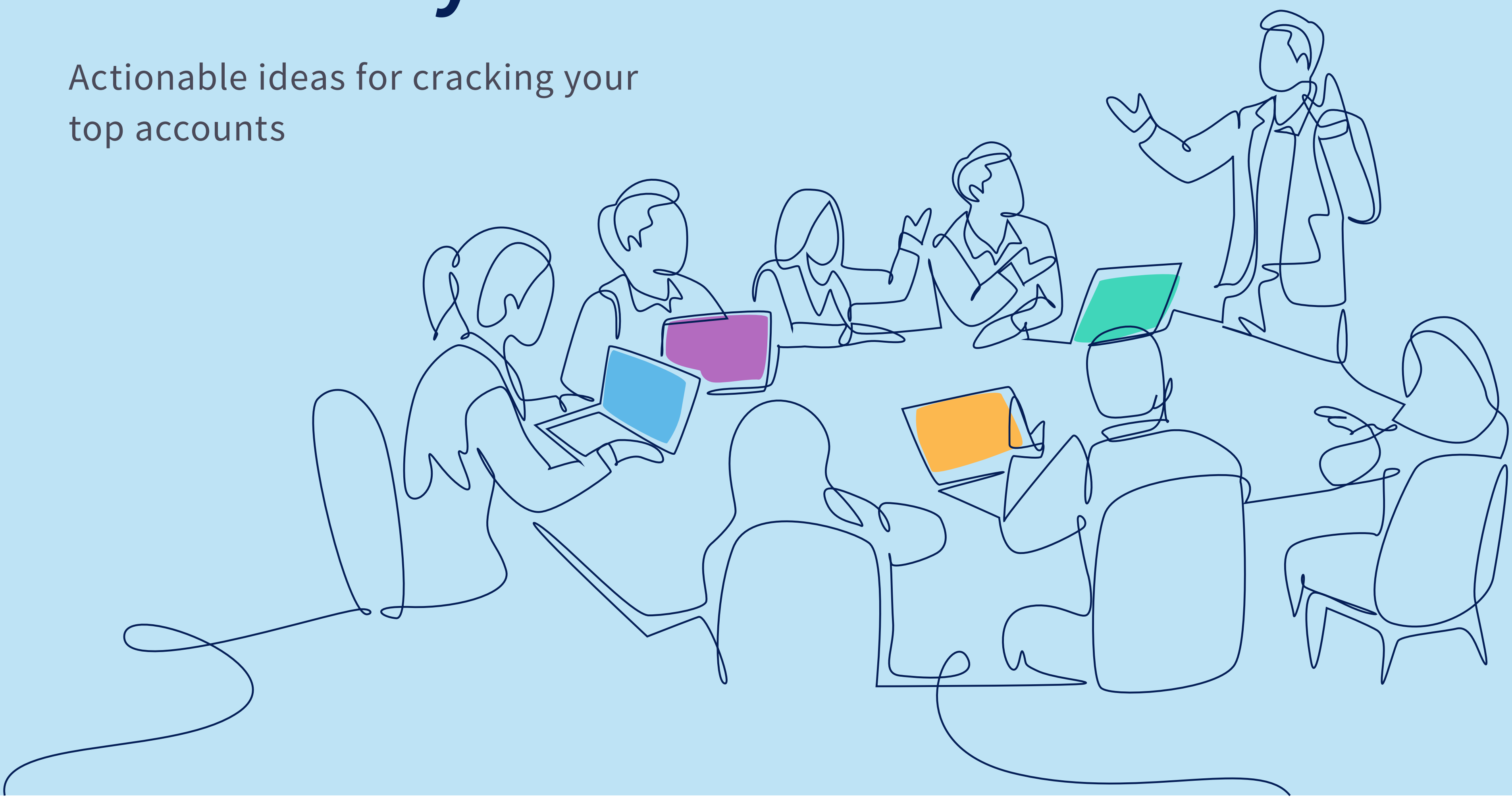
DEMANDBASE

eBook

The ABM for **Sales Playbook**

Actionable ideas for cracking your top accounts



Explore

Table of **Contents**

This playbook is for:

- Sales managers
- Account executives
- Business development reps
- Sales development reps
- Curious marketers

Why a Book About **ABM for Sales?**

After the last quarter-century of batch-and-blast marketing and reactive sales tactics, Account-Based Marketing (ABM) is a breath of fresh air. It promises to free companies and prospects alike from torrents of unwanted emails and still allow you to close more deals with in-market accounts. It's a strategic change of direction and many find the switch confusing at first.

If you've attended sales and marketing conferences, you've likely heard ABM discussions punctuated by the question, "Wait, what do you mean?" To some, ABM means running ads. To others, sending boxes of cookies. To some, ABM is little more than a single tactic addressing a few accounts—simply running ads, sending boxes of cookies, or attending VIP events. And most people believe it's something that only marketing does; but therein lies the problem. ABM is so much more than a few isolated marketing tactics. It's a strategic shift in mindset and approach that requires both sales and marketing to align around a target set of accounts.

Far too little has been said about sales' place in the ABM equation and this playbook aims to rectify that. Over seven chapters, we'll take you from the basics like account selection to advanced moves like operationalizing ABM sales activities across the business. We want it to help you close deals and that's why this playbook draws on the cumulative wisdom of the Demandbase sales team who've used ABM to generate $100M+ in pipeline over the past year. Whereas other guides are heavy on theory, this playbook is packed with actual real-world ABM examples and screenshots of sales outreach that actually worked.

When salespeople are fully engaged in ABM, it means more warm intros. More responses. More friendly demos, more marketing alignment, and more deals done before the competition even learns of an evaluation. When salespeople excel at ABM, everybody wins.

We hope you find the strategies and tactics within this playbook useful.

Happy selling,

- The Demandbase Team

The State Of **ABM For Sales**

If ABM promises anything, it is precision. It transforms sales teams from reactive recipients of leads into proactive participants in the targeting and selection of accounts. Today, an increasing number of sales and marketing teams are having "the ABM conversation" and culling their sprawling lead lists down to mere thousands of accounts. By narrowing their focus, they're increasing their win rates.

According to recent research by TOPO:

ABM is unusually efficient at creating pipeline.

For every five accounts targeted, account-based organizations create a new sales opportunity.*

ABM relies on known tactics. It's the coordination that makes them effective.

Respondents report that their top five account-based tactics are SDR outreach, digital advertising, direct mail, marketing email, and events. Coordinated execution—not the specific tactics used—is the key change required.

ABM is more than just marketing.

Successful account-based strategy requires a coordinated effort across all customer-facing functions including marketing, sales development, sales, and customer success. When marketers ranked the most important tactics, they selected SDR outreach—not traditional marketing tactics—by a wide margin.

**TOPO ABM Bechmark Report 2019.*

What is ABM?

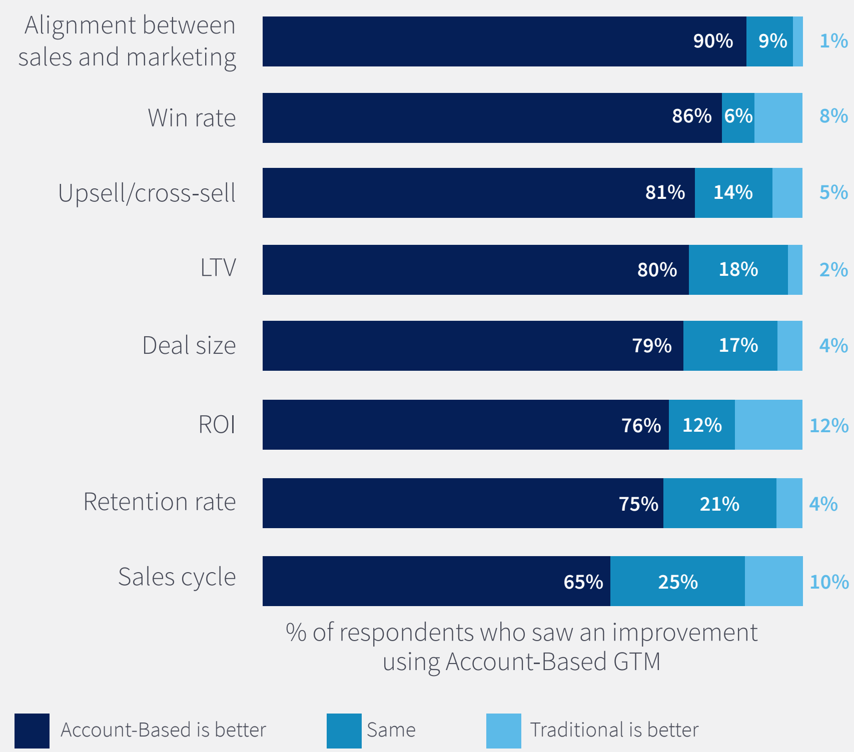
ABM, or Account-Based Marketing, is a strategy for focusing your effort on a limited number of highly qualified accounts (or customers) rather than spreading your efforts across many unknown leads.

ABM is made possible by data. In the not too distant past, sales teams had to cold-call through the phone book because there was no business directory. They had no sense of a company's needs before talking to the people there. But now, such data is widely available. Intent data, for instance, alerts reps of accounts that are just beginning their research. This allows teams to pick their targets with unerring precision and to get far more personal. This in turn requires more sales-marketing coordination, and so ABM becomes essential.

Sales reps practicing ABM are armed with more data and insight than ever before — they know which target accounts to reach out to and when. If multiple prospects at a salesperson's top account suddenly visit the website, both the sales rep and the marketing team get one consolidated account-level alert and can both coordinate their messages seamlessly. And with intent data, you can get alerts if prospects are researching on other companies' websites, including your competitors, too.

Sales teams who practice ABM spend their time focusing on qualified target accounts instead of qualifying bad leads who, for example, filled out a form once, just to read an asset, but have zero ability to buy.

Does your account-based GTM perform better than your traditional GTM across key organization results?



Proof that ABM works:

ABM draws sales and marketing together.

Tighter alignment between marketing and sales is the primary value demonstrated from ABM today - *Forrester*

ABM-savvy sales teams have higher win rates.

Organizations report, on average, a 48% higher win rate from their account-based efforts, and create opportunities in 21% of target accounts - *TOPO*

Companies that practice ABM for sales are 67% better at closing deals - *Marketo*

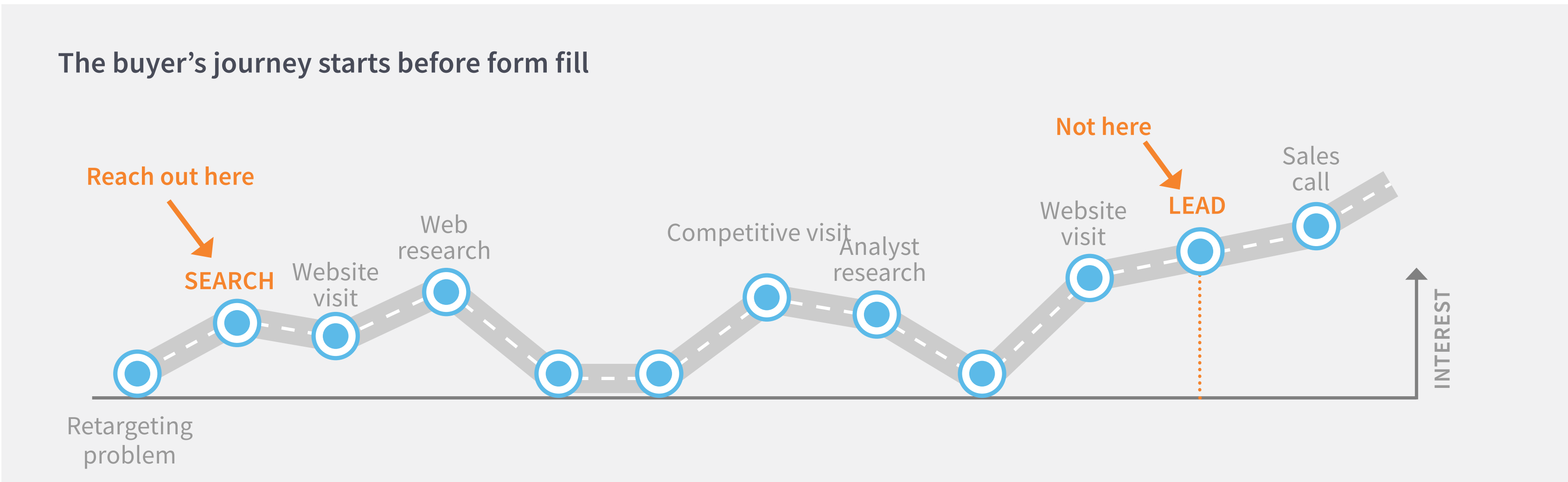
ABM salespeople close bigger deals.

91% of ABM teams attribute larger deal sizes to ABM, with 25% saying deal sizes have increased by 50% - *SiriusDecisions*

**TOPO ABM Bechmark Report 2019.*

Why is ABM a Sales Imperative? (Hint: It's All About Timing)

To better understand just how and why ABM for sales works so well, consider how it addresses several key challenges most B2B sales teams now face, such as lengthening sales cycles. Prospects now conduct more of their buying journey on their own, online, without filling out a form. That cuts the salesperson out of the loop.



Today, if a salesperson waits for the prospect to fill out a form, they've waited too long. The prospect has seen and read a lot, has already formed opinions, and has a preferred vendor in mind. If you want a sports analogy, it's like waiting for the other team to get to the ten-yard line before mounting a defense.

Prospects who have conducted a lot of their own research may still want to talk, but only to confirm the decision they've already made. They want your time, but aren't seriously considering you. It's too late.

57%

of buyers finish with purchase process before they reach out.

(CEB / Gartner)

66-90%

through their journey before they reach out.

(Forrester)

It's always hard not to be optimistic when you get an inbound lead with a great logo that looks well-qualified on paper. Maybe they have budget, are well-funded, and are actively evaluating solutions. But statistically speaking, if you didn't get involved early, the odds are against you.

ABM is about actioning on data and insights to spot those buyers early, from the faintest search activity, right when they begin looking. This helps you lead the conversation toward your solution's advantages and paint a picture of the competitive landscape for them. Getting in early helps you build trust, earn access to more stakeholders, and set more of the evaluation agenda.

How does sales get in early? Marketing. It's the marketing team and their digital analytics and data providers that can pick up on early warning signs that accounts are evaluating. How marketing transfers that knowledge and enables sales is key. If the two are in lockstep, they see and act early, and engage the account in tandem. If they're out of sync, and only one replies, or both reply at once, the business looks clumsy and possibly incompetent.

ABM is a proactive discipline, but a cooperative one. It's about not waiting for opportunity to knock, but it's also about knowing whose turn it is. As this guide will cover, that's what will give you an unfair selling advantage in the market.

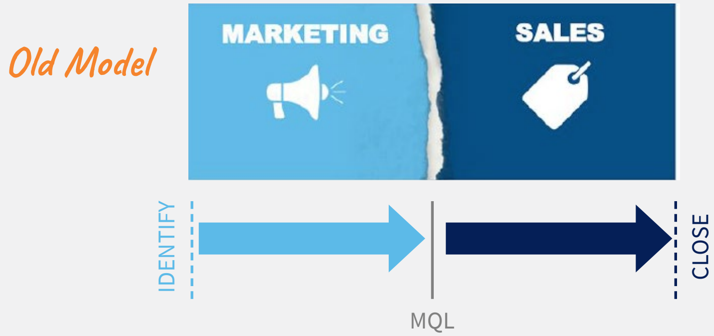
First-movers have an advantage

The first viable vendor to reach a decision maker and set the buying vision has a 74% average close ratio. - *Forrester*

Buyers are ready for your outreach

71% of buyers will typically accept a contact request with a new provider during the exploration or early evaluation streams of the buying cycle. - *Gartner*

ABM is teamwork



Anatomy of a **Target Account**

Target accounts have always existed, but ABM gives them a unique twist. Instead of aspirational sales goals—"I hope I land that account"—ABM makes them concrete. A target account is one of a fixed set of accounts that you've determined are a good fit for your solution based on an ideal customer profile (ICP), and who you are determined to land. As opposed to canvassing a vast territory of zip codes, ABM sales reps target a fixed number of accounts. And rather than send routine outreach to all, they send bespoke, personal outreach to some.

Old Way	New Way
Territories	Target account lists
Mass outreach	Targeted outreach
Marketing and sales compete	Marketing and sales coordinate
ICP as guidance	ICP as law

There are many factors that qualify an account as a target and it varies by company. It could be the prestige factor of a household name brand, a high enough number of business units to present a land-and-expand opportunity, a minimum employee count, or a basket of custom metrics.

A core tenet of ABM is that you do not select your target accounts idly. If you're going to narrow your focus from a territory of thousands of accounts to a smaller number, you had better be certain you've picked the right ones.

Target account

An account that's highly likely to be a good fit based on a set of criteria known as an ideal customer profile (ICP) which sales and marketing have agreed upon.

Criteria for Selecting Target Accounts

Your team may already have a strategic list or named accounts list, and that's a great place to start. If it's something that sales and marketing have agreed upon, and there was a method to the selection that was based at least in part on data in the CRM, much of the work may already be done.

Account selection must involve marketing, and be approved by both teams. Otherwise, you risk selecting accounts that don't satisfy the metrics both teams are measured by. Together, build upon any existing target account list you have with the existing criteria, assuming it's proven successful. If no list exists, order pizza! It's time for an all-hands whiteboarding session where leaders from both teams bring data and use this chapter to build it from scratch.

