

EBOOK

# Align or Die: The Sales and Marketing Survival Guide to Mastering Account-Based GTM



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# Table of Contents

- 1. Alignment is Non-Negotiable.....3-7
- 2. Want to Align? Here’s How You Start..... 8
- 3. Leadership's Critical Role..... 9-10
- 4. Establishing Shared Goals, Roles, and Metrics .....11
- 5. The Communication Framework.....12-14
- 6. The Account-Based Approach to Alignment .....15-18
- 7. Organizational Structure for Alignment .....19
- 8. Content and Enablement Strategies..... 20-21
- 9. The Role of Data and Technology ..... 22-23
- 10. Change Management and Implementation.....24-28

# Alignment is Non-Negotiable for Revenue Growth

Alignment isn't just an efficiency upgrade—it's the revenue multiplier and the secret weapon behind a seamless buying journey. Without it, your sales and marketing efforts are not only wasted but actively damaging. Non-alignment isn't a "missed opportunity"; it's a brand-destroying liability that turns buyers off faster than any competitor ever could.

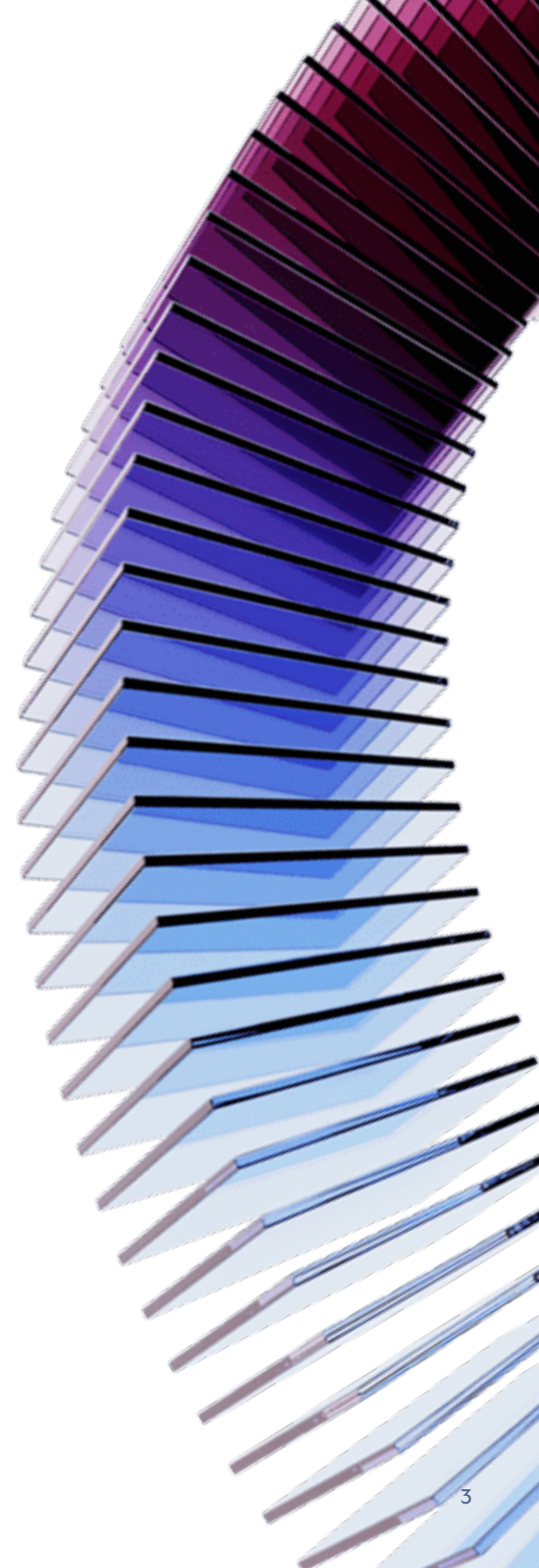
Through conversations with 21 top B2B sales and marketing leaders on our podcast, OnBase, we uncovered the critical role alignment plays in driving success. Their insights have shaped the strategies you'll find in this guide, providing you with real-world tactics to elevate your approach.

When sales and marketing act in silos, the result is disjointed outreach that confuses, irritates, and alienates potential buyers. Imagine a prospect being nurtured by marketing one moment, only to be blindsided by a hard-close sales call the next. This isn't merely sloppy coordination; it's brand chaos that sends one loud message: We don't care about you or your journey—just your wallet.

Alignment is the foundation of any effective GTM strategy. It's also a critical element of any account-based go-to-market approach that increases engagement and drives revenue growth within specific target accounts through orchestrated efforts across the entire B2B lifecycle (more about account-based marketing later).

When sales and marketing unite, they deliver a consistent, coherent experience that builds trust, enhances engagement, and maximizes revenue. And in today's market, buyers expect nothing less.

