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30 Years in China: An Architect/Developer's Perspective

中国30年：一位建筑师/开发商的视角



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John C. Portman, III is Vice-Chairman of Portman Holdings, the land and property development company. Additionally, he is Chief Executive Officer for John Portman & Associates, the architectural and engineering firm. Beginning his career in 1973 as an apprentice architect in Atlanta, he evolved from design experience on the boards to a position of corporate leadership. Jack leads the companies' international endeavors in the design, development and management of overseas projects. He is responsible for the firm's entry into China and has initiated projects throughout the Pacific Rim.

约翰·波特曼三世(杰克)是土地物业开发公司-波特曼控股有限公司的副主席。同时,他还是建筑工程设计公司-约翰·波特曼建筑设计事务所的首席执行官。杰克于1973年在亚特兰大以实习建筑师的身份开始了其职业生涯,他从设计的岗位被提升到公司的领导层。杰克主管公司海外项目的设计,开发和管理。他领导公司进入了中国市场并启动了公司在亚洲太平洋地区的业务。

Abstract

The Portman Companies were one of the first foreign entities to establish business relations in China, and have since become recognized for quality building design and development not only in China but also throughout the world. In this presentation, we hear the unique perspective of the CEO on working as both the architect and developer in China, on seminal projects such as the Shanghai Center (the tallest tower in Shanghai and first mixed-use project in China at time of completion in 1990) and Beijing Yintai Centre, as well as more recent 'reuse' projects such as Portman House | Jian Ye Li and the Waldorf Astoria Shanghai on the Bund.

Keywords: Architect, Developer, China, Shanghai, Beijing, Hangzhou, Mixed-Use

摘要

波特曼公司是最早在中国建立业务关系的国外公司之一,迄今为止以其优质的建筑设计和开发,不仅在中国,而且在全世界得到公认。在本次介绍中,我们将听到在中国作为建筑师和开发商的首席执行官对开创性的项目如上海商城(在其完工的1990年是上海最高的塔楼和中国第一个综合体项目),北京银泰中心和最近的“重新利用”项目如波特曼住宅 | 建业里和上海外滩华尔道夫酒店的独特观点。

关键词: 建筑师、开发商、中国、上海、北京、杭州、综合体

Portman In China – A Dynamic Journey That, After Three Decades, Is Just Beginning...

Former Premier Zhu Rongji once said, "Although China and United States are competitors, China and the United States are indeed partners in trade" (see Figure 1). That has happily been the case for the Portman companies.

China is a second home to me. Our firm, John Portman & Associates, an architectural design firm headquartered in Atlanta, has a second office in Shanghai. Our development company, Portman Holdings, also has an office in Shanghai, as well as one in Hong Kong.

In January 1979, just one week after Normalization between China and the US, I was privileged to travel to Shanghai, Beijing, and Hangzhou to investigate possible business opportunities. Experiencing Shanghai in 1979 (see Figure 2) felt like stepping back in time. Narrow roads lined with overhanging trees had next to no cars, just lots of bicycles. It was very quiet compared to America's automobile clogged cities. Soft amber streetlights gave the scene a mystical quality. It was like being in the 1940s. Nothing had changed in years. Everybody

波特曼在中国 - 一次动感的旅程, 经过三十年后, 才刚开始...

前总理朱镕基曾经说过,“中美虽然是竞争对手,但是在贸易方面,我们还是伙伴。”(见图1)波特曼公司正是这句话的真正体现。

中国是我的第二故乡。约翰·波特曼建筑设计事务所是一家总部设在亚特兰大的建筑设计公司,在上海设立了第二个办公室。我们的开发公司,波特曼控股有限公司,在上海和香港各有一个办公室。

1979年1月,中美关系正常化后仅一周,我很荣幸地到上海,北京和杭州考察潜在的商务机遇。看到1979年的上海(见图2)似乎是时光倒流。狭窄道路两侧成排的大树,几乎没有汽车,只有很多的自行车。与被汽车阻塞的美国城市相比,非常安静。柔和的琥珀色路灯营造了一种神秘感。使人仿佛置身在20世纪40年代。时光飞逝,没有任何变化。每个人都身着蓝色或灰色,没有任何色彩,仿佛身处一个黑白电影中。在上海亲身体验中国开始现代化进程并向外界打开大门,使我更深的体会到,在一个相对来说很短的时间里获得的成就。

在我第一次到中国几个月后,有远见的领导人邓小平主席在1979年历史性地访问了美国,并在亚特兰大市中心桃树中心的桃树广场停留。桃树中心是由波特曼公司设



Figure 1. Jack Portman with Zhu Rongji – Shanghai’s then-Mayor – Circa 1990. (Source: John Portman & Associates Archives, Photographer Unknown)
图1. 杰克·波特曼与上海当时的市长朱镕基 – 约1990年 (来源: 约翰·波特曼建筑设计事务所档案, 摄影师 未知)

was wearing blue or gray, no color whatsoever, so it felt like being in a black and white movie. To have witnessed life in Shanghai just as the country was beginning to modernize and open to new ideas from the outside world, makes me appreciative of how far the city and China have come in a relatively short time.