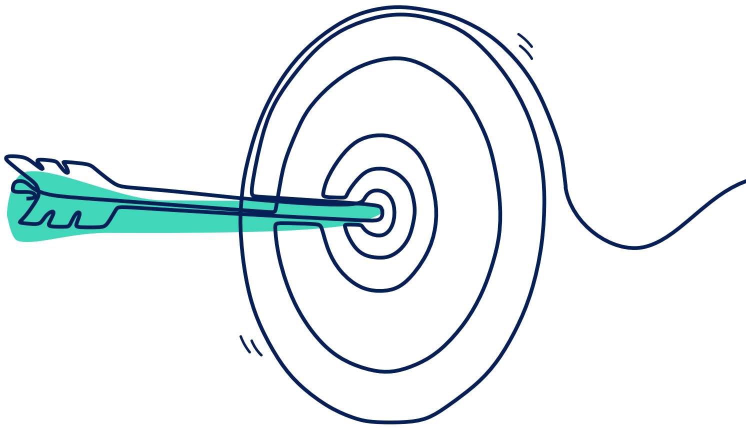
If you want the best results from creating your ICP, establish an official ABM leadership team with stakeholders from sales, marketing, finance, and operations who meet regularly to discuss cross-functional ABM initiatives. This team lays the groundwork for the ICP and target account list and runs them by sales. Once they're agreed upon, the team gives approval and places them into use.

As your ABM practice matures, codify this selection process. Tighten your requirements based on the attributes of current or desired customers. If you have enough customers, you can use data providers that offer predictive and intent-based scoring (or a combination of them) to programmatically identify lookalike target accounts. Lookalikes are companies that share all the same characteristics as companies that have purchased your solution, but whom you haven't engaged yet.

Below, a list of common B2B buyer characteristics:

ICP Characteristics

- Revenue potential is relatively high
- Sales cycle is shorter than average
- Industry is a good fit
- Company size is a good fit
- In the right geography
- Aligned with the company's objectives (e.g., net new logos, upsells)
- Aligned with the company's topline strategy (e.g., break into healthcare)
- No recent changes in the market would disqualify the account (e.g., new regulations, recent acquisitions, divestments)
- Not disqualified by sales (e.g., the account is loyal to a competitor)
- Customers of competitors



The more mature the ABM sales team, the more stringent they can afford to be about the ICP. Mature teams may also be looking to target accounts who sell certain products, have a certain amount of web traffic, and already own certain technologies. Oftentimes, finding such accounts requires research, which we'll cover in the following chapter.

Target Account Qualification

When building your list of ICP characteristics, look for simple ways to immediately qualify or disqualify an account. It'll speed up the selection. What are your deal breakers? What would make a prospect unable to or highly unlikely to buy? For instance, a B2C e-commerce company is unlikely to buy from Demandbase, as the platform is designed for B2B buying cycles. One of our sales team's criteria is "Must be B2B."

On the flipside, we have criteria for what makes a great account. If it's a B2B company with significant web traffic, that's another key characteristic.

The Demandbase revenue team calls our target account list of 4,000 or so accounts "DB4K." To make it onto the DB4K, an account must meet the following requirements:

Demandbase DB4K List Requirements:

- Not already a customer
- Parent account is not already a target account
- Is a B2B business, or has a B2B offering
- Meets company size (employee or revenue threshold)
- Monthly web traffic is above our minimum
- Has a minimum of 3 solutions in their MarTech stack
- Has an account score greater than 2.5*

**Account scoring is one way to hone the accuracy of your list.*

Aligning on ICP

A great sales-marketing exercise is having sales reps describe their ideal customers to marketers, who then try to identify data points and signals that correspond with those characteristics.

Account Scoring

Scoring is typically implemented by marketing, but in the interest of alignment, reps should know how it works. The better you understand how accounts are scored, the better you can prioritize your time.

Scoring exists to reduce ambiguity and the need for judgement calls. For instance, let's say your ICP threshold is $1B in annual revenue, but companies of $5B in revenue present an opportunity of exponentially greater value. Instead of treating all companies above $1B in revenue the same, you can assign weighted scores so you give more attention to the big ones without ruling out the smaller ones.

Or, say your ICP is banks and hospitals. Hospitals typically spend more, so they should be scored higher, but you find one bank that spends twice as much as most hospitals. By assigning a weighted score that accounts for spend potential, you can adapt for those variations so the companies on your list reflect their true opportunity value.

Sample Account Scoring Model

Characteristic	Score	Weight
Annual revenue > $5B	5	40%
Annual revenue $1 - $5B	3	
Software industry	5	30%
Financial services industry	3	
Healthcare industry	1	
Own 5+ SaaS products	5	30%
Own 3-5 SasS products	3	
Own 1-3 SaaS products	1	

What about behavioral characteristics?

You may have noticed that the scoring characteristics thus far have focused on fixed demographic factors. Those are typically the easy ones to measure. If you're using an ABM platform or have sales data vendors, you may have access to behavioral data—indicators like site visits, downloads, sign-ups, or in some cases, intent data, which is intel that an account is evaluating a competitor. Behavioral data is beyond the scope of this e-book, but for further reading, explore Demandbase's resources.

Target Account Checklist

The following worksheet offers a basic set of characteristics to consider when building your target account list, as well as prompts for drilling down into characteristics most relevant to your business.

- [ ] Is B2B
- [ ] Is a customer
- [ ] Is not a customer

Industry is:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Annual revenue > ____________

Employee size > _____________

Located in:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

- [ ] Aligned with company business objectives
- [ ] Aligned with company strategic direction
- [ ] No recent marketplace shifts that would disqualify
- [ ] Not disqualified by sales
- [ ] Influential brand

Account score > _____________

Goals:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Key pain points:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Products, solutions, services:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Industry focus:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Customers:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Competitors:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Products and solutions owned:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Internal functions/operations/teams:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Purchase decision makers:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Other:

- [ ] ______________________
- [ ] ______________________
- [ ] ______________________

Implementing Your Target Account List Into Your Tech Stack

In order to follow target accounts in the buyer's journey through to closed-won, you must track the activity through multiple technologies. Marketing automation and CRM systems are usually your first line of internal communication, so it's vital your target accounts are consistent across both. (And vital that you're working with marketing to administer both.)

Tracking target accounts can be as simple as adding a checkbox field to the account object in your CRM. As we mentioned above, at Demandbase, we call our target account list the DB4K. We have "Target Account" fields in our marketing automation and CRM systems that are either populated with DB4K or not, making it easy to track and compare target accounts to non-target accounts.

Tracking overall ABM success means being able to demonstrate the results for target accounts versus non-target accounts. You'll want to know whether engagement—discovery calls, pipeline, and ultimately revenue—are higher for target accounts so you can validate your program success.

The 30-60-90 Day Plan

It's critical that sales and marketing are tightly aligned when launching an ABM for sales initiative. They should be aligned philosophically, on the target account list, statistically, on a reporting cadence, and operationally, on the initiative's core objectives.

By the end of the first 30 days, you should know your internal sales ABM champions and all the other team members that will be involved and affected. You should agree upon your target account list and have taken baseline measurements of the business outcomes you're looking to affect—current deal size, sales velocity, and close rates. But you should also take baselines of upper-funnel awareness and engagement metrics like site visits, page views, and bounce rates.

By 60 days, you'll be refining team roles and responsibilities, list segmentation, and deciding which channels you'll rely on to reach each segment.

By 90 days, you should have communicated your ABM strategy to both sales and marketing, announce how often you'll update the target account list, and set a regular meeting cadence for review.

> Sales and marketing should be aligned philosophically, statistically, and operationally.

	30 Days	60 Days	90 Days
Philosophical Alignment	Identify your champions. Agree on objectives.	Establish the roles and responsibilities required for success.	Communicate the full plan to involved salespeople and marketers.
Target Account List	Identify areas of focus: • How big should your list be? • Which marketing resources will be used?	Establish segmentation strategy: • Will you focus on customers or prospects? • Which industries will we target? • What are the objectives for each segment?	Decide how often you'll review and adjust your target account list.
Planning/ Review Cadence	Host initial meeting with ABM leadership team.	Establish a regular meeting cadence.	Automate reports and measurement; Make the process for how you'll achieve your objectives public.
Setting Core Objectives	Benchmark current metrics: • Average deal size • Sales velocity • Close rates	Establish improvement objectives with ABM strategy.	Socialize ABM for sales plan across sales and marketing teams.

Planning for Regular Updates

Plan to update the target account list periodically—the best practice is minor updates quarterly with larger updates happening once a year. There may also be major updates to the list annually or quarterly depending on corporate goals and initiatives.

When updating the list, do it by the numbers—and with marketing. How is the list as a whole performing? What percentage of business is it driving? If the numbers are lower than the targets you've set, it could be the tactics and execution that are to blame, not the accounts.

The list should evolve with your business. Should you launch a new product that targets, say, manufacturers, you'll want to expand your list to include those companies. Or, if your company has been focused on small businesses and wants to move upmarket, add enterprise accounts. Every business's situation will be different. The most important part of updating your target account list will be ensuring you communicate those changes to everyone involved.

Researching **Target Accounts**

There are two main reasons for conducting research on target accounts:

1. **To verify that they meet your basic criteria:** Some companies are a fit on paper but have quirks that make them ineligible. For instance, when targeting the world's biggest co-working space company, you might learn that while half of its customer base is SMB (a good fit for your product), the leadership is pivoting to the enterprise market and no longer investing there. Or, you might find that because of its history, the company hierarchy is structured in such a way that the position you typically sell to doesn't exist. To be sure, you'll need to research.

2. **To inform your outreach and strategy:** The more you know and understand your target accounts, the more relevant your outreach can be. Does the account serve the financial services industry? Brush up on the latest SEC news so you can start an informed conversation, and position your product as a solution to a problem you know they face. All company data is good data. Has the company made recent acquisitions? Launched new products? Expanded a team? Launched in a new market? Know, and ask about it.

Getting to know your target accounts is work, but you can get it down to a science if you know where to look for information. Below, the Demandbase sales team shared their account research process.

Account Website

What products do they sell?

- Most B2B websites feature a topline navigation button named "Products," "Solutions," or "Services." (Some have all three.) This tells you what they sell, how the business makes money, and often, how the business is structured. According to Conway's Law, a company's communications are a reflection of their organizational chart. Odds are, for each product tab, there's a team or business unit that owns it.

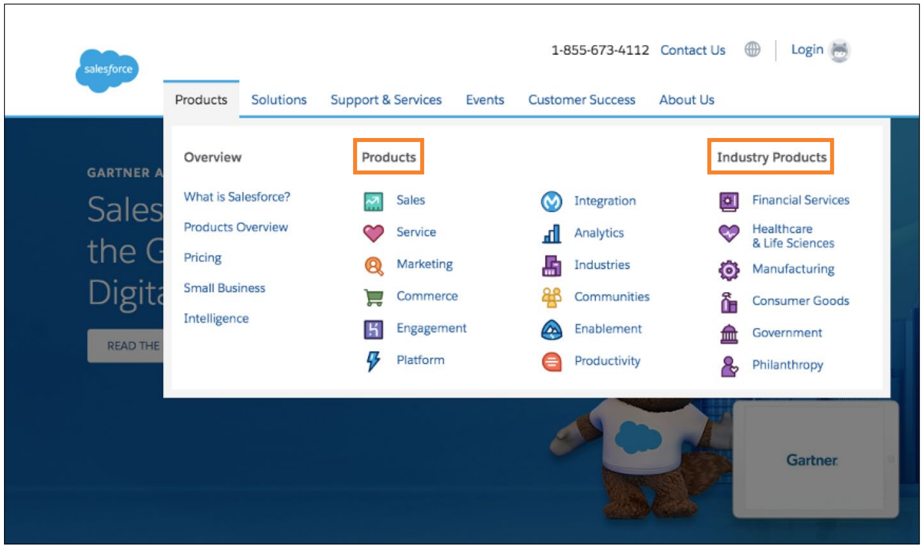
- These tabs also tell you whether the company is product or service-driven; the distinction here being whether they sell something customers buy and hold (a server, farm equipment, training materials) or they provide an ongoing service (software, consultation, recruiting). The tabs can tell you whether it's a strategic or transactional sale—do they offer a demo or ask for a credit card?—and whether they have new products they're promoting.

- In the screenshot of Salesforce's website pictured, products are organized around 12 key areas. Do any of them match what you've identified as key characteristics in your ICP? Knowing this will help qualify the account for your target account list and help you craft your message. Consider opening a conversation by asking about their go-to-market strategies for the products identified in your ICP and provide a few key points on how your solution can help.

What industries do they sell to?

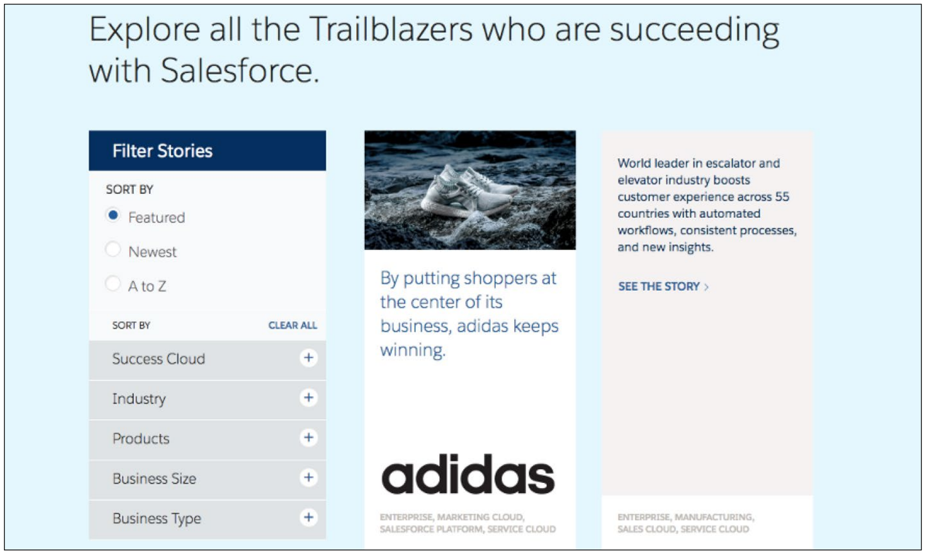
The better you understand the markets in which an account operates, the better you will understand their key challenges. Again, there may be a tab called "Industries," "Verticals," or something similar that tells you who they serve. If you use example companies in your outreach, use companies that sell to these verticals. The same goes for sending case studies.

In the example pictured, we can see that Salesforce focuses on at least six industries. Dig into their industry pages to better understand their go-to-market approaches for each.



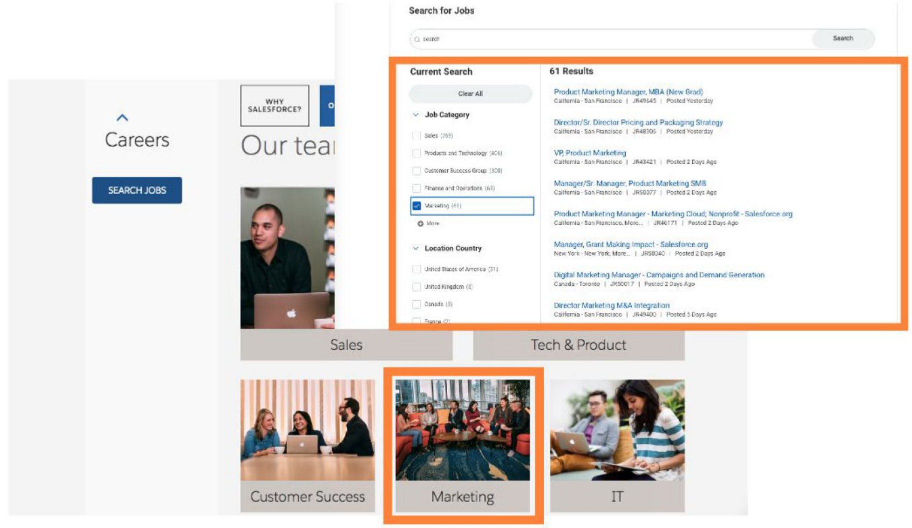
Who are their customers?

The better you understand their customers and how they make money, the better you can qualify whether they're a fit and speak in terms that are likely to resonate. If you're focused on accounts that sell to enterprise customers, look at their "Customers" page. Are the logos in fact enterprises, or do they sell to SMB? Similarly, if you notice different messaging for customers versus prospects, you can bet they have both growth and retention goals, and may have different strategies for each.



What positions are they hiring for?

An account's hiring practices can signal whether they're ready for your solutions. At Demandbase, for instance, our sales reps are interested in knowing whether an account is hiring for demand generation, digital marketing, or an ABM-specific role. It signals they are investing in their ABM practice and the timing could be right.