***This isn't optional. Get aligned, or get left behind.***




## Alignment Drives Success

Organizations that align their sales and marketing teams gain a unified approach to customer engagement, as well as other revenue-generating benefits, including:



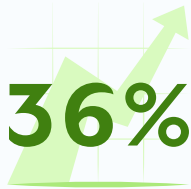
**32%**

**Year-over-year improvement in growth rates** for highly-aligned organizations compared to those that aren't highly-aligned, according to [an Aberdeen report](#)



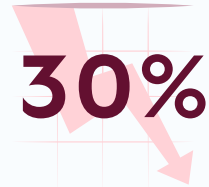
**67%**

**Improvement in closing deals**



**36%**

**better customer retention rates**



**30%**

**reduction in customer acquisition costs**, according to [an InsideView report](#).

Put simply, alignment enables marketing and sales teams to jointly focus on what matters most: engaging customers in a unified way that delivers value throughout the buying journey and turns prospects into revenues.

Aligned marketing and sales teams can orchestrate and coordinate outreach to serve buyer needs at each step of the journey, moving the buying process toward closed deals and revenue.



# Misalignment Kills Revenues and Culture

Misalignment between sales and marketing teams can cost organizations more than 10% of their annual revenue.

But the problems go much deeper than “just” revenues, negatively impacting organizational culture.

In misaligned organizations, marketing sends their MQLs over to sales and hopes for the best. After leads are tossed over the transom, marketing doesn't know what happens next and often doesn't have the capacity to follow up. Were the leads we sent over good leads or bad? Did sales close on these leads and generate revenues or not?

The sales team might take the leads, but view them as low quality, so they either ignore the leads completely or do more work to strengthen them. That can create interdepartmental frustration, bad feelings, and lingering interdepartmental distrust.

It gets worse – if sales reps convert a low percentage of these leads into revenues, they may start pointing the finger at marketing for sending over low-quality leads, while marketing may view the sales team as lazy or ineffective.

*The blame game that too often breaks out can harden departmental silos.*

Meanwhile, prospective buyers are not being served and drop out of your leaky funnel. That's bad internally and externally.

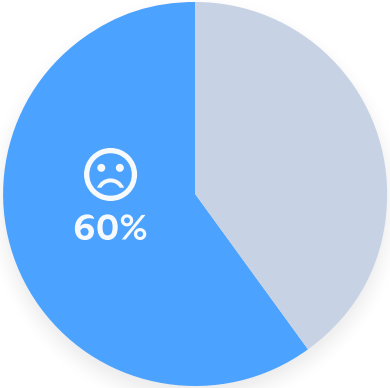


# Aligned Teams Win—and Misaligned Ones Fail

Alignment isn't the rule. In fact, nine out of ten sales and marketing professionals [report](#) misalignment across strategy, processes, content, and culture.

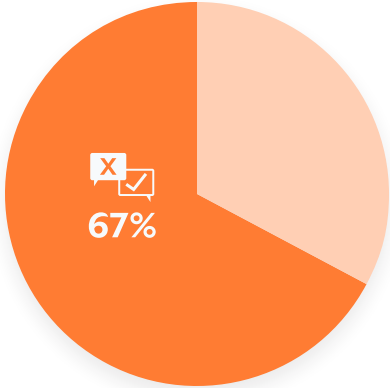


An additional **60%** agree this misalignment directly hurts their company's financial performance.



These disjointed teams provide customers with subpar experiences marked by haphazard messaging that results in confusion, lost deals, diminished brand reputations, and interdepartmental finger-pointing.

The wreckage around misalignment is clear – 67% of B2B buyers [report that](#) inconsistent messaging is one of their top reasons for disliking a vendor.





## Customers Expect to Engage with Fully Aligned Entities

Customers justifiably view any B2B organization as a single entity that should understand and address their needs throughout the buying journey.

Just because a B2B organization is divided into 8 departments and 4 global regions doesn't mean a prospect wants 12 separate conversations or 12 different answers to a single question. Disjointed engagement results in bad messaging and bad experiences (and yes, reduced conversion rates and revenues).

Consider the complexities and extensive timelines of the typical B2B buying journey: **The number of stakeholders** involved in a buying decision is increasing (larger deal sizes mean more people), as is **the volume of touchpoints** within the B2B buying journey, **the multiplicity of channels** in that same journey, and **the amount of time** between when that buying journey starts and ends.

Research from the SaaS industry shows that the number of touchpoints has not only increased over time but has also increased according to deal size. So deals between \$20,000 and \$50,000 typically require 100 touchpoints, while deals over \$100,000 typically require 163 touchpoints. That's a lot of interactions with your B2B buyers across multiple channels over multiple months.





Customer Success

Rev Ops

Marketing

Sales

## Want to Align? Here's How You Start

How do you get from being disjointed internally to achieving the kind of sales and marketing alignment that leads to significantly more revenues, better buying experiences, and other improved business outcomes?

We asked several leading experts about the topic of alignment, people who lead aligned marketing and sales teams on the frontlines of B2B companies. These alignment experts have

different titles (CEOs, CMOs, Founders, Sales Directors, Principal Consultants, and more) and work for different-sized companies in different industries.

