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Adam Turinas (00:00):

Just trying to find the mute button. Hey, hello everybody. Good afternoon, or good morning if you're like Melinda in Australia. Welcome to today's part five of the HIMMS Healthlaunchpad account-based marketing 2021 playbook. This is Lessons from the ABM All-Stars, and I have really been looking forward to this for a couple of reasons. First reason is I've got a great panel of some super smart ABM marketers who are going to share a ton of insights and are going to answer your questions. And the second reason I'm looking forward to it is that they get to do the talking and you don't have to listen to me as much as you have done for the last couple of weeks, or last couple of months.

Adam Turinas (00:43):

Just a quick setup, promise you only a few slides. This is where we are in the program, so we're at part five of six. The next session will be what the future of ABM is, and again, I have a couple of workshops coming up that are free to attend where you can start to put these theory into action. There's one next week and Bridget's going to share the link at the end. And then there's another one coming up in April.

Adam Turinas (01:12):

So today, you're going to hear from how marketers like you have developed their ABM strategies and you're going to get lessons in implementations, how to make your model work effectively, what to avoid, and most importantly, answer your questions.

Adam Turinas (01:29):

Just a quick reminder. I'm going to give a two-page refresher. ABM is about three things. It's a strategic focus on increasing revenue, improving brand reputation and strengthening relationships with your best-fit accounts. It's a tight partnership and integration between sales and marketing, and it's about delivering tailored, personalized programs that are based on deep customer insights. And there are three flavors of ABM. Number one is one-to-one, strategic ABM. Number two is one-to-few, segment-based. And then one-to-many, ABM at scale is the third type of ABM.

Adam Turinas (02:17):

So, I'm going to ask you to put your questions in the Q&A and I'm going to try and make sure that I cover as many as I possibly can. I don't know, I can't promise I can get to all of them. And what I'll ask is, just at the end of your question put who you work for. I should get your name associated with the question as well, but if you could say, so I can say, "such-and-such a question is from this person at this particular company."

Adam Turinas (02:47):

Now, let's meet my fantastic panel of all-stars. From InterSystems Asia-Pacific in Australia, I have Melinda Dropka-MacDonald. Before working at InterSystems, Melinda worked at many agencies in PR, digital marketing, before moving into the world of ABM. And when she's not working InterSystems, she's getting manicures from her seven-year-old daughter and enjoying life in Sydney.

Adam Turinas (03:22):

And second person on the panel today is Ben Person, who is the VP of global marketing for Nuvolo. Anybody who's attended some of the previous session will have heard a lot about what Ben's been up to. Now you get an opportunity to ask him some questions. He directs go-to-market strategy for what Nuvolo calls Connected Workplaces. And along with managing product marketing and corporate marketing, Ben leads business development initiatives for Nuvolo, which is a company on fire. They're doing incredibly well because they're doing great things for healthcare systems.

Adam Turinas (03:58):

And last but not least is the awesome Christine Slocumb, who is the founder and leader of Clarity Quest Marketing, an agency that specializes in ABM for health tech. Prior to Clarity Quest, Christine was both an engineer and a marketer on the client side. And in addition to having an MBA and an MSC in electrical engineering, she holds eight US patents. So I'm totally in awe of Christine.

Adam Turinas (04:31):

Now, let's kick things off. I'm going to shut down this screen share, excuse me a second. And great, now hopefully you can see us all and we'll kick things off. And what I'd like to do is get you each to give an introduction, but particularly talk about ABM, your ABM strategy and what the role of ABM is in your business and your marketing. I'd like to start with Melinda in Australia, you're going to have to come off mute now to do that. So Melinda, let's go to you first.

Melinda Dropka-MacDonald (05:06):

Thank you for reminding me, Adam. Thank you that lovely introduction. I work at InterSystems, and for over 40 years we've been providing innovative data solutions to organizations who have truly critical data and information needs in healthcare, but also in finance and logistics as well. When we talk about our strategy for ABM, it really falls into two camps, or buckets. One of landing new customers, and one of expanding the penetration within our existing customer base. That way we can run parallel campaigns to expand our presence within these two camps, and we're finding that this works to keep the communication flowing and even offer insights between each [inaudible 00:05:55]. This also works for strategic ABM, which is something that we're very focused on in-region here, as well as the one-to-few, as Adam has educated all of you so beautifully so far. It's an important part of our marketing mix. It's not the only part, though.

Adam Turinas (06:13):

Great. Thank you very much, Melinda. Ben, how about yourself? A lot of us have seen some of the stuff you've been doing, but not everybody who's attending this panel today has seen any of the previous things, so tell us about how you guys use ABM.

Ben Person (06:28):

Yeah, sure Adam and thank you for having us here. This is exciting. Thanks everyone for joining. So, my name is Ben Person as Adam mentioned, and I work for a company called Nuvolo. We are a startup software company that started here just a few years ago, but rapidly, we're in hundreds of hospitals globally now. And organizations use us to maintain medical devices and facilities equipment. You think

of the CMMS is the term used. That's what we do in healthcare, and really excited market that we're serving.

Ben Person (06:57):

When you think about ABM, it is a strategy for us. We obviously have the full tech stack and we have dedicated people to it. We talk about the approaches. We use all of them, so when we think about one-to-one, for big strategic accounts we do one-to-one campaigns. Make it completely personal for them and their business, their specific business needs. I'm sure Adam shared a few examples of that. We also do one-to-many, and we talk about that front of the funnel, that pipeline development, awareness efforts. That's where we start looking at broader. But why do we do it? And how do we execute on it?

