Opportunities and Challenges of Cultivating Property Management Professionals in the Context of "Four Goods" Construction

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Abstract. The concept of "four goods" construction put forward by the Ministry of Housing and Construction and the meaning of "good house" interpreted in the government work report have brought clear goals and new opportunities to the property management industry, as well as opportunities and challenges to the cultivation of property management professionals in colleges and universities. Aiming at the new needs of the property industry, we analyze the pain points between the supply and demand of talents of property management majors in colleges and property enterprises, and give a matrix corresponding to the industry's talent demand and graduates' ability, as well as career paths for property management professionals, In order to form a virtuous closed loop of good houses - good properties & good property managers - good graduates & good profession.

Keywords: "four goods" construction; good property; property management; talent cultivation

1   Introduction

In 2024, the Ministry of Housing and Urban-Rural Development (MOHURD) explicitly proposed that it should focus on the people's well-being as the base point of "living in peace and security", and push forward the construction of "four good things" such as "good houses, good neighborhoods, good communities, and good districts" as a whole. In March 2025, "good houses" was written into the government's work report for the first time, and its connotation is "safe, comfortable, green and intelligent" [1]. The "good houses" further strengthens the status of the "four goods" top-level design.

The concept of "four goods" marks the transformation of China's housing policy from "quantity" to "quality", aiming to improve the quality of life of residents and the ability of sustainable urban development through systematic construction. Figure 1 shows Relationship between the "Four Goods" and the Property. So what are the key

points in moving from "good houses" to "good neighborhoods", and then expanding into good communities and good districts?
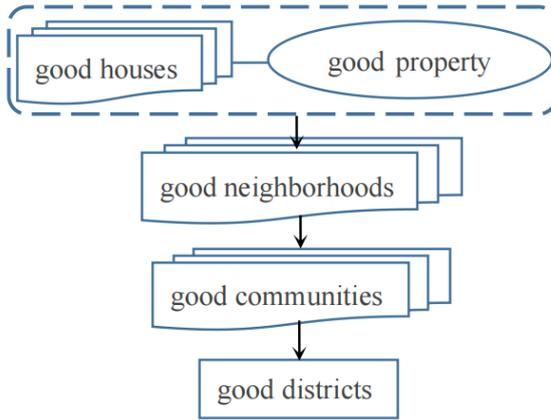

Fig. 1. Relationship between the "Four Goods" and the Property.

2   The Relationship Between the Four Goods Construction and Property

"Good house" is the hardware foundation of "good service", and "good service" is the purpose and goal of property management. Based on the "good house", enhance the "good service",the organic combination of the two is the key to achieve the goal of "good neighborhood", the two as a "good community As the two pillars of "good neighborhood", they complement each other and jointly shape the experience of a good life.

In 2025, the National People's Congress will focus on the property industry, focusing on promoting standardized management, service upgrading and grass-roots governance synergy, covering hardware upgrading, service transformation, technological empowerment and construction of standardized regulatory system.

2.1   "Good House" is the Hardware Foundation of the Four Goods Construction-hardware Upgrade

Standards for "good houses" that are safe, comfortable, green and smart are being developed, such as raising the floor height of residential buildings to more than 3 meters, and optimizing indicators for sound insulation and lighting. The transformation of housing stock and urban renewal have become the focus of policy, with property companies being given the role of key participants in grassroots governance.

2.2 "Good Service"Gives Property Management Multiple Missions: Service Transformation

2.2.1 From "Basic Maintenance" to "Full-cycle Service"

The first executive meeting of the State Council in 2025 proposed that, through the intelligentization of parking lots, elevator retrofitting, barrier-free aging facilities and other hardware renewal, combined with digital tools to optimize garbage classification, security monitoring and other innovative services. Upgrade from "basic maintenance"to "full-cycle management"[2]. Key paths include:

1. Intelligent community construction

Property companies need to respond to the "Artificial Intelligence +"policy guidance, using AI technology to achieve predictive maintenance of equipment and energy optimization, leading the construction of charging piles, intelligent security transformation, garbage classification and other projects, to become a service link between the government and residents.

