

Graduation thesis by

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Understanding Why B2B Companies Need Account-Based Marketing

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Summary

PART I : Theoretical part

Chapter 1 : Introducing the Basics of Account-Based Marketing

- I. Defining Account-Based Marketing
- II. Measuring and reporting on ABM success
- III. The Benefits of Account Based Marketing
- IV. The process of ABM, step-by-step

Chapter 2 : Account-Based Marketing vs. Inbound Marketing: What's the Difference?

- I. The Basics Of Inbound Marketing
- II. Differences & similarities
- III. ABM Fundamentals

PART II: Practical part

Chapter 1: ABM best practice activities you should follow

- I. Study on EDICOM company
- II. Discussion

Chapter 2: The Future of Account Based Marketing

- I. ABM will become more scalable
- II. Account Based marketing case studies

Conclusion

Introduction

*“Don’t count the people you reach; reach the people that count.”*¹ **David Ogilvy**

Over 20 years ago, as we were just entering the new millennium, marketers decided to take advantage of the popularization of the internet to attract as many potential customers as possible. I still remember, in 2015 at my school when I heard B2B marketing for the first time, with the consequent keyword wars in Google, the same dashboards and KPIs, and of course, bad results most of the time.

« *Identifying the right industry is different for every B2B marketing team.* »² was heard a lot in companies (and sometimes you'd still hear it if it wasn't for the pandemic).

Then companies start impacting verticals (a very, very useful practice if done right) and through programmatic, they've moved from site impact to profile impact. So the results have improved for the latter, but not enough to change the vision and improve the return figures.

Today we can find a lot of information about what we know as account-based marketing (ABM)³ and if it is true that it is a practice used for many years, because of technology we can make it more scalable and get faster times. What convinces me most about this strategy, personally, is that it is based on common sense, which is to be commended in a world where we often try to reinvent the wheel.

ABM is about changing the game, and instead of doing campaigns to attract customers, we're going to focus on campaigns to win the customers we want, and that takes a lot more work than you might imagine in the first place, we have to know what customers we want, and sometimes we don't have it so clear at first.

¹ Bev Burgess, quote from the book « *A Practitioner's Guide to Account-Based Marketing* » it's about David Ogilvy's advice for writing content more effectively.

² Sangram Vajre, «Terminus », page :91 in « *Account-Based Marketing for dummies* » - 2 edition, Published by: **John Wiley & Sons, Inc.**, 111 River Street, Hoboken, NJ, 2016.

³ Ibid.

⁴ Definition taken from the page « Responsory » of the online academy guide, <https://responsory.com/services/account-based-marketing/>

Who is in charge here?

According to Gartner⁵, it's a complete buying journey in B2B environments. In reality, it's a tangle of interactions, people, content, etc. It's important to remember that when it comes to closing a sale or business transaction, the decision rarely rests with one person. But in B2B transactions, up to 10 people are involved in the decision process.

ABM turns the traditional sales funnel on its head. Instead of waiting for visitors to a website, or those who see an advertisement, to become interested in your product or service and become prospects in exchange for something, we have to go the other way around. Focusing on a few of them from the beginning, devoting all our efforts to them. Theory tells us that if we eliminate all the poor quality leads, we will be more effective because they will not lead to a sale. This is the basis of Inbound Marketing, "catching" potential, but what happens is that we catch too many, we have to manage them and the quality of the leads is never what we expected.

From my point of view, I don't think ABM is better than Inbound Marketing or vice versa, I think that we shouldn't compare, but that, although being 2 different marketing strategies, they fit perfectly. For example, Inbound Marketing helps a lot in closing deals in small and medium-sized companies (and also in large ones). Also, many times a way to start a business process is through Inbound Marketing, and when we detect a model (interested verticals) or a qualified lead that has shown some interest, we rely on an ABM strategy to get the closing.

ABM⁶ marketing is focused solely on accounts, not industries or company profiles (but accounts within those industries). ABM is specifically focused on those accounts. Instead of launching large-scale campaigns that attract countless users, we target only those who are most likely to convert, using personalized campaigns to engage them. ABM targets both prospects and customers who have already converted. Its goal is to "land and grow" through campaigns optimized to attract new customers and grow existing accounts. ABM is used to attract, develop, retain and build loyalty.

⁵ **Gartner Glossary**, «Gartner Identifies Four Ways Account-Based Marketing Can Improve B2B Personalization Execution at Scale», 02/12/2020, <https://www.gartner.com/en/newsroom/press-releases/2020-12-02-gartner-identifies-four-ways-account-based-marketing>

⁶ Ibid

Strong alignment between sales and marketing⁷; With ABM's focus on accounts, marketing ends up speaking the same language as sales, resulting in better alignment between the two areas. There is no more talk of poor quality marketing leads, because by jointly defining the objective between sales and marketing, there are no more excuses. We only approach those who have a real probability of conversion and who fit our target audience.

What do customers see?

Customers see an improved experience. Instead of being subjected to content that is not always interesting, ABM allows us to design specific campaigns for each type of customer. The contact rate is almost guaranteed, because if we have designed the action well, we will hit what the customer may be interested in at that moment. Personalization is very important in any ABM strategy, and I'm not just talking about personalizing a greeting, but also the message, all the content we deliver, the microsite or landing if we put one, the pdf, the infographic, etc.

What are the objectives of Account Based Marketing? We know that, the goal of ABM is to grow your sales and your business in a structured way. But that's the primary goal of most marketing tactics. So what's different about Account Based Marketing? ABM is extremely strategic. It starts with a targeting strategy, which will unite and unify the various prospecting tools, both inbound and outbound, sales and marketing, towards a common goal: attracting targeted accounts and growing them into strategic key accounts.

The effects of such customer targeting are important:

- Improve the penetration of accounts already in your portfolio
- Increase team satisfaction by working with customers that are relevant to your business
- Improve business morale by setting and achieving specific goals
- Ensure the satisfaction of your customers who match your ideal profiles and the return on investment of your actions
- Unite marketing and sales teams into one team and avoid internal competition
- Improve your image and reputation through case studies and testimonial

⁷ **Steven MacDonald** «The complete guide (Strategy, Process, Case studies, and trends of ABM) », 9 November, 2020, <https://www.superoffice.com/blog/account-based-marketing/Submit/#respond>

Indeed, when I contacted **Edicom**, a communication and marketing agency of 50 employees, specialized in digital marketing, redesign and maintenance of e-commerce sites and social networks, this SMB had just redesigned its website. Their digital strategy in terms of customer targeting was in its infancy, but they were aware of their weaknesses and the adoption of ABM was to enable them to better handle direct marketing with their customers. Going forward, Edicom's SEO, subscriber count, inbound contact count, and brand awareness had never been higher, thanks to the combined efforts of the entire marketing team. But since 2017 Edicom has gained notoriety thanks to a quality address book, recognized in-house expertise, and dozens of successfully completed projects. Nevertheless, their digital strategy is almost non-existent in that they give very little importance to their marketing department. Their priority is digital communication and website creation, and they don't want to devote time or resources to a department whose activities are not billable.

I therefore found it interesting to focus this thesis on the difficulties encountered during the Edicom experience, in order to answer this eminently current problem:

B2B: why and how to undertake account based marketing while controlling its ROI?

To do this, we will start by defining account based marketing, its evolution, its forms, benefits and channels. We will see how B2B companies have been able to influence its development and accompany in a professional evolution. We will conclude this first chapter with the steps to follow when applying ABM. Then, we will question the place and the importance to be given to ABM within an SME, by detailing the difference with inbound marketing. Then we will give the main indicators to follow for an efficient results measurement, and we will explain at the end of the chapter how ABM can help large businesses. Finally, we will discuss how Edicom is applying this ABM approach, refocusing on the user and customer satisfaction, rather than on numerical results. We will conclude this paper by suggesting a guide to actions that could help you successfully achieve your goals, without incurring financial losses through examples.

PART I: GENERAL AND THEORETICAL FRAMEWORK OF ACCOUNT BASED MARKETING

Introduction

In this first part, which we have devoted solely to the theoretical study, we will try to explain all of the points related to the theme. To this end, we have chosen to begin in the first chapter with generalities on marketing approaches, first clarifying the notion of ABM and the different classifications and subdivisions of the latter to avoid any confusion related to the framing of the topic, and then to talk about its benefits, its stages, as well as the responsibilities of the marketers in the SMEs.

After having explained the general context of the ABM, we will enter in a second chapter in the mission is to compare with other marketing approaches to know the inbound marketing which constitutes the object of our memory, while starting with a definition of the term, its aspects and its objectives, then we will speak about the process of closing of the accounts, to finally explain in short the fundamental elements of the account based Marketing.

Chapter 1: Introducing the Basics of Account-Based Marketing

A. About Account Based Marketing

a) General concepts of ABM

Even today, the definition of the term "Account-Based Marketing" is unclear to many, the most common idea being that ABM is a B2B marketing approach that primarily targets the most qualified prospects (prospects likely to generate large revenues for the company) through specific sales and marketing efforts. It is therefore important to start by clearly defining our field of study.

Before defining ABM, it is never superfluous to pose a clear definition of marketing:

According to the website Businessmanagementideas.com:

“Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with other”. (definition adapted from the official journal definition of marketing).”⁸

Definition extremely similar to the one proposed by Peter F. Drucker:

“Marketing is much more than sales and is not at all a particular activity: it is an activity that considers the business activity as a whole, apprehended from the point of view of its final result, i.e. the point of view of the consumer. The concern and responsibility of the marketing sphere must spread to all areas of the company.”⁹ Management 1937 p.64

⁸ Definition from the Author « **Philip Kotler** » of the website Businessmanagement <https://www.businessmanagementideas.com/marketing/marketing-definition/20516>

It can be deduced from this that account based marketing (ABM) is a form of marketing⁹ that uses highly targeted and personalized campaigns to win over key accounts. Rather than relying on global campaigns that are supposed to appeal to all your targets, ABM treats individual accounts as markets in their own right.

Instead of filtering out the companies you can sell to, with Account Based Marketing, you start by targeting companies directly. You identify the biggest opportunities early on, then proactively pursue them. This way, your marketing team deals with prospects with a high probability of conversion, and likely to generate more revenue than your overall campaigns.

This way, Account Based Marketing professionals gain in-depth knowledge about their target accounts in order to create content and campaigns optimized for them. This is different from your typical content marketing approach where you are addressing a broader market or audience.

This approach is in contrast to traditional marketing, which consists of creating general campaigns to reach all potential customers in the market. Why is this?

- Because not all customers are the same and in some businesses it is more interesting to focus on the prospects that can generate the most revenue.
- Because companies, in general, waste too many resources targeting prospects that have little chance of converting and/or that will not bring much profit to the company
- Because in B2B, the buying decision is collegial. There are sometimes more than 10 or even 15 people involved in the decision-making process. To increase your chances of converting businesses into customers, you need to take the time to identify and target all of the company's decision makers.



Figure 1: ABM and Traditional Marketing: What's the Difference?

⁹ Nedra Hutton, « Can Your Organization Benefit? », 20 September 2020, <https://blogs.oracle.com/marketingcloud/>

We are indeed dealing with two completely different ways of doing things:

- In **Traditional marketing**, we try to attract the maximum number of visitors to our B2B site and generate the maximum number of leads via the form. To do this, we use content marketing, advertising campaigns, etc. Then, we heat the leads obtained by marketing automation scenarios. This is what we call lead nurturing. At the end of this lead heating process, which is also a qualification and scoring process, the leads are sorted, the "good" leads are identified, those that are worthwhile, those that can bring in a lot of money and/or have a high chance of converting. Finally, the "good leads" are passed on to the sales team, which is responsible for converting them into customers.
- In Account-Based Marketing¹⁰, the perspective is reversed. In fact, we start by identifying the right potential leads. What was the last step in traditional marketing becomes the first step in ABM? Once we have identified the key companies-accounts, we seek to engage them through ultra-targeted marketing campaigns. Once they become customers, we build a strong long-term customer relationship.

In general, marketing teams are overwhelmed by low-value leads. With the Account-Based Marketing approach, this problem is solved at the base. ABM is "**zero waste**" marketing.

In ABM, efforts are focused on identifying key accounts and building strong customer relationships. Rather than publishing blog post after blog post and creating generalized email campaigns, ABM seeks to create content for specific, identified prospects.

b) ABM trends and innovations

In B2B, for complex sales, it is sometimes between 5 and 10 people who need to be convinced within a company and with whom a relationship must be maintained over the medium and long term, as well as data marketing technologies that allow us to identify all of the decision-makers that we target within the key accounts that we have listed.

The objective is to be able to send them personalized messages at the right time so that the decision is made.

¹⁰ Margot Whitney , «Complete Beginner's Guide», 30 April 2019,
<https://www.wordstream.com/blog/ws/2017/11/10/account-based-marketing>

To do this, predictive B2B scoring solutions allow you to analyze visits to a given website, i.e. to know who connects, the company of this person and the content consulted.

In ABM, since the target is already known, if a key person visits a site, contact actions can be triggered (phone call, email reminder, etc.).

