

# The Paradox of Agile and Strategic ABM

GATORCON 2020

FUJITSU

Human Centric Innovation

# Driving a Trusted Future

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#gatercon2020 @waheed\_warden #Fujitsu



# Marketing to Me



## Account Based Marketing

...its all about knowing your customer,  
understanding stakeholders, and being relevant  
to their needs

# What is Strategic ABM?

Reach Right person Right message Right time  
Relevance Realign sales ROMI

ABM is a strategic approach that aligns relevant marketing and sales efforts to open doors and deepen engagement in selected accounts

Relationships Reputation Revenue

# Why is Fujitsu talking about ABM?

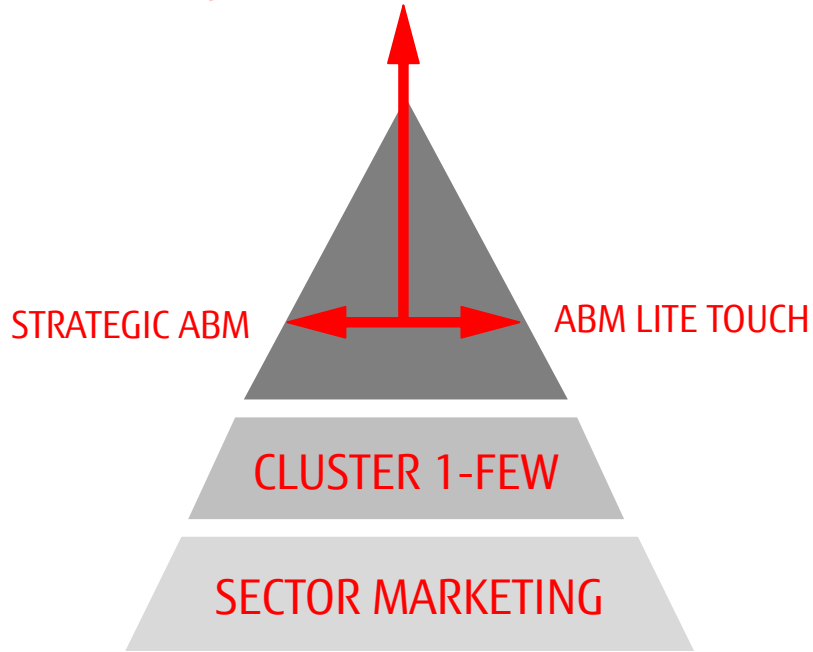


## We launched ABM in 2014 Now its business as usual

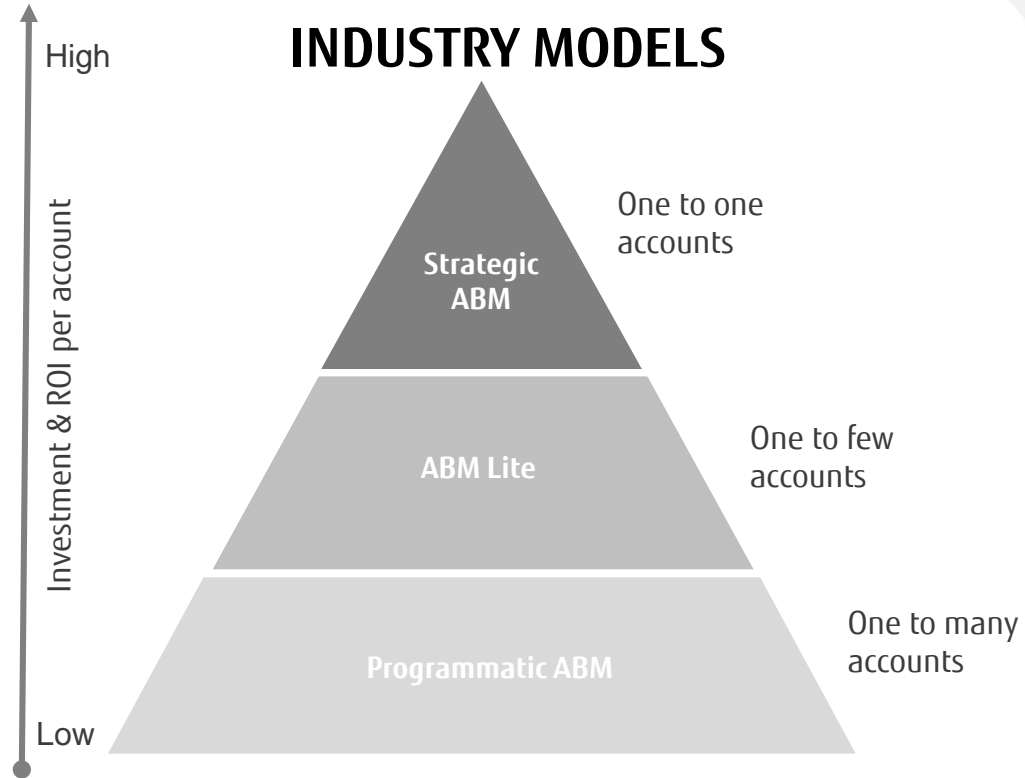