These industry experts share actionable insights on all aspects of alignment, explaining in detail exactly what works and what doesn't. Let's move to the specific steps needed to get alignment right in your organization.



# 1. Recognize Leadership's Critical Role

Sales and marketing alignment – and the systematic, structured collaboration it entails – doesn't just happen by accident or because a CEO sends out a one-off email (“C'mon folks, let's work together to serve our customers!”).

No matter how well-intentioned marketing and sales professionals might be individually, they cannot create alignment without the buy-in and full support from their senior leadership team.

Getting alignment right requires intentionality: the close coordination of people, processes, technology, and data around a shared strategy and shared goals. Investments of time and money will certainly be required, and these investments need to come from the top.

John Common, CEO of Intelligent Demand, **describes non-alignment as “a failure of strategy and of leadership.”** Instead of simply assuming that departmental silos somehow serve growth goals, notes Common, leaders should adopt an ongoing “zero-base” mindset that challenges every assumption from the ground up, including legacy organizational structures and budget processes.



Podcast: The Old Marketing Playbook vs. New

**John Common**  
CEO, Intelligent Demand



Barry Klein, VP, Success and Enablement, at Austin (TX)-based Talroo, agrees that leadership needs to begin by defining a shared strategy and incentivizing shared goals from the top down, **providing a North Star for marketing and sales teams to navigate by.** “If everyone from your BDR, to your sales executive to your national account managers, and your CS folks aren't aligned on what the ultimate goal is, coming from the top,” says Klein, “you're gonna have a problem. And in our case, the focus is on lifetime [customer] value.”



Podcast: Leading Through Change & Building Alignment in Hybrid Teams

**Barry Klein**  
VP, Success and Enablement, Talroo



Leadership should also be creating **a culture of cross-functional collaboration as an enabler of alignment**. That means working to create a safe space for people to work through difficult conversations marked by strong divergence of opinion.

As Christopher Mael, Director of Sales & Operations Planning at Peloton, explains it, “the most important piece [for leaders] is really just creating alignment of perception . . . What does success look like for us, what are the areas that we need to improve, and how can we do that together so that it doesn’t vilify an individual or create adversarial conversations?”

Simply saying you’re aligned around shared goals isn’t enough – you need to dive into the nitty-gritty details of defining exactly what alignment means in practice for all your stakeholders.

Fostering an organizational culture of open communication where differences get hammered out and mutual expectations get defined from the top down may not be easy or comfortable, Mael says, but it’s absolutely essential for creating and sustaining alignment.



Podcast: Aligning Through Cross-Functional Collaboration and Consensus Building

**Christopher Mael**

Director of Sales & Operations Planning, Peloton





## 2. Establish Shared Goals, Roles, and Metrics

Having a shared strategy and open, honest communication means nothing unless you have **a way to measure shared progress**. If the marketing team, for example, measures its success primarily by the volume of MQLs it generates – and only the marketing team can define what an MQL actually is – then you won't have alignment with sales around shared KPIs. Both teams need to have an open, potentially messy conversation to hammer out a clear, shared understanding of their lead management process.

The marketing and sales teams should come together, preferably in a big room, and not only mutually agree upon what measurements matter most, but must also define how their individual actions impact their aligned efforts. **Mutually defining KPIs moves both teams out of their silos and forces them to focus on a bigger picture of who does what and when – a shared, ongoing conversation informed by shared data.**

Joshua Hoffman, Partner at CH Consulting, is a big proponent of co-creating shared funnels, aligned metrics, and a common understanding of terms like MQL, SQL, and attribution. He believes that in misaligned organizations there's too much emphasis on "who's wrong, who's not doing a good job, instead of getting into what are the outcomes that we need to drive. What are the metrics we're going to focus on? What are we going to do to co-deliver results against those [shared metrics]?"



Podcast: Syncing Sales and Marketing by Breaking the Silos

**Joshua Hoffman**

Partner, CH Consulting



Jens Olivarius, CMO at FE fundinfo, wants shared metrics to have "a more holistic view [of the buying cycle], it's not really just marketing and sales and so on," says Olivarius, "it has to be seen as a continuum from initial contact all the way through to initial sales [and beyond]." The aligned marketing and sales operation can focus on shared KPIs that holistically drive customer satisfaction, retention, new acquisitions, cross-selling and upselling revenues, and whatever else they mutually agree to track.



Podcast: Aligning Through Cross-Functional Collaboration and Consensus Building

**Jens Olivarius**

CMO, FE fundinfo





### 3. Create a Communication Framework

Aligned teams must have regular communication to define shared goals, track progress against them, and agree upon the next steps. Remember, non-alignment is the default setting, so **a lack of regular communication can quickly result in the re-emergence of departmental silos.**

How aligned communication happens can be different for different organizations, especially at a time when more teams are distributed and following hybrid/remote work models. Your marketing and sales teams can go beyond “just” holding a **formal meeting** on Tuesday afternoons in the office. The point is to do whatever communication it takes to get people on the same page.