Ben Person (07:29):

We do ABM because we want to work smarter, not harder. Being able to get insights into real data that's going on in the field. Who actually has intent on buying something that they need for their business that we can ultimately serve for them? So for us, that's been our focus. Again, awareness. We also follow ABM through the sales cycle. So we have a very specific approach to deals in stage zero through stage two, which basically gets them to a demo. And then follow them all the way through with a different approach for stage three through the finish to make sure deals are getting over the finish line.

Ben Person (08:03):

So the key to ABM is that you have a multi-faceted approach to address each of those specific use cases. Something we'll talk about more, Adam, but in summary, that's what we're doing.

Adam Turinas (08:14):

Thank you. That's a lot, that's great. Christine, you work with many clients with ABM. I'm just very interested to get key insights on some of your clients, where ABM fits into the strategy in the types of work that you're doing in the space.

Christine Slocumb (08:31):

Absolutely. Thank you, Adam, and I'm a longtime HIMMS member so I'm very excited to be here. And welcome everyone. Our agency, Clarity Quest, works through health IT, health SAS, biotech and pharma tech companies, and everything from well-funded startups all the way through Fortune 500s. So, as you can imagine, there is a wide spectrum of what people call ABM in that. And so, we try and tailor it best to what the client wants to accomplish and what they have the budget bandwidth and appetite for. It's usually a hybrid model, frankly, between things, ABM and some traditional, because there is a ramp-up time, as most of us know, to get ABM going and to get everyone to be true believers, and the phone can't just stop ringing, right? So there's a hybrid approach to that.

Christine Slocumb (09:21):

We really pitch ABM to customers because of the engagement and relationship it builds with their target audiences, unlike anything else. You really have to get inside, you have to be an educated seller

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these days, educated marketer. So get inside the head, figure out the problem and then bring them solutions at the right point in the buying journey.

Adam Turinas (09:48):

That's really interesting, very interesting similarities in how you're doing it with some fundamental differences. Now, I've got a question here from Ramesh Kumar about, "What are the tools for gathering intent from target accounts?" So, maybe Ben, go to you on that and then Christine could share some insights as well.

Ben Person (10:09):

Sure. Yeah, obviously we have a tool stack to support us. We do use Terminus here at Nuvolo, which does give us intent data from Bombora, specifically. And that's been something we've worked on, I think we'll talk more about it during the session today. But working with Terminus to make sure the right intent topics are in there, the right titles are in there, so we're hitting the right companies, right profiles, with the right intent data so that when we're serving up data, to your point Christine, that data is relevant to their role, is relevant to their intent. So it is very personalized, and that's what's most important is that we're serving up real information that matters to them and their business.

Adam Turinas (10:47):

That's great. So Christine, you... Yeah, go ahead.

Christine Slocumb (10:51):

Similar to Ben. Terminus with Bombora, the very top end of our client base on 6sense, but finding intent. And there's also fun ways to try and find it without the traditional tech stack, through old fashioned detective work. And a lot of startups, they can't afford some of those tools right out of the gate, so how can you use old fashioned detective work? Old fashioned networking on LinkedIn to find out some of that. And there's also a pretty cool tool called SparkToro, S-P-A-R-K-T-O-R-O, that gives you some fun "who's talking about what," based on a topic. And that's great for startups, it's very affordable.

Adam Turinas (11:34):

Sarturo?

Christine Slocumb (11:38):

Spark, S-P-A-R-K-T-O-R-O.

Adam Turinas (11:40):

Okay got it, fantastic, really cool. Really, really cool. So another question here is, "Can you share how your teams are structured to support ABM initiatives, and how important is that?" So Melinda, I know we've talked a bit about resources and how things are structured. And you guys are doing ABM in a very interesting way, I thought.

Melinda Dropka-MacDonald (12:04):

Right, well. So resourcing, if you're new to ABM resourcing is something that you can't take lightly because you just need to have your task workflows drawn up so that you can assign people specific tasks because there will be a lot of dependencies. So you need to make sure that you're getting the information from a specific person that'll then flow through to an outcome which is either deliverable into an account plan, or it could be a piece of content, for example. The way we've structured it, the way I've structured it in the past, is to have an intent or insights team. So these people, their sole mission is to focus on what they can bring, doing detective work like Christine said. The tech stack can be two platforms, it can be 20, and it's depending on how you fit all of those pieces together to make sure you've got the best picture you can have without physically talking to the person, because we're talking about digital relationships.

Melinda Dropka-MacDonald (13:06):

The other side is then to have an execution team. So whilst you bring those two together, you then have to overlay that with a project management or a director level so that the account is getting the attention it needs. And so everyone is aware of what's happening at any given point in time.

Melinda Dropka-MacDonald (13:26):

And then, a very key element, but down here is how you would put in a reporting team. Now, if you've got some strong reporting, if you've got some good dashboards already built, then that will flow into the everyday operations and content production. If not, then that's something that you need to think about setting up because it is probably, it's the cornerstone of account-based marketing.

Adam Turinas (13:54):

Got it, that's great. How about you, Ben? I know you've got a... I've talked to several members on your team. I really learn a lot from the way you're structured.

