



Turner & Townsend

Capability statement 执行能力陈述书

Hospitality
酒店业

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Making the difference 创造与众不同的价值

Market-leading

引领市场

We are a market-leading capital programmes professional services company trusted to drive better business outcomes for our clients across all sectors. With a heritage rooted in cost and commercial management we have a deep and tacit understanding of capital programmes, and apply this expertise to drive industry best practice and innovation.

作为深受信任的市场领先的资本项目专业化服务公司，我们旨在帮助所有领域的客户取得更佳的商业表现。我们深耕于成本和商业管理，深谙资本项目的运行之道，并运用专业知识推动行业最佳实践的发展，实现变革。

Independent

独立机构

With complete independence from the supply-chain, we put client's interests first, protecting you by providing an un-conflicted and uncompromised service to solve your specific challenges.

作为一家完全独立于供应链之外的公司，我们将客户利益放在第一位，提供非冲突性和非折中性的服务，确保解决您的具体问题。

Trusted partners

值得信赖的合作伙伴

We turn data into insights to confidently make informed decisions faster, achieving higher levels of performance and minimising risk for our clients.

我们在数据中得出见解，所以有信心能很快地做出明智的决策，从而将客户的风险最小化并实现更好的业绩。



Where we work 我们的足迹

Global expertise delivered locally

全球专业 服务本地

We are one global business providing a consistent quality of service to deliver great outcomes for your projects, wherever they are.

我们是一家全球化的公司，可为全球各地的客户提供始终如一的服务，交付优质的项目成果。

Operating in over 130 countries around the world, our teams work together to tackle projects collaboratively to a common set of high standards to make sure you see results quickly.

业务范围覆盖全球 130 多个国家，我们的团队相互协作，共同按照统一的高标准处理项目，确保您在短时间内就可以看见成效。

As we continue to grow our footprint we transfer knowledge between people, regions and sectors. This extensive knowledge and global experience helps us to think and innovate ahead of the market to deliver the best outcomes for our clients.

随着我们不断地扩大业务版图，我们在不同的人、地区及领域间传递知识。丰富的知识及全球化的经验可以让我们采取领先于市场的思维，并率先开始变革，向客户交付最佳的成果。

North America (19) Calgary, Chicago, Denver, Edmonton, Fort Worth, Houston, Los Angeles, Miami, Mountain View, Nashville, New York, Ottawa, Phoenix, San Francisco, Seattle, Tampa, Toronto, Vancouver, Washington DC

北美 (19) 卡尔加里，芝加哥，丹佛，埃德蒙顿，沃斯堡，休斯敦，洛杉矶，明尼阿波利斯，山景城，纳什维尔，纽约，渥太华，凤凰城，旧金山，西雅图，坦帕，多伦多，温哥华，华盛顿特区

Latin America (7) Bogota, Buenos Aires, Lima, Mexico City, Rio de Janeiro, Santiago, São Paulo

拉丁美洲 (7) 波哥大、布宜诺斯艾利斯、利马、墨西哥城、里约热内卢、圣地亚哥、圣保罗

UK and Ireland (18) Aberdeen, Bath, Belfast, Dublin, Birmingham, Bristol, Cambridge, Cardiff, Edinburgh, Glasgow, Leeds, London, Manchester, Newcastle, Nottingham, Reading, Sheffield, Teesside

英国 (18) 阿伯丁、巴斯、贝尔法斯特、伯明翰、布里斯托尔、剑桥、卡迪夫、都柏林、爱丁堡、格拉斯哥、利兹、伦敦、曼彻斯特、纽卡斯尔、诺丁汉、雷丁、谢菲尔德、提塞德

Europe (20) Amsterdam, Atyrau, Basel, Berlin, Frankfurt, Hamburg, Istanbul, Krakow, Madrid, Milan, Moscow, Munich, Paris, Rome, St Petersburg, Stavanger, Stockholm, Vienna, Warsaw, Zurich

欧洲 (20) 阿特劳、阿姆斯特丹、巴塞尔、柏林、汉堡、法兰克福、伊斯坦布尔、克拉科夫、马德里、米兰、慕尼黑、莫斯科、巴黎、罗马、圣彼得堡、斯塔万格、斯德哥尔摩、维也纳、华沙、苏黎世

Africa (9) Cape Town, Dar es Salaam, Durban, Gaborone, Harare, Johannesburg, Kampala, Nairobi, Maputo

非洲 (9) 开普敦、达累斯萨拉姆、德班、哈博罗内、哈拉雷、约翰内斯堡、坎帕拉、马普托、内罗毕

Middle East (6) Abu Dhabi, Doha, Dubai, Muscat, Dammam, Riyadh

中东 (6) 阿布扎比，达曼，多哈，迪拜，马斯喀特，利雅得

Asia (16) Bangalore, Beijing, Ho Chi Minh City, Hong Kong, Jakarta, Kuala Lumpur, Macau, Manila, Mumbai, New Delhi, Seoul, Shanghai, Shenzhen, Singapore, Tianjin, Tokyo

