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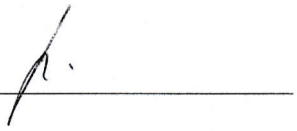
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DECLARATION BY THE STUDENT

I, *Yuk King TSE*, confirm that the dissertation titled "*Integrating Elderly Services into Property Management: A Comprehensive Research on Multidimensional Approaches and Implementation Strategies*" submitted to the European International University c/o the Elite Institute of Advanced and Professional Education for the award of the Doctor of Business Administration is my own original work.

It has been carried out in accordance with the regulations and guidelines provided. All sources used have been properly cited and acknowledged. No part of this dissertation has been previously submitted for any other degree or professional qualification.

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ABSTRACT AND KEYWORDS

Abstract:

Population ageing has emerged as one of the most significant demographic and social challenges of the twenty-first century. Hong Kong, which enjoys one of the highest life expectancies in the world, is experiencing a rapidly ageing population characterised by declining fertility rates, increasing longevity, and a growing proportion of residents aged 65 and above. Against this backdrop, traditional property management services are facing increasing pressure to evolve beyond their conventional functions of security, maintenance, cleaning, and facilities management. This study explores the feasibility and potential dimensions of integrating elderly services into property management practices, aiming to identify new service opportunities that better address the changing needs of ageing communities.

The study adopted a mixed-methods approach comprising a structured questionnaire survey and expert interviews. The study collected 192 valid questionnaires from respondents across different age groups and social backgrounds. The survey employed a five-point Likert scale to assess perceptions of existing community services and the demand for elderly-oriented services that could be delivered through property management. In addition, the study interviewed industry practitioners and experts in property management, security services, and public policy to gain professional insights into the prospects and challenges of service integration.

The findings reveal strong public support for expanding property management services into elderly care-related functions. More than 80% of respondents expressed agreement with a wide range of proposed services, including emergency rescue systems, monitoring and support for elderly residents, home-cleaning services, hospital transport assistance, provision of health and rehabilitation information, meal delivery services, barrier-free environmental improvements, and smart home technologies. Particularly high levels of support were observed for safety-related initiatives, such as emergency alarm systems, home-based care services, and age-friendly environmental modifications. Respondents also recognised the importance of social participation, community leisure activities, and access to government and healthcare information in enhancing the quality of life of older residents.

Expert interview findings further highlighted the strategic potential of integrating elderly services into property management. Experts emphasised the growing importance of smart technologies, including Internet of Things applications, digital platforms, remote monitoring, and electronic communication systems, in supporting ageing-in-place initiatives. However, concerns were also raised regarding implementation costs, operational feasibility, regulatory considerations, and the varying demand levels across residential estates. The study identified partnerships with healthcare providers, social service organisations, and community volunteers as critical to successful implementation.

This study concludes that integrating elderly services into property management represents both a promising business opportunity and an innovative response to the challenges of population ageing. Property management companies have unique advantages because of their close proximity to residents, established trust relationships, and on-site presence within communities. By adopting a customer-centred service model, enhancing staff professionalism,

leveraging smart technologies, and collaborating with external service providers, property management organisations can play an increasingly important role in supporting healthy ageing, ageing in place, and community well-being. The research contributes to the emerging discourse on age-friendly community development and offers practical recommendations for policymakers and industry practitioners seeking to create sustainable, inclusive, and elderly-friendly residential environments in Hong Kong and other ageing societies.

Keywords:

Population Ageing; Property Management; Elderly Services; Ageing in Place; Smart Community; Community Care; Hong Kong; Silver Economy.

CHAPTER 1 – INTRODUCTION AND BACKGROUND

The contemporary property management landscape is undergoing a profound transformation, driven by complex service-delivery dynamics and shifting social fabrics in residential communities. Property management professionals (Read & Carswell, 2019) are evolving beyond their traditional responsibilities of maintaining and safeguarding physical spaces; they are now tasked with enhancing resident well-being, particularly as demographic trends point to an increasingly ageing population.

As the "silver-haired" generation (Mingjing, 2025) becomes a significant demographic within residential communities, property management strategies must adapt by integrating systems that support elderly care. This transition requires a nuanced understanding of older residents' unique needs and preferences, as they often require specialised services and support mechanisms to optimise their quality of life. Recognising these needs is essential for fostering a living environment that is not only safe but also enriching and supportive.

Additionally, community engagement initiatives and wellness programs play a crucial role in fostering belonging and mutual support among residents, contributing to a more cohesive living environment. To effectively address the multifaceted needs of the ageing population, property management professionals (Khan & Addo, 2024) must cultivate strategic partnerships with healthcare providers, social services, and community organisations. Such collaborations will facilitate the development of holistic approaches that address both the physical and emotional needs of older residents.

By embracing these evolving roles and responsibilities, property management not only enhances resident satisfaction but also plays a vital role in bolstering community resilience and sustainability. Integrating comprehensive and compassionate strategies will ultimately lead to thriving communities that honour the dignity and quality of life of all residents, particularly the elderly. (Sanderson & Read, 2020)

1.1 Current Landscape of Property Management Services

Property management encompasses a diverse range of responsibilities that can be categorised into seven fundamental areas: management, cleaning, maintenance and repairs, financial oversight, facilities management, human resources management, and legal services. Each domain presents distinct challenges and opportunities, requiring a comprehensive skill set from property management professionals. Effective day-to-day operations involve not only maintaining and enhancing physical amenities but also understanding the myriad legal, regulatory, and ethical frameworks that govern residential properties.

Property management staff bear the significant responsibility of fostering positive relationships with both colleagues and residents. This involves providing informed, professional guidance to address a wide array of concerns while staying attuned to ongoing developments within the community. The ultimate objective of property management is to cultivate environments that prioritise safety, health, comfort, cleanliness, and convenience for all occupants.

As resident needs continue to evolve, a holistic approach becomes increasingly vital. This perspective encourages integrating property management strategies with a focus on resident

care, especially for vulnerable populations such as the elderly. By adopting this comprehensive framework, property management can ensure it not only meets the property's operational demands but also enhances residents' overall quality of life. (Thompson, 2015)

1.2 Demographic Shifts in Ageing Populations

The World Health Organisation (WHO, 2015) categorises individuals aged 60 to 74 as 'young old,' those between 75 and 89 as 'older people,' and those aged 90 and above as 'longevity elderly.' This classification framework recognises the stages of ageing and highlights the distinct needs and characteristics of different age groups. Jurisdictions may also add further complexity to these definitions. For example, many Western nations consider individuals aged 45 to 64 to be entering a phase described as incipient old age, reflecting shifting perceptions of ageing in contemporary society. Conversely, in some developing countries, the parameters for defining old age are often more conservative, with thresholds commonly set at 50 years for women and 55 years for men.

In Hong Kong, a region distinguished by remarkably high life expectancy, these demographic trends underscore an urgent need for comprehensive welfare services tailored to an increasingly elderly population. According to reports from Japan's Ministry of Health, Labour and Welfare (2025), the average life expectancy in Hong Kong stands at 81.25 years for men and 87.32 years for women. These statistics indicate significant social and economic implications, requiring a proactive approach to public health and social welfare policies. This includes ensuring adequate healthcare services, social support systems, and resources to meet the diverse needs of the ageing population. As the demographic landscape continues to evolve, policymakers and stakeholders must address the challenges and opportunities of this shift to promote a healthy and dignified ageing experience for all citizens.

1.3 Elderly Welfare in Hong Kong

Elderly welfare in Hong Kong encompasses a diverse array of benefits provided by government and charitable organisations for citizens aged 65 and above. The Social Welfare Department plays a pivotal role as the authoritative body coordinating these welfare initiatives, which often extend to individuals aged 60 to 64 as well. Key services include healthcare, social support, and community initiatives—all designed to address the unique needs and challenges seniors face. (Lee & Park, 2020)

Moreover, there is a growing recognition of the vital connection between property management and elderly welfare. Enhancing property management services to incorporate comprehensive elderly care is not only advantageous but essential. This evolution in service delivery should include holistic support for daily living tasks, fostering community care structures that promote social interaction, and addressing both the material and spiritual needs of older adults.

By redefining traditional notions of care in residential settings, this approach can significantly improve seniors' quality of life. Integrated property management that prioritises elder welfare can create environments that are not only safe and supportive but also nurturing and engaging.

Ultimately, investing in these services reflects a commitment to enriching older adults' lives and ensuring they receive the care and respect they deserve in their later years.

1.4 Integrating Property Management with Elderly Care

The dynamic, evolving nature of property management services creates an opportunity to support a more integrated approach to elderly care. Effective integration can bring several benefits, including improved access to community services, stronger safety measures, and a more supportive living environment for older adults.

For instance, property management could collaborate with health care providers to deliver on-site physical and mental health resources that address the immediate needs of elderly residents. Moreover, maintenance and cleaning protocols could be tailored to reduce the risk of falls and other accidents commonly faced by seniors. This proactive approach would not only enhance residents' quality of life but also foster a sense of community and belonging, elements integral to the well-being of older populations.

Additionally, fostering intergenerational interactions can enrich the communal fabric of residential estates. Programs that encourage young residents to engage with elderly neighbours can break down barriers, promote mutual understanding, and enhance the social engagement necessary for a thriving community.

The evolution of property management services, alongside the demographic shift toward an ageing population, invites a critical exploration of the synergies between property management and elderly care. By recognising the unique challenges older adults face and implementing comprehensive support systems, property management can play a pivotal role in enhancing residents' quality of life. Integrating these services reflects a forward-thinking approach and underscores the importance of community-driven welfare. As we address the challenges of an increasingly ageing society, collaboration between property management and elderly care emerges as a vital avenue for sustainable community development. Emphasising the need for such integration will ensure that residential estates are equipped to meet the needs of all residents, fostering environments that are not only safe and comfortable but also supportive and nurturing for the elderly. (Ma, 2024)

1.5 Global Population Ageing: Trends, Implications, and Future Perspectives

Population ageing has emerged as a defining feature of contemporary global demographics. According to the World Health Organisation (WHO), older individuals are classified into distinct categories: those aged 60 to 74 are known as the “young-old,” individuals aged 75 and above are referred to as the “old,” and those aged 90 and above are categorised as the “oldest-old” or “long-lived elderly.” In Western countries, the categorisation diverges slightly, with the “early-old” stage encompassing ages 45 to 64, “old” from 65 to 89, and the “longevity” stage representing those aged 90 and above. In contrast, many developing countries define the old-age threshold at a younger age, typically 55 for men and 50 for women. Specifically, in China, current demographic classifications consider individuals aged 45 to 59 early-old, those aged 60 to 79 old, and those aged 80 and above longevity elderly.

The United Nations Population Fund (2021), in its annual report titled "State of World Population 2021," identifies a paradigm shift in global demographics towards an increasingly elderly population. This report underscores the growing number and proportion of older individuals across almost every nation. The ageing population presents multifaceted challenges and opportunities, necessitating a thorough understanding of the implications for public health, social policy, and economic frameworks.

As the WHO notes, it has recently revised life-stage classifications based on global physical health parameters and average life expectancy. Life is now conceptualised in five distinct stages: individuals under 44 are classified as youth; those aged 45 to 59 as middle age; individuals aged 60 to 74 as young-old; those aged 75 to 89 as old; and individuals aged 90 and above as longevity elderly. This new framework reflects a deeper understanding of health, vitality, and the varying needs of different age groups.

In terms of age structure, notable changes have been observed within the older population. Data from 2020 indicated that individuals aged 65 and above constituted 9.3 per cent of the global population. By the 2021 statistical cycle, this figure rose by 0.3 percentage points to 9.6 per cent. This upward trend highlights not only the growing share of older adults but also the demographic concentration in developed countries, which are seeing a more significant shift due to lower fertility rates and improved healthcare access.

The implications of population ageing are profound and far-reaching, signalling one of the most significant social trends of the twenty-first century (Tinker, 2002). This demographic shift could affect nearly every aspect of society, including labour and financial markets, consumer demand for goods and services such as housing and transportation, the sustainability of social security systems, and the dynamics of family structures and intergenerational relationships. As the proportion of older individuals in the population increases, policy frameworks must adapt to address the changing needs of this demographic group.

A primary driver of the rapid growth in the global ageing population is the increasing number of individuals of childbearing and survival age. This includes those who have benefited from advancements in healthcare, nutrition, and living conditions, leading to extended life expectancies. At the same time, fertility rates have declined in many parts of the world, alongside ongoing urbanisation and accelerated migration. These demographic shifts are expected to have considerable social and economic consequences, requiring urgent attention from policymakers, researchers, and stakeholders planning for future societal needs.

As older individuals make up a growing share of the population, their unique contributions and characteristics also deserve recognition. Older adults are often seen as a reservoir of knowledge and experience, which can be vital for community engagement and continuity. Moreover, the changing family structures associated with an ageing population may result in different caregiving dynamics, which could necessitate a rethinking of how societies allocate resources for elder care.

Population ageing also creates opportunities for innovation across sectors (Ma, 2024). For instance, the demand for age-friendly cities and infrastructure is likely to increase, prompting urban planners and architects to design spaces that accommodate the needs of older residents. Similarly, the healthcare industry may adapt by expanding services tailored to chronic

conditions prevalent among the elderly, fostering the development of preventive care programmes.

To fully harness the potential of an ageing population while addressing the accompanying challenges, a comprehensive and coordinated response is vital. This includes reevaluating social insurance programs, enhancing health services, and fostering policies that promote active ageing and lifelong learning. (Du et al., 2018)

Global population ageing is not merely a demographic statistic; it encapsulates a profound transformation with substantial implications for society. As the proportion of older individuals continues to rise, scholars, policymakers, and community leaders must work collaboratively to address the challenges and opportunities of this significant demographic shift. By doing so, societies can better prepare to embrace the realities of an ageing world, ensuring that older individuals are not only cared for but also valued as integral members of their communities. This holistic approach will ultimately contribute to societies' sustainability and resilience in the face of ongoing demographic change.

