

UA国际 建筑设计 2000-2012
SELECTED AND CURRENT WORKS

UA国际 著

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ACKNOWLEDGEMENT

中国的经济发展和城市化进程令世界瞩目。近20年来，建筑设计行业得到了前所未有的发展机遇，建筑师也得到了很多实践的机会，而UA正是伴随着这一进程诞生并成长的。

感谢这个时代！身处此时此地是我们这代建筑师的幸运。

感谢绿地集团、保利集团等一批有社会责任感的企业！我们有幸在与你们的合作中近距离感受到你们的激情和使命感。是你们为中国的城市面貌带来了翻天覆地的变化，为社会创造了巨大的财富，更为我们提供了广阔的创作天地，让我们的想象得以落地实现。

感谢诸位甲方建筑师！国际通行的“建筑服务”需要负责从项目的设计、施工直至交付的全过程，包括质量、进度、成本控制和合同文档管理；其中职业建筑师的职责包括设计和建造活动的管理（营造）两方面内容。但中国现行的设计管理习惯和工程监理体制将建筑师的职责一分为二：由甲方建筑师和乙方建筑师分别承担。甲方建筑师充分了解资本的需求并熟谙建造的管理，乙方建筑师负责设计，这种甲乙双方建筑师并置且无间合作的体系符合中国的市场现状，并创造出令众多发达国家无法企及的效率和成就。因此，没有甲方建筑师的智慧和汗水，任何一个设计作品都无法完美呈现。

UA谨以此书向各界朋友致敬。我们一直努力在各种因素的制约下，使自己的每件作品都富有想象力和高品质，在此呈现的仅仅是UA众多作品中的一小部分。对时代常怀感恩之心，对设计永存敬畏之情，这是UA人永远不变的情怀。

Fast economic development and urbanization of China have stunned the world. In recent two decades, architectural design industry has met unprecedented development opportunities and architects have also got many chances for practice. UA was founded and grows up under such background.

We thank this era because we are lucky to be here and witness all these surprises.

We shall give our acknowledgment to Greenland Group, Poly Group and other enterprises taking on their social responsibilities! We are honored to feel your passion and responsibility in our close cooperation. You have brought so many changes to Chinese cities, created huge fortune for the society, provided wide creation space for us and enabled us to realize our imagination.

We also want to show our acknowledgment to all owners' architects! "Architectural service" which is generally accepted in the world shall be responsible for all processes from project design and construction until completion and delivery, including control of quality, schedule and cost, as well as management of contract document; professional architects are responsible for design and construction management (supervision). However, current Chinese design management habit and engineering supervision system divide architects' responsibilities into two parts, which are taken by owner's and construction unit's architects respectively. The owner's architect has sufficient understanding about capital demand and mastered construction management, while construction unit's architect is responsible for design. Such close cooperation between owner's and construction unit's architects meets the status quo of Chinese market, and has obtained outstanding effects and achievements which have not been realized in many developed countries. Therefore, no perfect design work can be created without the wisdom and endeavor provided by owner's architects.

UA shows, in this book, its sincere respect to partners of all fields. We have done and will continue to do our best to infuse imagination and high quality into each of our design work and only a part of our works are selected and collected in this book. UA staff's tenet is to show constant respect to the era and design task.

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前言

PREFACE

新世纪的第一个10年，我们经历了世界经济的不稳定性、国际政治的波动、新技术的发展以及能源危机，建筑师目前站在新世纪的十字路口，面临更多从未预期的问题，如何正确地提出问题远远比对现有问题的解答更为重要，如何实践建筑成为一个重要的话题。法国当代著名思想家米歇尔·德·塞都(Michel de Certeau)在他的《日常生活实践》(*The Practice of Everyday Life*)一书中对于战略与战术有精彩的引用和描述。德·塞都着重关注了在社会学意义中，人们每天是如何在已经规划完善的城市及其生产中寻求变通的，比如在井然有序的街道中进行各种活动，或者在法律体系中运用语言使自己获得利益。也就是说，在由社会科学编织的传统、语言、符号或者艺术不断产生交流的时候，人们有充足的机会去扰乱这个系统，重新寻找使用系统的可能性，这便是文化产生的缘由。在通常认为的“实践”过程中，这点往往被忽略。