亚洲 (16) 班加罗尔、北京、胡志明市、香港、雅加达、吉隆坡、澳门、马尼拉、孟买、新德里、首尔、上海、深圳、新加坡、天津、东京

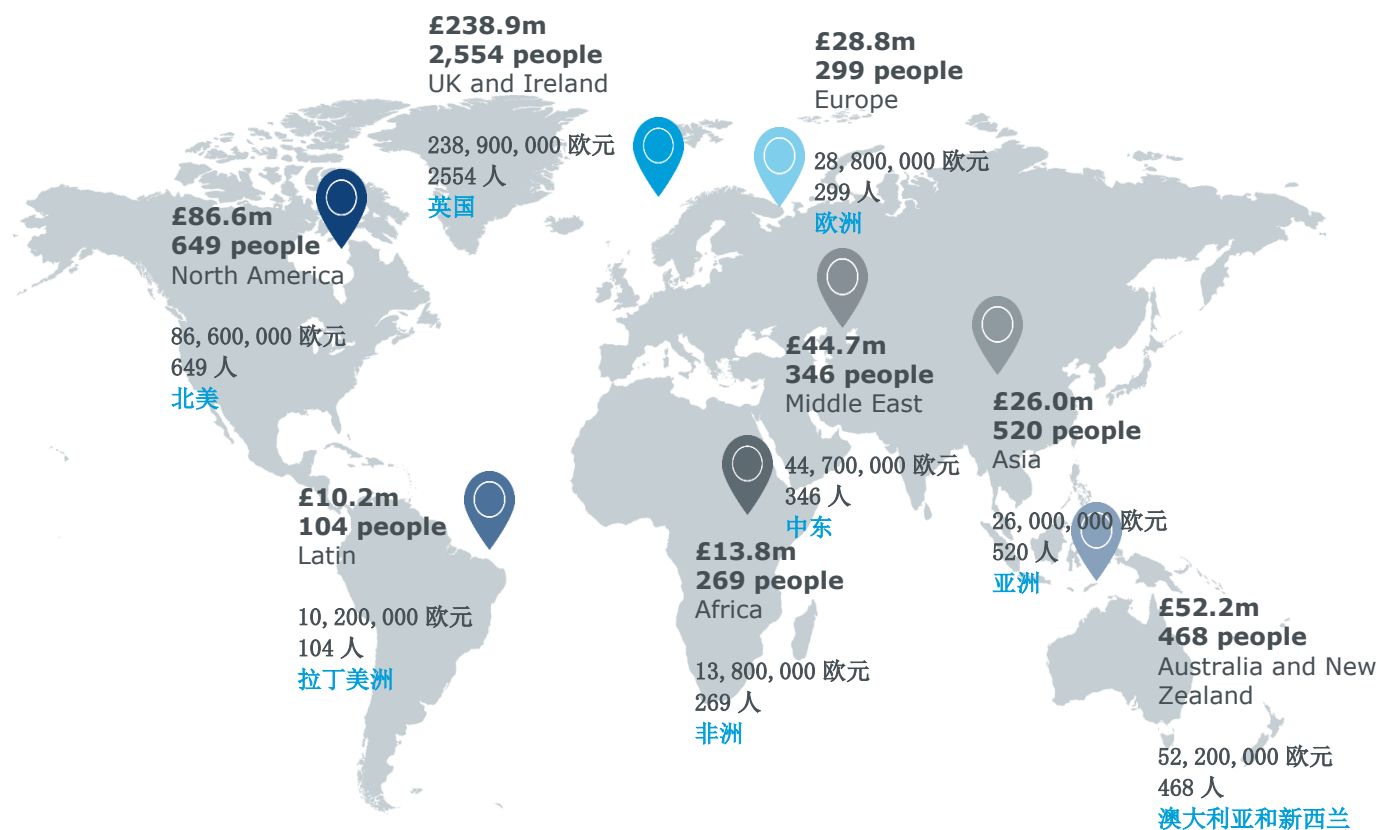
Where we work 我们的足迹

Australia and New Zealand (13) Adelaide, Auckland, Brisbane, Cairns, Canberra, Christchurch, Darwin, Gold Coast, Melbourne, Perth, Nadi, Sydney, Townsville

澳大利亚和新西兰(13) 阿德莱德、奥克兰、布里斯班、凯恩斯、堪培拉、基督城、达尔文、黄金海岸、墨尔本、珀斯、纳迪、悉尼、汤斯维尔

Total (108)

总计 108 个城市



Where we work 我们的足迹

Our China footprint

中国区足迹

Turner & Townsend has been active in China since 1996 and have offices in Shanghai, Beijing, Shenzhen, Macau, Tianjin and Hong Kong. We have delivered more than 1000 projects in over 81 locations across China, including Haikou, Hong Kong, Urumqi, and Harbin.

特纳唐逊自 1996 年进军中国市场以来，一直在积极发展业务，并且已经在上海、北京、深圳、澳门、天津和香港设立办事处。我们已经在海口、香港、乌鲁木齐和哈尔滨等 81 个中国城市完成了 1000 多个项目。

We help clients to deliver inward investment projects as varied as hi-rise commercial and/or mixed use developments, automotive and food retail roll-out programmes, semiconductor plants, manufacturing facilities, warehouses, head office buildings, rare earth metals foundries, research and development campuses, and consulate and embassy buildings. We also work on large scale development projects in China and overseas with Chinese multinationals.

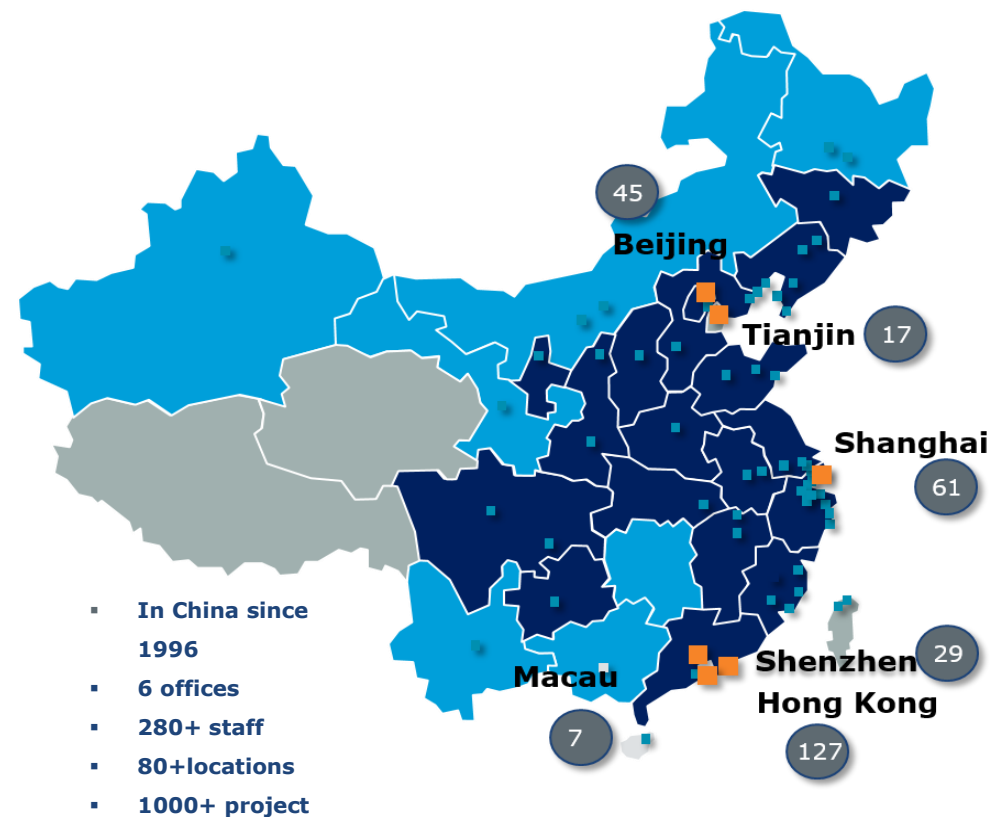
我们帮助客户完成各种对内投资项目，如商业及综合大楼开发、汽车及食品零售推广项目、半导体工厂、生产设施、仓库、总部大楼、稀土金属铸造厂、研发园区、领事馆和大使馆建筑。我们还与中国的跨国公司合作完成中国和海外的大型开发项目。

The breadth and depth of this experience has given us a comprehensive understanding of the complexities of investment and development in China, and an equally invaluable database of supply chain, cost benchmark data and other construction industry information across China.