A few months after my first trip to China, visionary leader Chairman Deng Xiao Ping’s historic 1979 visit to The United States included a stay at The Peachtree Plaza, part of Peachtree Center in downtown Atlanta. Peachtree Center, designed and developed by The Portman Companies, combines office, hotel, retail and entertainment with wholesale showroom facilities on a multi-block site in downtown Atlanta (see Figure 3). The complex, which celebrated its 50th anniversary in 2011, is recognized as a proto-type mixed-use development.

Chairman Deng was very impressed with Atlanta and the feeling was mutual. He gave a luncheon address where he spoke about the growth and future of China and held everyone rapt (see Figure 4). Following the luncheon, he invited a group, including my father, to visit China. Deng’s introduction and the exposure gained on that trip allowed us to lay the groundwork that led to future opportunities in China.



Figure 2. Shanghai skyline as it looked upon opening of China’s borders, pre-1980. (Source: John Portman & Associates Archives, Photographer Unknown)
图2. 中国打开国门时上海天际线形象, 1980年前 (来源: 约翰·波特曼建筑设计事务所档案, 摄影师未知)

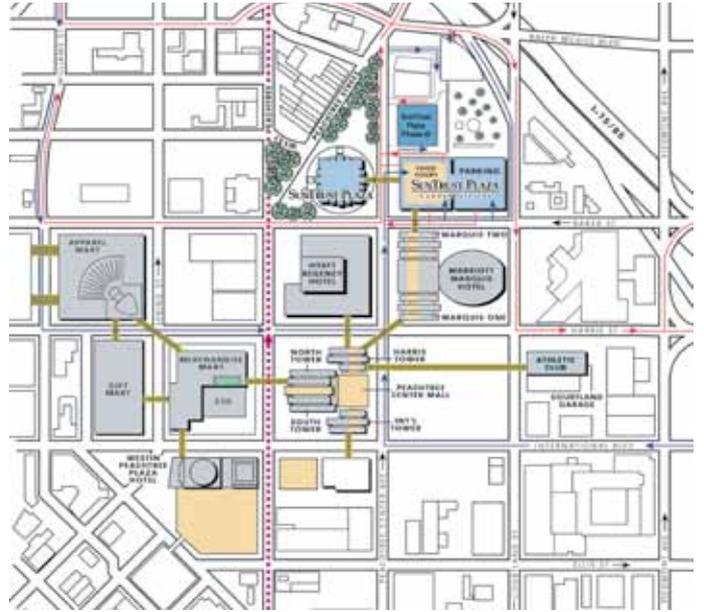


Figure 3. Plan for Peachtree Center, multi-block mixed use project in downtown Atlanta, GA USA (Source: John Portman & Associates)
图3. 美国乔治亚州亚特兰大市中心一个多街区综合体项目-桃树中心的平面图 (来源: 约翰·波特曼建筑设计事务所)

计和开发的, 在亚特兰大市中心多个街区中组合了办公楼, 酒店, 商业, 娱乐和批发展示设施 (见图3)。桃树中心被公认为是综合体开发项目的鼻祖, 至2011年该项目已建成50周年。

亚特兰大给邓主席留下了深刻的印象, 这种感觉是共同的。邓主席做了一个午餐会演讲, 谈到了中国的发展和未来, 每个人都聚精会神地聆听 (见图4)。午餐会后, 他邀请了一个团队访问中国, 我父亲也名列其中。邓主席的引见和那次旅行的成果为我们后来进入中国奠定了基础。

早期的时光

在国门刚打开时, 大多数中国商人不习惯与来自海外的任何人打交道, 除非是海外华人。他们不习惯与外国人做生意。对西方人



Figure 4. Deng Xiao Ping meets John Portman, Jr. at The Westin Peachtree Plaza in 1979. (Source: Ron Sherman, photographer)
图4. 邓小平在1979年与约翰·波特曼二世在威斯汀桃树广场会面 (来源: 罗恩·谢尔曼, 摄影师)

The Early Days

When the borders initially opened, most Chinese business people were unaccustomed to dealing with anyone from outside China, except, perhaps, for overseas Chinese. To conduct business with foreigners was uncomfortable for them. It was important for Westerners to proceed slowly, establishing relationships to build the right kind of trust to get Chinese clients to a point where they were ready to enter serious negotiations.

As far as real estate development, Chinese companies had very little experience, as no new properties, outside of Government buildings, had been built in years – certainly no commercial buildings. They were not familiar with the development process. They did not know how to create a development budget or project profitability. Our early dealings were more like teaching exercises, as we had to walk the client through the process - painstakingly explaining what we would do, what it would cost, and what to expect in returns.

