Dialogue with industry benchmark event transcript | Yalife integrated command and digital operation to keep service online

This dialogue benchmark event was co-hosted by Lin Changqing , Vice President of China Property Management Association, Chairman of Fujian Yongan Property Management Co., Ltd., and General Manager of Fuzhou Tangshi Network Information Technology Co., Ltd. (China Property Education), and **Yang Xi,** Deputy Secretary-General of China Property Management Association and General Manager of China Property Research Association . It was divided into two parts: guest sharing and expert consultation.

During the guest sharing session, Zhang Kunlin , quality director of Yalife Group Property Service Company , and **Feng Xin** , deputy secretary-general of the Standardization Working Committee of the China Property Management Association, vice president of Yalife Group and president of Property Service Company , respectively gave presentations on the topics of "Integrating wisdom into command, management into service" and "Integrated command, digital operation, keeping service always online".

During the expert consultation session, **Gong Yaling , Vice President of the China Property Management Association and General Manager of Shaanxi Chengyue Property Management Co., Ltd., Zhou Huabin** , Deputy Secretary-General of the Legal Affairs Committee of the China Property Management Association and Chairman of Fayan Yunlu Network Group Co., Ltd. , and **Huang Anxin,** Deputy Director of the Human Resources Development Committee of the China Property Management Association and Professor of the Open University (Guangzhou), further exchanged views on issues such as "Privacy and information security issues arising from digitalization", "Differences in integrated command and control under different business formats", and "Human-machine relationships in digital operation scenarios".

The full video of this event can be viewed on the Zhongwu Education App.

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01 Vice President Lin Changqing delivered an opening speech

In the past year, in response to the call of the China Property Management Association's 2020 "Capacity Building Year", Tangshi Network and China Property Research Association fully utilized the advantages of the "China Property Education Platform" authorized by the China Property Management Association and successfully held ten "Dialogue with Industry Benchmarks-Interpreting the Way to Corporate Success" series of activities, which were widely praised by the property industry and the live broadcast was watched by more than 50,000 people.

Through the sharing of development strategies, operational tactics, project operations and other aspects by benchmarking enterprises, after sufficient online communication and dialogue, the successful experience of benchmarking enterprises in building learning organizations, enterprise capacity building and knowledge management has been demonstrated, contributing experience and wisdom to the development of the industry. I would like to take this opportunity to thank the ten sharing enterprises, including Greentown, Blueray Jiabao, Mingde, Country Garden, Yida, Poly, Nandu, Wuwu Lianghang, Tianjiao Aishenghuo, Xinyuan, etc., for their support for the event!

The China Property Management Association defines 2021 as the "brand building year" for China's property industry. As a mobile Internet education platform for the property industry authorized by the China Property Management Association, Zhongwu Education will continue to launch a series of "Dialogue with Industry Benchmarks"

activities. We hope to work with benchmark companies to extract the strengths of their experience and, through the Zhongwu Education property professional training platform, better empower the majority of property companies and promote their high-quality development.

Today, we are here to meet you again to launch the eleventh event. We are honored to invite Yalife Smart City Service Co., Ltd. Yalife Group was founded in 1992 and was officially listed on the Hong Kong Stock Exchange on February 9, 2018. It ranks 4th among the top 100 property service companies in China. Its business involves property services, asset management, public services, urban services and community commerce. It has seven major regions: South China, Hainan, East China, Southwest China, Central China, Northwest China and North China. At present, the contract area of Yalife Group has exceeded 700 million square meters, the area under management has exceeded 550 million square meters, the service team has more than 55,000 people, the service households have exceeded 3 million, and the service projects have exceeded 3,200, covering 31 provinces, municipalities and autonomous regions across the country.

| 02 | Integrate wisdom into command and manage services into services |

" "The integrated command center is a reshaping of business, processes, transaction mechanisms and operational indicators. "

——Zhang Kunlin

Mr. Zhang Kunlin quoted the ultimate philosophical proposition "Who am I, where do I come from, and where am I going", and said that enterprises should also think about

