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BLUEPRINT

Customer Expansion:

ABM for Cross-Selling and Upselling

Why Your ABM Engagement Efforts Don't End After the Sale

Marketing and sales teams can default into thinking once the deal is signed, the hard work is done. But real ROI begins at the dotted line.

Acquiring new customers is not only <u>five times more expensive than retaining existing customers</u>, but there's only a 5-20% chance of closing a sale. Yet for existing customers, according to Paul W. Farris' <u>Marketing Metrics</u>, businesses are 3-10 times more likely to close than new customers.

The success in terms of selling to existing customers is most likely due to familiarity with the brand and positive customer experience. Companies provide the infrastructure for customers to do what they want, when they want, how they want. Customers constantly choose to interact with their products and services, and want to find the best mix of services to ensure they can accomplish their day-to-day responsibilities and goals. Customers also prefer the ease of adding a new product or upgrade from an existing vendor versus having to go through the qualification steps and "red tape" to bring on a new vendor.

It's up to companies to ensure that their customers continuously see the value in their offerings and trust in the brand to provide exactly what they need when they need it—with the functionality for however they're going to use it.

While the customer success team is responsible for engaging with customers and deepening the customer relationship, marketing and sales teams need to stay on the pulse of customer health to help reinforce brand trust and product demand. The following signals contribute to building a customer profile:

- Customer health (any changes within the buying group, feedback)
- The customer's purchase history
- The customer's company information (like achieving a funding round)
- Customer engagement, such as product use, content downloads, or event attendance
- Customer research behavior, whether looking up competing or complementary solutions your brand offers alongside keywords associated with your solution

Evaluating these signals helps to alert customer success and sales that there's potential interest for cross-selling or upselling. Yet understanding how to strike at these opportune moments requires cross-collaborative initiatives beyond simple discussions around customer interest. You need a strong retention strategy, filled with insights from each department and feedback from customers, so that your customer marketing and demand marketing teams can deliver sales enablement materials across various marketing channels that reinforce why your company should remain their partner of choice—and how your offering will enable them to continue to accomplish their goals.

ThinkJar founder and principal Esteban Kolsky notes that while companies measure engagement, 75% of brands don't understand what engagement actually means. So how can companies understand the pain points or requirements to get customers to want to spend more over time?

One of Madison Logic's account-based marketing (ABM) strategies is to continuously measure and optimize campaigns for optimal success. Discovering more about your customers through intent data unlocks vast potential that develops and diversifies marketing and sales strategies. Not only will the company see more successful upsell and cross-sell initiatives, but there will be stronger cross-collaboration efforts that impact the entire sales funnel. Learn how you can make upselling and cross-selling a seamless process that keeps customers and sales teams invested in building a relationship for years to come.

How It Works

→ Choose Which Accounts to Upsell or Cross-Sell

→ Identify What Content Meets Their Needs

→ Activate Campaign Across a Variety of Channels

→ Use Data to Align Marketing Efforts with Sales and Customer Success

→ Measure and Optimize

Upsell VS. Cross-Sell

While upselling and cross-selling are both means of customer expansion that impacts retention, they have different signals and considerations. Let's recap what that means.

Cross-Selling

Definition (from Forrester*): The creation of demand in a *new* buying group within an account.

Example: If your customer is based in the U.S., this new group could be in a different geological sector (APAC or EMEA) or departments.

If This Were a Meal: Think of cross-selling as your sides and drink.

What Action to Take: Focus your efforts on drumming up demand.

Upselling

Definition (from Forrester*): The creation of additional demand within an *existing* buying group within an account.

Example: In a pay-per-seat model, your customer needs to purchase additional seats for new employees.

If This Were a Meal: Think of upselling as adding premium toppings or sauces to your sandwich.

What Action to Take: Leverage your cheerleader, the person on the buying committee acting as your advocate.

* Source: Marketing's Role In Cross-Selling And Upselling, Forrester Research, Inc., October 12, 2022

Step One: Choose Which Accounts to Upsell or Cross-Sell

Sales and customer success teams' conversations with customers are the most surefire way to gain insights into which accounts would be most interested in any upselling or cross-selling initiatives. But you need to look across the entire account—and not just gain feedback from the direct points of contact who meet with the customer success team. Accounts can have multiple buyer groups across geographies and different business groups.

Analyze Data to Identify Decision-Makers and Opportunities

Data gives us a foundation for introductory details for each buyer group. This data culminates in understanding *who* the decision-makers are on the account and what the buying group is interested in or still struggling with regarding your offering. Beyond receiving positive feedback from happy customers, you can identify interest from accounts by evaluating:

- **Intent data**, informed by active research and engagement, and past performance insights that you can glean by looking at sales opportunity data.
- **Technographic data**, where their tech stack shows an affinity to specific suppliers and how long they've been a customer.
- **Firmographic data**, shaped by their industry, company size, budget, and revenue.
- **Customer engagement data**, such as event registration and attendance or participation in your customer community or with emailed surveys.
- **Product engagement data**, such as how customers use the product and feedback around features and functionality.

T-MOBILE FOR BUSINESS

"We use data as a tool to inform our sales team. When they see a lead, they can see what account that lead came from, what type of content they've engaged with, how many touches we've had against them, what other types of intent or activity have they shown. The salesperson can then build a customized way to recontact that individual."

Janice Barbosa
Senior Marketing
Media Manager

You can then supplement this information with other first- and third-party data signals. Your first-party data will come from your customer resource management (CRM) and marketing automation platform (MAP), which gather pipeline data and customer feedback from the customer success and sales teams. Your third-party data helps you keep track of which customers are actively researching related solutions or pain points, who's engaging with relevant campaigns, and who has a technology installation of a solution you offer that may be potentially cheaper if bundled with your solution. Together, these data sources provide the building blocks toward understanding your customer profiles and their interests.

Conversations with your customer success and sales teams uncover richer insights, as they understand the customer's decision-makers in terms of paint points, intent, and goals. These insights lead to crafting out campaigns that display the product's use case for a particular region or other market sector within the company, while also including messaging that addresses pain points as identified from intent data.