Shanghai Centre

When we began working on our first project in China, there were no companies like CBRE to do a market study. Based on our experience as Westerners entering the country to conduct business, we saw a need for a place where foreigners could be successful. So we proposed Shanghai Centre as a large scale mixed use project with a landmark hotel, (known today as the Portman Ritz-Carlton), plus housing, office, and retail – a city within a city.

The Portman design philosophy has always been that architecture is first and foremost about people. Successful projects must be functional to stand as sound investments. However, to make the project memorable, the design must incorporate the common denominators that evoke a positive human response – like combining the built environment with elements of nature so that plants, natural light and water features are integral parts of the architecture inside and out. Secondly, architecture as a public art is part of the culture and context and, therefore, should recognize the time, place and circumstances in order to respond to the unique physical and cultural character that is the essence of the place. Architectural forms should have a continuum with the past, embrace the spirit of the culture, and recognize the time and place with an eye to the future.

Armed with our vision of Shanghai Centre as a convenient and comfortable place for expats to live, work, shop and relax, we next had to convince investors our program was on target to get the money to build the project. The spot where Shanghai Centre stands today held a five-story brick house that the Xinhua News Agency used as their headquarters, directly across the street from the Shanghai Exhibition Centre. In fact, the Shanghai Exhibition Centre group with their partners helped arrange for the acquisition of that site and assisted in financing. Construction began on Shanghai Centre in late 1984 (see Figure 5) and the project opened in 1990.

The success of Shanghai Centre exceeded all expectations (see Figure 6) and, over 20 years later, its continued strength underscores that goals for the project were spot on. Outwardly, it is quite simple, unlike more recent construction featuring elaborated curtain walls or expensive finishes and detailing. Nevertheless, Shanghai Centre still out-performs its competitors at almost every component level. Why? Simply because people love being within Shanghai Centre. Other projects regularly bus tenants to Shanghai Centre so that their customers can utilize the amenities.

来说重要的是慢慢地进行，确立关系，建立一种信任感，使中国客户准备与你进行正式的协商。

至于房地产开发，中国公司几乎没有任何经验。除政府建筑外，很多年没有建过新的建筑，更不用说商业建筑。他们不熟悉开发过程，不知道如何制定一个开发预算或项目盈利性。我们早期的业务更像是一种教学过程，因为我们必须与客户过一遍程序——很仔细地解释我们的计划，造价是多少，回报预期是什么。

上海商城

当我们开始在中国做第一个项目时，没有一家像世邦魏理仕这样的公司做市场调查。根据我们这些进入中国做生意的西方人的经验，我们洞察到需要为外国人提供一个他们能够开展事业取得成功的地方。因此我们建议把上海商城建成一个大型综合体项目，其中包括一个地标性酒店（今天的波特曼丽兹·卡尔顿酒店），住宅，办公和商业——一个城中城。

波特曼一贯的设计理念是“建筑始终要以人为本”。成功的项目必须具备功能性，以成为一个良好的投资项目。但是，为使项目令人难忘，设计必须结合一个共同点，即唤起人类的积极共鸣——如把人造环境与自然元素结合在一起，这样植物、自然光和水景成为建筑室内外的一个有机组成部分。其次，建筑作为一个公共艺术，是文化和周围环境的一部分，因此，设计应认识到所处的时代、地点和环境以与这个地区独特的自然文化特色相呼应。建筑形体应与过去是一个连续统一的关系，包容文化精髓，在关注未来的同时体现时代和地域。

为把上海商城建成一个为在上海的外国人提供一个生活、工作、购物和休闲的便利、舒适的场所，我们接下去就要说服投资商，说明我们的计划是满足市场需求的，以获得项目建设资金。上海商城原址是一幢五层高的砖房，是新华社的总部，街对面就是上海展览中心。事实上，上海展览中心集团和他们的合伙人帮助安排了征地和融资。上海商城于1984年末开始施工（见图5），于1990年开业。

上海商城的成功超越了所有的期望值（见图6），在随后的20年中，它的持续走强证明了该项目所设定的目标是准确的。建筑的外表非常简洁，不像近期的施工项目那般，配有复杂的幕墙，或是昂贵的装饰和细部处理。然而，上海商城在几乎每个商业业态都超越其竞争对手。为什么？因为人们喜欢呆在上海商城。其他项目经常性地用大巴把租户送到上海商城，使其顾客可以使用商城的配套设施。