# Types of ABM

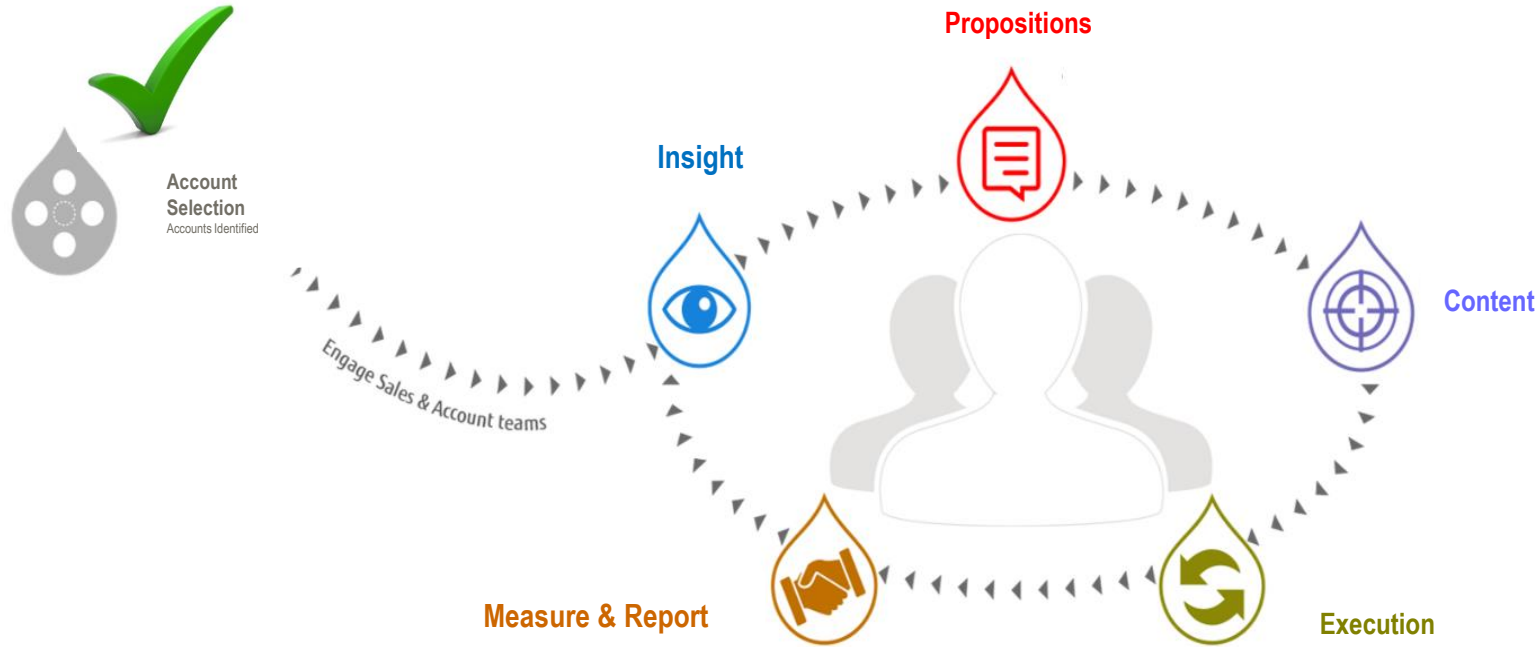
## FUJITSU BLENDED ABM



## INDUSTRY MODELS

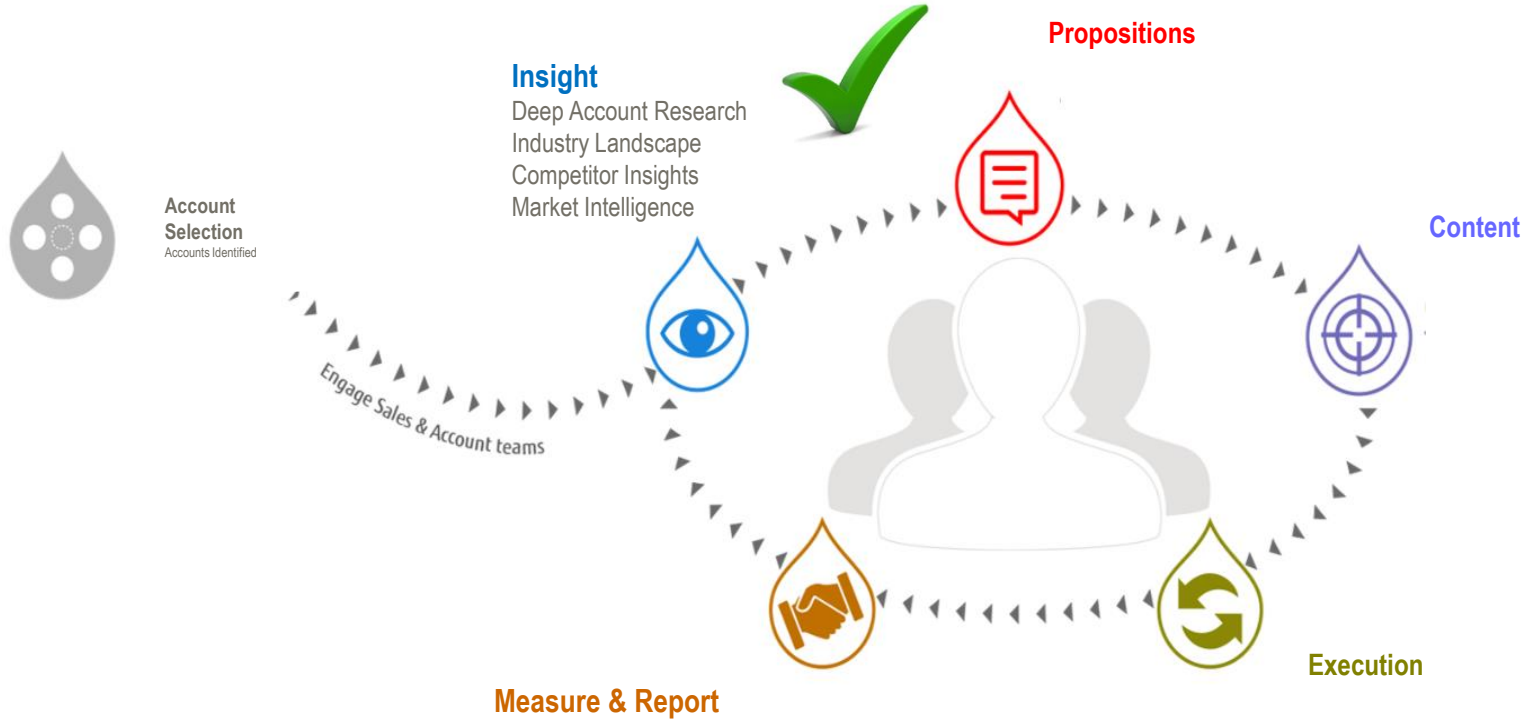


# Fujitsu's ABM Methodology

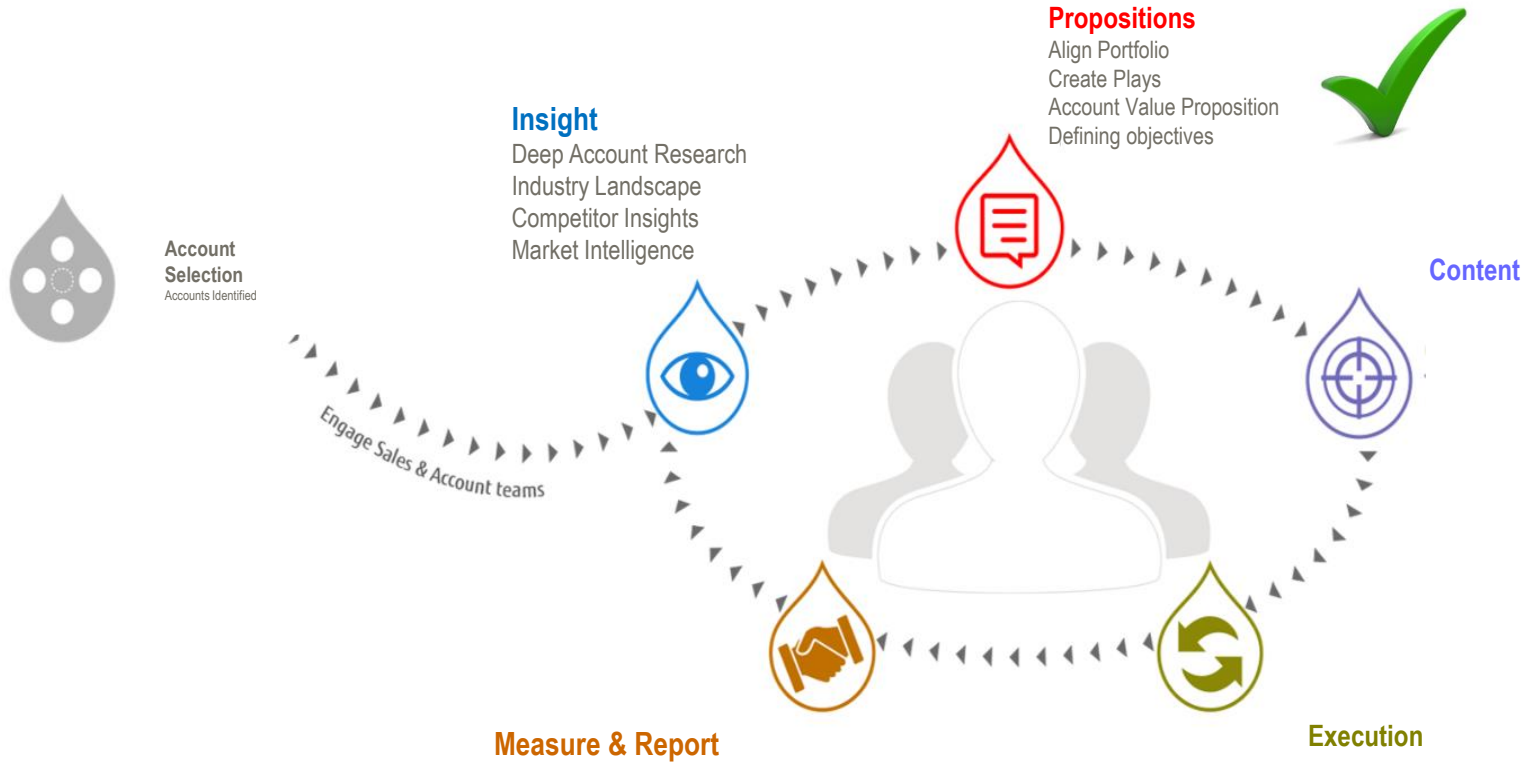




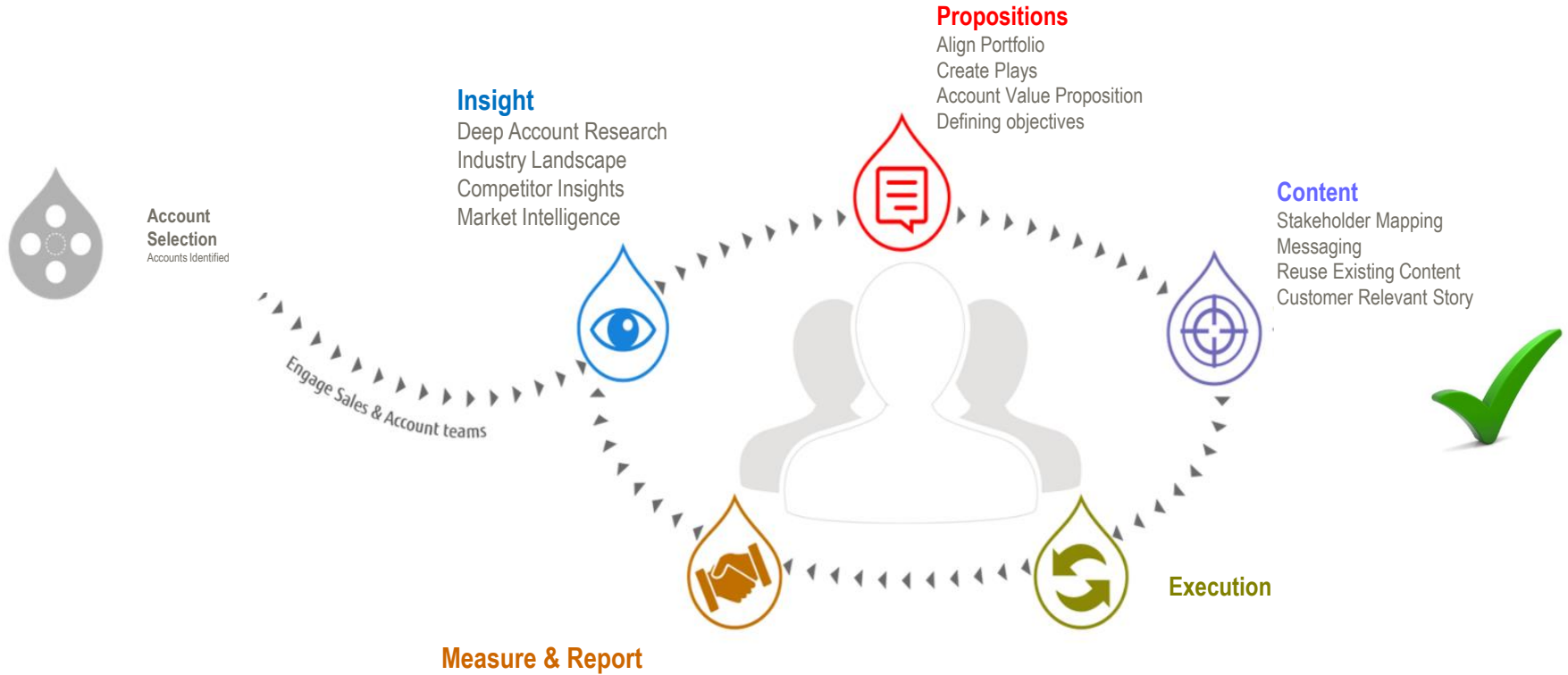
# 2. Insight, Insight, INSIGHT



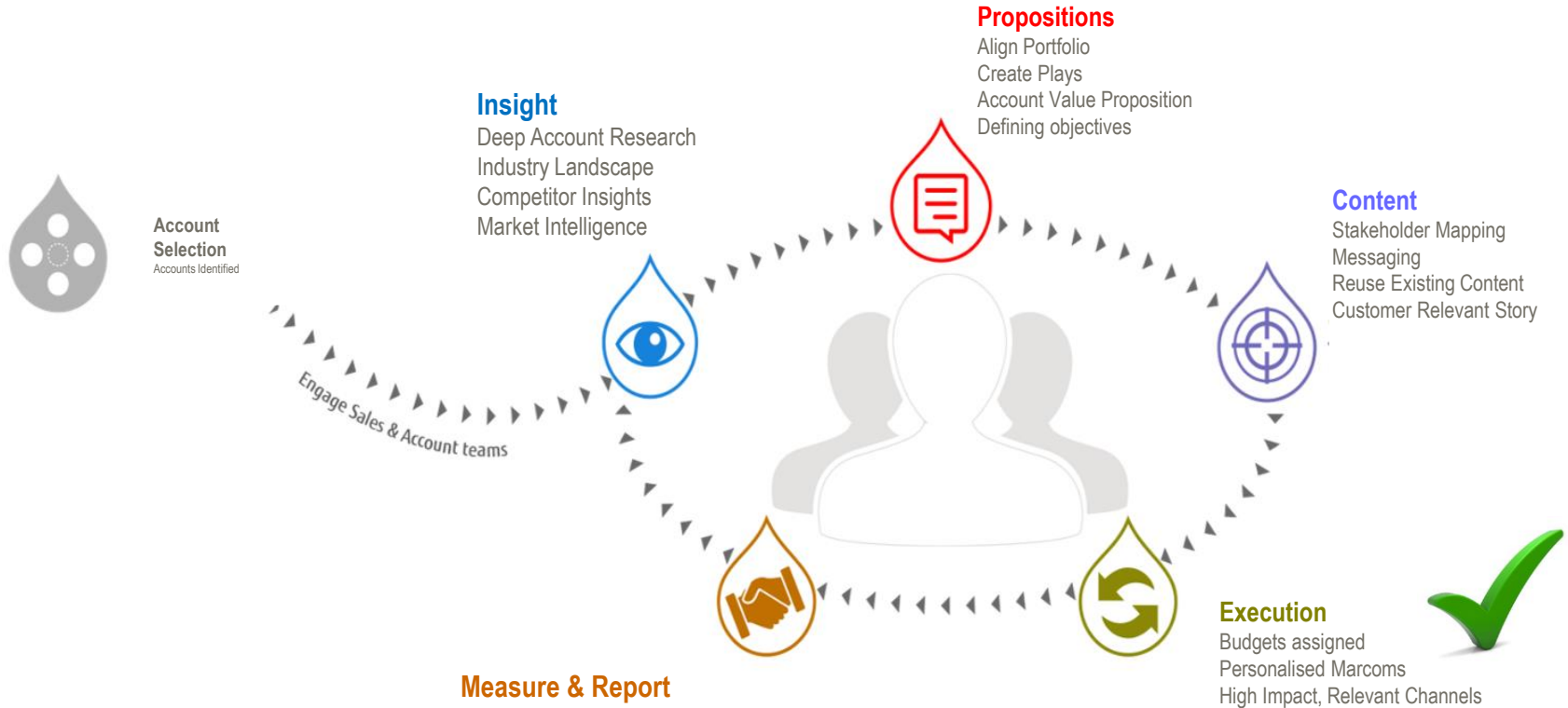
# 3. Build Relevance



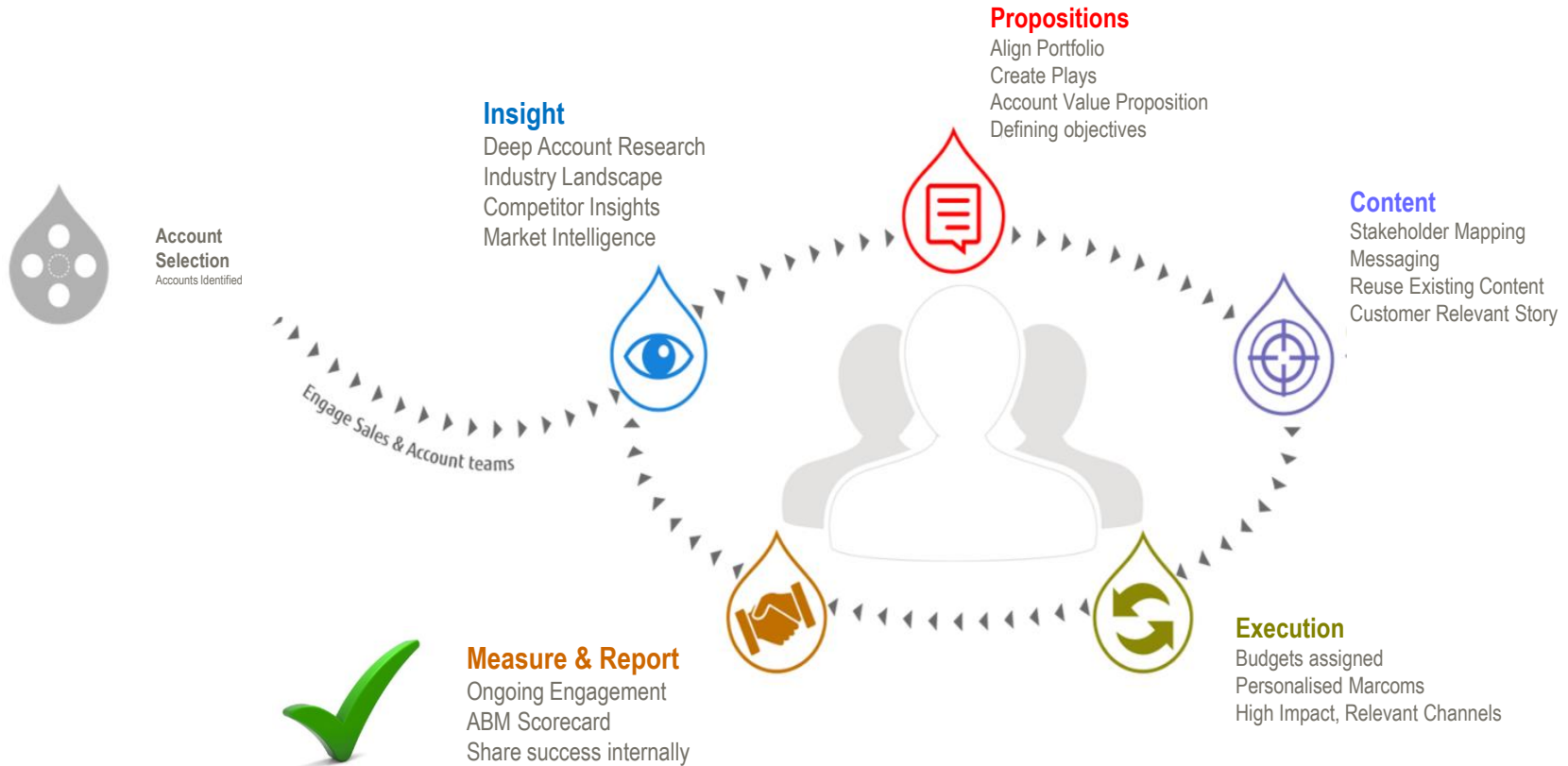
# 4. Customise Content



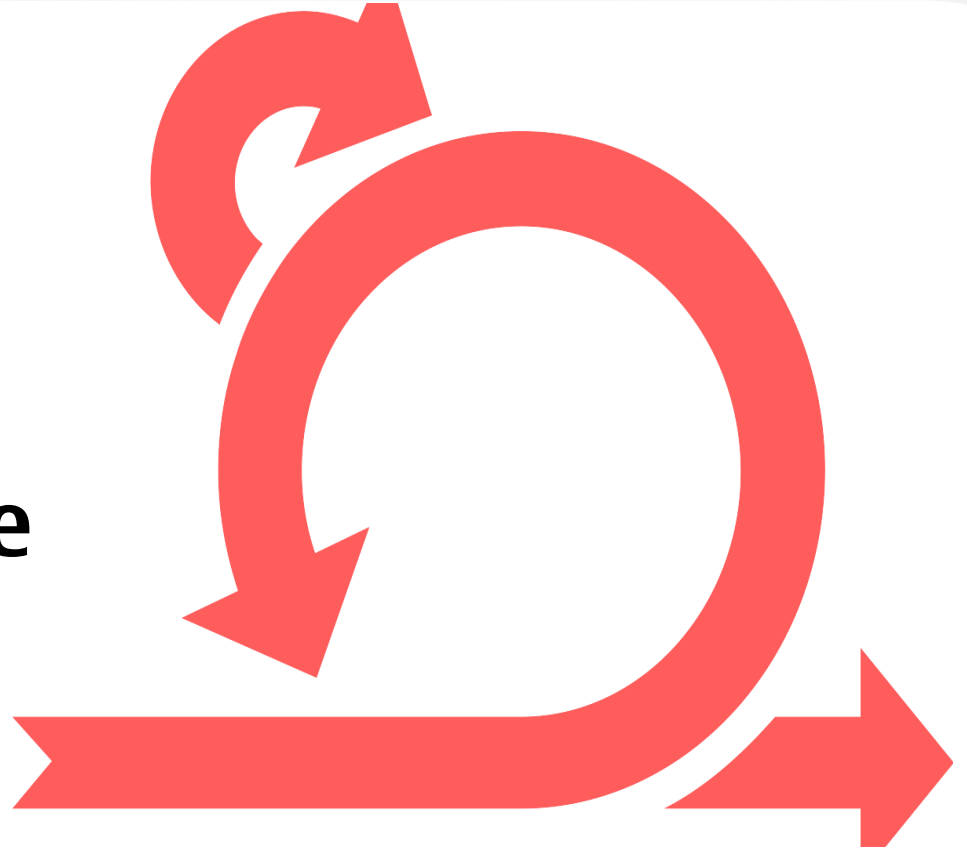
