

照明设计的故事

Lighting Design Stories

英国莱亨迪赛灯光设计合作者事务所 – 中国分部 编著

Lighting Design Partnership International (LDPI) China Branch

2002–2014



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序

照明设计在中国

2002 年，在漫天飞雪的冬天，我从爱丁堡来到北京。没想到，从北京香格里拉酒店项目一直做到今天。照明设计这十年在中国也蓬勃地发展起来。

我是在英国伦敦大学学习比较文学之后，又学习设计管理。学完之后，阴差阳错进了爱丁堡的 LDPI (Lighting Design Partnership International) 开始学习照明设计，一边学习一边从业至今。

过去十年，中国经历了房地产行业的快速成长期，住宅和综合楼开发如雨后春笋。作为早期一批海归之一，在市场化大背景下我得到了很多案子。我见证了照明设计在城市化过程中，从无到有发展的十年。

在中国刚起步时，LDPI 接触到的更多是住宅和酒店方面的项目。近几年，我们赶上了一个商业地产的开发时代。展望未来十年，互联网时代的到来，商业环境会更加重视客户体验，重视独特化和差异化的空间展示风格。我想，我们会迎来一个更好的、更加需要照明设计的时代。

除此之外，在设计理念上，我们设计的案子大部分不追求太过时尚的方案，保持了安静对称和韵律感。时尚的另一面很容易走向世俗，我们坚持自己是建筑照明设计公司，而不是舞美灯光设计公司；我们坚持用持久一点的眼光去看大千世界，而不是追求一瞬间的眼球效应。正是这种坚持，让我们赢得了万科、香格里拉、悦榕庄、凯德置地、万豪、希尔顿等这样一些以筑就人文建筑为理念的开发商和酒店集团客户。

不同于其他规划院，我们很少接触政府的项目。一方面是因为政府的项目一般要求本土的一些资源，另一方面是因为政府很少将照明设计和工程分开做。因此，很多城市项目出现用灯过度的现象。我们也很少做一些规划项目，因为很多规划最终很难保证它的完成效果。

这十年，我要感谢每一个与我们合作过的客户。其实，很多客户对照明认知不足，预算的紧张，让灯具产品价格在一定程度上成了悬在设计师头上的达摩克利斯之剑，使得设计师只能更加努力去为客户选择合适的灯，而不是贵的灯。一个好的设计师就像一个好的乐队指挥，他把不同的乐器组合在一起，并为客户创造完美的一首曲子。我们坚持用这种方式回报客户。

每个客户对于自己项目的了解是非常深刻的。我们在介入项目后，总是能够从客户的案子里，发现很多优秀的合作伙伴，包括建筑师、幕墙顾问、景观设计公司 and 室内设计公司等。记得有一次与英国“设计周”创始人约翰·佐雷尔 (John Sorrell) 聊天，问起为什么英国会产生那么多优秀的设计，他回答说，那是因为英国有很多优秀的业主，对此我感受特别深刻。如果没有凯德置地开发商对北京来福士项目外立面照明方案的力挺，可能今天在北京东直门交通枢纽的来福士夜景不会是这个样子。他们坚持让结构方 (Arup) 设计一款可以从外面检修的窗户。这样，虽然在设计之初麻烦一些，但避免了在建筑室内摆放灯具的方式，同时保证了立面的灯光效果。

我还要感谢一些在国际上设计了很多了不起建筑的建筑设计公司。记得当时有一个客户让美国斯蒂文·霍尔建筑设计事务所 (Steven Holl Architects) 来面试我们，在沟通时李虎先生问：“作为一个照明设计师，您觉得最难的部分是什么？”我说是对整个流程从始至终的专业把控，它需要做大量的工作。他说：“是沟通吗？”我说是。其实，每一个专业设计师的成长都离不开

Lighting Design in China

In a snowy winter of 2002, I came to Beijing from Edinburgh. Little did I imagine, from the Beijing Shangri-la Hotel project to today's projects, I have witnessed the rapid development of lighting design in China in the past decade.

After graduating from the University of London SOAS with a degree in Comparative Literature, I went to study Design Management. Coincidentally, I joined Lighting Design Partnership International (LDPI) in Edinburgh to work in lighting design and have started my career in this field since then.