Ben Person (14:01):

Sure. Yeah, obviously content creation is the start of everything. You're making sure that you have killer content that you can ultimately serve up. So dedicated content writers, dedicated graphics folks who can do some really great things there, and then we do have a dedicated account-based marketing resource. And we also have a campaign manager that runs that as well. So the ABM role that we have dedicated to this is, to your point Melinda, they're looking at the data. But one of the big things they're also doing that is so important in a successful ABM program, is they're the one actually getting with the sales teams, walking through the intent data, walking through the target accounts that we're hitting with this, and looking at the insights.

Ben Person (14:44):

That is so critical that that person, or that team, in marketing owns that and has those conversations with business development, with each of your sales teams. That should be a weekly, almost a ongoing cadence. Once that adoption takes place, eventually you can taper that back. You have to do that upfront to get that adoption to take hold within your sales organization.

Adam Turinas (15:06):

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Really interesting, really interesting. And by the way, I want to thank Rob [Kemper 00:15:10], who is the CMO of Sensornet, for that previous question and give a shout out. Now, the next question is from Lee White, and this is about investment. "How have you justified investments, both in terms of people and budget?" Why don't we stay with you on that, Ben. How have you done it? Because it's been a journey for you for a couple of years. And then we'll go to you, Christine.

Ben Person ([15:33](#)):

Yeah, absolutely. And it goes back to marketing attribution, Adam. So being able to set up marketing attribution models so that we can make sure that we associate opportunities back to ABM work, whether that be influenced opportunities or whether that be new generated opportunities that come from an ABM work. We can point back to hard numbers, so we can specifically say, "This is the revenue generated based on ABM efforts." Obviously, ads are a little bit more tricky in being able to tie back the influence, but we actually are tying back where we can, where it's not subjective, ultimately that marketing attribution to opportunities and revenue. That's how we're doing it.

Adam Turinas ([16:13](#)):

Where, and how far... Because you've been doing ABM for a couple of years, but really doing it in [inaudible 00:16:18] for, it sounds like, for the last nine months. How are you in terms of actually saying, "You know what? We can measure an ROI on this, so we can pour even more money into this."

Ben Person ([16:28](#)):

Yeah, definitely Adam. So for us, we now have the team fully structured with dedicated focus. That went live about seven months ago, roughly. We're looking at mid-year this year to have hard numbers to be able to really point back to it. We still have some data, but for ABM, our sales cycles for us are about 6 to 10 months. We need a little bit more time based on deal cycle to be able to truly point back to hard closed revenue numbers specifically.

Adam Turinas ([16:58](#)):

That's one of the biggest problems in healthcare, the sales cycles are so long that... It's tough enough in any other sector to justify doing ABM, you've really got to have patience with it. But in healthcare it's even more so. How about you, Christine? What are some of the things that you're seeing in terms of measuring an ROI?

Christine Slocumb ([17:16](#)):

Yeah, I actually have some because for a couple of our clients, they've been running it two, three years. And they've seen an average revenue increase of three to four [inaudible 00:17:24] of the target accounts. And some of those are smaller deal value, under 10,000 per transaction on those, and some of them are $100,000-plus software platforms. Some are into pharma, some are into health systems. I brought some metrics today for everyone. In the first four to six months after launch, expect to get account engagement, and this is similar to your one-to-50, one-to-100 model, Adam. 20 to 45% of the target accounts get engaged when those campaigns were running. Conversion to seller conversations that a meeting was actually booked, a demo, some type of consultative meeting, phone call, 5 to 11%.

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And that's in the first three to four months of that. Average time spent on content experience, two minutes and 15 seconds, and average number of assets consumed in the first quarter, 1.75.

Adam Turinas (18:21):

That's great, and are you saying as a result of that, these clients are going to invest more in ABM? Are they shifting more of their budget over to it?

Christine Slocumb (18:29):

Yeah, absolutely. The ROI is there. We had one client, pretty small client, but they really wanted to heavily invest in ABM. They turned us loose and they grew 12x and then just sold to Charles River Labs for $38 million last summer. It was a little tiny company in Seattle, and we started with SEO and normal inbound/outbound, but then shifted them over to ABM into pharma and they really realized gains off of that.

Adam Turinas (19:04):

Amazing case study. I have another question here which is more about content and the process of getting started. So the question is, "What do you recommend for the crawl phase of crawl, walk, run?" So Melinda, you guys, you're taking the lead in ABM to get things moving. I remember when we started talking about six months ago, you were pretty early on in the phase. So it's really interesting and I think you have some great perspective on content as well.

Melinda Dropka-MacDonald (19:34):

A load of people, when we talk about ABM they say, "Oh, well you just need a wall of content. You have to have dedicated content," and I think that if you're going to put people off something, that's a perfect way to do it. And this is a really important piece of work because you've got to get executive buy-in, you have to align with the sales team. Your stakeholder list encompasses most of the company, ultimately, because it will a direct impact on the business, and so that content piece... I recommend, I'm a believer, I've seen it work, take existing content. Look at it with fresh eyes, look at it from a persona perspective. But also you're looking at it from an account perspective. What does this account feel? How are they placing themselves in market? And that's your opportunity to say, "How would they look at us?" Because you're getting all this intent data from what they're doing, but how are you reflecting back at them?