"who I am, where I am going, and how to get there". He believes that the integrated command center is to integrate the previously isolated business parts and manage them based on business and services.
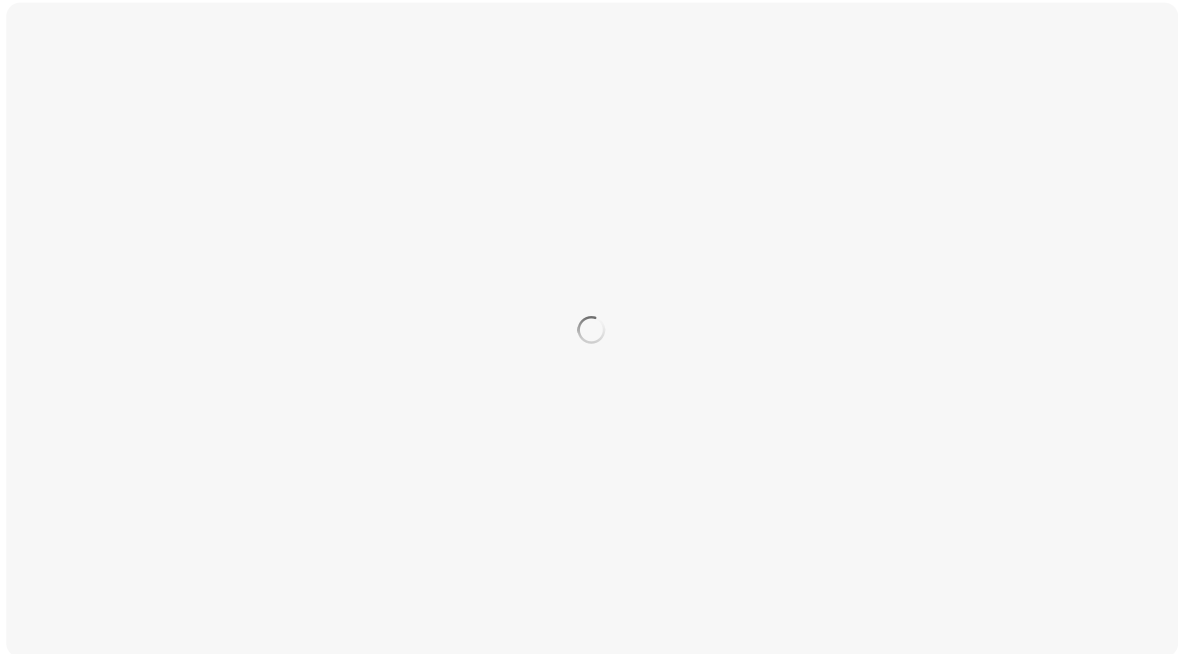
Mr. Zhang introduced the development history of Yalife Integrated Command Center. From the first generation of call center based on simple manual hotline telephones 10 years ago to the fourth generation call center that supports users to access in various forms, the technology has been upgraded and it is becoming more and more convenient to obtain customer needs. At present, the role of the integrated command center is not only to meet customer needs, but also to reshape business, processes, transaction mechanisms and operating indicators.
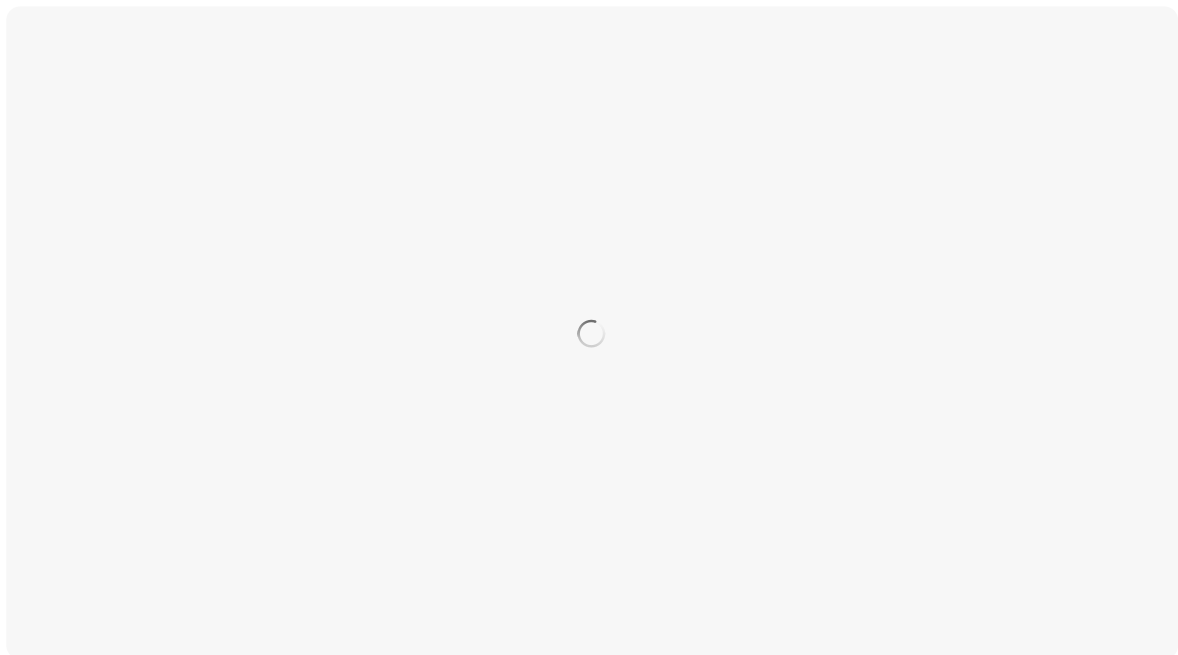
Afterwards, Mr. Zhang focused on explaining the " three platforms, four systems, and double closed loops " service scenarios and operation models of Yalife. That is,

