



白毅柏
大华酱油
董事经理

大华第三代掌舵人 以创新思维 铸就品牌

还记得这一段在新加坡电视荧幕播放过的广告吗？一位身着唐装的老人家，目光炯灼，却自然流露一股儒雅之气。他一边手持毛笔挥写大大的酱字，一边用朴实的情感叙述：“人无辛苦过，难得世间财。作为大华酱油的创办人，我已经90多岁了，每一滴酱油都能让我尝到昨天与今天。大华酱油是世世代代的选择。”简单的画面，加上那些简洁有力的话语，早已深深地印在了我们的心里。这位长者正是人称“酱油大王”的大华酱油创办人白清泉。

白清泉老先生原籍福建安溪，25岁时到新加坡打工。1942年日军南侵，他毅然回祖国担任运输机工，支援抗日战争。1946年，他再度回到新加坡，一切从零开始。几年的打拼积累了一点本钱，1947年他买下珍珠山的酱园，正式投入酿制酱油的行业。当时的他可说是半路出家，当头手把酿制好的一批产品交给他贴上标头纸，他却连区分酱青与酱油都摸不着边。面对一连串的挑战，他始终不言弃，煞费苦心寻找配制秘方。辛苦的付出，换来甜美的成果，第一批酱油终于酿制成功了。经过悠悠岁月的淘洗，而今，这个纯粹新加坡品牌——大华酱油成了家喻户晓的品牌。

让我们把时间往回拨动，来到白清泉老先生培训新一代接班人的时光。这是24岁的白毅柏在完成国民服役后来到酱园的第一天。祖父白清泉交给他的第一件差事竟然是扫地。地上满是细微的灰尘，他一次又一次挥动扫帚，累得满头大汗，回头一看，发现地上还是脏兮兮。这时，祖父迈开步伐走向了他，语重心长地告诉他应该从一个角落开始，将一堆垃圾扫拢后，才扫进畚斗里，倒入桶里。从这件看似再简单不过的小事面前，白毅柏深切体会到祖父是要他吃得吃苦，从最基层做起更是不可少的阶段。

不驰于空想，不鹜于虚事，后来的白毅柏加倍用心学习着每一个环节，包括搬料、拣豆、浸豆、蒸豆、拌料、制曲以及制酱等，甚至远赴台湾取经掌握技术。进入机器设备作业，他一样以认真、谦虚、求知的心态来学习。如今，身为大华酱油董事经理的白毅柏，积淀了精湛的手工酿造技艺。他谨记祖父的教诲——功夫学在手，是不论早晚。

白毅柏说：“每次我说做酱油是赚辛苦钱，因为酿造酱油需要很长的时间。从前，我们把黄豆浸泡好蒸熟，摊凉后要加进面粉、种曲发酵。经过67个小时，之后要进行的就是把豆子放入有盐水的瓮中，在日光下曝晒3个月。那个时候的工艺流程很辛苦，进入自动化操作时代之后，机器替代人工可以提高两倍以上效率。虽然今天酱油厂拥有很多先进的设备，然而倚赖人来试味检定是制作每批美味酱油的关键所在。”

“还没有实施机械化之前，带有些微杂质的黄豆依然可以采用。1987年搬来新厂改机械化以后，必须把每一颗黄豆处理得很干净，不能混杂瑕疵豆等杂质，颗粒大小不均也不行。我们后来改用加拿大优质黄豆，不仅蛋白质含量比例很高，颗粒也很标准。蛋白质含量的多寡会直接影响酱油的风味，发酵的温度也会影响酱油的纯度。我们也坚持选用本地百龄麦生产的面粉，以及来自澳洲上好的盐。人人都想减低生产成本，但大华为了维持品质，逆流而上，成本比一般以化学方式生产的商家来得更高昂。”

白毅柏解说，酱青和酱油同出一脉。把滤出的原

汁加热就变酱青。将砂糖煮到摄氏120度形成焦糖色，掺合在酱青里面就变酱油。很多人不了解，误以为浓黑的酱油最好，实际却相反，其实里面可能掺杂了化学酱色。大华始终认为酱油的颜色要恰到好处，注重在蛋白质、香味以及所含的营养成分方面。

大华所生产的酱油无悬浮物及沉淀，具有酱香浓郁，体态澄清的独特风格，绝非一般酱油所能比拟。从1994年开始，大华每年都获得新加坡农粮与兽医局的认证，而且每次都取得双A等级的骄人成绩。这意味着公司的产品质量一直都维持在最高的水平。大

作为新加坡食品厂商联合会新任会长，他有一个寄望：当新加坡的食品制造商打着新加坡的旗号，绝对不能生产低劣的产品，而是贯彻将最安全可靠的产品带到海外的经营方针，充分发挥自己的优势，在国际舞台与别人竞争。

