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Sam Lai: The Group is all geared up to embrace Greater Bay Area development opportunities

黎祥掀：集團準備就緒 迎接大灣區發展機遇

Promoting the development of the Greater Bay Area is one of our country's key strategies. As deeper planning of the Bay Area continues apace, Sam Lai, General Manager of the Group's Southern China region, believes that the economic potential of '9+2' (nine cities in Guangdong Province and two special administrative regions, including Hong Kong) will be fully realized. The Group is set to seize the infinite opportunities given its extensive experience in developing major projects.

Seizing opportunities in the Greater Bay Area era

The Group began blazing a trail across Southern China as early as the start of the 1980s, participating in the China Hotel joint venture in Guangzhou. The Group then picked up the pace across the region in the early 2000s by developing large-scale commercial and residential projects in major cities such as Guangzhou, Zhongshan, Foshan and Dongguan. In recent years, the Group has been focusing on large integrated developments in the core areas. The opening of both the Hong Kong Section of Guangzhou-Shenzhen-Hong Kong High Speed Rail and the Hong Kong-Zhuhai-Macao Bridge this year, coupled with the expected completion of several major trunk roads across the Greater Bay Area over the next few years, will likely form greater synergies among the Group's projects within the area.

According to Sam, "The "polycentric cities" in the Greater Bay Area have already taken shape – Hong Kong is an international metropolis, Guangzhou is a commercial centre, Shenzhen is a technology hub, Dongguan is a manufacturing base, and Zhongshan is a scenic city with low population density. So each city offers its own unique advantages.' Sam currently oversees the Group's project planning and project management in Southern China, which include the residential project Forest Hills in the Tianhe District, Guangzhou, as well as the IGC shopping mall in the major integrated complex Tianhui Plaza in Zhujiang New Town. Looking forward, he says that the Nansha project is in the preliminary stage, and the Group is also actively contemplating the development of different projects in other regions. This is further evidence that the Group is ideally poised to seize opportunities in the Greater Bay Area era.

Set to benefit from its large commercial complexes

The Group has developed a host of large urban complexes across Hong Kong and major cities on the mainland, re-defining a new outlook for the region. As for the Southern China region, there are Parc Central and the large-scale integrated complex Tianhui Plaza located at the heart of Guangzhou. Sam points out that amid fierce competition within the mainland residential property market, the Group continues to place great emphasis on ensuring high product quality while striving for construction efficiency. This inevitably makes it more difficult to keep up with other mainland developers in terms of construction speed. He adds, 'The development of major integrated projects though is different. It is a long-term investment. From design and leasing to property management and more, every aspect along the way tests the capacity and endurance of developers, but this is precisely

where our Group enjoys an advantage.' Sam also highlights that the Group's competitive edge with property development in Southern China lies in its experience developing large-scale projects. 'Take leasing as an example. The Group has extensive experience liaising with international tenants and corporates so it is easier for us to understand their needs. By contrast, mainland developers are relatively weaker in operating long-term investment properties and lack such leasing experience', adds Sam.

Every detail counts

Plan big and bold, yet execute with care. Sam is convinced that every detail counts in a project. For example, a tenant will consider if the shopping mall is willing to accommodate their specifications before they confirm the location. 'Nowadays, many high-end restaurants feature open kitchens. But to meet this requirement, a mall has to first ensure that there is sufficient power load capacity because open kitchens, where flame cooking is not allowed, consume huge amounts of power. In addition, there are different fire safety and structural design standards as well as requirements for open kitchens. We can't afford to find solutions only when tenants request, so all of these details have to be taken into account as early as the design and construction stage of the mall,' he says.

With the rapid advancement of technology, Sam states that in order to develop a large evergreen project, it is necessary to consider its compatibility with possible future technological innovations at the planning stage. After all, the pace of new technology introduction and its range of applications can go well beyond what we can imagine. That is why the Group launched the SHKP Malls App at the beginning of this year to comprehensively

enhance customers' shopping experience. Sam also believes that technology brings about a huge change in the operation of shopping malls. Through the use of new technology, shopping mall operators will be able to learn more about consumers' preferences and formulate an appropriate tenant mix.

Building a team with corporate culture

Technology is changing and so are trends. However, Sam firmly believes that a strong corporate culture is the Group's unchangeable key to success. Sam has served with the Group twice. Initially, he was primarily responsible for managing projects in Hong Kong at the Project Management department. Later, he returned to the Group as the General Manager of the Southern China region. During the few years he served outside the company, Sam developed an even better appreciation for the Group's corporate culture of 'Quality, Speed, Efficiency'. With regard to the Group's quality culture, he realized that there is no single standard for 'good quality'. In many cases, the geographical location needs to be taken into account as well. He says, 'For example, there are different requirements for "good" architectural design in different regions. Applying the same standard invariably to projects in different regions can have a negative impact on cost control.'