The real estate industry in China has experienced a vigorous growth in the last ten years. Residential buildings and complexes sprang up rapidly. As one of the early overseas returnees, I have signed many projects in the Chinese market and have the fortune to witness the growth of the urban lighting design.

At LDPI's early stage in China, residence and hotel projects formed a major part of the company's profile. The commercial property is blossoming in recent years. In the next decade, with the beginning of Internet era, customer experience, individualized and differentiated space design will be much more important in commercial environment. An era with lighting design becoming even more necessary is coming.

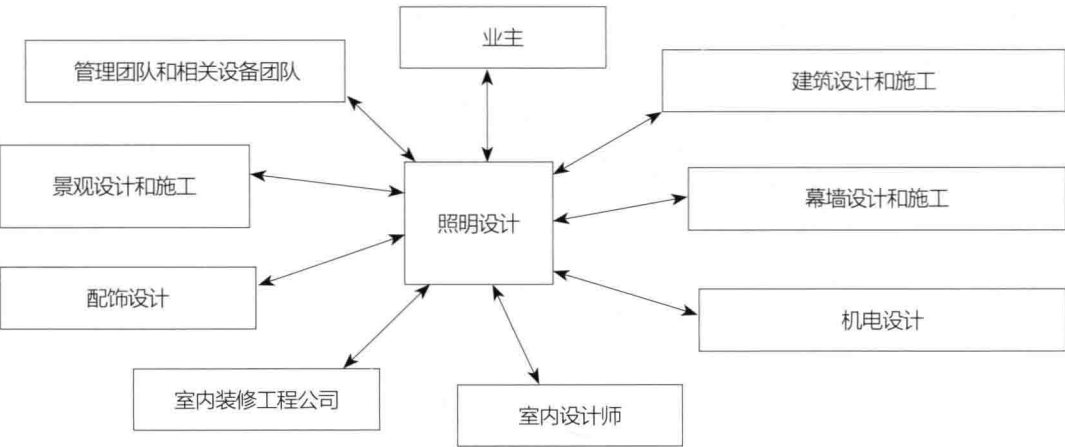
Nevertheless, fashionable design is not always the pursuit of LDPI. For most of the time, our designs are rich in quietness, symmetry and rhyme. Being too fashionable more or less plays with the danger of being vulgar. We believe that LDPI is an architectural lighting design company rather than a stage lighting design company. We would like to look at the world in a more perdurable and sustainable way. Temporarily catching eyeballs is not what LDPI is here for. This very concept gains us many clients who are more cultural oriented, such as Vanke, Shangri-la, Banyan Tree, CapitalLand, Marriott, Hilton and etc.

As opposed to planning institutes, LDPI seldom works on government project. One of the reasons is that governmental projects often require local resources; another is that those projects rarely separate lighting design and construction. Therefore, the abuse of lights has become a common project problem in many cities. Additionally, planning projects are also rare in LDPI's profile since the final results of many plannings are hard to guarantee.

I would like to express my gratitude to every client that has cooperated with LDPI in the past years. Clients' unfamiliarity with lighting and the limited budget often create challenges to lighting designers. Therefore, we always work even harder to select the most appropriate lighting device rather than the expensive ones. A good designer is just like a conductor of an orchestra, gathering different kinds of musical instrument that performers harmoniously use to play a beautiful melody. In our endeavors in the past decade, LDPI cares most about how to help its customers achieve the highest return on investment.

The clients are the true master of their own projects. Each time when our design team joined a project, they have always been able to discover many outstanding working partners, including architects, curtain wall consultants, landscape design companies, interior design companies and etc. I remembered once I talked to John Sorrell, the founder of UK Design Week,

良好的沟通技能。照明设计师面对的沟通可能更多，假定一个照明设计师接到的是一个从里到外的设计项目，他需要紧密沟通的方面如下图所示：



所以，一个设计师除了具备良好的专业设计水平之外，把握和谁沟通、何时沟通的能力也非常重要。客户并不一定知道什么时候轮到你上场，所以一定要积极告诉客户，哪些时候照明设计师是必须要去配合的，并且应该明白自己到底需要预留 250 毫米的灯槽，还是小一点也可以。

我还要感谢所有坚持与设计师共同实现完美效果的工程承包商和厂商。然而与此同时，我们坚持独立于厂商和施工方之外。这种坚持，赢得了同行和客户的认可和尊重。这也是能够让 LDPI 作为品牌设计公司最基础的原则之一。