through the cloud call platform, Yabutler platform, and production operation platform, the customer voice management system, data analysis and decision-making system, task allocation management system, and employee growth management system are operated to create a service closed loop and a management closed loop.

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<tr><td>03</td><td>Integrated command, digital operations,
Keep the service online</td></tr>
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"Collecting customer needs and providing accurate services is one of the most urgent issues for property management."

——Feng Xin

Mr. Feng further introduced the background of the construction of the integrated command center. He said that property people often have to face various service needs, facilities and equipment information 24 hours a day. In the past, they were passively triggered to do things. When actively seeking customer needs, many ways are blocked. When providing services, they don't know how much their specific capabilities are, and they can't accurately predict what services customers need. How to scientifically and efficiently provide accurate services that customers need is one of the most urgent issues for property.

In terms of construction concept, Mr. Feng analyzed that the integrated command center is the collection of customer voices, the integration of organizational functions, and the integration of service provision. From information collection to the establishment of customer portraits, and then to the classification of knowledge base information. The command must be in line with scientific production, efficient and

intelligent, while upgrading scientific and technological capabilities, so that technology, processes and mechanisms are organically combined, and through tool iteration, information and data can be quickly transmitted across organizations and regions.
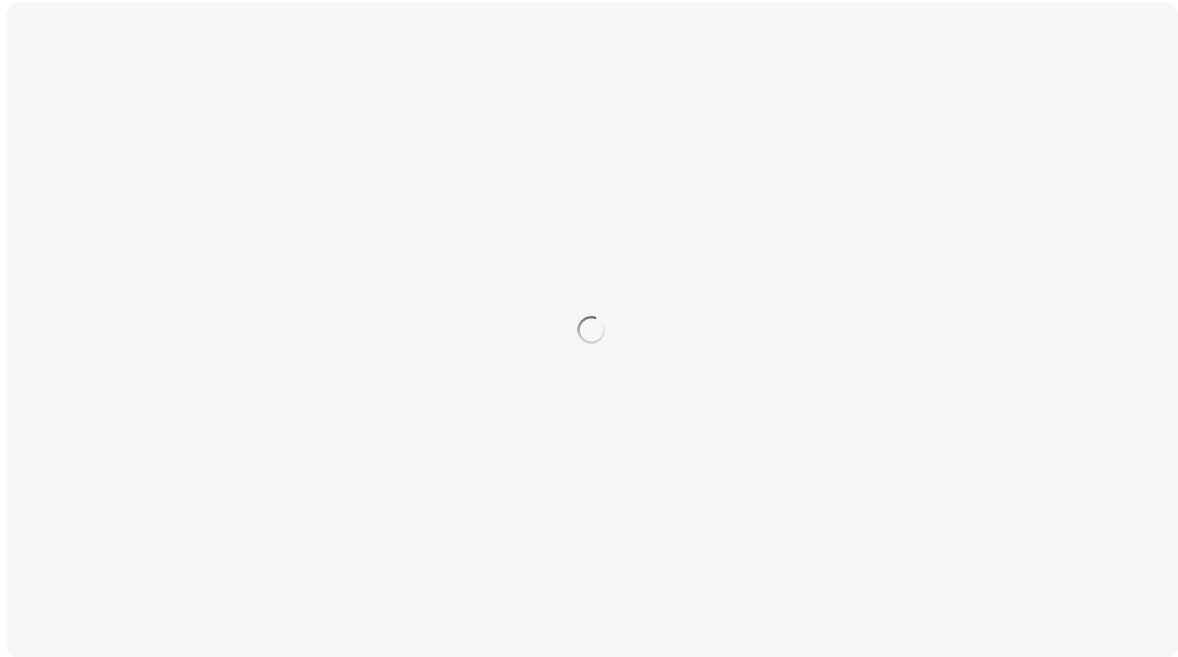
Ultimately, the integrated command center needs to focus on four ends: client end, employee end, operation end, and service end, and achieve four transformations: intensification, dataization, standardization, and processsization.

