

Reconciling a commercial head and a social heart

Barry Marlow

Tony Smith

The Get REAL Partnership



Who are these blokes?

- Barry Marlow

- > Housing Visionary asking “Why have we always done it this way – And still doing it?”
&
> “Why do everyone’s systems hold us back?”

- Tony Smith

- > ThatHousingITguy blogger, looking at “how our systems can help us do this stuff”.
> (really!)



Barry Marlow / 07702-043650 / @BarryMarlow

Tony Smith / 07854-655009 / @HotpixUK



1 Intelligence:

Barry Marlow - <http://www.barrymarlow.com/>

The marketplace – where customers live and the increasing pressure and competition for information and consumer power.

Welfare reform and Universal Credit/Rent. Need to gather information to inform ourselves and assess risk. Especially pre-tenancy.

Must be able to get and store information easily and quickly. Everyone should gather and have responsibility to update it as you go – and use it wisely. This is what I mean by intelligence.

Not doing what we have always done, but thinking differently, sharper, more business-like.

Strands of knowledge that could help us provide better repairs services or safeguard against potential arrears and costly debts.

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

How important that this is, look how much Amazon and Google know about us. When I buy a Smiths CD, they offer me a Johnny Marr solo album. We know very little about our tenants.

To be honest, most organisations have problems achieving 90% of all their tenant phone numbers. How many people here could implement SMS texting without a data-cleanse. IT teams should be helping more with this area.

When your tenants log the third electrical fault in less than 3 months, why have our systems not flagged that up? It's in the gift of all in this room. Why don't we use workflow or scripting to make use of better info we could collect? EXAMPLES



2 Neighbourhood:

Barry Marlow - <http://www.barrymarlow.com/>

Using wider knowledge to manage local/community issues, patch management, local business (commercial head, social heart etc.)

We will need to be able to translate the information we have to a more local level and run services much like franchises.

Empowered staff and easily accessible tools.

Take the world to the doorstep – make it relevant. Keep it in the neighbourhood.

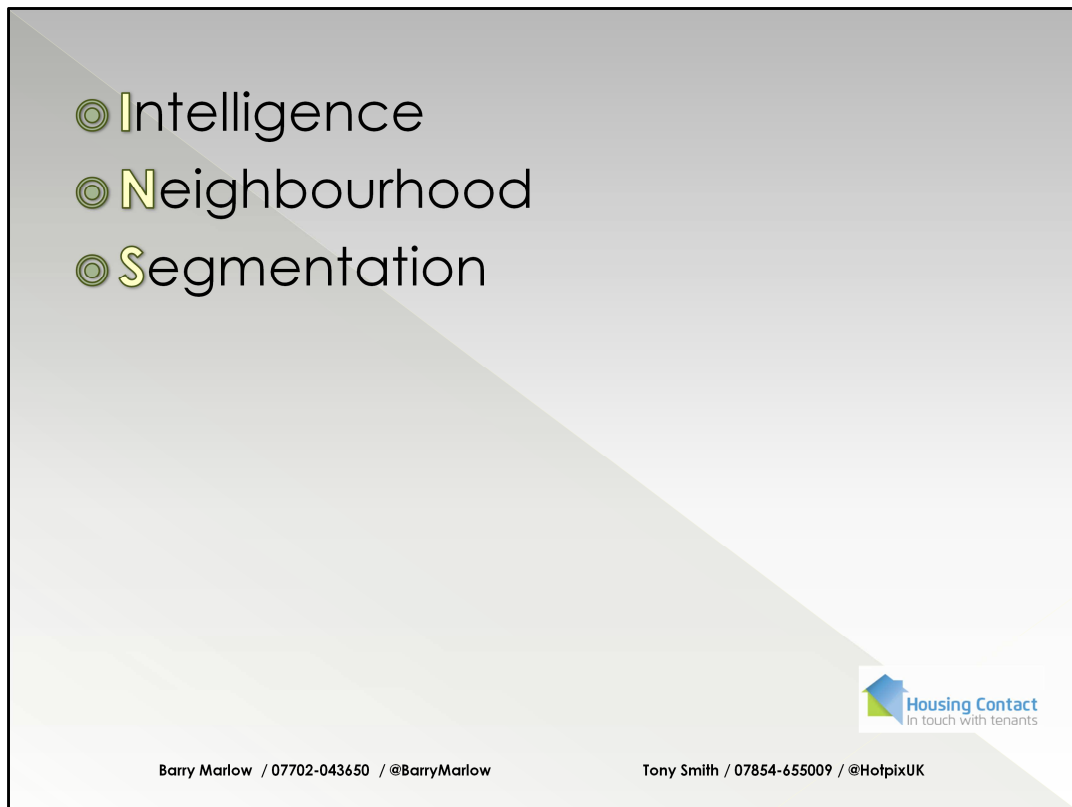
Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