广泛和深入的经验使得我们更加全面地了解在中国进行投资和开发的复杂性，同时我们还建立了有关供应链、成本基准数据和中国其他建筑行业信息的宝贵的数据库。

We are one global business providing a consistent quality of service to deliver great outcomes for your projects, wherever they are.

我们是一家全球化的公司，可为全球各地的客户提供始终如一的服务，交付优质的项目成果。



What we do 我们的业务领域



Our services cover the full spectrum of programme management requirements, from advisory to project delivery to post-project operational readiness, and support the full range of stakeholders in complex programmes.

我们的服务囊括了项目管理各方各面的要求，从咨询、项目交付到后期运营准备，并且可以为综合项目中的所有利益相关方提供支持。

We take ownership of the performance agenda throughout, always looking for better ways to improve our client's financial and contractual position.

我们全程掌握项目履行进度，坚持不懈地寻找更好的方法，改善客户的财务及合同状况。

Our depth of experience enables us to fully understand the challenges, plan for the desired outcomes, access the right capability, manage ambiguity, and continually apply data and insights to inform decision-making.

丰富的经验将有助于我们充分理解问题，规划预期成果，获得相匹配的能力、管理分歧，并且持续运用数据和理论来指导决策过程。

Programme strategy and set up

项目战略和启动

Setting up for success – building the right capabilities and execution plan to drive clear programme outcomes.

成功启动——建立正确的能力和执行计划，形成明确的项目成果。

Programme management

项目管理

Looking at the big picture, driving better overall outcomes, and having real confidence your programme is under control.

从大局出发，推动更好的整体成果，对项目的掌控有十足的把握。

Project management

专案管理

Delivering project success through effective planning, the right team and rigorous controls.

通过有效的规划、合适的团队和严格的控制实现项目的成功。

What we do 我们的业务领域

Cost and commercial management

成本和商业管理

Driving and safeguarding your commercial interests from start to finish.

自始至终确保并提升您的商业利益。

Procurement

采购

Developing and delivering procurement and supply chain strategies that get the best results from the market.

开发和交付可从市场中获得最佳成果的采购及供应链战略。

Controls and performance

控制和绩效

Applying robust and pro-active controls from a clear baseline to deliver confidence in programme and project performance.

基于明确的基线标准，应用稳健和前瞻性的控制，树立客户对方案和项目履行的信心。

Safety, health and quality

安全、健康和质量

Embedding the strategies and culture that support effective operations and maintain a safe and healthy environment.

采纳能够支撑有效运作并维持安全健康的环境的战略和文化。

Technology and data

技术和数据

Unlocking the potential of technology, data and information modelling to drive performance, support great decision-making and create collaborative working environments.

挖掘技术、数据和信息模式的潜能，推动项目履行，支持重大决策制定，并创造协同工作环境。

Advisory

咨询服务

Independent advice to help make your business and investments a success.

独立的咨询服务帮助您企业和投资取得成功。

Hospitality Statement 酒店领域陈述

Delivering value for money

实现资金价值

The hospitality and leisure sector requires a business-oriented approach to strategically plan and deliver projects as well as an understanding of drivers behind future aims. Turner & Townsend appreciates the unique characteristics of the hospitality and leisure industry environment, and we provide flexible, tailored project solutions to match the demanding economic and changeable operational requirements required by our clients.

酒店及休闲娱乐部门需要以商业为导向的方式，战略性地规划和交付项目，同时弄清楚未来目标背后的驱动因素。特纳唐逊清楚酒店和休闲娱乐行业环境的特殊性质，我们提供灵活的，量身定做的项目解决方案，以匹配不断变化的经济需求和客户的操作要求。

Hotel and leisure facilities owners and operators expect that all capital investment initiatives demonstrate a maximum value for capital expended as well as a favourable return on investment. Developing and executing quality standards as well as structuring ideal cost-effective strategic plans and solutions which provide a first class guest experience at a minimal cost are paramount to a successful project.

酒店和休闲设施所有者和运营者期望所有的资本投资计划都能实现资本支出的最大价值，并带来可观的投资回报。开发和执行质量标准，以及制定理想的具有成本效益的战略计划和解决方案，以最低的成本提供一流的客户体验是项目成功的关键。

We have developed hotel and resort delivery models that create optimal strategic programs for clients and have award winning cost management systems and databases that enable us to target key cost drivers, focus the team on the most effective project areas and allow us to control costs at every stage of the development cycle.

我们已经开发了酒店和度假村交付模型，为客户制定最佳战略方案，我们屡获殊荣的成本管理系统和数据库，能够聚焦关键成本因素，将团队力量集中在最有效的项目领域，使得我们在开发周期的各个阶段都能控制成本。

Meeting the challenge

应对挑战

Major hotel and resort projects are constantly underway worldwide delivering more capacity while minimising inconvenience. As the hotel/resort market rapidly expands, hotelier's expectations and aspirations, as well as their desire for maximum value and a competitive edge, increases.

全球的大型酒店和度假村项目都在不断提供更强的接待能力，同时最大限度地减少不便。随着酒店/度假村市场的迅速扩大，酒店经营者的期望和憧憬也在不断扩大，他们对价值和竞争优势最大化的要求也越来越高。

We provide skills, people and tools to overcome the cost management and project management issues in any given project. We help manage relationships between suppliers, stakeholders and client contacts to achieve a maximum return on investment.

我们可以提供技能，人员和工具，在任何给定的项目中克服成本管理和项目管理问题。我们可以帮助管理供应商、利益相关方和客户之间的关系，以获得最大的投资回报。

We provide support at every stage of the project lifecycle, from strategic business case and project delivery objectives, to the specific delivery challenges of the hospitality and leisure industry.

我们在项目生命周期的每个阶段提供支持，从战略业务案例和项目交付目标，到酒店和休闲娱乐行业的具体业务问题。



Understanding of your project cost

理解项目成本

High quality projects delivered on time and on budget

按照时间和预算要求交付高质量的项目

We understand that hotel and leisure facilities are very unique environments, providing a wide range of services and facilities to cater for an ever increasing and demanding, selective and communicative customer base. We understand the ways hotels function and operate and the balance between the two main space usages; the front of house and the back of house areas. We have the sector experience to understand the complexity and distinction of what is aesthetically, functionally and operationally required to complete a successful hotel project to the satisfaction of the owner, operator and brand.

