Which bumps are still on our way?
De 2030 DIALOG
Vision on digitization in the corporation sector, powered by CorpoNet & partners
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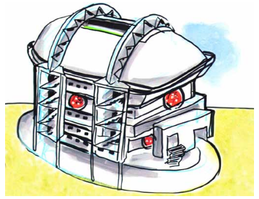
Join us!



CorpoNet

De 2030 DIALOOG

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On March 21, 2019, a CorpoNet meeting called ***'On the road to 2030'*** *took place. Whoever was present knows that, how appropriate in the Johan Cruijff ArenA, we kicked off the "2030 dialogue". One of the visuals made that day says: "You have to do something with all those collected insights" and that is exactly what we have in mind with this publication. Together, that is to say, not imposed, not ready-made, but dynamic, interactive and appropriate to our rapidly changing society.*

Why The 2030 dialogue?

It is often said and written that we live in a rapidly changing world and face major challenges. Consider the increasing digitalization of our society, the energy transition, migration, aging, etc. Many of these challenges have a direct impact on the sector of housing associations and social or affordable housing. The need to think together about what is coming at us is therefore great.
CorpoNet is a network in the field of Information and Communications Technology (ICT). Based on this expertise, CorpoNet supports the challenges for the housing sector both technologically, innovatively and sustainably. One of the activities of CorpoNet is - in close collaboration with Aedes, De Vernieuwde Stad (DVS), the platform for smaller housing associations (MKW) and the ERP associations SWEMP, HYRA, Woondynamics and G6 - working on the Innovation Agenda: Digitalization and information provision. In 2018, a survey was conducted by DVS among its members; resulted in a vision document. This document provides a framework for the developments and challenges facing the sector. In this collaboration, CorpoNet has taken on the task of further shaping the views of the digitalization ambition described.

Developments are going so fast that a paper vision has become obsolete the moment we publish it. Such a vision has already been considered in many places. Bringing these ideas and principles together into common images is much more important: How do we use digitalization smartly? What can you expect from a housing association? How do we keep living affordable? What can I&A do for sustainability? That is why we choose to start a conversation with the sector.

Dialogue, discussion, debate?

While searching for the term "dialogue" one soon discovers that this seems to be the right form. In a good dialogue, listening is central, it is an exchange of views free of charge. Conducting research activities together what (does and does not) work and what matters. Exploring, curious, open and listening are keywords for a dialogue. On the other hand there are words like defending, convincing, judging and winning. These typically belong to a discussion or debate. According to Peter Senge (author of The Fifth Discipline), a dialogue in a learning organization is a good tool to arrive at a shared vision. Wikipedia puts it this way: A dialogue is a spoken or written conversation between two or more people, and a literary form that reflects such an exchange.
At first we find each other for The 2030 dialogue online, but we may also meet in person during a physical version of "The 2030 dialogue" ...

How to use this document?

This publication was initially intended for all (Dutch) CorpoNet members to use as a source of inspiration and uasge within their own housing association. And of course this publication can also be used by Aedes in their planned dialogue sessions, by DVS, MKW and all the aforementioned ERP links.
Suppliers, consultants and others interested in participating in The 2030 dialogue are free to use this document. With the explicit comment that they make a reference to the source and share the proceeds with CorpoNet.
And – last but not least – our peers and colleagues from housing associations all over the world, please feel free to use the content of this document to start a '2030 Dialogue' within your own organisation and share your outcomes and lessons learnt with you Dutch peers…
If we all share our results, ideas and experiences with and to each other, we are working together towards a bright, digital future for the sector.

In short: let the 2030 dialogues begin!

In our 2030 dialogue we focus specifically on the ICT landscape at the housing association, divided into seven themes. These themes are beyond ICT, because the digital transformation (ongoing worldwide) affects the entire organization. CorpoNet is, however, a network in the field of ICT, therefore the questions asked with regard to the themes are ICT oriented. But feel free to use the 2030 dialogue more broadly within other departments of your own organisation: Finance, HR, Facilities as the digital transformation affects everyone!