1.6 Hong Kong Life Expectancy and Elderly Welfare Context

Hong Kong has established itself as a global leader in life expectancy, frequently appearing among the top three regions worldwide. According to data released by Japan's Ministry of Health in July 2016, men residing in Hong Kong enjoy the highest average life expectancy globally, estimated at 81.25 years. Women in Hong Kong outpace their counterparts in Japan, attaining an average life expectancy of 87.32 years, thereby securing the highest ranking globally. This impressive statistic reflects several factors, including advances in healthcare, nutrition, and overall living conditions, which contribute to the region's remarkable longevity.

The Hong Kong Special Administrative Region (HKSAR) Government primarily oversees elderly welfare, with foundational support from numerous charitable organisations serving residents aged 65 and older. The Social Welfare Department serves as the principal authority coordinating and distributing elderly welfare services. Within the context of population censuses, the Census and Statistics Department defines individuals aged 65 and above as "elderly" or "senior citizens." While elderly services predominantly focus on this age group, some benefits extend to individuals aged 60–64, reflecting an inclusive approach to supporting a broader segment of the ageing population.

This demographic landscape highlights a critical trend in delivering services tailored to older adults. As the percentage of older residents rises, the need for comprehensive daily living support, enhanced home and community care services, and the fulfilment of both material and psychological needs grows. These considerations are pivotal to shaping the future direction of property management and services for this vulnerable demographic.

Like global trends, Hong Kong's population mirrors ageing. The latest population statistics from the Census and Statistics Department, reported in 2021, indicate that individuals aged 65 and older comprise nearly 13 per cent of the total population. As demographic shifts continue, projections predict a subsequent surge in the demand for elderly services. According to international classifications, a region is designated as an ageing society when the proportion of individuals aged 60 and above surpasses 10 per cent, or when the segment aged 65 and older

exceeds 7 per cent. Hong Kong has now surpassed these established benchmarks, further complicated by a significant decline in the local birth rate, which has plummeted from 3.5 per cent in the early 1990s to a mere 0.8 per cent by mid-2009.

Alongside these trends, mortality rates in Hong Kong have steadily declined from 1991 to 2021, contributing to an overall increase in average life expectancy. Currently, the average lifespan in Hong Kong is 79.7 years for men and 85.89 years for women. Hong Kong's transformation into an ageing society is marked by an average annual population ageing rate of 0.12 per cent.

A pivotal moment in understanding Hong Kong's demographic trajectory occurred on July 29, 2010, when the Census and Statistics Department unveiled population projections that anticipated ongoing ageing trends over the subsequent three decades. These estimates suggest that the population, which stood at approximately 7 million in mid-2009, will rise to about 8.89 million by mid-2039, indicating an average annual growth rate of 0.8 per cent. During the same period, the share of the population aged 65 and older is projected to rise considerably, from 13 per cent in 2009 to an estimated 28 per cent by 2039. The elderly population is expected to grow rapidly in the coming years, with projections indicating that the share of elderly individuals may reach 25 per cent by 2029. Interestingly, over this period, the proportion of individuals under 15 is projected to hover between 11 and 13 per cent, illustrating a profound demographic shift from a predominantly adult-driven population to one characterised by a larger elderly demographic.

The recognition of older individuals as valuable contributors to societal development is gaining traction. As the global population ages, many nations, including Hong Kong, are expected to face fiscal and political pressures related to public healthcare systems, pensions, and social security frameworks. These challenges underscore the need to develop sustainable strategies to meet the growing needs of the elderly population.

Given the unique physiological, psychological, and behavioural characteristics of older individuals, their material and spiritual needs diverge significantly from those of younger populations. For instance, older adults typically require more medical care and support services tailored to their specific needs. Consequently, the market catering to this demographic is expanding considerably, particularly in household services that aim to meet older adults' diverse needs.

Technological advancements, improved medical care, enhanced transportation options, and evolving media have collectively contributed to lower mortality rates and a corresponding increase in lifespan. Alongside these advancements, health awareness and well-being have increased across the general population. The challenge remains: society must prioritise helping older individuals lead healthy, dignified, and valued lives while strengthening their sense of belonging in the community (Wang et al., 2025).

To address these needs, it is essential to implement a broad range of services that create a safe, convenient, warm, and barrier-free living environment that responds to the physiological, psychological, and social needs of older adults (Majumder et al., 2017). This approach is fundamental to enabling older adults to navigate the complexities that arise throughout their lifecycle. Property management companies, in particular, are poised to play a crucial role in expanding their service offerings to encompass the intricate requirements of the ageing population. Transforming service models to meet this demographic's needs will not only

empower older adults but also foster a socially inclusive environment that honours the contributions of all community members.

1.7 The Nature of Elderly Services: An Examination of Current Trends and Future Directions

The rapid evolution of demographic profiles worldwide, as outlined in the United Nations Population Fund's *State of World Population 2021* report, highlights a significant societal transition towards an ageing population. As countries worldwide see an increase in both the number and proportion of older adults, it is imperative to scrutinise the implications of this demographic shift, particularly for elderly services. Statistical data from 2020 indicated that individuals aged 65 and above constituted 9.3% of the global population, and by 2021, this figure had risen to 9.6%. This upward trend is particularly pronounced in developed nations, where the elderly population is increasingly concentrated.

Population ageing is one of the most critical social transformations of the 21st century, with the potential to affect many facets of society, including labour markets, economic frameworks, demand for essential goods and services—such as housing, transportation, and social security—family dynamics, and intergenerational relationships. Several interrelated factors have driven this demographic change, including more people reaching reproductive age, notable shifts in fertility rates, rapid urbanisation, and rising migration. As these factors converge, they will have profound, far-reaching effects on societal structures.

Elderly services encompass a wide range of support systems designed to meet the diverse needs of older adults. These services may include health care, educational initiatives, psychological care and emotional support, and assistance with daily living. As individuals enter the later stages of life, they often experience declining physical health and bodily functions. Those who lose their ability to work due to illness or injury frequently encounter considerable challenges in self-care and social engagement. For older adults with inadequate financial resources, the struggle for daily living can intensify, leading to heightened psychological stress and diminished quality of life. Consequently, there exists a pressing need for comprehensive care and support mechanisms that engage multiple stakeholders—including family members, community services, and government agencies (Li et al., 2025).

To meet the diverse service needs of older adults, it is essential to provide personalised, targeted services that improve living conditions and enhance quality of life. This multifaceted approach should consider both material and psychological aspects of well-being, enabling older individuals to enjoy their later years in comfort and security. Effective management of elderly services necessitates continual innovation and adaptation; service providers must be willing to embrace new ideas, integrate advanced technologies, and optimise service delivery models. In doing so, it is crucial to create an environment that not only meets the basic needs of older adults but also nurtures their passion for life, hopes for the future, and opportunities for active social engagement.

Guiding the framework of elderly service management are the principles of "productive ageing," "gains in ageing," and "joy in ageing." These principles collectively aim to facilitate a rich, happy, and peaceful existence for older individuals while promoting healthy and active ageing.

This paradigm shift in the philosophy of elderly services reflects an understanding that addressing basic needs alone is insufficient. Rather, the goal should be to enhance the dignity and self-worth of older adults by acknowledging and addressing their higher-order needs (Stoodley & Conroy, 2024).

Achieving this goal requires substantial improvements across domains, including the physical environment and infrastructure, the professional competence of service staff, and refined standardised service processes. Older adults should receive services in welcoming environments equipped with advanced technological solutions and delivered by skilled professionals trained to work with this unique population. These enhancements not only improve accessibility and efficiency but also foster respect and dignity for older adults.

Critically, the evolution of elderly services must align with the principles of social inclusion and empowerment. Older adults should be encouraged to take an active role in shaping the services they receive, ensuring their voices are heard in planning and implementation. This participatory approach not only builds a sense of agency but also deepens understanding of older adults' specific needs and preferences, improving the relevance and impact of the services provided.

As societies continue to age, the dialogue around elderly care must evolve to address the complexities and challenges of ageing. Issues such as ageism, social isolation, and health disparities require systemic attention and innovative solutions. Policymakers, service providers, and community organisations must collaborate to design and implement strategies that promote an inclusive society where older adults have access to the resources they need to thrive (Liu, 2010).

In addition, public awareness campaigns that combat ageist attitudes and highlight the contributions of older individuals can play a crucial role in reshaping societal perceptions of ageing. By highlighting the unique experiences and strengths of older adults, these initiatives can foster a more positive and respectful view of ageing, encouraging intergenerational solidarity and cooperation.

Moreover, integrating technology into elderly services presents a significant opportunity to enhance service delivery and improve the quality of life for older adults. Telehealth, smart home technologies, and digital communication platforms are examples of innovations that can facilitate access to care and support while promoting social connection. However, service providers must ensure technology is used inclusively and does not inadvertently create barriers for people who are not proficient in using it.

Elderly services operate against the backdrop of an increasingly ageing global population. To fulfil the diverse and evolving needs of older adults, services must be tailored, comprehensive, and rooted in principles that promote dignity, respect, and empowerment. By embracing innovative practices and fostering collaboration among stakeholders, society can ensure that later life is characterised by richness, engagement, and well-being. Meeting the challenge of providing high-quality elderly services will not only benefit older individuals but also strengthen the social fabric of communities, contributing to a more inclusive and harmonious society for all generations (Lai, 2026).

1.8 Hong Kong's Ageing Population: A Comprehensive Analysis of Demographics and Implications for Service Provision

Hong Kong is currently undergoing a significant demographic shift characterised by a rapidly ageing population. The latest data from the Hong Kong Census and Statistics Department, published in 2021, indicates that people aged 65 and older make up nearly 13% of the total population. This alarming trend is not merely a statistical anomaly; it is a profound societal transformation that requires urgent attention and action in providing and managing elderly services.

Internationally, an ageing society is defined by certain demographic thresholds: namely, when the proportion of individuals aged 60 and above exceeds 10%, or when the percentage of those aged 65 and older surpasses 7%. Hong Kong far exceeds these thresholds, underscoring the urgency of adapting to the emerging social landscape. Over recent decades, Hong Kong's crude birth rate has plummeted, falling from 3.5% in the early 1990s to just 0.8% by the mid-2000s. This decline is accompanied by a corresponding drop in mortality rates, contributing to higher average life expectancy. As of the latest figures, average life expectancy stands at 79.7 years for males and 85.9 years for females. These changes signify not only a demographic shift but also pose major challenges for healthcare, social welfare, and housing for the ageing population.

In this context, the average annual growth rate of the ageing population has stabilised at about 0.12 percentage points since Hong Kong transitioned into an ageing society. This steady growth suggests that the proportion of elderly individuals will continue to rise, intensifying demand for comprehensive, tailored elderly services. As such, stakeholders in the public and private sectors must collaborate to provide adequate resources and services for this demographic group.

At the same time, it is essential to recognise the transformative changes occurring within the property management sector in response to these societal shifts. Property management practitioners must remain vigilant and responsive to market trends to offer diverse, relevant value-added services as consumer needs evolve. The traditional remit of property management—often limited to security, maintenance, and cleaning services—no longer suffices to address the complexities of an ageing population. The sector's adaptation requires incorporating innovative solutions such as internet-enabled functions, centralised computerised monitoring systems, and robust knowledge management frameworks. These elements are increasingly critical as property management expands to accommodate the specific needs of elderly residents.

Currently, approximately 800 property management companies operate in Hong Kong—a territory characterised by high population density and an intensely competitive marketplace. In this dynamic environment, property management firms must consistently embrace innovation and diversify their service offerings to remain viable. A particularly promising avenue for growth is providing specialised services for older adults. By strategically developing and delivering services tailored to the elderly demographic, property management companies can not only strengthen their market competitiveness but also help address a pressing social need.

When considering ways to provide services for the elderly, property management companies may explore several key areas of focus. First, developing accessible, age-friendly living environments that support elderly residents' mobility and autonomy is paramount. This may

include barrier-free access, assistive technologies, and community spaces designed to foster social interaction among residents.

Moreover, property management companies could introduce support services ranging from health and wellness programs to emergency response systems, enhancing the quality of life for elderly residents. Collaborating with healthcare providers to offer routine health screenings and wellness workshops can facilitate preventative care and promote healthy lifestyles among the ageing population (Chen, 2009).

Additionally, fostering community engagement is vital. Companies can develop programs that encourage intergenerational interaction, bridging the gap between youth and the elderly. Such initiatives not only enrich the lives of elderly individuals but also cultivate a sense of community and belonging that is crucial in combating social isolation.

Overall speaking, Hong Kong's rapidly ageing population presents both a formidable challenge and a unique opportunity for property management companies. As the population composition evolves, these firms must use innovative strategies to diversify their services and improve elderly residents' living conditions. By prioritising the development of age-friendly environments and specialised elderly services, property management practitioners can play a pivotal role in shaping a responsive and inclusive society that addresses the needs of all its members. This proactive approach will not only ensure the sustainability of property management businesses in a competitive landscape but will also contribute positively towards the welfare and dignity of Hong Kong's ageing citizens (Cheng et al., 2013).

1.8.1 Population and average annual growth rate, 1991–2021

The following table summarises Hong Kong's population size and average annual growth rates over consecutive five-year intervals. This data is sourced from the Census and Statistics Department, specifically the 2021 Population Census Office. The information outlines demographic trends and enables analysis of population dynamics in the region. By examining these growth rates, researchers and policymakers can better understand the factors driving population change and make informed decisions on urban planning, resource allocation, and social services. This summary is an essential tool for interpreting Hong Kong's evolving demographic landscape.

Table 1: Hong Kong's population size and average annual growth rates

Year	1991	1996	2001	2006	2011	2016	2021
Population	5,674,114	6,412,937	6,708,389	6,864,346	7,071,576	7,336,585	7,413,070
Net increase	—	543,442	295,452	155,957	207,230	265,009	76,485
Avg annual growth rate (preceding 5 yrs, %)	0.6	1.8	0.9	0.4	0.6	0.7	0.2

Notes:
(1) This figure includes 151,833 Hong Kong residents who were temporarily away from Hong Kong at the time of the March 1991 population census.
(2) These figures were compiled using the 'resident population' approach.
(3) These figures were compiled on the basis of the number of Hong Kong residents (including residents temporarily away from Hong Kong) at the time of the population census / by-census. On this basis, the population at the 1996 population by-census was 6,217,556.
Source: 2021 Population Census Office, Census and Statistics Department, Government of the Hong Kong Special Administrative Region.

