

Tomson, Firmly on the High-end Residential Road in China

汤臣——坚定地走中国高端住宅之路

—— Interview with Mr. Charles Tong, Vice Chairman of the Board, Tomson Group

—— 访汤臣集团董事局副主席汤子嘉先生

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作为中国高端住宅品牌的领导者——汤臣集团从1980年成立时起，就为房地产领域树立了一个精益求精、创新、追求卓越的企业形象。

2018年，中国改革开放40周年之际，汤臣集团董事局副主席汤子嘉先生接受了本刊记者的专访。20年前，本刊曾采访了汤子嘉先生的父亲——汤臣集团的缔造者汤君年先生。20年后，汤臣家族的二代领导人汤子嘉先生继续带领汤臣稳健发展。拥有良好国内和国际教育背景并且在业界有着多年工作经历的汤子嘉先生知识渊博，为人谦和、亲切，在近一个多小时的访谈里详细介绍了汤臣的发展战略及取得的成就。

汤子嘉先生首先介绍说：“汤臣在近10年里做过一些新的尝试。我们也在上海以外的地方如在天津已有投资。我相信，我们一直以来的定位和未来10年的定位，都是以最适合汤臣的模式来发展，那就是在中国最核心的地区建立高品质的房地产来服务高品质人群。因为坚持对少部分高端客户的关注，对市场变化的应变，对风险的管控，形成了汤臣独特的战略路线，有些人希望走得快点，而我们希望我们走得更远。这是家族企业对于传承的基因决定的。”

汤臣集团有限公司1980年代末创建于香港，并在香港成功上市。汤臣集团以房地产开发为主业，兼营高尔夫球场、PVC工业及酒店于20世纪90年代初开始拓展中国内地市场。汤臣集团董事长、香港上市公司“汤臣集团有限公司”董事局主席兼董事总经理徐枫女士和夫君汤君年先生于1992年来到上海，响应中央政府、上海市政府建设浦东的号召，开始在上海投资，对浦东的开发不遗余力。为此上海市政府特别颁发上海最高奖章“白玉兰”奖，表彰汤君年先生投资浦东建设所做出的贡献。徐枫女士所率领的汤臣集团十多年来在上海的辛勤耕耘，目前已经取得累累的硕果。现在“汤臣”已成为业界的知名品牌，同时亦成为品质的代名词。

汤臣集团以前瞻性的战略目光看好上海，可以说，汤臣集团是



汤臣集团董事局副主席汤子嘉先生

改革开放后最早投资上海浦东的外资企业之一，也是上海浦东主要的房地产开发商之一。汤臣集团率先为浦东建立了一系列的“第一”：第一家星级酒店——“锦江汤臣洲际大酒店”，第一个涉外高档商务中心——“汤臣中心”，第一栋5A级涉外写字楼——“汤臣金融大厦”，以及浦东唯一位于市中心地段的18洞球场——“汤臣高尔夫球场”，并在周边分期建设了“汤臣高尔夫别墅”。汤臣高尔夫国际社区如今已经成为浦东最具规模和影响力的成熟社区之一。在过去的二十多年间，凭借在浦东的持续耕耘，以及在小陆家嘴板块打造的“汤臣一品”，汤臣集团也为人们所公认以开发顶级豪宅著称。2004年，汤臣高尔夫别墅曾荣获上海最受欢迎楼盘评选特别大奖。2009-2010两年，汤臣一品更接连斩获包括城市地标性建筑大奖、最具影响力国际社区等众多重量级奖项，备受业