# 5. Clever Execution




# 6. Deepen Engagement



**So how can you be  
Strategic... AND  
Agile in ABM?**



# What does it mean to be....

 **strategic**  
/streˈtiːdʒɪk/

adjective

1. relating to the identification of long-term or overall aims and interests and the means of achieving them.  
"strategic planning for the organization is the responsibility of top management"  
*synonyms:* planned, [calculated](#), [deliberate](#); [More](#)
2. relating to the gaining of overall or long-term military advantage.  
"Newark Castle was of strategic importance"

 **agile**  
/ˈædʒaɪl/

adjective

1. able to move quickly and easily.  
"Ruth was as agile as a monkey"  
*synonyms:* nimble, lithe, spry, supple, limber, sprightly, acrobatic, dexterous, deft, willowy, graceful, light-footed, nimble-footed, light on one's feet, fleet-footed; [More](#)
2. relating to or denoting a method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.  
"agile methods replace high-level design with frequent redesign"



# Why do we even need to be Agile and Strategic?

Source: <https://www.marketingweek.com/2019/05/16/long-short-b2b-marketing/>

**“Marketing works best when it follows a long-term strategy, but the operating model must be based on short feedback loops.”**

**‘The marketing leaders who stand out in the future will balance these two factors: the long and the quick’**



The case for long-term thinking has been building since Les Binet and Peter Field’s highly influential IPA report, ‘The Long and the Short of It’. They showed that long-term strategies are more effective at moving the dials that really matter – market share, profit, revenue and so on.

