

# Roundtable recap: How, why and when you should measure the impact of your ABM

Some of the best and brightest at The Marketing Practice welcomed Rob Reynolds, Head of Marketing (Global Systems Integrators & EMEA Indirect Channel) at Verizon Business Group, to take part in a recent panel discussion.

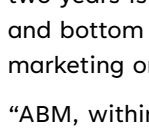
Held in-person on one of the hottest days of the year at our recently refurbished barn in Oxfordshire, we lifted the lid on reporting measurements, data analysis, and why it's important to have a robust measurement framework for ABM.

This round-up covers all of the highlights from our expert panellists. Any superfans out there can watch it on repeat [here](#).

If you want to improve on your performance, you need to start by measuring your progress.

## A slow burn

**“You can’t just click your fingers to turn on leads”**



**Rob Reynolds, Head of Marketing (Global Systems Integrators & EMEA Indirect Channel) at Verizon Business Group**

**Why is it important to have a robust measurement framework in place for ABM? Who better to ask than Verizon’s Rob Reynolds:**

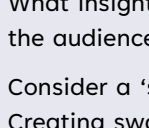
“What we’ve seen with ABM over the past two years is an ability to hit the top, middle and bottom funnels using several different marketing or sales channels per stage.

“ABM, within a high-touch B2B environment, is a slow burner. It’s 12 to 18 months before you seal the deal. For me, it’s important

to have a framework that demonstrates everything marketing is doing to target a specific market.

“Having a framework shows that it’s not so easy to switch on leads. There are lots of steps and activities to go through and these could be spread across in-house departments, external agencies, platforms and processes. Because ABM is a slow burner, it requires a lot of resources and patience.”

## Ask Anna



**Anna Hutton, VP Client Partner at The Marketing Practice, shares her thoughts on qualitative measures, and tips for incorporating these into a measurement framework.**

**Why do we need qualitative measures?**

It’s important to share insights back into the business from our ABM programme. What insights are we sharing to provide the audience truth and enable sales?

Consider a ‘scorecard and story’ approach: Creating swaggy stories, these are memorable stories that can be retold to support the ABM programme and include strong anecdotes that support future sales efforts.

**What does a good qualitative measure look like?**

Asking sales about the ABM programme, getting their take on ABM and really listening to their feedback is a great qualitative measure to demonstrate sales and marketing alignment. It also demonstrates the value being created before quantitative measures can be reported.

**Where is the customer in all of this?**

Customer anecdotes are gold. Are customers feeling the impact of our efforts to personalise our outreach with them? Are they happy? This is the ultimate measure of success when customers are advocating the work which we’re doing.

## The scorecard: some typical metrics

	Short	Medium	Long
<b>Reputation</b>	<ul style="list-style-type: none"> <li>Sales and account team satisfaction</li> <li>Social reach and engagement</li> <li>Engaging decision makers</li> <li>Web/landing page visits</li> <li>NPS/CSAT scores</li> </ul>	<ul style="list-style-type: none"> <li>More executive meetings</li> <li>Event attendance</li> <li>Customer satisfaction</li> <li>Engaging decision makers</li> </ul>	<ul style="list-style-type: none"> <li>RFP/project invitations</li> <li>References and advocacy activity</li> <li>Testimonials</li> </ul>
<b>Relationships</b>	<ul style="list-style-type: none"> <li># new contacts added</li> <li>Increase in touchpoints</li> <li># executive briefings</li> <li># client meetings</li> <li>Web/landing page visits</li> </ul>	<ul style="list-style-type: none"> <li>% lift in executive engagement</li> <li>% lift in relationship strength with key stakeholders</li> <li># of individual objectives met</li> </ul>	<ul style="list-style-type: none"> <li>Renewal</li> <li>Seniority of key relationships</li> <li>Account penetration</li> <li>Referrals</li> </ul>
<b>Revenue</b>	<ul style="list-style-type: none"> <li># opportunities</li> <li>Pipeline confidence</li> <li>Pipeline acceleration</li> <li>Increase in RFP</li> </ul>	<ul style="list-style-type: none"> <li>\$ pipeline</li> <li>Increase in ARR</li> <li>Conversion rates</li> <li>Opportunity ‘shape’ (size and type)</li> </ul>	<ul style="list-style-type: none"> <li>CLV</li> <li>Deal shape (size and type)</li> <li>Account penetration</li> <li>Portfolio penetration</li> <li>Share of wallet</li> </ul>

## What do the Oscars and B2B marketing have in common? More than you might think.

At The Marketing Practice we believe marketing contribution to pipeline isn’t the only way to measure success.

Find out more in our handy guide to our multi-touch attribution model for ABM.

And if you’re interested, you can book a session with our ABM solutions team by contacting Anna Hutton - [ahutton@themarketingpractice.com](mailto:ahutton@themarketingpractice.com).

## There’s no such thing as perfect attribution

**So says Steve Clark, The Marketing Practice’s Chief Data Officer. Steve explained that the purpose of attribution is to create a trustworthy story, with minimal bias and maximum credibility.**

“What you’re doing is taking a bulk of data and trying to succinctly tell a trustworthy story that states what’s happening at every step of the funnel, and every interaction.

“No matter how much data you collect, and how much data you have, there will always be biases. The less complex your attribution model becomes, the more biases you’ll have at the very bottom of the funnel.

That might not be acceptable for your programme, so you increase complexity to reduce that bias.”

## What happens in the Dark Funnel

**Stays in the ... you get it.**

If it was a place, we imagine the dark funnel might look a lot like the Upside Down in Stranger Things.

