

思考，另辟蹊径

随着澳门迅猛发展，未来挑战接踵而至，有鉴于此，盛世集团首席执行官 Antonio Trindade (安东尼奥·特林达迪) 指出，澳门需要作出大刀阔斧的决策。

Different thinker

Antonio Trindade of CESL Asia sees the need for big decisions as Macau races toward a challenging future.



盛世集团为客户提供多元化服务，一直积极参与众多大型城市重建项目，例如南湾湖周边设施的翻新工程。CESL Asia provides a wide range of services to clients and has been actively involved in major urban redevelopment projects such as the renovation of facilities around Nam Wan Lake.

Antonio Trindade (安东尼奥·特林达迪) 深信澳门充满潜力。他的职责，就是思考潜力何在，整备资源引发潜力，最终待潜力实现之后，他会享受随之而来的成功与荣耀。因此，人们不禁就会认为，身为盛世集团首席执行官的安东尼奥，现在已然已是笑傲江湖，坐享成功喜悦。然而，在整个采访过程中，笑口常开的他，

眉头有几条皱纹却挥之不去。

安东尼奥领导的盛世集团旗下拥有涉足广泛领域的不同公司，包括顾问、城市规划、建筑及设计、设施管理以及技术开发。在澳门过去十年间史无前例的经济腾飞过程里，该集团扮演了关键角色。盛世集团帮助澳门建起了桥梁、发电厂、废物处理设施以及综合渡假村，同时为这些

设施配置装备，并协助其维护及营运。

实际上，如果没有盛世集团及 Antonio Trindade，澳门就不会成为今日的澳门——今时今日，澳门已是人均本地生产总值全球最高、失业率近零的城市，而人均薪酬自 2002 年以来，已增长超过三倍。

“对不对，我们在澳门的建设过程中并不重要，”安东尼奥谦虚地说道，“澳

门的建设历程已有 500 多年历史。一直以来，澳门就蕴含着独特美妙的正能量。我们只是澳门历史舞台上新登场的一员。”

言毕，我等待着安东尼奥短暂停顿后，会以一个耳熟能详的“但是”来引出另一话题。然而，他没有用到这个“但是”。这样说听起来可能像陈腔滥调的赞美之词，但安东尼奥显然是不喜拐弯抹角的那

Antonio Trindade believes passionately in Macau's potential. It is his job to think about that potential, marshal resources to achieve that potential, and, inevitably, bask in glory when that potential is realized. One might expect, therefore, that the chief executive officer of CESL Asia should have much to be proud of these days. Instead, he has a few worry lines on his brow, just above the broad smile that is seldom tucked away over the course of our interview.

Trindade's group, a collection of companies involved in a broad range of services including consulting, urban planning, architecture and design, facilities management and technology development, has played an instrumental role in the world-beating economic transformation of this city over the past decade. CESL Asia has helped to build bridges, power plants, waste treatment facilities, and integrated resorts, and helped to equip, run, and maintain them, too. Indeed, were it not for CESL Asia and Antonio Trindade, Macau would not be where it is today, with the world's highest per-capita GDP, unemployment near zero, and average wages more than triple what they were in 2002.

“No, no, no, we were not important in building Macau,” he says, humbly. “This city has been built over 500 years. It has long had greatness within it. We are newcomers to the story of Macau.”

A short pause, as I wait for the inevitable “however.” It doesn't come. It might sound clichéd, but Trindade is obviously one of those corporate leaders who has removed the words “but”, “however”, “having said that”, etc, from his vocabulary.

What he does is launch into a passionate summation of the next stage of Macau's evolution, which makes clear that the collective wisdom from all those centuries of history is going to be needed to help guide this city through the challenges ahead.

“We are looking at a transformation beyond belief in Macau,” Trindade says. “Nothing will be the same here in four to five years. The economy is heading to a place it could never have imagined. The size of the market, the number of tourists, the wealth that is going to be

generated and spent here – it will have a huge impact.”

The smile remains, but the worry lines peek out atop the handsome Portuguese face as Trindade elaborates. “Much is disappearing. Much is coming. Look at the roads – they were built in a different era, for smaller cars, now they must handle stretch limousines. From having once been such a sedate, genteel place, now we are somewhere that the Manny Pacquiao fight is held, where people come to pay MOP 20,000 per ticket and see themselves on TV beamed live to hundreds of millions of people around the world. This is, quite simply, incredible.”

Where Trindade says incredible, many others might say unbelievable. But the CESL Asia boss is in the business of making such imaginings become reality. He is worried about the challenge ahead, to be sure. “But in a good way,” he clarifies.