Themes

Digital foundation

Time for the tenant

iLiving

Collaborate without barriers

Smart maintenance

Durable but not expensive

Predictive data

Digital foundation

a strong organization in this digital day and age

Even a thousand mile march starts with the first step (Lao Tse)

The process of transforming an organization into a digitally oriented and agile organization looks suspiciously like a thousand-mile march. It goes beyond just automating processes or collecting data. It is a combination of services, business operations, good information provision and smart use of ICT, and it requires a different way of thinking and doing. Only when the basic information provision is in order, space will be created for the digital transformation. And that will only be really successful if the internal organization is able to support the change. Digital transformation is not a change from ICT that the rest of the organization conforms to: it is an organizational development.

1) For completeness: this cooperation is about collaboration with other corporations; not those in the chain (= theme Collaborate without barriers).

What (new) competencies does digital leadership require?

Can your organization handle digitization?

- Does the digital organization require other (competencies of) employees?
- Can your tenants handle your digital transformation?

What is the next step in the digital transformation for your organization?

How do you respond to the digital wishes of customers?

- How does your organization gain insight into those digital wishes?
- And what do digital customer wishes mean for your internal processes?

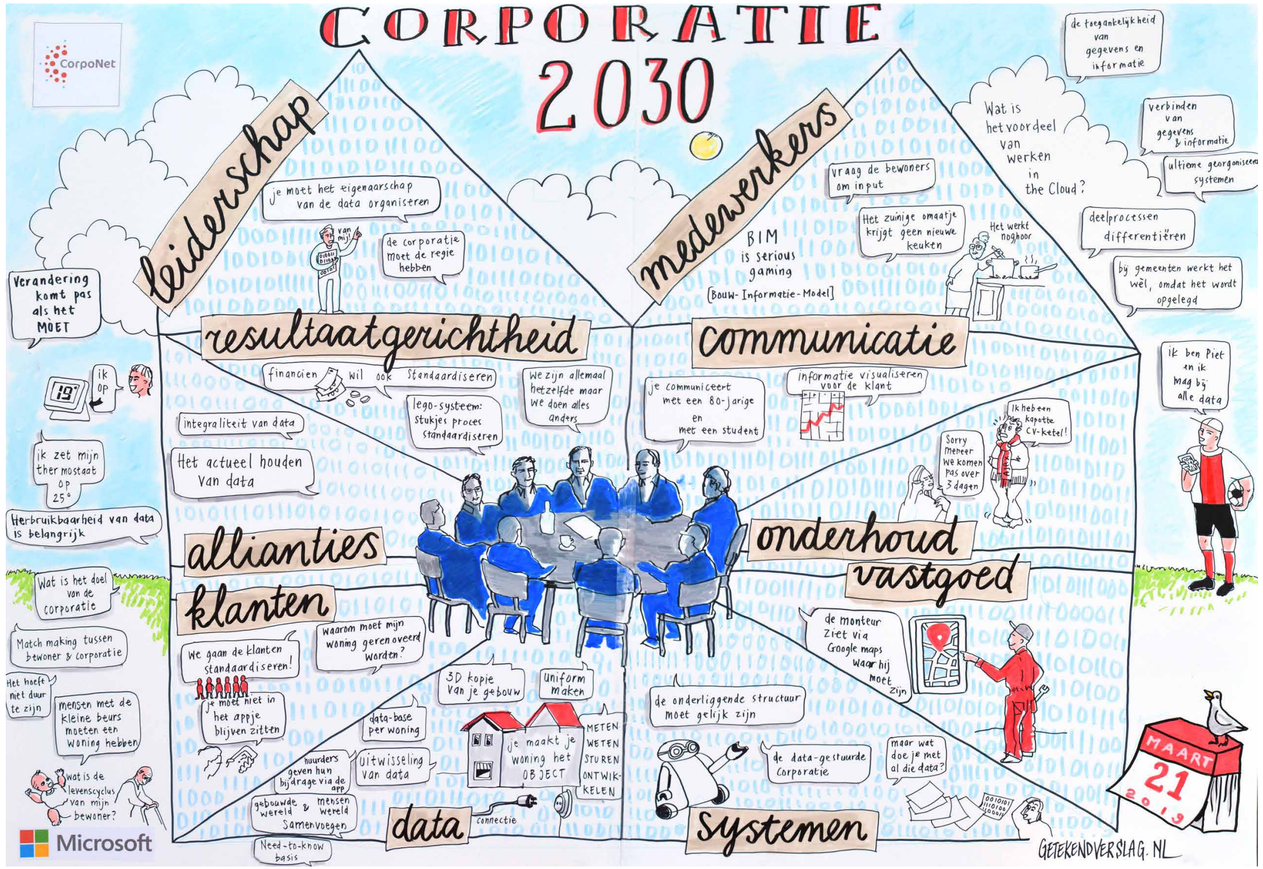
Why do everything yourself? Why not look for cooperation[1)]?