Melinda Dropka-MacDonald (20:38):

So what I think works, and it's certainly economically feasible, is to refresh your data. If you've got a 16-page whitepaper, take it apart. Put it into easy to consume pieces, give it some keywords to appeal to different personas. Start to bring in some graphics so that you can take it and make them social tiles, so that suddenly you've got an experience and a story that stretches right through, before anyone's even met you. And you'll give them that feeling of empowerment because what you're doing is you're building a relationship with these people, more often than not, digitally. And it's really helpful because then you can plan more [inaudible 00:21:23] pieces, pieces that you know you will need to create from scratch. But you've got that leeway, you've got that run-up. And then, of course you've got the metrics to support it. What works, what doesn't.

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Adam Turinas (21:35):

Very interesting. And one of the things that you told me early on that really, I thought, was great insight was the way you change what a landing page is. Because the traditional [inaudible 00:21:46] landing page [crosstalk 00:21:47]. And so, [crosstalk 00:21:49] little bit more about that? I thought that was very eye-opening.

Melinda Dropka-MacDonald (21:53):

That's just because it's a personal preference for me. I don't like being driven to a landing page and then, what do I do now? Where do I go? Is that all you want me to know about the company, is please download my asset? So, we're all, I'd say, almost digital natives now, is our status. And when someone brings you into their space, they should offer you alternatives to either find out more about the company, the technology, or what do you know about my problem? Which lies at the heart of account-based marketing.

Melinda Dropka-MacDonald (22:28):

So I've taken the traditional landing page idea and then created options. So here are your options. Where you are on your journey, and using it to measure how people feel comfortable with that content. Here's a webinar, here's another article, here's a heavy duty piece about our product. And the metrics changed overnight. I suddenly [inaudible 00:22:56] engagement. I suddenly had people who wouldn't [inaudible 00:22:59] or bounce off the page. They were moving into our digital spaces, which is gratifying.

Adam Turinas (23:06):

Huh. How about you, Ben, because I know you... I'm so impressed with the way that you've created these curated experiences. I'd love to hear you share how you approach that.

Ben Person (23:17):

Yeah. No, you're right, and Melinda, you had a really good point. It's not about quantity, it's about quality and its relevancy, right? And these landing pages, for us, we want them to be kind of your choose your own adventure. You want it to be personal to them. One of the keys we try to do when we think about these landing pages is we want them not to have to leave the landing page. We want them to stay within that experience. That was one of the things that we learned during our ABM journey. A lot of times we'd link out to other content on our core Nuvolo.com page. We decided that we would refine that and make it... They don't have to leave that experience. They stay in their personalized ABM experience and never have to leave, based on the journey they take within ABM.

Ben Person (23:58):

One comment around content too, Adam, I'd like to mention. One of the things we did, and if you're really early on in content creation. And Melinda, to your point, use what you have, absolutely. And for us, the approach we took on this was if you're early in the market and you have a couple clients, what we do is customer success events. Small webinars that we turn into a package. So we host an event with a customer, and coming out of that, we end up putting together a package of about five different pieces

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of content. We have an ROI story, we have a success story, we have a blog, we have infographics we create out of it. So just from one event that has a lot of longevity that we can continue to reuse, I can build about five pieces of content. And by the way, one hospital's story, their peers want to hear about it. Hospitals want to know what their peer hospitals and organizations are doing as well. That's killer content, as we see it.

Ben Person (24:54):

So that's our approach, is thought leadership, customer success stories. That's where we stay primarily and talk less about us. It's about what other solutions are happening in the market, and that's been pretty successful for us.

Adam Turinas (25:07):

Very interesting. So it's this notion of one quality story and then playing out in lots of different assets. And the notion of eat this now, and you eat every part of the animal. Christine, when you're advising clients and they're getting started, how do you approach it with them so that they can... Maybe they're starting with very little content. How do you do that?

Christine Slocumb (25:38):

Yeah. To Melinda's point, certainly a content audit is the very first thing we do. But sometimes we get in there and there's just not much. We are starting from scratch. But usually, they have something. And they may have had a webinar like this that we're going to parse out into 15 and 30 second clips. Reuse, reuse, reuse. We do some easy things, like research based surveys in LinkedIn that allow folks to self-identify and choose their own adventure. And then figure out, you tell us what you want to hear about. And then write the content there. And then it's a mix. There's some of that really quick, timely, blog posty article type information, there's infographic visual, a lot of video these days. And video can get cumbersome but make one two-minute and parse it into a lot of different pieces for reuse. Interactive infographics we're seeing a lot of, and they're getting quicker to make and be able to create those with the tools that are out there.

Christine Slocumb (26:44):

And then yeah, just getting folks to that next piece of, what's going to be the next thing? We often find folks are very comfortable with that first initiate content, but then what are we getting them to? We're not getting them rights to request a demo. This is not the world anymore, so what's that next thing? What's that intermediary content? And having durable content that doesn't have to be recreated for every single campaign every quarter.

Adam Turinas (27:13):

Absolutely. That's really, really good. I love the notion of taking a webinar and then chopping that up and then creating lots of different pieces out of that. Really, really good because you're doing two things. You're going to generate leads by doing the webinar, getting people to attend it, but then you can repurpose that [inaudible 00:27:33].

Adam Turinas (27:33):

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So I've got a question from Ramesh Kumar about attribution analysis. So it's a really specific thing, which is... They've got HubSpot and he's trying to figure out how... Is there some kind of attribution score? You guys have got HubSpot, Ben. How do you do attribution?

