



CASE STUDY

Avaya Customer Interaction Suite and Enhanced Self Service Keep ISC Race Fans in the Driver's Seat

Challenge	Solution
<p>Improve and streamline customer service by integrating customer contacts across 11 racetracks, personalize messaging to fans, gain insight into processes and cycle times to more effectively manage performance, increase sales and reduce costs. ISC also sought to improve efficiency by integrating e-mail and Web chat with inbound and outbound telephone contacts.</p>	<p>Avaya Customer Interaction Suite in a new centralized contact center, with intelligent call distribution to centrally located agents as well as to remote agents located at each of the tracks; Avaya Interactive Response for information-only questions; Natural Language voice recognition; automated outbound messaging auto-dialer; detailed management reporting; and the latest versions of Avaya Communication Manager, Avaya Call Center; and Application Enablement Services; and long-term maintenance services from Avaya Global Services.</p>
Value Created	
<ul style="list-style-type: none"> • Significant improvement in ticket sales as call-to-order rate increased by 30 percent. • Enterprise-wide reporting, never before available, has provided a wealth of new information such as responsiveness rate, average talk time, percentage of calls converted to orders are now measurable across 11 track ticket offices and the main contact center, providing baseline data for future performance gains. • Avaya Interactive Response is accessed by approximately 8-10 percent of all incoming calls which frees up the centralized ticket agent pool to capitalize on more sales opportunities. • By serving its customers more effectively with the Avaya Customer Interaction Suite, ISC has changed the way it does business: sales are up, events are selling out sooner, and the abandon call rate has dropped by 50 percent. 	

Daytona Beach, Florida, USA — When powerful NASCAR® racers roar 'round the dramatically banked turns of Daytona International Speedway each February, race fans are too excited to think about the behind-the-scenes companies that help fuel the remarkable growth of NASCAR racing.

But one of those companies — International Speedway Corporation (ISC) — is thinking about the fans. A new Avaya customer contact center is speeding ticket sales, giving fans new sources of race information while enabling ISC managers to integrate and manage customer service across all 11 ISC racetracks. This high-performance customer care solution from Avaya is steering motorsports promoter ISC into first place with its fans by putting fans onto the fast track for service.

Moreover, as the latest iterations of several Avaya applications that integrate ISC with the Microsoft Live Communication Server are deployed, ISC's corporate support personnel are expected to become more reachable than ever before.

Finally, an outbound auto-dialer developed in partnership with Trien & Associates is enabling ISC to personalize its service to fans even more. Sales are up and events are selling out sooner.

Customer service, responsiveness and agent productivity have all improved — driving sales up and leading to faster sell outs of events.

Challenge: Improving ISC operations

Historically, ticket sales for ISC-hosted events were independently handled through telephone contacts with ticket

offices at each of the 11 race locations. When it came to providing accurate information about each local venue, such as details about seating locations, track conditions and parking, the local ticket staff could provide first-hand information from on site — a real benefit for fans.

With 11 stand-alone sales offices, however, ISC was missing out on opportunities to unify and streamline ticket sales management and operations. The ticket offices were not true contact centers. Since each location was independent, ISC employees at one track were unable to back up the teams supporting venues at other tracks during busy times of the year. Statistics on call handling, such as customer wait times and average call handling time, were not uniformly collected and, therefore, were not effectively managed. And there was no opportunity to integrate new technologies, such as the Internet and e-mail, for selling to and communicating with fans. For a business that hosts millions of paid motorsports fans each year, it was time to shift to a higher gear.

ISC managers decided to explore the benefits of creating a centralized, multi-channel contact center. Collaborating on the project was Trien & Associates, a consulting firm that had handled many communications technology projects for ISC. The in-house expert was ISC Contact Center Director Tom Canello, a veteran experienced at handling ticket sales for multiple locations and events. Canello would serve as liaison with the ticketing directors at the tracks.