我们明白，酒店和休闲设施是非常独特的环境，需要提供一系列的服务和设施，满足不断增加的、要求越来越严格的、十分挑剔且意见较多的客户群。我们了解酒店的运作和经营方式，并清楚如何平衡利用两大主要空间：大堂区域和后台工作区域。我们拥有丰富的行业经验，可以分析美学、功能和运营要求的复杂性和特质，以便成功地完成满足所有者、经营者和品牌的需求的酒店项目。

Many of our high-profile renovation projects have occurred within an operating hotel/leisure facility environment and require an in depth understanding of the extensive phasing and rigorous disruption mitigation measures and controls to be established to ultimately achieve a successful project delivery with minimum disruption to service delivery. We understand that one unfavourable experience in a hotel can affect perceptions of not only the individual hotel but the brand as a whole.

我们许多备受瞩目的整修项目都发生在正在经营的酒店或休闲设施环境中，需要深入了解如何界定项目的分期实施，并建立起严格措施和控制手段，降低干扰，最终在最低限度地影响服务的情况下，实现项目的成功交付。我们知道，在酒店里一次不愉快的经历不仅会影响对单个酒店的感知，也会影响对整个品牌的认知。

Hospitality Statement 酒店领域陈述

The fact that hotels operate and have paying guests within the premises 24 hours a day, seven days a week, provide a unique environment within the construction industry. Delivering projects in a timely manner, at minimum cost and minimum disruption to both guests and operational requirements is a major factor in both the planning and the procurement of any hotel project whether is plant replacement, facilities upgrades or a major guestroom renovation.

酒店每周 7 天、每天 24 小时都在营业并接待客人，这在建筑行业中是一个独特的环境。无论是设备更换、设施升级还是客房大修，以最低的成本及时地交付项目，而且对客户和运营要求造成最低限度的干扰，这是所有酒店在计划和采购项目时考虑的主要因素。

Our understanding of the significant risks and restrictions, such as ingress and egress, communication routes, event schedules and individual brands in-house regulations help to minimise disruption to both operations and guests as well as the progress of the works.

我们对重要风险和规定的理解，如出入权限、通信路线、活动日程安排和个人品牌的内部规章，有助于最低限度地影响酒店运营、顾客以及工作的进展。

Our services are founded on a culture of innovation and ownership and by working closely with our clients we are able to utilise and develop a wide ranges of tools and techniques to integrate the business needs with solutions evolved to respond to any challenge. This results in a low risk, low impact, maximum outcome, project resolution whether it is a major construction project or a review of the technology or business operations.

我们的服务是建立在创新和归属的文化之上的，通过与客户密切合作，我们能够利用和开发各种各样的工具和技术，整合业务需求与解决难题的方案。这样的结果是低风险、低影响、成果最大化、项目有效解决，无论是重大建设项目还是对技术或业务操作的审查。

With our experience and co-ordinated services delivery we are able to effectively and efficiently respond to all possible requirements and provide a wide range of innovative solutions to any challenge.

凭借我们的经验、协作的服务交付，能够高效快速地响应所有可能的需求，针对任何难题提供各类创新解决方案。



Understanding your cost

了解您的成本

Predictability and control of costs are essential principles when planning and undertaking capital projects or programs

可预测性和成本控制是计划和执行资本项目或方案的基本原则。

We safeguard our clients' commercial interests at every stage of the design, procurement and construction process to deliver a return on their investment.

我们在设计、采购和施工过程的各个阶段保护客户的商业利益，确保客户获得投资回报。

Your challenges

您所面临的挑战

We recognise that the value of any built asset may be subject to land acquisition constraints, credit availability, planning compliance, environmental sensitivity, performance expectations and clients' requirements.

我们认识到所有已建资产的价值都可能会受到土地收购限制、可用信贷、计划合规性、环境敏感性、业绩预期和客户要求的影响。

Some of the challenges which may face funders, developers or occupiers include:

投资者、开发商或使用者可能面临的一些挑战包括：

- Uncertainty of final cost before implementation 施工前最终成本不确定
- Achievement of the target rate of return on the capital investment 实现资本投资的目标回报率
- Implementation and demonstration of robust levels of governance during the project cycle 项目周期中实施并展示高水平的管理
- Development of appropriate commercial and management strategies to manage risk. 开发合适的商业和管理策略来管理风险。

Your need for an adviser who will support you in these three critical areas; 您需要咨询人员在以下关键领域为您提供支持：

Management

管理

We focus on providing appropriate resources and experiences to achieve the best results from our clients' investments and ensure that the design fully matches our clients' requirements and budgetary constraints. We focus on driving our clients' commercial agenda and procurement strategies. Cost and risk performance are measured against targets and we highlight every opportunity for improvement

我们重点提供适当的资源和经验，让客户投资达到最好的结果，确保设计方案在有限的预算下完全符合客户的要求。我们专注于跟进客户的商业日程和采购策略。将成本和风险情况与目标进行对比，我们重视每一个改进的机会。

Governance

监管

We assist by identifying the best method of directing and controlling the project or program. We establish the best delivery policies and define clear project accountabilities and responsibilities

我们帮助您发现指导、控制项目或方案的最佳方法。我们打造最佳的项目交付政策，界定明确的项目责任和职责。

Assurance

保证

We assist by verifying that performance consistently conforms to our clients' commercial policies, processes and practices. We address any risk and issues that arise, and if problems, discrepancies or conflicts occur, we provide robust solutions that will protect our client

我们将协助验证项目履行始终符合客户的商业政策、流程和实践。我们可以解决任何出现的风险和问题，如果出现问题、差异或冲突，我们将提供良好的解决方案来保护客户的利益。

Sector Service

行业服务

As the hotels and hospitality industry expands, and guests have more option than ever, owners and operators have increased pressure to cater to an ever more discerning clientele.

随着酒店和休闲业的扩张，客户的选择更多，所有者和经营者的压力不断增加，因为他们必须迎合更加挑剔的客户群。

With a wealth of experience in the sector, Turner & Townsend has the expertise you need – providing technical due diligence for your new acquisition, strategic planning for your new project, managing the design & construction of your new build, or a repositioning, renovation or re-branding of properties in your portfolio.

特纳唐逊拥有丰富的行业经验以及您需要的专业知识—为您的新的并购项目提供技术上的尽职调查，为您的新项目提供战略规划，管理新大楼的设计和建设，对资产组合中的财产进行重新定位、更新和品牌化。

Our team provides services all over the world, offering local insight on a global scale. We can deliver expertise at all stages of a project lifecycle: for strategy, design, procurement, construction, and operation of assets.

我们的团队可在全世界提供服务，用全球化视野提供本地化方案。我们可以在项目周期的所有阶段提供专业见解，包括：战略、设计、采购、建设、资产运作。

The services that we offer include:

我们提供的服务包括

- Programme management 项目管理
- Project management 专案管理
- Estimating & cost management 评估和成本管理

- Project controls 项目控制
- Benchmarking 制定基准
- Benefit analysis 收益分析
- Scheduling 日程安排
- Procurement 采购
- Consulting 咨询



Sector Capability

行业技能

Our outstanding client satisfaction record is testimony to the value we add to projects, with 85 percent of our work being comprised of repeat business or long-standing client frameworks.

