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Ted Tang: Large-scale projects capitalize on mainland opportunities

邓维聪：掌握内地发展机遇 创建优质大型综合项目

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
邓维聪与同事积极参与公益活动，将“以心建家”的精神延伸至内地



‘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.

内地的发展一日千里，在上海工作逾20年的新鸿基发展（中国）有限公司董事邓维聪，见证了上海走向国际化，并成为今天亚洲重要的金融中心的发展历程。他相信集团在内地主力发展大型综合地标项目的策略，将会迎来无限机遇。

重点发展优质物业

集团贯彻在内地发展优质物业的稳健策略。邓维聪分析，集团集中在内地重要城市筹建写字楼、商场和酒店的综合大型投资物业，销售住宅物业相对较少，其原因是集团审慎吸纳内地土地储备。面对这一处境，集团便紧抓自身优势，以兴建大型优质投资物业打进内地市场：“一方面投资物业的租金收入持续性较强，符合管理层一贯审慎的业务发展策略；另一方面，发展大型综合项目，对硬件和软件的要求极高，正好让内地市场认识到集团的产品质量，从而树立起优质的品牌形象。”

产品质量领先市场

集团多个项目已成为上海的地标建筑，其价值亦充分体现于租金和出租率方面。邓维聪指出，集团的写字楼出租率逾九成，而服务式住宅亦达95%，“上海环贸广场租金收入十分理想；而上海国金中心不仅租金收益稳健，在推出时更在短时间内悉数租出。直至今日，市场仍盛赞这一项目品质极高，这令所有参与此项目的同事均很有满足感。”

“贵精不贵多”，是集团在上海发展的最佳写照。上海国金中心、上海环贸广场，甚至是早年发展的上海中环广场和名仕苑，至今依然是区内备受租户欢迎的物业，正好印证了集团在内地成功“方程式”——“这些项目大多位于交通枢纽，本身已极具发挥潜力。我们将香港的成功经验应用到上海，再顺应当地人的需要和口味，提供优质而合适的产品和服务。”不过他坦言，其他发展商的质量水平不断提升，故此集团更要精益求精，推陈出新，以巩固优势。

徐家汇中心项目将进一步提升品牌形象

邓维聪自2005年为集团服务，十多年来最令他难忘的，是亲证上海的经济重心从浦西转移到浦东。“最初我参与上海国金中心项目时，市内极少这类大型综合项目，还记得在发展初期，周围还能见到很多小贩，跟如今的繁华不可同日而语。”他指出，兴建中的徐家汇中心项目，不仅能为上海带来更大的蜕变，更能让集团的品牌形象得到进一步提升。“一直以来上海人都对徐家汇这个地方情有独钟，而集团在这里拥有如此大面积的地块，更是处于‘三线交汇’的核心地段，加上我们优质的设计和服务，深信落成后势必成为全上海最大型的综合项目。”



Shanghai ICC (left) and Shanghai Arch (right) are both city landmarks developed by the Group
由集团发展的上海环贸广场（左图）和滨江凯旋门（右图）同样是上海的地标项目



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

发展大型综合项目，对硬件和软件的要求极高，正好让内地市场认识到集团的产品品质，从而树立起优质品牌形象 ”

文化有差异 互补显优势

在工作上，邓维聪的挑战之一，就是要建立一支“中港团队”，但他笑言自己一直在上海工作，而且亦曾在台湾居住了五年。这种跨文化的生活经验，令他更懂得与不同地方的人士沟通。所谓“十年人事几番新”，邓维聪亦指内地同事的变化十分明显，并十分满意同事之间的“化学作用”。“他们拥有愈来愈广阔的国际视野，加上在集团的企业文化导引下，团队亦发展得愈来愈成熟。”他笑言与同事总有意见矛盾的时候，但最重要是懂得尊重他们，让他们从中找到成就感，自然能够激发同事的工作动力。

他强调，集团不仅要香港的经验 and 成功模式延伸至内地，更要着力发展出一支本地化的团队，以掌握当地市场的需

要。他以写字楼为例，尽管内地和香港两地对设施和服务的高要求并无多大分别，但因生活习惯不同，部分需要仍有差异：“例如在内地，人们很热衷唱卡拉OK，所以我们会特别预留一些地方供租户作相关用途。或许这些要求在香港并不多见，但所谓因时制宜，为租户提供符合其生活习惯的服务，才是真正的实践了‘以心建家’的精神。”

优秀制度的抗逆能力

过去十多年，邓维聪远赴上海为集团开拓内地业务，从他平日的嗜好，也可以见到他拥有一份敢于开拓的精神——他热爱帆船活动，经常扬帆出海，享受置身于无边无尽且随时风起云涌的海洋。帆船不仅为他带来愉



Teamwork and effective systems are vital for keen sailor Ted at sea or at work
热爱帆船活动的邓维聪，认为无论在海上抑或在工作中，团队精神和行之有效的制度均十分重要

快的经验，一次死里逃生的经历，更为他在工作中带来莫大的启发。“记得一次我们横渡台湾海峡，殊不知遇上大风浪，船身不断入水，故不得不紧急弃船。”邓维聪忆述，当时情势非常危急，众船员那一刻根本不敢多想，只能将以往所学到的求生方法，一步一步的实践出来，幸好最终亦有惊无险。“其实一艘船就如一家公司，在茫茫大海中，总有机会遇上一些突如其来的挑战，但只要设定完善的机制，在危难时保持冷静，做好每个步骤，即使遇到再大的挑战，也可以成功克服。”

无论身处海上或上海，邓维聪都深信，只要建立起一支互相信任的团队、一套完善的管治制度，还有一颗坚持优质卓越的心，便可跨越挑战、掌握机遇。