德·塞都指出了“实践”过程中的两种不同的行为，即战略与战术。这两个引用自军事的术语在此书中被成功地赋予了全新的社会学意义，并具有可操作性。美国普林斯顿大学建筑学院院长斯坦·艾伦赋予战略和战术以建筑学的意义：战略是提前进行的规划的行为，它与现场发生的事件保持一定的距离；而战术则是在现场进行的即时的策略选择，它表现为对不断改变的现场条件所做出的反应。战略所涉及的工作具有一定的权威力量，目的在于掌握、控制并完成目标，具体则是关于如何计算结果，预知未来，建立系统结构等的工作。完成这项工作必须具有相当丰富的知识，仅仅靠建筑师的参与，则相对力量单薄。因此，建筑师自身必须尽可能地具备更多的相关知识，并且学会如何与不同知识领域的专家合作。战术则更多针对具体问题，它具有“即兴的、不确定的、由直觉及经验所决定的”等特征，因此它不得不涉及时间尺度，在现场进行机动的调度与调配。对于建筑师来说，在解决客户需求及建造中面临各种问题。建筑师固然会面对现场的诸多不确定条件，但建立有效准确的战略却可能是建筑师需要并且正在做的工作。

UA国际成立于世纪之初，经过了10余年的磨砺，由一个小型建筑设计事务所的规模，经历了若干次飞跃，目前已经成为一个拥有8个方案设计所、1个综合甲级设计院、约500位建筑师，综合产值和人均产值均在全国名列前茅的民营大型综合设计机构。可以说UA从战略上和战术上都是非常成功的，UA也因而成为强有力的国际设计品牌。

During the 1st decade of this century, having experienced uncertainty of global economy, disruptive world politics, development of new technology and serious energy crisis, architects are standing at a crossroad. We are facing more unexpected problems, thus how to raise questions is more important than to answer current ones. How to practice architecture becomes crucial. In his book *The Practice of Everyday Life*, the contemporary French philosopher Michel de Certeau had amazing discussion on strategies and tactics. De Certeau states, in Sociology, how people in daily life look for change in already planned cities and artifacts, e.g., to benefit through various activities in ordered streets or through language in law system. In other words, when tradition, language, symbols or arts, which are ordered by social sciences, constantly interact, people have enough opportunities to interrupt the system in search of new possibilities using the system. This is how culture was created. However, it is usually neglected in the process of "practice".

De Certeau distinguishes two types of "practice": strategies and tactics. In his book, these two military terms have new sociological meanings and are feasible. Stan Allen, Dean of School of Architecture at Princeton University, gives strategies and tactics architectural meanings. Strategy is a carefully devised plan of action to achieve a goal, and it keeps a certain distance from current event; Tactic is a selection of strategy in order to achieve an immediate aim and is a response to on-site ever-changing conditions. Strategy involves subjects having certain authority power and its purposes are to master, control and achieve the devised aims. To be specific, it is about how to calculate result, predict future, set up system, etc. This job requires rich knowledge. Only with architects' participation it is not powerful. Thus, architects must learn more related knowledge as possible as they can, and learn how to cooperate with experts from different fields. On the other hand, tactics are about more specific questions. It is spontaneous, uncertain, and decided by intuition and experience. So it has to do with temporal dimension and distribution and arrangement on site. For architects, they face problems while solving client's needs and during construction. Although architects face many uncertain conditions, they need to establish efficient and precise tactics.

Founded at the beginning of this century, experiencing several leaps and bounds through the first decade, Urban Architecture (hereinafter referred to as UA) has transformed from a small-scale office to a large private architectural design firm with eight scheme design institutes, one general grade-A design institute and about 500 architects. UA is ranked in the first tier in total output and per capita output among private firms in China. UA has achieved a great success both strategically and tactically and it has also become a strongly competitive international design brand.