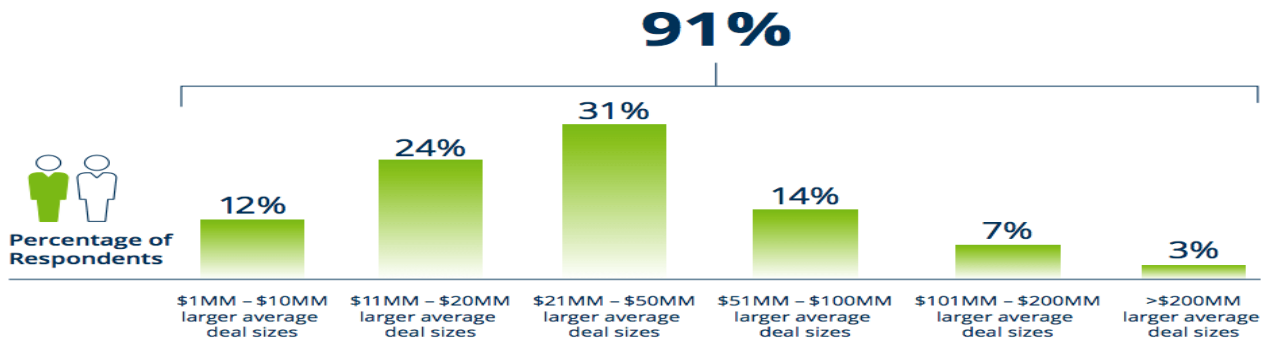
In this sense, ABM content is much more personalized: it is personalized at the very beginning of the conversion journey. Blog posts, eBooks, white papers, infographics, videos, ads, case studies deal with very specific topics designed for a very specific target. In inbound marketing, content personalization comes afterwards, at a later stage, once the prospect has, say, reached the middle of the conversion tunnel. But in both approaches the objective remains the same: to educate and nurture prospects with messages and content until they convert into customers.

The Account Based Marketing methodology is used by more and more B2B companies. The reason is simple: it saves time and resources by targeting only those prospects that are truly likely to convert and can generate the most revenue. A study¹¹ led by **Forrester**, back in 2013, showed that less than 1% of leads generated revenue (in B2B). Things haven't changed since then... In concrete terms, this means that 99% of marketing and sales investments are useless. It is the low conversion rate in B2B that led to the emergence of the ABM approach. According to a study by the Altera Group, 97% of B2B marketers believe that ABM-based campaigns generate a better ROI than others. More importantly, in a study by Sirius Decision's, 91% of companies surveyed indicated that ABM marketing resulted in larger deals on average.

¹¹ SiriusDecision, « State of ABM Study Findings», 2017, <https://intelligentgrowth.siriusdecisions.com/account-based-marketing-leader/2017-state-of-abm-study-findings>

Finding #3: ABM increases average deal size

Our SiriusDecisions Command Center™ data shows that 91% of respondents stated that they are seeing higher average deal sizes with ABM.



SiriusDecisions

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Figure 2: A study by SiriusDecision¹²

That's why more and more **B2B** companies are getting into Account-Based Marketing. According to the same **SiriusDecision's** study, 81% of B2B organizations claim to have developed an ABM program in 2017 (compared to "only" 49% in 2016). An increasing share of the marketing budget is dedicated to Account-Based Marketing campaigns.

"B2B companies with closely aligned sales and marketing departments experienced 24% revenue growth and 27% profit growth over three years." SiriusDecisions.

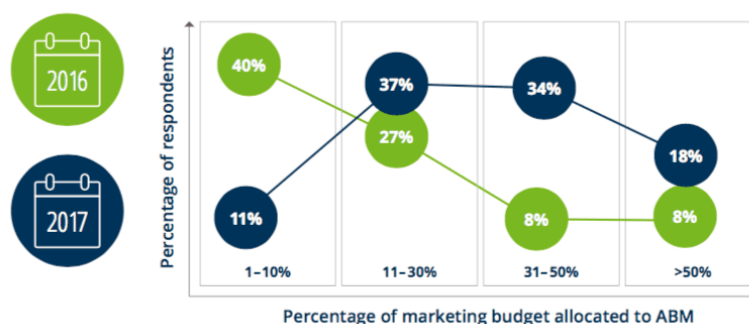


Figure 3:Source: SiriuSource: Sirius Decisions: State of ABM research

¹² Source of the image : Personal screenshot.

c) Who can use the ABM?

Historically, ABM has been focused on large companies. Those with large budgets where a single order can represent a significant portion of the vendor's revenue. However, all B2B¹³ companies can apply an ABM-oriented approach to better selling.

In general, ABM is used when the sales cycle is long (several months or even years between the first contact and the sale) and when many people are involved in the decision making process. Private companies, non-profit organizations, but also associations can use ABM or use some of its tools.

ABM is also a good way to expand your presence in an already acquired account. It allows you to sell to the subsidiary or parent company of an existing customer, or to perform upsell and cross-sell operations.

d) ABM: a strategy that meets the needs of B2B companies

Although ABM is designed for all companies, it is specifically designed for B2B companies. This strategy allows you to:

- Address a business vertical, by personalizing your marketing.
- Develop your sales on key accounts, whether or not they are already customers.
- Attract strategic referrals, which you can mention in your customer cases and display on your site to build your reputation.
- Reduce long sales cycles and the number of contacts.
- Increase the amount of your deals.
- Develop your business in a niche market.
- Make upsell and cross-sell for the complementarity and variety of your services and products.

¹³ <https://www.b2bmarketing.net/en-gb/resources/blog/10-ways-tailor-your-abm-strategy-c-sui>

B. Why adopt Account-Based Marketing (ABM)?

Implementing an ABM strategy¹⁴ can be time-consuming for some companies, and may require coaching and targeted training, especially for employees unfamiliar with this approach. Yet, it is well worth the effort.

➤ **Because it is effective**

With ABM, we aim for efficiency. That is, the potential to convert a suspect into a prospect and a prospect into a customer. To achieve this, we must focus on the quality of prospects and contacts, not on the quantity of leads generated.

This focus means that internal resources are not spread thin. We focus only on a precise objective: prospects who are really likely to buy your solution or to promote it internally (influencers / decision-makers / purchasing committee).

➤ **Because it allows you to optimize your conversions**

With ABM, leads are accurate and better defined. Personalization is pervasive and by the time the sales team comes into play, prospects have already been exposed to highly relevant content and are much more likely to convert. With a high degree of personalization, account-based marketing is a high potential ROI strategy.

➤ **Because it promotes smarketing¹⁵ (sales and marketing alignment)**

ABM requires an alignment of marketing and sales. This means more collaboration and less silos. Both teams must work closely together to identify target accounts, develop messaging and outreach tactics, and track campaign progress.

➤ **Because the return on investment is there**

All the studies prove it: ABM delivers a higher return on investment than other types of marketing. And the reason is simple: by focusing on accounts that can generate revenue over the next few months or years, your resources aren't drained on low- or no-value lead generation. In the end, every action and every task is part of a clear, shared goal.

¹⁴ Source: <https://www.growdigitally.com.au/blog/why-should-your-company-adopt-account-based-marketing-abm-benefits-is-abm-right-for-your-company-abm-strategies>

¹⁵ Source: <https://www.wordstream.com/blog/ws/2017/11/10/account-based-marketing>

➤ **Because you save time for your customers**

Your customers are in a hurry and they like personalized experiences. They appreciate not having to waste time presenting their company before a meeting, or receiving a white paper focused on the real issues in their industry or business - not all the generalities they know by heart.

When an ABM salesperson contacts a customer, it's as if he or she is part of the company: he or she knows the problems, the day-to-day situations, the key players and comes to offer a customized solution.

C. Measuring and reporting on ABM success

Account-based marketing is a growing strategy with attractive prospects. In fact, 80% of the marketers questioned in a survey conducted by the **ITSMA**¹⁶ consider account-based marketing to be more effective than other marketing tools.

This effectiveness is explained in particular by the 50% reduction in time wasted in ineffective prospecting by sales teams and the better use of leads generated by marketing, highlighted by a CMIT infographic in 2019.

1. ABM key figures:

It is best to remember Pareto's¹⁷ law, which applies particularly well to account-based marketing: 20% of customers generate 80% of a company's business. In ABM, you naturally target this 20% of your customers

- More than 96% of B2B marketers say ABM has a positive impact on the success of their strategy (**Demandbase**).
- 80% of marketing managers indicate that ABM outperforms other marketing strategies (source: **ITSMA**).
- 65% of B2B buyers say they switch vendors if the vendor does not make an effort to personalize with them (source: **Salesforce**).
- B2B companies with closely aligned sales and marketing departments experienced 24% revenue growth and 27% profit growth over three years (**SiriusDecisions**).

¹⁶ Bev Burgess, « Account-Based Marketing delivers the highest return on investment of any strategic B2B marketing approach. », <https://www.itsma.com/account-based-marketing-hot-topic/>

¹⁷ Source: <https://www.investopedia.com/terms/p/paretoprinciple.asp>

- 50% of marketers have had an ABM strategy in place for more than a year, while 25% started within the last six to 12 months (**Top Rank Marketing**).
- For 97% of marketers, ABM has a higher return on investment than other marketing approaches (**Alterra Group**).



*“Two-thirds of account-based marketers report that their ABM accounts have achieved greater customer success with their solutions than other accounts, and two-thirds likewise say that their ABM accounts are more likely to provide positive references and advocacy than other accounts”.*¹⁸ That’s according to the recent 2018 ABM Benchmark Study from **ITSMA** and ABM Leadership Alliance.

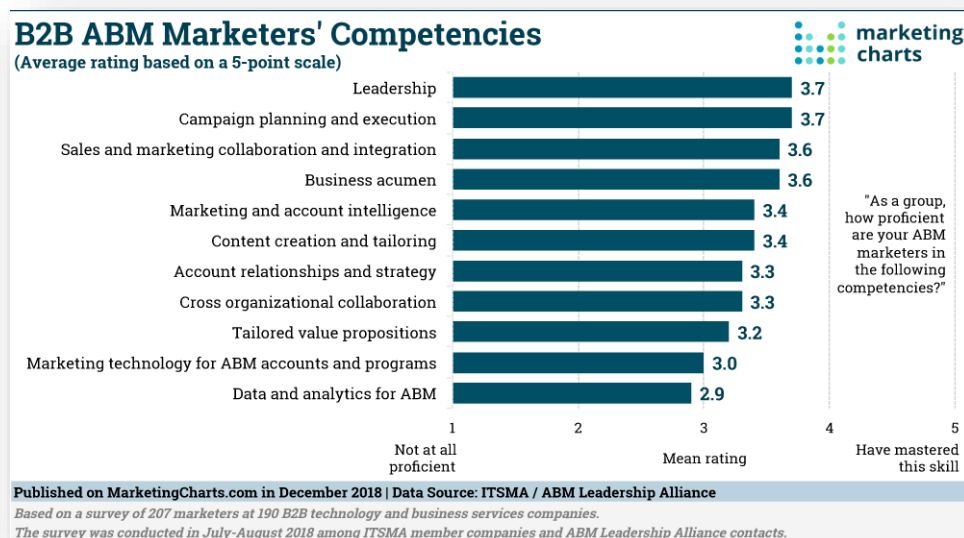


Figure 4: 2018 ABM Benchmark Study from ITSMA and ABM Leadership Alliance.

¹⁸ Marketingcharts, ITSMA, « Where B2B Marketers Need Help with ABM », 12 December 2018, <https://www.marketingcharts.com/customer-centric/lead-generation-and-management-106667>

2. *Some of the ABM Actors*

The emergence of new tools now allows any structure to engage in ABM. It is therefore in the interest of every company to set up an account based marketing strategy, at its own scale, with efficient and inexpensive devices in terms of human and financial resources.

Here are some organizations that work to influence the choice of marketing approaches such as:

ITSMA¹⁹ : A collective association of several dozen B2B marketing experts who, they say, pioneered the ABM concept in 2004.

Adobe Campaign : A solution proposed by the Adobe company to address various issues related to account-based marketing.

Engagio : Founded in 2015 by Marketo co-founder Jon Miller, Engagio is a complete ABM solution.



¹⁹ Source: <https://www.itsma.com/revolution-is-almost-here-2018-abm-benchmark-study/>

D. The three types of ABM

Account-based marketing is a global marketing approach that is then broken down into three more specific approaches, depending on your market and the number of customers or key accounts¹⁹.

1. ABM "one-to-one"

This is an ABM²⁰ approach that is used when the number of key accounts is generally less than 10. The account managers know the client company's operations, internal decision-making processes, key or influential members, and expressed or unexpressed needs inside out. Each account can generate significant revenue and they are all treated as VIPs, given their considerable influence and impact on the company's business performance.

- Low scalability and moderate technology usage.
- Low operating budget.

2. Light ABM (or "one-to-few")

It is a model that focuses on a number of large accounts that range from 10 to 100 on average. It is a little more difficult to know all the companies intimately because of the wider scope of action.

The goal is therefore to focus on known and common issues and to work with adapted tools to detect and identify the decision makers of key accounts, while automating part of the business intelligence work. Customization still exists and according to certain economic criteria and sectors of activity.