04	Expert consultation

Entering the expert consultation session, the heavyweight guests gave wonderful presentations and discussions on topics such as "Privacy and information security issues arising from digitalization", "Differences in integrated command and control under different business formats", and "Human-machine relationship in digital operation scenarios".

Expert consultation 1

Gong Yaling: The intelligent service system based on information technology is often inseparable from the collection of customer data. At present, people are increasingly concerned about privacy and information security. For example, the Supreme Court just issued a regulation last month that the use of facial recognition technology must obtain consent. How does Ya Life do in this regard, and how to dispel the doubts of owners?

Zhang Kunlin: During the collection process, we will strictly abide by policies and laws, clearly inform customers of the purpose, method of use and information storage method, and gradually guide and cultivate customer habits. We often have two concerns: Is the user experience better? Is the service efficiency higher? In addition, while encouraging and cultivating everyone to use new methods, traditional methods will also be retained to give customers room to make their own choices and judgments. After the customer provides the data, we also have a data security and confidentiality mechanism, which ensures the security of user data and privacy through information security system processes, authority systems, technical firewalls and other encryption methods.

Gong Yaling: In the process of promoting the transformation of the property industry from labor-intensive to knowledge-intensive, Yalife has also done a good job in its national layout. For small and medium-sized property companies cooperating in the industry, how can Yalife use its digital platform to empower them and implement this mechanism in small and medium-sized enterprises?

张昆林：数字化改革转型一般分为三个阶段：信息化、数字化、智慧化，物业行业中的多数企业仍处于第一、二阶段。对于雅生活合并购的中小型企业，他们可以有借力和出力两种方式。首先雅生活的系统化大平台，它的能力是外溢的，受到我们投资的中小型公司可以复用大平台的能力，这是借力；其次，中小企业的服务场景也是有差异的，从具体业务场景而论，他们做的不是大而全，而是小而美的产品，这是出力。最终由雅生活负责串联，形成数字化的生态圈。

专家问诊二

周华斌： 从今天冯总、张总的分享中我可以看到一幅"地球村"的画面，各个地域的服务场景都汇集到我们的这套集成指挥中心里。据我了解，雅生活管理业态包含了住宅和非住的业态，集成指挥中心针对不同业态的管控上有什么差异？

冯欣： 目前的市场环境里，这两个业态是占比最大的，也是我们打造集成指挥中心时考虑最多的两个方面。说到差异，最大的是服务对象，住宅业态的服务对象是业主，他的身份是物业所有者、产权人；非住物业服务对象是单一业主或者大小B端客户，他们的需求和关注重点有所不同。

其次，是管理难度不同，住宅用户的使用，24小时周而复始，不因为季节、地域的不同有所变化；而非住物业是根据上班时间决定，设施设备比较集中，服务的技术含量较高，除了标配的电梯、消防、给排水，还有大型中央空调系统、楼宇自动化系统、智能化管理系统，专业化需求更高。

第三是服务质量要求不同，非住物业更注重物业管理品质和服务的有效性，尤其是设施设备维护这一块。集成指挥中心设计了三大类流程：计划类、触发类、专项类，这几类流程可以自由组合配置，满足不同业态需求。以维修为例，住宅要求的时效是4小时，非住是2小时，他们对应的预警机制是不同的，但可以通过一套管理体系下形成多个管理流程，靠集成中心完成匹配。

周华斌： 过去几年资本市场上物业行业算得上炙手可热，中小企业的经营者也由此产生了不同的想法。有的人把企业当儿子养，为了自己实现梦想；有的人把企业当女儿养，干到一定程度嫁出去；还有人把企业当猪养，将来养大了就卖掉。在大行业背景下，资本趋于理性，也没那么浮躁了，物业行业整体估值理性回归，物业公司要保持好的发展需要关注哪些方面？

