Cleveland Indians

Profile

The Cleveland Indians are a storied Major League Baseball team, with roots stretching back to 1901, and their loyal fan base picked up some new members thanks to the team's success in 2016 and 2017. For example, they've seen some pretty impressive increases in attendance over the last few years:

	2016	2017
Attendance	1.6 million	2 million
Season tickets	8,179	11,790

Challenges

- A better way to pull and analyze metrics behind fan service phone operations
- Capabilities that enabled long-term trend analysis to prepare for predictable changes in call volume
- The ability to monitor phone traffic in real time to assess and react to sudden spikes

Solution

- Brightmetrics full suite:
  - **Core UC Analytics**
  - **ECC Analytics**
  - **Real Time Dashboards**
- Organizational distribution and review of Brightmetrics insights
- Data-driven **agent incentive programs**
- **Flexible staffing decisions** based on in-the-moment insights

Results

Customer Experience Stats

	2016	2017	% Change
Abandon Rate	20%	7%	65% ↘
Avg Queue Time	4:53 min	3:32 min	38% ↘
% Calls Presented/ Answered	76%	92%	21% ↗

Identifying Challenges

From championship talent on the field to the fan ambassadors and ushers, the Cleveland Indians are committed to delivering the ultimate fan experience on game day. Often, this experience doesn't begin on game day and the first engagement that sets the tone for a fan is a phone call to the Fan Services Department, who are responsible for customer satisfaction and creating an extraordinary experience. Before 2017, however, the team's staff was only using the native reporting to access their phone system data. According to the Fan Services Coordinator, Estee Arend,

> " We were just using the native reporting, which wasn't giving us the information we were looking for.

The Fan Services department's new objective was to create achievable and measurable goals for their staff.

Solution

Here's how Brightmetrics helped the Cleveland Indians get the insights they needed from their phone system data:

- Core UC Analytics pulls and organizes Mitel MiVoice Connect (formerly ShoreTel) phone system data with a unique combination of automation and depth of data to easily create charts, dashboards, and reports
- Enterprise Contact Center Analytics (add-on) provides insights that make your phone system the ultimate enterprise contact center business intelligence resource
- Real Time Dashboards (add-on) deliver common operational perspectives and analytics as they happen

> " Brightmetrics has really helped us nail down areas we can improve on, areas we're doing extremely well in, and then provide that reward and recognition piece of it...

Action

The Cleveland Indians invested in the entire Brightmetrics suite and started to leverage Brightmetrics to improve productivity and instill more accountability by enabling everyone to make the right call for phone service success!

- They **easily customized dashboards** and **scheduled reports** that pulled together the key performance metrics for different departments to give everyone access to baseline of key metrics
- They launched **Employee Incentive Programs** built around these key performance metrics:
  - **Fan services:** weekly gift card drawing for achieving goals around their abandoned calls, hold times and scheduled login adherence
  - **Sales team:** Account executives participate in daily contests around outbound calls and other goal metrics

Key Metrics	
Fan Services	**Ticket Sales**
• Average wait time	• Outbound calls
• Average time to abandon	
• Average talk time	
• Average hold time	
• Number of phone rings	

Brightmetrics painlessly delivers access to the perspectives that enable these contests and drive the behavior tailored to department goals—from agents and sales reps to leadership. According to Ms. Arend,

The leadership team also uses Brightmetrics to forecast and plan for special circumstances that may impact call volume. They began investigating historical data for certain situations that are likely to increase call volume, such as rain-outs, press releases, and postseason play. Management takes this historical information and uses it to staff accordingly. Some things are unpredictable, and call volume can quickly spike. By using Real Time Dashboards the Indians can monitor and immediately react to these circumstances by adjusting break times and calling in additional resources. During a press release or other significant events, they are able to monitor the queue.

The team has adopted using the cradle-to-grave reporting features to hunt down and resolve specific customer service issues and guide them towards best resolution. The Cradle to Grave call record visualization has also assisted the help desk staff in resolving some interesting technical issues. One example revolved around Call Recording malfunctions, which previously had proved very difficult to trace an issue due to transfers. Brightmetrics allows them to track that through the phone system & see the exact moment of error graphically so that it can be fixed without delay.

Results

The Cleveland Indians are taking advantage of the benefits of the entire Brightmetrics suite. They continue to leverage all tools to:

- Keep track of Fan Services and Sales performance
- Facilitate employee incentive programs
- Manage the phone system troubleshoot if any system issues occur
- Use the cradle-to-grave reports to maintain their high level of customer experience to their loyal fans