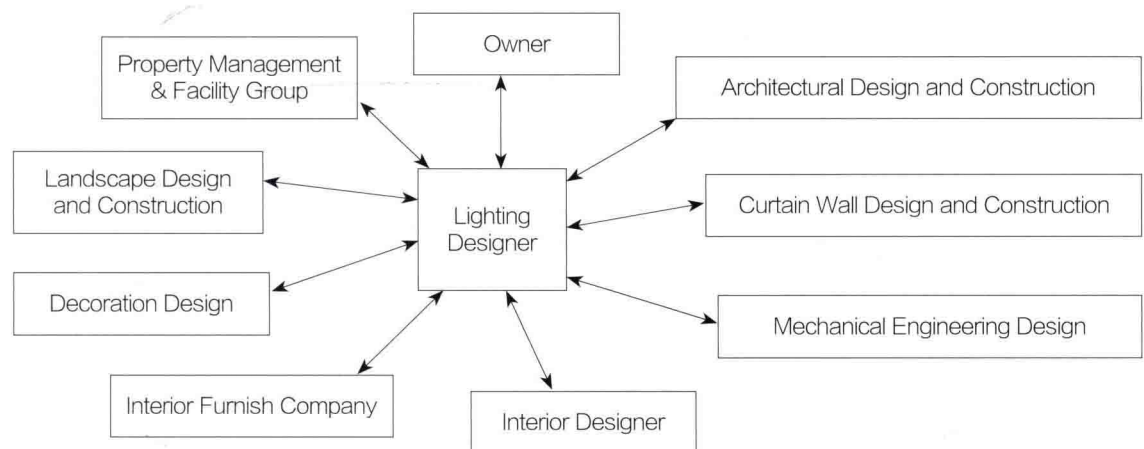
我也特别感谢 LDPI 的同仁们。其实，刚到国内时，很多客户不理解照明设计的工作内容究竟是什么，我们坚持设计加顾问的全案跟踪方式，以保证每一个项目的品质和实现效果。有时，甚至在项目完工后，还追着客户去调试一些已经调过但还不够完美的地方。这种坚持保持到今天，成了 LDPI 工作的惯例。

眼前的这本书，不仅是一个照明设计公司十年在中国做照明案例的呈现，也是对中国照明这十年历程的一个回顾。灯光，点亮生活中的细节，同时，也点亮每个人心中的希望。我们赶上了一个好的时代，我们因作为这个时代的建筑照明设计者而觉得幸福。深深感谢每一个人！

丁平

asking why there are so many excellent designs in Britain. His answer was because there are many outstanding clients, which I deeply agreed with. Without CapitalLand's strong support in the facade lighting design of the Beijing Raffles City, there would not be such a magnificent night view from Dongzhimen. CapitalLand's insistence on the engineering consultant, Arup, with designing a window that could be maintained from the outside was troublesome at first. But eventually it was made possible to avoid maintaining lighting fixtures within the architecture and guaranteed the lighting effect on facades.

My gratitude also goes to those top architectural design companies in the world that create so many amazing architectures. Once a client invited Steven Holl Architects to interview us and I was asked by Mr. Li Hu as a lighting designer, which part I thought was the most challenging. I said "it is the handling of the whole process in a professional way as it needs a huge amount of work". He then asked whether it is because of communication. I agreed. A professional designer cannot live without great communication skills. Lighting designers may encounter even more communications in the course of a project. For example, if a lighting designer gets a project to be responsible for its interior and outdoor lighting, then the lighting designer needs to closely communicate with the following parties:



Therefore, a designer not only needs professional knowledge, but also needs to know with whom, when and how to communicate. Large chances are that clients do not know when they need a lighting designer to be involved, so it is of great importance to actively talk to them and let them know at exactly which point that a lighting designer is a must. Meanwhile, the lighting designer also has to clearly know whether a 250mm light cove or a smaller space needs to be designed.

I would like to thank each and every engineering contractor and manufacturer who devoted themselves to realize the wonderful lighting effects together with our designers. But at the same time, LDPI always maintains its distance and independence from manufacturers and contractors. Such persistence is widely accepted and respected by our fellow colleagues and clients, which is also one of the most fundamental core values that makes LDPI what it is.

