from Figure 2 is that less mature programs focus on prospecting. **By contrast, 86 percent of mature programs use ABM for cross/up selling, with 60 percent using it for both prospecting and cross/up selling**

## INSIGHTS

Table 3 establishes that Insight is a major component for 47 percent of the most mature ABM users. This section examines Insight in detail to define the maturity characteristics that produce the greatest revenue impact.

The Insights framework component addresses how ABM users create account profiles, and it further addresses how users then create ABM marketing plans for accounts targeted by their ABM program. The most mature ABM users develop and use account profiles that identify decision-makers, buying processes, media preferences, and other factors and then use insights from these profiles to develop account plans to support their ABM programs.

Marketers find that the available, underlying data often does not support account level planning, so the tendency is to jump prematurely to media purchases and fail to properly segment their marketing approach (needs meet stage). When this happens, the opportunity is missed to interlock the marketing approach with sales needs. This Insight planning phase is pivotal to further success with ABM, and requires:

- Preparation of underlying CRM data that is organized, enriched and aggregated across marketing systems, then rolled up to the account level.
- Creation of account profiles that identify account objectives, decision-makers, buying process/responsibilities, media/channel preferences, company initiatives, impactful trends, needs, and high value propositions.
- Creation of account marketing plans that exploit account profiles and identify budget, timing and a media plan to achieve objectives. This plan must adapt to progress at achieving stages prior to closing the business – adapting to the stage of purchase process and sensitive to response generated (via media and sales engagement). It must also support cross and upsell objectives.
- Segmentation matrix – sales and marketing cohorts need to identify necessary stages and triggers that would indicate buying stage transition and a media plan that is sensitive to these changes.

## INSIGHTS

Study participants that indicated any level of compliance with the Insight framework component were asked to share how they currently create account profiles in support of their ABM programs. Table 5 shows the resulting data.

SEGMENT	Lower Maturity	Mid Maturity	Mid Maturity	Mid Maturity	I don't know	Other Approach
	Marketing team creates one account profile that is used for all target accounts.	Marketing team creates an account profile for each target account.	Sales & marketing teams collaborate to conceive account profiles.	Sales & marketing team collaborate and use data from CRM and other systems to develop account profiles.		
High	3%	5%	29%	<b>55%</b>	5%	3%
Mid	<b>77%</b>	5%	8%	6%	3%	1%
Low	<b>41%</b>	8%	12%	29%	6%	4%

**Table 5: Mature ABM users collaborate at a higher rate to create account profiles.**

The key finding from Table 5 is less mature ABM programs create largely one-size-fits-all account profiles in a vacuum. **By contrast, 84 percent of mature programs collaborate with sales counterparts, and 55 percent also use data to drive account profile development.**

## INSIGHTS

Study participants that indicated any level of compliance with the Insight framework component were asked to share how they currently create account –marketing plans in support of their ABM programs. Table 6 shows the resulting data.

SEGMENT	Lower Maturity	Mid Maturity	Mid Maturity	High Maturity	High Maturity	High Maturity
	Create and use a single plan for all targeted accounts based on intuition.	Create and use a single plan for all targeted accounts based on available data.	Create and use a single plan for all targeted accounts based on a conversation with the sales team.	Create and use account-specific plans based on intuition.	Create and use account-specific plans based on available data.	Create and use account-specific plans based on a conversation with the sales team.
High	0%	6%	11%	6%	<b>36%</b>	<b>42%</b>
Mid	4%	<b>77%</b>	3%	4%	6%	6%
Low	<b>38%</b>	12%	10%	0%	23%	17%

**Table 6: Mature ABM users create account-specific plans based on data and sales team input.**

The key finding from Table 6 is less mature programs apply a single marketing plan across all targeted accounts. **More mature ABM users are collaborating to align sales and marketing perspectives and use data to drive decisions.**



## CONTENT

Table 3 establishes that Content is a major component for 51 percent of the most mature ABM users. This section examines Content in detail to define the maturity characteristics that produce the greatest revenue impact.

