

LANDMARK

JUNE 2014

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LEADERSHIP SPEAKERS SERIES

Inspiring
leadership
lessons

TIME TO REFLECT

Mr Augustine Tan
and Ms Shaw Lay See

WIDENING ITS REACH

Far East Hospitality's
new Singapore hotels

BUILDING OUR COMMUNITY

PLUS! FAR EAST AWARDS // WHAT MAKES A CITY RESILIENT? // SCOTTS MEDICAL CENTER

Our Core Values:

Business with Grace

Unity

Integrity

Love

Diligence

Let us BUILD our enterprise with grace and love, embracing Christians and non-Christians in our midst, doing good business, and doing good in business. Working together as a community, we will continue to treat our employees justly and fairly, regardless of race, age, gender, religion, family status and disability.



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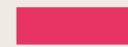


AT THE FOREFRONT



A Community of Love, Grace and Forgiveness

THE FOLLOWING IS AN EXCERPT OF THE SPEECH GIVEN BY **CEO MR PHILIP NG** AT THE FAR EAST ORGANIZATION ANNUAL DINNER AND DANCE ON FEBRUARY 21, 2014, AT SINGAPORE EXPO.



AS ALWAYS, I RELY ON the Word of God to sustain and inspire us. I would like to share a passage from the Gospel according to St John, Chapter 8:1-11 and reflect on the spiritual dimension as well as its application to our workplace and marketplace:

JOHN 8:1-11

- ¹ But Jesus went to the Mount of Olives.
- ² Now early in the morning He came again into the temple, and all the people came to Him; and He sat down and taught them.
- ³ Then the scribes and Pharisees brought to Him a woman caught in adultery. And when they had set her in the midst, ⁴they said to Him, "Teacher, this woman was caught in adultery, in the very act.
- ⁵ Now Moses, in the law, commanded us that such should be stoned. But what do You say?"
- ⁶ This they said, testing Him, that they might have something of which to accuse Him. But Jesus stooped down and wrote on the ground with His finger, as though He did not hear.

This famous passage teaches us a lesson about sin rather than adultery. None of us are without sin because we are imperfect human beings. This is why Jesus came. To save us in spite of our sins and to save us from ourselves and our spirit of condemnation. When pressed to pass judgment, Jesus challenged the accusers of the woman in the community by writing the Ten Commandments on the ground for all to see. These are the laws of the Jewish people as passed down by the prophet Moses. Under the law, it is clear that no one can be without sin.

Jesus' statement: *"Those who have not sinned cast the first stone"* dispersed the condemning crowd. Judgment was replaced by loving Restoration. Jesus' parting words to the woman were, *"Neither do I condemn you, go and sin no more."*

The spiritual discourse from this story is that the Goodness of God reconciles how the God who loves can also be the God who judges. Because He is both a loving God and a righteous God. All of us fall short of the standards of God — no different from the woman caught in adultery. Yet we can be saved by faith in the Lord Jesus Christ for there is no condemnation with Him.

Now I move into the workplace and life application of this biblical story. Today, Far East Organization is truly a community in the marketplace. Including Far East Orchard and Far East Hospitality Trust we have 2,800 people in our mainstream real estate and real estate-related operations like Kitchen Language. Our colleagues at Yeo Hiap Seng number

⁷ So when they continued asking Him, He raised Himself up and said to them, "He who is without sin among you, let him throw a stone at her first."

⁸ And again He stooped down and wrote on the ground.

⁹ Then those who heard it, being convicted by their conscience, went out one by one, beginning with the oldest even to the last. And Jesus was left alone, and the woman standing in the midst.

¹⁰ When Jesus had raised Himself up and saw no one but the woman, He said to her, "Woman, where are those accusers of yours? Has no one condemned you?"

¹¹ She said, "No one, Lord." And Jesus said to her, "Neither do I condemn you; go and sin no more."

"I PRAY THAT THESE CHRISTIAN VALUES RESONATE WITH YOU AND THAT WE CAN EVANGELISE THE SPIRIT OF COMMUNITY AND LOVE, GRACE AND FORGIVENESS IN THE MARKETPLACE."

Mr Philip Ng, CEO, Far East Organization

2,000 people. Through our partnerships with Straits Trading and Toga Group, we are connected with a further 2,000 people. Together with the 11,000 staff members of our sister company Sino Group, we are now a community of almost 18,000 spread far and wide.

In our growing community, we have to support each other, recognising and accepting that all of us can and do make mistakes because we are only human. In acknowledging this, we will engage each other with a spirit of togetherness — the spirit of community. We all live in glass houses, our walls are brittle and transparent, and our actions and behaviour, visible for all to see. We must not let the spirit of condemnation rear its ugly head in our community.

Let us not cast stones at one another or even put up barriers that prevent us from extending

AT THE FOREFRONT

our hand of friendship to our neighbours, our co-workers, our partners including our consultants, contractors, suppliers and service providers.

It is too easy to find fault and pick on the faults of others. But this does not solve problems nor lead to real sustained advancement. The spirit of condemnation breeds fear and division whereas the spirit of community fosters a culture of respect, trust and forgiveness. Love is in all these three qualities.

This spirit of community and forbearance must also extend to our customers who ensure that we have a business to run. Beyond delivering on our promise, we should always show grace and extend our help, even if it means doing more than what we are contractually obliged to.

It takes more effort but this is what does away with barriers, sets us apart and be a testimony of God's Grace in our enterprise.

I want to conclude my message by threading together the four-part serial inspired by God's Word in the past three years of speaking to you at our Annual Dinner and Dance. It is a quartet of God's wisdom for Doing Good Business.

I have just shared from the Gospel according to St John. When we gathered three years ago, I quoted from St Matthew Chapter 7, about the *Parable of the Wise and Foolish Builders* who built their houses on the rock and sand respectively. The lesson there is that only the House with a firm foundation can withstand the storms of life. Our Values at Far East Organization must likewise be a firm foundation — and the firmest foundation for us is the Word of God and the Values of Christ.

In 2012, from St Mark Chapter 4, the *Parable of the Sower* taught us that a bountiful harvest of 30-, 60- or 100-fold requires Good Soil. And the Good Soil must receive the Word of God for this transformation. When this happens, we will flourish individually and collectively as the organisation also grows transformatively.

Last year, I spoke on the Gospel according to St Luke Chapter 15. In the *Parable of the Lost Son*,

the lesson is that Grace freely welcomes all who turn around and return to what is right. Grace is a gift of God that we can never earn. What we receive, we do well to pass on. In this way, we become vessels of Grace in how we conduct ourselves and our business.

My dear friends and colleagues, I pray that these Christian values resonate with you and that we can evangelise the spirit of community and love, grace and forgiveness in the marketplace even if faith or religion is furthest from your minds.



As for me, I hold dear to what Jesus says, *"I am the light of the world. He who follows Me shall not walk in darkness, but have the light of life"*. May our Far East community, therefore, have the light of life to guide us in the way we operate. May we all join hands to be a community that welcomes Christians and non-Christians alike to work joyfully together, doing good business and good in business.

A COMMUNITY
With nearly 18,000 members of the wider Far East community spread across the globe, we should engage each other with a spirit of togetherness, says CEO Mr Philip Ng.

“(We are a community.) The spirit of community fosters a culture of respect, trust and forgiveness. Love is in all these three qualities. I pray that we can evangelise the spirit of community and love, grace and forgiveness in the marketplace. May our Far East community, therefore, have the light of life to guide us in the way we operate. May we all join hands to be a community that welcomes Christians and non-Christians alike to work joyfully together, doing good business and good in business.”

Mr Philip Ng, CEO
Far East Organization Annual Dinner & Dance, 21 February 2014



In closing, I would like to put on record my heartfelt thanks to our many partners and colleagues for your friendship, love and support this past year. To Mr Koh Boon Hwee, who chairs our three listed entities; Mr Chandra Das, Deputy Chairman of Yeo Hiap Seng; Directors of Yeo Hiap Seng; Directors of Far East Orchard; Directors of Far East Hospitality Trust; chairmen and members of Far East Organization's Executive Committees; as well as advisers; thank you for your dedicated stewardship, and for devoting your time, efforts and wise counsel to our cause.

My heartfelt appreciation to our associates and partners in business especially to Mr and Mrs Ervin Vidor of Toga Group who join us from Australia; as well as Gek Khim — the helmswoman of venerated Straits Trading and her husband, Richard who join us this evening.

I give my sincere thanks to our joint-venture partners, tenants, consultants, contractors, suppliers, agents, lawyers, auditors, bankers, service partners. You are always there for us, steadfastly working alongside to ensure that we deliver the best for our customers.

I am deeply grateful to our Executive Directors, CEOs of our listed entities, COOs and Top Executives, for their perseverance in staying the course and driving our organisational development. I am especially indebted to my sister Dorothy, and also Mrs Law Siok Hwee, two stalwarts of our organisation, for their loyal service and for lending their

experience and knowledge to our younger leadership. Special thanks to Arthur Kiong, CEO of Far East Hospitality, who will present our Year In Review 2013 later this evening.

I would also like to thank my colleagues who put in many extra hours on top of their business responsibilities, to oversee our various organisational events: Edwin Koh, Dora Chng and the organising committee for this year's Annual Dinner & Dance, Jodie Choo and Desmond Tan for leading the Albert Goh Golf Cup organising committee, Vincent Yik, Roger Ho and their organising committee for putting together our Walk with a Heart charity walkathon in conjunction with Habitat for Humanity, as well as Loong Wai Leng, Jois Phoo and their Family Day organising committee.

I would like to accord a special note of thanks to Chng Kiong Huat, Oh Thay Lee, Derek Foo and our Property Services team for organising the inaugural Appreciation Night for our contractors and their 5,500 management staff and workers in December last year. This annual event is our way of recognising and showing our gratitude to the many workers, local and foreign, who toil at our worksites every day.

Finally, my dear colleagues at Far East Organization, thank you so much for your hard work each and every year, and for helping to make Far East Organization an enterprise that is different and one that inspires better lives. I thank God for all of you and may His blessed Peace be with you always. LM

AT THE FOREFRONT

RE-VISIONING OF OUR CORE VALUES

IN 1999, we embarked on a collective endeavour to articulate our core values that guide and shape our enterprise to be progressive and the best in the space that our business operates. These values, encapsulated in **BUILD**, are the foundation on which we have been building our business and our people, products and processes.

Business Excellence

Unity

Integrity

Loyalty

Diligence

Today, **BUILD** is still relevant. Besides reflecting what Far East Organization stands for and what we aspire to be, it also represents our past, our present and our future.

We are now a Christian Values-based organisation. Put simply, our values are anchored on the firm foundation of the Word of God and the Values of Christ. At this point in our organisational evolution, it is timely to have a re-visioning of our core values and refine what each component of **BUILD** means.

BUILD will now stand for:

Business with Grace

Unity

Integrity

Love

Diligence

B**USINESS** **WITH GRACE**

Business with Grace goes beyond business excellence. What distinguishes our work in the marketplace is not only excellence, but that it was done with grace.

Grace is never earned. It springs from Love — the showering of care, attention, compassion — to nurture and to develop. As vessels of Grace, we are both recipients and givers of grace. We multiply grace the more we pass it on.

Business with Grace is about achieving win-win outcomes without any party achieving excellence at the expense of another. This is how we conduct ourselves and relate to our business partners and customers. We build relationships, and businesses that endure and do good, through grace.



Let us **BUILD** our enterprise with grace and love, embracing Christians and non-Christians in our midst, doing good business, and doing good in business. Working together as a community, we will continue to treat our employees justly and fairly, regardless of race, age, gender, religion, family status and disability.

UNITY

At Far East Organization, we are united in spirit and purpose to build an enduring enterprise. We recognise the importance of working together as a community, embracing individual styles whilst accepting differences and opinions.

When we operate by the spirit rather than solely by the letter, we will all experience a deeper unity of purpose and an alignment of mission.

INTEGRITY

At the heart of our business are the values which rule the hearts of our people, keeping us in tune and in step with each other. And the heart of our core values — BUILD — is Integrity.