I would also like to thank each and every member of LDPI. In fact, when I first went back to China, many clients did not understand what exactly a lighting designer does. Therefore, we insisted on providing a full-design consultancy to ensure the quality of each project and the final lighting results. Sometimes, after a project is completed, we even continue to work with our clients to resolve any outstanding point. This now has become a routine of LDPI.

This book not only presents a selection of cases of the past ten years LDPI has done in China, covering hotels, commercial complexes, office buildings, residential areas as well as educational projects. It also reflects the course of development of lighting design in China. Light, illuminates our life and hearts and brings us hope. We are lucky enough to be in such a good era and we are so happy and proud to be the lighting designers who help to switch on people's life. A million thanks to everyone!

Tewa Srilaklang

序

照亮世代

对于大多数生物来说，光是生命旅程中第一个也是最后一个接触到的临界物。在人生的漫漫长路中，因为有了光的存在，我们才可以交流、生存、见证美丽彩虹的形成乃至一个国家的变革。

据新华社 2011 年 1 月 7 日报道，2010 年中国的家居照明和商业照明约为 5 028 亿千瓦，占全国电耗的 12%。源自美国能源信息管理局的数据显示，2011 年美国的家居照明和商业照明约为 4 610 亿千瓦，约占全国电耗的 12%。

照明设计师带着自己的责任和环保意识加入到项目中去，与建筑设计师、室内设计师和景观设计师精诚合作，为中国的发展建设贡献力量。

在与客户的交流沟通中，照明设计师总是在建筑、室内、景观设计师的后一步加入到项目中去。从流程上来说，照明设计师与建筑、室内和景观设计师合作，并在他们依次完成设计工作并得到客户的确认之后才会介入到项目中展开设计。从历史角度来说，自新千年伊始，照明设计在中国进入发展阶段。如果将建筑、室内和景观设计比作为早已大学毕业并已步入职场的大哥大姐，那么照明设计则好似一个尚未高中毕业但已然显出良好潜力的出色少年。

LDPi 并不依赖于任何照明厂商或第三方，仅靠自己的设计质量和尽职尽责的团队将项目从头到尾完成。与此同时，LDPi 深知只有孜孜不倦地学习才能进步。于是，自 2008 年开始，加入了一个名为“TNT 照明侦探团”的非营利组织，致力于用实用的方法对照明文化进行研究。

社会责任感是 LDPi 建设的一部分。自 2009 年开始，其将利润的 2% 捐献给陕西省留坝县的孩子们，资助他们去上海长颈鹿英语学校参加英语夏令营。2010 年，LDPi 首次创办了 Switch on Beijing “创意点亮北京”国际灯光艺术节，现发展成 Switch on China “创意点亮中国”，使更多的人有机会接触和了解创意设计，并享受照明所带来的视觉盛宴。

从本书所囊括的照明故事中，您不仅能了解到 LDPi 自 2002 年开始为中国的照明设计发展所做出的努力和贡献，同时您也能感受到灯光是如何通过团队协作改变观念的。衷心地希望本书可以使照明设计在中国就像在其他国家一样受到更多关注和认可。

祝 LDPi 生日快乐！

叶伟德

Lighting for Generations

Like most living creatures, lighting is the first and the last element that one experiences. But during the course of a lifetime, lighting contributes to witnessing, interacting and living in an environment, whether it is the natural formation of a beautiful rainbow or the changes of a country.

In 2010, residential and commercial lighting contributed 12% or about 502.8 billion kWh of the total China electricity consumption (Xinhua news 2011-01-17). In 2011, residential and commercial lighting contributed about 461 billion kWh, or 12% of the total US electricity consumption (US Energy Information Administration estimates).

Together with architects, interior and landscape designers, lighting designers have the unique opportunity to cooperate on projects contributing to the growth of a country such as China, certainly by keeping in mind that it should also be done in a responsible and sustainable manner.

When we meet customers, lighting design is always presented as a discipline which is one step behind architectural, interior and landscape designs. From a process point of view, lighting designers cooperate and wait until each design stage of architects, interior and landscape designers is completed and confirmed by the customer before starting its own lighting design stage. From a historical point of view, since the beginning of the new millennium, lighting design is in its secondary stage in China. It is like an outstanding teenager who has yet to graduate from high school, while architects, interior and landscape designs are recognized big brothers and sisters who have long graduated from university and are already in their professional career.

