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"2012 Property Management Wealth and Opportunities" Conference Record (III) Topic 2: Wealth •

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Modern Property Development Forum Property Management Wealth and Opportunities and the Fifth Property Management Professional Teaching Seminar Meeting Record (III) Topic 2: Wealth Opportunities Time: 11:00-12:00 am, July 1, 2012 Lin Changqing (host of this session, Chairman of Fujian Yongan Property Management Co., Ltd.): Hello everyone, I am the host of the second session, and the first speaker is

Modern Property Development Forum·Property Management Wealth and Opportunities

The 5th Property Management Professional Teaching Seminar

Meeting Record (III) Topic 2: Wealth and Opportunity

Time: July 1, 2012, 11:00-12:00 am



Lin Changqing (host of this session, Chairman of Fujian Yongan Property Management Co., Ltd.): Hello everyone, I am the host of the second session. The first speaker is the chairman of the Taiwan Property Management Association, Associate Professor Wu Yunwu of the China University of Science and Technology (Taiwan). The title of his speech is "Exploring the Wealth and Future Development Trends of Property Management from the Perspective of Value Theory". I warmly welcome him. (Applause)

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Chairman of the Taiwan Property Management Association, Associate Professor Wu Yunwu of the China University of Science and Technology (Taiwan)

Wu Yunwu: Let me first introduce myself. I am from Taiwan and I am here to communicate with you all.

The main topic I will talk about today is to respond to the theme of the conference, where are our wealth and opportunities? The second opportunity is in teaching. When students are learning, do they feel that there is no great development for our future? There are two ideas. We come from architecture, from architectural design, and then to property management. In the theoretical part, the research is from value theory to mechanism setting, value composition, etc. The Secretary-General instructed that a relatively simple one be used here, so I look at the future from a simple value point of view.

First of all, where do we start? From the perspective of value. For a rich person, value is like a glass of water. If you go to the desert, you will value this glass of water. So how do we view this glass of water from the perspective of management? My definition of this glass of water is from the perspective of demand. Of course, the result of demand is urgent for the community, future development, and even environmental brand development. The outline I introduced is five steps.

First of all, let's look at our motivation. For a supervisor or an architect, we must emphasize public safety, public transportation, public health, and beautiful city appearance. What should we do when the house is old? How to maintain our city appearance and promote public safety? In addition to this, time will change everything. It turns out that demand has changed, and demand has caused a change in value. Then the value enhancement is another thing. If we only look at it from a 300-year perspective, there is no chance. Is there any way to look forward to the future? I personally feel that there is no future for pure design now. In Taiwan, there are 3,000 construction companies, but very few have projects. It is different when construction is combined with management.

Of course, from a theoretical perspective, it is necessary to combine it with other disciplines. We need to look at our definition of property. There is a lot of information provided to you, including service functions, facilities, equipment, buildings, environment, and even real estate. In this case, there is a feeling that we should not think too deeply. When doing architectural design today, this piece of land has a range, four lines, whether it is a community or a large plan, it is all four lines. This thing can be called land, or it can be called environment. What is the second thing? What is on the land? It is a building. My personal opinion is this, how should we use it? This is also a question worth thinking about.

The second thing I want to introduce to you is management. You see, the definition of management is very good. It is a procedure, planning, organization, leadership, and control. There are many contents in it. My personal concept of management is that management is very simple. It is how to get others to help you get things done. I am a manager today. I ask my subordinates to get things done. Don't do what the general manager tells me. I just need to get things done. For our property, what is the first priority of the property management company? How to deal with the community on behalf of the owners? From a theoretical point of view, it is the so-called agency problem. This is provided for your reference, which is also the so-called starting point.

