

Yongan Property Management | Lin Changqing: Focus on "Three Improvements and Three Effects" and Focus on "Ten Management" (Speech Record)

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From June 27th to 29th, 2023, **the 2023 Wuhan International Smart Property Expo** was successfully held in Hall A6 of Wuhan International Expo Center!

At the 2023 Wuhan International Smart Property Management Industry Summit Forum, Lin Changqing, **Vice President of the China Property Management Association, Chairman of Fujian Yongan Property Management Co., Ltd., and General Manager of Fuzhou Tangshi Network Information Technology Co., Ltd. (Zhongwu Education)**, gave a keynote speech entitled "**Focus on the "Three Improvements and Three Effects" and Focus on the "Ten Management" - Promoting the High-Quality Development of the Property Industry**."



Lin Changqing gave a keynote speech

The following is a summary and distillation of the speech:

I am very happy to have the opportunity to be invited by the organizer to discuss the theme of high-quality development of this industry with my colleagues in the property industry in Wuhan. I have also done some thinking

and practice in this regard in recent years. The theme I want to share with you today is "Focus on 'Three Improvements and Three Effects' and Focus on 'Ten Management'", which is more about how the property industry can develop with high quality from the perspective of management, and how property companies, especially small and medium-sized property companies, can develop with high quality.

It is divided into two parts. The first part is the industry background and current situation. The second part is how the "three improvements and three effects" promote the high-quality development of the property industry.



You should clearly feel that our country has repeatedly mentioned high-quality development in many important occasions and important meetings in recent years. In particular, the report of the 20th National Congress systematically elaborated the overall strategy of national high-quality development. In particular, General Secretary Xi Jinping's report particularly emphasized that high-quality development is the primary task of building a modern socialist country in an all-round way. Below, we understand its impact on the industry from four aspects.

First, the country proposes high-quality development, the main purpose of which is to provide a solid material foundation for the country's comprehensive modernization, which requires high-quality development.

The second aspect is the basic path to building a modernized country in an all-round way. In other words, the country must basically achieve modernization by 2035 and achieve comprehensive modernization by 2050, the middle of this century. It will take 13 years plus 15 years to achieve comprehensive modernization. High-quality development has become the basic path for building a modern socialist country.

The third aspect is to ensure the fundamental support for continuously meeting people's needs for a better life. We all have a deep understanding of this, especially the majority of owners we serve. The property fees have not increased in recent years, and users have put forward more and higher requirements for service quality.

The fourth aspect is an important guarantee for promoting the steady and long-term development of our country.

From four aspects, we can understand why the country proposed high-quality development in the 14th Five-Year Plan and in such an important report as the 20th National Congress of the Communist Party of China. It has become an important strategy for national development, and the property industry should also enter an era of comprehensive and high-quality development.

We can feel from the 14th Five-Year Plan that the definition of "community" appears 25 times in the planning report of the 14th Five-Year Plan, and "property" is mentioned 6 times. We are also surprised to see that "community" is mentioned 14 times in the 13th Five-Year Plan, but "property management" is not mentioned in the 13th Five-Year Plan. From the 13th Five-Year Plan to the 14th Five-Year Plan, we have felt that China's rapid economic growth has entered a stage and transformation of high-quality growth, which we should understand.



Because the country's economic scale has reached this level, but we must clearly see that China is a country with a large population. We should **think more about these issues from the perspective of per capita output value, per capita disposable income, and per capita social public welfare**. It should be said that China still has a long way to go. Because with the development of the economy, the growth of people's income, the improvement

of quality of life, and the development of our real estate, with the help of technology, the Internet, and the power of high technology, to improve the overall strength of real estate, it also puts higher demands on our property industry. **Regarding high-quality development, I personally think that there are five major indicators in the industry that are worth practicing:**

The first indicator is standardization. In the property industry, high-quality development must first adhere to the standardization indicator. Whether it is residential, construction, colleges and universities, or related business formats, standardization must be the most important indicator.