Being independent from any lighting manufacturer or third party ensures that LDPI relies solely on the quality of its design and the integrity of its team to manage a project internally from A-to-Z. At the same time, LDPI values learning as a way of improvement. Therefore, from 2008, it has joined the Transnational Tanteidan, a non-profit group dedicated to the study of lighting culture through practical methods, mainly by engaging in fieldwork.

Form 2009, as part of its corporate social responsibilities, 2% of its net profit is allocated for kids from the Liuba, Shaanxi province to attend a one month English summer camp at the Shanghai Giraffe English School; in 2010, it initiated the Switch on Beijing international lighting festival, making creative design with lighting an understandable and accessible visual pleasure for the mass, transferring itself into Switch on China.

The lighting stories included in this book not only reflect the fact that LDPI has been engaged in China's lighting design since 2002, but they also are stories about how lighting, with team work, can change perception. This book has the hope that the field of lighting design receives further acknowledgement and recognition in China as it already did in some other countries.

Happy birthday LDPI!

Dominique Phommahaxay

序

成长感悟

2004 年 3 月加入 LDPI 团队，经历了人生产长的重要十年。当时国内专业照明设计单位屈指可数，在一个朋友的介绍中了解到英国的一家专业灯光设计公司入驻北京，通过毛遂自荐非常幸运地得到英国总部 Lawrie 的肯定，受邀加入到 LDPI 团队中。参与过多个项目的设计和管理工作，如酒店、办公场所、住宅、学校、城市建筑综合体等，从项目中获取了照明设计经验，从设计管理中得到丁总的指导，从中西文化理念实践中得到了锻炼成长，以至于今天成长为公司的合伙人。

LDPI 打造了很多创新照明设计平台，如“创意点亮中国”、“TNT 照明侦探团”等很好的公益性活动，并得到了业内人士的高度肯定。在日复一日的工作中，照明设计是在任务的条条框框下发挥的，很容易被带入一个疲倦期。这让我想起了在做“创意点亮北京”活动时我的第一个作品“漂浮的迷宫”，当时我表达的是一种心态：人在迷宫里寻找出口的穿梭心境亦如此，如同我们新一代 80 后的照明设计师一样，在大城市拼搏中寻找自己的归属感。通向成功的出口总会在你坚持不懈的努力中找到。保持对照明设计浓厚的兴趣，尝试不同空间的照明设计手法，在设计成长中从考虑光线的构成到光自然状态的表达，每一次都是对设计的提高和跨越。现在我更多的是静下心来，关注自然光线带给我们的兴奋、舒适、暗淡等不同感受，希望把这种感受带到设计中去。关注光的舒适度，寻找光与空间的融合，而不是让人感觉光是附加的东西。光与人之间存在着一种互动和交流，唯有理解它，才能掌握和运用它。

感谢丁平女士！感谢 LDPI 团队！

用心感受是最美好的回忆。

张静

Apperception from Growth

I joined LDPI in March 2004 and the last ten years with the team have been the most important years in my life. There were still very limited lighting design companies in China, I learnt from a friend of mine that a professional British lighting design company entered Beijing and was pretty determined to self-recommend. Luckily, with the approval of Lawrie from the UK headquarter, I became a member of LDPI. After participating in the design and management of various projects, including hotels, office buildings, residential area, schools and urban complexes, I have gained extensive experience in lighting design and built up project management skills with our Executive Director Tewa Srilaklang's guidance. The continuous practice of the theories from Eastern and Western cultures also forged me to become one of the partners of the company.

LDPI has contributed to many platforms combining creative lighting design, such as non-profit events like Switch on China, TNT Lighting Detectives, which are widely recognized within the field. Working under various rules and requirements is a routine in lighting designers' career, which we may easily get tired of. My first artwork for Switch on Beijing is the Floating Labyrinth, expressing the state of mind that people may have while finding the exit in this labyrinth, which is just like those of lighting designers born in 1980s looking for the sense of belonging in a big city. The exit will eventually be found with unremitting effort. I told myself to maintain enthusiasm and interests in lighting design, to explore and try lighting methods in various spaces. Gradually, I began to think about presenting light naturally rather than merely considering the composition of lights. As the skills built up and the understanding towards lighting design enhanced, I now focus more on the feelings brought by natural lights to people and attempt to embrace them into my design; meanwhile I also consider more about the comfort that lights bring, seek for the perfect integration of light and space and try not to create a feeling that light is something extra. There is an interaction between light and mankind, where one can understand and use light.