The Content framework component addresses how ABM users create content to support their ABM programs. Content is the fuel for creating engagement with target accounts. The most mature ABM users drive a very dynamic content creation process with account objectives, and execute a content strategy at the account level to achieve objectives at target account (and subaccount) levels.

An ideal content strategy to support an ABM program that effectively engages target accounts has these characteristics:

- 1) Must align with and support account objectives by purchase stage.**
- 2) Should include a testing methodology to isolate response and detect engagement with media options for accounts that face the same stage and objectives.**
- 3) Should include a wide range of content formats and channels, such as display ads, website content, emails, phone scripts, etc.**

Study participants that indicated any level of compliance with the Content framework component were then asked to share how they currently create content to support their ABM programs. Table 7 shows the resulting data.

## CONTENT

SEGMENT	Lower Maturity	Mid Maturity	Mid Maturity	High Maturity	I don't know	Other Approach
	We use the same set of content for all target accounts.	We create content to support ABM and use the same set for all target accounts.	We create versions of content to serve specific target-account objectives.	We create a library of content to serve specific target-account objectives as they evolve during the course of our ABM program.		
High	0%	10%	<b>53%</b>	37%	0%	0%
Mid	3%	<b>84%</b>	8%	2%	2%	1%
Low	<b>41%</b>	14%	28%	17%	0%	0%

*Table 7: Most less mature ABM programs use one set of content for all accounts.*

The key finding from Table 7 is that a majority of less mature programs are using a single set of content for all targeted accounts. Almost all of the mid maturity segment creates content with the ABM program in mind, but a vast majority of this segment's members are also using just a single set of content. **By contrast, 90 percent of the high maturity segment produces versions of content to address specific account objectives, and over one-third of this segment creates a library of content focused on changing content needs as each account progresses in engagement.**

## ORCHESTRATION

Table 3 establishes that Orchestration is a major component for just 28 percent of the most mature ABM users – the lowest measured level of compliance with any framework component. This section examines Orchestration in detail to define the maturity characteristics that produce the greatest revenue impact.

The Orchestration framework component addresses how ABM users change delivered content as a target account advances in their engagement. The most mature ABM users change the content they deliver, either manually or through automation, as they observe engagement levels with target accounts change or increase.

The ideal orchestration strategy defines and configures relationships between account marketing plans, content and the channels that deliver the content. Integrating these elements is the essence of Orchestration, and it enables the optimization of the marketing plan and the media spend.

Today technology and data silos dominate the ABM landscape for this framework component, making orchestration difficult, if not impossible. To fully orchestrate content delivery, ABM solutions need to support unified execution and data aggregation across all ABM activities. What's required to do this is the ability to aggregate detailed relational data for target participants in the ABM program, across all ABM activities and capabilities.

Orchestration occurs effectively when account profiles that include marketing plans, current account stage, etc., inform content decisions just prior to media delivery. As target accounts transition between buying stages, the ideal is to sense these transitions and change content delivery as a result of them.

Study participants that indicated any level of compliance with the Orchestration framework component were asked how they currently change delivered content as target accounts advance in their engagement. Table 8 shows the resulting data.

## ORCHESTRATION

SEGMENT	Lower Maturity	Mid Maturity	Mid Maturity	High Maturity	I don't know	Other Approach
	We deliver the same content to all accounts in the ABM program.	We can manually change the content we deliver at the account level.	Our platform(s) automatically changes content at the account level based on engagement.	We can automatically change and coordinate delivered content at the account level, across all platforms, based upon engagement.		
High	6%	<b>41%</b>	12%	32%	6%	3%
Mid	<b>81%</b>	14%	2%	1%	1%	1%
Low	<b>58%</b>	28%	3%	7%	2%	2%

