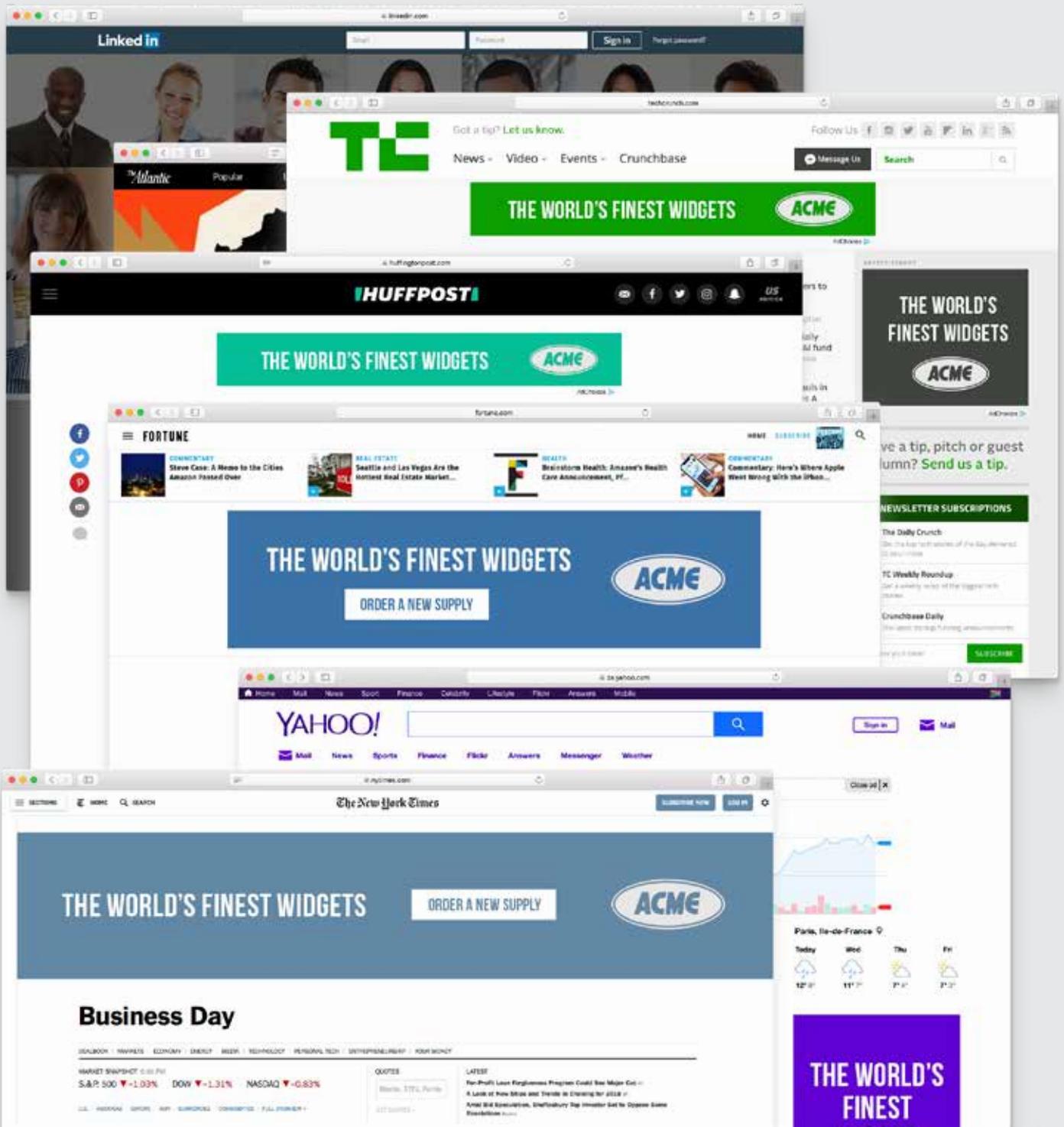


JABMO

ACCOUNT-BASED ADVERTISING

THE CMO'S GUIDE





INTRODUCTION

If you're like me, and many of our fellow B2B marketers, you're facing increasingly well informed—and globally mobile—buyers. And you're probably grappling with the need to run a global marketing operation that connects to buyers in a personal way, on their terms, and to their timing. As the CMO of a company whose business is helping its clients succeed using account-based advertising platforms, I feel well placed to understand your needs, and to help you meet them. In this new white paper, I want to overview how an account-based approach can help you address the new realities of B2B marketing. And, specifically, I want to share with you how the latest advances in account-based advertising can help you focus your efforts—meeting your customer's expectations, closing more, higher-value deals in less time, and, ultimately increasing revenue. If you're already operating account-based marketing, I hope you learn something of the power of today's platforms; if you're still considering it, I hope this paper moves you forward in your journey.