Some marketers, for instance, might benefit from **“job shadowing,”** sitting down next to a sales rep all day, seeing how the rep works, and watching how the rep leverages marketing materials. A sales rep could also shadow a marketing team member to gain and share insights from her perspective.

Michael Malone, Enterprise Team Leader at Demandbase, explains another approach: he does **“stand-ups**, where once a month, he meets with part of the marketing team “and we have a conversation about my accounts and what I care about. And they are sharing with me some of the programs they’re doing, whether it’s events or some content, and we talk about how we can leverage that for us both to be successful with our initiatives.”



Podcast: Unraveling MarTech Madness and Scaling ABM

**Michael Malone**

Enterprise Team Leader, Demandbase



Greg Acquavella, Director of Growth Marketing at Devo, discusses doing daily, **one-on-one strategy** meetings with salespeople, where he describes the value of using account data gathered from marketing (more about this later): “They’d see the value of what we can do and say, Okay, I can actually go use this data to sell and be more targeted and be smarter about what I’m doing on my side.”



Podcast: How Devo Mastered ABM for Sales-Marketing Alignment

**Greg Acquavella**

Director of Growth Marketing, Devo







## 4. Understand Team Perspectives

Marketing and sales professionals may have different mindsets and assumptions about how they approach their work. Marketers may view themselves as creatives who come up with innovative ideas to engage customers, while salespeople may see themselves as “closers” with an intuitive understanding of human psychology and purchasing behavior.

***Both mindsets – creatives and closers – are important and needed throughout the buying journey. “B2B growth is a team sport,”*** says John Common. Both teams need a unified, holistic, and data-informed vision of the buying journey.

Zari Venhaus, Vice President of Corporate Marketing Communications at Eaton, says driving campaign success requires aligned, cross-functional mindsets: the key “is understanding your

business, understanding how buyers make decisions. And then [understanding] who are the right people to target? And where are they in the funnel?”

Answering those questions takes everybody working in concert, creatives and closers (and other mindsets too). Bridging those differences, and leveraging the advantages of difference, says Venhaus, requires having open, sometimes messy communications.



Podcast: Content Strategy:  
Challenges and Opportunities

**Zari Venhaus**

VP, Corporate Marketing  
Communications, Eaton



# Root Out Friction and Misunderstandings

The synergies of combining different mindsets within an aligned team can be powerful, but differences can also be sources of friction and misunderstanding. Bridging any gap in mindsets starts with mutually discussing and seeking to understand how each aligned team member thinks, views their work, and perceives the work of others.

## That requires a structured approach to:

1. Understanding differences.
2. Learning how to leverage differences to benefit the aligned team.
3. Resolving potential conflicts that differences may cause.

When teams work across functions, they need the ability to communicate and resolve potential conflicts across functions too. It's an "alignment muscle" that needs constant development.

Shelley Morrison, VP, Global Growth Marketing at Domo, recommends holding monthly "test-and-learn" sessions between the aligned teams to foster innovation and trust. She believes in building an environment that supports risk-taking: "You have to be able to communicate and express what you're trying to get across and also sway people to your side," she says.



*Some companies, they've got their tried and true mentality and are often scared to try new things, because they haven't built a culture where risk-taking or failure is acceptable.*



Podcast: Mastering Marketing: Experimentation, Creativity & Innovation

**Shelley Morrison**

VP, Global Growth Marketing, Domo



Matthew Leopold, Head of Brand, PR and Content Marketing at LexisNexis believes it's essential that sales and marketing teams get to know each other's perspectives and daily challenges. He emphasizes the importance of involving the sales team in marketing planning, not just having marketing hand over leads and then reverting back to "just" a focus on generating a high volume of MQLs.

***Marketing and sales must have ongoing, two-way conversations about lead quality, for example, if quality is to be improved.***

Leopold also suggests that marketers create content like thought leadership that provides relevant insights sales can leverage in their conversations. Gathering feedback from sales on resonating topics helps with this content customization.



Podcast: Tailoring Marketing for Diverse Personas at Scale

**Matthew Leopold**

Head of Brand, PR and Content Marketing, LexisNexis



# 5. Take an Account-Based Approach to Alignment

In B2C, consumers are looking to buy products with their own money for their own use. Their buying cycles can be as short as the time it takes to find new socks at an online retailer and click a “buy” button. The B2B buying journey, as we mentioned earlier, is far more complex.

B2B buying generally happens at the account level, so traditional selling approaches based on engaging “leads” can cause mismatches. If, for example, seven members of a buying committee visit your website in a week to research your B2B offerings, you don’t have 7 leads. What you have instead is a single account that must be identified and engaged with as a single account entity.