I have come to a conclusion from this, that we can achieve its maximum value through property management. What is the value at this time? My personal feeling is that I happened to watch TV yesterday and saw a community in Hong Kong where old buildings, of course, became historical buildings. If they were demolished and replaced with high-rise buildings, another problem would arise, that is, the value and rent would increase. If a piece of land is in a planned area, if it is used as an innovative thing, it would be better and even more different. My personal view on value comes from demand, but when demand changes, our value also changes. My personal view on value is that the value itself and all the added value cannot change. We can look from the left to the right, or from the right to the left. From the perspective of architecture, value is the actual operation of the business, from the perspective of architecture, facilities, equipment, building management, etc., from the so-called added value, in the past, when reusing, if old buildings are used, whether in Shanghai or Taipei, many old buildings are used as restaurants, which may be very good. From the

perspective of use, from the perspective of ownership, it is leasing, which can be injected into life management, building management, etc.

Looking back, I am an architecture major. I think from the perspective of architecture, plus management, where is the implementation? Implementation is in research. We have three parts: reconstruction, renovation, and maintenance. Reconstruction is to demolish and rebuild, renovation is to improve the exterior wall to make the environment better. Maintenance is to do daily maintenance management.

In general, from the perspective of value, what are the future projects of property management? Let me introduce an example. We have a theoretical framework and an operational project to see what means of reconstruction are available, such as demolition conditions. From the perspective of overall construction, it can be reused, facade repair, etc., maintenance, related repairs, public safety, community greening, etc. I think everyone is very inspired by architectural means. This time I happened to go to Shanghai and visited Tianzifang by the way. I think it is a transformation of creative space, basically reusing the building, repairing the facade, and even greening the road.

There is a Huashan Cultural and Creative Industrial Park in Taiwan. It was originally a brewery. How to make use of it after renovation? The original condition was a very old building. We improved it to have outdoor performances, green space for rest, and singers performing inside. The original condition was like this. You can see the result of the transformation. There is also a so-called maintenance factory, renovated oil paintings and sculptures, and so-called life concepts. Even our architecture department has performances inside.

In addition to these two cases, I also communicated with President Huang about the construction methods. Does the government have any renovation and maintenance? There are some in Shilin District, Taipei City. The implementation plan you proposed will encourage you to improve. The first is the improvement of the ground facade. This is the situation before and after the improvement. The second is also the improvement of the facade. You can see the air-conditioning plug-in before and after the improvement, and there is reuse. Next is the "Land Bank Exhibition Hall". In addition to this, there are many pedestrian crossing improvements on the street, plus the geographical location and road surface improvements.

Finally, I came to a conclusion. I always feel that when it comes to property, we cannot just say that we cannot collect the "three guarantees" management fees at the beginning. We should look to the future. That is, all comprehensive properties should integrate technology, management, and finance, and then meet future needs. The first is the urban environment that everyone is familiar with. The second is the quality of life. The quality of life will change. In Taiwan, I feel that aging, barrier-free, public facilities and public equipment, and of course there is one more important thing, you have to create the so-called added value, which is reuse and securitization.

This concludes my report, thank you everyone.

(applause)

林常青：吴教授从他的专业背景来看，从事建筑、从事教育，我们《现代物业》跟其他业内的论坛有很大的区别，吸纳很多学院派专家、研究机构的专家，通过不同的视角来看整个行业的发展。我刚才认真听吴教授的发言，我觉得有几个方面跟大家共享。在传统领域对房地产价值没有这么多的区分，一个是核心价值，也就是地产的核心价值，一个是房产的核心，属于中间层的价值，还有讲的是附加的文化价值。地产价值大家都很清楚，这几年地价的升值，让整个房地产升高，土地的升值起到很大的作用。房产在中间产生的价值，这一头需要专业服务，通过专业服务、专业经营来提升它的价值，就像刚才吴教授讲的，需要专业，需要技术，需要财务。所以我觉得这对我们应该说非常有启发的。

接下来有请第二位嘉宾演讲。英国皇家特许房屋经理学会亚太分会专业发展委员会主委阮伟基，题目是《现代物业管理创富之道》。



英国皇家特许房屋经理学会亚太分会专业发展委员会主委阮伟基先生

阮伟基：各位嘉宾，各位同仁早上好，今天讲“现代物业管理创富之道”。

我们进入了二十一世纪，中国物业管理服务经过了发展、完善到成熟的关键阶段，同时行业的竞争激烈，多元化，汰弱留强，整个行业进入行业开始蜕变，寻找新的经营模式，走出一条自己的发展道路，我试图对创新进行一些探讨。

