

万达商业 规划 (下册)

WANDA COMMERCIAL
PLANNING 2012 VOL. II

2012

万达商业规划研究院 主编

CONRAD
大连康莱德酒店

中国建筑工业出版社

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TABLE OF CONTENTS

目录

PREFACE

序言

337

TO BUILD THE TOP ONE HOTEL BRAND
OF THE WORLD
打造全球第一的酒店品牌

FOREWORD

前言

340

WANDA COMMERCIAL PLANNING 2012:
WANDA HOTELS
万达商业规划 2012 —— 酒店

WANDA HOTEL

万达酒店



346

DALIAN WANDA CENTER
CONRAD DALIAN & HILTON DALIAN
大连万达中心
大连康莱德酒店及大连万达希尔顿酒店



388

WANDA VISTA QUANZHOU
泉州万达文华酒店



408

WANDA VISTA TAIYUAN
太原万达文华酒店



432

WANDA REALM ZHANGZHOU
漳州万达嘉华酒店

CHANGBAISHAN INTERNATIONAL RESORT

长白山国际度假区



498

PLANNING CHARACTERISTICS OF
CHANGBAISHAN
INTERNATIONAL RESORT
长白山国际度假区规划特点



502

DESIGN AND CONTROL OF
CHANGBAISHAN
INTERNATIONAL RESORT
长白山国际度假区的设计与管控



506

WESTIN CHANGBAISHAN
RESORT
长白山万达威斯汀度假酒店



516

SHERATON CHANGBAISHAN
RESORT
长白山万达喜来登度假酒店

INDEX OF HOTEL

酒店索引

562

INDEX OF HOTEL 2012
酒店索引 2012

564

INDEX OF HOTEL 2003-2011
酒店索引 2003-2011



445
WANDA REALM NINGDE
宁德万达嘉华酒店



458
WANDA REALM HUAI'AN
淮安万达嘉华酒店



472
WANDA VISTA CHANGSHA
长沙万达文华酒店



526
HOLIDAY INN RESORT
CHANGBAISHAN
长白山万达假日度假酒店



536
HOLIDAY INN
CHANGBAISHAN SUITES
长白山万达套房假日酒店



540
CHANGBAISHAN TOURIST TOWN
长白山旅游小镇



552
CHANGBAISHAN SKI FIELD
长白山滑雪场



中国建筑工程出版社







泉州万达文华酒店



匹克体育 2013Q2 国际新品发布会

PEAK SPORT 2013 Q2 INTERNATIONAL NEW PRODUCT LAUNCH



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WANDA
2012

TO BUILD THE TOP ONE HOTEL BRAND OF THE WORLD

打造全球第一的酒店品牌



万达要有为民族争光的雄心壮志，一定要创立自己的酒店品牌。对酒店管理公司就讲一句话，三年打基础，十年树品牌。以万达现在的酒店建设速度、品质，建设方和管理方的齐心协力，加上万达雄厚的实力和品牌优势，相信几年后，万达酒店管理一定会让业界刮目相看。

全国首家成立奢华酒店管理公司。中国能造“两弹一星”，但现在还没有一家奢华酒店管理公司，这一市场完全被跨国公司占领。

万达不信邪，决定成立自己的奢华酒店管理公司，为国争光。相信五年左右，万达奢华酒店管理公司一定能站住脚；十年左右，会成为令跨国酒店管理公司害怕的竞争对手。

万达的目标是五年内，购物中心、五星级酒店、文化产业、旅游度假四个产业做到全球行业第一。

——摘自王健林董事长《2011 万达年度总结》，
《万达学院开学——王健林董事长亲授第一课》

万达集团董事长
王健林

Wanda is dedicated to gain glory for the nation through establishing its own hotel brand. It is expected that Wanda Hotel Management Company shall lay a solid foundation in three years and establish the brand in 10 years. Keeping current speed and quality of hotel development, with the joint efforts for all parties, and leveraging the strong capacity and brand of Wanda Group, Wanda Hotel Management Company will certainly impress the industry in a few years' time.