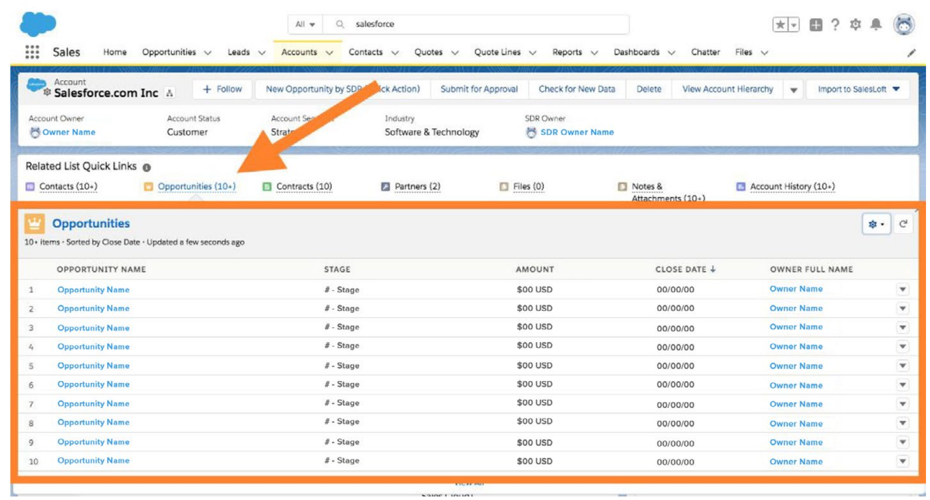
The CRM

Your CRM system is a critical stop on the road to target account research. There is nothing so embarrassing as reaching out to a prospect and being forwarded a previous rep's conversation, or getting the reply, "We're a customer." Don't get schooled by your prospect. Look for previous activity, past opportunities, and whether the parent or subsidiary has any connection to you.

Account-Level CRM Research

Use the CRM to discover:

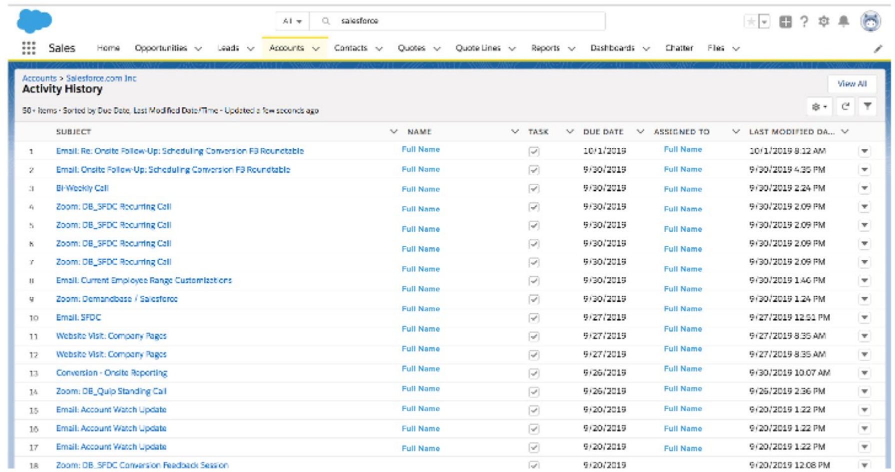
1. Are there any current open opportunities?
2. Which products are attached to the opportunity?
3. Who were the opportunity owners?
4. If it was closed-lost, what was the reason?
5. When was the last conversation and what was it about?



Activity history

Get smart on all previous activity around the account:

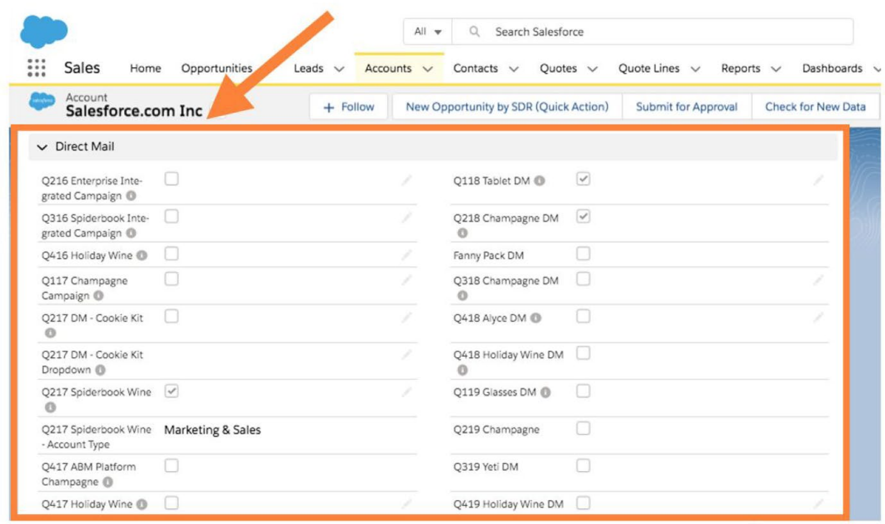
- When was the last activity?
- How many people have been contacted?
- What kind of outreach has been done in the past—emails, calls, or social media?
- Has the account engaged with past outreach?



Direct mail history

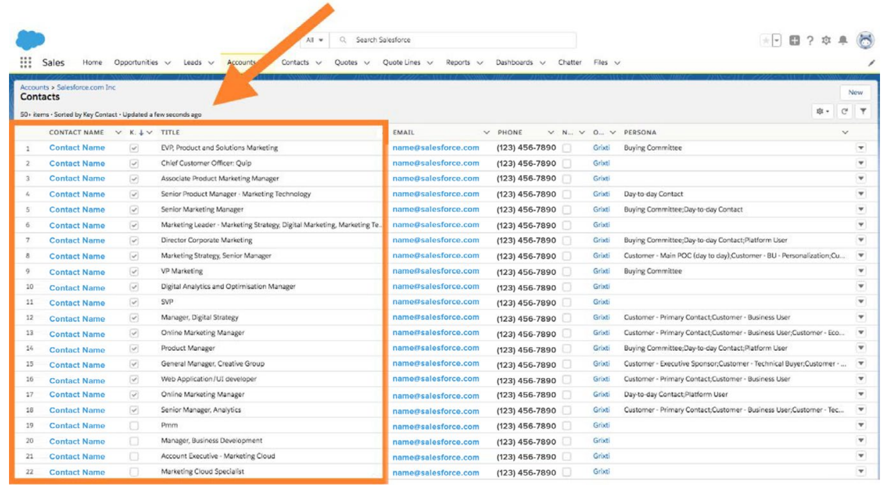
If there has been any direct mail to the account:

- When was the last direct mail?
- Which contacts received them?
- Did the direct mail result in any opportunities?



Key contacts

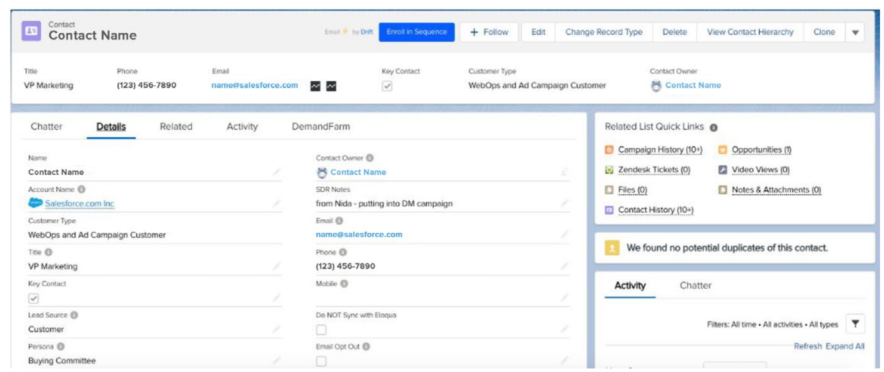
Keeping your key contacts accurate and up-to-date is really a data hygiene question for the entire organization. But it's especially important in ABM, where the goal is to get super targeted with contacts who you really can't afford to burn. Current information will reduce the amount of time you spend chasing down members of the buying committee, and tell you whether you need to find more of them. It'll also help you build direct mail lists.



Contact-Level CRM research

In the contact record, you can also discover whether any particular contact is a key contact, and whether it has been associated with past interactions, including:

1. Opportunities
2. Activities
3. Direct mailings
4. Campaigns



Don't double up on marketing's outreach—complement it. ABM coordination is a dance. If marketing already emailed today, try social media. If marketing sent direct mail, try to time a phone call right when it's supposed to arrive. For next-level success, bake these rules into your ABM system's rules so highly effective plays require no thought.

Additional Online Resources

Google Search

Use Google to search for competitors and subsidiaries. Look smart and helpful by asking the account about their competitors or partners in your outreach. Say you're targeting Adobe. What additional information can you bring to the table for Adobe regarding its sometime competitors, Sitecore and HubSpot?

Crunchbase

At Demandbase, software and technology is an important industry vertical for us. Crunchbase.com is a great resource for intelligence around funding and recent acquisitions. Not knowing a company has been acquired or just raised a new round can be a conversation killer. On the flipside, understanding that news and how it affects your prospect's role can place you in the position of trusted advisor.

Acquisitions

Number of Acquisitions 44

Emerson has acquired 44 organizations. Their most recent acquisition was Bioproduction Group on Apr 16, 2019.

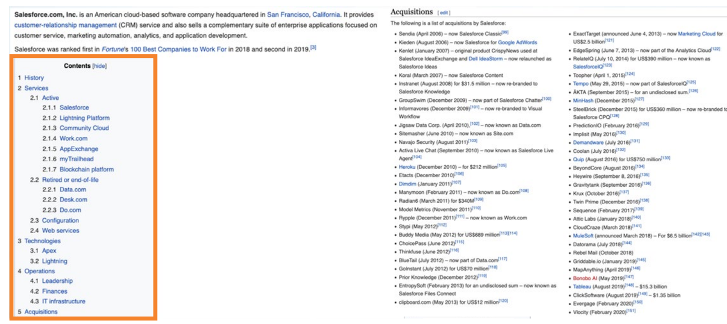
Which types of acquisition does this organization make most frequently? Show

Acquired Organization Name	Announced Date	Price	Transaction Name
Bioproduction Group	Apr 16, 2019	–	Bioproduction Group acquired by Emerson
AE Valves	Dec 12, 2018	–	AE Valves acquired by Emerson
GE Intelligent Platforms	Oct 2, 2018	–	GE Intelligent Platforms acquired by Emerson
Klauke	Jul 3, 2018	–	Klauke acquired by Emerson
Greenlee	Jul 3, 2018	$810M	Greenlee acquired by Emerson
HD Electric Company	Jul 3, 2018	$810M	HD Electric Company acquired by Emerson
Endura-Greenlee Tools	Jul 3, 2018	$810M	Endura-Greenlee Tools acquired by Emerson
Sherman + Reilly	Jul 3, 2018	$810M	Sherman + Reilly acquired by Emerson
Greenlee Communications	Jul 3, 2018	$810M	Greenlee Communications acquired by Emerson
Aventics GmBH	May 17, 2018	€527M	Aventics GmBH acquired by Emerson

VIEW ALL >

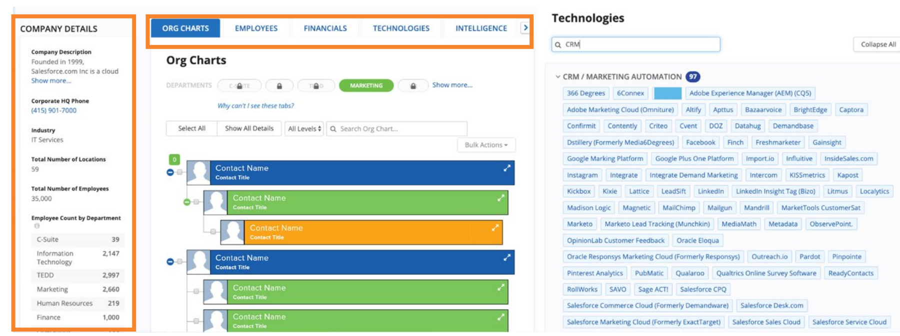
Wikipedia

For obvious reasons, people are often reluctant to explain their organizational chart to a salesperson. But if the company is large enough, that may be public knowledge. Search its Wikipedia entry for lists of acquisitions, company history, and references for further reading.



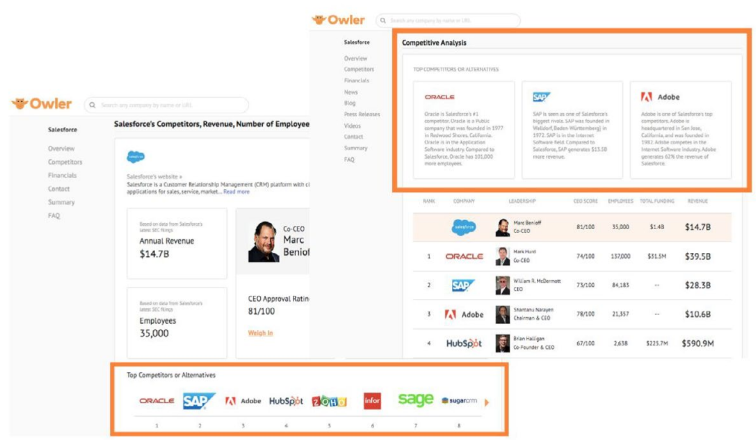
DiscoverOrg

DiscoverOrg outlines an account's target customer as well as relevant market trends to determine whether a company is a good target account fit. It can also facilitate outreach by providing department-level org charts and lists of key decision makers, including email addresses and phone numbers.



Owler

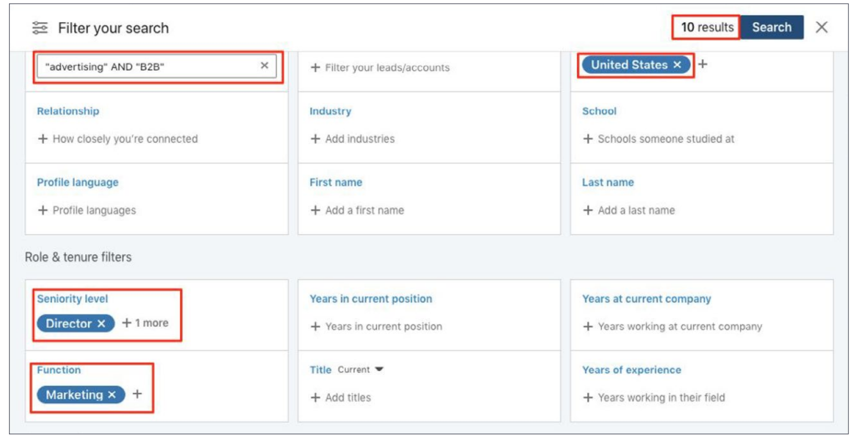
Owler.com is a research tool that can help you to determine whether an account is a fit based on whether companies in the account's industry or category have been successful with your solutions. It also crowdsources competitive insights, which can help you to speak to the prospect in their own language, and provides news alerts, company profiles, and allows you to follow, track, and research company activity in real time.

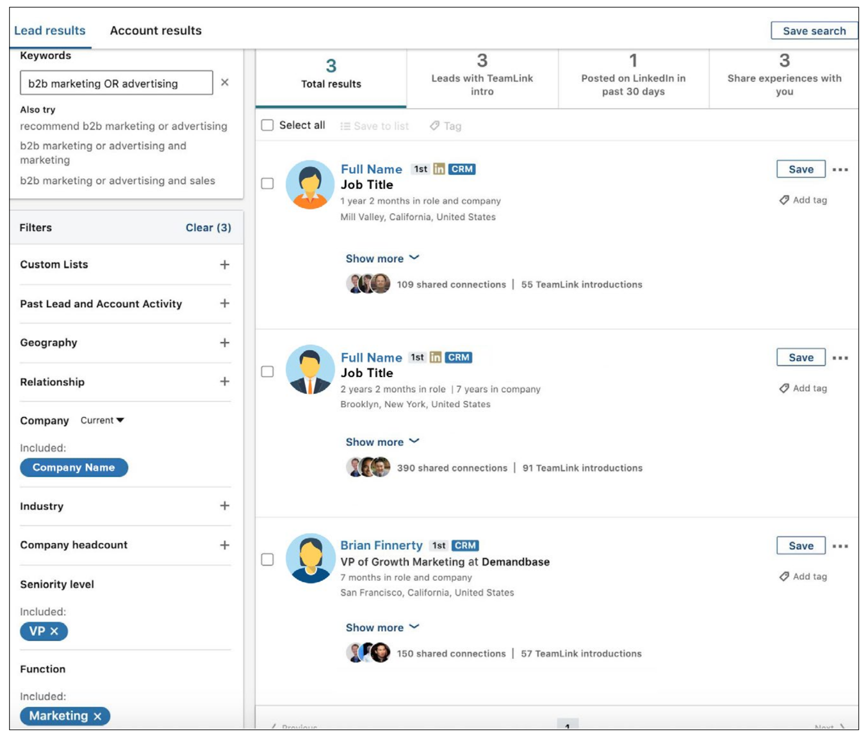


LinkedIn Sales Navigator

Sales Navigator is a staple for B2B sales organizations. It offers (nearly) unfettered access to LinkedIn's professional network and allows you to run advanced filtered searches that aren't otherwise available to LinkedIn users. You can, for instance, filter by seniority, title, and past positions.

Sales Navigator can help you refine your list of relevant contacts to a reasonable number. Search individual profiles for keywords or posts about what they're working on to figure out whether they'll be on the buying committee.





Your marketing team

No matter how much research you can do on your own, marketing teams often have a bigger technology budget than even IT. It'd be a mistake to try to choose accounts without accessing some of the account-based insights that marketing can surface.

Knowledge is power

Target account research can give you a terrific advantage over the competition. Being informed about a company's history, offerings, campaigns, initiatives, competitors, and industry trends can mean the difference between a successful email and a dead end. Research before outreach demonstrates initiative and is foundational to cultivating relationships.

How buyers evaluate sales professionals

Know the company's news.

96% of buyers are likely to consider a brand if the sales team has a clear understanding of their business needs.

Write for the individual.