Hong Kong's demographic landscape has changed significantly over the past three decades, as population grew from about 5.67 million in 1991 to 7.41 million in 2021. Growth was most pronounced in the mid-1990s, with an average annual growth rate of 1.8%. However, this trajectory has since slowed significantly. The five-year period from 2016 to 2021 marked a pivotal shift, with the lowest recorded average annual growth rate of just 0.2%. This decline can be attributed to various factors, notably persistently low fertility rates and the profound impacts of external variables, including the global pandemic.

Stagnant population growth is further compounded by an evolving internal age structure, which shows a marked shift toward older demographics. As life expectancy increases and birth rates remain low, the implications for social policies, healthcare systems, and economic sustainability are profound. This demographic shift requires urgent attention from policymakers to address the challenges of an ageing population, ensure adequate resources, and develop strategies that foster a balanced and resilient demographic profile for the future.

1.8.2 Population by Age Group and Gender, 2019–2021

To examine demographic trends from 2019 to 2021, it is essential to consider mid-year and end-year population figures segmented by five-year age groups and gender, as detailed in Table 2 of the original thesis. This narrative highlights the significant structural changes observed across these periods, emphasising their implications for various sectors, particularly property management and social services.

One notable trend is the contraction of younger age groups, specifically those aged 0 to 14 years. The 0–4 age group declined significantly, from 261.5 thousand in mid-2019 to approximately 221.2 thousand by the end of 2021, according to provisional data. Similarly, the 5–9 age group declined from 309.7 thousand to 283.1 thousand over the same period. This downward trend raises concerns regarding birth rates and could signal broader socioeconomic shifts, including urban migration and changes in family planning behaviours, which may fundamentally alter community dynamics and the demand for services tailored to younger populations.

Conversely, older age groups grew notably during this period. Specifically, the population in the 60–64 age group increased from 585.5 thousand in mid-2019 to even higher levels by the end of 2021. The broader 65+ demographic has similarly continued its upward trajectory. These increases can be attributed to improvements in healthcare and living standards, which have contributed to longer life expectancies. As society faces an ageing population, it is crucial to consider the implications of this shift, particularly how it influences labour markets, healthcare provision, and social support systems.

The working-age population, which generally comprises individuals aged 25 to 59 years, remains substantial in absolute numbers. However, early signs of cohort progression are becoming apparent as the substantial post-war and early 1960s birth cohorts transition into older age categories. This phenomenon indicates a demographic shift that could create challenges and opportunities for various sectors. For instance, with a shrinking base of younger workers, the working-age population may face increased pressure to support social security systems and maintain economic productivity.

These observed shifts in age structure have direct and far-reaching implications for property management and urban development. Estates originally designed and occupied by young families from the 1970s through the 1990s are now experiencing a demographic shift, with a growing proportion of residents ageing in place. This requires reevaluating physical environments, communal facilities, and service offerings to ensure they remain suitable and appealing to changing demographics.

To accommodate the needs of an ageing population, property management strategies must adapt. This may involve redesigning living spaces to improve accessibility, ensuring common areas support social interaction and engagement among older adults, and providing services that support independent living. Moreover, urban planners and developers must consider factors such as proximity to healthcare facilities, public transportation accessibility, and availability of recreational spaces to foster an inclusive environment for all age groups.

The demographic analysis of the population by age group and sex from 2019 to 2021 reveals significant trends that necessitate a comprehensive understanding of their implications. The contraction in younger age groups coupled with the growth of older populations presents both challenges and opportunities for society. Policymakers, urban planners, and property managers must respond effectively to these changes to keep communities vibrant and inclusive, providing a high quality of life for all residents, regardless of age. Moving forward, it is crucial to adopt a proactive approach in adapting to these demographic shifts to foster sustainable communities for the future.

Table 2: Population by sex and age group (number, '000; both genders)

Age group	2019 mid-year	2019 end-year	2020 mid-year	2020 end-year	2021 mid-year	2021 end-year (*p)
0 – 4	261.5	255.2	246.7	236.6	229.0	221.2
5 – 9	309.7	307.9	303.1	293.5	289.4	283.1
10 – 14	281.3	286.4	286.1	291.5	289.4	291.9
15 – 19	281.6	280.6	270.5	263.1	264.9	277.3
20 – 24	397.8	381.9	365.8	344.2	326.2	324.0
25 – 29	490.1	486.4	480.0	465.3	458.4	447.9
30 – 34	555.7	552.8	546.2	535.9	527.0	519.4
35 – 39	609.5	608.2	604.4	592.5	587.7	575.1
40 – 44	572.7	576.9	579.7	583.4	586.6	584.2
45 – 49	592.9	596.0	591.1	582.3	583.0	576.1
50 – 54	589.8	578.3	575.9	575.1	575.2	572.6
55 – 59	652.3	654.5	645.0	633.1	630.9	618.7
60 – 64	585.5	595.9	605.1	612.9	613.9	614.4
65 – 69	450.9	459.0	465.9	475.6	492.2	507.7
70 – 74	310.4	329.2	342.5	359.4	370.8	381.6
75 – 79	188.3	187.9	184.8	188.2	197.1	209.7
80 – 84	171.9	171.5	170.1	169.8	165.2	162.6
≥ 85	206.0	211.9	218.1	224.3	226.2	235.6
All ages	**7,507.9**	**7,520.5**	**7,481.0**	**7,426.7**	**7,413.1**	**7,403.1**

Notes: Figures from 1961 to 1995 were compiled using the 'broad-de facto' method, while those from 1996 onwards were compiled using the 'resident population' method. The 2021 Population Census, conducted between June and August 2021, provided a benchmark for revising the population figures compiled since the 2016 population by-census; the figures from end-2016 to mid-2021 have been revised accordingly.
- *p: Provisional figures.
- Source: Demographics Section (1), Census and Statistics Department. Release date: 28 February 2022.

1.8.3 Vital Events and Life Expectancy, 2018–2021

The section provides a comprehensive summary of key demographic trends over a recent four-year period. It highlights key vital events, such as births, deaths, and migration, and presents period life expectancy statistics. This information is adapted from Table 3 of the original thesis compiled by the Census and Statistics Department and offers valuable insights into population health and longevity trends essential to understanding social dynamics within the community.

Table 3: Key Demographic Trends

Year	Births ('000)	YoY % change	Crude birth rate (‰)	Total fertility rate	Deaths ('000)	YoY % change	Crude death rate (‰)	LE at birth Male	LE at birth Female
2018	53.7	–5.0	7.2	1,080	47.4	+1.2	6.4	82.3	87.6
2019	52.9	–1.6	7.0	1,064	49.0	+3.3	6.5	82.4	88.1
2020	43.0	–18.6	5.8	883	50.7	+3.5	6.8	83.4	87.7
2021 (p)	37.0	–14.0	5.0	774	51.2	+1.0	6.9	83.0	87.7

Notes: (p) = provisional. Total fertility rate is expressed per 1,000 women. Life expectancy (LE) at birth is given in years. Source: Census and Statistics Department, Population Statistics Section (1), published 28 February 2022. Figures from 1996 onwards are compiled on the "resident population" basis. Certain earlier series used a "broad definition of the moment" approach. Revisions were made after the 2021 Population Census benchmark.

Table 4: Deaths and Life Expectancy

Year	Crude death rate (per 1,000 population)	Rate of change over preceding year (%)	Deaths ('000)	Life expectancy at birth, male (years)	Life expectancy at birth, female (years)
2018	**6.4**	**+1.2**	**47.4**	**82.3**	**87.6**
2019	**6.5**	**+3.3**	**49.0**	**82.4**	**88.1**
2020	**6.8**	**+3.5**	**50.7**	**83.4**	**87.7**
2021 (*p)	**6.9**	**+1.0**	**51.2**	**83.0**	**87.7**

Notes: Population-related figures from 1961 to 1995 were compiled using the 'broad-de facto' method, while those from 1996 onwards were compiled using the 'resident population' method. The 2021 Population Census, conducted between June and August 2021, provided a benchmark for revising the population figures compiled since the 2016 population by-census; population-related figures from 2017 to 2020 have been revised accordingly.

(1) Excluding female foreign domestic helpers.

(2) Fertility rates from 1981 onwards are compiled using a denominator that excludes female foreign domestic helpers. The total fertility rates shown in this table may differ from earlier figures, partly because the coverage of babies born in Hong Kong to Mainland women used in compiling the total fertility rate has been revised; babies born in Hong Kong to Mainland women travelling on Chinese permits (where the spouse is a Hong Kong resident) are now included.

(3) The ratio of the population aged under 15 to every 1,000 persons aged 15 to 64. (4) The ratio of the population aged 65 and over to every 1,000 persons aged 15 to 64. (5) The ratio of the combined population aged under 15 and aged 65 and over to every 1,000 persons aged 15 to 64.

- *p Provisional figures.
- Source: Demographics Section (1), Census and Statistics Department. Release date: 28 February 2022.

Analysis of vital-events data reveals two significant and interrelated demographic trends with profound implications for population dynamics. Births have declined substantially, falling from 53.7 thousand in 2018 to a provisional 37.0 thousand in 2021. This notable decrease can be attributed to several factors, including delayed childbearing, a decreasing desire for larger

families, and the societal disruptions brought about by the COVID-19 pandemic. Correspondingly, the crude birth rate has declined from 7.2 to 5.0 per thousand population, while the total fertility rate has also fallen to 774 per 1,000 women, down from 1,080 in 2018 (Alizadeh et al., 2023).

Conversely, deaths have increased modestly over the same period. Despite this uptick, life expectancy remains impressively high, at approximately 83 years for males and 87.7 years for females, according to the latest data. The juxtaposition of low fertility rates alongside elevated longevity creates a classic demographic scenario indicative of population ageing. This phenomenon raises critical questions regarding potential socio-economic impacts, such as shifts in labour market dynamics, increased pressure on pension systems, and the need for adaptive health care resources to address an ageing population. As such, understanding these trends is essential for developing effective public policies and strategies that respond to the challenges and opportunities presented by an ageing demographic landscape (Krause, 2018).

1.8.4 Population Projections for Hong Kong to 2039: Implications and Considerations

As reported by the Census and Statistics Department on July 29, 2010, Hong Kong's demographic landscape is expected to undergo significant transformations over the next three decades, reflecting a dramatic ageing trend. The projections indicate that Hong Kong's population, approximately 7 million in mid-2009, is expected to swell to about 8.89 million by mid-2039, translating to an average annual growth rate of 0.8%.

A critical aspect of these projections is the anticipated rise in the proportion of older individuals within the population. Specifically, the share of those aged 65 and above is forecast to rise markedly from 13% in 2009 to 28% by 2039. This upward trajectory signifies a profound demographic shift, with the ageing process perceived as historically moderate until 2019, whereupon it accelerated significantly, reaching 17%. Experts predict that the pace of ageing will not only continue but will quicken in the subsequent decade, with projections suggesting that 25% of the population will be over the age of 65 by 2029. Meanwhile, the share of individuals aged under 15 is expected to stabilise, remaining in a narrow range of 11-13%.

These figures underscore a substantial transition in Hong Kong’s demographic framework, steering the population toward a predominantly elderly demographic. Such shifts in age structure require a re-evaluation of societal views of older individuals, who should increasingly be seen as active contributors to the community rather than merely a financial burden to support. Nevertheless, the growing elderly population poses complex fiscal and political challenges for local governments, particularly around public health systems, pensions, and social security frameworks.

The unique physiological, psychological, and behavioural characteristics of older adults mean their needs differ significantly from those of younger age groups. As individuals age, they typically require more medical care and related services. In turn, the market for elderly services is expected to expand considerably, driven by both the growing number of older adults and the increasing complexity of their health and social needs. Furthermore, demand for tailored household services designed specifically for older adults is rising sharply, reflecting a broader

societal shift toward recognising the unique experiences and challenges this demographic faces (Majumer et al., 2017).

This phenomenon is also driven by ongoing advances in technology, medicine, transportation, and media, which have lowered mortality rates and extended life expectancy. As a result, the conceptualisation of health and wellness has evolved, increasing demand for environments that support older adults' well-being.

Policies and services for this growing demographic should focus on promoting healthy, respected, and valued lifestyles for older adults. This includes strengthening their sense of belonging in the community and providing a diverse range of services that help create safe, convenient, warm, and barrier-free living environments. These environments should address the multifaceted physiological, psychological, and social needs of older adults, supporting lifestyles that allow them to thrive.

With adequate support, older adults can lead rich, fulfilling lives that contribute to the fabric of society. This requires a proactive approach to service provision, requiring involvement from diverse sectors, including healthcare, social work, urban planning, and property management. The link between population ageing and property management services cannot be overstated, as the scope of services provided by property management companies will likely expand to meet older residents' needs. This involvement may include accessibility modifications, community engagement initiatives, and integrating technology to support daily life.

To respond effectively to the challenges posed by an ageing population, policymakers and service providers must prioritise collaborative efforts that address the underlying issues of age-related exclusion. Investment in research and data collection regarding the needs of older adults will be crucial in developing evidence-based policies and frameworks tailored to this demographic (González-Baldovinos et al. 2025).

Additionally, implementing educational programmes that foster intergenerational understanding and collaboration can help bridge the perception gap between younger and older populations. As workforce dynamics evolve, valuing the experience and knowledge of older individuals will be paramount to ensuring they are integrated meaningfully into society rather than sidelined.

As Hong Kong faces the challenges of an ageing population, all stakeholders—including government entities, the private sector, and civil society—must adapt their strategies and practices to this changing demographic reality. Acknowledging the complexity of the elderly experience and responding with compassion and foresight will not only enhance the quality of life for older citizens but will also strengthen the overall health of the community. As we move toward 2039 and beyond, the commitment to fostering a society where all individuals, regardless of age, are respected, valued, and integrated will define the social fabric of Hong Kong's future (Cheng, 2013).

1.9 Implications for Property Management in Elderly Services

As societies progress and populations age, the imperative to develop effective elderly services becomes increasingly pronounced. These services span many domains, including healthcare,

education, psychological support, and daily living assistance. A significant aspect of ageing is the gradual decline in physical capabilities many older adults experience, often worsened by illness or injury, which can reduce independence. This declining independence often limits their ability to care for themselves, work, or participate in social activities, increasing the risk of isolation and distress. Moreover, economic insecurity intensifies these challenges, creating compounded psychological and emotional stress that profoundly affects their overall quality of life.