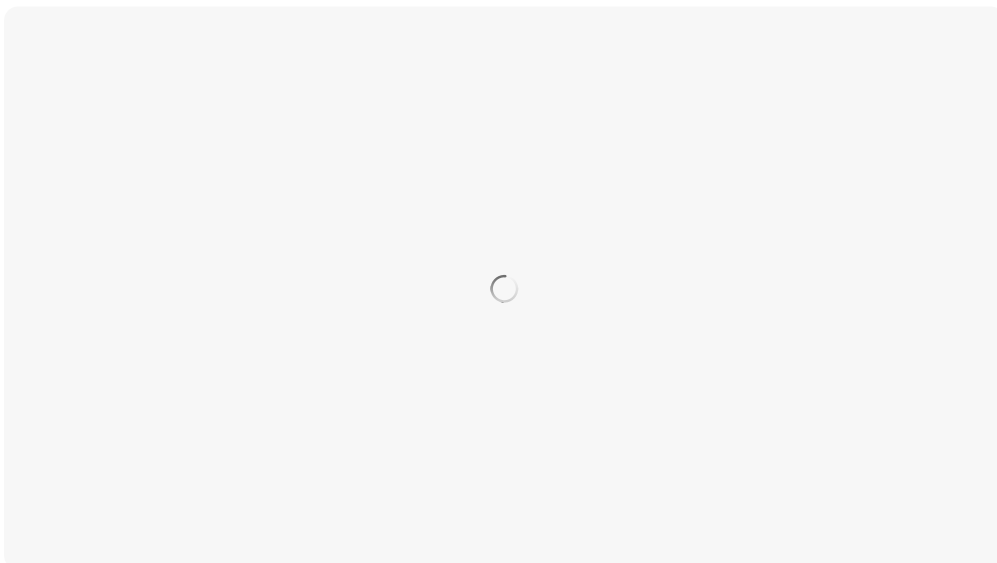
The second important indicator is business and customer satisfaction. Satisfaction is a barometer for measuring service quality and an important goal for high-quality development of the property industry.

The third indicator is the overall comprehensive quality of our practitioners.

The fourth indicator is the overall professionalism of the property industry, which also includes the professionalism of related supporting service providers and outsourcing companies in the property industry chain.

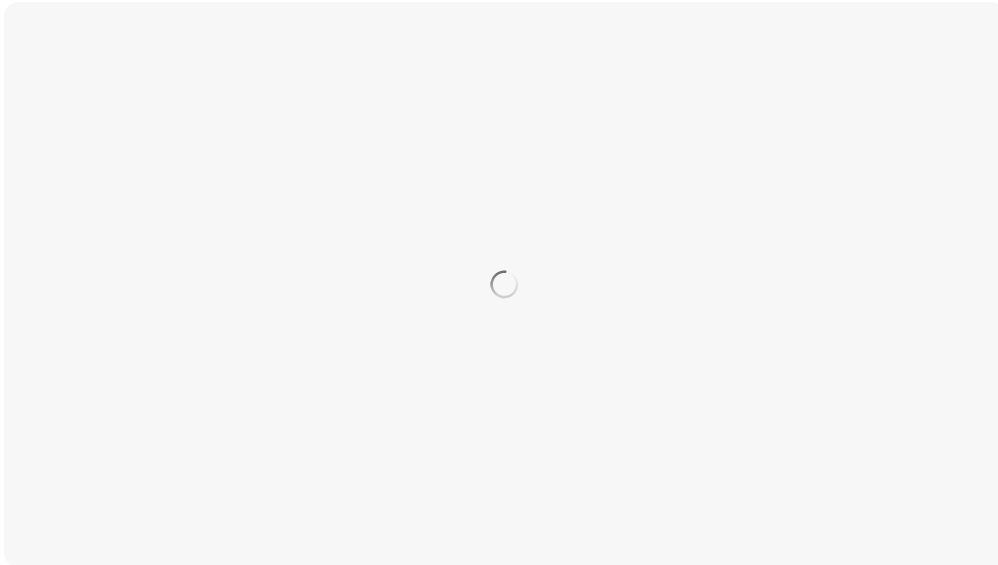
The last one is the problem of social governance capacity. As an important force in national governance, urban governance, and community governance, the governance capacity and level of property management are also very important indicators for testing the high-quality development of the property industry.