“Coming into it,” says Trien & Associates, “there were individual ticket offices at the various racetracks, but there was no overflow

capability — they couldn't help one another out. They had no weekend coverage because ticketing offices weren't open most of the year. During the weeks leading up to a race event, they would open with very limited hours of operation. ISC was definitely missing out on sales opportunities.

"We wanted to improve the level of service for our fans," Canello adds. "But they weren't specifically trained to handle our race fans as efficiently and productively as a contact center agent would."

Trien & Associates and Canello fine-tuned the approach:

- Establish a core group of professionally trained agents to handle calls from race fans more efficiently and productively, yet include and integrate operations of the disparate ticket offices.
- Provide early, late and weekend coverage the ticket offices could not offer.
- Give race fans better access to information via an automated FAQ database available from the track's 800 number yet ensure seamless transfer to a live agent when necessary.
- Make the best use of budget dollars, consolidate and invest centrally for improved productivity, instead of upgrading and maintaining 11 independent sets of systems and applications.
- Integrate new sales and communication channels, such as Internet, e-mail and Web chat, with the contact center for more effective marketing and sales initiatives.

Solution Wanted . . . for Millions of Fans

After establishing a detailed set of specifications, ISC issued an initial contact center RFP (Request for Proposal). On the mailing list were a number of contact center vendors, including Avaya. Site visits followed as ISC took an in-depth look at the competitors. The original RFP was modified to incorporate additional features and vendors. With millions of fans to please, the rule was, "Get it right."

At the same time, ISC wanted to prove to itself that a centralized contact center would be able to successfully handle sales for racetracks in distant locations. Several months of testing with a small group of agents proved that a centralized solution was on the right track.

ISC selected Avaya to provide the contact center solution, with Avaya Global Services to provide long-term maintenance services. "You've got to have a good foundation," says Trien & Associates. "We wanted a solid ACD (automatic call distributor) to handle the incoming calls and provide good control over call flows. We also required a robust reporting system to provide the detailed data necessary to run the center and make well-informed decisions. The Avaya Call Management System provided us with this critical capability."

Canello adds, "We chose Avaya not only because its solution was the most cost effective, but also because Avaya gives us the ability to migrate to IP at our own pace, when we are ready to do so. We will gradually be extending Avaya technology to all 13 of our track locations."

Another factor in the decision, according to Canello, was the ability for Avaya to easily virtualize its centralized contact center operations to include ticket office personnel at the individual racetracks. "With the Avaya solution, we knew we could equip all the racetrack sites with the IP Agent application," Canello says.

"We needed to incorporate the employees at the track," says Canello. "That was one of the key requirements, and it actually eliminated a couple of the other vendors' offerings."

An important Phase One addition would be valuable Computer Telephony Integration (CTI) capabilities, made possible via the Avaya Interaction Center application. ISC would add the e-mail and Web chat channels, also part of the Avaya application, in the future.

New Technology Enhances Mobility

When ISC recently decided to create a retail complex in front of the track at what had been its corporate headquarters in Daytona Beach, Fla., it seized the opportunity to upgrade its communication infrastructure still more. CIO Craig Neeb explains that the latest iterations of Avaya Communication Manager, Avaya Call Center, Avaya Call Management System, Avaya Integrated Management and Application Enablement Services (AES) will trigger critical productivity gains for its corporate support personnel.

"A 25 percent productivity increase is extremely achievable — and it can only go up from there," Neeb says.

Most significantly, Avaya Communication Manager and AES are expected to soon enable ISC to integrate its systems with the Microsoft Live Communication Server. This linkage makes workers more mobile by integrating softphones, desktop functions and Web presence. With a single click, workers will be able to place a call to whomever may have instant-messaged them. With a single click, workers will be able to call co-workers on their buddy list. They also will be able to determine whether a co-worker is on the phone and exactly which phone or device is being used, such as mobile, softphone, deskphone, etc. It promises to save workers considerable time by facilitating instant communication.

When the transition has been completed, approximately 200 people, or 40 percent of ISC's workforce, are expected to reap the benefit of the new Avaya technology. Directly involved with pre-race hospitality events and the races themselves, these workers will enjoy the convenience of being able to be reached by a single number, no matter where they may be.

