

ANDY HONG
HOTEL CULTURE AND
DESIGN MARKETING

洪忠轩酒店文化与设计营销

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PREFACE 代序

Andy Hong from my point of view
——我看洪忠轩

I remember there is an interior designer from North Europe who is greatly talented, whenever people praise him for his design, he will say: "The next will be better!" I appreciate such a response very much. There are also such persons in our design team, and Hong Zhongxuan is one of them. It is the best to represent the industriousness and spirit of Hong Zhongxuan in interior design with such comment. Do not look down upon such words, they represent Hong's spirit of diligence, as well as his never resting on the laurels of past achievements.

Besides his industriousness, more important are his "spotlights" in interior design.

Firstly, break away from traditions. Since China's reform and opening to the outside, there have been so many people engaged in hotels' interior design, but many of the designers depend on existing models, and they often provide owners with their designs within mere one or two days. Hong will never do so, instead, he tries to break away from routines, and works hard in terms of people, logistics, layout and materials. As a result, he designs so many hotels with practical applications and smart outlook, moreover, he saves construction and operation costs.

Secondly, cultural deposit. Hong is good at making use of culture in hotel design, and creates an atmosphere with his unique design language. As a result, the hotels designed by him are of cultural deposit, which are superior to common counterparts.

Thirdly, Chinese characteristics. In interior design, what we're pursuing are modern interior designs of Chinese characteristics. Hong Zhongxuan is one of the trailblazers in this aspect. His design is full of both tradition and modernization, and his style features identification of internationalization, nationalization and personalization.

Lastly, I try to present a few words from an old architect to encourage each other.

Innovative without limited by traditions, traditional without restoring ancient ways, modern without copying from the west, simple without complication, and plain without luxury.

记得有一个北欧的室内设计师，设计才能出众，每当别人称赞他的设计做得好的时候，他总是用“下一个更好！”来回答。我很欣赏这个回答。我们设计队伍中也有一些“下一个更好”的人，洪忠轩就是其中杰出的一位。洪忠轩在酒店等室内设计中的敬业和奋斗精神用“下一个更好！”来表达，是再确切不过了。别小看这五个字，其中内涵丰富，它表达了洪对设计脚踏实地持续攀登的精神；它表达了洪对学术孜孜追求永不满足的境界。

除了洪忠轩的奋斗精神外，更重要的是他在设计上有不少“亮”点。

一是突破常规。改革开放以来，酒店的室内设计何止千万，设计上已有现成的模式，即所谓老路、套路、熟路，任务一来，打打电脑，不出一、二天就可向业主交帐。但洪不甘当平庸，不愿安于现状，为突破常规、艰苦探索。对酒店这样一个“常规”，他却从研究人流物流、合理布局、选择材料方面下功夫，找出了症结，所以他设计的酒店，除了实用和美观外还节约了建造成本和经营成本。

