

Infosys | Diamond Winner

Scaling and Optimizing Account-Based Marketing

At Infosys, strategic accounts are important, as over 97% of the business is repeat business and the top 10% of accounts deliver up to 80% of revenue. Seeing this, marketing leadership realized that - field marketers needed to become true “business partners” to both sales and customers to drive sustainable account growth, accelerate opportunities, and cultivate customer relationships.

In addition to this mandate, Infosys needed a more focused way to challenge stereotypes and shift its reputation in the mind of its top clients from being just a transactional partner to being an active partner.

To achieve this vision, the Infosys unit and marketing leadership collaborated to identify the top 24 accounts with on-going large deals that had both the potential to grow in revenue and the opportunity to deepen customer relationships. The way forward was showcasing the “new” Infosys to these clients to potentially make them Infosys advocates and ideally leading to more business opportunities.

Within those identified ABM accounts, Infosys sought to engage and influence all the key client stakeholders across all levels, show client stakeholders the “best of Infosys” at every opportunity, and work toward impacting the client’s strategic enablers.

Put simply, Infosys needed to start thinking of ABM in terms of people, not accounts. Infosys did this by leveraging “Unmarketing”: an approach of organically weaving ABM into the fabric of the relationship, rather than ABM being seen as a forced conversation.

Infosys’s Unmarketing strategy was built on three pillars:

1. Personalize the Vision,
2. Revolutionize the Experience, and
3. Humanize the Relationship.

To **Personalize the vision**, Infosys treated the client as a market of one and created a unique visual identity for each of ABM account while articulating the value Infosys offers as a strategic partner. This was followed by custom research-led viewpoints and relevant content for each account and focused digital campaigns around key moments in the customer journey. ABM account workspaces were reimaged and co-branded to highlight the relationship and the investment in the account, which became a differentiator in client visits.





To **Revolutionize the Experience**, Infosys focused on customized relationship building activities. The company positioned its innovative digital services through a modular ABM mix of experiences and design thinking workshops such as a Branded Innovation Day with 13 showcases that were being run at the event. It engaged deeper with C-level client at sporting and hospitality events that were preceded with an experience showcase around Infosys's offerings.

And Infosys used its own platforms and opportunities to help clients tell their stories, such as enabling a client to speak at the World Economic Forum to share his viewpoint on Artificial Intelligence.



To **Humanize the Relationship**, Infosys began by fostering a “one team” spirit, hosting team building activities with clients, focusing on regional growth, and implementing local training and internship programs. To nurture champions within each ABM account, Infosys took a two-pronged approach to awards, first celebrating account level wins internally and also creating external recognition for the partnership. Finally, Infosys collaborated with ABM clients on both long-term and localized

corporate social responsibility initiatives, which has created stronger bonds between ABM account teams and clients.

Infosys quantified these objectives and identified metrics across three specific tenets– also known as the three Rs of ABM: enhancing Reputation, strengthening Relationships, and supporting Revenue.

Infosys's Unmarketing to Transform the ABM Journey program has worked. Infosys has aligned marketing activities with account strategies, inspired customers with compelling content, influenced large deals, and at the same time changed the perception of Infosys to be that of a preferred partner. Examining the key metrics, the numbers show an incredible uptick. Infosys, has gone from operating as an enabler to influencing outcomes at the core.

In the 2020 fiscal year, the program has been credited with \$1.1B of pipeline and \$163M of new wins across 121 opportunities. The program has made it possible for Infosys to engage with 3,781 contacts, 1,409 of whom are CXO level contacts. And client advocacy has increased substantially, with 31 customer speaking engagements and 16 public client testimonials.