In our systems, we divide up repair & planned maintenance spend, also arrears position. Our IT reporting could support KPI reporting by scheme or patch bringing together all strands of activity.

How many people in this room support their asset teams 'Sustainability Reporting?' for Living Wills? Our systems could easily support unified KPIs, much like these reports.

Facebook , Yammer.

Adactus Voids for PM, tool 15yrs turnover FRANCHISE



3 Segmentation:

Barry Marlow - <http://www.barrymarlow.com/>

We should run our businesses much the way of any other – with customer insight and being able to use segmentation techniques to target services and to nudge, persuade and negotiate.

Mention Wonga, Provident, Brighthouse – the ways they segment customers and use the information to legally mug our customers.

And – we need to know the impact of our services on types of customer living in different kinds of property.

We need to know who is doing what, and to whom. And the bloody cost of it all. How come we only know our worst customers well?

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

Rechargeable repairs is one of those nudge tools. We know that collection is usually a challenge. Our systems do allow us to agree a recharge and add it to a rent sub-account, to various degrees.

Flagging using an intelligent script at the front end, allows us to say, lost keys will cost you £45.

Word will get around, don't lose your keys.

Another thought, sell your rechargeable repairs to a factoring organisation. Let's get a 1/3rd of the value, rather than agonise over clawing back nothing.

- ◎ Intelligence
- ◎ Neighbourhood
- ◎ Segmentation
- ◎ Profiling



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4 Profiling:

Barry Marlow - <http://www.barrymarlow.com/>

Customer insight can give me a competitive advantage in a dynamic marketplace.

Big data will steer me to the right customer with the right service at the right time. I haven't got rent income to waste.

This data is crucial to me. Most housing organisations will be having to collect around two thirds of their revenue direct from the tenant under UC. For a HA with around 6000 homes, that's almost £14 million to be collected or paid by the tenant.

I want data – trends, behaviours, profiles, purchasing power. Without big data – big problems.

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

Big data Barry? Big Data?, a term that worries me. People in this room I doubt have mastered 'small data'.

How many here would dare to search their shared drives for *.xls* ? I defy the audience here to say Excel is not a problem for them.

Key indicators need to be hooked together. This would be either inside your HMS or using integrated links to it.

Where big data includes external sources, like crime or other stats, a place within our core systems, needs to be provided or configured

- ◎ Intelligence
- ◎ Neighbourhood
- ◎ Segmentation
- ◎ Profiling
- ◎ Influencing


In touch with tenants

Barry Marlow / 07702-043650 / @BarryMarlow Tony Smith / 07854-655009 / @HotpixUK

5 Influencing:

Barry Marlow - <http://www.barrymarlow.com/>

The marketplace promotes a thank you economy where responsible behaviour is called loyalty. People are motivated and incentivised to do the right thing. This is recognised by many businesses and customers are rewarded.

I'd like to look at behaviour that saves me money – like people paying the rent on time in the ways that are good for business and good for the customer. I'd like fewer appointments missed and gardens left untidy. I'd like to recognise behaviour that makes me money, not drains it from my business.

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

You got me here Barry. Incentive and motivation is not something we have been used to in social housing. HB being paid direct to us for many years has disconnected us and tenants from a product and payment viewpoint.