**Table 8: More mature ABM programs change the content they deliver.**

The data in Table 8 suggests that Orchestration is one of the more difficult framework components to grasp and adopt. Doing orchestration well puts unique demands on content creation, and it requires more advanced ABM solutions that integrate with other systems, such as marketing automation or CRM. **While it's possible to orchestrate content delivery manually, as the largest block of most mature ABM users are doing, a manual process won't scale well.**

## ORCHESTRATION

The key finding from Table 8 is that the vast majority of less mature programs do not consider changing delivered content, even as a target account advances in their engagement. **By contrast, 85 percent of high maturity programs change content to reflect account engagement and advancement through their program. Nearly one-third change content in an automatic manner.**

## DELIVERY

Table 3 establishes that Delivery is a major component for 44 percent of the most mature ABM users. This section examines Delivery in detail, to define the maturity characteristics that produce the greatest revenue impact.

The Delivery (Distribution) framework component addresses the means used to deliver marketing or media impressions for ABM programs. Ideally, orchestration parameters are used to deliver highly targeted impressions across the full range of buying process stages and using the full digital array of delivery methods such as display, social and search.

What takes place in the Delivery component of the framework is proactive outreach to supplement typical, reactive B2B nurturing programs. Display ads are typically delivered via IP or cookie-based targeting, though delivery can also include telemarketing and other tactics that do not require registered contact with "leads."

The entry point, for many marketers into the Delivery component of ABM, is often limited to a siloed display ad program. The full spectrum of delivery channels includes display (IP and cookie targeting), social media, search, email and website.

A mature delivery capability is characterized by customizable messages that are delivered based upon account identification, stage and the marketing plan.

Study participants that indicated any level of compliance with the Delivery framework component were asked how they currently deliver marketing/media impressions for their ABM programs. Figure 3 shows a summary of this data.

