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Rethinking ABM: Outperforming the Market in the World of AI

2023 Global State of Account-Based Marketing

#RethinkingABM

Rob Leavitt, Partner, Momentum ITSMA

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Executive summary: Rethinking ABM

Account-based marketing (ABM) today stands on the cusp of transformation with the widespread adoption and democratization of artificial intelligence (AI).

Twenty years after Momentum ITSMA pioneered the approach with a handful of global tech firms, ABM is now pervasive across B2B marketing.

In the early days, ABM focused on growing a small group of top accounts. Today, B2B firms deploy multiple types of ABM to achieve a wide range of business and marketing objectives.

ABM represents a sizeable share of all B2B marketing investment, and most practitioners are seeing at least some positive results.

Now, the rapid rise of generative AI opens the door to dramatic improvements in every aspect of the discipline.

Digging below the surface, however, we see a set of fundamental challenges that marketing leaders need to address if they are to take full advantage of the promise of the next generation of ABM.

- Although most programs achieve some measure of success, only small minorities achieve significant improvement (more than 10%) across the most important metrics.
- The top challenges for ABM-ers today are virtually the same as 10 and 20 years ago: Aligning with sales, leveraging data and insight for relevant engagement, and proving the return on ABM investment.
- Amid the constant pressure for short-term results, many programs continue to deploy ABM as little more than targeted lead generation; they struggle to invest in the program and organizational development initiatives required to sustain and optimize long-term performance.

In this context, integrating generative and other AI tools and methods is far from "the answer" to ABM limitations. A broader rethink is required if companies want to fully leverage ABM to outperform the market. Questions include:

- What role should ABM play in driving growth with your most important accounts?
- What organizational changes and cross-functional collaboration is required to unlock the full capabilities of the company to grow strategic accounts?
- What is the best way to test, develop, and integrate new AI-based capabilities to maximize value while limiting risk?
- What new skills and teams are necessary to move ABM forward?

Rethinking ABM: Outperforming the Market in the World of AI provides a deep dive into the state of ABM in 2023.

Based on the 7th annual Momentum ITSMA-ABM Leadership Alliance benchmark study, the report provides essential data and insight on ABM strategy and objectives, staffing and spending, tools and tactics, and metrics and results.

Most important, the report provides a view of what the highest performing ABM programs do differently, and defines a set of priorities for 2024 to help accelerate growth with your most important accounts as we enter the new world of AI.

@MomentumITSMA @ABMLA1 #RethinkingABM

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Rethinking ABM: Top priorities for 2024

Strategic alignment

- **Growth alignment:** Rightsizing ABM for corporate priorities
- **Account-based mindset:** Organizational readiness for ABM performance
- **ROI commitment:** Strategic measurement to prove the value

Tech mobilization

- **Data integration:** Market, account, and stakeholder views for relevant connection
- **Insight to action:** Process development for real-time engagement
- **AI acceleration:** Generative and other AI integration for speed, precision, and scale

Balanced investment

- **Revenue acceleration:** Cross-channel optimization for opportunities and deals
- **Account prioritization:** Dynamic allocation for short- and long-term impact
- **Program development:** Strengthening the foundation for sustained success

All-in marketing

- **Cross-marketing alignment:** Integrated, ABM-first approach to leverage full capabilities for account-based growth
- **Account-centric processes:** Customer value approach to process redesign
- **Customer stewards:** Skilled practitioners to orchestrate the account experience

Sales integration

- **Shared objectives:** One set of metrics for account growth and development
- **End-to-end collaboration:** Joint responsibility for account insight, planning, execution, and review
- **Value assurance:** Shared approach to solution innovation, risk reduction, and customer value delivery

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Great Expectations

ABM remains front and center in B2B marketing with substantial investment and continued growth

ABM has become pervasive in B2B marketing. It's the top priority for marketing leaders.

If companies don't already have a program, they're discussing and exploring how it might work. Companies with ABM are dedicating a substantial share of their entire marketing budget to the practice, and a large majority plan on increasing ABM spend next year.

#1

B2B marketing priority in 2023 (third year in a row)

Source: Momentum ITSMA, 2023 MPX Survey, January 2023

30%

of the 2023 marketing budget dedicated to ABM

66%

Plan to increase ABM spending in 2024

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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ABM programs support both sides of the growth equation with equivalent focus on new and existing accounts

In the early years of ABM, companies focused mostly on growth with existing top accounts.

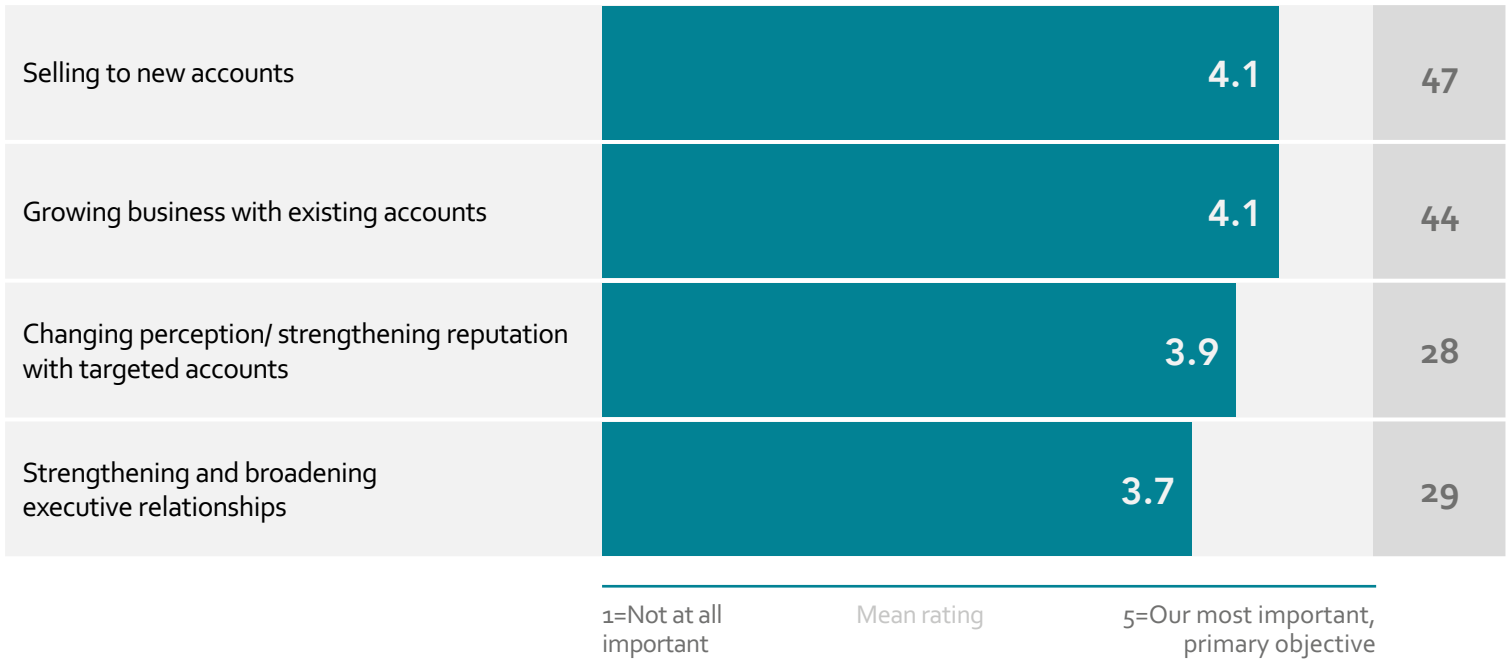
A second wave of ABM, beginning in the 2010s, especially with smaller SaaS companies, focused largely on selling to new accounts.

Today, ABM-ers in the aggregate put equal importance on both strategic objectives, with almost half of programs saying one or the other is their primary objective.

Note: Mean rating based on a 5-point scale where 1=Not at all important and 5=Our most important, primary objective.

