

Lead and accelerate growth with ABM

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Global Account-Based Marketing Benchmark findings and more

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Uncertainty is impacting B2B buying

68%

of buyers agree that as solutions have become **more complex and costly**, the risk of making a poor decision has increased

49%

of buyers agree it is **more difficult today** for their organization to make complex technology purchase decisions than it was two years ago

THE SNAKES AND LADDERS OF B2B BUYING

A third of buying cycles are
on the road to nowhere

33%

agree or strongly agree "our
company often **starts** on a
buying journey but ends up
putting the decision **on hold**"

B2B buying today is rife with opportunities and challenges. It's like playing a game of *Snakes and Ladders*...

THE SNAKES AND LADDERS OF B2B BUYING

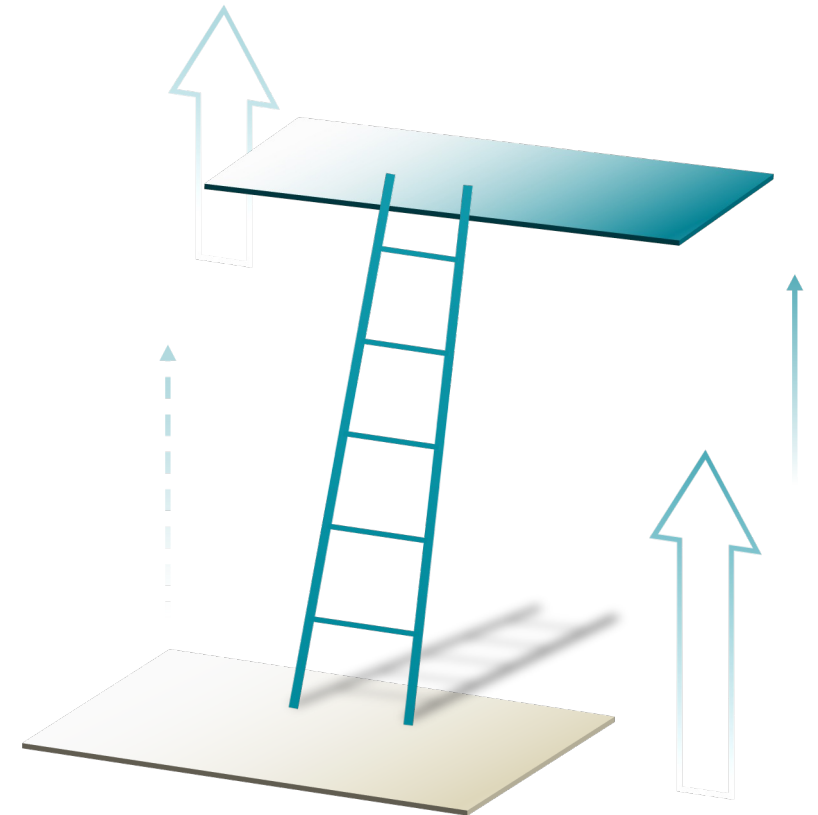
Incumbents hold a strong position

66%

of buyers **purchased from their incumbent** in 2024, up from 46% in 2021

72%

say **high switching costs** have prevented them from switching providers



THE SNAKES AND LADDERS OF B2B BUYING

Switching is hard - internal and external factors create barriers to change

Q. When considering changing providers in the past, how significant were the following barriers to switching? % top 2 boxes (Significant or Very Significant; they have prevented us from switching) N=356

72%

High cost of change

42%

Contractual penalties

66%

Integration issues

41%

Internal resistance

58%

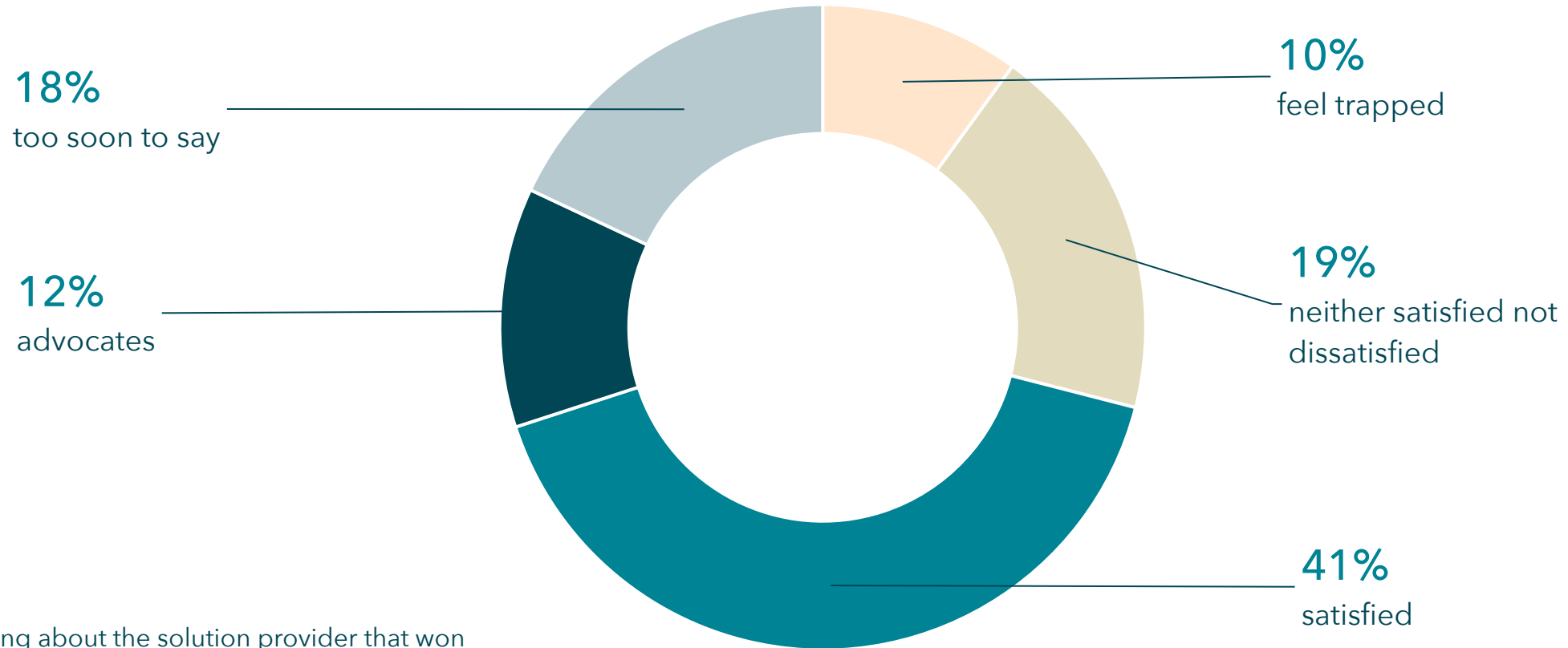
Lack of skills/resources internally

Other

Lack of technology availability, regulatory concerns, skills, and timelines

THE SNAKES AND LADDERS OF B2B BUYING

Beware: only a minority of clients are advocates



Q. Thinking about the solution provider that won your business, which of the following best describes the current situation?

N=370

Buyers leave in search of innovation

Q. What was the primary reason you decided to purchase from a new provider? N=123

Other

Offered a better price; Not satisfied with previous provider; Advised to switch by 3rd party

11%

We wanted to build new relationships

11%

We needed better integration capabilities/to avoid lock-in

13%

We required additional capabilities/a wider portfolio of services

45%

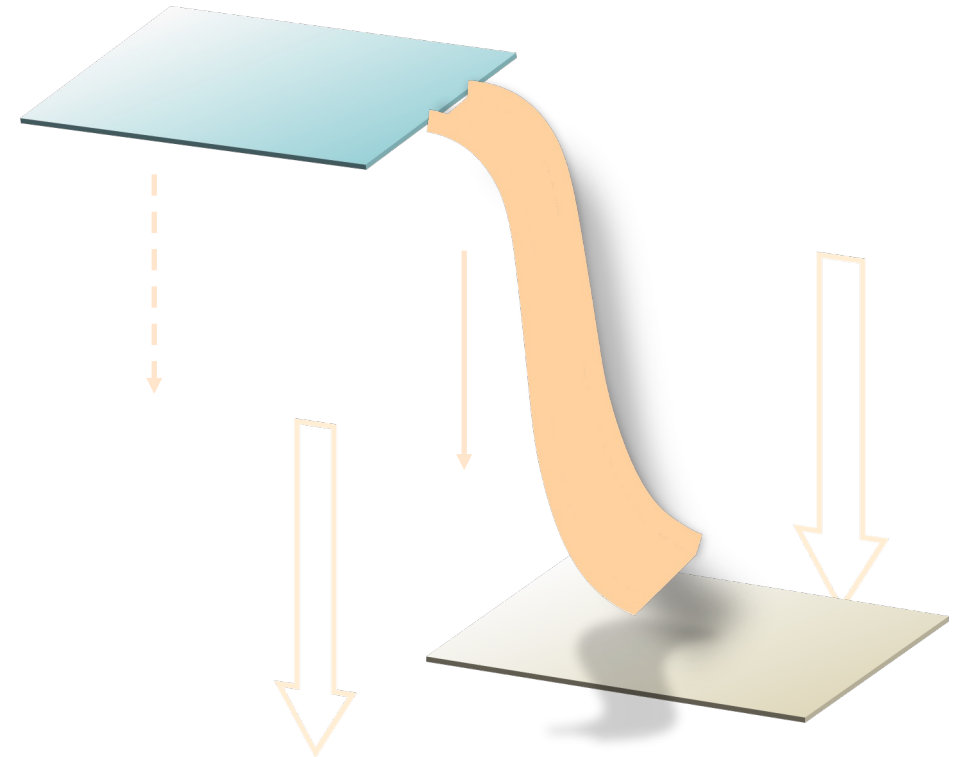
We were looking for new and innovative ideas

But you can't stand still because your buyers don't

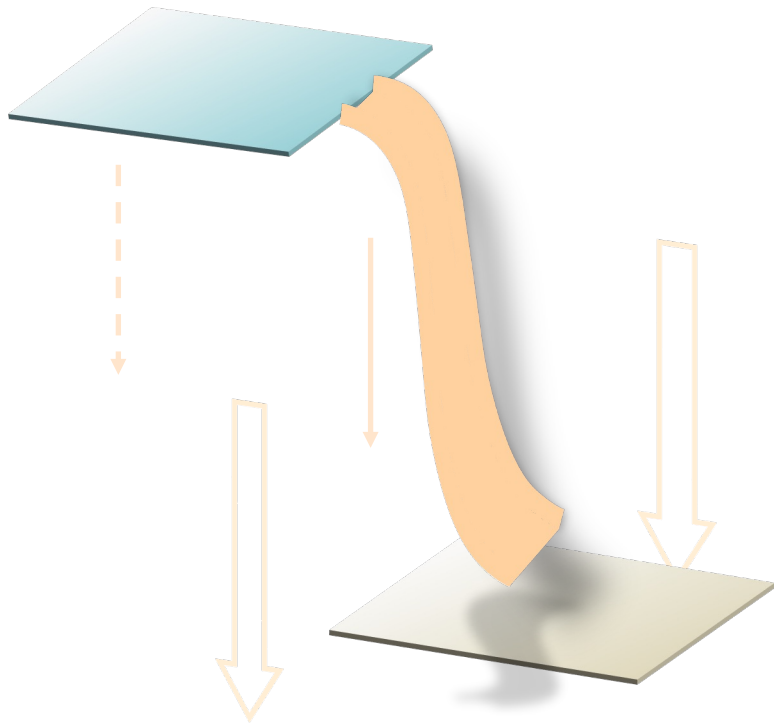
71%

of winning providers emerge
before the shortlist stage of
the buying process

Q. At what point in the purchase process did your solution provider first emerge as the likely winning candidate? N=351



Overpromises lead to nowhere



Q. Which of the following has contributed to a loss of trust in a solution provider in the past? N=350

>50%

of buyers have **lost trust** because providers:

- **Overpromised and under-delivered** on results/impact
- Provided an **underwhelming customer experience**

THE SNAKES AND LADDERS OF B2B BUYING

Strong client experience and industry expertise help you win

36%

say their top deciding factors were:

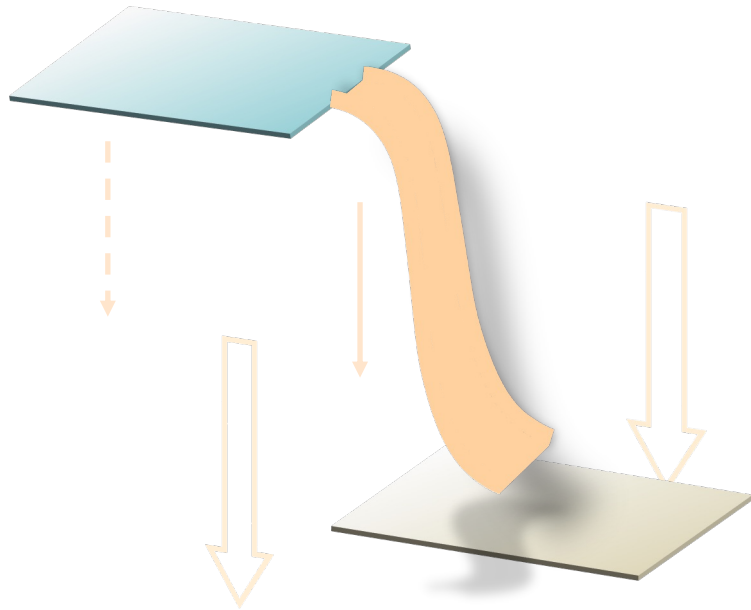
- A proven track record backed by customer references
- Knowledge and understanding of our industry

Q. When you and your organization were making the final decision for your most recent significant solution purchase, what were the top three deciding factors? N=361



THE SNAKES AND LADDERS OF B2B BUYING

Individual "acts of heroism" matter less



19%

say "the quality of our relationship with the sales representative" was a deciding factor

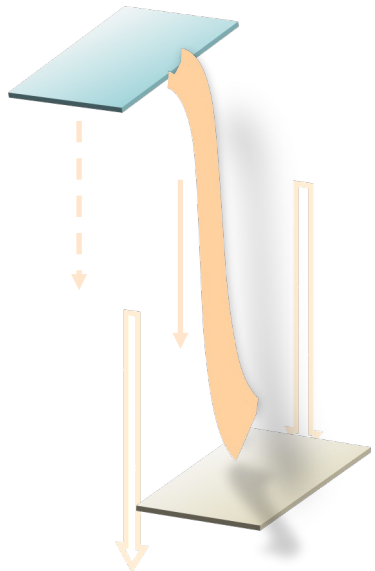
6%

say "the quality of our relationship with the provider's executives" was a deciding factor

Q. When you and your organization were making the final decision for your most recent significant solution purchase, what were the top three deciding factors? N=361

THE SNAKES AND LADDERS OF B2B BUYING

Reputation and trust: snake or ladder?