"This goes well beyond extension-to-cellular. The system actually rings multiple phones or devices simultaneously, for maximum desktop integration," Canello says.

The newest Avaya Communication Manager has significantly improved ISC's vectoring capability, giving the company much more programming flexibility and responsiveness than it had had before. Enhanced commands and features add enormous flexibility. By using variables in the programming code, a single vector is now able to do the work of many. This simplifies maintenance and makes call routing more efficient. New functionality also streamlines changes to the company's multiple time-of-day statements. Updates now need only be

made in one place, rather throughout the call flows — a tremendous time saver.

ISC expects centralized maintenance to generate a 40 percent gain in productivity as the company rolls the new technology out to its remote locations. *“We’re going from multiple systems to a single system with a central point of administration. This is huge!”*

ISC Strengthens Service with Avaya Customer Interaction Suite

After only months of operation, the rich flow of information from his new Avaya contact center is giving Canello invaluable new insight into how ISC is really serving its fans, and helping boost sales for ISC.

Employees working in ticket offices at distant racetracks supplement a central contact center in Daytona Beach, Fla., staffed by 50 to 70 agents, depending on the season. All are connected through a single Avaya automatic call distributor.

“With centralized contact center reporting across all locations, it’s just amazing what you can learn about the business — how to improve a revenue stream, how to run the business more efficiently,” Canello observes. *“And also how to appeal to various customer needs. We are seeing ways to deliver what the public wants, and make it an easier purchase.”*

Among the major gains:

- **Customer Service and Support** — To handle thousands of information-only calls without taking valuable agent time, ISC uses Avaya Interactive Response. Callers reach a main menu with choices to purchase tickets, get information, inquire about existing orders, and buy travel packages or merchandise. Based on the caller’s preference, Avaya Interaction Center connects the fan to an agent or to a set of Frequently Asked Questions (FAQs).
- **Voice Automation** — ISC estimates that Avaya Interactive Response is accessed by approximately 8-10 percent of incoming calls. This helps make ISC agents more productive. It also gives fans more accessibility to timely racetrack information. *“Giving fans the option to hear recorded information frees our agents to help those callers who really need personal attention and to focus on high-value ticket sales. Of course, if an FAQ caller decides that they want to talk to an agent, our Avaya solution makes the transfer seamless and easy,”* Canello says.
- **Natural Language** — The company also has deployed a Natural Language voice recognition auto attendant application that gives ISC the versatility it needs for its new service, Racetickets.com. This service sells tickets to a variety of racing venues, including ISC events. Honing in on keywords, the auto attendant routes the caller to the right agent for the right venue.
- **Proactive Customer Communication** — ISC uses previously gathered information to identify a fan’s favorite driver. Then, using an outbound auto-dialer from a member of the Avaya DeveloperConnection program, ISC sends personalized messages to fans in the voice of their favorite NASCAR

drivers — promoting ticket availability and upgrades, hospitality packages and other event-related opportunities. If a driver’s voice is not available, ISC may use the Voice of NASCAR radio (MRN Radio) or that of two or three different drivers. MRN uses its in-house studio or captures the voice of one of the racers on the field.

Initially, message prompts allowed customers to transfer directly to the ISC contact center where an agent can finalize a transaction.

The current system has already ratcheted up sales. *“With the outbound program currently in place, we have seen an increase in event-related sales at our contact centers. Hearing a driver’s voice has definitely made a difference, and the automated system is very efficient.”*

The system also enables ISC to make better use of its human resources, Canello notes.