尽管项目原先设定的服务对象是外国人社区，但由于设计中融合了各种感官因素，上海商城对各国人士都具有普遍的吸引力。从一开始，我们就提供便利，使当地市民能到项目中探索。一开始，他们财力有限，但现在他们是我们同等重要的消费群体。上海商城优雅地经历着时光的变迁，因为它的设计重点是其功能性，人们是如何生活的，人们喜欢的材质是什么，最重要的，人们怎样与空间相联系。建筑本身并不能让上海商城经久不衰，更多的是空间的分布，各种用途之间怎样融合在一起相辅相成。上海商城不是简单的一幢建筑，也不是一系列的建筑群，而是一个社区。它是我最喜欢的、最有意义的房地产开发项目。它显示了我们进入中国的远见和我们理解并预期市场需求的能力。除了是最成功的房地产开发项目之一，上海商城体现了中国蓬勃发展的精神。

综合体项目的起飞

上海商城的成功在中国确立了综合体项目的模板。综合体项目曾经是，并将继续是一种项目样式，在中国拥有巨大的发展潜力。

While originally targeted to the expat community, with a design that engages the senses, Shanghai Centre appeals to all nationalities on a common, innately human level. From the start, we made it easy for locals to come in and explore. In the beginning, they didn't have money to spend, but now they are as much our customers as anyone. Shanghai Centre has aged gracefully because it was designed with focus on the functional aspect of how people live, what people enjoy in terms of material textures, and most importantly, how people relate to space. It's not the building, as such, that makes Shanghai Centre timeless, but more the way the space has been allocated, and how the various uses are orchestrated to add value to each other. Shanghai Centre is not simply a building, nor a series of buildings, but a community. It remains my favorite, and most meaningful, real estate development. It shows our foresight in moving into China and our ability to understand and anticipate market demand. In addition to being one of the most successful real estate developments anywhere, Shanghai Centre represents the dynamic spirit of the growth of China.

Mixed-Use Takes Off

The success of Shanghai Centre established the mixed-use model in China. Mixed-use projects have been, and will continue to be, a project type with tremendous growth potential throughout China. Mixed-use projects offer economic benefits to owners. A diverse program creates a less risky investment profile that helps owners ride economic ups and downs. A mix of hotel, office, residential and retail helps “hedge your bets,” so to speak. The hope is, when one area is down, overall performance will pull you through. Mixed-use projects are pleasing to user groups, too. An engaging mix brings people together and offers opportunities to interact, building a sense of community. People like to belong to a community.

The appeal of mixed-use is not unique to China, but room to grow and the means to invest in new construction drives mixed-use here. Understanding what end user group(s) want and need is key. Address those needs both programmatically and through design, and you will have the basis for a successful project.

Recent projects in China, but outside of Shanghai, include Beijing Yintai Center and the Hyatt Regency Hangzhou. These are two very different architectural design solutions. However, each extends the model of mixed-use. In both projects, the vision went beyond creating a project to focus on the bigger picture – establishing a community of life which incorporates housing, office, retail, and hotel on an around-the-clock basis.

Why are the executions so different? Context. Beijing and Hangzhou are very different cities with distinct characteristics. The designs for both Beijing Yintai Center and the Hyatt Regency Hangzhou are specifically appropriate to the spirit of the time and place.

Beijing Yintai Centre

Beijing Yintai Centre, (see Figure 7) is a comprehensive mixed-use project providing hospitality, residential, office, retail and entertainment spaces. The three towers, square in form, are studies in simple, straightforward design — a taller residential tower flanked by twin office towers. The residential tower features a five-star Park Hyatt hotel that includes residences. The hotel registration area and other public functions, such as a specialty restaurant, are located on the uppermost floors, providing spectacular views of Beijing. A podium base grounds the three towers and includes retail, restaurants, event facilities, and fitness center.



Figure 5. Shanghai Centre dominated the Shanghai skyline in 1991. (Source: Michael Portman, photographer)

图5. 上海商城在1991年高居上海的天际线（来源：迈克尔·波特曼，摄影师）



Figure 6. Shanghai Centre, today, is dwarfed by more recent development. (Source: John Portman & Associates Archives, Photographer Unknown)

图6. 今天，上海商城在新近开发的项目映衬下显得矮小（来源：约翰·波特曼建筑设计事务所档案，摄影师未知）

综合体项目为业主带来经济上的利益。多样化的功能意味着投资风险较小，帮助业主应对经济波动。一个酒店，办公，住宅和商业的组合有助于“两面下注”。所寄予的希望是当一个部门处于低潮期时，整个项目的整体表现将帮助你渡过难关。综合体项目对用户团队来说也是具有吸引力的。一个互相衔接的组合把人们聚集到一起，为互动提供了良机，营造了一种社区感。人们喜欢成为社区中的一分子。

综合体项目的吸引力在中国不是特有的，但是它在新的建设项目中的发展空间和投资的手段驱动着综合体项目在这里的发展。了解终端用户群的需求是关键。在功能和设计上满足这些需求，你就有了一个成功项目的基础。