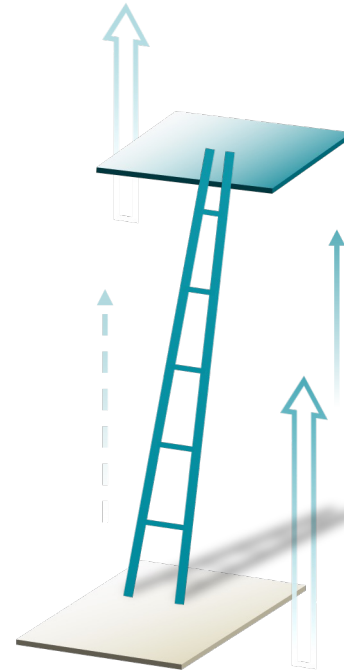


1.8

is the average number of 'trusted providers' clients have, down from 3.9 in 2019

58%

agree generative AI will make everyone's thought leadership the same



#1

deciding factor was "**strength of the brand/reputation**"

99%

say thought leadership is **important or critical for building trust** in solution providers

Thought leadership

(Noun)

Original, evidence-based point of view that builds reputation, drives innovation, and helps clients address significant challenges and opportunities.



VALUE OF THOUGHT LEADERSHIP 2025

Thought leadership is important throughout the buying journey

Epiphany



77%

of execs say they're **more likely to work with you** if you produce strong thought leadership

VALUE OF THOUGHT LEADERSHIP 2025

Thought leadership is important throughout the buying journey

Epiphany Awareness



56%

of execs would **review other related content** if your thought leadership was strong

VALUE OF THOUGHT LEADERSHIP 2025

Thought leadership is important throughout the buying journey

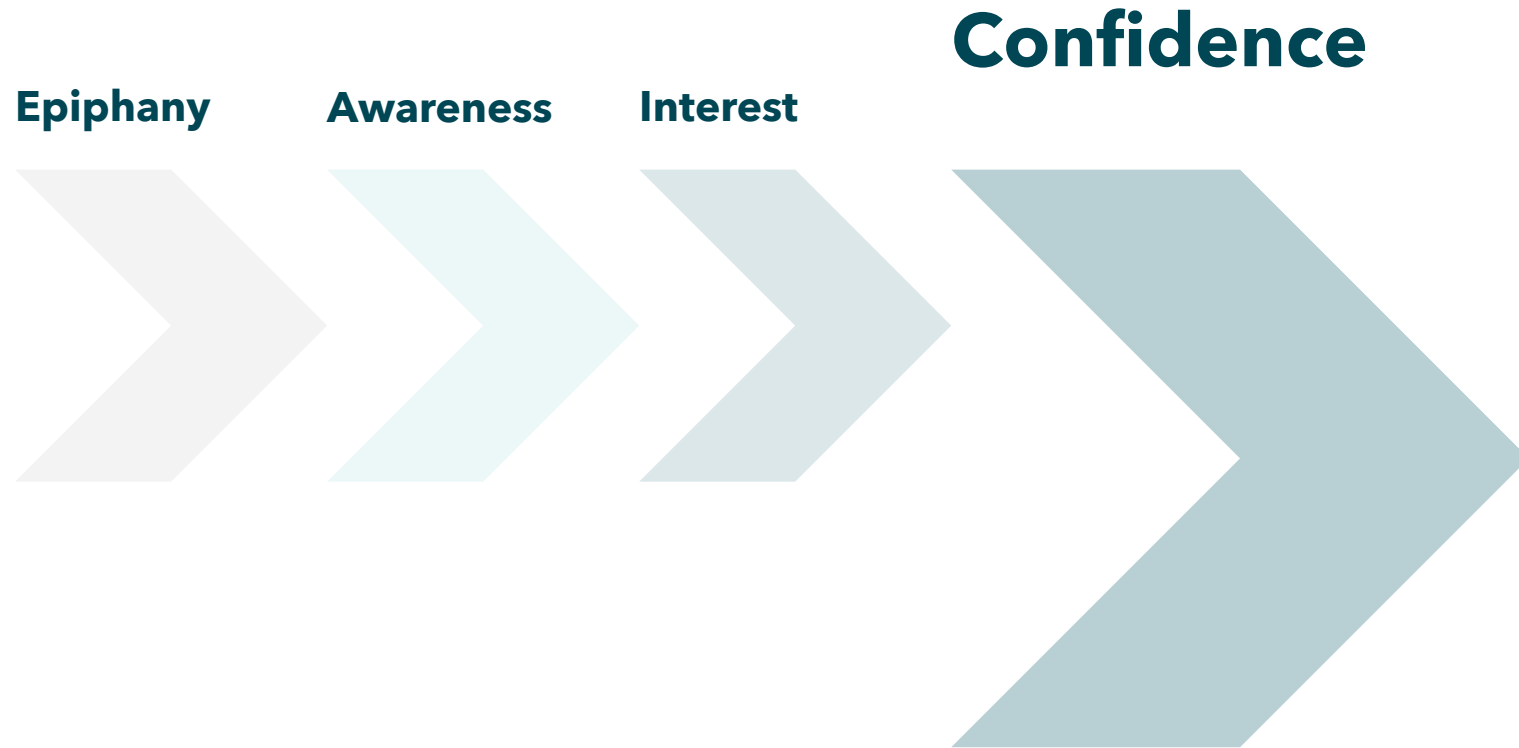


56%

of buyers would **not** work with you if your thought leadership was poor

VALUE OF THOUGHT LEADERSHIP 2025

Thought leadership is important throughout the buying journey



81%

of decision-makers say thought leadership **helps buying groups align** on key issues

VALUE OF THOUGHT LEADERSHIP 2025

Thought leadership is important throughout the buying journey



VALUE OF THOUGHT LEADERSHIP 2025

Thought leadership across the buyer journey

ATTRACT

Drive prospects to hero assets using short-form content.



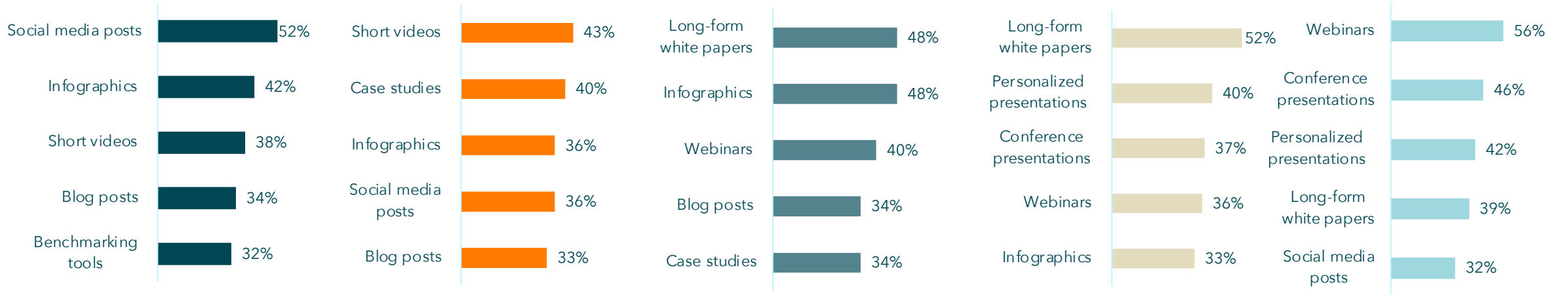
CONVERT

Capture leads using the research, reports and events.



NURTURE

Build relationships through deeper engagements.



Q: Select top three thought leadership assets based on their usefulness in addressing your specific requirements at each stage of the buying journey

The winning formula for thought leadership

Evidence  Actionability  Interactivity  Unoriginality

49%

use thought leadership to “reduce the risk of making a poor decision by giving me a proven POV

75%

need thought leadership “to give me actionable solutions to my complex challenges”

76%

agree a value exchange - e.g. interactive polls - “increases my likelihood of engaging”

59%

have “seen almost identical content from at least two providers”

= STRATEGIC IMPACT

Thought leadership activation is equally important

59% find thought leadership via recommendations from relationship managers, up from 42% last year and just 34% in 2021

In contrast, only 29% rely on social media, 32% on email, and 27% on press



Topline results

Buyers use generative AI across the buying process, particularly in early stages



Q. At what point(s) in the purchase process did you use generative AI? Multiple responses allowed. N=330

Crosstabs

Advanced AI users will push the boundaries of transparency and efficiency in the buying process

To what extent do you agree with the following statements related to your use of generative AI in the buying process? (Agree or strongly agree)	% of advanced users	% of basic users
It will help me make better purchase decisions	79	58
It will make the buying process more transparent	65	49
It will create a smoother buying process	35	23

Notes: Mean rating based on a 5-point scale where 1=strongly disagree and 5=strongly agree

ABX: What do leaders do differently?

Comparing organizations that achieve significantly higher returns on their ABM investment - 'leaders' - versus organizations that report the same or somewhat lower ROI



ABM has a variety of deployment models

91%

of organizations say they are running ABM programs

48%

of key accounts included in ABM programs

Types of ABM program implemented (multiple responses allowed)	%
One-to-one ABM	53%
One-to-few ABM	46%
One-to-many ABM	41%

BUSINESS VALUE OF ABM

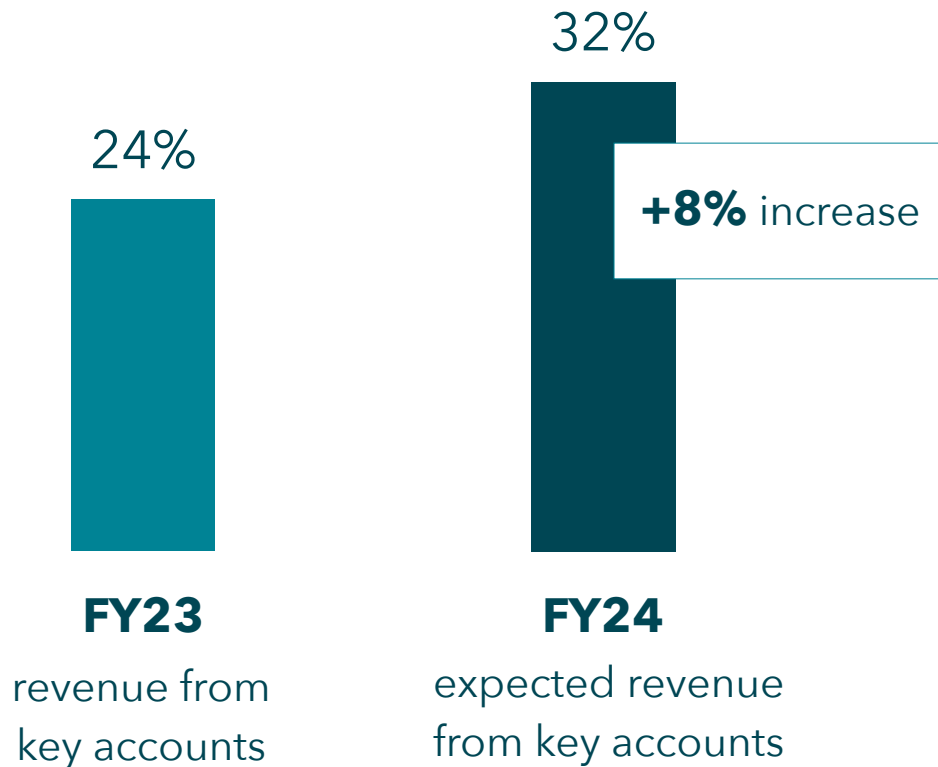
ABM delivers higher ROI

81%

of marketers say ABM delivers a 3-10%+ **higher return on investment** compared to traditional marketing initiatives (Consistent with 2023 survey)

BUSINESS VALUE OF ABM

ABM delivers revenue growth, enhances loyalty, and builds reputation



Key benefits of ABM:

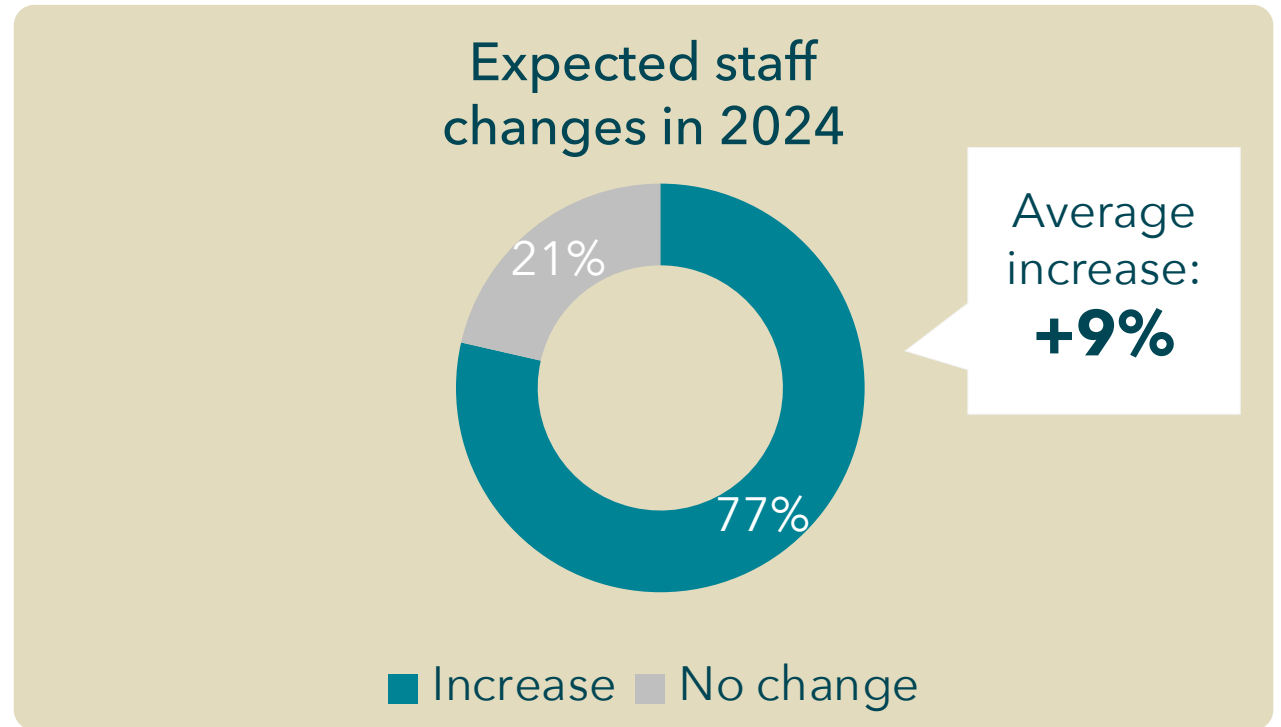
1. Growing business with **existing accounts**
2. Enhancing **customer retention** and **loyalty**
3. Enhancing our **brand reputation**

BUSINESS VALUE OF ABM

Marketers continue to invest in ABM strategies

87%

of marketers expect their organization's ABM **program** spend to increase in the next 12 months



LEADERS VS. LAGGARDS

Leaders rely on scalable capabilities to win

Q: What do you think are your **key accounts' top three deciding factors** when making a purchase?

