



Linkedin + CSC

CRACKING THE CODE ON ACCOUNT BASED MARKETING (ABM)

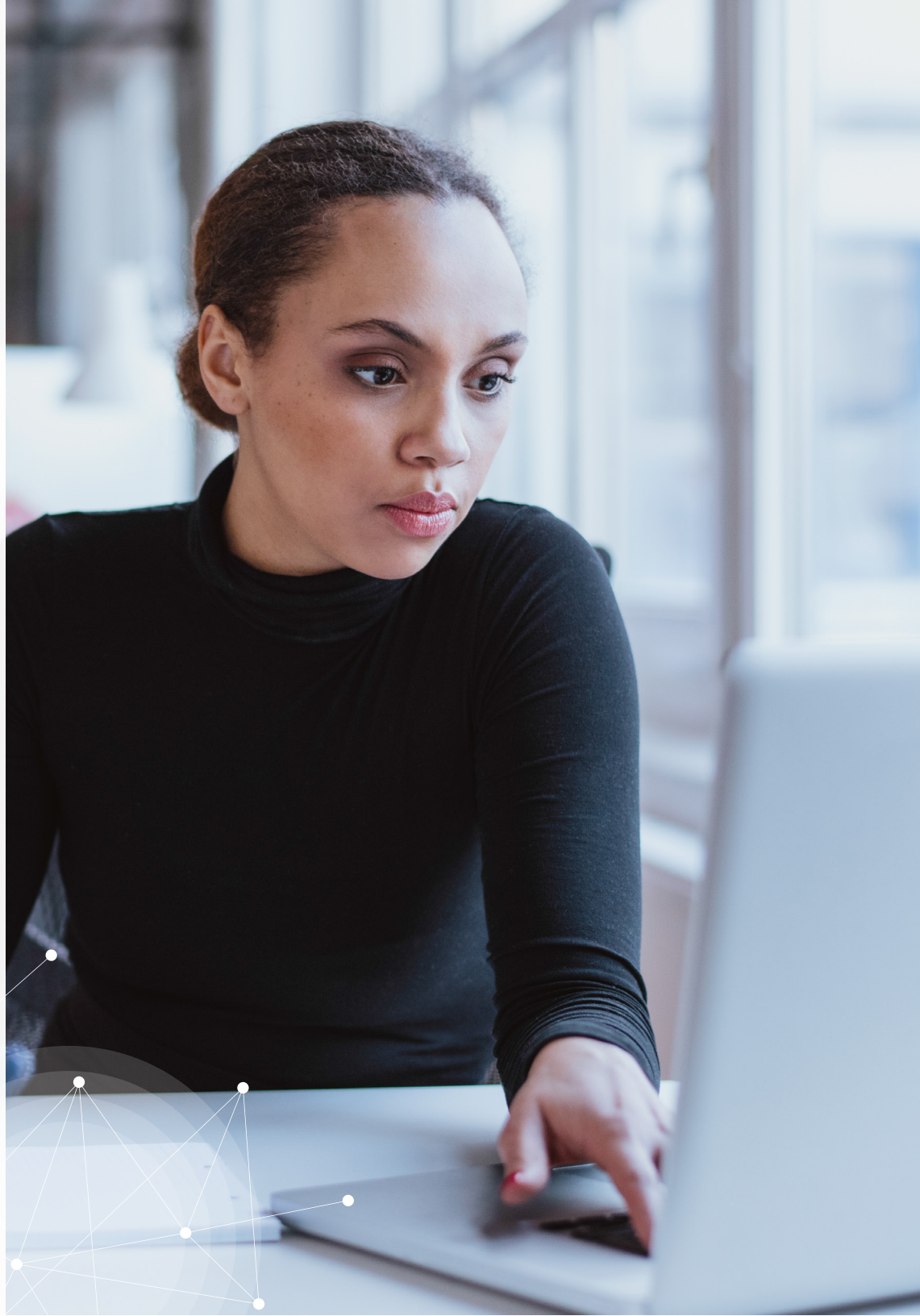
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THE TECH MARKETER'S DILEMMA

In the world of technology solutions and services, marketers (and sellers) are uniquely challenged to navigate long sales cycles, multiple stakeholders and increased competition amidst rapidly shifting marketing opportunities and internal pressures. How can organizations best tackle this complexity to better connect with tech buyers in support of high-level business goals?





THE CHALLENGE

Enterprise technology investments are weighed heavily, and companies that are competing to win face significant barriers when trying to connect with the many unique decision-makers.