This is my thinking. Let's analyze **the problems that affect high-quality development.**



The first aspect is the low level of specialization. First, due to the rapid development of the industry and the high rate of talent loss in the industry, the professionalism of the property industry, property companies, and service projects needs to be improved. Second, the government's supply-side reform

of "delegating power, deregulating, and serving" in recent years has also eliminated many favorable industry levers, which has also affected the professionalism of our industry. Third, the lack of a regulatory system. There are many imperfect and incomplete areas in the government's supervision of the industry, the association's supervision of enterprises, and the internal control system of enterprises, which have affected the professionalism of enterprises.



Secondly, capitalization operation brings advantages to our industry, but we should also dialectically see the disadvantages. Yang Zhangfa, Chairman of Greentown, just gave a speech. Greentown is a listed company in the property industry and a leading company. I think its recognition of capital entering the industry and its ability to dance with capital are very commendable. Capital itself is not wrong. It is often the case that whether the management strategy is effectively combined with capital. In the process of development, we cannot rely solely on capital entry and mergers and acquisitions. First of all, we should achieve scale development through the development of quality standardization.

The third aspect is that the service system is not perfect. This is related to many current situations in the property industry, such as property charges in the property industry, the high proportion of labor costs in our overall outsourcing costs in recent years, the rigid growth of labor costs, and the failure of price adjustment of property costs, which have led to a decline in the overall profit margin of the industry. Many important companies are operating at a loss, which will affect the high-quality development of our industry.



The fourth aspect is mainly some old communities or communities with incomplete and incomplete property management. Some property management communities have some problems, which requires the government to increase investment in this area for transformation. Large property companies such as Greentown, Country Garden Services, and Poly need to participate in urbanization transformation and participate in the transformation of towns and street areas to achieve this. I think these problems cannot be avoided in the process of development and need to be faced up to.



In the second part, I will share what I think is useful. **“Three improvements and three benefits”, I propose to improve efficiency, enhance effectiveness and increase benefits.** The key points of these three aspects are:

First, improve efficiency. We need to figure out how to develop the property industry and how to improve its efficiency. What I want to emphasize here is not the rapid development of the enterprise itself, but how our employees, our practitioners, our middle-level managers and front-line managers can improve their efficiency. To achieve this efficiency improvement,

we must solve the problems of professionalization, standardization and standardization.

Second, improve efficiency. Improving efficiency is to solve the problem of how to maximize the overall benefits in the process of enterprise management. This is achieved through platform-based management of organizations, visualization of service processes, coordination of service resources, and ecological management of services.

Third, increase efficiency. A very important point in improving efficiency is to list goals and responsibilities, make management processes controllable, and normalize performance management.

Let's talk about **the first one first. To improve efficiency**, this needs to be achieved from several aspects for employees.

