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INTELLIGENT BUSINESS GROWTH



RIGHT ACCOUNTS.
RIGHT PEOPLE.
RIGHT MESSAGE.

Account-Based Marketing (ABM):

The growth opportunity for B2B businesses in ANZ

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INTRODUCTION

Account-Based Marketing has been around for more than 20 years, yet it is still often misunderstood.

Some see it as a piece of technology, others as a form of targeted advertising. In reality, it is a proven growth strategy that aligns your whole business – marketing, sales and C-suite stakeholders – around the customers that really matter.

For most B2B businesses, growth comes from a relatively small number of high-value accounts. Yet most B2B marketing is still built to reach as many people as possible. ABM closes that gap, and that is why it deserves to be at the centre of every B2B growth strategy.

> "ABM is not a new channel or a piece of software. It is a smarter strategy that aligns marketing and sales to engage the organisations that matter most, with personalised, relevant experiences built for them."

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01 — THE BASICS

So, what exactly is Account-Based Marketing?

Traditional demand generation casts a wide net and sorts through whoever responds. ABM works the other way: pick the right accounts first, then engage the people inside them who shape the buying decision.

Most programmes blend three tiers:

TIER	ACCOUNTS	WHAT IT LOOKS LIKE
One-to-one (strategic ABM)	1–10 high-value accounts	Fully bespoke plans, content and experiences for each account
One-to-few (ABM lite)	10–50 accounts in clusters	Tailored campaigns for groups sharing an industry, challenge or opportunity
One-to-many (programmatic ABM)	Hundreds of accounts	Data-driven targeting and personalisation at scale, guided by intent signals

The right mix depends on your deal sizes, sales team and growth goals. Many ANZ businesses start with one-to-few and expand from there.

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02 — THE CASE FOR CHANGE

Why ABM should be a priority for B2B businesses

The way businesses buy has changed, and ABM is the approach built for how they buy today. Four key shifts in B2B buying make it a strategic priority rather than an optional extra.

- **Decisions are made by groups.** Major purchases now involve a committee of stakeholders across functions. Reaching one contact is no longer enough; ABM engages the whole group.
- **Buyers do their homework first.** Much of the evaluation happens before a buyer ever speaks to a supplier. ABM puts your expertise in front of the right accounts early, so you shape the shortlist.
- **Every marketing dollar must show a return.** Boards want to see commercial results, not clicks. ABM is measured in the commercial outcomes leaders care about: a healthy pipeline and sales revenue.
- **The biggest opportunities are finite.** The accounts that can transform your business are limited and contested. A focused, deliberate approach is how you win them before competitors do.

6–10

decision-makers in the typical buying group for a complex B2B solution.

Source: Gartner, via Data Axle

INSIGHT

ABM isn't a campaign tactic. It is a long-term growth strategy that puts your most valuable customers at the centre of everything you do.

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03 — THE PRINCIPLES

Why ABM works

ABM works because it is built around how B2B growth actually happens: a small number of accounts drive most of the value, and decisions are made by groups of people, not individuals. Seven principles explain the results.

01

Focus multiplies impact.

When marketing and sales concentrate on accounts with the best fit and highest potential, every dollar and every hour works harder. Budget goes to the organisations that can genuinely become customers, so efficiency and return rise together.

02

It matches how businesses buy.

Gartner research puts the typical buying group for a complex B2B solution at 6 to 10 decision-makers. ABM engages that whole group, from the executive sponsor to finance, IT and end users, building the consensus that moves deals forward.

03

Relevance earns attention.

Buyers respond to messages that speak to their business, their challenges and their goals. Personalised content shows you understand them, and understanding is what turns interest into conversation.

04

Sales and marketing become aligned.

ABM gives both teams the same accounts, the same goals and the same view of progress. That shared focus creates a single, powerful growth engine instead of two departments passing leads back and forth.

05

Relationships build trust.

Consistent, tailored engagement over months positions you as a credible partner well before a formal sales conversation. By the time an opportunity opens, you are already on the shortlist.

06

ROI becomes clear.