# DELIVERY

## Media Delivery Means by Maturity Segment

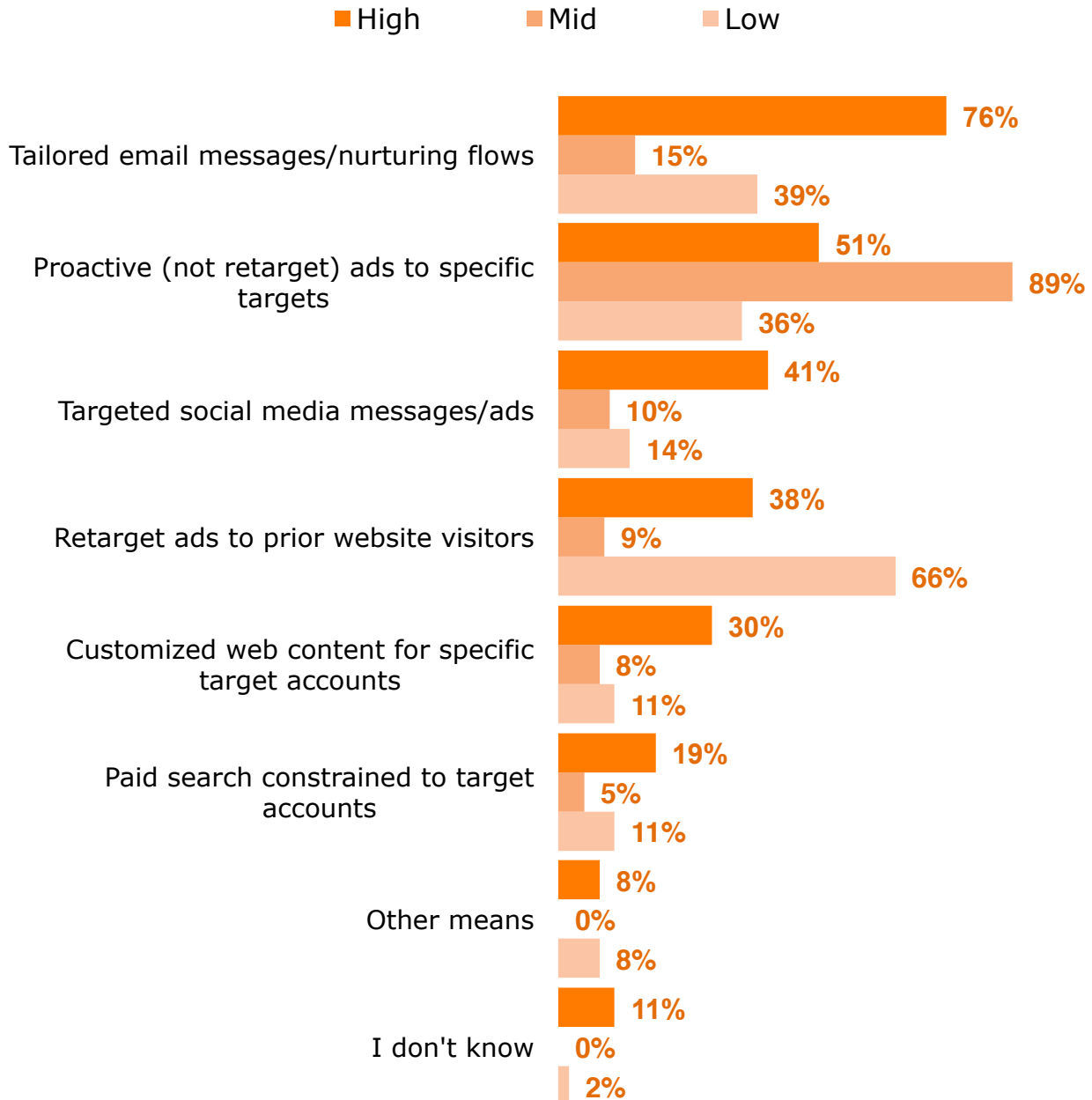


Figure 3: The media delivery methods for ABM vary significantly by maturity.

## DELIVERY

Each segment in the study has a different, most-used or favored media delivery method. The scope of this study did not include gathering the data to investigate the underlying reasons for these differences.

Since the most mature segment is, by definition, experiencing the greatest revenue impact from ABM, we must assume that their media delivery choices are worthy of emulation.

**The key finding from Figure 3 is that two-thirds of less mature programs are focused on retargeted display ads.** High performance programs have a broader and different mix of message delivery methods, spanning multiple channels and better surrounding the target audience experience.



## MEASUREMENT

Table 3 establishes that Measurement is a major component for 33 percent of the most mature ABM users – the second lowest level of compliance for all framework components. This section examines Measurement in detail, to define the maturity characteristics that produce the greatest revenue impact.

In the past, when the marketing investment was largely targeted by contextual or firmographic fit, success metrics were based upon the response of a subject (i.e. “lead”). The subject would exchange contact information for some form of content, indicating a needs-based fit to the marketer. With this “Inbound Marketing” approach, the registration event was necessary to identify the lead and then tie attribution.

Today with ABM, marketers can know the specifics of those to whom they market. Media investments are targeted to specific organizations and roles within those organizations. Because of this more precise targeting, attribution is preset to the media and registration is no longer the sole trigger to indicate marketing impact that affects ROI.

Early stage activities like clicks and shares are now directly attributed to a media investment, and that investment is directly tied to a target account. Closing the loop is now the new normal.

The most mature ABM programs construct an account-based view of marketing analytics, as opposed to channel-based. Marketers track metrics that help them understand the stage accounts occupy in the buying process, the degree and type of engagement their investments have triggered. This level of maturity with metrics enables the analysis and optimization of relationships between the account marketing plan, content strategy and orchestration plan.

Study participants that indicated any level of compliance with the Measurement framework component were asked how they currently measure their ABM programs. Table 9 shows the resulting data.