In light of these considerations, older adults need immediate, multi-faceted, and comprehensive care that involves collaboration among families, communities, and government bodies. Traditional care models are proving inadequate in addressing the unique and evolving needs of the elderly population. To enhance the material and spiritual well-being of this demographic, service providers must develop and implement diversified, personalised, and precise services that meet individual needs and circumstances.

Service managers within the elderly care sector must embrace innovative approaches that integrate contemporary concepts and technologies into their service delivery models. Improving living conditions is vital; however, an equally pressing need is to cultivate an environment that encourages older adults to stay engaged with life and maintain a forward-looking perspective. Strategies for elderly service management must be guided by the principle that older adults have meaningful activities, opportunities for growth, and avenues for enjoyment throughout their later years.

Such an inclusive approach not only enriches the lives of elderly individuals but also promotes healthy and active ageing. Furthermore, as societal structures and philosophical understandings of elderly care evolve, it becomes essential to uphold the dignity and agency of older adults, ensuring that their higher-level needs—such as belonging, esteem, and self-actualisation—are met. This includes improving facilities, enhancing staff competence, and refining standardised service-delivery processes, all of which contribute to high-quality services characterised by pleasant surroundings, advanced equipment, and professionally adept care.

The transformation within the property management industry indicates that practitioners must remain vigilant and responsive to emerging market trends. No longer confined to traditional roles—such as security, maintenance, and cleaning—property management can and should leverage opportunities to provide value-added services tailored to older adults. In densely populated urban environments, such as Hong Kong, where there are an estimated 800 property management companies, the need for innovation is acute. Companies must differentiate themselves through creative, diverse service offerings that respond not only to older residents' immediate needs but also to their aspirations for a fulfilling, engaging day-to-day experience.

One promising avenue for the property management industry is developing specialised services for older adults. Integrating technology, such as internet-based management systems and central monitoring solutions, into property management operations can significantly improve older adults' quality of life. By using smart technology, property managers can improve communication, streamline service requests, and better monitor safety and health parameters within residential facilities (Leung & Liang, 2019).

Additionally, property management entities can collaborate with local healthcare providers, community organisations, and educational institutions to create a support network that

addresses the comprehensive needs of older adults. This holistic model can encompass everything from regular health screenings and community engagement activities to skill-based workshops and recreational opportunities, thereby promoting a culture of active participation among older residents (Li, 2007).

Moreover, creating spaces that are not only functional but also inviting and accessible for older adults plays a critical role in their overall well-being. Thoughtful design in both private and communal areas can encourage social interaction and physical activity, which are essential components of healthy ageing. For example, gardens, walking paths, and communal dining areas can foster community spirit, helping older adults build relationships and share experiences.

To this end, investing in training and development programs for staff in elderly services is paramount. Ensuring caregivers and service personnel have the skills and empathy to deliver compassionate, individualised care is crucial. Continuous professional development can help staff stay informed about the latest best practices and innovations in elder care, empowering them to provide exemplary service and remain attentive to the evolving needs of the elderly population.

The development of elderly services represents not just a growing sector but a critical responsibility for property management companies. By prioritising innovative service offerings, embracing technology, and advocating for the dignified treatment of older adults, the industry can contribute significantly to creating rich and fulfilling lives for elderly individuals. Embracing this direction offers promising prospects for property management practitioners, enabling them to navigate the challenges of an ageing population while fostering a vibrant, engaged community for older adults. A paradigm shift toward comprehensive elderly care can improve quality of life, longevity, and well-being, reflecting the dignity and potential of this invaluable segment of society (Occhiuzzi & Pasinetti, 2017).

CHAPTER 2 – Literature Review

Research in property management has predominantly focused on operational efficiencies, tenant relations, and property maintenance. However, a critical dimension that remains largely underexplored is the specific needs of the elderly population within this sector. Recent demographic trends indicate a significant rise in the elderly population, underscoring the pressing need to address the unique challenges and requirements ageing individuals face in their living environments.

This study aims to fill this research gap by systematically organising and analysing the existing literature on elderly services, specifically home-based support, leisure activities, and safety considerations in property management contexts. Through a comprehensive review of these aspects, this research seeks to identify effective strategies and best practices that can enhance the living experiences of elderly tenants. By focusing on these elements, the study will illustrate how property management practices can be adapted to foster inclusivity and support for this vulnerable population.

Furthermore, the findings are expected to contribute to the development of robust frameworks that address the practical living needs of elderly residents while promoting their social and emotional well-being. This holistic approach is essential to creating a residential environment responsive to the complexities of ageing. The ultimate goal is to show property management professionals and stakeholders the need to tailor services and facilities to the evolving needs of an ageing society. By integrating these insights, property management can become more inclusive, enhancing the quality of life for elderly tenants and promoting a sense of community within residential settings.

2.1 Home-Based Elderly Services

Home-based services are pivotal in supporting elderly individuals as they age in place, a concept that emphasises allowing older adults to remain in their homes while receiving necessary assistance. A successful home-based support system includes personal care, meal preparation, housekeeping, and health monitoring. These services not only help maintain elderly residents' physical environment but also support their overall well-being by promoting independence and self-sufficiency.

According to research conducted by the World Health Organisation (WHO), maintaining independence is a crucial factor in the mental and emotional health of older adults (WHO, 2015). Home-based services can significantly reduce feelings of isolation and helplessness that may accompany ageing. By offering tailored assistance, property management can ensure elderly residents receive the support they need to keep participating in their communities while managing daily responsibilities. Community-based programs and partnerships further reinforce this social embeddedness by fostering connections among older adults.

Effective communication and collaboration between property management teams and local service providers are also essential. Incorporating resources such as health care agents or social workers into the property management framework could improve service delivery and outcomes for elderly residents. By prioritising individualised care and integrating community

resources, property managers can create a supportive environment that acknowledges and meets the nuanced needs of their older tenants.

2.2 Leisure Activities and Social Support

Leisure activities play an instrumental role in facilitating social support among older adults, which, in turn, has significant implications for their physical and mental health. The gerontological literature has well documented the relationship between social engagement and well-being. Social support can buffer challenging times by providing elderly individuals with a network of emotional and practical assistance that mitigates stress and enhances resilience (Zhou & Zhuang, 2000).

Engaging elderly residents in leisure activities—cultural, recreational, or educational—can strengthen a sense of community and belonging. As older adults share interests and hobbies, they forge interpersonal connections that alleviate loneliness and isolation, which are prevalent in this demographic. Bowling (1997) emphasises that informal social networks provide older adults with essential emotional and practical support, leading to enriched life satisfaction and improved mental health outcomes.

To support social interaction, property management should consider programming that encourages community involvement. Organising events such as art classes, book clubs, fitness programs, and communal meals can foster connections among residents, build a strong sense of belonging, and encourage mutual support. Additionally, leveraging technology by creating online platforms where residents can connect and participate in virtual events addresses physical mobility barriers while promoting social engagement.

2.3 Elderly Safety

Safety is non-negotiable for older adults living alone or in communal settings, as environmental hazards can significantly compromise their health and well-being. A study by Hsiao (2007) found that about one-third of seniors reported being unable to manage falls or injuries independently. Alarmingly, 10% of those surveyed said they would struggle to find assistance in emergencies. This data underscores the urgent need for property management to prioritise safety measures tailored to older adults.

To address these safety concerns, property management should evaluate and enhance the physical environments of their communities. Features such as well-lit hallways, non-slip flooring, handrails, and accessible emergency systems are critical to ensuring elderly residents can navigate their living spaces confidently and safely. Furthermore, establishing emergency-response protocols—including regular drills and staff training—can ensure residents are equipped to handle unforeseen situations effectively (Dorri et al., 2023).

Beyond physical adaptations, fostering a culture of safety involves encouraging open communication about safety concerns among residents and staff. Regular surveys or feedback sessions can give elderly tenants a platform to voice safety concerns, allowing property managers to identify and address potential hazards proactively. Through ongoing interaction,

property managers can build trust and responsiveness, which are vital to prioritising older adults' safety and well-being.

This study underscores the need to integrate services for older adults into property management practices. By focusing on home-based assistance, fostering engaging leisure activities, and prioritising safety measures, property management can significantly enhance the quality of life for elderly residents. As the population ages, property managers must embrace innovative practices and collaborate with community resources to meet this demographic's evolving needs. Addressing these gaps not only fulfils a societal obligation but also enriches community life, contributing to a holistic approach that values the dignity and involvement of older adults. Through concerted efforts in these areas, property management can create environments where elderly individuals thrive, ensuring their needs are acknowledged and met with compassion and professionalism.

2.4 Leisure Activities and Social Support in Older Adults

Social support plays an indispensable role in enhancing older adults' physical and mental well-being. As individuals age, they often encounter various challenges, including psychological stress stemming from health issues, social isolation, and the loss of loved ones. Research by Zhou and Zhuang (2000) highlights that social support acts as a critical buffer against these psychological pressures, helping safeguard older adults' overall well-being. This support can be derived from diverse sources, including family members, friends, and other informal social networks. Such interactions are integral to older individuals feeling valued, secure, and connected within their communities.

As societal structures change and families become more dispersed, these informal social connections grow in importance. Bowling (1997) points out that older adults often rely heavily on informal networks, which become increasingly integrated into their daily lives. These connections provide them with a vital source of emotional support, practical assistance, and companionship, ultimately contributing to their resilience in coping with the challenges associated with ageing.

Engaging in leisure activities also helps cultivate social support among older adults. Participation in community events, clubs, and group activities not only fosters social interaction but also promotes physical health, as many leisure pursuits incorporate elements of physical exercise. Thus, engaging in leisure activities not only combats social isolation but also catalyses improved mental health outcomes. The dual benefits of leisure activities underscore the need to promote active engagement and social participation for older adults as part of a holistic approach to ageing.

Furthermore, integrating social support systems with leisure activities can lead to innovative solutions that improve quality of life for older adults. Community programs designed to encourage social interaction through structured leisure activities can significantly improve both mental and physical health outcomes. By fostering environments that promote these connections, society can help older adults navigate the complexities of ageing with greater ease and dignity.

2.5 Elderly Safety and Emergency Response Systems

Ensuring the safety and well-being of older adults is paramount in any discussion related to ageing. A pivotal study by Hsiao (2007) found that about one-third of older adults reported being unable to manage falls or injuries at home independently. Additionally, 10% expressed concerns about their ability to quickly find assistance during emergencies. These findings underscore the need for effective emergency response and reporting systems tailored to the unique needs of older adults.

As the ageing population continues to grow, addressing safety concerns becomes increasingly urgent. Designing responsive emergency systems that account for older adults' specific vulnerabilities is essential. This includes not only readily accessible emergency contacts but also technologies such as fall-detection sensors and wearable emergency alert devices. Integrating these technologies can significantly enhance older adults' safety, helping them maintain independence while ensuring help is readily available when needed.

Moreover, community partnerships play a vital role in building robust safety networks. Local governments, healthcare providers, and community organisations must collaborate to strengthen existing frameworks for older adults' safety. These partnerships can facilitate community education initiatives focused on fall prevention, emergency preparedness, and effective communication of personal safety concerns to family members and caregivers. In doing so, older adults can feel empowered and secure in their living environments, thereby improving their overall quality of life.

2.6 Property Management and Its Role in Elderly Care

Property management encompasses a wide array of characteristics, as Chen (2004) notes: integrativeness, operational nature, planning nature, and professionalism. Effective property management emphasises the interaction between individuals and their living environments while facilitating coordination among people, community resources, and the physical properties they inhabit. With the ageing population in mind, integrating elderly care services into property management is emerging as a significant trend for future development.

Technological advancements are rapidly transforming the living conditions of older adults, allowing even those in their 70s and 80s to exhibit considerable vitality. Consequently, it is crucial to shift the prevailing societal narrative surrounding ageing. Older adults should not be viewed as a burden but as active contributors to society, with substantial market potential (Chen, 2009). Emphasising this perspective can lead to a more inclusive approach to elderly care, wherein property management systems can evolve to accommodate the unique needs of older residents.

Innovative property management solutions can significantly enhance older adults' living experiences. This includes designing age-friendly housing developments equipped with features such as universal design, easy accessibility, and proximity to essential services. Integrating elderly care services into property management frameworks can create an environment that supports older adults' autonomy while providing necessary assistance and opportunities for social engagement.

Moreover, it is essential to recognise the importance of community-focused property management strategies. By fostering neighbourhoods that encourage social engagement and interactions among residents, property managers can play a pivotal role in enhancing social support networks. This emphasis on community cohesion can improve mental health outcomes and quality of life for older residents, ultimately benefiting society as a whole.

The interplay between leisure activities, social support, elderly safety, and property management underscores the multifaceted nature of ageing. By recognising the significance of social connections and prioritising safety through innovative systems, society can empower older adults to lead fulfilling lives. Additionally, evolving property management practices to integrate elderly care services will be crucial in shaping a future where older adults are not only valued members of society but also active participants in their communities. As we move forward, a collective effort is required to enhance the quality of life for older adults, fostering environments where they can thrive, engage, and contribute meaningfully to society.

This literature review emphasises the critical significance of understanding elderly services through the lens of property management, particularly in light of the demographic shift towards an ageing population. As the number of older adults continues to rise, it is imperative to develop effective strategies that address their unique needs and challenges.

Integrating home-based support mechanisms, leisure activities, and safety considerations is essential for enhancing the overall quality of life for older adults. A multifaceted approach that incorporates the expertise of healthcare providers, community organisations, and property management professionals is vital to creating comprehensive support systems tailored to this demographic. This collaboration ensures the services provided are not only effective but also responsive to the evolving needs of older adults.

Moreover, fostering an environment that promotes active engagement and meaningful interactions is crucial. Property management plays a pivotal role in encouraging social connectivity among residents, which can combat the isolation many older adults feel. By nurturing a sense of community, property management can enhance individual well-being and reinforce social responsibility within the broader context of elderly care.

In summary, this review underscores the importance of continuous innovation and collaborative efforts among stakeholders in the field. It lays a solid foundation for future research and practice aimed at improving older adults' lives. By prioritising their well-being, we not only enrich their individual experiences but also cultivate stronger, more resilient communities that embrace and support our ageing population.