Sincerely,

Stephanie Kidder
CMO, Jabmo



PART. 1

THE NEW REALITIES OF B2B MARKETING

Digitalization is changing the face of business— fast. And the revolution is driving rapid and far-reaching changes in business-buyer behavior, rewriting the rules of B2B marketing. Right now thousands of buyers are silently researching, assessing, and making decisions about your product. It's no surprise that marketers refer to them as “hyper-aware.” The first half of this buying cycle is done digitally. You have to change the way you sell in order to be effective with the way companies buy today. Your prospects may not talk with your sales reps during that phase, but they will talk to you.

A REDUNDANT SALES FUNNEL

These new realities have dealt a body blow to the traditional sales-funnel model. Yet many companies still cling to the outdated and erroneous belief that Marketing should generate the leads and put them into the top of the funnel, with Sales taking over, narrowing them down, and hoping to convert and close a proportion.

But putting so much emphasis on lead gen is based on the old way companies had of buying. The statistics speak for themselves: even with all of today's computing power, 61% of marketers find generating high-quality leads—the

very foundation of the traditional model—to be their biggest challenge⁵.

All this adds up to the sobering statistic that 99% of leads never convert to a sale. The truth is that a large proportion of CMOs have known for some while that the traditional model is a 20th-century solution to a 21st-century challenge. A model that's being worked increasingly harder—and less successfully—as it tries desperately to cope with volumes of information and buyer behaviors that it was never designed to address.

Many marketing experts think that companies that fail to embrace the new realities will be “dead in the water” within a few years

A RISK NOT TO BE IGNORED

Journals are crammed with articles about this changing reality, and many companies are working hard to address it. But change isn't easy. Organizational structures can be embedded and arthritic. People continue to resist change from the back office to the board room. And, added to all this, many of the measures used to judge sales and marketing performance are geared to the old model.

Yet, thought leaders in marketing are blunt about the prospects for companies that fail to change—and change quickly.

Some are cynical about such claims, after all, ever since the old certainties began to dissolve in the 1980s, siren

voices have been warning companies that they risk being left behind.

But the key difference in the digital transformation is the speed at which it's taking place. Your buyers have changed more in five years than in history. Underneath dire warnings about the consequences of not adapting to this new environment, lie very real risks.

What right-minded business pundit would have agreed with a prediction that print media would go from a comfortable and predictable sector to one where many players are fighting for their corporate lives—in the space of a few years?

⁵B2B TECHNOLOGY MARKETING COMMUNITY, 2013

A DIRECT IMPACT ON MARKETING DEPARTMENTS

And it's not just the speed of digital transformation that impacts companies today—it's where it is focused. Having ripped through product, price, and distribution, digital now has its sights set directly on the fourth pillar of marketing—promotion. As a result, the day-to-day activities of CMOs and their teams—are directly impacted.

Despite increased focus on sales and marketing, budgets included, the buying cycle is longer and more

competitive than before. If too much emphasis is put on traditional lead gen, somebody else is educating your buyers for you and you are behind, or worse, no longer in the running. Which means the investment made in marketing is actually hurting revenue as win rates keep declining.

The most important thing to keep in mind is that “do nothing” really is no longer an option

ENTER ACCOUNT-BASED MARKETING

Faced with these new realities, many CMOs are turning to account-based marketing (ABM) as a key plank in their response. ABM is the concept that marketing and sales activities should no longer focus on individuals as prospects and leads. Instead the focus is on a set of well-defined accounts—selected and prioritized against clear segmentation criteria. These are the accounts your company wants to win, develop, and do ongoing business with.

In an ABM model, the traditional sales-funnel stages of Awareness, Interest, Consideration, and Purchase are replaced by a need to Identify accounts, Expand contacts within them, Engage these new contacts, and eventually generate Advocates for your brand⁶. Applied properly ABM

can increase your revenues by shortening sales cycles, generating larger deals and increasing the proportion of sales that your company successfully closes.

CMOs who are successfully exploiting ABM know that identifying their target accounts, and adopting a laser-like focus on them, is the key to success. They start with an Ideal Customer Profile (ICP), looking at both the accounts they want to do business with, and their best existing customers. They may segment according to size, financials, strategy, or global reach. And they make good use of existing data, like the most active accounts on their site, the sales pipeline, and the sales team's feedback and perspective on the right accounts to target.

⁶SEE, FOR EXAMPLE, JOSEPH JOFFE, “FLIP THE FUNNEL”, WILEY, 2010.



"CMOs who are successfully exploiting ABM know that identifying their target accounts, and adopting a laser-like focus on them, is the key to success."