93% are likely to consider a brand if sales provides personalized communication.

Never say "tell me about your business".

77% of decision makers won't engage with salespeople who don't have insights or knowledge of their company.
-LinkedIn & IDC Whitepaper "Social Buying Meets Social Selling

The Sales Enablement **Superteam**

The term "sales enablement" implies that sales is a passive recipient of marketing assets and training. But if you peer inside the highest performing ABM organizations, you'll find that's not at all what's happening. Sales actively participates in the ideation, creation, and publication of assets. In this chapter, we take a look at what's happening on the marketing team while you're busy selling, and how you can participate to your own advantage.

Most marketing teams are busy with the following key deliverables:

Building Personas

Marketers create archetypal versions of customers to better segment them and personalize their outreach. Their job is to be the arbiters of customer truth with aggregate insights that aren't always obvious to sales teams who, by the nature of their role, are narrowly focused on winning a few accounts at a time. Marketers see the forest, not the trees, and are often sitting on a lot more insights from longtime customers and industry analysts than they have time to share.

How to participate:

- Ask for soundbites, stats, and quotes
- Connect them to prospects or customers for interviews
- Offer customer anecdotes

Outcome: More enticing marketing outreach into your accounts

Campaign Priorities

Salespeople are often on monthly or quarterly sales cycles, but marketers have the luxury of long-term planning and think in half-years and years. They can afford to plan multi-channel campaigns far in advance that'll run automatically, and ensure future pipeline.

How to participate:

- Ask about upcoming priorities
- Participate in planning joint campaigns
- Point out hidden pockets of demand
- Point out missing pockets of coverage

Outcome : More upsell and cross-sell opportunities

Asset Creation

Marketing teams employ content strategists, writers, and designers who, above all else, keep the brand consistent and appealing to prospects. Branding is based on the idea of singularity—that your company stands for one thing in the customer's mind. A team of marketing creatives have the ability to create assets that are both useful in deal cycles but which also reinforce the overall brand in the market, and lay the foundation for future deals. However, sales insights can often make them even better, and great things happen when the two collaborate.

How to participate:

- Build an asset wish list
- Pass along competitive assets
- Give asset-level feedback

Outcome : Higher outreach success rates, more effective competitive content

When sales is an active participant in ABM asset creation, quality rises. Those assets are more useful, influence more deals, have longer life cycles, and ultimately, save marketing the time of creating new ones. That means rather than fixing what's broken, marketing can focus on creating even more sales enablement materials and generating even more demand.

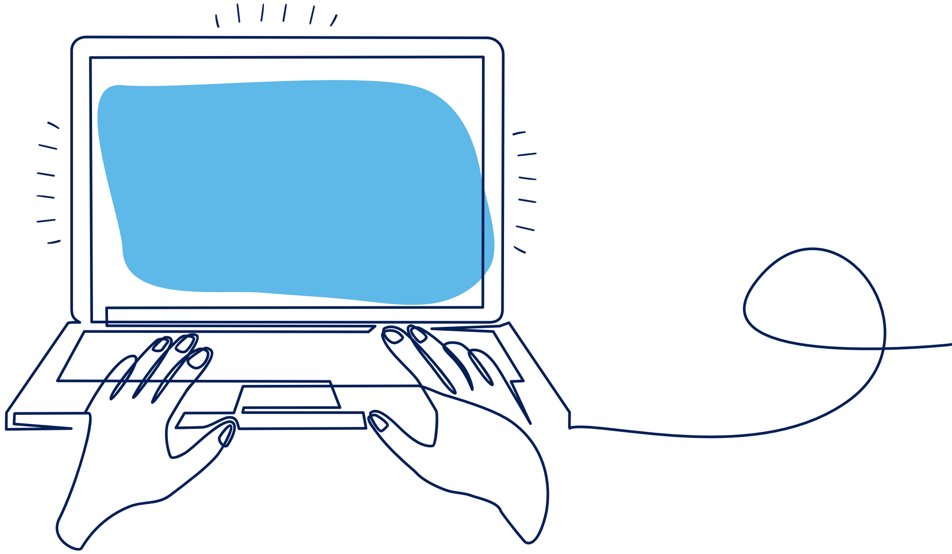
Asset Distribution

One of the most daunting challenges marketers face is providing up-to-date assets to sales teams. Where should they live? How to deal with multiple verticalized versions? How to retract outdated versions that are still in use? How should salespeople contact references? And most important, what assets are actually being used and which ones help earn meetings and win deals?

How to participate:

- Give enablement feedback
- Help select a sales enablement platform
- Over-communicate
- Submit references

Outcome : More relevant references, spend less time searching for assets



Outbound **Best Practices**

ABM takes some control away from the salesperson. That is actually a good thing. As marketing and sales agree on accounts, messaging, and cadence, you'll come to rely on marketing to do some of the outreach you used to do. Similarly, they'll rely on you, scheduling call blitzes in your ABM coordination platform so that your outreach occurs right as marketing's direct mailers arrive. It's the coordination that makes ABM work.

For your part, your ABM outreach should follow the Pareto principle: 80% of your effort should go into the top 20% of your accounts as measured by your ICP and account score. That's because statistically speaking, that top cadre will account for the vast majority of your sales.

For that top 20%, apply highly personalized and highly targeted outreach. These are the folks you send hand-written notes, deliver high-value gifts, and spend lots of your time trying to engage. The other 80% still deserve personal outreach, but somewhat less so, and you can afford to save time here with the occasional templated outreach.

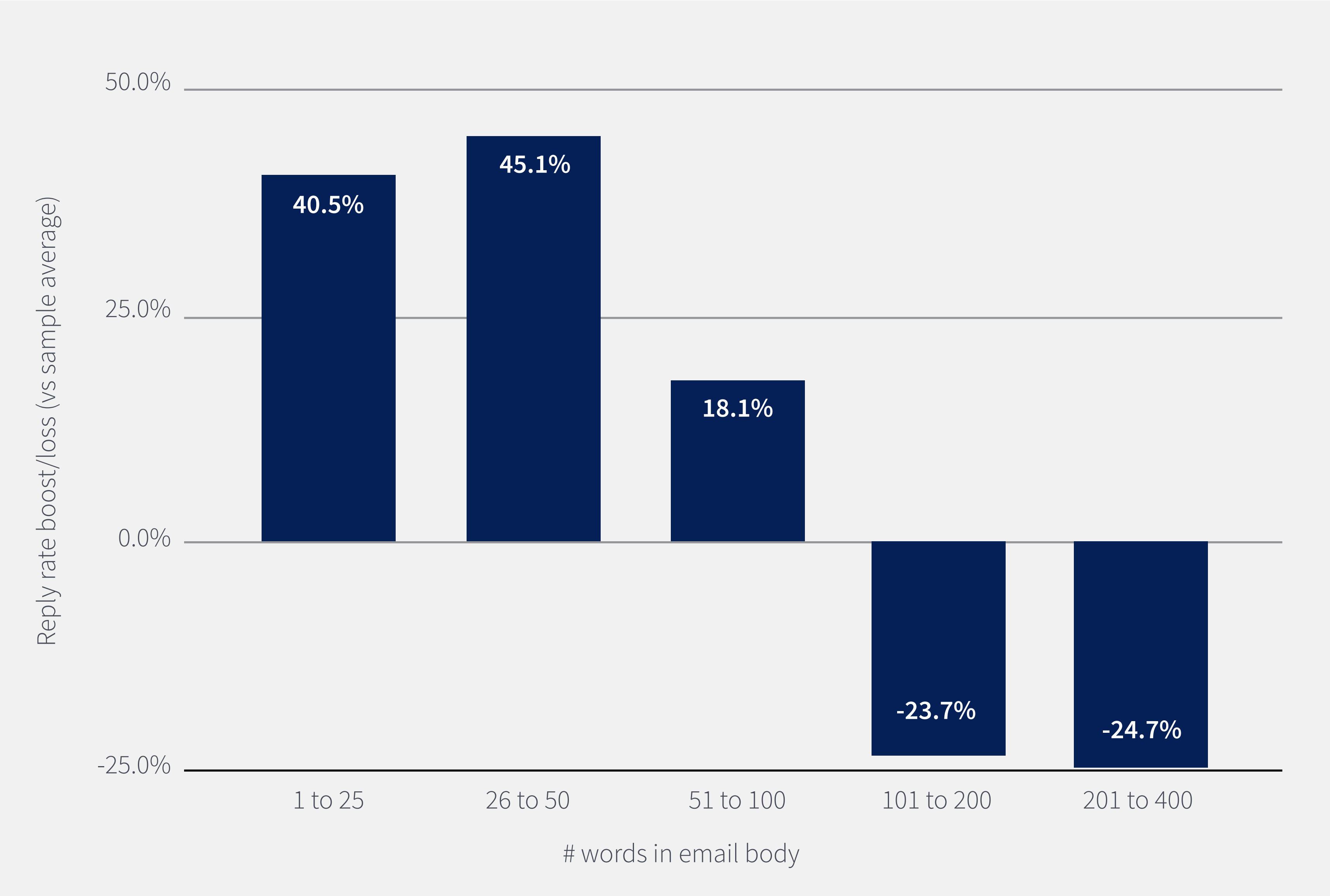
In this chapter, we'll explore best practices for effective outreach to your high priority accounts via email, phone, and social media. Of course, you'll want to use a mix of all three. We'll conclude this section with step-by-step examples of how to use all three channels across a period of several weeks for maximum impact.

Email

All emails should be personal and concise. People receive a lot of them and if you want to be read, you have to get right into it with a few key points and as few words as possible. Research shows that email reply rates drop precipitously if the body copy rambles past the 100-word mark.

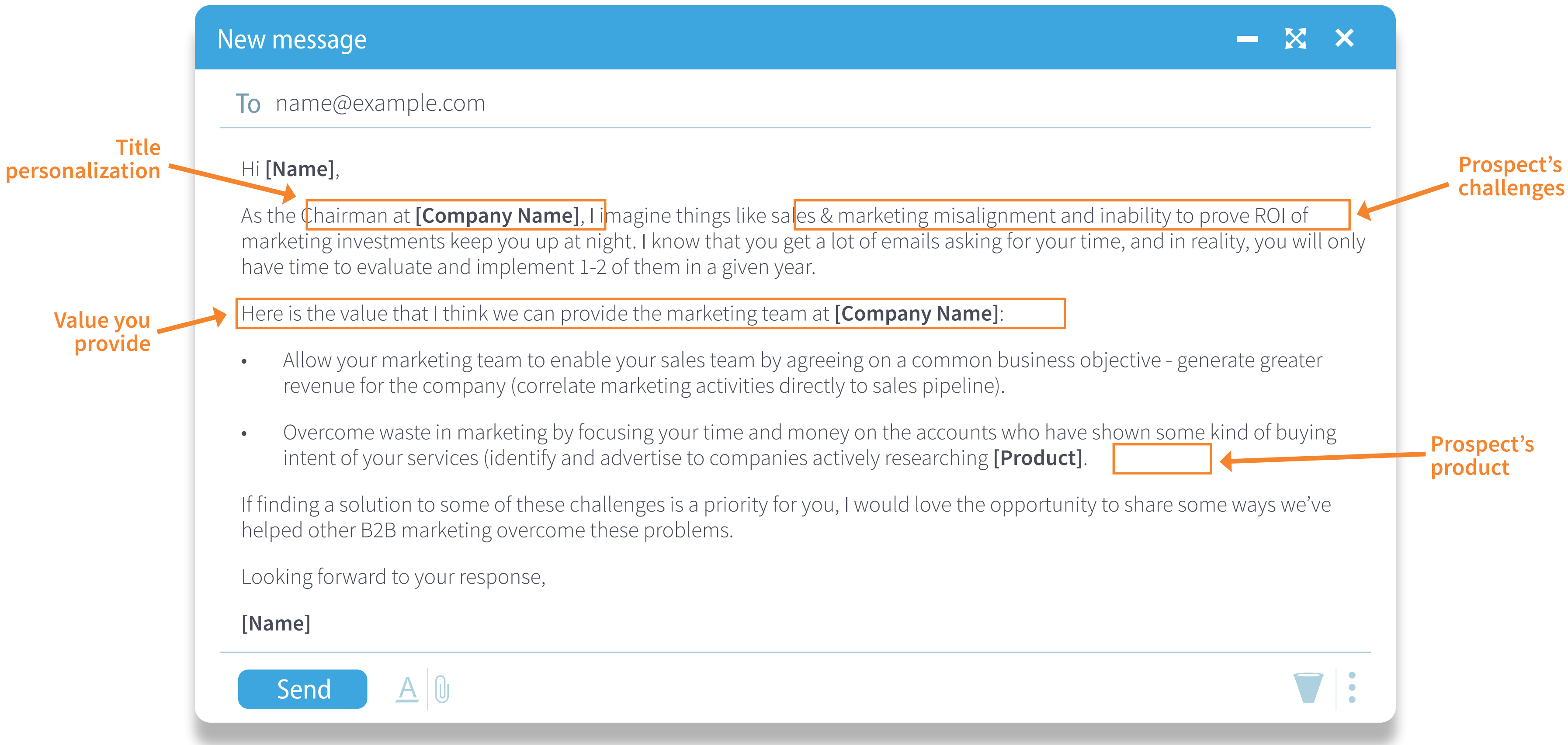
To align on outreach:

Before you call, always check if there is a marketing program running. Marketing will likely provide a campaign or play template you can follow, and if you coordinate and deliver the same message yourself in a complementary fashion, you get two touches for the price of one.


50.0%
25.0%
0.0%
-25.0%
Reply rate boost/loss (vs sample average)
40.5%
45.1%
18.1%
-23.7%
-24.7%
1 to 25
26 to 50
51 to 100
101 to 200
201 to 400
words in email body

DEMANDBASE

Below is an example of a personalized email sent to the chairman of a well-known sales technology startup. It reflects the prospect's key challenges, mentions their product, and quickly explains the value of Demandbase.



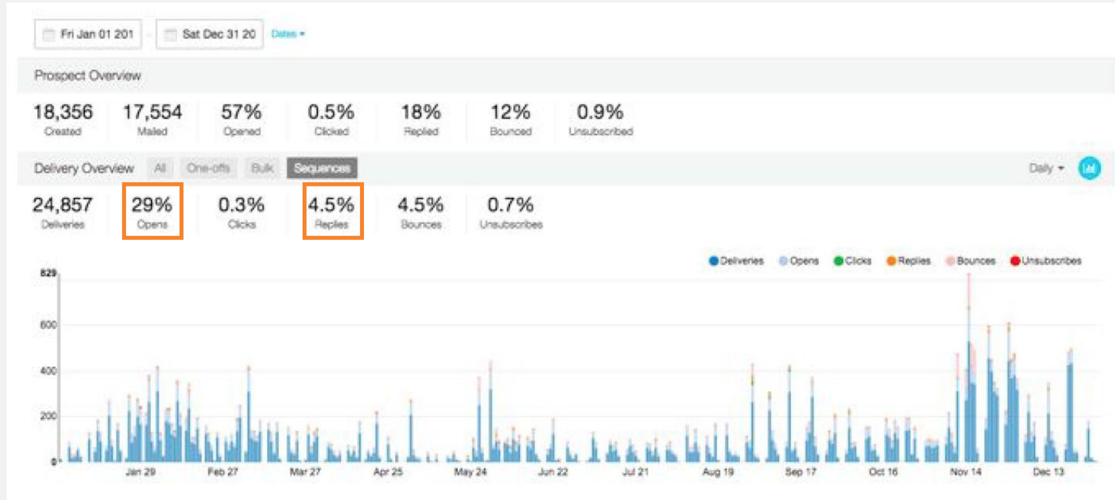
There are many ways to personalize an email message, and you should experiment with all of them. Do it in less than three paragraphs and use bulleted lists to allow readers to scan. Keep your subject lines short. Just like writing body copy, the more words, the less likely they are to reply.

Here are some things to try:

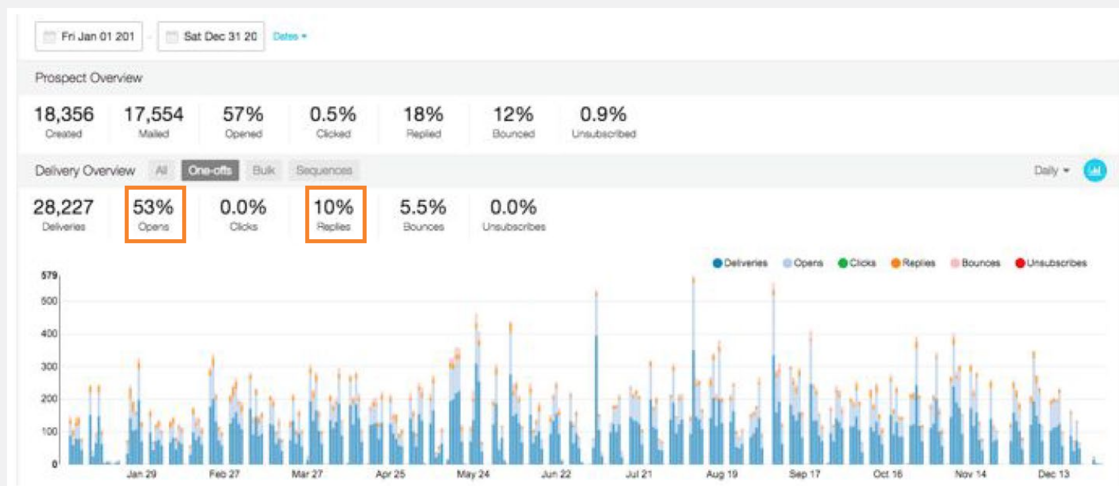
1. Personalize the message based on what's been going on at the company—congratulate them on a recent acquisition, product launch, or hire.
2. Personalize the message based on their social media bios and profiles—comment on their alma mater, personal interests (that they talk about publicly), or business interests.
3. If possible, use keywords that they themselves have used when searching online. If, for example, your intent data provider says they've been searching "email automation," use it in the subject line.
4. If the prospect replies, "Call me next quarter," actually do it. Email using the subject line "You asked me to call you in January." Hold them accountable and remind them they've engaged before.