## MEASUREMENT

Segment	Lower Maturity	Mid Maturity	Mid Maturity	High Maturity	High Maturity	I don't know/ Other
	We don't track any metrics for our ABM program.	We track the performance of media channels our ABM program uses.	We track & analyze metrics at the account level separately for each platform or channel.	We track & analyze metrics at the account level across all platform & channel activity.	We track & analyze metrics at the account level across all platform & channel activity, & can contrast those activities to all other marketing investments.	
High	3%	8%	22%	<b>30%</b>	<b>30%</b>	8%
Mid	5%	<b>81%</b>	2%	6%	3%	3%
Low	<b>41%</b>	20%	7%	14%	8%	10%

**Table 9: Regarding metrics, the contrast between low/mid and high maturity segments is sharp.**

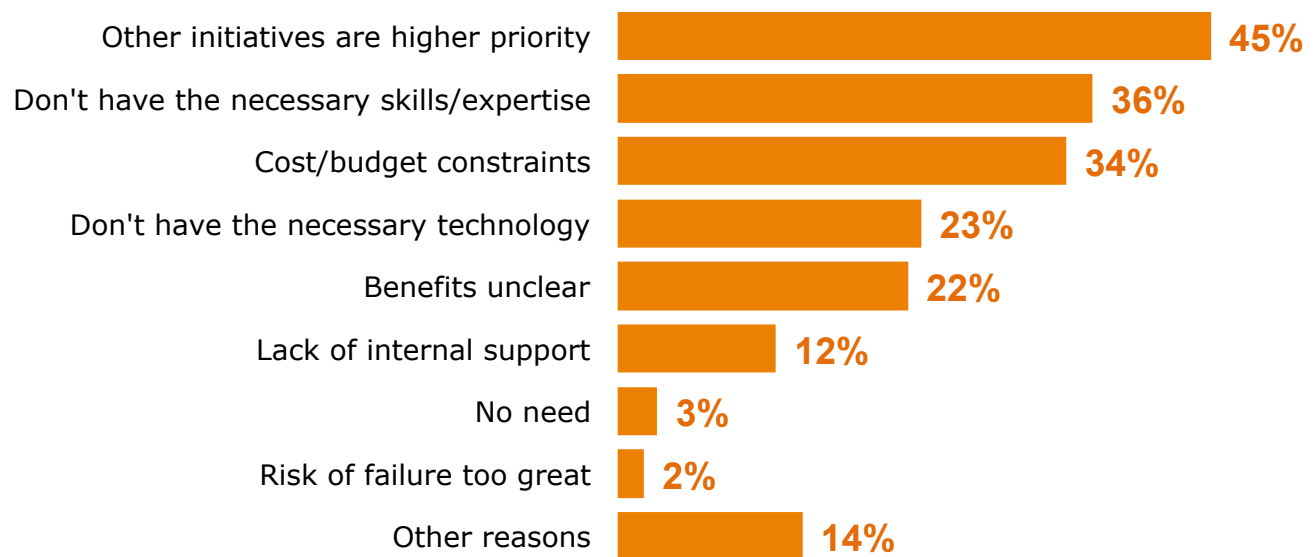
The key finding from Table 9 is nearly half of low maturity programs don't even track ABM metrics at all. Few of the lower level maturity programs can track ABM performance at the account level. **By contrast, 82 percent of the high maturity programs are tracking performance at the account level, and nearly one-third can holistically track their ABM program and can contrast those results to their overall marketing investments..**

## ANALYST BOTTOM LINE

This report has shared the research around the best practices that should provide guidance to help any organization that is using, or contemplating using, ABM attain the greatest revenue impact. The hypothesis this study set out to test – that compliance with the ABM Capabilities Framework leads to great revenue impact – has been proven true. The data from the study makes it very clear that the more closely an ABM user complies with the framework, the greater the revenue impact that ABM will have.

Before, however, outlining some recommendations based on this research, it is worth pausing to understand why those study participants who have not yet embraced ABM are not using it. Figure 4 summarizes the reasons this group gave for not using ABM.