2."Property + Life Service"Ecological Extension

The government work report in 2024 proposed to "promote the expansion and quality of elderly care, childcare, housekeeping and other services, and support social forces to provide community services"[3]. Relying on the advantages of community near-field services, property enterprises can integrate medical and housekeeping resources to build a one-stop home care scenario of "meal assistance + care + rehabilitation", and at the same time, explore diversified services such as childcare and health management to build a "life butler" model and activate the community's consumption potential.

2.2.2 Driven by Market Demand: Layering and Upgrading of Residential Consumption

1. Consumption stratification response: The rigid demand groups pay attention to the policy of guaranteed housing, the improvement groups pursue multifunctional house types and core area assets, and leasing groups rely on the improvement of the guaranteed rental housing system, so properties need to accurately match the service needs of different groups and provide differentiated services.

2. Demand for quality upgrading: through green building certification, smart home configuration and service process transparency, to meet consumers' pursuit of quality.

2.2.3 Industry Synergy and Long-term Mechanism Construction

1. Linkage between real estate enterprises and property enterprises: Head real estate enterprises (such as Poly Developments) create a closed-loop system of "quality housing - intelligent service - ecological community"through the mode of "precise investment + quality cultivation".

2. Full life-cycle management: Cooperate with the government to establish a regular physical examination system for housing to ensure the long-term quality of construction.

2.3   Strengthen Digital Transformation Technology Empowerment

1. Artificial Intelligence + Property Management.

Responding to the national strategy of "Artificial Intelligence +", we apply AI big models to realize equipment failure warning, energy management and personalized pension services, forming a virtuous cycle of "intelligent service - consumption expansion - employment quality enhancement". forming a virtuous cycle of "intelligent service - consumption expansion - employment enhancement".

2. Digital tools to empower small and medium-sized property enterprises.

Small and medium-sized property enterprises can rely on SaaS management system to improve service standardization and reduce operating costs.

In summary, the matching of "good house" and "good property" is a systematic project driven by policy, market and technology. Build "good house - good service" synergistic development ecology.

3   Development Trends and Pain Points of Property Management Industry

3.1   Development Trends

1. Scale and Concentration. By the end of 2023, the number of pure property management enterprises in China reached 375,000, with 8,543,000 employees. The concentration of the industry has increased, and the management area of the head enterprises (e.g., Vanke and Greentown Services) accounted for more than 40% of the TOP100 enterprises [4].

The Guidance Catalog for Industrial Structure Adjustment (2024) has included property services as the encouraged business service industry [5], and the emerging areas such as smart communities and home care will release trillion-dollar market space.

2. Structural gap of compound technical talents.

Jie Lu(2022) investigated the five northern cities 73 residential district property enterprises, 53.42% enterprises face a shortage of professionals, the professional capacity of 26.03% enterprises is insufficient [6].

The demand for property talents is transforming from basic services to "intelligence + diversification". Head enterprises accelerate the layout of AI and digital management, the demand for "technology + service" composite talent expansion.

3. Regional differentiation and salary stratification.

Demand is strong in first-tier cities and core regions, especially in the fields of high-end commercial properties and smart communities, while the sinking market needs to take into account cost control and service quality.

There are significant regional differences in the remuneration packages of property companies. The salary of grassroots positions is on the low side.

3.2   Industry Pain Points

1. High mobility predicament. From the tracking data of property graduates of a higher vocational college and university(2020), the departure rate is as high as 87.9% within 5 years; among them, the proportion of leaving or jumping to a new job within 1 year accounts for 61.4%; 116 people who left the job within one year reason survey, 66 people (56.9%) because of job unhappiness, 19 people (16.4%) because of the low salary, 19 people (16.4%) because there is no opportunity for advancement [7].

The reasons for the high departure rate are manifold. Huge career psychological gap, so that the training object in the beautiful ideal and bone-sensitive reality intersection chose to escape to go, resulting in high turnover rate of talent training [8].

2. The contradiction of upgrading education and skills. (2023) the top 100 property companies in the staff, bachelor's degree and above accounted for 12.16%, college education accounted for 23.15% [9]. Head enterprises prefer undergraduate education and above, especially favor graduates with digital skills, but the existing talent structure of the industry is mismatched obviously.