中国的物业管理走到今天，可以说是到了一个瓶颈阶段，通货膨胀、物价上调、新《劳动合同法》的实施，给物业管理带来冲击和压力，微利使得很多企业倒闭、并购，或者亏损，瓶颈是巨大的，也是发展中行业的必经阶段，在这种形势下开始先进的物业公司，开始去尝试突破瓶颈，从传统物业管理模式走向物业综合营运服务的模式，即资产管理的模式发展。

物业公司要从传统的“三保”脱离出来，改变过去的低收入、低利润的弱势，必须大胆进行精神创新，拓展业务范围，向物业管理上游和下游延伸产业链，给新的物业管理提供新的内涵，以提高新的增长点，并带领整个行业走出一条资产管理的道路。随着新的房地产成为国民主要的资产，业主的目光开始转为关注物业的保值和增值，物业设备的更新和节能改造，也展现巨大的市场空间，加上收益性的焦灼增加，也带动物业的中介代理、市场研究、销售策划、项目发展等专业服务。

这是市场的走向，物业管理企业也可以根据自身的定位，成立专门的服务公司，承包各项工作，比如说清洁、保安、维修、园艺、环保、会所管家、家居服务等一条龙服务，将专项服务公司纳入一体化的管理经营，成为相关多元性企业的运作模式。这是一个逐步增加新的事业经营，以打造运营范畴的突破，来增加总体价值的商业策略。这种经营模式在香港行之有效，广泛为中国独立经营的物业管理企业所采纳。

那多元性企业结构的优点，有什么呢？第一，它可以更加有效控制供应链，确保服务的质量和稳定性。第二，扩大企业收入来源。第三，拥有基本的客户群。第四，有效运用企业内的专业知识和技能。第五，有效运用企业的固定资产。第六，更容易获取市场信息。最后，分散成本。

是否每一个物业管理企业，都可以进行相关多元性企业模式的营运呢？以下有六点，我想每一个物业企业都可以考虑。第一，这样的模式是否符合企业长远发展战略和核心价值？第二，新旧事业文化，不同产业的经营理念是否可以兼容？第三，新事业会否摊薄原有事业的资源？我们也要考虑这些来源，资金从哪里来。第四，资金来源的考虑。第五，组织是否可以从中学习，从而巩固及优化竞争力？第六，新旧事业可否发挥协同效应，加强盈利和品牌形象？

我的结论是物业管理企业多元化拥有众多优势，比如说用了庞大业务作为客户群基础，就有巨大的前瞻性基础等待发掘。接下来是近水楼台先天的条件，比其他外在的公司更容易建立业主的关系和互信，在控制成本和市场竞争上占优势。

物业管理竞争之道在于建立专业及可靠形象，我想拥有一支高效及专业的团队，包括各种各样的管理人才，才是制胜关键的所在。我相信随着房地产形势的发展，综合多元性市场物业服务会不断扩大，只要努力专营和发掘，我们行业发展方兴未艾，一片光明。

谢谢各位。

林常青：感谢阮主委，从他的专业角度来分析，作为传统的物业管理，如何通过综合的经营，也就是讲的资产管理来突破重围，走出瓶颈。刚才阮主委特别强调我们作为传统的物业企业，如何根据自身的发展战略、自身发展的规模，在不同时期，在成熟的时候应该分设专营的企业，从保洁、绿色、设备设施管理、租赁代理到相关的市场调研等等，这些专业的服务，可以成立专业的公司，来延