- And what is needed for that?

What are the benefits of the "cloud" for us (as an organization) and our tenants?

Do we dare to go for OpenSource?

- What is stopping us from using OpenSource applications?



De2030 DIALOOG

Time for the tenant

how does your customer look at you?

The way we organize customer contact is changing rapidly due to digitization. This creates new challenges and opportunities. Organisations should be able to dive deeper into customer needs in order to create more value. In the commercial market, the revenue model is therefore shifting from "paying for possession" to "paying for use" (subscription) to offer more service. Well that's convenient, the corporation sector traditionally uses long running cont(r)acts, although that did not always lead to the aforementioned customer satisfaction. Maybe we should introduce subscription as a format to connect with our customers?

Those who want a successful organization must shift their perspective. Not putting the customer at the center of the organization, but looking at how the organization fits into the world of the customer. You only do well when the customer becomes enthusiastic and you see that your service really creates value.

Do we involve and engage with our customers sufficiently regarding the value of digitization?

Do we listen to our customers regarding digitization?

Do we help our customers work, connect and interact digitally with us?

Are we going to profile our customers more clearly?

Do we have to offer our services more clearly on the basis of data we receive from the customer?

iLiving

more comfortable, safer and more energy efficient

More and more often and in many more places sensors are going to register our living environment and the use of installations and devices. Many devices already have sensors in them and are constantly connected to the internet. Think of water heaters, solar panels, the heat pump, the refrigerator and so on. At the moment this mainly provides information about energy consumption (and in the case of solar panels: energy production). What's still missing is the ability to respond directly to that information and benefit from it. Because if all those devices with sensors have a logic with each other you can get the following situation: you start the car to drive home, your car sends a signal to your smart thermostat (which sees that there is a traffic jam on the M5 but that you can be home in 50 minutes) and if you put the key in the lock at home, it is 20 °C in your living room.
Another example: the smoke alarm goes off when you are not at home, and this warns the boiler (it goes out), the security camera (is there smoke?) and you.
Or: moisture detectors that monitor the moisture level in your home and pass this on to the boiler so that it can dry the air in your home. The possibilities are also enormous in the field of aging.

Will access to the internet become a basic facility that - just like water and electricity - will be available to all tenants?

How are we going to help our tenants - in the digital environment - to live more comfortably?

If everyone makes smart use of information and data .... what does the tenant think of it and what are the benefits for the tenant?

