

设计互联，连接中国与世界

设计互联，历史与未来在此交汇

设计互联，汇聚创意人才，直面社会挑战

设计互联，有你参与

设计互联，让生活更美好

**Design Society: at the crossroads
of China and the world; historical
achievements and future endeavors;
creative talent and societal challenges;
the discipline and its purpose. You
can Design Society, as visitor and as
participant. Design Society, for you,
with you, by you.**



设计互联欢迎你 Prologue: Welcome to Design Society

当你拿到这本书时，一项愿景已然实现。长久以来，招商局一直希望在蛇口——中国第一个对外开放的现代化城区——建立一方文化天地。在这里，文化会得到保育，更会得到提升与新的创造，从而在更大的社会层面发挥效用。这将是一片专为设计而生的文化新天地。

由设计互联运营的海上世界文化艺术中心，以其建筑的形态、规模、配置，以及项目内容，势必成为一座城市新地标。在此，一位德高望重的建筑大师的智慧，与一座雄心勃勃的青春都市相遇。如果你对建筑设计情有独钟，设计互联欢迎你。

我们的展馆：该中心拥有一系列展馆，全方位展现设计发展生态。如果你看展成癖，设计互联欢迎你。

英国国立维多利亚与艾伯特博物馆（以下简称V&A）与设计互联合作的设计互联旗下V&A展馆将为你呈现一部浓缩的设计史。V&A是全球最佳的艺术、设计与表演博物馆，并不断探索并促成新的机构实践。如果你对文化创新感兴趣，设计互联欢迎你。

缤纷项目：这是一座拥有无限可能性的建筑，拥有自我循环的设计形态系统，可在此举办

各种各样的互动与创新体验活动。你可在此购物、休闲、娱乐，也可放松、参与、看展。如果你是一个体验主义者，设计互联欢迎你。

或许你也喜欢逛逛公园，在海边发呆，或跑步健身，那这里也是你实践健康生活方式的所在。热爱生活的你，欢迎。

蛇口也承载着40年改革开放的先锋记忆，而位于建筑三层的蛇口改革开放博物馆记载了这段翻天覆地的中国当代发展史。

整座建筑将山、海、人三重视野纳于一处，彰显出设计互联的核心理念：打造一个开放联通的新境界。这个新境界不仅是建筑视野上的，更是象征意义上的，即放眼世界，探索中国和其他地区设计创新的最前沿。设计互联欢迎你。

值设计互联开幕之际出版此书，谨以此回顾整个项目的发展历程，致敬每一位做出重要贡献的人物。愿读者们能从中了解设计互联的初心、使命与愿景。相信你总能找到加入设计互联的理由，与我们共创更美好的设计与生活未来。

If you are reading this, then a vision has materialized. China Merchants has long wanted to establish a place of culture in what by many is seen as its land of origin: Shekou. Not a place to simply preserve and cherish culture, but to reinvigorate, test, and expand culture within society at large. A place, that is, for design.

Its architecture: The Sea World Culture and Arts Center is an urban landmark in form, scale, setting and program. It connects the wisdom of a revered Japanese architect to Shenzhen's ambitious youth. **Architecture lovers, welcome.**

Its galleries: This center will house a set of galleries that permit the telling of design in many facets. **Museum lovers, welcome.**

The Victoria and Albert Museum: One of these galleries and programs is brought to you by our partner, the Victoria and Albert Museum, an institution whose historical significance does not stifle its appetite for exploring new horizons in fostering institutional relevance. **Cultural innovation lovers, welcome.**

A varied program: The building houses an entire landscape of additional opportunities establishing a design eco-system where interaction and novelty are guiding principles. You can shop, watch, play, participate, or relax and be nurtured. **Experience-seekers, welcome.**

Or you may prefer a relaxed walk through the park around and across the building, providing the rest or exercise you need for supporting your healthy lifestyle. **Active citizens, welcome.**

What about modern history? The Shekou Museum of Reform and Opening chronicles the unique role Shekou has played in Chinese modern history. The space provides context for Shekou and Shenzhen's rapid and ongoing expansion.

Finally: The museum allows views of mountain ridges, the urban skyline and the Pearl River bay. This is the quality that this project celebrates the most: a will to reach new horizons. Literally, to look out. Figuratively, to explore new frontiers for creativity in China and beyond. **Motivated by a respect for history, or a celebration of the future? You are both welcome.**

This book, published for the occasion of the opening of the Sea World Culture and Arts Center with Design Society as its operator, presents its initial program and its most important facts and figures. For those interested in our offerings; for those curious to understand our motivations; for those planning to join and participate and who want to know the many opportunities: please read and find your particular reason out of so many possible reasons. Because whatever reason, there is one destination.

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初衷



设计互联的创立初衷 Why Design Society

1

序言： 中国招商蛇口 Foreword: China Merchants Shekou

蛇口，深圳南头半岛之端9平方公里的山地，东面连海，西面靠山，与香港隔海相望。1979年1月31日经国务院批准由招商局独自开发深圳蛇口工业区。蛇口工业区是改革开放极富先锋精神的试验田。在过去30年中，招商局以综合开发的模式将一个边陲渔村发展为常住人口37万人，就业人口20万人，年度GDP超过1200亿，年上缴税230亿的国际化滨海城区。

2008年12月7日，作为中国的首个经济特区，深圳获得联合国教科文组织（UNESCO）授予的“设计之都”称号,成为中国第一个、全球第六个获此殊荣的城市。2009年招商局提出“再造新蛇口”，确定网络信息、科技服务、文化创意三个板块。2014年年底蛇口并入广东省自贸区，我们正在利用现有存量物业建设蛇口滨海深港创业创新产业带，文化创意将成为促进蛇口进一步整体转型升级的重要因素。