Top box % is the percentage of respondents that rated the objective a 5 in importance.

Right now, how would you rate the importance of each of the following potential ABM business objectives? Mean rating (N=211)



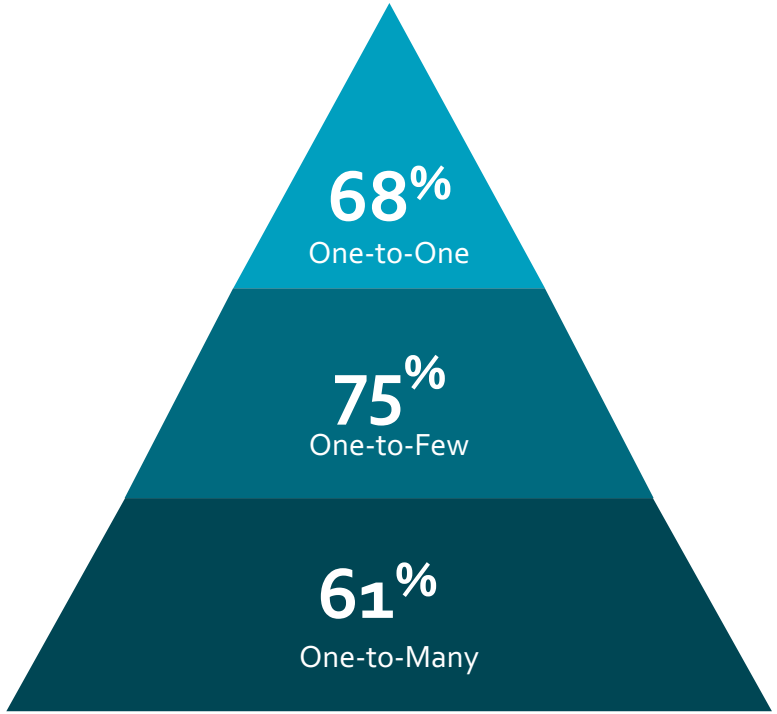
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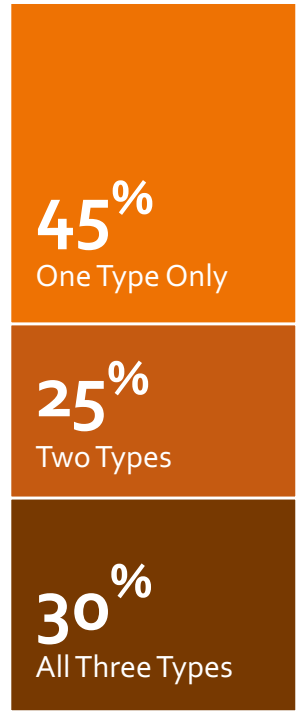
ABM expansion has led to a wide range of approaches; more than half of all programs are implementing at least two types

Companies investing in ABM have taken a variety of approaches to the discipline. The early days of One-to-One ABM for a few top accounts has long given way to more blended strategies as companies look to balance breadth and depth of coverage across a larger number of accounts.

A majority now deploy at least two types of ABM; almost a third use all three types. This represents a dramatic increase from six years ago. In 2017, only 35% used more than one type.



Which types of ABM?



How many types of ABM?

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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There is tremendous potential for transformation with Gen AI… but we're just getting started

ABM-ers are excited about the potential uses of generative AI for ABM. Early users are already creating use cases and success stories across every aspect of the approach – from account selection and insight to messaging, content development,
sales enablement, and personalized customer journeys.

Perhaps not surprisingly, ABM-ers from smaller companies are a bit further along than their large enterprise counterparts. Larger companies typically move more slowly with new technologies as they work through risk, governance, and integration challenges.

Overall, though, most programs are just testing the water and the risks and challenges of getting it wrong loom almost as large as the potential value of getting it right.

ABM Program Status with Generative AI

1.9	2.2	1.6
All ABM programs (N=166)	Small company programs (less than $100 million revenue) (N=72)	Large company programs ($1 billion or more revenue) (N=54)

Mean rating based on a 5-point scale:
1= Just scratching the surface and 5 = Fully leveraging the tools/capabilities.

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Promise vs. Reality

Companies invest in ABM because it works: Most programs see results across a range of metrics

The growth of ABM is based largely on its enviable track record of success. Today, a large majority of programs drive business impact across a range of marketing and sales objectives.

In a challenging economic environment, the promise of ABM is market-beating growth.

Percentage of programs seeing improvement in key metrics (N = 111)

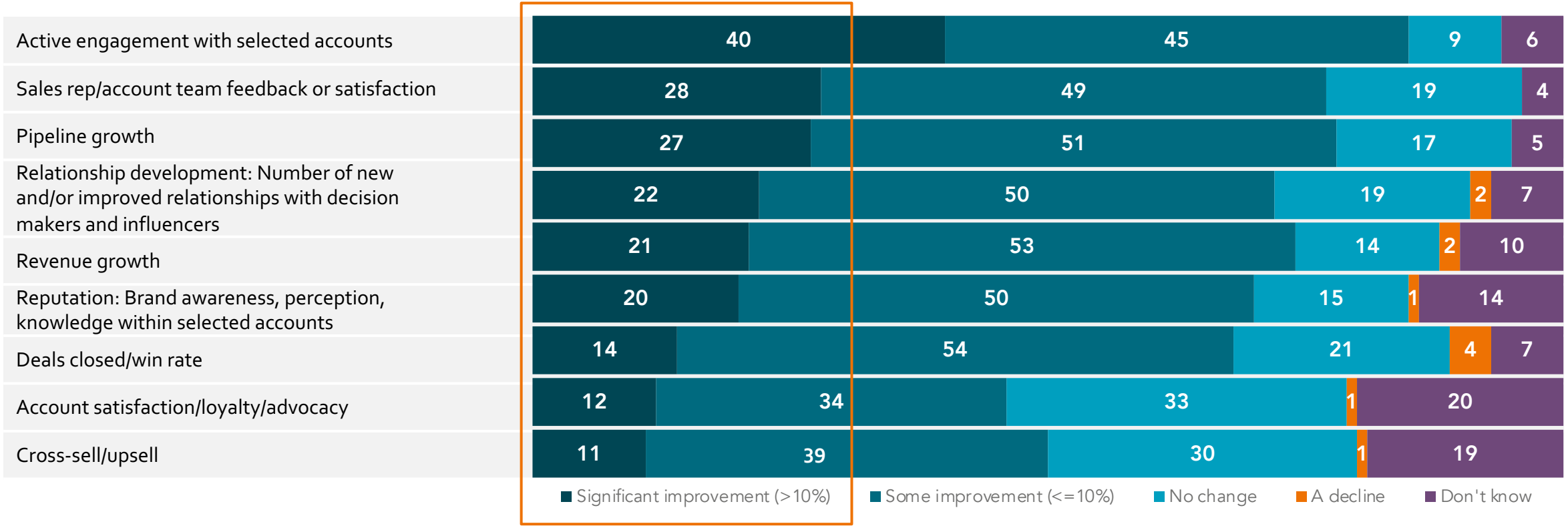
85%	78%	77%	74%	70%
Active engagement with selected accounts	Pipeline growth	Sales team satisfaction	Revenue growth	Brand awareness, perception, knowledge

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Today's reality, however, is that relatively few programs see significant improvement in key revenue metrics

What changes have you seen in these metrics that can be attributed to ABM? % of respondents (N=111)