Look for Signals Between Cross-Sell and Upsell Initiatives

When considering whether to implement a cross-sell or upsell initiative, consider the following factors:

- **Growth Potential:** Go after accounts with growth potential—not just the ones spending the most now. If a company has seen success with content syndication, for example, that success reduces the friction in buying a related service, such as display ads, which then paves the way for a **cross-sell.**
- **Solution Research:** You don't need to cast a wide net. Go after accounts researching solutions you already offer, which you'll discover when reviewing intent data. This is a great signal for a **cross-sell**, as you can bring awareness to another product.
- **Solution Usage:** If the customer is increasing their use of a competitor or complementary solution, you can **cross-sell** another component of your product.
- **Product Usage:** If your company's pricing strategy is usage-based or per-seat, you're set up for **upsell** initiatives, as it's required that customers must pay for more people to use your solution.

ABM contributes to more upsells and renewals. 80% of marketers say ABM improves customer lifecycle value.

See It in Action

The marketing, sales, and customer success teams must meet regularly to review account successes, feedback, and first- and third-party data to understand what customers need and where there may be opportunities for expansion.

For cross-sell opportunities, keep an eye on customer intent, technologic, firmographic, and engagement data to dig deeper into understanding customers' growth potential. One example is the technographic alignment between Salesforce and Hubspot. If Hubspot were to notice a growth in Salesforce activity—independent from using the Husbpot integration in Salesforce—then they would prepare to educate the customer about their Salesforce integration.

A company with a per-seat or usage-based pricing model, such as the enterprise resource planning (ERP) system Workday, uses a land and expand strategy to identify upsell opportunities. As Workday customers add more employees, Workday gains an upsell due to their "per employee per month" pricing model.

Recognizing these opportunities isn't as easy as creating a pricing model that immediately provides expansion opportunities. Look at any available engagement data, which includes signals from first- and third-party data sources. Monitor customer attendance for events, so you can gauge interest from customers about particular offerings or topics. Create a customer advisory board and host feedback sessions to hear what current customers are interested in and create content that answers their questions. Sales and customer success teams should also keep an eye on customers' tech stacks and technographic data to ensure access to the most up-to-date customer information to discern where there may be cross-sell or upsell opportunities.

Step 2: Identify What Content Meets Their Needs

For expansion campaigns, your marketing motions already fall under an ABM strategy: your focus is on your current accounts. Your first- and third-party data sources, along with buyer signals, give a sense for where the buyer groups are within the customer lifecycle. You must go through your content and align each piece to where it fits along the customer journey, as well as what will speak to each buying committee member.

Determine Where Customers Are in Retention Stages

While cross-sell efforts focus on a new buying group, your upsell efforts focus on the existing buying group. You need to first know where your customer account is situated within their customer lifecycle so you can plan your cross-sell or upsell initiatives accordingly.

A comprehensive data set that includes customer purchase history, preferences, and interactions is crucial for practical customer retention efforts. Analyzing this data helps you uncover patterns and better understand customer behavior to strengthen relationships with existing customers. Your first-party data offers a wealth of precise, individualized insights into customer preferences, interactions, and behaviors that enable you to identify where they are in the buyer's journey. Accounts continuing to interact with content and messaging after the sale may be ripe for cross-sell or upsell activities, while those with a drop in engagement behavior might signal more nurturing is needed. Third-party intent data is also useful to identify any active competitor research that might indicate a flight risk.

A high retention rate, largely due to your expansion efforts, strengthens your brand's reputation, drives customer loyalty, and provides insight into your product roadmap through customer feedback that is eventually implemented into your company's offerings. With a stronger reputation and ample feedback, marketers can proactively anticipate what content keeps customer engagement high.

An account that's just onboarding is too early to be sold to, and it's too early to use their success to sell to someone else. Early accounts will, however, be open to content that sets them up for successful onboarding. And yet, regardless of stage, the content drives engagement through sophisticated educational materials, whether it's product user guides, articles detailing benchmarks for success, or white papers containing in-market insights. While testimonials and case studies appear as a later-stage retention tactic, since the buying group is within a customer account already, these pieces of content serve to continue establishing trust and quality of your product to the new buying group.

The following retention chart outlines the three retention stages, what that stage's focus is, and what content pairs best with that stage to accomplish building a long-term partnership.

	Stage Focus	Content Objective
Early-Stage Retention	New customers are seamlessly onboarded and integrated with a clear definition of marketing and business KPIs to drive alignment and accelerate market time.	To accelerate value realization across touchpoints, drive increased retention through platform "stickiness" by delivering participation content that keeps them engaged with your platform.
Mid-Stage Retention	Ensure ongoing alignment with primary KPIs and that customers are leveraging the full extent of your platform.	Engage clients with a structured strategy incorporating continuous education through best practices and benchmark content, such as templates that they can modify for their needs.
Late-Stage Retention	Focus on delivering value to nurture longstanding relationships with customers.	Detailed marketplace- and category-level insights into in-market behavior and performance optimization opportunities. Engage conversations with content that demonstrates success, such as webinars, case studies, and testimonials, which continue to foster trust in your company.

Outline Content with Expansion Campaign Goals

While the buying group knows about your brand, they may not be aware of problems brewing within their routines, processes, or system infrastructures—which also means that they don't know to seek out solutions and that you're the best fit for them. This could be due to your solution's capabilities or how well your solution aligns and connects with your customers' existing tech stack. You need to generate demand that urges the buying group to expand into other services or upgrade features within your platform.
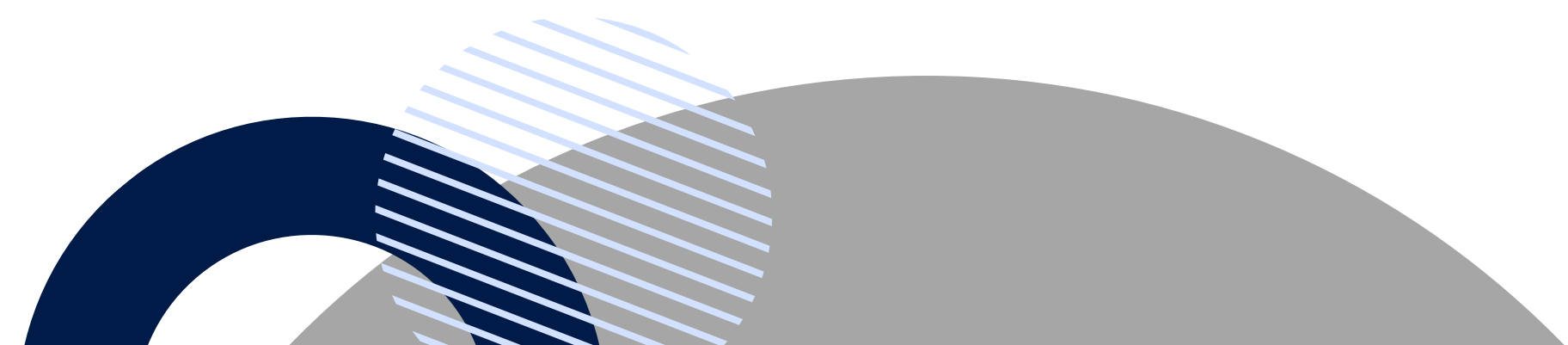
For upsell campaigns, content should demonstrate success with your product. If you have a case study that highlights other teams within the customer's organization who are already using your solution, that accelerates building trust with the buying group. This content should also help the buying group communicate success across the organization to validate further investment. You want to highlight content on how upgrading streamlines the buying group's processes, such as white papers and webinars discussing product use and trends. Highlight how upgraded product usage saves the company time and money from tedious processes so they can focus on developing more impactful strategies.

