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THE MECHANICS OF ACCOUNT BASED MARKETING

UKG AND JUST GLOBAL BRING
SCALE-AGILITY TO 1:1 ABM

Decision Making Unit (DMU)

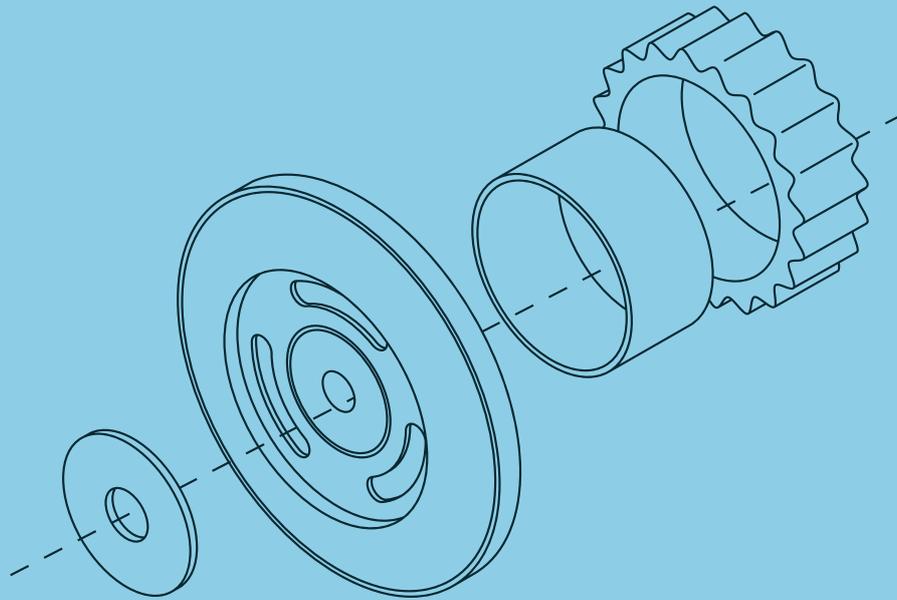


FIG 1.
INTRODUCTION

Ultimate Kronos Group (UKG) is a global company focused on workforce management and human capital management; and it serves labour intensive industries such as retail and manufacturing. Its purpose is people, and it aims to provide employees with the flexibility to manage their work lives effectively and to ensure that they are paid correctly; whilst giving employers the tools to align labour with demand.

Tristan Jones leads EMEA Enterprise Account Based Marketing (ABM) for UKG and joined the company in March 2020 to start their ABM activity. After a lengthy review of possible agency partners,

he selected Just Global: together, they created an innovative 1:1 ABM process wherein customer-driven insights are prioritised and personalised, while most campaign content is foundational and repeatable.

This has been a hugely effective program: 18 months later after launching the ABM activity, 70% of opportunities have either progressed the deal stage or have resulted in closed business. It has also been implemented more quickly and at much lower cost than traditional ABM approaches, something that Just Global describes as scale-agility.

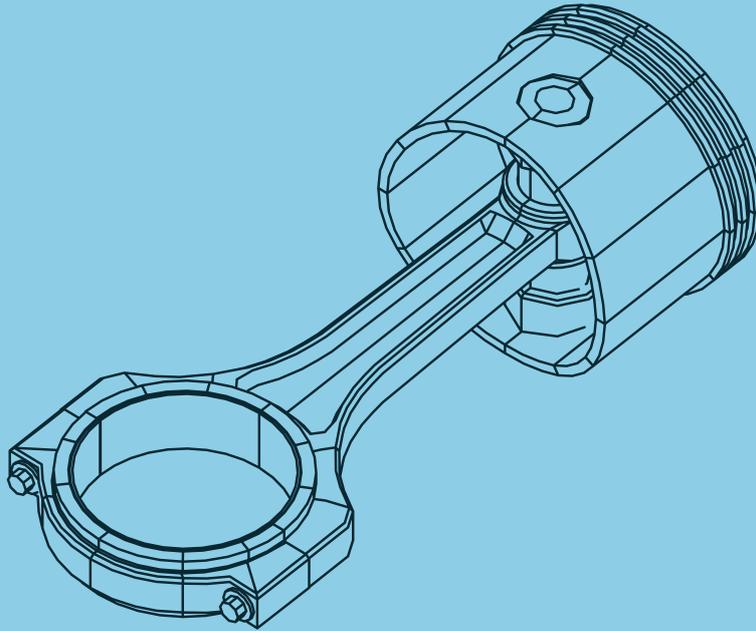


FIG 2. **POSITIONING ABM**

According to the ABM Census report commissioned by B2B Marketing, 32% of respondents said that ABM accelerated pipeline although only 7% anticipated this; a further 28% found ABM enhanced account retention although only 4% expected this to be the case. The only area where ABM underperformed against its targets was in generating new business.