## What it is and What it's not

### What it's not:

- Just purchasing a technology platform
- Measured by MQL volume
- Only paid ads
- A "marketing tactic"
- Something that can be turned on overnight
- Siloed target account lists built by the marketing team

### What it is:

- A holistic go-to-market strategy that aligns all revenue teams
- Multi-channel tactical campaigns
- Uses account-based metrics for attribution and success criteria
- Balance between data-driven and qualitative insights
- Can incorporate several distinct deployment models

# What's ABM?

**Account-based marketing (ABM) focuses B2B resources and aligned teams onto a limited number of highly-qualified target accounts, rather than spreading resources willy-nilly across a bunch of individual leads.** Again, ABM better addresses how today's B2B buying journey actually happens.

Identifying and engaging with those highly-qualified target accounts, the accounts most likely to buy from your B2B business, is how aligned marketing and sales teams prioritize resources and grow revenues.

At the operational level, ABM helps the aligned marketing and sales team turn prospective accounts into pipeline and revenues. They do that by jointly defining and then working on:

- 1.** The list of target accounts, based on an ICP (Ideal Customer Profile)
- 2.** Mapping an account's key influencers
- 3.** Building lead scoring models and account priorities by leveraging account intelligence
- 4.** Understanding and responding to dynamic account needs using account intelligence.
- 5.** Leveraging predictive analytics to anticipate account needs
- 6.** Seeking to close deals and drive lifetime customer value

Shifting from leads to accounts **requires technology and tools that enable the aligned marketing and sales team to organize and coordinate around an account-level focus.**



## From MQLs to MQAs

Peter Bregman, Founder and CEO at Digital Adaptive, believes that the concept of marketing qualified leads (or MQLs) is an insufficient metric for aligned marketing and sales teams working within a framework of ABM. “I don’t think MQL is a great metric,” he says,

*the biggest issue with it is that it's built on this idea that marketing and sales are totally separate groups. And that marketing's purpose is to generate leads and sales is supposed to close them.*



Podcast: Why MQL is a Terrible Metric

**Peter Bregman**

Founder and CEO, Digital Adaptive



The problem, according to Bregman, “is that’s not how things actually work” in today’s B2B landscape, which happens at the account level not at the individual lead level.

Instead, **Bregman prefers the metric “Marketing Qualified Accounts” (or MQAs), since it emphasizes the importance of the account,** and also recognizes the need for aligned revenue operations to engage with those accounts from a shared playbook. “Generating a whole bunch of leads really just results in bad conversion metrics, [and also] distrust between marketing and sales,” he says.

***In short, quality matters more than quantity when it comes to B2B lead management.***

# Collaborative Account Selection and Planning

How can aligned teams identify their ideal customer profile (or ICP), and then select and prioritize target accounts, the ones most likely to purchase?

Amanda Dyson, Principal at Convergent LLC, has a clearly defined account nomination process involving the aligned team.

“You have to go in with a targeted approach. Those early meetings [are] collaborative sessions where we're saying. Where are we going to start? Where do we have the best chance of success? And then let's build on that.”



Podcast: Nurturing and Growing Authentic Leadership

**Amanda Dyson**

Principal, Convergent LLC



Once the target accounts are jointly selected, notes Dyson, account intelligence in the form of buyer intent signals can be leveraged to address account needs with relevant messaging throughout the buying journey.

Avishai Sharon, Co-founder and CEO at Trend Demon, offers insights on effective targeting: “We all [must] have the same eyes on the same target, and we're continuously talking about, how do we surround those accounts, right from field marketing to digital to sales to customer success, partners, channels, all of that.” **Having that 360-degree view of accounts, fueled by account intelligence, is key for successful alignment and revenue-generating efforts.**



Podcast: The Art of ABM Optimization

**Avishai Sharon**

Director of Growth Marketing, Devo





## 6. Create an Organizational Structure for Alignment

Aligning teams may require changes in departmental or organizational structure. One major trend driving alignment, both internally within organizations and externally across the buying journey, is RevOps (or revenue operations). The basic idea here is that internal teams should all share the same focus on optimizing revenues through a coordinated focus on the customer.

RevOps may require what Ruth Zive, CMO at LivePerson, calls “a flywheel framework” where the customer is placed at the center of the organizational structure. Zive notes that alignment also demands a shared language, shared KPIs, and shared incentives around delivering superior customer experiences.

At its core, RevOps and its close cousin alignment are anti-silo. Chris Martin, CMO of FlexMR, [describes the goal](#) as “breaking down the barriers between sales, marketing and operational teams — RevOps is goal-oriented, not function-led. Its purpose is to drive revenues, regardless of the skills, channels, or teams that might be involved.”

## Alignment as a Foundation for RevOps

While your organization may not have the current maturity for RevOps, you can improve alignment along the way.

For example, Ruth Zive is a big advocate of **establishing feedback loops among sales, customers, and marketing**:

“I see BDRs [business development representatives] as not just bookers of meetings or cold callers of prospectors. They’re brand ambassadors, usually the first person that a prospect speaks to when they engage with your brand in real-time. And they have an opportunity to represent your brand, test your marketing message, close the loop with marketing to bring feedback about what’s resonating [with buyers] and what’s not.”