我们第一次探讨在蛇口兴办文化机构，是在17年前。如今，设计互联的顺利启幕，及海上世界文化艺术中心的顺利开业，标志着招商局建立中国第一家专注于设计的大型文化机构的理想，终于成为现实。招商蛇口是百年企业-招商局集团旗下城市综合开发旗舰企业，中国领先的城市及园区综合开发和运营服务商。我们应当拥有创新视野，用对待生命成长的方式升级城市，以此推动社会进步与人的发展。“设计互联”平台的理念和方向是走访了国家文化部、深圳市各级主管领导，听取了各类文化机构和资深人士的专业意见，征集了蛇口居民的想法和反馈之后，集体智慧的结果。这一过程包含了各方人士对国家创意产业、设计行业发展，对片区文化提升，对未来生活的期许。“设计互联”将通过凝聚国内外创意机构、创新企业和从业者的力量，促进当地居民与来访游客对设计的认识、理解与享受，更新生活方式，提升生活品质；以设计互联，激发创意与设计行业从业者灵感，催生创新机遇，助推行业变革。

设计互联及其运营的海上世界文化艺术中心是招商蛇口主办的首个大型文化项目，在公司的业务发展布局中扮演着重要角色。我们相信她将成为蛇口的一个全新的文化地标，并提升整个蛇口片区、乃至深圳在中国以及国际创意图景中的地位。深圳珠三角是如今中国乃至全球制造业的中心之一。我们中国的中等收入人群也正在形成或者说已经形成，我们也非常迫切地希望把中国制造升级为中国品牌，把制造和品质联系起来。我们希望提升社会的审美观和素质，提升设计的地位，让设计受到关注、让设计受到重视，让设计获得尊重，让设计师有地位，当时我们就抱着这些朴素的想法跟V&A去谈。应该说我们这种冲动和激情或者诉求，也打动了V&A，因为这是欧洲大型的国立博物馆第一次进入中国，之前没有发生过这样的合

作。大概就是因为这个姻缘，我们两家成功地合作成功了。

此外，我们还与深圳市设计之都推广办公室合作创立了联合国教科文组织创意城市网络交流中心，在此展示国际前沿的设计作品，并通过这个交流中心，将中国优秀的设计创作搬上国际舞台。我们与作为城市规划者，我们充分认识到我们有责任做出有利于社会的决策。因此，我们的目标是把重点放在蛇口的全面发展，以一点为中心，激发城市活力。据评估，规划发展后该地区的生活水准将得到提高。因此，在规划阶段初期，我们就在海上世界地区进行了一项文化设施的建设落实。

招商集团作为国有企业，一直以来都是国家战略的重要参与者。根据2013年实施的一带一路发展战略，我们继续加强国家和国际战略核心目标之间的联系。蛇口仍然是这些计划的重要组成部分。我们在这方面拥有四十年的发展经验，正在发展新工业、新城市。作为招商局集团的子公司，我们秉承招商局集团的使命，为社会发展开创新事业，助力中国的经济和社会发展。近四十年前，招商局集团通过引领企业和商业发展，为蛇口地区的发展铺平了道路，鼓励创业精神，使中国改革开放的发源地蛇口地区得到长足发展。我们继续秉承这一承诺，引领创新，鼓励未来发展，忠于蛇口开拓精神，不仅支持城市发展，而且还要服务社会和人民，以创造富足、幸福和充满活力的新城区。

作为招商局集团和招商蛇口的重要组成部分，我们的首要使命是确保新成立的文化机构能成为世界级的里程碑机构，真正展现集团的雄心和愿景。我们有幸能与有着共同愿景的国际友人一道工作。我们真诚感谢所有合作伙伴，包括尊敬的现代主义建筑师槇文彦及其事务所，他们创造了一个新的城市纪念碑，这座建筑魅力不朽、品质恒久，与周围环境和谐共生。未来，这将是一个永恒的文化纪念碑和地标，欢迎当地居民和游客前来观光。我们衷心期待将这个激动人心的项目打造成最高水准，并在此坚实基础上继续发展新的机构。

Nearly 17 years have gone by since we first explored ideas for establishing a museum in the Shekou area. With Design Society at the Sea World Culture and Arts Centre (SWCAC) now opening as the first major institution in China dedicated to design, what started as an inspiration has finally blossomed into reality. As an important city developer and service provider, we put our minds to using our strength to lead innovation, to encourage the advancement of the city as a whole, and to make better life a possibility for all who live there. Design Society and the SWCAC were born out of the wish to elevate life in the area, bringing culture and leisure to its citizens, as well as a way to provide an open platform where design could directly benefit society and industry and stimulate the future development of innovation and creativity.

Design Society and the SWCAC are CMSK’s first major cultural endeavours and therefore hold a special place in the company’s heart. The opening of the SWCAC marks the introduction of Shekou as a new cultural destination and a strong cultural contribution to CMSK’s agenda, presenting new avenues through which to elevate urban life and connect with other national and global institutions on a cultural level. As urban planners we fully recognize our responsibility to make decisions that benefit society. Therefore we aim to focus on all aspects of Shekou’s development, a unified focus to boost the city’s energy. In anticipation of a heightened standard of life in the area, we implemented a cultural facility in the Sea World area at an early part of the planning stage.

As a subsidiary of the China Merchants Group (CMG), we uphold CMG’s mission to pioneer developments in benefit of society, and continue China’s economic and social development. Almost forty years ago, CMG paved the way by leading enterprises and businesses, encouraging the entrepreneurial spirit, and developing the area of Shekou, the birthplace of China’s reform. We have continued to uphold this promise to lead innovation and encourage future development, staying true to the pioneering spirit of Shekou, in supporting not only urban development, but also the development of society and people in order to generate abundance, happiness and vitality.

Being a state owned enterprise, we are an important participant in state strategies. In line with the national Belt and Road development strategy that was implemented in 2013, we continue to strengthen connections between national and international strategic core destinations. Shekou remains an important part of these plans. Having accumulated forty years of experience in this area, we are implementing new industrial, urban and - with the opening of the SWCAC - now cultural opportunities.

Making a cultural institution in Shekou workable was a journey with both complications and innovations. CMSK visited and discussed with many people who possessed deep expertise in order to gather professional opinions and inspiration from people involved in all aspects of culture, research and education. After examining our own focus and vision, researching the culture in Shenzhen and the Pearl River delta, and after coming to a deeper understanding of government policies, we decided to base this institution on design and creativity, as we felt strongly that we should truly capture the pioneering and innovative spirit of China Merchants Group and the Shekou area. Creativity embodies the wisdom of life, the pursuit of excellence, the courage to challenge our limitations, and the passion to look beyond mediocrity. Design Society was developed as an ongoing enquiry into different ways design can make a difference: to be a meaningful part of people’s lives as well as continue to help stimulate and develop the design industry in order to stimulate innovation and creativity.