Beyond honesty and ethics in our dealings with our business partners, our customers and with each other, Integrity also means being whole. It encompasses thinking and behaving as a community, putting Far East Organization first because we are responsible for and committed to each other.

Integrity is evident when there is trustworthiness, ethical behaviour, stewardship and accountability.

LOVE

Love is broader than loyalty. Love is not only loyal but is concerned with securing the well-being and welfare of others. Community is ushered to the front because others now come before self.

An organisation that has love as its value is one that genuinely cares for the people it interacts with. For those who experience this value, many respond with thanks, and some are even motivated to emulate.

Love is not a quality but an attitude of mind, an instinct of the heart. It is authentic and selfless.

DILIGENCE

Diligence relates very much to our past, our present, and provides the foundation for our future. Our founder, Mr Ng Teng Fong, was a firm believer in the virtues of hard work, progressiveness and frugality. We too need to be diligent to stay true in conviction, courage, creativity, compassion and character.

Diligence is visible. It can inspire people to do better, and put in their best.

Love, with Diligence, is seen in deeds. Integrity must involve the pursuit of truth, excellence and honesty in our dealings with others. Unity of spirit yields organisational excellence, and aligns all to do Business with Grace.

AT THE FOREFRONT

FAR EAST ORGANIZATION is devoting resources during the current evolving market conditions to build staff capabilities, improve processes and refine its product development strategies, shares Mr Augustine Tan, Executive Director and Ms Shaw Lay See, Chief Operating Officer of Property Sales. *Landmark* sat down with the dynamic duo, who share a heartwarming optimism about the future.

Part of Mr Tan's optimism stems from his belief in a "can-do" attitude that is present even in tough times. But more than that, in the past "exhilarating" year-plus that he has been with Far East, Mr Tan has learned that the Organization has a "do-it" attitude. This means that there is a culture of doing things as they come without taking too much time to react, he says.

He has also learned about the organisation's values of love, grace and unity, which — though based on Christian values — are universal. "These resonate well with me. As a Christian myself, I relate to them."

It is this unique culture that sets the Organization apart, something Ms Shaw agrees with. Throughout her more-than-10 years with the company, during which she moved from Customer Programmes to Serviced Residences and now to Property Sales, Ms Shaw says she has adopted the company's vision of *Inspiring Better Lives* as her personal guiding principle at work. Says Ms Shaw, "I am a different person from when I joined. I have worked with a variety of people who shaped who I am today, and their commitment, dedication and loyalty has not only humbled me but inspired me, too."

A Time

for Reflection

AS IT STEERS ITS COURSE THROUGH THE PROPERTY MARKET CYCLE, FAR EAST ORGANIZATION IS INVESTING THE TIME NOW TO DEVELOP STAFF MEMBERS AND IMPROVE PROCESSES, SAY MR AUGUSTINE TAN AND MS SHAW LAY SEE OF PROPERTY SALES.



“When the CEO first talked about ‘doing good in business’, I admit I wasn’t entirely sure what he meant. Upon reflection, though, I realise there is much more to it than I first thought. It’s about developing people, giving them a chance to grow so that they can expand themselves. All of us influence this vision, and the business that we do is going to influence others to do good also.”

STAYING THE COURSE

“Property is a cyclical business. With strong sales in the last four years, Far East Organization is focusing on realising its brand promise to customers through the delivery of the completed units,” Mr Tan lets on. The Organization completed 813 units in 2013 and is gearing up to hand about 10,000 homes to home buyers within the next three years.

“The physical manifestation of our brand, from the quality of the finished product and its surrounding environs to the complete experience of the customer in moving into his or her new home, is even more important now at this stage of the property market cycle,” reflects Ms Shaw. “There will always be buyers of property. The important thing is to deliver on our promise, serve our customers with love, and earn their trust.”

OUT OF THE BOX

Innovation will be a key strategy going forward, and this is something the company should be able to do well. Says Mr Tan, “One of the Organization’s strengths is that we move very fast. Being a private company, things move more quickly than in many large corporations because decisions can be made immediately, through an SMS even. We can thus react to the market very quickly.”

But a changed market means approaching things differently, too. “Our processes can be improved. For example, we do not as yet have a process to share our database of high-net-worth customers within the group. Once in a while we get a colleague calling us up to give us a lead, but this happens on an ad hoc basis. We are trying to put some structure to this, to cross-sell our products from across the group, with the ultimate objective of creating value for customers.”

INSPIRED BY COMMITMENT

Ms Shaw Lay See derives motivation from the dedication and loyalty of her colleagues.



“THE CHALLENGE IS TO THINK OUT OF THE BOX, TO FIND NEW WAYS TO SELL. AND ONE OF FAR EAST ORGANIZATION’S STRENGTHS IS THAT WE CAN REACT TO THE MARKET VERY QUICKLY.”

Mr Augustine Tan

But it is the dedicated team of in-house sales staff members who are arguably the bedrock of Far East’s established sales organisation. Says Mr Tan, “Our people are very hardworking and we have in place a good mechanism of finding customers. The difference between us and other developers is, we have our own in-house sales team.”

Another innovative approach that is being taken is the integration of services in new launches. “For example,” he says, “for Parksuites at Henry Park, which is aimed at up-and-coming new families, we brought in our colleagues from Far East Hospitality which manages award-winning hotels such as The Quincy Hotel to see if we could provide an integrated approach with hospitality services as well as retail offerings. We are coming up with new ideas and ways to offer a better product, a better experience and more value to our customers.”

But unlike times past, in which projects would sell out very quickly, this new approach takes time. “Two to three years ago we had a launch every two months. Now we have a bit more time on our hands,

LOVE, GRACE AND UNITY

The company’s values resonate well with Mr Augustine Tan.

AT THE FOREFRONT

so we want to refine our product before it is released. We want to create products that are ahead of their time to meet customers' needs at different segments of the market."

A UNITED TEAM

This collective process, in which the input of many is important to the outcome, is something Mr Tan has come to appreciate at Far East. "The virtue of grace is one of our core values, so we work collectively as one team for the good of the company." To this end, Mr Tan and his colleagues take the initiative to agree among themselves what to do in seeking business opportunities in the region. "For the sake of processes, to improve things, one of us would say, 'OK, I'll look after Vietnam; you look after Australia; you look after India.' We thrive on that team effort."

Ms Shaw also feels strongly that it is teamwork that is one of the company's core strengths. "I'm part of a team. I'm where I am today because of my team — I could not have done it alone. I am humbled and inspired by the commitment, dedication and loyalty of the colleagues I have worked with over the years."

In the meantime, the relative quiet in the market means that the company can focus its resources on developing staff members. Training is being carried out quite aggressively, with the focus now on being equally well-versed in other segments in the Organization's diverse portfolio, including industrial and commercial properties.

But to Ms Shaw, it is not just about developing

"MORE THAN TECHNICAL COMPETENCY, I WANT TO PROVIDE STAFF MEMBERS WITH SKILLS THAT WILL HELP TO IMPROVE THEIR LIVES."

Ms Shaw Lay See

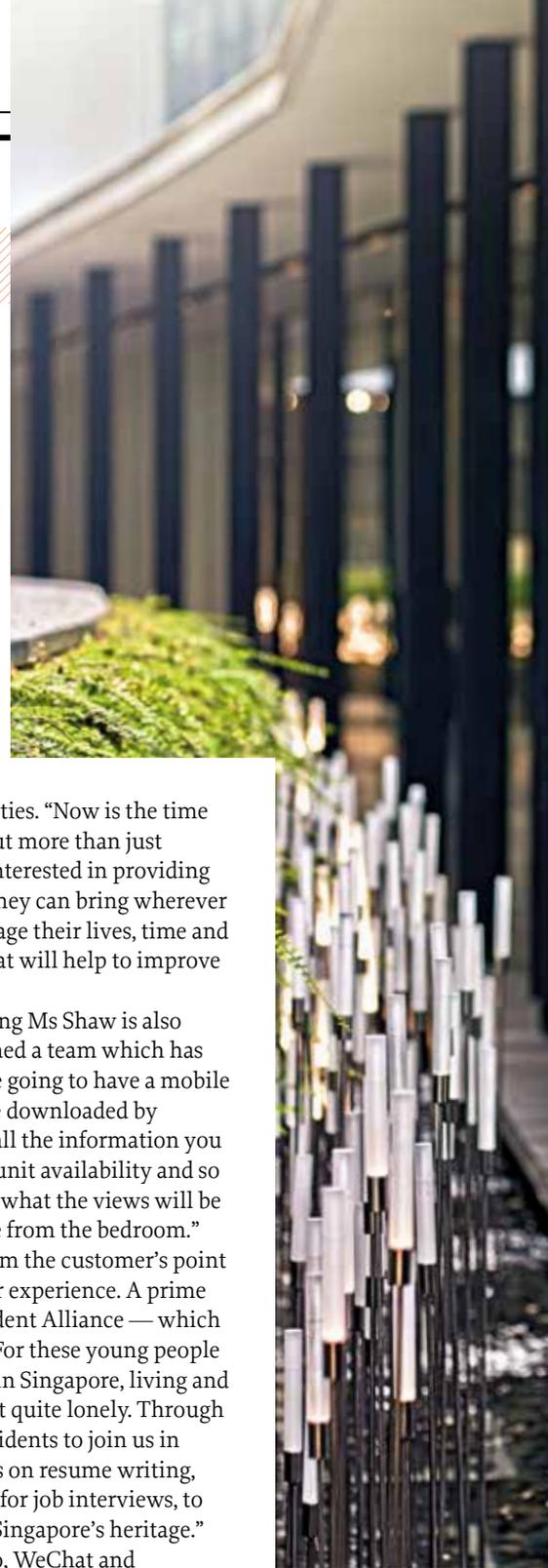
staff members' functional capabilities. "Now is the time to up-skill, re-skill or right-skill. But more than just technical competency, I'm more interested in providing our people with life skills which they can bring wherever they go. These can be how to manage their lives, time and personal relationships — skills that will help to improve their lives."

Digital innovation is something Ms Shaw is also pursuing, and to that end she formed a team which has come up with many ideas. "We are going to have a mobile app for every project which can be downloaded by anyone. These apps will give you all the information you need, from site plan to floor plan; unit availability and so on. It will even give you a sense of what the views will be like, down to what it will look like from the bedroom."

This approach of thinking from the customer's point of view adds value to the customer experience. A prime example of this is the Far East Student Alliance — which now counts some 150 members. "For these young people whose parents acquire properties in Singapore, living and studying here on their own can get quite lonely. Through the Alliance, we invite student residents to join us in various activities, from workshops on resume writing, personal grooming and preparing for job interviews, to more leisurely outings exploring Singapore's heritage." With Far East's presence on Weibo, WeChat and Facebook social media platforms, the Alliance students are in constant communication with one another.

Similarly, for foreigners and permanent residents who wish to assimilate into Singapore society, Far East also started the My Sg Home interest group that organises heritage tours and networking activities.

Last but not least, a third initiative Ms Shaw has introduced is the Towkay Club, conceived to serve buyers of industrial and commercial properties. The club gets these *towkays* — often owners of small- and medium-sized enterprises — together over drinks and





karaoke. Professionally-run workshops on banking and finance, management and taxation are conducted for their benefit. "With these various groups targeting different customers, we are not just selling — we are creating meaningful relationships with them," she says.

A REGIONAL FOCUS

Fostering relationships at home or abroad is something Far East Organization constantly has to do. Having set up its distribution channels in key markets such

DRIVEN BY TEAMWORK

You would be hard-pressed to find two more different personalities, but Mr Augustine Tan and Ms Shaw Lay See are united in their efforts in nurturing leaders who are aligned to the values and mission of the Organization.

And although their demeanour may differ — Mr Tan being steady and collected, in contrast to Ms Shaw's boundless energy — they echo each other in their commitment to guide and harness the best that their team members can be.

Says Mr Tan, "My leadership style is based on teamwork. I don't think one should tell a leader what to do. If you keep talking down to that person, they will be accustomed to just listening rather than coming up with ideas of their own. Every person counts, everybody contributes. This approach motivates staff members by letting them feel they are in control. Of course, it works both ways — once that person is in control, he or she has to be accountable. But this gives the individual room to grow."

