

8 REASONS

Why Your ABM Program Is Not Working and How to Fix It

Executive summary:

Many ABM programs fall short due to misaligned targeting, lack of personalisation, and outdated engagement strategies. This article identifies eight root causes of poor ABM performance and presents strategic solutions designed to optimise impact across the full buyer journey.

- **Pinpoint and prioritise in-market accounts with real buyer intent**
- **Align teams using clear blueprints and shared success metrics**
- **Personalise content and outreach by role, region, and stage**
- **Streamline engagement and accelerate buying with ABX and continuous optimisation**



Learn how to elevate your ABM strategy from disconnected tactics to a measurable growth engine.

Account Based Marketing (ABM) has long been considered an effective marketing discipline for focused strategies that target strategic, high-value accounts.

However, buying groups at these accounts are often complex. According to [INFUSE Voice of the Buyer 2025](#), these groups typically comprise four to six individuals or more.

Average size of buying groups by geographic location:

Region	Buying group members	Average
Global	15+	20%
North America	4-6	34.3%
Europe	4-6	35.9%
APAC	15+	28.4%

Source: [Voice of the Buyer 2025](#)

These extensive buying groups, in combination with lengthy purchasing cycles, can represent a formidable challenge and barrier to performance goals for revenue teams.

As a result, ABM strategies can easily falter due to misalignment between marketing execution and the non-linear and often individualistic nature of modern buyer journeys—failing to meet high expectations for personalised, buyer-led experiences.

‘Organisations that treat ABM as more of a short-term tactic will find that strategies yield poor performance due to a fundamental misalignment with the complexity and length of B2B buyer journeys. The key is to stop treating ABM as a tactic, and to start thinking about it as an always-on, dynamic strategy.’



— **Mukesh Rajpurohit**
VP APAC, INFUSE

This article examines eight critical factors that negatively impact the performance of ABM programs and outlines strategic areas of focus to help realign and optimise initiatives for measurable impact.

8 areas of focus to improve ABM performance



1. How to improve account selection

Improve pipeline quality by targeting high-intent accounts, not just high-revenue ones.

When selecting target accounts, it is easy to revert to a checklist approach akin to a shopping list of accounts that is based on maximum potential revenue. However, moving beyond a surface-level fit is essential.

In-market status, demonstrated intent, budget availability, and alignment with your organisation's [**Ideal Client Profile \(ICP\)**](#) are all critical indicators that should inform which accounts make the list. By leveraging insights and intent signals, marketing and sales teams can identify the accounts most likely to engage and convert.

It is also essential to consider not only basic targeting criteria, but a prospect's technology install base and competitive landscape insights—adding an extra layer of intelligence that supports more strategic, data-driven account selection. This ensures time and resources are concentrated on high-value opportunities with the highest relevance, intent, or displacement potential, ultimately driving long-term growth and supporting broader revenue goals.

The size of the target account list is equally important. An overly expansive account list can dilute strategic focus, reduce personalisation quality, and strain internal resources. Personalised engagement, especially in one-to-one or one-to-few ABM models, is extremely challenging and often ineffective across a bloated list.

Instead, a refined and manageable list enables deeper personalisation, better alignment with buyer needs, and stronger engagement across the buyer's journey. In addition, it allows for the orchestration of meaningful, intent-driven outreach that resonates with the right stakeholders at the right time.

Ultimately, ABM thrives on precision and depth. By intelligently selecting and sizing account lists, organisations can achieve stronger engagement, more impactful pipeline performance, and greater efficiency.

Best practices for effective account selection

- Leverage intent data, **firmographics**, technographics, and relevant historical data insights (such as conversion metrics) to identify high-potential accounts
- Ensure target accounts match the characteristics of past successful clients in terms of industry, size, revenue, and pain points
 - a. This should be adjusted in line with changes to solutions or your GTM strategy
- Assess whether accounts have the budget and propensity to invest in your solution
- Focus on businesses already demonstrating buyer signals through their intent and engagement
- Use tiers to segment and prioritise accounts
- Prioritise accounts where multiple stakeholders are engaging and demonstrating buyer signals
- Create persona coverage scores to see which accounts are missing key stakeholders
- Regularly assess and adjust your target account list based on real-time performance data and feedback from sales teams

Recommended resources

[HOW TO IDENTIFY THE BEST PROSPECTS FOR ABX](#) →

‘Analyse existing clients and identify common characteristics, considering factors such as firmographics and technographics, to identify their pain points and goals. Consider how they make purchasing decisions and determine key influences to develop tailor-made messaging that resonates.’