近期在上海以外的其它中国项目包括北京银泰中心和杭州凯悦酒店。这是两个非常不同的建筑设计方案。但是两个项目都延续了综合体项目的模式。两者的目标都超越了创建一个项目，而是把注意力集中在更大的目标上——打造一个生活社区，其中包括全天运行的住宅、办公、商业和酒店功能。

为何它们的运行如此不同？地域环境。北京和杭州是非常不同的城市，具有各自的独特之处。北京银泰中心和杭州凯悦酒店的设计都是特别针对时代和地域特点而准备的。

北京银泰中心



Figure 7. The tower tops of Beijing Yintai Centre are inspired by traditional Chinese lanterns. (Source: Paul Dingman, photographer)

图7. 北京银泰中心塔楼顶部的设计灵感来源于中国传统的灯笼（来源：保罗·丁曼，摄影师）

Located on a prominent site, Beijing Yintai Center is unique, both at street level and in the sky. Rapid development and new construction brought a considerable array of character to Beijing's skyline where elaborate roof shapes and an assortment of building materials and colors compete against each other for attention. The design solution strategically combines symmetry of planning, elegance of design and simplicity of form to positively distinguish Beijing Yintai Centre from neighboring projects.

The 63-story center residential tower is crowned by a large cube that recalls a traditional Chinese lantern. By day, the cube acts as a stately symbol of ancient Chinese architecture. By night, it shines as a beacon marking Beijing's new CBD. Similarly, rather than copy a traditional Chinese garden in the design for the podium's rooftop garden, elements of historic Chinese gardens are featured in a symbolic way. Cool greenery and the sound of water create a welcome antithesis to congested urban surroundings and serve to highlight man-made forms of the architecture against attributes of nature. Timeless materials such as locally-quarried stone are used to create and reinforce spaces in harmony with the urban surroundings.

In an area where traffic is busy, the symmetrical plan of Yintai Centre brings a sense of order that guides pedestrians and drivers alike. In a business district where life is hectic, the garden and pools deliver a feeling of peace. In the capital city of a great nation with rich architectural heritage, the elegant design and simple forms bring a sense of dignity representative of the pride of Beijing's new era.

The Hyatt Regency Hangzhou

The site for the Hyatt Regency in Hangzhou directly faces the beautiful West Lake (see Figure 8). For more than 800 years, this scenic area has inspired writers, poets and artists to immortalize it in their works. Being respectful of the setting and enhancing the experience for guests, the design also builds business advantages for the owners/operators. The hotel's concave shape both embraces the historic lake and sets the building back from the lakefront while also increasing the number of guestrooms with views to the water.



Figure 8. Figure 8, The design of the Hyatt Regency Hangzhou takes full advantage of the beauty of its setting on China's West Lake. (Source: George Mitchell, photographer)

图8. 杭州凯悦酒店的设计充分利用了基地位于中国西湖美景中的优势（来源：乔治·米切尔，摄影师）

北京银泰中心（见图7）是一个综合性的项目，其中包括酒店、住宅、办公、商业和娱乐空间。三座塔楼，呈正方形体形，是一个简洁的设计——一座较高的住宅楼两侧是办公双塔。住宅楼中包含了一座五星级柏悦酒店，其中设有住宅。酒店登记大堂和其他公共功能，如特色餐厅，布置在最高楼层，在此可俯瞰北京城壮观的景色。一个裙房基座把三座塔楼联在一起，其中配置了商业，餐厅，活动设施和健身中心。

项目基地位置非常优越，北京银泰中心在街面层和天际线中都具有非常独特的形象。快速的发展和新的建设工程为北京的天际线带来许多不同的形象，各种复杂的屋顶形状和建筑材料及颜色的组合，彼此之间互相竞争以获得人们的注意力。设计方案策略性地把对称的规划、优雅的设计和简洁的体形组合在一起，把北京银泰中心与周边的项目区分开来。

63层的中心住宅楼的顶部是一个巨大的方块体，使人联想到中国传统的灯笼。在白天，方块体是古代中国建筑庄严的象征。在夜晚，它像灯塔一样发光，标示着北京的新中央商务区。同样，裙房屋顶花园的设计中没有复制中国传统的园林，而是采用一种象征性的手法把中国传统的园林元素结合在设计中。阴凉的绿化和潺潺的水声所营造的迎宾环境与拥挤的都市环境形成对比，在自然元素的映衬下突显建筑的人造体形。采用经久耐用的材料，如当地开采的石材，来创造和强化与都市环境相配的空间。

在交通繁忙的区域，银泰中心对称的平面带来一种秩序感，引导行人和司机穿梭其中。在繁忙的商务区，花园和水池呈现了一种平和感。在一个拥有丰厚建筑遗产的伟大国家的首都，优雅的设计和简洁的体形打造了一种庄严感，代表着北京新时代的骄傲。

