

# Digital Receivables - Changing the Credit Decision Making Process

- **Speaker: Brooke Cravens,**  
Sales Ops Analyst, ESPN



# Digital Receivables

## Changing the Credit Decision Making Process

Brooke Cravens  
*ESPN Customer Marketing & Sales*

July 19, 2012



# What is Digital Media?



# Education is Key

- TV AE's Selling Digital Video



- Radio AE's Selling Digital

ESPN LOS ANGELES.com ESPN DALLAS.com ESPN CHICAGO.com ESPN BOSTON.com ESPN NEW YORK.com

- Print AE's Selling tablet



- AdReady deal stewardship



# Multiple Screens = Multiple Bill Types = Multiple headaches

Actuals vs. Contracted

1<sup>st</sup> Party vs. 3<sup>rd</sup> Party vs. 4<sup>th</sup> Party

1P served vs. 3P served

Installments

Flat fees

*The possibilities are endless...*

# Digital Billing & Collections

*Teamwork in the Truest Sense*

- Different Groups with Different Goals
  - Sales & Marketing
  - Ad Operations
  - Accounting



## The Account Service Representative

- Involved from proposal to payment
- Serves as the campaign manager
- Understands the goals of each of the various groups
- Works internally with Sales, Planning, AAM's, and Accounting
- Works externally with clients and agencies

# Getting it Right From The Start

## I. RFP

Proposal templates  
Spec Sheets  
Rich Media Fees  
Site served vs. 3P served

## III. Live Campaign

Tracking performance  
Look into variances  
Approved 3P vendors  
Late creative  
Inventory forecasting analysis

## II. Booking

Request billing info from agency & any special billing instructions  
Check billing history  
3P Logins  
PO #'s  
Matching proposals  
T's&C's

## IV. Billing & Collections

Facilitate discrepancy resolution  
Monthly collection goal  
DSO focus goal  
Monthly billing approvals  
Unbilled line items report  
Prebill

# The Challenges

- One order, multiple bill types
- Multiple 3P vendors with different reporting capabilities
- 3<sup>rd</sup> party reporting discrepancies
- Updating agency IO
- T's&C's
- "Out of the box" executions



# Overcoming the Challenges

- One order, multiple bill types

*Ability to assign bill type at line item AND proposal level*

- Multiple 3P vendors with different reporting capabilities

*Only allow approved 3P vendors to run on site and must issue a login to ESPN to track delivery. 3P vendors cannot be swapped mid-campaign. Login must be provided at launch or make goods may be jeopardized.*

- 3<sup>rd</sup> party reporting discrepancies

*ASRs are trained to troubleshoot reporting discrepancies with the agency. Common issues are tied to time zone, cached impressions, outdated IOs, and cumulative delivery.*

# Overcoming the Challenges

- Updating agency IO

*Agency required to send revised IO for each re-expression or optimization that is approved along with any updated billing instructions*

- T's&C's

*Designated person to review all T's&C's and work on MSA's with all agencies*

- "Out of the box" executions

*Specific products must be created for each line item on a plan (and assigned specs), nothing can be TBD when plan goes to order*

# Checks and Balances

- Daily pacing reports
- Monthly liability updates
- Missing logins
- Line items started yesterday with no delivery
- Unbilled details report
- Prebill
- Weekly pacing calls
- Monthly billing approvals



# Weekly Pacing Calls

## RECAP E-MAIL

To: Williams, Deborah; Bunker, Dorian; Herrera, Robert; Smith, Carl  
 Cc: Prelesnik, Lauren; Johnson, Caitlin R.; Cravens, Brooke L.  
 Subject: Liability Report D.Williams - 7/11/2012

Hi All-

I have updated Liability Report for Deb Williams 7/11/2012

1 of 2 resolved action items from week (6/27)  
 109 of 177 resolved for team overall

### ASR (5)

**2383704 Go Daddy - 2012 Indy 500**  
 Under pacing 86% - Rxp into ROS  
 37665058 ESPN - InContent - Motor Sports - Homepage Sponsorship (6/1/2012-7/15/2012)

**2232186 Hilton Hotels - Homewood Suites - Q2/Q3 2012**  
 Under delivery - Rxp into new Headliner  
 35081728 ESPN - InContent - Golf - Headliner Standard II Sponsorship -7/9  
 35081730 ESPN - Pencil Top - Golf - Headliner Standard II Sponsorship -7/9

**2183056 Corona Extra - 2012 Video**  
 Follow up - Approval to Rxp into new flights  
 34218673 ESPN - Video - MLB Rotational (6/25/2012-7/8/2012)

**2232186 Hilton Hotels - Homewood Suites - Q2/Q3 2012**  
 IA REQUEST - Low pacing 72%  
 35080426 ESPN - Video - WatchESPN Golf Rotational + Companion (6/1/2012-7/31/2012)

**1784719 Hyundai - 2012 Video Upfront**  
 Under pacing - Rxp not approved. Check if we can move into next flights.  
 39675459 ESPN - Video - WatchESPN MLB Rotational 6/1-6/30  
 39756603 ESPN - Video - NBA Gamecast Rotational 6/1-6/30

Attached pacing report.



ESPN - Pacing Report\_07-11-20...