内外关注和市场认可。而2016年，汤臣海景花园则荣获浦东新区经济突出贡献奖。汤臣集团也多次授予上海最佳企业称号。

中国房地产在近10年里经历了如过山车般的震荡。在变化莫测以及竞争激烈的房地产市场，汤臣一直稳健发展，既不急功近利，也



不停滞不前，而是以汤臣的节奏发展自我，超越自我。作为汤臣第二代掌门人，汤子嘉先生有着自己独特的考量，他在分析近些年汤臣发展战略时对本刊记者说：“和同行相比，我们没有选择非常高速的发展，我们选择更稳健的发展模式，追求更好的自有资金比率，具有高度的防范风险意识，因为我们是经历过97年金融危机和创始人过世的风险，我们有这方面的意识。如果说大部分开发商走的是数量上满足绝大部分老百姓和中产阶级改善人群的需求，我们就只做极少部分高端人群。我们把服务的范围缩小，把工作做得更细。”

改革开放40年来，中国对房地产的需求越来越大，随着经济的崛起，生活品质的提高，人们对高品质的住宅需求也越来越大。汤臣有效地把握了中国房地产市场发展的契机，同中国经济同步繁荣壮大。从90年代拓展内地市场开始，



时光已经不知不觉过去了近30年。这30年里，汤臣已经作为高端住宅的标杆在业界树立了令人信服的口碑。今天的汤臣，早已和上海浦东的发展，和中国房地产高端住宅建设融为一体。和30年前一样，汤臣集团继续专注于房地产业务，为上海建立金融和航运中心提供良好的国际化地产服务。

与此同时，面对中国国际地位的不断提升和大陆未来巨大的发展潜力与机会，以及近年来大陆政府对港澳台青年发展问题的高度重视。汤子嘉先生由衷希望，将来有越来越多台湾和香港的年青人，能够像当年汤臣进入上海一样，来到大陆生活、就业、创业，去勇敢地迈出步伐，迎接一个更大的舞台，实现人生梦想，闯出一片天地。

时代在前进，科技在腾飞。作为不断创新，走在时代前沿的汤臣集团在高端住宅品牌以及汤臣自身品牌建设上都加入了哪些时代元素呢？汤子嘉先生分析说：“有传承也有创新，对新的技术领域的探索，



汤臣集团董事局副主席汤子嘉先生与记者李莉

诸如新的节能降耗措施，如何平衡大户型的舒适度所带来的高能耗矛盾。比如新的智能化物流如何引进我们的生活，同时又保障业主和物流公司双方的便捷。比如新能源汽车产生了新的出行方式，如何与豪宅生活匹配。比如现代艺术如何进入我们每位业主的生活。比如电子竞技，如何给大家带来新的娱乐方式。我个人都有涉猎投资和关注。”

精准的战略眼光是一个企业能保持长期发展的先决条件。汤臣的中国内地的发展战略是：始终走高端住宅品牌路线，为高端人群提供更为优质的住宅

产品和服务。同时兼顾科技创新、科技投资，为创业者提供资金保障。在回顾汤臣这些年的发展成就以及展望未来发展大计时，汤子嘉先生自豪地说：“我觉得汤臣做的最大贡献就是把高端消费人群留在了上海，把这些有能力的人群留在了上海。汤臣就是高端人群服务商。这是我们最大的贡献。此外，顺应时代潮流的变化，关注客户和市场需求变化，汤臣也要改变，比如我们的客户多是住过豪宅的，以前求大求豪，但现在用过豪宅后，对房子的功能和自己的需求有了更实际的反馈和理解，我们会因此调整户型的尺度和功能，将“合适”做好。但有些事情是不变的，比如对客户的服务是我们不变的，对中国和上海发展前景的信心是不变的，这也是我们汤臣集团一直以来精耕上海的原因。所以，变也是基于不变的基础上产生的，展望未来，我觉得未来汤臣在销售物业上会有所减少。目前，70%的物业用来卖，30%的用来持有，下一步我们会是50%用来卖，50%用来持有。”

共享共赢，是当代经济发展的一个规律。衷心祝愿汤臣与中国房地产事业，与中国高端住宅产业共同成长，为中国房地产事业的腾飞做出新的贡献！



Since 1980, the Tomson Group, a leader in China's high-end real estate industry, has established itself as a refined, creative and excellence-pursuing brand.