For cross-sell campaigns, your goal is to drive demand for other offerings as much as possible. The new buying group most likely heard about your primary account group's successes and want to experience similar growth. Or, the customer is ready to expand into other product lines to accelerate their growth objectives. Appeal to the buying group's emotions by crafting content that feeds into a "fear of missing out" or being left behind regarding their competitors. You want to create a sense of urgency toward gaining as much value from your product as possible, which you can show through case studies, product-focused webinars, and articles that highlight industry issues and how your product or service helps customers to solve them.

Empower Your Buyers with Educational Content

As a marketer, your goal is to empower the buying group and urge them toward a decision. Since the buying group is already familiar with your brand, you can take your educational content a step further. They've mastered the basics, and now is the time to introduce the next level, more sophisticated middle-of-funnel (MOFU) or bottom-of-funnel (BOFU) content that focuses on deeper problems and solutions. Put your buying group's search for answers and information at the center of all your content communication, rather than your business or brand.

Customize Content to the Buyer Persona

You understand your existing buying group in an upsell campaign or, based on behaviors and insights from the existing customer, understand the personas for the new buying group you would engage for a cross-sell campaign. Use these insights toward understanding what content each buying committee member needs to urge them through the pipeline.
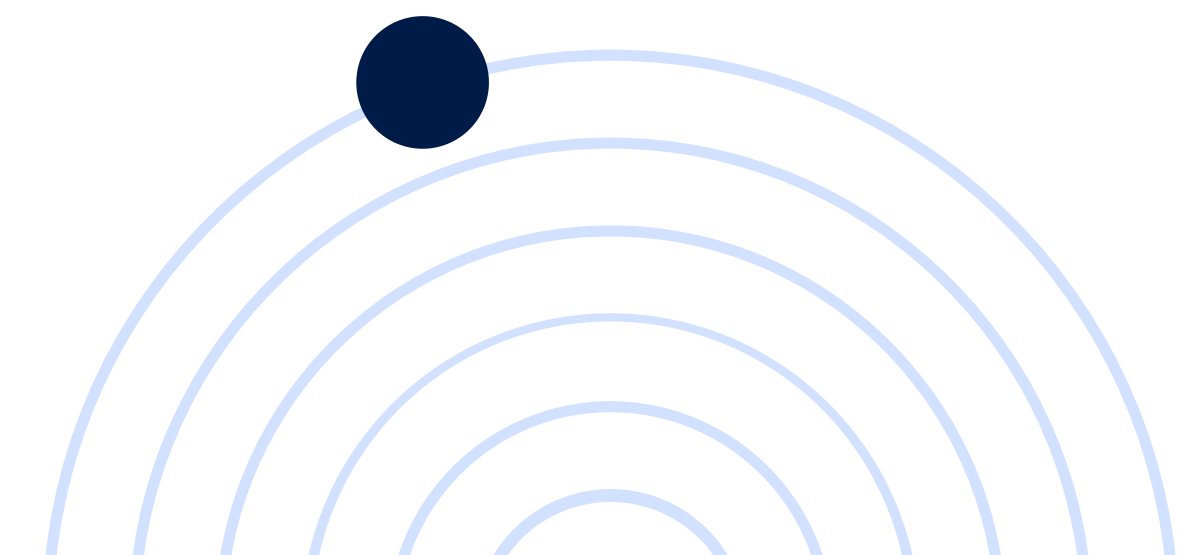
Knowing your buying committee members enables a more sophisticated content strategy aligned with getting them to buy more (in terms of an upsell campaign) or buy different products (cross-sell). With a new buying group (another type of cross-sell campaign), you can still approach content with some sophistication, as they are aware of your brand. Introductory materials move to the wayside as you dive deeper into what problems the buying group members realize exist, and how to solve them.

The person most likely to engage with the sales conversation is the person managing the license for the product (for upselling campaigns) or the person who would manage the license (for cross-sell initiatives). In the new buying group, you will most likely interact with the end user, who will benefit most from using your product or service in their everyday workflows. That said, the end user isn't the only person making a buying decision. They're still part of an entire group of buyers—an account—who have different concerns and questions when it comes to buying new software or products. Because of these various concerns, you need to customize your content to address the specific concerns of each persona.

Persona	Person/Buying Group with the Product License	Person/Group Who Manages the Product License	Person/Group Who Bought the Product License
Main Concerns	• Functionality • Ease of Use	• Tech Stack Fit • Support Needed • Integrations	• Cost • ROI

What matters to an executive may not matter to an end user, so create separate campaigns for each persona as opposed to treating the entire account the same way. They're likely considering the content and messaging in different ways—ways that are unique to their roles within the company.

See It in Action

Once the sales and customer success teams figure out there may be an opportunity, track marketing trends and competitive intel to begin building a foundation for any cross-sell or upsell insights.

The competitive intent report considers what other marketing tactics and offerings competitors are using. Consider Google Cloud and Dropbox: Both cloud-storage solutions offer freemium and subscription tiers that provide more space and perks. But it's important to consider who they're targeting. Google Workspaces offers a productivity suite (email, calendar, Google Meet and Chat, and Google Docs, Sheets, and Slides) that keep you working within their system, which is ideal for office environments that need to easily find files and collaborate across products.

Dropbox, on the other hand, integrates with Google Docs, Sheets, and Slides, while also providing Paper (a simplistic workspace), Backup to save data to the cloud, and Replay to collaborate on large video, audio, and image projects. You can also upload Microsoft documents and PowerPoint presentations, then work on the version in Dropbox. Targeting for Dropbox, then, looks like it would be more ideal for independent contractors.