I would like to take this opportunity to extend my gratitude to Tewa Srilaklang and LDPI!

The best memories are in the heart.

Zhang Jing

鸣谢

经过一个漫长艰巨的过程，成都来福士广场终于落成了。非常感谢 LDPI 为此项目所作出的努力和贡献。

——成都来福士广场

LDPI 为海南香水湾君澜度假酒店进行的灯光设计，完美地将灯具与酒店的自然环境融合到一起，全貌上非常具有整体的设计感。在灯源的设计上，既考虑到了照明的功能性，又体现了灯具本身的美观和装饰感，尊重建筑与环境本身的寓意，用光影凸显了空间的表现力，并在节能、维护和环保问题上都进行了认真考虑。

——海南香水湾君澜度假酒店

我们在北京来福士项目中从 LDPI 了解并学习到了灯光测试和评价的方法。

——凯德置地

在项目前阶段的合作过程中，双方备感愉快。

——绍兴咸亨新天地酒店

沟通、协作、配合方方面面及时准确。

——冠城名敦道

与 LDPI 在成都来福士广场项目中的合作可谓极其顺畅。Steven Holl Architects 与 L' Observatoire International 所提出的照明理念需要一个专业素养极高并且敬业的照明设计师团队来实施并保证质量。LDPI 的专业性、高度配合以及对行业的了解正是此项目不可或缺的无价资产。

很期待在未来能再次与 LDPI 合作。

—— Steven Holl Architects

The Buchan Group 是一个全球化的建筑设计事务所，作为商业项目设计的领导者，享有很高的国际知名度，为高水准的国际项目提供设计服务，包括中国的一些地标性建筑。我们可以独自负责项目也可以作为一个比较大的设计团队与其他国际事务所合作提供商业项目设计服务。The Buchan Group 理解灯光设计对客户体验和商业环境的重要性，认为灯光设计应该作为整体商业项目设计的一部分，而不仅仅是一种服务或是附加内容。考虑到照明对建筑的重要性，从项目的早期概念设计阶段，The Buchan Group 就直接邀请照明设计师参与到每个项目的设计中去。

我们寻找最好的有本土经验的照明设计专家合作为客户提供卓越、创新和专业的服务。LDPI 就是一家这样的专业照明设计公司。包括成都来福士在内，The Buchan Group 和 LDPI 已经在很多高水准地标性的商业项目上有过成功的合作。

—— The Buchan Group

Acknowledgements

It's been a long and arduous process for one and all for the coming together of Raffles City Chengdu. A big thank-you is due to LDPI team for the hard work and dedication that is put in.

— CapitaLand Raffles City Chengdu

The lighting design from LDPI for Narada Resort & Spa Perfume Bay perfectly combines the light with the natural surroundings of the hotel, offering a harmonious integrated whole picture. The design of lighting sources not only takes the functional lighting into consideration, but also showcases the beauty and decorative nature of the devices and respects the architecture and the connotation of the environment. The interaction of light and shadow enhances the expression of spaces. Issues such as energy saving, environmental protection and easy maintainance were also considered by LDPI.

— Narada Resort & Spa Perfume Bay

We have gained valuable knowledge in testing and evaluating lights from LDPI in the CapitaLand Raffles City Beijing project.

— CapitaLand

We had a very delightful cooperation with LDPI in this project.

— Shaoxing Xianheng Hotel

Communication, cooperation and coordination in this project are all in punctuality and accuracy.

— Midtown

Working with LDPI for the Sliced Porosity Block (Raffles City Chengdu) resulted in a very successful collaboration. Key to the success of the lighting concepts by Steven Holl Architects and L' Observatoire International was to count on a strong and dedicated team of lighting designers to ensure the quality of their implementation. LDPI's professionalism, responsiveness and vast knowledge of the trade were indispensable and valuable assets throughout the process.

We look forward to similar collaborations in the future.