伸产业链。第二个核心的价值，作为传统的物业企业，如何在从事资产经营和管理当中发挥自己的专业优势、地缘优势，和业主之间的关系的优势，我想对我们很有启发。

现在有请第三位嘉宾，云南省物业管理学会副会长，田野咨询机构文剑武董事长，题目是《重新定义大陆房地产与物业管理的关系》，有请。



文剑武：非常高兴有机会来参加物业管理的论坛，实际上这次论坛有一个新的亮点，除了像我这样的房地产机构之外，在座还有房地产开发公司的代表，意味着这次论坛的新起点。这个起点我想回到这次论坛的主题，物业管理财富与机会，其实阮博士已经讲了创富之道，为什么这次主题叫财富与机会？反过来讲就是现在没有财富，没有机会。为什么这么说呢？我对物业管理基本上是外行，刚刚接触，刚才我也说了，我现在有两个身份，一个是身份是云南省物业管理学会副会长，还有一个是我们小区业主委员会的副主任，我们全体业主参与竞争的，我进入物业管理才一年，这一年我听到很多的说法，其中说现代物业管理有“三高”、“三低”，具体我总结是这样，所谓“三高”，第一成本越来越高，通货膨胀。第二，物业管理的要求越来越高。第三，物业管理的难题是越来越多，也越来越宽。“三低”是什么呢？一个是收益越来越低，成本高了，物管费没涨。第二，地位越来越低，我们很多小区开始从保安身上的制服也看得出来，开始是叫做穿制服的退伍军人，慢慢就变成穿制服的普通农民工，到现在变成不穿制服的农民工做保安了，从这就可以看出现在物业管理的现状。还有一个是从事物业管理的从业人员，对未来的信心也会越来越低。所以在如此严峻的形势下，物业管理不再变革，不再创新，不再寻找财富和机会，可能真的没有出路。但寻找财富和机会，刚才阮博士已经提了一些，上下游的延伸。我的理解，往上游延伸，往哪儿延伸，就是向房地产延伸，凭什么房地产赚钱，物业管理不赚钱？同时还要向下游延伸，向社区管理、资产管理延伸，我觉得下一步要跟业主委员会好好合作，如果下一届物业管理论坛，能够邀请全国好的业主委员会代表参与，可能意味着现代物业论坛更加往前走了一步。

今天重要是想说和房地产的关系，凭什么房地产赚钱，物业管理不赚钱？这个我们先来看一下，中国房地产已经走过了两个时代，现在即将进入第三个时代，从这两个时代看出房地产赚钱，我们为什么不赚钱。第一个（阶段）是居住品，是消费品。在2003年以前，那时候买房子是为了自己住，既不考虑资产，也不考虑增值的价值，只要住就行了，是消费者，所以那时候的物业管理就是保安保洁保洁保绿就可以了。一直到去年，整个房地产价格或者价值几乎都涨了两倍以上，短短8年的时间就涨了两倍到三倍，纯粹变成投资品，就像股票的有价证券一样，不需要关心公司干什么，不需要关心房产在哪里，签合同把钱交了，到时候自然升值卖了就可以。所以那时候物业管理完全无所谓，不需要你来做什么资产的增值管理，不需要你管，地产就增值，房子就增值了。但现在已经进入第三个时代，房产的降价，以及整个宏观调控，包括现在保障住房的推出，不可能像前几年自然的增值，这时候进入第三个时代是什么呢？把它形容成保值增值的时代。现在保值增值是一个问题，什么样的才能保值增值呢？兼顾投资价值和使用价值。如果房产只有投资价值，没有使用价值，那就不能保证增值，反过来也是一样的，而还是要优质资源。形成这样保值增值的优质物业就需要若干的条件，地段是先天的，产品是后期开发出来的，配套和景观前期比较强调的，很重要的一个，泛物业管理的升值，泛物业管理的价值，我刚才也说了，一个是纯粹的物业，第二是资产，或者财产，第三是社区管理。不能提升到社区和资产管理，就谈不上升值价值，有了这些以后，才能形成资产的保值增值。这就是未来房地产商，几乎所有房地产商面临的问题，反过来是所有物业管理和相关企业面临最重大的创富机会。