**87%**

**of CMOs report improved productivity among their teams following a transition to agile techniques**

*Gartner Marketing Insights 2018-19, Building an Agile Marketing Organisation*



# How do we build a strategic AND agile ABM approach?



 Agile Marketing Manifesto Values Principles Resources

**We are discovering better ways of creating value for our customers and for our organizations through new approaches to marketing. Through this work, we have come to value:**

- 1 Validated learning over opinions and conventions**
- 2 Customer focused collaboration over silos and hierarchy**
- 3 Adaptive and iterative campaigns over Big-Bang campaigns**
- 4 The process of customer discovery over static prediction**
- 5 Flexible vs. rigid planning**
- 6 Responding to change over following a plan**
- 7 Many small experiments over a few large bets**

# ABM Program Level

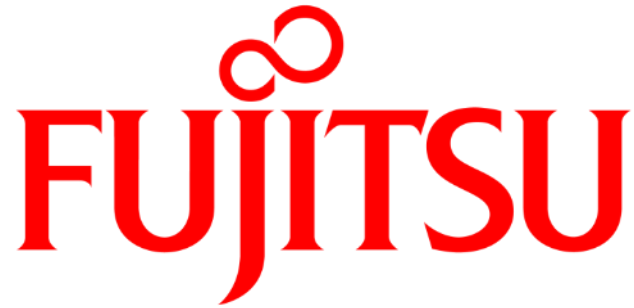
- Developing a blended ABM approach
- Continuous and timely evolution: Kanban and Scrum
- How to Guidelines on agile ABM plans & new plan templates
- Training in Agile
- Agile People with Agile roles
- New styles of governance: ABM plan reviews



# ABM Plan Level



- Continued collaboration with sales to adapt campaigns
- Use always-on insight to inform progressive ABM approach
- Objectives for the long term
- Align activity plans quarterly to remain relevant
- Use agile principles
- Asset reuse to enable speed



Example of a strategic ABM  
plan with agile execution

# What we were aiming to do:



Organisations in the rail industry face similar issues around

**Efficiency**   **Reliability**   **Growth**   **Safety**

We aimed to find solutions to these problems for and with 3 ABM Accounts to create relationships, reputation and revenue



## Transport Hackathon

### Objective

Support **£200m** of bids in **3** target Rail accounts



Transport for London

Build relationship with **new** stakeholders

Reposition the **Fujitsu** brand



### Activities

**3 x 48**  
Hour

Hackathons took place in various locations across **Europe**

Social media

Branding



### Results

- ⊙ **Achieved** annual sales pipelines target
- ⊙ **Influenced £200m** of pipeline
- ⊙ **Supported 3** major bids
- ⊙ **Generated 3** new pieces of business

*This campaign enabled us to engage in a new way with our customers, and bring an innovative approach to them that they were not expecting us to do. And it was good value for money.*

**Chris Patton**  
Head of Transport Marketing EMEA

*They are considering ourselves as a credible actor in Transport area in France now. The most difficult thing is to change market mindset. Usually it takes a while, years. With our participation at InnoTrans we did it at once. Unbelievable!*

**Frederic Deboudt**  
SNCF Account Director, Fujitsu France

To date the Hackathon's have **generated three new business opportunities** which were implemented at Network Rail working with the hackers who designed them. One for consultancy services and another for **Crack IT** – a solution to detect deteriorating brick work on buildings and bridges on the UK rail network. Fujitsu is also **developing two other solutions** focussed on vegetation and asset management issues. Due to the repositioning outcome of the Hackathon events, Fujitsu was down selected for a **significant deal** to the value of £50million. **Feedback** from Network Rail was that the Hackathon's proved Fujitsu has a solid business model in place that can provide **agile IT solutions** and an attractive model in place to support SMEs. This marks Fujitsu out as being different from many of the large IT multinationals. SNCF said that the **Hackathon's completely changed their perception of Fujitsu** and led to the door being opened to wider groups of stakeholders on the account. Pipeline generated on the account exceeded sales targets. All the accounts provided **great feedback** from the events and agreed to participate in future hackathon's further demonstrating the positive impact on our **relationships and reputation objectives.**

## [Hack train video](#)



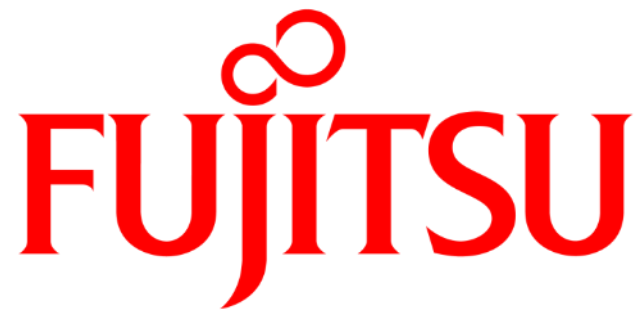
# An Award Winning Campaign...





# Thoughts to share and thoughts to hold...



The logo features a red infinity symbol positioned above the word "FUJITSU". The word "FUJITSU" is rendered in a bold, red, serif typeface. The letter "J" is stylized with a curved tail that extends downwards and to the left.

**FUJITSU**

shaping tomorrow with you