

How Entravision Built a Data-Driven Sales Culture



WIDEORBIT PRODUCT
WO Analytics

ABOUT THE COMPANY

Entravision Communications Corporation (NYSE:EVC) is a leading media company that reaches and engages U.S. Latinos across acculturation levels and media channels, as well as consumers in Mexico. Entravision owns and WO Analytics operates 56 television stations and 49 radio stations.

The 105-station media company uses business intelligence to evaluate sales performance and get more for its inventory.



GOALS

- Create more sales team accountability
- Pinpoint and reprice undervalued inventory
- Find opportunities for revenue growth



APPROACH

WideOrbit's WO Analytics helps Entravision use traffic data to create valid and timely inventory, sales performance, and pricing reports.



BENEFITS

- Improve assessments and foster a data-centric sales culture
- Establish pricing baselines for future revenue growth
- Single source of factual data on performance

Assessing sales performance can be a challenge for finance teams. At companies with a large number of advertising partners buying from more than 100 properties, it can be hard to see whether sales executives are maximizing the potential of their relationships.

Entravision knew its data held the key to a quantitative review of business performance. In 2012, Entravision's VP Finance and Business Intelligence Aaron Trujillo initiated Tableau dashboard reporting. It generated valuable

insights that led to further investment in using traffic data to optimize pricing and evaluate account executive performance.

"WO Analytics helped us correct pricing to maximize inventory value."

AARON TRUJILLO, VP Finance and Business Intelligence

SURFACING INSIGHTS FROM YEARS OF TRAFFIC DATA.

Entravision's traffic databases held rich data for generating key performance indicators that would provide a basis for driving the business.

"The databases in *WO Traffic* are quite robust and complex. We worked with WideOrbit to identify a solution for supporting key business decisions. That led to securing a relationship with *WO Analytics*."

WO Analytics dashboards have become an important source of insights, helping the Finance department understand sales team performance and find ways to improve the business.

Says Trujillo, "Data is important because it's factual in nature. We're not considering opinions or subjectively trying to weigh a decision or position."

USING BUSINESS INTELLIGENCE TO FUEL GROWTH

Evaluate and Train Salespeople

The Account Executive One-to-One Dashboard helps Entravision measure, report on and coach sales performance.

"Managers love this dashboard because they can use it to have data-driven conversations with Account Executives," says Trujillo. "The facts are aggregated and presented in real time."

Trujillo held meetings with sales executives to discuss results and pinpoint potential areas of low pricing. He then followed up four months later to review whether they acted on the data presented in the meeting.

"This is where the accountability comes in," Trujillo said. "If they did something, great. That's a success story."

Analyze Spot Pricing

Entravision uses the Price Discount Analysis Dashboard to identify advertisers that are getting disproportionately high value for their investment. It highlights inventory that is improperly priced or receives excessive bonus weight.

"Historically, there's lot of subjectivity and flexibility in pricing," said Trujillo. "We were serving a substantial amount of prime-time ad units at a low value. *WO Analytics* helped us identify the clients and correct pricing to maximize prime-time inventory value."

Establish Rate Card Price Floors

WO Analytics generates custom reports like the Calendar View Rate Card. The insights from this report establish rate card floors that set a baseline for pricing based on sellout percentage.

Trujillo gives an example. "Let's say we establish a floor for 60-second spots in Los Angeles morning drive time. If sellout is high, we can increase the floor in small increments over time. This was a breakthrough for creating a method to maximize high demand."

Setting a price floor for inventory pushes salespeople to negotiate harder. "Floors are effective when you review them frequently and salespeople know that they're being measured against them," said Trujillo.

Get started with *WO Analytics*

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