自从消费者已开始认识到品质的重要性，开始关心食品安全状况，大华的酱油产品在国际上的销路却越来越广。大华有一个很好的口号——品质就是生命，而延

续生命就全靠品牌。白毅柏强调，大华的经营理念，便是要层层把关，让产品保持最好的品质，赢得长久不衰的市场认可。因此，这个超过半个世纪的品牌，在 market 已成为一道亮丽的风景线，与胜利紧密相拥。

炒 沾 卤 蒸 烤 腌



华是直接经由瑞士SGS机构审核颁发ISO22000证书的首家亚洲酱油厂。在读者文摘一项调查中，大华获得“新加坡最受欢迎及信赖的本地酱料超级品牌”奖，更二度被新加坡农粮局颁发“食品安全伙伴”大奖。由Media Portfolio所负责甄选的亚洲500强商标之中，大华食品也名列其中，排在第425位，超越日本的许多同行。

白毅柏表示一个企业最怕三样事情，那就是老字号、老经验与老市场。总以为有一定的老字号品牌效应，金字招牌千年不朽，所以对变通理念根本就不在乎。自以为经验丰富，市场占有率最高，固步自封而不求改进。因循守旧，创新不足，就是最大的致命伤。

“要做到怎么样的程度，你必须有一个思维，不能轻易就被动摇，要对自己的产品很有信心。如果你对你自己的产品持怀疑态度的话，你怎么去感染顾客？”

目前，大华酱油不仅成为本地市场的抢手货，而且还开拓海外市场，远销全世界40多国，除东南亚外，也销售到美国、中国、南美洲、澳洲、欧洲各国，甚至在回教徒为主的 中东国家，也可以购买到大华产品。不含酒精的大华酱油，在回教市场占有较大的优势。不单单卖酱青和酱油，大华也开发高增值产品，比如减盐酱青、蒸鱼酱青、卤鸡汁、蚝油等多元化的产品，往后还会继续朝高增值产品发展。



都说创业难、守业更难，其实这是一个守业者的一种托辞。作为大华第三代接班人的白毅柏，把自己满腔的热忱都献给了家族企业，但他不想停留在原地踏步走。他对行业的发展趋势、用户需求理解得非常透彻，及时以市场为导向，进行技术、服务以及产品创新。白毅柏深信，抱着以创业的精神来守业，你就能延续着这美丽的使命，让瓮中的酱油在阳光的映照下泛出点点金光，让阵阵酱油香味从瓮中飘逸而出，甚至闯出另一片更广阔的事业天地！





With his piercing eyes and erudite bearing, an elderly man in traditional Chinese suit wields a calligraphy brush and writes a big Chinese character: sauce. He says: "If one has not tasted hardship, one will never possess fortunes of the world. I'm the founder of Tai Hua Soy Sauce and I'm over 90 years old. Every drop of soy sauce is a taste of yesterday and today. Tai Hua Soy Sauce is the choice for all generations."

Sounds familiar? The simple scenes and powerful monologue in this old TV commercial left a deep impression on many Singaporeans. Dubbed the "King of Soy Sauce", the silver-haired leading man is the founder of Tai Hua Soy Sauce, Mr Pek Cheng Chuan.

Fast forward to many years later, Mr Pek began to train his successor – his 24-year-old grandson Thomas Pek. On his first day of work after completing national service, the younger Mr Pek was assigned by his grandfather to sweep the floor. But no matter how hard he swept, the floor was still covered in fine dust. At this moment, his grandfather walked over and advised him to start from a corner, gather all the dirt into one pile before sweeping it into the dustpan and into the waste bin. This may seem like a simple task, but Mr Pek understood that his grandfather's intention was to put him through the mill and start him from the lowest level.

Since then, the young man put in double the efforts to learn everything about sauce-making, as he knew that without hands-on experience, everything was just empty talk. Soon, he was carrying heavy sacks of ingredients, as well as picking, soaking and steaming the beans. He was also involved in mixing the ingredients,

Third Generation Recreates Tai Hua Soy Sauce



Hailing from Anxi, Fujian, Mr Pek travelled to Singapore to work when he was 25 years old. In 1942 when Japanese soldiers invaded Singapore, he

headed home to China to help out as a transport worker to support the war against the Japanese. In 1946, he returned to Singapore and started life anew with nothing in his pockets.

After working for a few years, he saved some money and acquired a sauce-making facility at Pearl's Hill in 1947 and began to produce soy sauce. But he was an amateur. When his sauce supervisor delivered a batch of sauces to him, he was not able to label them as he could not even tell the difference between light soy sauce and the dark version. Despite the challenges, however, he never gave up. He went on an arduous search for a secret formula and finally tasted success with his first batch of the dark liquid. After years of trial and error, the Singapore-made Tai Hua Soy Sauce rose to become a staple in every household.

