

50th Anniversary

長成工程(私人)有限公司
TIONG SENG CONTRACTORS (PTE) LTD



長成的成長之道
LAYING FOUNDATIONS BUILDING THE FUTURE
1959-2009

50th Anniversary

1959-2009



長成的成長之道

LAYING FOUNDATIONS BUILDING THE FUTURE

1959-2009





Vision

Tiong Seng shall be a leading provider of quality products and services for all types of development in the construction industry.

愿景

为建筑业各类发展项目提供高品质的产品与服务, 领先业界。



The company shall aim to be creative and innovative in the process, putting expertise, skills and knowledge we have accumulated at the disposal of our clients.

使命

汇聚多年服务客户所积累的专业技能、知识与专长, 致力创意与创新。

- Foster teamwork
- Challenge status quo
- Creative and innovative
- Continuous improvement

企业价值观

- 培养团队精神
- 敢于挑战现状
- 创意与创新
- 不断进取

Corporate Values

Mission





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Founder's Foreword 创办人序言

As an early immigrant from China, determined to etch a better life in Nanyang, the story of my father Pek Tiam Ding was one of humble origins. Leaving his hometown in Anxi, Fujian province, he set sail to eke a living in Singapore. Despite having no formal education, my father displayed a natural flair for business, establishing a second-hand goods trading business – Peck Tiong Choon – soon after arriving on this island.

The business was then passed down to me and my brother. Together, we grew it into a fledgling family enterprise. In 1959, I founded Tiong Seng Company with Lee Tuan Chay, a fellow comrade from Anxi. Today, Tiong Seng has been established for fifty years.

Tiong Seng's beginnings coincided with Singapore's independence. The significance and symbolism is marked. Our company expanded along with the country's nation-building efforts. From undertaking earthwork projects initially, we diversified into civil engineering and land reclamation. The way we work has evolved too. Instead of using traditional construction methods, we now use state-of-the-art technology and pay attention to protecting the environment. We have also ventured beyond our shores, building an extensive network overseas.

Tiong Seng has also been quick to tap on opportunities fueled by rapid growth within the region, especially in emerging markets like China and India. With steady steps, we successfully established a foothold in these countries. Riding the wave of globalisation, we forged strategic partnerships with international construction companies, winning numerous renowned projects. From there, Tiong Seng has grown from strength to strength.

Tiong Seng's growth over the last five decades is indeed a journey worth reminiscing. Like a tiny seedling that has morphed into a deep-rooted towering tree, we have developed steadily throughout the years into a reputable brand with an ever-expanding business spanning across the region. Each success that Tiong Seng has achieved rightly belongs to our people, having only been made possible with their hard work and commitment. I am heartened by what we have accomplished. It brings me even greater joy to see that our younger generation, aided by a professional team, has what it takes to bring Tiong Seng to even greater heights.

Tiong Seng will continue to tap on the expertise accumulated from its years of extensive experience to implement innovative and creative practices. Looking to the future, like we did in the past, we will focus on our corporate values of fostering teamwork, challenging the status quo, encouraging creativity and innovation, and seeking continuous improvement to provide high quality products and services that will set the benchmark for the construction industry. I am confident that Tiong Seng will be like its name; lasting in growth and in success.

Pek Ah Tuan

我的父亲白添丁，是早期南来的“过番客”，他离开福建安溪的家乡，前来南洋谋生，虽然没有受过正规教育，却具备经营的头脑，创立了收买旧货的店铺“白长春”。

我和兄弟们接手之后，同心同德为家族事业奋斗，在白长春业务不断发展的基础上，我和同乡李团济在1959年，创立了长成工程公司，转眼之间已经五十年了。

长成的诞生与新加坡自治刚好是同一年，长成的发展与机遇，也得益于新加坡建国过程。国家建设的每一阶段，都创造许多的商机和就业机会，我们的业务——从土方工程、土木工程、基础建筑工程到填海工程，从比较传统的作业方式，到运用先进技术与绿色环保的多元领域项目，乃至走出国门、进军海外市场，都紧随新加坡的发展步伐。

与此同时，长成这些年来也借助区域大好的新形势，特别是中国、印度等新兴市场的发展机会，一步一脚印地开拓市场、扩充业务。我们也不断与跨国公司合作，获得许多大型工程，让长成取得一次又一次的进步。

回顾过去的半个世纪，看到长成的茁壮成长、业务不断扩大、业绩持续稳定地增长，这都是“长成人”辛勤耕耘的成果，让我感到非常欣慰，更让我高兴的是年轻的一代，在专业团队的配合下，已经拥有足够的知识和经验，继续带领长成，攀登一个又一个的事业高峰。

长成公司将继续汇聚多年服务客户所积累的专业技能、知识与专长，致力于创意与创新，秉持培养团队精神、敢于挑战现状、不断进取的企业价值观。谨借长成五十周年之际，我有信心，长成就好像它的名字那样，能够长长久久地成长，取得长长久久的成功。

白火煨





白手起步 煅铸基业

1

Laying the foundation

Pek Ah Tuan took Peck Tiong Choon from a small secondhand goods trading to a thriving transport and construction business. In 1959, together with his compatriot from Anxi, Lee Tuan Chay, Pek Ah Tuan set up Tiong Seng Contractors.

Starting out from construction projects for Jurong Town Corporation and the Housing & Development Board, the hard work and perseverance of Tiong Seng's founders helped the company grow from strength to strength.

Like many of the Singaporean entrepreneurs from his generation, Pek Ah Tuan is forthcoming and candid. He is a man of thrift and integrity, with a sparkle in his eyes that reveals vitality and vigour belying his 80 years, and a spirit toughened by years of hard work and austerity. This is the co-founder of Tiong Seng.

Unlike most of Singapore's business pioneers, Pek Ah Tuan was born in Singapore, in a Sembawang village commonly referred to then as "Lan Tau Kang".

His father, Pek Tiam Ding, was one of the early Chinese immigrants to Singapore. With only an elder brother, Pek Tiam Ding's small family had little clout in the clan and was often bullied. He thus decided to follow the footsteps of many of his countrymen to head for *Nanyang*, a region encompassing Malaya and Singapore, in hope of better opportunities.

With borrowed money, Pek Tiam Ding embarked on the long and arduous journey to Singapore. Setting off on foot from Anxi to Tong'an, he took a boat to Xiamen where he boarded a vessel bound for Singapore. Like many illiterate immigrants, Pek Tiam Ding earned his living taking on odd jobs. It took several years before he could pay for his wife and two sons to join him in his new life. Pek Ah Tuan is the fifth of six boys.

Of his childhood, Pek Ah Tuan remembers a pair of phrases from the ancient Chinese



Before setting up Tiong Seng, Pek Ah Tuan managed the family business Peck Tiong Choon.
白火煨合办长成之前，经营家族生意白长春。

text "Three Character Classic" he learnt in his few school years. It stated: "All human beings are born kind; environment, however, shapes different characters". The Pek family was one that led a modest but honest living through farming, pig-rearing and odd jobs. This was the environment Pek Ah Tuan grew up in.

Born in 1929 in the year of the Horse, Pek Ah Tuan was perhaps destined for a life of hard work. Before the Japanese Occupation came to an end, as a lad of only 12 or 13, he left school to work for two years at a relative's secondhand goods store as a rag-and-bone man, or "karang guni".

长成工程的创办人之一白火煨将自家的宝号“白长春”，从买卖旧货生意逐渐扩大转型到运输、建筑等领域，生意蒸蒸日上。1959年，白火煨和安溪同乡李团济合资成立公司，定名为“长成”。

长成从裕廊镇管理局和建屋局项目做起，秉持刻苦耐劳的精神，公司创办人身先士卒、脚踏实地，不断拓展业务的版图。



Pek Ah Tuan (top) and Lee Tuan Chay (bottom) established "Tiong Seng".
白火煨（上图）和李团济（下图）合资成立“长成”。

长成工程的创办人之一，高龄80的白火煨，就像很多新加坡老一辈的企业家那样，有着一一种爽朗的、直率的个性，说话不拐弯抹角，早年劳动及朴实生活练就的硬朗身子，炯炯有神的目光，焕发一股坚毅的精神。

与许多第一代商人不同的是，白火煨是土生土长的“新加坡派”，祖籍福建安溪。1929年，也就是马年，白火煨出生在新加坡东北部的三巴旺，一个以前俗称“烂头港”的乡村。

白火煨的父亲白添丁，是早期南来“过番大军”中的一分子，家中只有一个哥哥，家里人单势薄，是家族中备受欺凌的“弱房”，迫于无奈才下南洋谋生。

白添丁筹借路费，从安溪走到同安，坐船到厦门，再乘海轮到新加坡。和大多数目不识丁的过番客一样，白添丁靠打散工过活，省吃俭用好几年，才把家乡的太太和孩子接来南洋。白火煨兄弟共六人，他排行老五，除了老大和老二，其他都在本地出世。

童年时代的白火煨读过几年书，他还依稀记得那是“人之初、性本善、性相近、习相远”的《三字经》。他们家务农、养猪、打工，生活总算还过得去。

或许是生肖属马“注定”奔波, 日治时代还未结束, 白火煨不过十二三岁就辍学了, 到坡底亲人的旧货店, 当起收集破铜烂铁的“加龙古尼”, 一干就是两年。

The Early Years – Establishing the Brand

Although Pek Tiam Ding never received formal education, he was gifted with keen business acumen. After overcoming numerous difficulties, the elder Pek set up secondhand goods trading Peck Tiong Choon in the late 1930s at 51 Adam Street. The business remains a respected name among many Singaporean family enterprises today.

By 1955, the capable Pek Tiam Ding had laid a solid foundation for his business – under his name were shops, a fleet of trucks, poultry farms, pig farms, fish farms, duckweed ponds and warehouses, an impressive showing for a decade-old venture.

By then, his children were grown up. He thus decided to divide his business among his children to enable them to pursue individual careers. Peck Tiong Choon and the transport fleet went to Pek Ah Tuan, perhaps reflecting his predestination to venture into the transport industry.

Although the businesses were split, the strong bond among the brothers was not. Pek Ah Tuan invited his fourth and youngest brothers, Pay Rong Feng and Pay Seng Koon, on board Peck Tiong Choon as smaller shareholders; he remained the major shareholder. Together, the brothers took the business to new heights. Later, intensified competition in the secondhand goods business prompted a shift in Peck Tiong Choon's focus to the transport industry.

There was no turning back. From then, Peck Tiong Choon's transport business grew. Years of experience in the business world had honed Pek Ah Tuan's resourcefulness. In the course of transporting earth for construction projects, he took the opportunity to learn more about the construction industry, eventually expanding the business to include land excavation and reclamation. Seeing growth opportunities, Pek Ah Tuan later invested in more lorries. Both his business and network grew.



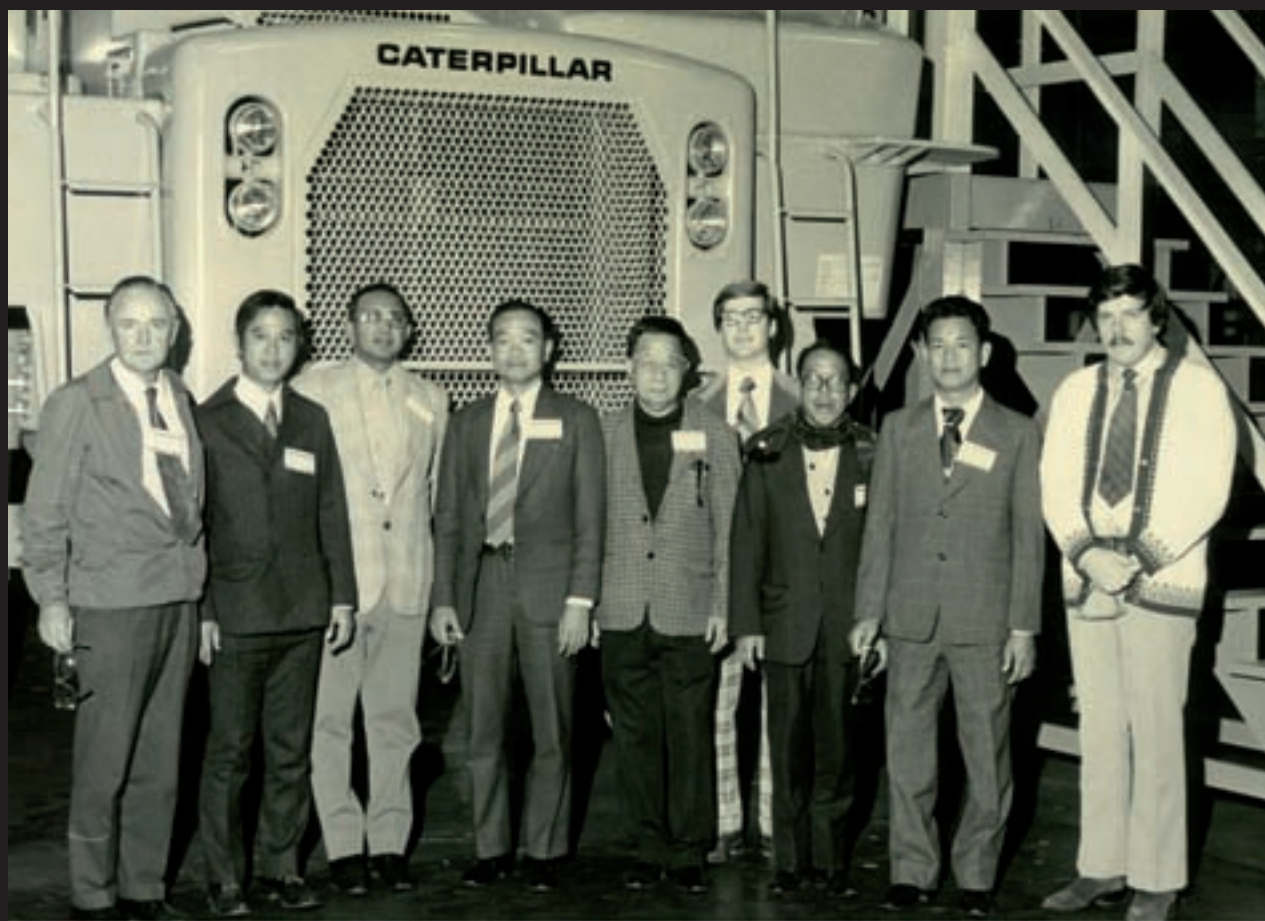
Group photo of Khng Kwi Cher (left), Pek Ah Tuan (middle) and Lee Tuan Chay (second from right) at the Jurong site.
康贵芝 (左一)、白火煨 (左三) 和李团济 (左四) 在裕廊的工地上合影。

创立招牌 事业起步

说起来，白火煨的父亲白添丁虽然没有受过正规的教育，却具备经营的头脑与思路。儿子在为亲人打工时，他则几经周折，创立了收买旧货的店铺，宝号就叫做“白长春”，这块招牌一直到今天，仍然是新加坡众多家族企业当中一个响当当的名字。

“白长春”三十年代后期创立，设在亚答街51号。到1955年时，不过十多年的工夫，白添丁的事业就已经垫下基础，拥有店铺、罗厘、养鸡场、猪场、鱼池、萍池和存放饲料的仓库。

眼看孩子们都成年了，白添丁决定让孩子分家，以便各自发挥所长发展事业。1955年，在母舅主持下，兄弟六人协议分家。白火煨就分配到“白长春”这家店铺和车辆。也许，命运决定了他与运



Khng Kwi Cher (middle) , Pay Seng Koon (second from right) and other members in front of the newly bought earthwork machine.

康贵芝（左五）和白成勤（左八）在新添购的推土机前合影。

输行业的缘分。

虽然兄弟分家，但感情并没有分散，白火煨邀请排行老四和老六的两兄弟白荣丰、白成勤入股“白长春”的生意，白火煨占大股，逐渐把生意做大做强。

由于买卖旧货的生意越来越难做，公司开始慢慢转型从事运输，逐步添购了罗厘，运载建筑材料、土方。

多年经商的历练培养了白火煨的机敏。在运输沙土的过程中，他乘机了解行情，从纯粹运载，到协助填土，并购买了挑土填土所需的工具如推土机，这样一来可谓“一石二鸟”，白火煨的业务面日渐扩大，收入也相应提高。此后，白火煨融资贷款，购买更多的罗厘，生意蒸蒸日上，人脉也越来越广。

Tiong Seng means *everlasting success*,
an auspicious name promising a good start for
the new firm.

The Birth of a Legacy

The birth of Tiong Seng Contractors came about from a partnership between Pek Ah Tuan and his business associate Lee Tuan Chay in 1959. The word "Tiong" came from Pek Ah Tuan's Peck Tiong Choon and "Seng", from Lee Tuan Chay's company, Song Hup Seng. Put together, the name "Tiong Seng" signifies everlasting success, an auspicious name for the start-up.

The joint venture, which was born out of deepening business ties between Pek Ah Tuan and Lee Tuan Chay, leveraged on their complementary strengths in the construction sector. Lee's company was primarily involved in piling and excavation work, while Pek Ah Tuan owned transportation lorries.

Tiong Seng found its first big opportunity in 1961, ironically from a fire



Khng Kwi Cher (left) and Pay Seng Koon (right)
康贵芝 (左) 和白成勤 (右)

in Bukit Ho Swee which left thousands homeless. The company successfully won the public tender to quickly clear land for new homes. It had proved its mettle.

A road construction project by Pek Ah Tuan's friend in Malaya gave Tiong Seng another opportunity to grow. The project required a large variety of vehicles and



Tiong Seng successfully won the public tender to clear land for new homes following the Bukit Ho Swee fire in 1961.
1961年的河水山平民窟大火发生后, 长成功标得搬移土方的工程。

equipment, a job Pek Ah Tuan and Lee Tuan Chay were more than happy to take up. At this juncture, Pay Seng Koon, who was well versed in vehicle repair and maintenance, joined the duo to help expand the company's business.

Yet another turning point came in 1964, when Tiong Seng became a private limited company. The same year, Khng Kwi Cher, a long-time employee at Song Hup Seng, officially joined Tiong Seng. The industry veteran, who was fluent in English, helped to shore up Tiong Seng's competitive edge to secure many government projects. He was given a two percent stake each by Pek Ah Tuan and Lee Tuan Chay, a move that reflected the company's talent management policy.