城市•建筑

正如UA的名字所示，Urban（城市）+ Architecture（建筑），这两个关键词贯穿UA整个设计及管理的各个部分。U与A是两个对建筑师最基本的概念，两种不同的尺度和思维不可分割，以城市的视野控制建筑，以建筑的工具塑造城市。UA的作品遍布于全国24个省级行政区的50个城市，包括超高层公共建筑逾15幢，大型城市综合体逾20座，年设计建筑面积超过1000万平方米。在城区，他们重新塑造城市中心的形象、空间、生活；在郊区，他们建起新的城区，新的生活模式。大型地产商如绿地、保利、复地、万科、中海、世茂、远洋、长甲等与UA建立长期的合作关系，在为业主提供良好服务的同时，UA的设计作品也取得了非凡的市场成功。他们的设计作品在2009、2010、2011年连续3年成为上海单盘销售冠军，2010年为北京、成都单盘销售冠军。UA创造出市场、服务、技术、艺术、理念高度综合的和谐共存。

过程•产品

UA之所以成功，在于其创立之初，便关注产品的各个环节。设计之始需要大量对产品的定位、类型、模式、概念、地域性的多层次调研与深度分析，以达到最佳最有效的成果。每一步的战略与战术都寻求完美，这体现在UA特有的“四会定案”制度。专业委员会是一个个特殊的部门，他们管控每一个项目每一步的品质，四个不同委员会（规划、产品、造型、施控）由公司内各领域的专家和设计高手组成，对每一个项目从以下四个层面进行单独上会评审：1.规划的合理性与前瞻性；2.产品单体的功能布局与细节；3.造型设计的艺术性、创新性、经济性和可操作性；4.施工控制，包括建筑单体细节的二次设计。通过四会审核才能发至业主。对通过四会的优秀项目进行表扬和公开展示，需要修改的要重新上会再次审核，或者重做。这使得UA不单单是一个公司，更是一个高效的研究机构与“大学”。高效、务实、严谨、品质是UA的核心。UA人经常说道：“UA对作品本身的珍视程度犹胜于我们的业主，所以每一个项目我们必将倾注最大的心血去打造。”UA庞大的材料样品库为施工控制提供强大基础，但富有经验的建筑师还是花费大量时间进行现场控制，每每总是让人意外，建成的效果常常超过效果图的精美。对过程和成品的高质量把控成就了UA的高度。

URBAN / ARCHITECTURE

Just as the UA's name shows, Urban + Architecture, these two key words run through the whole design and management processes in each part of UA. For architects, U and A are the two most basic concepts, which are two indivisible different scales and ways of thinking, to create architecture in urban scale and to form the city by architectural means. UA's projects spread over 50 cities in 24 provinces, including over 15 super-high public buildings and more than 20 large urban complexes with the annual design floor area exceeding 10,000,000 square meters. In urban area, they renew the image, space and life in urban center. In suburban area, they create new town area and lifestyle. After establishing a long-term cooperative relationship with high-end real estate developers such as Greenland Group, Poly Group, Forte, Vanke, Zhonghai (Chinese Overseas Property), Shimao Property, Sino-Ocean Land and CJ Land, UA's works become the best-selling individual project in Shanghai for three consecutive years from 2009 to 2011 and in Beijing and Chengdu in 2010. UA has now successfully created a high-comprehensive harmony between architectural market, service, technology, art and concept.

PROCESS / PRODUCT

The reason why UA has achieved such great success is that they pay close attention to every step of design procedure, from the beginning of its founding. In order to achieve best effect, they work on intensive multilevel researches and profound analysis about identification, typology, modes, concept and regionality. This pursuit of perfect strategies and tactics is well represented in the UA's unique system of "Four Committees Determine Schemes" (which means that every scheme is jointly determined by four different committees). Discipline committees are special departments and they strictly control each step of every project. Four different committees (for planning, product, appearance, construction control) are composed of experts and design masters from different fields in UA. They are in charge of each following part of every project: 1. reasonability of planning and farsightedness; 2. functional layout and details of single product; 3. artistry, innovation, economy and feasibility of appearance design; 4. construction control, including secondary design of detailing of each individual building, which is examined by four committees respectively. Only the proposals which are verified and qualified by four technical committees can be sent to clients. These projects with high scores will be praised and exhibited to the public while the ones with low evaluation are required to be modified or even redesigned. UA is not only a design firm, but also an efficient research institute and "university", which has the core ideas focusing on high-efficiency, pragmatics, rigorous attitude and high-quality. UA's staff always say: "We treasure our own products more than our clients do, so we devote tremendous energy to every project." UA's large material sample library is a strong base of construction control. However, experienced architects also spend considerable time in field control. It is amazing that when building construction is completed, the real buildings are always more appealing than their previous computer renderings. This high-quality control of process and product makes UA reach a new height.