Trindade is not just talking. He has a track record to refer to. Among the group's many trophy projects, CESL Asia played a key role in building the Lotus Bridge, linking Cotai to Hengqin, the Taipa wastewater treatment plant, the refuse incinerator in Coloane, and, ahem, almost all of the integrated resorts dotting Macau's skyline today. Just as importantly, it has provided the necessary services to ensure these projects run smoothly and are professionally maintained. And it has extended its services to projects built by others, such as the Macau International Airport.

All of these achievements pale in comparison to what is yet to come, Trindade makes clear.

“It is vital that we meet the coming challenges with our minds as well as hearts,” Trindade says, explaining how his company is focused on helping Macau meet its human resources needs of the next few years. “This will not be the Macau most people know of. We will not have the same leeway we have had in the past. We simply do not have the people now to deal with the demands that are coming our way very soon. This is a time to make big choices.”

In so saying, Trindade touches diplomatically on the most sensitive subject



安东尼奥·特林达迪相信，随着澳门迈进前所未有的发展进程，现在，作出重要抉择的时刻已经来临。Antonio Trindade believes now is the time for big decisions to be made as Macau heads toward a stage of its development that was previously unimaginable.

类企业领导，“但是、如果、尽管如此”等词语，不会从他口中出现。

接下来，安东尼奥话锋一转，充满热情地概括了澳门下一阶段将面临的变革发展，他清楚地指出，要度过前方的困难，就必须以澳门过去数百年历史积淀下来的集体智慧作导向。

“澳门将会出现令人难以置信的变化，这是我们需要面对和思考的事情，”安东尼奥说道，“在未来四到五年内，澳门将会出现翻天覆地的改变。无论是市场规模、游客数量，还是将在此地产生及消

费的社会财富，整体经济将以惊为天人的步伐发展，随之而来的影响亦将极为深远。”

“很多东西正在消失，但很多东西也正在涌现，”安东尼奥进一步解释道，尽管他依然面带微笑，但几条皱纹却悄悄爬上了这位葡萄牙人俊朗的面上，“就以澳门的道路为例，这些道路兴建于大不同的旧时代，那时的道路为小型车而设，但现在却必须容下加长豪华轿车驶过。澳门过去是一个宁静悠闲的小城，而现在，这里变成了一个会举行拳王决赛的国际化都

市，人们会花两万澳门元买票前来观战，然后在直播镜头中，看到自己的微笑出现在电视机旁数以百万观众眼前。这无疑是一个不可思议的变化。”

安东尼奥称澳门的改变不可思议，很多人则会称之为难以置信。从难以置信，变为眼前现实，作为盛世集团领军人物的他，正在参与着全过程。当然，他也会对未来的挑战感到忧虑。但他指出，他并非对前景忧心忡忡，他的忧虑，是一种“未雨绸缪的积极思考”。

安东尼奥并不是纸上谈兵，他的辉煌往绩就是明证。盛世集团曾在众多大型项目中担当关键角色，其中包括连接路氹城和横琴岛的莲花大桥、氹仔污水处理厂和路环垃圾焚化炉等公用设施，而且澳门几乎每一间璀璨夺目的综合渡假村背后，都曾有过盛世集团的贡献。除此之外，该集团亦会提供同等重要的必要服务，从而确保这些项目能够顺利运行，并可获得专业维护。此外，盛世集团的服务范围也已拓展至等其他承建商负责的项目，包括澳门国际机场。

然而，与未来的发展相比，过去的一切成就都会显得苍白无力，安东尼奥指出。

“全身心地投入面对未来挑战，对我们而言至关重要，”安东尼奥说道，并解释他的公司正在如何专注于帮助澳门满足未来几年的人资需求，“未来的澳门，将不再是大部分人所熟知的澳门。我们将不再像过去一样有宽松的时间应对问题。现在，澳门完全没有足够人力资源，去应对即将到来的需求。现在，已经到了作出重要抉择的时候。”

说起这个问题，安东尼奥婉转地谈及澳门政府及社会目前面对的最敏感话题：如何输入更多必要的人才，从而推动澳门下一阶段的增长。在未来五年里，路氹城至少会有六个超大型综合渡假村开幕，届时将会需要超过五万名员工，然而面对此需求，澳门却只有50万人口，而且实际上基本已实现全面就业。

除了数量之外，人才素质更是安东尼奥关注的重点。“盛世集团需要经验丰富的人才，澳门也一样。我们当然可以从其他地区引入这些人才。但如何让他们掌握



盛世集团的业务项目遍布区内，深圳沐兰物业便是集团的其中一项建设。Shenzhen's Moreline complex is an example of projects that CESL Asia is involved in around the region.

facing Macau's government and society at present: how to import the necessary talent to drive the next phase of Macau's growth. Over the next half-decade, at least six gigantic integrated resorts will open in Cotai, requiring more than 50,000 staff in a city of 500,000 where there are, effectively, almost no unemployed.