How do technology providers meet this challenge when:

- **Tech decision-makers and influencers are varied and the technology decision making process is unique as it tends to touch all areas of the business.** The process is long, complex and highly competitive. There are multiple stakeholders involved in evaluating and purchasing technology, many of whom have non-IT backgrounds and competing agendas. In addition, enterprise technology solutions and services are complex, and business cases may be difficult for salespeople and marketers to convey.

- **Tech marketers must strategize and collaborate internally in new ways** There is growing pressure to prove marketing's contribution to business revenue and ROI. Effective lead generation is not a volume game, but rooted in quality of both leads and engagement. At the same time, the marketing + sales relationship can be a challenging and disconnected one. Salespeople may have a lack of trust in marketing, or think of the marketing role in a traditional sense, instead of as a strategic partner who can accelerate and drive the sales process. Individual salespeople may also have different selling styles, furthering this disconnect, or they don't know how to gain access to useful marketing support. Similarly, there may be an interest in an ABM approach, but a lack of urgency or program structure limiting progress.



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Oversees digital marketing,
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THE WINNING COMBINATION:

To meet these complex external and internal challenges and better support their key customers, CSC, a global leader in providing technology enabled business solutions and services, completely changed how their sales and marketing teams work together through a first-of-its-kind ABM strategy.

CLIENT PROFILE:

CSC leads clients on their digital transformation journey, providing innovative next-generation technology solutions and services that leverage deep industry expertise, global scale, technology independence and an extensive partner community. CSC helps commercial and international public sector clients solve their toughest challenges by modernizing their business processes, applications and infrastructure with next-generation technology solutions.

CSC's Marketing Organization

Global brand and marketing programs

- ABM/pursuit marketing
- Global Demand Gen programs (lead to cash)
- Digital marketing, including social media

"It was not an out of the box offer. But once we explained to the LinkedIn team what we were trying to do, they immediately got it, and worked with us to fine tune the processes on the platform to work with us. It was a lot easier than it could have been with other vendors that don't get it."

DORTHEA GOSLING
ABM & Pursuit Marketing
Center of Excellence Leader, CSC





*“We want **every** sales person we interact with to recommend us with flying colors to the next sales team.”*

CSC'S MARKETING OBJECTIVES:

CSC launched an Account Based Marketing strategy to better support key account customers through their technology investment decision-making process. They sought to align internally to redefine the sales and marketing relationship with the goals to:

- Leverage combined marketing and sales insight ~~and strategy~~ to create greater success with high-level deals
- Drive greater revenue within key existing accounts
- Improve marketing campaign performance with targeted decision-makers
- Improve sales' perceived value of ~~the marketing~~ contribution to solve customers' business problems

TARGET AUDIENCE:

CSC focused on targeting primary decision makers and influencers at 200 key accounts as a part of their pursuit-marketing plan.

REACHING KEY ACCOUNTS THROUGH LINKEDIN WITH A COMPREHENSIVE ABM APPROACH

CSC turned to LinkedIn as an integral partner in achieving their pursuit marketing goals, taking the following 5 steps to drive success.

1 Lay the Program Foundation: Define Compelling Goals and Align the Strategy

Before CSC formally launched their ABM strategy, a critical piece of the puzzle was securing executive buy-in and key champions. A strategic pursuit initiative had been endorsed by the CEO as a company-wide strategy to drive revenue, which helped lay the foundation for ABM. The SVP saw the value of a comprehensive approach and mandated every deal over the \$100M threshold required a pursuit marketer allocated to the strategic deal team. The marketing team was able to gain CMO buy-in and support, and part of the process included keeping all stakeholders informed.

CSC laid out both business and marketing KPIs for their pursuit marketing program. At the highest level, the goals were to boost deal win rate and revenue in key accounts, as well as achieve positive sales team feedback about the quality of strategic value-add. At the marketing program level, the team set goals around engagement and traffic metrics.

“We were put in touch with one of our most strategic deal teams, and we found some brilliant sparring partners in them. They were really open to working with marketing and made us part of that team.”

2 Structure the Program: Identify Target Accounts and Roles Within Accounts

CSC's strategic pursuits program identifies key pursuit targets through a CEO and management review process. The ABM program deal threshold was set at \$100M+ (and had an initial pilot threshold of \$20M+).

Key Business Considerations:

Marketing + Sales make up

For CSC, team structure was integral to the success of their ABM strategy. Single, virtual account teams are made up of strategic salespeople and marketers, allowing unfettered access to customer information. Because pursuit sales teams are required to be transparent, there is shared intelligence and collaboration from deal start to finish. CSC also built in a marketing strategy introduction for the sales team, including training and education on what was possible with marketing's support.

Resource identification and alignment

Marketing strategists were identified across the organization to be pursuit marketers, paired with salespeople experienced in facilitating higher-level deals. The CSC ABM team built assets, including a set of processes and tools that would become repeatable and scalable and made them available through a dedicated SharePoint site, with each pursuit having its own sub-site.