— Steven Holl Architects

The Buchan Group is a global architectural practice and an internationally recognised leader in retail design with a history of engagements to provide architectural services for high profile international projects, including several landmark developments in China. We work in a variety of capacities as either the lead architect or as part of a larger design team working in collaboration with other international practices and providing the retail and mall design. The Buchan Group understands the importance of the lighting design to the customer experience and the retail environment. We regard lighting as an integral part of the retail design, not just as a service or an add-on. Given the importance of lighting to the architecture, The Buchan Group will typically directly engage the lighting designer for each project and we work closely with that designer from the earliest concept stages. We seek out only the very best designers and local experience to collaborate with and choose lighting specialists with a commitment to excellence, innovation and professionalism. LDPI is one such firm. The Buchan Group and LDPI have successfully collaborated on a number of high profile, landmark retail projects in China, including Raffles City Chengdu.

— The Buchan Group

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照明设计的故事

Lighting Design Stories

英国莱亭迪赛灯光设计合作者事务所 – 中国分部 编著
Lighting Design Partnership International (LDPI) China Branch

2002–2014

序

照明设计在中国

2002年，在漫天飞雪的冬天，我从爱丁堡来到北京。没想到，从北京香格里拉酒店项目一直做到今天。照明设计这十年在中国也蓬勃地发展起来。

我是在英国伦敦大学学习比较文学之后，又学习设计管理。学完之后，阴差阳错进了爱丁堡的 LDPI (Lighting Design Partnership International) 开始学习照明设计，一边学习一边从业至今。

过去十年，中国经历了房地产行业的快速成长期，住宅和综合楼开发如雨后春笋。作为早期一批海归之一，在市场化大背景下我得到了很多案子。我见证了照明设计在城市化过程中，从无到有发展的十年。

在中国刚起步时，LDPI 接触到的更多是住宅和酒店方面的项目。近几年，我们赶上了一个商业地产的开发时代。展望未来十年，互联网时代的到来，商业环境会更加重视客户体验，重视独特化和差异化的空间展示风格。我想，我们会迎来一个更好的、更加需要照明设计的时代。

除此之外，在设计理念上，我们设计的案子大部分不追求太过时尚的方案，保持了安静对称和韵律感。时尚的另一面很容易走向世俗，我们坚持自己是建筑照明设计公司，而不是舞美灯光设计公司；我们坚持用持久一点的眼光去看大千世界，而不是追求一瞬间的眼球效应。正是这种坚持，让我们赢得了万科、香格里拉、悦榕庄、凯德置地、万豪、希尔顿等这样一些以筑就人文建筑为理念的开发商和酒店集团客户。

不同于其他规划院，我们很少接触政府的项目。一方面是因为政府的项目一般要求本土的一些资源，另一方面是因为政府很少将照明设计和工程分开做。因此，很多城市项目出现用灯过度的现象。我们也很少做一些规划项目，因为很多规划最终很难保证它的完成效果。

这十年，我要感谢每一个与我们合作过的客户。其实，很多客户对照明认知不足，预算的紧张，让灯具产品价格在一定程度上成了悬在设计师头上的达摩克利斯之剑，使得设计师只能更加努力去为客户选择合适的灯，而不是贵的灯。一个好的设计师就像一个好的乐队指挥，他把不同的乐器组合在一起，并为客户创造完美的一首曲子。我们坚持用这种方式回报客户。

每个客户对于自己项目的了解是非常深刻的。我们在介入项目后，总是能够从客户的案子里，发现很多优秀的合作伙伴，包括建筑师、幕墙顾问、景观设计公司 and 室内设计公司等。记得有一次与英国“设计周”创始人约翰·佐雷尔 (John Sorrell) 聊天，问起为什么英国会产生那么多优秀的设计，他回答说，那是因为英国有很多优秀的业主，对此我感受特别深刻。如果没有凯德置地开发商对北京来福士项目外立面照明方案的力挺，可能今天在北京东直门交通枢纽的来福士夜景不会是这个样子。他们坚持让结构方 (Arup) 设计一款可以从外面检修的窗户。这样，虽然在设计之初麻烦一些，但避免了在建筑室内摆放灯具的方式，同时保证了立面的灯光效果。

我还要感谢一些在国际上设计了很多了不起建筑的建筑设计公司。记得当时有一个客户让美国斯蒂文·霍尔建筑设计事务所 (Steven Holl Architects) 来面试我们，在沟通时李虎先生问：“作为一个照明设计师，您觉得最难的部分是什么？”我说是对整个流程从始至终的专业把控，它需要做大量的工作。他说：“是沟通吗？”我说是。其实，每一个专业设计师的成长都离不开