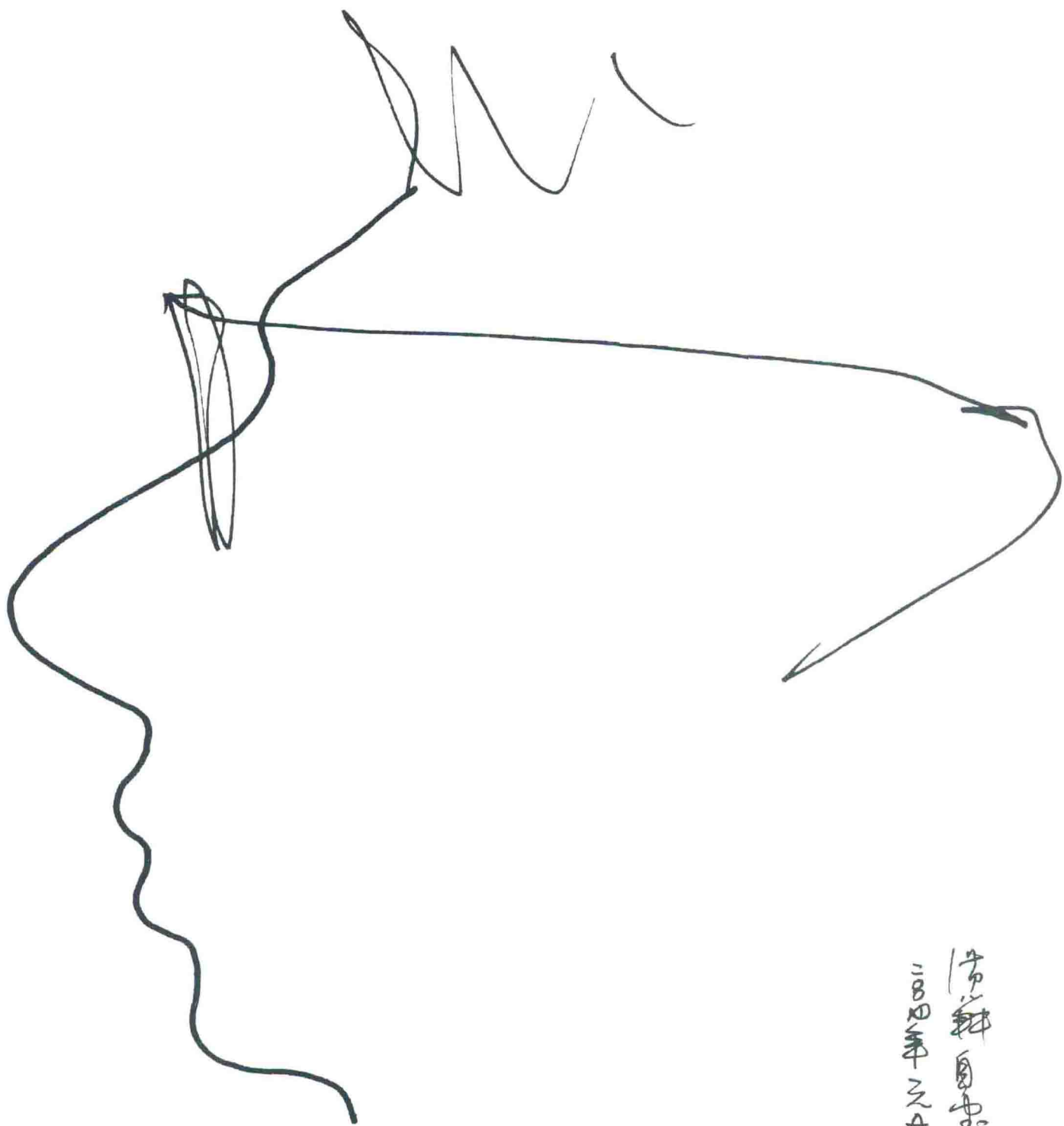
二是文化积淀。洪善于用文化导入酒店环境空间，以设计语言创造意境和韵味。使他设计的酒店独有文化积淀，而胜于其他一般酒店。

三是中国特色。在室内设计专业内我们所追求的是创造出具有中国特色的现代室内设计。洪忠轩在这方面的追求是先驱者之一。他的设计风格既是传统又非复古，既是现代又非西方，这种风格具有国际的、民族的、个性的识别特点，正是应该追求的目标。

最后，我想转送给您一位老建筑师送给我的几句话，让我们共勉。

求创新而不沦俗套；求传统而不搞复古；求现代而不抄西洋；求简约而不要繁琐；求朴实而不尚豪华。

曾坚



1902年
11月24日

A GLIMPSE AT HONG ZHONGXUAN

忠 軒 紀 事

Mr. Hong Zhongxuan
is a senior interior designer
From 1993,
he began to study in Arts Academy
(Changjiang River Art
and Design Institute)
of Shantou University
and later got his bachelor's degree