Pilot plan

For the CSC ABM pilot, a strategic deal team with a significant contract on the table was chosen. To raise awareness and help identify additional opportunities, the CSC ABM team socialized the new program at a company sales conference. As they kicked off the program, they also activated new marketing hires and hardened initial processes and tactics.

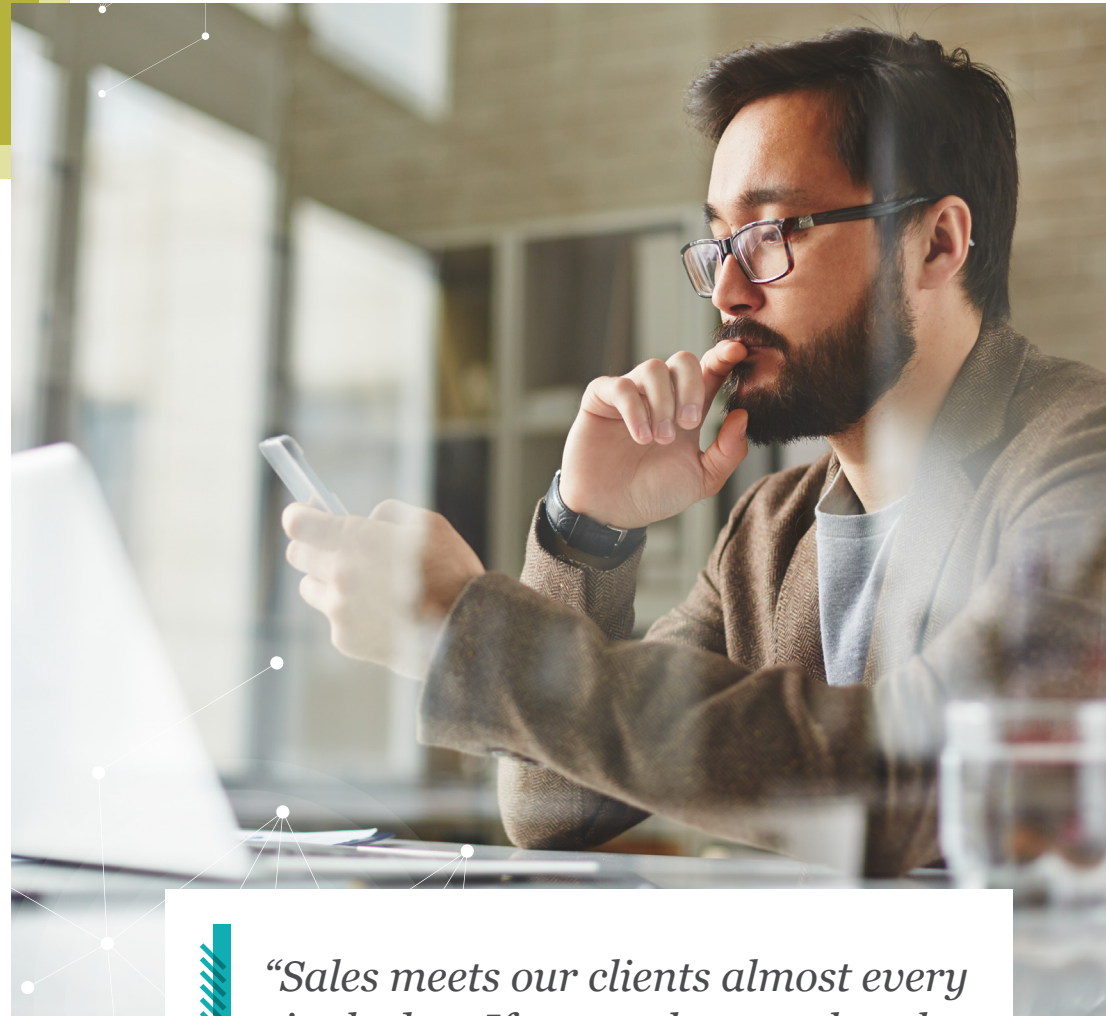
"Content in itself is just nice to have. Content is only important when it's relevant. The LinkedIn campaigns that we were able to launch at micro level is content that is highly, highly relevant to our target audience at that point in time."

3 Personalize the Program: Align Content to Client Context

At CSC, the marketing + sales collaboration carries through to content strategy and all customer interactions, fostering a consistent message. Sales provides context to marketing strategy initially, and content is also adjusted and optimized further down engagement based on sales team guidance and feedback. Marketing in turn helps sales refine client support. If pursuit marketers see content is not gaining traction with key decision-makers, the sales team members are informed the topic or messaging is not resonating, creating a consistent feedback loop internally.