Wanda Group is the first in China that has established a luxury hotel management company. It is a pity that China can build "atomic and hydrogen bombs and man-made satellite", but so far has yet its own luxury hotel management company leaving the market totally controlled by multinationals.

Against this backdrop, Wanda decides to set up its own luxury hotel management company in honor of the nation. We are confident that Wanda's luxury hotel management company will establish itself in five years and become a key international player in 10 years.

Wanda's goal is to become the world's No.1 in such sectors as shopping center, five-star hotel, cultural industries and tourism within five years.

—Selected from *Wanda Group Annual Review 2011* by Chairman
Wang Jianlin

Wanda Institute Commenced, Chairman Wang Jianlin Taught the First Lesson

Wang Jianlin
Chairman of Wanda Group

TABLE OF CONTENTS

目录

PREFACE

序言

337

TO BUILD THE TOP ONE HOTEL BRAND
OF THE WORLD
打造全球第一的酒店品牌

FOREWORD

前言

340

WANDA COMMERCIAL PLANNING 2012:
WANDA HOTELS
万达商业规划 2012 —— 酒店

WANDA HOTEL

万达酒店



346

DALIAN WANDA CENTER
CONRAD DALIAN & HILTON DALIAN
大连万达中心
大连康莱德酒店及大连万达希尔顿酒店



388

WANDA VISTA QUANZHOU
泉州万达文华酒店



408

WANDA VISTA TAIYUAN
太原万达文华酒店



432

WANDA REALM ZHANGZHOU
漳州万达嘉华酒店

CHANGBAISHAN INTERNATIONAL RESORT

长白山国际度假区



498

PLANNING CHARACTERISTICS OF
CHANGBAISHAN
INTERNATIONAL RESORT
长白山国际度假区规划特点



502

DESIGN AND CONTROL OF
CHANGBAISHAN
INTERNATIONAL RESORT
长白山国际度假区的设计与管控



506

WESTIN CHANGBAISHAN
RESORT
长白山万达威斯汀度假酒店



516

SHERATON CHANGBAISHAN
RESORT
长白山万达喜来登度假酒店

INDEX OF HOTEL

酒店索引

562

INDEX OF HOTEL 2012
酒店索引 2012

564

INDEX OF HOTEL 2003-2011
酒店索引 2003-2011



445
WANDA REALM NINGDE
宁德万达嘉华酒店



458
WANDA REALM HUAI'AN
淮安万达嘉华酒店



472
WANDA VISTA CHANGSHA
长沙万达文华酒店



526
HOLIDAY INN RESORT
CHANGBAISHAN
长白山万达假日度假酒店



536
HOLIDAY INN
CHANGBAISHAN SUITES
长白山万达套房假日酒店



540
CHANGBAISHAN TOURIST TOWN
长白山旅游小镇



552
CHANGBAISHAN SKI FIELD
长白山滑雪场

WANDA COMMERCIAL PLANNING 2012: WANDA HOTELS

万达商业规划 2012——酒店

2012年，万达已开业运营的五星级酒店达到38个。2012年，万达首个文化旅游项目——长白山国际度假区一期项目开业，也是首个开业的国际度假区项目，是万达文化旅游项目的开篇之作。

鉴于2012年万达当年开业酒店12个，数量较多且步入了稳定发展期，加之开业酒店中有度假类型酒店，内容丰富，因此，《万达商业规划》年鉴首次将当年开业酒店独立汇编成册，以便检索成档。



■ 万达集团董事长王健林指导研究院工作
Wang Jianlin, Chairman of Wanda Group, is instructing works of the Institute

万达酒店规划设计

万达酒店的规划设计按开业数量可划分为三个阶段。

第一阶段，2009年（含）前为探索期。万达在这一阶段每年开业酒店不超过两个。在总体规划方面，酒店是作为万达商业地产的核心产品——“万达城市综合体”中的一个重要部分进行规划布局；在单体设计方面，万达酒店尚未形成成熟的标准体系，酒店设计偏重于城市商务会议功能等定性方面，各功能及各功能间的量化关系均处在摸索阶段。