CHAPTER 3 – Theoretical Framework and Research Propositions

Integrating elderly services into property management has emerged as an increasingly important research topic in response to rapid population ageing and growing demand for community-based care. As traditional family support structures evolve and public healthcare systems face mounting pressures, innovative approaches are needed to help older adults maintain independence, dignity, and quality of life within their residential communities. Property management organisations are uniquely positioned to contribute to this objective because of their continuous operational presence within residential estates, their regular interaction with residents, and their responsibility for maintaining both the physical and social living environment. The survey findings and expert interviews in this study indicate strong support for expanding property management beyond conventional maintenance and security to include elderly-oriented services such as home-care assistance, emergency support, social engagement programmes, healthcare information, and smart living solutions. These developments suggest a need for a robust theoretical framework that explains how property management can contribute to ageing-in-place, community well-being, and service innovation. Accordingly, this study draws on relevant theoretical perspectives to establish the conceptual foundation for analysing the integration of elderly services into property management and to develop the research propositions that guide the investigation

3.1 Theoretical Framework

The rapid ageing of populations worldwide has shifted elderly care from a purely social welfare concern to a multidisciplinary issue involving urban planning, housing, healthcare, community development, and property management. In Hong Kong, demographic trends indicate a substantial increase in the proportion of older persons due to declining fertility rates and increasing life expectancy, creating growing demand for age-friendly residential environments and community-based support services. The thesis argues that property management organisations are uniquely positioned to respond to this challenge because of their continuous presence within residential communities, their direct interaction with residents, and their responsibility for maintaining the physical and social living environment (Jeste et al., 2016).

This study draws upon three complementary theoretical perspectives: Ageing-in-Place Theory**,** Social Support Theory**,** and Service Innovation Theory**.** Together, these perspectives provide a conceptual foundation for understanding how elderly services can be integrated into property management systems to enhance older residents' quality of life while creating new service opportunities for the property management industry.

3.1.1 Ageing-in-Pace Theory

Ageing-in-place refers to older adults' ability to live safely, independently, and comfortably in their own homes and communities, regardless of age, income, or functional ability. The concept

emphasises maintaining familiarity, social connections, autonomy, and dignity as people age. The literature reviewed in the study indicates that older persons generally prefer to remain in familiar neighbourhoods where they have established social networks and a strong sense of belonging, rather than relocating to institutional care facilities (Iecovich, 2014).

From this perspective, property management companies become important facilitators of ageing-in-place because they directly influence residential safety, accessibility, maintenance quality, and community services. Barrier-free facilities, emergency response systems, transportation assistance, home maintenance services, and smart home technologies can collectively create an environment that supports independent living among older residents. Consequently, integrating elderly services into property management can be a practical way to promote successful ageing in place.

3.1.2 Social Support Theory

Social Support Theory suggests that strong social networks and supportive relationships contribute significantly to individual psychological well-being, health outcomes, and quality of life. Previous studies cited in the research highlight that social support can buffer stress, reduce feelings of isolation, and enhance emotional security among older persons. Support may come from family members, friends, neighbours, community groups, and institutional networks (Lakey, 2000).

Within residential communities, property management personnel often serve as one of the most accessible and frequent points of contact for elderly residents, particularly those living alone. Through regular communication, community activities, welfare checks, information dissemination, and volunteer programmes, property management companies can strengthen social connectedness and community cohesion. Providing leisure activities, neighbour-building initiatives, and elderly support services therefore represents not merely an operational extension of property management but also a way to enhance social capital and social support within the community.

3.1.3 Service Innovation Theory

Service Innovation Theory explains how organisations create new value by developing innovative services, processes, and delivery mechanisms in response to changing customer needs. The property management industry has traditionally focused on security, cleaning, maintenance, and facility management. However, an ageing population presents an opportunity to diversify services and transform the industry (Gallouj & Savona, 2010).

The study's survey findings reveal strong resident support for expanded services such as emergency alarm systems, home-care coordination, health information, transportation assistance, meal delivery, smart home solutions, and recreational activities. These findings suggest that elderly-oriented services represent a potential avenue for value-added service

innovation. Furthermore, expert interviews emphasise the growing importance of digital technologies, smart monitoring systems, Internet of Things applications, and electronic communication platforms in delivering elderly support services efficiently and effectively. Accordingly, service innovation serves as a strategic bridge connecting evolving demographic demands with the future development of the property management sector.

3.2 Conceptual Model

Based on the above theoretical foundations, this study proposes a conceptual framework in which Integrated Elderly Services within Property Management (Huang & Lee, 2020) serve as the central independent construct. These services encompass five interconnected dimensions:

I. Safety and Emergency Support Services
    - Emergency alarm systems
    - Home safety monitoring
    - Hospital transportation assistance
    - Barrier-free environmental improvements

II. Health and Care Support Services
    - Healthcare information provision
    - Rehabilitation and assistive device information
    - Home-care and day-care support services

III. Daily Living Assistance Services
    - Meal delivery services
    - Home-cleaning services
    - Household supply procurement assistance

IV. Social and Recreational Services
    - Community activities
    - Neighbourhood engagement programmes
    - Leisure and educational opportunities

V. Smart Technology Services
    - Smart home applications
    - Mobile applications
    - Digital communication and monitoring platforms

These service dimensions are expected to contribute positively to three key outcomes:

- Enhanced quality of life for elderly residents;
- Increased resident satisfaction with property management services;
- Greater sustainability and competitiveness of property management organisations.

3.3 Research Propositions

Given the exploratory nature of this study, this study develops propositions rather than formal statistical hypotheses.

Proposition 1 (P1)

Providing safety and emergency support services within property management positively contributes to elderly residents' perceived security and independent living capacity.

The survey results show exceptionally high support for emergency rescue systems, hospital transportation services, and barrier-free environmental improvements, indicating that safety-related services are among elderly residents' most important needs.

Proposition 2 (P2)

Integrating health and care support services into property management improves the well-being and ageing-in-place experiences of elderly residents.

Older adults require ongoing access to healthcare information, rehabilitation resources, and supportive care services. Property management organisations can facilitate access to these resources and improve the overall residential experience.

Proposition 3 (P3)

Daily living assistance services provided through property management positively improve the convenience and quality of life of elderly residents.

Services such as meal delivery, home cleaning, and shopping assistance address practical challenges ageing residents frequently encounter and support independent community living.

Proposition 4 (P4)

Social and recreational programmes organised by property management organisations positively strengthen social support networks and community belonging among older residents.

Community engagement activities help reduce social isolation, encourage active ageing, and enhance psychological well-being through increased interaction with neighbours and community members.

Proposition 5 (P5)

Adopting smart technologies in property management improves the effectiveness and accessibility of elderly-oriented services.

Smart home systems, mobile applications, and digital monitoring technologies can facilitate timely communication, improve safety management, and support efficient service delivery for ageing populations.

Proposition 6 (P6)

Resident satisfaction with property management services is positively associated with the extent of elderly service integration.

As property management organisations transition from a property-centred approach to a customer-centred service model, broader service offerings are expected to generate higher perceived value among residents.

Proposition 7 (P7)

Integrating elderly services is a viable service innovation strategy that enhances the long-term competitiveness and sustainability of property management organisations.

By leveraging their close proximity to residents, established trust relationships, and operational presence within residential communities, property management companies can develop sustainable competitive advantages through age-friendly service innovations.

In summary, the proposed theoretical framework positions property management organisations as critical community-based actors that can support ageing-in-place by integrating safety, health, daily living, social, and technological services. Drawing on Ageing-in-Place Theory, Social Support Theory, and Service Innovation Theory, the framework suggests that integrating elderly-oriented services benefits both residents and property management providers. The seven propositions offer a foundation for future empirical testing and contribute to the emerging literature on age-friendly communities, integrated service delivery, and innovative property management practices in ageing societies.

CHAPTER 4 – RESEARCH METHODOLOGY

This chapter outlines the methodological approach adopted to investigate the potential integration of elderly services into property management and to examine residents' perceptions of such service innovations. Given the exploratory nature of the research and the limited literature on the intersection of property management and elderly care services, a mixed-methods approach was used to gather both quantitative and qualitative evidence. The methodology was designed to capture community residents' views on existing property management services and their expectations for elderly-oriented support, while also incorporating industry experts' professional perspectives on the feasibility and future development of such initiatives. By combining questionnaire survey data with expert interviews, the study seeks to provide a comprehensive understanding of how property management organisations can respond to the challenges and opportunities created by population ageing. The methodological framework also enables triangulation of findings, enhancing the validity, reliability, and practical relevance of the research outcomes. Through this approach, the study aims to generate evidence-based insights that contribute to the development of age-friendly residential communities and innovative service models within the property management sector.

4.1 Research Design

This study adopted a mixed-methods research design combining quantitative and qualitative approaches to investigate the feasibility and dimensions of integrating elderly services into property management (Schoonenboom & Johnson, 2017). The mixed-methods approach was appropriate because the research sought not only to identify residents' service needs and perceptions through statistical analysis but also to obtain in-depth professional insights from industry experts on the practical implementation and future development of elderly-oriented property management services. By integrating survey data with expert opinions, the study aimed to provide a comprehensive understanding of the opportunities and challenges of converging elderly services and property management.

The research was conducted against the backdrop of Hong Kong's rapidly ageing population, increasing life expectancy, and growing demand for community-based elderly care services (Wong & Yeung, 2019). Given the study's exploratory nature, the methodology was designed to assess residents' perceptions of existing community services, evaluate demand for elderly-oriented services, and explore industry perspectives on the strategic role of property management in supporting ageing populations.

4.1.1 Questionnaire Development

The primary quantitative research instrument was a structured questionnaire developed from literature on elderly care services, community support systems, ageing-in-place, and property management. The questionnaire examined the extent to which elderly service dimensions could

be integrated into property management practices and identified the services residents valued most.

The questionnaire consisted of three major sections:

I. The first section collected respondents' demographic information, including gender, age, educational attainment, number of children, and primary source of income. These variables helped describe the sample's demographic characteristics and provided context for interpreting service preferences and perceptions.
II. The second section assessed respondents' perceptions of the existing living environment and community services within their residential estates. The questionnaire examined factors such as community management quality, transportation convenience, shopping accessibility, and proximity to medical facilities. These items were included to evaluate the adequacy of current community support structures and identify potential service gaps affecting elderly residents.
III. The third section focused on elderly service needs and explored residents' attitudes toward a range of potential elderly-oriented services delivered through property management organisations. The service dimensions examined included community care and home-based services, medical and health support, emergency assistance systems, social participation opportunities, leisure and recreational activities, information dissemination services, transportation support, smart home technologies, and barrier-free environmental improvements. The questionnaire included 30 measurement items designed to capture residents' perceptions of the desirability and feasibility of integrating these services into property management operations.

4.1.2 Measurement Scale

A five-point Likert scale measured respondents' attitudes and perceptions. The scale ranged from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. Using a Likert-scale instrument enabled systematic assessment of respondent attitudes and facilitated quantitative analysis of service preferences and support levels across different elderly service dimensions (Allen & Seaman, 2007).

All questionnaire items were mandatory, ensuring complete responses and minimising missing data. This approach enhanced the consistency and reliability of the data collected and supported comprehensive analysis of respondents' perceptions.

4.2 Sampling and Data Collection

The study employed a convenience sampling approach and distributed the questionnaire openly to individuals from different age groups and social backgrounds. Given the exploratory objectives of the research, the sampling strategy aimed to capture a broad cross-section of community residents and stakeholders who could provide meaningful perspectives on elderly service needs and property management practices (Stratton, 2021).

By the end of the data collection period, the researchers collected 192 valid questionnaires for analysis. The sample included respondents with diverse demographic characteristics, providing a broad range of perspectives on community living conditions and elderly service requirements. Notably, most respondents were in the age groups most closely associated with ageing issues, particularly those aged 50 to 70 years. This demographic composition was considered particularly relevant to the research objectives because these respondents either belonged to the ageing population or were approaching retirement age and therefore possessed direct experience and awareness of elderly service needs.

4.3 Qualitative Industrial Expert Interviews

To complement the quantitative survey findings, the study collected qualitative data through semi-structured expert interviews. Expert interviews enabled the study to gain practical and strategic perspectives on the future direction of property management and the feasibility of integrating elderly services within residential communities (Bogner et al., 2009).

The study interviewed three experts from different professional backgrounds. These included a senior representative from the security industry, a public policy expert with substantial experience in ageing and social development issues, and a property management practitioner with expertise in technological innovation and community services. The diversity of interviewees enabled the study to capture insights from multiple perspectives, including operational practice, industry development, public policy considerations, and technological advancement.

The interview questions focused on four principal themes: the future development of the property management industry, existing provisions for elderly residents within residential communities, the feasibility of incorporating elderly services into property management operations, and the role of smart technologies in supporting ageing populations. Semi-structured interviews allowed respondents to elaborate on emerging issues and provide detailed explanations beyond the constraints of standardised survey questions.

4.4 Data Analysis Procedures

The quantitative data were analysed using descriptive statistical techniques. Frequency distributions and percentage analyses were employed to examine respondents' demographic characteristics and to summarise attitudes toward existing community services and proposed elderly-oriented services. The analysis focused on identifying patterns of agreement and determining the relative importance attached to different elderly service dimensions (Alabi & Bukola, 2023).

The qualitative interview data were analysed through thematic analysis. The experts' responses were examined to identify recurring themes related to industry transformation, technological innovation, service feasibility, ageing-in-place, safety management, and community support

mechanisms (Joffe, 2011). The qualitative findings were subsequently compared with the survey results to identify areas of convergence and divergence. This triangulation process enhanced the robustness and credibility of the overall research findings.

4.5 Methodological Rigour and Research Validity

The study's methodological rigour was strengthened by integrating quantitative and qualitative evidence. The questionnaire provided systematic empirical data regarding resident perceptions, while the expert interviews offered contextual explanations and industry insights that enriched the interpretation of the statistical findings. Using multiple data sources enhanced construct validity through methodological triangulation and reduced the limitations of relying on a single research method (Mays et al., 2005).