Tiong Seng's growth only meant its people worked harder and with even greater dedication. A Jurong Town Corporation project to transform Jurong into an industrial estate saw the company working almost non-stop, taking a break only on the first day of Chinese New Year. Such was the diligence and perseverance that has continued to steer Tiong Seng firmly along the path of expansion.







Tiong Seng transformed Singapore's marshlands in an early Jurong Town Corporation project.
长成早期为裕廊工业区展开移山填海的工程。

双剑合璧 生意长成

在1959年，白火煨和一位安溪同乡李团济合资成立公司，定名为“长成”。公司名称的由来，取自自家宝号“白长春”中的“长”，加上李团济与其他股东创立的“双合成”公司中的“成”字。长成长成，意味长长久久的成功，确实是个好的兆头。

白李两位老乡，缘何会兴起合股做生意的念头？追根溯源，原来他们是从业务的联系开始，从业务的合作深化到合资经营。李团济的业务主要是打地基与铲泥业，白火煨则拥有收土车及运输罗厘，两人的生意有着“上下家”的渊源关系。

1961年河水山平民窟大火，成千上万居民无家可归，重建该区成为当务之急，政府招标请承包商搬移大量土方，以便建设楼房。刚成立的长成公司在双合成的支持与配合下，成功获得了这项工程。

后来白火煨的一个朋友在马来亚标得道路工程，需要多种工程机械和配备，给白李两老带来

新的商机,也让长成顺利地开展业务。这时,擅长维修机械的白成勤也加入公司,协助开拓市场。

1964年,长成从合伙企业正式成立为私人有限公司。在双合成服务多年的康贵芝也正式加入长成公司。由于康贵芝掌握英语,他在协助长成获得更多政府工程方面扮演重要的角色。为了留住人才,白李两人各给康贵芝2%的股份。各路人才的加入,使得公司如虎添翼,发展势头看好。

随着各路人才的加入,长成不断忙于应付各项成功标得的工程,其中一个就是为开发裕廊工业区而展开移山填海的工程。这项工程非常庞大,也异常艰辛。公司标到工程后,夜以继日开工。每周七天,每天起早摸黑,七点不到就出门,做足16个小时,只有大年初一才休息一天。就是这股刻苦耐劳的精神,持续推动着长成的事业进程。

Foray into China

Then Peck Tiong Choon and Tiong Seng ventured into the China market. All began with Pek Ah Tuan's maiden visit to his ancestral home in 1983, when he noticed on a stopover in Xiamen that the city bore a resemblance to Singapore in the 1970s. He knew then that it was a place with great potential for development.

His chance came a year later when a group of government representatives from Xiamen, including the governor of Fujian province, Hu Ping, was in Singapore to attend a trade exhibition. Pek Ah Tuan had the opportunity to interact with the governor. The meeting helped to deepen his understanding of China, with a special focus on Xiamen's investment climate. This further piqued his interest to invest in the city.

The experienced businessman knew, however, that he should not rush headlong into any venture. He believed that for any successful investment, the strategy had to be bold, yet guided by caution. Thus, in 1985, Pek Ah Tuan gathered a few business contacts to set up a company named Solid Resources in Hong Kong. With help from the Xiamen Special Economic Zone Development Corporation and other companies, Xiamen Huicheng Development Corporation Limited, a real estate company in Xiamen, was eventually incorporated.

Pragmatic and down-to-earth, Pek Ah Tuan personally oversaw the new venture. He spent three years in Xiamen with his sons and nephews doing precisely that.

Huicheng grew quickly after its inception in 1986. By the end of the three years, its operations had expanded. Externally, its business grew. Internally, it set up five different departments that were to focus on housing development, gravel, bricks, renovation and its storefront for building materials respectively.

Unsurprisingly, Tiong Seng's stable of companies is imbued with founder Pek Ah Tuan's virtues. Under his positive influence, management and staff alike are enthusiastic about social responsibility and altruism. Harmony is also cherished in the Tiong Seng family where the various enterprises support one another selflessly.

Pek Ah Tuan's ventures into Xiamen invariably laid a solid foundation for Tiong Seng's expansion in China. The rapid development and liberalisation of the Chinese economy fostered Tiong Seng's operations in the country, which grew swiftly from 1993 to include Suzhou, Yangzhou and Tianjin. All these would not have been possible if not for the strong leadership, pragmatism, perseverance and entrepreneurial spirit of Tiong Seng's founders; the very same spirit which underpins Tiong Seng's company philosophy and ensures it continues to grow from strength to strength.

投资厦门 挂帅亲征

白长春和长成两家企业在中国的发展, 与1983年白火煨第一次拜访祖籍, 有着密切的关系。那一年, 白火煨夫妇连同两个朋友, 从新加坡取道香港到大陆, 厦门是第一个落脚的城市。此行主要也是拜访素未谋面的岳父岳母。

在厦门逗留的九天里, 他以一位企业家的敏锐, 发现当年的厦门就有如1970年代的新加坡, 具有广阔的开发前景。

一年后, 刚巧厦门市组团到新加坡参加商展会, 白火煨与到访的福建省省长胡平接触后, 更了解厦门的投资环境, 于是萌起了到厦门投资的念头。

白火煨久历商场, 深明决策必须大胆而谨慎, 因此对于投资厦门的想法绝不冲动行事。基于此, 白火煨和商界朋友在1985年于香港注册了一家公司“坚源”。坚源与厦门经济特区建设发展公司等, 合资成立厦门第一家三资企业的房地产公司汇成建设发展公司。

向来脚踏实地的白火煨, 仍然坚持必须亲身体会, 才能获得最准确的判断。他决定亲自出马,



One of the first few developments by Tiong Seng in Suzhou, China
长成早期在中国苏州的其中一项发展项目

连同子侄“进驻”厦门，在华侨大厦租下长包房，亲力亲为打理生意，一住就是三年。

事实证明，白火煨的“三年挂帅远征”，收获十分丰硕，汇成也得以扩展并在属下分设屋业发展、碎石、红砖、装修和建材门市等五部门，公司在1986年投入运作，不久后就扩充。

作为长成工程创办人之一，白火煨为人处事的作风，自然而然贯彻到他旗下的企业。公司上上下下耳濡目染，将取之社会、回报公众的事业薪火相传。家族成员间长幼有序、兄恭弟友、同辈救济精神，也表现在企业与企业之间的互相支援。

白火煨在厦门的投资经验以及汇成公司的实际运作，为长成公司未来在中国的业务拓展奠定了基础。随着中国市场的进一步开放，长成在1993年迈出第一步，在中国的规模越做越大，先后在苏州、扬州、天津等地顺利拓展业务。这一切，都与公司创办人身先士卒、脚踏实地、坚毅奋斗的创业精神密不可分，也是公司不断拓展版图的基石。



源头活水 开拓新程



Engineering
new frontiers

The able stewardship of Tiong Seng's pioneers and second generation leaders has brought the company a long way over the past fifty years to become what it is today.

From taking on basic infrastructural projects such as earthworks, roads, bridges and the construction of Housing & Development Board flats and schools, Tiong Seng has diversified into construction of private property development. It has also teamed up with global construction firms to undertake the building of large-scale commercial and hotel projects, as well as one of the integrated resorts. Besides having established a strong foothold in Singapore, Tiong Seng has made successful inroads overseas. Each milestone achieved by Tiong Seng bears the mark of its technical innovation, people management and quality management, and is testament of its continual strive for excellence and undying entrepreneurial spirit.

During Tiong Seng's formative years in the 1960s and 1970s, the company was mostly involved in earthworks such as the building of roads, bridges and other basic infrastructure. In the 1970s and 1980s, it expanded into civil engineering.

The 1980s were watershed years for Tiong Seng. In the mid-1980s, Tiong Seng made its first foray into the building construction industry. Unfortunately, a recession shortly after forced the endeavour to a halt. While the effort was restarted only in the 1990s, to Tiong Seng, the experience was an attempt that bore great significance.

For many years, the company mainly focused on public construction projects such as HDB flats and schools secured through government tenders. Its breakthrough came in 1997, when Tiong Seng ventured into the construction of private residential properties.



One of Tiong Seng's early government projects included the building of HDB flats.
长成早期负责政府工程包括兴建组屋。

The first of these projects was Guilin View, a condominium in Bukit Batok developed by City Developments. Soon after, the company undertook the building of Meritus Hotel in Shantou, China, marking its first hotel construction project. From then on, Tiong Seng took on bigger projects of a wider range, from commercial skyscrapers, sewage treatment plants to tunnelling works.

五十年来，长成在股东第一代和第二代以及管理层其他成员的领导之下，历经开创、成长与发展各个阶段，业务领域不断拓展。从土方、道路、桥梁等基础设施项目，到承建政府组屋和学校，再到进军私人住宅、与著名跨国公司强强联合地承建大型商业酒店与综合度假胜地工程，长成树起的一个个里程碑，见证了长成不断努力和积极创新的精神。

长成不但牢牢地扎根本土，同时也成功扩展海外市场。这些，也都得益于长成建立起先进的技术开发、人力资源以及品质管理系统。

长成在创业之初的上世纪六十到七十年代，主要是从事土方工程、参与道路、桥梁等基础建设项目。七十到八十年代，长成的业务从土方工程，拓展到土木、基础工程。1980年代是长成发展历史上具有标志性意义的年代，正是在八十年代中期，长成首次跨入建筑工程领域，后来虽然因经济不景气暂停，到九十年代方继续挺进这一领域，但对长成来说，仍是意义非凡的机遇。

长成的建筑项目，一路来主要竞标政府的工程，包括组屋和学校。1997年开始进入私人住宅建造领域。武吉巴督“小桂林”的桂林景便是长成的第一个私人住宅项目。过后再从公寓跨入酒店建筑，首个项目便是广东汕头的文华大酒店。从这里，长成也开始涉及大型商业大楼、隧道工程和污水处理等基础工程。

Venturing abroad, sharpening technical edge

In addition to the many milestones it had established locally, Tiong Seng set its sights on the international market. Its maiden overseas project was a World Bank-funded project in Papua New Guinea in 1989. Today, Tiong Seng continues to maintain an active presence



Nanyang Girls' High's new campus was one of Tiong Seng's projects.
南洋女中是长成兴建的其中一所学校。

in the country, where its staff strength has grown to 144 from the initial six.

In 1990, Tiong Seng saw opportunities in the emerging Vietnamese market. When the rest of the world was grappling to catch on Vietnam's local policies and regulations, Tiong Seng was already in the market to scour for business opportunities. It built and managed serviced apartments there in 1995.

Apart from Vietnam, Tiong Seng has also left its mark in another part of Indochina – Laos. In 1997, it established the Laos-Singapore Construction Company, which went on to clinch a World Bank-funded road construction project in the developing country.

The hand behind Tiong Seng's ventures overseas was none other than co-founder Pek Ah Tuan, who personally took the lead in establishing the company's footprint abroad.

In 2002, Pek Ah Tuan's youngest son, Pek Lian Guan, led a “pioneering team” to

venture into India. Partnering three other Singapore companies, Tiong Seng built more than 2,000 units of low-cost housing in Hyderabad, India. These units were modelled after Singapore's government housing concept. Representing Tiong Seng's second generation leadership, the younger Mr Pek had joined Tiong Seng in 1990 after graduating with a civil engineering degree from the United Kingdom. He is currently the company's managing director.

Pek Lian Guan knows the importance of building a technical edge in the construction business. He believes that a company's technical know-how is closely linked to business growth and development.

Hence, from 2001, Tiong Seng began its many collaborations with well-known global construction firms such as Samsung C&T Corporation, Dong-A Geological Engineering and GS Engineering & Construction from South Korea and Kajima Overseas Asia from Japan. To Pek Lian Guan, this is a way Tiong Seng can advance its technical competency, and in turn expand its business. Indeed, its collaboration with Samsung C&T Corporation in building One Marina Boulevard, the National Trades Union Congress's (NTUC) new headquarters, marked the beginning of its success in the construction of commercial skyscrapers.

Tiong Seng has also collaborated with Kajima on several fronts, from the construction of a series of hotels and condominiums to commercial building projects. The most prominent of these partnerships was the construction of Sentosa's integrated resort, an important project not just for Tiong Seng, but also Singapore.

With South Korea's Dong-A Geological Engineering, Tiong Seng worked on deep tunnelling and sewage systems projects that required advanced construction and tunnelling technology. This experience sharpened Tiong Seng's technical capability. Most recently, it partnered GS Engineering to work on the expansion of the Mass Rapid Transit (MRT) line in Singapore.

Tiong Seng is also a leader in the development and application of new construction technology. Indeed, its superior prefabrication techniques set it apart from the other local players. For 15 years now, this technical know-how has brought about savings in



A counterfort earth retaining system by Tiong Seng's partner Dong-A Geological Engineering used in the Tribeca project

长成的伙伴东亚地质开发、用于翠碧家项目中的扶壁式挡土墙系统

manpower, time and overall costs without compromising the quality of construction for the company. All these have in turn translated into higher returns. To further boost its prefabrication capability, Tiong Seng plans to invest \$20 million in the setting up of an automated precast factory in Tuas.

Tiong Seng's strive for technical competency gives it an edge over its competitors. It helped the company not only fend off fierce competition from construction firms from China around the year 2000 but also managed to increase its market share. Tiong Seng was involved in numerous prominent construction projects, including NTUC's One Marina Boulevard, Marina Bay Financial Centre, St. Regis Hotel, Capella Singapore and Resorts World Sentosa. At the same time, the company continued to work on several infrastructure projects, adding to its name the Jalan Buroh flyover, large-scale soil reinforcement contracts, piling work and the construction of the MRT Circle Line.





Working with Samsung C&T
Corporation to build One
Marina Boulevard
与三星物产公司共同建造新加坡
职工总会大厦



异域开拓 技术领先

除了牢牢地在本土扎根，树起一个个里程碑外，长成也注重把业务扩展到海外市场，而真正涉足较远的海外作业，则是自1989年开始。第一个目的地是巴布亚新几内亚，争取到一个世界银行贷款的项目。直到今天，长成在那里的业务仍然持续发展，从开始的6名职员增加到现在的144名职员。

1990年代初期的越南被视为一个新兴市场，企业界对当地的政策与法规还处于摸索的阶段，而长成早在1990年就前往探路，寻找商机。1995年，长成开始启动项目，参与投资、建设与经营服务公寓工程。

除了越南，长成将业务扩展到中南半岛的其他国家，包括相对落后的老挝。1997年，长成成立了辽新工程公司，并标到一项世界银行所资助的道路工程。

值得一提的是，长成进入巴布亚新几内亚、越南和老挝市场，扮演“开路先锋”角色，正是公司创办人兼董事经理的白火焮本人。

2002年，由白连源率领的长成“先锋部队”与另外三家新加坡公司合作，在印度的海得拉巴兴建以新加坡组屋为样板的超过2000套经济适用房，开始进军亚洲次大陆印度。白连源是长成的第二代骨干，今年44岁，是白火焮的幼子。他曾留学英国，修读土木工程，1990年加入公司，目前担任董事经理。

在长成的发展过程中，白连源特别强调与跨国建筑公司合作的意义。因为他深刻了解，技术是长成作为一家建筑公司最不能或缺的优势，提升技术平台，就意味着发展与进步，两者密不可分。因此，长成的发展里程碑，也同时体现在“技术发展”的层面上。

2001年开始，长成为了扩大技术平台，和许多著名的跨国建筑公司合作，比如韩国的三星物产公司、东亚地质、日本的鹿岛海外亚洲到近期的韩国GS建设等。其中，他们与三星物产公司共同参与新加坡职工总会大厦的工程，就是一个成功的范例，也由此拉开了长成参与建造商业大楼的序幕。

除了三星物产公司，长成也与鹿岛海外亚洲合作过酒店、公寓、商业楼等建筑工程，最为人瞩目的工程当属圣淘沙名胜世界项目。这个新加坡综合度假胜地项目对于新加坡未来的经济发展，势必发挥一定作用，其重要性由此可见。

公司表示，他们和东亚地质的合作，突显在地底下的高技术工程，尤其是参加隧道工程、污水处理等，让长成的技术层面进一步扩大和精进，提升了整体的技术水平。至于长成与GS建设的合作，则是在近期展开了地铁工程新领域。

长成也建立起先进技术的开发,并在新技术的使用上持有领先地位。1995年,长成开始开发和运用预制混凝土。这项技术用于建设高楼和其他各类建筑,非但节省时间和人力,保证建筑质量,而且在整体上降低成本,取得良好收益。

为了加强预制的能力,目前,长成计划在新加坡西部的大土,建造自动化预制厂房,投资额预计达到2000万元。

“技术优势”的掌握,对于业务的发展起到关键作用。2000年前后,新加坡的建筑业面对中国建筑公司的强大竞争,特别是劳动力成本。长成拥有了先进技术作为“后盾”,其竞争实力无形中获得提升,业务范围一再扩展。仅仅在过去的五年间,长成就参与了多项顶级建筑项目,包括滨海湾金融中心、瑞吉酒店、圣淘沙嘉佩乐酒店及名胜世界等。

与此同时,长成在基础设施项目上的表现亦有目共睹,其中包括参与惹兰布洛立交桥工程、大型泥土加固、基础打桩和地铁工程。

Creative talent management

Tiong Seng's investment in technical innovation and judicious human capital management formed the foundation of its quality management system. As its business transformed over the years, so did the way it managed its talent and strategised its capital expansions.

Construction and civil engineering projects were labour intensive in the 1970s and 1980s. The opening up of the Chinese market in the mid-1980s helped Tiong Seng tide over the financial downturn, but did not stop the company's staff strength from falling from several hundreds to a low of 12 in 1992. It has since grown from strength to strength. The current number stands at approximately 420.

The company's business also grew over the years. Its registered capital increased from about \$2 in 1964 to \$20 million at the end of 2009. Its net assets currently stand at \$125 million.

Apart from the way it chooses to manage talent, a company's growth is also a result of the corporate culture it builds up over the years. Effectual teamwork, willingness to challenge the status quo, constant innovation and continual strive for excellence are the



Nurturing talents is paramount to Tiong Seng's development strategy.
人才的培养，是长成发展策略中的重中之重。

key pillars of Tiong Seng's corporate culture.

Tiong Seng's innovation and drive to develop technical competency has helped the company to establish a strong foothold locally and abroad. In turn, the company's projects overseas – including roads, houses and commercial buildings – have contributed to the development of the infrastructure and architectural landscape in these countries.