设计·创新

优秀的建筑设计特别是房地产类的设计绝不是一时的灵感闪现就能达成的，它基于大量繁杂而细致的收集整理、研发总结和提炼提高。这些研发成果以及在研发基础上的创新成果，是UA诸多设计实践得以成功的根基。特别是在中国当前阶段，经济快速发展并伴随着高速的城市化，在研发成果基础上的设计是保持建设速度、保证建设质量的最有效手段。这个研发创新的过程在UA一直持续存在着，UA也一直骄傲于自己是一所学院型企业，并通过研发创新成果为业主方创造更高的价值。

UA目前集中在超高层建筑、城市设计及居住区规划、商业及城市综合体、创新居住产品等范畴进行研发，并已形成200多项研发成果。其中如“三代开放社区规划模式研究”、“低层豪宅底层地面系统研究”、“公寓小户型及公共部位精细化设计指引”等独创理念，在实际应用中都体现出巨大的效能优势。

UA所关注的城市与建筑，并非只是物质的和形式的，它更是生活的与感知的。设计不仅仅只是风格与样式，他们在设计之初首先提出生活的模式和使用效果。维特鲁威提出的建筑三要素“实用、坚固、美观”中，“实用”是首位的，这样设计作品才能深入人心，被开发商和使用者欣然地接受与赞美。风格不是简简单单的复制与山寨，现场看UA的设计，很难说它们是严格地照搬法式、西班牙式、美式，而是基于使用需求、市场走向、地域文化等综合的成果，他们每每发展出新的“风格”，立即成为其他公司竞相模仿的对象，但在被模仿之后他们又发展出了新的“风格”，走在别人之前需要多么强大的思考、能力和技术啊！所以，UA的住宅和商业项目总是让人竖起大拇指，获得开发商和业主的一致好评，物有所值。

在住宅和商业设计的高峰之后，他们没有将公司简单地定义为商业公司，而是一个多类型多尺度的综合性机构。经过多年的积蓄，在多个超高层项目中标后，他们建立起强大的极专业的超高层设计团队，公司走向一个更高的平台，拥有更好的前景。

DESIGN / INNOVATION

The excellence of architectural design, especially that of real estate projects, is absolutely not obtained from a flash of inspiration, but based on a great number of multifarious work on collection, arrangement, research, summary and elevation. Based on these researches and relevant innovation achievement, UA has gained successful design practice. Currently China is in the rapid development of economy and accelerated urbanization, thus the design from research is the best tool to keep the speed and quality of construction. This kind of consistent process of research and innovation always exists in UA and UA has been always proud of being an academic firm and creating higher value for clients through research and innovation achievements.

Currently, UA focuses on skyscraper, urban design, residential planning, commercial complex and HOPSCA, innovational residential product. There are more than 200 research projects for efficient superiority in practice. UA's many creative concepts, such as "Research on 3G Open Community Planning Form", "Research on Floor System of Ground Floor in Low-Rise Luxury Residential Building", "Guide for Detailed Design of Small Unit and Public Area in Apartment" have showed huge efficient advantages in practical application.

Urbanism and architecture that UA concerns are more than physical and formal but also lifestyle and sensibility. Besides just architectural style and form, their design pursues new lifestyle and effect of using at the very beginning of design. Three fundamental principles of architecture proposed by Vitruvius can be summarized as utilitas, firmitas, venustas, among which the first one is also the most important, thus, the projects can be accepted and deeply rooted among the clients and users. Style is not just about copy and simulation, but based on a comprehensive outcome from needs, market and local culture. It is hard to say that UA's projects are just strict copies from French, Spanish and American styles. Every new style created by UA often causes a wave of imitation, then they develop new style afterwards. What great idea, ability and technology are required for them to hold the lead! So, almost all the residential and commercial projects of UA are highly praised by both users and clients.

Reaching the peak of residential and commercial design, they did not simply define UA as a commercial firm, but a multi-type and multi-scale comprehensive institute. After winning the bidding of several skyscraper projects with the many years' accumulation, they have built up a considerably professional team upon skyscraper design, which promotes the firm to a larger platform and great prospect.