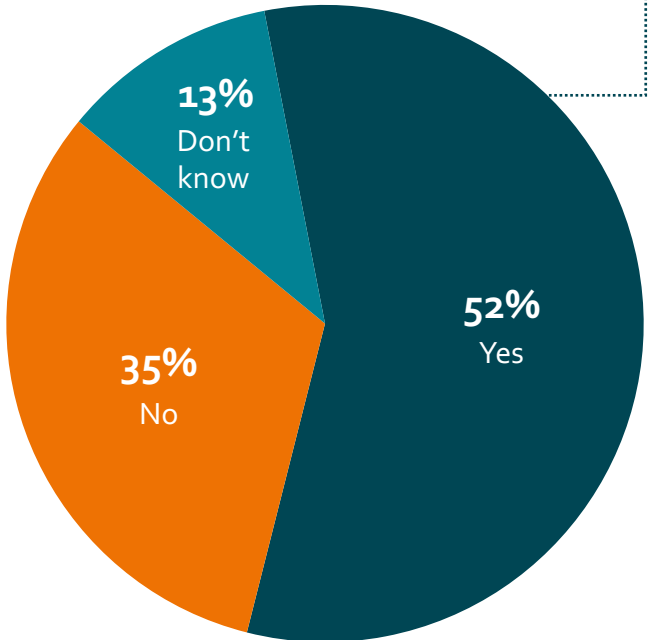
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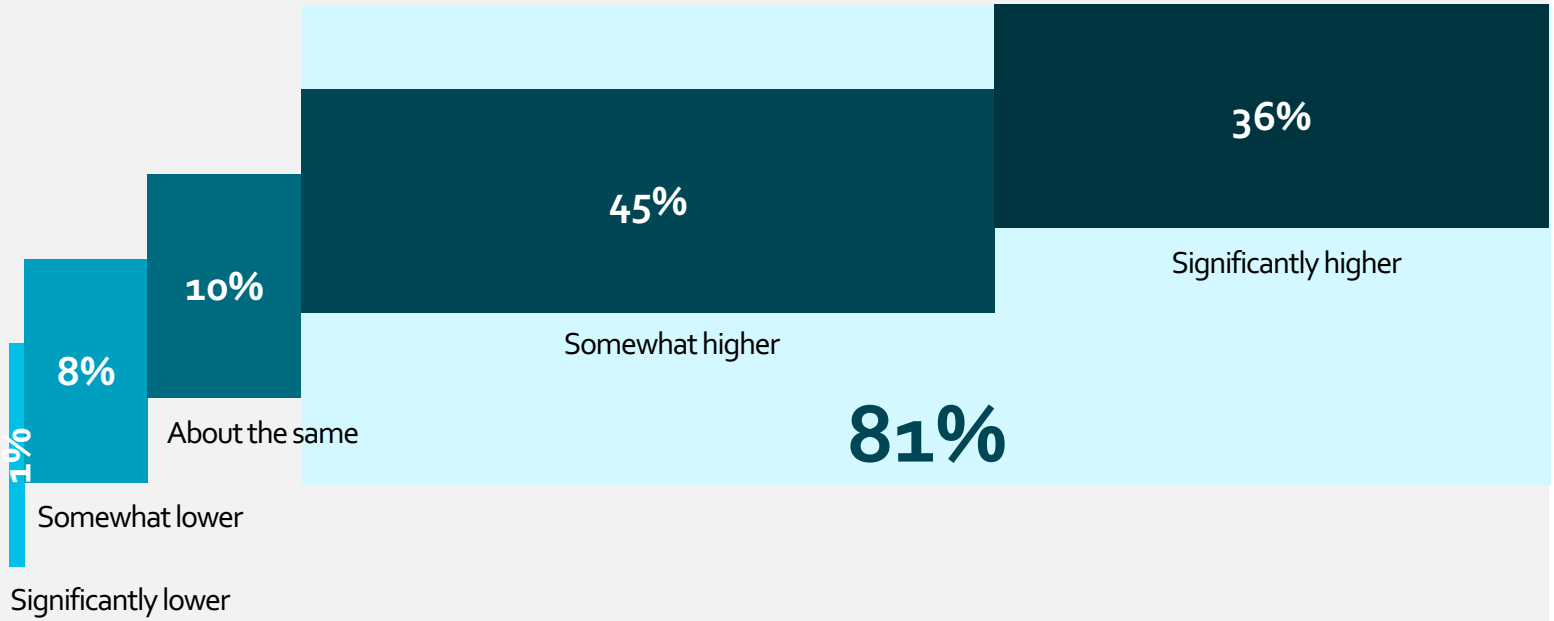
ABM return on investment (ROI) is strong compared with other marketing initiatives… but only half measure it

Does your company measure ABM return on investment (ROI)?

% of respondents (N=208)



How does ABM return on investment (ROI) compare to traditional marketing initiatives?
% of respondents (N=115)



Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Top challenges revolve around alignment, measurement, and team capabilities

Looking across the top challenges with people, organization, and technology, a clear story emerges. Programs struggle most with:

- Building alignment across the wider ecosystem
- Measuring the impact of ABM
- Developing capabilities for effective execution

Note: Up to three responses allowed in each category from lists of more than 10 in each category.

Top five challenges

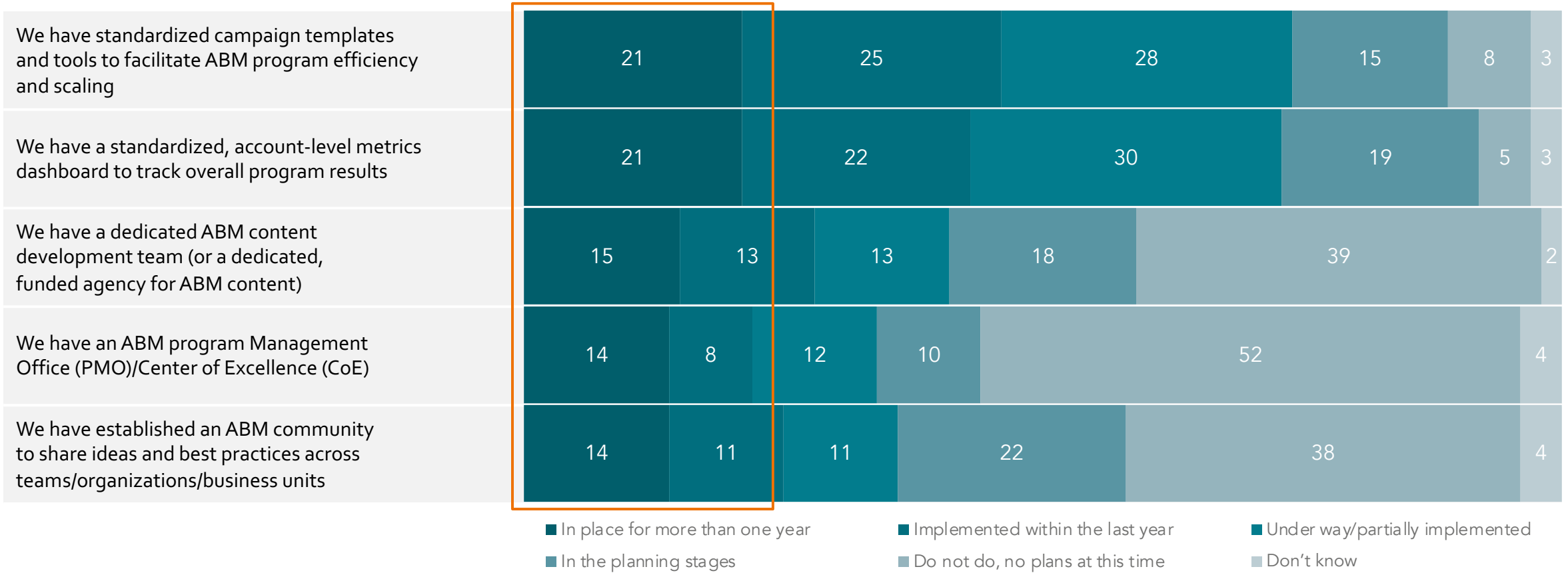
People Challenges (N=209)	Organization Challenges (N=209)	Technology Challenges (N=207)
Educating sales on ABM process and value	Measuring program impact	Tracking attribution
Aligning the wider marketing organization	Proving ROI	Integrating and managing fragmented data
Managing ABM-ers' time for execution	Tailoring marketing to key contacts at each account	Measuring and reporting program effectiveness
Not having enough people	Getting adequate budget	Selecting the right martech tools
Hiring ABM-ers with the right experience, skills, and talent	Aligning sales and marketing on goals, metrics, and strategies	Automating campaign execution