Being the stronghold of China Merchants Group and CMSK, it was of the greatest priority to ensure that this new cultural element would be a landmark of world class, truly representing the ambition and vision of the company. We are honoured to have been able to work together with great international partners who shared our vision. Our thanks go out to all our partners, the revered modernist architect Fumihiko Maki and his firm Maki and Associates for creating a new urban monument of lasting beauty and quality that was in harmony with the local surroundings. A future landmark and a timeless cultural monument for the community and visitors to enjoy for many years to come. The partnership with the V&A made it possible for us to start this exciting project on the highest possible level, working together with an established, world leading cultural institution in order to guarantee quality and expertise right from the beginning, and a solid base from which to continue developing the new institution.

With the partnerships and building in place, the past years were spent on supporting Design Society in establishing a great institution and program. The mission of Design Society echoes CMSK’s spirit of social responsibility, valuing a people-oriented approach, public service and education above all else. Design Society truly is a brand that adds a valuable new cultural element to the CMSK business, bringing new diversity to CMSK’s expertise. Creativity, inclusiveness, communication and mindfulness. Now that Design Society is open, let us look forward to becoming a new platform to stimulate inspiration and promote creative connections.

序言： 英国国立维多利亚 与艾伯特博物馆

Foreword: The Victoria and Albert Museum

2014年6月，招商局集团（CMG）与英国国立维多利亚与艾伯特博物馆（V&A）签署合作协议，签字仪式由李克强总理和英国首相卡梅隆开场。与招商局集团的合作是V&A发展历史上的重要一页。双方的探索性对话自2012年开始，当时我们的前任馆长马丁·罗特先生荣幸受邀为招商局建立设计博物馆的宏伟规划提供支持。如今设计互联的开幕，标志着双方合作的圆满成功，这是一个意义非凡的文化成就。在招商局高瞻远瞩的合作倡议之下，V&A得以在中国开创全新的国际合作模式：以共同价值观与发展理念为基础，与中方建立紧密的协作关系，为实现共同的目标而并肩前行。

与招商局集团的合作是V&A发展历史上的重要一页。从2012年开始的探索性对话，到如今设计互联的开幕，标志着双方合作的圆满成功，这是一个意义非凡的文化成就。在招商局高瞻远瞩的合作倡议之下，V&A得以在中国开创全新的国际合作模式：以共同价值观与发展理念为基础，与中方建立紧密的协作关系，为实现共同的目标而并肩前行。

这一合作也标志着V&A自1852年建馆以来与中国合作的新篇章。自成立以来，V&A一直不断丰富中国藏品。数十年来，透过展览、文物交流、学术对话及培训等活动，与中国主要的博物馆机构建立了紧密联系，推进了两国之间的文化对话和相互了解。我们期待能与招商局集团的合作中开拓新视野，通过全新的协作模式，分享V&A在设计领域的收藏、知识和专业见解，旨在为设计互联打造博物馆运营的最高专业水准，为设计互联成为世界顶级文化机构和设计平台的发展目标提供充分支持。

如今正是与中国新兴设计机构建立合作关系的最佳时机。这个国家见证着公共、私人博物馆以及新文化中心的空前增长，而这些机构也正试图触及越来越多的对文化消费感兴趣的受

众。与此同时，发展设计和设计教育，促进创造力和创新发展，也是当前政府政策的核心。深圳正处于这一转折的十字路口。深圳曾经被称为“世界工厂”，而现在则被认为是发展最快的全球设计和创新中心。随着城市和产业的快速升级，从“中国制造”到“中国创造”的转变，正以最清晰且雄心勃勃的步伐展开。在中国建立一个全新的设计机构，无疑是最好的选择，这座机构将充分参与城市不断扩大的设计版图，并定义深圳甚至全中国的设计和创新未来。

V&A特意为这次合作项目成立了专门团队，其中包括一位借调往中国工作三年的资深策展人。我们亦热忱参与深圳创意社区网络的建设，以便更深刻地理解当地语境。自项目之初，与招商局的合作一直是建立在双向交流和相互学习的基础之上，这也是V&A国际战略的具体体现，即建立长远的国际合作关系，亲身参与到当地社区的发展之中。

2013年，英国首相卡梅伦携贸易访问团访问中国时正式签署了双方的合作谅解备忘录，2016年，中国国家主席习近平在英国进行国事访问时参观的中英创意项目展示，设计互联也是其中之一。此项目是民间对话机制与两国政府支持下的共同成果，对中英两国文化和经济关系做出了巨大贡献，是国家文化交流的典范。我十分自豪地看到在这样一个具有挑战性的创新项目中，我们取得了非同寻常的开创性成果，这要归功于每一个项目参与者的贡献。这个项目不仅实现了我们的共同愿望，也开创了一个更可持续和一体化的国际合作模式，我相信这将对国际文化机构业界产生长期且卓益的影响。

蒂姆·里夫 - 英国国立维多利亚与艾伯特博物馆副馆长及首席运营官



V&A博物馆内的约翰·马德伊斯基花园
The John Madejsky Garden in the Victoria and Albert Museum
©Victoria and Albert Museum, London

In June 2014, China Merchants Group (CMG) and the Victoria and Albert Museum (V&A) signed a pioneering collaboration during an official ceremony opened by Premier Li and David Cameron. The place that this collaboration has in the V&A story cannot be overstated. It began with exploratory conversations back in 2012, when our former Director Martin Roth positively responded to the invitation by CMG to support their ambitious plan of setting up the first major design museum in Shenzhen. It now comes full circle with the opening of Design Society and the celebration of an extraordinary cultural achievement. Through this initiative, and thanks to our partner's vision, the V&A has pioneered a totally new way of working in China, working closely with a Chinese partner, developing an innovative model for international collaboration based on shared values and ambitions, working collaboratively towards a common goal.

This collaboration also marks the latest chapter in a story of engagement with China that dates back to the origins of the V&A museum in the 19th century. Chinese objects have been collected by the museum since its foundation, and strong ties with key museum institutions in China have been developed over the decades through exhibitions, the exchange of objects, knowledge and training programmes, and the fostering of a cultural dialogue and mutual understanding between our two countries. In the partnership with CMSK we look forward to new horizons. We are delighted to share our collections, knowledge and expertise in the field of design through a new collaborative format, providing our full support in the development of a world-class cultural institution and design platform, conforming to the highest professional and international standards.