Podcast: Bridging the AI Gap:  
Strategies for Business Leaders

**Ruth Zive**

CMO, LivePerson



Zive, relatedly, believes that **marketers should be held accountable and incentivized for revenue outcomes** the same as other members of the aligned team.

## 7. Develop Content and Enablement Strategies

“One-size-fits-all” content is increasingly a relic of the past. *Nobody wants spam or “spray and pray” content.* Content is an engagement tool – you need exactly the right tool for exactly the right prospect at exactly the right moment.

Alignment requires that marketing and sales teams take a full-funnel view of their target accounts and use account intelligence to meet buyer needs with content tailored to each stage and channel of the buying journey.



### How Teams Can Create Relevant Content:

1. Understand exactly (1) where buyers are in their buying journey, and (2) know what content they need to move the journey forward;
2. Clearly define who does what and when in terms of engagement and follow-up actions with prospects (with content serving to enable sales);
3. Craft content that's informed by shared data and tailored to what prospects need;
4. Coordinate and orchestrate outreach and supportive content along the entire/unified buying journey to transform prospective accounts into revenues/closed deals.



Just as departments need to break down silos, so does content strategy.

Joy Milkowski, Partner at Access Marketing Company, highlights the need to jointly plan and create content with different business scenarios in mind. For example, your B2B company may be the front-runner on some competitive B2B bids, and you'd need content to cement that status. In other scenarios, your company may be the underdog against larger or better-known bidders, so your content should reflect a detailed, vendor-by-vendor competitive analysis and sharp differentiation.

**Milkowski offers a “GIVE method” that gives value to customers through customized content:**



**Goal**



**Insights**

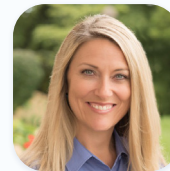


**Vision**



**Evidence**

You should start everything with your client's goals, what are they trying to accomplish? Then think about what's impacting their ability to accomplish that goal. Then you go to the vision. What if you could do that with [our offering's] way of doing it, and then you give them evidence, like hey, other people, just like you, have done that. And here's what they've gotten.”



Podcast: Unraveling MarTech  
Madness and Scaling ABM

**Joy Milkowski**

Partner, Access Marketing Company



Erik Charles, Chief Evangelist at Xactly Corp, is a firm believer that content isn't for marketing or sales, but needs to adapt to evolving account needs. All B2B messages must be customizable for multiple channels and various stakeholders. So a sales rep may need to condense that great long-form blog post into a sales email, an explainer video, or a LinkedIn post.



Podcast: Marketing Masterclass:  
ABM, Attribution and Leadership

**Erik Charles**

Chief Evangelist, Xactly Corp



## 8. Know the Role of Data and Technology

Shared data and technology are essential for alignment. When it comes to the triangle of people, processes, and technology, all three components must work together seamlessly to support and sustain alignment.

***There's no point in having people collaborating across departments if their technology systems or processes are stuck in silos that don't allow for the sharing of data.***

Marketing and sales teams typically have a CRM to hold customer data, a marketing automation platform (or MAP) to create and orchestrate campaigns, and a customer data platform (or CDP) for analyzing real-time customer data and the results of engagement.

Silos of data and systems are alignment killers, while integrating systems to enable the sharing of data across the aligned team is the best way forward. Shared dashboards are important too.

Joshua Hoffman, Partner at CH Consulting, believes that marketing and sales teams must understand each other's processes and have the "unification of data" needed to help each other thrive:

"The sales team, the people who are interacting with the customer, [must] have a process. And you have to make sure that



the marketing team understands what that process is as you're getting into each of those steps and stages," Hoffman says, "so everybody has a [shared] mission," a shared playbook and shared data that they're acting from.

Marketing and sales teams should also integrate incoming data into what they're doing every day, says Hoffman: "It's only in the sharing of that accountability, through sales and marketing, that that data becomes relevant to the process." The data becomes fuel driving customer engagement by the aligned team, as well as driving the measurement of performance and accountability.

The big challenge Hoffman describes is "trying to keep up with this flood of information and how do you pick it apart, and make sure that you're using the information wisely. But everybody's got to stay in touch with [the data]. And if you can do that, the [sales] pipeline moves faster, you get a bigger share of wallet, you're addressing the entire TAM [total addressable market] because you know more about what's going on inside the customer environment."

## Leveraging Account Intelligence

Data is especially important for engaging accounts through an ABM approach. The challenge here is gathering, organizing, and leveraging data from an account perspective, not through a focus on leads.

Modern marketing is a data-driven proposition, and that's especially true of ABM and the longer, more complex buying cycles in B2B sales. The better you understand your target accounts – know their demographics, firmographics, technographics, and their intent as they move through their buying journeys – the better your aligned team can engage those accounts, move the journey forward, and turn insights into relevant engagement and revenues.

