

INSPIRATIONAL

DESIGNS FOR ENTERTAINMENT SPACES

IMAGINATION
Messages

创意娱乐设计

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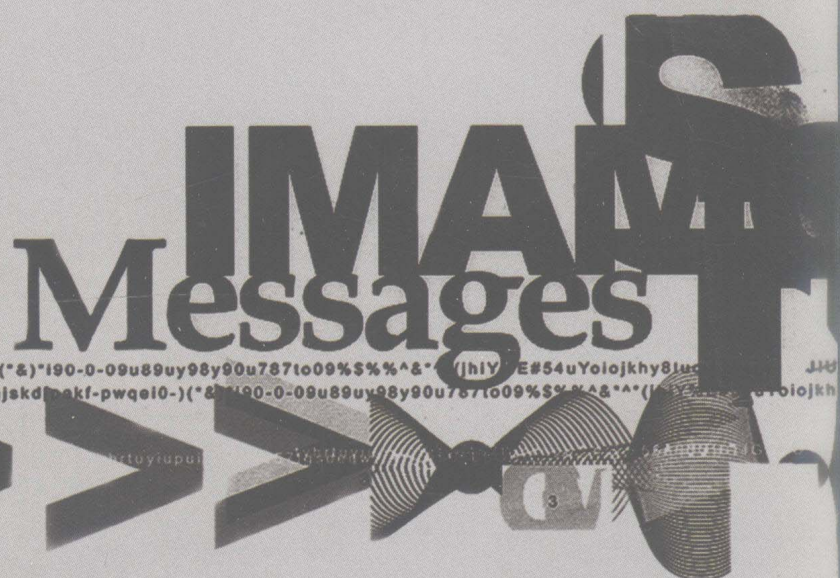
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创意娱乐设计

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Foreword

前言

现代社会人们面对着快节奏的、紧张的工作以及多方面的压力，他们需要通过各种休闲娱乐活动消遣减压、释放自我；社会生活的各种休闲娱乐活动也是彼此沟通、增进友谊的平台。因此，休闲娱乐活动是人们现代生活中不可缺少的重要组成部分。目前，中国大部分的休闲娱乐场所均适应社会快速发展的需求并竞争激烈，体现了越来越高的设计水平。


从事娱乐空间设计工作多年的设计师们，大部分都把娱乐休闲空间理解为人们高层次的生活环境，体现着高品位、高文化、高情趣的生活方式。同时，随着科技的发展，新设备、新材料、新技术的不断涌现，日益展示了高、精、尖科技水平，创造新的艺术形式和文化形态成为设计师们必然面对的挑战。创意装饰设计公司正是秉承着这一理念，在实践中深深体会到成就一个好的娱乐空间设计，不能简单依靠单一的设计思维，而要从对娱乐业全方位研究入手，即将产业策划、设计、经营三位一体综合考虑。为此，设计师们应关注社会发展的动态，人们生活方式的变化，把握特定空间中不断更新的模式。

本书展示了创意装饰设计公司近几年的设计成果，不仅以此求得和业主沟通、促进相互了解和共识，而且有益于同行间进行学术交流，我希望看到设计界更多、更好的设计作品集问世。

张世礼

清华大学美术学院教授

中国建筑学会室内设计分会理事长



Today, entertainment has become an indispensable part of modern life. Relaxation and pressure relief are needed as people face a harsh reality, quick pace, hard work and loads of worries. Moreover, in the business world or during meetings among friends or colleagues, activities at an entertainment venue also serve as an important factor in bridging people and reinforcing negotiations and agreements. This explains the fast development of the commercial entertainment sector over the last few years. The trend has gathered impetus along the way. Parallel to this development, competition among companies has increased, constantly opening up new paths for design.

For those who have been involved in interior design and construction work for recreational venues over a span of time, the principles of creating an improved environment, refined taste and up-to-date fashion rule. Thanks to the fruits of contemporary science and technology, the emergence of new facilities, of materials and techniques is always moving onto higher and more sophisticated levels, which makes to redefine the forms of arts and culture that designers must face. Guided by these concepts, Original Design Co. is deeply impressed by the notion, which gained from years of experience, that the success of an entertainment project is not only a piece of creative work, but also a planning, design and operation process based on an adequate research of the trade. Thus, designers should endeavor structuring new spaces taken into account the changes that happen through time and should remain concerned with the progress society and lifestyles they undergo.