At present,
Mr. Hong is a member of the Third Professional
Committee of Interior Design Branch
under China Architect Association
and a director of Hotel Culture Design
and Research Center of Hong Kong
Interior Design Cultural Villages

Mr. Hong has made tremendous achievements in domains such as
construction, interior design
and environment planning and his papers
and design products are published
and collected by major professional periodicals both home and abroad

2004
"Best Hotel Interior Designer, 2004" Award of China International Hospitality
"Best Hotel Interior Design Product, 2004" Award of China International Hospitality
Gold Medal of China (Shenzhen) Architecture Decoration Biannual Design

2003
Highest Honor of Interior Design Branch under China Architect Association
Sole Winner of China's Annual Best Interior Designer
First Award of China Interior Design Competition
Good Work Award of China Interior Design Competition
Excellence Award of Asia Pacific Interior Design Competition
Annual Excellent Designer and Excellent Work Awards for Modern Decoration

2002
First Award for Interior Design of China's First (Qingdao) International Design Festival
three awards at the 4th National Interior Design Exhibition

2001
Good Work Award of China Interior Design Competition
multiple awards of China (Shenzhen) Interior Design Exhibition
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洪忠轩先生
高级室内建筑师

1993年就读于汕头大学艺术学院（长江·艺术与设计学院）本科毕业，获学士学位
现为中国建筑学会室内设计分会第三专业委员会委员
香港室内设计文化村酒店文化设计研究中心理事
洪先生在建筑、室内设计、环境规划等领域有较高的建树
其论文及设计作品收录于国内外各大专业书刊

2004
获中国国际饭店业博览会“2004最佳饭店室内设计师”奖
获中国国际饭店业博览会“2004最佳饭店室内设计作品”奖
获中国（深圳）建筑装饰设计双年展金奖

2003
获中国建筑学会室内设计分会最高荣誉奖
年度“中国最佳室内设计师”奖全国唯一获得者
获中国室内设计大奖赛一等奖
获中国室内设计大奖赛佳作奖
获亚太区室内设计大赛优秀奖
《现代装饰》年度优秀设计师、优秀作品奖

2002
获第一届中国（青岛）国际设计节室内设计一等奖
获全国第四届室内设计大展三项大奖

2001
获中国室内设计大奖赛佳作奖
获中国（深圳）室内设计展多项奖项
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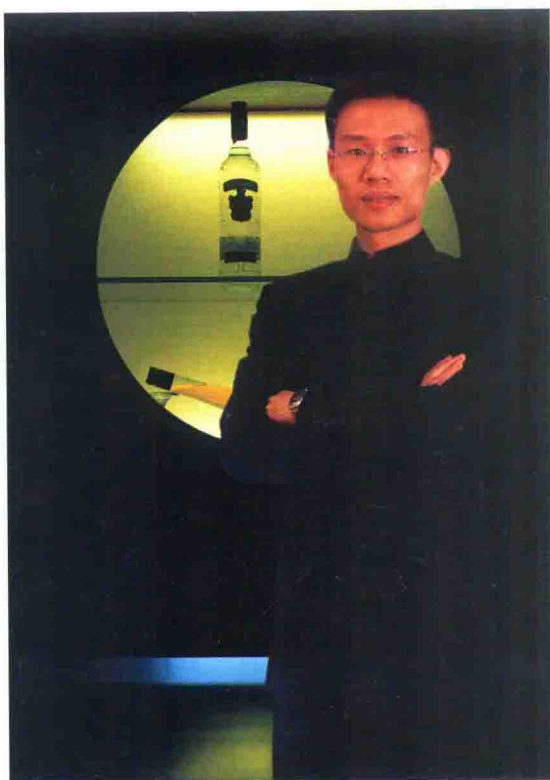
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LINE LEADING ANDY HONG