Ms Shaw was shaped by the people she worked with over the years. "Through them, I realised that in order for one to enjoy work and lead a team, the fundamental thing is to earn the trust and affinity of one's colleagues. I learned to engage more with people through dialogue — I realised that it was possible to miss their unique views because of the position I held, so this has made me a better listener, and I also learned compassion."

Indeed, Ms Shaw's personable leadership style means that, even after a long day that begins with her running her daily 5km while simultaneously planning her workday, every evening sees her going out to meet people, often her team mates, with whom she enjoys drinks while sharing ideas about work and receiving their feedback.

"In these casual settings, I'm no longer their leader. I'm part of their team — or even part of their family."



as China and Indonesia more than 10 years ago, the Organization is continuing the push to drive regional sales, says Mr Tan.

The sales effort overseas has been strengthened, with 50 personnel in China and 30 in Indonesia, and plans are underway to launch the first phase of the Organization's 18.8-hectare integrated residential development in Melbourne, Australia.

Opportunities are also being explored in Vietnam, India and Cambodia. [LM](#)

HAPPENINGS

GIVING IT

The Far East Organization Awards Ceremony is one of the most important events in the Organization’s calendar. To all the award recipients, our heartiest congratulations on your achievements!

THEIR ALL

Hotel Sales Excellence Awards



“THE JOB OF A SALES PERSON IS NEVER EASY – IT TAKES TIRELESS EFFORT TO PERFORM CONSISTENTLY. PERSEVERANCE, HUMILITY AND HONESTY ARE TRAITS NEEDED TO BECOME A FUTURE LEADER IN THIS FIELD. PASSION IS SOMETHING THAT NO ONE CAN TEACH YOU – EITHER YOU HAVE IT OR YOU DON’T.”

Corporate Gold, Corporate Downtown Cluster (VHB, VHAC, RHS & VHC) Award winner, Mr Seet Tien Phey, Assistant Director of Sales, Hospitality



Leasing Excellence Awards



“I believe that every encounter counts, every bit of kindness is important and being sincere in business counts. It is one’s attitude to life that makes a difference.”

Top Leasing Performer (New Leases & Renewals) Award winner, Ms Berlyn Chen Meini, Assistant Manager, Business Space Leasing

Sales Excellence Awards



"THIS AWARD COULD NOT HAVE BEEN ACHIEVED WITHOUT THE SUPPORT AND INSPIRATION I HAVE RECEIVED FROM MY LEADERS AND MY COLLEAGUES, FOR WHOM I HAVE DEEP RESPECT, AND FROM WHOM I HAVE DERIVED THE STRENGTH TO CHALLENGE MYSELF AND PERFORM BETTER AT EACH STAGE."

Residential Sales (Merit 6) Award winner, Ms Joana Chu Ching Ping, Marketing Executive, Property Sales

"My inspiration comes from someone whom I did not even have the chance to meet — our founding leader, Mr Ng Teng Fong. From what I know, he was extremely hardworking, focused and committed to whatever he did. He started his business from scratch and over the years, the company rose and expanded to become the largest private developer in Singapore. I follow his mindset of hard work; many things can be achieved and will come naturally if you stay focused and never forget what you have planned."

Enterprise Sales Silver Award winner, Mr Alan Leu Eng Chaing, Marketing Executive (Team Leader), Property Sales



HAPPENINGS

Long Service Awards

"ALWAYS REMEMBER THE COMPANY'S CORE VALUES. 'BUILD', IN ORDER TO ACHIEVE THE ORGANIZATION'S MISSION TO DEVELOP PROPERTIES, OPERATE BUSINESSES THAT STRIVE TO EXCEED CUSTOMERS' EXPECTATIONS AND EARN THEIR TRUST."

25-Year Long Service Award recipient, Ms Lim Siew Hoon, Property Tax Executive, Sales Administration & Leasing



"AFTER 20 YEARS, MY COMMITMENT AND DETERMINATION TO DO MORE FOR THE (FAR EAST) FAMILY STILL BURNS STRONG. SUCCESS DOESN'T COME EASY. IT TAKES EFFORT, HARD WORK AND SACRIFICE."

20-Year Long Service Award recipient, Mr Chng Kiong Huat, Executive Director, Property Services



Long Service Award recipients with Mr Philip Ng.



“PUT IN YOUR BEST EFFORT IN EVERYTHING YOU DO, even if you are not being watched or monitored. Your efforts and hard work will be rewarded one day.”

15-Year Long Service Award recipient, Mr Yap Beng Chong, Technician, Retail Operations, Retail Business Group

“I take it as my responsibility to provide my guests with a pleasant and memorable stay. The reason being that if they enjoy their stay, they will spread this through word of mouth, and this in turn will generate free publicity and revenue for our hotels. My strength is that I am honest and have been applying the Organization core values towards work every day.”

20-Year Long Service Award recipient, Mr Mohd Yusoff bin Zainol, Assistant Manager, Front Office, The Elizabeth Hotel, Far East Hospitality



“TO BE ABLE TO DO THE WORK THAT I LIKE IS NEVER A CHORE TO ME; IT IS MY PASSION.”

10-Year Long Service Award recipient, Mr Jack Lum Yew Wah, Commis Chef, Food & Beverage Operations

“TO THE NEWCOMERS AT FAR EAST, don't worry if you feel lost or unsure in this very big organisation. Just hang in there and soon you will get the hang of things around you. You will surely warm up to this new environment and your passion for the job will rise up.”

10-Year Long Service Award recipient, Mr Roger Ho Chi Yuen, Senior Manager, Business Analysis & Control, Finance & Treasury



HAPPENINGS

Champions of Far East Organization



“My strength is to never give up and never allow limitations to restrict me from what I have to do. In this ever-evolving landscape, one has to be always on their toes to keep improving themselves for the benefit of the individual and the Organization. By aligning myself with the vision, mission and core values of the Organization, I believe I can do a small part in helping the company achieve long-term success and sustainability.”

**Champion Specialist Mr Muhammad Fahmi bin Samsudin,
Guest Services Supervisor, Village Hotel Changi**



**Champion Executive
Mr Adam Loo Bee Tat,
Senior Assistant Manager,
Village Hotel Bugis**



**Champion Executive
Ms Hew Phooi Ling,
Guest Services Executive, The Elizabeth Hotel**



**Champion Manager
Ms Doreen Lee Ai Lian,
General Manager,
Marcom, Retail Business Group**

Business Process Improvement Awards



1st Prize

Retail Business Group – Mall Voucher Management e-System



2nd Prize

Business Analysis & Control and IT – Aging Dashboard



Merit Prize

Property Sales & Corporate Resource – Enhanced Telemarketing and Customer Engagement Process



Merit Prize

Group Human Resources – Interactive Performance Management System



3rd Prize

IT – IT Request Management

G L Yap Young Leader Award

"IT IS MY ASPIRATION TO INSPIRE AND GROW MY TEAM WITH HEART. I BELIEVE AS THE TEAM GROWS, THE ORGANIZATION WILL, TOO. I AM BLESSED TO BE WORKING WITH INDIVIDUALS COMING TOGETHER AS A TEAM TO SERVE OUR COMPANY'S VISION."

G L Yap Young Leader Award winner Ms Natasha Yong, Project Manager, IT



Ms Natasha Yong with Mr G L Yap (left) and Mr Philip Ng.

HAPPENINGS

The Tai O Heritage Hotel has gone from derelict civic building to conservationist's dream.



AT THE END OF FEBRUARY 2012, the Tai O Heritage Hotel in Hong Kong opened its doors, some 110 years after the complex was first built.

The structure was originally built in 1902, as the Tai O Police Station, to defend against bandits and as a place where disputes among the residents of the fishing village of Tai O could be settled. As the crime rate went down and the population of the village dwindled, the police station was downgraded to a patrol post before being closed down in 2002.

Now, more than a century after it was constructed, the Grade II-listed historic building perched on a hill on Shek Tsai Po Street on Lantau Island's western coast has been transformed into an award-winning hotel.

A LOVING RESTORATION





THE WARMTH OF YESTERYEAR

The Commissioner Suite (left) has a restored fireplace. The Tai O Lookout restaurant (above) used to be a disused rooftop.

Development Bureau of Hong Kong SAR and non-profit Hong Kong Heritage Conservation Foundation Limited (HCF), which manages the hotel. HCF is a non-profit organisation established by the Ng family, the founding family of Sino Group in Hong Kong and Far East Organization in Singapore.

The Tai O Heritage Hotel is one of six projects under the first batch of the Development Bureau's Revitalising Historic Buildings Through Partnership Scheme, meaning that the project has the government's full support.

Furthermore, being a historic icon, the Tai O Heritage Hotel is dedicated to providing the territory's artists with a commission-free and open exhibition space. The Tai O Lookout restaurant is occasionally used as a platform for artists from both Tai O and Hong Kong. And a series of community involvement programmes based on the theme of 'I Love Tai O' has attracted not only art lovers but also artists themselves, as a source of inspiration.

OLD BECOMES NEW

The hotel's old-world charm comes from the repurposing of the old police station's various rooms. For example, the holding cells for offenders have been transformed into the hotel's reception area and Heritage Interpretation Centre, where visitors can find old photographs, books and other information on the history of the place.

In its days as a police station, the building's verandahs were glazed to make them weatherproof — an addition not part of the original plans. Now, conservationists returned the corridor to its original manner, removing all the windowpanes and revealing the grand arches of the late 19th century colonial-style structure.

Since re-opening for business at the end of February 2012, it has received more than 300,000 visitors — both local and international — on day visits, organised tours, dining visits and room stays. This figure surpasses the earlier government-set target by some 200 per cent.

Members of the public are welcome to visit the hotel's serene outdoor spaces, Heritage Interpretation Centre, glass-roofed Tai O Lookout restaurant, and available guest rooms. Complimentary guided tours are available every day, and showing visitors around are the hotel's passionate service ambassadors who have intimate knowledge about the building's rich history and the fishing village of Tai O.

Through the revival of the hotel, it is hoped that the enterprise will synergise with other local facilities to bolster the local economy with the wider aim of promoting heritage conservation, tourism and green living.

MORE THAN JUST A HOTEL

The nine-room Tai O Heritage Hotel is the product of a collaborative revitalisation project between the

HAPPENINGS



Most of the guest rooms were actually used as offices prior to the police station's closure. Inside the Commissioner Suite, the original fireplaces in the room have been restored. A timeless and cosy theme was chosen for the décor throughout this and all other guest rooms.

Despite the 21st century makeover, the hotel's distinctive 19th century feel was preserved, and is still visible through the retention of historic design features like the corner turrets (added in the 1960s), searchlights and cannons. Other touches like the Chinese-tiled roof, French casement windows, cast-iron posts and charming fireplaces were also preserved.

AN AWARD-WINNING CONCEPT

With this loving attention to detail and historically-sensitive treatment of the refurbished building, the Tai O Heritage Hotel has been recognised internationally. The United Nations Educational, Scientific and Cultural Organization — better known as UNESCO — which is the world's foremost authority on the conservation of cultural heritage, awarded the hotel the Award of Merit at the 2013 Asia-Pacific Awards in Cultural Heritage Conservation.

The award, announced in September 2013, is the highest honour received by a project under the Hong Kong SAR Government Development Bureau's Revitalising Historic Buildings Through Partnership Scheme. This brings the number of accolades the hotel has won to 14.

Indeed, the hotel was favourably commended by the jury panel which comprised eight international conservation experts. Mr Tim Curtis, Chief of UNESCO Bangkok's Culture Unit, said, "The project is commendable for its involvement of local community members and former occupants of the building through an extensive cultural mapping effort that has greatly informed the restoration work and helped reinvigorate the character of the heritage property. Enhanced social and economic opportunities provided by the building's new use ensure the long-term viability of this historic landmark." **LM**

Visit www.taioheritagehotel.com



A NEW LEASE OF LIFE

(Left) The reception and Heritage interpretation area is placed where holding cells used to be. The Sea Tiger room (far left) was previously the Sub-divisional Inspector (SDI) Office.