This book not only presents the recent works done

by Original Design Co., but also hopes to stimulate communication with clients so to develop a greater common ground and enhance professional exchanges with colleagues for further improvement. I look forward to the presence of more and better collections of designs in the years to come.

Zhang Shili

Professor of Faculty of Arts, Tsinghua University

Director of Interior Design Division, China

Architecture Association



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娱乐项目的成功定律

娱乐业的发展是否令你眼花缭乱?这个充满神奇色彩的投资领域,一度有人宣称它已逐渐式微;也有人说它走到了十字路口,正在抉择去路;更有人说它潜沉蛰伏、蓄势待发,就等春雷乍响……表面看来,这是个瞬息万变的行业,利益与风险交替闪过,令人无法预测下一分钟会是什么,然而,多年的实践告诉我们,每个成功的娱乐项目背后,赢的基本法则是不变的。确定娱乐场所中消费者的需要是一件非常讲究技巧的事。和同为服务业的餐饮、酒店业不同,娱乐业顾客讲求更多的是一种精神上的感觉,这种需求不像食品是否可口或者床单是否天天更换那样可以具体描述,他们走进娱乐场所,高兴时一掷千金在所不惜,扫兴时即使分文不费也觉得浪费时间。所以,成功激发顾客的情绪是每个娱乐业经营者最想做、也最需要做到的——这里面包含了对市场走向的超前判断、专业化的设计意识和将商业与艺术成功交叉的经营理念。就此可将之提炼为三大要素:策划、设计、经营。将这三要素作为一个相关的内容一并提出,意味着把娱乐业视为一个严谨的科学工作程序来运作。

一、投资策划篇

1. 总体规划

获取成功不只是把事情办妥,更需事先就正确选择该做的事。所以在决策之前,一份切实的市场调查及可行性报告是必不可少的,包括研究同行——在一定范围内对同类项目中具有代表性的场所进行分析研究,取其精华;研究对手——对当地同等甚至更高水平的竞争对手进行深入了解,扬长避短;研究顾客——对当地文化及顾客素质做详尽分析,尤其是了解他们的收入和消费水平、消费心理及消费习惯;研究环境——包括地理位置、周边建筑和主营行业,以及当地政府对娱乐业的方针政策等影响因素。

2. 市场预测

人们的消费兴趣是不断在改变的,任何娱乐模式发展到一定阶段后都会被冷落,人们的口味转变是遵循着一定的循环原理和发展规律的。例如,在东莞,娱乐业兴起初期,人们习惯在KTV包房内寻找乐趣,喜欢较为隐蔽的自我娱乐空间。但时间一长人们便感到沉闷,需要寻找一个具有一定娱乐氛围的大型表演场所来转变环境,所以1993年后夜总会式歌剧院便应运而生。但久而久之人们对整夜之长只看着一种模式的表演也会感到乏味,需要寻找一个既有娱乐气息,又有自由浪漫情调的娱乐环境,所以1998年后多功能综合性的DISCO及酒城便大受欢迎。但时

间一长,狂歌劲舞的刺激过后,不难预测人们便会崇尚轻松自然、休闲康体的娱乐模式。进入21世纪,娱乐业向发达国家进一步靠拢,娱乐空间更立体化,服务功能更智能化,设计风格更多样化。而且不同地域政策上的差别及消费客源素质的不同,也会导致对娱乐模式在接受上的差异,例如,DISCO及酒城的流行在广州、深圳两地是20世纪80年代中到20世纪90年代初的事,而东莞却在20世纪90年代后期才勉强被接受。广州是历史悠久、人口众多的大都市,有着一个庞大的年轻消费群体,所以酒城在广州相对较为兴旺,而夜总会式歌剧院则较为萧条。深圳是一个年轻的移民城市,新移民具备一定的文化层次及前卫观念,而且,现代都市紧张的生活节奏及工作压力,更需要通过高度兴奋的刺激来排除精神上的疲劳,所以DISCO的模式在深圳大受欢迎。而东莞是由农村发展起来的新兴工业城市,主要的消费客源是当地及港澳台商等一批投资者,所以东莞普遍接受DISCO的时间远不如广州、深圳早,虽然这两年大行其道,但流行过后始终都会转变为新的模式。盲目跟风并不是理智的投资策略,敢于创造新的娱乐模式方可引领潮流。