These achievements are intricately linked to Tiong Seng's human resource management strategy – the company has always placed talent development as top priority. As such, its clients are assured that they are served by a well-trained and highly initiative team committed to delivering results. This goes back to Tiong Seng's key corporate value of continually striving for excellence.

As Pek Lian Guan highlights, the company has always adopted an 'open door policy' in the management of talent. Equal opportunities are offered to all, and due recognition given to performing employees and those with potential. The company also provides employees with comprehensive training not only in the technical aspect, but also in language skills and management know-how. With this, a chargehand who performs well



Talent management aids company growth.
人才管理协助公司不断成长。

can be promoted to foreman, and eventually even head a team.

As a construction company, engineers naturally form the backbone of Tiong Seng's talent pool. Through Tiong Seng's collaborations with its global partners, Pek Lian Guan took the opportunity to seek out learning points in their talent management. He discovered that often, senior engineers in these companies can be more qualified than managers in terms of experience. In addition, they are of equal authority and often contribute to many important negotiations and decisions.

Tiong Seng has adopted best practices and strategies from many of these global partners to attract and retain its best engineers. Most significantly, it has recalibrated the career path it offers to them. Tiong Seng has created a professional career path for

its good engineers. The company recognises that not all competent engineers can be good managers.

The introduction of parallel career paths is an effort to harness the undivided strengths and preferences of outstanding engineers, thereby enabling them to perform and maximise their potential in their careers with Tiong Seng.

求变创新 人才扩充

先进的技术开发与后勤管理，融汇成为长成的“品质管理系统”。长成的人力资源与资本的扩充，也随着公司的业务而不断变化。

1970到80年代，从事土方和土木工程，需要大量的人力，当年的员工数目达到几百人。八十年代中期经济不景，由于中国市场的开拓，长成的发展“柳暗花明又一村”，但本地员工数目在1992年曾一度锐减到12人，1997年增加到60多人，2003年再增至160人，目前则扩展到约420人。

长成的做大做强也表现在资本的积极扩充上。以1964年长成正式成立的资本为例，当年的已缴资本是两元，现在则是2000万元，截至2009年12月底，集团的净资产值约有1亿2500万元。

企业的发展，离不开用人的策略，以及多年来塑造的企业文化。长成的企业文化，概括起来就是“紧密合作、挑战平凡、积极创新、精益求精”四句话。

正因为着重于创新和竞争意识，并具体表现在技术的创新、运用和开发上，长成不但牢牢地扎根本土，同时也成功地在多个国家完成包括道路、房屋及商业大厦在内的多项建筑工程，推动了当地的基础建设和环境的发展。

这一切，都与长成的“人力资源策略”息息相关。人才的培养，向来是长成发展策略的重中之重，公司坚持向客户保证，与他们合作的必定是训练有素、积极主动且精益求精的班子。因而，“精益求精”构成了长成企业文化当中，不可或缺的重要信念。

据白连源介绍，公司对人才的原则一向“门户开放”，不论国籍，任人唯贤，只要有所表现、具备潜能，就有晋升的机会。公司也采取积极的培训机制，致力提升员工的水平，使得员工的才干与智慧得到有效的发挥，普通员工有机会升级为督工，成为小组负责人。

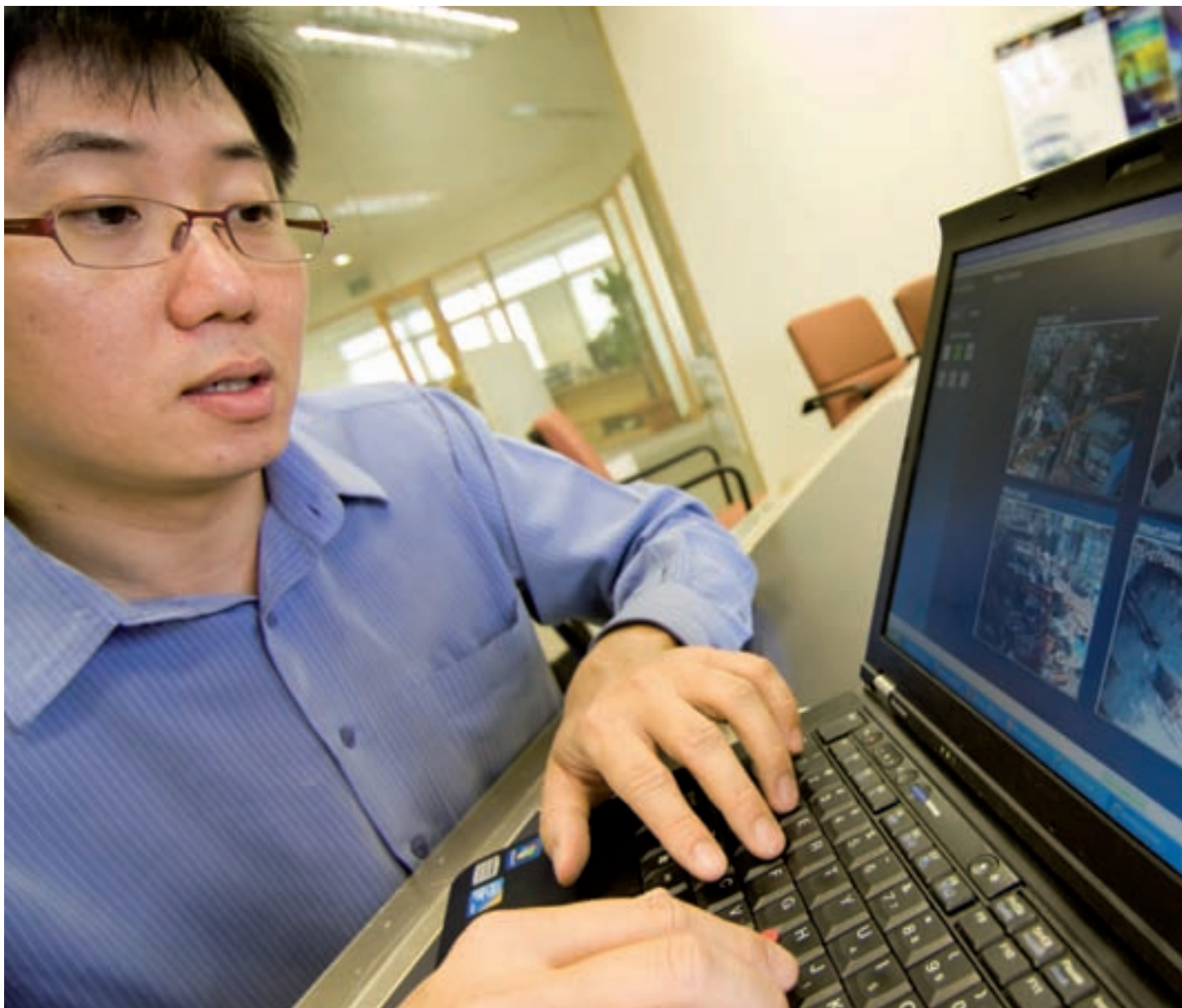
公司所推行的培训计划颇为详尽。除了技术层面，也涵盖语文和管理知识的训练。因此，经过培训与知识强化，督工干得好可以升为管工，甚至再往上升为总工头。身为普通员工，也能看到独当一面的职业前景。

作为一家工程公司, 工程师自然是员工当中的骨干力量。因此, 引进和留住好的工程人才至关重要, 在这方面, 长成从与跨国公司的合作中, 也借鉴不少好的制度与策略。最明显的一项, 就是对工程师职业前景的重新规划。好的工程师, 未必也擅长管理, 因此长成打破了以往“不升级成为经理, 事业前途就此卡住”的旧做法, 让表现出色的工程师, 晋升成为高级工程师、总工程师, 而这两个职位, 论级别和酬劳, 并不低于经理级, 甚至具有相当于总经理的职权。

这样的经验与做法, 是白连源在与跨国公司合作中发现的。他了解到, 这些国际大公司的高级工程师, 论年龄与资格, 往往比经理还老到, 职责权也不在经理之下, 许多重要的洽谈与决策, 都少

The extensive use of information technology software allows the various departments to link up electronically with different construction sites to exchange information.

软件的开发, 让各部门与工地通过电子网络连系起来, 互相交换信息。



不了高工的参与。他山之石可以攻玉, 借鉴外国公司管理人才的经验, 长成为工程师提供了一个更大的发挥空间。

长成公司目前正在着手进行新的人力资源策略, 明确技术与管理分头并进的发展模式。换句话说, 长成的各级员工能根据自身所长更好地发挥潜力与优势: 精于管理的, 就往管理方向迈进; 擅长技术的, 则能够专注于技术提升, 实现美好的就业前景。

Pursuit of efficiency and excellence

Tiong Seng also believes that the use of information technology (IT) is necessary to boost the company's efficiency. Since 1999, it has embraced the use of IT in its operations. An IT department was formed to spearhead its information technology and information management goals. With IT, departments in the company are linked up electronically with different construction sites. These measures have helped to increase productivity and efficiency significantly.

The development and implementation of Tiong Seng's IT system has enabled the company to manage employee information effectively. The web-based system also offers a platform for project stakeholders to hold discussions and exchange ideas, facilitating communication and in turn improving the company's information management, production quality control and business processes. Overall work quality is boosted as a result.

In recognition of Tiong Seng's IT efforts, it was awarded Best Practice Award for Integrated Business Process and Information Management System for Contractor's Operations in 2004 by the Building and Construction Authority (BCA) of Singapore.



Pek Lian Guan has always kept in mind the contributions of Tiong Seng's pioneers. It is his firm belief that the company's second generation should continue to be guided by the same pragmatism, impartiality and honesty championed by those who had come before.

科技创新 效率争先

为进一步提升公司的管理效率,从1999年起,长成加速推进应用资讯科技系统的步伐,专门成立资讯科技部门,开发适合自身的管理软件,实现各个部门,特别是与不同工地之间的电子联网,这样一来,信息的交流就可以同步进行,大大提高了工作的效率。

这套电脑科技系统的开发与实施,确保了长成通过电脑信息系统,妥善地掌控并处理员工资料。系统是以网络方式,让所有参与工程的工作人员交换意见,将概念具体化并进行与工程有关的沟通,从而更高效地处理信息,加强品质管理,巩固商业程序,提升整体工作质量。

长成的一系列努力得到了有关当局的肯定与嘉奖。新加坡建设局就曾在2004年把“承包商综合业务处理及信息管理系统最佳作业奖”颁发给这家积极创新、与时俱进的工程公司。

Towards loftier goals

Not one to rest on its laurels, Tiong Seng constantly seeks to extend its market reach. It has undertaken many major projects overseas, including some which were funded by the Asian Development Bank and the World Bank. To name a few, it has worked on building highways in Laos, and resurfacing roads and building bridges in Papua New Guinea.

Half a century on, Tiong Seng has established its presence in many countries. In addition to construction, it has also diversified through numerous subsidiaries into investment holding, property development, heavy machinery maintenance, prefabrication services, metal and structural steelwork, building construction and civil engineering.

Through this time, Pek Lian Guan has always kept in mind the contributions of Tiong



Another Tiong Seng project: Marina Bay Financial Centre.
长成另一工程：滨海湾金融中心。

Seng's pioneers. It is his firm belief that the company's second generation should continue to be guided by the same pragmatism, impartiality and honesty championed by those who had come before. It is precisely with this spirit that Tiong Seng will advance, as it continues to reinvent itself with the times, towards loftier goals.

延伸触角 领域多元

长成的触角也不断延伸，参与过不少海外大型项目，包括由亚洲发展银行、世界银行等资助的工程，比如改进衔接老挝境内的高速公路，翻新和重铺巴布亚新几内亚的道路与桥梁建筑等。

历经半个世纪的努力，长成已经从本土拓展到海外多个国家，并且拥有投资控股、房地产开发、重型机械维修、预制混凝土、金属及结构钢架、土木与建筑等多家子公司。

回顾过去，白连源不忘公司前辈的贡献，他始终坚信，从老一辈那里，长成同仁学到了实事求是、处事公平、诚信为本的精神，这也是长成的立足之本。展望未来，长成在秉承这些宝贵精神的同时，将继续在技术与管理上创新，迈向更高更远的目标。



创新管理 人才为先



Innovative management and Tiong Seng's talent programme

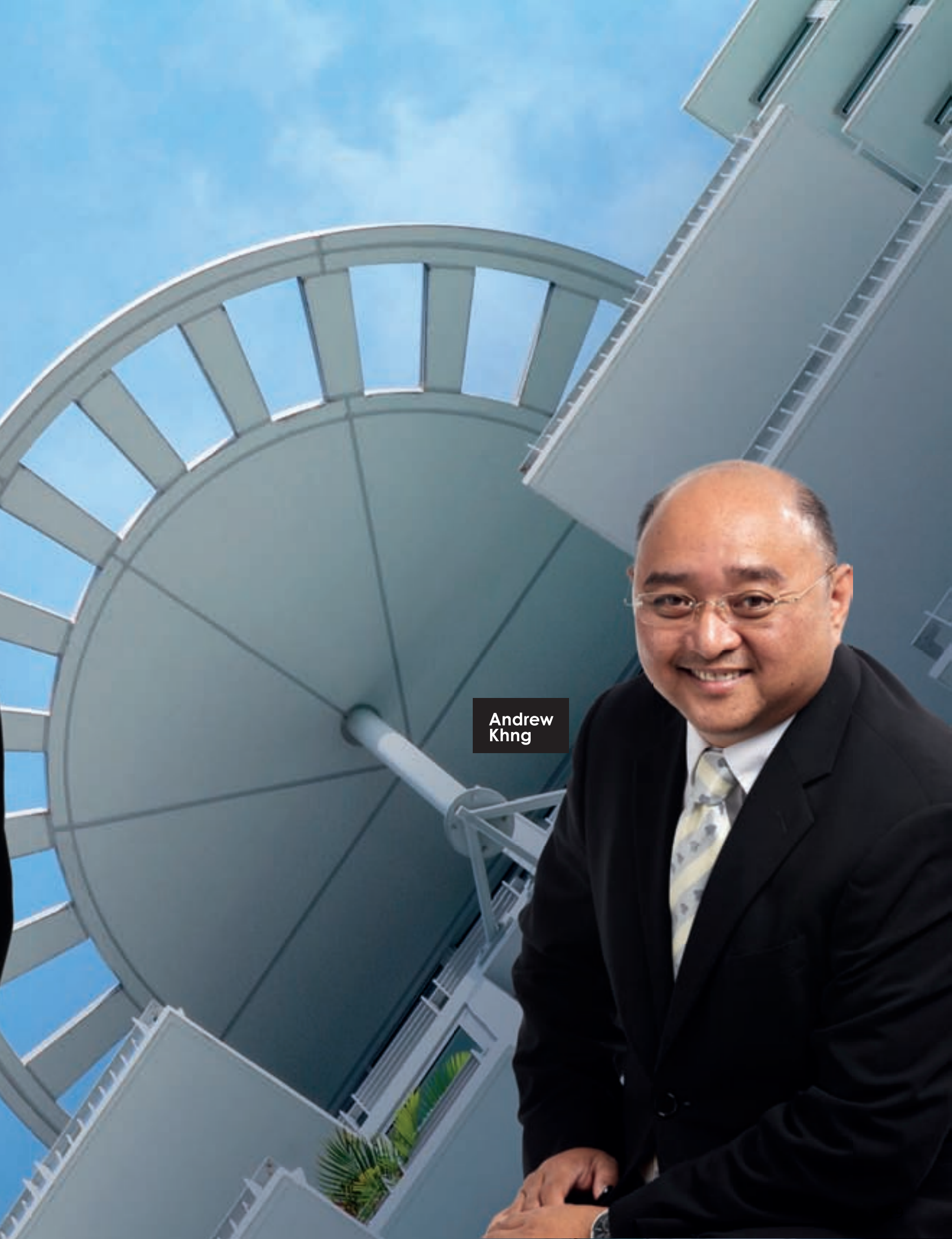
Board of Directors 董事部 }



Derick Pay
白朝荣

Pek Ah Tuan
Founder
白火煨
创办人





Andrew
Khng

Board of Directors 董事部



Pek Dien Kee
白連枝



Pek Lian Guan
Managing Director
白连源
董事经理

Pay Sim Tee
白仙知

Tiong Seng's modus operandi and workflow processes have always been marked by creative solutions. This emphasis on innovation is shared by management and staff alike, and is a trait that has earned for the company recognition from other industry players.

Nurturing and retaining talents is paramount to the company. As such, Tiong Seng has in place a comprehensive career development strategy for its staff, a formula that has become a shining example in the industry.

Tiong Seng has always stayed true to the mission it set 50 years ago – to be a leading provider of quality products and services in the construction industry. Customers benefit from its professionalism, expertise and continual strive to streamline work processes through innovation and creative solutions.

Leading the industry in innovation is not a new role for Tiong Seng. Taking the cue from HDB in the 1990s, it started to adopt prefabrication techniques, modified to suit its specific needs. Now, prefabrication construction is in all of its projects. In its constant search for good construction methods, Tiong Seng also became one of the first local contractors to adopt German-imported advanced formwork systems on a large scale, a move that yields significant savings in time and manpower. At the same time, Tiong Seng remains committed to workplace health and safety, as well as to environment sustainability in its work processes. This commitment has earned recognition from others in the industry.

Tiong Seng's emphasis on innovation is evidenced in its insistence on engaging only the best practices of the industry. Concerned about the negative impact of discharging polluted water on the environment, it is the first contractor in Singapore to implement on-site water treatment through the use of portable water recycling systems. Now, recycled water is used to wash vehicles, clean workplaces and toilets and in construction. The waste water is treated before it enters public drains. In recognition of the company's innovative recycling efforts, Tiong Seng was awarded the Public Utilities Board's (PUB) highest accolade – the Water Mark Award.



The water from Tiong Seng's first prototype portable water recycling system is used to wash vehicles, among others.
 长成使用第一个原型污水再循环仪器把污水再循环, 然后用作洗车等用途。

Tiong Seng's commitment to innovation in its work processes has earned the Group numerous industry awards. For one, it was given the highest honour under the Construction Quality Assessment System (CONQUAS), a national yardstick to measure the quality of building projects for many of its residential, commercial and hotel projects. Other accolades to its name include the Singapore Quality Class Award, BCA Construction Excellence Award, Best Buildable Design Award and Best Contractor Award.