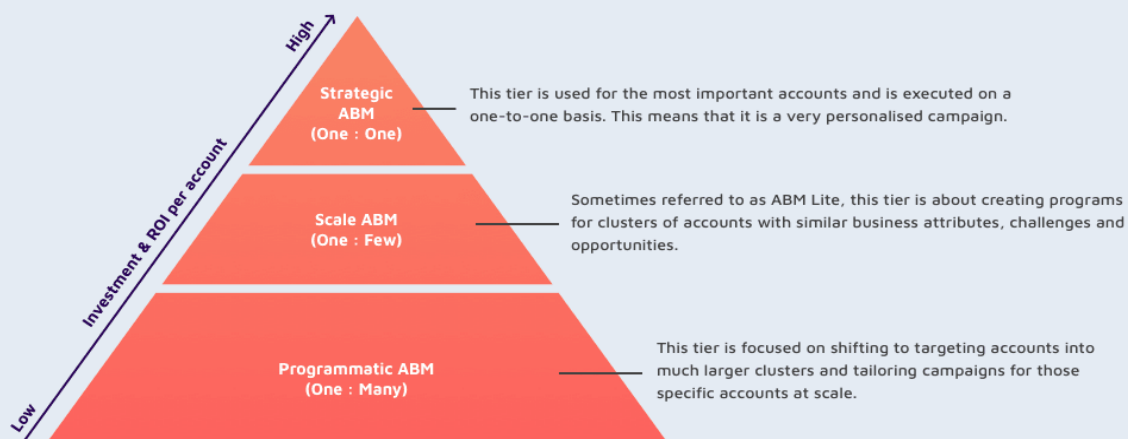
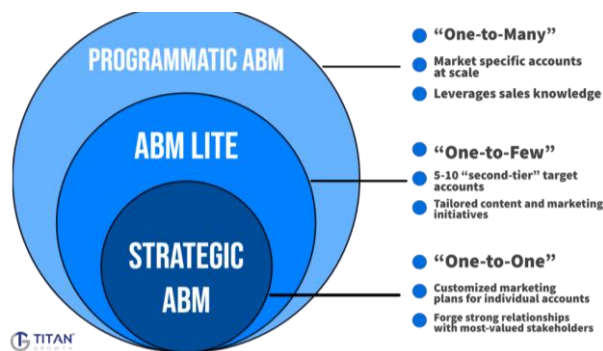
- Moderate scalability and high technology usage
- Moderate operating budget.

3. Programmatic ABM (or "one-to-many")

Here we create a broad spectrum ABM by replicating best practices to key accounts up to **800** or **1000** customers.

The scale is changing: we are acting transversally on an industry or a sector of activity in the broadest sense, because it is no longer possible to focus on individual customers. We are entering the era of artificial intelligence and machine learning, which are able to do the work of research and data consolidation. Messages are sent automatically to get the right messages to the right people at the right time.

- High scalability and very high technology usage.
- High operating budget.



Source: ITSMA

Figure 5 :The three types of ABM by ITSMA

²⁰ Source : <https://xgrowth.com.au/account-based-marketing>

E. The Advantages of Account-Based Marketing

By targeting high-value accounts, sales and marketing teams can better personalize their campaigns. Encouraging key members with appropriate marketing messages tends to speed up the sales process, allowing sales to achieve better close rates while signing larger deals more quickly.

In practice, marketing needs to work in tandem with sales so that both teams agree on the most promising key accounts. In fact, companies that use the Account Based Marketing strategy claim that they deliver a higher ROI²¹ than with other marketing strategies in place.

With Account Based Marketing, companies also offer a better customer experience. Buyers prefer personalized interactions, and that's exactly what ABM enables.

Providing targeted content and messaging takes a lot of upfront work, but customers will recognize and appreciate it. It also allows you to avoid wasting time and resources on customers who won't add value.

Let's look at the 5 main benefits of this original marketing approach:

1. Budget efficiency (better leads, less "waste")

The Account-Based Marketing approach, as we have seen, is a marketing targeting approach. It allows marketers to spend their resources (financial, human and technical) more efficiently, by designing campaigns and programs specifically optimized for specific "accounts". In traditional B2B marketing, money is spent on acquiring as many leads as possible - and only afterwards on qualifying them. As a result, many - and often a majority - of the leads are poor and will never lead to sales. In the ABM methodology, quality leads are identified upstream. All resources are invested to engage these leads, and only these leads.

²¹ Sangram Vajre, «**Terminus** », in « Account-Based Marketing for dummies » - 2 edition, Published by: **John Wiley & Sons, Inc.**, 111 River Street, Hoboken, NJ, 2016.

2. The alignment of marketing and sales

One of the first²² steps in implementing an Account-Based Marketing program is to bring the marketing and sales teams together and have them work together. Account-Based Marketing implies an alignment of the two departments, if only to jointly identify the accounts on which the ABM programs are based and to monitor them. Furthermore, the ABM approach reinforces the role of marketing in the buying process, forces marketers to have a commercial mindset (thinking in terms of "accounts"), which mechanically improves alignment with sales. Not only does ABM require strong communication between marketing and sales, but it also encourages closer ties between the two entities.

3. Reduction of sales cycles

ABM allows you to send the right messages to the right decision makers at the right time. The time-consuming lead qualification work associated with traditional B2B marketing is significantly reduced. This shortens sales cycles.

4. Acquisition of better leads and more conversions

Account Based Marketing generates better leads²³ by using an extremely high level of personalization. Messages sent are optimized to resonate with each of the targeted accounts. By the time leads are connected to the sales force, potential buyers will have already been nurtured - increasing conversions and conversion rates.

5. Optimizing customer experience

ABM makes ultra-targeted, case-by-case communication possible. In your messages, you can explain precisely how your company can help your potential customers and solve their specific problems. The upstream targeting of accounts makes it possible to highly personalize the messages and content offered. By creating a relationship of trust from the very first exchanges, ABM helps optimize the experience of your prospects and customers.

²²Ibid.

²³Source : <https://www.riverbedmarketing.com/account-based-marketing/>

F. The process of ABM, step-by-step

It is not difficult to understand how Account Based Marketing can be useful in B2B marketing. When you offer a specific product or service that addresses specific problems, it makes sense to target specific prospects. But how to implement an Account-Based Marketing approach? We'll see that it's not that complicated. Here is how to proceed in 5 steps²⁴.

1. Identify target accounts (the ideal customer profile)

It is not difficult to understand how Account Based Marketing can be useful in B2B marketing. When you offer a specific product or service that addresses specific problems, it makes sense to target specific prospects. But how to implement an Account-Based Marketing approach? We'll see that it's not that complicated. Here is how to proceed in 5 steps²⁴.

Logically, the first step is to identify the target accounts, the organizations most likely to buy your products and generate maximum revenue for your company. An ABM process starts with research. There are three sub-steps to this process:

- From your **CRM**^{*} and other databases, identify your best customers, i.e. the companies that are clients of your services and generate the most revenue for your company.
- Identify the characteristics of your best customers, what makes them your best customers. *Why do these customers buy more, more often, longer, generate more margin? What do they have in common?* Answering these questions will allow you to build a profile of your ideal customer.
- Search for companies that share the same characteristics as your best customers, corresponding to the profile of your ideal customer.

The Ideal Customer Profile (ICP) should not be confused with personas. You are not looking to identify individual buyers, but companies, organizations. Your ICP should only focus on the most relevant characteristics of the target organizations. Technically, your ICP will take the form of a description of the target company.

²⁴Source : <https://blog.hubspot.com/marketing/account-based-marketing-guide>

^{*} Customer relationship management

²⁵ Shikha Vashishta, « 5 Steps to Building a Successful Account Based Marketing Campaign », Dec 09, 2016, <https://www.grazitti.com/blog/5-steps-to-building-a-successful-account-based-marketing-campaign/>

Here are some of the questions you need to ask yourself to build a profile of your ideal client:

1. What sector(s) of activity does the target company operate in?
2. How many employees does it have?
3. What is the target company's annual turnover?
4. What is its marketing/sales budget?
5. In which geographical area is it based?
6. What technologies and tools does the target company already use?
7. What is the size of its customer base?

Example of ICP (EDICOM):

*“Our ideal client is a B2B company based in Casablanca with a customer service department of at least 10 people and an ARR of at least 2 million dirhams. Its customer base is composed of Small to medium sized companies in need of advanced support ”.*Najib Belrhazi Managing Director

Once your KPI (ICP) is clearly defined, where do you look for companies that match the profile? On the internet of course: **Google, LinkedIn, Twitter**. There are a lot of platforms to discover companies on the web. There are also a few B2B tools to identify companies, such as **DiscoverOrg, Bombora** or **Mintigo**.

The number of accounts to target depends on the size of your company and your objectives, it can vary from a dozen to a hundred accounts.

2. *Identify key contacts in organizations.*

You need to identify the companies that fit the profile of your ideal client. Now you need to continue your research to find out who the key decision makers/contacts are within these companies. These are the decision-makers and contacts you will target in your content, so it is important to identify them. Marketing content, it's obvious but why not remember it, is aimed at individuals, not companies. A company can't read. The messages and content that you design as part of your ABM program will not only be personalized according to the target company, but also according to the people you are targeting within these companies.

Note that for each target account, you need to identify several key decision makers and contacts. For a simple reason: in B2B, decisions are made in the vast majority of cases in a collegial manner and rarely by a single person. The content produced in the context of an ABM campaign must be addressed to different people within the same organization.

You can get the information on key decision makers and contacts by visiting the target accounts' websites and using LinkedIn. You should be able to find what you're looking for fairly quickly: the people who work at the company and their role in the organization. On **LinkedIn**, you can access all of the people employed at the company via the company page.

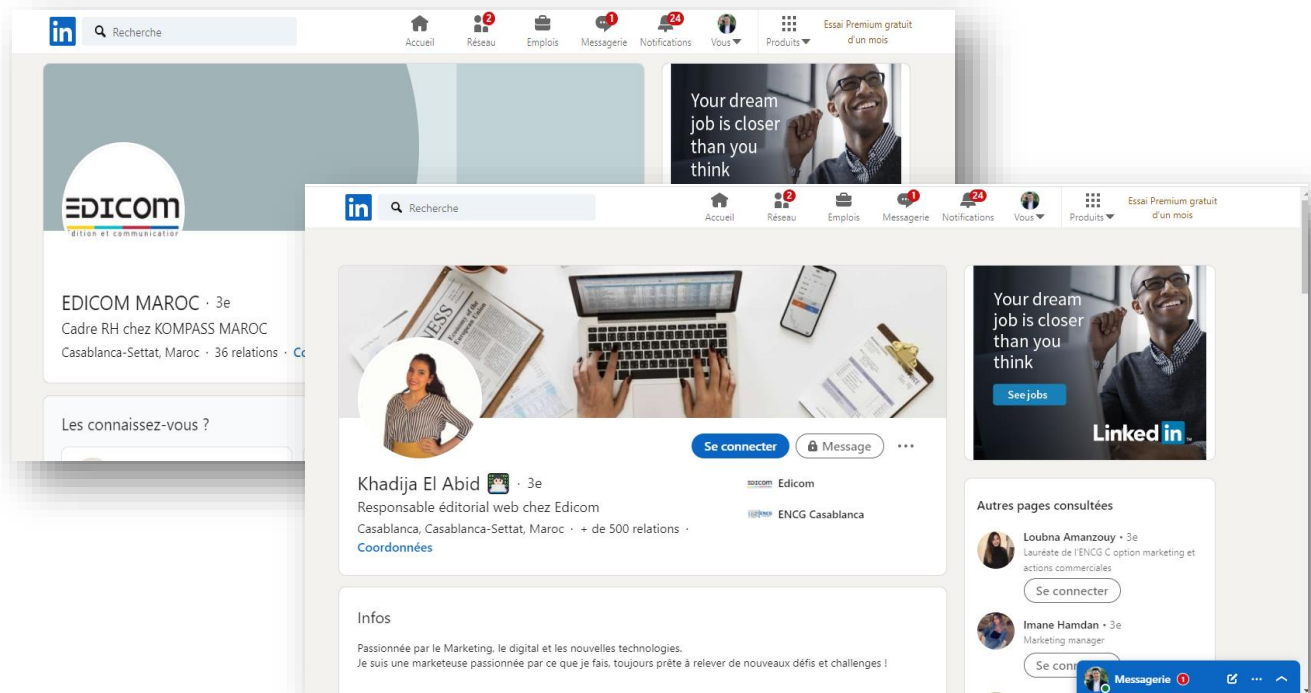


Figure 6: The LinkedIn profile of the web editorial manager at Edicom

Image source: personal screenshot

3. *Create ultra-personalized content*

Creating quality²⁶, compelling and informative content is at the heart of almost every B2B marketing effort. Whether in traditional campaigns or in Account-Based Marketing. There is one difference, however: in ABM, the main goal is to produce high-value content that addresses the issues facing most of the key accounts you've targeted. The content should not be focused on you, on your company, but on the target accounts and their problems.