冯欣：周总所说的话题，资本市场上的，或者打算走向资本市场的物企应该都会比较关注。未来是什么样的，很多时候取决于我们自己。物业行业的估值是什么水平？我们认为评估一家物业企业的现在和未来的发展潜力要从三个点来看：一是出身，拼爹，看它背后房企的规模；二是拼钱，看它运用资本的能力，包括并购和资金调控的方法；三是拼能力，比如物企外拓能力、存量市场增值平台搭建和运营的能力。

以上也是物业企业发展的三个阶段，从拼爹到买买买，再到自我奋斗和成长的过程。我们说物业要回归，回归到哪里？其实就是回归到物业的本质——服务，服务包含物和业两个方面，是针对物业空间和资产，和物的持有者。物业服务的生产和交付都是以无形的方式存在，物业作为客户和员工的连接方，如何高效撮合、匹配需求，是未来物业竞争的关键。物业还应该更关注客户需求的管理和服务能力的打造，随着社会发展，未来客户需求会越来越多元化，千人千面，这考验物业的共性需求的标准化、产品化能力，个性需求的定制化、集成化能力，这些都是我们要注意的方向。雅生活对于集成指挥中心的打造也是基于未来如何回归到物业服务本质的过程。

周华斌：我从事社区法治工作比较多，有种深刻的体会，就是集成指挥中心的成立，也为社区矛盾解决提供了很好的桥梁，解决业主和业主的矛盾，也解决业主和物业的矛盾，对今后社区治理与法治建设有很大帮助。

专家问诊三

黄安心："集成指挥，数字运营"在管理服务中有什么价值？支撑价值的核心元素是什么？

冯欣：价值我们总结如下几个方面，一是客户需求的集成化，需求集中到集成指挥中心，推动迭代升级；二是集约化，去层级化，关注端到端的体验，切割重组职能；三是服务管理标准化，实行统一任务扭转，全过程监控，一体化服务系统驱动，全过程可控可管，形成闭环，让标准逐一落地；同时也体现在业务管理的数据化，可以把实时决策融入业务流程，通过数据聚类、分析改善运转效率，让数据业务化，反之也使业务数据化。

支撑元素的核心元素包括基础的数字化平台、搭建服务标准、透明可配置的流程、基于业务评价的指标体系和基于价值导向的交易机制，他们能让集成指挥在运营中体现出更大价值。

黄安心： 冯总说的可以提炼总结为四个价值：大数据支撑的科学决策、及时服务、运营高效和节约资源；四大元素概括为四大元素：数字化、服务过程的产品手段集成化、通过机制使价值增值叠加、服务品质精准。另外一个问题是，在"集成指挥，数字运营"的情况下，如何处理好"人（现场管理服务人员）机（数字化集成指挥系统）关系"？如何发挥现场管理服务人员的个人价值与作用？

张昆林： 首先，我们认为机器的导入应该给人员减负，在人机定位上我们把重复性高标准性的工作交给机器，把需要人性化、个性化的服务场景交给人，两者间既有区分又能交互，形成闭环。举例说明，传统场景下，我们报修要找客服，再让工程主管找维修员上门检测、确认问题、准备材料维修，这其中时间耗费最多的是信息传递过程，但这一过程不产生任何价值。人机结合模式是通过系统报修，系统直接报出基础信息比如设备型号规格，通过机器算法把任务下到维修人员，消除了无效动作。实践中我们很难要求一线人员既具备很强的专业实施能力，又具备沟通和分析能力，所以人机结合可以让专业人做专业事。

个人价值作用上，传统形态下物业是个吃大锅饭的职业，而通过集成指挥中心实现工单化，可以给每个工单做价值定位。而对于个人来说，接的工单多，客户评价好，就能实现多劳多得，化被动工作为主动，个人的价值体现也就更大。

黄安心： 学界也关注专业人做专业事这个事情，在数字化时代很容易出现机器驱赶人的现象，就像资本主义初期一样。从人机关系角度，我觉得从三个层面理解，微观互动层面，具体行为优化；二是好的经验变成制度框架；三是人机关系技术层面的体现，把好的东西通过技术去呈现，这不是一般人能做得了，需要专业人员、管理人员和基层人员共同优化。

个人价值发挥上有四点需要注意：个人岗位主观能动性要强调，这事关数据精准性和激励量化性，这三点相连结；此外还要注意例外性，通过机器管理的方式，见物不见人的现象比较普遍，项目经理和基层经常不见面，管理和服务场景有脱离，制度上如何防止差异，不完全呈现真实信息的问题，这需要发挥基层人员作用。

活 动 总 结

Quality is eternal, excitement is sustainable, see you next time!