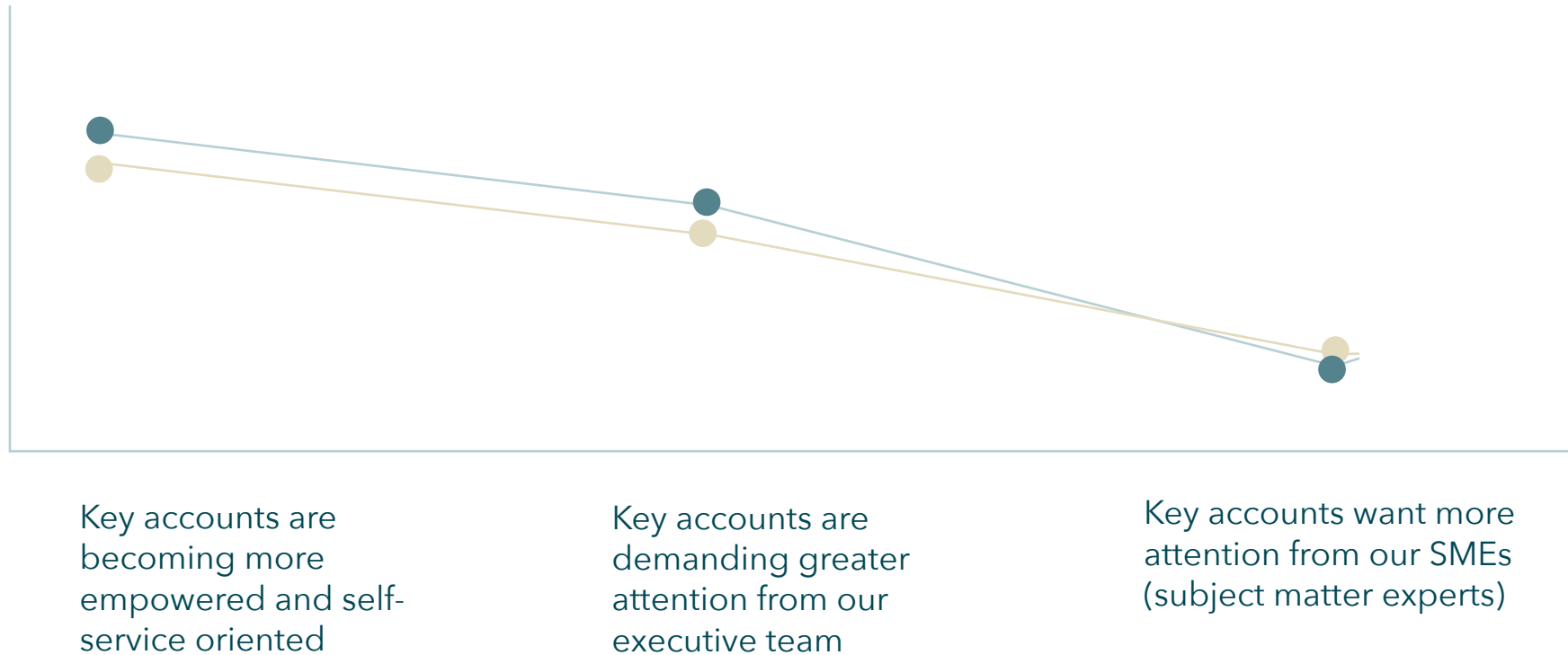
1. Trustworthiness
2. Fresh ideas and innovation
3. Knowledge of buyer needs

vs laggards who rely on the quality of the relationship with the sales rep



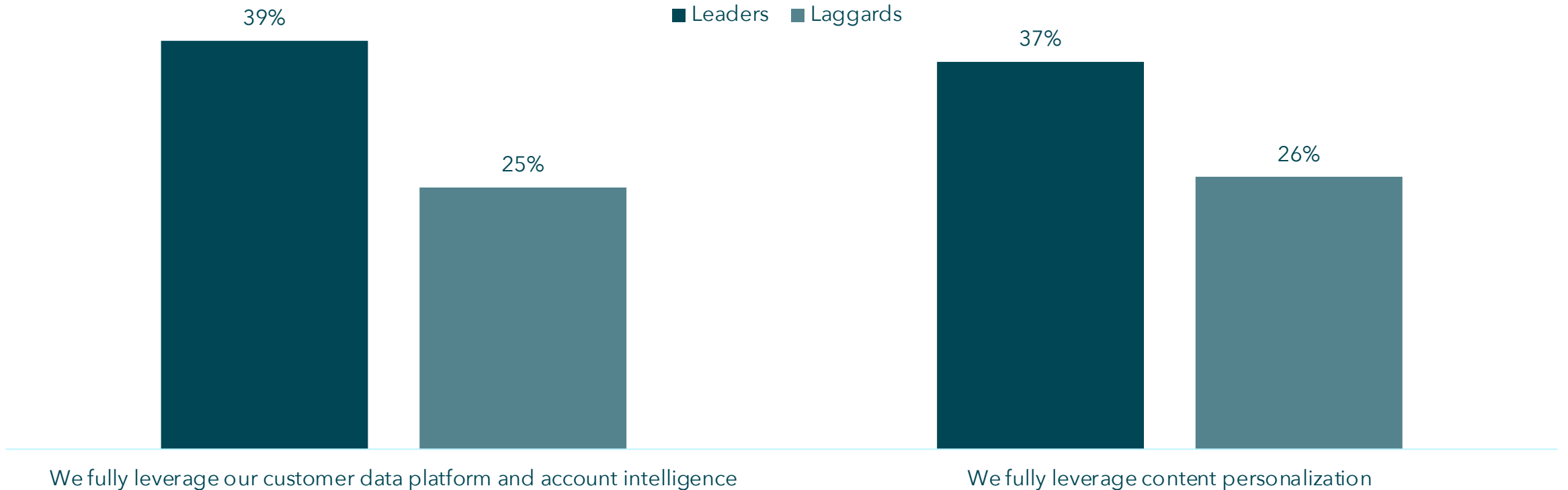
LEADERS VS. LAGGARDS

Leaders deliver value throughout the buying process



LEADERS VS. LAGGARDS

Leaders are data-driven and can better harness content personalization



Bringing it all
together:
What's next?



Driving success

Going “all in” on accounts is possible

Technology advancements like generative AI, customer data platforms, and account intelligence make true client-centricity a more feasible strategy.

Internal barriers are the last hurdle

External limitations such as understanding buyers and deepening personalization/targeting are fading. Internal limitations are what stop organizations from going all in.

Ecosystem alignment must be created and sustained

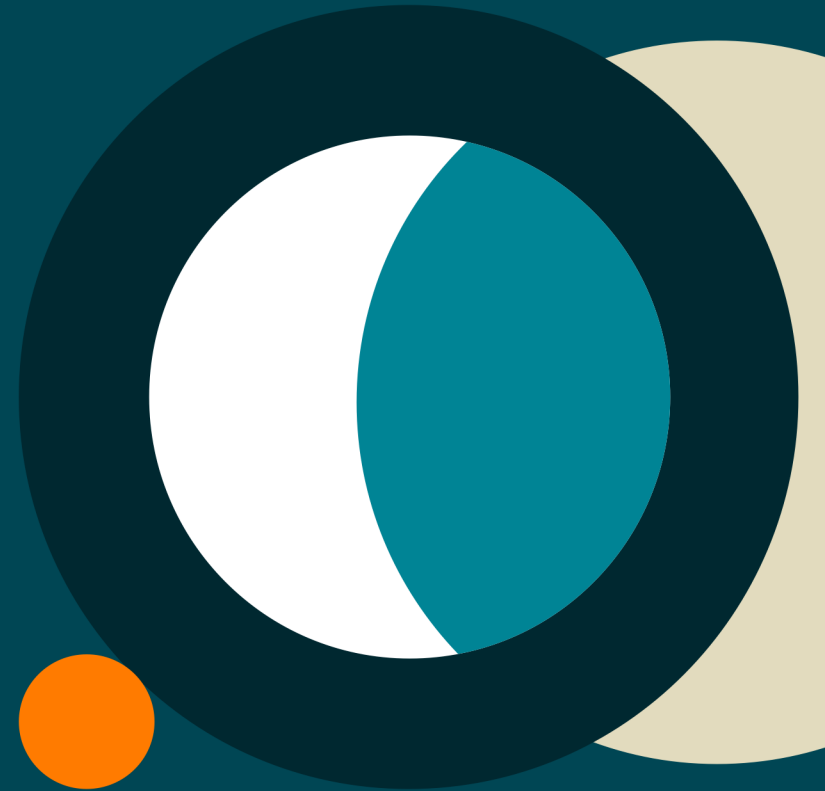
Alignment with other GTM functions and internally across marketing teams is critical for success. Plan for continuous reinforcement via shared goals, process orchestration, and optimization and strong internal communications.



Best practice for scaling ABM and generative AI in action

Adam Bennington, Principal Consultant
Momentum ITSMA

Make your clients your world



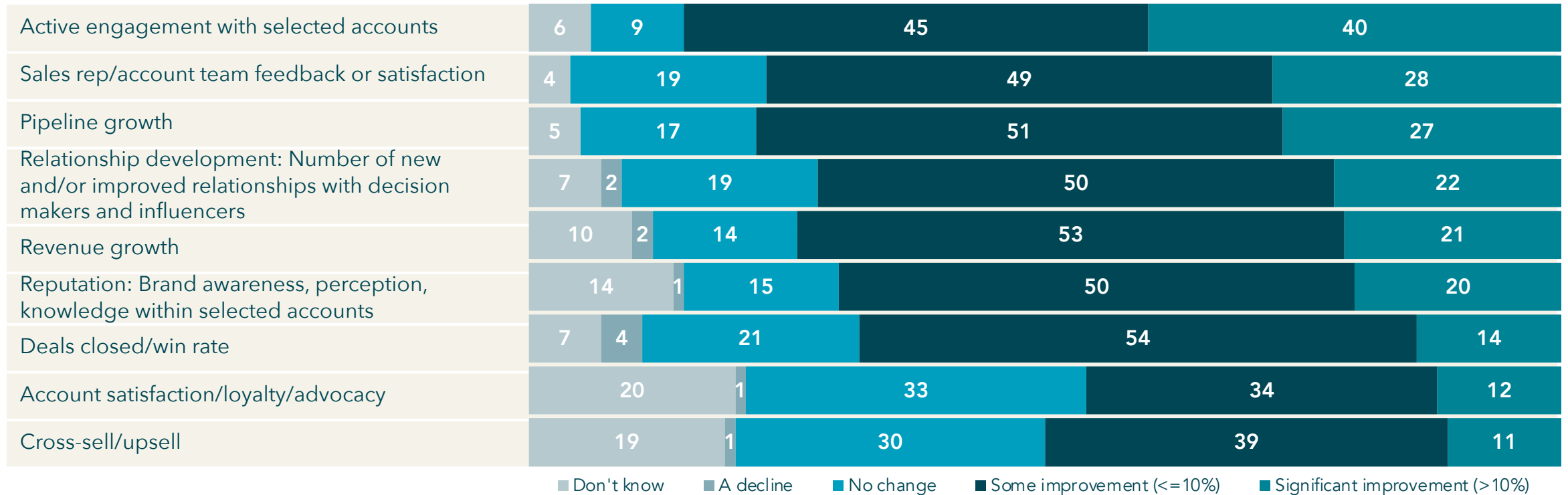
How program & buyer needs are informing a role for gen AI



THE GEN AI OPPORTUNITY

Programs are getting better, but results still vary

What changes have you seen in these metrics that can be attributed to ABM? % of respondents (N~111)



Group discussion

What does scaling mean for
your organization?

SCALE REALITIES

Scaling ABM brings promise but there are also pitfalls

ABM programs are becoming more mature, but organizational challenges persist

74% of marketers agree that organizational issues have restricted their ABM progress and success

Technology adoption is improving, but scaling adds complexity

62% of organizations with advanced technology expertise are 'extremely client-centric,' compared to only 29% of others

Scaling brings a trade-off between coverage and personalization

Limited resources and misalignment with sales are among the biggest challenges when expanding ABM (ABX)

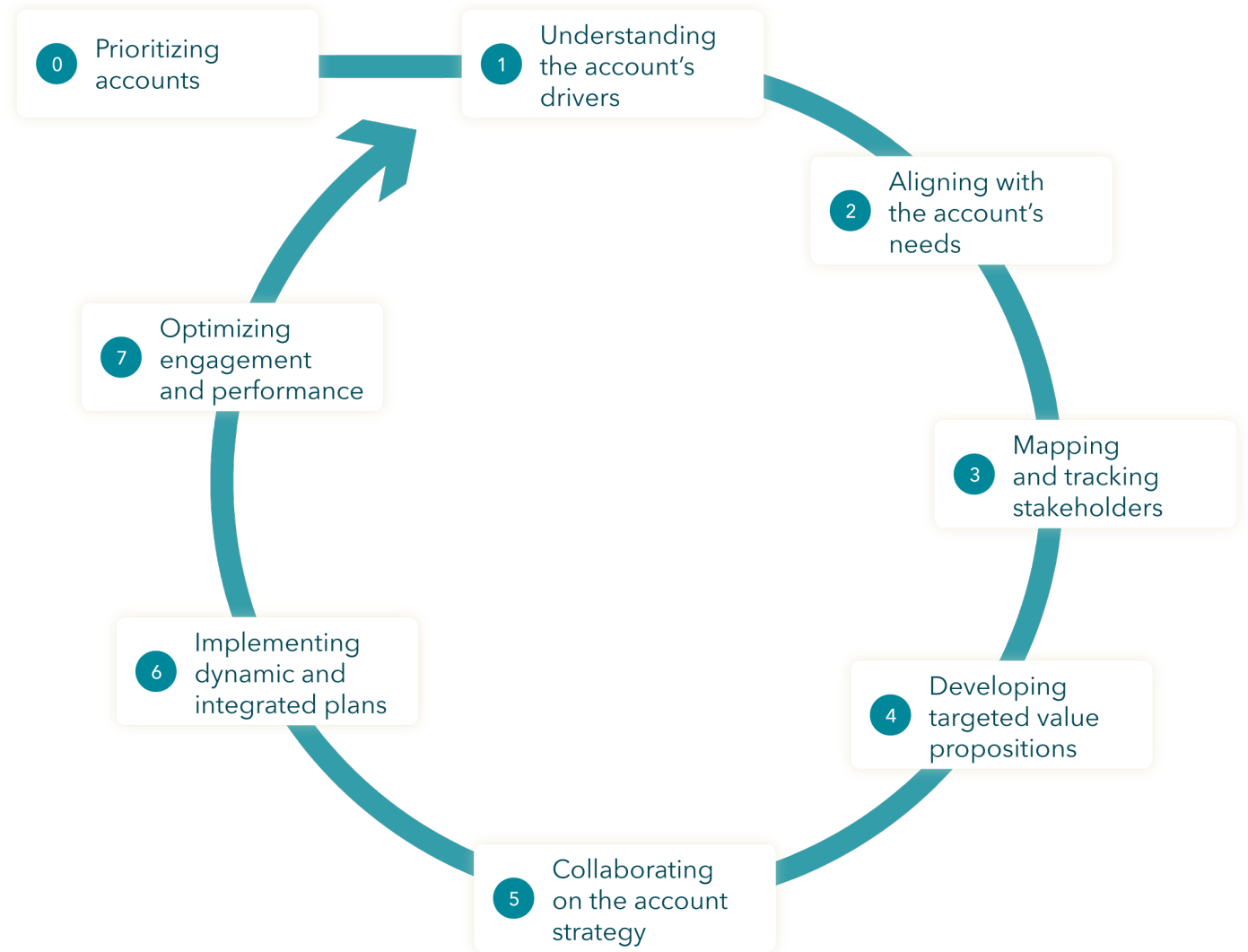
Make account development scalable



MAKE ACCOUNT DEVELOPMENT SCALABLE

The Momentum ITSMA Account Development Process

A repeatable best-practice approach that guides how accounts/clusters are developed to drive scalable consistent growth.