PART. 2

HOW ACCOUNT-BASED ADVERTISING ADDRESSES THE NEW B2B REALITIES

and how it can help you

While account-based marketing has existed as a concept since the 1990s, account-based advertising—a core element of ABM—is an idea whose time has come. Why? Because the technology is now here to deliver it highly successfully⁷—and at scale.

⁷For example, according to Demand Metric, over 80% of B2B companies using ABM state that it is one of their top revenue-generating strategies.

ACCOUNT-BASED ADVERTISING IN A NUTSHELL

"A key benefit of account-based advertising is that you can overcome the issue of buyer anonymity — and turn it to your advantage."

Account-based advertising is the concept of using the latest in IP and cookie-based technologies to identify buyers and influencers at your target accounts—and only your target accounts—and display relevant, personalized, and engaging ads to them—at times that perfectly match their stage in the buying cycle. As a result of greater focus on multiple buyers from your target accounts,

account-based advertising can help you cut the length of your own sales cycle and reduce advertising wastage, in turn leading to more and higher-value deals, and the increased revenue this brings. In understanding how this works, one of the most important distinctions to make in account-based advertising is that between account-based IP advertising and account-based retargeting.

ACCOUNT-BASED IP ADVERTISING

Account-based IP advertising uses IP addresses to display ads to customers who have never visited your website. You can think of this as an online—though much more sophisticated—version of a physical billboard outside an account’s site. This powerful option allows you to increase awareness of your offering right across the buyer and in-

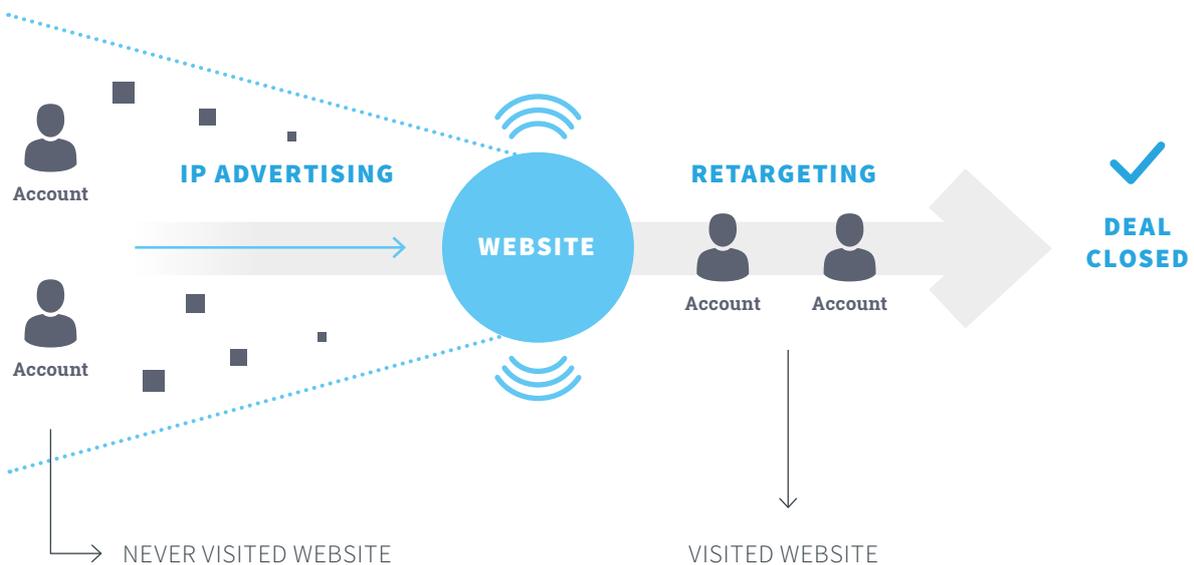
fluencer population at your target accounts. In turn, this reaching out to anonymous buyers who have never visited your site, and may not be aware of your product, acts as a catalyst for your new, account-based sales funnel— driving targeted traffic to your site.

ACCOUNT-BASED RETARGETING

Account-based retargeting, on the other hand, uses AI to identify customers from your target accounts who visit your website. And once identified as being from a target account, it makes use of cookies to retarget them with

relevant advertising as they move through the buying cycle—wherever they are in the world—and whatever device they are using.

DIFFERENCE BETWEEN ACCOUNT-BASED IP ADVERTISING AND ACCOUNT-BASED RETARGETING



REDUCE WASTE BY FOCUSING ON TARGET ACCOUNTS ONLY

Old-style approaches to online advertising lack focus, to put it diplomatically. Take an example: a corporate car-rental company is a long-term buyer of AdWord-type ads, for the keyword “car rental.” The problem? Doing this will target anyone doing research in this area—for any reason. The company might have tried to address this by focusing its efforts on targeting job titles—using a social media platform like LinkedIn, but the problem remains the same. This type of outdated approach is the marketing equivalent of a blunderbuss—wasteful, expensive, and unfocused.