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Few programs have solidified core processes and teams

Select the answer that best describes ABM in your organization today: % of respondents (N~212)



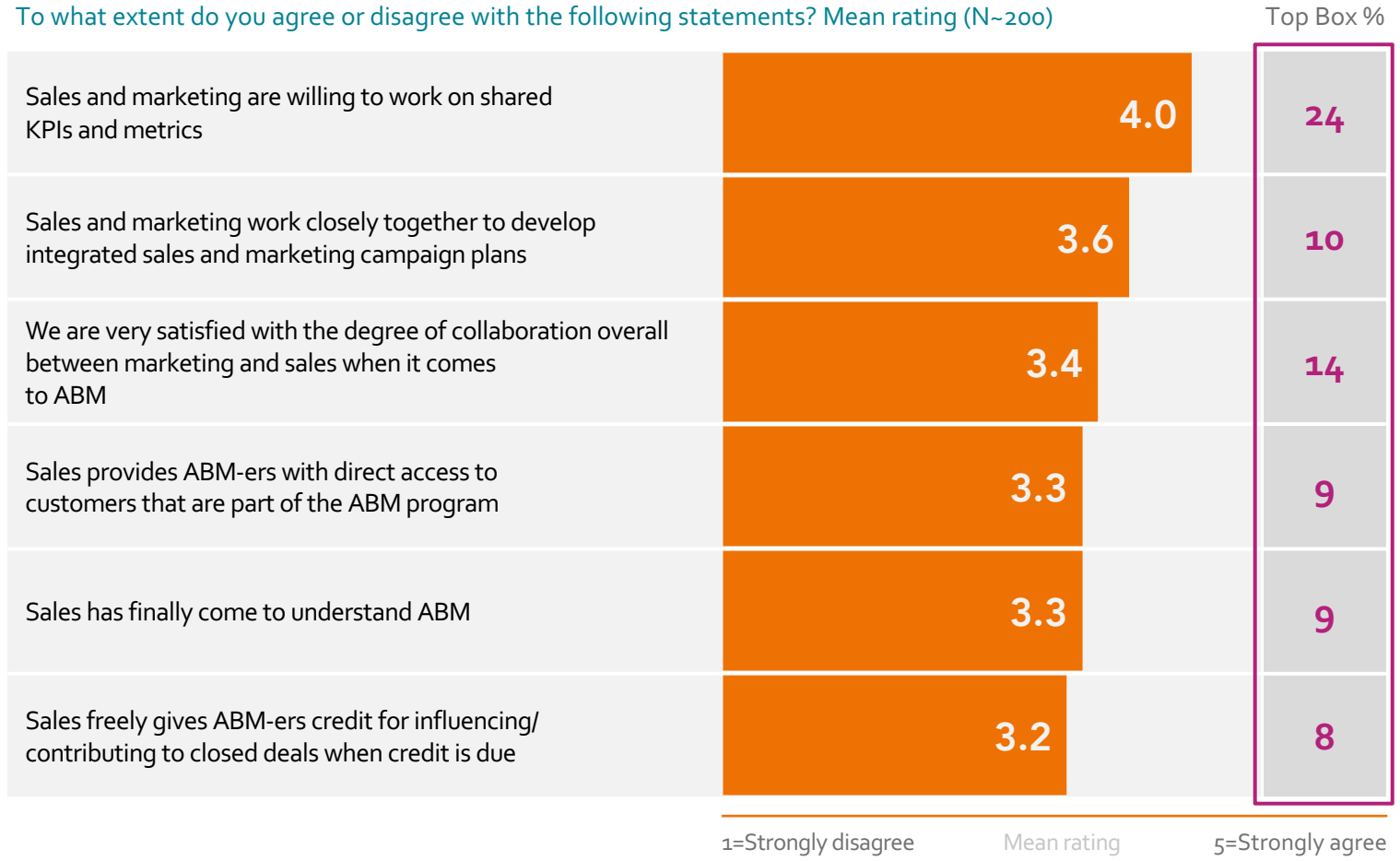
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Spotlight on alignment: Marketing and sales collaboration

Bringing marketing and sales together is a core principle of ABM but it remains a challenge with most programs. The positive news in our study is that ABM-ers give themselves good marks with a range of questions around share metrics, integrated plans, and more.

But the difficult reality is that very few programs "strongly agree" that the two teams are fully in sync and collaborating end-to-end. Several points here are especially striking: Less than 10% strongly agree that sales provides ABM-ers with direct customer access or freely give ABM-ers credit for contributing to closed deals.



Note: Mean rating based on a 5-point scale where 1=strongly disagree and 5=strongly agree.

Top box % is the percentage of respondents that strongly agree.

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" **We are in at least some accounts as a true strategic marketing partner.** We're on the account leadership team, we're in the planning workshops, and in many cases, we've met the clients and talked about how ABM is another way we're investing in our partnership."

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Spotlight on measurement: Metrics and dashboards

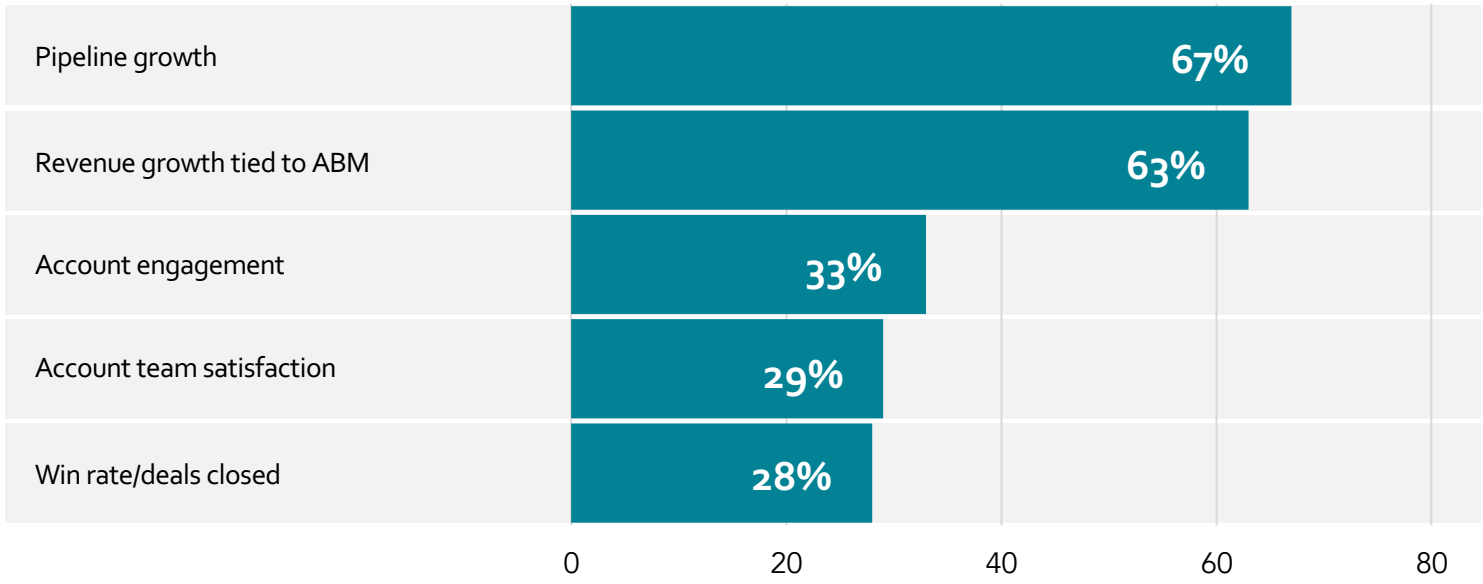
From the beginning, ABM leaders have emphasized a balanced approach to drive short- and longer-term impact across the three R's: Reputation, Relationships, and Revenue. Translating those strategic objectives into concrete metrics and communicating them internally, however, has never been easy.