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Linear Lineament

"He impressed me so much at the first sight, and was even more impressive to me when I saw him for a second time." Nobody sees Mr. Hong without being amazed by his neat appearance and childlike innocent temperament: Is this really the famous designer Hong so popular with media nowadays? A few threads of shortly cut hair, a simple line for fine figure, some strokes for face configuration and a pair of glasses make up of his clear and well-structured self-portrait. Take a look at it and one may think that this man has the potential to be a top model for caricature sketch. Slender as he may look, he is an invincible opponent and an unsurpassable milestone for his peers in the designing field. Yet he works smart rather than hard and enjoys very much. Some says he is "a man of strength, spirit and charm". He takes the comment happily as encouragement for him. With his "charm" shining out of the Sun Yatsen's uniform he wears and the sense of integrity one feels from his manly face, he reminds one of the big star Jet Li. And, all this makes him a star no less popular than any movie star among those who know him.

Linear Thoughts

At an annual meeting in Nov. 2003 for designers around China, Hong made his speech *Magical Lines: A world of Lines*. Lines of all lengths and shapes were heard and seen everywhere in his language, thoughts and informational pictures. Short, long, horizontal, vertical, straight, curve, parallel, overlapping All the listeners were dazzled by those numerous lines. Turning back for his works and one gasps: lines, again lines, forever lines. Is this man crazy? But this is not all. "There are lines in his head too." Some of his close friends say

"Home, company and airport. This is the only way he knows well. Every time he goes to meet his clients, he takes this way unconsciously."

"He is too devoted to his work to care for his own benefit."

"He is too honest and kind to have any idea of self-guarding"

"Sometimes I worry that maybe he is too simple-minded and frank for this complicated society."

Linear Dreams

Regarding life as a line, and every different one draws a different line. It may be an elegant arc or a fluctuant parabola with sudden ups and downs it may bend and cross with beautiful points here and there and sometimes I may fall back to the very start and then go in an opposite direction Hong says, "My dreams and goals are all set in a straight line. With no shortcut nor leeway, I go ahead steadily step by step." There are many specific branches in interior design industry such as office building design, hotel design, restaurant design, shopping center design, meeting room design, airport design and cultural site design, and Hong has achieved much in almost all these branches. His works are appreciated everywhere. Lin Baijin Exhibition Center, Tokyo Opera City, Ningbo Glorai Theatre, Shenzhen Children's Palace Show Center As a young man, what he accomplished and the rich experience shown from his achievement is difficult to imagine for many people. But Hong takes all the glory easy and focuses on design for hotels of culture style as a goal for his career though he is actually versatile as a designer. He explains this way about his choice: "There is so wide a space for designers for hotel, and hotel design is an integration of various kinds of arts. It's a spiritual sublimation for a designer to crave for more chances for exerting his talent and wider room for self-development while trying to fulfil the dreams of a culture-loving soul." "So how do you define your design style?" "Design hotels reflecting Chinese culture! And design both modern and oriental!" Maybe he is as weak as a typical Chinese intellectual, but what he says shows strength and determination of a real man.

Take life as a line, and then a line can represent a life. This line of Hong extends to the boundless vast universe with all his goals and dreams. As long as this line goes, there is always a further goal waiting ...

形象如线

"初见已惊，再见依然。"见到洪忠轩真人的，莫不惊异于其清瘦的形象，稚气纯真如少年的气质。他就是当今在众多媒体频频出现的设计师洪忠轩么？且看此君自画像：几笔短线的寸发，一根凹凸的轮廓线，寥寥几笔的面部结构，骨点明晰，结构清楚，加上招牌的眼镜，是漫画速写最佳的表现模特。

瘦弱如伊，风欲临必避，恐业界同仁无超越者。故成天飘飘晃晃，悠悠乐哉做着设计，有好事者谓之“骨气意气风气犹在！”此话既出，鞭策莫大。过阵子再见，呵呵，中山装虽小，载不住许多气。眉宇之间，几分正气，酷似横行好莱坞的李连杰，倒也平添一份“星”相。