The company has done equally well in the area of workplace health and safety, an achievement recognised not only locally, but also internationally. Since 2004, the company's name has been synonymous with workplace safety accolades awarded by various agencies, including Ministry of Manpower's Workplace Safety & Health Award,

the BCA Design and Engineering Safety Excellence Award, as well as City Developments Limited's Environmental, Health and Safety Excellence Award. It was also the only Singaporean company among the four winners of the Royal Society for the Prevention of Accidents Award for Industry Safety (RoSPA) in the United Kingdom in 2008 and 2009.

In addition, Tiong Seng was one of the two recipients of the BCA's Built Environment Leadership Award, a testimony of its leadership status as a green contractor.

长成公司在改进现有工作模式及流程方面, 始终求变创新。这种求新求变的执著, 为集团赢得不少业界奖项, 获得了充分肯定。这种追求也已经在不同层级的员工身上得到贯彻和执行, 对管理层在这方面的严格要求, 员工们感同身受。

在加强管理的同时, 长成也充分尊重人才、发挥各类人才的潜能, 建立完善的事业发展规划, 以培养和留住人才, 堪称同业中的佼佼者。

创

立50年来, 长成始终秉持着相同的使命: 成为一个在建筑业中, 为各种项目提供优质产品及服务的业界领导者。它在工作流程上力求创意、革新, 把多年来累积的专业、技能及知识回馈给客户。

在改进现有工作模式及流程方面始终求变创新的长成, 一直是建筑界的领头羊。自上个世纪90年代起, 长成受到新加坡建屋发展局组屋项目的启发, 开始使用预制材料新做法, 公司过后将此做法进行整合及改良, 应用在所有的项目上。与此同时, 长成也是本地其中一个大量采用德国进口的先进系统模板并结合预制材料的建筑商, 节省了可观的工程时间。另一方面, 长成对工地安全及健康, 以及工作流程环保的坚持, 也持续获得业界的肯定。

管理创新, 意味着长成对遵从及创造最佳准则的坚持。长成新加坡最早在工地上使用可流动水处理系统、实现可流动处理与再循环工地用水的建筑商。长成管理层意识到水资源的宝贵, 再加上直接将工地污水排出将对环境造成影响, 于是采取现场处理和净化工地污水的方式, 并把污水加以再循环, 用来洗车、清洗工地及厕所及工程之用途, 这样做可确保排进废水道的水质可以达到不污染环境的水平。这一环保做法, 获得了公用事业局所颁发的最高殊荣——水源成就奖, 印

Talent is an
organisation's
most valuable
resource.
人才是企业最宝
贵的资源。





Tiong Seng conducts regular safety briefings on site for workers and staff to maintain a high level of safety awareness.
长成在工地为工人和职员提供例常安全讲解，以提高工人的安全意识。

证了长成对管理创新的追求。

长成对工作流程管理求新求变的执著，也使集团赢得不少业界奖项。其中，长成在象征业界肯定的建设品质评核系统奖项的每个类别：住宅、商用建筑及酒店，都曾赢得最高级别。此外，长成也囊括新加坡品质奖、建设局卓越建筑奖、最佳易建奖以及最佳建筑商奖项。

对于施工健康与安全的重视，成为长成获奖无数的又一来源。自2004年，长成的多项工程获得各个机构颁发、与安全相关的奖项，如人力部的“安全与健康表现奖”、建设局“设计工程与卓越安全奖”及城市发展的“业主认同奖”等。2008年和2009年，长成是英国皇家安全协会国际工业安全奖的4家获奖业者中唯一的一家新加坡公司。

与此同时，长成在环保领域身先士卒，使集团获得建设局肯定，成为“建筑环保领导者奖”的两家建筑商之一，肯定了其领导业界走向绿色建设的地位。

Bringing out the best in its employees

In Tiong Seng's growth from its humble beginnings to the regional powerhouse that it is today, the company has attained the professionalism and talent management of a global company, while simultaneously retaining the close-knit work environment of a small and medium sized enterprise (SME). Thus, while encouraging its staff to pursue better work and service quality, it also hopes that the team can get along as one big family.

Tiong Seng's second generation leader Pek Lian Guan shares that as the company grows, its management style has to evolve. The senior management can no longer micro-manage. Now, each department head is given a chance to exercise his or her leadership

potential by being entrusted to lead while being guided by the company's vision and core values.

Notwithstanding this, Tiong Seng's senior management continues to exercise due diligence on critical operational matters such as ensuring that the advanced precast moulds or prefabrication components used meet stringent quality and safety standards.

The management's championing of change and innovation as well as quality and safety has broadened the skill set of every employee, including that of Senior Project Manager Ong Eng Hwa, who has been with the company for 15 years.

Says Ong: "In other companies, everyone works according to his or her job description. A supervisor will care only about supervising; those in charge of renovation will not do work outside their scope. However, in Tiong Seng, the company gives you a wider exposure so that you gain a broader picture of the knowledge and skills required for your job."

He adds that the company takes the business of training its employees very seriously, and places great emphasis on implementing work processes with precision in areas like quality control, people management and purchasing. Although this means greater work pressure, he finds it gratifying to be able to pick up a wider range of skills at Tiong Seng.

专业管理 激发潜能

身为一家从小规模做起,发展至今天规模强大的长成,在管理员工方面,除了立志朝国际公司专业化、广纳专才的大方向迈进,也保留了中小企业特有的浓浓人情味;在推动员工追求更高质量、更好服务诉求的同时,整个团队的相处也有如一个大家庭。

身为长成集团第二代掌门人,白连源表示,随着公司的规模日益壮大,公司的管理风格不再是由上而下“一脚踢”的直接管理形式,而是以公司使命及核心价值作为平台及出发点,让各个部门主管在职位上发挥所长。

当然,公司也强调,在一些非常重要的事务上,比如先进模板和预制混凝土系统方面,公司最高管理层仍须时时刻刻深入监管、加强,以确保在质量和安全上能严格控制达标。

对求新求变、质量及安全的严格要求,员工们感同身受。高级项目经理王荣华为公司服务了15

年, 他从自己的经验中深深地认识到, 公司对工作质量和安全上的要求和目标都很高, 每个员工的技能范围也必须更广泛。

王荣华说: “在其他公司里, 监工只管监工、装修的只管装修, 大家各司其职。在长成, 公司会训练你熟悉更多事情, 使你对工作的知识和技术更全面。” 他也表示, 公司严抓培训, 对员工严格要求, 在质量控制、人力资源、采购方面都实施既精且细的标准。他坦言, 在长成服务的好处是, 虽然工作时面对较大的压力, 但学到的东西也多, 技能更为全面。

Minimising wastage and maximising potential

Besides its constant drive to innovate and boost efficiency, Tiong Seng also actively seeks to control cost and reduce wastage by ensuring that its every action and resource utilised achieves the greatest impact.

To do that, the company bears in mind the advice that its prudent first generation leaders often gave.

Chief foreman Lin Zhongan, a 15-year veteran at Tiong Seng, recalls: “Founder Pek Ah Tuan would often say that to lose a tiny nail on the worksite is equivalent to losing a cup of coffee. His other pet phrase was ‘a long plank can be cut and used; a short plank, even if rendered useless, can still be used as firewood’.” The same spirit of zero wastage has been ingrained by the first generation to become part of the company culture.

Tiong Seng strongly believes that talent is an organisation's most valuable resource. It prides itself as an industry leader in the nurturing and retention of talent. Tiong Seng has not only provided employees with stable jobs, but more importantly, guided them in their career planning. This has helped to churn out industry talents.

The importance Tiong Seng places on human capital is reflected in its internal appraisal system. Unlike the top-down approach adopted by most companies, Tiong Seng adopts the 360 degree appraisal system – managers who evaluate the performance of their staff are similarly appraised by their peers and subordinates, making for a more comprehensive and reliable review. In addition, it is in the process of revamping the career progression planning it provides by tailoring jobs and career paths according to the varied talents



Providing training opportunities to those with potential is part of Tiong Seng's talent retention strategy.
为有潜能的人提供培训，是长成培养及留住人才的策略。

the company wants to attract. By doing so, Tiong Seng hopes to not only push staff to continually challenge themselves, but also to attract the best and brightest from the industry.

Speaking from experience, Pek Lian Guan has this to say about nurturing and retaining talent: "We have to give them opportunities for development so that they can grow to become industry pacesetters. In the process, we naturally sieve out those who cannot make the mark. But for those with potential, the company will provide them with the best possible training in technical skills."

TiongSeng also does not neglect site staff. The company provides training opportunities, career advancement options and staff benefits to its more than 1,000 construction workers.

For three years now, Tiong Seng has been running a Chargehand Grooming Programme to train aspiring construction workers who have shown leadership potential

老创办人白火煨在工地常常叮咛：‘一个小小的铁钉，丢在地上不见，（就等于）一杯咖啡没有了。’

—— 督工林忠安



In Tiong Seng, the company gives you a wider exposure so that you gain a broader picture of the knowledge and skills required for your job.

—— Senior Project Manager Ong Eng Hwa

to manage fellow workers. The scheme has produced almost 40 chargehands thus far. Outstanding workers can be promoted to the position of chief foremen.

Participants of the programme are grateful for the training. Guo Ru An, who arrived from Fujian in 1993 and has risen through the ranks to become chief foreman, is one of them. He says: "The company gives me the opportunity to constantly upgrade my skills and widen my job knowledge. We are encouraged to be innovative here. My steady promotion from worker to chief foreman has given me greater motivation to do even better."

开源节流 人才创新

在每日营运方面，除了保持建筑流程及技术上的创新、提高效率等“开源”的策略，长成也积极“节流”，确保每一分人力、材料和资源发挥最大的作用。

策略之一是严格控制成本，这从勤俭持家的第一代管理层对员工在日常循循善诱就可看出来。

在公司同样拥有15年经验的督工林忠安说：“老创办人白火焯在工地常常叮咛：‘一个小小的铁钉，丢在地上不见，（就等于）一杯咖啡没有了。’他的另一个口头禅则是：‘长的木头锯短，短的木头若不可以用，就拿去烧柴。’”可见，从第一代开始，长成就倡导不浪费一分一毫的精神，成为日后创新的推动力。

人才是企业最宝贵的资源。从一家小公司发展到今天，长成在培养和留住人才方面堪称同业中的佼佼者。公司除了为员工提供安身立命的根本之外，也致力于为他们提供事业发展的长期规划，得以培养出更多建筑业人才。

长成对人力资源管理非常重视，除了采用360度考绩制，让经理在审核下属的同时，也受到下属、同僚的评分外，长成目前正着手实施员工事业规划改革，为公司需要的各种人才量身度制特定职位及擢升制度。这么做不但能加强员工的技能，还能吸引人才。

谈到培养及留住人才，白连源以多年的经验娓娓道来。他说：“必须给他们机会，为他们提供发挥空间，确保水平跟随业界步伐，走在前面。在这个过程中，也会自然而然过滤掉不进步的人才。对那些具有潜能的员工，公司将提供最新的技能的培训。”

另一方面，长成也从不忘记照顾基层员工的福利，为1000多名建筑工人提供培训，提供技能、福利及长远的事业规划。

公司所推行的“工头培训计划”今年已进入第三个年头，培养出近40名工头。长成会从建筑工人中选出上进心强、具潜能的人才加以培训，让他们负起在工地上管理工人的职责。表现优秀的工头，就会被擢升为督工，进一步成为员工。

1993年从中国福建来新加坡的郭如安，已从工人升为督工。他说：“公司给我这个机会不断提升自己，也让我更了解这一行，鼓励我们创新。现在让我从工人逐步升上督工，给了我更大的动力。”

Embracing change with integrity

During Tiong Seng's initial years, the company was like a large family. Typical of an SME, its founders attended to all aspects of the company's business personally. However,

Other companies may borrow money from workers or be late in paying out salaries. However, Tiong Seng always pays its workers on time.

—— **Chargehand Appas Hameed**



Tiong Seng's business today is much bigger and its modus operandi has developed accordingly.

Over the years, it gradually abandoned the traditional family business model, opting instead to hire professionals. It also established training and career development programmes to attract and retain talented employees.

In addition, Tiong Seng continually revitalises its organisational structure to ensure efficient workflow among different departments, reflecting its emphasis on workplace innovation and preoccupation with keeping up with the times.

Tiong Seng may have evolved, but it stays true to its founding values. For one, Pek Lian Guan points out that the company's pioneers were particularly meticulous about paying its workers punctually, a practice that has not changed today. The good credit that Tiong Seng has built for itself means that it is held in high regard by its employees and others in the industry.

Chief foreman Jiang Naiguo recalls how Tiong Seng had stepped in to pay salary that his first employer owed him. The employer was a sub-contractor in one of Tiong Seng's projects. The incident left a lasting impression on Jiang, who subsequently joined Tiong Seng. Since then, he has been receiving his salary on time.

Notes another chargehand Appas Hameed: "Other companies may borrow money from workers or be late in paying out salaries. However, Tiong Seng always pays its workers on time. This is one of the reasons I asked my son from India to join Tiong Seng as well."

Tiong Seng knows fully that its employees are pivotal to the company's success. Therefore, its staff, be they managers, technicians or construction workers, have always been its top priority. The company seeks to retain employees' loyalty with efficient yet people-centric management style, and pledges to develop every employee to his or her fullest potential.

顺应变化 坚守诚信

长成创立之初,各创办人凡事亲力亲为,俨然一个大家庭,是一家不折不扣的中小企业。随着时代的演变,公司规模发展到不可同日而语,也逐渐采取了“企业分工化”的模式。

随着时代的演变,长成开始逐渐摒弃家族企业的运作模式,从市场聘用专业人才,另外,也设立了培训和事业发展规划的升迁制度,以便吸引及留住更多人才。

在分工方面,长成进行了不少内部重组,以确保分工能使整个工作的流程更有效率。这些运作模式的改变,显示长成对求变创新的重视。

除此之外,长成从创办的早期所秉持的诚信、质量等大方向,至今仍维持不变。白连源指出,公司创办人一路来特别注重准时付款,以保持信誉,这一点到现在仍然是公司贯彻始终的根本。

长成从不拖欠,这句说易行难的口号,却在业界中传了开来,使长成在员工心目中享有相当高的评价。

督工蒋乃国回忆,他在2000年从中国江苏来新加坡打工,却被前雇主——即长成项目之一的分包商拖欠了几个月的薪水。此事被总承包商长成知道后,立即出面解决,补清所有欠款。此举给他留下非常好的印象。他过后加入长成,从未被拖欠过工资。

另一名工头哈米说:“其他公司会借钱、会欠钱,但长成从不拖欠,每个月固定发薪。这也是我叫儿子从印度来新加坡加入长成的原因之一。”

长成公司深知,人才是企业做强做稳的制胜条件。以人才为先是长成一以贯之的管理策略,因此,从管理人员、技术人员到建筑工人等各个层面的人才,长成都极为重视,既以富有效率的现代方式管理人才,又以讲求人情味的方式留住人才,力争让每个长成员工发挥出最大的潜能。



立足狮城 打造新景

Shaping Singapore's skyline

Tiong Seng's growth closely mirrors Singapore's development. In the 1970s, Tiong Seng was primarily focused on the building of roads, bridges, ports and sewage pipes. In the 1980s, Tiong Seng started its foray into the construction of schools, HDB flats and other public buildings. Come mid-1990s, the company had started working on condominiums and luxury hotels.

This transformation is evidence of Tiong Seng's growth. As it grew in experience and stature, so did the range and complexity of its projects. Two of its recent projects — the Marina Bay Financial Centre and Resorts World Sentosa — are iconic developments that will together form a dazzling new skyline for Singapore.

*Resorts World Sentosa is a project of huge significance to Tiong Seng.
圣淘沙名胜世界工程对长成意义非凡。*



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圣淘沙名胜世界工程对长成意义非凡。*

Tiong Seng has gone through much transformation and growth over the past 50 years, its development closely linked to that of this nation's. Today, Tiong Seng is a familiar name in the local construction industry, with much of its work contributing to Singapore's skyline.

During its early years, Tiong Seng focused on building a competitive edge in earthworks. Much of Singapore's landscape then was rugged terrain and deserted tracts of land. The Jurong area, for example, was poised for major transformation. Together with a few other contractors, Tiong Seng embarked on a series of development projects, filling up shrimp ponds and levelling hills to make Jurong the flatland it is today.

In contrast, the Orchard Road area was low-lying and swampy. Reclaiming land in the district entailed extracting earth from Cairnhill, an act Tiong Seng's founder Pek Ah Tuan describes as 'moving a mountain to fill the sea'.



长成在新加坡的成长轨迹，映射了新加坡的建国之路。上世纪70年代新加坡全国发展基础设施，长成的主要业务集中在兴建公路、桥梁、港口、污水排水管等，上世纪80年代开始承建学校、政府组屋等公共项目，上世纪90年代中期开始涉足私宅、奢华酒店等项目。

项目的变化显示长成在新加坡的成长。随着能力的不断提高，长成承建的滨海湾金融中心、圣淘沙名胜世界等标志性项目，让新加坡的风景线更加迷人。

作 为新加坡建筑业中一家不折不扣的老字号，一路走来，长成经历了不小的蜕变与成长，它的发展轨迹与新加坡的建国之路息息相关，对人们今天所熟悉的新加坡风景线，也做出了不小的贡献。

创立之初，公司把重心放在土方工程，构成了集团的核心竞争力之一。早期的新加坡地势凹凸不平、荒地处处，长成在新加坡西部找到了庞大的商机。早期的裕廊一带地势崎岖不平，经过了长成与其他建筑商的多方面发展和施工之后，填掉了不少养虾池、铲平了不少山丘，才有了今日的平坦。

正如长成创办人白火焮所说，早期的乌节路一带多属低洼地区，在施工时必须从背后的经禧山一带挖土来填，可谓不折不扣的“移山倒海”。

Expanding into Uncharted Grounds

Over time, Tiong Seng expanded the scope of its business. From the 1970s, it built roads, bridges and ports and laid sewage pipes, projects which pointed to Tiong Seng's pivotal role in developing infrastructure islandwide.

In particular, Tiong Seng was involved in the building of the Pan Island and Central Expressways, the first highways in Singapore. The Group also played an important role in the government's port expansion programme in the 1980s, taking on the construction of Gate 2, the largest and most advanced of the four new gates commissioned by the then-Port of Singapore Authority for its Tanjong Pagar Terminal, among other projects.



During its early days, Tiong Seng played an important role in clearing the land in Jurong.
 创立之初, 长成在清除裕廊土地方面扮演重要的角色。

It was just about then that the global oil crisis struck. The company's core business in earthworks was especially hard hit when escalating crude oil prices jacked up transportation and labour costs. It was a storm Tiong Seng managed to weather by virtue of its sheer grit and unwavering spirit. The company continued to grow in spite of the unfavourable circumstances.