Sam believes that only candid communications can build a close-knit team. This is why he likes to talk directly with colleagues from different departments at different levels. Direct and genuine communications can help the team understand one another's thoughts more accurately. He says, 'For example, it's not surprising that design teams and construction teams hold different opinions. The former always sketch out the best ideas in mind and hope that every detail of their designs will be

realized, whereas the latter may encounter practical difficulties at construction stage. As my role is that of a coordinator, I take different ideas and considerations of all relevant departments and working partners into account. I believe as long as we all bear in mind that the company's interest is the ultimate goal, an equilibrium point acceptable to all parties concerned can be found.'

Sam believes that Building Homes with Heart is the foundation of the Group's philosophy. Working repetitively like machines without any 'heart' might be feasible during plain sailing; however, when obstacles arise, a team with no 'heart' will have a hard time finding solutions. With this in mind, Sam shares an unforgettable experience at midnight on a Sunday. He was notified that a project was in an extremely difficult situation, so he called his supervisor and colleagues at 6:00 am to wake them up for discussions on how to solve the problem. 'Faced with this kind of crisis, I could deeply feel the passion of the entire team working hard together to overcome the problem, and I truly experienced that Building Homes with Heart and Teamwork are not merely slogans but philosophy that SHKP colleagues actually believe in. We don't just get our jobs done – we get our jobs done well.' This is why he proactively helps colleagues in Guangzhou to master the Group's corporate culture through mid-management training. Helping them understand the company's work standards and beliefs can build a sense of identity and belonging.

Living a balanced life and caring for staff

'Machines can't work around the clock, let alone people.' Sam says the Group promotes work-life balance, encouraging staff to maintain a healthy division between work duties and family life. This not only helps attract talents, but also allows staff to keep abreast of new knowledge and equip themselves. He says, 'If possible, I suggest visiting more major cities around the globe or on the mainland to broaden horizons and deepen understanding of the world. My family and I often spend our holidays going to different places. Sometimes we go to shopping malls to enjoy family time as well as learn by observing.' Indeed, work and life need not necessarily be contradictory. Enjoying work is the key to balance.



Sam thinks that the Group's belief in Building Homes with Heart is very helpful in creating team spirit 黎祥掀認為集團「以心建家」的信念，對建立團隊精神有很大幫助

推動大灣區發展建設，是國家其中一項重要策略。集團南中國區總經理黎祥掀認為，隨著大灣區規劃不斷深化，有助釋放包括香港在內的「9+2」（廣東省九個城市及兩個特別行政區）的潛能，而集團憑著發展大型項目的優勢，將可把握當中的無限機遇。

把握大灣區的時代機遇

集團早於八十年代初，已涉足華南地區，參與廣州中國大酒店合資項目。及至2000年初，集團在華南地區加快發展步伐，先後在廣州、中山、佛山和東莞等重要城市，發展大型商業及住宅建設，近年則主力在核心地段發展大型綜合項目。隨著廣深港高鐵香港段和港珠澳大橋今年相繼通車，加上大灣區內多條重要幹道在未來幾年相繼落成，勢令集團區內旗下項目產生更大的協同效應。

黎祥掀表示：「大灣區的『多中心城市群』已見雛型，香港是一個國際都會、廣州是一個商貿中心、深圳是科研中

心、東莞則是製造業的基地，中山則環境幽美兼人口密度較低，每一處都有自身的優勢。」黎祥掀現時負責集團在華南地區的項目策劃和工程管理，包括廣州天河區的住宅項目峻林，以及珠江新城的大型綜合體天匯廣場的IGC商場。展望未來發展，他表示南沙項目現正處於籌備階段，另外集團亦積極構思在其他地區發展不同項目，可見對於大灣區這時代的機遇，集團早已準備就緒。

擁大型商業綜合項目優勢

集團在香港和內地各大主要城市，已創建了多個大型城市綜合項目，為區內帶來嶄新面貌。至於在南中國區，則有位於廣州市中心的天環商場和天匯廣場這大型綜合體項目。黎祥掀坦言，內地住宅物業市場競爭激烈，特別是集團在講求施工效率同時，更堅持保證產品有高質素，故在施工速度上實難以跟得上內地發展商。「但發展大型綜合項目則不同，是一項長線投資，從設計、招租、以至物業管理等，都考驗發展商的能力和耐力，而這正是集團的優勢所在。」



Giving mainland colleagues a taste of the Group's corporate culture through exciting training activities
透過一些別開生面的培訓，讓內地同事領略集團的企業文化

他特別道出，集團興建大型項目的經驗，成為在南中國區發展的重要優勢：「單說招租這一環，集團有大量接觸國際商戶和企業的經驗，較容易掌握他們的需求；相對而言，內地發展商則相對缺乏長線投資物業營運及相應的招租經驗。」

“ The development of large-scale integrated projects is a long-term investment that puts developers' capacity and endurance to the test. This is precisely where our Group enjoys an advantage.