思想如线

2003年11月，全国设计师年会上，洪忠轩作了题为《魔力线条——线性空间》的演讲，语言、思维、资料图片充满了各式各样的线条，长的短的、横的竖的、直的弯的、平行的、重叠的、交叉的……看得众人目眩。回头看他的作品，这人可能痴了：到处都是线，直直的，单调的，稀疏点缀，成排覆盖，迂回转折……

熟悉他的朋友伙伴说，他头脑里也是一道道的线啊！

"他只认识简单的路线，家——公司——机场，每每出去见客户，总是不觉就把车开到公司……"

"他做事单一投入，从不计较得失……"

"他为人坦诚忠厚，不设提防，……"

"嘿，他就是有点笨啊，脑筋不转弯。"

追求如线

人生的坐标上有太多的线，有人划出优美的弧；有人瞬间如抛物线，大幅度起起落落；有人重叠交叉，在碰撞中四面开花；也有人不小心就跌落尘埃回到原点，负向而行……他说"我的目标设在直线上，没有捷径，没有退路，只能一点一点向前进。"室内建筑设计行业，其实也有辐射的各专业，如办公楼、酒店、餐饮、商场、会所、机场、文化场所等，信手拈来都有他的作品，甚至高难度的声空间-剧院，都取得了骄人成绩：林百欣国际会展中心、东京剧院、邱隘剧院、深圳少年宫剧场等等的现实工程，从国家重点工程、市政办公楼到星级酒店大量案例，确实是许多人无法相信年轻的他能拥有的阅历。但是面对这些，洪忠轩却单单只挑选文化型酒店作为其发展的方向，成为其单一的追求。面对周围的疑惑和不解，他如是说"酒店空间包罗万象，囊括许多类型的艺术。为设计师提供更大的发挥空间，实现设计师灵魂深处对文化的追求和驾驭，是设计师对精神境界的追求。"那么你如何为自己风格定位？"做中国文化的酒店！做现代国际东方风格的设计！"文弱如书生的洪忠轩，说出如此荡气回肠的话语。

人生如线，线如人生。

线在宇宙空间无限延伸，追求的目标永无止境，只要在 线，目标就总在前方……

代序

忠轩纪事

线性人生洪忠轩

设计服务于经营

我是这样筹备酒店的

环境空间

目标营销决定设计形式和经营方式

前厅公共空间

谁左右着酒店的入住者

餐饮空间

酒店最显品位档次的部分——陈设布置

娱乐空间

酒店最快速营利的部分——会议功能的设计

会议空间

酒店最营利的部分——客房及卫生间的设计

客房空间

酒店营销环境的文化创造

酒店经营的命脉



In designing of the hotel, the first element should consider is that how to operate the hotel. There several problems should be taken into consideration.

First, The design of the theme and individuation. The owners decide the shape of the hotel, style of the interior design according to the characteristic and the name of the hotel. Second, The orientation of the origin of the guess. Before the constructing of the hotel, fully market investigation should be done and make clear what kind of guests you are aim at, how to satisfy the guests demand, the amount of the guests. After make clear these problems, then to decide the scale of the hotel, the amount of the staff, how to distribute the functions of the hotel, how to decide the price of the rooms and how much the investment.

Third, Distribute the functions of the hotel reasonably, which will affect the marketing and operation. Consider the stream-line between the staff and guest, people and objects. The stream-line of the firing-room and the reception should be open and smooth without crossing. In this period should consult as more as possible experts. Forth, The problem of environmental-protection and communications. No matter what type of the hotel is, this problem should be stressed. Saving the cost during the operation will be difficult and to some degree will be affected the quality. So at the beginning of the designing, should full consider the problem of energy-saving that will save a large sum of money in the future. Communication also should be taken into consideration. During the distribution the line, should base on the demand of the guests.

