



Proven Business Impact

This case study was selected in August 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: Centinel Public Partnerships – Strengthening Military Housing Through Customer Experience

Company Overview

Centinel Public Partnerships (Centinel) supports military housing, lodging, and community development serving nearly 3.8 million military personnel, family members, and guests annually. Through its partnerships with WinnResidential Military Housing Services and IHG® Army Hotels, Centinel develops and manages communities and lodging for service members and their families.

As an owner and a leader in public private partnerships, Centinel's operating model focuses on long term sustainment and reinvestment to maintain, renovate and modernize geographically dispersed communities for military service members and their families.

Business Challenge

Military families regularly navigate housing applications, waitlists, leasing, move-ins, maintenance, and move-outs as they relocate between their assigned military installations. Different local processes, varying housing conditions and quality, deferred maintenance, and geographically dispersed communities add friction to these already demanding, and often emotional, family transitions.

Privatized military family housing owners, including Centinel, regularly experience governmental pressure to raise expectations for housing quality, responsiveness, transparency, resident advocacy, and accountability. It is through this added pressure that Centinel recognized that military partners need consistent service delivery that supports military family and mission readiness.

Isolated operational or capital improvements would not be enough. Centinel sought an integrated and innovative enterprise approach that could:

- Reduce friction throughout the military housing journey.
- Improve consistency, transparency, and communication.
- Lower cost to serve while making interactions easier for residents.
- Increase the capacity to reinvest in military housing communities.
- Embed customer insight and accountability into enterprise decisions.

Centinel set out to connect improved resident experiences with stronger operational performance and long-term value for military families, military partners, the business – an initiative that would fundamentally change the privatized military housing industry and, more importantly, the experience of its customers and partners

Customer Experience Initiative: Building CX as an Enterprise Capability in Privatized Military Housing

Beginning in 2021, Centinel established executive CX leadership, a formal strategy and operating model, and a field-based team of Customer Experience Managers. The transformation expanded over several years from foundational governance and customer research to journey improvement, digital enablement, business integration, and continuous improvement.

Research, Voice of the Customer, operational immersion, personas, and journey mapping helped the organization understand military families and prioritize the moments that mattered most. Cross-functional teams concentrated on leasing, waitlist management, move-in, and maintenance experiences.

Customer Experience Managers worked alongside operations, local leaders, and military partners to translate insights into property-specific action plans. Executive steering committees, portfolio dashboards, business reviews, and compensation structures reinforced shared accountability for customer and business outcomes.

Redesigning Priority Resident Journeys

Maintenance

Centinel replaced a heavily call-dependent maintenance process with a digital self-service experience. Residents could submit maintenance requests, schedule or reschedule appointments, and receive service notifications through an application. The redesign gave residents greater control and visibility while reducing avoidable contacts and manual work.

Leasing

Centinel digitized the journey from initial inquiry through application and signed lease. The redesigned process reduced administrative friction for prospective residents and helped a greater share of people progress to completed leases.

Community-level improvement

Dedicated Customer Experience Managers supported local leaders and their teams with coaching, facilitation, change management, and standardized action planning. This structure helped Centinel apply consistent practices across its portfolio while responding to the needs of individual communities.

Proven Business Impact

Increased investment in military housing

- Annual property capital investment increased by 53% from 2022 through 2024.
- The additional capacity supported housing modernization, renovations, new construction, and preservation of critical housing assets and community amenities.

Reduced maintenance cost to serve

- Maintenance call volume declined by 65% following adoption of the digital maintenance experience, materially reducing annualized call-center costs.
- Residents gained self-service options while the organization eliminated avoidable contacts and manual processing.

Increased leasing conversion

- Inquiry-to-application conversion improved by 15% during the digital leasing program's launch period.
- Application-to-signed-lease conversion improved by 25%, enabling Centinel to convert a greater share of prospective residents with less administrative friction.

Strengthened operational accountability

- Customer feedback, operational measures, and business results were integrated into enterprise dashboards, portfolio reviews, action planning, and executive decision-making.
- Executive steering committees and property-specific action plans established a repeatable process for translating resident insight into operational improvement.
- Compensation structures reinforced executive accountability for customer and business outcomes.

Improved resident perceptions and advocacy

- Net Promoter ScoreSM (NPS[®]) improved by 85 points between 2020 and 2026.
- Customer Satisfaction increased by 2.8 points, while Ease of Doing Business increased by 21 points.
- Google Business Profile ratings increased by 1.04 stars and review volume increased by 378%, supporting that efficiency gains did not come at residents' expense.

Key Lessons

Centinel's experience and leadership in privatized military housing demonstrates that enterprise CX becomes sustainable when customer needs are connected to operational performance, reinvestment and leadership accountability.

- Begin with an enterprise strategy before launching individual CX projects.
- Connect experience improvements to measurable operational and business outcomes.
- Treat lower customer effort and lower cost to serve as complementary objectives.
- Use journey management to organize cross-functional improvement.
- Give customer insight a formal role in planning and investment decisions.
- Measure customer perceptions alongside conversion, cost, and reinvestment.
- Focus on capital improvements that truly matter to customers and that provide the greatest impact to the long term sustainment and modernization of the community.

Core Business KPIs Impacted

Capital reinvestment; Leasing conversion; Resident retention; Market share; Cost to serve; Operational efficiency; Revenue growth; Loyalty and advocacy.

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