The goal is to demonstrate to decision makers and key contacts of target organizations that you understand their business, their needs and the challenges they face in their industry. As always, it pays to vary the type of content: blog posts, infographics, videos, eBooks, white papers, research reports, case studies. But always keep in mind that your focus should be on the target company, not you. It's all about producing content that can't be ignored by decision makers.



Figure 7: Examples of types of marketing content

²⁶ Hila Nir on « 5 Steps to Kickstart Your Account-Based Marketing Program»

Source : <https://blog.marketo.com/2017/01/5-steps-to-kickstart-your-account-based-marketing-program.html>

4. Select the right promotional channels

If content is the king of marketing (and ABM in particular), distribution is the queen. Creating quality, personalized content is useless if you don't use the right distribution and promotion channels. Your content needs to reach its target audience. LinkedIn and Twitter are of course two ideal places to promote B2B content. However, a recent study showed that Facebook²⁷ was also a very effective medium for reaching B2B decision makers. In this study, 1,000 B2B decision makers were surveyed. When asked "*Which media do you primarily use to research before making purchasing decisions?*", 24% answered **Facebook**, 17% **LinkedIn** and only 6% **Twitter**.

One of the reasons given by the firm behind the study is that more and more people, especially in B2B, continue to work after their day at the office is over. While B2B professionals spend more time on LinkedIn and Twitter during their office hours, they go to Facebook more the rest of the time (18 days per month on Facebook, compared to 13 days per month for LinkedIn and Twitter combined).

You need to take the time to identify the platforms your targets use the most to reach them in an optimal way.

4.1 Social Advertising

We'll talk about it again in our second part (*Chapter 2 : ABM tools p:41*), but given the omnipresence of social networks in the daily life of the Connected Generation, it's certain that it's to reach its members that brands have started using social media as an advertising channel. Sponsored tweets, Facebook ads, LinkedIn campaigns, paid Instagram accounts....., there is no lack of means to increase the chances of reaching this target of digital natives on their favorite social network. According to Nielsen, social ads offer 55% higher recall results than traditional ads⁶¹.

The Connected Generation is demanding novelty and audacity: they want to be surprised, challenged and amused. They will therefore be receptive to brands that know how to show originality to surprise and seduce them. Nevertheless, we must not forget that this is a generation that has been raised in the culture of "zapping".

²⁷ Source : <https://blog.hubspot.com/customers/hubspot-facebook-ads-account-based-marketi>

Their interest in companies and their products is neither fixed nor long-lasting: brand loyalty has become less and less common now that the competition has become tougher. To continue to seduce them, we must not think about the future, but about instant communication: the exchanges will be rich, passionate, and will tend towards ever more innovation.

It is important to remember that the **C** generation is both child and parent of the web. Born at the beginning of the web, they have grown up with it and have never stopped enriching their culture with the experience of the web, but this web can only be consolidated and extended by the meticulous weaving of the web.

5. Launch the campaign, analyze the results and optimize

We now know the accounts to target, the people to reach within the target organizations, we have created the content and know on which channels to share and promote it. Everything is in place to launch the first Account Based Marketing campaign. The most important thing at this stage is to make sure that the campaigns are well coordinated from one channel to another. Indeed, you will target more than one person within the organization: you must not send contradictory messages or signals to the different target persons of the organization. The goal is that all the target contacts attached to the organization end up with the same opinion about your company, and at the same time.

After a certain period of time following the campaign launch, your marketing efforts will have generated enough brand awareness and engagement from the decision makers that you can move on to the next step and turn these prospects into customers. It's important to regularly refresh content, though, by continuing to produce blog posts, videos, infographics, ads, and social media posts.

This is the key to maintaining and developing prospects' engagement. Educate them in a progressive way by creating new campaigns. Analyze the results of your campaigns well to continuously improve them.

That's how to start using the Account Based Marketing approach. It's an approach that is actually quite intuitive and simple to implement, even if it does shake up certain habits. The objective is not to replace the inbound marketing approach entirely with the ABM approach, but to combine them. The two approaches are not contradictory, but complementary.



Figure6: Terminus How to Implement Account-Based Marketing (ABM)²⁸

²⁸ Source of image : <https://martech.zone/implement-account-based-marketing-abm/>

Chapter 2: Account-Based Marketing vs. Inbound Marketing: What's the Difference?

I. The Basics of Inbound Marketing

Inbound marketing is a form of marketing that aims to be found by potential customers by publishing interesting content that addresses a specific issue. Quality content attracts interested parties to your website. Unlike other forms of marketing, you don't prospect directly by calling people on the phone, for example, or by imposing the brand with aggressive advertising measures, but you encourage potential customers to find the brand because it meets a particular expectation. Since the advent of the Internet and especially social networks, inbound marketing has become one of the main forms of marketing for B2B. In addition to content marketing and **SEO**, email marketing is one of the key elements of an inbound strategy.

Why does inbound marketing play an important role in B2B?

Inbound marketing plays a particularly important role in B2B marketing for two reasons.

Firstly, there are usually fewer potential customers and it is therefore more difficult to identify large target groups. To solve this problem, you have to make yourself visible on Google and in social networks. In summary: it is more difficult to find your customers in B2B, so make sure that your customers can find you themselves!

Second, in a B2B company, more money is involved. The wrong purchase can have serious consequences. Therefore, buyers want to make sure they make the right decision. As knowledgeable Internet users, they won't rely on what you tell them, but will do their own research. By providing resources that answer all the questions, you create the transparency and trust needed to walk your prospects through to purchase.

II. Differences & Similarities

If Inbound Marketing has already found its place in the hearts of many marketers, Account-based marketing is still little known. Contrary to what one might think, it is not a question of choosing one over the other. These two strategies are not so opposed to each other and can even be implemented together. Although they are two different approaches and two different philosophies, they have many points in common.

In short, Inbound Marketing allows you to generate high volumes of leads, which you specify with Account Based Marketing, by targeting your strategic accounts. This way, you reach the whole spectrum and put all the chances on your side!

1. ABM vs IM: What are the differences?

The main difference between ABM and IM is their respective target. Indeed, while inbound marketing draws up broad portraits of the intended targets, account-based marketing seeks to reach the next level of detail:

- Inbound Marketing targets people, these are people in the company such as the sales manager or the HR manager, depending on the product or service sold. This device consists in targeting personas, by attracting them to the company's website. A content strategy is then put in place to convert them into leads, then to make them mature. Inbound marketing is about collecting mature leads in large quantities.
- ABM on the other hand targets specific accounts. This marketing strategy implies to start from the targets, in other words the key accounts, and to decline a personalized strategy to engage them. In order to convert accounts into opportunities, ABM requires personalized content and campaigns, adapted to a specific target.

²⁹Source: <https://terminus.com/account-based-marketing-vs-inbound-marketing/>



Figure 7 :The difference between inbound marketing and account-based marketing

1.1 Difference n °1: How it works

ABM and inbound marketing work on opposite funnel principles in three stages.

❖ Inbound marketing:

Step 1: producing and sharing relevant content at regular intervals, targeted advertising and visitor attraction.

Step 2: lead nurturing, scoring and automation.

Step 3: segmentation, customer journey, conversion and loyalty.

❖ ABM:

Step 1: Identify targets and know who you want to target (specific accounts)

Step 2: Engage: create personalized content and campaigns for these accounts (for companies but also for the personas within the accounts: Account Personas)

1.2 Difference n°2: quality and quantity

Inbound marketing is based, among other things, on the possibility of automating low value-added processes with a Marketing Automation tool. This allows the processing of a large number of contacts. From these generated contacts, it will be possible to feed the sales force at the best time, as the leads mature.

The ABM approach relies more on the quality and high potential of the strategic accounts targeted than on the quantity of accounts to be addressed. It is also more difficult to scale up because it is highly personalized.

1.3 Difference n°3: scalability

Inbound marketing targets a large and diversified market and is relatively easy to adapt to larger scales. Marketing automation, content creation and sharing allow you to develop your scope of action very quickly.

Account-Based Marketing works on a limited target market where the individual effort is important. The sales cycle can be very long (several weeks or several months). Because the approach is individualized, it is difficult to make the ABM evolve or grow without significant effort.

1.4 Difference n°4: the return on investment

For inbound marketing, ROI can sometimes be more difficult to calculate due to the diversity of touch points, the complexity of the customer journey and the lack of real data on conversion factors. Marketing attribution does not cover 100% of the information. ROI calculation is therefore based on a probabilistic method that does not guarantee complete completeness of the reference data.

For ABM, the ROI is much more controlled, because everything depends on spending on a small number of customers. The key KPIs are known: telephone exchanges, demonstrations, presentations, signed or postponed deals... Everything is recorded and documented.

1.5 Difference n°5: Internal organization

In many companies, inbound marketing is generally the sole privilege of marketing (sometimes assisted by communication). In more agile organizations, we talk about marketing (sales + marketing). It is the alignment of sales and marketing teams around common objectives in order to increase sales. In all cases, the goal is to generate leads

quickly and with the help of a marketing automation tool.

ABM requires more cross-functionality and collaboration between sales, marketing, communication, but also finance and production for the establishment of sales proposals. Internal silos slow down ABM and it is necessary that marketing and sales functions are properly aligned.

ABM vs. inbound marketing: summary

	ABM	INBOUND MARKETING
Targets	A few key accounts with a small, identified number of potential customers	An industry or market with hundreds or thousands of potential customers.
Key tools	Personalized content. IP tracking. Social selling. Business intelligenc. awareness campaign on the contacts of a strategic account. Linkedin sales Navigator.	Marketing automation platform, content marketing, email marketing, lead nurturing, lead scoring.
Key players	Marketing and sales mainly,finance,production,and legal in support.	Marketing mainly and communication in support.
KPI	Quality of targeted key accounts.	Quality of leads generated.

Figure 8: The Basics of Inbound and Account Based Marketing.

2. ABM vs Inbound Marketing: What do they have in common?

If we had to mention only one point in common between Inbound Marketing and Account-Based Marketing, it would undoubtedly be the content.

In Inbound Marketing, the content is distributed on a blog or media, on social networks, proposed in a newsletter. An efficient internal link to a landing page with a form allows to capture the contact's email address.

In Account-Based Marketing, the content is specifically aimed at a company or a sector of activity, demonstrating that your organization has perfectly understood the expectations and that it has an appropriate response to the problem encountered. The content will be the element that will open the door, that will create the first interaction. It can take different forms, be accessible online or sent physically to a contact. It is your Door Opener!

2.1 Content

A pillar of both Inbound Marketing and ABM, content marketing consists in creating informative and interesting content for your prospects. In addition to creating a link with your audience, this strategy develops your company's visibility on the web. While inbound marketing produces generic content for all sectors, ABM offers personalized content. Your inbound content can then be adapted and personalized for your ABM strategy!

2.2 Marketing automation

Marketing Automation allows us to generate more leads and close more deals by automating and industrializing our marketing and sales actions. This tool allows us to have a global vision of the website activity, which leads to a better measurement of marketing investments.

From the actions performed by the target (downloading a white paper, reading an article.), marketing automation provides different scenarios. According to these scenarios, a set of actions can be automatically planned, such as sending a newsletter or an email to propose an appointment to your target. Both in ABM and in IM, Marketing Automation allows us to automatically and efficiently manage your actions.

III. ABM and Inbound Marketing: 2 complementary strategies

Indeed, ABM plays in the field of "*very targeted, very surgical*", therefore very low volume. On the contrary, Inbound Marketing implies a "mass" volume, it is presented as an inverted pyramid:

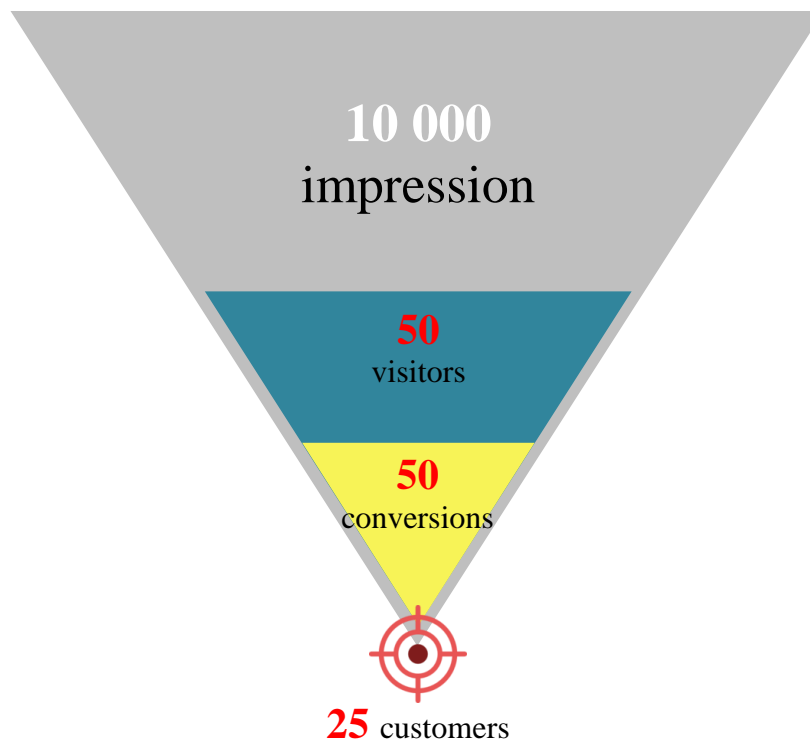


Figure 9 : the essential relationship between inbound marketing and ABM

“Account-based marketing and inbound marketing are ultimately based on the same three-phase system, but in opposite directions”

At the top, a large volume of qualified traffic generated by different channels: (*Organic results on Google, Social media like Facebook, LinkedIn, Emailing, Online advertising...*)

A good level of click-through rate (CTR) on these actions is around 5%. This is the ratio of Internet users who click on the links that bring them to the company's website.