And yet, both Google and Dropbox have the same goal: to provide storage space and drive efficient collaboration with multiple people. They both want to appeal to users' emotions and opportunities to get more done in one space and find opportunities for growth through their platforms. Upselling to provide more space is one thing, while cross-selling would be to expand the product usage (such as upgrading into a Google Workspace, or Dropbox's next tier that provides Replay and Backup among other features). Yet identifying what type of customers they have—and what their competitors may be doing—will help both companies continue to make content that speaks toward why expanding into other tiers and offerings is the best move for their customers.

Keep in mind that a competitor report is susceptible to the time it's run and put together. You can only pay attention to trending topics for a particular date range, which leaves the potential to make your insights and next steps more reactive than proactive. Dig deeper into your intent data and marketing trends to uncover topics customers would like hear more about—and consider what competitors are already doing in the space. When you dig into the data, you can strategize how to break into that topic with more chances for success.

# **Step 3:** Activate Campaign Across a Variety of Channels

As you focus on crafting and distributing content that appeals to buyers' emotions—and ideally drives a sense of urgency toward realizing there's a problem they need to solve or opportunities for growth—you must also remember that buyers are getting ads and content from competitors, too.

With so many messages in the marketplace, it can be difficult to stand out. You need to ensure that all key decision-makers not only remember what they read and the brand it came from, but how they felt while they read it, since connection is key to conversion.

Match Content to Distribution Channel

Distribution can be challenging, especially as buying committees grow larger and internal changes happen with more frequency. Understanding how to leverage each media channel allows you to quickly craft personalized nurture paths that urge decision-makers toward a decision and helps ensure that the right message reaches decision-makers at the right time in the right place.

Your primary aim with your media mix placement is to bolster relationships with your customers by providing valuable support and information that aligns with their ongoing goals and needs.
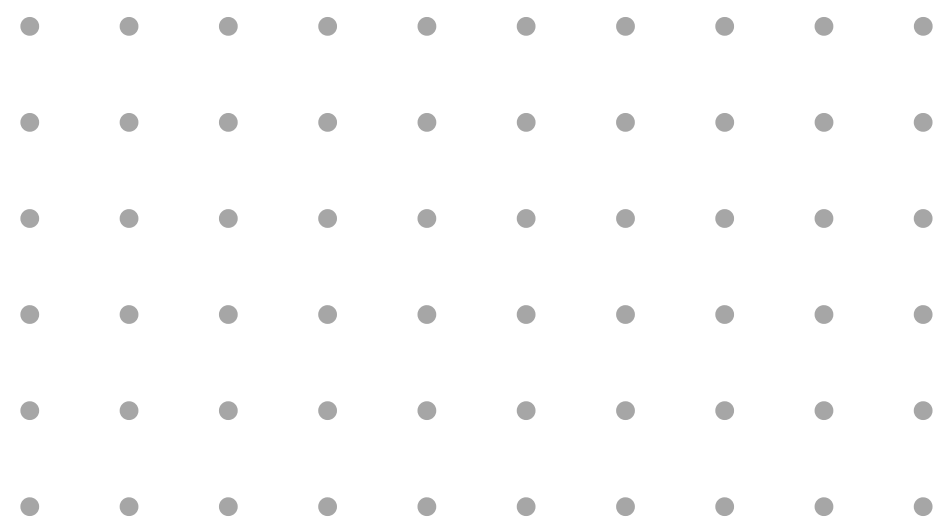
MARKETING MEDIA MIX CHART

Channel	Content Syndication	Display Advertising	Connected TV	LinkedIn	Email
Content Type	• White Paper • eBooks • Case studies • Research reports	• Product tutorial videos • Webinars • Training materials	• Product tutorial videos • Webinars	• Sponsored content • InMail • Social posts from company page and executive and employee profiles	• Case studies • Exclusive customer events • Feedback surveys
Channel Goal for Cross-Sell Campaigns	Get buying group in the door with deeper education. Distribute content that resonates with specific segments of your customer base.	Use to stay top of mind throughout the entire campaign.	Use to stay top of mind throughout the entire campaign, as well as educate on benefits of other product offerings.	Create urgency by appealing to buyers' fear of missing out (FOMO) and how to succeed more and faster with solution.	Foster deeper connection with your brand, product, and enhance customer loyalty.
Channel Goal for Upsell Campaigns	Helps new contacts within the existing account ramp up. Distribute content that resonates with specific segments of your customer base.	Stay top of mind throughout the entire campaign with educational materials on the benefits of an advanced tier.	Educate on benefits of an advanced product tier, as well as remain top of mind throughout the entire campaign.	Educate on the benefits of an advanced product tier.	Foster deeper connection with your brand, product, and enhance customer loyalty.

As you're working to engage a new buying group, cross-sell initiatives focus on engagement, such as user guides, product tutorials, and product-focused webinars to reinforce your product's functionality. Upsell initiatives, meanwhile, focus on leveraging advocacy content, such as testimonials, case studies, and webinars, within the buying group as much as possible. Yet both have the same goal of bringing awareness to other products, whether new systems or advanced offerings, as well as providing education toward how customers can implement these offerings toward their growth goals.

While you can use each channel for cross-sell and upsell campaigns, you'll find that particular channels may perform stronger for either effort. For example, connected TV (CTV) is primarily strong toward building brand awareness. For expansion campaigns, however, CTV isn't necessarily used for direct conversion—you want to consider it for building a stronger brand *connection*.

Here's how you can use each channel for your expansion campaigns:

CONTENT SYNDICATION

Content syndication extends the reach of your content across third-party sites, targeting specific accounts with precision. Use syndication to distribute white papers, case studies, and research reports that resonate with specific segments of your customer base, especially focusing on those with the potential for upsell. Work with syndication partners who can provide intent data and lead scoring, helping to identify and prioritize accounts showing interest in topics related to your advanced features or products.

How to Do It: Organizations actively researching a new category that aligns with a product line you have not yet sold them may be a fit to distribute a solution brief tied to relevant problem.

DISPLAY ADVERTISING

ABM-focused display advertising allows you to serve highly targeted ads to specific accounts, leveraging various networks beyond Google. Develop ads that are highly personalized to the account level, referencing specific industry challenges or even the account's previous engagements with your products. Implement retargeting campaigns to keep your upsell propositions top of mind among key stakeholders within targeted accounts, especially after they've engaged with your content or visited specific product pages on your website.

How to Do It: Target customers actively using your solution with informative display ads that showcase how subscribing to a premium service or pairing multiple products/services together can increase success rates.