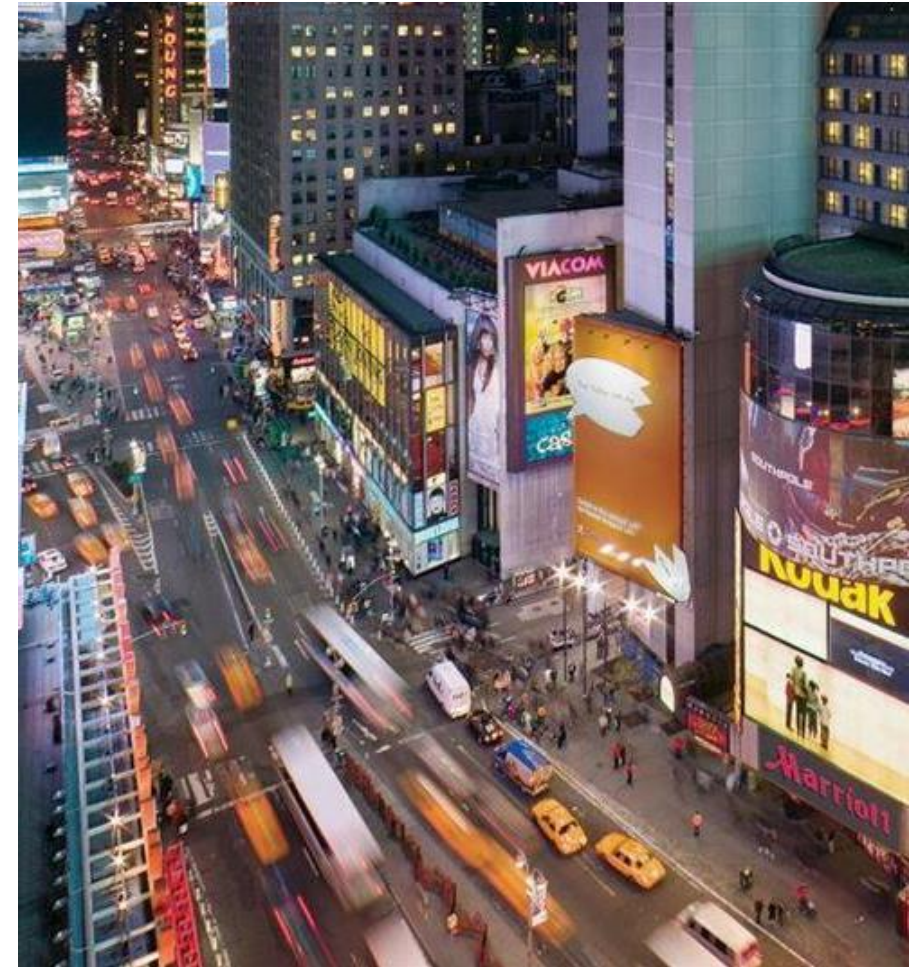
完美的客户满意度证明了我们给客户带来的价值，我们 85%的工作是来自相同的客户，或是长期客户关系发展而来。

Turner & Townsend has a proven track record of excellence, working alongside the biggest names in the Hotel & Hospitality sector, and across aspects of the market - from luxury hotels & resorts to budget accommodations. We have completed 100+ hotel projects globally.

特纳唐逊具有良好的口碑，与酒店和休闲领域的知名品牌合作，涉及市场的各个层面-从豪华酒店和度假村到经济型酒店。我们在全球范围内已经完成了 100 多个酒店项目。

We specialize in managing substantial Hotel & Hospitality projects and we're adept in expertly guiding the delivery of the project. We understand that hotel projects are very unique, and we have the sector experience to understand the complexity and distinction of what is aesthetically, functionally and operationally required to complete a successful hotel project to the satisfaction of the Owner, Operator and the Brand. Moreover, many of our significant projects have had to occur within an operating hotel environment, and have required establishing extensive phasing and rigorous disruption mitigation measures and controls to ultimately achieve a successful project delivery. Using our award-winning cost management systems and hotel delivery models, we provide functional operational solutions under challenging circumstances

我们专注于管理重要的酒店和休闲项目，擅长为项目交付提供专业指导。我们了解酒店项目的特殊性。我们具有行业经验，了解关于美学、功能性和运营上的复杂性和特质，成功的完成酒店项目，满足所有者、经营者和品牌的需求。此外，我们许多的知名整修项目都发生在正在经营的酒店或休闲设施环境中，并且需要制定分期实施计划和严格的缓解干扰的措施和控制手段，在最低限度地影响服务的情况下成功地交付项目。利用我们曾获奖的成本管理系统和酒店交付模型，为您提供解决困境的运营解决方案。



Case studies

Renovation works for InterContinental Hong Kong



Client 客户

InterContinental Hong Kong
香港洲际酒店

Value 价值

HK\$1.6M to HK\$150M
港币 160 万元至 1.5 亿港元

Programme 工期

2004 - 2017

Client's requirements 客户需求

We have been providing the InterContinental Hong Kong with Quantity Surveying services since 2004 on a number of projects. We have provided cost advice on their proposed projects enabling them to make decisions as to which projects to see through to completion and to programme these works to suite their Capital Cost Approvals.

自 2004 年以来，我们一直在为香港洲际酒店提供数量测量服务。我们已经就其拟议的项目提供了成本建议，使他们能够决定哪些项目可以看到完成，并对这些项目进行编程以适应其资本成本审批。

The projects which have been completed to date are as follows:

迄今已完成的项目如下：

- Guestroom Mock-Ups (2004)
客房模拟（2004）
- Guestroom Renovation (2004)
客房装修（2004）
- Presidential Suite Alterations and Renovation (2004)
总统套房改建和改造（2004 年）
- Nobu Restaurant Renovation (2006)
Nobu 餐厅装修（2006）
- External Terrace Renovation (2006)
外部露台改造（2006 年）
- Swimming Pool Renovation (2006 – merged with External Works Package)
游泳池改造（2006 年 - 与外部工程包合并）
- Staff Room Upgrade to Guestroom (2007)
员工室升级至客房（2007 年）
- PABX Upgrade (2008)

Renovation works for InterContinental Hong Kong

PABX 升级 (2008)

- Driveway improvement (2010) □

车道改进 (2010 年)

- Deck Structural Repair (2011)

甲板结构修复 (2011)

- Ballroom Renovation (2011)

宴会厅改造 (2011 年)

- Lobby, Lobby Lounge and Function Room Renovation (2012)

大堂, 大堂酒廊和多功能厅装修 (2012)

- Driveway Improvement Works (2012)

车道改善工程 (2012 年)

- SPOON restaurant (2016)

SPOON 餐厅 (2016)

Though a number of the projects, such as the Spa Renovation, Lobby Restaurant and Suite Expansion projects, did not proceed once a project was approved we were appointed to provide a full service.