The Demandbase sales team achieves considerably higher results from personalized outreach than generic. The extra effort increases open rates from 29% to 53%, and replies from 4.5% to 10%.

Generic Outreach



Personalized Outreach



Industry Email

New message

To name@example.com

Hi **[Name]**,

Hope all is well! I noticed you run growth marketing at **[Company Name]** and wanted to quickly introduce myself and say hello!

Not too sure how familiar you are with Demandbase, but we connected with **[Name]** last year around ABM, and wanted to follow up to see if your FY20 planning includes any type of ABM programs or if using intent data was on your radar?

I'd love to connect if you have some time this month, and learn more about how you're currently identifying the Hospitals, IDN's, and HCP's who are in the market for your product or services. This would be a great opportunity to have a more tailored conversation. We can focus on your own use-case, show you some of our latest enhancements made to our ABM Platform that you haven't heard prior, and how they might apply to your upcoming initiatives.

Happy to work around your schedule! Are you free to connect later this month?

Thanks,

[Name]

Send

Email Based on an Intent Keyword

**If you have had conversations with members of that company on a similar topic, make sure to name drop, as it shows you have done your research*

New message

To name@example.com

Hi **[Name]**,

In recent weeks I have noticed a lot of interest on our site from **[company]** on **[list most relevant intent keywords]**. I wanted to see if **[intent keyword]** is on top of your radar right now?

If so, I would love to set-up some time to talk. How does [date/time] look? If not, is there someone else on your team who you think would be a better person to discus **[intent keyword]** with?

Thanks,

[Name]

Send

Re-engaged Closed Lost Account

New message

To name@example.com

Hi **[Name]**,

It's been a few months since our teams last spoke, but noticing some recent interest in ABM coming from **[company]**, I'm curious if it makes sense for us to reconnect for mutual updates.

We've had some major developments since our teams last spoke, and have recently restructured pricing to be more competitive in the mid-market.

We have some great success stories in your space, would love to share them with you and get an idea of the digital initiatives driving your team's efforts for the rest of the year.

Feel free to let me know your thoughts.

Thanks,

[Name]

Send

Expanding Business Across BUs

New message

To name@example.com

Hi **[Name]**,

I'm not sure if you're aware, but Demandbase currently works with other **[Company]** units (X, Y, Z, W) to help execute Account-Based Marketing strategies.

Through our Account-Based Marketing Platform, we can help you identify key accounts, advertise to them with zero waste, and engage them with a personalized web experience.

In doing some forward-thinking about an integrated plan, we'd love to discuss how **[company]** can leverage our Platform to drive pipeline and revenue.

Would you be open to a discussion?

Thanks,

[Name]

Send

Competitor Highlight

New message

To name@example.com

Hi **[Name]**,

I'm reaching out because we currently help **[Competitor Company Name]** execute on account focused, highly personalized, digital marketing campaigns. Seeing that you just started at **[Company Name]**, I'd love to connect with you to learn more about your B2B goals for 2019.

Using our ABM Platform, **[Competitor Company Name]** is able to:

- Identify anonymous website traffic
- Offer a personalized, industry specific site experience to visitors
- Target key accounts with personalized ads, wherever they are on the web

Would you be open to connecting next week to discuss more?

Thanks,

[Name]

Send

More Topics for Personalizing Outreach:

Personal

- Promotion or a new role
- Self-authored content
- Featured content
- New role or anniversary
- LinkedIn profile
- Twitter profile
- Personal interest
- Shared personal connection

Company

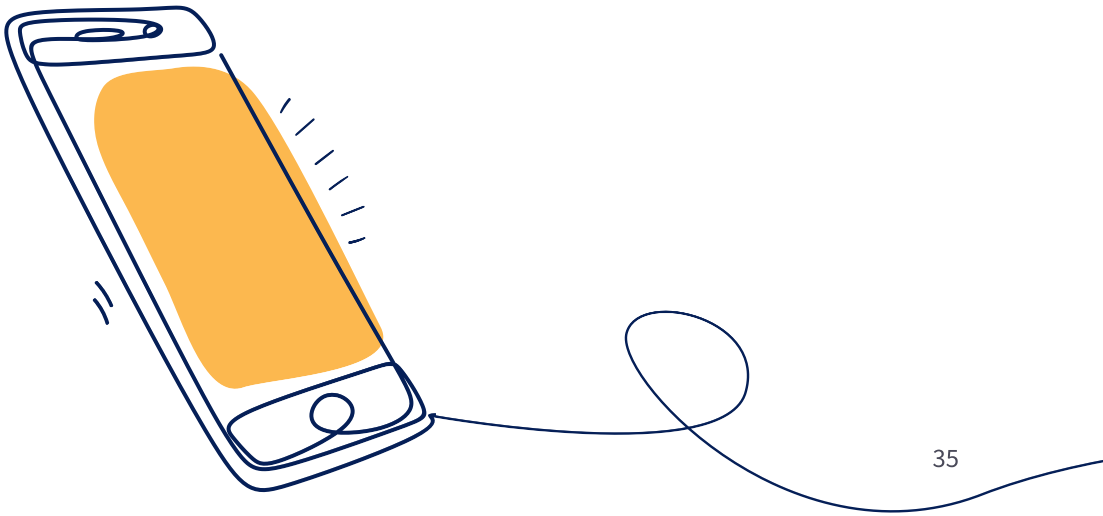
- Funding
- New product release
- Merger or acquisition
- Partnerships
- Website redesign
- Financial reports
- Information from the company's 10-K SEC filings
- Recent awards
- Shared business connection

CRM

- Past conversations
- Sales cycles
- Previous customers

Voicemails

As with email outreach, you should know as much about your prospect as you can before picking up the phone. Keep voicemails under 30 seconds and end the message with your name and phone number. If you do get a chance to speak to the prospect live, be ready. Have your notes and questions open.



5 Tips for First-time Phone Connections

1. Before you call, make sure you know:
    a. What they sell
    b. Who they sell to
    c. What they are interested in (via purchase intent or engagement data)
    d. Who their competitors are
    e. What their challenges are
    f. Relevant company and industry news
2. Call them by their name before asking them something.
3. Tell them the reason for your call and the value they'll get from it.
4. Ask open-ended questions based on your research. For example, "I see you've launched a new product. What's the go-to-market strategy?" Spend more time getting them to talk about themselves and their company and less about you and yours.
5. Have a pocket story ready about how you've helped a company like theirs in the past. Even better, tell how you've helped one of their customers or partners.
6. Always leave a voicemail but more importantly, always send email or InMail letting the prospect know you left a message. This makes prospects feel like you aren't going anywhere and will try every channel until they answer.
7. Try the tag-team approach: An SDR sends the first outreach, cc's AE on the second email. (A call follow up great here too.) Then the AE follows up with, "I asked so and so to follow up because of X reason."
8. When the prospect says, "Try me in a month" reply with, "Let's say I call you then. What will be different?" If they do have a good answer, at least get something tentative on the calendar.
9. Don't forget your call-to-action. Know what you're going to ask for before you pick up the phone, be it a meeting request or an invitation to a VIP dinner. A strong CTA at the end of a sales call might be: "I'd love to learn more about your initiatives and share how we might help with them. Do you have 30 minutes next week for a call?"

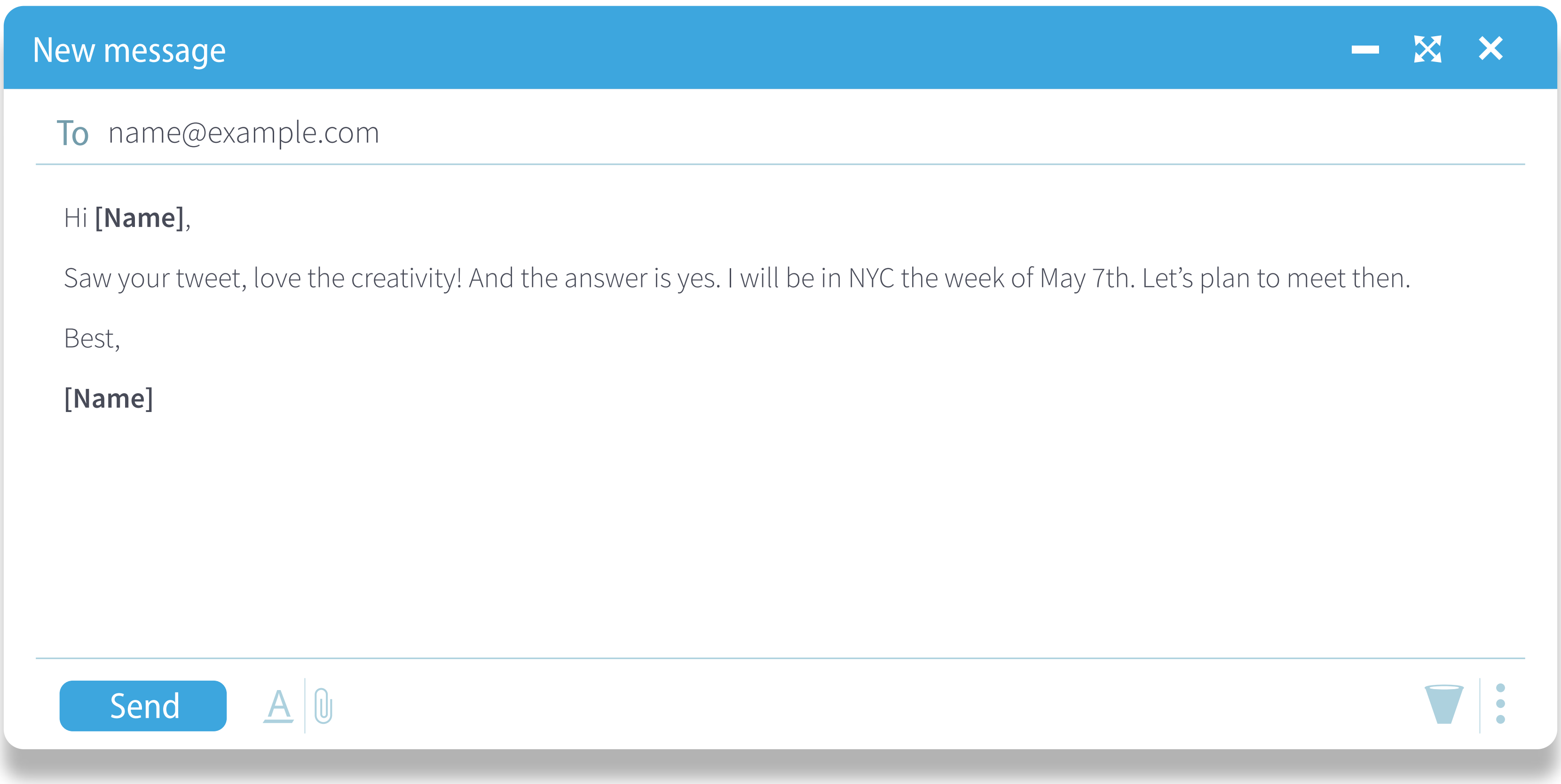
"I'd love to learn more about your initiatives and share how we might help with them. Do you have 30 minutes next week for a call?"

Social Media

Twitter

Twitter is a great way to connect with prospects for a couple of reasons. Communications are short and you have access to your prospect's bio and they have access to yours. Follow your prospects. Like, reply to, and retweet their posts to develop relationships. When you reach out, remember to use short subject lines just like you would in an email.

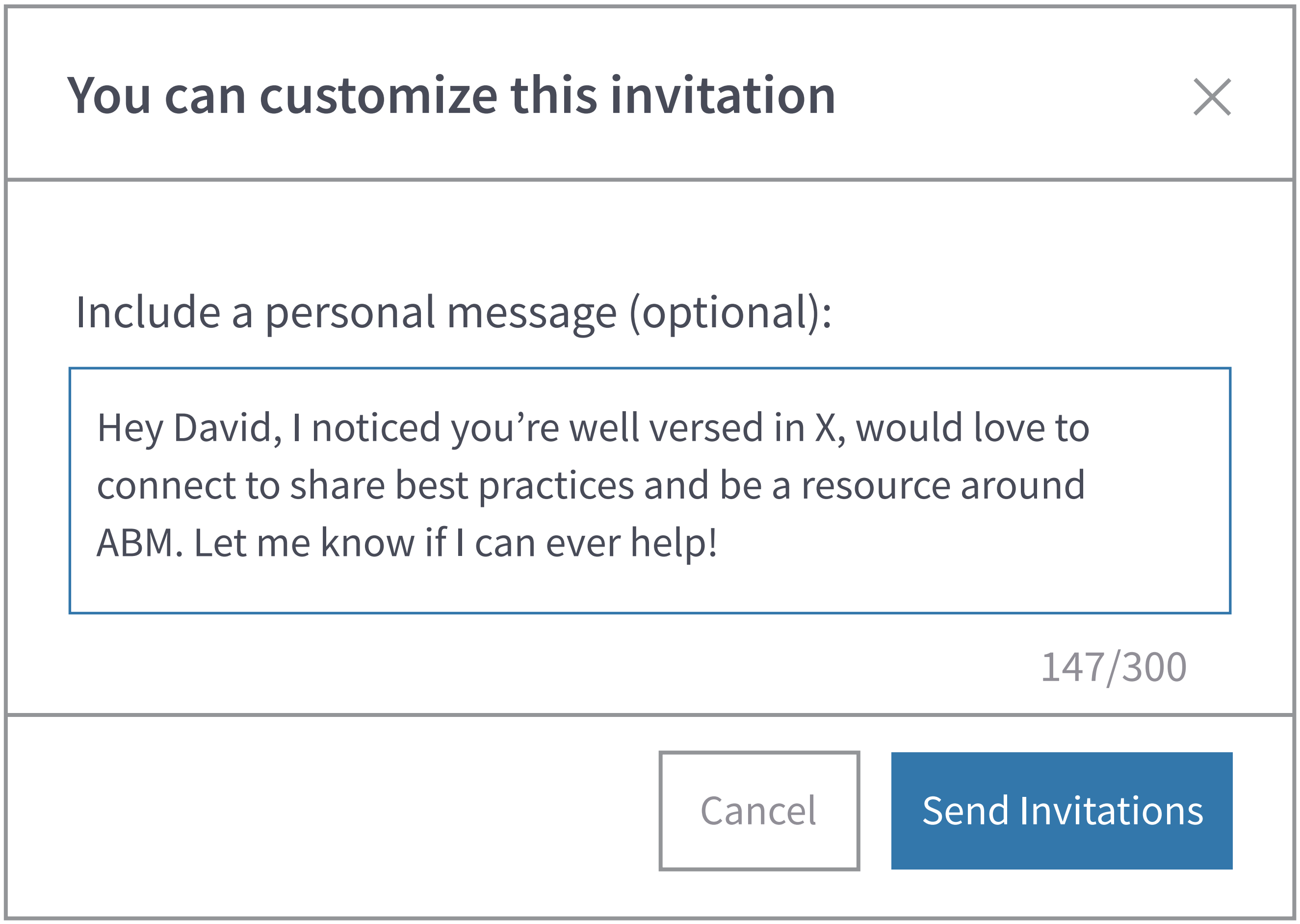
At Demandbase, we've had a lot of success reaching out to prospects via Twitter as there is so much room for creativity on the platform.



Linkedin

There are two ways to connect with a prospect via LinkedIn—connection requests and InMail, which are paid direct messages. When making connection requests, call out why they'd find value in connecting, but don't pitch. Mention their skills, other contacts in their organization you've already spoken with, or those who have responded to an outreach or who have downloaded content from your site.

Always customize the invitation. Invitations without explanations are often rejected.



If you've already reached out via phone, email, or direct mail, but haven't received a reply, use an InMail. InMails are a lot like emails. Keep your writing, short, sweet, and to the point.

Hi [Name], As Demandbase is working with a few companies in your space (and [Company Name]), I was curious to see if you've explored and Account-Based Marketing strategy? Would be happy to share how Demandbase can help you increase	**Contact Name** Job Title Company Name Location

After they've accepted your connection, wait. Engage with their posts or things they've liked several times before you send them a message with any sort of pitch. And then, make it relevant. "Hey, noticed you're really into improving CAC. We do that, etc." If you pitch right after connecting, you're likely to be blocked.