It's not just the quantity, but the quality of people Trindade is focused on. "We [at CESL Asia] need people with a wide range of experience. The same goes for Macau. We can import these people, of course. But how to equip them with the necessary local knowledge? We must apply global solutions to local requirements, which means we also need to further develop our local talent."

Looking to the future, Trindade likes

to refer to a rich, dynamic past. "Macau has a long history of identity," he says. "Macau was a global city hundreds of years ago. We once had universities that attracted students from all over Asia. Today, we must rebuild that foundation. Right now, we don't have a highly educated older generation but we are grooming a smart younger generation and we must make better use of their skills."

It's in the way that these skills are applied that Trindade is most thoughtful. "We need to do things differently. We need new solutions. We need to move people around differently - why do we have so many buses all going to places so close together? We need to build differently - why do we still have buildings going up without double-glazing on the

windows? This is where we [CESL Asia] can help."

For Trindade and his company, sustainability is key. "This is not just about technology," he says. "It's about services and people. Tech is great, it is universal knowledge. But its application is local. Leapfrog thinking is required in this context. This is what we emphasize here."

He cites an obvious example to illustrate his point. "If your factory needs 100 people but only 50 are available, what do you do? Change the way the factory works!"

Trindade is not going to indulge in pure fantasy-thinking. His mind is very much focused on finding practical solutions to challenges that exist today, not just in a few years' time. "There is



设施管理是盛世集团的核心业务。其管理项目包括澳门国际机场（上图），以及澳门各大综合度假村。Facility management is a core competence of CESL Asia. Projects include the Macau International Airport, above, and most of the city's major integrated resorts.

关于本地的必要知识？面对本地的人资需求，我们必须采取国际化的解决方案，同时这也意味着我们需要进一步培养本地人才。”

谈及未来时，安东尼奥喜欢提及澳门充满活力的丰富历史。“澳门历史悠久，过去曾在世界上拥有独特地位，”他说道，“数百年前，澳门曾是一个国际都会。过去澳门的大学曾吸引全亚洲学生前来。现在，我们必须重新巩固这个基础。现时，澳门老一辈人受教育程度普遍不高，但我们正在培育知识水平更高的新一代，而且我们必须更好地利用他们的技能。”

对于如何运用这些专才，安东尼奥就更体现出他的深思熟虑。“我们需要以不同的方式行事。我们需要新的处事方式。我们有那么多巴士的停靠站竟然如此相近？所以我们需要新的交通方式。我们现在在建屋时窗户竟然仍不用双层玻璃？所以我们需要新的建筑方式。盛世集团恰好能够在这些方面提供帮助。”

对安东尼奥及盛世集团而言，可持续发展是个中关键。“可持续发展并非纯粹关乎科技，”他说道，“可持续发展更关乎服务和人才。科技的力量很伟大，这是一种普世知识。但如何应用科技，就与当地情况密切相关。在这方面，我们需要跳

跃式思维，这就是我们强调的重点。”

他引述了一个明显的例子来说明他的观点。“若你的工厂需要 100 人，但实际上你只有 50 个雇员，那么你会怎样做？当然你就要改变工厂的运作方式了！”

安东尼奥不会停留于空想。他正在集中精力思考，我们应该以何种实际可行的方式，去应对未来几年，甚至是近在眼前的挑战。“现在已经不可能存在人浮于事的情况，”他承认，“我们必须将一切可用的人力资源发挥到极致。如何高效地配置人资，是对领导能力的巨大考验。澳门是个小城，每个人在其中都要扮演恰当角色。有些人可能还未意识到自己需要某些技能，但我们必须向他们传授所需技能。”

安东尼奥尤其关注澳门将如何满足能源需求。“与内地一样，我们的需求剧增，为供应带来了巨大压力，”他承认，“我们的生活须与行动方式协调一致。水、电和空气质量都需要改善。我们必须学会如何用更少的资源，达到更好的效果。要实现这个目标，就要提升社会意识和公民素质。”