杭州凯悦酒店

杭州凯悦酒店的基地直接面向美丽的西湖。（见图8）在800多年时间里，这个风景如画的地方给作家、诗人和艺术家带来无数的灵感，把西湖塑造在他们的作品中。设计体现了对环境的尊重并且提升了客人的体验经历，同时为业主/管理公司创造了商业优势。酒店内凹的形状不仅环抱着西湖，同时把建筑从湖滨后拉，增加了可看到湖景的客房的数量。

同时，回到上海

再回过头来看上海，我们最新的酒店项目向我们提出的挑战是把这个城市的过去与现代日常生活连接在一起。结果？上海外滩华尔道夫酒店（见图9）。

建筑始建于1909年，是当地市民熟知的“东风饭店”。在过去的



Figure 9. Waldorf Astoria Shanghai on the Bund from across the Huang Pu River. (Source: Derryck Menere, photographer)
图9. 上海外滩华尔道夫酒店面向黄浦江 (来源: Derryck Menere, 摄影师)

Meanwhile, Back in Shanghai

Looking again at Shanghai, our latest hotel project presented us the challenge of bridging the city's past with modern day life. The result? The Waldorf Astoria Shanghai on the Bund (see Figure 9).

Constructed in 1909, the building is known by locals as the “Dong Feng Hotel” building. Over the years, it has taken on a number of roles, most famously as “The Shanghai Club,” a gentleman’s club with the hallmark 110-foot Long Bar. During WWII, the Japanese Navy seized the building as an officer’s club. Soon after the war, the Club went bankrupt, the building was appropriated by the government, and much of the Western influences were purged. Then, in 1989, the former bar area became Shanghai’s original Kentucky Fried Chicken outlet. Even after several dramatic transformations, with grand touches like a Sicilian marble staircase, there is no hiding that the building is meant to be “fabulous.”

Portman actively pursued this project through multiple development scenarios – finally working together with the Jing Jiang Group and Jiu Shi Group of Shanghai Government for over seven years to get it done. Few developments have been analyzed in such depth or with such vigor.

As the client, Shanghai New Union Building Co., Ltd., wished, the design rejuvenates the Bund experience with appropriate contemporary functions and active pedestrian venues, while taking care to preserve and restore the original architectural character, resulting in a two-building complex - the century-old heritage building, dubbed the “Waldorf Astoria Club” in remembrance of the building’s original historical identity as the Shanghai Club, and the Waldorf Astoria Tower, a newly-built guestroom annex that rises to offer amazing vistas of the Huang Pu River. The new tower design complements the historic club, but does not attempt to mimic its grand neo-Classical style. Transitioning from one building to the other, guests will notice similarities through design motifs, patterned textiles and even the furnishings selected by interior design firm, Hirsch Bedner Associates. The project team was successful in creating a seamless progression in ambience and design that honors both the heritage of the historic club as well as the modern classic spirit of The Bund today (see Figure 10). The biggest challenge was to design and position the tower so it did not dominate the heritage building.



Figure 10. New courtyard and guestroom tower of the Waldorf Astoria Shanghai on the Bund (Source: Derryck Menere, photographer)
图10. 上海外滩华尔道夫酒店新庭院和客房楼 (来源: Derryck Menere, 摄影师)

年月中，它扮演了很多不同的角色，最为著名的就是“上海总会”，这是一个绅士俱乐部，其中设有标志性的110英尺长的酒吧柜台。在二战期间，日本海军把这幢楼作为军官俱乐部。战争后不久，俱乐部破产，建筑被政府征收，很多西方的影响因素都被清除。1989年，原来的酒吧区变成了上海第一个肯德基炸鸡店。即使在经过几次戏剧性的转变后，壮观的设计元素如西西里大理石楼梯等都无处不在显示这幢楼应是一幢绝妙的建筑。

波特曼积极地通过多种开发途径争取该项目——最终与锦江集团和上海政府的久事集团合作。用逾七年的时间完成了这个项目。鲜有其它项目经历了如此深刻的分析或是赋予了如此强大的活力。

作为业主的上海新联谊大厦有限公司希望设计能配置合适的现代功能和活跃的人行场所，为外滩注入新的活力，同时保存和修复原建筑特色。因此形成了一个拥有两幢建筑的建筑群——一幢100多年的老建筑，设有“华尔道夫会所”来纪念建筑作为上海总会的最初身份。另一座是华尔道夫塔楼，这是新造的客房附楼，它拔地而起，为客人呈现了黄浦江迷人的景色。新塔楼的设计与老总会大楼相协调，但不模仿其宏伟的新古典风格。从一幢建筑走到另一幢建筑，客人会从设计图案，花纹布艺和室内设计公司Hirsch Bedner事务所挑选的装饰中注意到两者之间的相同点。项目组在环境和设计中成功地创造了一个无缝衔接，突显了老总会大楼的精华和当今外滩现代经典的精髓。（见图10）项目最大的挑战是设计和布置新楼的位置，使其不要夺去老楼的风采。站在街面层，人们的注意力还是集中在总会大楼的外立面上，同时通过设计，塔楼与城市背景融合在一起。照明设计强化了这种概念，在总会大楼熠熠生辉的时候，新楼扮演了一个陪衬的角色。