Essentially, marketers are not playing to ABM's strengths: if it's good at pipeline acceleration and retention, then look for those opportunities and outcomes. Once it's proved its value, then the campaign can expand to include net new opportunities.

With UKG, the ABM activity began exactly when the lockdown hit and its target audiences were hugely impacted by furloughs, social distancing, self-isolating staff, working from home, etc. Essentially, these industries were in "thrive or survive" mode, and demand generation would have been completely insensitive. From a business continuity perspective, it became clear that the top priority would initially be supporting sales with their existing pipeline – using ABM to keep UKG top of mind among key stakeholders and accelerating deals.

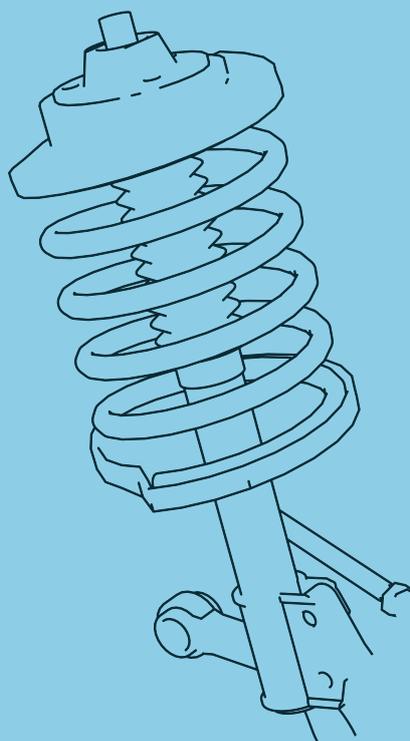


FIG 3.

SALES/MARKETING ALIGNMENT

The ABM Census report also revealed that many marketers find it difficult to collaborate effectively with their sales colleagues: 33% of marketers find creating good S/M alignment to be a challenge, almost half (46%) find it hard to get the necessary account insight, and almost a third (30%) struggle to get a shared strategy.

However, close alignment to the sales team has been one of the hallmarks of UKG's ABM activity. Key to that is the fact that Tristan is a full-time ABMer and owns the relationship with sales: indeed, there are times when he almost feels he reports to sales.

He also has a strong background of developing strategic 1:1 ABM campaigns and is familiar with sales and account planning processes. As a result, he has put in place a shared measure of success – winning deals – and is comfortable challenging reps about the opportunities being proposed for ABM support, something that builds credibility with the sales team.

An early success from the first round of campaigns also helped to generate positive feedback for overall ABM activity.

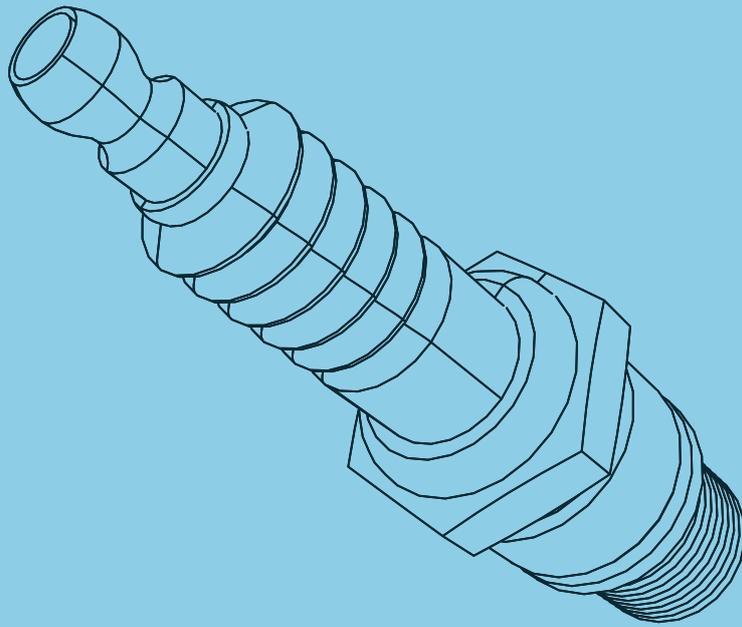


FIG 4.

ACCOUNT SELECTION

The accounts proposed for ABM activity were assessed using a data driven approach that minimised 'gut feel' or any favouritism given to the loudest voice in the room. This ensured that Tristan had a solid answer to the question, "Why was this account selected over mine?".

UKG focused on deals where relationships were in place and account insight was available, but which were nonetheless some way from being closed. Three criteria were used to assess each account:

- **Opportunity** – Is the deal sufficiently large to justify the ABM investment? How long has the opportunity been in play – if it's too long, the deal may be 'stuck'. Is there a good fit between the prospect's needs and UKG's solutions?
- **Achievability** – Is there an active RFP which would prevent UKG from marketing to the account? Do we have a clear understanding of the stakeholder landscape?
- **Cooperation** – Will sales invest their time in the opportunity? If it is on a long list of 20 opportunities, rather than a priority account, then it may be difficult to enlist the sales reps' support for the activity.

