TiasNimbas
Business School

TILBURG UNIVERSITY

In association with:
Eindhoven University of Technology

Sustained and transparent Corporate Governance from Wooncom

Ing. Jan Veuger MRE MRICS is manager Customer care at Wooncom, Emmen. Wooncom is a housing corporation that rents more than 16.000 houses in the Northern provinces of The Netherlands. Jan Veuger is a member of the Royal Institution of Chartered Surveyors (RICS).

In the recent past, a number of reports have appeared that describe the shift from professionalisation of financial and economic management towards social responsibility in management. We have witnessed an impressive speed of developments, and a great deal of attention in the branche itself, in the media and in science.

When people work together, they create value. This value is influenced by the level of professionalism, knowledge of the market and vision on the future of the people involved. The question is: are we able to design a model that provides insight into the instruments that we can use?

Corporations are non-profit organisations but they allocate financial means for social purposes. However, it is difficult to compare these purposes. Do we choose for lower rents or do we spend more on safety and security? As long as there is no objective method to compare the objectives, these questions are hard to answer.
We therefore search for a model that makes clear which instruments are important. There are various thoughts about objectives, importance, priorities, about how value is created and who influences value creation. The complexity of these issues is enormous. The lines between internal and external, and between short term and long term are getting thinner.

Managers sometimes feel out of balance without knowing why exactly they feel so. The 'Balanced' from the 'Balanced Score Card' refers to a non-active choice. The risks of an instrumental and mechanical approach are huge. The use of such an instrument does not autmatically lead to realisation of the objectives.

The apparent links are crucial, as well as the process by which the people involved in the organisation can assert their influence, both in decision-making and in operation, from the fields of corporate governance, social responsibility, horizontal responsibility and vertical supervision and value based management. Self-control as basic principle to enhance professionalism, plays an important role in effectiveness, efficiency and transparancy. In optimising internal and external control, the issue is not to create a new organisational infrastructure. The key is to achieve better integration and coordination of management methods and techniques (co-existence and tolerance).

An important instrument in valuation of alternatives for the use of company assets, is the Asset Liability Management Model. This model compares the liquid capital to the returns. The Aedex/IPD Real Estate Index is a useful instrument and shows the differences between commercial and social returns. Social stakeholders should be secured in the organisation's mission, vision and objectives: the core business!

VIB Management Model

The VIB Management Model provides an answer to our previously posed question to find a model that provides insight into the important instruments. In Corporate Governance we distinguish four areas: management, supervision, responsibility and control. The VIB Model adds two more: leadership and positioning of the instruments (see schedule).

Central in the model is the ALM-model / calculation method that balances structural contributions from investments with sufficient securities derived from these investments to cover long term obligations. There are four layers beneath that describe the roles in the real estate column. Each role requires its own instrument to take responsibility. The schedule indicates at which levels the Wooncom management must be active with assets for success factors and achievement indicators. The fourth field of the Blanced Score Card is on level five, the Board of Supervisors and the Management Board. Added to this is the dimension of leadership: direct, organise and perform. Ultimately, this leads to horizontal embedding in the real estate column, the ALM Model, the instruments and the management. Integral company analysis takes place on levels four and five, anticipating forecasting. With Corporate Governance as starting point, this creates complete insight into management, supervision, responsibility and control.

WOONCOM

VIB Management Model