3. 项目定位

一般经营者总想把所有路人拉入自己店中,但却忘了盲目地扩大消费群的层次会使项目定位不当,甚至会适得其反。其实,锁定一个明确的目标人群才是我们最终的目的。消费者的生活形式、个性特征及社会背景都直接影响其消费心理和消费习惯,而且物以类聚、人以群分,故形成不同层次的客源。成功的娱乐场所通常都能给人一个明确的信号:那是什么人去的地方。这就是所谓的项目定位了。

4. 效益预算

每个项目都应该有一个合理的资金投入及回报周期,通过不同的项目定位计算出适当的投资金额,然后根据营业面积、消费人数及收费标准的综合计算,预算出应有的营业收入,最后通过经营费用及投资折旧的摊分,预算出每月应有的利润,从而计算投资回报的时间。它的准确分析,不但提供一个投资计划的数字依据,而且,应把它作为经营目标,在以后经营运作中不断自我检讨及自我完善。

二、设计意识篇

1. 超前意识

娱乐业提供的首先是一个场所,所以场所环境设计的重要性一点也不亚于娱乐内容本身,又由于这种设计一旦完成就不易更改,因此,顺应市场未来变化,为设计注入新概念,保持新鲜感并引导消费潮流,就



显得比任何时候都重要了。同时，无论对自己的设计多么有信心，仍应留有余地，以便在日后的经营中可以更新变化，不断变换特色及形象。

2. 功能配置

我们强调娱乐项目的设计是一种事业行为，要有灵活开阔的设计头脑，更要有丰富的专业知识和实践经验。在娱乐项目里，功能组合往往牵涉到经营策略，因为，不同的功能组合可以创造出不同的娱乐模式，要想策划出一个既适应当时消费市场又符合消费前景的娱乐项目，策划者必须认清当时消费现状的基础，根据“物极必反”的循环原理及发展规律，以全新的功能组合创造出别具一格的娱乐模式，这样投资项目才有生命力及吸引力。功能配置的合理性直接影响了经营运作：（1）使用功能合理，可以减少投资成本及劳动强度，提高工作效率，例如水吧、厨房、收银等服务区如果设在营业场所的中间位置，可以减少员工不必要的路程浪费。KTV包房走廊能一眼望到底会比九曲十八弯的设计节省服务员，多设计一个水吧，需要多添置一套设备及人员。（2）功能区内容在同一主题下丰富些，可以吸引更多不同层次、不同爱好的顾客，而且形式多样更有利于营造气氛。（3）功能营业区划分需要考虑哪一个内容是营造气氛的、哪一个内容是效益较好的，两者之间应有一个合适的比例才可相得益彰。例如，表演大厅气氛好但成本高且消费低，同时房间太少会造成有气氛而无效益，如果房间过多而缺乏特色会无人问津。（4）功能区大小比例是否得当，会影响娱乐氛围及经营效果。例如，舞池过大会减少营业面积及显得人气不足，空间过高而层次不够丰富会显得空荡荡，空间过矮会感沉重压抑，区间间隔过于开敞难以营造气氛及做好隔音，区间间隔过于封闭会造成隔膜而冷场，总之，功能布局是否合理会直接影响经营效果。

3. 娱乐氛围

有人喜欢夜总会，衣香鬓影、纸醉金迷；有人喜欢DISCO，疯狂无拘、激情洋溢；有人喜欢酒城，知己畅聚、豪情奔放……即使是同一个人，不同的夜晚，不同的心情，追求也会不同——口味的偏好即表现为市场的需求。根据不同的娱乐模式，强化其特有的娱乐氛围，才能对目标顾客保持磁力。所以在设计上，应根据不同的娱乐模式，运用不同的设计主题、造型、色彩和灯光等各式艺术效果，去强化某一特定氛围，让顾客所到的每一处，包括入口、大堂、大厅、走廊、房间，甚至洗手间，都感受着同一气氛，而忘却离去的念头。

