



座落于IMM的BaliThai

# 把握时机 造就成功

**如**何抓紧商机，并妥善经营向来是Katrina控股的创办人Alan Goh与Catherine Tan的业务策略。早在90年代初期，在碧山第八站所经营的巴东咖喱饭摊是造就事业成功发展的转折点。

于1998年，在一个契机下实现了所勾画的蓝图，正式进军餐馆营业的领域。Alan Goh开设了第一家BaliThai餐馆，提供倍受人们喜爱的印度尼西亚和泰国美食。Katrina控股不断探索新的途径，不断自我挑战，朝着打造成为领先的餐饮公司的战略目标奋进。目标更进一步，他们引进了中国不同省份的美食，当中包括四川、上海以及云南菜式。其中一间餐馆所提供的香港著名美食超过100种选择，而系列充满异国情调的墨西哥美食满足了饕客挑剔的味蕾。

2009年，迈向了另一个里程碑。Alan Goh开始进军海外，在北京开设了BaliThai餐馆。这是由于当时他察觉到有越来越多的中产阶级出国旅游的趋势。这位时髦的机会主义者透露：“事实上，从2007年起，公司的增长最快，在短短六年内总共开设了22家餐馆。”

而今，Alan Goh成为了新加坡与中国两地28家连锁餐馆的经营者，即BaliThai, Bayang, RennThai, Streets Hong Kong Café, Honguo, Hutong, Muchos, SoPho以及Indobox Cafe。单是新加坡，他就拥有24家餐馆，在北京有3家餐馆以及在上海有1家餐馆。

## 填补缝隙市场

从他在West Mall开设第一家具有清真食品资格证的餐馆开始，到今天拥有多间国际连锁餐厅，都是凭他对缝隙市场的了解和地点的甄选。这属于关键性的起步，致使他陆续开张一连串的BaliThai餐厅。

对于特定区域内顾客群的了解一向是Alan Goh的强项。现在，单在克拉码头，他就有四间不同



著名泰国青咖喱



印尼综合沙爹



越南自制卷

概念的餐馆，即2002年开的RennThai，2006年开的Bayang，2008年开的Hutong与2010年开的Muchos。这些餐馆为熟悉不同食物且对东南亚菜肴情有独钟的旅客提供了泰国、印度尼西亚、中国东部以及墨西哥等地菜肴的四个选择。这些餐馆概念非常适合该地带。了解这个地带的顾客群有助于餐馆生存，因为这些餐馆仰赖的不只是新加坡本地人。

Alan坦言：“印尼餐馆很难在这里维持，因为菜肴与本地马来美食非常相似。现在变得更难维持，因为劳工就业准证难申请，新加坡人又对学习烹调印尼菜肴不感兴趣。他们只想做日本餐、意大利餐以及其它受欢迎的菜肴。”

## 辨别趋势

从印尼餐到泰式菜肴，到香港茶餐厅，到中国北部的菜肴，甚至是最近的越南佳肴，他都是在察觉到该菜肴有开始流行的趋势才开始经营的。

Katrina控股，今年中（2013年）在JEM开始经营Indobox和So Pho两间餐馆。经营印尼餐馆是希望能针对目前此类餐馆在本地缺乏的情况，而经营越南餐馆则是针对目前本地人对健康的越南菜肴的需求。

可能你会问为什么会选择开So Pho越南餐馆？做这个决定是在两年前，当时Alan Goh注意到近年来很多航空公司开启飞往越南的航线。尤其是近五年，来



Alan Goh  
Katrina控股的创办人

往新加坡和越南的航班趟次多，因为愈来愈多的新加坡人前往越南旅行。因此，他预计未来会有更多国人因为接触过越南文化和当地的健康美食而对越南菜肴有所需求。除了赫赫有名的越南河粉和夏季薄饼卷，So Pho餐馆也引入其它街头美食的概念，并确保物有所值。所提供的小吃就包括帝国春卷、油炸糯米球、越南肉末海鲜煎饼以及芝麻米果配九层塔鸡肉。

在这里，所品尝到的食物风味更加丰富多彩，份量又大又饱足。例如，在夏季薄饼卷内添加了更多的香茅鸡和烤牛肉，芒果的份量也更多。至于越南煎饼里头，添加了更多的海鲜和鸡肉碎，使其美味变得更有层次感。帝国炒饭用了荷叶垫底，更融合了芝麻的香气，烘托出独特的风味。

Alan Goh不排除接下来会在本地开设更多间餐馆，甚至是考虑在海外开店，因为劳动力在其它地方相对来说比较不成问题。



红锅的招牌过桥米线

Alan Goh  
Founder  
of Katrina  
Holdings



# The Resilient Opportunist

Hutong's  
Braised Spare  
Ribs with  
Coffee Sauce



BaliThai at Suntec City



Muchos at Clarke Quay



Beef Nachos at Muchos

Founders of Katrina Holdings, Alan Goh and his wife Catherine Tan have a nose for business. Finding a niche and feeding it has always been his business strategy. It all started from a *nasi padang* food court stall at Bishan Junction 8 in the early 90s, which was the turning point for more exciting things to come.