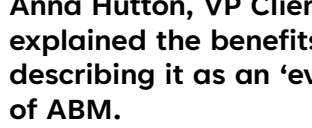
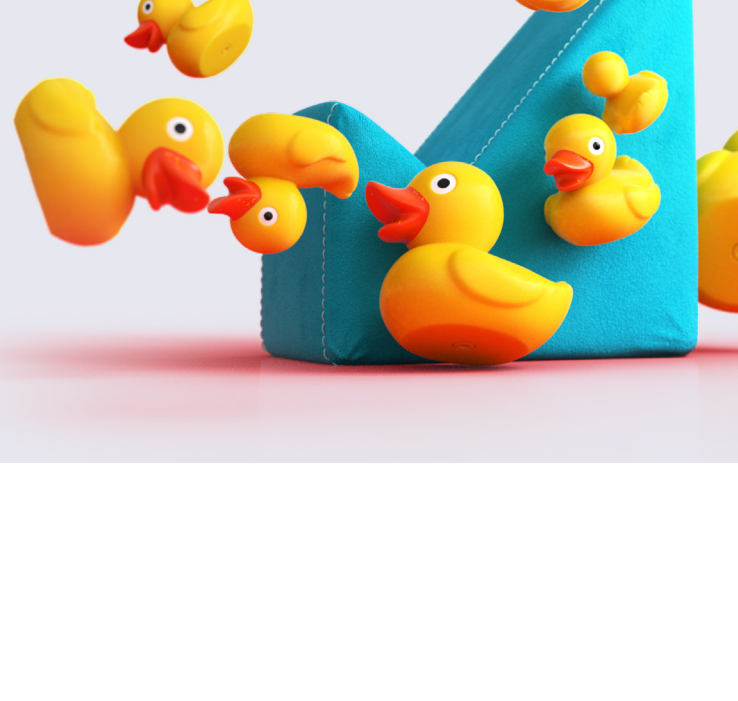
Data chief Steve says there are always going to be areas that you won’t have complete visibility of as a marketer.

Think 1:1s, in-person group meetings, or messages sent via chat on Teams. This folks, is the dark funnel, where ideas and tools are shared without the marketer responsible ever knowing.”

## A final word on attribution

Steve sums it up:

**“It’s about getting to a point where you can trust the model enough to make strategic decisions, without overcomplicating things.”**



## The ABCs of ABX

**Anna Hutton, VP Client Partner, explained the benefits of ABX, describing it as an ‘evolution’ of ABM.**

Anna said: “It’s all about the customer experience,” adding that the principles of account-based experiences combined with using data to inform your next move more accurately can help an organisation to assess how mature it is from an ABM perspective.

Ali Hussain, Group Creative and Strategy Director, added: “ABX is a very useful conversation to have and like Anna said, it feels like an evolution of ABM.

One trend which ABX has coincided with is new tools that have emerged which give us the option of looking at things in a slightly different, more holistic manner. This helps us reframe what we can do in measuring ABM.”

Anna comments: There are implications for how you measure ABX. First, consider using a marketing qualified account versus a marketing qualified lead score. Understanding engagement across an organisation can often be a better buying signal than one individual showing high lead scores.

As for consumption marketing, buyer satisfaction measures post-deal are important to assess value and combat any feelings of ‘buyer remorse’.

## Skin in the game

**Time to talk incentives. Do they work? Or do they foster negative behaviours?**

James Gill, Business Director at The Marketing Practice shared his thoughts on how incentives might tie in with measurement.

“Most people are rewarded on performance. If there is a 12-, 18- or 24-month lifecycle to a deal, it’s very hard to keep someone motivated and incentivised on the work they’re doing today, that they might be

incentivised for in two years’ time.

That doesn’t work. We need to understand what we’re trying to achieve. There is a place for incentives but it’s not a one-size-fits-all approach. Is there a way to have incentives across the board? It can be a challenge.”

So there you have it. With ABM being a long game, incentives need to be broken down into smaller chunks of things we can measure along the way, feeding motivation.

## How helpful are dashboards? – Steve Clark

**James Gill to the rescue once more. He says dashboards and reports are great, but they can sometimes focus too much on the numbers, without touching on insights.**

“It’s the insights which are actionable. Reporting should lead you towards important insights, otherwise you just have a set of numbers. No matter what the dashboard looks like, it’s our job to interpret that and turn it into valuable insights for our sales and marketing colleagues.”

## Don’t get hung up on the metrics’ – Steve Clark

**“Dashboards are super important to gauging ROI, but beyond that, you need to look at bespoke analyses to drill into the huge amount of data you have across campaigns, to get into the heart of what’s happening.**

Sometimes, you can get a quicker answer on why something is happening by asking someone about it.

Data analytics are a significant proportion of that, but not something to get hung up on that you’re not considering what’s happening elsewhere, the bits we can’t see.”

Rob Reynolds’ quick tip:

**“Ask your sales team what they think about the ABM! That’s really important. You might find you feel quite good at the end of the process, because you have quality information to share with your marketing stakeholders. When I was introduced to that idea, I thought, ‘Why didn’t I do this before?’”**

## And that’s a wrap

A special thank you to Rob Reynolds, Head of Marketing (Global Systems Integrators & EMEA Indirect Channel) at Verizon Business Group for making the trip to our HQ for our roundtable.

If there’s anything you’d like to chat through in a bit more detail, we’d love to hear from you, you can [drop us a line here](#).

If you liked the highlights, you’ll love the video. Give the recording a watch here.