CONNECTED TV

Connected TV (CTV) offers a newer, but highly effective avenue for reaching specific audiences in a more relaxed and attentive environment. Use CTV to tell compelling stories about your product's impact, focusing on narratives that demonstrate the value of premium offerings. Leverage data to target decision-makers within your existing accounts, even when they're off the clock, which can help humanize your brand and solidify its value proposition in a non-sales context.

How to Do It: Remind buyers of the goals they still need to achieve with product demo videos and customer testimonials demonstrating real-world applications and benefits to reinforce the value of your product.

LINKEDIN

LinkedIn is unparalleled for B2B targeting due to its rich professional data. Leverage LinkedIn's advanced targeting options to reach decision-makers within existing client organizations. Use job titles, functions, seniority levels, and even LinkedIn Groups to ensure your content reaches the individuals most likely to influence or make buying decisions. Sponsored content and InMail helps to create personalized messages and content that speak directly to the benefits of upgrading. Highlight new features, offer exclusive deals, and share success stories of similar clients who've benefitted from higher tier products. It's also a strong branding tool, as you can establish your company's executives and experts as industry leaders through posts and articles that address emerging trends, challenges, and solutions, indirectly showcasing the advanced capabilities of your higher-tier offerings.

How to Do It: Demonstrate your commitment to customer success and proficiency with ads that highlight practical applications and advanced usage tips to encourage customers to leverage your product more effectively.

EMAIL

Customer-focused email newsletters are crucial toward making buyers feel like they're part of something important. These should be devoid of marketing fluff, instead offering a rich blend of case studies, invitations to exclusive customer events, and opportunities to participate in feedback surveys. This content mix nurtures a sense of community and keeps your customers engaged by showcasing real-world applications and success stories, fostering a deeper connection with your brand and enhancing customer loyalty.

How to Do It: Send personalized, annual emails to customers with detailed information about how they used your product to show how your product has helped them achieve their goals and how an upgrade can help them achieve even more.

See It in Action

Once you activate your campaign, validate your media mix placement by analyzing your market-leading intent data, which includes signals around the solutions buying groups are researching, competitor trends, and their technographic data. Use this data to retarget your buying group on various platforms to keep awareness around your offerings and offer further education that will lead them toward faster conversion.

B2C companies easily retarget previous customers with discount codes provided in display advertisements or an email newsletter. For B2B platforms, continuously capture customer base interest by offering opportunities to further their education and awareness of the success they can have with your company. Offering webinars that align with a product release is one way to add more in-depth insights to your new product. And it doesn't have to be new—having customers contribute to case studies and then discussing their results on a podcast or webinar allows existing buying groups that attend the webinar or read the case study to deeply consider their position and opportunities with the next tier or additional feature.

Monitor when your customers may be considering switching vendors based on predictions around their buying cycle. When you time your product releases to the buyer cycle, you're better able to keep up with buying behavior. While you can look at the natural course of your contract terms, churn and downgrades can happen at any time—such as employees leaving companies, hence needing to eliminate a seat in a platform. Create and continuously update competitor pages, which will appear when customers research you against a competitor online.

Comparison blog articles or guides between features and integrations are a great extension of these competitor pages. A quick search around Quickbooks, Netsuite, Salesforce, and Hubspot easily lead into articles about how these systems can work together, where there's advantages, how choosing the competitor may lead to disadvantages, and how their product can work within their company. These articles and guides are then shared through the company's social platforms, whether as a LinkedIn post, an email newsletter, or as part of a retargeting strategy with display ads.

Adobe

"By using data and insights, we can orchestrate relevant and trusted marketing actions throughout the customer lifecycle. ABM allows us to do that in an efficient manner, and for us, that means decreasing cost per lead and an increase in conversion from leads to sales accepted opportunity and eventually pipeline."

Alexander Meyers
Head of B2B Performance
Marketing EMEA

Step 4: Use Data to Align Marketing Efforts with Sales and Customer Success

It's often thought that post-purchase, marketing's tool belt and tools disappear once customers sign their initial contract. But expansion campaigns require marketing insights, as well as the deeper insights sales and customer success teams discover when interacting with the customer.

The Harvard Business Review found that 90% of sales and marketing professionals report misalignment in terms of their organizations' strategy, process, culture, and content. If your strategy remains "marketing does this, sales does that," it'll lead to poor coordination as customer success teams take over the customer relationship and pass back information regarding upsell and cross-sell interest. The goal with expansion campaigns is to grow the account, which requires strong alignment with the sales and customer success teams to understand how each team's efforts and insights deliver higher-quality campaigns that positively impact your company's bottom line.

Review Intent Data and Enablement Content

Marketers need to emphasize the importance of intent data and its value as part of the campaign process. Discuss enablement materials with sales and customer success team members and go over data points together to discover where expansion opportunities are within your customer base, and what signals to keep an eye out for regarding the buying cycle for cross-sell or upsell campaigns. You can also help facilitate and collaborate on weekly reports for each salesperson and customer success team member to show them what customer activity you're observing through marketing collateral and how it applies to their accounts.

Businesses with strong sales and marketing alignment are 67% more effective at closing deals and 58% better at retaining customers.

Deliver a **Unified Experience**

Marketers and salespeople need to deliver a unified experience based on the campaign objective. While sales team members will always want to sell, it's up to marketing to give them the right information to make their outreach efforts relevant. When marketing efforts and sales outreach deliver the right message at the right time, the buying group will feel as if your company truly understands their needs and goals.

For cross-sell campaigns, you want to dive deeply into generating demand. The campaign must get the buying committee to acknowledge a problem in how they do things, drive a sense of urgency to solve it, align on how to solve it, and decide with whom to solve it.

For upsell campaigns, you want to appeal toward the buying group's intent and reasoning for why to invest in more. This requires content that leads the buying group to realize the value and credibility of your product—especially when they invest more in upgrading space, purchasing additional seats, or expanding into a premium tier with more features. Content at the decision-making phase for upsell campaigns should convey how the buyer or champion for your product can easily get additional investment, alongside communicating the benefits of the investment to other decision-makers across the organization.

Empower Your Nurture Paths with Data from Your Customer Relationship Management (CRM) and Marketing Automation Platform (MAP) Systems

Your expansion campaign's nurture programs should not be built in isolation. You can make more informed decisions and optimization recommendations by maintaining regular conversations with the sales and customer success teams and supplementing their insights with existing performance data from your MAP and CRM platforms. Some MAP and CRM platforms will also provide information around the account's market maturity in terms of their success within their industry alongside their technographic data, which will give insight into their adoption of new technology. If you can't trace market maturity, you should be able to track a customer's awareness of your other offerings.