SINO LAND NAMED HK'S BEST RESIDENTIAL DEVELOPER

Sino Land won three awards in the ninth annual global Euromoney Real Estate Survey 2013. Far East Organization's Hong Kong-based sister company was named "Best Residential Developer in Hong Kong", "Best Leisure/Hotel Developer in Hong Kong" and "Best Industrial/Warehouse Developer in Hong Kong."

The awards — conducted by *Euromoney* magazine and determined by a poll of 2,000 senior executives worldwide — are widely considered the benchmark for the global real estate industry.

Sino Land also received four awards at the Asian Excellence Recognition Awards (2014), conducted by *Corporate Governance Asia* magazine. Sino Land took the prize for Asia's Best

CFO (Investor Relations), Best Environmental Sustainability, Best CSR and Best Investor Relations Company.

In addition, Sino Group's Hong Kong Gold Coast Residences and The Johnston Suites were recognised as the Best Serviced Apartments at the GoHome Serviced Apartments Awards 2013-2014, while the developer's The Coronation and Park Summit were named Quality Buildings of the Year at the 2013 Building Inspectors Academy Awards.

EUROMONEY REAL ESTATE AWARDS 2013



HAPPENINGS



Christian values are good guidelines for conducting business, says Far East Chaplain Mr David Chan.

MUCH IS OFTEN MADE about the alien or foreigner working in our midst in Singapore. For me, they are also a constant reminder of how fortunate we really are, working within our own shores, surrounded and supported by our families. It follows, therefore, that we should be more mindful to be kinder to those less fortunate than ourselves.

I recall a rather obscure law God gave to Israel in Leviticus 19: 9-10, which says, *“When you reap the harvest of your land, do not reap to the very edges of your field or gather the gleanings of your harvest. Do not go over your vineyard a second time or pick up the grapes that have fallen. Leave them for the poor and (that word again!) alien.”* Curious, isn't it?

At face value, it appears to advocate some rather poor, inefficient business practices. Surely recovering that 'neglected' harvest would boost the bottom line. How the vineyard owner with his field supervisors must have grappled with how to obey that 'law of grace,' without busting their bottom-line! How far from the edge? What if too much grain and grape spilled to the ground?

One can well imagine the harvest scene: the line of reapers moving through the field in a single rank, slow but never stopping. They swing their sickles, harvesting the majority of grain,

depositing it into their baskets. A lot of grain, however, also falls to the ground, or remains on its stalks. Behind the reapers come a ragtag army of the poor — orphans, widows, elderly, handicapped. All scramble to be at the front, since those immediately behind the reapers benefit most; those at the rear, likely the weakest, would glean the least. So for such a system to work, while the reapers may leave a 'decent' amount behind, the front gleaners must also consciously leave some for those at the rear as well.

It is admittedly difficult to envisage such a 'law' — so imprecise, honour-based, and rather fuzzy — to work within any modern capitalistic economy. Its efficacy is totally dependent upon certain critical operative values, which, in practice, are often absent: love, fair-play, and consideration for others, taking only what is enough, leaving something for everyone else. Isn't such a practice, or 'law' impractical, unrealistic?

Yet, there are those today in America — the world's largest, unashamedly capitalistic economy — such as 'B Corp' (Benefit Corporation) members, who,

despite being for-profit businesses themselves, are beginning to re-think the business rules of engagement. They see the alarming effects of widening income and social gaps, giving bite to the phrase, “unsustainable capitalism”. Indeed, such income and social inequalities are arguably inevitable, but only up to a point, beyond which it becomes crushing, so that those at the bottom stratum find their lives both meaningless and unsustainable.

Actually, this levitical 'law' lends a very important glimpse into what is best described as “God's Economy”, which is founded, first, on the premise that if God created the world, then He must also own everything in it. If so, then, the successful outcome of our work efforts (our 'reward', for we are then all stewards) must depend heavily upon whether we do it God's Way or not, and according to His purpose or not. Seen that way, the Christian values of Grace, Love, Forgiveness towards one another espoused in Far East Organization are not just simply values, but operate closer to economic laws, for that is indeed what they are, in God's 'Economy'. For instance, if one adhered to the levitical 'law' above, arguably, the 'wasted' grain

“THE VALUES OF GRACE, LOVE, FORGIVENESS TOWARDS ONE ANOTHER ESPOUSED IN FAR EAST ORGANIZATION ARE NOT JUST SIMPLY VALUES, BUT OPERATE CLOSER TO ECONOMIC LAWS IN GOD'S 'ECONOMY'.”

and grape would be more than offset by a more stable and caring community at large, a more responsive reaper-workforce assured of their own wellbeing, and more responsible, enlightened supervisors. On the supernatural side, Israel would not have to be anxious about facing a failed harvest.

We've barely scratched the surface, but I think an important truth begins to emerge: our businesses, founded on the 'bipod' (two-legged) model of *life and work* is inadequate, as it is proving itself to be. The tripod model of *faith, life and work*, the operative model in God's economy provides the more sustainable, stable base we all need. [LM](#)

HAPPENINGS

FAR EAST ORGANIZATION LEADERSHIP SPEAKERS SERIES

This flagship leadership development and thought-leadership forum of the Organization aims to broaden managers' perspectives and deepen their understanding of issues affecting Singapore and the world. Mr Lee Yi Shyan, Mr Samuel N. Tsien and Dr Liu Thai Ker spoke at the series in 2013.

Lee Yi Shyan

Senior Minister of State
for Trade and Industry
and National Development

TEXT // NIRMALA SIVANATHAN



AFTER GRADUATING FROM the National University of Singapore, Mr Lee Yi Shyan — Senior Minister of State at the Ministry of Trade and Industry (MTI) and the Ministry of National Development (MND) — began his career in the Ministry of Defence before moving to the Economic Development Board. From 2001 to 2006, he was head of the Trade Development Board which from 2002 has been known as International Enterprise (IE) Singapore.

In his portfolio at MTI, Mr Lee, 52, actively promotes economic exchanges as well as international trade and investments with China,

Middle East and Russia. Among other things, he has spearheaded Singapore's collaboration with China in the Tianjin Eco-City project. At MND, Mr Lee oversees urban planning, city development and town council issues.

In his talk — titled "In Search of Shangri-La" — on authentic leadership at The Fullerton Hotel in May 2013, Mr Lee described a tale by Jin Dynasty poet Tao Yuanming, in which a fisherman sails up a river and finds a hidden utopia, marked by peach blossom trees, where the people were happy and lived long lives. "The concept of utopia is a very

strong driving force," said Mr Lee, who felt that the pursuit of happiness and better lives has driven people throughout history. "Good leaders are the ones who can help people make the connection with their aspirations for better and happier lives," he said. "Very often, a leader who focuses on others does better."

CREATE A CULTURE OF EMPOWERMENT

An example of this is homegrown supermarket chain, Sheng Siong Group, which has fared well at a time when many businesses here are facing labour shortages. According

MR LEE ON TRANSITIONAL LEADERSHIP

Posed a question on advice he has for people rising through the ranks, Mr Lee recalled a video he had once seen. Among a group of colleagues, one was going to be promoted. "Two scenarios are possible for that person," said Mr Lee. "One is, 'Sorry guys, yesterday I was your colleague; today, I'm your boss. From now on, listen to me.' Of course, the group could not work together. The other possibility is, 'Don't worry guys — although I've been promoted, I'm still your friend. Whatever you don't want to do, let me do it.' This also leads to problems!"

"It helps for a person at any level to think one or two levels higher. Put yourself in your boss' shoes and think, 'What is important for him or her? What would he or she need the most help with?' Constantly keep that in mind because when you think that way, you will function synergistically and not go in divergent directions."

But thinking empathetically works both ways. "Now that you are promoted, you have got a team and you have to consider each member's individual strengths and weaknesses; your focus has changed. You can't still do your old job as you would be competing with the people you now supervise. If you did, you would not be a very functional team. So one principle to hold on to is to keep in mind how you can help your team succeed."

"GOOD LEADERS ARE THE ONES WHO CAN HELP PEOPLE MAKE THE CONNECTION WITH THEIR ASPIRATIONS FOR BETTER AND HAPPIER LIVES."

to Mr Lee, Sheng Siong founder and CEO Mr Lim Hock Chee tells new recruits that he believes his job is to help them succeed. "He hopes to see them running their own business. He welcomes them to learn every aspect of Sheng Siong's operations."

This, says Mr Lee, is the key to good management. "If you were a new recruit and you heard that, you wouldn't begrudge going the extra mile for the company," said Mr Lee.

An avid sportsman and president of the Singapore Badminton Association, Mr Lee also drew on sporting metaphors to demonstrate management principles. For instance,

he said, leaders should create an environment for their 'athlete' to go onto 'the court' and perform at his or her peak.

Another mark of good leadership is if managers are able to empower their team members. "We can't dictate every single decision taken on the frontline. A strong set of corporate values will indicate ethical markers on what employees can and cannot do, and this will allow us to depend on others to execute tasks on the ground," advised Mr Lee.

And because the employee's immediate supervisor shapes the corporate climate he or she

experiences on a daily basis, it is vital that section leaders are also aligned with company culture to create a safe and conducive environment for staff members to explore their limits — and even make mistakes.

On whether leaders are born or bred, Mr Lee said he believes that everyone can acquire leadership qualities. It just depends on how much you want the role and how disciplined you are in approaching it. "Human beings are complex... but this is precisely where the challenge of leadership is. If you can help your employees grow, then your work has purpose," he concluded. **LM**

HAPPENINGS

FAR EAST ORGANIZATION
LEADERSHIP SPEAKERS SERIESSamuel N.
Tsien

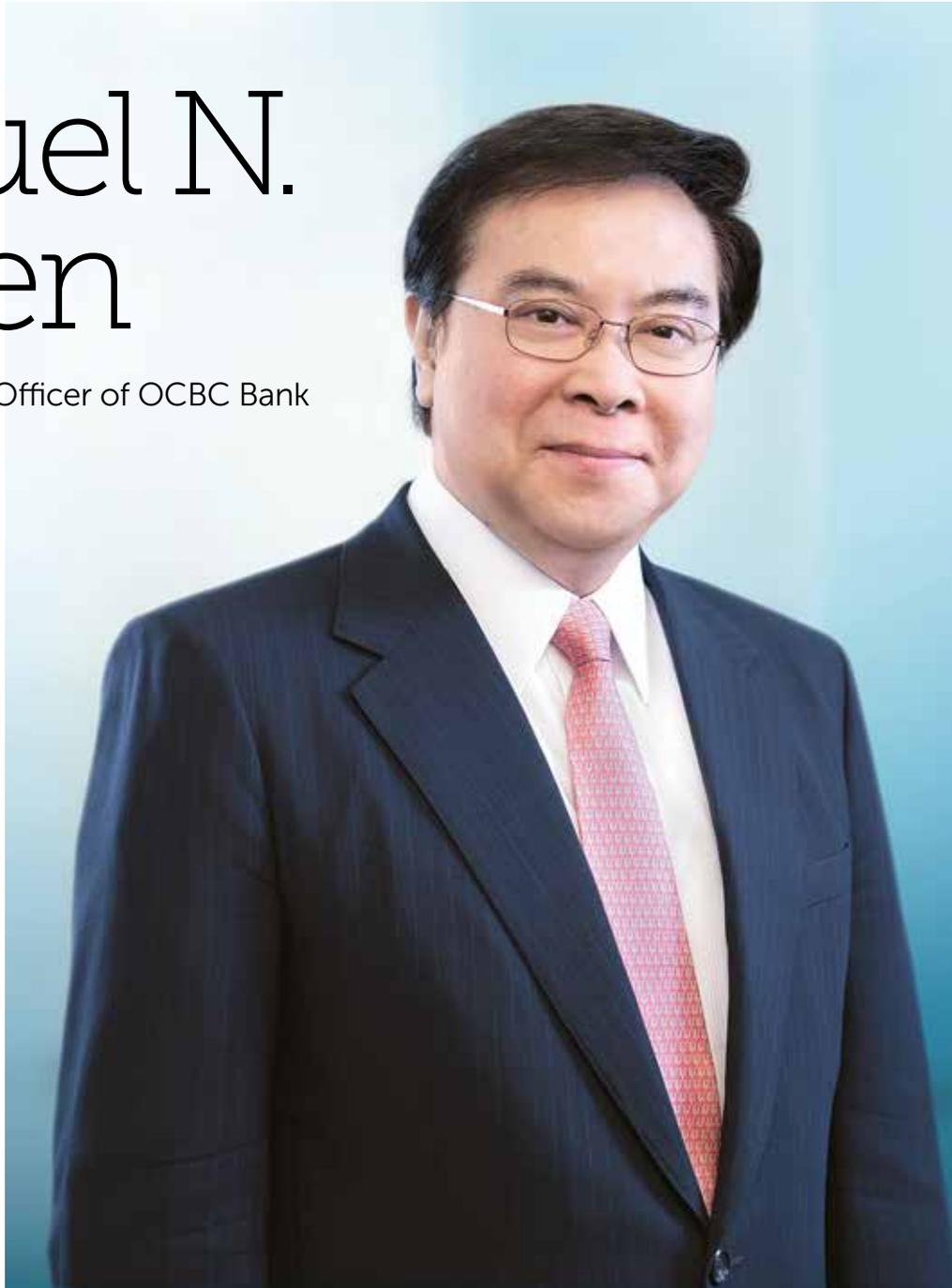
Group Chief Executive Officer of OCBC Bank