Furthermore, including respondents from different demographic backgrounds, along with experienced industry professionals, contributed to a more comprehensive understanding of the research problem. By combining resident perspectives with expert knowledge, the study developed a well-rounded assessment of integrating elderly services into property management and its implications for future age-friendly community development.

In summary, the research methodology employed a rigorous mixed-methods approach involving a structured questionnaire survey of 192 respondents and semi-structured interviews with industry experts. This methodological design enabled the study to generate both empirical evidence and professional insights, thereby providing a robust foundation for examining the role of property management in supporting ageing-in-place and responding to the evolving needs of Hong Kong's ageing population.

CHAPTER 5 – RESEARCH FINDINGS

This chapter presents findings from the questionnaire survey examining residents' perceptions of existing community services and their expectations for integrating elderly services into property management. A total of 192 valid responses were collected and analysed using descriptive statistical techniques, including frequency and percentage distributions. The analysis was designed to achieve three primary objectives: (1) to understand the demographic characteristics of the respondents; (2) to assess residents' perceptions of the current service provision within their residential communities; and (3) to evaluate the level of demand for elderly-oriented services that could potentially be incorporated into property management practices.

Given Hong Kong's rapidly ageing population and the growing importance of ageing-in-place strategies, understanding residents' service expectations is essential to identifying opportunities for innovation in the property management sector. The findings presented in this chapter provide empirical evidence regarding residents' attitudes towards safety support, healthcare-related services, daily living assistance, social participation programmes, smart technology applications, and other age-friendly service initiatives. In addition, expert interview findings provide further insights into the practicality, challenges, and future development potential of integrating elderly services into property management operations.

The results are organised into five sections. Section 5.1 presents the demographic profile of the respondents. Section 5.2 examines perceptions of existing community services and residential living conditions. Section 5.3 analyses residents' views on the need for elderly-oriented services within residential communities. Section 5.4 summarises key patterns emerging from the survey data, while Section 5.5 presents industry experts' perspectives on future service development opportunities and implementation considerations. Together, these findings provide a comprehensive understanding of how property management organisations may respond to the evolving needs of ageing communities and contribute to more inclusive, sustainable, and age-friendly residential environments.

5.1 Demographic Profile of Respondents (n=192)

Table 5: Age Distribution

Age Group	Number	Percentage (%)
Under 30	2	1.0
30–40	11	5.7
40–50	31	16.1
50–60	56	29.2
60–70	82	42.8
70–80	9	4.7
80 and above	1	0.5
Total	192	100.0

Table 6: Gender Distribution

Gender	Number	Percentage (%)
Male	120	62.5
Female	72	37.5
Total	192	100.0

Table 7: Education Level

Education Level	Number	Percentage (%)
Primary school	7	3.6
Secondary school	103	53.7
Tertiary (sub-degree)	56	29.2
Tertiary or above	26	13.5
Total	192	100.0

Table 8: Number of Children

Number of Children	Number	Percentage (%)
1	63	32.8
2	65	33.9
3	16	8.3
4	5	2.6
Not applicable	43	22.4
Total	192	100.0

Table 9: Main Source of Income

Main Income Source	Number	Percentage (%)
Employment income	123	64.1
Pension/retirement benefits	16	8.4
Investment/savings	13	6.7
Support from children	22	11.5
Government provision	18	9.3
Total	192	100.0

5.2 Existing Community Services in the Residential Environment (n=192)

Table 10: Respondents rated statements about services currently provided in their residential community on a five-point Likert scale.

Community management is good				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
2 (1.0%)	4 (2.1%)	63 (32.8%)	112 (58.4%)	11 (5.7%)
Transport is convenient				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
0 (0%)	3 (1.6%)	25 (13.0%)	108 (56.3%)	56 (29.2%)
Shopping is convenient				

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2 (1.0%)	4 (2.1%)	19 (9.9%)	92 (47.9%)	75 (39.1%)

Distance to medical facilities is convenient				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
2 (1.0%)	7 (3.6%)	106 (55.2%)	59 (30.7%)	18 (9.4%)

Overall, respondents expressed positive views on community management (combined Agree + Strongly Agree: 64%), transport convenience (85%), and shopping convenience (87%). Distance to medical facilities received a more mixed response, with a large neutral group (55 %).

5.3 Views on Elderly Service Needs (n=192)

Respondents rated a series of proposed elderly-oriented services that could be integrated into property management. The tables below present the frequency distributions for the extractable items (n = 192). Across virtually all items, the combined "Agree + Strongly Agree" proportion exceeds 80–87 %.

Table 11: Views on Elderly Service Needs

Provide attention to / monitoring of elderly residents' situations				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
2 (1.0%)	9 (4.7%)	22 (11.5%)	113 (58.9%)	46 (23.9%)
Install emergency rescue/alarm systems in the home				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
3 (1.6%)	5 (2.6%)	16 (8.3%)	68 (35.4%)	100 (52.1%)
Provide comprehensive professional knowledge on emergency rescue				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4 (2.1%)	6 (3.1%)	12 (6.3%)	72 (37.5%)	98 (51.0%)
Organise activities to build/maintain good neighbourly relations				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4 (2.1%)	4 (2.1%)	12 (6.3%)	72 (37.4%)	100 (52.1%)
Provide community leisure and entertainment information				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
3 (1.6%)	5 (2.6%)	13 (6.8%)	74 (38.5%)	97 (50.5%)
Install sports/exercise facilities suitable for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

5 (2.6%)	5 (2.6%)	9 (4.7%)	71 (37.0%)	102 (53.1%)
Provide information on government services for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4 (2.1%)	6 (3.1%)	10 (5.2%)	67 (34.9%)	105 (54.7%)
Provide information on meal ordering and delivery services for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4 (2.1%)	6 (3.1%)	10 (5.2%)	67 (34.9%)	105 (54.7%)
Provide home cleaning services for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4 (2.1%)	9 (4.7%)	8 (4.2%)	65 (33.8%)	106 (55.2%)
Promote barrier-free environmental improvements to reduce risk of injury at home (e.g. grab bars, anti-slip strips, anti-slip tiles in bathrooms)				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
6 (3.1%)	5 (2.6%)	10 (5.2%)	63 (32.8%)	108 (56.3%)
Promote smart home services to improve quality of life for older persons (e.g. fire prevention systems, smart app devices)				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
5 (2.6%)	8 (4.2%)	7 (3.6%)	65 (33.9%)	107 (55.7%)
Assist with ordering daily living supplies (toilet paper, hand wash, masks, etc.)				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
6 (3.1%)	6 (3.1%)	16 (8.4%)	82 (42.7%)	82 (42.7%)
Provide life-planning information and services for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
6 (3.1%)	6 (3.1%)	14 (7.3%)	76 (39.6%)	90 (46.9%)
Provide health-care information and services for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
6 (3.1%)	6 (3.1%)	13 (6.8%)	67 (34.9%)	100 (52.1%)
Provide information on rehabilitation and assistive products for older persons				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
5 (2.6%)	7 (3.6%)	9 (4.7%)	72 (37.5%)	99 (51.6%)
Provide transport services to hospital for older persons with mobility difficulties				
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
4 (2.1%)	9 (4.7%)	5 (2.6%)	72 (37.5%)	102 (53.1%)
Provide day-care and home-care services for older persons				

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5 (2.6%)	7 (3.6%)	7 (3.6%)	67 (34.9%)	106 (55.3%)

Key pattern: Items related to emergency systems, barrier-free improvements, smart home services, home cleaning, day-care, and hospital transport received particularly high strong-agreement rates (over 50 % Strongly Agree in several cases). This indicates very strong support among respondents for property management companies to expand into these service areas.

5.4 Data Analysis Summary

The questionnaire analysis showed that males made up 62.5% and females 37.5% of respondents. The largest age groups were those aged 50–60 years (29.2%) and 60–70 years (42.8%). Across all age groups, support for providing services to the elderly (from "Agree" to "Strongly Agree") was consistent among younger and older respondents, with particularly strong endorsement from individuals aged 50–70.

Respondents strongly agreed that property management staff should be knowledgeable about various coping methods and communication skills when interacting with older individuals. They also emphasised that staff should be willing to help order daily living supplies. High levels of agreement (approximately 87%) were also noted regarding the provision of leisure and entertainment information, as well as healthcare information and services.

Existing property management companies can leverage the trust they have built with residents. They can transition towards providing local care services, allowing older individuals to remain in their communities. By integrating smart technology into their services, residents could make a phone call or use an app to access immediate door-to-door support, such as changing light bulbs, repairing pipes, or unblocking drains.

Additionally, property management companies can organise a variety of cultural and recreational activities, such as talent competitions, singing contests, seminars, training lectures, and handicraft classes. These activities not only provide training opportunities for retirees but also enrich older adults' lives and enhance their psychological, physiological, and social adaptability. For management companies, this represents a new business opportunity while also improving the quality and reputation of their diverse services.

The analysis of the questionnaire data revealed that 62.5% of respondents were male and 37.5% were female. In terms of age distribution, 29.2% of respondents were aged 50-60 years, 4.8% were 60-70 years old, and 4.7% were 70-80 years old. Among those who expressed a need for services by answering "agree" or "strongly agree," only 0.5% were under 30 years old. Additionally, 1.5% were aged 30-40 years, 4.1% were aged 40-50 years, and 32.6% were aged 50-60 years. For those aged 60-70, 28.2% expressed a need, while the 70-80 age group accounted for 1.0%.

Both younger and older individuals show a significant need for services targeted at the elderly, indicating a shared understanding of the importance of developing an effective elderly service system. This highlights the need for high-quality management and improved quality of life for seniors. The property management sector holds considerable potential in this regard. By

improving service management for the elderly and aligning with new-era demands and smart-technology trends, property management services can play a critical role in development.

Currently, artificial intelligence is a key component of digitalisation and is being used across various sectors of the property management industry. AI can assist with numerous tasks. In fact, 89.6% of survey respondents agreed or strongly agreed that smart home services offer benefits. Property management companies should consider expanding their offerings in this area to build a professional service brand and ultimately provide greater benefits to their clients.

Seniors face various challenges in their daily lives. If property management staff are equipped with effective communication skills and coping methods tailored for seniors, they can offer significant assistance. Property management companies can act like "neighbours," thereby enhancing the quality of their services.

According to a recent questionnaire, 85.4% of respondents agreed or strongly agreed that help should be provided for ordering daily necessities such as toilet paper, hand and shower gel, masks, and more. This highlights the elderly's need for basic daily living assistance. The changing service demands are already noticeable within property management companies, which may consider expanding services to include hairdressing for seniors—an emerging area for growth.

In Hong Kong, where population density is high and recreational spaces are limited, residents have shown an increasing interest in cultural, entertainment, and sports activities. The questionnaire revealed that 89% of respondents agreed or strongly agreed with the need for community-provided information on leisure and entertainment options, while 87% expressed similar sentiments regarding health information and services.

Property management companies can build on the trust of their existing tenants by offering personalised care services that allow seniors to remain within their communities. By integrating smart technology into their customer services, residents can receive prompt door-to-door assistance simply by making a phone call or using an app. These services might include maintenance tasks such as changing light bulbs, repairing leaky pipes, or unclogging drains.

Furthermore, management companies can regularly organise a variety of recreational activities within the property, such as talent shows, singing contests, seminars, training workshops, craft classes, and chess tournaments. These activities not only provide valuable training for retirees but also enrich their lives and improve their psychological, physiological, and social well-being. For the management company, this approach creates new business opportunities while enhancing the credibility and variety of its service offerings.

5.5 Expert Interviews Summary

5.5.1 Expert Interview #1 – Chairman of Local Security Industry Association

Q1: Is the outlook for the security industry optimistic? Are there any new development directions?

Expert #1: The outlook for the security industry in Hong Kong is quite optimistic. Although property management here is progressing more slowly than in Mainland China in terms of

electronic management, the trend towards electronic solutions is inevitable. During the recent pandemic, we saw robots used for disinfection in shopping malls and electronic tools for escalator sanitation. Additionally, many security patrols have already adopted electronic patrol-recording systems. In recent years, various industries have faced significant challenges, leading to many professionals becoming unemployed, some of whom have transitioned into the security industry. The age requirements for positions in this sector are quite broad, and with property management companies expected to come under regulation next year, the industry will become more professional. This regulation is driving an ongoing demand for security personnel. Moreover, the trend towards professionalism and electronic integration within the industry bodes well for its future.

Q2: Does the security industry currently have any special practices regarding elderly residents?

Expert #1: The security industry can leverage electronic equipment to assist older individuals. For instance, emergency assistance, call, and monitoring services can be used. Traditionally, building design in Hong Kong has not prioritised facilities for the elderly, except in elderly homes, centres, or communities. However, with the ageing population and increasing public awareness of safety, property management companies are beginning to provide appropriate services. Examples include extending lift door opening times, ensuring lift entrances are level with the floor, and adding anti-slip strips to stair edges to prevent falls.

Q3: *If property management adds services specifically for the elderly, do you think it is feasible or necessary?*

Expert #1: It is both feasible and necessary for property management to provide care-oriented housing and home-based services. Companies can use the Internet of Things, big data, and smart technology to provide remote, intelligent safety monitoring. This provides elderly residents with home safety and life safety measures, ensuring 24-hour automated security functions, enhancing emergency response capabilities, and reducing the risk of accidents for older individuals.

5.5.2 Expert Interview #2 – A Local Business Owner, Deputy to the National People's Congress, JP

Q1: *Currently, property management does not seem to offer significantly different services for elderly residents. What is your perspective on this?*

Expert #2: In the early stages, the Mainland developed elderly communities to attract Hong Kong retirees to live there. These properties provide spacious living environments and facilities at relatively low prices to entice buyers. However, many of these units ended up being used for holiday leisure instead of permanent residence. Besides a pleasant living environment and ample leisure space, essential supporting facilities such as medical services and transportation are critical; without them, the overall impact of such developments is often limited. In Hong Kong, implementing a universal property management service for the elderly is challenging for two main reasons: high costs and the lack of concentration of wealthy older individuals, as

even affluent older individuals are not geographically clustered. Traditional Chinese culture tends to be family-centric; older individuals usually live with successive generations and are rarely moved from their homes while they are still healthy.