You'll also want to pay attention to the customer's historical data with your company, such as the average sales length cycle and who sits on the buying committee, so that you can determine the length of your nurture paths and what content will speak best to each buying committee member.

Focus on the Buying Group's Needs

All of your touchpoints, whether from customer success, marketing, or sales, need to focus on what the account needs—versus what the company *thinks* they need—to advance an expansion campaign. Your nurture path's lengths depend on the buying group's awareness of their current and future needs, alongside their anticipation of problems and growth potential. Select content and messaging that supports your team and speaks to the buying group to demonstrate that you're the right partner to help them with their efficiency toward achieving their goals.

Intent data, technographic data, and firmographic data help you anticipate their interests, as well as add to the narrative derived from the sales and customer success teams' conversations with customers and additional buying groups throughout the account. When you deeply observe your buying group's actions across your website and engagement with advertisements, you can create distinct cross-sell and upsell campaigns that demand and value realization at the right stage at the right time.
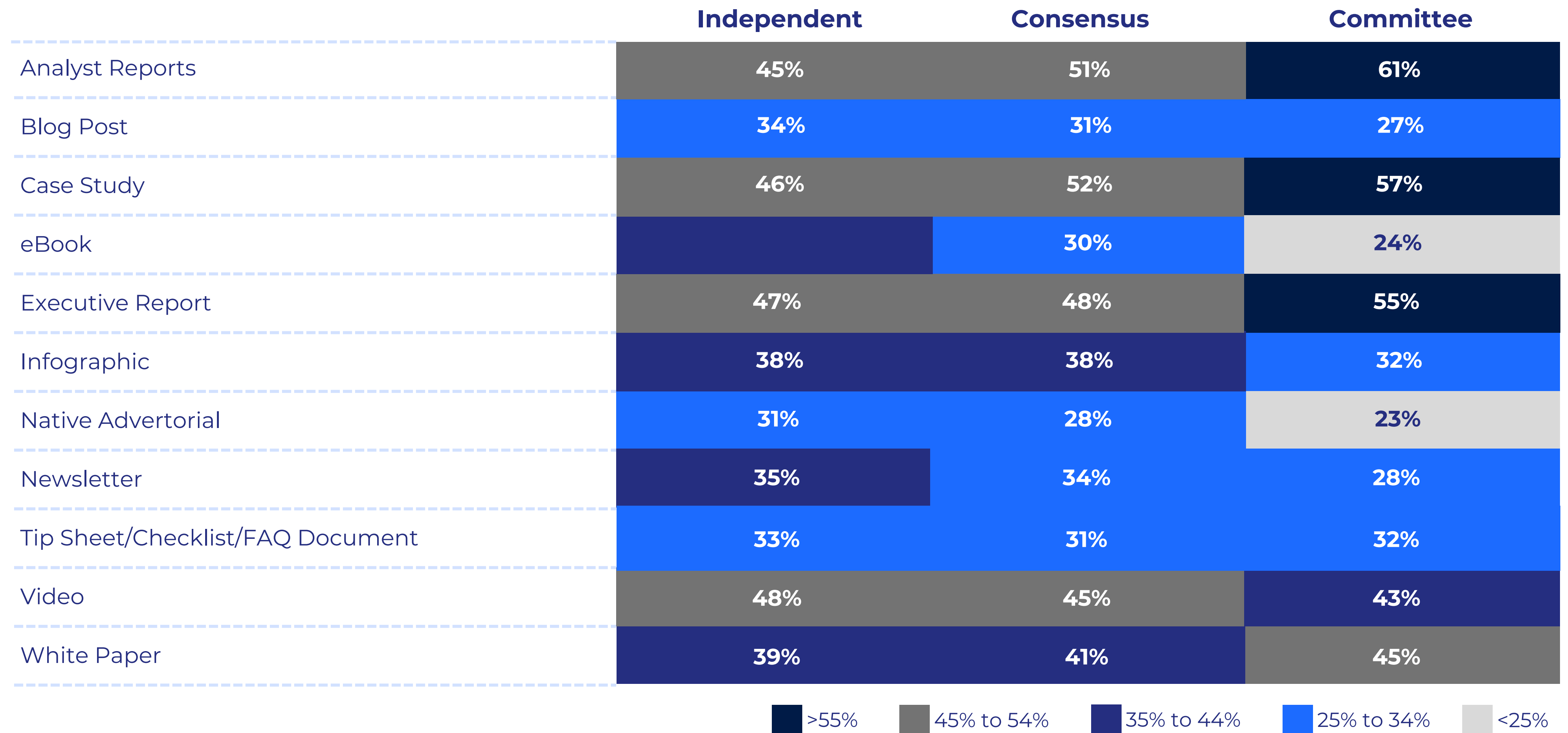
Gather Feedback Proactively

The sales and customer success teams get a direct line to your buyers. Dig into what they've learned throughout the customer relationship. The answers are crucial to continue refining and developing the right messaging for current and future campaigns.

You can also gather feedback directly from customers to understand what marketing and sales enablement they responded to. While their online actions are traceable, you still want to get feedback directly from the customer because they can shed light into how colleagues shared other materials with them and what materials truly sparked conversations around upgrades or additional products.

QUESTIONS TO ASK YOUR SALES AND CUSTOMER SUCCESS TEAMS FOR FEEDBACK:

➡ What are you learning from these meetings?

➡ What objections are you hearing for not upgrading or adding additional products?

➡ What pain points are you experiencing in the follow-up process?

➡ How many touches do you need before upsell or cross-sell discussions occur?

Forrester Research: What Content Assets Are Most Meaningful or Impactful During the Discover/Evaluate/Commit Phase of the Purchase

	Independent	Consensus	Committee
Analyst Reports	45%	51%	61%
Blog Post	34%	31%	27%
Case Study	46%	52%	57%
eBook		30%	24%
Executive Report	47%	48%	55%
Infographic	38%	38%	32%
Native Advertorial	31%	28%	23%
Newsletter	35%	34%	28%
Tip Sheet/Checklist/FAQ Document	33%	31%	32%
Video	48%	45%	43%
White Paper	39%	41%	45%

Legend: >55% | 45% to 54% | 35% to 44% | 25% to 34% | <25%

Base: 1,747 to 5,930 global business buyers; sample size varies by buying scenario. Respondents were able to select up to four choices out of 20; this chart represents 11 categories out of those 20, and is not representative of all choices or options provided.
Source: Forrester's Buyers' Journey Survey, from The State Of Business Buying Report, 2023

See It in Action

Alignment between teams requires constant conversation and ensuring all data systems are as up to date in real time as possible—that way, everyone has access to current information and can create actionable outreach and nurture programs.