It was also in the 1980s that Tiong Seng began to undertake government projects such as schools and HDB flats, morphing from a sub-contractor into a provider of design and turnkey construction.

From there, Tiong Seng continued to expand its competency in the construction of infrastructural projects. Work on Senoko, Asia's largest waste incineration plant outside of Japan, was completed in 1992. Tiong Seng became the first local firm to undertake a project of this kind. Tiong Seng gained valuable experience from the construction, whether in its dealings with an international design consulting team, or in its management of a project of such a large scale.

With the economic downturn, Tiong Seng decided to slow its pace of expansion in Singapore, preferring to wait



Senoko was the first waste incineration plant in Singapore to be constructed by a local firm. Tiong Seng took the honour.
圣诺哥焚化炉是新加坡首个由本地建筑商承建的垃圾焚化炉，建筑商正是长成。

out for good opportunities. It chose instead to cast its sights further afield, spreading its wings to Papua New Guinea, China, Vietnam, Laos, India and the Middle East. A World Bank-funded project to build a 50-kilometre road in Papua New Guinea marked its first foray overseas.

Back home, when the economy rebounded in the early 1990s, Tiong Seng diversified into public infrastructure projects. At the same time, it acquired a series of innovative technologies which prepared it for its role as an industry leader.

Despite its success in Singapore, Tiong Seng saw the risks of focusing all its energies on a single type of work and understood the importance of diversifying into a wider array of projects. It entered a new milestone in 1997 when it began bidding for private sector projects. It eventually went on to undertake projects such as Goldenhill Villas, Sentosa's luxury hotel Capella Singapore, Marina Bay Financial Centre and Resorts World Sentosa. With the experience from these high profile projects under its belt, Tiong Seng made yet another big step towards becoming a leader in the industry.

延伸触角 拓新商机

随着时代的演变, 长成开始将触角延伸到不同业务领域。从1970年代起, 长成开始涉足基础设施建设, 兴建公路、桥梁、港口、污水排水管等, 在当时新加坡政府大兴土木, 全岛发展基础建设的过程中, 扮演了相当重要的角色。

其中, 本地最先的几条快速公路: 泛岛快速公路和中央快速公路的兴建, 长成就有份参与。另一方面, 随着新加坡政府在1980年代开始大力扩展港口, 长成也参与港口设备相关的项目。其中, 新加坡港务集团丹戎巴葛港在1980年代4道门中设备最先进、最大的“2号门”就是长成的辛勤结晶。

面临全球石油危机的困境, 对于当时以土方工程为主的长成, 在运输材料及人工上有相当大及直接的影响。但秉持着不畏艰难的刻苦精神, 长成在艰辛中成长茁壮, 在创新发展的同时, 也坚守品质。

上世纪80年代, 长成开始承建学校、建屋发展局组屋等政府及公共项目, 工程的形式也从刚开始的承包建设, 转型到设计及承建。

长成的基础建设的能力范围, 进一步扩大到承建圣诺哥焚化炉。这个在1992年兴建完毕的项目, 是当时亚洲除日本以外最大的垃圾焚化炉, 也是本地首个由本地建筑商承建的垃圾焚化炉项目, 使长成获得与国际级设计咨询团合作、管理大型项目的宝贵经验。

与此同时, 新加坡经历经济危机, 长成暂缓在本地的发展脚步, 在风暴中养精蓄锐。为了寻找新的突破, 长成积极向外扩展, 足迹遍布巴布亚新几内亚、中国、越南、寮国、印度和中东。当时, 长成在巴布亚新几内亚标到世界银行资助的一个50公里的道路工程, 成为海外发展的一个起点。

1990年代初, 新加坡经济逐渐复苏, 长成也开始将业务范围扩展到公共基础建设项目, 与此同时, 长成也开始了一系列的技术创新, 为集团接下来领导业界的开拓性发展打下坚实的基础。

但长成不满足于已有的成就, 他们敏锐地意识到新加坡市场有限, 因此不能单纯集中于承建单一工程, 必须不断开拓项目种类范围, 积聚多元实力。1997年, 长成踏入了另一个业务里程碑: 承建私人发展项目。从私宅如金岭别墅、奢华的嘉佩乐酒店, 到滨海湾金融中心和圣淘沙名胜世界工程项目, 长成积累了经验, 朝着业界领导者的方向迈进了一大步。

Leaving its mark on the Singapore landscape

Tiong Seng's work over the past five years – which counts major projects such as the St. Regis Hotel, Capella Singapore, Marina Bay Financial Centre, as well as Resorts World at Sentosa – has helped the company make a name for itself, whether it be locally or internationally. Of these groundbreaking projects was an 800-metre suspension bridge linking Jurong Island to the Singapore mainland – the country's longest. The bridge took less than three years to complete. Since then, it has effectively alleviated traffic congestion between the two locations.

1. 2003-2007 Six-star hotel St. Regis

St. Regis was the first six-star hotel to be built in Singapore over the last decade. The \$300 million project won the BCA Green Mark Award (Gold Plus) in 2006 and BCA Construction Excellence Award in 2009.

Such a luxury hotel project was to be a first for Tiong Seng. As such, it decided to team up with Kajima, Japan's leading construction company, to form a consortium to bid for the contract. Tiong Seng held a 30 percent share in the joint bid.

The collaboration gave Tiong Seng the valuable opportunity of managing a project of such a large scale, and allowed it to prove its ability to successfully complete work on a luxury hotel.

2. 2007-2012 Marina Bay Financial Centre

Marina Bay Financial Centre's three office towers are to be developed over two phases. For both phases, Tiong Seng is the contractor for piling and ground improvement works. In addition, a Tiong Seng-Kajima consortium also clinched the contract to build the three office towers. The bid, a 30-70 Tiong Seng-Kajima joint tender, was worth \$1.1 billion.

This is not to be an easy project. The poor soil condition in Marina Bay poses a major problem, and with marine clay running 10 metres deep, piling foundation systems will have to be driven 60 to 70 metres into the ground. The depth and difficulty of the piling work is estimated to be thrice that of a typical construction project. To overcome this,

Tiong Seng introduced a new soil strengthening technology from South Korea which can facilitate the hardening of marine clay.

The project, though challenging, is one that undoubtedly holds special significance for Tiong Seng. On completion, it will form a new skyline for the Bay, and will be an apt demonstration of Tiong Seng's forte in large-scale projects.

3. 2006-2009 Luxury hotel Capella Singapore

Capella Singapore at Sentosa was the first high-end hotel project Tiong Seng clinched on its own. The seven-star hotel project was valued at \$200 million, and in 2009, won the Urban Redevelopment Authority (URA) Architectural Heritage Award.

The new hotel was to be built on the site of an old English officers' mess. Tiong Seng faced a different challenge in this project – it had to conserve the colonial buildings while it built the hotel around them. Numerous independent villas were also to dot the hotel grounds. In order to meet the design requirements of this project, Tiong Seng had to work closely with both local and foreign consultant companies to have their best ideas implemented in a single project, putting its project coordination and management skills to the test.

The site's steep terrain and height of as high as 30 metres also made piling, coordination and logistics difficult.

Capella Singapore at Sentosa 圣淘沙嘉佩乐酒店



In spite of the complexities of the project, Tiong Seng rose to the challenge, tapping on its wealth of experience, skills and resources from a variety of construction projects. The hotel was completed in March 2009. Says Pek Lian Guan: "Tiong Seng is elated to have been able to participate in the construction of this hotel with a well-thought of design, and happier still to see it to its completion."

4. 2008 – 2010 Resorts World Sentosa

Valued at \$1.1 billion, the integrated resort at Sentosa is one of the largest projects Singapore has ever seen. The Tiong Seng-Kajima joint venture included the site's three

Resorts World Sentosa 圣淘沙名胜世界



hotels, casino, La Vie theatre, the resort's thoroughfare and the waterfront promenade facing VivoCity.

In this project, Tiong Seng had to take on a diverse and substantive workload within a short timeframe. To ensure that the first phase of construction could be completed within the 20 months stipulated under the contract, 900 skilled workers were specially selected from China to work on this project. It also invested \$30 million on advanced formwork systems to raise work productivity.

It was a project of huge significance to Tiong Seng. Its stake in this joint venture was 40 percent, as compared to the 30 percent it had in its other joint ventures with Kajima.

This was a sure sign of increased confidence in Tiong Seng's ability to undertake large-scale projects. Tiong Seng's insistence on the use of new technologies such as advanced formwork systems and precast components for this project was also proof of its sagacity. Last but not least, the integrated resort formed yet another milestone for Tiong Seng, and could be expected to open more doors for the company.

Despite the enormous challenges, Tiong Seng and Kajima finally completed the first phase of the hotel in the beginning of 2010, ahead of the scheduled completion date. Says Pek Lian Guan: "This was really a whole new experience. Every member of the company worked together to complete the project in the short time we had – without compromising the quality of work we produced. This could only have been achieved with everyone working toward the same goal."





St Regis Hotel 瑞吉酒店

标志项目 备受瞩目

过去5年来，长成从瑞吉酒店、嘉佩乐酒店、滨海湾金融中心到综合度假胜地，在承建大型项目的能力上更上一层楼，国际注目度更得到极大的提升。这些标志性项目也包括衔接新加坡和裕廊岛、长度达800多公尺的吊桥，就是长成在花费2至3年于2005年完成的杰作，兴建完毕后大大地缓和了两地交通，成为新加坡最长的吊桥。

1. 2003-2007年六星级瑞吉酒店

瑞吉是新加坡在10年来第一个招标的六星级酒店工程，总值约3亿元，获得建设局颁发的2006年绿色建筑金奖。它在2009年也获颁当局的卓越建筑奖。

由于缺乏承建本地奢华酒店的经验，从战略性角度出发，长成选择了与日本首屈一指的鹿岛海外亚洲合作，以三对七的合资形式，联手竞标获得这个项目。

从合作伙伴的身上，长成学到了管理大型项目的能力及经验。这个项目也让长成展示了承建大型豪华酒店的综合实力。

2. 2006-2012年滨海湾金融中心

滨海湾金融中心三座办公楼项目工程共分两期。长成标得两期工程的打桩和土壤加固的项目。

与此同时，长成也与鹿岛以三对七的合资形式标得第一和第二期的主体工程，总值11亿元。

这个项目的高难度所在，就是滨海湾一带的土壤素质差、海泥厚达10米，打桩深达60-70米，因此深度及难度比一般工程高出两倍。为了克服这个难题，长成首度从韩国引进了土壤加固法，使用深层水泥搅拌方法成功改造土壤，硬化海泥。

虽说如此，承建滨海湾金融中心对长成来说无疑具有特殊的意义，因为它不但构成一道崭新的新加坡风景线，这个项目也证明了长成在实施大型项目的建筑实力。

3. 2006-2009年嘉佩乐酒店

这是长成独立标得的首家本地高尚七星级酒店项目，总值2亿元。这一项目获得2009年市区重建局的遗产奖。

位于圣淘沙岛的嘉佩乐酒店，原址是英军军官俱乐部旧建筑。为了应付要保留旧建筑，并由新酒店大楼将其环绕，同时兴建多个独立度假屋的挑战，长成必须与业主的多家海内外顾问公司密切合作，融合不同想法，汇聚各家智慧。

此外，项目地势陡峭，上下高度相差30米，为打桩、协调及物流等方面带来极大的困难。

面对种种挑战，长成凭借着拥有承建多种项目的综合经验、能力与资质，迎难而上。酒店于2009年3月竣工。白连源说：“长成很高兴能够参与建造这个构思周详和设计精美的豪华酒店，也很高兴看到工程顺利完成。”

4. 2008年-2010年圣淘沙名胜世界

这一位于圣淘沙的综合工程总值11亿元，是新加坡规模最大的工程之一。长成与鹿岛合作，项目包括：3个酒店、赌场、迎宾广场、La Vie剧场以及面向怡丰城的滨水行人道。

这项工程三挑战是：工期短、工作范围广，工作量极为庞大。为确保一期工程在预定的20个月内如期完工，长成从中国选拔和引进900名技术劳工，并投资3000万元于先进模板系统上，进一步提高施工效率。

尽管如此，这项工程对长成而言意义非凡。首先，长成与鹿岛的合资比例从先前的3: 7增加到4: 6，代表着长成承接大型项目的实力日益被认同。第二，长成坚持使用先进模板和预制等新技术，如今更在这个大项目上体现出前瞻性。第三，综合度假胜地项目成为集团开拓业务的又一里程碑，为集团未来发展带来了新商机。

尽管在建造过程中面对重大的挑战，长成与鹿岛终于能如期完成第一阶段的建造工程。白连源说：“这真是一个全新的体验，所有工作人员上下一条心，在限有的时间内完成有素质的工程。就因为大家共同拥有这个理念，我们才能实现目标，准时竣工。”







跨洋越海 发掘商机

5

Building the world

As it consolidates its business in Singapore, Tiong Seng is also quick to seize opportunities overseas and to diversify its operations. During the early 1990s, it was quick to tap on the opportunities fueled by the development of the Suzhou Industrial Park and subsequently expanded its operations to take on the China market in cities such as Suzhou, Tianjin and Yangzhou. Since then, the company has established a presence in many parts of the world, including Papua New Guinea in the South Pacific, India and the Middle East. These were ventures that were fraught with challenges. However, Tiong Seng's determination helped it overcome the challenges and was duly rewarded for its hardwork.

Towards a promising future in China

It has been more than 20 years since Tiong Seng first entered the Chinese market.

In the mid-1980s, Singapore's construction industry sank into a deep slump as demand for HDB flats and infrastructural work plummeted. In contrast, China had just opened its doors to the world and was a thriving marketplace. It was then that Tiong Seng's founder Pek Ah Tuan visited Anxi, his father's hometown in the Fujian province, and dropped by Xiamen nearby to explore new business opportunities. A subsequent visit by then Fujian province chief Hu Ping to Singapore to attract investment and a Singapore Chinese Chambers of Commerce and Industry delegation's visit to Xiamen to survey the city's investment potential helped Pek Ah Tuan cast his attention on the Chinese market.

In the early 1990s, Tiong Seng saw possible opportunities and was quick to seize them when Singapore and China started a joint venture to develop the Suzhou Industrial Park. Leveraging on its extensive business network, Tiong Seng made a successful entry into the Chinese market and started its Suzhou operations.

In 1993, it became a shareholder of Suzhou Huisheng Construction Development, a new company set up to bid for projects in the Chinese city. At the same time, Huisheng became an active developer in China, buying land in Suzhou and making successful bids



Tiong Seng's development project in Suzhou, China
 长成在中国苏州的发展工程

for road, commercial and residential property projects.

As the construction industry picked up steam, so did Tiong Seng's investments in China. In 1997, it won a tender to build the Meritus Hotel in Shantou, marking its foray into hotel construction in the country.

By 2004, Tiong Seng's presence in the Jiangsu province had extended beyond Suzhou northwards to Yangzhou. Through Huisheng, it formed another joint venture company, Huiyang, with the Yangzhou City Urban Development State-Owned Property Holdings (Group) Company Limited. Together, they developed the commercial building Wenchang Broadway. In the same year, Huisheng undertook the development of commercial buildings in Suzhou's Gaoxin district, a project which spanned more than 10,000 square metres.

In 2005, Tiong Seng set its eyes on Tianjin. This was driven mostly by the plans the Chinese Government had on Binhai New Area. To seize the opportunities in Tianjin, Chang De, a subsidiary of Tiong Seng, set up Zizhulin Development Company Limited, a foreign-local joint venture company.

Tiong Seng started off with two joint developments in Tianjin. One of them was a former French barrack site. For this project, Zizhulin obtained the rights to restore the barracks and

Tiong Seng's residential project in Cangzhou city, China
长成在中国沧州市的住宅地产开发



develop new commercial and residential properties around the historical site. The other was the ARC Urban Mansion, a mixed residential and commercial complex. Completed in March 2009, the development is almost fully sold.

That was not all. Tiong Seng also ventured beyond the city. It is involved in a mixed development project in Cangzhou, a city in the Hebei province, southwest of Tianjin.

In 2009, Tiong Seng was attracted to the Sino-Singapore Tianjin Eco-city project. The joint venture is the second between the governments of Singapore and China, after the Suzhou Industrial Park. The completed city, located in Tianjin Binhai New Area, will be where 350,000 residents live, work and play. Together with Sino-Singapore Tianjin Eco-city Company Limited, the master developer for Tianjin Eco-city, and Mitsui Fudosan Residential Company Limited, a subsidiary of Mitsui Fudosan, one of the largest real estate developers in Japan, Tiong Seng is involved in a RMB4.5 billion project involving three plots of land in Eco-city. As an equity investor and construction manager, Tiong Seng strives to value-add to the design and construction of the projects.

Now, Tiong Seng's operations in China account for a significant 20 percent of the Group's total revenue. By the end of 2008, Tiong Seng had a total of 177 employees in China. It has no intention of slowing down in the Chinese market though — right now, talks to develop more projects in the Binhai New Area in Tianjin are underway.