Private elderly homes in Hong Kong are also quite expensive and often unaffordable for the average citizen. Ageing presents a significant challenge in Hong Kong, mainly because of the high associated costs. The Hong Kong Government should expedite the development of more assistance schemes to address the anticipated increase in older adults.

Q2: *If property management were to incorporate "elderly services," do you think this is feasible, or is there room for development?*

Expert #2: Older individuals generally prefer to remain in the places where they have established roots over many years. They have familiar neighbours and a sense of belonging in these communities. Thus, introducing comprehensive elderly services through property management is currently quite difficult. Cost-effectiveness is paramount, but demand volume is also a significant consideration. Implementing universal elderly services through property management in Hong Kong is challenging.

Q3: *With the global population ageing, do you believe that property management in residential and commercial buildings needs new service concepts for older clients?*

Expert #2: In my over 20 years of consultancy experience across various companies, I have observed that many buildings still lack adequate facilities for older individuals. The service needs of older persons and those with disabilities are quite similar. Designers often neglect to consider the perspectives of older and disabled users. From a rehabilitation standpoint, these needs tend to overlap. Most properties in Hong Kong fall short in offering appropriate facilities for the elderly. If property management companies introduce new service concepts, they could look to the meal-delivery model currently operated by the Salvation Army, which assists older individuals in various districts with their daily lunch and dinner needs. Since property management companies are typically located on-site with residents, providing such a service would be a worthwhile consideration.

5.5.3 Expert Interview #3 – A Local Senior Executive in Property Management

Q1: *On Smart Services for Older Unit Clients*

Expert #3: Mobile phone usage is now widespread. Many large property management estates already utilise apps to provide various resident services. For example, electronic notice services can deliver reminders or urgent notifications. Many older individuals rarely leave home, so if the water supply is set to be suspended tomorrow, a simple message can quickly inform them. This kind of operation is already common in China, but it moves much more slowly in Hong Kong, mainly because of privacy constraints. Nonetheless, implementing such services is a major future trend in Hong Kong. Currently, no universal app covers the entire territory. Compared to China, where the economy is larger and public acceptance of digital services is

significantly higher, Hong Kong is more of a two-way street: resources are provided, but user adoption remains a challenge.

For instance, if a management office has no security guard, residents in Hong Kong often see it as a problem. In contrast, in China, fully automated approaches, such as facial recognition for building entry and direct communication with the manager via an app for voice or video calls, are already commonplace. Acceptance in Hong Kong has not yet reached this point, but this trend will require gradual adoption over time.

Q2: On the Development of a Shopping Platform by Property Management

Expert #3: The feasibility of developing a new property management platform depends heavily on the company's scale and the need for such a development. Competing with established, large-scale platforms presents considerable challenges, particularly around product offerings and competitive pricing. These existing platforms often benefit from economies of scale and established market presence, making it difficult for newcomers to gain traction. To mitigate these challenges, property management companies could explore collective purchasing strategies for essential engineering materials, enabling them to leverage bulk purchasing power, reduce costs, and improve overall operational efficiency.

CHAPTER 6 – FINDINGS & DISCUSSION

6.1 Discussion

The findings provide empirical evidence on residents' perceptions of existing community services and their expectations for integrating elderly services into property management. Drawing upon survey responses from 192 valid participants and supplemented by expert interviews, the results reveal a clear alignment between demographic change, emerging service expectations, and the evolving role of property management within ageing communities. Overall, the data indicate that respondents recognise the growing necessity for residential environments to address not only physical infrastructure management but also the social, health-related, and daily living needs of older residents.

6.2 Demographic Characteristics of Respondents

The demographic profile of the respondents suggests a sample that is highly relevant to the study's focus on ageing and elderly service provision. Individuals aged 50 to 70 years made up the majority of participants, accounting for approximately 72% of all respondents. Specifically, respondents aged 50–60 represented 29.2% of the sample, while those aged 60–70 represented 42.8%. Male respondents accounted for 62.5% of the sample, and female respondents comprised 37.5%. Most respondents possessed at least a secondary education, while a substantial proportion held tertiary qualifications. Additionally, the majority reported employment income as their primary source of earnings, although pension income, investment income, government support, and assistance from children were also represented. These demographic characteristics suggest that respondents possessed sufficient life experience and awareness of ageing-related issues to provide informed perspectives on elderly service needs.

The concentration of respondents within older age groups is particularly significant because many participants either currently belong to the elderly population or are approaching retirement age. Their responses therefore reflect practical concerns regarding ageing, personal independence, safety, and the quality of community-based support services available within residential environments.

6.3 Assessment of Existing Community Services

The findings indicate generally positive perceptions regarding the quality of existing community services and residential living environments. Most respondents expressed satisfaction with their residential community management, while transportation and shopping accessibility received particularly favourable evaluations. More than four-fifths of respondents agreed that transportation services were convenient, and a similarly high proportion viewed local shopping facilities as easily accessible. These findings suggest that many residential communities already possess a relatively strong foundation of physical and service infrastructure.

However, opinions regarding proximity to medical facilities were considerably more mixed. More than half of respondents selected the neutral category when evaluating access to healthcare facilities. This result may indicate uncertainty about the adequacy of existing healthcare access or variation across residential districts. The comparatively weaker rating for medical accessibility suggests that healthcare-related support may represent an important area for future service enhancement within residential communities.

The findings also reveal that while traditional property management functions are generally considered satisfactory, respondents see opportunities to broaden service scope to address emerging demographic realities associated with population ageing. The results indicate that residents increasingly expect property management organisations to contribute to overall community well-being in addition to their conventional facility management responsibilities.

6.4 Demand for Elderly-Oriented Services

One of the study's most significant findings is the consistently high support for elderly-oriented services integrated into property management systems. Across virtually all proposed service categories, the combined percentage of respondents selecting “Agree” or “Strongly Agree” exceeded 80%, indicating widespread acceptance of the concept.

Among the surveyed services, emergency rescue systems received particularly strong support. More than half of respondents strongly agreed that homes should install emergency alarm systems to support elderly residents. Similar levels of support were recorded for providing emergency rescue knowledge and professional guidance. These findings show that respondents place considerable importance on preparedness and risk-reduction measures designed to enhance personal safety and emergency response capacity.

The survey also reveals strong endorsement for services related to elderly monitoring and welfare support. Respondents generally agreed that attention should be given to monitoring the well-being and living conditions of older residents, reflecting growing concerns regarding elderly individuals living alone or experiencing limited social support. Such findings suggest that community-based observation and assistance mechanisms are perceived as valuable additions to residential service provision.

6.5 Importance of Home-Based and Daily Living Services

The findings indicate substantial support for practical services that assist elderly residents with daily living activities. Home cleaning services, delivery of daily necessities, meal support, and assistance with obtaining essential household supplies all received strong positive responses. In particular, home cleaning services attracted one of the highest levels of support among all proposed service categories.

These results suggest that respondents view assistance with everyday activities as an important feature of age-friendly communities. The findings demonstrate recognition that ageing often involves physical limitations that may hinder routine household tasks. Consequently, services that reduce daily burdens are seen as beneficial for maintaining comfort and independence at home.

Furthermore, respondents strongly supported transportation assistance for elderly individuals with mobility difficulties, especially transportation to healthcare facilities. The high level of agreement recorded for this service category highlights the practical importance of mobility and accessibility in sustaining quality of life among older residents.

6.6 Health, Information, and Community Resource Support

The findings reveal substantial demand for services that facilitate access to health-related information and community resources. Respondents strongly supported providing healthcare information, rehabilitation and assistive device guidance, government service information, and life-planning services for older adults. These findings suggest that information accessibility constitutes a significant component of elderly support systems.

Importantly, respondents did not limit their expectations to direct care services alone. Instead, they showed strong interest in information that enables informed decision-making about health management, social services, and community participation. The results therefore indicate that information dissemination may play an essential role in strengthening elderly independence and facilitating access to available support resources.

6.7 Community Participation and Social Engagement

The findings strongly support community-based social and recreational initiatives. Respondents consistently endorsed neighbourhood-building activities, leisure programmes, and opportunities for social participation. More than half of respondents strongly agreed that residential communities should organise activities that promote neighbourly relationships.

The emphasis on community engagement suggests that respondents recognise the social dimensions of successful ageing. Rather than viewing elderly care solely in medical or physical terms, the findings indicate an appreciation for social interaction, recreational participation, and community connectedness. These results highlight the significance of creating environments that support both physical well-being and social inclusion.

6.8 Technological and Environmental Adaptation

Another noteworthy finding concerns the strong support for technology-enabled and environmentally adaptive services. Respondents showed particularly strong agreement with

smart home technologies, including fire prevention systems, electronic monitoring devices, and digital communication applications. Similarly, barrier-free environmental improvements such as anti-slip flooring, grab bars, and other safety installations received some of the strongest endorsements recorded in the survey.

The expert interviews reinforce these quantitative findings. Interview participants emphasised the growing importance of electronic management systems, smart community applications, remote monitoring technologies, and Internet of Things solutions as future directions for the property management industry. Experts also noted that technology adoption can improve safety, communication efficiency, service responsiveness, and overall quality of life for ageing residents.

6.9 Synthesis of Findings

The collective findings underscore a consistent and compelling pattern across multiple data sources. Respondents strongly support a comprehensive range of services for the elderly, including safety measures, health care provisions, daily living assistance, access to information, opportunities for social engagement, technological innovation, and environmental adaptations. This evidence suggests that residents recognise population ageing as a critical issue facing their community, necessitating proactive intervention strategies from property management organisations.

Moreover, the alignment between survey responses and interview insights indicates a significant opportunity to develop integrated service models that transcend the conventional boundaries of property maintenance. Such models could encompass a holistic approach to elderly care within residential settings, fostering an environment that supports the diverse needs of older adults. Ultimately, the findings show that integrating elderly-oriented services into property management frameworks is not only desirable but also essential for addressing the complexities of Hong Kong's ageing society. By implementing these integrated services, property management entities can play a pivotal role in enhancing the quality of life for elderly residents, thus contributing to a more inclusive and supportive community.

CHAPTER 7 – Theoretical and Managerial Implications

The findings provide strong empirical support for the proposed conceptual framework and research propositions on integrating elderly services into property management. Against the backdrop of rapid population ageing in Hong Kong, the study shows that property management is evolving from a traditionally facility-oriented function toward a more resident-centred, community-based service model. The high levels of agreement across the survey items, combined with insights from industry experts, suggest that property management organisations have significant potential to contribute to age-friendly community development and support ageing-in-place initiatives.

7.1 Safety and Emergency Support as Foundations for Ageing-in-Place

The results strongly support Proposition 1, which posits that safety and emergency support services positively influence elderly residents' perceptions of security and their ability to live independently. Survey respondents expressed particularly strong support for emergency alarm systems, transport assistance for hospital visits, and barrier-free environmental improvements. These findings are consistent with the principles of Ageing-in-Place Theory, which emphasises the importance of maintaining a safe and supportive residential environment for older adults.

Ageing commonly involves declining mobility, slower reaction times, and increased vulnerability to accidents, particularly falls and medical emergencies. Consequently, the home environment becomes a critical determinant of well-being and independence. The findings indicate that residents view property management organisations as capable facilitators of preventive safety measures and emergency preparedness. Expert interviews further reinforce this perspective, highlighting the application of smart monitoring systems, emergency call services, and building design modifications to reduce risks faced by elderly residents. Collectively, these findings suggest that safety-related services should constitute the foundational layer of any elderly-oriented property management strategy.

7.2 Health and Care Support Services Enhance Elderly Well-Being

The findings also support Proposition 2 on integrating health and care support services. Respondents strongly endorsed services related to healthcare information, rehabilitation resources, day-care support, and home-care assistance. These results reflect the growing recognition that successful ageing requires not only physical accommodation but also access to health-related resources and support mechanisms.

Traditional property management has generally focused on building maintenance, security, and operational efficiency. However, the ageing demographic profile of many residential estates creates opportunities for management companies to function as facilitators of community care networks. While property management organizations cannot replace medical professionals, they can play an important coordinating role by disseminating health information, facilitating

access to external healthcare providers, and creating supportive environments that promote healthy lifestyles. The findings therefore suggest that property management can serve as an intermediary platform connecting elderly residents with community healthcare resources, thereby supporting physical and psychological well-being.

7.3 Daily Living Assistance Supports Independent Living

Proposition 3 suggests that daily living assistance services improve elderly residents' convenience and quality of life. Respondents' strong support for meal delivery, home-cleaning assistance, and procurement services provides considerable evidence in favour of this proposition. These services address practical challenges elderly individuals often face, particularly those living alone or with mobility limitations.

An important implication of the findings is that ageing-in-place requires more than the physical ability to remain in one's home. It also requires the capacity to perform everyday activities efficiently and safely. Property management organisations occupy a unique position because of their proximity to residents and familiarity with local conditions. Consequently, they can coordinate or facilitate a range of support services that reduce the burden of daily living while preserving elderly residents' autonomy. This finding aligns with contemporary approaches to community-based care that seek to reduce unnecessary institutionalisation and promote independent living for as long as possible.

7.4 Social Engagement and Community Support Strengthen Active Ageing

The findings strongly support Proposition 4 on the role of social and recreational programmes in strengthening social support networks. Respondents consistently supported initiatives designed to foster neighbourly relationships, provide leisure and entertainment information, and facilitate social participation among elderly residents. These outcomes are particularly significant when interpreted through the lens of Social Support Theory.

Social isolation has become an increasingly important challenge in ageing societies, particularly in densely populated urban environments where traditional community ties may have weakened over time. The study suggests that property management organisations can serve as important community-building agents by organising social events, educational activities, volunteer programmes, and recreational opportunities. Such initiatives may strengthen residents' sense of belonging, reduce loneliness, and improve psychological well-being. Expert interview data further indicate that older residents often prefer to remain within familiar communities where existing social networks contribute to feelings of identity and security. Therefore, social engagement activities should not be regarded merely as supplementary services but rather as integral components of holistic elderly care strategies.

7.5 Smart Technologies as Enablers of Service Innovation

The findings strongly support Proposition 5, which argues that smart technologies enhance the effectiveness and accessibility of elderly-oriented services. Survey participants expressed particularly strong support for smart home technologies, digital communication systems, and intelligent safety applications. Experts likewise highlighted the growing importance of electronic management systems, Internet of Things technologies, and remote monitoring solutions in the future development of property management.