### Reasons Cited for Not Using ABM



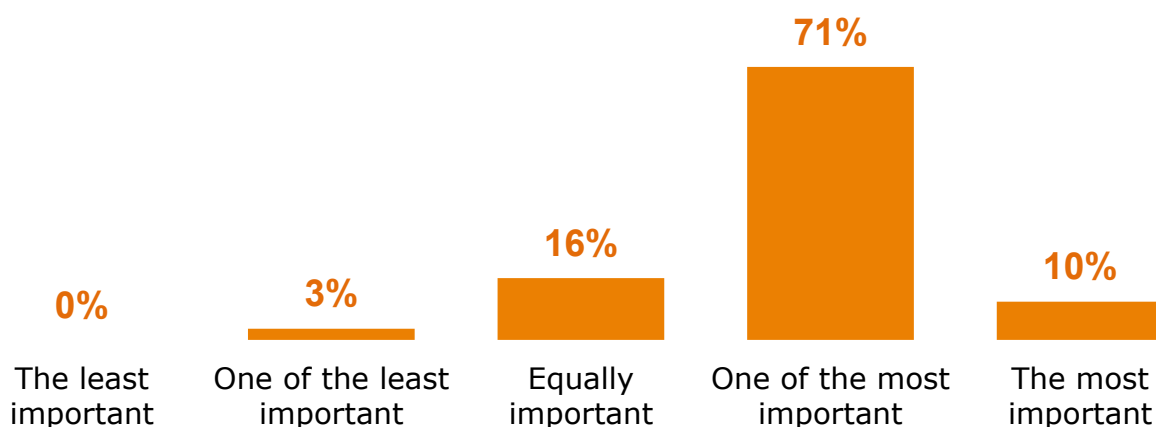
**Figure 4: Priorities, skills, expertise, cost and resources top this list.**

It's useful to understand what the big barriers to ABM usage are, but equally interesting to see what they are not: just 3 percent say they have no need for ABM, and only 2 percent perceive the risk of failure is too great.

## ANALYST BOTTOM LINE

Regarding the most often cited reason for not using ABM – other initiatives have a higher priority – those who do use it indicate that it is one of the most important of all strategies in use to generate revenue, as Figure 5 reveals.

### Importance of ABM Compared to All Revenue Generating Strategies



**Figure 5: Over 80% of ABM users state it is one of the most important revenue generating strategies in use.**

Based on the compliance measured for each maturity segment this study examined, the following recommendations are offered:

**Low Maturity Segment** - The study results suggest that this group doesn't yet understand what it needs to do in order to realize the greatest revenue impact from ABM. Perhaps this group latched on to ABM because of the hype, and if so, they are doing the right thing for the wrong reasons. The risk for this group is that they can remain in a state of low maturity for a long time, until they realize that ABM isn't just about deploying a platform. In other words, ABM is not simply a "check box" to complete for their marketing technology stacks.

## ANALYST BOTTOM LINE

The recommendation from this report to this group is to rethink what ABM is all about. It is not simply a platform or a quick fix to a lead generation problem. To get the full revenue impact of ABM, they must engage their sales team and version their content as the framework describes. Simply using ABM to select an account falls far short of what ABM can do. If they don't evolve, they risk selecting the wrong accounts and delivering the wrong content to them.

**Mid Maturity Segment** - The study suggests that this group understands or has begun to sense the ABM strategy, and more importantly, that they haven't executed it well. This awareness of a problem is a critical realization that will enable them to better leverage ABM.