一个宽大的庭院连接两幢楼，庭院的设计意图是为了营造一个人人都可享用的开放式公共空间——一个独特的“人性化空间”——具有多种功能，可供酒店使用和举办公共文化活动。绿化和水景与各种功能相配，提升了感官体验。庭院使人联想起

Standing at street level, the focus remains on the historic façade while the tower, by design, blends into the backdrop of the city. The lighting design reinforces this concept as the historic club building literally shines, while the tower takes a supporting role.

A spacious courtyard links the two buildings, motivated by the desire to create an open public space for everyone to enjoy – a unique engaging “people space” – multifunctional to accommodate both hotel use and public cultural events. Landscaping and water features complement the various functions and enhance the sensory experience. The courtyard is reminiscent of the famed “meet-me-at-the-corridor” walkway that joins the two towers of the Waldorf Astoria brand icon – the Waldorf Astoria New York.

What's Happening Now?

Shanghai's economy has achieved double-digit growth for over a decade. The romantic, classically inspired buildings of the historic Central Bund Puxi (West) side of the Huang Pu River are today balanced by the ultra-modern high rise towers of Pudong on the East bank of the river. Together, these two dynamic neighborhoods exemplify the spirit of Shanghai, respectful of its heritage and with a bold vision of its future.

Portman is once again providing a bridge between historic beauty and modern amenities in developing Portman House | Jian Ye Li, in the Xuhui District of Shanghai (see Figure 11). The project includes lane houses in the old Shikuman style, as well as a service apartment building.

Metropolitan Shanghai is a very dynamic city, pushing for further growth. The Hongqiao Transportation Hub in Puxi provides over 3,000,000 square meters in development area with offices, residential, hotels, entertainment and retail planned. The district hosts the largest exhibition center in the world and is the gateway to the Yangtze Delta region as well as eastern Asian countries, connecting 75 million people within a 1-hour trip via train, plane or auto. The Hub supports 1.2 million passengers daily, proving that the demand is real. In Pudong, the World Shanghai Expo site, where Portman provided crucial development advice for the Government in 2011, is on target for approximately 5 million square meters of development growth over the next 5 to 7 years. Over 600,000 square meters of office were sold last year, alone. Both locations exemplify the Central Government's plans to continue growing and grooming this dynamic city.

Beyond Shanghai, additional mixed-use projects are underway in Wenzhou, Hangzhou, Jinan, Qingdao and beyond, as the Portman Companies continue working as both architects and developers. Although Portman Holdings and John Portman & Associates also work separately, when they do join forces, it's a powerful combination, with the unique working relationship between the two firms leading to amazing opportunities in China. The joint expertise of the two firms delivers beautifully innovative solutions that are also pragmatic and feasible – results only possible because of Portman's ability to combine development vision with architectural creativity.

Looking Toward the Future

China will continue to be the story for years to come – for Portman and many firms; domestic and foreign. As international hotel companies pursue growing their brands here, hotels of all service levels and price points are being developed, making hotel design an extremely competitive field. Mixed-use developments will remain popular;



Figure 11. Traditional “Horse Head Wall” at Portman House | Jian Ye Li (Source: John Portman & Associates rendering)

图11. 波特曼住宅|建业里传统的“马头墙”（来源：约翰·波特曼建筑设计事务所效果图）

连接华尔道夫的品牌标志 – 纽约华尔道夫酒店两座塔楼著名的“与我在走道会面”的人行道。

现在正在发生的事？

上海的经济在十年多时间里获得了两位数的增长。浦西一侧浪漫经典的老建筑与黄浦江东岸超现代的高层塔楼相平衡。这两个动感的相邻区域是上海精神的样例体现，尊重历史，并对未来有着大胆的憧憬。

在上海徐汇区波特曼住宅|建业里的开发中，波特曼再一次在历史的美感和现代的配套功能之间提供了一座桥梁（见图11）。项目中包括石库门风格的里弄住房和服务式公寓。

上海大都市是一个充满动感的城市，正在寻求进一步的发展。浦西的虹桥交通枢纽有超过3,000,000平方米的开发区，规划建设办公、住宅、酒店、娱乐和商业设施。该地区拥有世界上最大的展览中心，是通往长江三角洲地区和东亚各国的门户，在一个小时的时间里通过火车，飞机或汽车可联系7500万人。交通枢纽可接待每日客流量120万人，证明了的确是有此需求。在浦东，针对上海世博场地，波特曼在2011年为政府提供了重要的开发建议，在今后5到7年有约500万平方米的建设增长量。仅在去年就售出了逾60万平方米的办公空间。两个地区都显示了中央政府继续发展繁荣这个动感城市的计划。