A partnership focussing on the development of a new design platform is particularly timely in China. The country is witnessing an unprecedented growth of public and private museums and new cultural hubs, that are attempting to reach out and engage with audiences increasingly interested in cultural consumption. Meanwhile design and design education are at the core of current government policies promoting creativity and innovation. The city of Shenzhen is at the intersection of this new turn. Once known as the ‘factory of the world’, it is

now considered to be the fastest growing global centre for design and innovation, with a strong national and international profile. The transition from 'Made in China' to 'Created in China' is unfolding most clearly and ambitiously, as the city and its industries transform at pace. There could not be a better place to establish a new design institution – the first of its kind in China – which aims to fully engage with the expanding design scene of the city and define the future of design and innovation in Shenzhen and across China.

Our commitment to this collaboration is exemplified by the establishment of a dedicated team at the V&A, including one of our most senior curators on a three-year secondment in China, and our enthusiasm to fully engage with the Shenzhen creative community to build networks, and gain an in-depth understanding of the local context. Since our initial discussions with CMSK, this partnership was built on the idea of a two-way relationship, exchanging ideas and learning from each other, as part of a wider V&A strategy for international engagement, based on long-term partnership and the desire to ensure international projects closely relate to the fabric of the communities in which they take place.

I am proud to see that, during such an innovative and at times challenging project, we have been able to achieve something extraordinary and ground-breaking, thanks to the commitment, dedication and expertise of everyone involved. This project has not only allowed us to meet our shared aspirations, but has also initiated a more sustainable and integrated model of international collaborations that I am sure will have a long-term impact in the museum world. This project will stand as a major contribution to the China-UK cultural and economic relationship – a model of cultural exchange – and a tangible outcome of the People to People dialogues, and the political support given by the UK Government, during PM Cameron's trade mission to China in 2013, and the Chinese Government with the presentation to President Xi Jinping during his state visit to the UK in 2016.

Tim Reeve,
Deputy Director & Chief Operating Officer
Victoria and Albert Museum

设计互联馆长致词

Design Society Director's Voice

设计互联： 一座文化机构的创立故事

当我就任设计互联创始馆长时，眼前一派生机之象：招商局集团刚开始发展设计领域的业务；英国国立维多利亚与艾伯特博物馆（V&A）正在规划位于中国的旗舰合作项目；建筑师槇文彦依其远见卓识，充分发挥地理位置的优越性，把海上世界文化艺术中心设计成一座城市地标。彼时，我刚完成2013年第五届深圳城市 / 建筑双年展创意指导的工作，深圳无疑是我工作过的最具活力的城市。感谢这次机遇，让我参与到设计互联的筹开工作。当时起草筹开规划书的过程我仍记忆犹新，初创团队共同思考并深入探讨如何充分利用深圳的既有条件来创办一座创新的设计机构，还有将这一构想付诸实践所需的工作规划。

两年半后的今天，当初的规划已基本实现。我们将这一综合创新文化平台命名为“设计互联”，以此传达我们的机构精神与愿景。我们邀请了国际知名的品牌设计事务所Bruce Mau Design提供全面专业的顾问服务与视觉设计。我们做了充分全面的市场调研，确立了清晰的观众定位，同时也为这些不同的群体准备了多方位的展览、活动、课程和其他形式的项目，并建立了一个专门负责多元项目的团队。我们规划了商业模式以确保机构的可持续发展。我们也开始建立各种合作伙伴关系，并发展我们的关系网络。在筹开前，我们已经开展了长期的宣传工作与传播活动，在提升品牌认知度的同时，鼓励公众参与到我们开幕后的会员计划中。现在一切准备就绪，只待观众前来亲身体验这一切。

设计互联正在飞速成长，而这离不开一支专业、奉献、热情并愿意长期致力于该项目的团队。在与V&A团队的通力合作中，我们不断超越东西方的文化差异。在此，请允许我向招商蛇口、V&A以及所有协助我们将创意变为现实的人们致以最深切的谢意。

另一个有待回答的问题：设计互联究竟是一个什么样的机构？我们创建了一个既能展现设计形式、也能体现设计精神的地方；我们诚邀全世界的朋友来参观和加入设计互联；从经典的博物馆级别展览到流行设计咖啡馆的轻松惬意，我们正在探索一个融合多元活动的体验场馆；与此同时，我们也正在以最适合深圳的方式来推进创新日程。我们要呈现的是先锋性的叙述，而非单纯的堆砌整合。希望观众在每一次参观的开始和结束，都能开拓自己的视野：对土地的永恒价值、城市的繁华新奇以及海外的新颖创意刮目相看。

许多人都在期待我们这一连接中国和世界、全面启发创意社区灵感的创新设计平台的建成，而我相信这本书将向所有这些朋友阐释我们的想法，同时我也希望这本书对他们有所帮助。正如我们的口号所说：设计启发灵感，设计互联。

奥雷•伯曼 – 设计互联馆长



Design Society: about the delivery of a new cultural platform

When my work as Founding Director began, the conditions were great: China Merchants' pioneering engagement with a new industry, design, had just taken off and the Victoria and Albert Museum was planning its innovative and collaborative flagship project for China. The architect Fumihiko Maki was using his vision to amplify the best qualities of the museum's location in Shekou, by designing an urban landmark. Speaking for myself, there was the fresh experience of working as the 5th Shenzhen Urbanism/Architecture Biennale's creative director, in one of the most vibrant cities I have ever worked for. Grateful for the opportunity, I began by mapping out the work that needed to be done to transform these conditions into an actual institution. The result was a founding document describing a vision and the actions needed to realize it.

Now, barely two and a half years later, most of these actions have been completed. We have coined the name Design Society to represent our spirit and drive for positive change. Together with Bruce Mau Design, we have co-created a brand to express it. We have identified our audiences. We have prepared a multi-faceted program of exhibitions, events, courses and other formats for these audiences. A team has been built to implement this program. We have conceived an entrepreneurial model to ensure sustainability. We have begun to establish numerous partnerships and develop our network. We have developed a long-term campaign focused on engaging the public with how to Design Society. It's all there now, ready to be visited, experienced and enjoyed.