TEXT // GENE KHOR

MR SAMUEL N. TSIEN UNDERSTANDS

what it takes to be a good leader. In a sterling career that spans over 36 years in banking, the Group Chief Executive Officer of OCBC Bank has held many key appointments. From 1995 to 2006, he was President and Chief Executive Officer of Bank of America (Asia). When he joined OCBC Bank in July 2007, he managed the group's corporate and commercial banking business as its Senior Executive Vice-President. Presently, he is also the Chairman of OCBC Bank (China), and serves as a Director of several companies in the OCBC group, like Great Eastern Holdings, OCBC Bank (Malaysia) and Bank of Singapore.

In his talk on 17 July 2013, Mr Tsien highlighted how today's regional and global market is evolving and much more integrated than before. In such a world, leaders must understand that wherever they go, locally or internationally, there are always differences in culture and business practices. "You cannot apply what you know in your own country to another," he



said. “We need to make sure that leaders are developed to understand and appreciate these differences.”

Mr Tsien emphasised that there is a difference between training and *developing* a leader. Through training — which he describes as a one-way stream of information — skill and knowledge are passed on. However, development is mutually beneficial and more of a partnership. “The employee must be willing to take on the challenges given by the organisation, and the organisation must be willing to accommodate him,” he explained.

But in order to develop a leader, it’s important to recognise the traits that underpin an individual’s potential to become one. And, according to Mr Tsien, qualifying as a leader goes beyond having the right academic qualifications or technical knowledge. Rather, they should have the following 10 traits:

■ **Take feedback well.**

“There is only so much you can know about any particular topic, so any feedback given, even on your behaviour and style, is something you should take very positively.”

■ **Navigate ambiguity.**

“It is easy to make a decision when you have all the facts, but it’s a luxury you don’t have the higher you move up an organisation. So as leaders, we need to be prepared to sometimes make decisions based on whatever information we have.”

■ **Be results-oriented.**

“You have to know what you want to achieve, and then try your best to deliver that.”

■ **Think and behave positively.**

“If you start to moan and groan when you feel frustrated, this might bring the people around you down. As a result, they won’t participate in a task as actively because they are following in your negative example.”

■ **Move beyond your comfort zone.**

“When approaching something new, like a new market, industry or supply chain, it’s understandable to have reservations, but it is important to try to overcome that.”

■ **Respect others’ differences.**

“We’re not talking about religion, races or even sexual orientation — we’re talking about people who present you with different opinions. We should respect them as their input is required to bring the organisation forward.”

■ **Be humble.**

“Do not be arrogant — you have to accept that there will be people who know more than you. In doing so, you will be on the receiving end of new ideas.”

■ **Have integrity, honesty, and be trustworthy.**

“As a leader, it’s important to set an example, and embody and promote these values.”

■ **Show appreciation.**

“Whether it’s your partners, people who work with or for you, or the people who you work for, be appreciative of all they’ve done for you.”

■ **Put everything into the right context.**

“This is so that it can be taken in a very balanced manner.”

However, Mr Tsien was quick to point out that leaders aren’t found and made overnight, and the process of developing them is a long-term investment. “You have to go in there with a strong vision for the future,” he said.

He added, “Experience is both created and acquired. You give the person opportunity to gain experience, which he or she will acquire when on the job or in a partnership. It’s a long-term investment, but it has to be future-focused and aligned to the needs of your business. When you develop a leader, he or she will not be able to contribute in the next month, year, or even two years later. But you know the leader will become a very valuable asset five, 10 or even 15 years down the road.” **LM**



Photo: OCBC Bank, Getty Images

“THE EMPLOYEE MUST BE WILLING TO TAKE ON THE CHALLENGES GIVEN BY THE ORGANISATION, AND THE ORGANISATION MUST BE WILLING TO ACCOMMODATE HIM.”

HAPPENINGS

FAR EAST ORGANIZATION
LEADERSHIP SPEAKERS SERIES

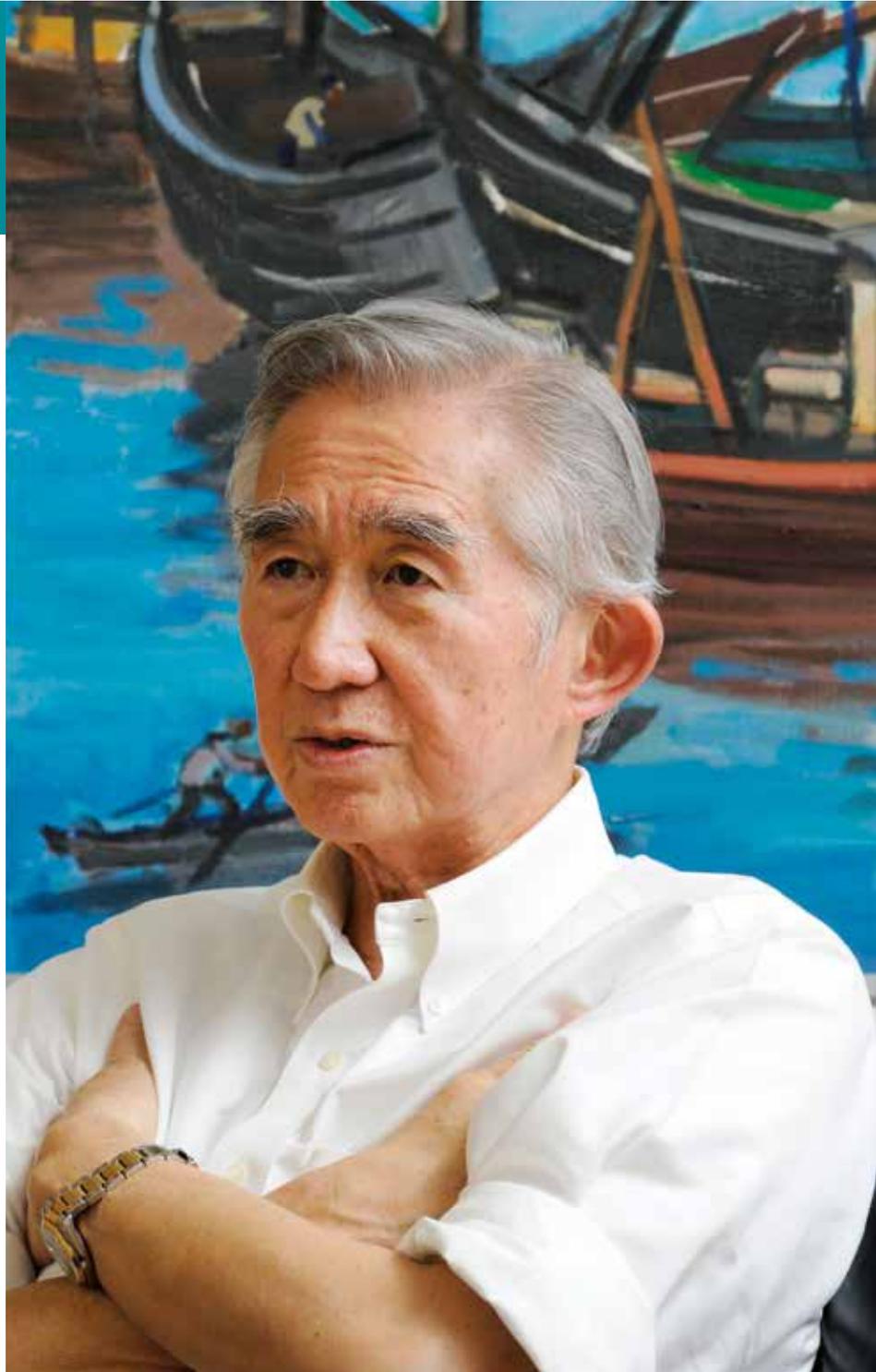
Dr Liu Thai Ker

Director, RSP Architects
Planners & Engineers (Pte) Ltd
and Chairman, Centre for
Liveable Cities

TEXT // WANDA TAN

DR LIU THAI KER IS A RENOWNED architect-planner, not only in Singapore but internationally as well. During the years between 1969 and 1992, he went from being the Housing and Development Board's chief architect and CEO, to chief planner and CEO of the Urban Redevelopment Authority (URA). In 1992, he left the civil service and became Director of RSP Architects Planners & Engineers, a consulting firm which has projects in Singapore and other countries. In this capacity, he has to date been appointed as the planning adviser to nearly 30 major Chinese cities.

Since 2008, he has concurrently been Chairman of the Advisory Board of the Centre for Liveable Cities (CLC), which facilitates the sharing of knowledge and best practices on sustainable urban development among cities in the region and around the world.



“KNOW WHAT YOU ARE PLANNING, KNOW YOUR RESPONSIBILITIES, DESIGN AN EFFECTIVE URBANISATION PROCESS, AND REMEMBER THAT URBAN IMAGE BEGINS WITH PLANNING.”



In his talk in October 2013, Dr Liu spoke about Singapore’s monumental achievements in public housing, sharing his experiences in shaping the nation’s urban landscape and public housing. Noting that Singapore is one of a few countries to have achieved both high population density and high liveability on CLC’s Liveability Matrix, he said, “We should all be very impressed by Singapore’s approach to urban planning.

“Given its high population density, the country had no choice but to develop high-rise housing in the 1960s so as to provide affordable home ownership for all.”

The HDB’s efforts have certainly paid off, as Singapore now boasts over 90 percent home ownership rate, according to government figures.

Dr Liu equated cities to “urban machines” — and much like when evaluating a car, a city must demonstrate user-friendliness, efficiency or workability, as well as attractiveness. To that end, Dr Liu laid out key principles for urban planning: “Know what you are planning, know your responsibilities, design an effective urbanisation process, and remember that urban image begins with planning.”

First, it is imperative to know what one is planning for — be it a building, precinct, neighbourhood, new town, region or city. Each level of this hierarchy of urban unions has its own estimated ideal population, along with its attendant needs and requirements. Dr Liu also

introduced the concepts of “constellation city” and “urban Milky Way”. For example, he recommended that Shanghai, with a population of almost 30 million people, should be conceived as a constellation city — or a grouping of several cities — instead of just one city; while the Pearl River Delta is in fact an urban Milky Way, or a collection of different constellation cities as well as cities.

Second, there should be a clear distinction of roles between the government and the private sector. Said Dr Liu, the government — informed by macro data and advice from planners — should focus on designing the perfect stage to pave the way for private-sector companies, designers and citizens who in turn will fill in the details and activities to create what Dr Liu terms “life’s drama”. This way, the government will not lose sight of the big picture by getting unnecessarily involved in specific design details, such as deciding on the colour of a building.

Third, one must design an effective urbanisation process. Referring to his analogy of the city as an urban machine, Dr Liu spoke about the need to build “key spare parts of the urban machine” or “urban cells”. For instance, in order to make HDB new towns in Singapore self-sufficient, Dr Liu included essential provisions for living in new towns and the surrounding environment — such as pedestrian areas, ‘green’ belts, schools, petrol stations, sports complexes, MRT

stations and expressways, and other urban structures.