The significance of these findings extends beyond technological modernisation. Smart technologies can improve response times, facilitate communication, strengthen risk management, and support personalised service delivery. For example, emergency notification systems, digital service requests, and automated safety monitoring can help elderly residents maintain greater independence while ensuring timely support when needed. In addition, technology-enabled services allow property management organisations to scale their elderly support initiatives more efficiently. Consequently, technology enables a link between age-friendly community objectives, operational effectiveness, and service innovation.

7.6 Elderly Service Integration and Resident Satisfaction

The findings also strongly support Proposition 6. Respondents expressed broad approval of expanding property management functions into elderly-oriented services, suggesting that such innovations positively shape residents' perceptions of service quality and value. The results indicate that residents increasingly expect property management organisations to provide comprehensive lifestyle support rather than merely maintaining physical infrastructure.

This shift reflects a broader transformation within the service sector toward customer-centred management approaches. As residents evaluate residential quality not solely in terms of facilities but also in terms of support, convenience, and community well-being, integrated elderly services become an important contributor to overall satisfaction. Property management firms that successfully adapt to these changing expectations may strengthen resident trust, improve retention, and achieve greater service differentiation.

7.7 Elderly Service as A Strategic Innovation Pathway

Finally, the findings strongly support Proposition 7, which positions elderly service integration as a strategic service innovation opportunity. Both the survey data and expert interviews suggest that ageing populations create demand for a wide range of new services that extend beyond traditional property management functions. These include safety services, healthcare coordination, smart technology solutions, recreational programmes, and personalised support services.

Importantly, the study indicates that property management organisations possess several competitive advantages in delivering such services. They maintain daily contact with residents, operate within residential environments, possess established trust relationships, and have direct knowledge of community needs. These characteristics place them in a favourable position to coordinate multi-dimensional elderly support systems. While challenges associated with cost, professional expertise, and regulatory compliance remain, the findings suggest that partnerships with healthcare providers, social service organisations, volunteers, and technology firms could significantly improve implementation feasibility.

7.8 Implication Summary

The comprehensive analysis in this study provides strong support for the seven research propositions on integrating various services into property management. The empirical findings indicate that incorporating safety protocols, healthcare support, daily living assistance, social engagement opportunities, and technology-enabled services significantly enhances the well-being of elderly residents, bolstering overall resident satisfaction and improving organisational competitiveness.

This research underscores the pivotal role property management plays in confronting the multifaceted challenges of an ageing population (Shi, 2008). By positioning itself as a community-based platform, property management can effectively support ageing-in-place initiatives, facilitate social inclusion, and promote the development of sustainable, age-friendly living environments.

Importantly, this study highlights that integrating services for older adults should not be seen as merely an auxiliary component of traditional property management practices (Yeh, 1998). Rather, it should be strategically embraced as a valuable and socially responsible trajectory for the industry. This approach not only addresses the immediate needs of older adults but also contributes significantly to the overall resilience and adaptability of property management organisations in an evolving demographic landscape. By fostering an inclusive environment, property management can lead to a more supportive and coherent community for all residents.

CHAPTER 8 – LIMITATIONS OF RESEARCH

While this study contributes to the emerging body of knowledge on integrating elderly services into property management, several limitations should be acknowledged when interpreting the findings and considering their implications. Recognition of these limitations provides important context for evaluating the study's conclusions and identifying directions for future research.

8.1 Sampling and Generalizability

First, the study employed a convenience sampling approach, which may limit the generalizability of the findings. Although the survey collected 192 valid responses from individuals across different age groups and social backgrounds, the sample cannot be considered fully representative of Hong Kong residents. Respondents participated voluntarily, creating the possibility of self-selection bias. Individuals with greater awareness of ageing issues or stronger interest in community services may have been more willing to participate, potentially influencing the overall distribution of responses.

Furthermore, a substantial proportion of respondents were concentrated within the 50-70 age group. While this demographic composition provided valuable insights from individuals approaching old age or already experiencing age-related concerns, younger residents were comparatively underrepresented. Consequently, the findings may primarily reflect the expectations and priorities of middle-aged and older adults rather than the broader population.

8.2 Geographic and Contextual Limitations

Second, the study was conducted in Hong Kong, a highly urbanised and densely populated city with unique housing characteristics, demographic trends, and property management practices. Residential development structures, government policies, urban density, and cultural attitudes toward family care differ substantially across regions and countries. As a result, the findings may not be directly transferable to rural settings, less densely populated cities, or jurisdictions with different social welfare systems and property management frameworks.

In particular, the feasibility of integrating elderly services into property management may vary significantly depending on estate size, available financial resources, ownership structures, and local regulatory requirements. The conclusions drawn from Hong Kong's housing environment should therefore be interpreted cautiously when applied to other geographical contexts.

8.3 Reliance on Perceptual Data

A third limitation concerns the nature of the data collected. The survey primarily measured respondents' perceptions, attitudes, and expectations regarding elderly-oriented services rather than actual service utilisation or behavioural outcomes. Consequently, the findings indicate levels of perceived desirability and support for various services but do not demonstrate whether residents would actively use, pay for, or participate in such services if they were implemented.

Expressed preferences may differ from actual behaviour. While respondents generally showed strong support for many proposed services, the study did not directly examine their willingness to bear additional management fees or service charges. Therefore, further empirical investigation is needed to assess the economic viability and market acceptance of integrated elderly services.

8.4 Cross-Sectional Research Design

The study adopted a cross-sectional research design and collected data at a single point in time. While this approach provides a useful snapshot of residents' perceptions and service expectations, it does not allow examination of how attitudes may evolve over time. Population ageing, technological innovation, healthcare developments, and policy changes may significantly influence future demand for elderly-oriented services.

A longitudinal research design would provide a more comprehensive understanding of how service needs develop throughout the ageing process and how residents' expectations change in response to demographic and social transformations. Future studies could therefore examine the long-term evolution of elderly service requirements and the effectiveness of integrated property management interventions over extended periods.

8.5 Limited Scope of Quantitative Analysis

Another limitation relates to the analytical methods employed in the study. The quantitative analysis was primarily based on descriptive statistics, including frequency distributions and percentage analyses. While these methods were appropriate for the exploratory objectives of the research, they do not allow testing causal relationships among variables or examining underlying factors influencing service preferences.

Future research could employ more advanced statistical techniques, such as factor analysis, structural equation modelling, multiple regression analysis, or mediation and moderation analyses, to examine the relationships among ageing characteristics, service expectations, resident satisfaction, and behavioural intentions. Such approaches would provide a more rigorous evaluation of the theoretical framework proposed in this study.

8.6 Limited Number of Expert Interviews

The qualitative component of the study involved interviews with three experts representing the security, public policy, and property management sectors. Although these experts provided valuable professional insights and deepened interpretation, the small number of interviewees inevitably limits the diversity of perspectives captured.

Additional interviews involving healthcare professionals, social workers, gerontology specialists, housing authorities, technology providers, and elderly residents themselves could generate a more comprehensive understanding of the opportunities and challenges associated with service integration. Future studies should therefore consider broader stakeholder engagement to enrich the qualitative evidence base.

8.7 Future Research Directions

Given the identified limitations of the current study, future research endeavours should prioritise expanding sample sizes and geographic diversity. Using probability-based sampling methods will not only improve the representativeness of the data collected but also allow for more robust conclusions. Furthermore, including a broader array of stakeholder groups—including elderly residents, caregivers, property managers, and policymakers—will enrich the research context and provide a more comprehensive understanding of how elderly services integrate within property management frameworks.

In addition to these methodological enhancements, researchers are encouraged to explore longitudinal designs that track changes over time, offering insights into the long-term impacts of integrated services on resident well-being and property management efficiencies. Comparative studies across different housing contexts could clarify how environments shape the effectiveness of service integration, adding valuable data to the discourse on best practices. Advanced quantitative analyses should also be employed to rigorously validate the relationships posited in the theoretical framework, ensuring that findings are grounded in empirical evidence.

Moreover, pilot implementation studies examining real-world adoption of these services are essential. These studies should assess resident outcomes, operational effectiveness, and financial sustainability. Such pragmatic investigations will yield critical evidence regarding the practical viability of incorporating elderly services into existing property management systems, informing both policy and practice.

In summary, while the current study provides significant exploratory insights into integrating elderly services within property management, its findings must be interpreted in light of the limitations inherent in its sampling approach, contextual scope, and cross-sectional design. However, these limitations also present opportunities for future research to build on existing knowledge and further advance the fields of ageing, community care, and innovative property management practices.

CHAPTER 9 – CONCLUSIONS AND RECOMMENDATIONS

9.1 Conclusions

Combining property management services with senior services represents not only a significant industry opportunity but also a crucial way to address residents' diverse, multi-faceted living needs and innovate service models. Historically, residential environments and the property services they provide have often overlooked the needs of older individuals.

Older adults require a variety of services. In response to the ageing population's need for healthy living, autonomy, freedom, and self-realisation, an analysis of survey data indicates that essential services include daily living support, catering, shopping, emergency response, and care, among others. These services can be prioritised based on four dimensions: urgency, professionalism, frequency, and cost. Property management organisations can create a new service sector by charging for individual services—such as pest control, minor interior maintenance, and similar tasks. This approach reinforces the idea of "paying for services" and supports the healthy, sustainable development of elderly services within property management.

By leveraging their on-site presence and proximity to residents, property management companies can offer professional, personalised services. These may include installing home safety equipment for seniors, offering cultural and recreational programs, providing medical and health care support, helping carry heavy items upstairs, and offering daycare services. Additionally, property companies can partner with social work teams to organise volunteer activities that support older individuals and facilitate a variety of educational and social activities. By enhancing the quality of life for seniors, these initiatives also draw on the valuable knowledge and experience of older individuals, helping to foster the development of the "silver economy."

Older persons possess rich life experiences and knowledge; they should not be relegated to care homes. Instead, they should live alongside younger generations, continuing to share their insights, while also receiving support and care from those younger than them. This arrangement allows older adults to enjoy "having something to rely on in old age," "having something to enjoy in old age," "having something to love in old age," and "having something to do in old age," keeping them connected to society. Even if they face mobility challenges, they can pass on their experience and knowledge to future generations, affirming their self-worth and enabling them to live with dignity. Consequently, property management organisations must adjust their service design accordingly, and ongoing staff training is essential. Furthermore, smart technology services represent a considerable opportunity for future business growth and a significant trend in the property management sector.

Currently, the number of older adults in Hong Kong is rising, and situations where older individuals live alone or with another senior are becoming more common. However, modern urban life has diminished traditional neighbourhood support, and neighbours are not always reliable helpers. Security guards employed by property management companies and building owners often communicate well with residents and are trusted, allowing them to quickly identify and respond to the needs of the elderly residents they serve. Whether in public housing or private developments, most residential blocks in Hong Kong employ security guards who

can act as "good neighbours," helping older individuals enjoy a peaceful later life. This relationship also aligns with the new strategic direction for property management companies.

9.2 Research Recommendations

9.2.1 Policy Recommendations for Property Management

Smart services represent a significant global trend. Property management should move toward greater digitalisation by adopting innovative approaches, integrating information platforms, installing smart home safety equipment, and enhancing quality-of-life services for older residents. This shift will help meet the growing service needs of an ageing population. Additionally, for shopping platforms, offering a broad range of products and collaborating with merchants can be a cost-effective strategy.

Research indicates that meal services, emergency services, medical assistance, and similar offerings are essential living needs for older individuals. Therefore, property management should transition from a traditional "property-centred" approach to a "customer-centred" management model. Incorporating services tailored to the elderly presents a viable business opportunity for the future of property management.

It is crucial to elevate the professional standards and service quality of practitioners to effectively address the diverse property management needs of clients in light of the ageing trend.

Strengthening relationships with residents is essential. Property management should adopt a proactive approach by organising various activities, interest classes, and regular estate newsletters. Providing leisure and recreational information, along with consistently delivering a range of value-added services, will help exceed clients' expectations. Utilising questionnaires or conducting home visits can help stay attuned to clients' needs.

9.2.2 Recommendations for Introducing New Elderly Services

In Hong Kong, the number of residents and the physical size of each estate are generally modest. Therefore, providing comprehensive elderly services solely within a single estate (unless it is an elderly care centre) can be quite challenging. Engaging professional medical and nursing staff would be costly. For buildings managed by Owners' Corporations, approval would also be necessary. It is crucial to assess how many households genuinely need elderly services. Implementing comprehensive services universally may increase management fees, which many owners might oppose. Collaboration with external operators to offer preferential medical and care service models is still worth exploring.

Elderly services encompass a broad spectrum, and property management companies should carefully consider which types they want to develop and provide. Companies might consider creating a "Volunteer Association" within the estates they manage. Volunteers can help promote and assist with elderly services. The management company can offer training in basic communication skills for interacting with older adults, wheelchair handling, elderly psychology, and basic nursing knowledge. Through these volunteers, the program can provide regular home

visits and basic health checks (e.g., measuring blood pressure, blood glucose, and body-fat ratio) on a user-pays basis. After estimating the number of interested households, the program can organise appropriate volunteer allocations. This model is feasible, as purely medical institutional elderly services would be significantly more expensive and less viable. Additionally, providing transportation services to hospitals for older residents with mobility challenges is another option.

For cultural, recreational, and leisure activities, property management companies can organise performances and activities within or between estates. Such initiatives can enhance the physical and mental health of older residents. Volunteer coaches, or coaches who receive transportation allowances, can teach yoga, tai chi, painting, calligraphy, and other small-group interest classes. Volunteers can also help transport wheelchair users to activity venues. These activities help keep older residents physically and mentally engaged, making their lives more fulfilling and enriching the managed estate's atmosphere. This also enhances the management company's service quality and reputation while giving trained volunteers a platform to apply their skills.

Another viable service consideration is meal delivery. In Hong Kong, housing issues are prevalent, and employing domestic helpers comes with numerous restrictions. For older persons without family members available to provide care, or when family members are occasionally unable to help, balanced meals three times a day are essential. Property management companies can offer a balanced dietary menu with a delivery service from Monday to Friday for these older residents to choose from. This recommendation is based on market survey data and insights from several experienced professionals interviewed in this study.

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