Whatever productivity, this is not to say there weren't challenges along the way. Finding skilled and dedicated people that believe in this unique project and are willing to commit years to it is by no means easy. Embedding a cultural initiative in a state-owned company culture with no previous experience in the creative industries, has been a learning curve in itself. Navigating, mediating and ultimately transcending eastern and western cultural practices into something relevant and urgent for international design, is an unfinished process. However, I believe we are on

track and the imminent opening of Design Society may celebrate that achievement. Let me express my deepest thanks to founder China Merchants Shekou, founding partner of the Design Society Foundation V&A and all the people who turned so many ideas into reality.

The question remains: what exactly are we opening? We are opening a place that embodies the spirit of design as much as it displays its forms. We are inviting the world to participate in Design Society as well as visit it. We are crafting an experience that mixes a variety of programs ranging from the studied concentration of a classic museum gallery to the buzz of a popular design café. We are launching an agenda for innovation with Shenzhen as its optimum. We are telling a story of pioneering rather than consolidation. And perhaps, at the beginning and at the end of any visit, we will literally open views to horizons: to the timeless values of the land, the bustling newness of the city, and the promise of fresh ideas from overseas.

I am sure this book will be very explanatory and hopefully useful for everyone waiting for a new design platform at the crossroads of China and the world, as well as inspiring for creative communities across the board. As our slogan goes: Design to inspire, Design Society.

Ole Bouman,
Director Design Society



关于设计互联 Introduction: What is Design Society?

设计互联是一个联接、聚合不同元素的综合平台，超越人们对文化边界的固有印象。这是一个包罗万象的机构，更是一个全新的机构，起名“设计互联”，即是本机构理念的最佳彰显。

设计互联的项目主要围绕两个中心展开：打造文化休闲目的地，推动设计行业创新。

一方面，设计互联把海上世界文化艺术中心打造成文化休闲目的地，成为深圳及周边地区居民外出休闲的首选，用设计联接不同年龄和背景的观众。

对热爱文艺的观众来说，这座机构更像是一座综合设计博物馆。场馆内有多个展馆，展现了过去、现在和未来的设计作品。场馆内还设有驻地工作室和教育空间，以满足艺术教育的需要。

对广大居民来说，设计互联构建了一个真正的市民中心，场馆包含一

座剧院和大小各异的活动空间，设计互联和其他机构均能在此举办活动。建筑周围、内部甚至顶部，都有广阔的公共空间和园区，欢迎观众前来探索、玩乐、体验、互动、共享和创作。人们也可以在此购物或用餐。总而言之，这是一座蕴含着无限体验可能的建筑。

从推动创新的角度来看，设计互联旨在为珠三角的创意产业打造一个互联的平台，成为连接中国和世界设计文化的重要桥梁。设计互联将利用自身的机构优势，积极为设计行业发掘新兴资源，精准对接人才，匹配研究议题，由此提升人们的生活质量，提升当代生活方式。

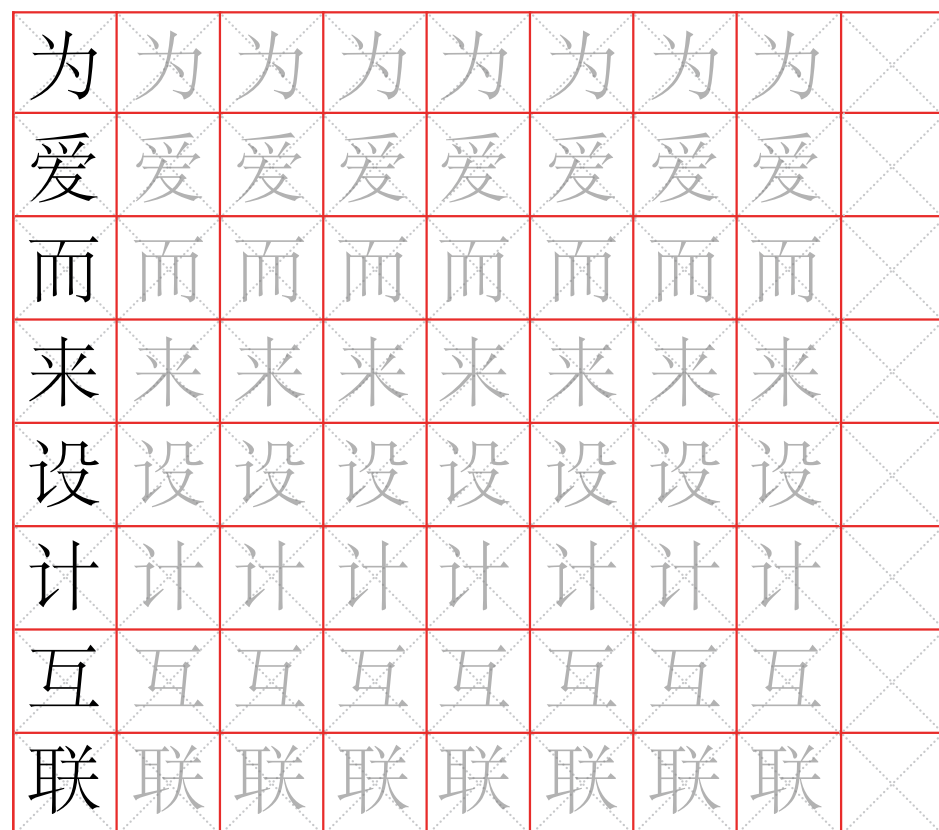
值设计互联盛大开幕之际，让我们回顾整个项目的发展历程，展望未来的发展前景。设计互联将秉承蛇口的开拓精神，实践招商局的创新政策，发扬与V&A的合作理念，实验全新的文化形态。

联接，聚合与超越，设计互联。



设计互联的品牌设计 Image from the branding process of Design Society ©BMD

设计互联的标志以汉字习字格为灵感，代表以传统出发，同时面向未来的精神。标志内的空间象征着行动力，邀请人们参与创造未来



设计互联的标志以汉字习字格为灵感 The Hanzi Grid: a template for Chinese handwriting practice and inspiration for the Design Society Logo

Design Society is many things. Its identity lies in its capacity to combine, connect, cross-fertilize and, by doing so, transcend cultural territories and boundaries as we know them. It is many things, and at the same time it is clearly a new thing that requires its own name to go beyond the sum of its parts: hence Design Society.