Insights and engagement are top Gen AI use cases

1

To generate insights into the needs of our accounts

2

To engage clients more **effectively** and improve the customer experience

3

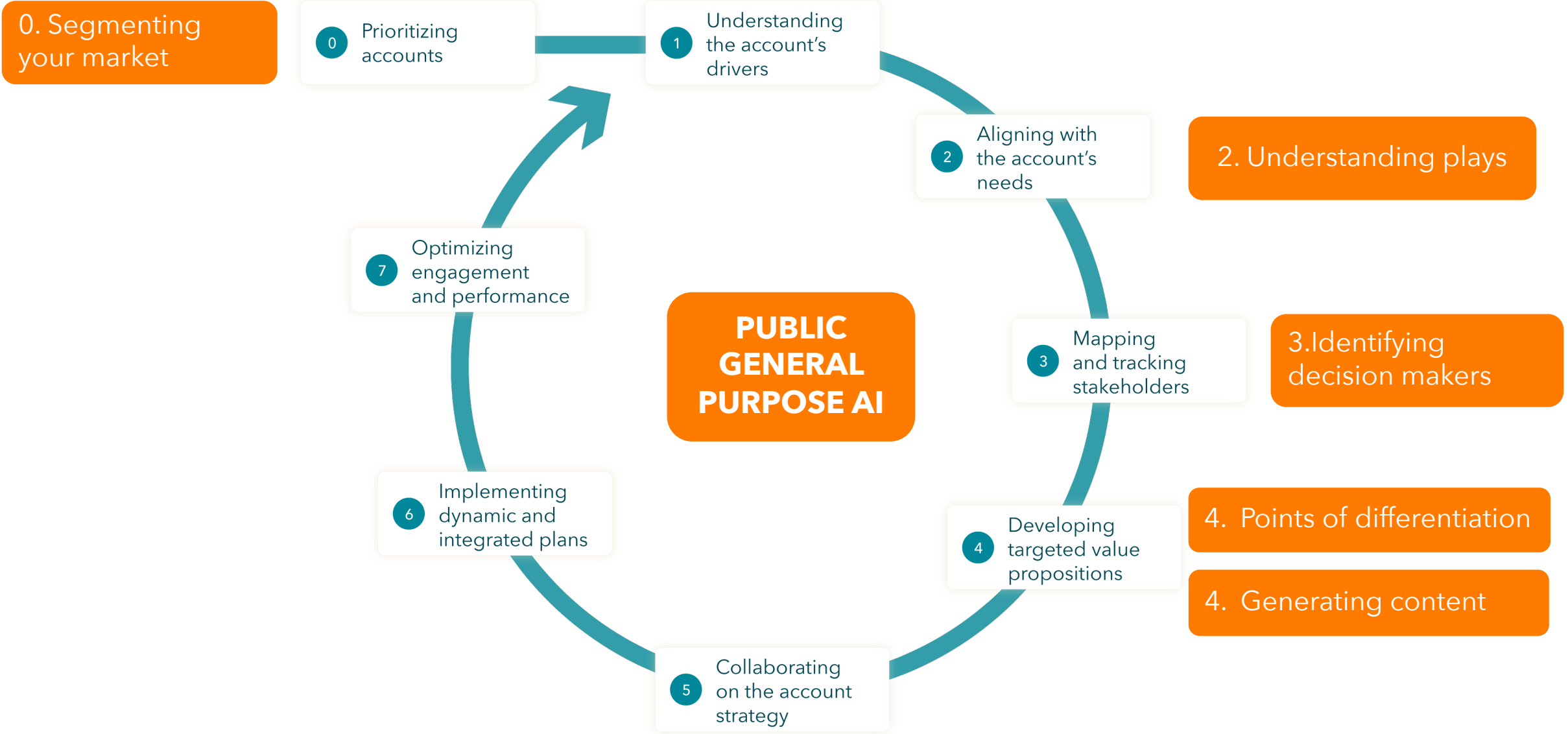
To generate **new ideas** for marketing activities

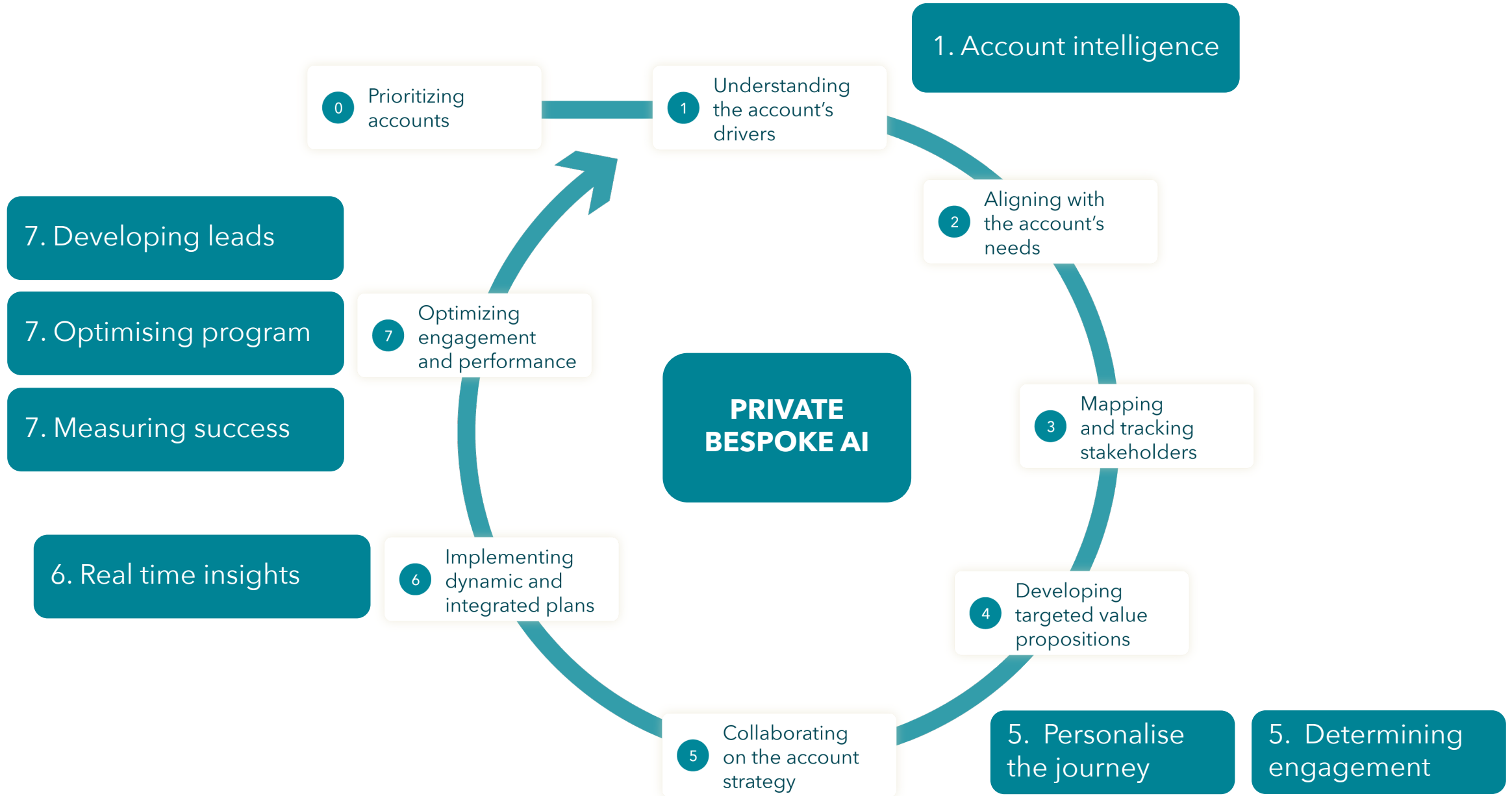
4

To automate routine tasks

5

To reduce **our spend** on marketing headcount





MAKE ACCOUNT DEVELOPMENT SCALABLE

Use cases for our discussion today

PUBLIC GENERAL PURPOSE AI

Rapid Persona-Based Content
& Playbook Generation

PRIVATE BESPOKE AI

Buyer Journey Orchestration

Public gen AI:

Rapid persona-based content & playbook generation



GENERATIVE AI USE CASES FOR SCALE

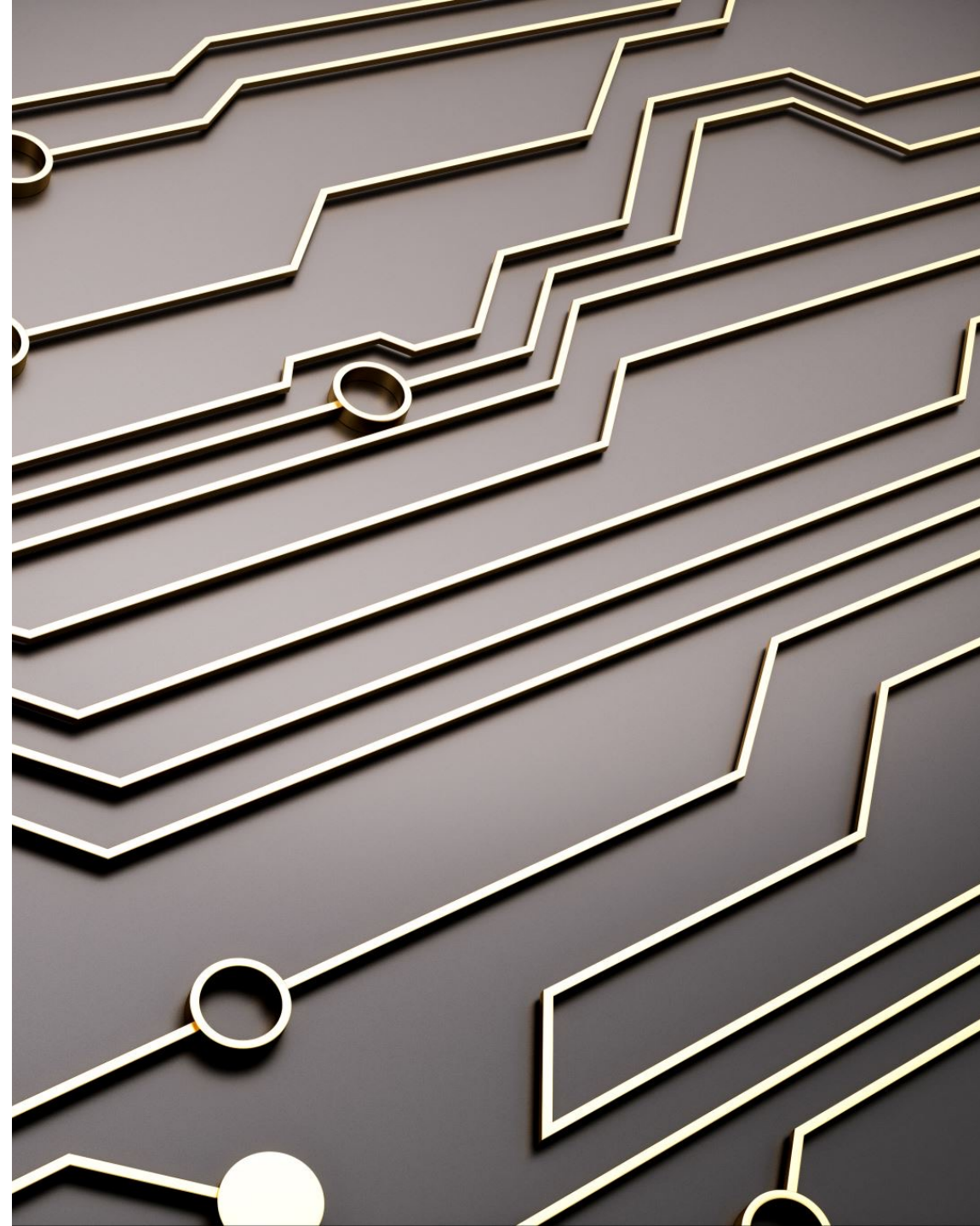
Rapid persona-based content & playbook generation

Platform: Public LLMs (e.g., ChatGPT, Gemini)

Inputs: Publicly accessible data (industry reports, press releases, org charts, etc.), no confidential info

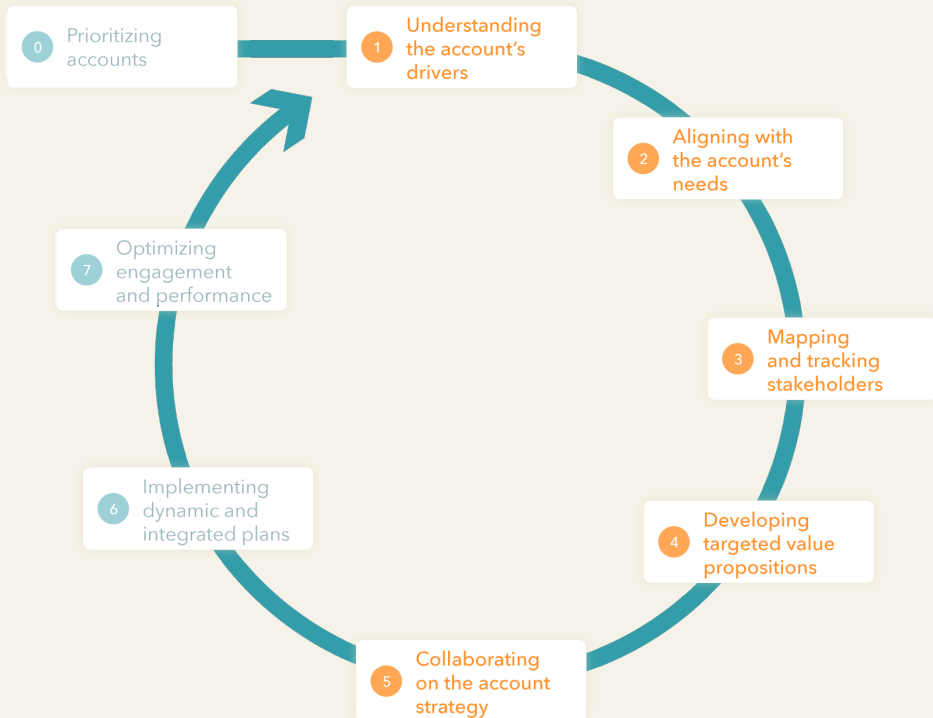
Outputs: Persona-based messaging, stakeholder insights, and a cohesive ABM playbook