Ben Person ([27:52](#)):

First touch attribution, primarily. I want to move to more of a you touch, where you're giving attribution to later in the process, is where I want to go. One, you need to figure out what attribution model you want to use. First touch is the most common you're going to find out there, meaning what generated that opportunity or generated that lead? So for us, that's an easy one. Did they fill a form fill? Did we generate this through them doing some form of activity, a contact us, or to the point earlier, watch a demo or give us their information? We try to make that as easy as possible, by the way, and we use a tech like LeanData and enrich that with ZoomInfo, so they only have to put in their email now. They only have to put in their email address and we populate everything else, and we populate it into SalesForce. So we try to make that form fill really simple so that we can get that lead information, and then from there, now we can attribute those details in.

Ben Person ([28:46](#)):

Again, look at your different attribution models you want for your business, everybody does it a little bit differently. First touch is the most common, but again, look at your own model. A little multi-factored attribution model is where we want to get to as a business. Hopefully that answered that question.

Adam Turinas ([29:03](#)):

Christine, you have anything on that?

Christine Slocumb ([29:05](#)):

Yeah. Only our highest-end clients are doing the multi-touch with mathematical formulas of how much credit, who gets credit for, at each stage using Visible and others. Everyone else is first touch, like Ben.

Adam Turinas ([29:22](#)):

Right. Right, right, right, got it. So there's a question here about getting customers to agree to a success story. Melinda, how about you guys? how do you do that? Because you've got... I take it you've got some customers where that might not want everybody to know that you're the back end to their business.

Melinda Dropka-MacDonald ([29:47](#)):

The easiest way to tackle that one is to just publish it anonymized. So what you're trying to... If you can't offer them a raise in profile and, as Ben was talking about, this peer to peer selling amongst the hospitals is really important. If you don't want people to know, then at least what you can do is you can just anonymize it. You say, "These are the challenges they had," because you know that it appeals to other accounts in the market as well who are actively seeking those solutions. And we've had some great success with some anonymized customer stories because it works for both of you. Customer feels comfortable, and you're able to provide that information to prospects.

Adam Turinas (30:41):

Got it, great. How about you, Ben? I thought this was an interesting thing that you're doing with one particular healthcare organization where they're actually involved in product development, right?

Ben Person (30:52):

Yeah. For us, it's building that champion within the organization. As part of our... We're a software company, right? So as part of our implementation ongoing care, we have a customer care organization that maintains a relationship with every one of our clients. So we have an active relationship and we use that customer care organization to help us and partner with the clients. And for us, it's not about us. It's about their story. So as we partner with Mayo, we partner with Parkland Health, and we partner with Cleveland, all of our healthcare organizations, they want to tell their story because they have peers, and we actually have centers of excellence groups now stood up where we're bringing together hospitals to actually have conversations across their peers. They love that, they want to be able to share information across healthcare systems. Even though they compete in some cases, they want to share best practices.

Ben Person (31:41):

So when we can bring those kind of topics to the table, let's talk about cybersecurity in healthcare, it's kind of important right now, right? So when it's relevant topics that they care about and that they're passionate about, they go to bat for us and share those stories publicly without too much challenge there.

Adam Turinas (31:58):

One of the things I've been impressed with you guys is that how with [inaudible 00:32:01] you're building a community of users, and a community around the whole notion of asset management. And so, that makes them much more willing to be part of it because they're giving to the community as well as giving you the permission to market. Now, thanks. That was from TJ Houston, that question.

Adam Turinas (32:20):

So I've got a question from Carol [Bird 00:32:22] specifically for Christine which is, "Can you tell me more about your research based surveys? Are you writing your own or engaging a company to write those?"

Christine Slocumb (32:31):

They're very simple, so unless it's going to involve real statistical analysis, then we partner with someone, but four, five question surveys just on what's the top challenge you're facing? We usually know a thing about the market that we're going after, so is it inspection control, patient safety, et cetera, et cetera, right? And just get them to start self-identifying that way. Which disease state are you most interested? It usually is in pharma. And so, pretty basic. It's nothing like a focus group or a statistically significant research survey at that stage. Just some bite-sized content and questions to get a better understanding of where there are from. Now, often times that gets combined with a more robust focus group, later stage.

Adam Turinas (33:20):

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Yup. One of the things that I've been involved in doing is all sorts of one-on-one research as well, which serves three purposes. You can use it with existing customers to figure out how you're doing and how you're performing, but also what are the other things that they would like to buy from you? Because it might not be that clear to you. And then also, it's harder to do it, but you can use it sometimes in the prospecting phase with willing participants that want to actually give you insights on what you need to do to set yourself up for success. But that research, that little bit of body, can be used for creating content.

Adam Turinas ([34:04](#)):

So I've got a content question here from Carrie Mulcahy for Ben which is, "Are you gating all of your content?" Carrie is the VP at CynergisTek.

Ben Person ([34:16](#)):

No, we don't. We gate some really important pieces that we believe that people are willing to fill out forms on. A lot of times those would be ebooks, whitepapers, full customer recorded events that we host. We will gate those, typically, and then full product demonstrations. Those are the big four that we tend to gate. Everything else, we want people to consume, read. Blogs, thought leadership, all that stuff we obviously keep public, including success stories. We keep those public. So, only certain pieces. We want people to be able to consume without having to have it gated.

Ben Person ([34:50](#)):

And then, when we do gate, we do try to gate it in bulk. So, for example, our full product demonstration and videos. You fill out your form once, you have access to everything. So we try to simplify the gating process, too, when we can so that people don't have to fill out forms for every piece. That is, form filled once, they have a cookie. Now they're good to go for all that content.