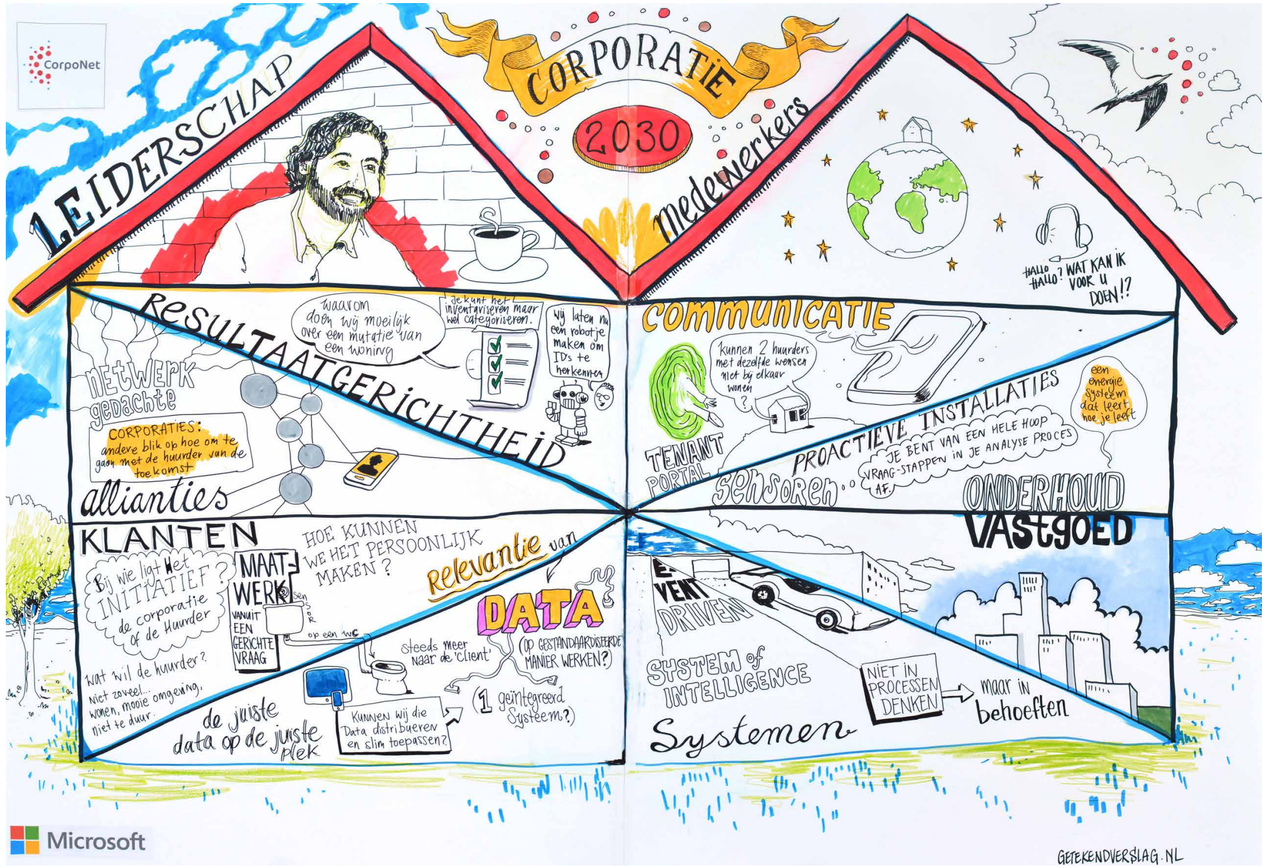
What data do we need?