Conversely, the highly focused nature of account-based advertising solves this problem—

forever. Account-based advertising’s powerful synergy of both IP and cookie-based techniques means that there’s no more need to pay for advertising that is wasted on job seekers and competitors. Now you can focus on just your target accounts, whether they number 20 or 2,000.

By adopting this kind of focus, instead of only 5-8% of your website traffic coming from target accounts, you can boost their exposure to your materials by a factor of up to 20. The result? Much better focus, lower bounce rates and more time spent on your website. This, in turn, means far less wastage on untargeted advertising, and more effective use of your advertising budget.

Account-based advertising is “always on”

TURN BUYER ANONYMITY TO YOUR ADVANTAGE

A key benefit of account-based advertising is that you can overcome the issue of buyer anonymity—and turn it to your advantage. You will no longer be reliant on prospects filling in forms on your website. As a result, your activi-

ties won’t be limited to the 5% of buyers who complete these forms. Instead, you can also establish and expand connection with the 95% of target-account contacts who choose to research your materials anonymously.

EXPLOIT “ALWAYS ON”: ALIGN YOUR MARKETING AND SALES ACTIVITIES WITH YOUR CUSTOMERS’ BUYING CYCLES

The form completion is not the holy grail. It's no longer necessary to wait until the buyer identifies himself before you can start a dialogue with him. Forrester reports that long-term nurturing through effective account ad-based retargeting is where ABM has its maximum impact for B2B marketers.

Today's most sophisticated account-based advertising platforms allow you to match your marketing and sales activities to your buyers' needs—reaching out to them and providing them with what they need—at exactly the right point in their buying cycle.

There's no more need to hope that your buyer's needs and timings fortuitously coincide with your chosen campaign topic and its start and finish. Account-based advertising is “always on”: it's content syncs to your targets' buying cycle, meaning that the idea of moving from campaign to campaign becomes increasingly irrelevant. This better focus and synchronization means that despite the reality

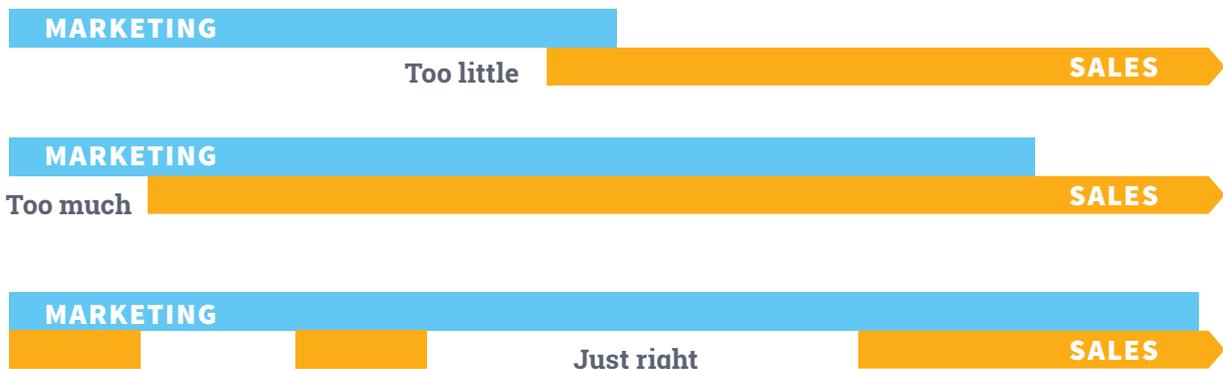
of longer and more complex buying cycles, you will be able to shorten your cycles.

A sophisticated account-based advertising platform might start by encouraging a contact at a target account to download a white paper. When they next show interest, it may offer a case study. And as they move further still, it may invite them to a webinar.

What's more, today's platforms can powerfully process data from your target-account interactions, turning it into meaningful—and actionable—insights. This can be used by both marketing and sales teams to make good, data-based decisions in real time. As a result, they can better align their activities⁸—traditionally a corporate weak spot—to better meet your buyers' needs. Companies who have mastered these techniques are not only addressing the new realities of the B2B buying cycle—they are exploiting them—and seeing concrete results such as closing larger proportions of sales and higher-value deals.