Fifth, During the preparation of the hotel, the marketing staff should be ready as soon as possible to enjoy the design. Many owners start to think of employ the management staff until the completion of the hotel. They do so maybe in order to save the cost. But in fact, if there are some qualified and responsible professionals enjoy the team earlier, the cost will be saved scores times. Furthermore, the above problems also need the professionals assistance. The owners can't finish by their own.

In general, in the construction of the hotel, the plan, design and functional distribution should confirm to the operation. Start from the operation of the hotel, consider how to satisfy the guest's demand, improve the guest's satisfaction, leave the guest with deep impression. Attract more guests, save the expenses, only do as such can the hotel be with life and successful.

在规划设计酒店时，首先要想到的不是如何造一个酒店，而是要想到如何经营这个酒店，这方面要考虑几个问题。

第一个问题是酒店的主题化、个性化设计。业主根据自身的企业特点、酒店的名称、所处位置的环境及区域文化来设计酒店的建筑造型、室内装饰的风格，要做到和谐且有内涵。

第二个问题是酒店的客源市场定位。在酒店建造之前要做充分的市场调研，明确你会吸引哪些客源市场，要满足他们什么样的需求，这些客源群体的数量如何，客源群体潜在增量如何，区域竞争对手的发展状况如何？弄清这些问题后，再来定酒店的规模要多大，员工的数量要多少，酒店的功能怎么布局，房价定在多少，投资概算多少？

第三个问题是酒店的功能布局要合理。这是影响今后运行的效率和方便程度的问题，要考虑员工与客人的流线，人与物的流线，后台与前台的流线必须通畅，不能交叉，要严格按照星评标准来布局。这个阶段需多咨询专家的意见，一旦木已成舟，返工浪费是巨大的。

第四个问题是环保节能化、信息化。不管你是什么类型的酒店，都必须重视这个问题，酒店平时运作时节约费用要花很大力气，并且节约到一定程度后就会影响质量，而在筹备阶段设备选择时充分考虑到环保节能高科技产品就能为今后费用的节约取得可观的效益。信息化也是业主必须考虑的，在设计综合布线时一定要考虑长远，从潜在客源的需求出发，一步到位。

第五个问题是在筹备酒店时经营人才必须尽早到位，参与规划设计。很多业主等酒店筹建差不多了，才想到招聘管理人员，可能是为了省些费用，但事实上，如有称职的、责任心强的管理人员早点介入，可能会节约十几倍甚至几十倍的费用，并且以上几个问题的解决也是需要专业人员的，一般业主很难胜任的。

总之，在筹建酒店时，规划、设计、功能布局等等，都必须服从经营，紧紧围绕着经营，从今后酒店的经营着手，怎样才能满足客人的需求，提高客人的满意率，怎样能让客人留下深刻印象，多吸引客人，怎样能多节约费用，只有这样，酒店才能有生命力，才会成功。

I PREPARE MY HOTEL IN THIS WAY

Chen Jian (The director and general manager of Ningbo YinFeng Joint-stock Company, Ltd.)

我是这样筹备酒店的

陈 坚 (宁波银凤股份有限公司执行董事、总经理)

The investment on hotel not only needs to invest large amount of money at one time, but also need a long term of reclaiming time. The construction of building and the design of space environment require unique cultural connotation and design forms. If has no bright individuation, the provided "commodities" and services would attract no guests and has no competition ability among the peers. Because of the characteristic of the hotel investment, in order to successfully run a hotel should have an effect policy of constructing and design.

In October of 2002, I undertake the project of YinFeng Holiday Hotel in Xikou. With total area of 276 Mu and the construction sites of 430 thousand sqm, the project invested by Ningbo Huatai Joint-stock Company, Ltd with a sum of 300 million Yuan, which constructed according to the level of five star. Started in April 2003 and started operation in December of 2003. There are several procedures we have been taken.