***Account intelligence provides actionable insight that fuels better, account-level engagement.***

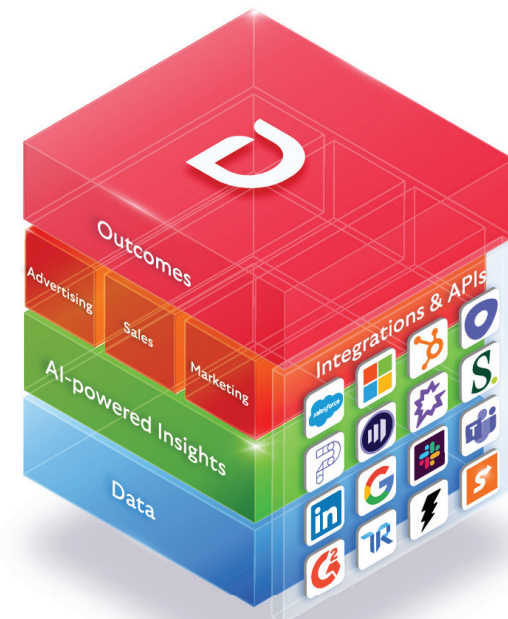
For example, suppose someone on an account's buying committee downloads your white paper. In that case, you might have your ABM platform generate an automatic alert to a sales rep, who could reach out by email or phone to start a timely conversation about the downloaded content and any questions the prospect might want answered.

## Leverage the Right Platform for ABM

It helps a great deal, of course, to have your aligned team use a technology platform that's built specifically to provide an account-level focus for all your ABM engagement efforts.

Using platforms built for individual leads, or B2C, will create a mismatch and trigger problems when you're deploying them for account-based marketing. ***You can't effectively "do" B2B with a platform purpose-built for B2C.***

Greg Acquavella explains his aligned approach to data-driven sales support: "You're providing your sellers with insights that they care about. And so then when you eventually meet with them, you can then say, you know, oh, by the way, did you talk to Verizon [an account they're targeting] the other day about whatever happened on our website?"



## 9. Drive Change with Intentional Implementation

Change initiatives as big as aligning sales and marketing around an account-based approach don't happen by chance. Change creates stress, and people often revert to their old, comfortable ways of doing things.

*Change must therefore be managed through an intentional, structured process that considers the needs of people, processes, and technology.*

Making a big launch announcement and giving people a few days of training won't be enough. Developing a structured change management process from the top down, one that supports alignment, takes hard work.

- 1. Involve people in defining the vision.** You should be asking for people's input as you define and drive the vision behind the change. You may find pockets of resistance, but should have ready-made strategies available for addressing whatever resistance comes.
- 2. Explain why you're making the change.** The "why" is so critical to helping stakeholders understand and jump on board with the change. You should constantly explain how alignment, for example, better serves the needs of customers, internal teams, and revenue growth.



# 3.

**Set clear expectations.** What does a timeline for change look like? When do you expect the adoption of the change? Have a transparent timeline and communication tools that allow for updates and input all along the change journey.

# 4.

**Overcommunicate.** Consistent communication is critical for change management success, and it can't be one-way. The single biggest problem with communication is the illusion that it has taken place. When in doubt, communicate.

# 5.

**Focus on the human side of changing behavior,** which is where most change initiatives fail (i.e., people don't buy in). As Uzair Dada, Founder and CEO of Iron Horse, explains it: "It's easy to buy technology. Change takes some effort. And so I think we all collectively need to work toward it."

**Kathy Macchi, EVP, Consulting Services and Co-Founder at Inverta, says change management strategies must include:**

- Leadership buy-in for cultural change,
- Constant communication, and
- Necessary investments in resources, including a focus on breaking down silos that keep aligned teams from sharing data.

## 10. Elevate ABM to account-based GTM

Aligning around the customer journey requires that marketing and sales teams leverage account intelligence at all stages of the buying journey, from selecting target accounts to engagement via relevant messaging that meets prospects where they are, to closing deals and driving lifetime customer value.

*Misalignment can rear its ugly head when members of the aligned team forget what ABM is about.* And so a traditional salesperson might just want that pipeline back, with marketing tossing a high volume of leads over the transom. If that's what sales wants, you simply can't do ABM, and you have to revert to the old, ineffective, and non-aligned ways of working.

The way you stop that backsliding is to continually extol the value of ABM, which means reminding the aligned team why ABM is better, how it cuts through the noise, how it improves people's lives, how it generates more closings and revenues quicker, equaling more success for everybody.

For the customer, ABM means getting a seamless customer experience that addresses needs as they arise, something that requires close collaboration between sales and marketing.



Some tactics to achieve consistent ABM messaging include:



### **Dynamic content**

Marketing automation tools can deliver personalized content based on a customer's profile and interactions with your brand.



### **Account-based landing pages**

You can create dedicated landing pages tailored to specific accounts with relevant information and calls to action.



### **Targeted social media campaigns**

Enable your aligned team to engage with key decision-makers on social media platforms with customized content and messaging.



