

“Managing the Ad Sales Process”: Executive breakfast in New York hosted by Operative and ContentNext Media

On Wednesday morning, July 29, OPA President, Pam Horan, lead a discussion with James Smith, Chief Revenue Officer, *The Huffington Post* and Riley McDonough, SVP & General Manager Americas, *Reuters Media*. The session topic was “Managing the Ad Sales Process” and the panelists addressed issues such as:

- How can technology be used most efficiently?
- What technology systems are core to your business?
- What long-term value do ad networks provide digital publishers?
- Have we pigeon-holed ourselves by using the ‘click’ as a success metric?

Below is a recap of the panel and audience responses to these questions.

How can technology be used most efficiently?

James Smith: ***“We think about ‘does this technology increase our yield, does it help our resources work more efficiently, does it help us to innovate’.”***
It is imperative that the technology solutions a publisher uses do not require additional resources to implement and sustain.

Riley McDonough: ***“One data system- that is our goal.”***

What technology systems are core to your business?

James Smith: Ad servers, ad networks, ad network optimization tools, campaign management tools, and yield optimization tools.

Riley McDonough: ***“We believe in using 2 strategic partnerships that represent best of breed and focus on building those relationships.”***
Site analytics tools and enterprise software solution. Focus on tools that will help serve the sales group.

What long-term value do ad networks provide digital publishers?

James Smith: ***“All inventory is not created equal. We need to understand the cute vs. the ugly impressions.”***
Ad Networks should be used as a ‘test’, while publishers do the heavy lifting of getting to know their audience better.
In the short term, send the ‘ugly’ impressions to networks until you can make the ugly impressions more attractive.

Riley McDonough: ***“I don’t see how networks will help double the size of our business.”***
Networks decrease the value of a publisher’s inventory and they do not provide transparency into understanding the margins.
Break away from alliances that drive down yield and eCPM. Use BtoB as a guide, and create more value per user.

Have we pigeon-holed ourselves by using the ‘click’ as a success metric?

Pam Horan:

“Direct marketing is about driving immediate reaction.”

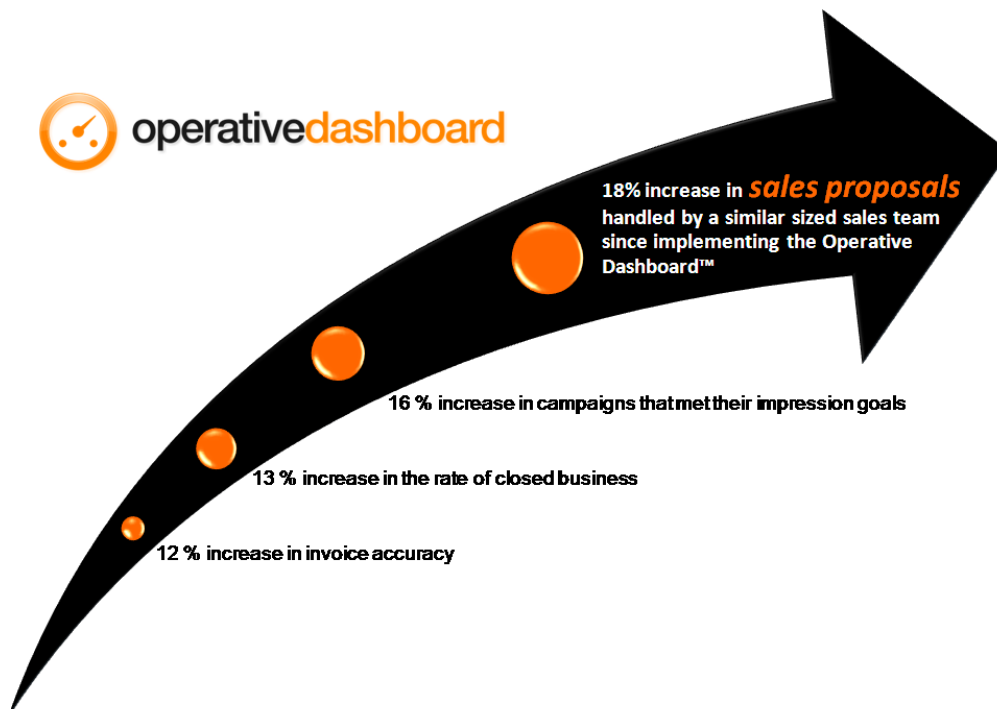
Publishers need to clarify the metrics and behavior we are driving. By just looking at clicks, we do ourselves a disservice.

Jim Spanfeller:

“16% of the web accounts for 80% of the clicks. Networks and other systems are built to solve for clicks.”

The industry is highly focused on click measurement, and as a whole, we need to move away from this.

Operative solutions drive results



Operative Overview

In a downturn economy, many of the media companies we speak to express frustration around missing advertising revenue targets. The crux of their pain stems from inaccurate pipeline, re-keying of data between multiple interfaces, and a lack of overall visibility into the digital advertising business. What these media companies need is the ability to sync pipeline and inventory numbers in real time, eliminate duplicate data entry, and increase efficiency to focus more on sales enablement. Operative provides these capabilities, and helps these companies increase profitability, reduce costs and streamline operations.

Since 2000, Operative has focused on developing products and services that streamline the processes within the digital advertising lifecycle. Operative Dashboard™, the industry’s leading advertising revenue management (ARM) platform, helps media organizations manage all aspects of their digital advertising operations - from product design, to proposal creation, to trafficking and creative implementation, through to invoicing. Through integration with core technologies (including ad servers, CRM solutions, finance and pricing applications, etc.), Operative Dashboard™ acts as the central nervous system of an organization, pushing and pulling data to provide transparency and alignment.

In addition to the Dashboard platform, Operative Managed Services™ supports your business ensuring timely and worry-free execution of digital advertising. Operative clients benefit from a dedicated team of technicians, trained and well-versed in the inner workings of your online advertising network architecture, preferred ad server(s), and rich media providers. We provide infrastructure support that increases control and accountability, reduces trafficking errors, and improves the ability to increase revenue.

While managing more than 60,000 complex transactions per month for clients including Reuters, MSN, NBC Universal, Wall Street Journal, Smart Money and iVillage, we continue to spend every hour of every day analyzing, researching and developing tools to make your digital advertising more profitable.