— **Michelle Churchill**
VP Global Client Strategy, INFUSE





2. Steps for building an effective ABM blueprint

Create cross-functional alignment and measurable ABM results with a clear, data-informed blueprint.

Developing an ABM blueprint plays a crucial role in overcoming common challenges. This can be achieved by leveraging data insights, such as your target account selection, their priorities, and findings on the most effective timing for engagement.

Together, these insights provide a dependable foundation for your ABM strategies, enabling you to scale meaningful results.

A blueprint helps to:

- Clarify objectives: Reflecting your objectives across planning, teams, and processes helps to ensure that account based marketing efforts remain cohesive and effective
- Assist operational coordination: Clearly structuring decisive actions in the buyer's journey can help to quantify progress for all teams. For instance, when an account changes stage, it is helpful for all stakeholders to have a shared understanding of the subsequent steps. Such alignment contributes to smooth handoffs and sustained momentum

Best practices for creating an ABM blueprint

- Define what success looks like for your organisation (both shared goals and by each team involved)
- Create primary ICPs and sub-segments for niche personalisation
- Identify buying committee members to ensure broader and more effective coverage
- Use look-alike modeling and intent scoring to add emerging prospects that match ICP behaviour
- Create value propositions and content assets aligned with specific buyer personas
- Develop an omnichannel engagement plan to coordinate messaging across all touchpoints
- Anchor your blueprint with an ABM program playbook with plays by persona, tier, and buying stage

[Discover how to develop client journeys that drive conversions](#) →



3. Ways to leverage demand intelligence in B2B marketing

Use buyer signals and data-driven insights to craft more compelling, timely engagement. ABM programs that have been tailored precisely to the unique characteristics and priorities of each buyer within the buying group will ultimately have a greater impact.

While challenging, this requires a deep understanding of buying group members' specific challenges and objectives, including the commonalities behind buyer motivations, behaviour, and purchase triggers—also known as demand intelligence.

By actively leveraging historic data insights from accounts in similar industries or with similar structures, organisations can plan engagement tactics based on account buyer signals, ensuring that outreach is relevant, timely, and compelling.

Moreover, demand intelligence enables precision targeting and resource allocation. By understanding which accounts are in-market, their priorities, and their buying journey stage, teams can prioritise efforts where they are most likely to generate impact.

Best practices to source demand intelligence to develop an in-depth understanding of buyers

- Research industry trends, company pain points, and individual buyer motivations
- Track engagement signals such as content downloads, website visits, and social media interactions
- Focus on the broader impact of your solution rather than just its features
- Monitor conversations, feedback, and trends to refine messaging continuously
- Ensure sales and marketing teams collaborate to share insights and refine engagement strategies

Recommended resources

HOW TO USE B2B BUYER INTENT DATA FOR ABM →





4. Managing buying group complexity in ABM

Influence all decision makers by addressing the complex structure of B2B buying groups. While ensuring a balance between the scale and targeting of ABM programs is essential, overlooking key members of the buying group can significantly impact performance.

Larger deal sizes often involve large, cross-functional committees, requiring careful research and continuous monitoring of their evolving behaviours. While buying groups operate as a collective, each member must be approached as an individual with unique motivations and needs.

Without properly mapping out the full buying group, organisations risk engaging the wrong individuals at the wrong stage of the journey, leading to stalled deals and missed opportunities due to challenges remaining unaddressed.

For example, given the pressure buying group members face when making purchase decisions, fear of messing up (FOMU) is a key influence. This makes buyers more cautious of choosing the wrong solution, vendor, or timing, and results in them needing to validate every step.

By identifying buying signals, tracking engagement, and adapting outreach to match and de-risk each stage of the decision making process, organisations can increase their chances of influencing key stakeholders and accelerating the buying journey.