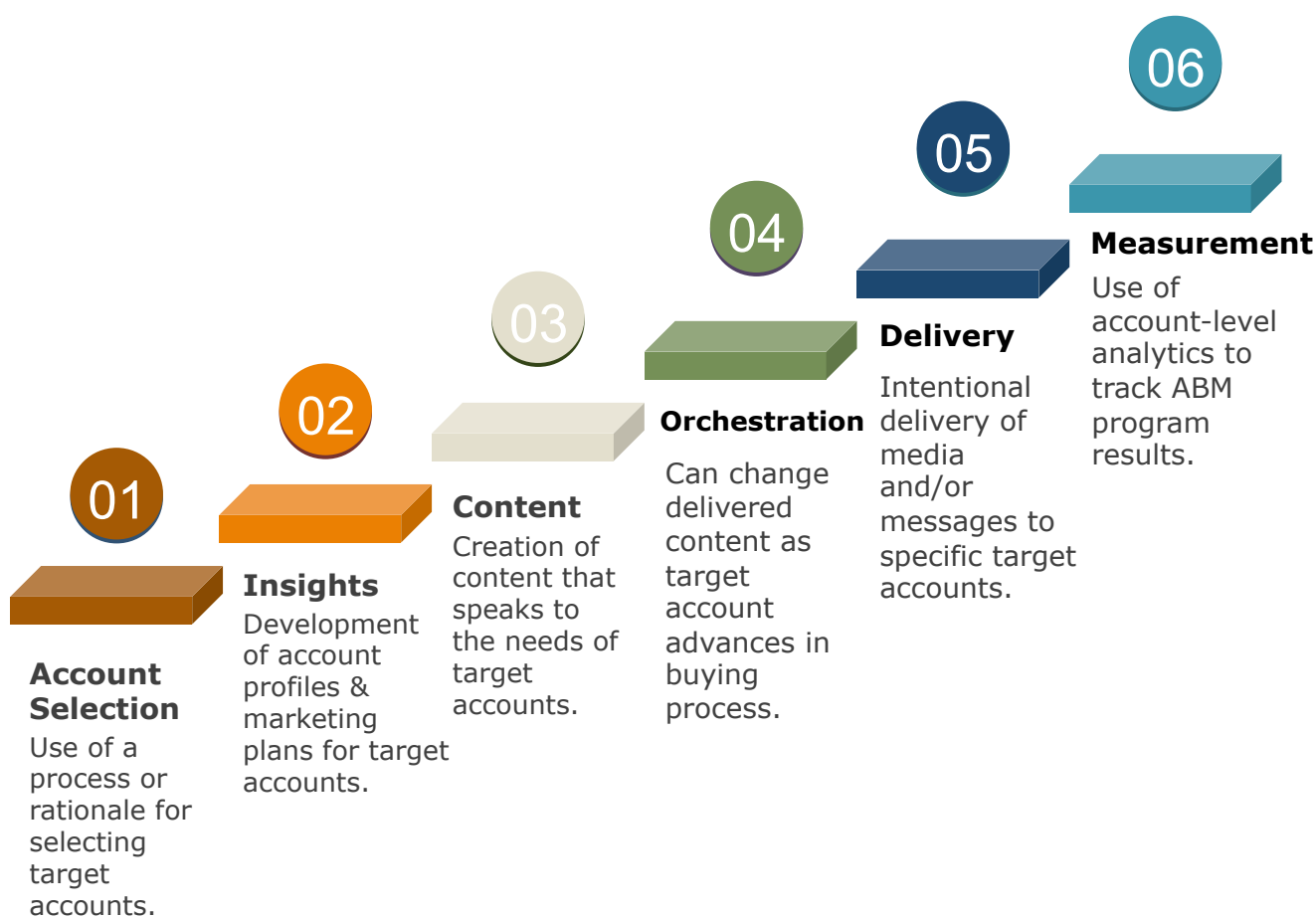
The recommendation for this group is to use the ABM Compliance Framework to inventory their current compliance and situation. For most in this group, they will need to focus their initial improvement efforts on Account Selection, because without the right accounts, the rest of what they might do is meaningless. They should adopt a step-wise process that begins with Account Selection and is driven by an understanding of what the objectives are for each target account.

**High Maturity Segment** - This group deserves praise for executing a well thought out ABM program. Their efforts provide the best practices for others to follow. Yet, gaps in their programs remain, most notably in the Orchestration and Measurement components of the framework.