Of course, these “spare parts” cannot be arranged haphazardly but must form a cohesive system and urbanscape. As Dr Liu put it, an “urban culture” is required wherein “one possesses the mindset of a scientist and the eye of an artist”. He also touched on the notion of romance, lamenting that “the word ‘romance’ is almost forgotten in the land fraternity”. He said, “You need to ‘romance the land’, so to speak, and plan with feeling in order to create a beautiful environment.”

Last but not least, a good urban image begins above all at the planning stage. The government should first have a clear vision and strategy in mind for sustainable urban development and create a master plan accordingly. Only then can they set parameters for a more detailed plan, which architects will subsequently base their designs on.

“However,” Dr Liu reminded, “preservation is just as important as development.” For example, URA has been very active in conserving or protecting heritage and natural sites like the historic Fullerton Hotel and the Singapore River. Moreover, Dr Liu stated that the development of so-called “iconic buildings” can stand out only against harmonious background buildings and “non-physical images” such as minimal pollution, smooth traffic flow and comfortable footpath systems. [LM](#)

CITYSCAPE



What does it mean to be resilient?

It is not enough to weather the storm — recovering from an emergency and carrying on, stronger than before, is the true test of resilience.

TEXT // NIRMALA SIVANATHAN

IN 1913, just 10 per cent of the world's population lived in cities. By 2013, half of the world's population was living in an urban environment, and experts predict that by 2050, seven out of 10 people on earth will do the same.

According to Dr Judith Rodin, President of The Rockefeller Foundation — a United States-based private philanthropic organisation with a mission to promote the well-being of humanity — most of this growth will be in the developing world, where “already-overcrowded slums will nearly double in population to two billion people, putting strains on fragile ecosystems and hindering the ability of these areas to respond to shocks and recover from them”.

In the face of climate change, natural disasters such as tsunamis and earthquakes, as well as other urban emergencies, the ability of a city to be resilient is crucial. In fact, the Rockefeller Foundation reports that the cost of urban disasters in 2011 alone was estimated at over US\$380 billion (S\$481 billion).

WHAT IS RESILIENCE?

According to the foundation, resilience is about making “people, communities and systems better prepared to withstand catastrophic events — both natural and man-made — and able to bounce back more quickly and emerge stronger from these shocks and stresses”.

This resilience is a must-have because corporations and investors are looking to move their assets to cities that will not be easily shaken by sudden or prolonged shocks. That is according to Mr Jeffrey Rhoda, General Manager of Global Government and Education at technology giant IBM, a company that has long championed the idea of smart cities. Speaking at a conference on the future of urban living in Singapore in 2013, Mr Rhoda said it was no longer enough to be a smart city or “one brimming with bright people, big-name universities and spanning-new systems”.

“Investors are looking beyond skills and education to really resilient cities,” he said at the event which was jointly organised by Singapore’s Centre for Liveable Cities, the Eisenhower Fellowships chapter in Singapore, and the Eisenhower Fellows Association Malaysia.

URBAN AGRICULTURE

Skyline of Belo Horizonte in Brazil where food insecurity has been addressed.



Arrayed across six continents, these honorees range from thriving megacities such as Mexico City and more modest regional hubs such as Rotterdam, to some of the longest-occupied areas on the planet, like Rome. All have experienced significant setbacks that have tested their resilience in recent years, and all have designed programmes and procedures to help them come to terms with their vulnerabilities.

The United Nations, too, has come on board with the United Nations Office for Disaster Risk Reduction (UNISDR). Since 2010, the UNISDR has campaigned to make cities resilient. It has lobbied private sector partners to support the development of industry standards and innovative urban risk reduction solutions, and encourages city-to-city learning and cooperation.

One city that has been recognised for its resilience by both the Rockefeller Foundation and the UNISDR is Bangkok. Home to nearly 10 million people, many of whom are considered poor and vulnerable, the Thai capital has suffered from a chronic flooding problem since the 1940s. These floods are the result of rapid urbanisation; many of the city’s waterways (such as wells, canals and ditches) were filled up and replaced by buildings and other structures in the last century.

Since the 1980s, Bangkok’s governors have worked hard to alleviate this problem. Effort has been put into preparing the sectors of the population who are most at risk, by constructing a dyke system and by improving drainage. The major flood of 2011 — which devastated largely urban areas — sparked the development of a manual for flood management that includes resilience building as well as a Flood Control Centre (FCC), in spite of the city having limited technical expertise and financial resources.

Drawing on real-time information submitted by newly set-up monitoring stations and the meteorology department, the FCC is able to predict flood conditions up to six hours in advance. The centre then communicates flood warnings to the general public using radio bulletins, traffic billboards and web alerts.

The UNISDR argues that urban risk reduction



WHERE THERE IS A WILL

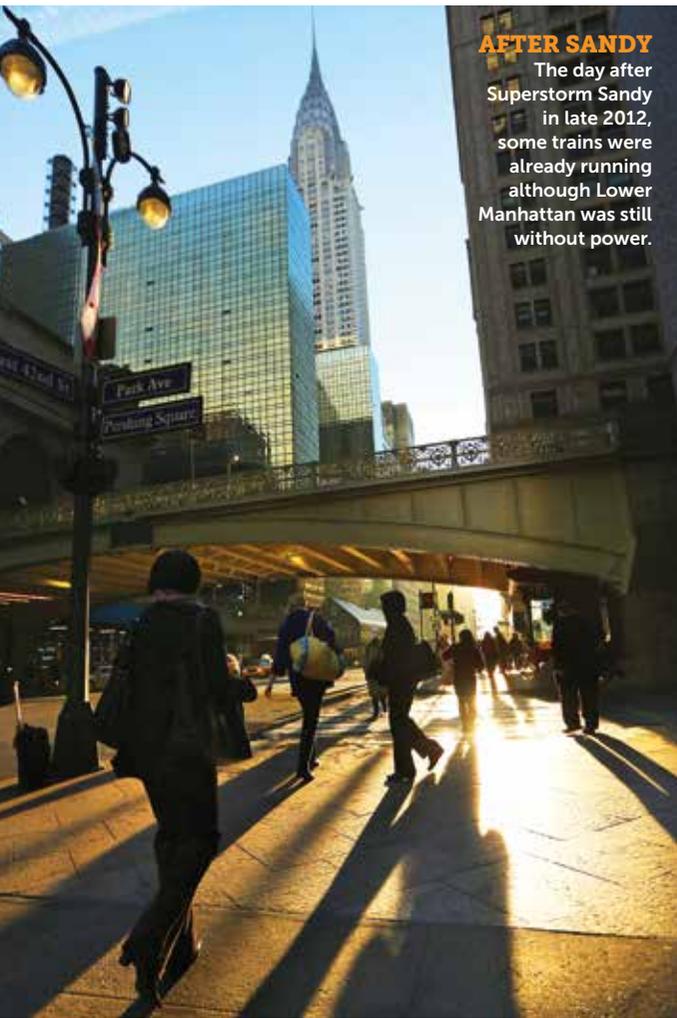
In November 2011, Thailand experienced its worst flooding in more than 50 years. In Bangkok alone, over seven major industrial parks were closed.

THE RESILIENCE CHALLENGE

To challenge governments and local authorities to think about the issue, global agencies and non-profit organisations around the world have introduced programmes advocating resilience.

One such example is the Rockefeller Foundation’s *100 Resilient Cities Centennial Challenge* programme. Designed to promote urban resilience around the world, it will award grants to 100 cities that have demonstrated a dedicated commitment to building their own resilience. In December 2013, the foundation announced its first 33 honorees (see box on page 31).

CITYSCAPE

**AFTER SANDY**

The day after Superstorm Sandy in late 2012, some trains were already running although Lower Manhattan was still without power.

measures like this provide cities with another benefit — the opportunity for capital investments through infrastructure upgrades and improvements, urban renovation and renewal, and slum upgrading.

A COMMUNITY THAT FEEDS ITSELF

The 20th Century was marked by the rise of mass food production supported by the industrialisation of farming and food manufacturing, cheap fossil fuels, and what was once seen as unlimited land and water resources.

The future, however, holds a different story. The US-based Center for Resilient Cities (CRC) predicts that rising energy costs, a changing climate, diminishing water supplies and a growing population will all contribute to increased food costs, widespread hunger and health concerns caused by poor nutrition.

According to CRC, 20 per cent of the world's undernourished people live in cities and “those that do manage to get enough food do so at record costs”. Food insecurity in some cities has contributed to social unrest and the long supply chains that provide cities

with food are easily severed by natural disasters that, thanks to climate change, are becoming more frequent.

These realities call for a new approach to food and agriculture, says the non-profit organisation. It says that a sustainable, healthy food system is a necessary component of a resilient city.

Over the last 20 years, cities such as Belo Horizonte in Brazil and Havana in Cuba have all started urban agriculture programmes to address food insecurity. By growing sustenance locally, these cities have dodged the food problems common to other urban areas while simultaneously promoting better nutrition and fostering a strong sense of community.

Another example of a city that has bolstered its ability to feed itself is Shanghai, China, with a population of more than 20 million within the metropolitan area. Today, nearly 60 per cent of the vegetables and nearly all the dairy consumed by city residents originate from within city limits.

As in Belo Horizonte and Havana, Shanghai's urban farms have promoted better nutrition and created jobs. And as CRC says, “Keeping Shanghai's restaurants and markets stocked with produce requires

**WITHIN ITS LIMITS**

Aerial view of farm land and waterway near Shanghai, China.

“THE CRC PREDICTS THAT RISING ENERGY COSTS, A CHANGING CLIMATE, DIMINISHING WATER SUPPLIES AND A GROWING POPULATION WILL ALL CONTRIBUTE TO INCREASED FOOD COSTS, WIDESPREAD HUNGER AND HEALTH CONCERNS CAUSED BY POOR NUTRITION.”

hundreds of thousands of trucks. As the city grows, it will require more and more trucking, with each new vehicle contributing to pollution, clogging already congested roads and adding cost to the final price of foodstuffs. By reducing the distance between the farm and the table, Shanghai's urban agriculture mitigates that growing traffic problem.” According to CRC, other cities could learn from these pioneers of urban farming to become more resilient, healthier and happier.

THE SOCIAL NETWORK

Studies on urban resilience have also cited social cohesion as an equally-important aspect of disaster preparedness. Rockefeller Foundation Vice-President of Global Communications, Mr Neill Coleman, described social cohesion as “the level of trust in a neighbourhood”. He was responding to a report on Hurricane Sandy — the second-costliest hurricane in US history, which hit in 2012 — published



RESILIENT CITIES

According to the Rockefeller Foundation, there are several common characteristics

NEW ORLEANS, USA



RAPID REBOUND

The capacity to re-establish function and avoid long-term disruptions.

FLEXIBILITY

The ability to change, evolve, and adapt in the face of disaster.



ROTTERDAM, THE NETHERLANDS

SPARE CAPACITY

This ensures that there is an alternative available when a vital component of a system fails.

SURAT, INDIA



LIMITED OR "SAFE" FAILURE

This prevents failures from rippling across systems.



NEW YORK CITY, USA

CONSTANT LEARNING

Robust 'feedback loops' that sense and allow new solutions as conditions change.

TOKYO, JAPAN



by the Associated Press-NORC Center for Public Affairs Research. The report said that "families and communities, and not the US government, were the most helpful sources of assistance and support" to New Yorkers confronted by the destruction caused by the superstorm.

According to a *The New York Times* report cited by the foundation, the New York City administration "formed a partnership with Airbnb, a peer-to-peer apartment rental service, to find volunteers willing to provide free housing to displaced residents", and the "Federal Emergency Management Agency worked with Waze, a crowd-sourced traffic app, to help ease the fuel shortage".

The Rockefeller Foundation also cited a report from New York University's Robert F. Wagner Graduate School of Public Service which argued that New York City's Metropolitan Transportation Authority managed to garner goodwill from the public when they posted pictures of relief efforts carried out by their staff on social media.