Below is an example of a buying group structure and potential pain points:

Buying group member	Pain point
 Initiator/Influencer	Seeking access to relevant information on challenges
 Manager	Onboarding and implementation
 Operational/IT professional	Technical feasibility, security, integration
 C-level	Alignment with business goals
 Financial manager/director	Cost and budget constraints

Best practices for navigating buying group complexity

- Identify key influencers, economic buyers, and stakeholders in each buying group
- Tailor communication based on the unique concerns and priorities of different stakeholders
- Track behavioural signals to engage accounts at the right stage of the journey
- Continuously refine strategies to stay aligned with shifting buying group dynamics
- Treat each stakeholder as an individual with distinct needs

Recommended resources

TOP CHALLENGES YOUR BUYING GROUPS ARE FACING →

TRANSFORM TARGET ACCOUNTS INTO REVENUE WITH PRECISION ABM

INFUSE demand experts are here to design personalised, buyer intent-driven programs that engage the entirety of your buying groups and convert high-value accounts—faster.

Speak with the team to launch your ABM strategy →



5. Best practices for deep personalisation in account-based marketing

Drive relevance and conversions with deeply personalised messaging for each stakeholder.

ABM thrives on tailored content and meaningful, targeted engagement. When messaging is generic, it fails to capture the attention of buyers and reduces both engagement and conversions.

This is a prevalent issue, as according to [Demand Gen Survey, 2024](#), 51% of buyers find that the nurturing content they receive is too generic and irrelevant to their needs, [highlighting the need for buyer-led content](#).

Every client is unique, and more importantly, every individual buyer within a buying group has distinct priorities, pain points, and decision making roles. Content that fails to address these specific challenges or offer relevant insights is unlikely to achieve meaningful engagement or drive the desired business impact.

For ABM to succeed, content must be deeply relevant—not only to the business but also to the specific role, region, and context of each buyer.

Best practices for personalising content for buying group members

- 👉 Use persona-based content mapping to deliver tailored value to each buying group member across their journey
- 👉 Create content libraries of high-value content aligned to known stages of research, comparison, and justification
- 👉 Support self-serving buyers and internal buying group conversations by offering valuable insights that derisk solutions and move the conversation forward
- 👉 Leverage account intelligence to gain a deep understanding of the specific buyer you are writing for
- 👉 Dynamically surface content based on account activity. For example, target competitive comparison sheets for evaluation-stage prospects

Recommended resources

[**LEAD NURTURING PLAYBOOK: HOW TO ALIGN B2B CONTENT WITH THE BUYER'S JOURNEY**](#) →





6. How to create a seamless buying experience for B2B accounts

Accelerate decisions with an ABX strategy that connects every touchpoint in the buying journey.

Today's buyers expect personalised, immersive experiences that are tailored to their unique journey. Fragmented or inconsistent engagement frustrates prospects, introduces friction, and slows down decision making. In contrast, a seamless, intuitive buyer journey—designed to deliver the right information at the right time—accelerates purchase decisions and builds trust.

Meeting this expectation calls for full organisational alignment around a buyer-centric strategy. [**Account-Based Experience \(ABX\)**](#) elevates traditional ABM by orchestrating every touchpoint—marketing content, sales outreach, digital experiences, and client success—into a unified, value-driven journey. This holistic approach ensures continuity and relevance across all channels and moments of engagement.

ABM is not a departmental effort; it is an organisational commitment. Structured collaboration, shared service-level agreements, and consistent messaging are essential to eliminate confusion and maintain efficiency. Multi-threading engagement across buying groups, geographies, and channels is vital to ensure all stakeholders feel supported throughout the process, while maximising account value.

At its core, ABM is about serving prospects and derisking decision making with clarity and value. In a risk-averse environment defined by the fear of making the wrong choice, enabling buyers and forging trust is critical. ABX transforms this vision into a reality by aligning internal teams to meet external expectations, ensuring each interaction contributes meaningfully to a cohesive and compelling buyer journey.

WHAT IS MULTI-THREADING?

Multi-threading refers to the strategy of engaging multiple stakeholders within a target account simultaneously, rather than focusing on a single or limited number of contacts.

It involves building relationships with multiple roles and customising outreach and messaging for each buying group member—including across multiple regions. Having a deep understanding of who owns each part of the decision process is key.

