



Sam Lai

黎祥掀

Southern China General Manager
Sun Hung Kai Development (China) Limited
新鸿基发展(中国)有限公司南中国区总经理

18

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

黎祥掀：集团准备就绪 迎接大湾区发展机遇

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. 黎祥掀认为集团“以心建家”的信念，对建立团队精神有很大帮助。

推动大湾区发展建设，是国家其中一项重要策略。集团南中国区总经理黎祥掀认为，随着大湾区规划不断深化，有助释放包括香港在内的“9+2”（广东省九个城市及两个特别行政区）的潜能，而集团凭借发展大型项目的优势，将可把握当中的无限机遇。

把握大湾区的时代机遇

集团早于八十年代初，已涉足华南地区，参与广州中国大酒店合资项目。至2000年初，集团在华南地区加快发展步伐，先后在广州、中山、佛山和东莞等重要城市，发展大型商业及住宅建设，近年来则主力在核心地段发展大型综合项目。随着广深港高铁香港段和港珠澳大桥今年相继通车，加上大湾区内多条重要干道在未来几年相继落成，势必将令集团区内旗下项目产生更大的协同效应。

黎祥掀表示：“大湾区的‘多中心城市群’已见雏型，香港是一个国际都会、广州是一个商贸中心、深圳是科研中

心、东莞则是制造业的基地，中山则环境幽美兼人口密度较低，每一处都有自身的优势。”黎祥掀目前负责集团在华南地区的项目策划和工程管理，包括广州天河区的住宅项目峻林，以及珠江新城的大型综合体天汇广场的IGC商场。展望未来发展，他表示南沙项目现正处于筹备阶段，另外集团亦积极构思在其他地区发展不同项目，可见对于大湾区这时代的机遇，集团早已准备就绪。

拥大型商业综合项目优势

集团在香港和内地各大主要城市，已创建了多个大型城市综合项目，为区内带来崭新面貌。至于在南中国区，则有位于广州市中心的天环商场和天汇广场这大型综合体项目。黎祥掀坦言，内地住宅物业市场竞争激烈，特别是集团在讲求施工效率同时，更坚持保证产品有高品质，故在施工速度上实难以跟得上内地发展商。“但发展大型综合项目则不同，是一项长线投资，从设计、招租、乃至物业管理等，都考验发展商的能力和耐力，而这正是集团的优势所在。”



Giving mainland colleagues a taste of the Group's corporate culture through exciting training activities
通过一些别开生面的培训，让内地同事领略集团的企业文化

他特别道出，集团兴建大型项目的经验，成为在南中国区发展的重要优势：“单说招租这一环，集团有大量接触国际商户和企业的经验，较容易掌握他们的需求；相对而言，内地发展商则相对缺乏长线投资物业营运及相应的招租经验。”

“ 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.

发展大型综合项目是一项长线投资，极考验发展商的能力和耐力，这正是集团的优势所在。

”



Sam believes that the Group can tap into Greater Bay Area opportunities by leveraging its advantages in large-scale integrated developments
黎祥掀认为集团在发展大型综合项目的优势，可掌握大湾区的机遇



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

黎祥掀在策划广州IGC商场时，难忘与当代艺术大师草间弥生的合作，打造一件大型的户外艺术品

细节定成败

构想策略要宏大，执行时则要细致认真。他深信一个项目成功与否，同样由细节决定。例如商户要决定落户选址时，往往考虑商场在细节上能否配合：“现在不少高级餐饮都会设计成开放式厨房，但要满足商户这一要求，商场就先要确保有足够电力负荷能力，因开放式厨房不容许明火煮食，故令电力需求大增，另外在消防和结构上也有不同的设计标准和要求。这些细节，都不能等到商户在提出要求时才找解决办法，而要早在设计和兴建商场时已计算在内。”

他表示，现今科技日新月异，要筹建经得起时间考验的大型项目，规划时就需要考虑兼容未来或会出现的新科技，皆因新科技发展之快、应用层面之广，亦远超大众想象。例如公司年初推出的“新地商场”综合手机应用程序，全面提升顾客的消费体验。黎祥掀亦认为，科技令商场营运带来巨大转变，利用新技术了解消费者的喜好，有助制定合适的商户组合。

以企业文化建立团队

科技在变，潮流也在变，但黎祥掀坚信深厚的企业文化是集团不变的成功关键。黎祥掀先后两次在集团服务，最初是任职工程管理部，主要负责香港的项目管理的工作；后来再回到集团担任南中国区总经理。在外的几年，也让黎祥掀对集团“快、好、省”的企业文化有更深体会。例如集团向来重视质量，但他明白“好质量”其实没有单一标准，

很多时都要因地制宜。“以建筑设计为例，不同地区对‘好’的要求也有分别，不能一成不变的将标准放进不同地区的项目，否则在成本控制方面就把控不了。”

黎祥掀认为，要建立一支紧密合作的团队，唯有真诚沟通，故他特别喜欢跟不同部门和级别的同事直接沟通，把话说得清楚，让大家准确了解对方的想法。“例如设计团队与建筑施工团队，就一定有不同意见。前者将心中最好的勾勒出来，自然希望坚持每一项设计都能落实；但建筑管理团队在施工时遇到的困难亦确实存在。我既然担当统筹角色，就需要将不同部门和合作伙伴串连起来，并顾及他们不同的想法和考虑，我相信只要大家都以公司利益为依归，就一定可以找到互相接受的平衡点。”

黎祥掀认为“以心建家”，是集团精神之本。工作没有用心，机械化地重复，无风无浪时或许没问题，可是一旦遇上困境，团队就难以应对。黎祥掀特别分享一次难忘经验，某个星期天，因半夜得悉某项目遇上十分棘手的问题，结果清晨六点，他已经致电将上司和同事逐一“吵醒”，跟他们商讨解决办法。“面对重大危机时，我深深感受到整个团队上下一起努力，用心解决困难的真诚，令我真正体会到‘以心建家’和‘群策群力’不仅是口号，而是每位新地同事所相信的精神。我们不是单单把事情做完，还要把事情做好。”所以他十分积极在广州办事处，通过举办中层管理人员培训，让内地同事掌握企业文化，帮助他们清楚明白公司的行事标准和信念，同时有助建立同事的认同和归属感。

活出平衡生活 方懂以人为本

“机器也不能24小时运作，何况是人？”黎祥掀称集团推动平衡生活，鼓励同事工作之余亦需要顾及家庭生活，不仅有助吸纳人才，也可以令员工有空闲与时并进，装备自己：“可以的话，多到世界各大城市或内地主要城市参观，我们可以在旅行时顺道参观，从中扩阔眼界和视野，增加对世界的了解。我自己与家人很多时候把握机会到处走走，相聚也会逛商场，既是享受家庭乐，也在观摩学习。”的确，工作与生活不一定是对立，只要乐在其中，就是平衡之道。



Sam particularly enjoys travelling and seeing the world with his children

黎祥掀特别喜欢与子女旅行，一起增广见闻