

Case Study

**Stonewater  
adopt real-  
time, emotion-  
led approach  
to customer  
feedback and  
engagement**



## INDUSTRY

### Housing

## COMPANY

### Stonewater

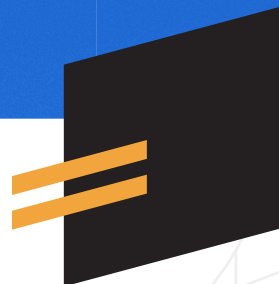
UK

[stonewater.org](https://stonewater.org)

Stonewater is a leading social housing provider, with a mission to deliver good quality, affordable homes to people who need them most. They manage around 33,600 homes in England for over 75,000 customers, including affordable properties for general rent, shared ownership and sale, alongside specialist accommodation such as retirement and supported living schemes for older and vulnerable people, domestic abuse refuges, a dedicated LGBTQ+ Safe Space, and young people's foyers.



**Stonewater** partnered with Upland Rant & Rave to elevate their levels of customer engagement and experience through Rant & Rave's voice of the customer solution. Previous methods of customer feedback were laborious, often providing Stonewater with limited insight, and due to the volume, wasn't representative of their full customer base.





# How do you gather detailed feedback while making the process easy for customers?

## **Stonewater needed an efficient customer feedback process that provided actionable insight.**

Due to the unprecedented global pandemic, not only did Stonewater have the challenge of improving their customer experience, but they had to do it while navigating a move to remote working for their service centre team.

Their previous method of gathering customer feedback relied on telephone interviews as their main source of transactional feedback. Due to the cost of telephone surveys, it prohibited the volume needed to gather feedback that represented the views of their full customer base. They often experienced delays of up to six weeks from interaction with the customer and receiving the results from the survey. This lack of real-time feedback meant response rates were often low, or the customer's memory of the experience wasn't clear – resulting in confusion regarding the experience and the customer's level of satisfaction.

With Rant & Rave by their side, Stonewater were able to get to work on their processes immediately so they could work with real-time feedback, reduce the time to close the feedback loop, and drive positive changes both for their customers and internal teams.

## **Using customer insight to drive change.**

Stonewater has been able to capture feedback across multiple touchpoints that include Contact Centre, repairs, lettings, complaints and Capital Investment works or following Anti-Social Behaviour cases. Not only is Stonewater able to do this at multiple touchpoints but also across multiple channels using a mixture of SMS, email, interactive voice messaging and listening posts. With the additional challenges thrown at them as a result of the pandemic, Stonewater had to adjust to also account for feedback around PPE and the way they manage responsive repairs in a safe manner.

## **Identifying issues before they become complaints.**

With the real-time insight Rant & Rave provides across each of these channels, Stonewater have identified trends and areas of improvement. As part of their lettings improvements and based on feedback received, they are now replacing damaged boilers when the property is empty to avoid disruption at the start of a new tenancy. They have identified common issues with cleaning, which has resulted in Stonewater creating a best practice guide as to what is and isn't an acceptable standard. And with access to real-time feedback, they were able to identify when contractors were underperforming and could put resolutions in place immediately. Early identification means Stonewater can proactively fix issues before they become formal complaints.

## **Focusing on customer communication**

Due to the nature of the industry Stonewater operate in, complaints involving anti-social behavior and disruptive tenants is an issue that frontline agents have to address. Stonewater have focused on communication with their customers, something that has been recognized with increasing levels of customer satisfaction scores, and an increase in morale and satisfaction from the resolutions team.

## **Empowering staff from home**

In the midst of a pandemic and with teams working from home, it became essential for Stonewater's agents to have a clear view of customer satisfaction scores and individual feedback. With Rant & Rave's Frontline dashboard, Stonewater's agents have a clear understanding of what is important to their customers. And with a clear dashboard displaying customer satisfaction scores, agents can see where they are performing well, and where there is room for improvement. This feedback is shared during weekly meetings, not only providing a level of healthy competition, but a way of promoting incremental improvements and empowering staff. Previously Stonewater would carry out call monitoring for the team, which was not only time consuming but also subjective. Rant & Rave has freed up time for Stonewater to focus coaching and training exactly where it is needed.

# Real-time feedback and early intervention help improve Stonewater's customer satisfaction scores

## Stonewater's customer satisfaction scores thrive in a global pandemic.

By offering their customers multiple channels to offer their feedback, Stonewater have not only made the process smoother for customers but reduced the time it takes for staff to resolve issues. Real-time feedback, and early intervention during extremely challenging times has seen overall customer satisfaction (CSAT) scores as high as 87.5% monthly. For Responsive Repairs, Stonewater's year end position was 82.6%. Their contact center, and lettings team achieved 88.2% and 91.2% respectively. Previous drawn-out feedback processes with no real metrics in place have now been replaced by insightful and fast feedback, that brings Stonewater closer to their goal of CSAT becoming a lead KPI): and supports their commitment to being a learning organization.

## What's next for Stonewater?

Stonewater wants to continue to build trust and work closely with their customers to deliver service excellence. By continuing to deliver consistent customer journeys, Stonewater intends on living their customer promise, that states 'if it matters to our customers, it matters to us'. Partnering with Rant & Rave has assisted in creating a culture of self-learning and improvement allowing Stonewater to resolve customer issues as quickly as possible.

### Results for Stonewater

**91.2%**  
Customer satisfaction for Lettings

**84.5%**  
Overall customer satisfaction score

**82.6%**  
Customer satisfaction for Responsive Repairs

**88.2%**  
Customer satisfaction for Contact Center

**Upland Rant & Rave** Each year Rant & Rave collects and manages millions of customer interactions for brands all around the world.

Whether you're ready to get started or would just like a little more information, our team is always on hand to help.

upland

**Rant & Rave** For more information visit: [uplandsoftware.com/rantandrave](https://uplandsoftware.com/rantandrave)