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Sam believes that the Group can tap into Greater Bay Area opportunities by leveraging its advantages in large-scale integrated developments
黎祥掀認為集團在發展大型綜合項目的優勢，可掌握大灣區的機遇



Working with Yayoi Kusama, master of contemporary art, to create a large outdoor art piece is an unforgettable experience to Sam while planning the IGC mall in Guangzhou
黎祥掀在策劃廣州IGC商場時，難忘與當代藝術大師草間彌生的合作，打造一件大型的戶外藝術品

細節定成敗

構想策略要宏大，執行時則要細緻認真。他深信一個項目成功與否，同樣由細節決定。例如商戶要決定落戶選址時，往往考慮商場在細節上能否配合：

「現時不少高級食肆都會設計成開放式廚房，但要符合商戶這要求，商場就先要確保有足夠電力負荷能力，因開放式廚房不容許明火煮食，故令電力需求大增，另外在消防和結構上也有不同的設計標準和要求。這些細節，都不能等到商戶在提出要求時才找解決辦法，而要早在設計和興建商場時已計算在內。」

他表示，現今科技日新月異，要籌建經得起時間考驗的大型項目，規劃時就需要考慮兼容未來或會出現的新科技，皆因新科技發展之快、應用層面之廣，亦遠超大眾想像。例如公司年初推出的「新地商場」綜合手機應用程式，全面提升顧客的消費體驗。黎祥掀亦認為，科技令商場營運帶來巨大轉變，利用新技術瞭解消費者的喜好，有助制定合適的商戶組合。

以企業文化建立團隊

科技在變，潮流也在轉，但黎祥掀堅信深厚的企業文化是集團不變的成功關鍵。黎祥掀先後兩次在集團服務，最初是任職工程管理部，主要負責香港的項目管理的工作；後來再回到集團擔任南中國區總經理。在外的幾年，也讓黎祥掀對集團「快、好、省」的企業文化有更深體會。例如集團向來重視品質，但他明白到「好品質」其實沒有單一標

準，很多時都要因地制宜。「以建築設計為例，不同地區對『好』的要求也有分別，不能一成不變的將標準放進不同地區的项目，否則在成本控制方面就把控不了。」

黎祥掀認為，要建立一支緊密合作的團隊，唯有真誠溝通，故他特別喜歡跟不同部門和級別的同事直接溝通，把話說得清楚，讓大家準確了解對方的想法：「例如設計團隊與建築施工團隊，就一定有不同意見。前者將心中最好的勾勒出來，自然希望堅持每一項設計都能落實；但建築管理團隊在施工時遇到的困難亦確實存在。我既然擔當統籌角色，就需要將不同部門和合作夥伴串連起來，並顧及他們不同的想法和考量，我相信只要大家都以公司利益為依歸，就一定可以找到互相接受的平衡點。」

黎祥掀認為「以心建家」，是集團精神之本。工作沒有用心，機械化地重複，無風無浪時或許沒問題，可是一旦遇上困境，團隊就難以應對。黎祥掀特別分享一次難忘經驗，某個星期天，因半夜得悉某項目遇上十分棘手的問題，結果清晨六點，他已經致電將上司和同事逐一「吵醒」，跟他們商討解決辦法。「面對重大危機時，我深深感受到整個團隊上下一起努力，用心解決困難的熱誠，令我真正體會到『以心建家』和『群策群力』不僅是口號，而是每位新地同事所相信的精神。我們不是單單把事情做完，還要把事情做好。」所以他十分積極在廣州辦事處，透過舉辦中層管理人員培訓，讓內地同事掌握企業文化，幫助他們清楚明白公司的行事標準和信念，同時有助建立同事的認同和歸屬感。

活出平衡生活 方懂以人為本

「機器也不能24小時運作，何況是人？」黎祥掀稱集團推動平衡生活，鼓勵同事工作之餘亦需要顧及家庭生活，不僅有助吸納人才，亦可以令員工有空閒與時並進，裝備自己：「可以的話，多到世界各大城市或內地主要城市參觀，我們可以在旅行時順道參觀，從中擴闊眼界和視野，增加對世界的了解。我自己與家人很多時候把握機會到處走走，相聚也會逛商場，既是享受家庭樂，也在觀摩學習。」的確，工作與生活不一定是對立，只要樂在其中，就是平衡之道。



Sam particularly enjoys travelling and seeing the world with his children
黎祥掀特別喜歡與子女旅行，一起增廣見聞