Nevertheless, the parts themselves are quite recognizable elements, organized around two pillars: a visitor destination and an innovation agenda.

As a visitor destination Design Society runs The Sea World Culture and Arts Center. A must-go for the culture- and design-hungry in Shenzhen and beyond, connecting audiences of different ages and backgrounds with design.

For such a visitor, it may look like a comprehensive design museum. It features multiple galleries, presenting ground breaking designs from the past, present and future. It has studios and education spaces, catering to the public's need for learning and interpretation.

For another visitor, Design Society cultivates a genuine civic and community center, comprising a theater and many other event spaces, big and small, programmed by Design Society and others inspired by the many possibilities to use this venue and urban landmark. Around, inside, and even on top of the building, generous public and park space welcomes visitors to discover, play,

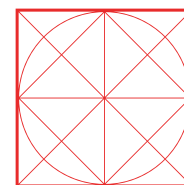
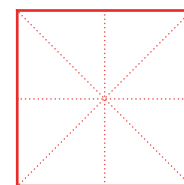
experiment, interact, share, and create together. Or shop and be nurtured in multiple ways across the building.

As an innovation agenda, Design Society aims at developing relevance for the creative industries in the Pearl River Delta, and to provide a prestigious and major design platform to stage interaction between the design culture of China and the world. Design Society, by actively pursuing opportunities for design in society, and by its manifold match making activities between design talent and industries, design disciplines and societal issues, hopes to contribute to elevating the quality of life and the positive transformation of contemporary lifestyles.

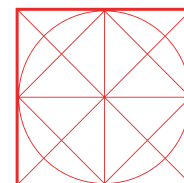
At this moment in time, around the opening of Design Society, we draw hope from the history of this project itself, in which the ambition to Design Society has been tested already by tapping into the great assets we began with. Continuing the pioneering spirit of Shekou, focusing the innovative drive of China Merchants, demonstrating the collaborative mindset with the V&A, and experimenting with new culture formats right at the opening, we are confident that 'Design Society' will become synonymous to the way we bring all the above together in a new unique institution.

More than the sum of its parts. Design Society.

The logomark inspired by the Hanzi grid, is a framework built upon tradition, yet also demonstrates a new way forward. It creates a space for action that invites people to create and make the future.



DESIGN
设计互联
SOCIETY



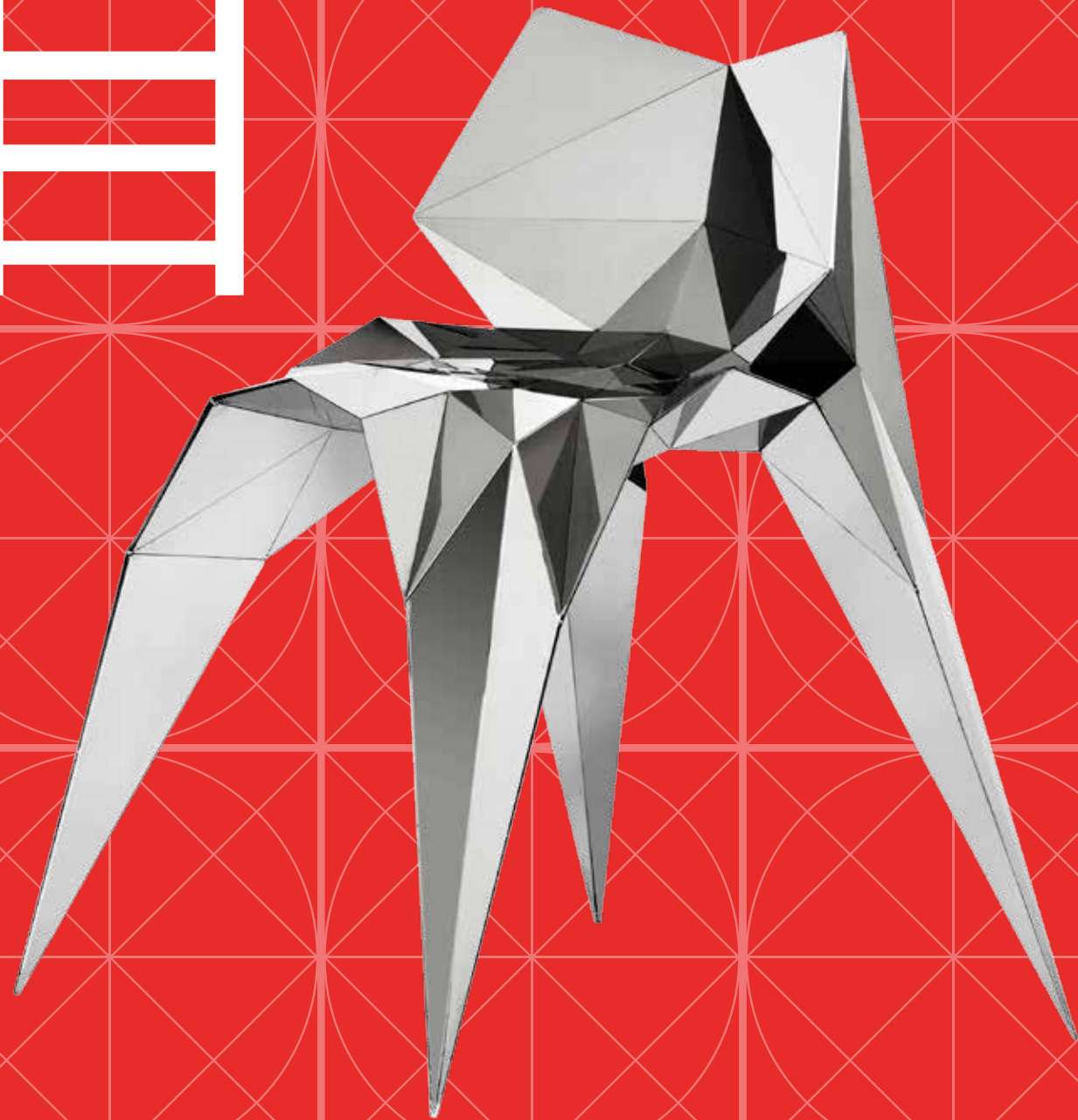


Design Society,
at the
crossroads
of China and
the world

设计互联，
连接中国与世界

《月落后花园》深圳市南油
(集团) 有限公司-惠晓东

项目



设计互联的缤纷项目 What we offer

设计互联的本质是一个服务公众与社区的文化机构，我们在策划文化项目时，应尽力满足不同观众的需求，并鼓励公众积极参与其中，成为设计互联社区的一员。在展览主题、设计师与专家学者的选择上，既切合当代社会与当地社区的现实，又能给人们带来启发与灵感。