He was also involved in mixing the ingredients, culturing starters and making sauces, and even flew to Taiwan to master the techniques. Even as his production line became mechanised, he was still earnestly, humbly and voraciously absorbing new knowledge.

Today, as the managing director of Tai Hua, Mr Thomas Pek is a master of manual brewing techniques. He remembers the teachings of his grandfather: A skill is for life, and it does not matter when it is acquired.

Says the younger Mr Pek: "I would also say that sauce-making income is hard-earned money because it takes a long time to produce soy sauce. Previously, we would soak and steam the soy beans, let them cool, and then add wheat flour and starters to ferment. After 67 hours, we would put the beans in jars filled with saltwater and leave them under the sun for three months. It was a lot of work. When we enter the era of automation, productivity went up two times as machines replaced the human hands. Although the sauce plant has many advanced equipment today, the key to making tasty soy sauce still hinges on the human taste test."



"Before mechanisation, soy beans with a bit of impurities could still be used. In 1987, after we moved to the new plant and introduced machinery, every bean must be very clean. They must not be mixed with flawed beans and must be of the same size. Later on, we switched to premium soy beans from Canada that had higher protein levels and came in a standard size. The content of protein will directly affect the flavour of the soy sauce. The fermentation temperature will also affect the purity of the sauce. We also insist on using wheat flour milled by Singapore's Prima and premium salt from Australia. Everyone is looking at lowering production costs, but Tai Hua is bucking the trend to maintain the quality of its products, and so its costs are higher than what the other breweries incur for their chemically produced sauces."

Mr Pek explains that light soy sauce and dark soy sauce are largely similar. When the strained liquid is heated, it becomes light soy sauce. When sugar is caramelised at 120°C and mixed into light soy sauce, the sauce will become dark soy sauce. Many people do not understand this and wrongly perceive the thicker and darker soy sauce to be the best; however, the reverse is true because sometimes chemical colouring is used. Tai Hua has always believed that the sauce colour should be adequately tinged and emphasises instead on the protein content, aroma and nutritional values.

You will find no suspended solids and sediments in Tai Hua's robust, clear and incomparable soy sauces. Since 1994, Tai Hua has consistently received the Agri-Food and Veterinary Authority (AVA) of Singapore's Class "A" Factory Licence, a stamp of approval for the company's unrivalled product quality. Tai Hua was also the first soy sauce maker in Asia to be accredited the ISO22000 SGS Certification. In a survey by *Reader's Digest*, Tai Hua was named Reader's Digest Trusted Brand & Super Brand, and was twice named the AVA Singapore Food Safety Partner. The company was ranked number 425 out of 500 top brands in Asia by Media Portfolio, outstripping many sauce makers in Japan.

Mr Pek points out that there are three things that a company fears the most – old brand name, complacency and mature market. Some incumbents are too complacent to care about adaptation. They believe that due to their wealth of experience and high market share, they can rest on their laurels and stop thinking about how to improve. Their most lethal weakness lies in their mentality to stick to their old ways and devoid themselves of creativity.

"You must have an idea how far you want to go. You must not be easily swayed and must have confidence in your products. If you doubt your own products, how are you going to influence your customers?" says Mr Pek.

Nowadays, Tai Hua's soy sauces are not only in high demand locally, they are also exported to more than 40 countries in Southeast Asia, the United States, China, Latin America, Australia, Europe and even the Muslim-majority Middle East countries. Tai Hua has an edge

over others in the Muslim market because its sauces do not contain alcohol. Besides light and dark soy sauces, Tai Hua has also begun to develop high value-added products, such as reduced salt light soy sauce, seafood soy sauce, chicken marinade and oyster sauce. It will continue to introduce more high value-added products in the future.

As the new president of the Singapore Food Manufacturers' Association, Mr Pek has a dream: He hopes that Singapore food manufacturers would never produce inferior products; they should export the safest and most reliable products to the overseas markets, leveraging their advantages to compete with others in the international arena.



Thomas Pek, managing director of Tai Hua

As consumers become increasingly sensitive to product quality and food safety, Tai Hua's market presence is expanding. Tai Hua has a very good slogan: Quality is our life; to prolong life, the company must depend on its brand/logo. Mr Pek stresses that Tai Hua's business philosophy is to guard every stage of production zealously to maintain the best quality in its products and win perennial market recognition. This half-century-old brand is now the bellwether of the industry synonymous with success.

Some say that starting a business is tough and succeeding it is tougher, but this is just an excuse for business successors. As the third-generation boss of Tai Hua, Mr Pek channelled all his passion into his family business and he does not believe in staying stagnant. With his insight into industry trends and consumer demands, he advocates market-oriented innovations in technology, service and product. Mr Pek deeply believes that if you adopt an entrepreneurial spirit in succeeding a business, you will be able to carry forward this meaningful mission and may even create another whole new world for the family business.