

Business Services

REVENUE OPERATIONS ASSESSMENT



FreeWheel[®]
SERVING THE VIDEO REVOLUTION.

One of the biggest names in multimedia sports entertainment selected FreeWheel's Monetization Rights Management[®] (MRM) technology to manage its multi-screen, cross-platform video advertising business. In the process of implementing that technology, FreeWheel's Business Services team gained a deep understanding of the company's advertising operations, including sales and revenue operations. Following the implementation process, FreeWheel was asked to conduct an objective, systematic assessment of the organization to identify areas where efficiencies could be gained. This work was conducted over six months in two phases.

Challenge

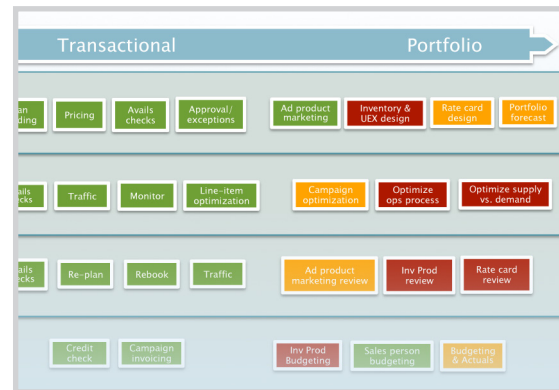
FreeWheel's Business Services team was tasked with gaining a thorough understanding of the company's entire workflow, processes, organizational/authority structures, and related systems for all steps preceding an advertising transaction (media sold to an agency or advertiser), as well as all of those following the transaction. The scope of work included detailed reviews of a number of functions and their impact on people, process, and the company's related systems, well beyond FreeWheel's technology. Those functions included:

- Defining ad products
- Forecasting available inventory across devices and channels, including how to reserve and book inventory for both proposals (where transaction is not yet complete) and campaigns (where transaction is complete)
- Executing, trafficking, reporting, and optimizing campaigns
- Reporting on campaign performance for billing and reconciliation

Our Process – Phase I

Using a systematic combination of cross-functional interviews, technology audits, and on-site observations, FreeWheel's first priority was to identify and recommend the idyllic Transactional and Portfolio functions. Transactional functions included actions and deliverables along the media sales workflow (e.g. responding to RFPs). Portfolio functions included roles and functions across the media sales organization (e.g. longer term revenue impacts of ad products and supply/demand imbalances). Steps FreeWheel took included:

- Diagnose the organization's current structure and methods of operation, including identifying roles and functions that were missing, overlapping, out of the transactional sequence, and/or unclearly defined
- Examine and document the impacts and obstacles posed by the above diagnosis on multiple levels: Functional, Roles & Process, and Organizational Authority



Recommended Portfolio Management Organization

Our Process – Phase II

Phase II required the Business Services team to take the process used in Phase I and go yet another several layers deeper into the organization. This involved interviewing key stakeholders across the broader organization and conducting system-wide analyses across data sets, technology systems, budgets, and financial methodology. Steps FreeWheel took included:

- Analyze historical workload data (e.g. number of line items processed, time it took to process, etc.)
- Analyze organizational budget, forecasting process, managerial finance methodology, and detailed organizational structure (resources, teams, reporting layers)
- Audit current and near-term systems in place, including Finance, Proposal Management, Display and Video Ad Serving
- Make recommendations for improvements across the board

Final Recommendations

This multi-phased engagement culminated in FreeWheel providing the company with several sets of detailed documentation that could be used for the purposes of methodically reorganizing the revenue operations organization, identifying and rectifying redundancies, implementing a clear set of success and performance metrics to be used department-wide, and setting revenue goals and benchmarks. This documentation included:

- Heat maps and overlap grids identifying opportunities for role clarification and improved efficiency
- Analysis and benchmarking for relationship between revenue and full time employees
- Recommendations, definitions, and success metrics for new and/or incremental portfolio-level functions to be added to the existing organizations
- Operational metrics for evaluating ongoing departmental efficacy and performance
- Recommendations for resource management, including re-organization and headcount changes

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	Sales			Asset Management			
	Assistant AE	AE	Planning	Dedicated planners	Inventory	Reporting	ASR
Pre-pitch	✓	✓	✓		✓		✗
Pitch	✓	✓					
Close & book			✗		✓		✓
Traffic				✗	✗		
Monitor delivery		?	✗		?	?	✗
Re-express	✓	✓	✗		✓		
Billing & finance							✓

Overlap between roles by campaign lifecycle

Results

FreeWheel's Business Services team was engaged with one of the largest sports media companies for over six months, leading the company to make several organizational and functional changes resulting in improved operational efficiency. To date, the company acts as an advocate and as a reference on our behalf, freely recommending that any organization in need of guidance and best practices in revenue operations consult with our Business Services group.