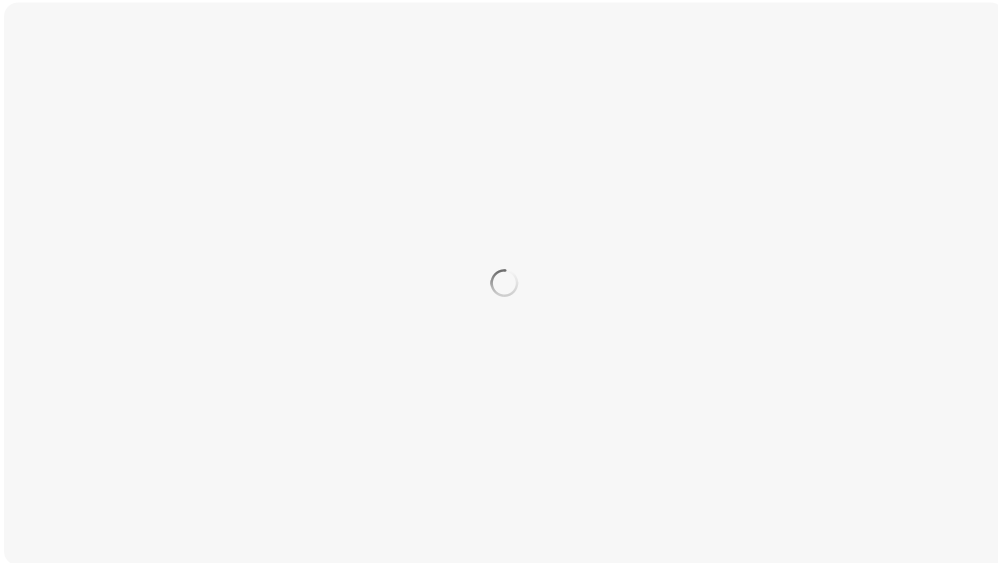


First, the professional quality of front-line supervisors and middle and senior management personnel should be strengthened within the company. The cultivation of professional quality is very important. Only by strengthening their professional ethics, professional awareness, professional behavior habits and professional responsibility can the efficiency of every property practitioner be improved.

Second, to achieve the standardization of property practitioners, from ideological planning, behavioral planning to language planning, this requires us as an enterprise to work hard to train, motivate and supervise to achieve it.

Third, standardization is the most important aspect of improving efficiency and enhancing the overall image of the enterprise. I think that as industry managers, including enterprise managers, we must strengthen our awareness of standardization. I remember that in the early years, the competent departments of the industry implemented standardization by creating city-

level, provincial-level, and national-level awards. In recent years, this has been cancelled. We need to classify and formulate enterprise standards to achieve this. Only in this way can the process of creating standards actually improve the comprehensive quality of employees. This is the first efficiency improvement I talked about.



Second, improve efficiency. My personal understanding is that when the management organization is platformized, the management level should be reduced when the enterprise reaches a certain scale. The project must be fully authorized, and the project leader and regional leader must have absolute power. Authorize them and let them make decisions as quickly as possible, so that they can provide good front-line services and management. **Second, the visualization of service processes** requires the industry to increase investment in the Internet. The case of Greentown just now also tells us that all projects are included in the control of all platforms to realize the visualization of service processes, to improve service satisfaction, owner satisfaction, and the efficiency of property services. **Third, the coordination of service resources.** This puts forward a higher requirement for us. The development of the property industry today should pay more attention to upstream and downstream suppliers and partners. For example, we are holding the Wuhan International Smart Property Expo here this time. Many suppliers participating in the exhibition are our collaborative partners. It is very favorable to collaborate with partners' professional capabilities and partners to jointly support the high-quality development of property companies. **Fourth, the management service is ecological.** It is also hoped that property companies will handle some cooperative relationships from the perspective of symbiosis and common development of partners.



The third is to increase efficiency. Increasing efficiency actually emphasizes how the property industry must be strengthened, refined and specialized. Only when the enterprise is effective and the project is effective can our enterprise achieve high-quality and sustainable development. To achieve this, any project and any enterprise must have a strong sense of purpose and responsibility. **At the top level, it must be managed through a result-oriented approach, and at the middle level, it must be managed through a process-oriented approach . The process-oriented approach requires that the management process be fully controllable.** The lastBut it is very important that we establish an effective third-party evaluation system, one is an internal evaluation system, and the other part is an external evaluation system. The internal and external evaluation systems are established together, so that the verification of our service quality and service effect is objective and true.This is my understanding.

I proposed the "Three Improvements and Three Effects" to think about some issues regarding the path to high-quality development of property companies and the property industry from the perspective of management level and management. Perhaps this aspect has only been thought about in recent years and is not complete. It is also for everyone to think about. I also thank the organizing committee for giving me this opportunity to share with you. Thank you!



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