**Weekly ASR led call with AE, AAM, and Planner**

### Topics Include:

Delivery issues/  
 re-expression offers

Variations

Late creative

Technical/ setup issues

## DAILY PACING

Proposal ID	Line Item ID	Proposal Name	Product Name	Line Item Start Date	Line Item End Date	Line Item Net CPM	Line Item Net Contracted Revenue	Line Item Contracted Impression	DFP Imps	DFP Pacing	3PS Imps	3PS Pacing	Variance	Rev at Risk	3PS Data Through	MY NOTES
2232186	35081728	Hilton Hotels - Homewood	ESPN - InContent - Golf - Headliner Standard II Sponsorship	7/9/2012	7/9/2012			200,000	86,874	43.4%	86,875	43.4%	0.0%		7/10/2012	RXP ASAP - Same placements
2232186	35081730	Hilton Hotels - Homewood	ESPN - Pencil Top - Golf - Headliner Standard II Sponsorship	7/9/2012	7/9/2012			200,000	87,517	43.8%	87,518	43.8%	0.0%		7/10/2012	RXP ASAP - Same placements
2232186	35081731	Hilton Hotels - Homewood	ESPN - Pencil Pushdown / InContent - Golf - Homepage	7/9/2012	7/9/2012			0	108,038	100.0%	0	0.0%	0.0%			
2232186	35081767	Hilton Hotels - Homewood	ESPN - InContent - Golf - Homepage Sponsorship	7/9/2012	7/9/2012			103,000	106,385	103.3%	106,385	103.3%	0.0%		7/9/2012	
2232186	35081768	Hilton Hotels - Homewood	ESPN - Pencil Pushdown - Golf - Homepage Sponsorship	7/9/2012	7/9/2012			0	106,951	100.0%	106,951	100.0%	0.0%		7/9/2012	
1754991	35099879	Kia - 2012 NBA Q1/Q2 - M	ESPN - InContent - NBA - Scoreboard Rotational	6/1/2012	6/30/2012			903,805	804,205	89.0%	761,218	84.2%	-5.3%		7/1/2012	
2232186	35632366	Hilton Hotels - Homewood	ESPN - InContent - All Sports - Rotational	4/1/2012	8/31/2012			100,000	74,792	113.3%	74,963	113.6%	0.2%		7/10/2012	
2232186	35632505	Hilton Hotels - Homewood	ESPN - Banner - All Sports - Rotational	4/1/2012	8/31/2012			100,000	74,800	113.3%	75,053	113.7%	0.3%		7/10/2012	



# Monthly Billing Approvals

## Billing Dashboard

Proposal Name: Ford Summer '12 Renewal - \$660k  
 Proposal ID: 2143121  
 Proposal Type: -  
 Proposal Status: Revision Sold  
 Proposal Revision Type: OTHER  
 Contract Bill Type: 3rd Party

Salesperson: MIKE BOLOGNA  
 Primary Trafficker: Alex Pepper  
 Secondary Trafficker: Scott Olman  
 Advertiser: FORD MOTOR COMPANY  
 Non DFP Actuals Vendor C: DFA DART for Advertisers

Ad ID	Master Ad ID	Product Name	Ad Size	Line Item Start Date	Line Item End Date	Line Item Net CPM	Line Item Net Contracted Revenue	Line Item Contracted Impressions	Line Item Scheduled Impressions	Ad Type	Proposal Status	Line Item Bill Type	Non-DFP Actuals Vendor	Line Item Name	Line Item Comments	Line Item Description	Line Item Reservation Status	FirstPartyClicks	First Party Delivered Impressions	ThirdPartyClicks	Third Party Delivered Impressions	Variance	Vendors Included
254213527	254213527	ESPN - Video - All Sports - Rotational	1x1	06/20/2012	07/03/2012	\$1,000.00	3,981,029	3,981,029	3,981,029	Standard	Revision Sold	NONE	NONE	ESPN - Video - All Sports - Rotational	This is a rotational video ad unit targeted to all of ESPN.com.	Reserved Success	13,198	3,080,730	10,892	3,036,549	-36.45%	Dart	
254213531	254213527	ESPN - Video Mid-Roll	1x1	06/20/2012	07/03/2012		0	0	0	Standard	Revision Sold	NONE	NONE	ESPN - Video Mid-Roll	Delete this line from the export template ESPN - Video Mid-Roll.	Reserved Success			1,806		%	Dart	
254213593	254213593	ESPN - Video - Action Sports Rotational	1x1	06/28/2012	07/01/2012			4,201	104,201	Standard	Revision Sold	NONE	NONE	ESPN - Video - Action Sports Rotational	This is a rotational video ad unit on ESPN.com targeted to Action Sports.	Released	1,175	82,295	1,124	81,676	-75%	Dart	

Monthly billable totals are displayed in billing dashboard for ASR approval (holds & escalates) prior to close.

Helps to ensure campaign is billed correctly and minimizes the number of adjustments that need to be processed down the road.



# Show me the Money

- Monthly collection goal for cleared invoices
- Billing adjustments
  - Credits/ debits
  - Invoice versioning
- Focus goal for invoices with DSO 60+
- Goals & incentives



*Questions?*



*THANK YOU!*