Once on the site, about 5 to 10% of visitors contact the company's marketing manager:

- Via a contact form,
- By leaving their email address,

Let's use an example of 10,000 impressions that generate 500 visitors to just one site. So the company must engage in a commercial conversation with 50 highly qualified visitors, of which only 25 will become one of its customers.

It's not a matter of favoring one strategy over another, but of knowing how to use both depending on the target and the moment. This way, a company can reach the whole spectrum.

With Inbound Marketing, it can generate high volumes of leads. With Account Based Marketing, it targets key accounts and can also penetrate a market vertical.

In any case, it is possible to benefit from the good results of an Inbound Marketing strategy and then implement an ABM strategy.

Here are some examples to understand the difference between the two approaches:

- **Example 1:** Use MI to target SMBs (Small and Medium Business) and ABM for specific large accounts that you want to have as references. For example, if you are targeting the ERP³⁰ market, use ABM to target SAGE³¹, CEGID³², DIVALTO. Having them as references will bring other players to you. And, in addition, use Inbound Marketing to target the rest of your market.
- **Example 2:** Use IM for markets where you are already present and ABM to target a new market vertical that you do not yet have as a customer, and for which you think your offer is a perfect match.

³⁰ **ERP:** Enterprise Resource Planning

³¹ **SAGE:** is a multinational software company

³² **CEGID:** Publishing management software for accounting professionals

iv. The ABM tools

Account-based marketing relies on several tools to optimize its functioning. Sometimes, there is one tool per use. Sometimes, some tools are able to do several tasks to meet several needs. Everything depends on the existing technical infrastructure, the company's operating budget and the willingness to test and connect new solutions.

1. Client mapping

Customer journey mapping helps structure interactions, processes, and decisions. In large companies, it can sometimes be difficult to know who to contact to present and sell a solution. Who is involved? Who makes the buying decision? Who influences that decision? What is the relationship between a business unit and the parent company? How are budgets decided?

To find out, the account-based marketing manager needs to know what is going on with the customer. And like a traveler discovering a new region, he needs a map to orient himself. This mapping work is therefore done even before making contact with the customer. This way, when the sales representative enters the scene, he knows exactly where to go.

2. The business intelligence

The goal is to know everything about the client's news and to be on constant watch: press releases, recruitments, calls for tender, new product launches, press articles, annual reports, social networks, etc. There are many sources of information that must be exploited and automated. Some structures have specialized in the activity of tracking contacts within key accounts and work in partnership with agencies specialized in ABM. They bring their technology to meet the needs of their clients.

The simplest and most common is to set up **Google Alerts** that will send notifications according to certain keywords.

One can also use a social monitoring tool to monitor the online activity of key accounts. From a simple **Twitter** list to an advanced automation tool, there are many possibilities. Software can also be used to monitor job changes, awards, promotions and appointments of your targets. Finally, a press review according to certain keywords can also help you to highlight all the interesting content published in the free or paid press.

3. Content personalization via IP tracking

If a customer goes to the website, the company must be made to facilitate his experience and personalize his journey. Using their IP address (the unique identifier of their computer), we can find out who they are and personalize the content of the site. Let's take an example: a client that is a large law firm that works in the medical sector. They should arrive at a landing page with case studies about their industry, with photos and illustrations that highlight the health sector.

What works for the identification of companies also works for geographical origins: your Moroccan customers will have a different page than your Italian, English or Swiss customers.

The company can adapt cultural codes, visuals and trends for each visitor. Creating this emotional connection is important, because it is through these micro-moments that you can build a positive customer experience.

With content personalization, each page has a specific purpose that speaks to the visitor. Generic content disappears in favor of content that is truly adapted to their needs. This strategy that is dedicated to sales promotion is also effective for employer branding. Let's say you open a new office in **El Jadida**. If an Internet user from **El Jadida** visits your page, he will be able to see a special content valuing the city of **El Jadida**, with a message like "Hello Sir, did you know we are recruiting?", while an Internet user from **Casablanca** will only see the generic page.

IP lead tracking

The IP address can also be used to enrich the commercial relationship. For example, when it is identified and attached to a customer, sales representatives receive an alert when he visits the company's website or landing page.

If the customer stays several minutes on a page or navigates through several pages, this highlights an interest. Maybe it's the right time to contact them by phone for example? Or to activate an email marketing campaign or retargeting on social networks.

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4. Targeted advertising

This approach involves online advertising that will only be seen by people in the company or companies it targets. So on LinkedIn, target customers will be able to see its ads to make sure they are thinking about the company. Each campaign can have a specific message to work on the brand promise, reassurance of prospects, quality of solutions offered, etc.

Targeted advertising can also be used as part of a bid response. Since the company has already identified the influencers or decision makers, they will be able to see the ad online. While waiting for the decision to be made, the company reassures and reinforces its brand image by positively influencing potential customers.

5. Social selling

This consists of using social networks to leverage interactions and engagement for business purposes. The salesperson can then use LinkedIn's premium tools to find new prospects and develop their business relationship. With advanced filtering solutions, the network can offer to connect with specific people who may have a role to play in the buying decision. Of course, it is always easier to do social selling using LinkedIn's premium tools like **Sales Navigator**.

However, before getting started, you should first make sure you have a proper online profile: professional photo, clear summary, documented professional background and experience, online activities (sharing content, likes, comments, etc.). On social networks, professional credibility is not to be neglected.

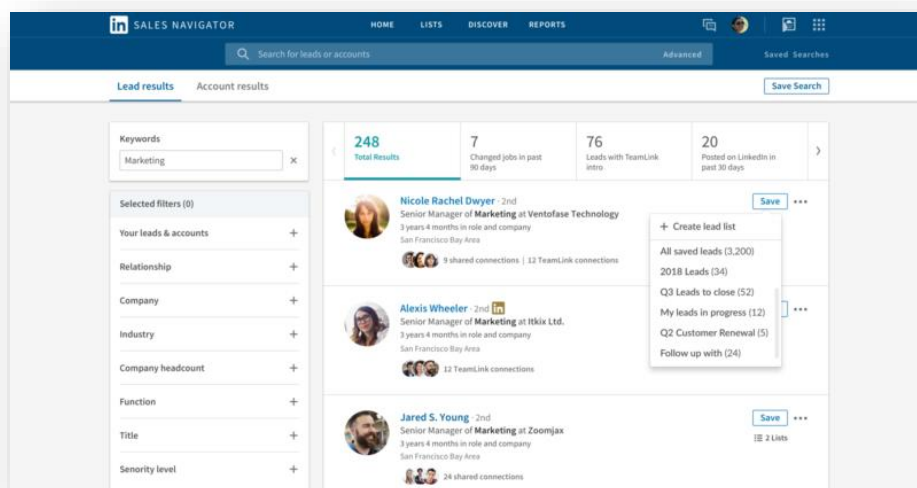


Figure 10 :LinkedIn adds custom list sharing, Salesforce tie-in to Sales Navigator

v. Conclusion

As seen previously, if your product or offer concerns a large volume of customers with a low average basket, favor inbound marketing. If your market is rather niche and concerns large companies, consider ABM.

Account-Based Marketing can be your next step. It will allow you to access new accounts based on a perfect knowledge of your current customer base. Your data is your gold mine. Know how to leverage it.

If you're thinking about creating a significant amount of value-added content, it's possible to do so. It is possible to create a customized version by company or sector to launch your ABM.

PART II: PRATICAL PART OF ACCOUNT BASED MARKETING

Chapter 1: ABM best practice activities you should follow

I. Presentation of the company

Company :	EDICOM SA	
City :	Casablanca	
Country :	Morocco	
Manager :	Mr. Najib Belrhazi	
Activity :	Marketing , Communication , media , Website...	
Website :	www.edicom.ma	
Capital :	1 299 000 Dhs	
Year of foundation :	1989	
Number of employees :	50 - 70	

❖ Description of the company

Edicom is committed to supporting small and medium-sized businesses in their development by being the information partner of professionals through the collection, processing, updating and dissemination of key information on professionals. With more than 4500 local and national advertisers, Edicom covers all sectors of the Moroccan economy and maintains a unique relationship with small and medium-sized businesses as well as with major advertisers by being an indispensable tool for bringing professionals together.

At **EDICOM**, there are four employees in the initial office, and although they all have different jobs and specialties, they have one activity in common: maintaining and enriching the Edicom website and blog as well as its social networks. Also, the whole "connected" part of the company.

So there were:

- Fatima Zahra Ouardi , 26 years old, Marketing manager
- Ali Doulfakar, 28years old, Digital marketing Sales
- Fatima Hourmat-Allah, 30 years old, Data Consultant
- Khadija El Abid (The person that I contacted.), 23 years old, Content Manager

The profiles are heterogeneous as much in the age as in the occupied positions. Thus, Mrs. Khadija EL Abid has acquired a notoriety in the editorial responsibility of this official of the company, thanks to her blog, which lists tips, reviews and analysis of everything related to the Marketing solution, also because she had the ability and desire to contribute, as much as a moderator as an author.

Ali is an e-commerce consultant who was recognized at EDICOM as a UX (User experience) specialist. However, he has never done any studies or training on user experience. Nevertheless, he has kept an active watch on this sector on social networks and specialized sites, and he has trained himself to reach a level of expertise that is sufficient to intervene with credibility and confidence on these subjects with his clients. He also has a huge presence on Instagram, LinkedIn and Twitter, where his professional thoughts are mixed with more personal posts and images. He regularly did "Livet" for Edicom, meaning that he was in charge of commenting live on the conferences he attended at the e-commerce shows the company sent him to represent them.

Finally, Fatima represents a partial counter-example. Young, accustomed to new technologies and using them daily and thoroughly in her work, she is nevertheless not fond of social networks in her personal use. True, she has a Facebook and Instagram account, but updates them only very sporadically and does not adhere to the concept of an overly connected life.

She is happy with this choice and only uses her smartphone for very basic and intermittent use: calls, sms and photography. Nevertheless, she is the one who initiated Edicom's database strategy (MySQL) by implementing Inbound Marketing and Marketing automation measures, by putting the blog back at the heart of the company's concerns, by developing clients' viral Data partnerships, etc.

As for me, I am part of the Y generation and perfectly fit the profile of the Connected generation: showing a great appetite for new technologies, doing a daily watch on the subjects of Artificial Intelligence, e-commerce, mobile technologies or digital marketing, I am constantly connected to social networks via my phone, and I chose my professional path according to this very particular affinity with digital. Active since I was ten years old on different forums, these personal activities have strongly contributed to my professional development and to the progressive refinement of my web marketing skills. Main editor of the blog, I was also community manager of the different accounts.

We can therefore see that the four profiles are very different in terms of age, background and professional skills. However, they are all linked by a daily practice of digital in the work environment, which can take root, in three cases out of four.

It is certain that we cannot claim to be representative of an entire generation simply by analyzing our profiles. Nevertheless, it can at least allow us to see a concrete case of the integration of individuals from the connected generation within an SME. In a company like Edicom where 90% of the employees are under 40 years old, this tends to prove that digital marketing skills are much more linked to a particular sensitivity and culture than to a date of birth.

It is also interesting to note that while personal use can help develop a certain digital expertise, beneficial to an SME, it is not a necessary prerequisite either. **Ali Doulfakar** is a marketing manager who provided quality work in digital marketing, so there is no magic formula to develop an effective and relevant digital marketing strategy. Some resources can help to make the implementation faster and more natural, but it is above all necessary, as for any business strategy, to be rigorous, organized and logical.

Also, there is no point in starting with nebulous technical implementations, digital marketing requires to proceed by steps. After the "For who" and before the "How", it is essential to think about the "Why".

II. EDICOM: THE ABM? More effective than all other Marketing techniques!

This is what almost all (**46%**) of the marketers who responded to this study in Morocco said. Impressive!

Could Account-Based Marketing or "ABM" be the new martingale of sales prospecting?

How they implement this type of approach at EDICOM?

Some Moroccan agencies consider Account-Based Marketing as the replacement of Inbound Marketing, in the sense that we no longer address personas, but accounts.

Engagement is done through personalized campaigns, which translates into a kind of inversion of the traditional conversion funnel.

A. ABM according to EDICOM:

Account-Based Marketing is based on the definition of a Target Account.

It consists in creating an individualized content marketing campaign for each of these accounts with a high commercial stake, capable of generating a significant ROI.

A Target Account is not necessarily a large group; it can also be a SME or a small business whose needs coincide perfectly with your offer.

Conversely, even when you are a small company, you should not hesitate to "attack" a large company by cleverly using channels such as your blog or your social networks.