虽然许多项目, 如水疗改造, 大堂餐厅和套房扩建项目, 一旦项目获得批准就没有进行, 我们被任命为提供全面服务。

Making the difference 创造非凡的价值

We have been the only consistent consultant appointed by the ICHK for their major projects as listed. In one case, the Staff Room Upgrade project, we were the sole consultant as the Client felt we were the only consultant necessary.

我们是 ICHK 为其列出的重大项目任命的唯一一致顾问。 在一个案例中, 员工室升级项目, 我们是唯一的顾问, 因为客户认为我们是唯一必要的顾问。

We were instrumental in providing the Client and the lead consultant with advice which helped resolve a dispute in the External/Swimming Pool Renovation which went through an initial arbitration process before being settled. Our opinions on the validity of the Contractors claims was upheld by the independent expert and our assessment of the Final Account was found to be within 0.30% of the independent experts assessment against the Contractors Final Account claim which was over 25% more than our assessed amount.

我们在为客户和首席顾问提供建议方面发挥了重要作用, 这些建议有助于解决外部/游泳池改造中的争议, 该争议在解决之前经过了初步仲裁程序。 我们对承包商索赔的有效性的意见得到了独立专家的支持, 我们对最终账户的评估被发现在针对承包商最终账户索赔的独立专家评估的 0.30% 之内, 该评估比我们的评估金额高出 25% 以上。

Our contribution 特纳唐逊的贡献

Working closely with the hotels Directors of Engineering and Directors of Projects over the years we have provided extensive cost advice and plans for the Client enabling them to prepare their Capital Cost Plans and Submissions.

多年来, 我们与酒店工程总监和项目总监密切合作, 为客户提供了广泛的成本建议和计划, 使他们能够准备资本成本计划和提交。

We were the only consultant on that project to be appointed by the Client for subsequent projects.

我们是该项目的唯一顾问, 由客户为后续项目任命。

Case study

Renovation works for a luxury hotel & casino resort, Macau



Client 客户

A US owned luxury hotel & casino resort
美国豪华酒店和赌场度假村

Value 价值

HK\$36M to HK\$100M
港币 3,600 万元至 1 亿港元

Programme 工期

2007

Client's requirements 客户需求

We were employed by the Client to provide quantity surveying services for a number of different renovation projects to the recently finished premises.

我们受雇于客户，为最近完工的房屋提供多项不同翻新项目的数量测量服务。

These projects included the following works.

这些项目包括以下工作。

- 1018 Canton Restaurant (completed)
1018 广州餐厅（已完工）
- 3033 Restaurant
3033 餐厅
- 3036 Restaurant
3036 餐厅
- 1039/40 Restaurant
1039/ 40 餐厅
- Food Court (completed)
美食广场（已完成）
- Lobby and Depot Renovation proposal (estimates)
大堂和车厂改造方案（估算）

Renovation works for a luxury hotel & casino resort, Macau

Our contribution 特纳唐逊的贡献

We were appointed to provide a full scope of services for the 1018 Canton Restaurant and the Food Court Renovation.

我们被任命为 1018 Canton 餐厅和 Food Court Renovation 提供全方位的服务。

The Client adopted a management contractor approach for the 3033, 3036 and 1039/40 Restaurant Renovations, all the works being awarded to one management contractor, and we were appointed in a monitoring role for these projects.

客户采用管理承包商的方式进行 3033, 3036 和 1039/40 餐厅装修，所有工程都授予一个管理承包商，我们被任命为这些项目的监督角色。

Making the difference 创造非凡的价值

Shortly after our appointment for the monitoring of the management contractor works we noticed some unusual procedures and practices which we deemed to be unfair and unreasonable to the Client. Upon reporting this to the Client with detailed explanations, and failure of the management contractor to reassure the Client that they were looking after their interests the management contractor's contract was terminated.

在我们任命监督管理承包商工作后不久，我们注意到一些不寻常的程序和做法，我们认为这些程序和做法对客户来说是不公平和不合理的。在向客户报告详细解释并且管理承包商未能向客户保证他们正在照顾他们的利益时，管理承包商的合同被终止。

We subsequently were requested to provide cost information for the proposed Lobby and Depot Renovation and were asked by the Client's legal team to give our expert opinion on a dispute that the Client was having a contractor on another project.

我们随后被要求提供拟议的大堂和仓库改造的成本信息，并且客户的法律团队要求我们就客户在另一个项目上有承包商的争议提供专家意见。

Case study

New build additional floors for a luxury hotel & casino, Macau



Client 客户

A US owned luxury hotel & casino resort
美国豪华酒店和赌场度假村

Value 价值

US\$130,000,000
1.3 亿美元

Programme 工期

May 2005 – December 2008
2005 年 5 月 - 2008 年 12 月

Client's requirements 客户需求

The project comprises extension to existing casino podium with additional construction floor area of 18,000m² for gaming and supporting facilities and a new 18-storey hotel tower with construction floor area of 25,000m² or 238 nos. of deluxe guestrooms and other hotel facilities. It was a fast track project and its total construction cost was MOP 1,040M (or equivalent to HKD 1,010M or US\$ 130M).

该项目包括扩建现有的赌场平台，建筑面积为 18,000 平方米，用于游戏和配套设施，以及一幢 18 层高的酒店大楼，建筑面积为 25,000 平方米或 238 平方米。豪华客房和其他酒店设施。这是一项快速通道项目，总建筑成本为 1,040 万澳门元（或相当于 1,010 万港元或 1.3 亿美元）。

Our contribution 特纳唐逊的贡献

We had been appointed by the owner to provide full QS services started from the beginning of the project in April 2005. In addition to QS and client's representatives, the project team includes Construction Manager, Executive Architect, Concept Designers and other design consultants/specialists from all relevant disciplines.

我们已由业主任命，在 2005 年 4 月开始提供全面的 QS 服务。除 QS 和客户代表外，项目团队还包括施工经理，执行建筑师，概念设计师和其他设计顾问/专家。所有相关学科。

The Construction Manager, under the direction of the client representatives, coordinated and controlled the whole development process from design stage up to completion of works, including the settlement of final accounts. All consultants were employed by the client and provided their respective services under the management of the Construction Manager. The Construction Manager reported promptly and collectively to the client on all development matters.