[Name]

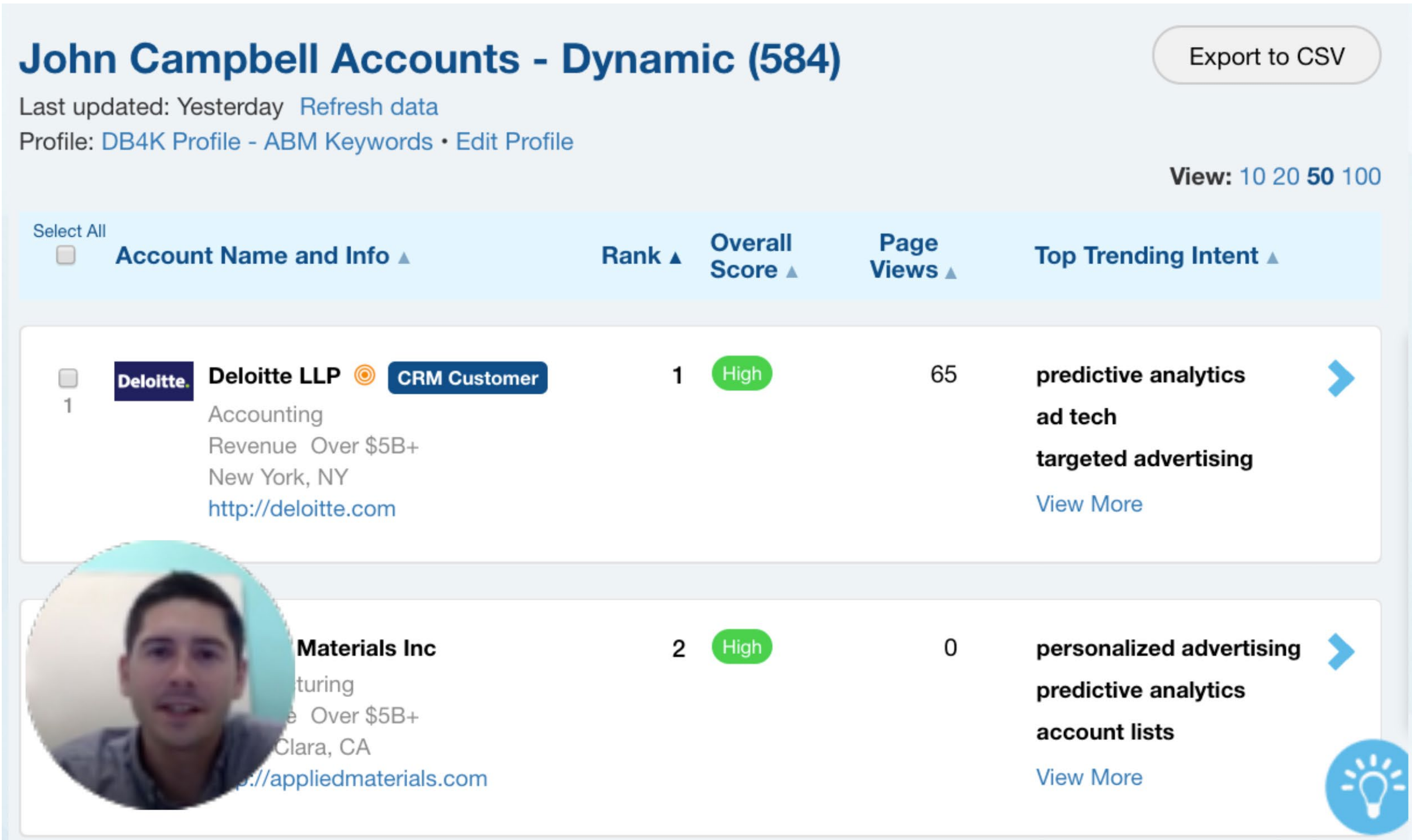
[Contacter Name] . 9:20AM

Hi [Name], knowing you'll be in town for Dreamforce, I want to invite you to a VIP Dinner we're hosting on Sept. 25. Join execs from [Company Names] to network and discuss the latest B2B digital marketing trends. Let me know if you're interested and I can send over an invite.

Video

We are all visual creatures and respond well to moving pictures and creativity. Sending a video breaks through the noise—you're probably the only one doing it—and helps to make more personal connections. Prospects get to see your face, hear your voice, and it gives you an opportunity to be informal and digress into talking about their personal interests in a way that's just not possible through text. Consider sending a video introduction of yourself to a new prospect (30-60 seconds long) via email, Twitter DM, or LinkedIn InMail.

For engaged prospects, you might send a personalized overview of your product. Keep it relevant to their role and no longer than 45-90 seconds. End it on a cliffhanger with a CTA like asking them to book time for a longer call or a demo.


John Campbell Accounts - Dynamic (584)
Export to CSV
Last updated: Yesterday Refresh data
Profile: DB4K Profile - ABM Keywords • Edit Profile
View: 10 20 50 100
Select All
Account Name and Info
Rank
Overall Score
Page Views
Top Trending Intent
Deloitte.
Deloitte LLP
CRM Customer
1
Accounting
Revenue Over $5B+
New York, NY
http://deloitte.com
1
High
65
predictive analytics
ad tech
targeted advertising
View More
Materials Inc
Over $5B+
2
High
0
personalized advertising
predictive analytics
account lists
View More

Going Multi-Touch and Multi-Channel

What should your actual ABM outreach cadence look like? Below, we've provided a real, step-by-step example. Note that it relies on a variety of channels—email, voicemail, video, and social media—and continues for a period of several weeks. Sending multiple touches through multiple channels increases your odds of earning a response.

For your high-value accounts—those in the top 20% of your target accounts—consider the following outreach plan:

Sales High-Value Target Account Outreach Plan

Day 1: Intro email + voicemail

Day 3: Follow up on email with high-level value proposition (broad scope to ensure applicability)

Day 5: 1:1 personalized video (channel of your choice)

Day 6: Voicemail

Day 6: Email follow up on voicemail

Day 8: Email calling out specific product fit

Day 11: Call or voicemail

Day 11: Email follow up on voicemail, call out why you offer value to their role

Day 14: LinkedIn connection request

Day 16: Voicemail

Day 16: Email follow up with compelling content offer (analyst report, etc.)

Day 20: Short video demo of solution most applicable to their role/priorities

Day 24: LinkedIn message

Day 27: Email citing relevant partnerships/solutions

Day 31: Voicemail

Day 31: Email follow up on voicemail citing Twitter bio or other social media tidbits

Day 35: Voicemail

Day 35: Email follow up on voicemail with current product updates

Day 38: LinkedIn follow up note

Day 40: Call + voicemail

Day 48: Call + voicemail

Move prospect to nurture

Mind the MAP:

ABM sales outreach doesn't occur in a vacuum. Work with marketing so these touches either alternate with or correspond to marketing's outreach, so the two reinforce each other. There's really one outreach cadence, half of which sales is responsible for.

For medium and low-value accounts—the bottom 80% of your target accounts—consider the following outreach plan:

Low-Value Target Account Outreach Plan

Day 1: Email company overview with voicemail

Day 3: Email product/solution content

Day 5: Voicemail

Day 5: Email voicemail follow up

Day 8: Email case study

Day 12: Personalized email (e.g., congratulations on product launch)

Day 15: Competitor take down email (e.g., Forrester Wave)

Day 19: Email case study

Day 21: Email invite to webinar

Day 21: Voicemail follow up

Day 23: Email product/solution/content 2

Day 25: Email product/solution/content 3

Day 27: Email product/solution/content 4

Day 30: Email product/solution/content 5

Day 33: Email product solution/content 6

Day 36: Email product solution/content 7

Day 37: LinkedIn connection request

Day 40: Email “is there a better time to connect?”

Move prospect to nurture upon completion.

For the low-value outreach plan, modify steps 11-16 depending upon how many product and solution offerings you have and how much content you have to showcase. The same way ABM allows sales to be more methodical about target account selection, it’s also methodical about outbound sales practices. ABM for sales includes adhering to the following best practices.

ABM for Sales Outbound Best Practices

1. **Focus on accounts showing purchase intent and engaged accounts.** Get into the game early. If the account is showing intent for your products, reach out. If the account is also currently engaged on your website, make an even greater effort.

2. **Know the account and/or contact before reaching out.** Never get caught having not done your homework. Know the prospect's business and offerings, relevant market trends, keywords they are interested in, recent product launches, and company hires. (Refer to Section 3: Researching Target Accounts.)

3. **Keep communications brief.** If the outreach is cold, you're working on borrowed time and borrowed attention. Emails should be less than 100 words, voicemails less than 30 seconds, and videos less than one-minute long. You're going to have to get good at showing recipients why they should care.

4. **Personalize your emails.** Personalized emails get higher open and return rates. Congratulate your prospects for their company's performance, use keywords they've shown intent for, or share a newly released industry statistic—the more targeted and relevant the message, the better.

5. **Leverage marketing assets.** Share industry reports that mention your brand, customer case studies, and product demos. Consider where the prospect is in their buying journey and which assets are appropriate. An industry report might grab a prospect in the early stages, a case study if they're already engaged, and a custom demo if they've converted on the site.

6. **Reach out across many channels.** Don't rely on just the channel you're most comfortable with. Use many, although keep your message unified—use the same wording across all and refer to your outreach on other channels. For instance, "Hey, I left a voicemail" and "Hey, I sent a postcard."

7. **Think outside the box.** Or, send things in strange boxes. Mailing tubes are cheap and if you put something inside that rattles along with your note, you've got a guaranteed open. Creative messages, content, and formats are attention grabbers, but also relationship builders. People love to talk about the strange things that happen to them at work.

Managing For **Results**

The downstream objectives of most B2B sales professionals are about as concrete as they come. For AEs, it's revenue booked. For SDRs or BDRs, it's typically a mix of call volume and pipeline opportunity. Managing toward that simple and specific outcome is straightforward. However, there are plenty of upstream activities to plan, manage, track, learn from, and adjust along the way in order to ensure those goals are met.

Upstream activities are especially important in ABM, where it's quality over quantity. That means tracking both activities and outcomes on a regular basis in order to forecast properly and be confident that you'll meet your sales goals. Everyone cares about how you're tracking toward sales goals, all the way up to the board. It's critical that you get it right.

Tracking Activities and Outcomes

At any point in time, an SDR should be able to answer:

- How am I tracking toward my opportunity goal?
- Which top accounts should I be tracking most closely?
- How many activities should I be engaged in per day?
- How am I performing against my activity targets?
- Have I followed up on all my leads?

Monthly Activity Worksheet:

A. Opportunity pipeline goal: _______

B. Average activities per opportunity: ______

C. Activities per month: ______

D. Selling days per month: 21

E. Activities per day: ______

F. 20% padding: ______

5 New Opps - Monthly Goal

100 activities - to hit 1 pipe

5x100=500 activities - to hit 5 opp goal

21 selling days - per month

500/21 = 24 activities - per day to 5 opp goal

20% insurance policy

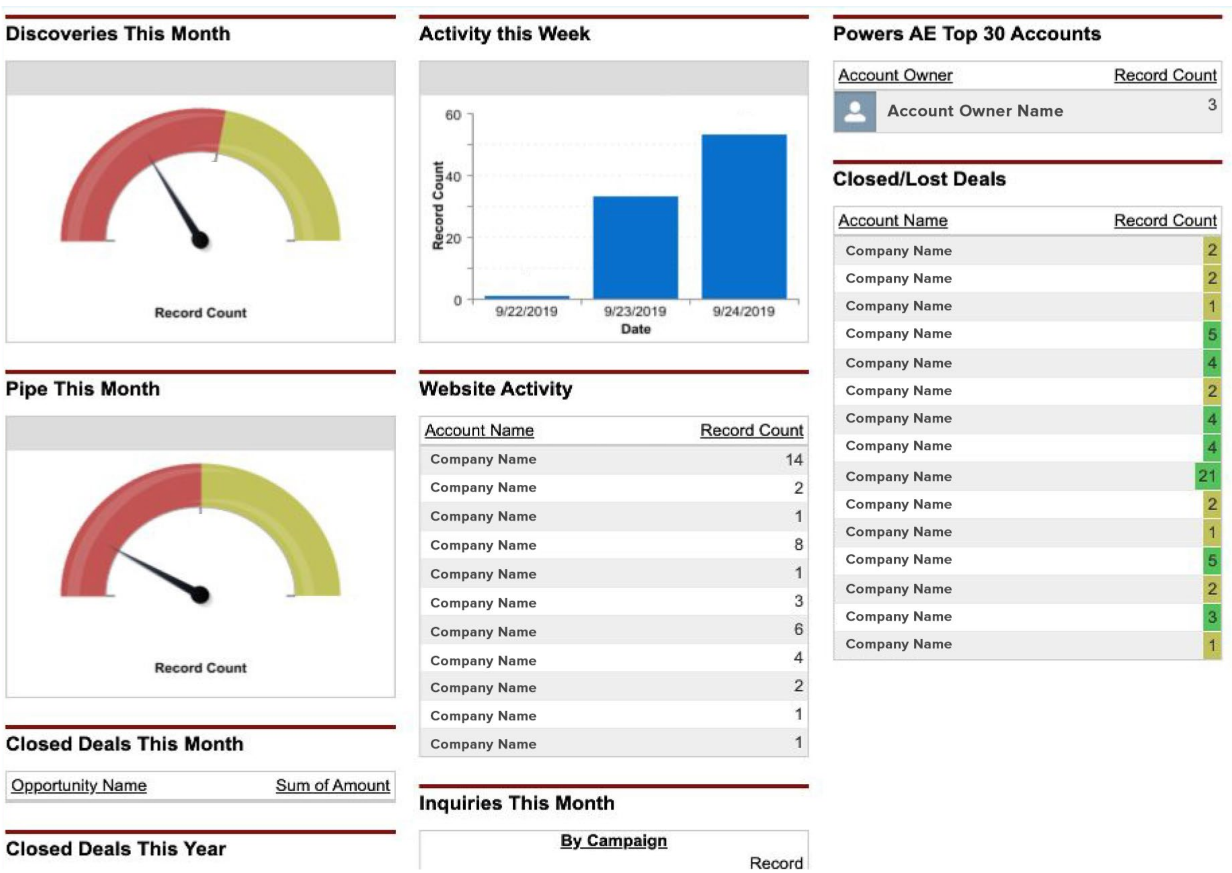
24/.8 = 30 activities per day to hit monthly 5 new opp goal

Note that in the example above, the forecast is riding on one big assumption: That 100 activities are needed to turn an account into an opportunity. In reality, that's going to vary by rep, by product line, by business unit, and over time. It's crucial that you consistently monitor what level of activity investment you need to make in order to generate opportunities, and adjust.

Now, let's take a look at a few sample ABM-oriented CRM dashboards (in Demandbase, they're called Sales Action Dashboards).

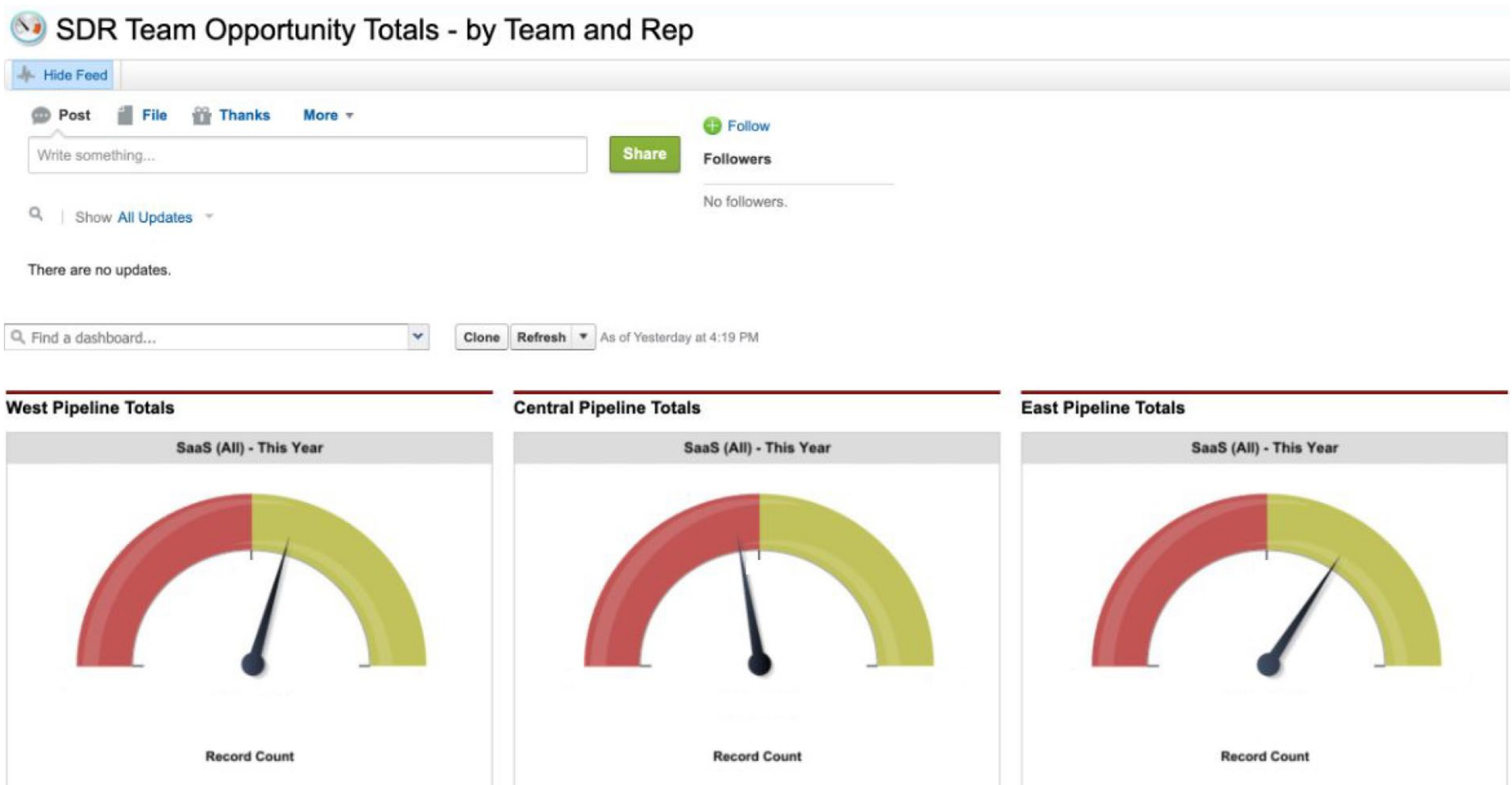
Individual SDR Dashboard

- Individual stats and goals for discovery, pipe, and activity
- Summary of account activity across campaigns and inquiries
- AE top 30 accounts
- Sourced closed-won business
- Account website activity



