



TATA CONSULTANCY SERVICES ABM++

PROJECT SUMMARY

Tata Consultancy Services (TCS) initiated the ABM++ program to drive marketing enabled sales. Seeking to bring about a fundamental change in the organizational culture by transforming marketing from a support unit to a revenue generating unit, the initiative was rolled out in May 2020.

The initiative was piloted for 30 Growth Accounts of TCS. In-depth analysis of these 30 Accounts showed challenges such as a stagnating CRM Pipeline, engagement levels limited to the CIO organization, sales messaging not aligned with TCS positioning, inadequate presence on digital platforms, and large deals in the pipeline requiring focused support. Further analysis revealed that the sales teams were often operating in silos and were coordinating only with local marketing units. There was no institutional mechanism to integrate sales with the marketing organization on an ongoing basis to get full visibility of developments in TCS. There was no uniform and consistent strategy to communicate the TCS value proposition, latest offerings, and solutions to customers.

Adding to this environment, the pandemic hit and sales teams lost the opportunity to be in front of the customer and hence the ease of doing business when scouting for new opportunities. TCS was aggressively working on **launching the new brand positioning** and it was important for marketing to make sure that consistent and cohesive messaging goes to customers.

All these factors triggered the team to reimagine the ABM program as more programmatic, scalable, and tightly integrated with the business.

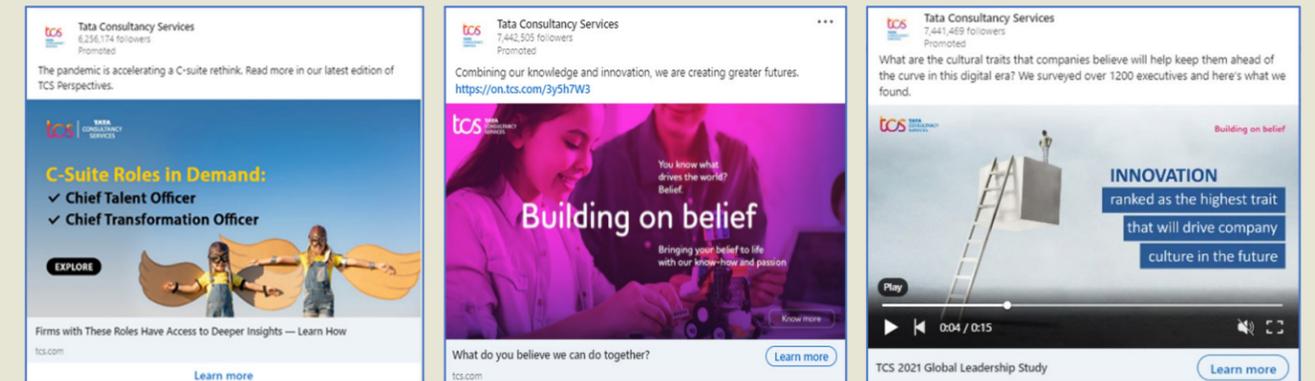
ABM++ was initiated to create a scalable strategy for marketing to enable sales growth and take advantage of the high ROI on marketing investments. With the TCS CMO as its executive sponsor, ABM++ was envisioned as a strategic initiative aimed at marshalling all the available digital channels and tools to boost sales in customer accounts identified by CEO and Sales leadership. It seeks to provide aircover to ground forces with personalized interventions at every step of the sales cycle.

There were three primary success factors of the program:

- **Collaboration with Sales:** The crux of the initiative is strong partnership with business group heads, client partners, and marketing. ABM++ cements this partnership by embedding marketing in each critical phase of the sales cycle and thereby becoming an integral part of a core go-to-market strategy across the business to deliver client-centric, profitable growth. A strong governance structure has been put in place with regular reviews by the ABM++ marketing team and a quarterly review by CMO. These interactions are used to jointly create account strategies, to determine CRM goals, to decide on offerings to be pushed and stakeholders to be pursued, and to monitor execution of the plans and the alignment of messaging with strategic positioning.
- **Technology Led:** The initiative relies on extensive use of technology in gathering customer insights, understanding customer buying patterns, deploying digital campaigns, and measuring results. The team shares analytical reports with business group heads

TCS

One-to-Many Campaign targeted to all ABM accounts



and client partners weekly through automated research alerts. The ability to leverage technology helped the team launch ABM++ at the height of the pandemic and its seamless rollout thereafter.

- **Data-driven:** What really sets this initiative apart from peers or even with what was being done earlier in TCS is the ability to monitor and measure marketing efforts through a centralized, automated dashboard, the Account Engagement Dashboard. Also known as the CMO dashboard, the dashboard sits on a marketing knowledge hub and collates signals across all digital channels. The dashboard is used to track, measure and report the performance of the marketing initiatives and it provides feedback to evaluate existing initiatives and plan new ones. It is a true differentiator and addresses the critical issue of measuring marketing performance effectiveness.

ABM++ was rolled out for 30 potential growth accounts and has shown impressive results within a year of its deployment. The quantitative results are:

- **Total Leads Generated:** ~300 (3x of target); 50 % of the leads are VP, CXOs, and heads of functions
- **Total Awareness:** ~3.7 million
- **Total Engagement:** ~25,000 (3x of target)
- **New CRM Pipeline** with Lead Source as Marketing: \$203 million (2x of target)
- **Total customer meetings** set up: 452
- **Total number of leads saved** through all active Sales Navigator licenses: 3,026 (+20% of benchmark)



Most importantly, TCS Share of Voice vis-à-vis competition for the 30 Accounts on LinkedIn improved from number eight to the top position in the first six months of the program. The initiative has gathered momentum within TCS and there is now a demand to add 100 growth accounts to the program.