4. 设计特色

在装饰设计上，很多设计师不知所谓地为造型而造型，其实，真

正懂行的设计师会为每个主题选择和探索他认为最恰当的语言和形式。好的娱乐场所不仅常常以形式的多样性令人耳目一新，还往往带有深长隽永的内涵。娱乐业出售的是一种精神意识的愉悦，肤浅的造型和一成不变的面孔都会令顾客无动于衷甚至厌烦。想使他们继续有兴趣，个性化、人情味和文化内涵三者缺一不可，个性化给人第一眼就留下记忆，人情味令不同经历、不同感受的顾客都产生认同感，文化内涵使真正有品位的或是附庸风雅的顾客都能各得其所，乐意流连。

三、经营理念篇

1. 经营宗旨

要立足于研究如何满足客人的需要，而不要立足于打败竞争对手；要致力于品牌策略，而不要致力于价格竞争；要着眼于创造市场，而不局限于占据市场。

2. 经营策略

消费者的记忆有限，对场所喜好不会持久，除非不断创造新的诱因。抓住客人求新、求奇、求变的心理，根据市场变化及时调整经营手法、经营模式，永远走在市场前面。引导性的带动潮流是制胜的法宝。

3. 服务特色

在讲求品牌认同的世界里，经营者可以通过提供“特色”来获取更高利润。仅在形式上买弄花巧是不够的，要把客人当成行家来对待。服务不仅要到位，而且要到家，从行为上的服务，提升到精神上的抚慰，从言语沟通，提升到心灵的交流——当你的客人感觉到了这里可以得到别处得不到的，你就成功了一半；当客人把这里当成必不可少的心灵寄托时，你就接近战无不胜的境界了。

4. 企业文化

设想你离开的时候，你留给企业的惟一专代的东西是什么？是贴在墙上的员工守则，或是更深刻的别的什么……我们讨论的正是企业文化。

现代管理喜欢把企业人格化，企业文化则好比是企业的灵魂，不仅如此，企业文化亦是企业内部凝聚力和创造力的源泉，它作为一种信念增加了员工对企业的归属感和企业的凝聚力，同时，亦通过员工的精神面貌和服务素质传递给顾客。对讲求人对人、心贴心的娱乐业来说，还有什么比这更重要呢？所谓“有满意的员工，才可能有满意的客人。”

Golden Rules for Entertainment Projects

Do the development of the entertainment business sector dazzle your eyes? This sophisticated area of investment is controversial, as people see it as declining, or being at the crossroads of a new direction, or loading with potential to be enlightened by opportunities. It seems to be endowed with an ever-changing nature, which challenges expectations since benefits and risks are on the move all the time. However, years of experience tell us that behind every successful entertainment project lies a fixed golden rule. To acknowledge the needs and wants of customers requires the skills of great talent. Different from those of some other service industries like restaurants and hotels, customers of the entertainment sector demand more of a feeling, which is not as easy to describe as that of flavor for food or cleanness of bed sheets, for they will buy joy without any regret when they are happy somewhere, but will consider it a waste of time and money when there is no interest. Therefore, how to pilot the customers towards the appropriate atmosphere is the primary and ultimate goal of every entertainment business person. This mandate contains three key elements: Planning towards market trends, designing with professionalism in mind and operating on the basis of commercial and artistic integrity. With this, a scientific approach can be applied to the process.

Planning

1. Overall Planning

In order to succeed, it is of tremendous significance to begin with the right option rather than the proper execution. Before any decision is made, a practical market research as well as a feasibility study are essential in launching analysis of the clients needs, on competitors who are in a similar or even at a higher level; on the customers in the context of local cultural ideas. Extra concerns must be given to potential customers income, expenditure modes, ability, psychology and habits; also to the environment, including locations, surrounding architectures with their leading businesses, and factors such as policies governing the entertainment business.

2. Market Forecast

People's spending inclinations are constantly changing, and this causes the entertainment sector to constantly adapt. Changes in taste follow the laws of a development cycle theory. As history itself has shown, when the entertainment industry was still at its initial stage in Dong Guan, customers were seeking enjoyment in the