Adam Turinas ([35:14](#)):

Yeah, that's great. How about Melinda and Christine? Gating or not gating? Who wants to go first?

Melinda Dropka-MacDonald ([35:24](#)):

If that's okay, Christine. I've got to say, you need gating so that you can take an unknown to a known. But like Ben said, give them a gate that then unlocks the key to the rest of the kingdom, and that way you can [inaudible 00:35:39] more value because you're uploading more content that's relevant to them and they've already signed in once. They've already accessed once. And that also helps, if you're doing overlays on your CMS for the experience to personalize it, right from the get-go, when someone self-identifies, then they'll come back to that same experience and you know, and you can track them.

Adam Turinas ([36:06](#)):

How about Christine? What's your opinion on gating?

Christine Slocumb ([36:09](#)):

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I hate gates, and it's probably the thing we struggle the most with, the sales department. That's why we'll do a hybrid model. Okay, I'll go get you some leads over here and you'll let us play over here with your SDRs, right? But yeah. You can find the information. I was on a webinar yesterday with health IT leaders throughout the country, right? And you were probably on the same one, right?

Adam Turinas (36:34):

I was, yeah.

Christine Slocumb (36:34):

And he shows his phone and there's 80,000 unread emails, and he's like, "I can go find information if I need it. I don't need to give you a form, and if I'm going to give you one and fill it out it's going to be fake information anyway." Now we know who you are if you're coming in, through ZoomInfo and ZvP, but yeah, put it out there. And then gate what's really, really valuable. What is that piece of durable intermediate content, webinar like this, that they're really going to want to sign up for? And then, even if they give their personal information or something, it's pretty easy for us to track you. But make it valuable information. Case studies, things that are easy to get, brochures, put them out there without gates.

Adam Turinas (37:26):

Right. Yeah, I'm with you. I'm with you. Do you guys have any... Now this is a dangerous question because I'm still trying to get my head around it, but what happens with this whole new cookie thing that's going on? Cookies are going away, or they'll be less usable. How is that going to work? Because if you talk to some of the Demandbases and the 6sense, they're not worried about that, but I think we're going into kind of a strange new world.

Christine Slocumb (37:58):

It's going to disrupt a little bit, I think. But it's going to put on the emphasis on quality first publisher content and having those relationships with good publishers and good organizations and good physician organizations again. And also being a good first-quality publisher yourself, right? Do you really want all that third-party cookie stuff? Is that really that valuable anyway? Safari hasn't had it since 2017, right? So it's just [inaudible 00:38:29] world that's going to change, which is going to be a change. It's going to be a disruption.

Adam Turinas (38:33):

Very interesting, yeah. Great. We've still got some other questions here. When you think about the ABM programs, and the journey that you guys have been on, what have been the biggest challenges and roadblocks? Who'd like to go first? Maybe Ben, you want to go first on that one?

Ben Person (39:00):

Sure, sure. Figuring out with our firm we work with, on specifically intent data, that did take a minute. Trying to make sure that we're getting the right personas. That took a little bit of uncovering what's

behind the scenes there on getting those particular job titles identified within organizations and making sure the right job titles are being identified. So that took a little bit of work there.

Ben Person (39:21):

I would say, for us, the strategy on when to do one-to-ones, building guardrails around that, building that framework was really important. And then, I mentioned earlier, that sales adoption. Making sure that that sales adoption piece is actually happening. It's like if a tree falls in the woods and nobody's there, right? So for us, making sure that the sales team knows where this data is and how to use this data to work smarter, not harder. So I would say that was one of the other pieces-

Adam Turinas (39:51):

I want to push on that a bit. What did it take to get them... I know your sales guys and they're a great bunch, but trying to get a herd to move in a different direction is really hard when they're used to doing it a certain way. What got them to say, "Oh, this is actually quite useful."

Ben Person (40:08):

Yeah. I mean Adam, we now have a standing call with each of our sales departments and we literally show them the data. As soon as they can say... And if it's one of their key accounts that they're already working on, they can see the intent data, they can see what content they're hitting, what information they're going to, what that buyer is looking at, what their intent information is. It didn't take too long, honestly, Adam. It's proven real data and success stories drive success there. And so, those personal, one-on-one conversations, one-to-many. Those sales calls we're having with them, to walk them through the SalesForce data that we're putting in there now, that's how we're doing it. It's proven successful.

Adam Turinas (40:47):

Did you start with a small team to start with and then scale up?

Ben Person (40:51):

Adam, we took one sales segment first and we built the model around it. We didn't try to take everybody on at once. We're like, "Let's figure out the model to once sales department. Let's refine it. Let's make sure that this is working, and then take it to the next." And that was our approach.

Adam Turinas (41:05):

How long did that cycle take?

Ben Person (41:09):

That cycle was about three months.

Adam Turinas (41:10):

Okay, yeah. So it's the notion of lots of 90-day cycles. Okay, that works. How about you, Melinda? Tell us about what have been some of the challenges on the epic journey?

Melinda Dropka-MacDonald (41:24):

I've got to go with Ben. Start small. Don't say to a multi-national sales team, "Congratulations, you're now going to be doing ABM with us." We started with a small team. We started with a team who eased out of Driven who was very knowledgeable about the marketing side as well as the sales side, so that helped us come together and harmonize. So it was very comfortable, very quickly. And don't be afraid to have what we call robust conversations. A difference of opinion means that there's a different way of looking at something.