施工经理在客户代表的指导下，协调和控制从设计阶段到完成工程的整个开发过程，包括决算结算。所有顾问均由客户雇用，并在施工经理的管理下提供各自的服务。施工经理及时和集体向客户报告所有发展事宜。

To enhance the fast track development, the design works proceeded in parallel with the site works, which was packaged into over 50 works packages including construction works and procurement of F&E items, such that the contractors could be appointed whenever the design works of each package completed. Long lead items were identified and order placed in advance.

New build additional floors for a luxury hotel & casino, Macau

为加快快速发展，设计工程与现场工程同步进行，包括 50 多个工程包，包括建筑工程及 F&E 项目的采购，以便在每个包装的设计工作完成时委任承包商。确定了长铅项目并提前下订单。

We had actively involved in cost monitoring on the construction expenditures to meet the client's funding requirements, including preparation of regular financial reports to funder and provision of auditing services on the expenses on the construction management.

我们积极参与建设支出的成本监控，以满足客户的资金需求，包括为资助者编制定期财务报告，以及提供有关建筑管理费用的审计服务。

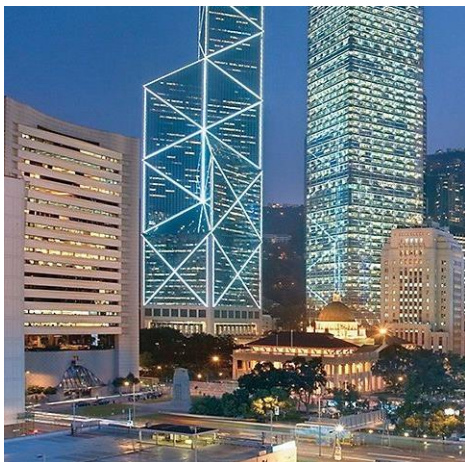
Making the difference 创造非凡的价值

The projects were finally completed to meet their time and cost target. We were working closely with the project team and the client. A resident team of QS was stationed on site starting from the pre-contract stage to meet with the fast track procurement arrangement. All final accounts were successfully agreed within a year from the completion of works, including settlement of any contractual claims from the contractors as scheduled. All final accounts were signed by the client and the contractors before the end of year 2008. The total construction cost was well within the budget in the approved cost plan.

这些项目最终完成，以满足他们的时间和成本目标。我们正在与项目团队和客户密切合作。从合同签订阶段开始，QS 驻地团队驻扎在现场，以满足快速通道采购安排。所有决算在工程完成后一年内成功达成协议，包括按计划解决承包商的任何合同索赔。所有决算账户均由客户和承包商在 2008 年底前签署。总建设成本完全在批准的成本计划的预算范围内。

Case study

Madarin Oriental Hotel Group



Client 客户

Mandarin Oriental 文华东方

Value 价值

HK\$1M to HK\$25M
100 万到 2500 万港币

Programme 工期

1996-2013

Appointment duration 预计工期

1996-2013

Client's requirements 客户需求

We have been providing regular Quantity Surveying services for MOHG and The Excelsior Hotel Hongkong since 1996 for a number of different projects. We have also provided costing advice on their proposed project enabling them to make decisions as to which projects are feasible. The projects which have been completed are as following:

自 1996 年以来，我们一直为 MOHG 和香港怡东酒店提供定期的数量测量服务，用于多个不同的项目。我们还为他们提出的项目提供了成本计算建议，使他们能够决定哪些项目是可行的，已完成的项目如下：

- Excelsior Guestroom (1996)
Excelsior 客房 (1996)
- Excelsior Restaurant, Bridge and Lounge (1997)
Excelsior 餐厅，大桥和休息室 (1997)
- Excelsior Kitchen and Meeting Room (2000)
Excelsior 厨房和会议室 (2000)
- Excelsior Generator Set Upgrade (2000)
Excelsior 发电机组升级 (2000)
- Excelsior BMS Upgrade (2001)
Excelsior BMS 升级 (2001)
- Code Compliance Alterations (2001 & 2002)
代码合规性更改 (2001 年和 2002 年)
- Excelsior Façade Repair (2002)
Excelsior Façade 修复 (2002)
- Excelsior Guestroom Mock-up (2002) (abandoned due to SARS)
Excelsior Guestroom Mock-up (2002) (由于 SARS 而被遗弃)

- MOHG Office Renovation (2002)
(abandoned due to SARS)
MOHG 办公室改造（2002 年）（由于 SARS 而被放弃）
- Excelsior Slab Repair (2004)
Excelsior 墙板修复（2004）
- Excelsior Escalator Removal & Alterations (2011)
Excelsior 自动扶梯拆除和改造（2011 年）
- Yee Tung Heen Renovations (2011)
怡东轩翻新（2011）
- Dickens Bar Fit-Out (2011) (Pre-Contract)
DickensBar Fit-Out（2011）（合同前）
- MOHG CEO Residence Alterations (2012)
MOHG 首席执行官居住改造（2012 年）
- MOHG Function Room & Kitchen Fit-Out and Alteration (2013)
MOHG 功能室和厨房装修和改造（2013）

Our contribution 特纳唐逊的贡献

We have worked frequently with the hotel's Directors of Engineering providing cost advice. Apart from the projects listed we have also provided detailed cost plans on a number of proposed schemes for the future of the existing premises, ranging from soft fit-out to a complete demolition/new built. Though a number of the projects were

terminated (due to the SARs outbreak) we have been appointed to provide full Quantity Surveying services with the exception of the Dickens Bar Fit-Out which was managed in-house.

我们经常与酒店的工程总监合作，提供成本建议。除上市项目外，我们亦就现有楼宇的未来计划提供详细的成本计划，包括软装修，全面拆卸/新建。虽然许多项目已被终止（由于 SARs 爆发），但我们已被任命提供全面的数量测量服务，但内部管理的 Dickens Bar 的翻新除外。

Making the difference 创造非凡的价值

We were instrumental in fixing the scope of works under the Dickens Bar package. The design information provided was out-line only, and the designer was not involved in the post-contract stage. At the tender interview we clarified the Contractors design responsibility to the extent that there were no grounds for claims for missing information or 'unforeseeable' circumstances and that the design intent was achieved.

我们在 Dickens Bar 包装下修改工程范围方面发挥了重要作用。提供的设计信息仅供参考，设计师未参与合同后阶段。在招标采购中，我们澄清了承包商的设计责任，只要没有理由要求提供缺失信息或“不可预见”的情况，并且设计意图已经实现。

We also successfully changed the type of contract on the CEO's Residence Project from traditional to a Contract Management Package at very short notice and with a view to reducing the Clients risk.