enclosed spaces of KTV rooms. Yet as time evolved, performance platforms on a larger scale became more in demand, and so in the year 1993 we saw the rise of nightclub-like theatres. Singular patterns of viewing KTV programs were replaced by multifunctional Disco bars five years later. As expected, after all this heated dancing and singing, a more relaxing and easy-going health-orientated style emphasizing nature started to dominate the scene. In the 21st Century, the entertainment industry now undertakes further innovations under the influence of developed countries, featuring more special dimensions, more intelligent service and diversified styles. Moreover, differences in local policies and customers' needs must be reflected on the forms entertainment takes. For instance, Disco halls and bars that prevailed in Guangzhou and Shenzhen from the mid-1980s to early 1990s were not welcomed by Dong Guan until near the end of the 1990's. Guangzhou, an old populated metropolitan area with a large resource of young consumers, focused on bars, but discouraged nightclub-styled venues. Whereas, being a young migrants city, Shenzhen, with its relatively better educated and more avant-garde inhabitants, was seeking vigorous excitements for releasing the stress generated by modern life. In contrast, Dong Guan is a new industrial city developed from rural towns. Consumers there are basically local business people or those from Hong Kong, Taiwan and Macao. Therefore, a different timing is more appropriate for discos, which have been popular here these last two years and which will ultimately take a new route. Walking in others' shadows does not breed a wise seed for investment, and in the realm of entertainment business only innovation should rule.

3. Project Positioning

An average business-minded person always tends to pull in every passerby, without realizing such an imprudence of expanding consumer circles can lead to the improper positioning of a project. As a matter of fact, setting a clear target for customers is our final goal. Customers' life styles, personalities and social backgrounds have a direct impact upon psychology and behavior of consumers. As birds of a feather flock together, people can be categorized into different groups as well. So a successful entertainment venue often has a defined identity linked to its targeted customers, and this is exactly what project positioning should be all about.

4. Prospective Return

For each project, a reasonable investment and return cycle are necessary. As the planned positioning sets the context of the aggregate investment, the turnover should be calculated

based on the parameters of the business area (number of customers and pricing). After subtracting operating expenses and depreciation, the monthly income and the expected length of return can be sorted out. An accurate analysis of this not only provides some facts for an investment plan, but acts as the operating objective as well. It can be reviewed and improved later on.

Designing

1. Avant-garde Notions

In the sphere of the entertainment business, space comes first and its design contributes no less than the services offered. Once done, it will not be easily altered. Therefore, it is of great importance that during this process, however confident the planners may be, new concepts be tailored to pave the way for the consumption tendency and at the same time leave some room for renovations as well.

2. Function scheme

We stress that design for entertainment projects is a sort of career behavior, which requires open minds, professional knowledge and experience. In entertainment projects, function arrangements often play along with operating strategies and form various business models. Therefore, planners who intend to create a unique mode of interest and vigor should introduce a new function scheme based on a clear analysis of the current market situation and its development cycle. The rationality of the function scheme affects business operations in many ways: (1) A rational operating function system can lessen the investment, reduce labor and improve work efficiency. For example, if located in the center of the space, service areas like the bar, the kitchen and the cashier's post will facilitate the work of the staff by shortening unnecessary steps and the walking distance; A straight corridor between the KTV rooms instead of a curved one, works better by reducing the number of staff needed; An additional bar counter indicates an extra supply of relevant facilities and labor. (2) Within a common theme, variations of the dominant functions will attract a wider variety of customers, which all together will contribute to the making of an atmosphere. (3) A function scheme should take into account operative benefits and design features, and only an appropriate balance of public and private areas can bring out the best in each other. For instance, a low-end performance hall is best to arouse the visitors' mood, but will cut down the numbers of

lucrative enclosed rooms and, as a whole, will cut down on profit. At the other extreme, too many rooms will result in a lack of entertainment features that can draw public attention. (4) The proper scale of functional areas has an influence on the entertaining atmosphere and operation benefits. dance halls too large seem cheerless; ceilings too high gives an impression of emptiness, while too low is depressing; spaces too open is difficult for sound insulation, while too blocked out will induce partition. In a word, the rationality of a function scheme has direct impacts on operations.

3. Entertaining Atmosphere

Some people fancy nightclubs as places of indulgence, where sensual pleasure meets with wasteful spending. Some adore discos because of the feeling of freedom and craziness that can be overwhelming, yet others are inclined to choose bars where sentiments often sparkle among friends and during parties. There is more... Even for a single person, from evening to evening, pursuits and needs vary according to different moods. All these denote multiple demands in the market. In all entertainment projects, the atmosphere should be strengthened like a magnetic force to retain the customers, and this can be done when the overall effects of the theme, the sculpture, the colors and lighting are in harmony and work together along with the entrances, lobbies, halls, corridors, rooms and even the toilets, sharing a common tone.