ABM-ers point to several operational challenges:

- Investing in reputation measures at the account level (vs. broad market level).
- Implementing agreed metrics for relationship strength with key decision makers in target accounts (vs. broad "engagement" metrics).
- Moving beyond battles over revenue attribution with sales to truly shared metrics on account-based growth.

In the face of these challenges, marketers often fall back on limited, marketing-only measures that fail to persuade business and sales leadership.

Top metrics for ABM (N=116)



Note: Up to five responses allowed. Other metrics in use include deal velocity, brand perception, deal size, sole-sourced deals, customer loyalty/satisfaction, new relationships, share of wallet, customer advocacy, cross-sell/upsell, and others.

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" With ABM, the account team includes marketing, and **we have a shared objective**. Our goal is creating a mid- to long-term customer lifecycle engagement plan which focuses on our own three R's: revenue, relationships, and renewals."

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Spotlight on tactics: One-to-One ABM stands apart

The differences in top tactics for the three types of ABM are striking, especially at each end of the spectrum. Paid social media is the only tactic in the top five for each type, and the only common tactic with both One-to-One and One-to-Many. Events do not make the top five list for either One-to-Few or One-to-Many.

Overall, One-to-One ABM is the only type for which bespoke and in-person tactics are commonly rated in the top five.
The other two types rely largely on mass customizable online tools and tactics.

Most effective tactics for ABM: Top 5

One-to-One ABM (N=85)	One-to-Few ABM (N=92)	One-to-Many ABM (N=76)
Account-specific (custom/bespoke) content and thought leadership	Paid social media	Paid social media
Microsites (dedicated client extranets)	Microsites (dedicated client extranets)	Pay-per-click (PPC)/display advertising
Paid social media	SDR outreach	Email marketing/e-newsletters (your own)
Executive-to-executive relationship programs	Pay-per-click (PPC)/display advertising	Content syndication
Small in-person events/executive seminars (your own)	Email marketing/e-newsletters (your own)	SDR outreach

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" With ABM, **we're focused on high-impact activities** beyond the more generic activities that marketing is already doing: VIP events, customized storytelling, personalized engagement sites, immersive experiences."

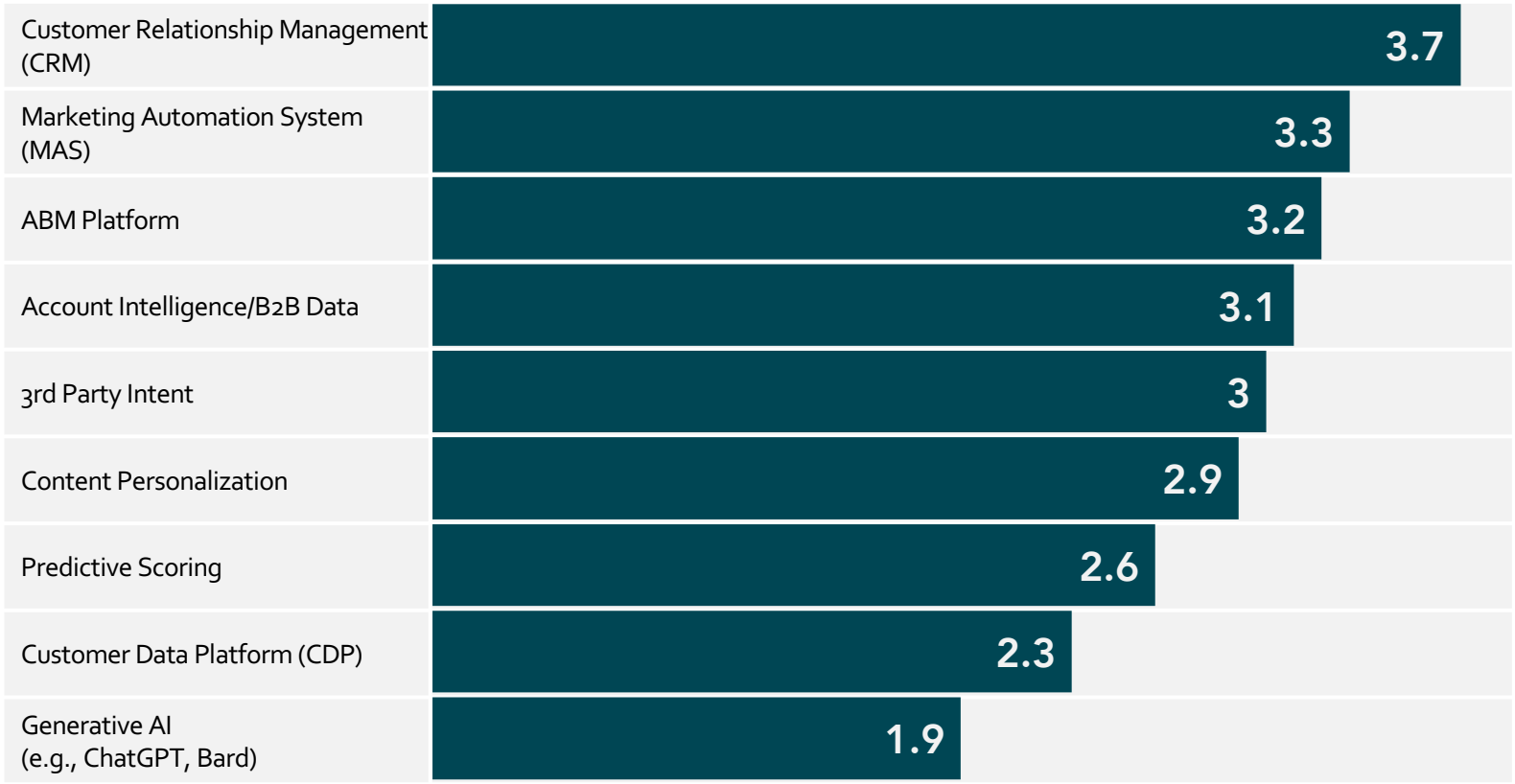
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Spotlight on tools: Effectiveness of usage remains mixed

Program leaders rely heavily on technology for ABM, especially at scale, and effective use is essential. Yet relatively few programs fully leverage core systems and technologies to accelerate impact. On average, ABM-ers give themselves only passable grades for foundational systems (CRM, MAS, etc.) and even lower marks for more specialized tools – with generative AI at the bottom.

Note: Mean rating based on a 5-point scale where
1= Just scratching the surface and
5 = Fully leveraging the tools/capabilities.

How would you characterize your current status with developing and using the following marketing tools/capabilities for ABM?



Mean rating (N ~ 200)

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" **We need more training.** Marketers don't need to understand absolutely everything about the technology but we need to know what it can do for us and what are the pros and cons."

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Spotlight on Gen AI: Thinking strategically

As ABM programs continue to experiment with Gen AI, program leaders recommend taking a longer view on program development. Initial use cases typically focus on account insight and content creation (e.g., drafting, polishing, and personalizing). As we look to integrate Gen AI capabilities more fully, strategic issues come to the fore, including investment priorities, keeping up with customers, risk and reward, and skills and team development.

Think holistically: What problems are we trying to solve?	Think strategically: What outcomes are most important?	Think developmentally: What capabilities do we need to build?
• Account focus and prioritization	• New logo acquisition	• Skills development
• Account engagement	• Cross-sell, upsell	• Hiring and retention
• Pipeline acceleration	• Customer retention and loyalty	• Outsourced support
• Campaign effectiveness	• Brand elevation	• Cross-functional teaming
• Program efficiency	• Solution innovation	• Customer collaboration

Source: Momentum ITSMA

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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" The challenge is appropriately defining the ABM process with AI-based insights and recommendations on what to do next. The innovation and decision process can become insanely fast. How do we ensure faith in the process, especially as we democratize access to the tools?"

