

# Property Exhibition: Lin Changqing of Yongan Property | How can property enterprises achieve high-quality development? Focus on "three improvements and three effects" and focus on "ten management"

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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 and Chairman of Fujian Yongan Property Management Co., Ltd., 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, Vice President of China Property Management Association, Chairman of Fujian Yongan Property Management Co., Ltd.

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 Managements", which is more about looking at 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.



## 现存问题一：专业化程度不高

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**专业化程度**  
专业化程度低，员工服务水平参差不齐
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**准入门槛**  
物业从业人员职业资格和物业服务公司资质等级取消后，市场准入门槛降低，质量也随之下滑
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**监督体系**  
企业内控不力，政府监管不到位



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.



## 现存问题四：历史遗留引发矛盾转移



### 历史问题

一些社区在开发建设过程中，出现停车位不足、房屋质量隐患等各类问题



### 矛盾转移

业主在房产交付后，将小区存在的矛盾转移、迁怒于物业公司



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.

## 什么是“三提三效”



01

### 提高效率

职业化  
规范化  
标准化



02

### 提升效能

管理组织平台化  
服务流程可视化  
服务资源协调化  
管理服务生态化



03

### 提增效益

目标责任清单化  
管理过程可控化  
绩效管理常态化

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

First, improve efficiency. We need to solve the problem of how the property industry can develop and how to improve the efficiency of development. What I particularly 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 need to 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, which can be achieved through platform management organization, visualization of service processes, coordination of service resources, and ecological management of services.

Third, improve efficiency. An important point to improve efficiency is to list goals and responsibilities, visualize the management process, 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.

**“三提三效”→提高效率→标准化**

- 技术标准**  
遵循一定的技术规范和操作流程，以确保工作的质量、效率和稳定性
- 管理标准**  
采用标准的管理方法和程序，以规范管理行为、提高管理效率和效果
- 作业标准**  
遵循一定的作风和行为准则，以维护良好的工作氛围和人际关系，并促进个人和组织的长期发展

**总结**

以结果为标准，通过不断调研和改进，形成最优化的作业程序。有章可循，有规可依，逐步达到安全、准确、高效、省力的作业效果。

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, but this has been cancelled in recent years. 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.



## “三提三效” → 提升效能

### 管理组织平台化

组织去中心化，授权一线，职能市场化，项目具备高度自主权

### 服务资源协调化

提高供应协同资源能力，均衡相关主体利益关系，互惠利他，共创共赢共享



### 服务流程可视化

制作操作流程示意图，使服务人员和顾客知晓服务内容、程序和流程

### 管理服务生态化

人机环境统一和谐，运用科技平台，引入智能机器，提高服务效能及客户体验感

Second, improve efficiency. My personal understanding is that in terms of flattening management organizations, when an enterprise reaches a certain scale, it is necessary to reduce the management level, and it is necessary to fully authorize the project, so that the project leader and the regional leader 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, which 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 the professional capabilities of partners and partners to jointly support the high-quality development of property companies. Fourth, the ecological management service. It is also hoped that property companies will handle some cooperative relationships from the perspective of symbiosis and common development of partners.

## “三提三效” → 提增效益

### 目标责任清单化



结果导向：参与服务的各主体落实责任制，定量、定性，并将使命与任务转化为目标，确保各项工作落实落细、见行见效

### 管理过程可控化



过程导向：管理全过程可视化，纠偏、纠错，从而提升自我控制、自我管理、自我完善的能力

### 绩效管理常态化



结果评价：通过奖优罚劣、考核评比等方式，为进入新循环高质量服务提供体系保障



The third is to improve efficiency. Improving 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 full visualization of the management process. The last point is that we must have a comprehensive performance management system, which is indispensable in the process of management services. But it is very important that we establish an effective third-party evaluation system, one is an internal evaluation system, and the other is an external evaluation system. The internal and external evaluation systems are jointly established, 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!

**(For more information, please pay attention to: Property Exhibition, 2023 4th Guangzhou Smart Property Exhibition, Urban Service Exhibition, Cleaning and Landscaping Exhibition, Smart Community Exhibition)**

**2023 Wuhan International Smart Property Expo  
The 4th Guangzhou International Smart Property Expo  
The two exhibitions work together and resonate together!  
Explore new paths and expand new business opportunities**