我们还在很短的时间内成功地将首席执行官住宿项目的合同类型从传统方式改为合同管理方案，以期降低客户风险。

Case study

Guangzhou hotel



Client 客户

Mandarin Oriental Guangzhou
广州文华东方

Value 价值

RMB5,000,000
500 万元人民币

Programme 工期

2015-2016

Appointment duration 预计工期

2014-2016

Client's requirements 客户需求

MOGZ want to upgrade the Ebony Restaurant and terrace by carrying out the renovation with the business at normal.

MOGZ 希望通过正常的业务进行装修来升级 Ebony 餐厅和露台。

Our contribution 特纳唐逊的贡献

We coordinated with the Hotel team to study different scheme and select the most ideal one before confirmation of designer in order to save the consultant cost.

我们与酒店团队协调研究不同方案，并在确认设计师之前选择最理想的方案，以节省顾问费用。

We also arrange with the designer to plan ahead that most of the decoration could be fabricated offsite to minimise the in-situ works.

我们还安排设计师提前计划，大部分装修可以在现场制作，以最大限度地减少现场工作。

Moreover, we arrange with the Hotel F&B for a working schedule to suit their requirement and put these milestone days in the tender document for the contractor's easy understanding and compliance during their works.

此外，我们与酒店餐饮酒店安排了一个符合他们要求的工作时间表，并将这些里程碑日留在招标文件中，以便承包商在工作期间易于理解和遵守。

Making the difference 创造非凡的价值

- Despite the complexity of the project, total construction cost was still within the original approved budget.
尽管项目很复杂，但总建设成本仍在原批准预算范围内。
- The preparation of detail design drawings was shortened as the scheme criteria had been confirmed and the designer no need to waste their time to give unnecessary alternatives.

随着方案标准得到确认，设计师无需浪费时间提供不必要的替代方案，缩短了详细设计图纸的准备工作。

- Not much dispute or argument between Hotel and the contractor for the construction arrangement as all major milestone dates had been established in the tender document.

酒店与承包商之间的建筑安排没有太多争议或争论，因为招标文件中已确定所有主要里程碑日期。

Case study

Guangzhou Meidu Hotel



Client 客户

Royal Furniture Holdings Limited
皇家家居控股有限公司

Value 价值

RMB200m
2 亿元人民币

Programme 工期

2010 - 2016

Appointment duration 预计工期

six years
6 年

Client's requirements 客户需求

To build a local five stars Hotel next to their Factory building for their dealers and customers.

为他们的经销商和客户在他们的工厂大楼旁边建立一个当地的五星级酒店。

Our contribution 特纳唐逊的贡献

We coordinated with the Client, Hotel operator and the designer to establish the most effective hotel scheme for the Client within the approved budget.

我们与客户，酒店运营商和设计师协调，在批准的预算范围内为客户建立最有效的酒店计划。

During the construction stage, the Client had changed his targets several times and we had to work with the team to revise the hotel design accordingly.

在施工阶段，客户已多次更改目标，我们必须与团队合作，相应地修改酒店设计。

Owing to the change initiated by the Client, we had settled the claims of additional services from consultant and the additional cost from contractors.

由于客户发起的变更，我们已经解决了顾问提供额外服务的索赔以及承包商的额外费用。

Making the difference 创造非凡的价值

- Despite the changes of design in the construction stage, the project was still completed within the original approved budget by our tight control.
尽管在施工阶段设计发生了变化，但通过我们的严格控制，该项目仍在原批准的预算范围内完成。
- We had arranged the contractor to withdrawn from site during the revised design stage, and resume the works after the design finalised. This arrangement saved a lot of money for the Client.
我们已安排承包商在修订设计阶段退出现场，并在设计完成后恢复工程。这种安排为客户节省了大量资金。

Our business 我们的生意

We are an independent professional services company specialising in programme management, project management, cost and commercial management and advisory across the real estate, infrastructure and natural resources sectors. 我们是一家独立的专业服务公司，专门从事项目管理，成本和商业管理，以及不动产、基础设施和自然资源领域的咨询服务。

With 108 offices in 45 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our clients' assets 我们在 45 个国家设有 108 个办事处，利用我们广泛的全球和行业经验，在管理风险的同时，在客户资产的建设和运营过程中实现价值和绩效最大化



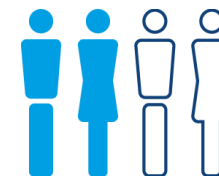
108

offices 办事处



45

countries 国家



5,209

people 人员



£549m

turnover 营业额



94

languages (including sign languages) 语言



1946

established 已完成

Our growth 我们的发展



£549m

turnover 营业额



£56m

operating profit 营业利润



5,209

people 人员



Awards

获奖情况

Selected recent international awards include:

近期获得的国际奖项包括:

- **Construction Excellence SECBE Awards 2018**
Innovation Award
阿姆斯特丹创新大奖评选
- **ACE Awards 2018**
2018 年度 ACE 大奖
Best UK business performance for large firms
英国大型企业最佳经营业绩奖
- **MEED Awards 2018**
National Education Project of the Year
年度国家教育项目
- **Association of Project Management Awards 2018**
2018 项目管理协会奖
Project of the Year: Engineering, Construction and Infrastructure
年度工程: 工程、建筑和基础设施
- **Royal Institution of Chartered Surveyors Awards 2017**
2017 英国皇家特许测量师学会奖
Zoe King, Young Surveyor of the Year
Zoe King, 年度青年测量师
- **ACE European Awards 2017**
2017 欧洲 ACE 奖
Patricia Moore, Sterling Award
Patricia Moore, 斯特林奖
- **Building Awards 2017**
2017 建筑奖
Vincent Clancy, CEO of the Year
Vincent Clancy, 年度首席执行官
- **South African Planning Institute Awards 2016**
2016 南非规划研究院奖
Prestigious Planning Award, Ekurhuleni Or Tambo Aerotropolis Master Plan
杰出规划奖, Ekurhuleni Or Tambo Aerotropolis 总体规划
- **Qatar British Business Forum 2016**
2016 卡塔尔英国商业论坛
Organization of the Year
年度组织
- **Hong Kong Quality Building Awards 2016**
2016 香港建筑质量奖
Grand Award for High Standard of Quality for Hong Kong Housing Society
香港房屋协会高质量大奖
- **UK STEM Inspiration Awards 2016**
STEM Ambassador of the Year
Joanne Haskins, Birmingham
STEM 年度最佳大使
乔安娜·哈斯金斯, 伯明翰
- **The 9th South African Construction Awards 2016**
2016 第九届南非建筑奖
Women in Construction Pioneer of Innovation Award and Women in Construction Award, Noluthando Moloo, Johannesburg
建筑先锋女性创新奖和建筑女性奖, Noluthando Moloo, 约翰内斯堡

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