- **Agent Productivity** — In the past, only 23 percent of calls to ISC racetracks resulted in ticket sales. That’s because the agents were spending a lot of time answering questions from fans — answers that Avaya Interactive Response now provides. *“We have seen a jump in our call-to-order ratio, there’s no doubt about that,”* says Canello. *“We’re probably about 30 percent or just a little bit higher at this point.”*
- **Picking Up the Pace** — By matching automatic number identification (ANI) information with customer records, Avaya Interaction Center instantly gives agents valuable customer information via a “screen pop,” an advantage Canello estimates can shave 30 to 40 seconds off the average time for each call. The reduction in call handling time provides an immediate eight percent productivity gain.
- **Increased Customer Service on the Way** — With Internet ticket sales starting, Canello looks forward to handling multiple channels of communication — a specialty of Avaya Interaction Center. *“We’re really shooting for a one-stop shop for our fans,”* he says. *“If they are on the Internet, they can e-mail or open a Web chat and get their questions answered. If a fan sends an e-mail, and then picks up with a phone call, the agents on the phone will have access to the complete interaction history to address the issue at hand.”*
- **Quality Assurance Improvement** — To ensure the consistent delivery of high quality service to the customers, the contact center has added a NICE quality monitoring system to systematically record customer interactions with agents based on a variety of criteria. These interactions enable supervisors to coach agents more effectively and determine the need for supplemental training.
- **Enhanced Integration** — Application Enablement Services, which integrates with the Microsoft Live Communications Server, is expected to further improve productivity. By linking the user’s telephone system to Microsoft’s instant messaging platform, callers will be able to simply click to call the person who had sent them an instant message. AES also lets users click to call people on their Microsoft buddy list.

In 2006, “Speech Technology Magazine,” a leading trade journal covering the speech industry, recognized ISC for “Best Deployment,” a category that honors organizations for the most impactful use of speech applications.

"We are delighted to have received SpeechTEK's 2006 award for best speech deployment. The technology is paying incredible dividends for our business," Canello says.

with the Avaya Customer Interaction Suite, Application Enablement Services and enhanced self service, ISC has added a critical ingredient to its formula for victory.

High Performance, Start to Finish

Unlike the high-horsepower racers that roar around its tracks, International Speedway Corporation operates quietly, behind the scenes. However, behind ISC's low-profile image lies a powerful drive to be the best in the competitive entertainment industry. And now, by serving its customers more effectively

Learn More

For more information on how Avaya can take your enterprise from where it is to where it needs to be, contact your Avaya Client Executive or Authorized Avaya BusinessPartner, or visit us at www.avaya.com.

ABOUT INTERNATIONAL SPEEDWAY CORPORATION

Publicly-traded International Speedway Corporation is a leading promoter of motor sports activities in the United States. ISC owns and operates some of the world's most famous racetracks, including Talladega Superspeedway, Watkins Glen International and Daytona International Speedway, home of the Daytona 500. Throughout the year, ISC racetracks host numerous events for fast-growing NASCAR and other auto and motorcycle racing organizations.

ABOUT AVAYA

Avaya enables businesses to achieve superior results by designing, building and managing their communications networks. Over one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, rely on Avaya solutions and services to enhance value, improve productivity and gain competitive advantage.

Focused on enterprises large to small, Avaya is a world leader in secure and reliable IP telephony systems, communications software applications and full life-cycle services. Driving the convergence of voice and data communications with business applications — and distinguished by comprehensive worldwide services — Avaya helps customers leverage existing and new networks to unlock value and enhance business performance.

For more information about Avaya, visit www.avaya.com.

Applications	Systems	Services
<ul style="list-style-type: none"> • Avaya Communication Manager • Avaya Call Management System • Avaya Interaction Center • Avaya Interactive Response • Avaya Contact Center Solution • Application Enablement Services • Avaya Integrated Management 	<ul style="list-style-type: none"> • Avaya IP Agent • Avaya 9600 Series IP Telephones (Avaya one-X™ Deskphone Edition) • Avaya Modular Messaging • Avaya INTUITY™ AUDIX® voice messaging • Avaya Computer Telephony Integration • Avaya Proactive Contact • Witness Workforce Management 	<ul style="list-style-type: none"> • Avaya DEFINITY® SI Server • Avaya SCC1 Media Gateway • NICE Call Recording Systems • Spectrum Wallboards and Displays • Avaya Maintenance Agreement

All statements in this Case Study were made by Tom Canello, ISC contact center director, and Craig Neeb, CIO.