To mark the 40th anniversary of China's Reform and Opening Up, Mr. Charles Tong, Vice Chairman of the Board of Directors, Tomson Group, was granted an exclusive interview with the China Economy Information. Twenty years ago, Charles' father, Mr. David Tong, founder of the Tomson Group, was interviewed for our special issue.

Now, twenty years later, Charles Tong, the second-generation leader of the Tomson family, continues to guide Tomson's steady growth. With an outstanding domestic and international educational background, coupled with many years of working experience in the industry, Charles is a very knowledgeable and friendly gentleman. In an interview lasting for more than one hour, Charles shared with us details of Tomson's development strategy and achievements.

"Tomson experienced many ups and downs during its recent 10-year journey. These contributed to our finding our way to eventually reach the point where we are today – a highly reputable and respectful brand. Not only that, we also have investments outside of Shanghai, such as in Tianjin. I believe our current positioning as well as what we envisage for the next 10 years are the most suitable development routes for the Tomson model, which is to establish high-quality real estate to serve high-worth individuals in most core areas of China," said Charles. Focusing on the niche market of high-end customers, this unique strategic route of Tomson has been formed through the company's responding to the market changes as well as to critical risk control. Some people prefer to go fast. However, we hope we can go further. This is determined by the genes inherited from family businesses," he continued.

The Tomson Group Limited was founded in Hongkong in the late 1980s and was later successfully listed in Hongkong. Tomson Group makes real estate development its core business. It also manages golf courses, PVC industries and hotels. In the early 1990s, Tomson Group began its development in mainland China. Ms. Xu Feng, President of the Tomson Group and the Chairwoman and Managing Director of the Hong Kong listed company "Tomson Group Limited", arrived in Shanghai with her husband Mr. David Tong in 1992.

In answering the call of the central government and the



Shanghai municipal government to develop the Pudong area of Shanghai, they began to invest in Shanghai and spared no effort to develop Pudong. To this end, the Shanghai municipal government granted David Tong the "Magnolia Award", a medal of highest reputation in Shanghai. The award was to commend

David Tong's contribution to the construction and revitalization of the Pudong area. Under the leadership of Ms. Xu Feng, Tomson Group committed itself to 10 years of dedicated contributions in Shanghai and has enjoyed great success. "Tomson" has, therefore, become a well-known and well-respected brand in the industry and its name has become synonymous with quality and trust.

Tomson Group favored the development prospects of Shanghai with a forward-looking strategic vision. It can be said that the Tomson Group was one of the first foreign enterprises to invest in Shanghai, Pudong after the Reform and Opening Up. Tomson, one of the major real estate developers in Shanghai, Pudong, took the lead in establishing a series of "firsts" for Pudong: the first five-star hotel, "InterContinental Hotel Pudong Shanghai,"

the first high-end international business center, "Tomson Center," the first 5A international office building, "Tomson Commercial Building", and the only 18-hole golf course in the city center area of Pudong, "Tomson Golf Court," with the "Tomson Golf Villa" surrounding it. Tomson Golf International Community has now become one of the most influential and mature communities in Pudong. Over the past 20 years, with the continuous cultivation and revitalization of Pudong, and the "Tomson Riviera" constructed in the Small Lujiazui, the Tomson Group has become well known for the development of top luxury residences.

In 2004, Tomson Golf Villa was named the most popular residential building in Shanghai. In 2009 and 2010, Tomson Riviera won a series of heavyweight awards, including the city landmark building award, the most influential international community, and so on. In 2016, Tomson Group was granted the Outstanding Contribution Award to Pudong New Area economy. Tomson Group was also awarded the title of Best Enterprise in Shanghai, time and time again.