This response to Hurricane Sandy demonstrates how governments can tap on social resilience to aid

Some Resilient Cities

(in alphabetical order)

BANGKOK
Thailand

BERKELEY
United States

BRISTOL
United Kingdom

CHRISTCHURCH
New Zealand

DA NANG
Vietnam

MANDALAY
Myanmar

MELBOURNE
Australia

NEW YORK CITY
United States

ROME
Italy

SEMARANG
Indonesia

WHERE IS SINGAPORE?

Though Singapore is not yet certified resilient, a recent competition sponsored by the C40 Cities Climate Leadership group and multi-national company Siemens recognised it as one of 10 major cities deemed "climate leaders" for the innovative approaches they are taking to act on climate change. One such example is the ERP system in which technology is used to address the "shortcomings of its geography".

recovery efforts. In an article entitled "How Social Resilience Can Save Your City", the Rockefeller Foundation argues, "It is vital that cities find innovative ways to engender feelings of trust and compassion amongst communities and community members. This not only prepares citizens to work with governmental and disaster relief agencies in times of crises, it also enables them to bounce back stronger."

The Rockefeller Foundation's Dr Rodin — who is also co-chair of a commission investigating New York City's recent weather events — concluded that recommendations to improve both physical and social resilience are intended for the short term, and that others will be realised over the long term. Said Dr Rodin, "Our infrastructure was not built or financed in a day. Making it more resilient will take longer than a day, or a year, or even a decade. But the time to start is now." It is advice that all cities should take note of. [LM](#)

CITYSCAPE

SINGAPORE HAS LONG BEEN a top tourist destination, with visitors from around the globe attracted by its combination of tropical weather and urban sophistication.

The Republic has also been a destination for ‘medical tourists’, or visitors seeking world-class medical treatment. These medical tourists come chiefly from neighbouring countries. In 2013, Singapore was ranked second out of 48 countries in terms of efficiency of healthcare by Bloomberg.

According to the Singapore Tourism Board (STB) website, “Singapore is the continent’s leading medical hub, with internationally accredited healthcare providers that deliver quality patient-centric care.” STB also works closely with private healthcare providers to promote their services overseas.

This has led to Singapore’s medical tourism figures rising significantly in recent years. According to reports, some 850,000 medical tourists came to Singapore in 2012, while a *Singapore Business Report* article citing local banking group DBS reported in 2013 that the medical tourism market was expected to grow by about eight per cent per year to reach about S\$1.7 billion in 2018. Furthermore, STB estimated that in 2011, nearly S\$1 billion was spent in Singapore by foreigners on medical goods and services.

Given this growth in medical tourism, and indeed the healthcare sector as a whole, interest in private medical suites — a sub-segment of the commercial property market — is gaining among investors. This is according to a March 2014 report in *The Business Times (BT)*. Said Mr Karamjit Singh of Jones Lang LaSalle, “The growth in the overall medical industry has been driving prices up.” According to the report, medical suites are seen as a good alternative to traditional investment assets as they are unaffected by the government’s property market cooling measures. Furthermore, they are relatively low in supply.

The suites that are available for purchase are usually sold to doctors and meant for medical use, although it is estimated that about 30 per cent of medical suites are purchased by investors.

This strong investor interest is evident in the success of SBF Center in Robinson Road, which is jointly developed by Far East Organization and Far East Orchard Limited. As of May 2014, all but one of the 48 medical suites launched for sale in 2013 have been sold.

SCOTTS MEDICAL CENTER

However, some medical suites are available only on a for-lease basis. Amidst the growing demand for private medical services, Far East Organization converted



Holistic Care

A growing need for
healthcare services
is driving demand for
medical suites.

“SINGAPORE IS ASIA’S LEADING MEDICAL HUB, WITH INTERNATIONALLY ACCREDITED HEALTHCARE PROVIDERS DELIVERING QUALITY PATIENT-CENTRIC CARE.”

Singapore Tourism Board

the top seven floors of Pacific Plaza on Scotts Road into 44 premier medical suites available for lease. Scotts Medical Center at 9 Scotts Road is situated in a prime location within one of Singapore’s most well-known districts. This area, adjacent to the famous Orchard Road, has a potential catchment of some 105,000 distinguished residents and 47,000 professionals in the vicinity, giving it a high market potential for medical practitioners.

Accessibility is a strong point, allowing for easy cross-referrals to nearby medical institutions like Mount Elizabeth Hospital and Gleneagles Hospital. According to the *BT* report, proximity to hospitals increases the desirability of medical suites, as certain treatments need to be referred to these institutions.

Scotts Medical Center occupies a total area of 36,000 sq ft on the sixth to 12th floors of Pacific Plaza. Its meticulously-planned medical suites range in size from 496 sq ft to 1,507 sq ft with a range of amalgamation options available — units can be combined up to 4,825 sq ft.

Two anchor tenants are set to open between



DEVELOPMENT Scotts Medical Center
DESCRIPTION Premier dedicated medical suites for lease on the top seven floors of Pacific Plaza, just off Orchard Road
TOTAL UNITS 44 units
UNIT TYPES Medical suites ranging in size from 496 sq ft to 1,507 sq ft. Option of combining units up to 4,825 sq ft
ADDRESS 9 Scotts Road, Pacific Plaza
ENQUIRIES 6235-2433 or email lease_bs@fareast.com.sg



STRONG DEMAND
 Nearly all the medical suites at SBF Center in Robinson Road have been sold.

the middle of 2014 and Q3. One of them, Thomson Medical Pte Ltd, comprises the Thomson Women Wellness and Thomson Women Imaging clinics, and will take up the majority of the 10th floor.

The other tenants include a wide range of medical practices, from dental clinics to aestheticians, among others. As at June 2014, 25 out of 44 units have been taken up.

The seven medical floors feature wide corridors for the comfort of visitors, while certain units enjoy unblocked views of Orchard Road.

The needs of patients’ accompanying families are also well catered-for with excellent accommodations nearby at Far East Hospitality’s The Quincy Hotel and The Elizabeth Hotel. Alternatively, serviced residences like Orchard Parksuites and Far East Plaza Residences are close by. There are also popular malls and restaurants within walking distance. [LM](#)



ANOTHER MEDICAL HUB NEARBY
 As well as Scotts Medical Center, there is another medical hub developed by Far East Organization in the vicinity. The award-winning Novena Lifestyle & Medical Hub is a thriving precinct for quality healthcare services. It is situated alongside established medical institutions like Tan Tock Seng Hospital (TTSH) and the upcoming Health City Novena.

SPOTLIGHT

THE INDEX

Go West

Tuas is undergoing a rapid revitalisation, and The Index is set to be a part of this.

TEXT // ELISABETH LEE



JUDGING BY THE SUCCESSFUL LAUNCH

in 2013 of The Westcom, a 144-unit strata-titled industrial development in the heart of Tuas — which saw its initial release units fully sold within a week of launch — investor demand for well-located industrial space in western Singapore continues to be strong. Investors are being drawn to the area by the rapid redevelopment in the works there that will reshape the way business is done islandwide.

Spearheading industrial development in Tuas is a new mega-port project that will eventually be able to handle up to 65 million twenty-foot equivalent units (TEUs; a measure of cargo capacity) annually — almost double that of Singapore's present capacity.

Singapore-based offshore and marine engineering company Sembcorp Marine plans to build an integrated shipyard in the area by 2024 and will consolidate all its shipyards there. Other developments include a partnership between Royal Dutch Shell, Total and China

Petroleum & Chemical Corp to build a Lube Park, and pharmaceutical firms Pfizer and Roche are moving there. Biotech manufacturer Amgen is building a S\$200-million manufacturing facility in Tuas Biomedical Park (the eighth biologic manufacturing plant in the area), and Novartis is spending S\$608 million on a biotech plant too.

These will add to the nearly-1,000 registered businesses, factories and plants already in operation in the area, including the newly opened Hyflux desalination plant — the largest in Singapore.

Industry experts say that demand for industrial real estate is growing. Noted Ms Alice Tan, Associate Director and Head of Consultancy and Research at Knight Frank Singapore, “Despite the property cooling measures on industrial property, prices of strata industrial units in Tuas have risen by an average of six per cent in the fourth quarter of 2013 year-on-year. Demand for industrial space in Tuas has also been increasing over the past year. More industrial end-users are expanding and relocating their operations to Tuas with the development of the Tuas Mega Port.”

DEVELOPMENT The Index
DESCRIPTION A High-image Business Space, The Index is a four-storey Business 2 (B2) ramp-up industrial development in the heart of Tuas
TENURE 30-year leasehold wef Dec 2013
ESTIMATED TOP 4th Quarter 2016
SITE AREA 426,019 sq ft
TOTAL UNITS 99 units (including canteen)
UNIT TYPES Type A (32,754 sq ft to 33,615 sq ft), Type B (10,613 sq ft to 14,574 sq ft) and Type C (2,195 sq ft to 8,697 sq ft)
ADDRESS Tuas South Avenue 3
ENQUIRIES 6221 9979



AT THE HEART OF THE ACTION

Against this backdrop, in early 2014, Far East Organization launched another industrial project in Tuas, called The Index. Located in the heart of Tuas, the development is well-situated to play an active role in the area’s redevelopment.

Located at the junction of Tuas South Avenue 3 and Tuas South Boulevard, The Index will be well-served by existing transportation links such as the Ayer Rajah Expressway, Pan Island Expressway and the Tuas Second Link bridge to Malaysia.

A new road viaduct will provide an alternate route to Pioneer Road and ease road traffic, and the four new MRT stations that make up the Tuas West Extension will boost public transport connectivity by 2016 and save rail commuters up to 35 minutes of travel time.

A four-storey ramp-up development built

with a high-image office-like facade, The Index features good road frontage on three sides. Business 2 zoning means that The Index is geared towards heavier industries such as marine engineering, utilities and telecommunications businesses. The 98 units available are sized from 2,195 sq ft to 33,615 sq ft, and all have 40-footer ramp-up vehicular access to their doorsteps.

Other features include heavy floor loading of up to 20kN per sq m, high floor-to-floor heights of up to 10m and roller shutter widths of up to 10m. In addition, some units are equipped with dedicated loading bays and private container lots.

With no Additional Buyer’s Stamp Duty levied on purchases, industrial property in Tuas is expected to be a hit among investors and owner-operators of marine engineering or recycling businesses, says Knight Frank executive director Mr Lim Kien Kim. **LM**

SPOTLIGHT

FAR EAST HOSPITALITY HOLDINGS PTE LTD (Far East Hospitality), a premier hospitality assets owner and operator, is a 70-30 joint venture formed in 2013 between Far East Orchard Limited (a listed company under Far East Organization) and The Straits Trading Company Limited. In the same year of its formation, Far East Hospitality through its wholly-owned subsidiary, Far East Hospitality Investments (Australia) Pte Ltd, completed a 50-50 joint venture with Australia's Toga Group.

With the joint ventures, Far East Hospitality has established itself as a regional hospitality owner and

operator with a sizeable overseas network. It now has a combined portfolio of more than 13,000 rooms under management across more than 80 hotels and serviced residences in eight countries — Australia, China, Denmark, Germany, Hungary, Malaysia, New Zealand and Singapore.

Far East Hospitality's stable of nine unique and complementary brands — Quincy, Oasia, Village, Rendezvous, Adina, Medina, Vibe, Travelodge and Marque — present excellent opportunities for cross-selling initiatives across the different brands and geographic markets, offering guests a greater diversity of choices and locations.

Besides gaining a solid foothold abroad, Far East Hospitality is also committed to expanding its presence at home. Indeed, it launched three new hotels — **VILLAGE HOTEL KATONG**, **AMOY** and **RENDEZVOUS HOTEL SINGAPORE** — in as many months from November 2013 to January 2014. Although each hotel has a unique concept, they all have two things in common — they are situated in strategic areas, and they appeal to business and leisure travellers alike.

After undergoing a corporate restructuring last year, Far East Hospitality is widening its reach with the launch of three new hotels in Singapore.