为了保证海上世界文化艺术中心的持续发展活力，成为一流的文化休闲目的地，设计互联将不断开创新的文化项目形式，未来不应局限于举办展览与活动。我们希望能借助设计互联的平台，鼓励、培育并最终打造出设计人才，响应未来的机遇与挑战，进而将中国与全球设计文化联系在一起。

本章节将介绍设计互联的开幕展览及相关活动，展示背后的策划理念，为本机构未来文化项目的策划树立标杆。

While preparing Design Society for its public life, we have always believed its cultural program should be diverse, animated, relevant, participatory and catering to both the design professional and the general visitor. But most of all, we believed that it should acquire an inspirational quality. Design Society, by its very nature, can only be for the public and for the community.

So we hope to offer exhibitions and public activities that serve our diverse audiences with shows and events that are multifaceted and exciting, which promote active participation and long-term engagement with the Design Society community. We hope to prove that our topics and themes, as well as our choice of designers and speakers, will be relevant (and even urgent) to contemporary society and the local community alike.

We will do all of this with an aim to innovate the formats for cultural programming, animating Sea World Culture and Arts Center as a great visitor destination, while exploring different cultural operating models for the future. Hence, we may go beyond shows and events. We may also activate, incubate and ultimately match design talent with the challenges and opportunities of the future, and by doing so, connect creative China with global design culture

This is a presentation of Design Society's program as it stands at its opening in December 2017, setting the bar for its future activities.

2

设计互联旗下展馆 Design Society Galleries

海上世界文化艺术中心拥有6个展馆，每一间展馆都独具建筑设计特色，是空间与实体、光线与氛围的巧妙融合。观众可以在不同的展馆享受丰富多元的观展体验。

在一层，设计互联旗下V&A展馆梳理了近现代设计史的发展脉络，设计互联主展馆探索未来设计发展的无限可能，园景展馆是我们独特的项目空间。

二层，设计互联与深圳“设计之都”推广办公室合作创办了联合国教科文组织创意城市网络交流中心，展示全球“设计之都”的最新创意。而位于三层的蛇口改革开放博物馆，能让你了解深圳的历史沿革，展望其未来的发展蓝图，感受这座高速发展城市的驱动力与创造力。

设计的过去、当下、未来，皆在此交汇融合，给予观众“创造力迸发”的观展体验。不论你是对近代设计史感兴趣，还是关注未来的设计趋势，或是渴望了解当地的设计生态，设计互联的展览都可以满足你的兴趣与需求。通过对既有藏品进行新的诠释，以及举办响应社会议题的临时展和特邀展，设计互联将始终出品新鲜、当下且与生活息息相关的展览。

Framed by Maki's inspired design which brings together space and matter, light and atmosphere, Sea World Culture and Arts Center provides six galleries, each of them with its own unique architectural quality.

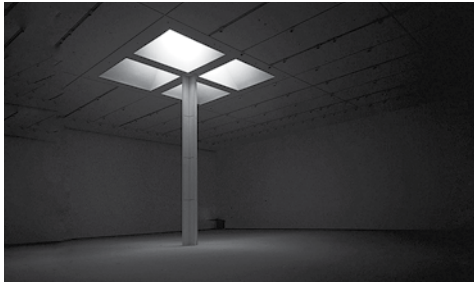
Presenting a diverse and ever-changing exhibition experience to the public, on the ground floor we invite our visitors to follow the path of design from its historical roots into a multiplicity of possible futures. While drawing from the great collections of the Victoria and Albert Museum, Design Society will contextualize this history with cross-sections of contemporary practice and speculations about what will come.

Future and past will merge in two major galleries set to open on the second and third floors, highlighting the drive and creativity of Shenzhen as the fastest developing city in the world.

Combined, the narrative of the galleries will allow visitors to experience the “spark of creativity” in many different forms. From 20th and 21st century international design objects, to visions for tomorrow; from the exploration of current, urgent design developments to local design history, Design Society's exhibitions cater to diverse interests and needs. Presenting new curatorial interpretation of existing collections alongside responsive temporary exhibitions and guest presentations, the exhibitions offered by Design Society will remain fresh, current and relevant.

主展馆 Main Gallery

设计互联主展馆，拥抱并赋形中国设计的未来。



Thonik 设计的“数字之维”视觉识别
Visual Identity for “Minding the Digital”, designed by Thonik

主展馆位于主体建筑的核心位置，是海上世界文化艺术中心最大的展陈空间，可为观众带来实验性、沉浸式及互动式的体验。由设计互联专业策展团队策划系列高水平的展览活动来回应对未来设计的思考，它秉承“设计互联”开放和聚合的精神，以展览探讨未来的设计趋势，以及设计对社会的影响。

设计互联开幕展：“数字之维”

“数字之维”是主展馆的开幕展。在知识网络时代，数字化技术触发了设计转型。选择“数字之维”作为展览主题，彰显数字化在国内外前所未有的影响，并探索设计如何革新科技与人文价值，这无疑在设计互联机构使命的最佳体现。还有什么比这个主题更贴近时代、更有

话题性、更激动人心呢？此次展览将汇集50位（组）国内外新锐艺术家、设计师与创意实践者的跨领域创作，把观者带入一个由数字技术构建的沉浸式设计奇观和体验世界。设计互联希望通过此次展览，向观众传达全新的设计概念：设计不仅关乎物品的美感，更与新材料、新科技、人际关系及社会建构息息相关。

此次展览不仅单纯的进行展出和演示，还邀请参观者在特设的互动区域亲自动手参与设计，让每个人都成为设计实践者，通过设计来界定自己的能力、公共形象，以及专属个人的操作模式。在当今社会，设计已经跳脱了行业与专业界限，成为了一种态度、思维方式和工作方法。



“ANIMA II”. 尼克·弗斯坦德 “ANIMA II” by Studio Nick Verstand in collaboration with onformative, Salvador Breed, Pufferfish ©onformative



“数字之维”的展陈设计 “Minding the Digital” exhibition design ©MVRDV



“创客椅”，约里斯·拉尔曼
“Maker Chair (puzzle)” by Joris Laarman ©Joris Laarman Lab

The Main Gallery of Design Society announces, embodies and embraces the future of design in China.