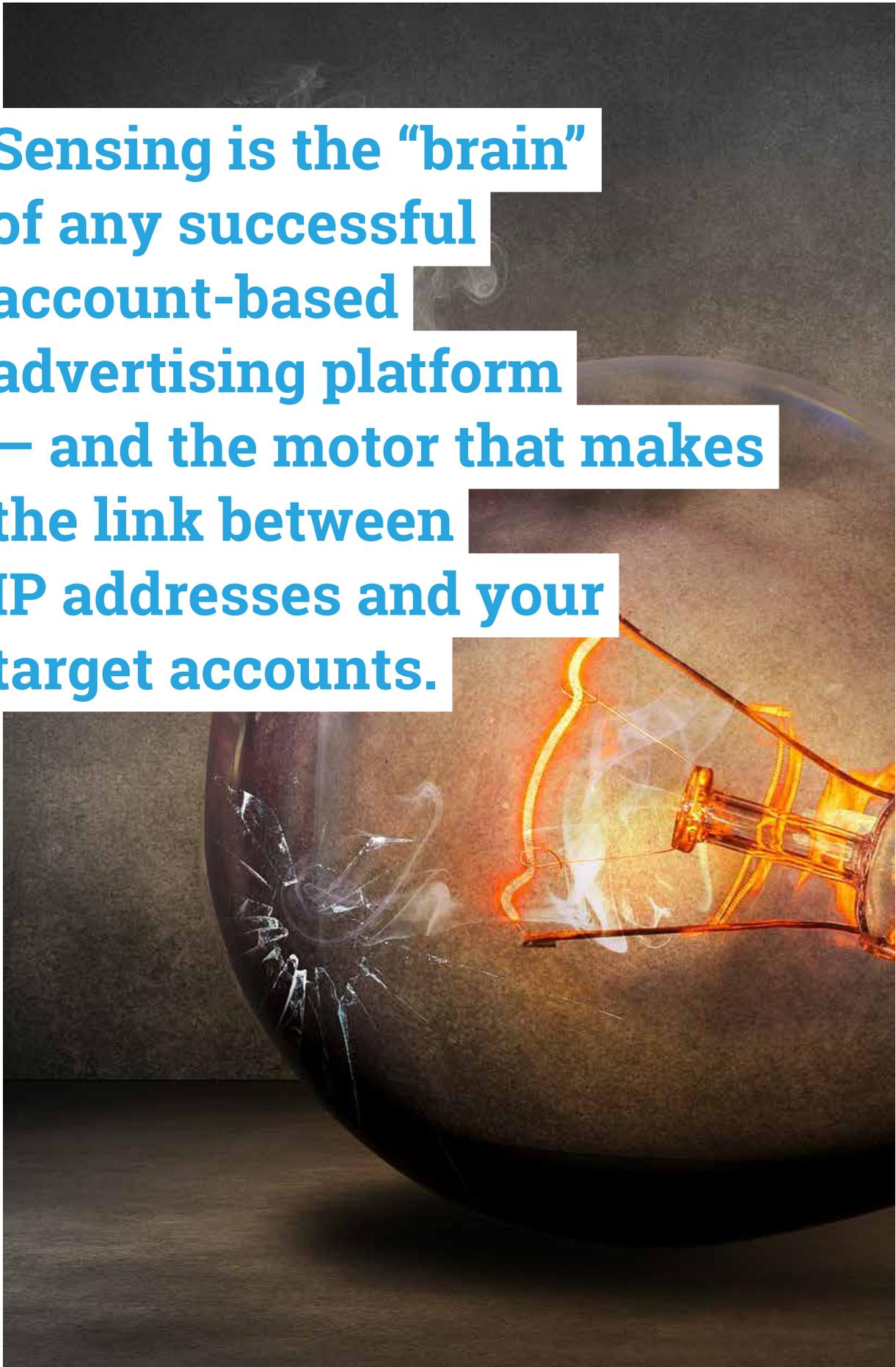
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