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Priorities for 2024

Looking ahead to 2024, ABM-ers are focused on program expansion, blended strategies, tools, and efficiency

ABM-ers are nothing if not ambitious. Priorities for 2024 include a range of initiatives that reflect the continuing spread of the approach across all areas of marketing. As program leaders look to improve performance, however, it is critical to focus effectively on the specific areas that matter most to the business.

Top initiatives planned for 2024 (N=182)

Expand what we do
for accounts currently in our ABM program

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

Add technology to automate
and create more leverage for existing programs

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

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

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

Implement additional ABM programs
in new geographies/ business units/ divisions

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

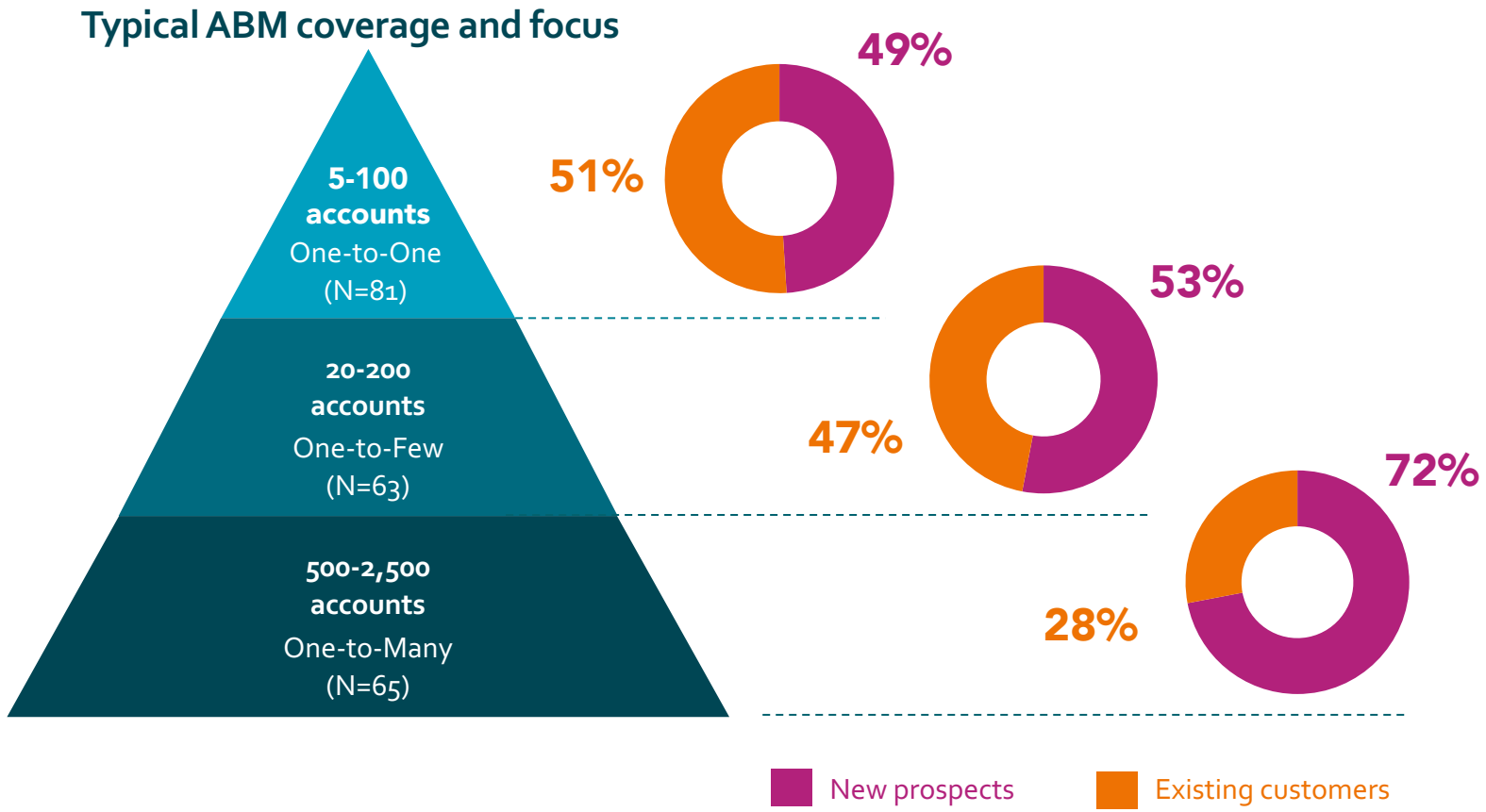
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Rightsizing ABM: One size does not fit all

The diversity of approaches to ABM includes a wide range in coverage models.

On average, ABM programs include more than 1,000 accounts on their list overall. But that average masks a much lower number for many programs. The median number of accounts is 250, reflecting the reality that many programs rely mostly One-to-One and/or One-to-Few. And some companies include thousands of accounts, with a high in our study of 8,500.

Most companies want to scale ABM to cover more accounts. How best to balance breadth and depth of coverage remains highly dependent on each company's growth strategy, sales model, and Go-to-Market motion.



Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Rightsizing ABM: Large and small companies differ dramatically

Smaller companies tend to implement ABM for different reasons and in different ways than larger companies.

Smaller companies are much more likely to focus on selling to new accounts than larger companies. They are also much more likely to position ABM internally as a smarter way of doing lead generation.

In contrast, due at least in part to having larger accounts and larger deal sizes, larger companies are much more likely to implement One-to-One and One-to-Few ABM, as well as Deal-Based Marketing.

Interestingly, though, the results for smaller and larger companies with ABM are similar.

Business objectives for ABM (5-point scale where 1=Not at all important and 5=Our most important, primary objective)	Less than $100M	$1B or More
	N=85	N=73
Selling to new accounts*	4.6	3.3
Growing business with existing accounts*	3.6	4.5
We position ABM primarily as a smarter way of doing lead generation*	4.0	3.1
Types of ABM implemented (percentage of companies)		
One-to-One ABM*	45%	66%
One-to-Few ABM	61%	78%
Deal-Based Marketing*	19%	30%

Note: Multiple responses allowed. * = Statistically significant difference

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Rightsizing ABM: Smarter lead generation… or not?

Companies that position ABM primarily as a smarter approach to lead generation (a majority of which are smaller companies) approach ABM differently than those who do not.

The "ABM is lead gen" group is much more likely to focus on selling to new accounts and less likely to emphasize strengthening executive relationships within their target accounts. They tend to rely more on part-time ABM staffing. They're also generally more effective using intent data but less effective tapping into their internal systems.

		ABM is Lead Gen	ABM is not Lead Gen
		N=123	N=45
Business objectives (5-point scale)	Selling to new accounts*	4.5	3.3
	Growing business with existing accounts*	3.9	4.3
	Strengthening executive relationships*	3.6	4.1
New vs. existing account focus (% of total focus)	One-to-One ABM*	61% new; 39% existing	25% new; 75% existing
	One-to-Few*	69% new; 31% existing	35% new; 65% existing
Staffing (% of total)	Percent ABM-ers Fulltime*	48%	65%
	Percent ABM-ers Parttime*	52%	35%
Leveraging tools and data (5-point scale)	3rd Party Intent*	3.2	2.6
	Internal systems (CRM, sales, support, customer feedback, etc.)*	3.5	4.0

* = Statistically significant difference

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Looking ahead: Five keys to accelerating ABM impact

1 **Strategic alignment**

2 **Tech mobilization**

3 **Balanced investment**

4 **All-in marketing**

5 **Sales integration**

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Strategic alignment

The most effective programs are fully embedded in corporate strategy with organizational alignment and accountability from the CEO on down. ABM is not just a marketing program; it's a cross-organizational business strategy to drive growth by investing more in your most important customers and prospects. ABM is a key pillar of your entire Go-to-Market approach; it's not just about demand generation or campaign tactics.

This does not mean there is a one-size-fits-all approach to ABM. Companies focused on a broad-based, land and expand strategy will implement ABM quite differently than those focused on growth with a small number of existing top accounts. The key is leadership commitment to fully embed ABM across the business and to shift culture and operations toward a customer-centric, outside-in mindset and approach.