文化•管理

UA经过多年的积累，形成了独特的设计与管理文化。三位创始合伙人的人格魅力和综合能力都令人钦佩，他们之间又十分互补，使得公司更上一层楼。他们创造出在小型事务所和大型设计院之间的一种新模式，8个不同的方案设计所和1个施工图团队紧密结合但又相对独立运作。好的公司不只是一个商业的机构，它以人为本，对员工进行充分的技术实力的培训、人文修养的补充、团队凝聚力的打造，这些都是对UA成功强有力的支持。

战略•前景

UA的决策者总是走在时间的前面。2008年经济危机之时，其他公司纷纷裁员，他们却不减反增，储备了大量的优秀设计师，待市场回暖之时，他们又必然地经历了质的飞跃。2011年，在10周年之际，经过半年多的改造与精心设计，UA的各个所搬进了独具特色、独栋且连贯的黑楼、红楼、绿楼、黄楼、玻璃楼等六栋独立办公楼，各个团队之间的竞争、特色、合作更为突出。除了建筑方案设计和施工图，UA目前也建立起强大的景观室内设计团队，向更多元的方向迈进。UA的第一个10年与新世纪的第一个10年共同发展，他们提出问题的方式，让解答更为轻而易举，他们高瞻远瞩的战略与灵活应变的战术都让我们更为期待后几个10年的UA！

王飞
香港大学建筑学院
2012年5月

CULTURE / MANAGEMENT

After many years of practice, UA has formed its unique culture of design and management. The three founding partners all have praiseworthy personal charms and comprehensive abilities. Their complementary characters helped UA reach a higher level. UA runs a new model between small design studio and large design institute, and the eight scheme design departments and one construction drawing team have tight bonds but run independently at the same time. An excellent corporation is not only a commercial organization but also an aggregation of individuals, which puts its staff in first place. It focuses on training the skills of staff, improving the cultural level of people, and building up the team cohesion, which have made UA so successful.

STRATEGY / PROSPECT

The decision makers of UA always walk ahead of time. During the 2008 Economic Crisis, they hired many of high-level designers while many other companies reduced the staff. So, when the market gets warm again after a cold spell, UA gains a foregone leap. After more than half a year's design and refurbishment, all design departments moved into the detached and also connected six office buildings such as black-house, red-house, green-house, yellow-house and glass-house at its tenth anniversary in 2011. The characters of different teams and the competition and cooperation with each other are even more standing out. Besides architectural scheme design and construction drawing, UA has built up powerful landscape interior design teams, pursuing more diversified development. The first decade of UA developed with the development of the new century, the way they raise a question makes the answer easier, and their foresighted strategy and flexible tactics make us anticipate more for the coming decades of UA.

Wang Fei
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May 2012

1 超高层建筑

Skyscraper

超高层建筑是人类征服和改造自然的图腾式表现。近年来，随着中国经济的快速发展和人们越来越多地掌握超高层建筑的建造技术，超高层成为中国城市化进程中最为耀眼的一种建筑表现形式。超高层设计内涵丰富而广泛，需要设计团队对地域文脉、城市关注、建筑美学、结构体系、机电系统、幕墙技术、垂直运输系统、建筑物理、生态技术和计算机辅助设计等具有高度的整合和把控能力。UA近年来持续关注中国超高层建筑的发展，并积极参与到诸多设计实践中，逐渐形成了强大而专业的设计团队和知识优势，现已成为中国少数具备大型超高层建筑综合设计能力的设计机构之一。

Skyscraper is a totem-type representation for human to conquer and transform the nature. In recent years, with fast development of Chinese economy and emergence of more and more skyscraper construction techniques, skyscraper has become an eye-catching architectural manifestation during urbanization in China. Skyscraper design has comprehensive and extensive connotation and requires design teams to possess high-level integration and control abilities in the aspects of local culture, urban concern, architectural esthetics, structural system, electromechanical system, curtain wall technology, vertical transport system, building physics, ecological technique and CAD, etc. In recent years, UA has paid constant attention to the development of skyscraper in China and has actively participated in many design practices, gradually forming its own powerful and professional design teams and know-how. At present, UA has been one of few design organizations possessing comprehensive design ability of large skyscraper in China.