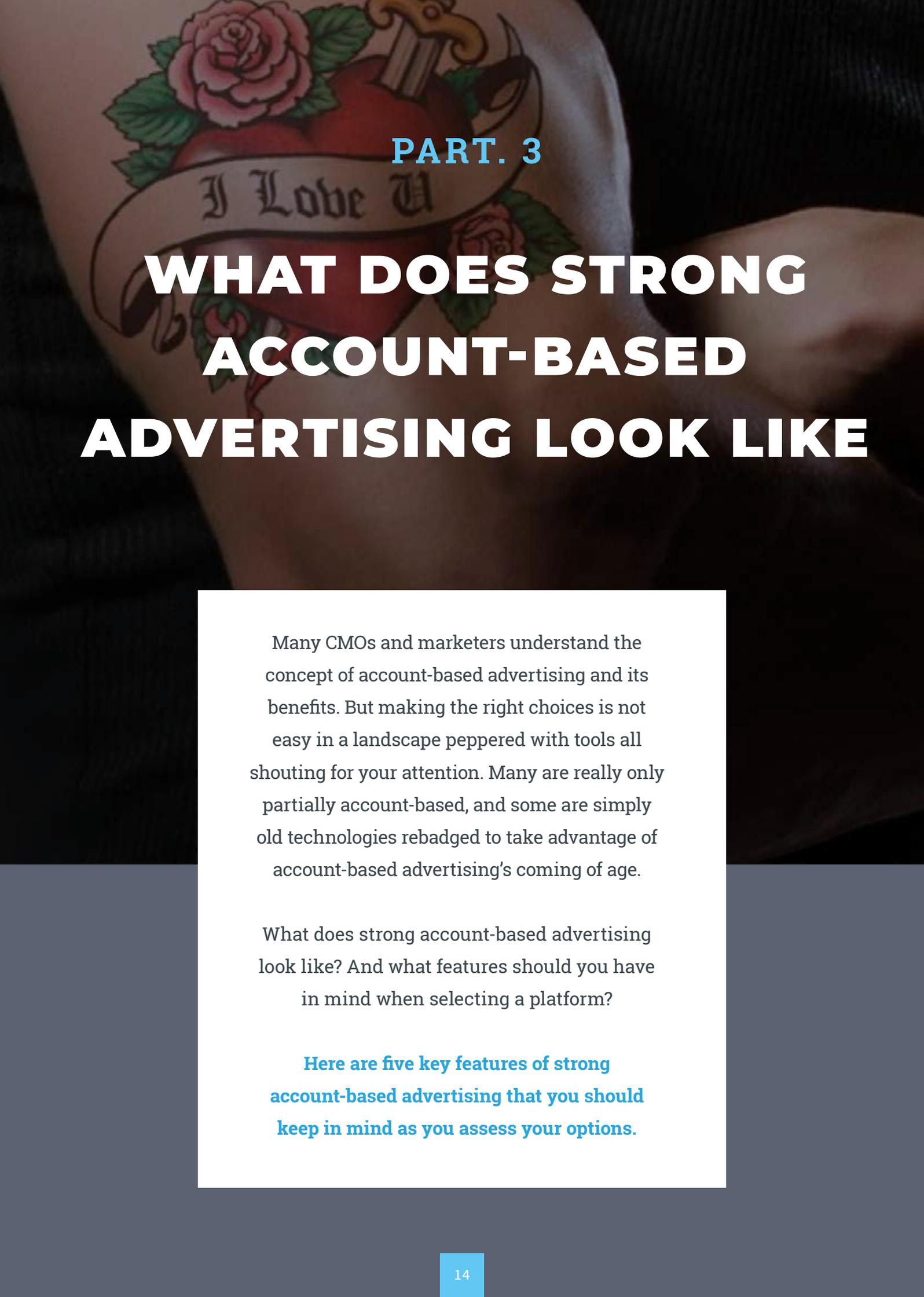
ALIGN SALES AND MARKETING TIMING WITH THAT OF YOUR CUSTOMER