我们现在回过来创富机会，纯粹是上下关系，项目开发、产品销售，卖完交给你们，这时候就表示出三大弊端：第一，降低使用价值。你物业使用过程的价值得不到保障，房地产公司在销售之前不知道物业怎么管，使用价值体现不出来，得不到保障。现在99%的开发商在销售房子的时候，是不会告诉你业主将来怎么管，最多告诉你物管费是多少，就像一个家电产品，将来维修都不告诉你，现在还敢买吗？第二，降低保值增值的价值。特别是商业物业、写字楼物业、工业地产物业的保值增值得不到保障，将来租金怎么提升你都不知道。第三，降低销售价值。陷入价格战红海，降价并不能有提高销售速度，反而使投资者信心丧失。现在所有的招数用完仍然卖不好房子，仍然降价，所以这种情况下，我提出叫“重新定义房地产与物业管理的关系”，把物业管理变成整个房地产当中的软件，而不

是后端。我们共同来创造房地产的使用价值、增值价值和销售价值，我们设想一台电脑，没有软件你能用吗？同样一套房子，没有物业管理、资产管理，你能用吗？水电不通、车停不了，你敢用吗？以前不重视，不说，这样的软硬件关系如何体现？在物业管理当中有很强大的软件作用可以发挥，包括客群输入价值，我们有很大的一部分资源就是业主，和业主委员会合作好，业主听你的话，业主也是很强大再投资的客群，现在可以煽动他们买哪个盘，不要买哪个盘，这是很重要的客群价值。再一个是建筑设计优化，我们在整个前期开发当中，规划和产品设计当中，能把物业管理软件作用如何放进去。再一个是物业管理成本的控制，在前期告诉你将来整个物业管理成本从消防到治安、到保安、电梯、维修，帮你控制节约费用。另外还有增值价值的输入，通过我们来管理，你的房子能增值多少，租金能提高多少，这些都是物业管理可以发挥的强大软件作用。最终通过这样的软件作用和硬件结合，实现的目的就是创造优质的物业价值。将来的房地产不是什么房子都能卖高价，什么房子都不能升值，只有优质的，现在已经充分证明了这一点。

现在痛苦的是大多数物业公司现状难以承担软件的重任，第一个特点是基本上都是以住宅物业管理为主，商业管理、写字楼管理、工业物业管理这样的公司非常缺乏，专业性非常低。第二，虽然现在“建管分离”，但绝大部分还没有做到“管作分离”，还是劳动密集型行业，技术含量低，难以承担“软件”重任。第三，要么是开发商下属子公司，在开发商面前抬不起头。要么现在受业主委员会的压制，成为被动的执行角色，再加上受法律政策限制，经济效益较低，技术创新和模式创新没有底气，但没有底气也是要改变的。

如何发挥软件作用，我提几个，我分别从住宅、写字楼、商业的角度来看。先看住宅物业管理怎么发挥软件作用，我们觉得“四保”是如何帮助开发商和将来业主降低成本，提值增效，这点我们是有充分的发言权，不管是保安、保修，在整个规划当中，昨天我们提到减少一个出入口，在昆明就可以减少10万块钱的物业管理成本，我们可以在规划里反映，还有“四保”如何提升到保值，比如说我们的停车服务等。另外我们还要帮业主赚钱，第一，买了肯定要卖，特别是中高端的小区，要买还要卖，现在中介公司头疼，进不了小区，拿不了钥匙，我们的物管公司怎样在中介这块发挥更大的作用。所以这些都是可以发挥软件作用。

我们再来看写字楼，目前是更加重要。现在中国写字楼的开发商，经常说的一个词是甲级写字楼，电梯更快，每秒12.5米，但那些都是硬件，没有好的管理，写字楼能升值吗？我们电梯、停车、监控、消防系统如何设计，资产如何经营，租赁计划和租户的服务计划怎么来制订，还有更重要的，能否为开发商和投资客提供一份可信的租金增长计划。这就在开发商的销售当中能起到很大的帮助，所以这些还包括其他的，甚至把业主服务、输入销售环节，我来安装售楼部，怎么来现场管理和服务，这些都是可以发挥软件作用。还有商业管理。

