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Ted Tang: Large-scale projects capitalize on mainland opportunities

鄧維聰：掌握內地發展機遇 創建優質大型綜合項目

The mainland is growing at a dazzling pace and Sun Hung Kai Development (China) Limited Director Ted Tang has witnessed Shanghai's transformation over the past twenty-plus years to one of Asia's major financial centres today. He believes that the Group's strategy of concentrating on large-scale integrated landmarks will produce vast opportunities.

Focus on prime property development

The Group's mainland strategy centres on prime developments, concentrating on large-scale complexes with offices, malls and hotels in first-tier cities for investment. The number of residential units developed for sale is relatively low. This is related to the Group's cautious approach to land acquisition on the mainland, Ted explains, so the Group strives to boost market presence by leveraging its strengths with large premium investment projects. Ted

says: "Rental income from investment property is more stable, which fits management's established prudent business strategy. Besides, large-scale integrated projects require sophisticated construction and systems that showcase the Group's high product quality and brand to the mainland market."

Market-leading quality

The Group already has a number of Shanghai landmarks and their stature is evident from the rent and occupation they command. Ted said that the Group's offices are over 90% occupied and serviced apartments are 95%. He elaborated: "Rental income from Shanghai ICC is excellent and Shanghai IFC was full shortly after it opened, also producing strong rental income. Shanghai IFC is still extremely well regarded in the market today and this is very rewarding for the colleagues involved."



Ted and colleagues take part in charitable events bringing the Building Homes with Heart spirit to the mainland
鄧維聰與同事積極參與公益活動，將「以心建家」的精神延伸至內地



‘Quality over quantity’ best sums up the Group’s achievements in Shanghai. That tenants continue to see Shanghai IFC, Shanghai ICC and the earlier Shanghai Central Plaza and Arcadia projects as their preferred addresses illustrates this success. Ted explained: “The projects had naturally high development potential given their locations at public transport nodes, and the Group added to that by combining its successful experience in Hong Kong with adaptations to local needs and tastes offering premium products and service that fit the market well.” Nevertheless, he says that quality standards of other developers keep rising too, so the Group is constantly seeking to innovate and improve to maintain its advantage.

Xujiahui Centre project to boost brand image

Ted has been with the Group since 2005. His most vivid impression from the decade was watching the development of Pudong as an alternate economic core to Puxi. He said: “When I was involved in Shanghai IFC, complexes of that scale were extremely rare in the city. I remember seeing many street hawkers in the early stages of development – not at all the prosperity we see today.” Ted expects the Xujiahui Centre project under development to bring even more changes to Shanghai while giving the Group’s brand a further push. “The Shanghainese have a particular affection for the Xujiahui area. This

project is being built on a huge piece of land at the junction of three metro lines – set to become the largest integrated development in Shanghai. Considering it will be enhanced by the Group’s quality design and service, I have great confidence in its potential.”

Bridging cultural differences to bring out synergy

One of Ted’s challenges at work is to build a hybrid team of mainland and Hong Kong staff, but he shrugs off saying that having spent most of his career in Shanghai plus five years in Taiwan he has enough cross-cultural exposure to understand how to communicate with people of different origins. Ted noted the great changes in his mainland colleagues over the years and he is very pleased with the chemistry in the team: “The team keeps maturing with increasingly international perspectives and the ongoing influence of the Group’s corporate culture.” Opinions are bound to clash sometimes, Ted admits, but the most important thing is to respect others and let colleagues find satisfaction from work to keep them motivated.

Ted stresses that the Group’s mainland business is not merely an extension of its achievements in Hong Kong. The point is to create a locally integrated team that can grasp what the local market needs. Comparing mainland and Hong Kong office developments, he said that customer expectations for quality are generally

the same, while differences in lifestyle mean that some adjustments are needed. He said: “People on the mainland are very keen on karaoke, for instance, so we reserve some space for tenants to do that. This would be unusual in Hong Kong, but it’s how we build homes with heart by adapting our service to the habits of our tenants.”