⁸ACCORDING TO DEMAND METRIC, 2013, 70% OF ACCOUNT-BASED MARKETERS REPORTED BETTER SALES AND MARKETING ALIGNMENT.

**Sensing is the “brain”
of any successful
account-based
advertising platform
— and the motor that makes
the link between
IP addresses and your
target accounts.**





PART. 3

WHAT DOES STRONG ACCOUNT-BASED ADVERTISING LOOK LIKE

Many CMOs and marketers understand the concept of account-based advertising and its benefits. But making the right choices is not easy in a landscape peppered with tools all shouting for your attention. Many are really only partially account-based, and some are simply old technologies rebadged to take advantage of account-based advertising's coming of age.

What does strong account-based advertising look like? And what features should you have in mind when selecting a platform?

Here are five key features of strong account-based advertising that you should keep in mind as you assess your options.

1. Powerful sensing to maximize potential for interaction

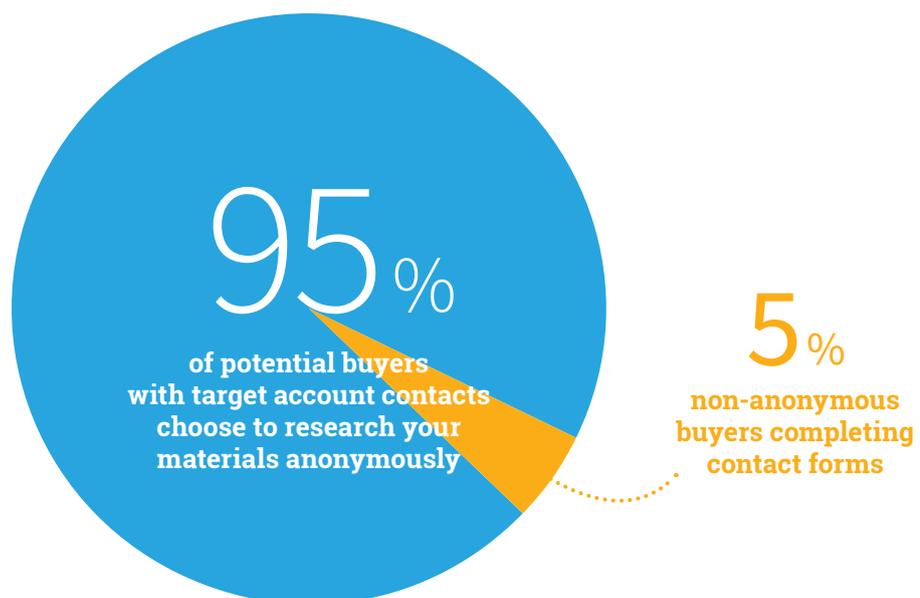
Sensing is the “brain” of any successful account-based advertising platform— and the motor that makes the link between IP addresses and your target accounts.

Today’s sensing techniques draw on a powerful array of IP-based techniques and Artificial Intelligence. They use real-time global IP and cookie databases, email domain association, and international firmographics to ensure that you can identify your accounts wherever buyers are in the world. They can filter detected ISPs for false positives and harness the power of machine learning to identify unregistered IP addresses. And, when it comes to retarge-

ting, they use sophisticated cookie tracking techniques to follow your prospects as they travel and switch between different devices.

But it’s not any one of these techniques that matters—the key to truly effective account-based advertising is harnessing the combined power of all the latest techniques. It can be tempting for providers to claim they offer a comprehensive system, when in fact they are reliant on one or two features. It’s the effect of combination that will provide the comprehensive data you need to drive effective campaigns and generate meaningful information from them.

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2. SOPHISTICATED PERSONALIZATION TO INCREASE EXPOSURE AND REDUCE BOUNCE RATES

These days, most B2B buyers are swimming in a sea of content. We all know what it's like to be the object of untargeted, impersonal online advertising. A typical user sees 1,707 banner ads every month. These struggle to achieve a 1% click through rate⁹, and 8% of users account for 85% of clicks¹⁰. Conversely, 86% of companies say personalization plays a role in their purchasing decisions¹¹. These stark statistics highlight the increasing need to deliver personalized—and relevant content.

But, with today's tools, it's possible to display ads that are both highly personal—and highly relevant. This sophisticated personalized advertising has a threefold benefit: it reduces bounce rates for new visitors to your site, increases the time buyers spend looking at your content and pages, and makes it much more likely that they will want to connect with you by filling in an online form. All of this means much less wastage than traditional, unfocused forms of online advertising. You should look to personalize both for sectors in general and also micro-target your chosen accounts. For example, you might classify your targets as Tier 1, 2, and 3 accounts, with your 20 top targets in Tier 1. A powerful platform will allow you to create bespoke campaigns for each of your 20 tier one accounts using content customized to each company's specific needs. And you can still personalize in a more general way for your Tier 2 and 3 target accounts, for example, by creating different content for a large consumer goods company and a medium-sized construction sector tar-

get. Personalization should run through the entire online journey from display ads to landing pages and pre-populated web forms with personalized details.

Applying best practice in design (see the annex for some practical tips) will help you deliver maximum returns from the effort involved in personalization. Ads should be well crafted—and different from the myriad of “standard” ads your customer is likely to be exposed to that month. Don't be afraid to use emotional or eye-catching elements that are consistent with your brand identity.

Landing pages should be designed to provide similar graphic environments in order to ensure continuity in the user's journey. And make sure any forms are short and easy to fill. Versatile platforms also offer tools to counteract buyer fatigue, such as regularly—and automatically—varying the banners, the times they are published, and the maximum number of times one person is shown a banner.

Don't be afraid to use emotional or eye-catching elements that are consistent with your brand identity.

⁹ COMSCORE

¹⁰ COMSCORE

¹¹ INFOSYS 2013

3. COMPREHENSIVE REACH: ACROSS ALL LOCATIONS AND ALL DEVICES

Business people today work in ways now being described as omnichannel. They switch between devices seamlessly: from desktops, to smartphones and tablets, and, increasingly, cloud-based platforms. What's more, as the world shrinks, businesses of all sizes and sectors are becoming truly global. Many CMOs whose focus was national a decade ago now find themselves running a global marketing operation. Today's technologies recognize these twin realities and work with them.

When it comes to moving seamlessly between devices, they ensure that the same content can be displayed in a user-friendly way whatever device your target is using. Often, technical know-how is the key to this. For example, using HTML 5 instead of animated GIF means that content is displayed equally well across mobile devices.