Best practices for implementing ABX

- Build an ICP model and tier accounts for prioritised treatment
- Create ABX playbooks by funnel stage, and equip sales teams with real-time engagement data and curated content for outreach
- Align nurture sequences to buying stage and persona role
- Launch interactive, account-specific microsites or engagement portals curated to each account's interests and intent data
- Set up weekly optimisation loops—analyse which messages, assets, or channels are moving accounts forward
- Offer resources that help champions build business cases inside the account—especially mid-to-late stage
- Treat ABM as a strategic GTM motion, not just a campaign tactic

Recommended resources

DRIVE DEMAND PERFORMANCE WITH ABX →



7. Strategies to optimise ABM programs using real-time data

Maintain performance by continuously optimising ABM tactics based on real-time buyer behaviour.

To succeed, ABM cannot be utilised as a one-time campaign—it is a dynamic, iterative process that demands continuous refinement. Real-time data insights are essential for fueling optimisations and ensuring that ABM strategies remain aligned with evolving buyer needs.

Insights that can be leveraged to guide performance optimisation include:

- Intent and buyer engagement signals from content downloads, website behaviour, and email interactions
- Buyer journey insights such as content consumption patterns and buying stage progression
- Sales alignment metrics, including prospect follow-up speed and feedback loops
- Revenue-centric KPIs such as pipeline velocity and win rate
- Campaign metrics such as attribution reports, platform integration data, and heatmaps

Ongoing learning and adaptation are essential to maintaining ABM performance. Without regular optimisation, programs may struggle to stay aligned with buyer behaviour and deliver consistent results.

Best practices for optimising an ongoing ABM program

- Adjust strategies to prioritise accounts demonstrating buyer signals, and deploy plays to 'warm up' cold accounts
- Use buying stage data to automatically trigger relevant nurture paths
- Review engagement by channel weekly—pause low performers, double down on high performers
- Inform your content promotion across your channel mix with engagement data. If possible, automate dynamic content delivery based on behaviour
- Adjust touchpoint frequency based on persona responsiveness and stage progression

Recommended resources

**WHY BUYER ENABLEMENT IS CRITICAL
IN THE B2B BUYING PROCESS** →



8. How to prove ROI for account-based marketing initiatives

Secure continued investment in ABM by proving impact with meaningful ROI metrics.

Difficulties in **demonstrating return on investment** may diminish the perceived strategic value of ABM within the organisation. When success metrics and tracking mechanisms are not clearly defined from the outset, it becomes challenging to assess program effectiveness and to communicate impact.

In the absence of a common definition of success, sales and marketing teams may pursue divergent objectives, resulting in a lack of clarity regarding progress.

To maintain momentum and scale account-based efforts effectively, teams must agree and align on well-defined key performance indicators, monitor performance with discipline, and communicate results consistently across all relevant stakeholders.

Best practices for measuring and demonstrating the value of ABM programs

- Establish baseline metrics at the start of the campaign to track progress and attribution, such as account engagement score, time to engagement, opportunities generated, pipeline influence, and conversion rate—as well as client value to cost of acquisition
- Tag and track every touchpoint (webinars, ads, direct mail, sales calls) by account and stage
- Use shared dashboards across teams that map ABM engagement data to pipeline movement and deal progression
- Compare ABM program performance to other ongoing efforts
- Build a quarterly ABM impact report that tells the story of account activation to revenue contribution

‘Misalignment between marketing and sales teams can jeopardise the performance of ABM programs and a buyer’s experience with your brand. When these departments operate in silos, ABM efforts suffer. Ensure both teams share common goals and maintain open communication for a cohesive strategy.’



— **Michelle Churchill**
VP Global Client Strategy, INFUSE

Key takeaways



- **Engage the entirety of your buying groups:** Without a clear map of buying group members, your efforts may only influence a limited number of buyers, failing to convert the account
- **Refine and personalise your messaging:** Tailor communication to the unique concerns of stakeholders
- **A clear ABM framework is essential for driving consistent, scalable success.** By aligning demand intelligence with defined objectives and coordinated execution, a framework ensures clarity, cross-team alignment, and smooth progression across the buyer's journey
- **Create a seamless experience:** Buyers expect coordinated engagement; ignoring this complexity can stall opportunities

EMPOWER YOUR ABM STRATEGY WITH PRECISION DEMAND

INFUSE demand experts are poised to craft targeted, buyer-led journeys to engage your priority accounts. We combine precision targeting, buyer signaling, and high performance omnichannel engagement to help you identify, reach, and convert key buyers—at scale.

[Speak with the team to launch your ABM strategy](#) →





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