Melinda Dropka-MacDonald (42:03):

But for me, if I'm going to talk purely about marketing, it's the media channel planning was the biggest shock, I think, because you have to pivot. Someone will leave a company who's either an influencer or a decision maker. Some of the media that you thought was perfect to get in front of a certain part of the buying collective suddenly may not be relevant anymore, or you need to change tack with some of the themes that you wanted to talk about. And so, when you're doing a big lead generation piece, you've purchased your media, you've planned your channel, and you can go to market. With ABM, you need to be prepared to be a little bit more agile and a little bit more quick to pivot, and that can be harder if you're doing large media buys.

Adam Turinas (42:54):

Got it, right. So that's where the challenges were for you. Christine, in the work you're doing with your clients, what are some of the typical challenges that clients that you work with have on their ABM journey? Where do they get stuck?

Christine Slocumb (43:13):

I'll even back it up from technical. It's defining what ABM is. Everyone is hearing these webinars and it's become the hottest thing during pandemic times like, "I need ABM. I need ABM." And then you get on the phone with them and they're like, "Well, what do you really mean by... Oh, I want request a demo," and like oh my gosh, no, no, no. Or "we just fired our whole SVR team," and I'm like, "Yeah, that's not going to work." So getting folks to the definition of what do you really want to accomplish, and then putting them in the right program. It may not be ABM, right? For them. But for those that do get into it and understand that...

Christine Slocumb (43:55):

An interesting lesson learned we had in transitioning about five years ago from pure lead gens to ABM was, in pure lead gen you can start from the content, right? And then really parse it out. In ABM, you really better have a good flow of the workflow in parallel with the content because you can go down roads and then figure out you're three-quarters of the way through workflow and like, "Oh my gosh, we don't have a content piece for this." So it has to be done in parallel, which is a bigger resource lift. There's not a lot of sequential in ABM, it's a lot of parallel.

Christine Slocumb (44:32):

And so, Melinda and Ben are right about chunking it. We do that, too. If it's a company that has multiple industries, we take one and like, "Give us your best FCR and an account rep who's really gung-ho," and start there.

Adam Turinas (44:48):

Right, right, right. So just really get them to slice it down, slice it down. Do you work in the 90-day cycles? Is that typical?

Christine Slocumb (44:57):

Yeah, four month cycles, yes.

Adam Turinas (44:58):

Four month cycles, now that's interesting.

Christine Slocumb (45:02):

Four months. We do 120s. Yeah.

Adam Turinas (45:04):

One of the things that came up, actually this just came out of the workshop we did, was that trying to make it 90-day cycles and one of the bits of feedback I got afterwards is the problem that people have with it is that, because the sales cycles are so much longer in healthcare, 90 days for most people is like, "Well, what do I get done in 90 days?" Do you guys face similar issues? Because I mean in 90 days, most of us, you're not going to close the deal. So it's like-

Christine Slocumb (45:35):

You have to have metrics, right? We call it the goalpost, right? Performance, objectives, strategies, tactics, right? And what is that going to be. And that is not going to be revenue, after that first. So management's got to have patience, right? And we sell this as a marathon.

Adam Turinas (45:52):

So what would be a typical build of metrics? What would be first 90 days, second 90 days, third 90 days?

Christine Slocumb (46:01):

Yeah. So, why I gave that [inaudible 00:46:02] percent of accounts that [inaudible 00:46:05] first, right? Pieces of content that they devour. What's your rate there? What time is spent with that content? Then going to, are we getting folks into the next bucket? And that next bucket may be engaging on a webinar, signing up for a newsletter, right? And then, to request a demo, then finally, to revenue. Especially on those longer sales cycle health IT clients.

Adam Turinas (46:31):

Yup, yeah. How about you, Ben? In the journey, have the metrics evolved for you?

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Ben Person (46:40):

Yeah, for sure. And Christine actually covered it really well. It's what type of intent information are we getting? You made the comment. Are people engaging? How many people are engaging? The best metric you're going to get over that shorter time period, Adam, is in the end pipeline. That's most likely the best you're going to see is your pipeline. I didn't mention it earlier, but the team that adopted ABM the best in our organization was our BDRs, SDRs. They were hungry for it. They were loving when we turned this thing live. The AEs took a little longer, but for us, pipeline measurement is probably the best you're going to see in the true financial, and in terms of number of opportunities and number of actual pipeline revenue, that would be where I would look. It's sort of the end of that journey in that short of a timeframe.

Adam Turinas (47:32):

Very interesting, yeah. Okay, so we're getting close to the end here. I want us to actually talk about future stuff, and you've got to help me here because I've still got to write up the next webinar, which is all about the future ABM. So, what are some of the technologies that people should be thinking about? What are the sorts of things, or other issues that you guys are thinking about? Who wants to go first? How about Christine? You want to talk about some of... What do you see as some of the technologies that you're looking at out there?

Christine Slocumb (48:03):

Sure. AI is definitely already here to stay, and going to become a bigger and bigger part of it. It doesn't mean the creative is going to go away, so I don't want all the creative marketers out there to fear. It's always going to be a combination of things, but we're seeing things like pattern detectors on banner ads or content, and tell me whether they should be wearing a red or blue shirt, et cetera. To that level of detail, really. I will tell people something that has come out of all that research is the average video clip that you should be using is 35 to 45 seconds. There's tons of research behind it. So people think, "Oh, a two minute, or a 15 second..." Nope, 35 to 45. So we're going to start to see a lot more of that in defining the content.