总体来说整个软件功能在设计优化资产服务、资产管理、销售管理、品牌输入方面都能达到软件的作用。

最后我祝大陆物业管理行业，快步迈向财富时代。

谢谢。

Lin Changqing: I am very happy to be the host of the second session today. I will use two cases to link the speeches of the three keynote speakers. One case happened to me. Our Yongan got an old building renovation in Fuzhou. It is the most prosperous street business district. The area is not large and it has been 19 years. Like our company, we proposed the concept of property assets to the district government at the beginning of this year, saying that old buildings and renovation must be the future direction, especially comprehensive large property companies should participate in the government's three old renovations: old factories, old buildings, and old villages. The government asked what advantages you have, and told him that we have our own planning agency, our own decoration company, and our own parking management company. Just like what the second keynote speaker said just now, when we reach a certain scale, we need to set up a special company to solve the problem of professional division of labor and professional subdivision. Of course, it is very important to reach a consensus with the property management committee. After persuading the government, we persuaded the 19 owners of this building. The current rent is 45 per square meter, while the rent of the surrounding tall office buildings is between 150-180, which is several times the gap. We told the owner that the renovation of the entire building would cost 12 million yuan, from the facade to the fire protection system, intelligent system, etc. The original equipment and facilities were all aging, and the overall renovation cost 12 million yuan. The current value of this building, according to the current regional office building value of 15,000 yuan per square meter, the total asset value of this building is about 120 million yuan. We used 10% of the investment to increase the rent to between 100-120. At the same time, we persuaded the government to take out 20% of the fiscal funds for the old city renovation and 20% of the total investment to subsidize our company, and invite a professional elevator company to replace the elevator, and invite a professional intelligent company to repair the infrared system and monitoring system. Of course, some systems can still be used. There was once an institution that quoted more than 20 million yuan. Why? Their concept is different from ours. We try to make use of what we can. Therefore, property companies have their advantages in reconstructing old buildings. Just now, the Taiwanese professor told us that property companies are also responsible for subsequent management and must participate in the renovation of their equipment and facilities and the renovation of houses.

thank you all.

Now, does anyone want to ask questions regarding what the three main speakers have said?

Question 1 (Sun Ke): The question is directed to Chairman Ruan. Indeed, his identity is quite special. He is attending the property forum as a deputy director of the property owners' committee. I think from the perspective of property management, the property owners' committee sometimes tortures the property management company. In this case, after the legal status of the property owners' committee is determined, including now, the actual operation is to choose the property management company, which is equivalent to how the property management company can gain the favor of the property owners' committee. Conversely, from the perspective of the property management company, what kind of situation must be achieved to catch the eye of the property owners' committee?

Wen Jianwu: Our community is a little special. There are not many owners in the community, about 300 households, and the occupancy rate is very high, more than 98%. The original director of the property management committee was an aunt. Due to the limitations of ability and time, she was basically led by the property management company. Later, the problem became too serious. First, there was a problem with the elevator. All three of our elevators had problems. Last year, none of them passed the annual inspection. We did not have a maintenance fund, so under such a serious problem, the owners did not care about it. (The situation) was good, so they did not care. Later, after the problem occurred, everyone attacked it, and the owners' committee was replaced to solve it. After the problem was solved, the property management company could not come up with money, so we found a way ourselves. In this context, the property management company completely became the "executive agency" defined now. It did whatever I asked it to do, and all public management rights and income rights were received by the owners' committee. So now we hope for "three guarantees". But from this example, it fully illustrates how we can manage it? The developer of the community at that time did not leave a maintenance fund. After some shops and garages were managed by themselves, the income increased by 4 times compared with the income reported by the original property management company. Why are they so low? I won't go into the reasons. So in this case, we are very confident. Let's talk about two issues: one is that the old property management company and the old owner committee are either in collusion or corrupt. They don't use the assets well or put them into their own pockets. This situation is absolutely intolerable. As long as any community finds out, the property management that relies on "behind-the-scenes actions" to make money will not be able to continue. Second, before the problems are exposed, we barely move in with elevators, fire protection, etc., and before the owners are alerted in the next step, you have to consider how to solve these problems in advance. How to solve these problems? It also depends on your relationship with the problem just mentioned and the owner committee. This may be the background that the property management company must change, one of the reasons.