The recommendation for this group is to ruthlessly focus on the metrics of the ABM process, so that they can use them to perform Orchestration well. They will need to gather the data to accurately sense target account engagement across all channels. With this data, they can "close the loop" and enable the optimization of their creative strategy.

# ANALYST BOTTOM LINE

This study reveals that the full potential of ABM is not yet realized by more than 80 percent of those who have deployed it. The ABM Capabilities Framework, whose impact on revenue has now been proven by this study, is the path to greater revenue impact for those with the discipline to use it.



**Table 1: The six components of the ABM Capabilities Framework.**

## ABOUT THE ABM CONSORTIUM

Demand Metric is grateful to the members of the ABM Consortium for partnering to complete this research, for those who took the time to complete the study survey, and to Direct Marketing News (DM News) for being the media partner.

The Account-Based Marketing Consortium is designed to help B2B marketers better understand and deploy high-performance ABM strategies by sharing and promoting adoption of best practices globally. The consortium's objective is to expand the successful application of this popular new practice.

To accomplish this objective, members have constructed and advocate a unique capabilities framework consisting of six components that characterize successful Account Based Marketing programs:

- Account selection
- Insights
- Content
- Orchestration
- Targeted delivery
- Measurement

The world's top thought leaders have been handpicked for their excellence in delivering these capabilities, partners include: Demand Metric, Engagio, Demandbase, Vendemore, Azalead, MRP and Freya News.

Learn more about the ABM Consortium: <http://www.accountbased.marketing>



## ABOUT THE ABM CONSORTIUM

Markistry is recognized for their immense commitment to both the practice of ABM and participation with this consortium.

“Imagine as you build your dream home that you could get access to the best tools, materials—and the most experienced contractors –in one place. That’s what the Account Based Marketing Consortium is for ABM. As with custom home building, the delivery is a little different for everyone, but both successful home building and ABM start with a solid framework and careful measurement.

**This is why the Consortium’s 2015 Benchmark Study Report is important. It’s vital to measuring progress.** When built properly, few marketing strategies can match ABM’s ROI. Markistry is proud to be a seasoned architect in this alliance.”



Kelly J. Waffle  
Executive Vice President/Co-founder  
Markistry  
[www.markistry.com](http://www.markistry.com)



## ABOUT DEMAND METRIC

Demand Metric is a global marketing research & advisory firm serving a membership community of over 75,000 senior marketers with primary research & benchmark reports, technology research & advice, consulting services, training, virtual events, and a library of 500+ practical tools & templates.

Demand Metric's core focus is to help B2B Marketing organizations improve internal capabilities and connect their activities to revenue growth.

To learn more about Demand Metric, please visit: [www.demandmetric.com](http://www.demandmetric.com).

## APPENDIX: SURVEY BACKGROUND

This 2015 High Performance ABM Capabilities Benchmark Study survey was administered online during the period of November 11 through December 4, 2015.

During this period, 568 responses were collected, 501 of which were qualified and complete enough for inclusion in the analysis. Of this sample, 288 indicated they are using ABM, and their responses were the focus of the analysis. Only valid or correlated findings are shared in this report.

The representativeness of this study's results depends on the similarity of the sample to environments in which this survey data is used for comparison or guidance.

Summarized below is the basic categorization data collected about respondents to enable filtering and analysis of the data:

### Type of organization:

- Primarily B2B 100 percent

### Primary role of respondent

- President, CEO or owner 12 percent
- Marketing 69 percent
- Sales 12 percent
- Other 6 percent

### Annual sales:

- Less than \$10 million 32 percent
- \$10 to \$24 million 12 percent
- \$25 to \$99 million 19 percent
- \$100 to \$499 million 27 percent
- \$500 to \$999 million 3 percent
- \$1 billion or more 7 percent

## APPENDIX: SURVEY BACKGROUND

### Revenue growth environment in most recent fiscal year:

- Significant increase      28 percent
- Slight increase          54 percent
- Flat                            15 percent
- Slight decline            2 percent
- Significant decline        1 percent