Why it works: Only use non-sensitive data in prompts, ensuring no proprietary information is exposed



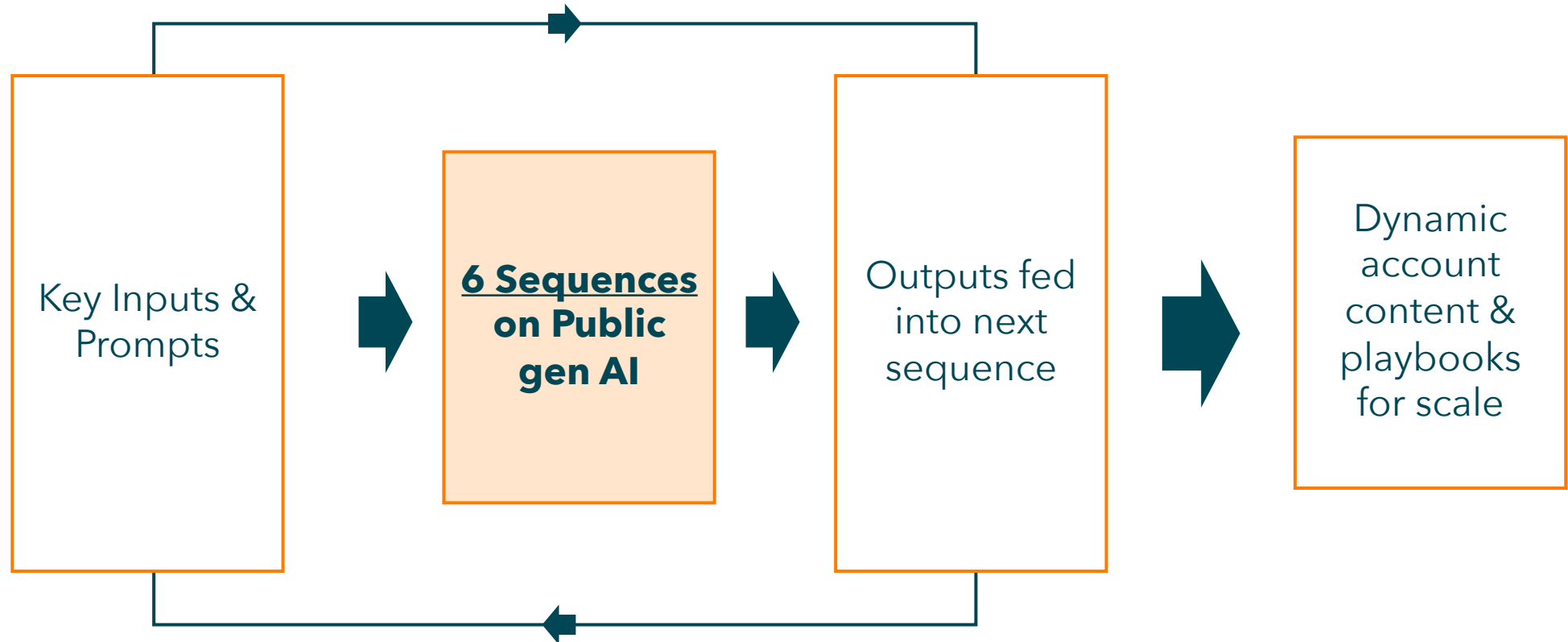
GEN AI USE CASES FOR SCALE

Rapid persona-based content & playbook generation:



1. Understanding Account Drivers:	Quickly uncover industry imperatives with AI powered research
2. Aligning with account needs:	Connect solutions into value-based plays & messaging
3. Mapping & tracking stakeholders:	Identify key decision makers using publicly accessible data
4. Developing Targeted Value Propositions:	Generate compelling positioning for each persona at speed
5. Collaborating on the account strategy:	Produce tailored content & engagement plays for each stakeholder

Rapid persona-based content & playbook generation

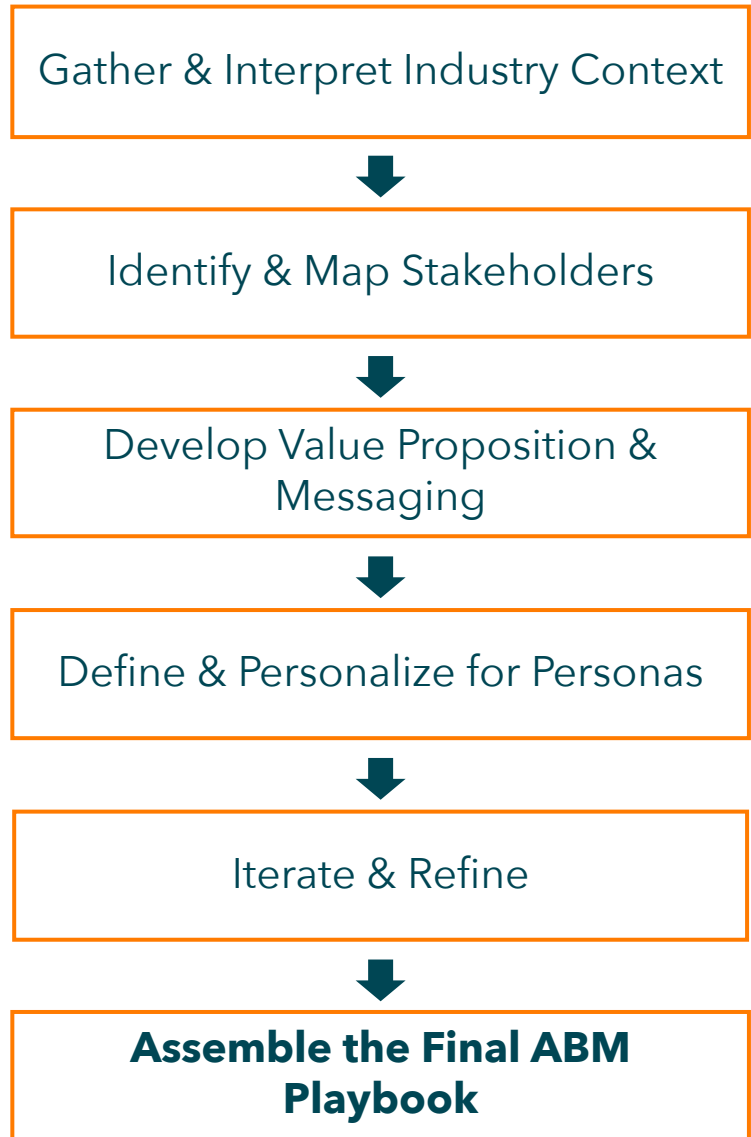


6 sequences for content & playbook

In this scenario, an ABM team must **quickly engage a new market segment**, but they lack **deep internal data**. They face tight deadlines to craft relevant, high-impact content for unfamiliar audiences.

Let's see how they:

- Gather insights and draft messaging with public LLMs.
- Validate and refine outreach fast.
- Scale ABM with flexible, real-time messaging.



RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Sequence 1: Gather & Interpret Industry Context

Key Inputs & Prompts

- Public industry reports, competitor news, social media intel
- "Summarize the top 3 industry imperatives affecting [Industry]."



Outputs & Next Steps

- Key trends and potential drivers of transformation
- Foundational insights to guide subsequent messaging

What's happening?

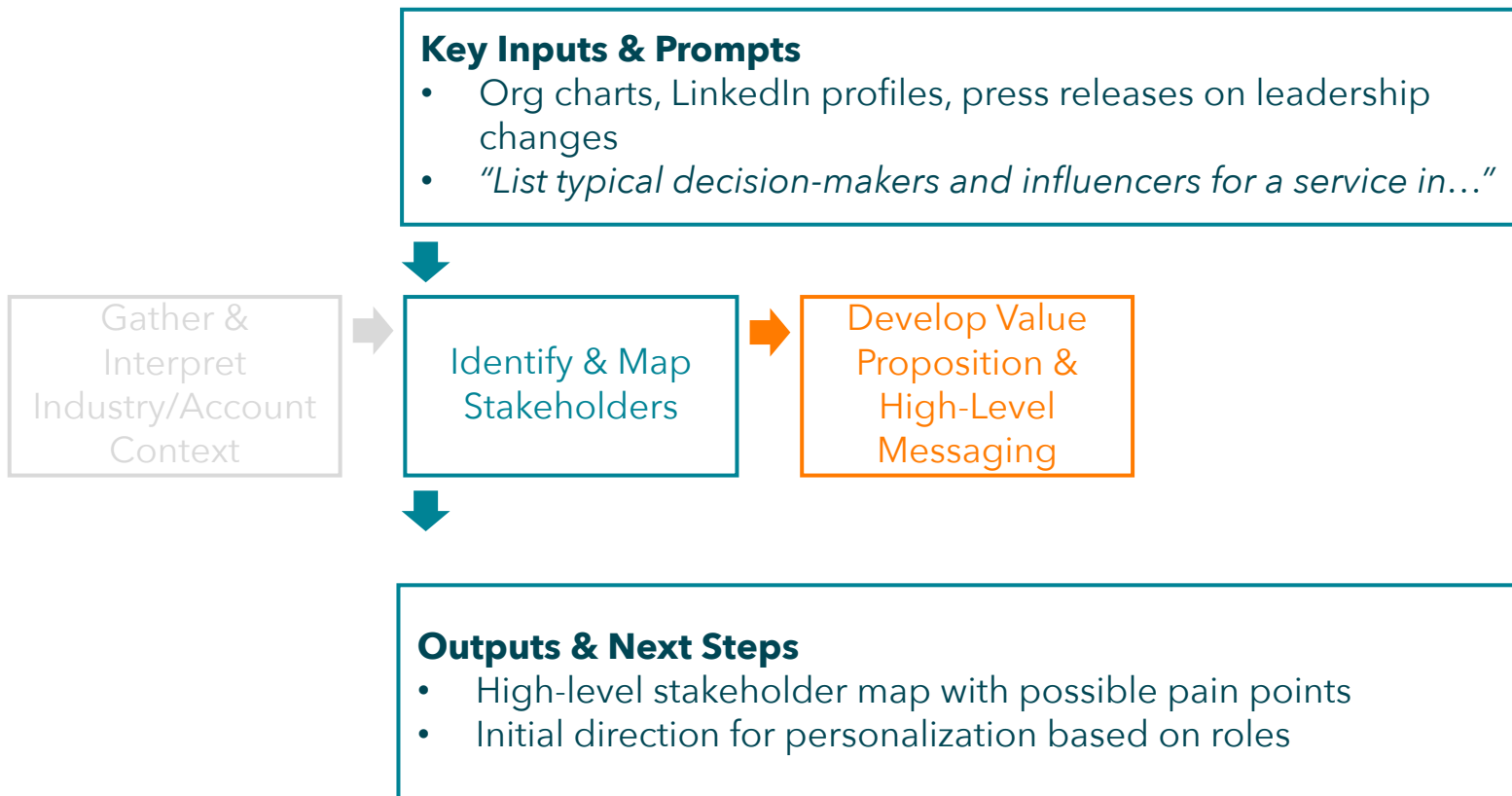
When a new vertical emerges, the ABM team consults Public AI insights, prompting immediate, fresh content ideation and strategic direction.

RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Sequence 2: Identify & Map Stakeholders

What's happening?

Public AI queries reveal typical decision-maker roles, allowing rapid stakeholder mapping and initial assumptions about their possible pain points.

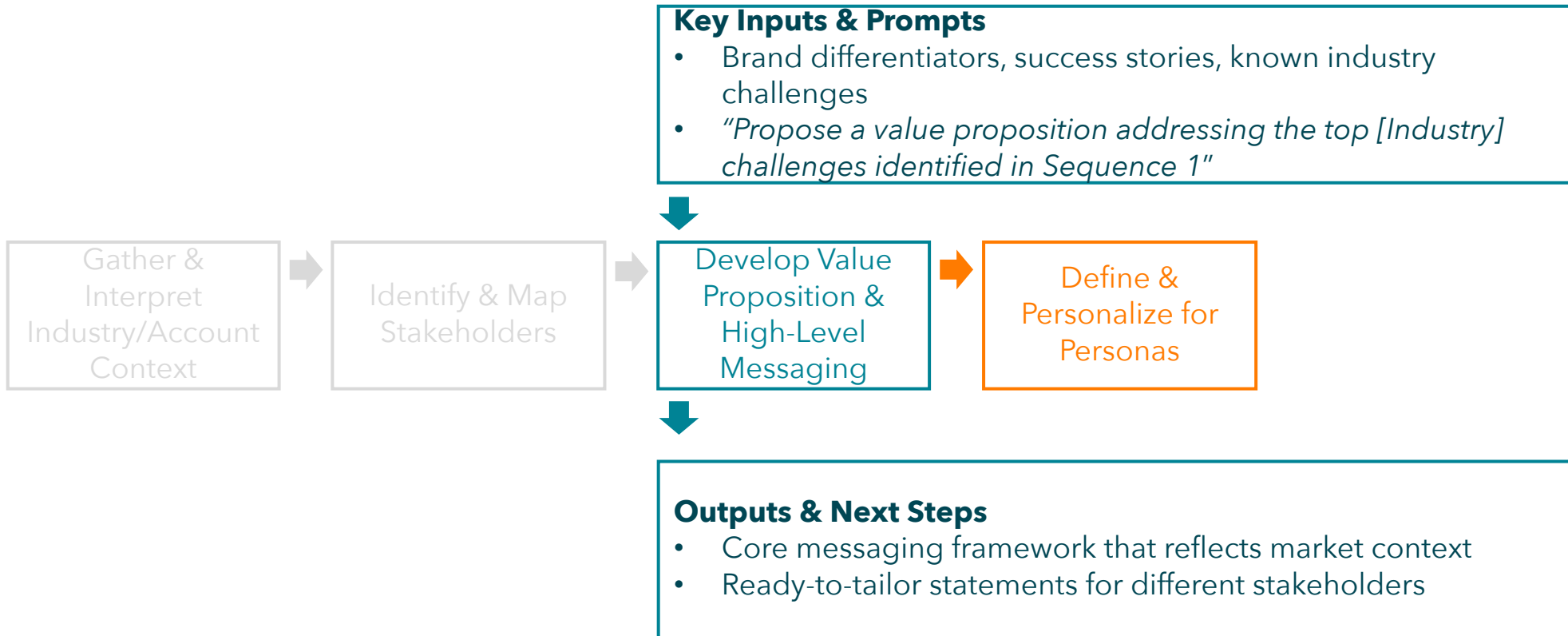


RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Sequence 3: Develop Value Proposition & Messaging

What's happening?