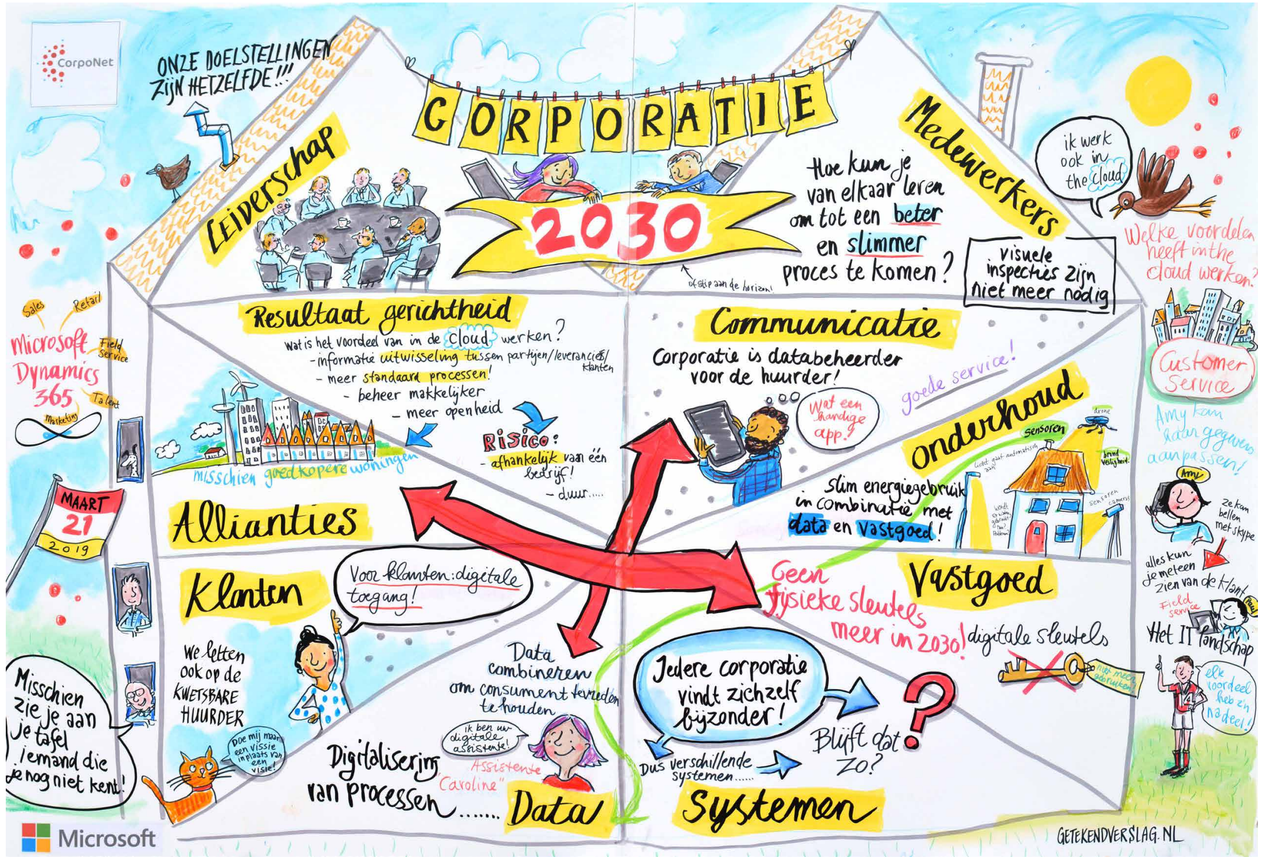
How anonymous can and may that data be?

Who owns the information at iLiving?

Which data may or may not be used by suppliers?

Can we use the void period (property is vacant between two tenants) in a smart way, so that customers are less bothered by "sustainability" projects and activities?





Collaborate without barriers

successful and efficient collaboration

ICT plays an important role in the collaboration between partners; an even more important role is reserved for the people in that chain of collaboration. They must not only understand each other's processes and interdependence, they are ultimately the ones who must work together.

Chain collaboration also requires - just like the digital transformation - a fundamental change in the entire organization; the way of thinking and acting of all involved organizations and people. From client-supplier to chain partners. Understand each other to optimize the chain process. It's like building a large tower with LEGO: small standard blocks together make a successful structure.

Do you have a clear understanding of the cultural and relational aspects that are part of chain cooperation?