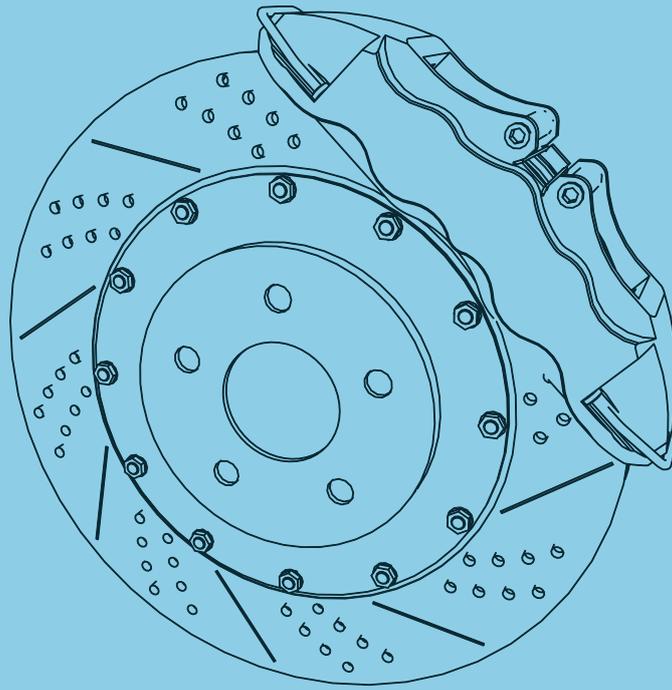


FIG 5.
ACCOUNT STRATEGY

When the ABM activity first kicked off, the strategy sessions for the selected ABM opportunities took too much of sales and marketing's time: it quickly became clear that this level of investment simply wouldn't scale. Part of the problem was that sales almost had too much knowledge and getting to the right information was proving too time consuming.

Just Global streamlined this process, creating a strategy template document that covered items such as account history, key pain points for the account,

how UKG wanted to be positioned to the prospect, and the RAG (Red, Amber, or Green) status of key stakeholders.

This strategy document was the basis of the insight calls held with the account teams and brought focus to the process. Tristan held the sales team accountable for completing this document before any activity began - this was not only a good indicator of the sales reps' commitment to the ABM campaign, but also massively reduced the level of effort and time to market required for each campaign.

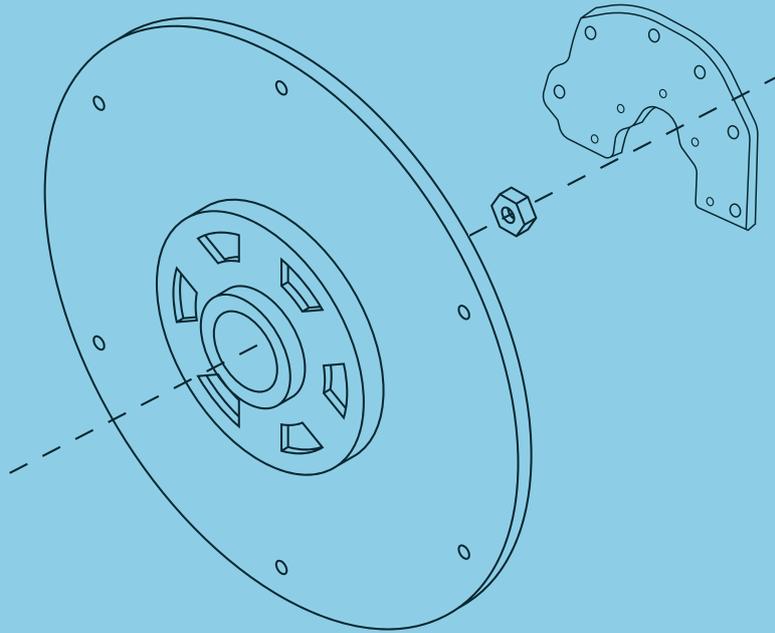


FIG 6.
SCALE-AGILITY

UKG and Just Global have proven that 1:1 ABM need not be the expensive and resource-intensive process many people believe it to be. In fact, Just Global coined the term 'scale-agility' to describe the cost-effective delivery of personalisation at scale and the ability to pivot quickly to take new ABM activity to market.

Scale-agility can only be achieved over time: at the start of the ABM activity, the accounts selected were in different vertical sectors with very different pain points – so there was little repeatability from account to account. However, as more accounts were added, repetition

and patterns emerged that highlighted opportunities for re-use.

