



Customer Profile:  
Utilities (Water)

Website:  
[www.lvwwd.com](http://www.lvwwd.com)

Location:  
Las Vegas, NV

## Business Needs:

The Las Vegas Valley Water District wanted to increase revenue, reduce costs and improve customer experience by:

- Improving collections and reducing disconnections
- Reducing unnecessary field service calls caused by agent errors
- Reducing losses from unauthorized water consumption
- Creating a strong customer service culture

## NICE Solutions:

- NICE Interaction Analytics-Based Business Solutions
- NICE Quality Management
- NICE Workforce Management
- NICE Interaction Management (Recording)

## The Impact:

- Saved \$3.6 million in avoiding the costs of unnecessary field service calls
- Reduced disconnections by 37%
- Decreased unauthorized water consumption by 66%
- Achieved average quality score of 93%, exceeding their target of 91% preferences through advanced NICE modeling

## On The NICE Solution

“NICE has been an integral resource for achieving our most daunting challenges - meeting the growing demand for service without increasing resources, creating a strong customer service culture, and reducing revenue loss. The combination of NICE Workforce Management, NICE Quality Management and NICE Interaction Analytics-based business Solutions has given us capabilities to meet the demands of both our customers and our management.”

Penny Tootle, Customer Service Supervisor

# Increasing Revenue and Reducing Costs While Improving Customer Experience

## About The Las Vegas Valley Water District

The Las Vegas Valley Water District is a not-for-profit agency providing water to the Las Vegas Valley since 1954. The Water District helped build the city's water delivery system and now provides water to more than two million people in Southern Nevada.

## The Challenge

The Las Vegas Valley Water (LVVWD) District Customer Care operation assists water utility customers with general service and billing issues. As a result of the economic downturn, they had to reduce and defer operational expenditures, while addressing growing customer concerns and still maintaining high service standards. They were faced with increasing customer escalations, phone volumes and handle times, as well as pressure to reduce losses caused by agent errors and unauthorized water consumption. A related objective was to reduce field service calls, which drove expenses and caused staffing challenges.

LVVWD needed to understand customer intent, improve Customer Care processes, proactively address causes of revenue losses, and infuse customer service passion into the culture. The organization was dedicated and motivated - now they needed technology solutions to enable the changes they were committed to.

## The Solution

To meet the challenges before them, LVVWD had to streamline their processes and make the most of every resource both human and technical. Since they were already very satisfied with their implementation of NICE Workforce Management and NICE Interaction Management, they decided to add additional NICE solutions: NICE Quality Management and NICE Interaction Analytics-based business solutions.

The first step was a comprehensive “listening” program. Using NICE Interaction Analytics-based business solutions the LVVWD Customer Services Leadership Team achieved a clear understanding of customer intent, service issues and improvement opportunities for addressing their key areas of concern.



With NICE Interaction Analytics-based business solutions, the team used multi-channel analytics to obtain a unified view of customer interactions across the organization's diverse communication channels (calls, email and customer feedback). Within the calls, they were able to perform root cause analysis using advanced capabilities such as automatic categorization, emotion detection and sentiment analysis. These solutions, integrated with their CRM system, provided the valuable insights needed for impactful action.

*"Our underlying theme for managing the organizational changes was that empowerment begins and ends with accountability. The combination of NICE solutions was one of the most significant elements in all of our efforts."*

*Penny Tootle, Customer Service Supervisor*

The listening program led to some impactful opportunities:

- Process improvements related to collections and disconnections. LVVWD used NICE Interaction Analytics-based business solutions to proactively identify and address delinquent customers, thereby preventing disconnection, avoiding uncollected debt and field service calls. They identified trends in the complaints of these customers concerning methods of payment. By addressing these issues with an IVR-based process for arrears payments, they reduced disconnections by 37% and an annual cost avoidance of \$3.6 million for field service calls.
- They identified that certain agent processing errors were causing significant unnecessary field service calls. With NICE's solutions they were able to identify the problem, measure the extent of the errors and establish a baseline error rate. They then launched a training initiative and monitored customer interactions for 90 days. With this one simple adjustment, LVVWD reduced the error rate by 10% and saved \$95,000 in unnecessary field service calls associated with these errors alone.
- A side opportunity related to unauthorized water consumption was also uncovered. This commonly happens when a customer moves in without officially starting service and uses water without paying. During the analysis process, they discovered instances where the person calling is not the customer of record. After further investigation, they found a process error that was causing an extensive delay in field actions for water consumption reads. As a result they were missing changes in responsible parties and had to write-off the water that was consumed by the new party. After correcting the system error, LVVWD reduced these financial losses by 66%.

Alisa Mann, Customer Services Manager explained, "As each member of the team participated in the benchmarking, feedback, analysis, development and implementation of these programs, processes and rules, our underlying theme for managing the changes was that empowerment begins and ends with accountability. The combination of NICE solutions was one of most significant elements in all of our efforts."

The other major initiative for LVVWD was to infuse the organization with a strong customer service culture. This was accomplished through customer service training and updates to the quality and performance management programs. After delivering training that identified how each individual contributes to the culture, performance accountabilities were revised to increase the weight of quality, adherence and conformance scores.

The new cultural goals became the basis of a revised quality program focused on the associate's behavior. With NICE Quality Management, LVVWD was able to drive end-to-end quality processes with out-of-the-box KPIs, agent scorecards, advanced query tools, evaluation forms, coaching and report templates. The new process included agent review, calibration and training and produced a value added feedback model for communicating quality goals with every transaction. To motivate associates, they developed a recognition program for the 100% Club. After implementing this new program, the team average quality score was 93%, exceeding their target of 91%. Additionally, 12% of the team achieved 100% quality for the month in one or more months during the year.

"I have been here for 13 years and I have never been happy about reading a quality form. Now, even if it isn't 100%, I am looking for what I can do to get 100% next time. It makes sense to me now," said Valerie Brown, Customer Service Associate II.

With NICE solutions, Las Vegas Valley Water District achieved the "holy grail" of improving customer experience while reducing costs. Through smart analysis, the Customer Services Leadership Team uncovered improvement opportunities that helped both the top and bottom lines. Their new customer-focused culture has a direct impact on the lives of the community they serve and brings satisfaction to the agents and managers in the Center.

## About NICE

NICE (Nasdaq: NICE) is the worldwide leading provider of both cloud and on-premise enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens. Over 22,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. [www.nice.com](http://www.nice.com)