> "We've shifted over the last three years to look across the C-suite. It used to just be the CIO. Now **we need more investment and that's why ABM has moved up.** It can really help with those relationships."

Corporate alignment	ABM Leaders (N~19)	All Others (N~94)
Our company perceives ABM as a cross-functional corporate initiative*	**4.0**	**3.5**
The principles of ABM are influencing the way we do all of our go-to market today*	**4.4**	**3.8**
ABM is playing a major role in making our entire company more customer-centric*	**4.1**	**3.6**
We have a standardized, account-level metrics dashboard to track overall program results*	**4.0**	**3.6**

Note: Mean rating based on a 5-point scale where 1=Strongly disagree and 5=Strongly agree. * Indicates a statistically significant difference.

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Strategic alignment

> "The challenge with the business is always deciding which are the priority accounts. Is it the biggest fish or the ones with the most potential? That's usually the debate."

> "We pick our ABM accounts with the company presidents in each area and it's not necessarily the top revenue accounts. **Growth potential is what we're looking at.**"

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Tech mobilization

Most companies – and ABM programs – cite customer centricity as a core value but find it difficult to operationalize. Moving from rhetoric to reality requires organizational commitment as well as serious investment in the right technology – with a key focus on data quality and integration.

ABM leaders are much more likely than others to invest in the tools, to leverage broader sets of relevant data (including qualitative sources), and, most important, to develop more effective data-to-insight-to-action loops for relevant account engagement.

> " AI will make it much easier to create profiles of people or companies and summarize them in ways that are actionable. But how do I take that and differentiate it for my customer? **We need to get smart on how we mix the public data with our own proprietary data** that's behind the firewall."

Depth of technology and data use	ABM Leaders (N~15)	All Others (N~90)
ABM platform*	**4.1**	**3.3**
Reporting and analytics*	**4.2**	**3.5**
Content personalization*	**3.6**	**3.0**
Account intelligence and B2B data*	**4.2**	**3.4**
Account engagement data*	**4.4**	**3.6**
Surveys and interviews within our ABM accounts*	**3.7**	**2.6**

Note: Mean rating based on a 5-point scale where 1= Just scratching the surface and 5 = Fully leveraging the tools/capabilities.
* Indicates a statistically significant difference.

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Tech mobilization

> " The account teams should know all about their clients, but they change all the time so we do a lot of discovery, including interviews to get the anecdotal insight. **What we hear on the ground is often quite different than what clients say in the market."**

> " We have to go through information security and risk assessment which is frustrating. But **our whole brand is building trust with our clients and helping clients build trust** with their stakeholders, and there are so many risks and pitfalls with AI."

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Balanced investment

Constant pressure for results leads many programs to focus primarily on short-term initiatives, quick-hit tactics, and campaign-based metrics. The reality is that ABM often requires substantial change from more traditional B2B marketing motions, with an imperative for longer term investment in team and process development, integrated metrics, and customer relationship building over time. There is a need to take a balanced approach to investment – some for short-term campaign impact and some for longer-term program development and maturity.

> " **It's a long process** to get overall alignment on goals, dependencies, and bring together sales and marketing teams that don't talk together much"

Program maturity (percentage of companies)	ABM Leaders (N=19)	All Others (N=94)
Exploring/Experimenting*	**32%**	**57%**
Expanding/Embedded*	**68%**	**43%**

* Indicates a statistically significant difference.

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Balanced investment

> " From day one we were always thinking about how to scale and thinking about it as a broader change program. **It's about changing mindset and embedding it in the organization."**

> " Start small. Get some wins, get sales and marketing on board, figure out content. Learn from the pilot and then build it out. **You can't do too much too soon."**

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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All-in marketing

An important part of being "all in" on ABM is having experienced marketers working fulltime on the approach. High performers are much more committed to staffing their programs with fulltime employees vs. marketers with split responsibilities that can undermine ABM focus.

At the same time, high-performing programs are much more likely to embed ABM in all roles across marketing to provide the core team with an extended ecosystem of marketing knowledge and support.

High-performing programs also typically invest more in ABM education and training, both for core team members as well as the broader marketing and sales community.

> " The big change is that last year we invested heavily in ABM but also had a number of other priorities in marketing. **Now our whole mission and operating model is about growing our ABM accounts faster than the rest."**

Staffing and teaming	ABM Leaders (N=19)	All Others (N=94)
Percentage of ABM-ers that are dedicated fulltime to ABM*	**82%**	**51%**
Percentage of ABM-ers that are part-time with other responsibilities*	**18%**	**49%**
We have a dedicated content team or agency for ABM (percentage that agree)*	**71%**	**29%**
ABM is embedded in all roles within marketing (percentage that agree)*	**53%**	**26%**

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All-in marketing

> " The whole field marketing team has to some extent **evolved into a key account marketing team.** Our ABM program team drives it, but we have industry marketing, campaign teams, and content helping us personalize everything for the key accounts."

> " Account-based marketers are a different breed. It's a role that is both marketing and sales and it requires people to be active connectors. **They must be self-driven and entrepreneurial**, especially when you're the CMO of the account."

Source: Momentum ITSMA and ABM Leadership Alliance, 2023 ABM Benchmark Study, November 2023

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Sales integration

Sales and marketing collaboration is a core principle of ABM but often limited in practice. Although most ABM programs do work closely with sales, high-performing programs are much more likely to collaborate fully end-to-end.

They agree initially on objectives and metrics, plan integrated campaigns, and share credit for program success. Mutual trust means that sales leaders and account owners are much more likely to bring ABM-ers onto the account teams and directly into the customer conversation.

> " **The most important thing is understanding sales goals,** which are typically about retiring quota. Partner with them and share in that accountability. And give them what they need, which isn't necessarily leads."

	ABM Leaders (N=19)	All Others (N=91)
Sales and marketing are willing to work on shared KPIs and metrics*	**4.5**	**4.0**
Sales and marketing work closely together to develop integrated sales and marketing campaign plans*	**4.4**	**3.6**
Sales provides ABM-ers with direct access to customers that are part of the ABM program*	**4.3**	**3.4**
We are very satisfied with the degree of collaboration overall between marketing and sales when it comes to ABM*	**4.1**	**3.4**
Sales freely gives ABM-ers credit for influencing/contributing to closed deals when credit is due*	**3.9**	**3.1**

Note: Mean rating based on a 5-point scale where 1=strongly disagree and 5=strongly agree. * Indicates a statistically significant difference.

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Sales integration

> " We're looking to formalize something like a social contract or SLA with sales. You include ABM-ers in your account planning process and we commit to bringing you relevant insights and initiatives to include in your plan."

> " **In many cases the problem is communication.** The sales teams are busy working on opportunities but they're not doing the positioning exercise and marketing often doesn't even know what's happening"

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Rethinking ABM: Top priorities for 2024

Strategic alignment

- **Growth alignment:** Right-sizing ABM for corporate priorities
- **Account-based mindset:** Organizational readiness for ABM performance
- **ROI commitment:** Strategic measurement to prove the value

Tech mobilization

- **Data integration:** Market, account, and stakeholder views for relevant connection
- **Insight to action:** Process development for real-time engagement
- **AI mobilization:** Accelerate generative and other AI development for speed, precision, and scale

Balanced investment

- **Revenue acceleration:** Cross-channel optimization for opportunities and deals
- **Account prioritization:** Dynamic allocation for short- and longer-term impact
- **Program development:** Strengthening the foundation for sustained success

All-in marketing

- **Cross-marketing alignment:** Integrated, ABM-first approach to leverage full capabilities for account-based growth
- **Account-centric processes:** Customer value approach to process redesign
- **Customer stewards:** Skilled practitioners to orchestrate the account experience