Which principles for ICT are important for successful chain cooperation?

Which roles and competences are needed for successful cooperation in the chain?

What does chain cooperation mean for the organization (managers, managers, employees, customers)?

We "do" the same thing and yet we all do it differently, why?

Do we have to work according to standards in the chain when exchanging information?

Smart maintenance

lean - clever - smart

Very often housing associations work according to maintenance contracts. In these contracts is precisely laid down how often, when and what kind of (maintenance) activities must be carried out. In practice, this means that the correct maintenance action is not always taken. Annoying for the tenant and for the housing association; the costs are higher than necessary and the repair does not meet the needs of the tenant.

Innovative ICT, such as data analytics, artificial intelligence or blockchain ensure an objective assessment of the optimal maintenance for both the tenant and the housing association.

Here too, a change in the way the housing association thinks and acts is the basis of the solution. Look at another subject-specific role of ICT departments in digital transformation. A transformation is also needed for maintenance; the direction is different than in the past. Smart maintenance ensures that maintenance budgets are optimally used. Advanced technology helps with this.

Which data do we need for smart maintenance?

What role does the housing association play in protecting customer data?

How far do we dare to go (e.g. the system indicates that maintenance is required, the subcontractor carries out and sends the invoice via blockchain ...)

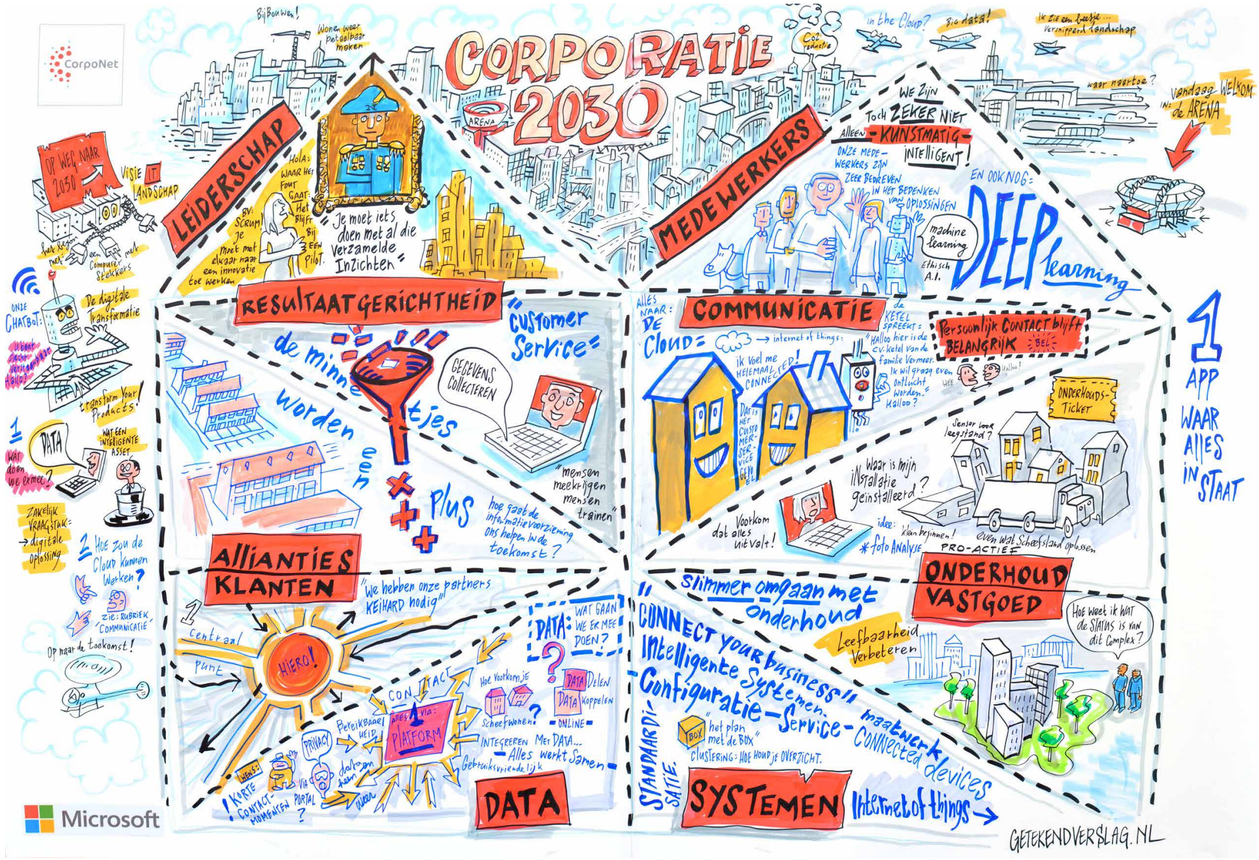
What can a focus on First Time Fix (FTF) mean for a housing association?