Tianjin Eco-city--where residents live, work and play.
天津生态城—居民生活、工作和休闲娱乐的城镇。

在巩固新加坡市场的同时，长成也放眼海外，抓紧国外发展制造的良机，使自身的业务多元化。1990年代初期，长成看准新中开发苏州工业园区创造的商机，进军中国市场，在苏州、天津、扬州等地开发业务。长成还在太平洋西南部的岛国巴布亚新几内亚，以不屈不挠的精神拓展业务空间，过程中虽然面临重重挑战与考验，但收获仍然丰硕。对于新兴的印度和中东市场，长成也看准时机，不断设立合作项目。

进军中国 看好未来

弹指一挥间，长成进入中国市场已二十年。

在上世纪八十年代中期，新加坡建筑行业陷入低潮，政府组屋与基础工程的需求下降，整个行业发展缓慢。而改革开放不久的中国大陆，则是一派各行各业欣欣向荣的景象。就在这个时候，长成创办人白火煨回家乡安溪探亲，顺道到厦门考察，随后当时的福建省长胡平率招商团访新，加上新加坡中华总商会组团前往厦门探路，为本地商界点燃了“投资大陆”的火把。就在那时，白火煨开始把视线投向中国市场。



1990年代初期,新加坡与中国携手开发苏州工业园区,为新加坡企业创造了新的商机。长成凭借丰富的联络网,乘胜追击,进入中国市场,开拓苏州业务。

长成在1993年以参股的形式,成立苏州汇盛建设发展有限公司,在当地投标工程。与此同时,汇盛也积极地以开发商的身份涉入中国楼盘市场,在苏州购置地皮,先后成功进行公路、商业住房等工程的建设开发。

长成在中国的投资脚步,随着行业的发展稳健前进。1997年,长成成功投标到中国汕头的文华酒店工程。这是长成首次进军建造酒店项目,进一步挖掘中国市场的潜能。

2004年,长成的业务由苏南持续延伸,扩展到苏中地区的扬州。汇盛与扬州城建控股公司合作,在扬州成立了汇扬公司,开发商业楼盘项目“文昌百汇”。同年,汇盛也在苏州高新区建造建筑面积达一万多平方米的商业大楼。

2005年,中国政府对滨海新区所公布的多个发展计划,使长成把发展目标对准了天津。为了把握天津的商机,长成附属公司长德立即到天津投资,以中外合资的方式成立了紫竹林置业发展有限公司。

作为起步,长成首先在天津取得了两个合资开发项目,其中一个为受保护的历史建筑,前法国兵营。紫竹林公司取得了对现有历史建筑的翻新改造经营权,并获准在其周边开发兴建商业及住宅地产。另一个为集住宅与商业为一体的综合性项目,海河·金湾。该项目已于2009年3月竣工,住宅单位已全部售罄,商业楼盘也正在热销中。

此外,长成将开发业务拓展到天津城市以外,在天津西南方的河北省沧州市进行了对商业及住宅地产的开发。

2009年,长成看中中新天津生态城的发展计划。天津生态城是中新两国继苏州工业园后,另一个国家级合作项目,坐落在天津滨海新区。待建成后,生态城将成为一个可供35万居民生活、工作和休闲娱乐的现代化城镇。长成与天津生态城的主要发展商中新天津生态城投资开发有限公司,以及日本规模最大的地产发展商之一日本三井不动产的子公司——三井不动产住宅株式会社,一起参与了价值约45亿人民币,在天津生态城内的三幅地块的开发项目。作为项目的投资者之一与建筑工程监督,长成旨在为该项目在设计与建筑方面不断创造新的附加价值。

如今,长成的中国业务对公司的营业贡献已日益显著,营业额占集团整体业务的两成。长成在中国的员工数目也逐渐增加,到2008年底已达177人。长成在中国的投资并没有松懈,目前还在洽谈中的,还有更多在天津滨海新区的发展项目。相信不久的将来,长成在中国的投资发展,势必进一步扩大。

Bold move into Papua New Guinea

In 1989, Tiong Seng made the bold decision to venture into Papua New Guinea, in perhaps what others in the industry would call “the road not taken”. The South Pacific island nation is rich in natural resources, but suffers from a weak economy and poor infrastructure. Tiong Seng was, however, convinced by the numerous surveys it had made that the island possessed vast potential and took the plunge. Sparing no cost, it recruited engineers from countries such as the Philippines, China, Malaysia and Australia to augment the limited local talent pool.

One of the teething problems the Papua New Guinea team faced was in having members of different backgrounds live together. Thankfully, this was a problem quickly overcome. Tiong Seng's director Pay Sim Tee, says: “The multi-cultural environment brought me in contact with vastly different cultures. It has made me more aware of my own identity and opened my heart to others. More importantly, I have formed lasting friendships with my colleagues.”

Then there was another problem – a technical one. With skilled labour in short supply, the maintenance of heavy machinery and purchase of components were severely hampered. This prompted the company to train and hire local staff. Today, the company has managed to successfully create a multi-cultural work and learning environment. Productivity has soared as a result.

The team faced yet another challenge on the cultural front. Miscommunication meant that Tiong Seng's arrival caused unease among the indigenous people, who divided their land according to tribe. When the company started work on its first project in the country, the locals taunted and threatened its staff. After many rounds of negotiations, both parties finally reached a consensus. Tiong Seng would hire members of the tribes, training and supervising them closely. After a period of working together, the result was a greater appreciation of the local indigenous culture.

The experience helped the management team in Papua New Guinea outline three main principles for future investments in the country.

Firstly, it is important to abide by meritocracy in hiring and offer the right training to

play to the strengths of each employee. This would also reduce attrition rate.

Secondly, good work requires sharp tools. Tiong Seng spares no expense at bringing in from Singapore equipment and spare parts that are difficult to obtain within Papua New Guinea, where technology levels are relatively low. This, to the company, is an investment that could prove worthwhile on a rainy day.

Thirdly, build harmonious relationships. Striking out in a foreign country is a herculean task. To strengthen the relationships between various levels of employees and build camaraderie within the team, managers have to attend to even the minutest of details, helping staff to overcome work-related problems while resolving any communication problems between them and understanding their emotional and other needs. All these will make for a close-knit team and a harmonious work environment.

With effective management and hard work, Tiong Seng completed a road resurfacing and resealing project in Papua New Guinea in January 2004. In June the same year, it wrapped up a second highway repair project. This was followed by yet another road repair and re-gravel project in May 2005.



With effective management and hard work, Tiong Seng completed the highway project in Papua New Guinea.
通过高效率的管理及努力, 长成完成了巴布亚新几内亚的修路工程。

勇闯巴新 坚持不怠

巴布亚新几内亚位于太平洋西南部，其国土多并被热带雨林及山丘所覆盖，是继冰岛之后世界第二大的岛国。虽然资源丰富，但经济发展却非常落后、基础设施薄弱。其人文及技术等方面的条件也不受一般投资者所青睐。可是，长成却看准其中蕴藏的巨大商机。1989年，经过多次商业考察与评估后，长成最终凭着独到的眼光，进军巴布亚新几内亚。

由于巴布亚新几内亚的人文及地理等方面的条件较为落后，专才有限，因此，长成组织了一支来自菲律宾、中国及马来西亚、澳洲等地的工程师团队，在这片陌生的土地上，同心协力，开创未来。

初期在巴布亚新几内亚创业时，长成面临的挑战与考验可不少。首先，如何让不同文化背景的人生活在一起，彼此适应是一大挑战。还好，他们很快克服了这些外来因素，一同建起栖身之所，并学习如何在逆境中生存。公司董事白仙知说：“在这个多元化的环境当中，我开始接触到不同的文化体系，籍此提升自我的常识及包容心。更重要的是，这份虚心及努力，也搭建起我与职员间的深厚友谊。”

另外，由于极度缺乏技术专才，长成决定为当地人提供技术上的教育及就业机会，以便解决缺乏专才进行重型机械的维修及零件采购的问题。现在，长成已经汇集了多位职员之长，成功塑造一个多元化的工作与学习环境，并提升工作效率。

与此同时，他们也面对另一个挑战：按照当地惯例，领土的持有权大部分都掌握在土著们的手里。由于起初缺乏有效的沟通，土著们开始感到不安。因此，当长成投入第一项工程时，便面临土著们的多次恐吓。经多轮商谈后，公司及土著们终于达成共识，即长成必须从部落中选用土著为员工，并由公司亲自指导职员及监督工程的进展。经过一段时间的教导与接触后，大家开始对当地的土著文化有所了解。

在经营管理方面，拥有丰富经验的巴新管理层，制定了三大管理措施，迎接挑战，并为未来的投资奠定良好的基础。

首先，长成采用“知人善任”原则，挑选适合的人才，并加以培训，从而减少职员的流动率。其次，工欲善其事，必先利其器。由于巴新的科技水平偏低，因此不易采购到适合或相应的器材及零件。长成决定加强硬体投资，在新加坡购买适用的零件与器材备用，未雨绸缪，以备不时之需。

第三，长成了解员工在异国他乡工作非常艰辛，于是采取关怀的态度，一方面帮助员工排忧解难，另一方面化解员工间沟通上的难处，理解他们的情绪。经过一番努力，长成不但提高了团队的凝聚力，也营造了气氛和谐的工作环境。

1989年, 经过多次商业考察与评估后, 长成最终凭着独到的眼光, 进军巴布亚新几内亚。

长成在经营管理方面的努力带来了丰硕的成果, 这些年来, 它不但完成了巴布亚新几内亚的修路工程, 也完成了一项路面重建及重新封阻道路, 以及一项高速公路的维修工程。2005年5月, 一项节选路段的维修及重新铺石工程也竣工。

Bull's eye in India

Like China, India's phenomenal growth yields enormous business potential — the very fact that many regions in the country still lack modern facilities provides investors the opportunity to reap enormous rewards. Tiong Seng saw precisely this potential.

In March 2003, Tiong Seng was tasked with a \$70 million project to develop an integrated township in Hyderabad, taking reference from the HDB concept. The project was a first involving a Singapore firm in the region. It also introduced India to Singapore's unique public housing model.

To add on to that, Tiong Seng also bagged a \$35 million contract to build an IT park for Singapore developer Ascendas in Chennai. The massive value of the project attracted many local bidders. Tiong Seng won the project, by virtue of its superior design proposal.

Tiong Seng drew on its familiarity with the design aspects of top-notch business parks to introduce high ceilings, modern food courts and other attractive features in its design blueprint to the Ascendas project. These were novel concepts in India. At the same time, through its contacts in Singapore, it was able to obtain special material for use in the

construction that was difficult to source locally. As a result, on completion, the business park was equipped with the most advanced infrastructure in India. It was no surprise then that it attracted many multinational corporations as tenants. As a corollary, market demand was jogged as well.

Tiong Seng's success in the Indian market was not one that came easy. Most significant of all, it had to handle a modus operandi markedly different from that of the Singapore construction industry. In Singapore, the main contractor is responsible for project management and work allocation. In India, on the other hand, the contractor is also expected to source for materials and manpower -- in addition to dealing with many other complex matters. With as many as over 90 sub-contractors to deal with, Tiong Seng eventually decided to send a professional and experienced team to provide training in new product knowledge and technical skills to local sub-contractors and workers so as to alleviate the problem.

In 2006, Tiong Seng successfully completed its third project in India, in Bangalore. As Singapore's construction industry was booming then, the company finally decided to slow its expansion in India and return its focus to the Singapore market.

准确定位 拓展印度

印度近年来增长显著, 它和中国一样, 拥有巨大的投资市场。尽管当地加速发展, 许多地区仍缺乏现代化设施。因此, 只要定位正确, 就有机会在这个市场赢得庞大的商机。

2003年3月, 长成成功进军印度海得拉巴, 负责兴建总值7000万元的CESMA项目, 具体发展概念参考了建屋发展局的组屋模式。该项目不但使长成成为首批进军该区域的新加坡业者, 也是印度首次接触新加坡组屋的住宅区模式概念。

得益于在海得拉巴的成功经验, 长成在印度的公司也为新加坡发展商腾飞在真奈兴建资讯科技园, 项目总值3500万元。当时, 该项目吸引了不少当地业者同时竞标, 长成不是所有竞标者中报价最低的, 但却凭着建筑设计上的优势脱颖而出, 一举赢得项目。

这是因为, 长成熟悉甲级商业园设计, 首度把乘客电梯、厕所夹层、高天花板、现代食阁等概念



Ascendas's IT park in Chennai India, another one of Tiong Seng's project
长成在印度真奈所建造的资讯科技园

带进该设计图中，结果成为当地首见。同时，长成也利用在新加坡采购的方便，提供一些当地缺乏的特别材料，构成集团在印度发展的优势。该项目完成后，成为当地设备最先进的商业园，吸引不少跨国企业进驻，进一步带动了市场需求。

虽然在印度的业务发展顺利，但长成在过程中也面对不少挑战。

在新加坡，主承包商负责工程管理及工作调配，但在印度市场却需要负责提供材料及人力资源，需要安排的事项相对繁杂，可见新加坡与印度建筑业的作业模式有很大的不同。因此，长成一度必须同时与90多个承包商打交道，同时需要为当地的承包商和工人提供新产品和技术的培训，



Tiong Seng's residential project in Hyderabad India – its first foray into India
长成在印度海得拉巴的住宅建造工程项目——首次进军印度

过程并不简单。

2006年, 长成完成了第三个位于班加罗尔的项目后, 正逢新加坡建筑业重新起飞, 国内招标项目应接不暇, 因此决定暂时放缓在印度进一步发展的脚步, 把注意力集中在本地市场。

Riding the Middle East boom

Between 2006 and 2008, Singapore's economy grew rapidly, setting off a new wave of intense construction demand. Prospects for the construction industry glowed as new high-end condominiums, hotels and commercial real estate projects were launched in quick succession. At the peak of the construction boom in 2007, Tiong Seng foresaw that the local property bubble was due to burst. It therefore decided to embark on another round of expansion overseas, this time in the Middle East.

In 2007, Tiong Seng and its Singapore partner Kimly Construction set up Tri-Union Builders in the Middle East with local developers. As the only partners with building experience, Tiong Seng and Kimly took on the responsibility of managing the business.

Tri-Union Builders proceeded to clinch three projects in the United Arab Emirates,

among them a contract to build a 60-storey tower of luxury apartments in Ajman. Unfortunately, the \$130 million project has been grounded by the sudden financial crisis that swept the world shortly after construction work began. Two other projects worth \$70 million to build office towers in Dubai are still ongoing and are due to be completed by the end of 2010. This does not mean that the company has given up on the Middle Eastern market though – it continues to monitor developments in the UAE for new opportunities.

Back home, the government intends to make an investment of \$54 billion in the development of basic infrastructure and public facilities so as to accommodate Singapore's targeted population of 6.5 million people in 5 to 10 years' time. This bodes well for Singapore contractors. In the meantime, Tiong Seng continues to upgrade its skills in preparation of larger and more varied projects, whether locally or abroad, and with an added focus on civil engineering as a form of operations diversification.

居安思危 开拓中东

2006年到2008年,新加坡经济发展快速,本地建筑业也掀起了另一波高潮,新的高档私宅、酒店及商业楼盘项目不断涌现,增长势头红火,并在2007年底到达了到顶峰。长成根据过去数十年的丰富经验,预见到建筑市场或许将进入一轮新的调整,于是决定趁市场兴盛时向外扩展业务,发掘商机。

2007年,长成与新加坡伙伴金利建筑成功进入中东市场,与当地发展商等合作,成立了Tri-Union Builders,身为拥有建筑能力的合伙人,长成和金利更肩负着管理合营公司的责任。

Tri-Union Builders成立后,相继在阿拉伯联合酋长国承接了3个项目。其中一个是一个酋长国之一阿曼的一栋60层楼高的高档住宅,总值1亿3000万元。但随着突如其来的金融风暴,该项目在施工初期被迫暂停。另外两个项目是在迪拜兴建两栋办公楼,总值7000万元,预计2010年底完成。与此同时,公司也一直密切地关注阿联酋的整体市场发展。

根据新加坡的发展蓝图,接下来5到10年,新加坡政府将投资540亿元,大力发展基础建设及公共设施。无论是本地或海外,建筑业的前景应该是光明的。鉴于此,长成将持续提升建造能力,在新加坡和海外承接更多大型及不同种类的项目,并着重土木工程市场,使长成业务多元化。



环保创新 提升能力



Harnessing green power

The concept of going green is not one that is new to Tiong Seng – the company has long recognised the economic value of doing so, whether in reducing costs or increasing competitiveness. Tiong Seng’s green efforts have also been affirmed by the numerous accolades it has garnered in the area.

From harnessing water conservation techniques to incorporating eco-friendly principles and technology into each project, Tiong Seng has rigorously promoted sustainable practices to increase the company’s competitiveness. It has also worked closely with developers and consultants to design and build green buildings.

In recent years, environmental protection has gradually gained global momentum. For the construction industry, which utilises large quantities of resources and plays a role in building our living environment, environmental protection has become an unshirkable social responsibility.

The visionary industry players know however that going green is not simply a matter of succumbing to societal pressure, but there are in fact immense business opportunities to be tapped. This economic value is gradually being recognised by the industry.

长成很早就认识到环保的经济价值，以及其降低成本、提高企业竞争力的好处，更因积极投身环保而频频获奖，深受业界瞩目。从探索如何使用科技手法来达到节水的目的，到在工程的所有资源包括人力的使用上引入环保概念和技术，以及与发展商及顾问团一起参与设计和建造绿色建筑，长成大力推行和应用的环保理念和技术，极为有效地增强了公司的竞争力。

近年来，全球对环保的要求逐渐升温，而对大量消耗资源、与个人和家庭居住环境息息相关的建筑业来说，保护环境，已成了该企业一项不可推卸的社会责任。

然而，对建筑业的有识之士来说，绿色环保不仅是一种突如其来的压力，它同时也蕴含着巨大的商机，这行业也逐渐感受到环保的经济价值。

Tiong Seng is a proponent of green buildings.
长成致力于建造绿色建筑。





*Tiong Seng won the PUB's Water Mark Award in 2007.
长成在2007年赢得公用事业局的“水源成就奖”。*

Conservation begins with water

Tiong Seng prides itself as an environmental trailblazer in Singapore's construction industry. With its green efforts, the company has won numerous prizes, including PUB's "Friend of Water" award.

While the increasing momentum of the global green movement had a part to play in Tiong Seng's decision to focus on environmental conservation, it was the company's vast

experience that helped it recognise the economic value of adopting green practices in lowering overheads and enhancing competitiveness.

It began in the year 2000, when Tiong Seng realised the substantial amount of money that was spent on water alone for each project. The sum was estimated to be between \$500,000 and \$1 million for each project.

Tiong Seng thus began exploring water-saving technologies. Working with wastewater treatment specialist Cleanseas, Tiong Seng spent two to three months developing a mobile water recycling system to be installed at its construction sites. With the prototype, Tiong Seng managed to reduce its water consumption by 35 to 45 percent. It also effectively cut the level of silt content to meet regulatory standards for discharged wastewater, thereby achieving its goals of water conservation and pollution prevention. The company then replicated the system in all its construction sites.

In addition, Tiong Seng employs a variety of other water conservation measures, including the use of pre-fabricated materials, sludge treatment systems, and rainwater collection tanks. These measures reflect the management's commitment to safeguarding the environment.