安东尼奥并非在等待奇迹发生。盛世集团已经倾资以期实现其愿景，投资于葡萄牙开发中的太阳能发电方案，该方案可应用于澳门，从而更好地满足本地的长期

能源需求。安东尼奥亦正在研究适用于澳门的更佳物流方案，而现时澳门高峰时段的塞车情况简直令人绝望。“我们能够做得更好，”他实事求是地说道。

幸好，只需跨过边境，就有位大哥可以为澳门提供帮助，安东尼奥很快便指出这个宝贵资源——横琴岛将对澳门的变革作出巨大贡献，他说道，“每日过关口岸一开放，澳门的人口就会增加一倍，而且每日都有大量游客涌入。想像一下，如果他们开始延长旅程，在澳门的平均停留时间变为两三晚，那会是怎样的情况？（目前访客平均逗留时间为 1.5 晚）那我们将如何招待这些游客？”

他指出，路氹城渡假村和广东这个大后方已经正在融合。“只需看一下这些渡假村建立的供应链及其运行模式，就不难发现地区融合的情况。现在，那么多人在珠海生活，在澳门上班。这种情况只会继续，那为什么我们的关门口岸还要在深夜关闭？”

至此，安东尼奥又谈到了另一个敏感话题，这是澳门变革路上，一个需要从现在开始，就作出重大决策的问题。“地区融合需要我们提高效率。我们需要专注于发展和发挥最适合澳门的独特价值。大型渡假村已经开始进行地区融合，但渡假村以外，我们还有很多需要奋起直追的地方。”

我请他具体说明一下，他说道：“政府最近宣布，将在明年聘请 9,000 个公务员。那么这些人将从哪里来？综合渡假村吗？又或者像盛世集团这样的中小企吗？”余下的话，他没有说出来，但他补充道：“这是一个正面的挑战。我并不是在抱怨。这个挑战充满积极意义。但这亦是我们需要直面的一件事。”

此刻，安东尼奥眉头的皱纹消失了，脸上完全流露出感叹之情。“增长是有极限的，而我们正在不断接近这种极限。除非我们能够保持绝对清醒，否则，我们将会错过永续发展的大好时机，误了那趟车。”

澳门有安东尼奥这样的有识之士，使我们相信，当这趟车到来之际，没有多少人会迷失而至于与之失之交臂……



盛世集团正积极开发新方案以应对澳门面对的最迫切挑战。盛世集团正与葡萄牙 Magpower 公司携手合作，投资于可再生能源技术的开发利用。此种技术可应用于澳门。CESL Asia is actively developing solutions to some of Macau's most pressing challenges. Together with Portugal's Magpower, the company is investing in renewable energy technology that can be applied here.

no room for castoffs here,” he admits. “Every last available human resource must be deployed to the best of their ability. Leadership is a huge requirement in this regard. Macau is small, and everyone needs to play a role. We must provide skills to people who might not understand they need them yet.”

Trindade is particularly concerned with meeting demand for energy resources in Macau. “Like in China, our demand is putting great strains on supply,” he acknowledges. “We must live in accordance with the way we do things. Water, electricity, the air that we breathe – this all needs to be improved. We must learn to do more with less. This requires better awareness, better citizenship.”

Trindade isn't just hoping for miracles. CESL Asia has been putting its money where its ideas are, investing in solar energy solutions currently being developed in Portugal, which could be applied in Macau to better meet its long-term energy needs. He is also looking into better logistics solutions in Macau,

where the roads are impossibly clogged during peak periods. “We can do things better,” he says matter-of-factly.

Fortunately, Macau has a big brother it can turn to for help across the border, and Trindade is quick to acknowledge this resource. Hengqin Island will have a big contribution to make in Macau's evolution, he says. “Look, our population doubles every day when the borders open and the day's influx of tourists pours in. Just imagine when they start staying two or three days on average [the current average is 1.5 nights]? Where will we put them all?”

He notes that integration is already happening between the Cotai resorts and their hinterland of Guangdong. “Look at how the supply chains for the resorts are built and run. Look at how many people are living in Zhuhai and working in Macau. This will only continue. So why do we still have a border that closes at midnight?”

It is another sensitive topic that Trindade brushes on – a point of Macau's

evolution where big decisions need to start being made. “Integration requires us to be more efficient. We need to focus on our value niche. This is happening inside the big resorts, but there is much room to catch up outside of them.”

I prod him to be more specific. “The government recently announced it will hire 9,000 people over the next year. Where will they come from? The integrated resorts? The small and medium enterprises like mine?” He leaves the rest unsaid, but adds: “This is not a bad challenge. I'm not complaining. It's a positive challenge. But it is something we cannot ignore.”

The worry lines are gone now, and Trindade's face widens into a look of pure exclamation. “There is a limit, and we are reaching that limit. Unless we are completely awake, we will miss the train.”

With people like Antonio Trindade around, it's hard to imagine how anyone could be left in a state less than completely awake when that train comes. 7