Well-founded systems offer resilience

Ted has been appointed to open up the Group’s mainland businesses for over a decade now and he certainly has an appetite for adventure and exploration. He loves sailing and does a lot to be at one with the vast ocean. A close brush with death in sea gave him valuable inspiration for work: “A storm hit us crossing the Taiwan Strait. Water flooded in and we had to abandon ship,” he recalled, saying that the urgent need for quick action forced the crew to follow their survival training without thinking. Things worked out in the end. Ted said: “A company is like a boat at sea. Sudden challenges are inevitable, but if you have a well thought out system, keep calm and follow procedures you’ll overcome the worst dangers.”

Ted thinks building a team with mutual trust, comprehensive governance and an insistence on premium quality are all that are needed to overcome challenges and seize opportunities at sea or at work.

內地的發展一日千里，在上海工作逾20年的新鴻基發展（中國）有限公司董事鄧維聰，見證著上海走向國際化，並成為今天亞洲重要的金融中心。他相信集團在內地主力發展大型綜合地標項目的策略，將會迎來無限機遇。

重點發展優質物業

集團貫徹在內地發展優質物業的穩健策略。鄧維聰分析，集團主力在內地重要城市籌建寫字樓、商場和酒店的綜合大型投資物業，銷售住宅物業相對較少，其中原因是集團審慎吸納內地土地儲備。面對這處境，集團便緊握自身優勢，以興建大型優質投資物業打進內地市場：「一方面投資物業的租金收入持續性較強，符合管理層一貫審慎的業務發展策略；另一方面，發展大型綜合項目，對硬件和軟件的要求極高，正好讓內地市場認識到集團的產品質素，從而樹立起優質品牌形象。」

產品質量領先市場

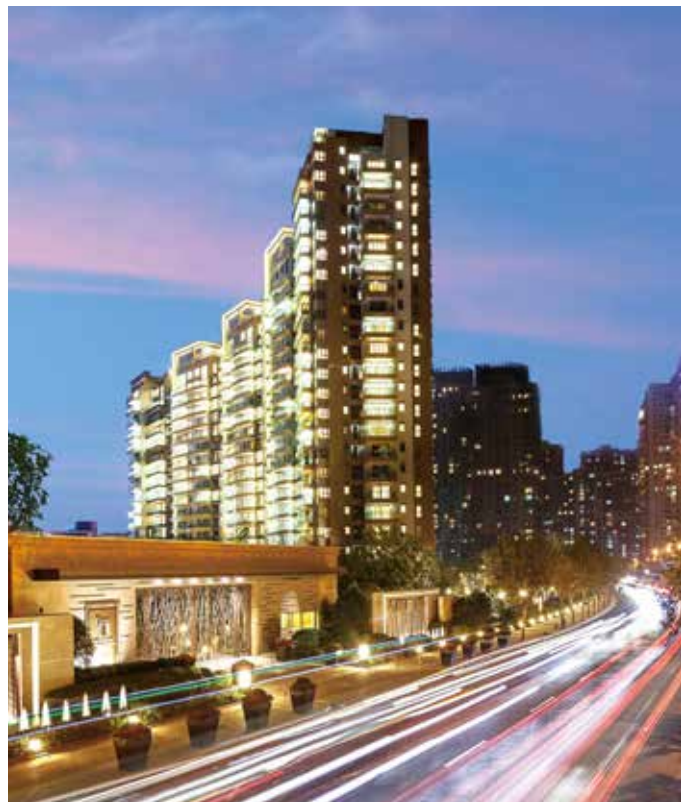
集團多個項目已成為上海的地標建築，其價值亦充分體現在租金和出租率方面。鄧維聰指出，集團的寫字樓出租率逾九成，而服務式住宅亦達95%，「上海環貿廣場租金收入十分理想；而上海國金中心不僅租金收益穩健，在推出時更在短時間悉數租出，直到今天，市場仍盛讚項目質素極高，這令所有參與此項目的同事均很有滿足感。」

「貴精不貴多」，是集團在上海發展的最佳寫照。上海國金中心、上海環貿廣場，以至早年發展的上海中環廣場和名仕苑，至今依然是區內備受租戶歡迎的物業，正好印證了集團在內地的成功「方程式」——「這些項目大多處於交通樞紐，本身已極具發揮潛力。我們將香港的成功經驗應用到上海，並再因應當地人的需要和口味，提供優質而合適的產品和服務。」不過他坦言，其他發展商的質量水平不斷提升，故此集團亦精益求精，推陳出新，以鞏固優勢。