Using market challenges from Sequence #1, public AI drafts broad messaging themes that resonate with newly surfaced stakeholder priorities.

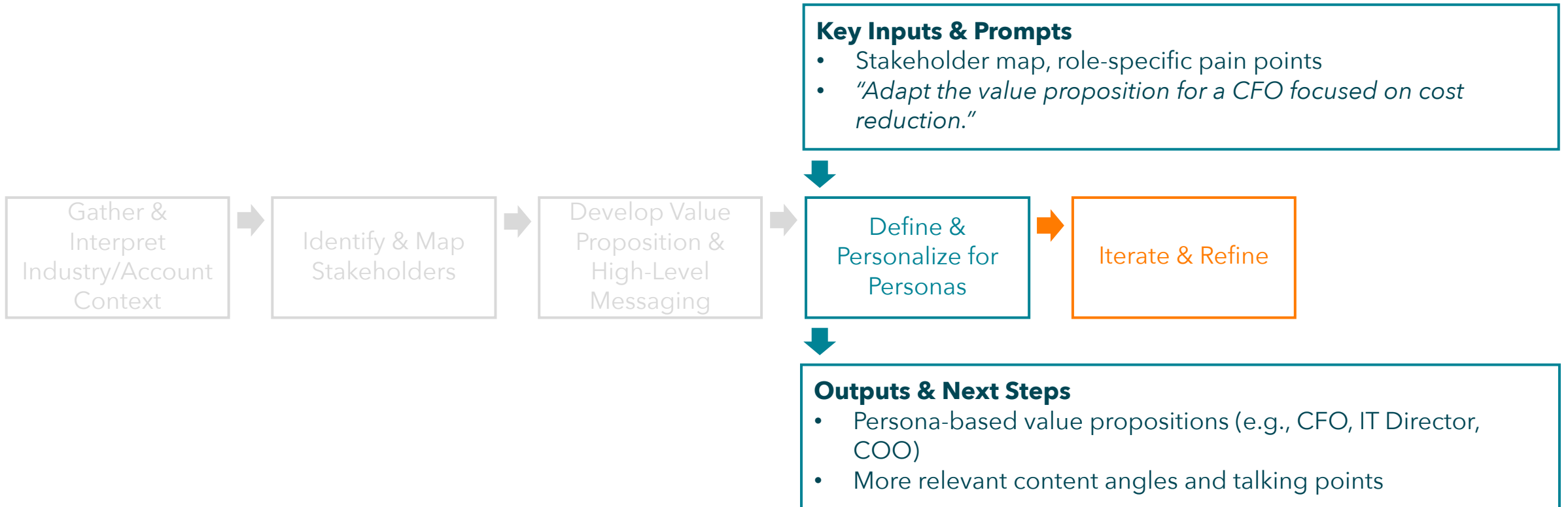


RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Sequence 4: Define & Personalize for Personas

What's happening?

Each persona's motivations are fleshed out through AI-driven prompts, enabling tailored but non-sensitive messaging for broader account coverage

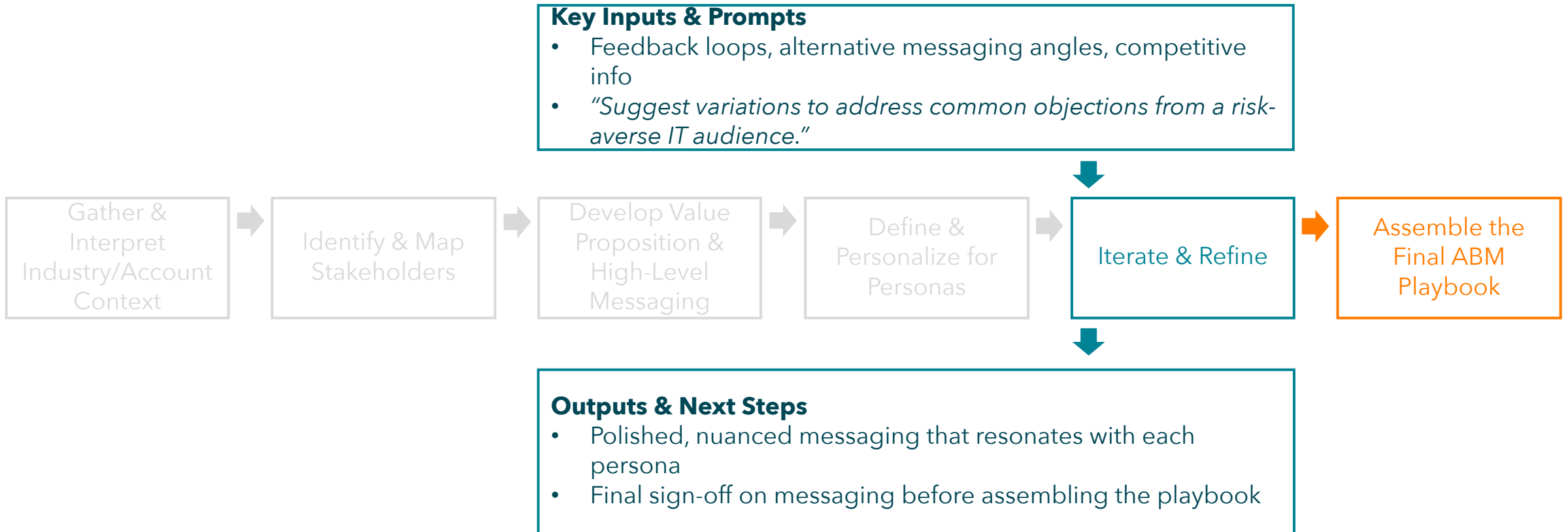


RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Sequence 5: Iterate & Refine

What's happening?

Live campaign metrics and fresh AI prompts evolve messaging in real time, aligning content with emerging buyer signals and feedback

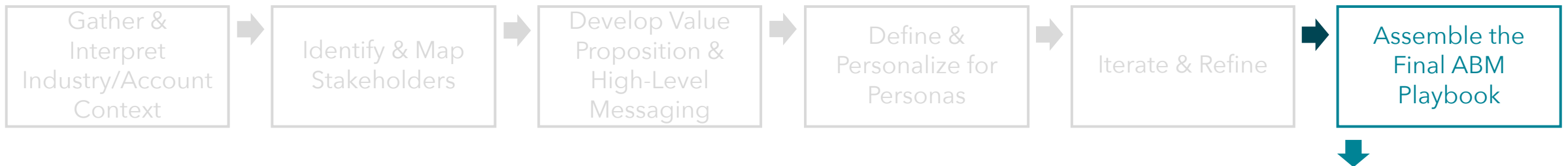


RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Sequence 6: Assemble the Final ABM Playbook

What's happening?

Consolidating all refined materials, the ABM team crafts a ready-to-deploy playbook, scaling basic personalization for multiple accounts simultaneously



Key Inputs & Prompts

- All refined messaging, stakeholder insights & content outlines
- *"Combine our persona-specific messages into a cohesive, step-by-step engagement plan."*

Outputs & Next Steps

- Comprehensive ABM playbook covering multiple personas and stakeholder types
- Ready-to-launch guide for targeted, personalized campaigns

RAPID PERSONA BASED CONTENT & PLAYBOOK GENERATION

Outcomes and takeaways

Operational Efficiency

- Turbo charged content creation
- Quickly cover key DMU stakeholders
- Faster insights to market shifts

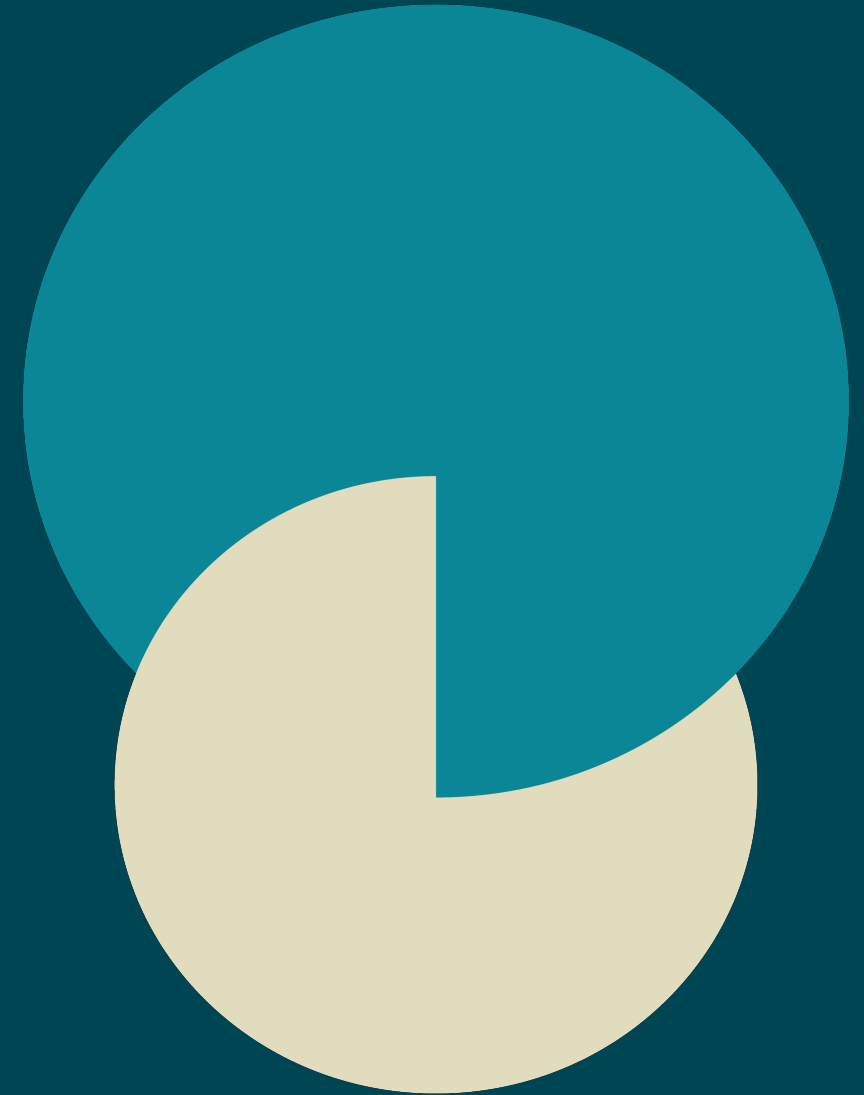
Adaptive Engagement

- Cover more accounts rapidly
- Replicate winning plays faster
- Continually refine at scale

Business Impact (3Rs)

- **Reputation:**
Amplify brand credibility quickly
- **Relationships**
Build persona-specific trust
- **Revenue:**
Accelerate pipeline momentum

Private gen AI: Buyer journey orchestration



GEN AI USES FOR SCALE

Buyer journey orchestration

Platform used: Secure, custom-trained gen AI environment leveraging proprietary CRM and customer data

Inputs: Confidential information from internal systems, seller insights, historical deal patterns, and validated external intel

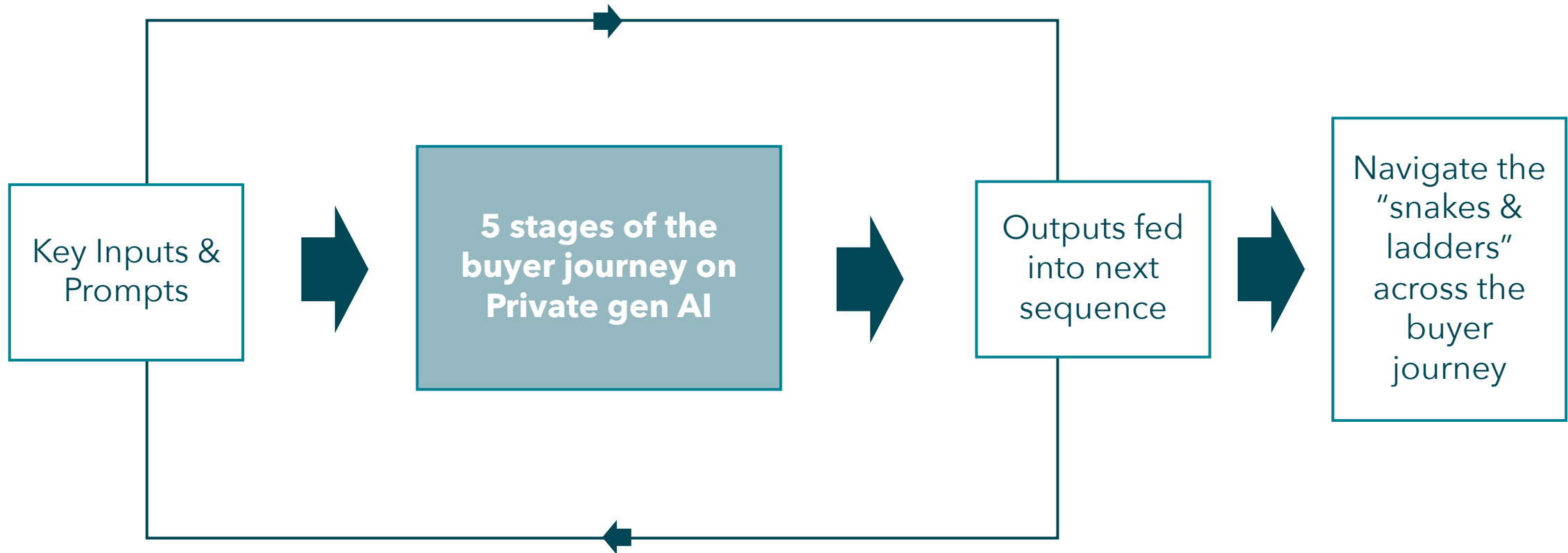
Outputs: Scenario models, dynamic stakeholder engagement plans, and next-best-play recommendations

Why it works: All data stays within a private, enterprise environment—adhering to internal governance and data protection rules



GEN AI USE CASES FOR SCALE

Buyer journey orchestration



5 Journey Phases

This scenario follows a global finance and operations team **confronting ballooning costs and hidden compliance risks.**

Private gen AI enables ABM:

- To uncover new insights & stakeholder needs
- Analyze internal data & field insights
- Adjust ABM strategies in real time



BUYER JOURNEY ORCHESTRATION

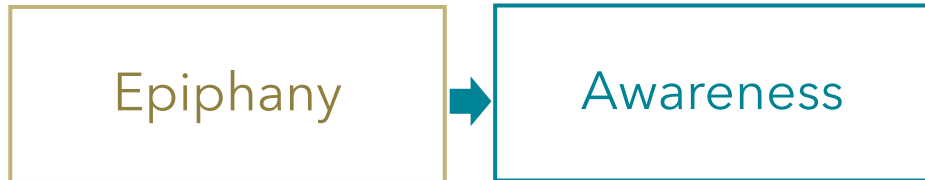
Journey Stage 1: Epiphany

What's happening?

