

**Remit Case Study:** De Alliantie Flevoland

**De Alliantie Flevoland is a subsidiary of De Alliantie group, and with 60,000 residential units, De Alliantie group is one of the largest housing associations in The Netherlands.**

De Alliantie Flevoland had set itself the target to review and expand its portfolio and to be ready for the future and had developed a strategy to accomplish this target. Central to the new strategy were:

- Service to the client (tenants),
- Improving the quality of the portfolio, and,
- Supporting the dynamic structure of the portfolio.

To implement this new strategy a new department called Portfolio Management was formed. The purpose of this new department is to manage the organisation’s funding to create housing and neighbourhoods where people like to live and people can live safely.

The company asked Remit to help it develop a programme to implement its high level strategy.

**Objectives**

The main objective of this project was to document clear and easy to implement process descriptions for all the processes within the Portfolio Management department.

Some processes were existing processes that needed to change due to the new organisation structure and strategy; some were new and had to be linked to the existing organisation as well.

Not only were the process descriptions to be used to set activities and responsibilities within the new department but also within the rest of the organisation to make sure that all corporate processes are connected.

**Approach**

De Alliantie Flevoland asked Remit Consulting to help in describing the Portfolio Management processes because of Remit’s experience with other housing associations and also for its experience with institutional investors in residential property.

Our first step was to get agreement on the Scope of Portfolio Management processes working closely with the management of the Portfolio department.

Firstly, all processes within De Alliantie Flevoland were set out using the RPM (fig 1, overleaf) for housing associations. This provided a framework for rapidly defining the department’s expectations and helped determine an overall structure.



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“This was an interesting project because it showed the strength of our unique combined know and experience in both process reviews and change management capabilities”

- Antoine Lelieveld

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During the next step, by interviewing the employees, the current processes and connections to the current organisation were described. Together with the Remit's leading practice library of processes descriptions and our real estate process knowledge, we developed internal and external documentation and descriptions for all the critical processes. The processes were documented in MS Word as well as in a process tool used by De Alliantie Flevoland, called Protos.



**After review and approval for each process the difference between the current (IST) and the future (SOLL) situation were described. For all major gaps between the IST and SOLL situations concrete improvements were suggested to help implement the changes.**

Improvements were set on three levels:

- Overall
- Process level
- Activity level

Finally the new processes and improvement were presented to the Management Team and finally approved by the Management Team.

## Benefits

This project showed the benefits of using the RPM template and the library of real estate process maps:

- The time taken to conduct the review was significantly shortened
- The client team had access to a graphical way of presenting the changes to the whole team
- The client had access to market leading practice in an accessible format.

For more information:

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