1. Step 1: identify your Target Account

At EDICOM, people are specialized in the implementation and development of marketing strategies.

To best illustrate what Account-Based Marketing is, we will take the example of a highly visible company, **EDICOM** Group, and we will define an ABM strategy to make them aware of Inbound Recruiting.

Let's specify that EDICOM is not (yet) part of the companies that advertise on TV, and that this example will be used as a study! (I promise you an article from **Oracle**³⁴ on this subject)

EDICOM Group is a company that puts a lot of effort into developing its employer brand.

So much effort in fact that it dominates the other digital marketing companies in Morocco in the ranking of companies where it is good to live.

Nevertheless, like all the companies of the moment, they face some recruitment difficulties in sectors in tension like IT or some commercial profiles.

I also noticed that their career site offers very good employer brand content:

(like the page "Our expertise").

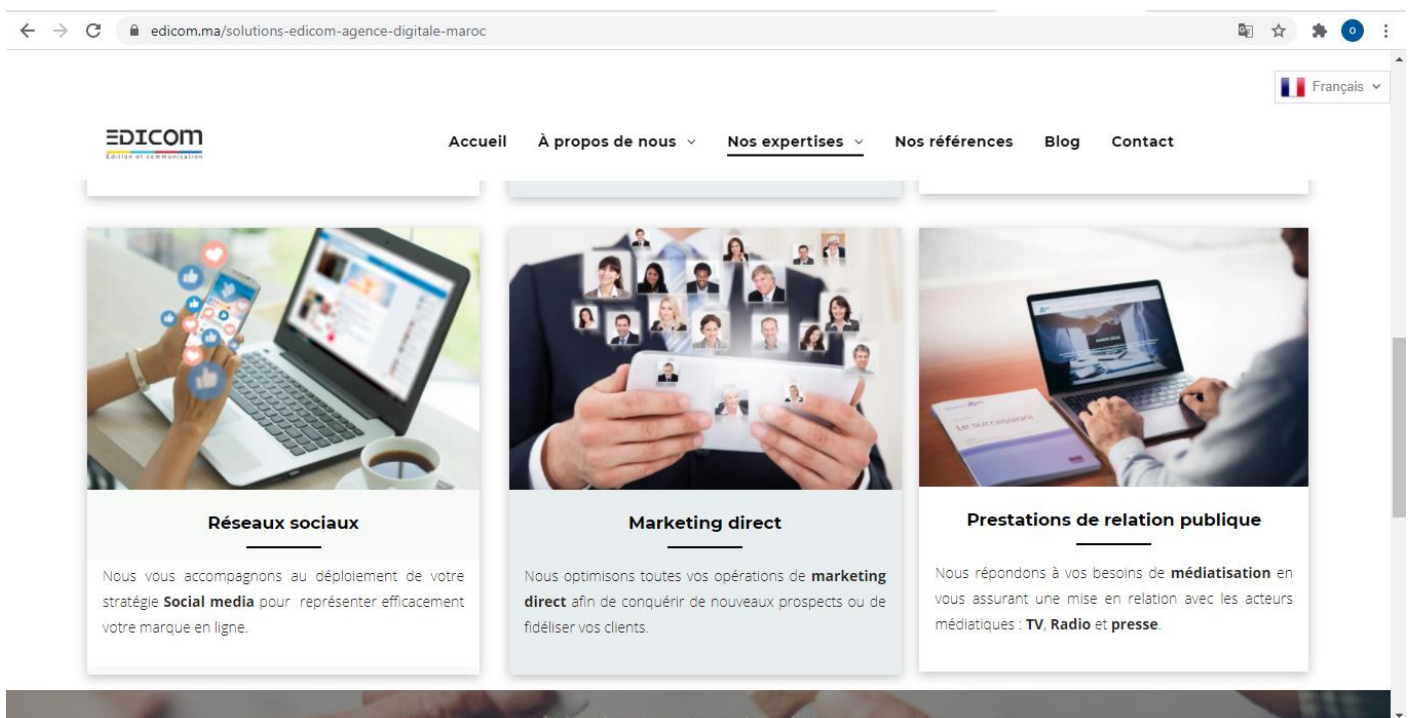


Figure 11 : EDICOM's website includes digital content.

³⁴ <https://www.oracle.com/cx/marketing/account-based-marketing/>

2. Step 2: Monitoring

The second step of the ABM process is to get regular information about the Target Account.

Following the activity of the company in question allows you to better understand its issues and needs related to your products and services.

In the case of Inbound Recruiting and EDICOM Group, it is essential to find out about the recruitment methods used and the communication carried out by the latter.

In addition to the website, social networks and monitoring activities are excellent ways to identify the strategies implemented by the Target Account.


Whether it's Twitter or LinkedIn, social networks are very useful in inbound strategies.

For example, subscribe to the LinkedIn account *@Edicom* and create, thanks to the monitoring tool of the Hubspot platform, a personalized stream to follow all the news necessary to understand the Target Account.

Here is a personalized stream to follow a job offer, to follow the recruitment actions:

Stage pré-embauche Chargé Marketing Digital

ENREGISTRER

 EDICOM SA
Casablanca (+ 1 autre)

Postuler sur Emploi.ma

Postuler sur Neuvo

Postuler sur Jobrapido.com

🕒 il y a 18 jours 📁 Stage

Missions :

- Établir la feuille de route des projets digitaux.
 - Définir les stratégies Web Marketing et piloter les différents leviers de webmarketing (SEM, SEO, display, réseaux sociaux...)
 - Réaliser des plans de communication et faire des propositions de développement, d'idées nouvelles et innovantes
 - Assurer une veille technologique approfondie et benchmarking
 - Travailler avec toutes les équipes et assurer le bon suivi des projets.
 - Faire un reporting permanent sur l'évolution des projets.
 - Établir la feuille de route des projets digitaux.
 - Création de divers supports de communication (Affichage, Emailing).
-

3. **Step 3: Create and distribute personalized content**

Once the needs and habits of your Target Account have been identified, it's time to create content that will catch their attention. In your content creation process, it is essential to position yourself as a solution provider.

To create relevant content as part of an Account-Based Marketing strategy, you need to individualize the content strategy.

For our example, it may be relevant to do a case study on the communication strategy of EDICOM Group. If you set up different ABM campaigns, a comparative Benchmark of two of your Target Accounts is quite feasible.

Once the content is created, it is now time to distribute it and make sure that the Target Account is aware of it (if it is not already done).

Targeting the social networks that your target frequently visits is essential for the good distribution of your message.

4. **Step 4: Create build a business relationship**

After the content has been distributed, it is necessary to get the Target Account to leave their contact information via a contact form or by uploading content to your site.

This will show that you were able to get their attention by offering quality content, fully calibrated for this.

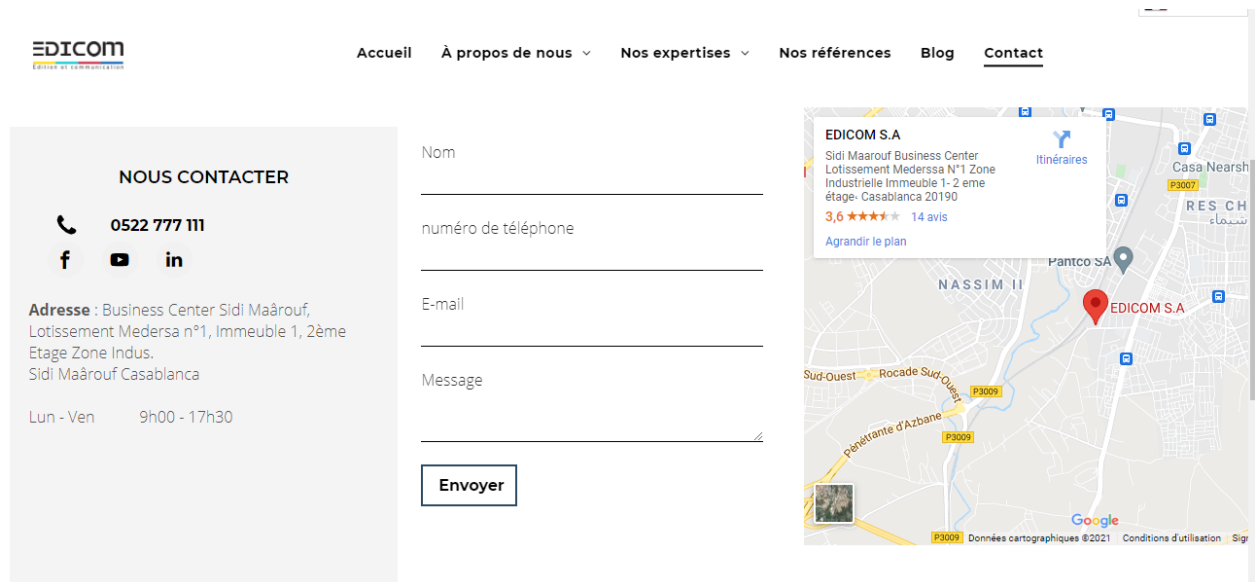
Once obtained and thanks to **Hubspot**, sales and marketing teams will be able to work in cohesion on the same lead. This is the famous Marketing-Sales alignment.

Once the content has been created and distributed, the relationship initiated and the information obtained, you have all the cards in hand to capture the attention of your Target Account.

Without forgetting to follow the activities and the evolution of your target's strategies on social networks.

Continuing this information monitoring will surely allow us to get new ideas for creating ABM type content or developing the relationship with this new prospect.

For example, following the events in which the Target Account participates can be a lever to create a special relationship and maintain it.



The screenshot shows the EDICOM website's contact page. On the left, there is a 'NOUS CONTACTER' section with a phone icon and the number '0522 777 111', social media icons for Facebook, YouTube, and LinkedIn, and the address: 'Adresse : Business Center Sidi Maârouf, Lotissement Medersa n°1, Immeuble 1, 2ème Etage Zone Indus. Sidi Maârouf Casablanca'. Below the address, it says 'Lun - Ven 9h00 - 17h30'. To the right of this section is a contact form with fields for 'Nom', 'numéro de téléphone', 'E-mail', and 'Message', followed by an 'Envoyer' button. On the far right, there is a Google Map showing the location of EDICOM S.A. with a red pin. A pop-up window for EDICOM S.A. is visible on the map, showing the address, a 3.6-star rating, and 14 reviews. The map also shows surrounding streets like 'Rocade Sud-Ouest' and 'Pantco SA'.

Figure 12 : EDICOM's form to attract customers' needs.

B. Discussion

Account-Based Marketing is a strategy that consists of targeting specific accounts that are essential to the company's growth, identifying their needs and creating content to address their issues.

This "One-to-One" version of Account Based Marketing is effective and ensures a positive ROI thanks to the relevance of the content, the performance of the tools and the alignment of the teams.

Analyze, understand, create and bounce back are the key words for the implementation of an Account-Based Marketing strategy.

It doesn't happen overnight.

But it always works in the end, if only to be known by a major player in your market.

Images 'source: personal screenshot, from EDICOM official website

As a Marketing Manager at **EDICOM**, you were responsible for scheduling articles and getting them published on the date you wanted (depending on client availability). This involved setting up a reminder schedule to make sure that contributors were moving forward as desired and finishing the writing by the requested date.

I also had to participate in the writing of articles and wrote one per week (*according to Khadija El Abid*), optimized them for SEO, published them and then broadcast them on social networks and the website.

This represents only a part of the actions undertaken to meet the objectives set by the ABM. Nevertheless, it is important to know that the digital strategy was evaluated and influenced by other departments, not only the marketing department, as we will see in our third axis (The perfect ABM team). There was a real follow-up of the actions undertaken, even if, obviously, the measurement of the results could be refined or improved. However, in order to constantly optimize and rebalance the strategy and its performance, special attention was paid to the honest and objective analysis of the results.

However, in his book “*Digital Communication explained to my boss*”, Yann Gourvennec warns his readers:

« You should not forget that the DNA of your brand, strongly influenced by your sector, will clearly orient your digital strategy, and that if your business is selling digital products or services, your consumers will probably expect more from you than other companies evolving in older or less digital businesses »³⁵

It is a recommendation that may seem obvious, logical and common sense, as one would expect a hairdresser to have a neat haircut or a make-up artist to have a successful make-up, because they are their own showcase and their first customer. However, Edicom, which claims to be a "100% independent digital cocktail maker" and which believes it masters the entire digital chain, offers little consideration for the optimization and work of their own digital presence.

³⁵ Yann GOURVENNEC, *Digital Communication explained to my boss* 2013,

Their marketing department is reduced: a marketing manager (Fatima Zahra Ouardi), a trainee to assist her (Ali Doulfakar), Content Manager without precise specifications since her unofficial change of position.

There is no defined digital marketing strategy. The account based marketing is defined as a "support to the sales", which translates into a lack of autonomy of the service which is satisfied to help the salesmen in limited and immediate marketing-commercial actions. **EDICOM**'s only objective is to sell more services and reach strategic accounts. To achieve this, they do not consider it necessary to establish a precise digital strategy but rather to accumulate what I would call "acts of presence" to sporadically glean views, emails or contacts where a real action plan would have yielded a list of qualified prospects.