ABM is measured at account level, through engagement, pipeline, revenue and growth. Leaders can see exactly what the programme is delivering in commercial terms.

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07

Your best customers grow.

ABM is just as powerful for existing clients as for new ones. Expansion, cross-sell and loyalty within current accounts are often the fastest and most profitable growth available.

INSIGHT

ABM doesn't ask you to market harder.

It asks you to market to the right accounts, the right people and with the right message.

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04 — THE ANZ LENS

Why ABM is a natural fit for ANZ

ABM suits Australia and New Zealand because our B2B markets are concentrated, connected and relationship-led. The features that make ANZ distinctive are exactly the ones ABM is designed for.

6,360 **of New Zealand's 612,417 businesses have 50 or more employees.**

Source: Stats NZ Business Demography, 2024

- **Every key account counts.** Of New Zealand's 612,417 businesses, just 6,360 have 50 or more employees (Stats NZ, 2024). When the pool of high-value accounts is that defined, knowing and engaging each one well is the winning strategy.
- **Business runs on relationships.** ANZ buyers value trust, familiarity and partnership. ABM's tailored, long-term engagement is built for exactly that.
- **Reputation travels fast.** In close-knit industries, a great experience with one account becomes a referral to the next. ABM creates those experiences deliberately.
- **Purchase cycles are considered.** Major B2B decisions here involve several stakeholders and take time. ABM keeps your brand present and relevant throughout.
- **Budgets reward precision.** ANZ marketing teams rarely have global-scale budgets. ABM concentrates spend where it delivers the most growth.
- **The trans-Tasman opportunity.** For businesses expanding between New Zealand and Australia, ABM is a highly targeted way to build presence with the right accounts in a new market.

INSIGHT

In a market of finite opportunities, the advantage goes to the business that knows its best accounts best.

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ABM BY THE NUMBERS

About 8 in 10 marketers get a better return from ABM.

81%

get a better return from ABM than from their other marketing

Momentum ITSMA, 2024 Global ABM Benchmark

80%

running ABM for 3+ years get a much better return than from other marketing

ITSMA, 2018 ABM Benchmark Study

76%

got a better return from ABM than from their other marketing in 2020

ITSMA and ABM Leadership Alliance, 2020

66%

say ABM has made sales and marketing work together much better

Momentum ITSMA, annual ABM Benchmarking study

05 — THE EVIDENCE

So, does ABM work?

Independent research shows ABM consistently delivers. Momentum ITSMA, the research firm behind the longest-running global ABM benchmark, regularly surveys B2B marketers about the results they get. The chart below shows what share of marketers in each study reported each result.



What the numbers mean

- **ABM outperforms other marketing.** Around 8 in 10 marketers get a better return from ABM than from their other marketing, and that has held steady from 2020 (76%) through to 2024 (81%).
- **It gets better over time.** Among businesses running ABM for three years or more, 80% report a much better return. The longer you commit, the stronger the results.
- **It brings teams together.** Two in three marketers say ABM has made sales and marketing work together much better, which is a major driver of growth in its own right.

INSIGHT

The strongest ABM returns come not only from winning new accounts but also from growing existing ones.

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06 — THE PLAYBOOK

Getting the most from ABM

The businesses seeing the biggest returns from ABM share a handful of habits. Build these in from the start.

01 **Bring sales and marketing together from day one.** Agree target accounts, goals and roles jointly so both teams own the programme.

02 **Start with a focused group of high-value accounts.** A pilot of 10 to 30 accounts builds momentum, proves value and creates a model to scale.

03 **Invest in great data.** Clean, enriched account and contact data is the foundation every other activity stands on.

04 **Understand each account deeply.** Research their strategy, challenges and people so every interaction feels relevant.

05 **Create standout personalised content.** Bold, tailored creative is what makes your brand memorable inside a target account.

06 **Orchestrate every touchpoint.** Plan channels and sales outreach as one connected journey for each account.

07 **Set clear success measures up front.** Agree the account-level metrics that matter to the business and report on them regularly.

08 **Give it time to build.** ABM compounds. Commit for 6 to 12 months and watch engagement turn into pipeline and revenue.

SOURCES

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