And when it comes to moving seamlessly around the world, the latest platforms employ global IP databases, giving users a holistic view of their target accounts—wherever they are geographically. Similarly, advanced use of cookies allows them to track buyers on the move, wherever they are, and whatever devices they are using. For example, a website visitor's IP address might be that of a hotel, but an effective platform will still map them to the right account, meaning that your ongoing interaction with them can continue in spite of—or perhaps because of—the fact that they are traveling. This ability to follow your buyers, wherever they are, means that deals are less likely to “slip away” as buyers concentrate on other things, which, in turn means higher win rates and more revenue for you as a seller.

4. FULL INTEGRATION TO LEVERAGE YOUR EXISTING TOOLS

Many companies have invested in marketing-automation tools; for example, to send emails when customers register on their website. But despite the claims, such systems are limited by the fact that 95% of visitors will have already left—anonymously—and, 80% of the emails sent to the minority of buyers who are known to you will never be opened.

The good news is that you can use account-based

advertising to complement—not replace—your existing tools. First, the meaningful, real-time information it provides can be used to make the decisions that will allow you to employ those tools more effectively in the first place. And, second, modern platforms can automatically integrate with your existing systems, capturing data and syncing it across all digital contact points: your website, marketing and sales emails, and your CRM.

5. THE GENERATION OF THE RIGHT METRICS TO MAKE HIGH-QUALITY DECISIONS

Aside from being ineffective, old-school metrics, such as leads, opens, and clicks per channel are no longer relevant in an account-based world.

Today's account-based advertising platforms can successfully manipulate large amounts of data, allowing them to switch to meaningful, outcome-focused measures. The key change here is that information can now be mapped to accounts. Instead of vague aggregates, marketers see

highly relevant metrics on exactly what each account is doing—from the type of advertising they have seen (reports, white papers, case studies, etc.) to the exact pages viewed on the website, and what took users there. From there, it's a short hop to generating other metrics such as the size of opportunity with a given target account, the overall degree of marketing engagement, or a graphic—and real time—view of the sales pipeline.

ACCOUNT-BASED ADVERTISING PRACTICALS: AN AT-A-GLANCE GUIDE TO OPTIONS

Account-based advertising uses a variety of formats. What will work best for you will depend on your target accounts and sectors, as well as what type of content you publish and where.

NATIVE ADS

These comprise marketing content that is integrated into a website. They visually resemble the site's content and are often informational. Responsive formats can be used, opening up new options for where they can be published.

You're too late again!

57% of the cycle is over before your buyers reach out

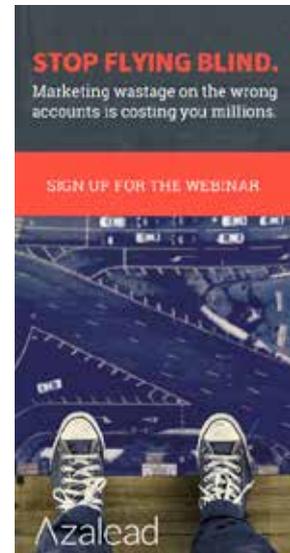


B2B buying cycles are much longer than you think.



DISPLAY ADS

Display ads are static or animated images, or HTML 5 banners. The latter offer scope for much greater animation fluidity than can be achieved in an traditional animated GIF, as well as other options like forms, other tags or games.



What should I factor in my budget?

When evaluating your ad spend you will need to take many factors into account. You will have fixed costs for the ad platform fees and variable costs for your media spend and creative. How much you spend on media and creative will depend on the number of target accounts you want to reach, the number of campaigns

you run, how long your sales cycle is, and how often you change creative. If your accounts are international accounts you will want increase the scope of your reach. We generally recommend a minimum budget of 30K per quarter, but this will vary based on the criteria mentioned above.



WHY YOU NEED TO EXPLOIT ACCOUNT-BASED ADVERTISING TO ITS FULL POTENTIAL

The new B2B marketing realities of anonymous buyers, more stakeholders, and longer buying cycles are here to stay. As a consequence, many marketers are turning to account-based marketing (ABM). Account-based advertising—a core element of ABM—can now be delivered highly successfully—and at scale. By carefully selecting a platform that combines the latest technology in buyer sensing, you can harness its full potential. Then, using highly-focused, well-designed, and always-on advertising campaigns—you can deliver exactly the right content to multiple buyers at your target accounts—at exactly the right time. By providing relevant information on your buyers terms—and in line with their timings— you can cut the length of your sales cycle and reduce advertising wastage. In turn this means more sales closed, higher-value deals, and increased revenue—positioning your team and company not only to survive these new realities—but to thrive on them.



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