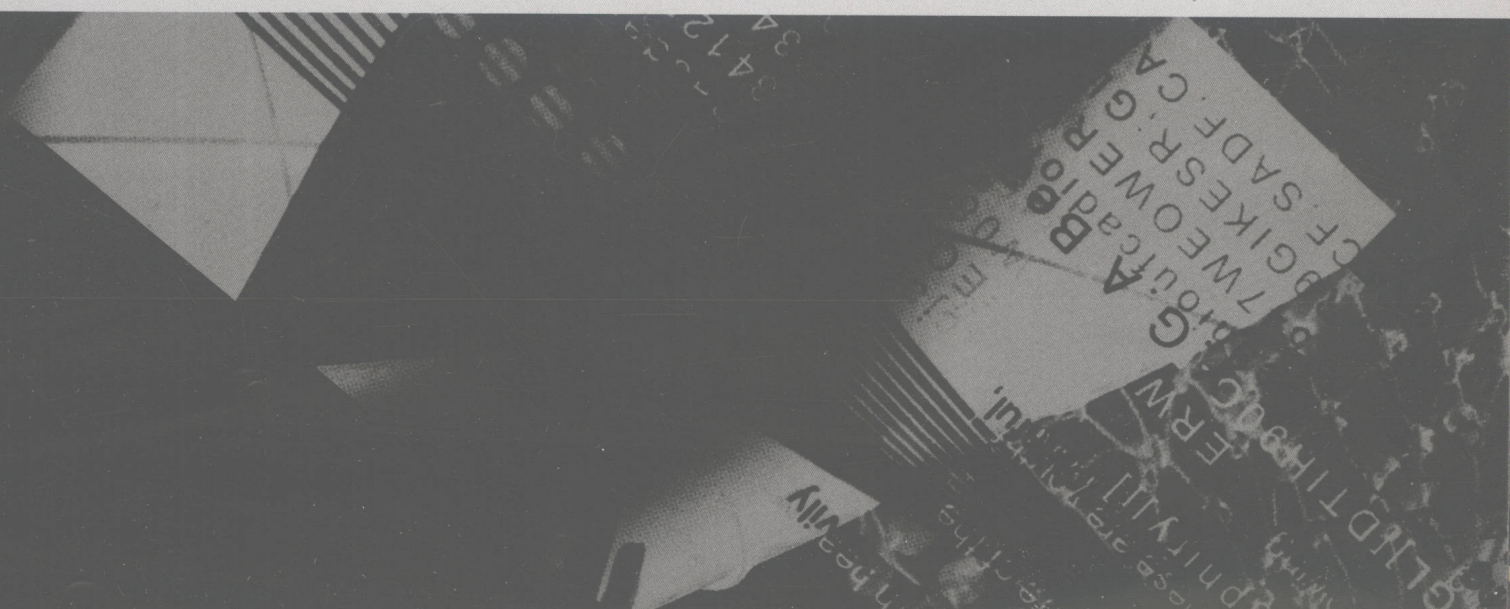
4. Design Features

In the ornament design, many so-called designers concentrate only on design itself. However, a true professional will search for the right design language in order to express the designing theme and will often end up with distinctively striking forms full of impressive connotations. The entertainment business sells spiritual pleasure. Meaningless shapes and common textures lead to a lack of interest that bores unresponsive customers. To trigger off their emotions, design elements should be blended with individuality, human kindness and cultural meaning. Differentiation imparts a deep impression during the very first visit, and a touch of humanity creates an affinity with the customers which have various backgrounds and feelings, while cultural characteristics satisfy those who enjoy mingling with men of knowledge and who pose as seekers of good taste.

Operative Concepts

1. The Missions

To begin with an aim of meeting the customers' demands instead of a thought of beating



the competitors; To apply to brand strategies rather than price wars; To commit to market exploration, not market occupation.

2. Operative Strategy

Consumers tend to be oblivious of entertainment places unless continuous incentives come up. Noting the fact that the public is always searching for something new, unusual and diverse, operators of entertainment venues should correspondingly adjust their business models and directions. Only by steering the tide will one excel.