### **One-on-one outreach**

Utilize personalized outreach methods like phone calls, emails, and in-person meetings to build deeper relationships with key contacts.



## Final Thoughts

Alignment changes everything. When sales and marketing work together, they deliver consistent, seamless experiences that buyers love. They close deals faster, win more often, and drive growth like never before.

The message is clear: align your teams, or risk being left behind in a market that demands nothing less than precision, clarity, and cohesion. The future of your business depends on it.

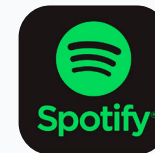
### ***Your move.***

Alignment is non-negotiable. Let Demandbase show you how to get there.

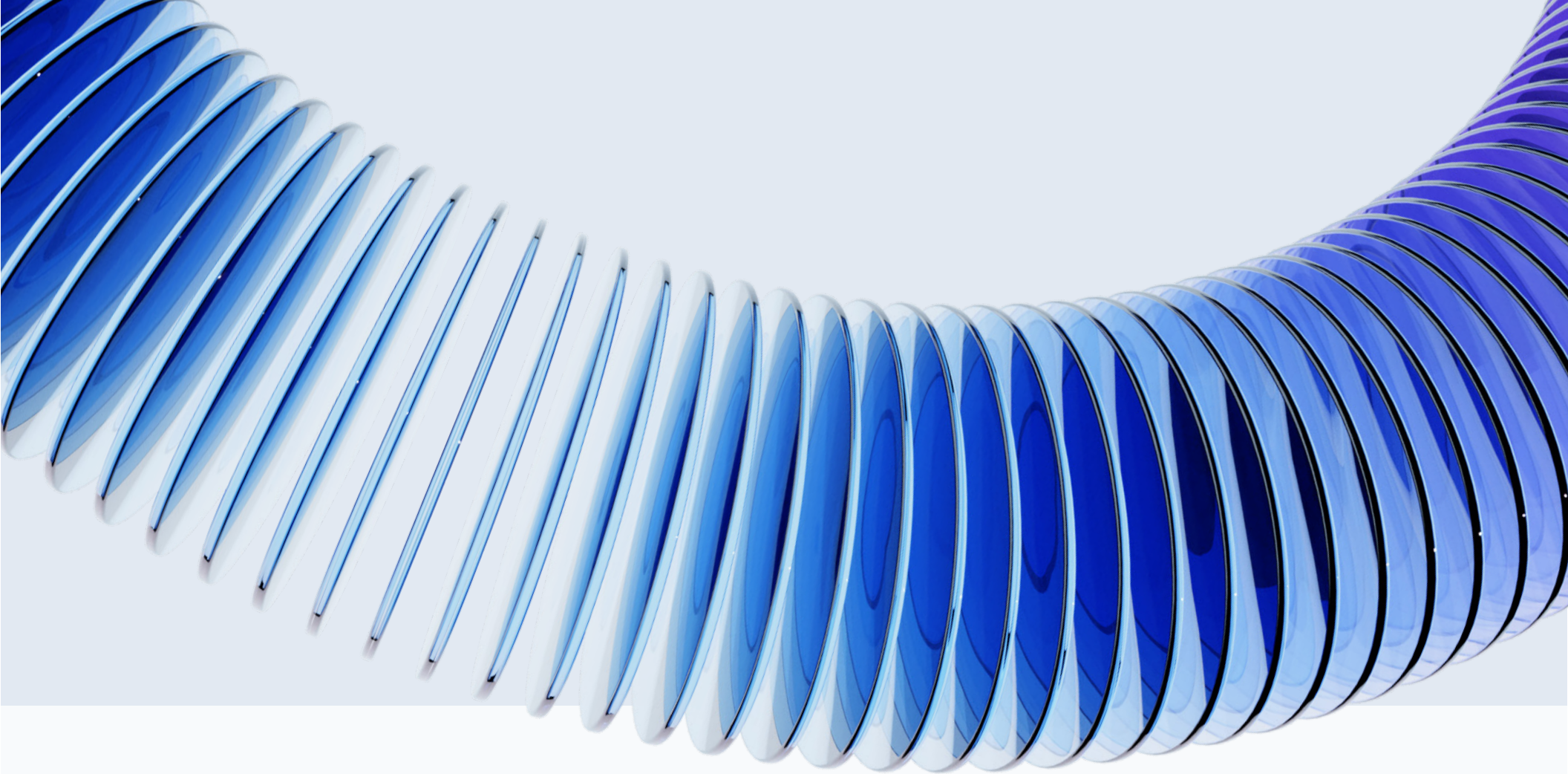
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Demandbase is the leading account-based GTM platform for B2B enterprise sales and marketing teams, designed to make every moment and every dollar count. When the stakes are high, aligning revenue teams to act with precision and confidence is the difference between crushing the quarter or falling short. Since creating the category in 2013, Demandbase continues to revolutionize the way B2B companies go to market with AI-powered insights and industry-leading impact.