Christine Slocumb (48:49):

And then, the shift to ABE, Account-Based Experience. This is not just marketing's issue, marketing's problem. It's an account team that's creating an experience.

Adam Turinas (49:01):

So, what's the difference between account-based marketing and account-based experience?

Christine Slocumb (49:06):

I think we're all still just figuring that out, but it's really... It take the M out of it, right? It takes the marketing out. It's not just marketing's role to do this, it's the team with a capital T's role to do this. It's the SDR, the BDR, the AE, it's the creative team, it's the web dev team. Who's on that team and how do we create a Netflix experience for folks? That's what people are expecting. They're like, "I don't want

demo forms. I want a Netflix experience where you know me, you know where I left off, you know what I like to watch." Make it that experience for everyone. People are demanding it.

Adam Turinas (49:45):

How about you, Ben? You guys must be bored with how it's all working out because you've got it all humming with Terminus. What's the next cool thing you guys are looking at?

Ben Person (49:54):

Well, I mean Christine hit it with... For me, the really short term things we're looking at. One, making these landing pages faster, easier and more personalized. That's just in the short term, so looking at tech like Uberflip, making that super simple to get pages up and running in just a matter of seconds. You can make those super personalized, and Christine, you're right. I want the Amazon, the Netflix, the Hulu experience when I go experience content. So you're right, that's the longer term journey, you're right.

Ben Person (50:24):

Video. Less ebooks, less whitepapers, more video content. People are consuming more video content, absolutely. We are doing all of our video clips now under 30 seconds is our goal in things like this because that's what people want to consume. They want something short and sweet. If they want to read more, and that sparks their interest, they can absolutely go get the next piece of ebook or larger content, right? But, to your point Christine, so video content, definitely. More personalized user experience within the landing pages based on the intent data, again. And based on what they've done as an experience. And like I said, overall video content is where we're heading there as well.

Adam Turinas (51:04):

All right, well this has been great. Well, I've got one last question for you guys and then I'm just going to wrap up. There's a bit few housekeeping things. So I'll start with Melinda. We haven't heard from you in a few minutes, it seems like. If you were to give the audience here, and everybody who seems to have stayed with us, one piece of advice, particularly if they're starting their journey, what would that one piece of advice be?

Melinda Dropka-MacDonald (51:33):

Stay curious. There's a lot of tech, intent data, and where the intent data leads you is something that I feel very passionate about. And what new experiences can we create? Going back to your earlier question about ABE, we're starting to now look at that. What happens when, great, you've landed this deal. How do we take care of people post-contract signing? How do we give them that same immersive experience there? So, if you're a curious marketer, ABM is the best thing that you can do because you're constantly looking for how you can connect to your accounts.

Adam Turinas (52:22):

Absolutely love that. How about you, Ben? What's the one piece of advice you've got? For the Ben in the past. If you could back to the past and give yourself one piece of advice.

Ben Person (52:33):

Start small. Where we started this journey was where we had a strategic account we were going after. That's where we started. We picked one account. We picked one account and we built an ABM program around it, and we learned a ton from it. So for me, that's where we really learned our lessons was starting small. As I mentioned, the next step in that journey is where your sales segment you want to focus, but start small and prove it out. You'll think of about 20 different revisions through the cycle here. We're still refining ours obviously, it's living, right? So that'd be my advice.

Adam Turinas (53:09):

Thank you. Christine, what's your one piece of advice?

Christine Slocumb (53:14):

Treat your potential buyers or your existing customers in those accounts like real people, not like tie target leads. We're all consumers.

Adam Turinas (53:27):

Right, that's great. Well, I want to thank you so much for all of your insights and for being open, willing to participate. It's a big ask to ask people who are actually kind of sharing secrets about how you're running your business with the public. But I know that everybody who will have attended today will have got a lot out of it.

Adam Turinas (53:51):

Now, I'm just going to wrap up with a couple of... If I can figure out how to share my screen, and yep, here we go. And where is it? Okay, so what's next? We'll be wrapping up the series in a couple of weeks with what's next in ABM. So I'm going to be tapping into these guys to help me write this deck. And I also have a couple of workshops coming up. Please do join us, it's a great way to take a first step on your ABM journey. We ran the first workshop a couple of weeks ago. I think everybody got a lot out of it, actually. I think they enjoyed it a lot. Bridget, I think you're going to put the link in the chat. Oh, we don't have chat, do we?

Adam Turinas (54:51):

And then, if you want to view the previous webinars, we'll send this link out, but there is a way for you to actually watch the entire series and you can come back and refer to it. And that wraps things up. So, if you're interested in reaching out to me at my website, healthlaunchpad.com, I'm adam@healthlaunchpad or come find me on LinkedIn. I'd love to meet you.

Adam Turinas (55:16):

I want to thank everybody who attended today. I want to really thank everybody for your questions. I'm sorry if I didn't get to everybody's, I did try to get to as many as possible. And I hope this has been as enjoyable and insightful for you as it has been for me. And I want to again, give a massive, massive thanks... I'm going to applaud on behalf of all of you because they won't be able to hear you applauding. But I'm applauding on behalf of all of you to our phenomenal panel here for your insights today.

Adam Turinas (55:50):

So, thanks very much. We're going to say goodbye. Let's wave at everybody. Goodbye.

Ben Person (55:54):

Bye.

Adam Turinas (55:56):

Bye everybody. All right.