The strong collaboration also enabled CSC pursuit marketers to educate and leverage salespeople as a source of content expertise and credible distribution – for blogging and thought leadership, through social selling via LinkedIn's Sales Navigator and in engaging and sharing thoughtful content via social channels.

LinkedIn enabled CSC to be very specific in their content targeting of both key accounts and specific roles within those companies. When it comes to personalizing content, CSC doesn't just micro-target a customer, they micro-target the content to that customer, such as addressing a relevant business problem one particular client is facing that CSC can help solve.



"Sales meets our clients almost every single day. If you make sure that the communication cascade is accurate so everyone is on message, knows what the key themes are, that can have a strong impact."


4 Activate the Program: Launch Campaigns

CSC's ABM strategy requires unique campaign execution, and LinkedIn is an essential piece in both providing the right data to drive decision making and customized targeting. The pursuit teams utilize the platform for initial social profiling and for up to date intelligence on the right executives to target. When it came to initial launch, CSC had very specific needs, requiring highly focused, micro-company targeting to key account lists with shorter than the norm campaign timeframes. LinkedIn helped them to create ABM-driven custom campaigns targeted to very specific decision-makers by seniority and job function that allowed for smaller target size and flexibility with campaign execution.

5 Evolve the Program: Measure and Optimize

An integral part of CSC's ABM program was comprehensive, open-access measurement. They capture a wide range of marketing metrics including engagement rates (response via reading sharing and social interaction), content click-thrus, increase in follows from key decision-makers and traction/tweaks in content. They also have IP-based banner advertising with marketing tracking codes that captures online data, including website traffic by industry, company and size.

The CSC ABM team created a single real-time dashboard that seamlessly integrates all of these marketing metrics, bringing together the right digital data from the 50+ connected martech tools they utilize. The platform is web-based and always on, allowing it to be transparent and shareable so that anyone internally (salespeople, the CEO and anyone in between) can view it at any time. ABM pursuit marketers review the dashboard on a daily basis, and campaigns undergo regular refinement based on dashboard data and sales input. Both the dashboard and the devoted pursuit program SharePoint site has helped gain trust and fostered further collaboration with sales partners.




“There’s no gray area here. You either win the deal or not. You have a sales team that says you really help or you don’t. So immediately there’s more worth there.”

LINKEDIN-ENABLED ABM

LinkedIn and CSC's integral partnership brings CSC's ABM strategy to life by leveraging the quality targeting and engaged user-base on the LinkedIn platform. These dynamics are essential when reaching the right purchase decision-makers at key pursuit accounts.

CSC notes three aspects of marketing on LinkedIn that bring exceptional value and are unique:

- 1. Well-maintained database and updated user profiles:** This along with the ability for focused targeting to company, location, job title and more provided the necessary foundation to enable ABM to succeed.
 - 2. Active and engaged audience:** Many databases offer a wealth of unknowns. When you buy a marketing list, it can be hard to know if the data is accurate or if the audience is engaged, whereas CSC saw LinkedIn's engagement as an open book. The team describes LinkedIn's active audience of professionals as a living, breathing community with a higher propensity for engagement.
 - 3. Depth of campaign analytics:** With metrics complementary to CSC's other ABM marketing tracking, the team was able to gain a full picture of their ABM efforts.
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"LinkedIn for me has always been one of those weapons in your arsenal that you *have* to have. We didn't know we would be able to drive down to the pursuit marketing level to the degree that we did. There is something here that is extremely difficult for other platform's to replicate. They've been an amazing partner through all of this, extremely flexible, and a very powerful tool. I truly believe in my heart it's a no-brainer."

NICK PANAYI

Head of Global Brand & Digital Marketing, CSC



ACHIEVING RESULTS

CSC assesses the success of their strategic ABM efforts on both a micro and a macro level. From a program perspective, the team regularly monitors the marketing mix metrics via their integrated dashboard to evaluate incremental success. Broadly at a company level, success maps back to revenue, so CSC closely tracks deal win rate among key pursuit accounts.

CSC also closely monitors the ABM program on a qualitative level and gives great care to the information they gain through sales feedback mechanisms, which includes a post-engagement interview. Salespeople are asked questions like: Did marketing add value? Would you recommend the pursuit marketing program to other salespeople? Key to achieving optimal results is a focus on continuous improvement and evolution based on the information gathered via sales and account manager feedback, customer engagement surveys and consideration for account manager promoter scores.



“Sales just wants to close business. So to the degree that you can bring the best of marketing to the sales organization via a single interface, you can really build an amazingly strong relationship between sales and marketing.”