Sales integration

- **Shared objectives:** One set of metrics for account growth and development
- **End-to-end collaboration:** Joint responsibility for account insight, planning, execution, and review
- **Value assurance:** Shared approach to solution innovation, risk reduction, and customer value delivery

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About the Research

Account-based marketing

[ABM] · noun

1. Treating individual accounts as markets in their own right

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

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

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

Core principles for ABM include:

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

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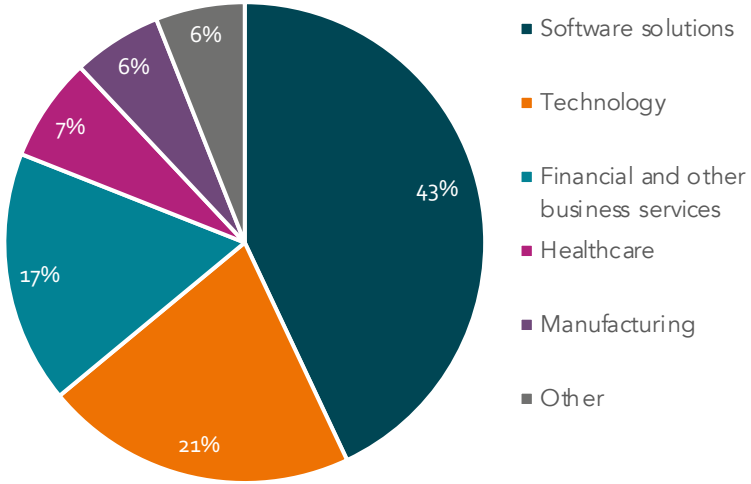
Qualitative and quantitative study with 320 ABM heads and practitioners

Web-based survey in August 2023 with Momentum ITSMA and ABM Leadership Alliance members, clients, and contacts

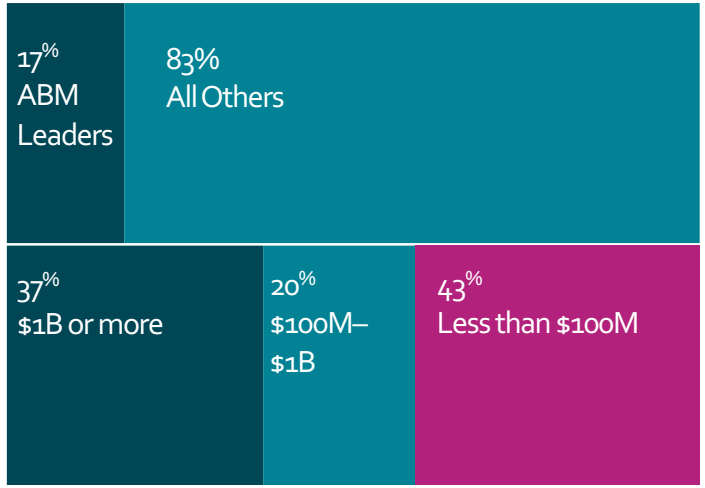
320 Marketers at B2B technology and other business service and solution companies

12 In-depth interviews with ABM program leaders

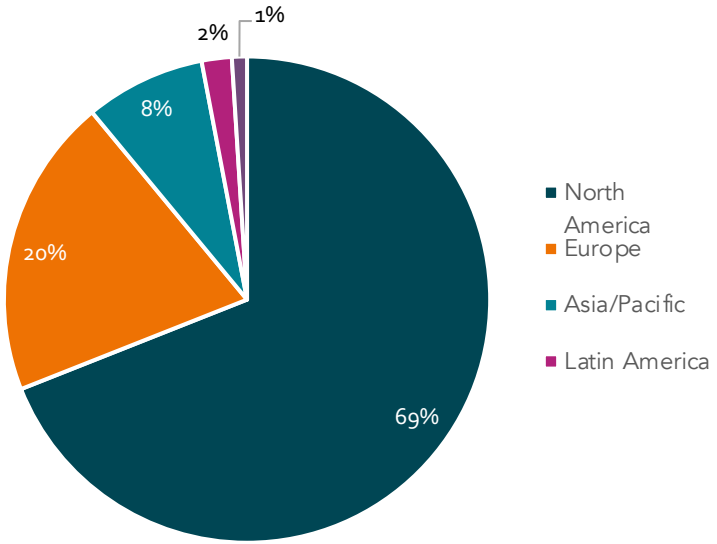
Sector



Analysis by: ABM leaders and revenue



Region

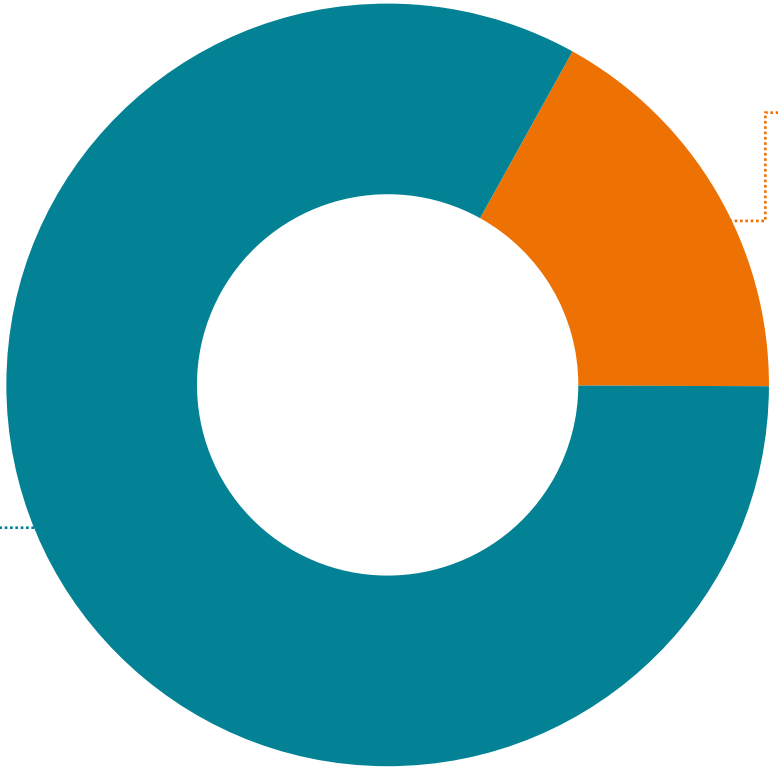


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Meet the ABM leaders

As program leaders prioritize initiatives for 2024, it's helpful to understand how the most effective programs stand apart from the rest. To support 2024 and longer-term planning, our study has identified a small group of high-performing programs that are delivering far greater strategic business impact than other programs.



17%

ABM leaders

Companies achieving significant business improvements across the three R's (Reputation, Relationships, and Revenue)

83%

All others

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Momentum ITSMA's ABM Adoption Framework

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

Exploring	Experimenting	Expanding	Embedded
Planning your ABM strategy	Piloting, measuring, & refining your approach	Increasing account coverage	Driving strategic growth
Strategic & sales alignment			
Objectives & metrics			
Account selection & segmentation			
Program operations & resources			
Content & campaigns			
Data, analytics, & insight			
Technology infrastructure			

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Learn more

Momentum ITSMA is the world's leading strategic account growth consultancy. Dedicated to helping ambitious clients achieve market-beating growth by winning, retaining and expanding, their most valuable accounts.

Our research, consulting, learning and implementation services enable clients to drive significant year-on-year revenue growth, increase win rates and build reputation in the accounts that matter most.

Together with our clients, we build strategic account programs, develop high-performing go-to-market teams, and embedding client-focused strategies.

We pioneered Account-Based Marketing (ABM), and our ongoing innovation ensures our clients outperform their competitors.

More information:
momentumitsma.com | abmleadershipalliance.com

Even though ABM has quickly become the primary go-to-market strategy for leading B2B companies, most organizations struggle with implementing a successful ABM strategy.

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

Members include:

MarketingProfs, vidyard, PFL, Salesloft, NetLine AN INFORMA BUSINESS, ON24, Demandbase, PathFactory, DRIFT

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