环保起步 节水开始

在新加坡建筑界, 长成对环保的认识和应用一直走在许多建筑公司的前头, 而且还因积极投身环保而频频获奖, 其中包括公用事业局颁发的“水源之友”奖项。

长成在环保领域的起步, 除了受到全球和新加坡大环境对环保要求的推动外, 公司也根据多年的经验, 认识到环保的经济价值, 以及其降低成本、提高企业竞争力的好处。

2000年, 长成管理层正为各个项目在工地上巨大的用水量而苦恼。他们发现, 一个工程用水的成本大概要50万到100万元, 这可不是一笔小数字。管理层认为, 水是宝贵的资源, 如果能够降低用水量, 不仅可以降低成本, 还可以为环保尽一分力。

从那时起, 公司有意识地开始探索如何用科技手法来达到节水的目的。长成为与非建筑行业提供水处理技术的Cleanseas公司合作, 花了两到三个月的时间研制出一套小型系统, 成功地对水

进行再循环处理。采用这一系统后, 公司建筑项目的用水量减少了35–45%, 而且有效减少水中淤泥含量, 达到当局的排水标准, 从而保护及避免污染珍贵的水源。此后, 公司迅速将该系统推广到所有的建筑工地。

长成项目的节水方法可谓五花八门, 大的方面包括采用预制材料、泥水薄膜处理系统等, 小的方面如设置雨水收集箱等, 以达到节水的目标。无论细节大小, 处处可以看出管理层对环保的用心。

Consciously implementing environmental protection

From its water conservation efforts, Tiong Seng began to consciously apply eco-friendly principles and technologies to other aspects of resource management in the construction process. The decision to employ more efficient and sustainable construction methods that would deviate from the industry's traditional reliance on timber and labour and reduce wastage soon took over.

A study trip to Germany convinced Tiong Seng's management that the cost effectiveness of employing advanced formwork systems far outweighs the hefty price tag. While a PERI formwork costs ten times more than traditional scaffolding material, it can be reused repeatedly. It also helps save on manpower and other resources, thereby reducing construction costs. Thus, it is not only environment-friendly, but cost-effective as well.

In 2005, Tiong Seng tied up with PERI Asia Formwork Pte Ltd, the Singapore unit of the German parent, to import the technologically advanced PERI SKYDECK aluminum slab formwork.

Tiong Seng's huge investment in PERI formworks has immediately yielded practical results in terms of building quality, efficiency and sustainability. Worksite productivity doubled as manpower requirement was halved. By the sixth year, Tiong Seng would have recovered its investment outlay.

At the same time, the new technology has reduced the use of supporting frameworks, thereby lowering noise pollution and disposal costs. The lighter aluminum formwork also helps to reduce transportation cost, as well as the time needed to set up the structure.



PERI formworks are not only environmentally friendly, but also help save on manpower and other resources.
 长成采用了先进的技术如模板系统，不但能环保，也能节省人力和物力。

With this system, Tiong Seng is able to achieve its goals of lowering costs and hence, increasing its competitive edge in the market.

Pek Lian Guan notes that the implementation of the reusable formwork system has indeed helped to reduce labour costs and resource wastage. The company has since been employing the advanced system in several major projects, including the Parc Emily condominium, Capella Singapore and Resorts World Sentosa, a breakthrough in the use of construction materials for the company.

Tiong Seng's commitment to the environment is also reflected in its recycling efforts. For example, carpets that have been discarded by hotels are recycled as noise and dust insulation materials at its worksites. Besides being eco-friendly, doing so also cuts down noise pollution and decreases construction materials outlays.

In recent years, environmental protection has become a development strategy and a goal for Tiong Seng. This new vision has also brought about many creative ideas and new business opportunities. Now, the company







Discarded hotel carpets can be recycled as noise and dust insulation materials at worksites.
被酒店废弃的地毯,可当作建筑工地的隔离材料,非常环保。

follows strict standards on air and water pollution measures, as well as energy and water consumption. It has also set up a special taskforce to explore the latest eco-friendly technologies, and trains its staff to apply new knowledge on sustainability and environmental protection in their work.

贯彻环保 意识为先

从水开始, 长成开始在工程的所有资源包括人力的使用上, 有意识地引入环保概念和技术。

公司观察到新加坡建筑市场当时仍大量采用传统的建筑方法, 需要用到大量的木材与木板建筑材料, 因此决定从提高建筑材料利用率、减少消耗入手。

管理层到德国参观同行企业,了解他们的先进模板系统。经过精心计算与详尽评估,他们得出的结论是:虽然模板投资需多10倍,但模板可长期循环使用,不但环保,还可节省大量人力与物力,从而节约建筑成本,提高企业经济效益。

于是,公司不惜投资巨资,从2005年起与德国模板商Peri Asia Formwork Pte Ltd合作,引进Peri Skydeck Aluminium Slab Formwork 铝制先进模板系统。这项投资很快便获得实际成效。在短期内,工地生产力提高了1倍,换言之,对人力的需求减少了50%,到了第6年就回收了投资成本。

另一方面,新技术也减少了建筑支撑物的使用量,降低了工地噪音和清理成本。同时,因为模板材料轻便而减少了运输成本,连搭建时间也降到最低。引进和使用此项新技术,不但使公司达到节约成本的目的,也提高了公司的市场竞争力。

白连源指出,实施这项可循环模板系统,能够帮助公司节省人力,减少大量材料的浪费。因此,长成在几个大型项目如Parc Emily公寓、嘉佩乐酒店及圣淘沙名胜世界,都运用这项先进模板系统,在资源调配上开创新的突破。

长成对环保的支持,也表现在材料再循环方面。例如,公司将酒店废弃不用的地毯拿来做建筑工地的隔离材料,即工地的防尘隔音板。这项“废物利用”的做法不但能保护环境,降低污染和噪音,也省下铁板、帆布和高架网等材料的耗费。

近年来,环保已经成为长成的发展理念与战略,也是长成的愿景目标,由此也衍生出许多创意和创新业务。公司在控制用电量、用水量、水污染、空气污染等方面也设立了严格的指标,以更好地达到环保目标。不但如此,长成也成立专门团队,探索最新环保技术的运用,并培训成员和更新环保知识,推进学以致用。

Breaking new ground with precasting

The Singapore government started the use of precast concrete construction, sourced from overseas companies, in many of its public housing projects in the 1970s. However, Singapore's humid tropical climate made it difficult for this important technology to achieve its desired results.

Tiong Seng first came into contact with precasting when it was contracted to construct HDB flats in Woodlands Precinct 7 in 1994. Recognising its long-term benefits, the company

imported the technology, made improvements to it to adapt it for the local climate and used it extensively in subsequent projects.

In precasting, predesigned concrete panels are fabricated offsite and assembled at the construction site. Compared to traditional methods of building walls with bricks, precasting requires a longer planning and preparation period. But it dramatically decreases the amount of time spent onsite. As prefabrication takes place under controlled conditions, it also, with more rigorous project planning and coordination, reduces the occurrence of unexpected problems at the worksites.

Pek Lian Guan says: "The company decided to adopt precasting technology after many studies and tests. The use of precast system has three main advantages, namely, better control of product quality, enhanced productivity and reduced use of unnecessary manpower and materials. It gives excellent results to the company."

After considerable research and use, Tiong Seng has developed the capability to design, produce and implement precasting in a wide spectrum of projects. The company has successfully adopted the technology as one of its strengths. This has made it a leader in prefabrication construction in Singapore. Tiong Seng is planning to invest in an automated precast factory in Tuas, an investment with an estimated value of \$20 million.

预制技术 创新前沿

新加坡政府从70年代从国外引进预制混凝土的建筑方法, 当时这项技术多用于政府组屋的项目上, 并聘请外国业者供应材料。不过, 一直以来, 这项起源于国外的技术, 由于在本地热带岛国气候“水土不服”, 因此成功率一直不高。

1994年, 长成在承建兀兰第七邻里政府组屋时, 首度接触了预制混凝土做法, 并意识到它的好处及长远价值。因此, 在接下来的项目中, 长成引进了预制混凝土做法, 并且加以改良, 使这项技术能真正地应用在本地区环境中。

所谓预制混凝土, 即在正式施工前, 按照设计图做成预制板, 到了工地仅需组装起来即可, 与一般在工地把砖一块块砌上、且须应付任何突发状况的做法相比, “预制”延长了工程的前置作



Artist Impression of Tiong Seng automated precast factory in Singapore, which will increase its precast production capacity and improve productivity.

长成设在新加坡的自动化预制厂房构想图。这厂房能提高预制混凝土的产量及生产力。

业,但大幅度缩短了现场作业,并避免紧急突发状况的发生。不过,使用这一方法时,对施工计划及协调配合上的要求必须更为严谨。

白连源说:“采取预制混凝土技术,是公司经过认真研发与测试后的决定。这一技术有三大好处:第一,能更好地控制产品的质量;第二,提升效率;第三,免除不必要的劳力和材料。因此能够为公司带来极佳的效益。”

身为第一个正式采用这项技术的建筑商,长成历经一段摸索、研发及应用,目前已经拥有设计、生产以及应用在旗下不同类型项目的能力,成功地将这项技术转化为公司的强项,成为本地预制实力最强的建筑商。长成计划投资2000万元,在新加坡大士建造自动化预制厂房。

Champion of green designs

For the construction industry, there are two main areas in environmental protection. The first is to reduce the use of resources in the construction process, and the second, to design a more comfortable and ecologically friendly environment.

Tiong Seng's management had noticed a budding trend towards green buildings



in Singapore and foresaw its underlying potential. As Pek Lian Guan points out, many buildings in Singapore were being refurbished to become more eco-friendly – being “green” was fast becoming a selling point. The more environmentally-conscious Europeans and Americans would often also ask about a building's green certification before renting a place to work or live. At the same time, the Singapore government has extended perks



to companies that develop “green” buildings. These developments led Tiong Seng to recognise that eco-friendly requirements for buildings will continue to rise in future.

Tiong Seng believes that contractors play a critical role in the design and construction of environment-friendly buildings. Being in the driver's seat for a construction project, contractors need to be equipped with relevant eco-skills and knowledge so that they can offer constructive suggestions to architects to incorporate green concepts and features on how to reduce energy consumption and the use of renewable energy in the design, especially during the design development stage. This shows the importance of contractors in the design and development of a project.

Given Tiong Seng's focus on environmental protection principles in the design, resource management and construction process, it is perhaps not surprising that it has become the industry leader in the construction of eco-friendly projects, working hand in hand with developers and engineering consultants in the design and construction of green buildings. Its role in promoting environmental protection has been much lauded. In particular, its Parc Emily condominium project, completed in 2007, received several awards for its green design, workplace safety and innovative practices through the use of a mobile water recycling system, including the 2005 Green Mark Gold Award given by BCA.

The company also clinched the PUB Watermark Award in 2007. In its construction of St. Regis Hotel, Tiong Seng was awarded BCA's Built Environment Leadership Award as well as the Green and Gracious Builder Award in May 2009 in recognition of its success in minimising the project's impact on the environment through noise reduction measures and the use of precast building components in the construction process. This is yet another nod from industry experts on its green efforts.

环保设计 主动积极

环保在建筑企业上涉及到两个领域，一是建筑过程中如何节省资源，同时减少施工过程中对环境所造成的破坏。二是如何在建筑物的设计上，为用户提供舒适、环保的环境。

长成对环保设计、材料及流程的注重,使公司成为本地在绿色建筑及环保领域中领导业界、成果也最丰硕的建筑商之一,获得诸多奖项。

事实上,长成管理层已经看到绿色环保建筑在新加坡流行开来的苗头与巨大潜力。白连源举例说,在新加坡,许多建筑物正在翻新,一个重要原因就是人们要求居住环境纳入“绿色”元素,“绿色”,已经成了一个新的卖点和亮点。

他还发现,环保意识走在前面的欧美人,在新加坡租用办公室或住屋,首先会问这个建筑物是否有绿色的标志。另一方面,新加坡政府在推广绿色建筑方面也起到积极的作用,如建筑物如果达到绿色标准,企业就获得奖励。由此,长成更坚定认识,今后对建筑的环保要求,将越来越高。

因此,长成相信,建筑承包商在绿色环保建筑的设计与建造上,扮演举足轻重的角色。身为项目的主导者,建筑承包商需要具备相关的知识与能力,可以提供建设性意见,要求设计师在设计中纳入绿色的理念。这是因为,在建筑结构、建筑过程、机电建设等方面,特别是在设计的过程中,首先必须考虑到环保因素,如何节省用户的用电量、如何采用自然光、自然界的热能、风能等。可见建筑承包商参与环保设计至关重要。

基于此,长成大力推行和应用环保理念和技术,其中一个重要环节,就是与发展商及顾问团一起参与设计和建造绿色建筑。

长成对环保设计、材料及流程的注重,使公司成为本地在绿色建筑及环保领域中领导业界、成果也最丰硕的建筑商之一,获得诸多奖项。其中,长成在2007年完成的项目Parc Emily私人公寓,使用了环保设计及材料,强化对施工安全的重视,并开发使用工地可移动式水处理系统,因而获得业界多项殊荣,包括建设局的2005年绿色建筑金奖。

其他重要的荣誉包括:2007年,公司获得政府颁发的“水源成就奖”。长成负责建造的新加坡瑞吉酒店,因使用控制噪音的器材和预制土梁等,对环境的影响降到最低,2009年5月获得新加坡建设局颁发的建筑环境领导金奖、绿色优雅建筑商奖,将长成的绿色建筑概念推上另一个高峰。



众志成城 精益求精



Building the team

Human capital is a company's most valuable asset, a fact that Tiong Seng recognises. The importance Tiong Seng places in developing human capital has won recognition from all its employees. All employees realise the value of working in Tiong Seng, imbibing its corporate culture, working as a team and growing with the company.

Team work, through thick and thin

Tiong Seng has a team of more than 1,000 construction workers, forming the largest pool of manpower in the company. Mostly from China, India and other parts of Southeast Asia, they have long assimilated into Tiong Seng's corporate culture. In return for their loyalty and hard work, they can be assured of steady income and career development opportunities.

Chief foreman Guo Ru An arrived from Fujian province in China in 1993 and now works at the Resorts World Sentosa construction site. Two years into his move to Singapore, he became a permanent resident. He vividly recalls how the company had helped him buy a home in Singapore. He was unfamiliar with Singapore then and was daunted by the island's high property prices. That was when one of Tiong Seng's directors, Andrew Khng, took him to view homes. The company also approved an interest-free loan of \$90,000 for him to buy a place he could call his own. Guo Ru An is grateful for what Tiong Seng has done for him. "If not for the company's help, my family and I couldn't have settled down in Singapore. And I'm not the only one. Several of my colleagues have received similar help from the company."

Tiong Seng also has a corps of senior staff who has been with the company through the years. Till today, they regard working in Tiong Seng as their best career decision. One of them is senior quantity surveyor Michael Wong, who has been with Tiong Seng for more than 40 years, making him one of the longest-serving staff in the company. He had joined Tiong Seng when the fledgling local construction sector was just taking off. Neither the



Many of Tiong Seng's employees hail from foreign lands.
离乡背井为新加坡打拼的长成员工。

ups and downs of the industry nor repeated offers from other competing firms however made him want to leave Tiong Seng. He is happy with his job; his work is enjoyable, and he likes the direct yet caring management style at the company. He says: "It's not worth it to job hop just for a higher pay. For that few hundred dollars more, I'd have to start all over again. The most important thing is to be happy at work, with no unnecessary pressure. This is why I choose to stay at Tiong Seng."

In addition, Tiong Seng is constantly inducting new blood into the company.

After graduating in 2007, Jenny Foo came from Malaysia to work at Tiong Seng as a quantity surveyor. New to the workforce, she was attracted by Tiong Seng's high standards and abundant training opportunities. Since then, she has formed close friendships with her colleagues, one of the reasons why she would not leave.

According to Jenny Foo, her department holds weekly meetings with its senior manager. This ensures that all the staff members have a good understanding of the project nature and relevant guiding principles. This will also prevent them from following instructions blindly. She says: "The biggest advantage of working for Tiong Seng is having lots of opportunities to learn. The bosses impart their knowledge to the senior managers when they pass down directions. This will in turn be passed down to us."

人力是企业最重要的资源。长成对人力资源的重视，也赢得了员工的回报。无论是来自异国的外籍员工，或是源源不断的新血，以及与公司经过几十年同甘共苦的老员工，他们都发现长成的价值所在，融入长成的企业文化，并通过团队合作，与公司共同成长。

团队合作 同甘共苦

长成旗下有1000多名建筑工人，构成了公司最大的劳动力队伍，在各大项目工地上，都可以看到他们辛勤工作的身影。这些工人绝大多数来自中国、印度和东南亚一带，离乡背井到新加坡努力打拼。

虽身处异乡，但多年来与长成朝夕相处，他们都已融入长成的企业文化，拥有稳定的收入保障及良好的事业发展。对于长成，他们心里怀有深深的感激之情。

在圣淘沙综合度假胜地项目担任督工的郭如安，1993年从中国福建来新，两年后成为新加坡永久居民。他指出，公司鼓励他在本地置产，并积极提供帮助，是他印象最深刻的一件事。

他回忆说，当时他对新加坡不熟，也负担不起新加坡的房价。公司董事之一Andrew Khng带他到处找房子，公司也借给他一笔9万元的无利息贷款，协助他买房子。

郭如安说：“当时如果不是公司帮了我，我和家人不可能搬来新加坡。不止是我，公司好几个员工都得到同样的帮助。”

除了外籍建筑工人，长成也有一批服务多年的老员工，经过几十年同甘共苦，他们仍认为长成是最好的专业归宿。高级估算师黄君亚在新加坡建筑业刚起飞时就加入长成，一转眼已40多年，是公司最资深的员工之一。虽面对建筑业起起落落，业界几度求才若渴，但黄君亚仍选择留在长成。他强调，工作本身充满乐趣，公司的管理风格是直来直往，管理员工既严格又注重人情，自己也有机会与老板常常接触和交流，这些都让他很满意在长成工作的日子。

他说：“如果为了高薪跳槽，为了几百元加薪从头开始，并不值得。我觉得最重要的是工作开心，没有不必要的压力，这也是我为什么留在长成的原因。”

除了老员工，长成也吸引了源源不断的新血，为公司注入新一代活力。

在长成担任估算师，是胡燕妮的第一份工作。她在2007年毕业后，获长成聘用，从马来西亚



Tiong Seng's workers working hard on site.
长成的建筑工人在工地上辛勤地工作。

来新工作。身为社会新鲜人，胡燕妮说，长成对各项工作的严格要求，以及在各方面提供的培训，是最为吸引她的地方。而同事之间的友谊，也是促使她希望长留的因素。

胡燕妮表示，部门每星期与高级经理开会，以进一步了解工作内容、相关知识及基本原则，确保在工作岗位上不会盲从。她说：“在长成工作的最大好处是，不论直接或间接沟通，公司都提供了良好的教育机会。老板指示高级经理时，也将知识很好地传授给他们，再一层层传给我们，让我们从中吸收经验。”

Partnering with Dong-A on a deep tunnel sewerage project at Kim Chuan Link.
与东亚地质携手完成金泉的深隧道阴沟工程。



Trusted partners, valued partnership

Tiong Seng has collaborated with local property developers and renowned global construction giants in several large-scale projects. Through these projects, Tiong Seng demonstrated its project management skills and technological edge. Its constant pursuit of excellence has also won the confidence and praise of partners and business associates.