Your nurture programs must engage the key personas of your buying group on the channels where they consume content. Including previous decision-makers who were part of the initial close stage in an upsell campaign is essential, as they will play a role in the final decision-making stage. Targeting them with the right message on the right channel will continue keeping your brand top of mind and most likely lead to internal discussions around your product.

Sales, marketing, and customer success should touch on how to personalize their outreach efforts with relevant content to drive engagement. In an upsell campaign, customer success can provide deeper insights into the existing buying group, which sales and marketing can reinforce through sales and marketing collateral in their campaigns and nurture programs.

In terms of upsell campaigns, automation platform Zapier notifies the user via email of how often they've used the available functions when their premium trial period is about to end—and includes information on what features they'll lose when the trial converts to the freemium model. File sharing service WeTransfer presents their advanced features directly on their pricing page, which constantly reminds the buying group of what they're paying for and what they can gain or lose between tiers. WeTransfer decidedly takes some of the cognitive load off customers, so that they can consider what upgrading may look like—and can make that decision down the line when they are more familiar with the product.

For cross-sell campaigns, analyze intent data to determine what content best serves the new buying group. When a buying group member downloads a piece of content, sales can then follow-up with personalized recommendations that expand and complement the content they've read. Templates offer one way for buying groups to experiment with what a product would provide. When a buying group member fills out the download form, sales reps can then follow-up with more information about your products and gain deeper insight into their interests, which reinforces your cross-sell campaign efforts.

Step 5: Measure and Optimize

The final step is not really final—it's constant, repeatable measurement and evaluation to figure out whether your campaigns are successful, then optimizing campaigns with your findings. Once an account buys every product, you want to ensure they continuously see the value in each product—which means you can continue to nurture and grow the partnership through upsell initiatives. Keep your eye on market conditions, as they impact the customer cycle, and your revenue goals may need to adjust from quarter to quarter as you turn your efforts into ultimately ensuring retention over time.

Set Individual Channel KPIs that Roll Up into Campaign KPIs

Measuring campaign performance isn't just about converting accounts to invest more in your offerings. It's important to also measure success within each marketing and advertising channel. Success within an email program will look drastically different than success within a display program, but they're all indicators of the overall health and success of your expansion campaigns. Ideally, you measure each program on an ongoing basis with their specific KPIs, gather your findings into a monthly report, and tie all activities together into a full campaign readout. This helps you understand which channel's leads are most responsive and how those channels impact lead scoring in terms of expansion efforts.

Channel	Content Syndication	Display Advertising	Connected TV	Social Advertising	Email	Organic Social
Metrics to Measure	• Lead volume • CPL	• Reach • Impressions	• Reach • Impressions	• View through rate (VTR) • Click through rate (CTR) • Impressions	• Opens • Clicks • Unsubscribes • Lead volume	• Shares • Comments • Likes

Reporting also requires you to dive deeper into your data (which is hopefully already in a single, holistic view) to determine how each channel impacts pipeline and revenue on an individual and collective campaign basis. And with your findings, you can then optimize each channel with content that not only serves each metric, but fuels conversations around how these metrics are indicative of a strong marketing strategy that fuels higher quality interactions that will ultimately benefit your company's bottom line.

Measure Expansion Metrics to Make Proactive Adjustments

Tracking expansion and retention metrics helps you understand how your expansion campaigns impact overall company health. You'll also gain insights into customer health and signals to anticipate any cross-sell or upsell opportunities. Strong retention and expansion metrics signal that your brand-and-demand strategy is working, especially if the customer account recommends you to other subsidiaries in their company or refer other companies to you.

The closer you are to real-time information around your metrics, the more proactive you can be with optimization efforts. Retention metrics like customer lifetime value (CLV) and annual contract value help you scope out retention and acquisition efforts to determine a timeline for positive ROI across accounts. Net revenue retention (NRR) is a particularly important revenue growth metric, as you can look deeply into cross-sell and upsell initiatives to understand where you've gained and lost value with your customers. Customer satisfaction, measured as a net promoter score (NPS) through customer feedback surveys with questions that can only be answered on a 0-10 scale, measures how loyal customers are to your company, which will be indicative of your expansion campaigns' successes. Also track and evaluate the timeline for all cross-sell and upsell opportunities created, won, and loss, as it will help you predict when these opportunities may come up across similar customer accounts.

As cross-sell and upsell campaigns appeal to particular emotions—the "fear of missing out" for cross-sell campaigns and the recognition of growth and success with the product for upsell campaigns—you want to ensure that the metrics for each expansion campaign speak to those concerns. Engagement may look different, for example. For cross-sell campaigns, you would pay more attention to new contacts identified within the targeted customer account and track their actions. For an upsell campaign, you should look deeper into the existing buying group's attendance at webinars or events that foster a sense of community and growth.

Worksheet: Cross-Sell Measurement Guide
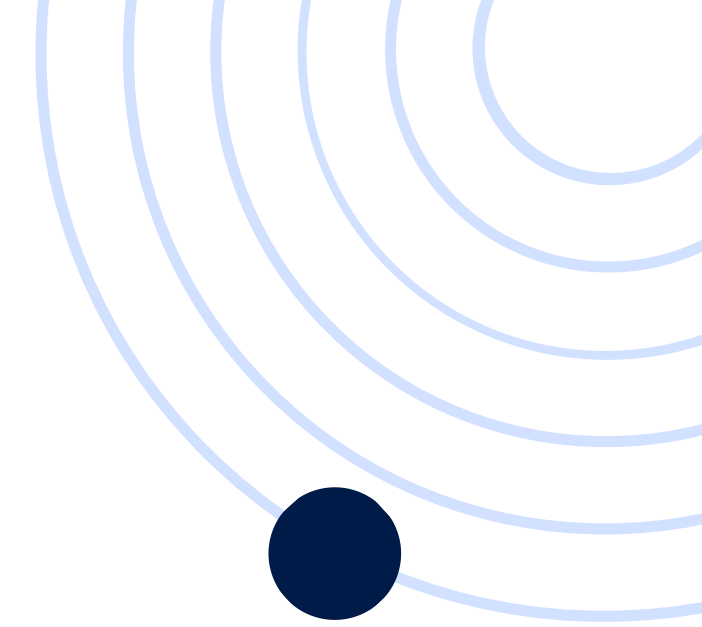
	Measurement Metrics	Activity Details
Impact	• Cross-sell revenue • Number of customer accounts cross-sold to • Amount of marketing sourced or influenced cross-sell pipeline	Describe the impact on business goals.
Output	• Number of opportunities created from cross-sell • Number of accounts engaged with cross-sell activities • Number of customer referrals into new buying centers	Describe the direct result of cross-sell activities.
Actions	• Response from campaign tactics • Number of customer accounts with updated insights • Number of new contacts identified within targeted customer accounts	Describe the actions taken.
Readiness	• Amount of enablement activity • Number of completed buying committee member profiles • Number of customer engagements	Describe the team's ability/preparedness to execute.