First, through carefully investigation, wrote a report to determine the form of the hotel, the origin of the guests, requirement of the guests, how to organize the land of 276 mu and what's the function of each part, etc.

Second, satisfy the basic requirement of the guests, form the individuation of the hotel, how to integrate the culture into the environment, give the hotel strong vigor and art atmosphere.

Third, wrote a design plan. Entrust the architect and interior designer to understand the marketing theory, conception and policy. Through argumentation to determine the best design and then adjusted and argumentation. After examination, the engineering drawings will be worked out.

Forth, after the determination of the design, work out the interior design, CI plan, garden design and task book and entrusted to others to design. A good interior design is also an artistic architect with aesthetics an comprehensive capability. So much work can left to the interior designer, because if the architect did too much, some parts may also be changed by the interior designers. As a result, will waste too much money and time.

Fifth, in the integer designing, constantly call the architects, interior designers, garden designers and CI planners to discuss the problems occurred in the construction. Especially together with the interior designers to choose the furniture, lamps, decorations, blankets and cloth etc., to make the hotel in unity from the building to decoration, garden, visual sign, ornament and facilities.

The modern hotel design should be infused theme, individuation, humanism, zoology and information. In the designing of the interior, should stress the cultural connotation other than the piling of the high-grade materials. So that the unique style can be built and suit to the need of the market.

酒店的投资，不仅需要一次性投入巨额资金，而且还需要有长期的回收时间准备。所兴建的建筑物与空间环境设计，需要独特文化内涵和设计形式。如果不具备鲜明的个性，所提供的“商品”和服务，不能吸引顾客的喜爱，没有竞争能力，就无法生存。鉴于酒店业的投资这些特点，酒店筹建的成功就必须有一套行之有效的“酒店建造与设计计划”。

2002年10月，我接下溪口银凤度假村项目的筹备工作，度假村占地276亩，总建筑面积4.3万平方米，由宁波华泰股份有限公司出资3亿元，按五星级标准建造。2003年4月土建开始，2003年12月主楼试营业。以下几步是筹备的重点：

第一步：通过缜密的市场调研，写出可行性报告，明确自己要做出一个什么样的酒店，吸引哪些客源，这些客源的需求是什么，276亩土地需要分成几块组团，每个组团的功能是什么？

第二步：不仅仅满足客源市场的基本要求，更要清楚度假村形成什么样的个性？同周边环境及文化怎样有机地融为一体？要使酒店不仅仅是一个传统的酒店，它必须有强烈的生命力和艺术感染力，以形成独特的核心竞争力，才不易被其它酒店所替代。

第三步：编写设计计划任务书，委托建筑师和室内设计师设计，让设计师彻底明了经营者的经营理念，构想与方针，并通过方案论证，确定最佳设计方案，再加以论证、调整。通过设计会审，图建筑施工图。

第四步：建筑方案确定后，编写室内装饰设计、CI策划、园林设计等设计计划任务书，并委托设计。在土建开始前确定了室内装饰设计方案，土建尽量留给装修做。因为好的室内设计师实质也是一位具美学修养且综合能力强的艺术型建筑师。所以土建阶段如果做多了，反而在将来装修时肯定面临拆改土建，从而浪费金钱和时间。

第五步：在整体设计过程中，不断召集建筑师、室内设计师、园林设计师，CI策划师共同探讨。特别要与室内设计师共同参与家具、灯具、饰品、地毯花样、布草图案的设计，以使得整个酒店从建筑到装饰、园林，视觉识别标志、饰品、服装、用品等都能一脉相承。

现代的酒店设计要在准确的客源市场定位的前提下，注重主题化、个性化、人性化、生态化、信息化。在建筑室内设计时更要营造文化内涵，而不是高档材料的简单堆砌，这样才能真正树立独特的风格与适应市场需要的酒店。