After a syndicated whitepaper debunks cost-control myths, the CFO raises alarms. The ABM team mobilize Private gen AI for insights, shaping urgent outreach to address new concerns

Data inputs

- Historical spend analysis from CRM/ERP systems
- Known compliance incidents or risk alerts
- Seller feedback on similar accounts' cost-saving outcomes



Private AI outputs

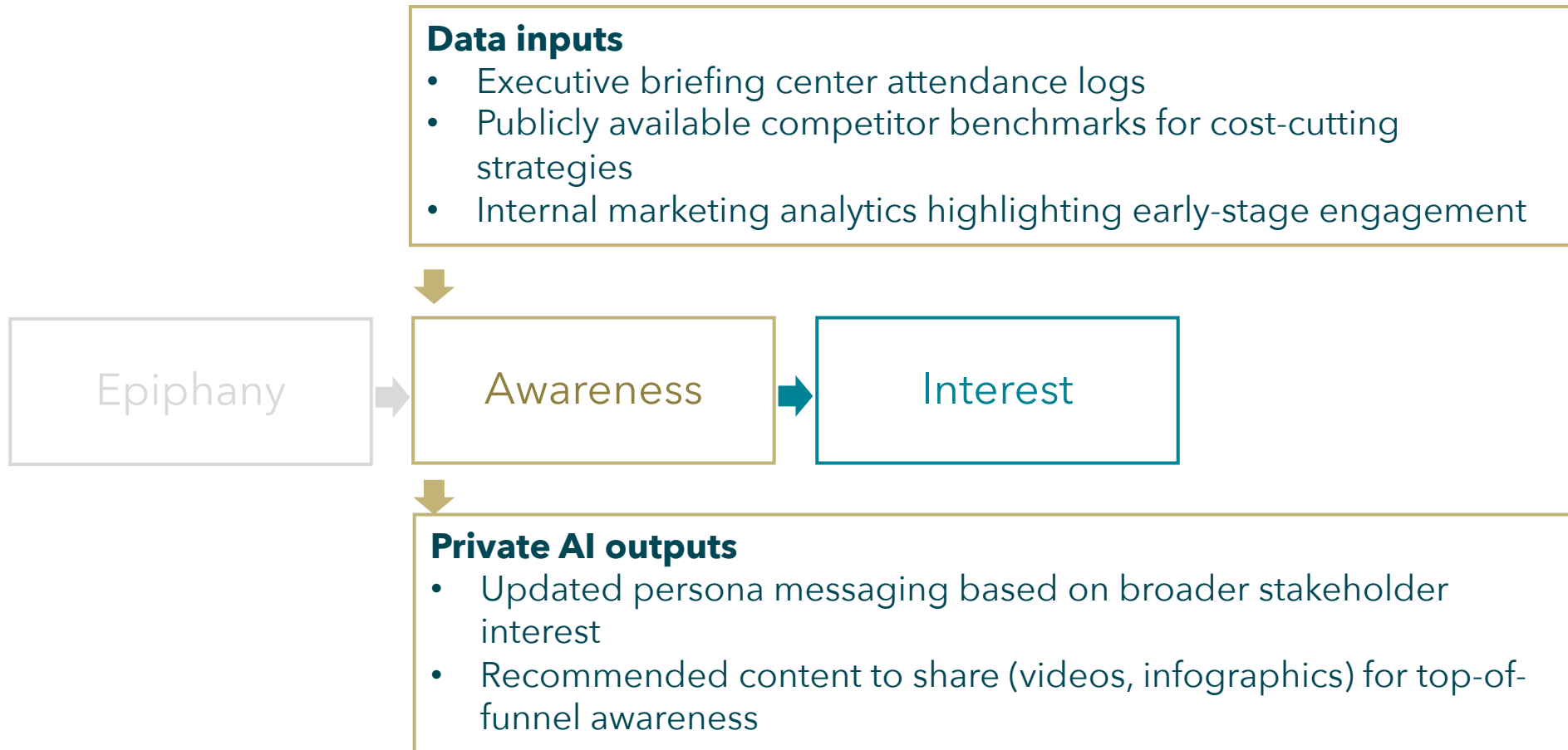
- Prioritized hypotheses about the most likely pain points
- Suggested initial messaging angles for key roles (CFO, CIO, etc.)

BUYER JOURNEY ORCHESTRATION

Journey Stage 2: Awareness

What's happening?

Leaders across finance and IT delve into potential solutions. Private gen AI curates competitor benchmarks and early assets, fueling top-of-funnel engagement.

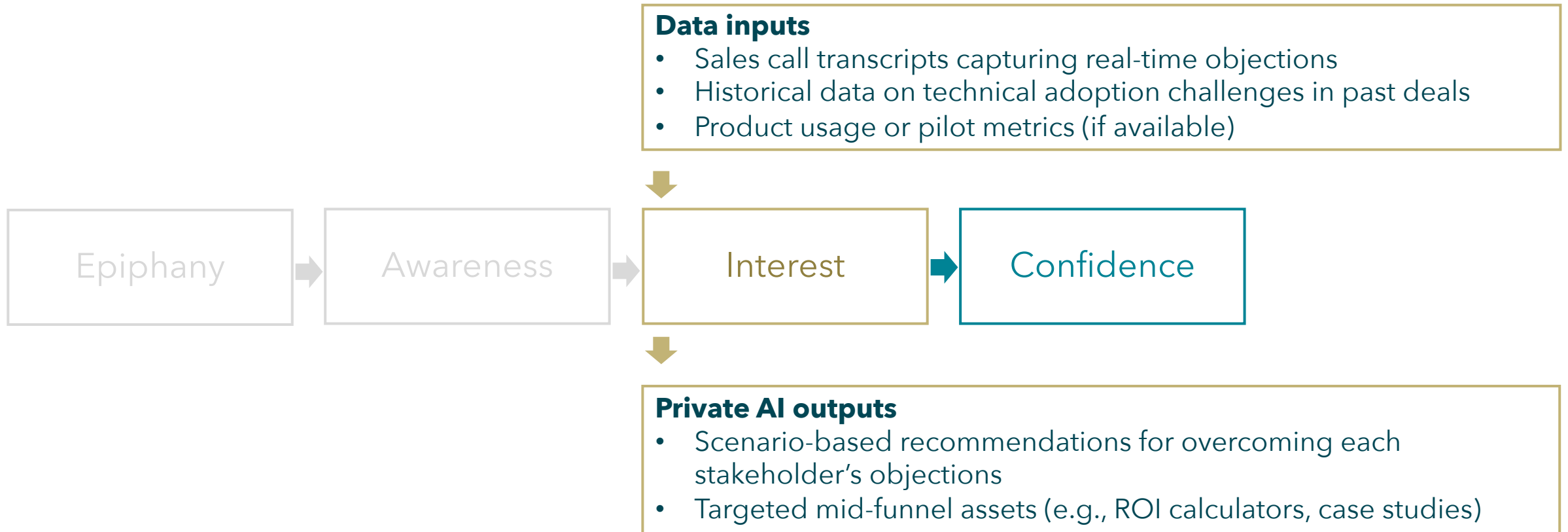


BUYER JOURNEY ORCHESTRATION

Journey Stage 3: Interest

What's happening?

Stakeholders request deeper demos and ROI insights. Private GenAI taps past deal patterns, crafting personalized mid-funnel content for technical and financial objections



BUYER JOURNEY ORCHESTRATION

Journey Stage 4: Confidence

What's happening?

Hands-on workshops confirm solution viability. Private gen AI refines engagement plans, suggesting case studies that match stakeholder priorities and bolster final buy-in

Data inputs

- Feedback from workshop sessions (notes, surveys)
- Logged pilot performance metrics (if running a trial)
- Field intelligence on similar accounts that progressed to implementation



Private AI outputs

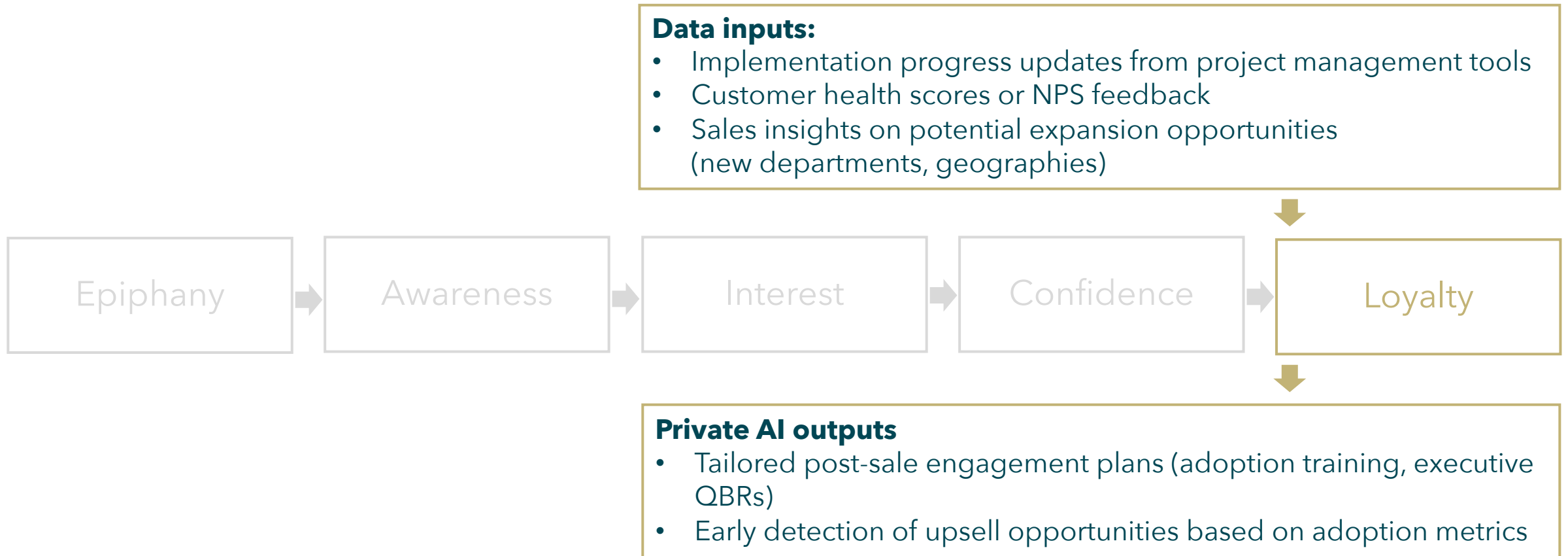
- Tailored next-best engagements (e.g., scheduling an executive roundtable, presenting a pilot success summary)
- Customized solution outlines addressing all stakeholder requirements

BUYER JOURNEY ORCHESTRATION

Journey Stage 5: Loyalty

What's happening?

Post-implementation success inspires broader adoption. Private gen AI monitors usage patterns, prompting proactive check-ins, renewals, and cross-sell outreach to deepen the partnership.



BUYER JOURNEY ORCHESTRATION

Outcomes and takeaways

Scalable Personalization

- Tailor content for every role
- Automate persona-driven expansions
- Continuously refine messaging with data

Adaptive Engagement

- Pivot swiftly to new signals
- Update plays in real-time
- Leverage field insights seamlessly

Business Impact (3Rs)

- **Reputation:**
Strengthen brand authority swiftly
- **Relationships**
Foster deeper stakeholder bonds
- **Revenue:**
Accelerate pipeline for revenue gains

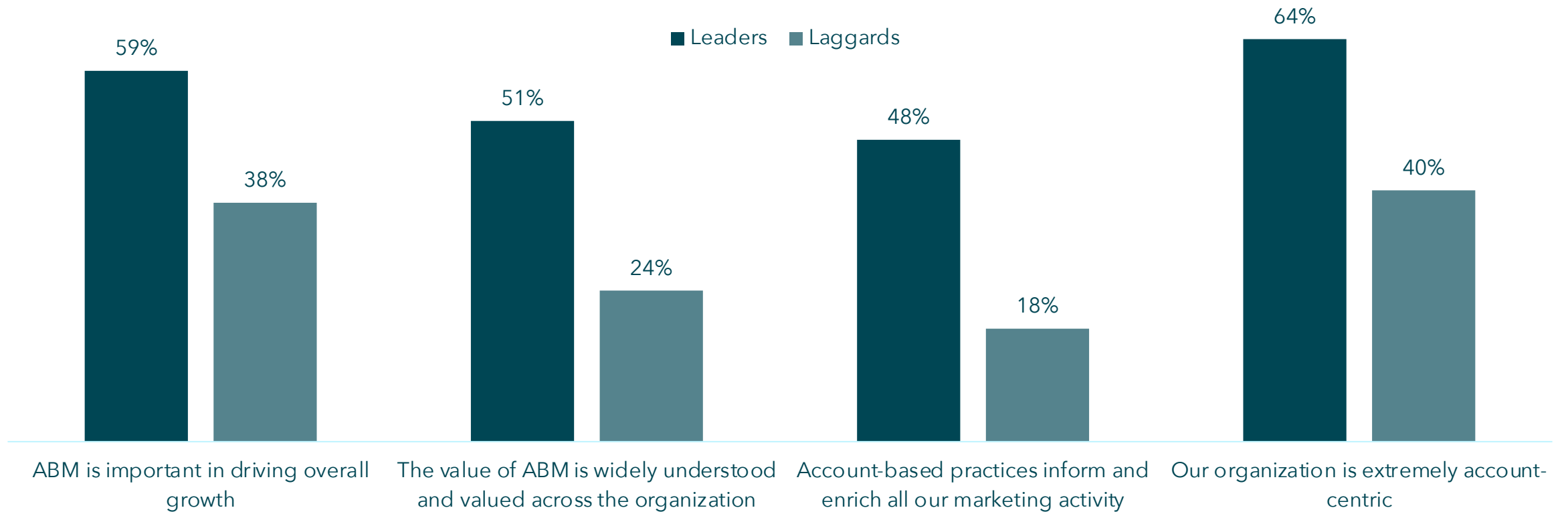
Accelerating your client-led transformation