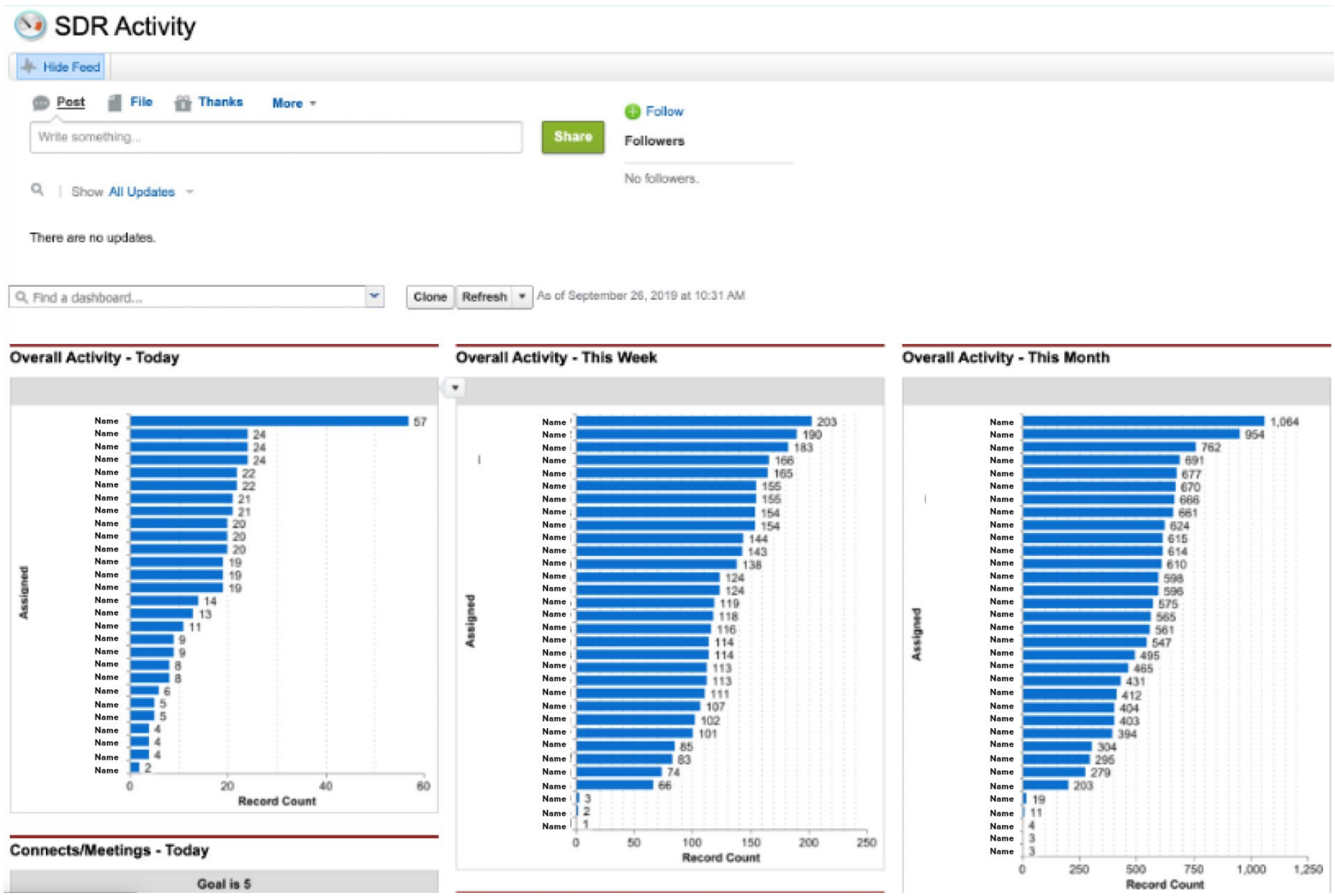
SDR Team Performance Dashboard

1. Overall quarterly and yearly team stats and goals for discovery and pipe
2. Team members individual stats and goals



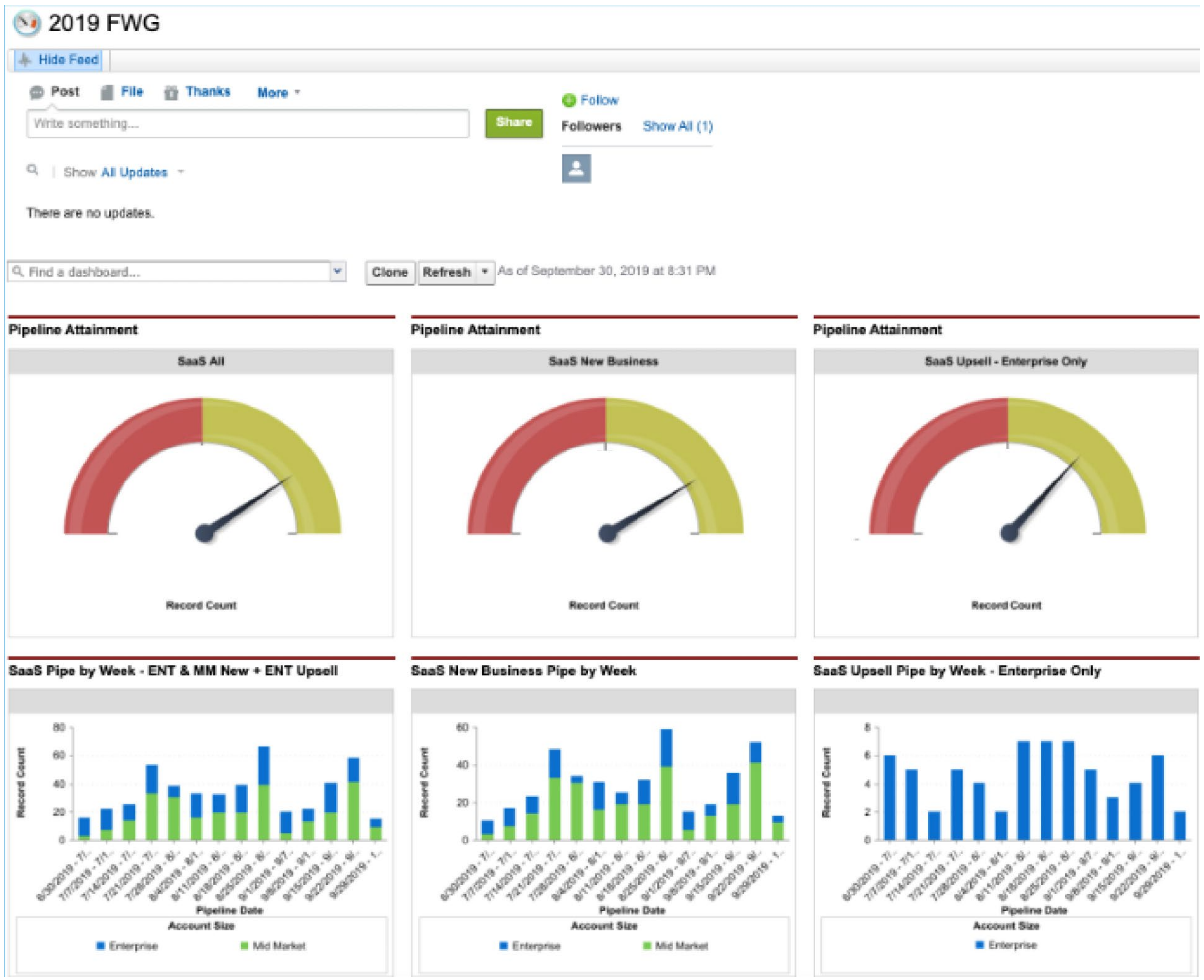
Team Activity Dashboard

1. Team members' overall daily, weekly, and monthly activities
2. Daily, weekly and monthly call connects, call attempts, emails, and social activities



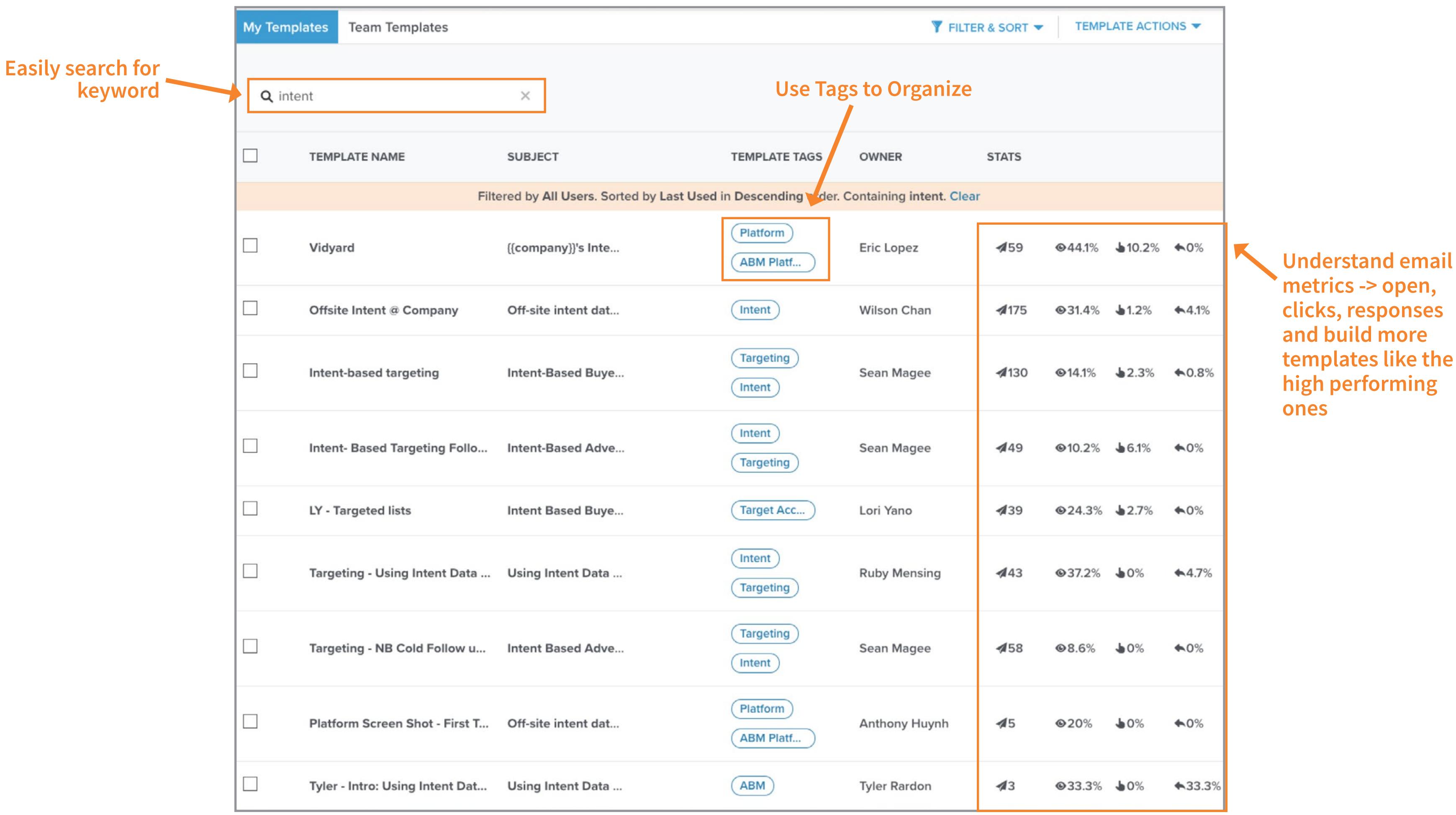
Team Outcome Dashboard

1. Quarterly progress on pipeline attainment
2. Broken into enterprise, mid-market, SaaS, new business, and upsell



Learning From Results

SDRs can improve results by closely monitoring their outreach. Which subject lines earn the most opens? Which emails get the most replies? Which are the most successful templates? The teams with the best results are those that simply do more of what works and less of what doesn't.



Stay Abreast of Marketing Activity

Strong alignment between Sales and Marketing is a pillar of ABM. When marketing sends out notices of their account activity, pay attention. This can give you a compelling reason to reach out. For instance, if new inquiries have come in, or if a new VIP dinner has been scheduled in their city.

1. Recent programs that are ready for followup
2. Future programs for driving registrations and meetings
3. All inquiries last week

Campaign Priorities Email

To name@example.com

Here are your three programs that you should knock off your to-do list right away. You'll find additional details about the top three in the highlighted sections that follow, and as always, we've got loads of other great info for your prospecting pleasure.

IF YOU ONLY HAD TIME FOR THREE THINGS THIS WEEK:

1. Drive registrations for the ABM by the Numbers in-person and live-stream events - September 26 in Chicago and October 1 in Boston. Much more below and in the Marketing Center.
2. Follow up with the 817 (!) registrants from the *Nailing Your 2020 ABM Strategy* webinar. You have generated 21 SQLs and 11 pipe already from this one, but there's more for the taking!
3. Get after the full registration list from the HYPERGROWTH conference in Boston. There were 616 DB4k contacts and precisely 100 customer contacts, so a huge opportunity here.

ALL INQUIRIES LAST WEEK: Inclusive of digital touchpoints outside of events, webinars, field marketing. For example: webforms, social alerts, content syndication etc - Report here

NEW & NOTEWORTHY THIS WEEK:

National Event - Dreamforce [Tanika/Nani]
Dreamforce promotion officially launched on September 4, and we've already got 254 party registrants and 18 dinner registrants! Keep inviting your customers and prospects to the Temple Party and Customer Dinner, and follow up on the existing registrants.

- Customer Dinner (customers only for now - we will likely open up to other VIPs soon)
- Temple Party

Send

Managing an ABM Sales Team

For managing an ABM team, the objectives and key results (OKR) framework is a great structure. The basic principle is that the organization determines its top objectives and the 4-5 key results within each. Because every action salespeople take rolls clearly up to topline objectives, it's easy to hold everyone accountable.

- Cold-calling dashboards that are easily accessible by reps, management, and marketing
- Baseline KPIs such as call connect rates, call connect to pipeline ratio, and call volume
- Fostering friendly competition

When the Demandbase sales team monitored their sales data, they found that 13 phone calls were worth 133 emails. The team has traded carpal tunnel for better headsets!

Bonus: Leveraging **Demandbase Conversion**

If you have Demandbase's Conversion solution, your team has access to three types of additional insight:

1. Real-Time Intent
2. Web Activity
3. Account News

These insights are accessible via email, Slack, and Salesforce. This chapter will share examples of how to access these insights across all three channels and use them to personalize your outreach. It will also explain how to use conversion alerts to do things like narrow the location sources and discover new contacts.

Use Cases for Conversion Insights

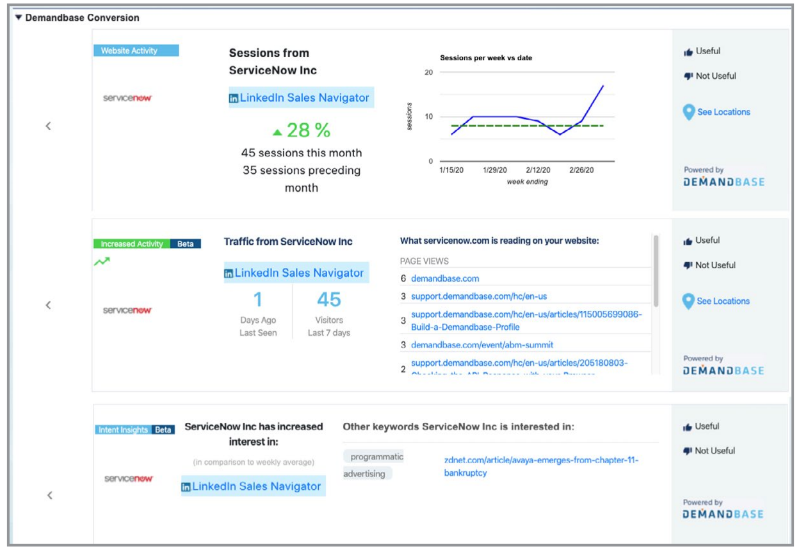
Insight	Use Cases
Real-Time Intent	• Prioritize outreach based on who's interested • Personalize outreach based on what interests them
Web Activity	• Timely outreach based on who's engaged on your website • Personalize outreach based on what content they've engaged with
Account News	• Better understand the account • Personalize outreach by referencing company news

Using Real-Time Intent Data

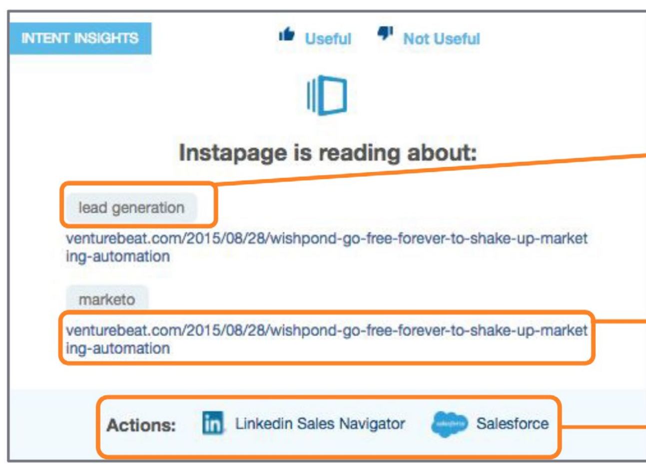
Demandbase looks for early indications of buying intent using topics and keywords that were defined specifically for your company. The Conversion feature sends your sales team what's known as an Intent Insight when an unusually high number of people at a target account are researching that topic. Intent Insights are useful early buying signals and allow you to start a meaningful conversation long before your competitors do.