Over the past ten years, real estate in China has experienced roller coaster- like shocks. In the unpredictable and highly-



competitive real estate market, Tomson has maintained its steady development, neither quickly nor stagnant, but developing and transcending by the Tomson tempo. As the second-generation head of the Tomson Group, Charles has a unique consideration of his own. In analyzing Tomson's development strategy of recent years, he said, "Compared with our peers, we do not choose a high-speed development. We act in a more moderate development model, pursue a better equity fund ratio, all the while increasing our awareness of risk prevention." He continued, "We have a sense of risk, because we have been through the 1997 financial crisis and our founder's death. With most developers focusing on the quantity to meet the needs of the great majority of the citizens as well as the middle class, we prefer to cater for the very few high-end groups. We narrow the scope of our services and focus on the very fine details of our work."

"During the past 40 years of Reform and Opening Up, China's demand for real estate has been surging. With a rising economy along with the improvement of the quality of life, the demand for high-quality housing is becoming stronger and stronger. Tomson has effectively grasped the opportunity of China's real estate market development and has profited alongside China's booming economy. It has been almost 30 years since we began to expand in the mainland market. During this period, Tomson has established a convincing reputation in the industry as a benchmark for high-end housing. Today's Tomson has long been integrated with the development of Pudong, Shanghai and the construction of high-end residential buildings in China. Similar to who we were 30 years ago, Tomson Group continues its focus on the real estate business, providing quality international real estate services for Shanghai to build financial and shipping centers."

At the same time, with the continuous enhancement



of China's international status and the great potential and opportunities for the future development of the mainland, the central government has attached great importance to the development of the youth in Hong Kong, Macao and Taiwan. Charles Tong sincerely hopes that in the future, more and more young people from Taiwan and Hongkong will come to the mainland, just as Tomson did in the 1990s, when it entered Shanghai. "These youth must take brave steps to live, work and start businesses on a bigger stage to achieve their life's dreams and enjoy their hoped-for success," he said.

The times are moving forward at great speed. Science and technology are soaring. Constantly innovating and at the forefront of change, Charles shared his thoughts as to what



elements the Tomson Group have added to the high-end residential brand building as well as its own brand building. "We are both inheriting and innovating; exploring new fields of technology, such as how new energy-saving measures that can balance the high-energy consumption contradiction with the comfort of large units; how to introduce new intelligent logistics into our life, while at the same time ensuring the convenience of both owners and logistic companies; how new ways of travel generated by new energy vehicles can match the life-style of luxury homes; how modern art enters the life of our owners; how e-sports can bring new entertainment to the people. In these aspects, I have been personally involved and have actually invested in them."

"Accurate strategic vision is a prerequisite for an enterprise to maintain its long-term development. The development strategy of Tomson in mainland China is to always follow the high-end residential brand route and provide better quality residential products and services for our selective clientele. At the same time, we also take into account innovation and investment in science and technology, so as to provide financial support for entrepreneurs. Looking back on the years of development and the future development of Tomson, Charles proudly said, "I think the biggest contribution of Tomson is that we have convinced the high-end consumers and the capable people to remain in Shanghai. Tomson is a high-end population service provider. This is our greatest contribution. In addition, and to comply with the changes in the trends of the times while ever attentive to the changes in the demand of the customers and the market, Tomson will also change. For instance, our customers have been living in mansions, seeking large living spaces and luxury. Having experienced that, they now have realistic ideas and in-depth understanding of the function of the house as well as their own needs. Therefore, we need to adjust the dimensions and functions of the houses and be good at what's 'appropriate'".

"But some things remain unchanged. For example, our considerate service to our customers won't change, and the confidence in the development of China and Shanghai won't change. That is also the reason why the Tomson Group has been cultivating its brand in Shanghai for such a long time. Therefore, change is also based on the unchanged. Looking to the future, I think Tomson will reduce its sales properties. At present, 70% of the property is for sale, 30% for holding. The next step will be 50% to sell, 50% to hold."

"Sharing and win-win is a rule of contemporary economic development. I sincerely hope that Tomson will grow together with China's real estate market and China's high-end housing industry and will continue to make new contributions to the development of China's real estate industry and the country."