Dong-A Geological Co Ltd

Sung An Jea, Managing Director, Singapore Office

On working with Tiong Seng:

"We have collaborated with Tiong Seng in several milestone projects. In Singapore, one cannot talk about Dong-A without mentioning Tiong Seng. Our first joint venture is the deep tunnel sewerage system at Kim Chuan Link, which eventually helped our two companies establish the excellent reputation we now enjoy in the industry. For this project, we had imported technology which was not yet common in Singapore. The most important point was that Tiong Seng was resolute in their trust and support to us which was critical to the successful completion of the project. We would hereby like to express our sincere appreciation for the trust that Tiong Seng put in Dong-A, as well as our deep respect for their courage in the face of challenges.

"We are honoured to have had the opportunity to work with the most innovative contractor in Singapore. When we first entered the Singapore market in 2000, Tiong Seng had helped and shared its experience with us, allowing us to raise our profile in Singapore. We are glad to have in Tiong Seng an excellent partner who does its best to understand our needs and from time to time offer a helping hand."

On Tiong Seng's merits:

"We are particularly impressed by the young management team's passion and enthusiasm. Regardless of the challenges it faces, Tiong Seng has always maintained an open attitude. It is also broad-minded and understanding towards its partners.

"After so many years of collaboration, we have established a solid understanding and trust with Tiong Seng. Our joint projects saw Tiong Seng displaying excellent project management and technical skills. It also worked with us to introduce many special civil engineering technologies into Singapore's construction industry. Needless to say, Tiong Seng will continue to be our choice partner."

City Developments Limited

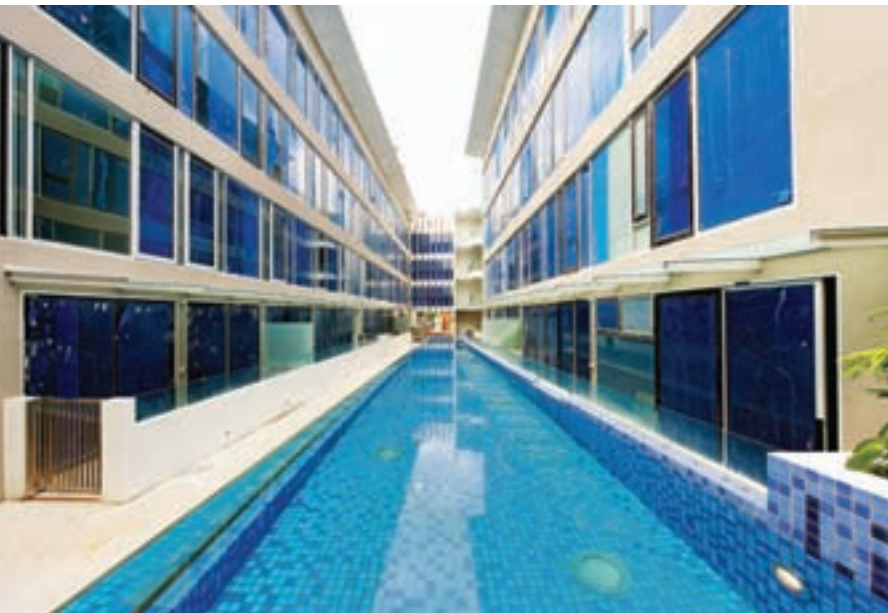
Chia Ngiang Hong, Group General Manager

On working with Tiong Seng:

"Since our first collaboration on Guilin View in 1997, Tiong Seng has gone on to build Golden Hill Villas and Parc Emily condominium for City Developments. It is also our main contractor for ongoing projects like Tribeca, Shelford Suites and Wilkie Studio. We have had an excellent experience working with Tiong Seng. As our highly trusted partner, Tiong

Seng's quest for excellence gels with City Developments's pursuit of innovation, quality, customer service, as well as focus on corporate social responsibility.

"One project that left an especially strong impression was the Parc Emily condominium. The development had used special architectural concepts, including Lego-style precast building structure and support-free excavation technology. Tiong Seng perfectly executed the construction. We are proud to announce that the project achieved a Construction Quality Assessment System (CONQUAS) high score of 94.1 in the



City Developments Limited's residential project
Wilkie Studio
城市发展的住宅项目汇吉楼

residential property category. In the Quality Mark category, it received an outstanding average score of 90. At the same time, it attained 95 percent customer satisfaction during the condominium's defects liability period (DLP)."

On Tiong Seng's merits:

"Tiong Seng has put in a lot of effort into protecting the environment, enhancing workplace safety, and ensuring quality control. Its innovation in the building process has also brought the usual inconvenience brought about by construction works to a minimum. It is particularly noteworthy how Tiong Seng has installed water recycling filtration systems in each of its construction sites, to be used in cleaning the worksite and toilets. The company's dedication to the environment and workplace safety is in concert with City Developments' commitment to a 'safe and green' culture.

"Tiong Seng's success lies in its management's strong commitment to efficiency and high level of participation in every aspect of its operations. The senior executives' vision and foresight also differentiates Tiong Seng from other companies."

Singapore Press Holdings

Lincoln Teo, Project Director

On working with Tiong Seng:

"Sky@eleven is our first non-landed property project. The luxury freehold condominium has 273 apartment units. In the process of developing Sky@eleven, we have built great working relations with Tiong Seng. Working together to meet challenges and solving problems was key to the project's success."

On Tiong Seng's merits:

"Tiong Seng's pursuit of excellence is commendable. It has actively harnessed new technology to improve the quality, efficiency and productivity of the construction process, thereby providing better results for the client.

"Tiong Seng's boldness in the adoption of new technology has ensured its continued success. Its senior management has been relentless in acquiring and honing new skills and grooming talents. These attributes are crucial to enhancing its competitive edge."

商业伙伴 精诚合作

在一些大型的项目中, 长成本地发展商以及著名的跨国建筑公司进行了紧密的合作。通过这些项目, 长成表现出的精湛工程管理能力及技术优势, 追求精益求精的精神, 赢得了合作伙伴的高度赞赏。他们都认为长成本是值得高度信赖的工作伙伴。

一, 东亚地质

成安济(新加坡分公司执行董事)谈与长成合作的项目

我们与长成数次合作的项目, 个个都具有里程碑的意义。在新加坡, 谈起东亚地质, 就不可能不提到长成。我们首个合作项目是深隧道阴沟系统金泉用后水连接管道, 由于彼此精诚合作, 全力以赴, 为我们建立了极佳的市场口碑。在施工过程中, 我们引入了一些在新加坡并不普遍的技术概念, 因此, 最为可贵的是长成给予我们的绝对信任和支持, 确保了最终的成功。在此, 我们诚挚地感谢长成如此信任东亚地质, 并对他们敢于面对任何挑战的勇气深表敬意。

我们非常荣幸能有机会和本地最具创新精神的承包公司长成进行合作。2000年我们刚刚进入新加坡市场, 在土木工程界属于初来乍到, 长成给予了我们多方面的帮助, 与分享经验, 推动我们提高在本地的知名度。我们庆幸有长成这样一个优秀的工作伙伴, 不时向我们伸出会心的双臂, 尽力了解我们的种种需要。

对长成的赞赏之处:

我们特别欣赏长成年轻管理层的激情和热忱。此外, 无论面对怎么样的挑战, 长成都一直抱以开明的态度。对工作伙伴, 长成也始终以开阔的胸襟和包容的精神对待。

经过多年的合作, 我们与长成已经建立起稳固的了解及信任基础。毫无疑问, 长成将继续是我们未来合作伙伴的首选。长成在以往的合作项目中表现出精湛的工程管理能力及技术上的优势, 在以往的项目中, 我们联手为新加坡建筑市场引入了许多特殊的土木技术。因此, 往后如果有任何的机会能再次合作, 我们必定与长成再度携手。

二, 城市发展

谢仰丰(集团总经理)谈与长成合作的项目

自1997年首次在桂林景合作以来, 长成先后建造了金岭别墅和Parc Emily公寓, 目前长成还是我们发展的翠碧家, 禄梓公寓和汇吉楼等项目的主承包商。我们与长成的合作经历非常好, 它是我们高度信赖的工作伙伴, 建设工程精益求精的精神与城市发展追求创意、

经过多年的合作，我们与长成已经建立起稳固的了解及信任基础。毫无疑问，长成将继续是我们未来合作伙伴的首选。

—— 成安济（东亚地质）

质量、客户服务以及注重企业社会责任的运营理念不谋而合。

令我们特别记忆犹新的是与长成携手建造的Parc Emily公寓项目。Parc Emily所采用的非常特别的建筑理念，包括乐高式的预制建筑结构、无支撑的开挖技术。长成公司非常完美地建造该公寓项目，令我们倍感自豪，在“建设工程质量评定管理系统”住宅项目当中获得94.1的高分，也在质量管理项目中取得平均90分的优秀成绩。此外，该项目也在瑕疵责任期中取得95%的顾客满意水平。

对长成的赞赏之处：

长成在维护环境生态、构建安全的建筑环境及确保品质优良等方面都下足了不少功夫。通过长成积极研发的施工方式，他们成功地将施工所带来的不便降低到最低。特别值得赞许的是长成在每一座建筑工地安装的水循环过滤系统，用来清洗工地、洗手间等。长成对环境生态及安全的追求，与城市发展所遵循的绿色安全的理念文化完全一致。

长成的成功之道在于管理层对业务的各个环节，都具有高度的承诺与参与的精神，确保业务的有效运作。此外，长成高层具有的商业远见也使企业与众不同。

三. 新加坡报业控股

赵顺斌（工程总监）谈与长成合作的项目

天一阁是我们首次推出的非有地住宅项目，拥有273间单位，属于高级永久地契公寓。在发展天一阁的过程中，我们与长成全体上下建立了非常融洽的工作关系；我们共同应对挑战、寻求解决之道，是确保项目成功的关键。

对长成的赞赏之处：

长成的可取之处在于其精益求精的精神。长成积极引进新的科技，提高施工过程中的素质、效率及生产力，从而为客户提供了更完善的项目成果。

长成勇于采用全新科技的具前瞻性的理念，是确保长成持续成功的主要因素。而且，长成高层对新设备的采用及专长、在培育人才方面的不遗余力，这些都对提升其竞争力发挥了至关重要的作用。



放眼未来 追求愿景



Looking to the future

After fifty years of hard work, Tiong Seng has firmly established itself as the leading construction company in Singapore. Not one to rest on its laurels, Tiong Seng's management continues to provide the highest quality products and services for its various projects and implement green concepts in each development. Working together with all its employees, Tiong Seng's goal is to become a world-class construction company.

Today, Tiong Seng is a market leader in Singapore's construction sector. It holds the highest A1 grading from BCA in both the civil engineering and general building categories. The company's success can be attributed to its deeply-rooted corporate culture, knowledge, experience, skills, state-of-the-art technology and staff quality, as well as the integrity of the management, which has gained the trust of customers.

Yet, Tiong Seng has not let its achievements go to its head. Despite being a leader in the Singapore market, the management continues to aim for excellence and seeks to maintain its position as a market leader. At the same time, the company also actively motivates and trains its staff to work together to develop Tiong Seng into a world-class construction company.

The "green" element also features strongly in Tiong Seng's core vision. This is despite knowing that the unconventional path is also one fraught with greater challenges. Eco-friendly building projects require that the entire team – from developers and architects to mechanical and electrical engineers and contractors – has an understanding and appreciation of conservation issues, and performs a critical role in propagating eco-friendly values.

Going green appears also to be an inevitable trend as developers and property buyers place increasing emphasis on sustainability and eco-friendliness. Tiong Seng has observed a rising environmental consciousness among property developers on green




Use of "green" technology like Cobiax contributes to Tiong Seng's success.
在工程应用“绿色”元素, 对长成的成功有利。

issues, and is of the view that green standards would become a key consideration when people rent or buy properties.

To this end, Pek Lian Guan says that Tiong Seng has already set up a “Green Taskforce” to stay abreast of the latest developments in green technologies that the company can harness in its projects.

The company finds that the biggest hurdle to promoting eco-friendly practices is in changing mindsets, including that of its own staff. This has thus become one of Tiong Seng's concerns in its endeavour to go green. In its strive to gain recognition by

A large red construction crane is shown in the upper left, lifting a heavy, rectangular concrete slab. The slab is suspended by several cables and a red hook. The background features a dense urban skyline with numerous high-rise apartment buildings under a bright blue sky with scattered white clouds. Another crane is visible in the distance on the right side of the frame.

*Tiong Seng will continue in its role as a trailblazer,
working to innovate and face new challenges.
长成将继续发挥多年累积的专业技能与知识, 带领团队勇于创新。*

Tiong Seng has not let its achievements go to its head. Despite being a leader in the Singapore market, the management continues to aim for excellence and seeks to maintain its position as a market leader.

property developers and consultants for its environmental expertise, Tiong Seng also has plans to develop a specialised resource database documenting green knowledge and technology used in construction.

As the global eco-movement gathers momentum, Tiong Seng has set new green targets for itself. Over the next five years, it wants to help all its employees internalise green concepts so that they can apply the eco-knowledge and skills in every step and process of their work. Not only does Tiong Seng aim to raise environment protection standards in the construction works, it aspires to become a true-blue “green contractor” through the incorporation of green standards in the construction design process.

Having set its green vision, Tiong Seng will persist in realising this vision in each and every project it undertakes. The company's forward-looking management undoubtedly provides a solid foundation for Tiong Seng's growth. As it joins the ranks of listed companies in Singapore, it continues to work hard at grooming talent, harnessing advanced technologies and upgrading its management skills to fulfill its goal of joining the ranks of global construction giants.

With the expertise and professional knowledge it has accumulated over the years, Tiong Seng will continue in its role as a trailblazer, working to innovate and face new challenges with the same vigour and focus. As an industry leader, it will continue to inculcate the right corporate values in its staff, just as it remains committed to its endeavour to deliver only products and services of the highest quality.

经过五十年的努力, 长成已经成为新加坡市场的领先者。但管理层不会因此而自满, 而是要为各种工程继续提供高素质的产品及服务, 将绿色理念持续贯彻实施到每一个具体工程项目中, 上下一心, 将长成发展成为一家世界级的建筑公司。



日的长成已经成为新加坡建筑业中的佼佼者。作为新加坡建筑局的注册承包商, 长成获得的土木工程建筑类别, 是在建筑界中属于最高等级的A1级。管理层将公司的成就视之为源自深厚的公司文化、知识、经验、技能、设备及员工素质, 以及靠诚信经营赢得客户的信任。

但是长成管理层没有因此而自满, 公司在新加坡市场上处于领先地位的雄心壮志不减, 并定下目标: 为各种工程提供高素质的产品及服务, 保持建筑业中佼佼者的地位。同时, 公司将也积极为员工提供培训与激励, 上下一心, 将长成发展成为一家世界级的建筑公司。

除此之外, 管理层对公司愿景的描绘当中, “绿色”成为主轴。这片绿色, 就是不可或缺的绿色环保元素。

公司管理层深知, 要完成一个绿色工程并不容易, 需要靠整个团队对绿色环保的了解, 包括发展商、建筑师、机电工程师、建筑承包商对绿色环保的想法等等。每个环节、每一个人, 都对绿色建筑的实现扮演着各自重要的角色。

对此, 长成领导人倍感任重道远, 也承受着努力追赶潮流所面对的压力。白连源说: “我们成立绿色环保小组, 就是要不断探索和掌握最新的环保知识和技术的发展, 并尽早加以采用, 使公司在建筑业中起到领头羊的作用。”

公司观察到这样的趋势: 在不久的将来, 会有更多业主积极涉足绿色环保领域, 人们在租房、买房时, 将更多地考虑环保标准, 带入环保意识。因此, 如果公司自身能够努力地提高和增强环保的知识, 就能够主动为业主提供更好的专业知识。

诚然, 推行绿色环保最大的挑战是人的思维, 长成也面对着如何改变处于每一个环节中的员工的想法。公司关注细节, 计划在设计部门成立一个专门的环保知识库, 争取在环保的认知、知识和技术上获得更多业主与顾问团成员的肯定。

外在的大环境、大趋势为长成开启了新动力。长成也确立了新的环保目标: 未来5年内, 将绿色



Group CEO of now publicly listed Tiong Seng Holdings Pek Lian Guan (middle) receives a commemorative plaque from Lawrence Wong, Executive Vice President & Head of Listings of the Singapore Exchange Limited. On the left is one of Tiong Seng's founders Chairman Pek Ah Tuan.

长成控股挂牌上市，集团总裁白连源（中）从新加坡交易所执行副总裁兼上市部主任黄昆颖手中接过纪念牌。图左为长成创办人之一白火煨。

理念积极地扩大到整个队伍中去，让每一个员工都能将绿色的眼光，落实到工作的每一个步骤、每一个流程当中，尽力地应用环保知识和技术。长成不仅在建筑施工流程上，也将在建筑设计中，不断提升绿色环保的标准和要求，致力于壮大长成为一个真正的绿色建筑企业。

放眼未来，长成确立了绿色理念，并将持续贯彻实施到每一个具体工程项目中。而由此体现出的与时俱进的经营理念，更是确保公司在将来稳健发展的坚实基础。无论是挂牌上市力求人才、积极培训员工、采用先进技术，还是更新管理能力，这些不懈的努力，都将推动长成向世界级的建筑公司迈进。

长成将继续发挥它多年来累积的专业技能和知识，带领团队勇于创新和挑战现状，同时培养不断进取的企业价值观，为建筑业各类发展项目提供高品质的产品与服务，领先业界。





Awards



Safety Awards





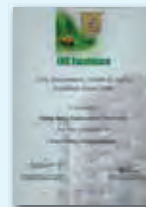
BCA Best Practice Awards



BCA CEA Awards



International Awards



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