I don't remember attending a single marketing meeting or a single report that could have been used to establish the ROI (Return on Investment) of the actions taken, after which we could have re-evaluated the strategy and chosen to change the channel/medium/tool/target according to the needs and our production capacities. When I raised the problem and suggested setting up monthly reporting and review, I remember having

I remember getting the answer *"Why do it? If it works, we can see that it works, and if it doesn't work...well, I guess we can see that too!"*

I guess not. At my first contact with **EDICOM**, the state of play of the marketing department was not very glorious: a blog with a very disparate animation, a presence on social networks not very well mastered and very uneven, no measurement of results, no determined editorial line, a cruel lack of marketing initiatives to reach their target, clumsy and irregular newsletters, etc.

Nevertheless, the most worrying thing in my opinion is not the disappointing results, nor even the lack of a clearly defined strategy. The most worrying is the lack of concern of the management on this subject, and the total disinterest of the CEO regarding the digital presence of his company. It is obvious that in such a context, **Najib Belrhazi** did not have the right weapons in hand to defend the subject.

Transition:

With so many possible tools, channels and forms, it is easy to hastily choose the wrong combination and to end up abandoning the idea of investing in Account-Based Marketing for lack of concrete and correctly measured results.

However, developing an ABM strategy when you are a small business has become a must to ensure the development of your company. It is an obligation that is commonly discussed, especially at trade shows where the "digitalization of companies" is a recurring topic on which everyone seems to agree. But, in reality, we often notice that it is far from being a priority for B2B company managers who prefer to focus on more concrete subjects and whose benefits they see in a direct and quantified way. Indeed, **EDICOM** is no exception. At the end of 2015, **Harris Interactive**³⁶ revealed in a study that 3 out of 10 owners in TPE still consider that marketing strategy can be influenced by other actors and services within the organization.

This is unfortunate because, as we have seen, the marketing department³⁷ can now have objectives in terms of business detected, and even in terms of the volume of commercial pipe or new business signed. The two departments are not contradictory and should be considered in a complementary manner, with marketing serving to attract qualified prospects that the sales department will convince, transform and maintain. But, obviously, digital marketing requires time-consuming and sometimes difficult to understand work, and therefore comes last when it comes to defining the budgets and resources allocated to each department.

³⁶ Source: <https://harris-interactive.fr/>

³⁷Source : <https://www.paprika-marketing.fr/conseil-marketing/difference-marketing-and-communication>

III. The perfect team for ABM

ABM goes beyond simple marketing. It is called Account-Based Strategy. It is also a change of mindset that must permeate the corporate level, as all departments have a role to play:

1. Communication

It is the department that defines the communication strategy, the logo, the graphic identity, the editorial line, etc. The employees of the communication department structure and give a framework to future actions. They may also be responsible for public relations, content production, events and press relations.

2. Marketing

This is the department that takes the developed frameworks and best practices of communication and creates the right campaigns and tools. Marketers list key accounts, create internal procedures, monitor KPIs, implement strategies and manage the most valuable thing of all: data.

3. Commercial

It is the department that is on the front line with the customer, based on the work done by communication and marketing. Sales people must present, reassure, make themselves known and intervene at the right time, until the customer is ready to receive a first quote.

4. Production and customer expert

This is the department that responds to customer needs by making a personalized contractual response that will be presented by the sales person. Based on the needs expressed, they adapt the solution sold from a technical, technological or practical point of view. They generally remain behind the scenes, but work in close collaboration with the sales department.

5. Finance & Legal

It is the service that intervenes at the time of the signature of the contract on the definition of the price and the conditions of sale. The goal is to secure and protect the company, while trying to be as simple and educational as possible. The financial and legal professionals have to imagine all the scenarios that can impact the good performance of the contract and its payment.

6. Customer onboarding

It is the service that welcomes the customer in order to make his life easier. It is the customer's primary contact once the contract is signed. Onboarding professionals must answer all questions, organize the deployment of the solution and anticipate the customer's needs. They should be seen as a one-stop shop that will act as a relay for all internal departments.

7. Customer success

It is the department that works on the long term to keep the customer satisfied. Its journey does not end when the solution has been delivered. It is necessary to train, update and above all ensure customer loyalty - especially in the case of a subscription business - because it always costs less to retain a customer than to go out and find a new one.

Chapter 2: The Future of Account Based Marketing

I. ABM will become more scalable

This ultra-personalized, highly targeted approach to marketing has a bright future ahead of it. The only slightly weak element of this ABM approach is that on the one hand sales and marketing spend their time and energy aligning to create ultra-personalized campaigns, but on the other hand, once prospects are engaged, they are asked to fill out the good old cold form. There's a disconnect between this great personalization of campaigns and keeping the classic form at the end of the line. It's as if marketers are saying to contacts and decision makers in target accounts, "No, we don't want to talk to you right now. Fill out the form first and we'll get back to you when we have time."

ABM prospects are the cream of the crop. It's very awkward to offer them, once you've engaged them properly, a standard lead generation form. Logically, you should roll out the red carpet for them. If not, you should at least allow them to contact you in real time - that's the bare minimum. As you can see, I strongly advise you to deploy a **Chatbot**³⁸ on the website. With a Chatbot, you can also more easily engage with your prospects. By using a Drift technology, you can be notified in real time when one of your key account decision makers visits your site. This allows you to send him a message via the Chatbot during his session (to ask him if he needs help, advice...).

Conversational Marketing – the future of ABM

Therefore, the potential customers that abm brings to you are most likely to buy your products/services, without having to look for various potential customers and narrow down the scope. But what happens when they finally reach your website?

They encountered a boring contact method, which can really be postponed. This is where conversational marketing shines! It is a tool for you to provide a personalized and personalized sales experience that users expect.

³⁸ Akanksha , What is Account Based Marketing and why is it trending?
Site :<https://hybrid.chat/blog/what-is-account-based-marketing-and-why-is-it-trending/>

Conversational marketing is well-known for its Chatbot function and real-time chat integration, which greatly helps to push sales to marketing channels. In fact, 95% of buyers choose a solution provider that can provide them with enough content to help them complete each stage of the purchase process.

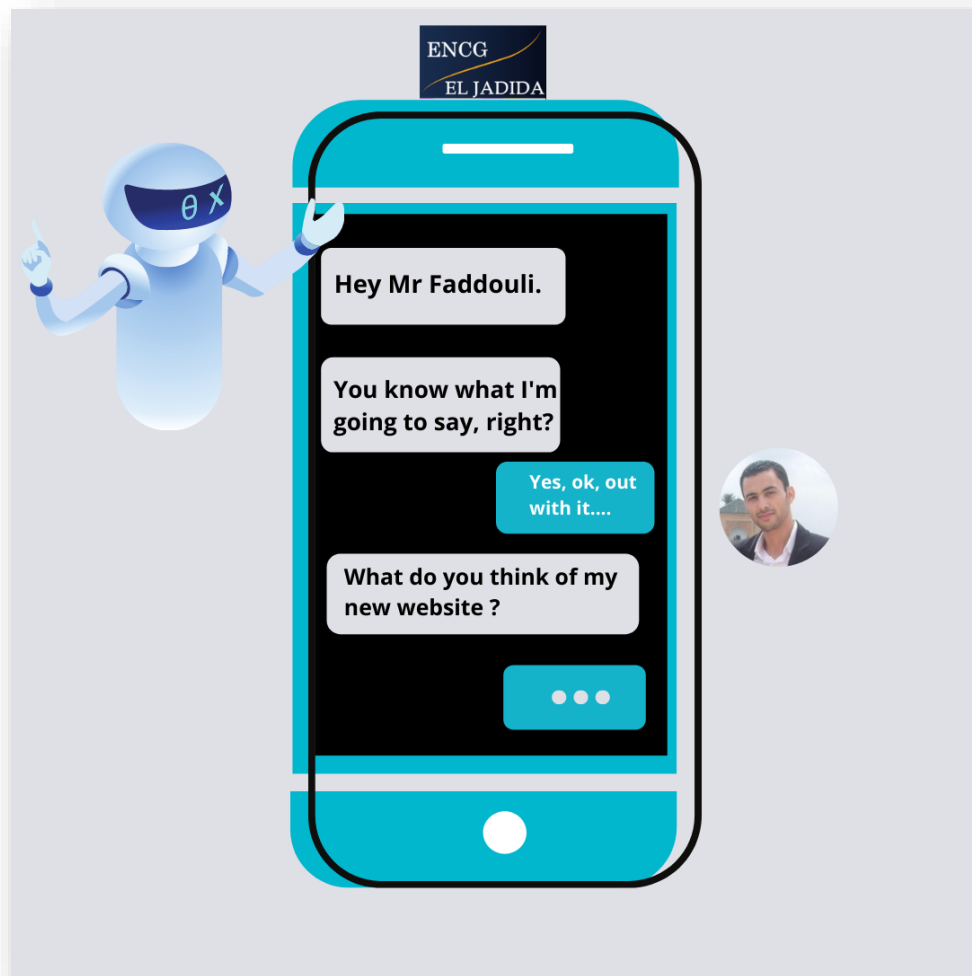


Figure 12 : Example: How the Chatbot works ?

II. ABM case studies

The theoretical principle of account-based marketing is to deploy marketing actions and content individually adapted to the needs and operating modes of a few prospects that have been identified and qualified as potential future key accounts.

In a version that is a little less "one to one" and more "one to few", ABM can be a little less ambitious and personalize the messages and content by industry. This is sometimes referred to as industry marketing.

Account-based marketing practices are most often deployed on a few dozen or a few hundred target accounts.

The principle of personalization linked to account-based marketing is not new in itself. Sales forces and marketing have long sought to adapt offers and sales approaches aimed at certain particularly important prospects through, for example, the use of key account mapping.

On the other hand, account-based marketing practices can be considered innovative when they use personalization or even individualization techniques upstream of the lead management system (personalized AdWords or SEO campaigns, personalized content marketing, account-based advertising targeting, B2B retargeting, etc.). They also have an innovative dimension in that it is now possible to monitor the activities of the managers concerned within the target accounts (appointments, conferences, etc.) in a very precise and constant manner.

Account-based marketing can also mobilize content management platforms, MaaS tools and more or less organized and industrialized social selling practices. The identification of prospects to be targeted can be done using commercial intelligence devices that detect business signals.

Here are some examples of companies adapting ABM as a marketing approach:

- **Volkswagen Group Australia⁴⁰ :**

“One of Volkswagen’s main priorities is to ensure a lifetime loyalty for their customers. At 104 dealerships nation-wide, Volkswagen has used Salesforce to ensure a consistent customer experience, provide analytics which helps customers find the right solutions, and hit a new benchmark - Volkswagen Group Australia now ranks within the top 3, globally, for service.

The dealer networks and the contact service group use account-based marketing to deliver a more connected customer experience, whether they enter a dealership, apply for a test-drive online, or follow through with a sale. These communications are all entered into Marketing Cloud and messaging is delivered that supports each customer at a personal level.”

- **Influitive⁴¹ :**

“Influitive, an advocacy management platform, shared the results of three ABM campaign efforts in The Results Of 3 B2B Account-Based Marketing Campaigns: The Good, The Bad And The Ugly. The sales and marketing teams chose target accounts ranked in Gartner’s Magic Quadrant that could benefit from more customer reviews.

They then sent videos via Twitter congratulating each company on their standing in the Magic Quadrant. Influitive informed these accounts they could move to the upper right (AKA the Holy Grail) of the quadrant with the help of their customers. The sales team saw a high response. Influitive decided to create holiday video campaigns using similar tactics. Those campaigns also did well”

- **ABM postal :**

An example of postal ABM through the use of "relaxation" boxes sent to 50 carefully selected CIOs of potential key accounts to promote a secure cloud solution.



⁴⁰ Source : <https://www.salesforce.com/ap/resources/articles/why-account-based-marketing>

⁴¹ Source : <https://influitive.com/>

- **Surveys: EDICOM**

At **EDICOM**, they usually send an email survey to all clients at the end of a project, in order to collect their level of satisfaction, both on the technical and human levels. They also ask them to evaluate from 0 to 10 the probability that they would recommend Edicom. Afterwards, a graph is made with the results obtained, to have the percentages of satisfaction and recommendation, and they discuss with the sales team and the management to see to what extent the figures could be improved.

To my knowledge, this is not a practice adopted by other companies. In the same way, the sales people were trying to think of asking customers how they heard about the company, to see which channels were most likely to bring in leads, but also to identify which ones to improve.

EDICOM's approach would therefore be a global project, which would transform the company in all its operating modes. It would allow it to stand out from the competition by enhancing the company's internal skills and its digital expertise through a coherent and controlled online presence. But by focusing each actor of the company on the customer and the importance of delivering the best possible service, this new organization also allows to refocus the priority not on the figures obtained, but on the satisfaction generated. This change in perspective will inevitably lead to a change in the ROI measures to be used to evaluate the company's efficiency and success.