How are we going to organize the FTF with chain partners?

Are we moving towards a common real estate registration in the chain?

Can Smart maintenance still work without AI?

Will the housing association only be given a directing role with Smart maintenance?



Durable but not expensive

Sustainable at no cost

From the year 2050 all buildings in the Netherlands must be CO2 neutral. That poses quite a challenge. At the same time, we want to keep housing costs low for our tenants and offer high-quality and comfortable homes. The maintenance sector realizes that digitalization is necessary to deliver the building volume efficiently and affordably and is working on the DigiDealGO (Dutch national digitization program for the built environment). The housing sector is the largest client and therefore an important chain partner. ICT is also needed for the measurement of energy consumption and for substantiating portfolio decisions.

What can ICT mean for the sustainability task of housing associations?

Can housing costs be kept low in the case of sustainability through IT?

How can ICT prevent customers from using more energy for other purposes after making it more sustainable? (e.g. a larger TV)

Do we have to train employees to become energy coaches?

How will housing associations record which materials are used in construction?

Does BIM (Building Information Management) really take off?

How can we monitor performance in this way, independent of system, to prevent vendor lock-in?

Which competences does a supplier need to have to be able to deliver a fully-fledged monitoring solution?

Predictive data

smart data beats ***big data***

You can still collect so much data about your tenants, if you do not know how to use it, it is worthless information. Apply the information smartly and approach the tenants in the right way. Nobody can really predict the future, but with Predictive Analytics you can estimate future trends and developments based on existing data.
In recent years, organizations have become increasingly data driven. Decisions are made less on the basis of intuition and more on the basis of objective data.

The emergence of the Internet of Things (IoT) and the huge amounts of data released thereby offer new opportunities for the core tasks and management of housing associations. Through the use of "smart" digital technology that continuously connects buildings, devices and people, more data will become available in the years to come. Data on topics such as energy efficiency, health, mobility, safety and sustainability.

Which data do we need to offer our tenants more quality?

What will the role of data be in the process and who is the owner (responsible)?

How do we manage results and performance, how do we get the data?

What should we standardize and what is the role of a Housing Data Standard in that?

How do we handle the data ethically?

Colofon

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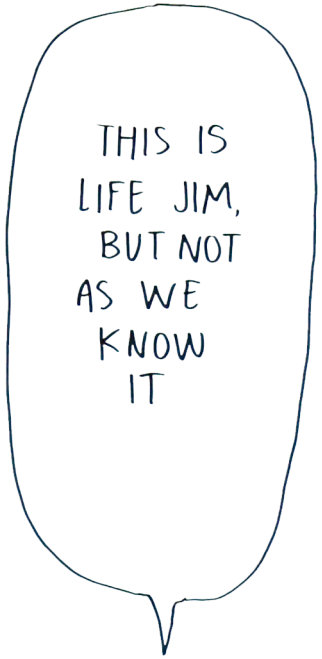

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