Using Intent Insights, you can focus on accounts that are reading or researching relevant topics.

Example: Salesforce



Example: Email Alert



Relevant keywords to your business that the target account is showing increased interest in.

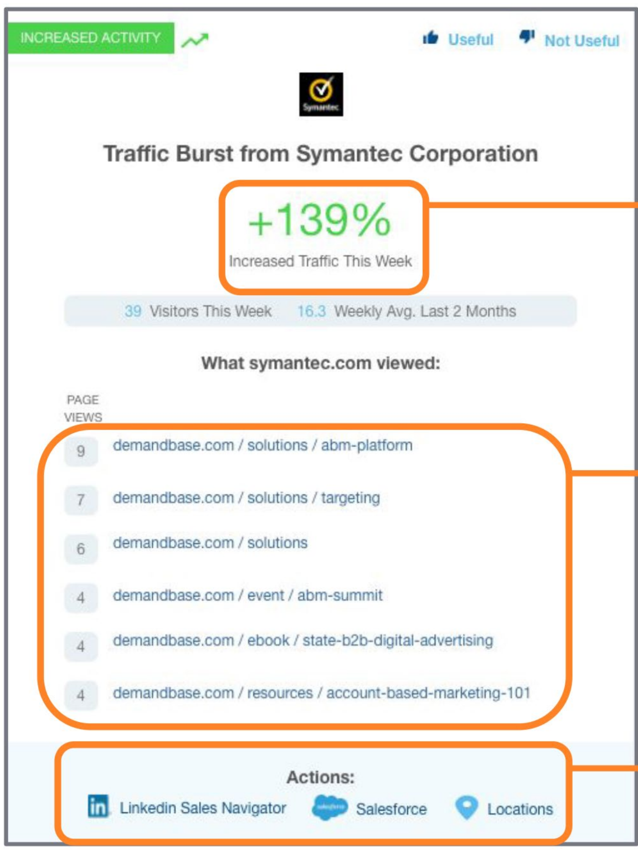
Review the most common article employees at this account read that contains the term.

Easy access to LinkedIn Sales Navigator, Salesforce, and Location breakdown for the page views.

Using Web Activity Data

Web activity data allows sales teams to focus on target accounts that are visiting their site's high-value pages. Using Increased Activity Insights in the weekly Email Digest, your sales team can prioritize accounts showing unusually high engagement and even use the specific pages visited to help discover new contacts and personalize their outreach. Through an integration with Slack, reps can view this data in terms of which accounts are visiting which pages.

Example: Email Digest

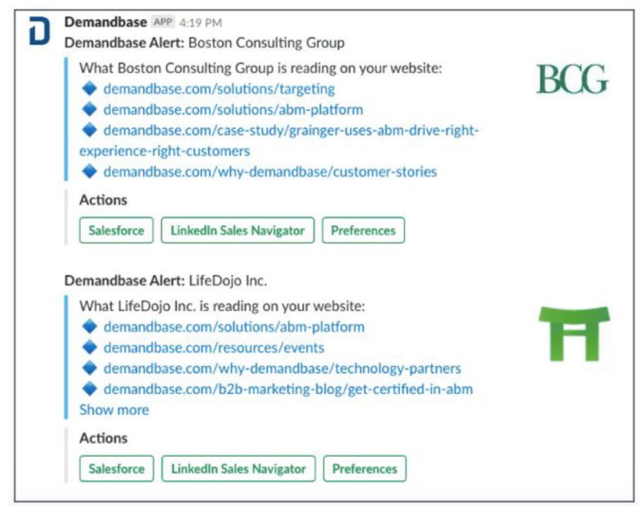


Increased traffic volume indicates increased interest. The % indicates the increase over a baseline established over a two week period.

Review the specific pages visited and number of page views. Use this data to help with contact discovery and personalized outreach.

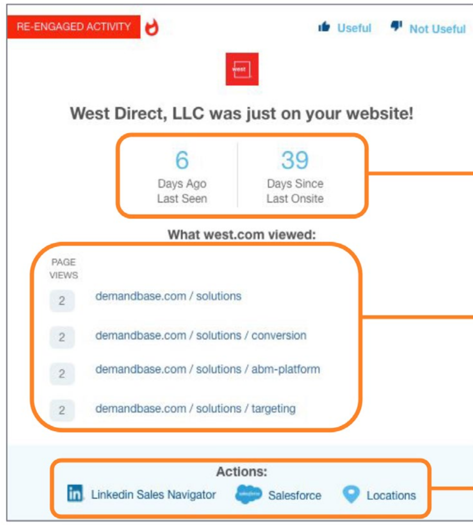
Easy access to LinkedIn Sales Navigator, Salesforce, and Location breakdown for the page views.

Example: Slack Alerts



An Activity Insight that reveals reengagement is particularly valuable. This alert indicates that a target account that has not visited your website in a long time has returned and is engaging in a meaningful way.

Example: Email Alert



This account has not visited in a long time, but has recently re-engaged.

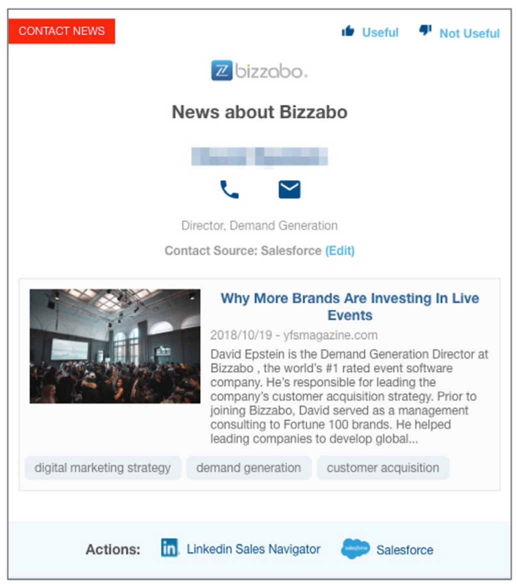
Review the specific pages visited and number of page views. Use this data to help with contact discovery and personalized outreach.

Easy access to LinkedIn Sales Navigator, Salesforce, and Location breakdown for the page views.

Using Account News

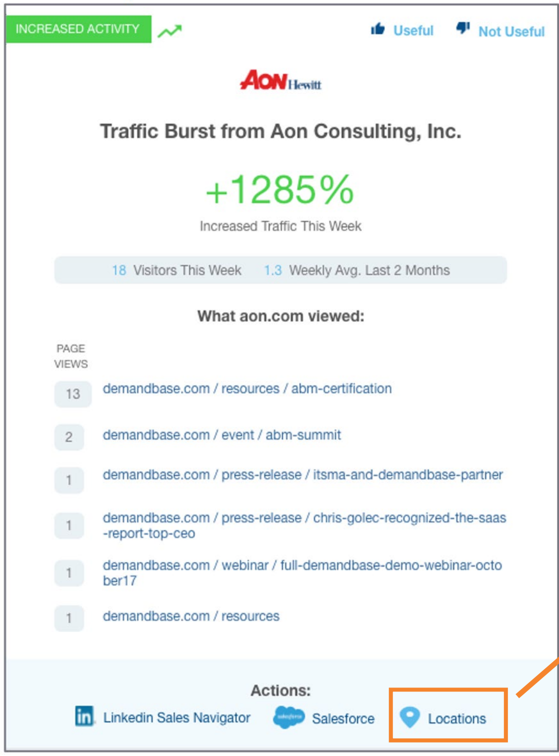
As we covered in Section 4: The Sales Enablement Superteam, the more you know and understand your target accounts, the more personalized and relevant your outreach can be. Account news included in your Email Digest provides links to news articles your accounts are reading, quotes in press releases, blog posts, upcoming speaking engagements, and more.

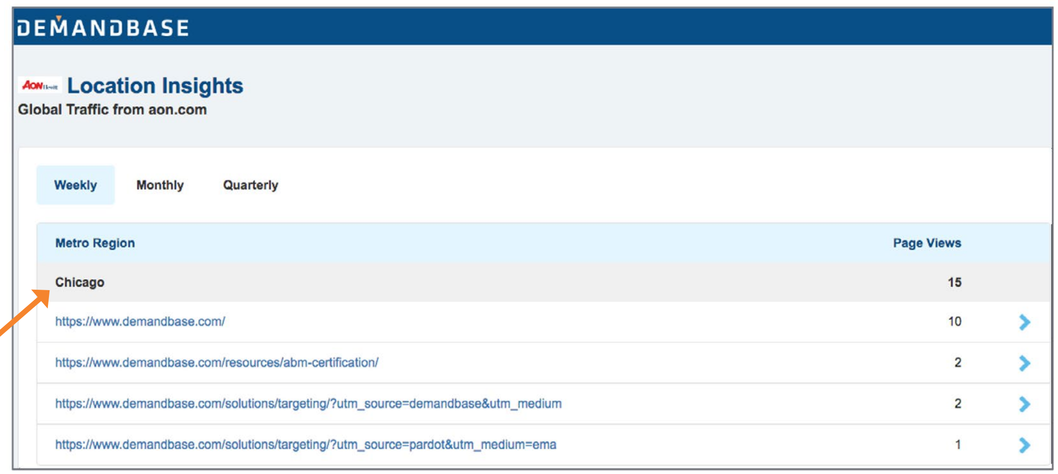
Example: Email Digest



Narrow Your Location Sources

Within your Email Digests and Slack Alerts, you can access location sources for web traffic. Then, you can drill down into metro region, webpage, and date of visit.

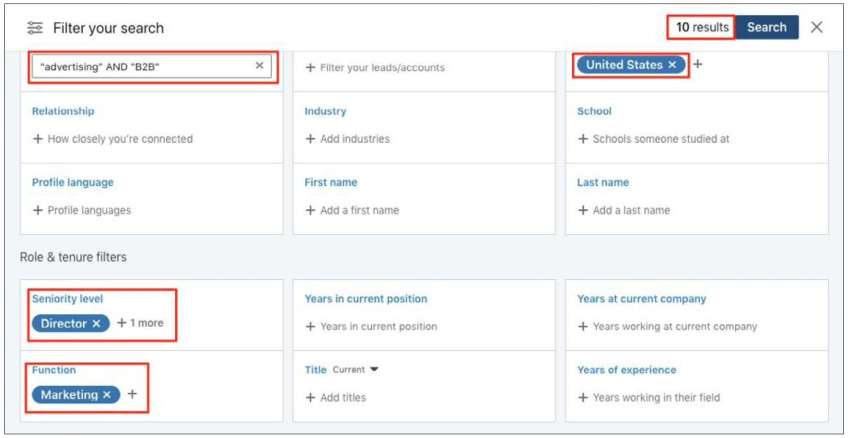




Discover New Contacts

Within your Email Digest and Slack Alerts, you can access LinkedIn Sales Navigator directly and start researching additional contacts for the account.

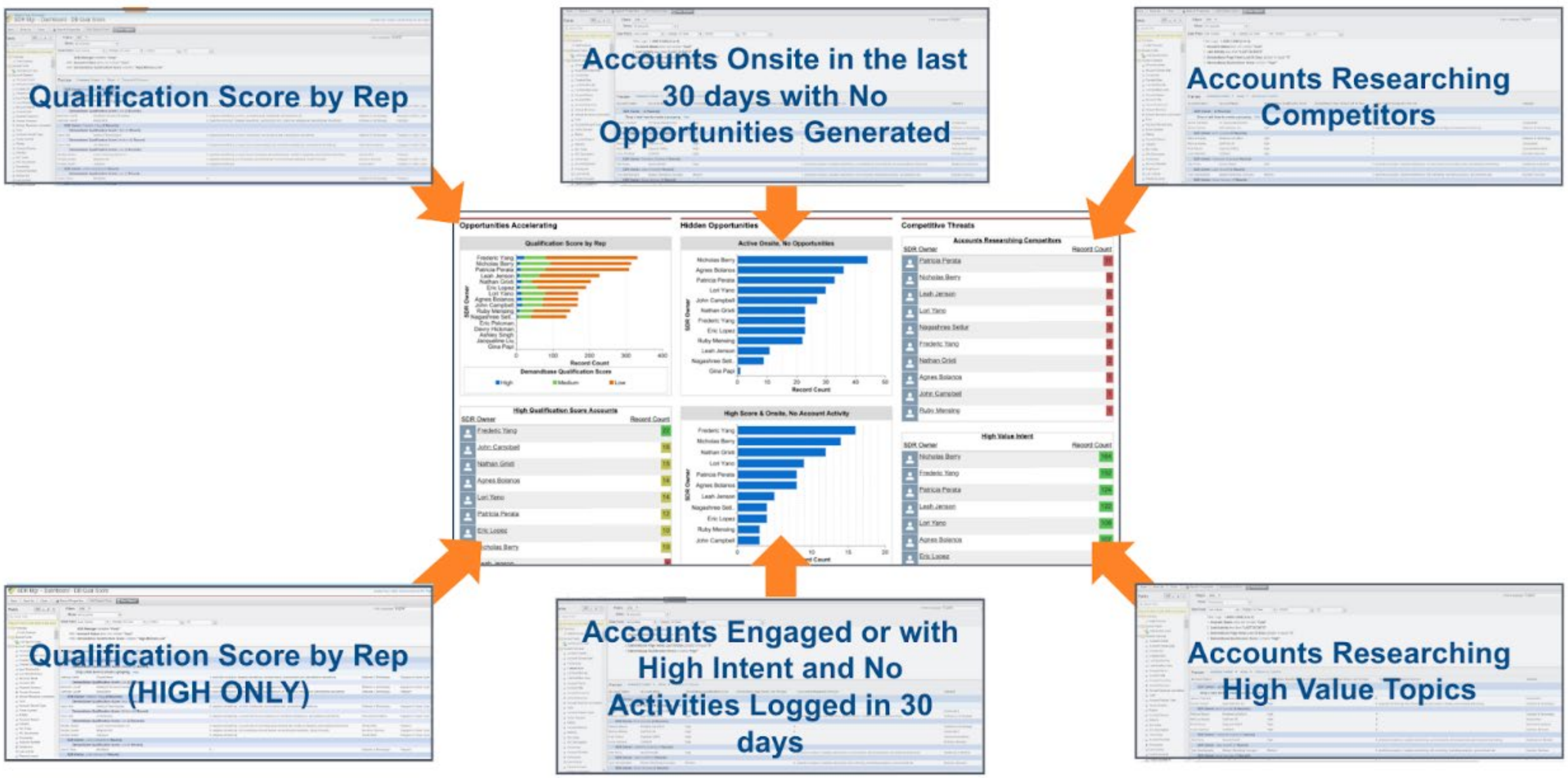
Use keyword filters to hone in on relevant to job titles and geography filters to identify the right locations.



Sales Action Reports

Get your list of relevant contacts down to a reasonable size and research their individual profiles to figure out who's likely to be on the buying committee.

Conversion by Demandbase offers an additional layer of insight that helps reps reach out at the right time, say the right things, and get involved in deals even earlier. And when you have those insights, you can aggregate them into one place—the Sales Action Reports, pictured below.



AND THAT'S A WRAP!

ABM is the answer to many of the key challenges in B2B sales today. Lead volume and quality are decreasing while buying cycles are growing longer. Buying committees are increasingly packed with more and more stakeholders. Being reactive and waiting for these leads to arrive, often already having formed opinions, is a recipe for failure.

Sales teams that practice ABM and align with marketing, on the other hand:

1. **Know who to target:** They work closely with marketing to define targets, messaging, and cadence.

2. **Send fewer, better messages:** They invest more attention in each message, and send less because marketing's campaigns relieve some of the burden.

3. **Know their target accounts:** They conduct research and learn everything they possibly can about the account before speaking to them.

4. **Get into cycles earlier:** They leverage intent data from marketing to get alerts when the account is beginning to evaluate.

5. **Strike while the iron is hot:** They prioritize accounts that are actively engaged with their brand.

6. **Are relevant:** They know what outbound messages to use to open doors and build relationships.

7. **Learn what works and what doesn't:** They're tracking and analyzing their performance on an ongoing basis, and as part of a cross-functional discussion.

8. **Adapt:** They constantly course-correct, whether that means testing new subject lines or reconsidering their target accounts, in tandem with marketing.

The bottom line is this: B2B buyers want more personalized, targeted, timely, and relevant conversations with sales professionals. ABM allows salespeople and marketers to offer just that.

Demandbase is the leader in Account-Based Marketing (ABM) and an indispensable part of the B2B tech stack. The company offers the only end-to-end ABM platform that helps B2B marketers identify, engage, close, and measure progress against best-fit accounts. www.demandbase.com