III. Towards new forms of ROI measurement

There is necessarily a need to have a return on investment, but perhaps it would be better to try to measure this return in a qualitative way rather than quantitative. Having 500 visits on your site is a good thing. But if none of them are qualified and do not lead to a conversion, the interest remains limited. Having 50 qualified visits, 10 of which will fill out a contact request, is much more advantageous than attracting hundreds of visitors who will realize, once on the site, that it does not meet their expectations or needs.

In addition to statistical and performance reviews, it would be interesting to set up regular satisfaction surveys to identify the expectations and needs of customers and adapt the strategy of the company accordingly - always in accordance with the SEO standards in force.

In the excellent article *Customer data, the cornerstone of digital transformation* of 1m30, Bertrand Lavalou explains:

"Internet, social networks and, more globally, digitalization have undeniably brought new powers to the consumer: their voice is amplified, their influence on other consumers is reinforced and their possibilities of direct - and public - interactions with brands are multiplied. Conversely, never before have brands been able to access the volume and diversity of information about their customers as they do today.

*Exploiting this resource, which has become crucial for maintaining or acquiring a competitive advantage, requires new technical and human resources."*⁴²

⁴² Bertrand LAVALOU, « *Customer data, the cornerstone of digital transformation* », 1m30.com, <https://www.1min30.com/inbound-marketing/les-donnees-clients-pierre-angulaire-de-la-transformation-digitale-84796>

Today, it is possible to use quantitative data, based on the observation of user behavior. This data is necessarily more precise, more complete, more reliable, but above all more representative of customer satisfaction. decisions and actions taken.

We must therefore no longer think of the customer as a buyer linked to a figure, but as an individual with a specific relationship to the company. And how is this relationship expressed? Through his journey on the website, through his actions, his expressed needs, his user information. Once all of this data has been collected, it is important to compile and organize it in a specific place that will be able to differentiate the multiple sources of data. A CRM tool or a customer database are ideal for this.

To analyze this data, we have talked about statistical and quantitative analysis, carried out with the help of free tools (Google Analytics) or paying tools (Monitoring). Nevertheless, with the profusion of data and the complexity of their interpretation, new professions have appeared to give them meaning and try to produce new forms of analysis. This is the work of *data scientists*, *data miners*, *insights managers*...

To conclude this thesis, we will focus on three methods that seem interesting and adapted to a digital SME like EDICOM.

1. Gathering tools

An Account Based Marketing strategy should include tools such as a content management system (CMS), a data analytics solution, an email automation tool and an information management system. Each of these tools plays an important role in the execution of ABM campaigns, as well as in tracking progress.

2. Determine the costs of each campaign

The budget parameters for the ABM strategy must be defined. These include:

- Billable hours for content creation
- Time spent on sending emails
- Costs of tools used
- Advertising costs
- And any other expenses incurred in the implementation of the Account Based Marketing strategy

3. Moving away from purely commercial metrics

Most companies tend to focus on metrics like revenue, conversion rate or lead volume. Obviously, these are important metrics, but you should also explore the opportunities created as a result of your Account Based Marketing campaign.

Indeed, contacts must interact with the company 7 to 13 times before they become qualified leads.

Also think about measuring indicators such as:

- The rate of impressions,
- Engagement levels,
- Sentiment about the B2B company.

Conclusion

Throughout this thesis, I have been quite critical of EDICOM.

However, they are not the only ones to neglect Account Based Marketing and to prefer more productive or more easily quantifiable departments, such as web development or trade. The problem raised in this work even concerns the majority of B2Bs in Morocco, for a simple reason: a B2B manager can often only focus on what seems to feed and maintain his company, that is, on what he sells and what generates revenue. It is difficult to ask them to take risks by disrupting the established system - a system that works well - to completely reform their organization and refocus their priorities.

Yet, a global digitalization strategy would have so much to offer B2Bs, as their revenues could increase tenfold once such a strategy is in place and stabilized. Yet, their customers would be delighted to do business with a company that puts their needs and expectations at the center of their concerns, and that really takes their feedback and opinions into consideration.

But ABM remains a philosophy more than a method, it is important to integrate it into the company's strategy, and to cultivate it at all levels of the company.

As we have seen, Account-Based Marketing aims at quality rather than quantity. For many companies, this is a real paradigm shift when your priority is to get as many accounts as possible into the conversion funnel. If you are in this case, you will need more time and energy to convince your teams and implement an effective ABM.

ABM is not just a marketing plan, it is a strategic focus that will involve all your employees to deliver the best service to your strategic accounts, so it requires coordination and collaboration between your teams.

To ensure the success of Account-Based Marketing, it is essential to define clear objectives from the start, for the short, medium and long term. These objectives must be followed up on, and excellence in the relationship with key accounts must be aimed at.

This turnaround is surely due to the fact that today's marketing start-ups are mostly launched by entrepreneurs from the Connected Generation. The Connected Generation is a generation of image and advertising, but also and above all, a generation of Internet users for whom web browsing has no secrets. They know what they like and don't like to see on the Internet. They know how to differentiate an intuitive user experience from a laborious one.

They know how to determine which companies facilitate their access to relevant and expert information, and which ones push corporate and commercial content only. The Connected Generation, this generation of start-ups, builds the web they want to surf on. They prefer to implement a global digital strategy that integrates all the company's services and tools, rather than a limited ABM strategy that compartmentalizes skills and activities into silos.

The argument is simple: before trying to sell, you must try to make people aware of it. Before trying to sell, you must try to attract. Before trying to sell, we must try to seduce. Three steps that are at the heart of the marketing actions we have analyzed in this thesis. To make known by the production and the diffusion of contents. Attracting through a natural ABM strategy. Seduce through a design and ergonomics thought for the user. This is what makes it easy to recognize start-up websites: sites with a sleek design, fluid navigation, clean content, but with extensive blogs and extremely dynamic social networks. It is only after having captured an audience and attracted customers that these start-ups will grope for a profitable business model and an efficient sales organization.

Of course, there is a But and not the least

If we have taken the time to make this quick review of B2B in Morocco, it is because a "classic" B2B as we have described it - with its strengths and weaknesses - is the exact opposite of EDICOM. The four major causes of failure that we have identified do not affect EDICOM: their services meet a well-identified market need, they are financially stable, the composition of their teams is varied and balanced - if we omit the marketing division - and they are in a very competitive sector but one in which they are well positioned. On the surface, they would have nothing to envy to these fragile and inexperienced digital companies. However, Edicom would benefit from learning from their knowledge of the web, SEO and customer relations, in order to overcome its own weaknesses: a neglected marketing department, a poorly mastered online presence, an uninviting website, a disparate content strategy. Everything a start-up excels at.

Edicom has all the qualities and resources necessary to become a major player on the web, but for that to happen, they need to give themselves the means of their ambition and accept to re-evaluate their positions in order to evolve. The latter had already taken the digital turn - and this, with few means - and the results were more than convincing. The skills and experience acquired by Edicom on this subject could have benefited Morocco, since it only had to combine the two classic marketing strategies (Mass, billboards) to create a new one, anchored in the web and carried by a marketing department with two complementary experiences.

However, due to the lack of listening and consideration from the leaders, all the profiles of the Connected Generation have now left the company. Indeed, ABM is not new in terms of target account marketing. But the strategy is now scalable and actionable enough for companies of all sizes to adopt it and focus on the entire key account lifecycle. Modern ABM solutions help marketers deliver a quality strategic account experience to account leads and contacts by automatically delivering relevant messages across all channels.

Yet, I'm sure that today's buyers demand personalized content and interactions, and the customer experience is becoming a major point of differentiation. The ABM practiced today is radically different from the processes of the past. While implementing an ABM strategy does not necessarily involve significant investment, it does result in increased revenue and strengthened focus and partnerships within the company. The effectiveness of ABM is now indisputable, and this situation is not about to change. With the right tools and an understanding of how to implement an effective ABM strategy for your company, you can create a more personalized experience for your buyers, which will necessarily benefit the entire company.

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Table of Figures

ILLUSTRATION 1 : ABM and Traditional Marketing: What's the Difference?	8
ILLUSTRATION 2 : A study by SiriusDecision	11
ILLUSTRATION 3 : SiriuSource: Sirius Decisions: State of ABM research	11
ILLUSTRATION 4 : 2018 ABM Benchmark Study from ITSMA and ABM Leadership Alliance	15
ILLUSTRATION 5 : The three types of ABM by ITSMA	18
ILLUSTRATION 6 : Terminus How to Implement Account-Based Marketing (ABM)	27
ILLUSTRATION 7 : The difference between inbound marketing and account-based marketing	30
ILLUSTRATION 8 : The Basics of Inbound and Account Based Marketing	32
ILLUSTRATION 9 : The essential relationship between inbound marketing and ABM	34
ILLUSTRATION 10 : LinkedIn adds custom list sharing, Salesforce tie-in to Sales Navigator.....	38
ILLUSTRATION 11: EDICOM's website includes digital content.....	45
ILLUSTRATION 12 : EDICOM's form to attract customers' needs.	48
ILLUSTRATION 13 : Example: How the Chatbot works ?	55

Table of content

INTRODUCTION	1
PART I : GENERAL AND THEORETICAL FRAMEWORK OF ACCOUNT BASED MARKETING	5
Introduction	6
Chapter 1 : Introducing the Basics of Account-Based Marketing.....	7
A. About Account Based Marketing	7
a) General concepts of ABM	7
b) ABM trends and innovations	9
c) Who can use the ABM?	12
d) ABM : a strategy that meets the needs of B2B companies.....	12
B. Why adopt Account-Based Marketing (ABM)?	13
– it is effective	13
– it allows you to optimize your conversions.....	13
– it promotes smarketing(sales and marketing alignment)	13
– The return on investment is there	13
– Save time for your customers	14
C. Measuring and reporting on ABM success	14
1. ABM key figures.....	14
2. Some of the ABM Actors	16
D. The three types of ABM	17
1. ABM "one-to-one"	17
2. Light ABM (or "one-to-few")	17
3. Programmatic ABM (or "one-to-many")	18
E. The Advantages of Account-Based Marketing	19
1. Budget efficiency (better leads, less "waste")	19
2. The alignment of marketing and sales	20
3. Reduction of sales cycles	20
4. Acquisition of better leads and more conversions	20
5. Optimizing customer experience	20
F. The process of ABM, step-by-step.....	21
1. Identify target accounts (the ideal customer profile)	21
Example of ICP (EDICOM)	
2. Identify key contacts in organizations	23
3. Create ultra-personalized content	24
4. Select the right promotional channels.....	25
4.1 Social Advertising	
5. Launch the campaign, analyze the results and optimize	25

Chapter 2 : Account-Based Marketing vs. Inbound Marketing: What's the Difference?	28
I. <i>The Basics Of Inbound Marketing</i>	28
II. <i>Differences & Similarities</i>	29
1. ABM vs IM: What are the differences?	29
1.1. Difference n°1: How it works.....	30
1.2. Difference n°2: quality and quantity	30
1.3. Difference n°3: scalability.....	31
1.4. Difference n°4: the return on investment	31
1.5. Difference n°5: Internal organization	31
ABM vs. inbound marketing: summary	32
2. ABM vs Inbound Marketing: What do they have in common?	33
2.1. Content	33
2.2. Marketing automation.....	33
III. <i>Differences & Similarities ABM and Inbound Marketing: 2 complementary strategies</i>	34
IV. <i>The ABM tools</i>	36
1. <i>Client mapping</i>	36
2. <i>The business intelligence</i>	36
3. <i>Content personalization via IP tracking</i>	37
4. <i>Targeted advertising</i>	38
5. <i>Social selling</i>	38
Conclusion	39
PART II : PRATICAL PART OF ACCOUNT BASED MARKETING	40
Chapter 1 : ABM best practice activities you should follow.....	41
I. <i>Presentation of the company</i>	41
II. <i>EDICOM: THE ABM? More effective than all other Marketing techniques!</i>	44
A) <i>ABM according to EDICOM</i>	44
Step 1: identify your Target Account	44
Step 2: Monitoring	46
Step 3: Create and distribute personalized content	47
Step 4: Create build a business relationship	47
B) <i>Discussion</i>	48
III. <i>The perfect team for ABM</i>	52
1. <i>Communication</i>	52
2. <i>Marketing</i>	52
3. <i>Commercial</i>	52
4. <i>Production and customer expert</i>	52
5. <i>Finance & Legal</i>	53
6. <i>Customer onboarding</i>	53
7. <i>Customer success</i>	53

Chapter 2 : The Future of Account Based Marketing	54
I. <i>ABM will become more scalable</i>	54
II. <i>ABM case studies</i>	56
Volkswagen Group Australia	56
Influitive	57
Surveys : EDICOM	58
III. <i>Towards new forms of ROI measurement</i>	59
1. Gathering tools	61
2. Determine the costs of each campaign.....	61
3. Moving away from purely commercial metrics	61
CONCLUSION	62
BIBLIOGRAPY	65
TABLE OF FIGURES	68
TABLE OF CONTENT	69

ADDRESSED TO DRISS FADDOULI.

ABM

ACCOUNT BASED MARKETING



ABM IS NOT ABOUT JUST GETTING
QUICK RESULTS. IT'S A
TRANSFORMATIONAL PROGRAMME.

OMAROUKAR