

Market-Beating Growth in a Volatile World

How to win in 2023

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Smart marketers will double
down on existing customers

Alisha Lyndon, CEO



The benefits of focusing on existing customers over new ones are well documented: increased profits, higher win rates, and stronger market reputation. Yet, Momentum ITSMA's CBX® study has shown 41% of global businesses are choosing to buy services and solutions from a new provider over an incumbent, compared to just 23% in 2018.

This change in buying behavior is a threat. To deliver on your business objectives it's imperative to double down on your most valuable customers.

For existing customers to continue or increase their spend with you, they have to believe you understand them, trust that what you're sharing is credible, and feel confident that you can add value to their business. They need your expertise and insights.

You can double down on your existing customers in 2023 by:

- Giving them access to best practices
- Helping them to build their internal business cases
- Connecting your content more closely to your customers' needs

Marketing leaders will continue to prioritize talent

Dave Munn, Chief Community Officer

In 2022, what separated high performing organizations from low performers?

Greater attention to talent management. Marketing leaders realized that people were the most important factor in facing adversity and uncertainty.

While the great resignation may no longer be as dramatic in 2023, growth-oriented organizations need to continue to recruit critical talent, develop and upskill existing personnel, and retain key contributors and future leaders.

But people alone won't do it. Marketing teams also need technology, tools, and a supportive culture that prioritizes agile ways of working so they can fully leverage technology and tools to successfully drive growth.

Marketing leaders will be successful in developing talent in 2023 by:

- Making marketing enablement a formal and accountable responsibility and priority
- Investing in talent development, training, and mentoring
- Creating formal career paths so marketers know what's possible and what's next
- Improving succession mapping so the "next leader up" becomes a way of working
- Developing talent around the areas that are harder to find and help drive growth

Growth-focused companies will elevate ABM to stand apart

Rob Leavitt, SVP Advisory

Twenty years into the ABM journey, the discipline has grown from a niche strategy at a handful of tech firms to a pervasive presence across B2B. Core principles have stood the test of time: leading with customer insight, partnering with sales, tailoring customer connection, and focusing on reputation, relationships, and revenue.

But the context has changed dramatically: Market and competitive transformation; digital-first approaches, the deluge of data, and dramatically increased customer expectations.

ABM today is table stakes. B2B customers and prospects expect fine-tuned approaches that speak directly to their specific situation, strategy, and priorities.

To stand apart from the competitive crowd, ABM-ers need to nail the fundamentals and organize for continuous improvement. Whether your program is nascent or mature, the core issues remain the same: Sales and marketing partnership, account segmentation and prioritization, customized engagement at scale, and outcomes-focused measurement.

Standout programs will elevate ABM in 2023 by:

- Strengthening cross-functional leadership to embed ABM as a strategic growth pillar, not just a marketing initiative
- Investing in the skills, culture, and capabilities to optimize contributions and performance across the organization
- Integrating data, insight, and creative to ensure client relevance and connection
- Streamlining tools, processes, and collaboration to accelerate customization at scale

The boldest enterprises will challenge the Challenger Mindset

Adam Bennington, Head of Consulting



These days, it feels like the world is being turned on its head. Whether it's societal systems, institutions, or individuals' values and attitudes, almost every facet of society is being disrupted. While there's no doubt that much of this revolution will ultimately lead to a fairer, cleaner, and more equitable world, there's plenty to suggest the next decade will be extremely challenging.

But today's enterprises are no strangers to adapting and transforming under intense competitive and economic pressure.

Ambitious brands – and marketers – have long embraced the “Challenger Mindset” where an organization isn't defined by its size, heritage, or legacy. Instead, competitive advantage is levered through a commitment to upend the status quo, and to tackle challenges (and realize opportunities) with brave and radical thinking.

But when nearly every company – whether a global leviathans or venture-spawned start-ups – positions themselves as a Challenger, has the label lost its meaning?

If your company espouses the Challenger Mindset, challenge yourself with these questions:

- When the loudest or most radical voice often wins mindshare the quickest, is it more important than ever for an enterprise to realize their own, unique Challenger identity?
- Or, does a Challenger Mindset even matter in a world where everything, everywhere is being challenged and upended?
- In the end, does any of this Challenger blustering matter? What good is a slogan when you can't actually deliver on it?

Partner ecosystems will
provide new growth opportunities

Phil Brown, Head of GTM Consulting

Recently, B2B technology discussions have focused on the transition from transactional partner channels to collaborative partner ecosystems. The hype has often outpaced the reality, but there is evidence that the concept is starting gain some ground.

A few factors are driving this change. First, customers want suppliers work together to deliver integrated solutions that help them meet their business outcomes. Second, the growth of the Service Provider model means channel partners are now involved in the full customer lifecycle and have

an important role to play in customer retention and development. Third, partners have increased influence over technology purchasing decisions, which is shifting the balance of power between vendors and partners.

The result? B2B technology providers need to work collaboratively with their partner ecosystem.

To take advantage of the emerging partner ecosystem, B2B marketers can:

- Rethink partner marketing; go beyond “to partner” and “through partner” activities and include “with partner” activities
- Reward partners throughout the customer lifecycle, not just at point of sale
- Enable partners to build their own value propositions, incorporating the vendor’s product alongside other complementary solutions

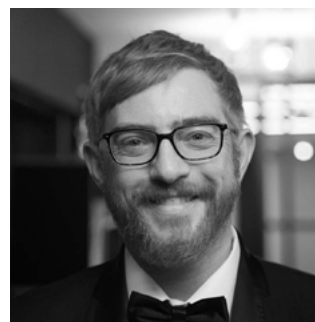
Want to win in 2023?

Remember these approaches to foster market-beating growth



"Your existing customers have to believe you understand them, trust that what you're sharing is credible, and feel confident that you can add value to their business."

Alisha Lyndon, CEO



"Despite prevailing sentiments of weariness, businesses have never been better equipped to effect lasting political, social, and economic change in our world."

Adam Bennington, Head of Consulting



"Growth-oriented organizations continue to recruit critical talent, develop and upskill existing personnel, and retain key contributors and future leaders."

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"It's time to rethink partner marketing. Go beyond "to partner" and "through partner" activities and include "with partner" activities."

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"ABM winners integrate an account-based strategy as a strategic pillar of corporate growth, not just a marketing activity."

Rob Leavitt, SVP Advisory

About Momentum ITSMA

We've helped drive market-beating growth by developing go-to-market programs, embedding Account-Based Marketing strategies and enabling teams to sharpen client focus.

Learn more at momentumitsma.com