In one recent case, UKG needed to get ABM activity quickly to market ahead of a looming RFP: the campaign was up-and-running in two weeks – with no need for anyone to pull an 'all-nighter' to get the work done.

Scale-agility works both for UKG and for Just Global: the client gets the 1-2-1 ABM activity it needs – but without individual campaigns costing the earth; and the agency can be very efficient in the way it delivers ABM activity.

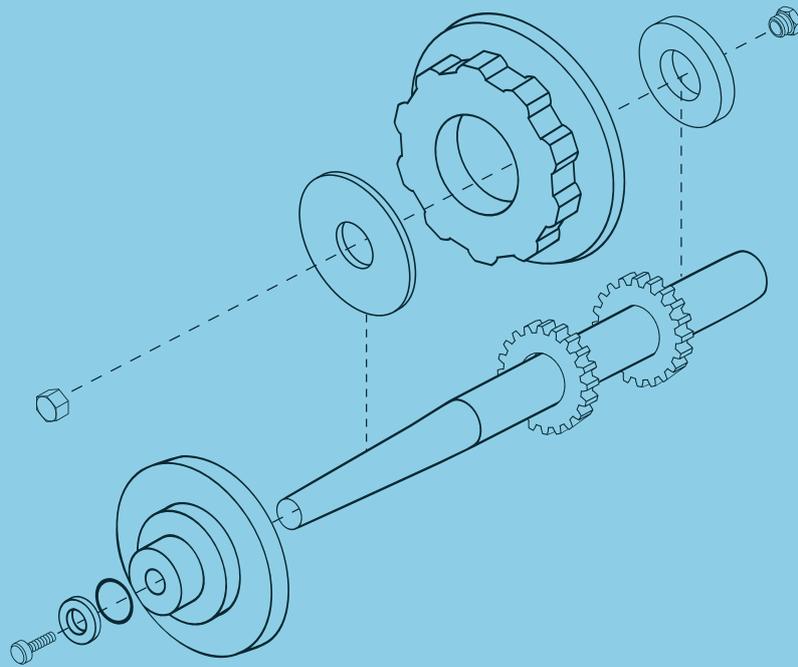


FIG 7.

PERSONALISED COMMUNICATIONS

In addition to the unique messages derived from the insight session, the creative approach used to create the content hub also features a high degree of personalisation – making it absolutely clear to the prospect that this activity is created for them alone.

The hub features the client logo, and the design aligns with the prospect’s brand. This approach extends to the individual assets hosted on the hub, with the cover page of each being re-branded in the same style. The core structure for each content hub is the same, meaning that it merely needs to be re-skinned for each

campaign: this again contributes to the scale-agility of the ABM activity.

For each campaign, Just Global also ran LinkedIn activity that drove the prospects to the content hub. The agency also provided the sales teams with a toolkit – including emails, personalised letters, links to assets, etc. – and directions on how on how to present the materials. This ensured that individual reps knew could consistently deliver the personalised and relevant messages aligned to the pain points we discovered at the start of the process.



FIG 8. **LEARNINGS**

Tristan highlights four areas that are critical determinants of success:

Align with sales: engage with sales early in the process and at all levels. Be strict on account selection – mistakes cost time and money; and ensure urgency in execution – a perfect campaign that is never seen by the target account has no value. Also, not everything needs to be done through – or even with – sales: it is possible to work on their behalf.

Define outcomes: Understanding the market dynamics of your audience and the sales process are critical. Pipeline acceleration was UKG's initial focus:

however, now the pandemic has stabilised, generating demand and finding new opportunities is a high priority.

Start small: Scale up and out: it's easier to scale out from 1:1 to 1:few than the other way around. Capture qualitative feedback early to demonstrate value before you can quantitatively measure the impact of ABM.

Have confidence: Like any great marketing campaign, ABM requires blood sweat and tears to be successful. It's not always pretty, so push through the messy middle of execution.

ABOUT UKG

At UKG™, our purpose is people. Formed by three leaders in HR solutions, UKG combines the strength and innovation of Ultimate Software, Kronos® and PeopleDoc. Our love for all things HR, workforce management and HR service delivery is matched only by our people-centred culture. Together, we're committed to inspiring workforces and businesses around the world, helping to pave the way forward for our people, customers, and industry.

ABOUT JUST GLOBAL

Just Global is an integrated marketing agency serving the world's most impactful B2B brands. Media, insights, and creative services work together to create data-driven business outcomes by delivering the right stories, within the right experiences at the right times. Just Global creates richer connection between brands and their customers, transforming 'marketing as usual' by activating relationships with people in wildly inventive and genuinely authentic ways.



THE MECHANICS OF ABM

To ensure your ABM engine is running smoothly, take part in our [free online ABM MOT](#). We'll give you a report that will fine-tune your programme for optimum performance.

Or [email us](#) to discuss your wider marketing requirements.