The opportunity to diversify into the restaurant business started in 1998. That was when Goh opened his first BaliThai restaurant offering perennial favourites of both Indonesia and Thai cuisines. Constantly exploring new avenues, Katrina Holdings continually challenges itself to be the leading F & B company. They took it one step further and introduced Chinese cuisines of different provinces such as Szechuan, Shanghai and Yunnan; Hong Kong fare with more than 100 popular choices; and exotic Mexican delights, to excite and satisfy the discerning taste buds of gourmards.

Another milestone was in 2009, when he opened BaliThai restaurants in Beijing after seeing a growing trend of a well-travelled middle class. The fashionable opportunist says, "In fact, from 2007 onwards, our growth was the fastest, opening 22 restaurants in six years."

Till date, he is a restaurateur of 28 outlets in Singapore and China operating a chain of concept dining restaurants namely BaliThai, Bayang, RennThai, Streets Hong Kong café, Honguo, Hutong, Muchos, So Pho and Indobox Cafe. There are now 24 restaurants in Singapore, and three in Beijing and one in Shanghai, China.

### Feeding A Niche

From opening his first halal-certified BaliThai restaurant in West Mall to expanding it into an international chain of restaurants today, it all comes down to identifying the niche and location. It was the pivotal move that sparked off a string of BaliThai restaurants which he opened in succession.

Understanding the demographics of an area has always been one of Goh's key strengths. Now, he has four different restaurant concepts in Clarke Quay alone, namely RennThai which opened in 2002, Bayang in 2006, Hutong in 2008 and Muchos in 2010. These restaurants, that serve Thai, Indonesian, eastern Chinese and Mexican cuisine, cater to tourists who are extremely knowledgeable about food and have a penchant for Southeast Asian cuisines. The restaurant concepts are perfect for the location. Understanding the demographics of the locations has helped the restaurants survive beyond just Singapore local food trends.

Goh says frankly, "Indonesian restaurants are difficult to sustain here since its cuisine is very similar to local Malay cuisine. It is particularly harder now since employment passes don't get renewed and Singaporeans are not keen to learn how to cook Indonesian food. They only want to do Japanese, Italian and the other popular cuisines."

### Spotting Trends

From Indonesian and Thai cuisine to Hong Kong *cha chan tengs*, northern Chinese cuisine, and more lately,



Indobox at Jem



Nasi Kuning Ayam Betutu Set

Vietnamese cuisine, he opens his restaurants upon smelling a trend brewing.

Katrina Holdings recently opened Indobox and So Pho at JEM in the middle of 2013. The former was to feed the niche for the lack of Indonesian concepts in Singapore while the latter was to feed the demand for healthier Vietnamese cuisine.

One may ask why Vietnamese now? Opening So Pho was planned two years back after Goh noticed many airlines opening up the route to the country. There has also been an increase in traffic between Singapore and Vietnam as more Singaporeans are picking Vietnam as their holiday destination in the last five years. Thus, he anticipated Vietnamese cuisine would gain popularity as more people are exposed to Vietnamese culture and its healthy delicious cuisine. Beyond just pho and summer rolls, the concept offers popular street food in a casual and contemporary setting at a value-for-money prices. Some of the items offered at So Pho include the Imperial Spring Roll, Fried Glutinous Rice Balls, Banh Xeo (Vietnamese Pancake with Minced Meat and Seafood) and Sesame Rice Crackers served with Basil Leaves Chicken, just to name a few.

The flavour of the dishes are richer and intense, and the ingredients generous. For instance, more lemongrass chicken, grilled beef and mango are added in the Summer Roll, and more seafood and minced chicken are added to the Banh Xeo Vietnamese Pancake to make it more flavourful, more tasty. Whereas the Imperial Fried Rice is served with lotus leaf and sesame seeds which imparts a wonderful fresh fragrance to heighten the taste.

Goh is not ruling out any possibilities of opening more restaurants in the future, and even overseas, as manpower is probably less of a problem elsewhere.