3. Service features

In the world of brands, operators can make more profit by providing distinguished features. A show-off of techniques does not amount to very much. What's more important is to offer the perfect service by treating the customers with expertise, not only through concrete and physical concerns, but in the spiritual sense as well. When the customers

find the niche that nobody else can offer, half the success is achieved. And if they find it is the only place where their heart belongs, nobody else will be able to surpass you in the game.

4. Company Culture

Just imagine what you could leave to the staff when you depart from the company? Will that only be those codes on the walls, or something more profound? ... What we are trying to discuss is company culture.

Modern management tends to personify a company and takes culture as its soul. Company culture is the source of inner cohesion and creativity within an organization. It is a belief that the staff will share and it is transferred to the customers through manners and services. Is there something more important than this to a human-oriented entertainment business? As the saying goes, only happy and satisfied staffs can satisfy the customers.

时代跨越时代，是设计师在平凡世间推动了人类的梦想，炼造出不朽的传世之作，将生活带进新的境界和空间；是设计师连接起过去与未来，在无限的时空嬗变中演绎缔造永恒。

Over time, designers have enlightened human beings' dreams by creating long lasting works that are still shaping living spaces. It's they who are bridging yesterday and tomorrow, still holding on to the unalterable commitments of an ever-changing world.



名门夜总会、DISCO

Prominence Night Club & Disco

地点：东莞

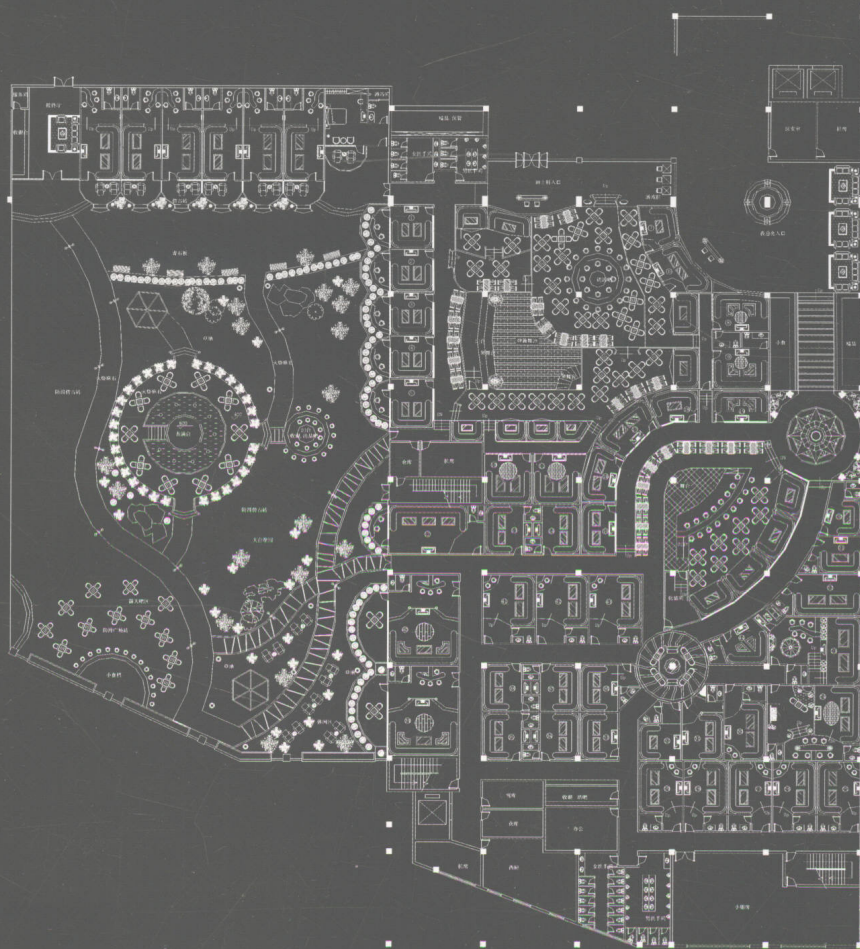
Site: Dong Guan

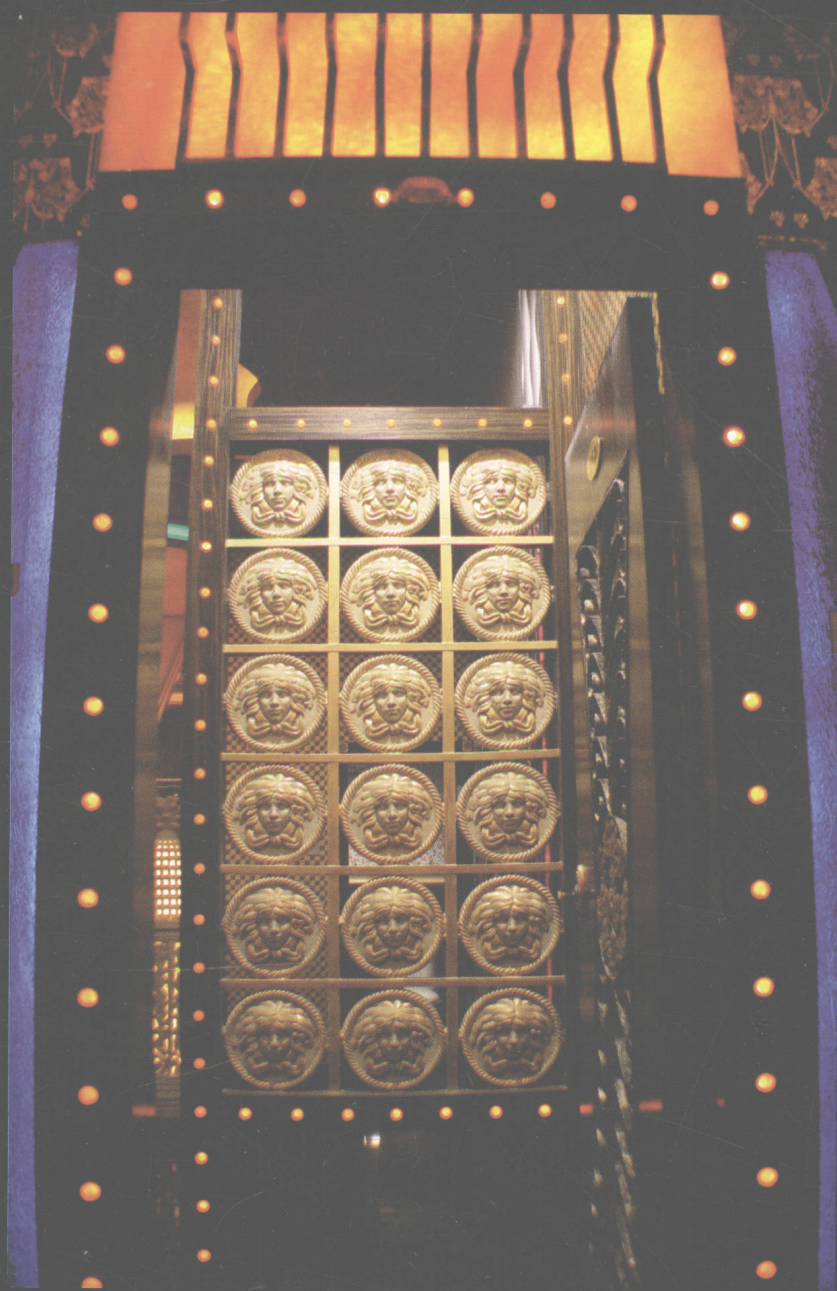
面积：5500m²

Area: 5500m²

14 名门夜总会、DISCO 是由夜总会、DISCO、卡拉OK及露天吧组合而成的大型多功能娱乐场所。它极具视觉冲击的色彩成为整个空间的焦点所在。在娱乐氛围里，美妙丰富的灯光设计，将整个空间渲染得色彩斑斓，耀眼缤纷，营造了梦幻迷离的视觉感受。暗然的基调下蹦射出五光十色的光线，给客人创造了一个心情释放的空间。

Acting as a multifunctional entertaining place, Prominence Night Club & Disco is comprised of a nightclub, a disco dance hall, KTV rooms and an open-air bar, with strong colors being the main visual focus of the overall space. A sophisticated lighting system is used to create a dreamy atmosphere of light and shades, with a more relaxing effect achieved when bright beams spread out from the contrasting darker center.





造型独特的屏风，一个个精致的圆形浮雕
镶嵌其上，高雅而精致，蕴涵着艺术气息，半通
透的屏风若隐若现，将室内分隔得神秘而丰富。

A custom-made screen, with a series of em-
bossed circular designs, appears elegant and
artistic. This semi-transparent boundary pro-
duces a sense of mystery.