WE CAN JUDGE THE ARRIVAL OF A PHOENIX FROM THE SHAKING FLOWERS, AND FEEL THE TRACE OF WIND FROM THE SLIGHT MOTION OF BAMBOO LEAVES YINFENG JINJIANG TOURISM VACATION VILLAGE

花影忽生知凤到竹梢微动觉风来

Wang Yuxi, a poet of Song Dynasty, wrote "I would like to rest in Nanyuan if I succeed in the future". Nanyuan here refers to the gardens of Jiangsu and Zhejiang Provinces in the period of Five Dynasties. The gardens have won favors from writers all around the world. Gardens are an excellent chapter of China's culture and art history. Stones are chiseled to make a course for water running, bamboos are plaited into fences, buildings and gardens are integrated together, indoor and outdoor landscapes reflect each other, full of sense of arts and pictures. This is just the typical embodiment of China's culture, in compliance with celebrities' sentiments.

Rivers outside the forest wander with the river, and ancient bamboos amid mountains attract people here.

It was said that there were once a flock of silvery phoenixes trying to find a place for a rest. They flew a long way, and didn't stop though tired out. One day, in a forest of East Sea, flowers bloomed overnight, the phoenixes descended and turned into beautiful fairies, and wooden houses were suddenly set up in the forest and by creeks...

Such a place is Xikou District today, a scenic spot of Fenghua City. Surrounding around is Xuedou Mountain, and on the mountain is Xuedou Temple, with never-dying burning incenses and accomplished monks. Ancient writers and poets left here a large number of poems and articles. As the hometown of Jiang Jieshi, Xikou Town is a historical and cultural site under government protection. At the foot of Xuedou Mountain is a lake, in the middle of which are islands, with ever-changing water landscape, thus forming a beauty spot integrating natural and human landscapes. The spot has attracted countless tourists here, and so is born Yinfeng Jinjiang Tourism Vacation Village, occupying an area of 276 mu. Within the Village are bridges, creeks, orchards and bamboos, like a Xanadu. The hotel stands out of the mountains like silver shining among waters, mountains and bamboos.





环境空间

传说有一群银光闪艳的凤凰，为了寻找一块栖息的宝地，不辞劳苦地盘旋，穿云越岭，远度重洋，筋疲力尽不肯停歇。一天，在东海丛林中香风四起，各种奇花异草争妍斗艳，花影幻变中，一道道银光攸忽，凤凰纷纷降落，恍惚间全部变成美丽的仙女，一栋栋木楼房屋，也在林间、波光鳞动的溪岸边瞬间矗立……传说中的宝地就在今日的奉化市风景名胜溪口区，周围有雪窦山，山上雪窦寺，千余年香火鼎盛，高僧辈出，历代名人学士留下大量诗词题赋，为本土增添文化的芬芳，溪口镇也是蒋氏故里，系全国重点文保单位。雪窦山下，四周崇山环绕，湖中有岛，水域景观多变，形成集自然景观和人文景观于一体的风景区。众多名胜吸引无数游客，银凤锦江度假村就在此诞生了。其占地276亩，内有小桥流水，果园竹林，如世外桃园。酒店建筑虽置身山野，仍清新高洁，在山水竹林间闪烁如银，倍受瞩目。宋代诗人王禹锡曾经写下“他年我若成功，乞取南园作醉乡。”南园指的就是五代的江浙名园。水榭楼台，赢尽天下文人墨客的欢心，享誉中外。园林，可以说是中国文化艺术史上精彩的一章。凿石引泉，编竹为篱，围庭设院，将建筑与园林相融，室内外景观互借，使之充满诗情画意，也正是中国文化的典型体现，符合雅客名士的审美情趣。借景造园，充分利用自然资源是银凤度假酒店优越的自然条件。酒店附近是一片原始的竹林，美丽的河流蜿蜒而至，静悠的沙滩，恬然自得的游舫，诗境画地，让人迷离。正应了“林外清流随水曲，山间古竹引人清”的境界。