随着波特曼公司继续作为建筑师和开发商在运作，除上海以外，温州、杭州、济南、青岛和其他地区的综合体项目也正处于建设过程中。尽管波特曼控股有限公司和约翰·波特曼建筑设计事务所是独立运作的，但当他们联合运作时，他们是一个强有力的组合，二者之间的独特工作关系给他们在中国带来了令人惊异的良机。两家公司的联合专长提供了绝佳的革新性的设计方案，它们既实用又灵活 – 这种结果只有在把波特曼的开发目标和建筑创造性组合在一起的情况下才可能实现。

particularly complexes combing hotels with service apartments so that residents can enjoy hotel amenities such as maid service, room service and health club privileges. Suburban growth is inevitable. However, the Chinese city central core areas never weakened to the same extent as those in America, so the emphasis of new development, renovation, or redevelopment is focused more on the city and less on suburban sprawl.

For international firms looking to work in China, the landscape has changed dramatically since Portman first arrived. In the beginning, the firm engaged local partners as a means to access land. They had land. We had technical know-how. That is not the case today. They still have land, but they now also have technical expertise. They don't need you unless you have something specifically unique to offer. In today's global marketplace, technology is not a differentiator anymore. Even tastes and lifestyles are becoming more similar than dissimilar. To succeed, firms must offer quality executions, honorable and fair dealings, and creative, out-of-the-box thinking. We are fortunate to have a 30-year history of doing just that. The Portman brand enjoys greater awareness in China than anywhere else in the world, including in the US.

One aspect of working in China that has not changed is significant government involvement in every project. At the very least, you have to deal with the government to get permissions and permits to build, to own and/or to operate your project. Often, you will be partnered with a Government State-Owned Enterprise. There are pluses and minuses with every system, but this one works for China. If the Government wants something built, it gets done. And work is getting done all across China.

In Conclusion

There are a few signs of an economic slowdown in China. Overbuilding, always a concern in areas with rapid market growth, highlights the importance of pragmatic business decisions with regards to location, design and programming concept on a project's potential to succeed.

In my 30-years of working in China, I've seen the customer profile evolve, just as the nature of all businesses in China is evolving. Western companies are learning from the Chinese; Chinese companies are responding to Western influences. One thing is certain; the dynamic interplay is stimulating for the continuing evolution of our industry.

面向未来

中国将继续是未来数年波特曼和许多国内外公司谈论的对象。当国际酒店公司在这里寻求他们品牌发展的同时，各种服务水准和价格水准的酒店都在进行开发，使得酒店设计成为一个竞争异常激烈的领域。综合体开发项目将继续流行，特别是把酒店和服务式公寓结合在一起的项目，这样住户可享用酒店配套设施，例如佣人服务、客房服务和健身俱乐部。郊区的发展是必然的。但是，中国城市中的中央核心区的弱化永远不会与美国的程度相同，所以新的开发项目，改造或重新开发的重心还是较多的集中在城市，而较少集中在郊区的散乱扩展上。

对希望在中国寻找机会的国际公司来说，周边的环境与波特曼刚刚进入中国时相比已发生了很大的变化。在开始时，公司联合当地合作伙伴来获取土地。他们有土地，我们有技术知识。今天的情况已不同。他们还是有土地，但是现在他们还有技术专长。他们不再需要你，除非你有一些特别独特的东西可以提供。在今天的全球市场中，技术不再是一个区别性因素。甚至品味和生活方式都更趋于相同。为了成功，公司必须提供高质的实施方案、诚实公平的交易、创造性和不同寻常的思维。我们有幸拥有30年的实践经验。波特曼品牌在中国比世界上任何地区，包括美国，都有更高的认知度。

在中国工作，有一个没有改变的方面是政府很大程度地参与每个项目的建设。最少程度，你必须与政府打交道以获得认可和许可证去建设，去拥有和/或管理你的项目。你将经常与政府的国有企业共事。每个系统都有优缺点，这个系统在中国可行。如果政府希望建造什么，它就会建起来。全国各地都在如火如荼的进行建设。

结束语

在中国有一些经济减缓的征兆。过度建造一直是快速发展地区的一个担忧，这也突出了为了项目潜在的成功，对项目的位置，设计和功能布置概念做出务实的商业决定的重要性。

在中国工作的30年间，正像中国所有商业的性质正在发生演变一样，我看到了顾客的演变。西方公司正在向中国人学习，中国公司也对西方的影响作出回应。有一件事是肯定的，动态的互相影响正在刺激我们行业的继续演变。