Meta Karagianni
Chief Consulting and Growth Officer
Momentum ITSMA



CLIENT-CENTRIC MARKETING DIAGNOSTIC

Leaders are more aligned, impactful, and client-centric

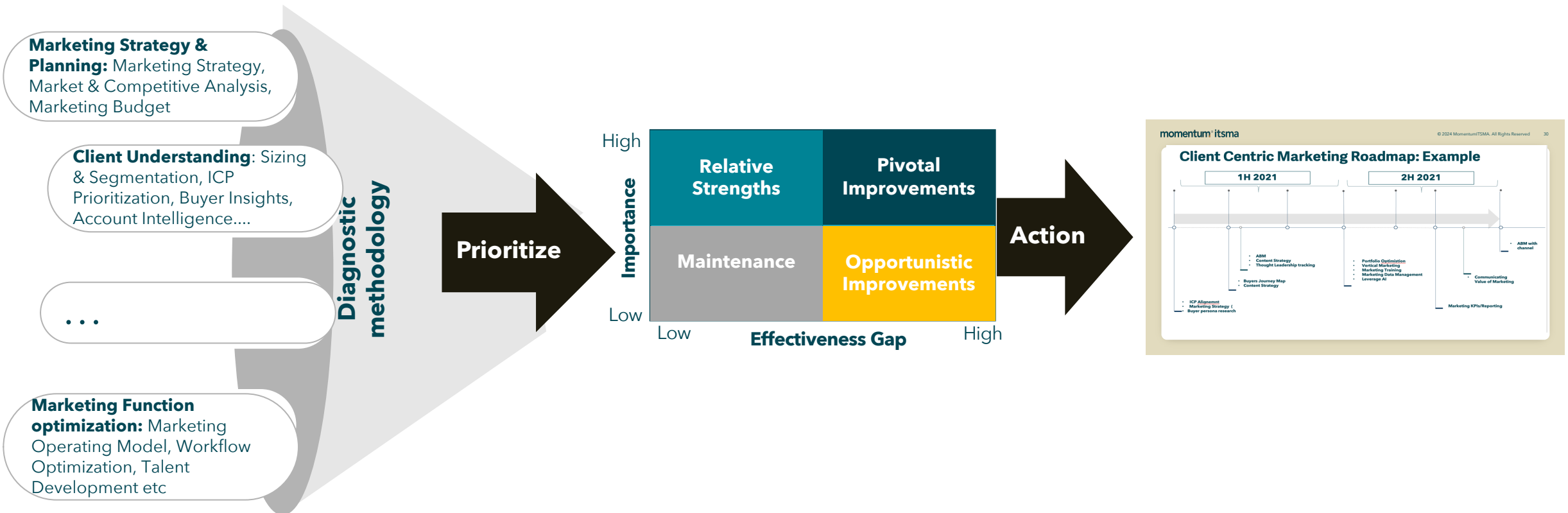


The Momentum Client-Centric Marketing Framework

Strategy and Alignment	Client Understanding	Portfolio and Content	GTM Program Design	GTM Program Orchestration	Marketing Function Optimization
Growth Strategy & Stakeholder Alignment	Market Sizing & Segmentation	Portfolio Optimization	Thought Leadership Programs	Campaign Strategy & Orchestration	Operating Model
Marketing Planning	Account Mapping & Prioritization	Go-to-Market Messaging	Account-Based Marketing (ABM)	Content Operations	Cross-Functional Workflow Optimization
Market & Competitive Intelligence	Buyer Insights	Portfolio Innovation Opportunities	Vertical Marketing	Provider Sales/ Revenue Enablement	Talent Development
Marketing Investment Strategy	Account Intelligence	Content Strategy	Upsell Programs	Partner Ecosystem Enablement	Measurement & Reporting
Communicating the Impact			Cross-sell Programs	Customer Data Management	Governance
			Customer Marketing	Marketing Technology & AI Mobilization	

CLIENT-CENTRIC MARKETING DIAGNOSTIC

Deploy the diagnostic to build buy-in, prioritize and drive your custom improvement plan



CLIENT-CENTRIC MARKETING DIAGNOSTIC

Example of output analysis

Prioritize critical gaps with the gap assessment

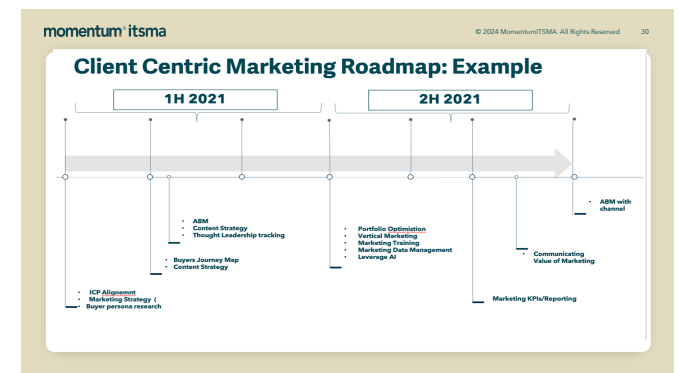
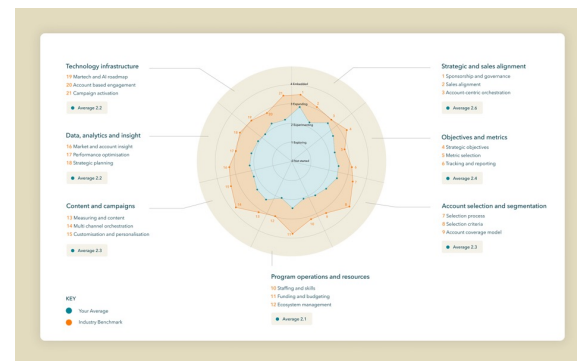
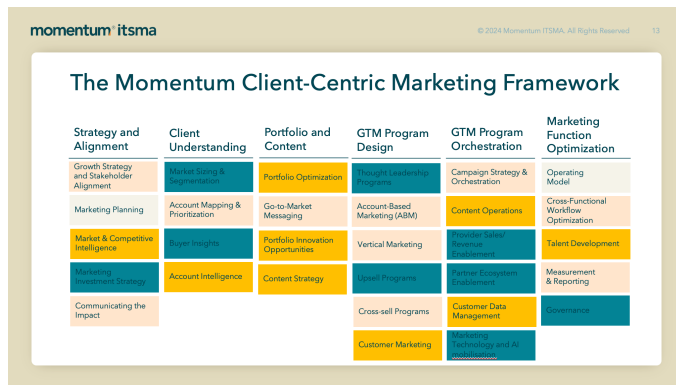
Identify how the team evaluated existing strengths and areas of improvement based on their importance and effectiveness input.

Surface root causes and variations of perceptions

Examine importance and effectiveness in each category to provide a platform of discussion to drive alignment and provide valuable input into strategies to address prioritized gaps.

Develop a targeted action plan

Use the results to create a data-driven action plan to sharpen client focus and develop targeted plans to impact performance.



CLIENT-CENTRIC MARKETING DIAGNOSTIC

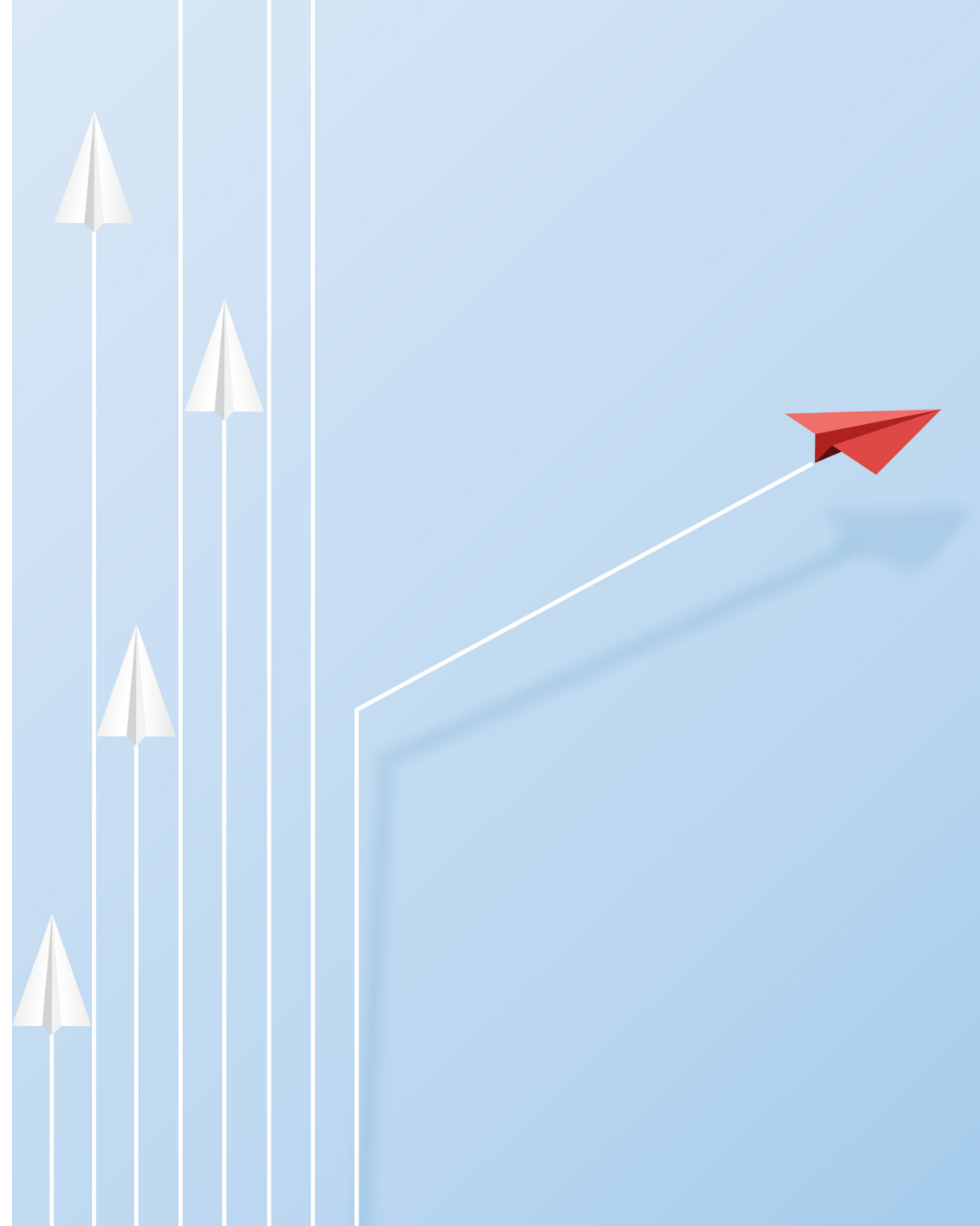
What your peers are saying

*"As I am transforming my marketing organization to become client-led, I need a **change management tool** to help me identify our gaps and drive consensus."*

CMO

*"In marketing, we tend to focus on function, and in today's market, we need to focus on our customer's needs first. At this point in our journey, I need an **analytical approach** to test the maturity of my team across all dimensions and understand how we can drive impact by getting in sync across marketing."*

VP of Marketing



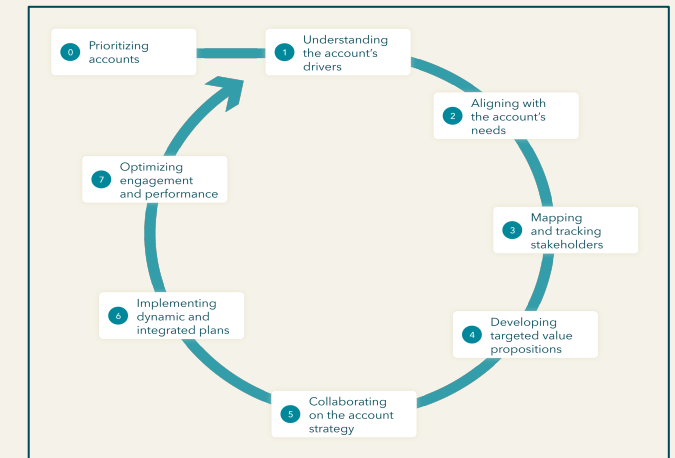
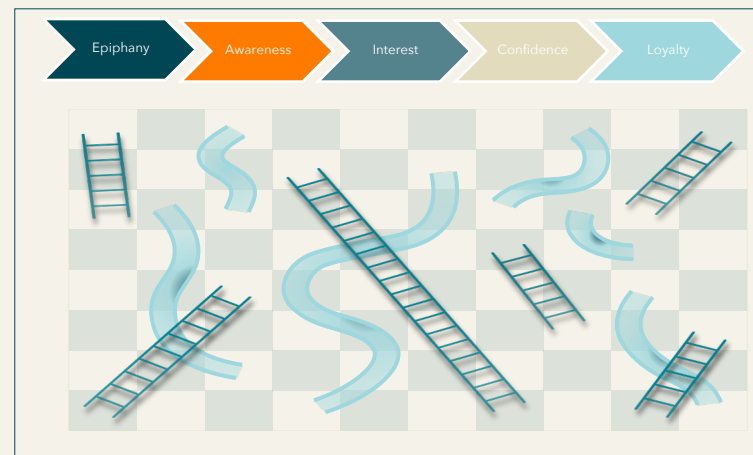
CLOSING REMARKS

Next steps to explore together

Align and create a high-impact forward-looking ABM plan with a robust business case

Buyer journey engagement best-practice workshop

AI workshop for agreed ABM use case(s)



Closing Remarks

Do today

- Create a unified, consistent view of the end-to-end buyer journey for the accounts/segments you are going after
- Leverage external best practices to create a vision and align your leadership on how ABM can scale
- Make sure you have strong foundations in place. Use the Momentum ITSMA ABM Account Development Process to audit your existing efforts to remove execution risk
- Pinpoint your ABM scale challenges, map them to public or private gen AI, and prove early wins to help build a compelling business case

Consider

- Beyond ABM, continue to educate your internal stakeholders on the impact of pivoting to a client-centric GTM model
- Lead the discussion and bring your stakeholders together to align on what areas will have the greatest impact on your organization

Plan

- Explore capability-building opportunities for core and extended teams for a consistent approach

Additional resources from Momentum ITSMA

Reports

[Account-Based Marketing Benchmark Report](#)

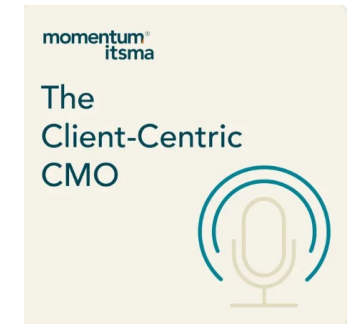
[Thought Leadership Benchmark Report](#)

[Client Buying Index 2024: The power of incumbency](#)

[Value of Thought Leadership 2025](#) (register to receive a copy, published March 2025)

Upcoming events

[Client-centric growth strategies: A roadmap for CMOs](#), March 12, 2025 at 4:00 pm GMT (Webinar)



[Discover our podcasts](#)

Account Based Marketing is a podcast series with sales and marketing leaders, sharing practical tips for growing your most valuable customers.

The Client-Centric CMO spotlights the stories and insights of marketing leaders who put customers at the center of their strategies.

Thank you

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