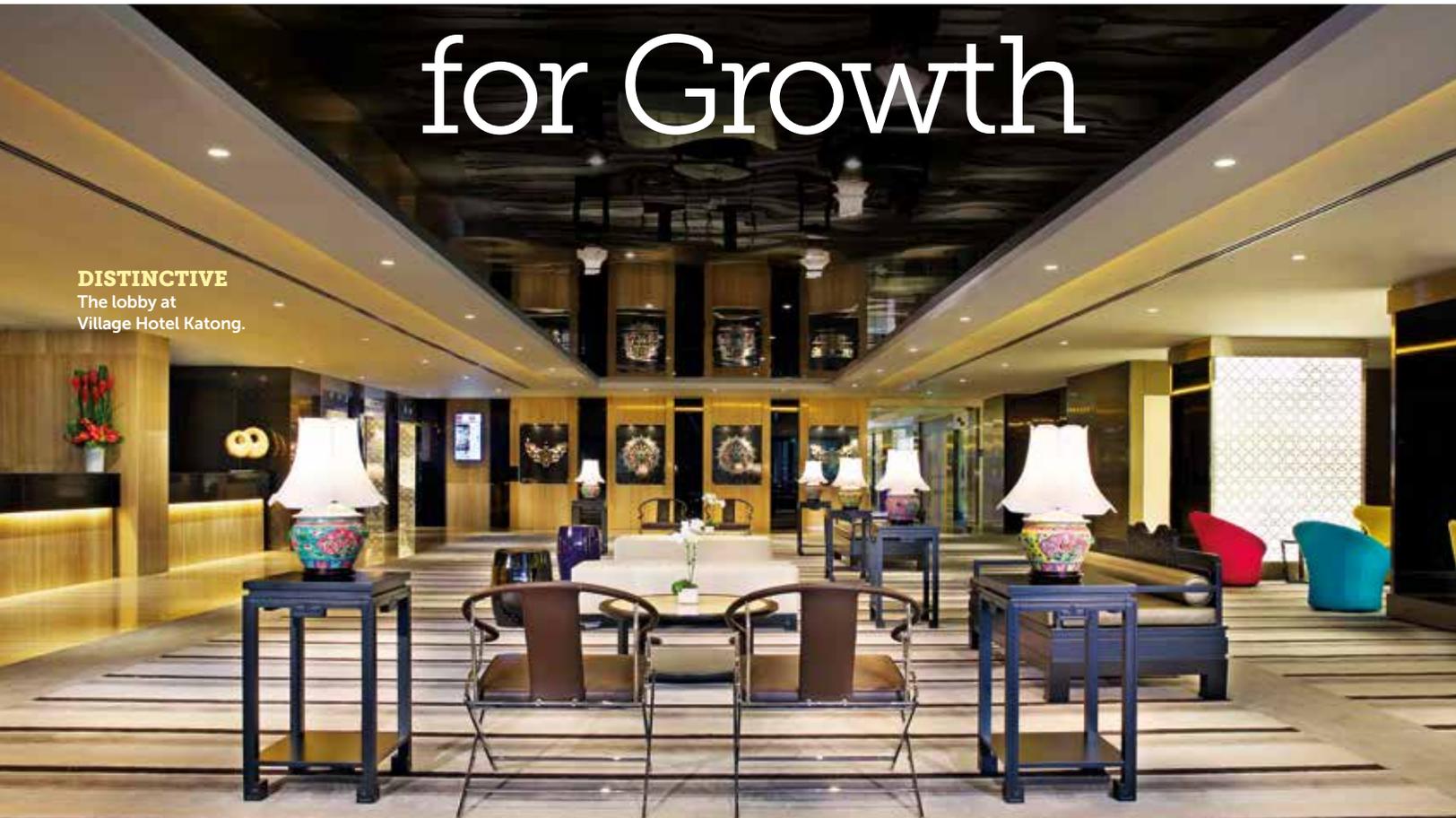
TEXT // WANDA TAN

Gearing Up

for Growth

DISTINCTIVE

The lobby at Village Hotel Katong.



KATONG V MALL GIVES ADDED CONVENIENCE

There's certainly more to Village Hotel Katong than meets the eye, as it is linked to a three-storey retail mall called Katong V.

The mall — which has two entrances, one facing East Coast Road and the other on Marine Parade Road — caters to hotel guests as well as families in the neighbourhood.

Katong V offers a vibrant blend of restaurants and cafes, beauty and wellness salons, fashion shops, lifestyle stores and other attractions. In particular, there is an NTUC FairPrice Finest supermarket on the ground floor, while the third level is devoted to children's education and enrichment centres.



RELAX

The Village Hotel Katong pool.

A LOCAL FLAVOUR

VILLAGE HOTEL KATONG was the first of the three hotels to be launched in November 2013, following a S\$30-million refurbishment. In line with the Village brand's philosophy of drawing inspiration from the surrounding precinct, the hotel reflects the strong Peranakan heritage of the neighbouring Joo Chiat/Katong district.

Entry to the hotel is via the second-floor lobby, where lifts provide access to all 229 rooms on levels 5 to 12. There are six different room categories, ranging from Superior rooms to Suites. Regardless of room type, Peranakan décor is used throughout: Straits Chinese design accents appear on the wallpaper, carpets and bathroom tiles. Some rooms also have Peranakan tea sets and ceramic jars, which provide a nice contrast to modern amenities such as free WiFi and iPod docking stations.

Peranakan-inspired paintings from locally-based heART Studio are hung on the walls in some guest rooms and at the lift lobbies. An array of facilities are also available on the fourth floor, including the Peranakan-themed Halal-certified



Katong Kitchen restaurant, five function rooms all named after different spices used in Nyonya cuisine, an outdoor swimming pool and a gymnasium. In addition, Club and Suite guests can enjoy exclusive access to the sixth-floor Peranakan Lounge, which serves complimentary breakfast as well as evening cocktails and canapés daily.

As one of just a handful of hotels in Singapore's eastern region, **VILLAGE HOTEL KATONG** is a great base to explore the Joo Chiat/Katong enclave on foot. It is also a 15-minute drive from both the Central Business District (CBD) and Changi International Airport. A complimentary shuttle bus to and from the airport is provided, while a shuttle bus to and from the nearby Big Splash recreation and dining hotspot is available.

DEVELOPMENT

Village Hotel Katong

DESCRIPTION

A tastefully-appointed hotel with Peranakan influences in the heritage-rich Joo Chiat/Katong district

TOTAL UNITS 229

ADDRESS

25 Marine Parade Road

TELEPHONE

6344 2200

www.stayfareast.com



SPOTLIGHT

A PIECE OF HISTORY

In December 2013, Far East Hospitality opened its newest boutique hotel in Far East Square, a heritage conservation project within the CBD made up of a collection of shophouses that are over 170 years old. Called **AMOY**, the four-storey hotel stands on what was once the landing site of 19th century immigrants who arrived by boat from China, and it is this historically-rich backdrop that makes the **AMOY** stand out from other hotels in the CBD.

Every facet of the hotel is expressly intended to offer an experiential glimpse of the history of the site. As a first touchpoint, the hotel's entrance is through the Fuk Tak Chi Museum, which was originally a temple built in 1824 by the Hakka and Cantonese communities and now displays artefacts on the lives of early Chinese migrants. This peek



into the Chinese diaspora of years past is also carried through into the hotel's interior, where all 37 rooms thoughtfully blend traditional Chinese design elements with contemporary features.

No two guest rooms — be it a Cosy Single room or a Double Deluxe room — are alike in terms of layout and furnishings. Nevertheless, all of them evoke the charm of traditional Chinese design and architecture by incorporating carefully-selected furniture such as stools and porcelain basins, and by inscribing a Chinese family name on the wall beside the door. Guests can also enjoy all the trappings of modern technology such as an in-room Nespresso coffee machine and free WiFi.

Upon stepping out of the hotel, visitors are spoiled for choice with many dining outlets at Far East Square, including Ju Chun Yuan which carries the legacy of the original 149-year-old JuChunYuan Fuzhou restaurant in Fujian Province, China. The hotel is also a short walk to other vibrant places of interest such as Chinatown and Boat Quay, while its location in the heart of the Central Business District allows guests here on business to be close to the city's financial hub.

Getting around town is easy, with the Raffles Place and Telok Ayer MRT stations nearby. And for guests' convenience, a one-way private transfer from the airport is included.

DEVELOPMENT

AMOY

DESCRIPTION

A boutique hotel in the Far East Square conservation area that pays homage to the 19th century Chinese migrants who first occupied the site

TOTAL UNITS 37

ADDRESS

76 Telok Ayer Street

TELEPHONE

6580 2888

www.stayfareast.com



WITH A VIEW
Club Rendezvous.



ART ESCAPE
The Library lounge.

AT THE 'ART' OF IT ALL

In keeping with its location within Singapore's arts and cultural district, **RENDEZVOUS HOTEL SINGAPORE** was relaunched in January 2014 following a refurbishment to inject art-centric elements across multiple experiential points for guests with the use of technology. For example, the reception area displays varying colour palettes from vivid orange, purple and magenta during the day to soothing yellow, cyan and deep blue in the evening.

In support of the local arts scene, pop-up stalls and performances will be staged in and around the hotel.

All 298 guest rooms have free WiFi and other state-of-the-art amenities, while Club rooms have the added distinction of reflecting different themes — Performing Arts, Retro or Peranakan. **RENDEZVOUS HOTEL SINGAPORE** also features an outdoor swimming pool and jacuzzi, a fitness centre and six function rooms. There is no shortage of dining options either as the popular Straits Café serves a mix of local and international dishes, while The Courtyard provides a throwback to the colonial era with a quintessentially English afternoon tea. In addition, the adjoining Rendezvous Gallery retail wing hosts exciting restaurants such as the French bistro Balzac Brasserie & Bar and Baja Fresh Mexican Grill.

As an extra perk, hotel guests can enjoy special entry rates to the nearby partner museums simply by presenting their key cards at the respective ticketing counters. Other attractions such as Little India, Fort Canning Park and the Orchard Road shopping belt are also in the vicinity. Moreover, business travellers will appreciate the fact that the CBD is just a 10-minute drive away. **LM**



DEVELOPMENT

Rendezvous Hotel Singapore

DESCRIPTION

An art-inspired hotel within the arts and cultural district

TOTAL UNITS 298

ADDRESS

9 Bras Basah Road

TELEPHONE

6336 0220

www.stayfareast.com



RESERVATION ENQUIRIES

More information about each of these hotels is available at www.stayfareast.com. To make a reservation, call **6881 8888** or email reseasy@fareast.com.sg.

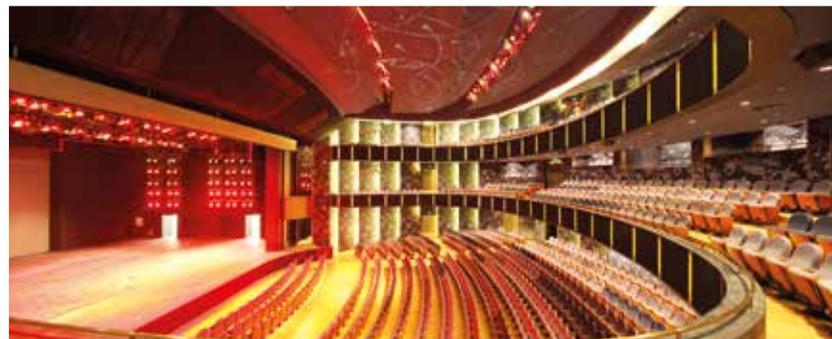
IMPACT

Surreal Grandeur

The Wuzhen Grand Theatre in the historic town of Wuzhen in Zhejiang Province, China appears to rise from the waters that run through the 1,300-year-old village. Inspired by the rare twin lotus flower, the building's two auditoriums — one with 600 seats and the other, 1,200 — overlap each other and share a single stage area.

Though it was conceived as a space for international theatre festivals, the facility can also be used for fashion shows and even weddings.

Adding to the magical quality of the venue is the way visitors arrive — either on foot across a bridge, or by boat.



Designed by Mr Kris Yao of Artech Architects, the Wuzhen Grand Theatre took about three years and some 400 million yuan (\$582 million) to build.

Best Developer Southeast Asia and Singapore

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