BEIJING GREENLAND CENTER PLOT 625

北京绿地中心（625地块）

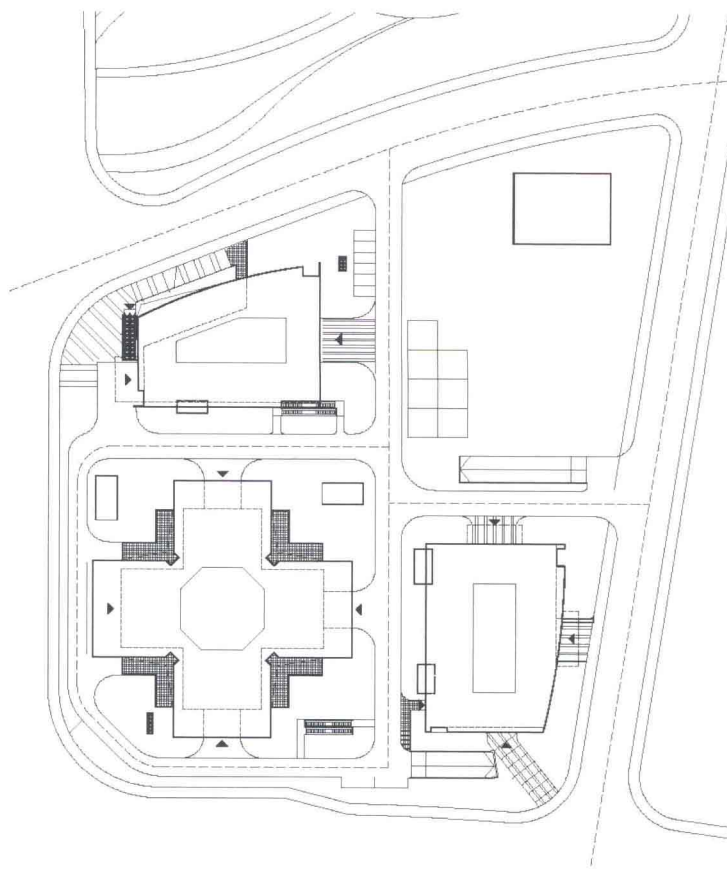
用地面积	建筑面积	设计时间	建筑类型
33.21万平方米	60.25万平方米	2010年9月至今	商办+高层住宅

基地南边是望京中环路，北至大望京二号线，紧邻大望京商务区的带状公园，东至大望京三号路，西临新望京干道。地块的控制高度300米。项目用地附近有轨道站点，位于用地的西北，公园内部。

设计采用相对独立的块状造型，力求将建筑独特的功能模块互相连接整合为一体，将一座典型的北京“超级大厦”分解成互相联系的几个部分，在疏解基地内人行交通的同时与周边城市环境紧密衔接，加强了同既有建筑的联系。北方地域的气候特点与大气磅礴的审美情趣造就了北京建筑体量庞大而又简洁的风格；同时皇家建筑中精美细腻の木作技艺又赋予了这些建筑动人的细节。受此启发，设计不再沉湎于寻找表面的美丽和矫揉作态的丰富感，而是寻求洁净的、直截了当的美，这样的美更加真实。事实上，我们理解的“简约”并不是单纯控制成本的直接结果。相反，它恰恰是丰富的集中统一，是复杂性的升华。这还意味着无须更多不必要的立面装饰元素，取而代之的是经过谨慎选择的形式和材料，极其坚固和安宁的完美结合。

Beijing Greenland Center (Plot 625) is orbit the middle-ring road of Wangjing Subdistrict orbit, No. 2 road of Dawangjing at north, No.3 road of Dawangjing orbit and new trunk road of Wangjing Subdistrict at west. In addition, it is also near to a strip-type park in Dawangjing business district. Controlled elevation of the plot is 300m. Surrounding orbit stations are located at the northwest of the plot and in the park.

The design adopts relatively independent block shape to integrate unique functional modules of building together and divides a typical Beijing-style "super skyscraper" into several parts which are mutually connected. Thus, traffic load on the plot is alleviated, so as to link the plot with surrounding urban environment more closely and to strengthen the connection with existing buildings. Climatic characteristics of Northern China and generous aesthetic concept create large and simple style of buildings in Beijing; meanwhile, delicate timber technology of royal building infuse charming details to these buildings. Inspired by these aspects, designers don't indulge in realizing beautiful appearance and complicated structure any longer, but pursue clean and simple beauty which gives people truer feeling. In fact, the "simplicity" we understand is not the direct result of simple cost control. In contrast, it is no other than comprehensive integration and a kind of upgraded complexity. Moreover, it also means that unnecessary decorative elements on facades are replaced by selected forms and materials, which realize firm and peaceful aesthetic integration.



above site plan/总平面图
top right A,B,C tower floor plan/A,B,C座楼层标准平面图
bottom right bird's eye view/鸟瞰图