4   The New Demand for Talents in the Property Industry and the Career Development Path of Graduates

In the new era, the property management industry is accelerating its transformation from "basic operation and maintenance" to "full-cycle service", and the ability structure of talents is upgrading to the three dimensions of "professional technology + digital literacy + service innovation". The ability structure of talents is upgrading to the three dimensions of "professional technology + digital literacy + service innovation". Graduates need to build differentiated professional competitiveness with the support of digital tool application ability, community scene demand insight as the guide, and service model innovation as the kernel; enterprises should realize the synergy between talent retention and industry high-quality development through the construction of standardized training system and career development channel. Table 1 helps graduates to build a clear path of ability realization with the three-dimensional mapping of role-scene-tool, and Figure 2 shows the career development path of property management talents.
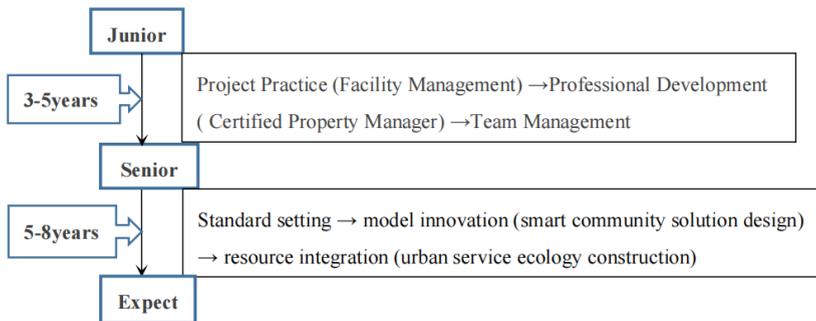

Fig. 2. Property management career progression path.

Table 1. Three-dimensional construction matrix of property full-cycle service talent compe-
tence.

Industry Demand Dimension	Graduate Occupational Role Competency	Realization Path (Scenario-based Decomposition & Technical Tools)
Composite professional competence	Standardized process implementer	① Disposal of disputes under the Property Management Ordinance ② Intelligent inspection of fire facilities (temperature/smoke sensors, intelligent inspection App) ③ Community dual-carbon target implementation
Digital Scenario Implementation Capability	Technology Transformation Implementer	① AI work order scheduling system operation (AI failure warning model, digital twin simulation platform) ② equipment predictive maintenance model deployment (reduce maintenance costs) ③ Community management data cockpit construction (visual decision support)
Full-cycle user value management capabilities	Service Innovation Designer	①Generational demand mapping (elderly/youth community service customization) ②Service contact optimization (repair response→preventive maintenance mode) ③Community culture IP creation (community operation to enhance user stickiness)
ESG-oriented Sustainable Operation Capability	Resource Integration and Operation Officer	①Green Equipment Life Cycle Management, Community PV/Energy Storage Facility Co-operation (Distributed Energy Management Cloud Platform) ② Co-construction incentive mechanism design (owner/trader/property revenue sharing model)
Complex Scenario Collaborative Governance Capacity	Community Conflict Mediation Expert	① Standardized Process for Legal Disposal of Property Disputes (Application of Civil Code) ② Design of Rules of Procedure for Multiple Subjects (Owners' Committee / Neighborhood Committee Collaboration) ③ Emergency management plan for emergencies (combined with intelligent security system linkage) Smart Contract Blockchain Deposit System, Online Mediation Platform

The property management major of Kunming University of Science and Technology Oxbridge College is the only property management undergraduate program in Yunnan Province, and since its inception, the employment rate has been 100%, and the employment of graduates presents the situation of oversupply and one person with many offers. The hot employment situation has become one of the reasons for the low willingness of graduates to go on to higher education, and the short board of the fur-

ther education rate makes the only property management major in Yunnan Province face the severe test of comprehensive evaluation of the profession.

5   Conclusion

In the context of the "four goods" construction, property enterprises need to seize the opportunity of digitization and senior care services to provide residents with better quality, efficient and diversified "good services", and jointly create the "four goods" living homes. Property service is the guardian of the lights in the house, and the daily life of the masses, the sense of happiness is closely related, but also the nerve endings of social governance.

Good property needs more applied, composite, innovative high-quality talents to join, as property management personnel training colleges and universities, it is responsible for property enterprises to deliver reliable, useful, stay, do a good job of talent, enhance the level of service and management of property enterprises, property enterprises are also actively thinking about how to stay dedicated to love the job, the pursuit of progress of college graduates, so as to form a property enterprise employing people and college Property management personnel training win-win situation, and ultimately enhance the well-being of people's livelihood.

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