Question 2 (Zhu Xianchen, Director of the Institute of Applied Economics, School of Economics and Management, Nanjing University of Science and Technology): To the property management industry, first, according to the business or yourself, the owner, the manager, or the statistics, what is the situation of taking on such real estate projects in office buildings and shopping malls? I saw that President Wen mentioned office buildings, shopping malls, and factories. There is a shortage of such supply, but we see that many property management companies are afraid to take on residential communities and are willing to take on a community of an enterprise or institution. Is this a shortage of supply? Or is the supply sufficient? It can be said that there is not enough specialization. How big is this space in the future? Non-residential properties, including the very outstanding cases you just mentioned.

Second, I would like to ask what the few people mentioned just now, that is, helping the property owners to make money, their wealth will grow greatly, what is the relationship at this time? The relationship you just mentioned seems to be either one party fooling the other party and making money from the other party, or holding the nose and suffering, what will this relationship be like in the future?

Lin Changqing: Let me answer this question. There are more than 400 property management companies in Fuzhou, and the number of office building projects under management should be around 350, and the number of industrial plants may be less than 50. From the ratio of residential properties to non-residential properties, the residential property investment rate is large, while the office buildings, industrial communities, and shopping centers are less invested. This is the case throughout the country. But from a professional perspective, I personally think that whether the management of residential communities is good or not is very important. As the president of Hong Kong just said, property management companies are both public relations managers, engineers, and accountants. They should learn to communicate and deal with owners

more, learn to make your service standards and service scope accepted by more owners, and at the same time understand your flaws and shortcomings from the owners. Communication is more important, and you should communicate with a very good attitude. On the other hand, why do property management companies like to do projects for single owners? Perhaps the charging can best explain the problem. The payment of a single owner is simple, and it is paid to you on a monthly basis, so your income is much more concentrated. Residential communities have to collect fees from each household, which is very troublesome. So from the perspective of charging and service, there are differences in this regard. Of course, from a professional perspective, there are differences between office buildings, commercial properties and residential properties, especially in terms of equipment and facility management. I think the requirements for office buildings and commercial properties are higher than those for residential properties.

Mr. Wen will answer the second question.

Wen Jianwu: Any good relationship is one of equality, mutual benefit and cooperation, and this is the direction we should move towards in the future.

Question 3 (Huang Lei): Most of you are seniors here. Since I am young, I will ask one more question. My question is for Ruan Weiji. You just mentioned creating wealth through property management. Whether it is the connection between upstream and downstream, or whatever, to be honest, large enterprises ask more questions, including what Mr. Lin said, there are different companies. In terms of the actual situation of China's property industry, 80% are third-level qualified enterprises. I would like to ask Mr. Ruan to give some advice to small enterprises on where to start creating wealth?

Ruan Weiji: Regarding this question, it is more difficult for small and medium-sized enterprises to develop wealth, indeed very difficult. I would like to share with you the experience of Hong Kong. In terms of facility management in Hong Kong, from the traditional "three guarantees" management realm to the current many independent property management companies, they have entered the facility management industry for more than ten years. Now Hong Kong's airports, hospitals, many universities, and exhibition centers are managed by companies that originally engaged in the traditional property management industry. The profits are relatively high, and there are no trivial problems that can be managed by residential properties. In 2010, I participated in your forum and held the World Expo in Shanghai. As an individual general manager, I was responsible for the management of part of the World Expo Park, which was a huge profit. But in Hong Kong, I feel that if you are a small and medium-sized enterprise, you can develop and grow slowly, it doesn't matter. The most important thing is to have funds and talents, which are very important. If we look at the Shanghai property management industry, it has been a long way since the 1970s. The road is very obvious, but now the companies that manage huge facilities and equipment have gradually developed from small and medium-sized enterprises. So this is why I chose the topic "The Way to Create Wealth through Modern Property Management" today. If you are a small or medium-sized enterprise and honestly engage in the "three guarantees" and "four guarantees" industry, you may have some profits, but don't exaggerate. I want to manage the airport, and so on. Step by step, you will reach this level.

Lin Changqing: Thank you. This concludes the second phase of the morning's keynote speeches and defense sessions. Thank you for your cooperation. This concludes the morning meeting.
(Editor: Modern Property)

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