



## ISO 9001 certification and optimized customer service



### Business process management for the 3F real-estate group

To improve the quality of its customer service, the 3F group has implemented a business process management system to more effectively oversee its organization. Drawing on the expertise of MEGA consultants, 3F is successfully pursuing ISO 9001 certification. The MEGA Process tool helps institutionalize the approach, encouraging participation by all company employees.

The miserable descriptions of welfare housing projects evoked by Charles Dickens or Emile Zola are tales of the past. *“At 3F, attitudes have changed significantly: we serve customers, not just welfare recipients, and customer service is a real consideration,”* states Jean-Marie André, Deputy General Manager of asset management and quality assurance of Immobilière 3F. The overall Group manages almost 140,000 housing units, a large number of which are located in the Paris area.



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Christophe Lheureux, Hisseo project director.

### The new “Customer Culture”

The 3F Group's Asset Management Department (AMD) is responsible for managing, maintaining and developing 110,000 housing units in the Paris area. It has 1,400 employees, 850 of whom are building managers. *“Quality has always been an AMD concern,”* Jean-Marie André points out. So has customer service, as evidenced by the seven regional branches created in 2000. *“It is a customer-focused structure, similar to the back and front office setup used by banks, which places special emphasis on listening to each customer (tenant).”*

The “100 Tenant Forum”, an AMD customer satisfaction evaluation program implemented in June 2005, is part of this customer-focused initiative and will be continued next year.

In January 2004, the AMD launched its ISO 9001 certification plan: to implement a Quality Management System in compliance with the ISO 9001 standard. This kind of procedure must be accepted and supported by all employees, from the CEO to the building manager, but must also receive strong backing from General Management, hence the symbolic name: «Hisseo». *«This project is designed to add structure and consistency to the customer service process,”* explains Christophe Lheureux, Hisseo project director.



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## Choosing MEGA

Hiseo starts by using MEGA to develop a business process map to create the “AMD repository”. This repository will become the automatic storage area for the quality management system, including business process and procedure modeling and formalization of quality assurance goals and actions. *“We wanted to choose an easy-to-use tool that was adapted to a wide variety of users and platforms, (including the building manager workstation), offering multiple entry points, different views and opportunities for development,”* Jean-Marie André explains.

*“The AMD repository includes a description of 3F activities, replacing a substantial volume of hard copy documentation that used to be collected in large gray binders,”* Christophe Lheureux adds. The existing documentation has now been analyzed, streamlined and formalized using MEGA Process by work groups directed by a MEGA consultant. In all, over one hundred employees have contributed to the project.

Before deploying it on the intranet, the repository was tested by users: *“We worked on the graphical representation of information, on fine-tuning through association of text and graphics, and on information search conditions,”* explains Christophe Lheureux. During both the implementation and development of the repository, the Hisseo team was driven by a *“constant determination to simplify”*, Jean-Marie André explains.

Currently, each user can access the AMD repository via the intranet, in the same way as other applications like e-mail. Objects in the repository, including processes, procedures, operating mode, master documents and best practices, can be accessed by users in many ways, including searches by activity or keyword. The repository also includes regulations and training media.

The AMD repository is a necessary step in the certification process. In March 2005, at the project’s midpoint, an audit conducted by AFAQ highlighted the favorable perception of the customer culture within the AMD. It noted the quality of the repository implemented and its regular usage by the operational teams, despite the fact that it was still under construction. Finalizing the repository’s contents as quickly as possible, training the teams on how to use it and promoting awareness to increase usage are now the next order of business. In November 2005, the certification audit will be held, marking the culmination of the Hisseo project.

### MEGA AND BUSINESS PROCESS MODELING

*“There are just as many people in the company talking about Business Process as there are types of problems arising from managing the operation of any given value chain,”* François Tabourot, Managing Director of MEGA, points out. That is why there is a need for a repository, *“to ensure that we are talking about the same thing”*.

The business process repository is the description of company operations. It must be unique to promote a clear understanding between all company employees. It helps to mutualize initiatives and resources as part of the regulations or procedures that require process modeling, particularly ISO 9001.

MEGA offers a unique solution for companies that structure their management around value creation mechanisms. MEGA Process provides analysis and design functions for identifying, modeling and documenting the company’s processes and structure. This tool is part of a comprehensive enterprise architecture solution for management executives of major companies that includes three key features: a data repository tool, a modeling method and specialized consultants.



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### 3F, A FRENCH GROUP SPECIALIST IN THE PUBLIC HOUSING

The 3F Group is a major actor in the field of welfare housing.

With almost eighty year experience, over 1900 employees, 3F manages 136 000 housing units spread over half of the French territory, with 80% in the Paris region.

3F's mission is to provide a large range of quality welfare housing including detached houses, human size residences to people who can not afford to find accommodation in the free market. The 3F group houses over 400,000 occupants.

The 3F Group is focusing its development on three axes:

- Growing and diversifying the number of its housing units while emphasizing on quality service and construction, with an average of 3000 newly built houses per annum.
- Developing an ambitious urban renewal project in sensitive zones.
- Addressing the housing needs of the disadvantaged people.

Furthermore, 3F is ISO 9001 certified, for its Paris region welfare project management.

Such certification covers the overall operations from the conception to the implementation. It spans from the buying of a building lot or a building to renovate, to the delivery of the residences to the team managing the renting of the housing to occupants.

Such dynamic approach of certification includes three main objectives:

- Controlling the building costs.
- Delivering the new constructions without reserve, while respecting deadlines.
- Committing to a substantial and coherent policy and providing a quality residential environment.

**Some figures:**

- 745, 8 millions Euros turnover.
- 1 900 employees with 1 137 building managers and other employees.
- An average 3 000 accommodations delivered per annum, 2000 of which in Paris region.
- 33 sites in urban renewal process which represents 19 500 houses.
- 15 agencies and affiliates in France accounting for 30 French departments and 458 cities.