第二阶段，2010年为过渡期。这年万达开业酒店数量增加到5个，并同时进行着2011年开业的12个酒店及2012年开业的部分酒店的规划设计，酒店规划设计量、管控量急速扩大。2010年是万达酒店规划设计的创新年，SPA会所、顶层高端会所、餐饮滨江观景平台、酒店屋顶花园、酒店群会议中心、酒店群环湖规划布局等众多的创意，都来自2010年同时展开的几十个前期项目的规划设计之中。2010年前开业的万达酒店，也为这一时期的酒店规划设计提供有用的管理数值，这些均用在了这一阶段的酒店设计之中。

38 five-star Wanda hotels were operated in 2012. Phase I Project of Changbaishan International Resort, the first cultural tourism project of Wanda Group and the first opened international holiday resort project, was opened in the same year, which represents the first Wanda cultural tourism project opened in 2012.

12 Wanda hotels put into operation in 2012 in a large quantity have entered into a stable development period, and there are many resort hotels among all Wanda hotels opened in 2012, all these hotels are incorporated into *Wanda Commercial Planning* as an independent volume for the first time to facilitate retrieving and archiving.

Wanda Hotel Planning and Design

Wanda hotel planning & design is divided into three stages according to quantity of hotels opened.

The first stage: years before 2009 (including 2009) are exploration period, during which, no more than two Wanda hotels were opened every year. In terms of overall planning, Wanda hotels are planned by taking hotel as an important part of Wanda commercial property—"Wanda Urban Complex"; in terms of individual hotel design, as Wanda hotel standard system is immature, hotel design focuses on qualitative aspects such as urban commercial meeting function, and functions and quantitative relationship among such functions are still under exploration.

The second stage: the year 2010 is a transitional year. In 2010, 5 Wanda hotels were put into operation. Planning & design for 12 hotels opened in 2011 and some hotels opened in 2012 were under way, with rapidly expanding hotel planning & design and control workload. The year 2010 is an innovation year for Wanda hotel planning & design. Many creative designs including SPA club, roof high-end club, restaurant & riverside viewing platform, roof garden, hotel complex conference center and lake side hotel complex are adopted in planning & design for several dozens of pre-stage projects conducted in 2010. Wanda hotels opened before 2010 provide useful management data for hotel planning & design during this period.

The third stage: the period after 2011 is stable period. 12 Wanda hotels were opened respectively in 2011 and 2012, and it is planned to open 16 Wanda hotels in 2013. After 2011, as the Group had formulated clear hotel development strategy, Wanda hotel planning & design enters into a stable development stage.

The year 2012 is unusual for Wanda hotel planning & design

Wanda Commercial Planning & Research Institute set up Hotel Design Department in 2012, and the Hotel Department replaced the original Wanda Commercial Planning & Research Institute in hotel planning & design, including general planning, architectural design, landscape design and nightscape lighting design of all

Wanda hotel projects. Wanda hotel Construction Company sets up Wanda Hotel Design Institute to design and control hotel interior finishing design and electromechanical design which was originally the responsibility of design department of hotel construction company. Wanda hotel planning & design, together with commercial planning & design, residence planning & design and cultural tourism planning & design, constitute four design businesses of Wanda planning & design.

Wanda hotel planning & design management was incorporated into Wanda hotel construction project plan module information-based management system in 2010. Construction of Wanda hotel is adjusted every year based on Wanda plaza construction standard. In 2012, Wanda Commercial Planning & Research Institute and the Cost Department of the Group jointly initiated the formulation of *Wanda Hotel Planning Quota Design Technical Standard* and *Wanda Hotel Cost Control Standard and Operation Guidance* by cooperating with Wanda Hotel Design Institute. Also in 2012, the two institutes completed *Wanda Hotel Design Guide*. Wanda Commercial Planning & Research Institute took the lead in the development of "Wanda Planning Drawings and Documents System", in which records of commercial, hotel, cultural tourism and sold property planning & design were incorporated in the form of information-based management platform, and planning & design departments of commercial management, store, theater chain, Dagexing and project company were also included in the system, so that all planning & design archives and technical & management documents are under unified management.