徐家匯中心項目將進一步提升

品牌形象

鄧維聰自2005年為集團服務，十多年來最令他難忘的，是親證上海的經濟重心從浦西轉移到浦東。「最初我參與上海國金中心項目時，市內極少這類大型綜合項目，還記得在發展初期，見到很多小販在擺賣，跟現時的繁華不可同日而語。」他指出，興建中的徐家匯中心項目，不僅能為上海帶來更大的蛻變，同時勢將令集團的品牌形象得到進一步提升。「一直以來上海人都對徐家匯這地方情有獨鍾，而集團在這裡擁有如此大面積的地塊，更是處於『三線交匯』的核心地段，加上我們優質的設計和服務，深信落成後勢必成為全上海最大型的綜合項目。」



Shanghai ICC (left) and Shanghai Arch (right) are both city landmarks developed by the Group 由集團發展的上海環貿廣場（左圖）和濱江凱旋門（右圖）同樣是上海的地標項目



“ **The demanding requirements of large-scale complexes make them mainland showcases of the Group's quality**

發展大型綜合項目，對硬件和軟件的要求極高，正好讓內地市場認識到集團的產品質素，從而樹立起優質品牌形象

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Teamwork and effective systems are vital for keen sailor Ted at sea or at work
熱愛帆船活動的鄧維聰，認為無論在海上抑或在工作間，團隊精神和行之有效的制度均是十分重要

文化有差異 互補顯優勢

在工作上，鄧維聰其中一項挑戰，是要建立一支「中港團隊」，但他笑言自己一直在上海工作，而且亦曾在台灣居住了五年。這種跨文化的生活經驗，令他更懂得與不同地方的人士溝通。所謂「十年人事幾番新」，鄧維聰亦指內地同事的變化十分明顯，並十分滿意同事之間的「化學作用」。「他們擁有愈來愈廣闊的國際視野，加上在集團的企業文化導引下，團隊亦發展得愈來愈成熟。」他笑言與同事總有意見矛盾的時候，但最重要是懂得尊重他們，讓他們從中找到成功感，自然能夠激發同事的工作動力。

他強調，集團不僅要將香港的經驗和成功模式伸延至內地，更著力發展出一支本地化的團隊，以掌握當地市場的需要。他

補充以寫字樓為例，儘管中港兩地對設施和服務的高要求並無多大分別，但因著生活習慣不同，部分需要仍有差異：「例如在內地，人們很熱衷唱卡拉OK，所以我們會特別預留一些地方供租戶作相關用途。或許這些要求在香港並不多見，但所謂因時制宜，為租戶提供符合其生活習慣的服務，才是真正的實踐了『以心建家』的精神。」

優秀制度的抗逆能力

過去十多年，鄧維聰遠赴上海為集團開拓內地業務，從他平日的嗜好，也可以見到他擁有一份敢於開拓的精神——他熱愛帆船活動，經常揚帆出海，享受置身於無邊無盡且隨時風起雲湧的海洋。帆船不僅為他帶來愉快的經

驗，一次死裡逃生的經歷，更為他在工作帶來莫大的啟發。「記得一次我們橫渡台灣海峽，殊不知遇上大風浪，船身不斷入水，故不得不緊急棄船。」鄧維聰憶述，當時情勢非常危急，眾船員那一刻根本不敢多想，只能將以往所學到的求生方法，一步一步的實踐出來，幸好最終亦有驚無險。「其實一艘船就如一家公司，在茫茫大海中，總有機會遇上一些突如其來的挑戰，但只要設定完善的機制，有危難時保持冷靜，做好每個步驟，即使遇到再大的挑戰，也可以成功克服。」

無論身處海上或上海，鄧維聰都深信，只要建立起一支互相信任的團隊、一套完善的管治制度，還有一顆堅持優質卓越的心，便可跨越挑戰、掌握機遇。