Worksheet: Upsell Measurement Guide

|	**Measurement Metrics**	**Activity Details**
Impact	• Customer satisfaction rate • Retention rate • Revenue growth from existing buying centers	Describe the impact on business goals.
Output	• Number of inquiries • Participation rates • Number of advocacy assets created • Amount of opportunities created from upsell efforts	Describe the direct result of upsell activities.
Actions	• Number of events, webinars, and emails • Amount of other elements delivered to existing customers that supported upsell activities	Describe the actions taken.
Readiness	• Number of contacts within the existing buying centers • Amount of engagement	Describe the team's ability/preparedness to execute.
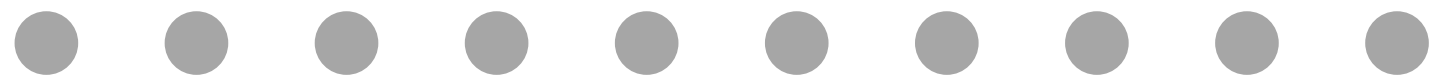
Optimize Marketing and Sales Activities

Track your marketing and sales efforts on an ongoing basis and review your results with the customer success team. Together, you want to discover how your activities and distribution methods impact your campaigns and where you can become more efficient with your efforts. Activities include:

- The number of webinars and events held over the month and quarter
- The number of sales enablement pieces created over the month and quarter
- How many pieces of content were created that apply specifically to cross-sell and upsell campaigns
- The number of sales calls or emails sent across the month and quarter
- The number of gifts or direct mail sent to buying groups

Prioritize Your **Potential Advocates**

When you think about how to divide your campaign efforts, prioritize the personas who will advocate for you. If you can deliver enough content and generate enough engagement with the personas who are the most influential, they'll do the work for you to convince the rest of the buying committee that you are the right partner and tool to continue helping them achieve departmental and company goals. Once you identify your advocates, consider their persona and optimize future campaigns around similar demographics.

See It In Action

Conversation is a continuous driver through every step for an expansion campaign—so it's not surprise that to successfully measure and optimize your expansion campaigns and strategies, you must set up regular meetings to report on customer and campaign health. Discuss what content drives the most engagement, as well as what content may need to be refreshed to speak to current market conditions. These discussions fuel whether you'll need to make any adjustments to your nurture strategies, from who you're targeting and what you're using to reinforce your brand as the partner of choice.

Ideally, you can review all campaign data holistically. Having your ERP, CRM, and MAP systems integrated will help make campaign optimization and reporting as efficient as possible. You also want to choose metrics that tell a clear narrative, from when you discovered the opportunity, who you targeted, what content and channels you used, and what content got them to convert.

Worksheet: Cross-Sell Campaign Template

Campaign Name: **Owner:**   **Date:**

Campaign Objective: *Describe the impact you hope to achieve from your efforts.*

Success Metrics: *Describe or list the metrics used to measure the success of your efforts.*

Target Audience: *Who will the campaign target?*

Campaign Needs: *What do you need for the campaign to succeed?*

Key Messages: *What key messages will be used to engage your target audience?*

Program Strategy: *Describe how you will engage your target audience.*

Dependencies and Risks: *Describe the barriers preventing the success of your campaign.*

Campaign Tactics: *Describe your campaign elements and efforts.*

It's Time to Expand Your Accounts' Growth Potentials with ABM

The Pareto Principle (or 80/20 Rule) is an adage for the effectiveness of your customer retention efforts: 80% of your sales could come from 20% of your customer base if you had a strong enough retention strategy. That's hard for any B2B marketer to ignore.

But that's not the real world. What you can do, however, is analyze your customer base and determine what drives them to grow with your company—and when they decide to seize those opportunities. This insight is strongest when you have multiple data sets, which come from every department throughout the company. When companies improve cross-functional support, they experience better, more precise resource allocation, which allows for every team to expand into deeper insights and efficiency within their department motions.

Marketing content and messaging are most effective when aligned to specific sales motions. While marketing and sales teams access intent data early in the funnel, customer success provides deeper insights that continually strengthen marketing & sales motions to help ensure constant growth that positively impacts customers and prospects. But what really sets these motions into action are the buying groups on the receiving end of your efforts. When you personalize every portion of your funnel, you'll see more engagement and urgency from buying groups. Expansion campaigns are the true testament of successful ABM efforts because they truly keep the account's needs in mind. And it's up to you to broaden the account's horizons for an even more successful partnership with your company's offerings.

How Madison Logic Helps You **Grow Alongside Your Customer Base**

Customer health and buyer intent data is too important to your company's bottom line. McKinsey studied 40 public B2B SaaS companies and determined that companies with a net retention score of 120% had higher growth rates compared to other companies. But if you can't recognize the signals for expansion campaigns, you'll miss out on the ample opportunities to help your customers with their growth goals while also positively impacting your company's revenue stream.

Madison Logic is an ABM platform that bridges your data from multiple source systems into a single platform to empower marketers to make better data-driven decisions. By gathering proprietary engagement data, technographic data, and B2B buyer research into a comprehensive data set, you gain access to a best-in-class lead scoring system that predicts when accounts are ready to buy and have the highest opportunity to convert. And when you integrate your channel sources with the ML Platform, ML Measurements can then track cross-channel performance, account engagement, and pipeline and revenue impact, so that you can quickly measure the metrics that matter to your business and focus on deeper insights that drive faster campaign optimization and smarter cross-department collaboration.

Looking to create impactful points of conversation? **Find out what Madison Logic can do for you.**

➡ **Book a Demo**   ➡ **Read the Blog**   ➡ **Contact Us**   ➡ **Follow us on LinkedIn**