In 2012, Wanda completed hotel planning & design organizational structure adjustment, which laid a foundation for technical and management standard formulation and well prepared for faster and better development of Wanda hotels in 2013.

Given that Wanda hotels opened cover holiday resort ones which belong to cultural tourism projects in 2012 and later, for the convenience of reading and understanding, we brief cultural tourism hotel projects and Cultural Tourism Branch of Wanda Commercial Planning & Research Institute, which will not be detailed in *Wanda Commercial Planning Yearbook* published in the future.



图 1 大连万达中心 康莱德酒店 希尔顿酒店
Figure 1: Dalian Wanda Center, Conrad Dalian & Hilton Dalian

第三阶段, 2011 年后为平稳期。2011 年和 2012 年, 万达连续两年酒店开业数量为 12 个, 2013 年拟开业酒店 16 个。2011 年后, 随着集团酒店发展战略的明晰, 万达酒店规划设计进入了平稳发展的阶段。

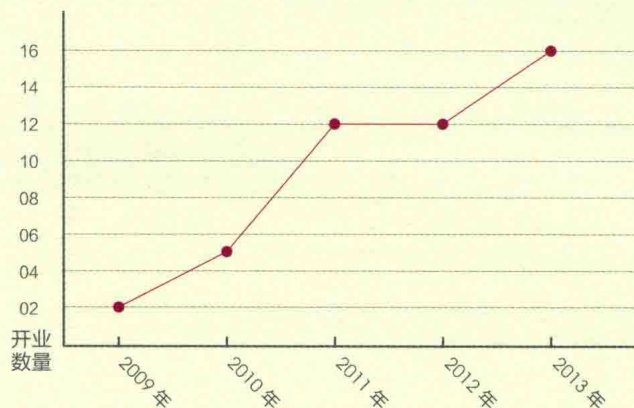


表 1 万达酒店历年开业数量
Table 1: Quantity of Wanda Hotels Opened till Now

2012 年, 对于万达酒店规划设计是不寻常的一年

2012 年, 万达商业规划研究院成立酒店所, 酒店规划设计由原商业规划院建筑所负责改为由酒店所专门负责, 即负责万达所有酒店项目的总图规划、建筑设计、景观设计和夜景照明设计。万达酒店设计公司成立万达酒店设计研究院, 酒店的内装设计、机电设计由原酒店设计公司设计部管控改为由酒店设计研究院设计及管控。万达酒店规划设计成为万达继商业规划设计、住宅规划设计之后又一大主要板块, 与文化旅游规划设计一同成为万达规划设计四大设计类业务。

万达酒店规划设计类的计划管理, 早在 2010 年即已纳入了万达酒店建设项目计划模块信息化管理体系。万达酒店的建造亦随万达广场的建造标准逐年修编。2012 年, 万达商业规划院、集团成本部牵头与万达酒店设计研究院共同完成了《万达酒店规划定额设计技术标准》及《万达酒店成本管控标准及操作指引》。同年, 两院共同完成了《万达酒店设计导则》。2012 年, 万达商业规划研究院牵头建立的“万达规划图文档系统”, 首次将商业、酒店、文化旅游、销售类物业四大板块的规划设计类业务档案, 以信息化管理平台的形式整合在一起, 同时纳入了商管、百货、院线、大歌星、集团各项目公司的规划设计部门, 使集团的全部规划设计类档案及技术文件、管理文件得以统一。

可以说, 2012 年万达酒店规划设计完成了组织架构调整并奠定了技术及管理标准的基础, 为 2013 年酒店更快更优的发展作好了准备。

2012 年及以后, 鉴于万达开业酒店均包含文化旅游项目中的度假酒店, 为便于大家阅读、了解, 以下对万达酒店涉及的文化旅游项目及万达商业规划研究院文化旅游分院做简要的介绍, 在今后出版的《万达商业规划》年鉴中不再重述。