The future may need a Tesco Clubcard approach to the future, such as supported by ProPoints or others E.g. <http://www.crs-reward.co.uk/contact-us/>

This is one area I am watching closely, as I think this will be a growth area.

- ◎ Intelligence
- ◎ Neighbourhood
- ◎ Segmentation
- ◎ Profiling
- ◎ Influencing
- ◎ Responsibility



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6 Responsibility:

Barry Marlow - <http://www.barrymarlow.com/>

You are right Tony. Direct HB to landlords disconnected the very thing that defines landlords and tenants – the rent. So my business success depends on finding ways to re-connect and establish better, clearer relationships.

I see all my income staff sitting around finding contact numbers for their caseload, spending hours trying to phone them. They get frustrated with no replies, disconnected, engaged.

These are specialist staff, trained in negotiation skills. I employ them for their skills. I don't employ them to sit around for half a day wasting time on abortive bloody telephone calls.

How we tackle re-educating tenants that lower cost social housing is a privilege and not a right. With this right comes responsibilities. They need to pay their rent to keep their home. Much like many of us pay monthly to keep our car or mortgage.

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

We need to re-educate and re-focus our own staff too, to not be afraid of thinking commercially and acting socially. Efficiency is good, so are surpluses. Or profits. They are our war-chest for bad times to come and how we afford our repairs, Planned projects and new homes.

Arrears collection, how do we gain engagement in a cuddly way? Could we use automated techniques? Which could we use?

- ◎ Intelligence
- ◎ Neighbourhood
- ◎ Segmentation
- ◎ Profiling
- ◎ Influencing
- ◎ Responsibility
- ◎ Experience



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7 Experience:

Barry Marlow - <http://www.barrymarlow.com/>

I'm a digital convert. My daughter (18) is a digital native. Her channels shifted from birth. I make involuntary noises when my channels shift.

Even I do on-line shopping, banking and social media. I don't do standard letters and snail-mail. But the housing business is full of paper, letters and processes that belong in 1972 with morris minors.

I want to **experience the way** housing businesses do business. I don't want web-sites packed with information and 'meet the board'. I don't want pictures of CEOs with cardigans. It's dull, Tony. Dull. I want the experience not the information.

One HA is so proud to be launching its texting service. My daughter (the generation about to enter housing) tells me that texting is SO retro. I Wassuped my daughter the other day. If I'd said that in a pub 10 years ago the landlord would have called social services.

Our younger tenants are getting older, becoming silver surfers and more likely to be online or have mobile phones and be comfortable with SMS Text. Carpet bowls? I want to Skype my friends.

My daughter would expect to download the app before she gets the keys. Why haven't we got tenant apps for our systems Tony? Its pants!

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

- ◎ Intelligence
- ◎ Neighbourhood
- ◎ Segmentation
- ◎ Profiling
- ◎ Influencing
- ◎ Responsibility
- ◎ Experience
- ◎ Discovery



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8 Discovery:

Barry Marlow - <http://www.barrymarlow.com/>

I'm tired of working hard Tony. People I work with all tell me they are BUSY. Everyone's busy. Busy doing what?

I want to do BUSINESS not BUSY-NESS. I want to discover the joys of discovery and different. I don't want more. People can't do more. How can you discover new ways of doing things, improvements and be creative when you're so busy?

I want technology to sort, prioritise and create the corporate decision map that enables me to make better decisions, across departments and teams, so I'm delivering services that are both consistent and profitable.

Tony Smith - <http://tonysmiththathousingitguy.blogspot.co.uk/>

To me, a lot of the issues revolve around seeing processes as a total journey. I work an awful lot with organisations who work in silos. Once managers are in the same room, they can appreciate the bigger picture.

It does work too. It's right that the corporate decision map should be composed of much smaller macro and micro maps, like roots spreading out of a giant Sequoia tree.

IT needs to be an integral part of new social housing thinking, suggesting, enabling and embracing it and exposing solutions for the journey.

Summary

© INSPIRED

- > About new ideas, questioning methods of working
- > About using our systems properly and pushing them further.



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Questions and Answers



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