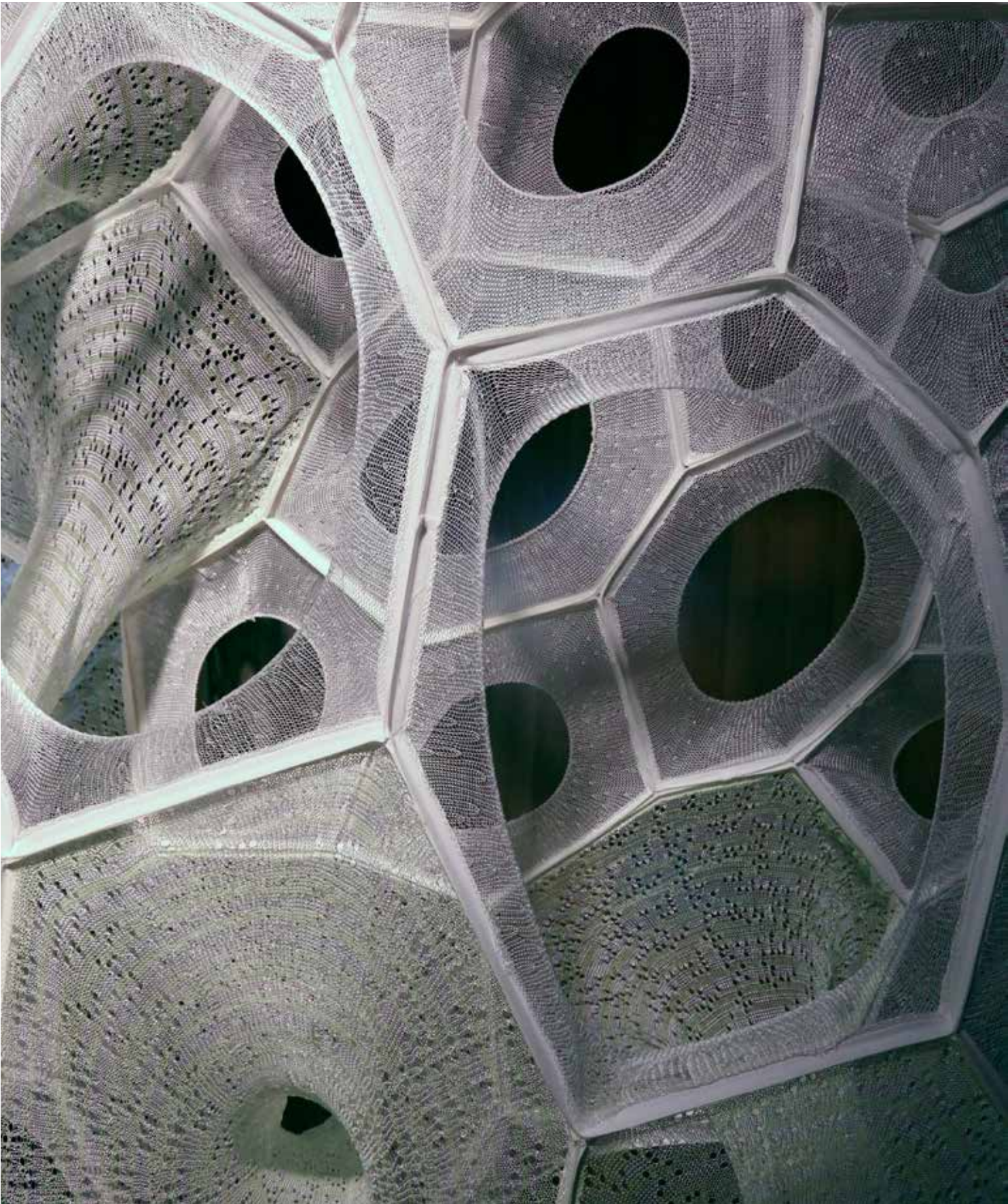
The Main Gallery is the Sea World Culture and Arts Center's largest exhibition space, positioned at the very heart of the building. The Main Gallery will present immersive, interactive, and experimental experiences, touching on major topics in design today. In short the Main Gallery is Design Society's manifesto. A place where all of Design Society's ambitions are integrated: from the choice of topics, to collaboration with other parties, and cutting edge curatorial research.

Design Society's First Show: Minding the Digital:

The Main Gallery's inaugural show is Minding the Digital. Why Minding the Digital? We thought that in Design Society's ambition to be a new, comprehensive institution incorporating a museum, an experience center, and a professional hub all in one, there was no subject more relevant, topical and exciting than the digital landscape in which our lives unfold to an ever-increasing degree. This digital transformation demands our full attention and requires our strongest imagination. Minding the Digital allows the visitor to evaluate the evolution of contemporary design. It highlights some of

the most important modes of operation in design today. It encourages visitors to consider the role of design beyond the aesthetics of an object, pushing them into new territories of materials, production technologies, human interaction and societal organization. Minding the Digital, makes a point of showing how we literally design society in the early 21st century.

The exhibition does not only show and demonstrate. It also invites visitors to design themselves. Contemporaneous design is an inclusive discipline that allows everyone to become a practitioner. People are enabled to define their skills, their own public language and profile, their own mode of operation. Design is the common denominator for a highly diverse culture of making, coding, assembling, combining, and disseminating. Design has departed the enclave of the professional field, and become an attitude, a mind-set, and way of working.



“多重穿梭”,简妮·莎宾 "Polythread" by Jenny Sabin ©Bill Staffeld



奥利维蒂“瓦伦丁”打字机，艾托尔·索扎斯和佩利·金 Valentine Typewriter by Ettore Sottsass and Perry King, 1969 ©Olivetti

V&A展馆

V&A Gallery



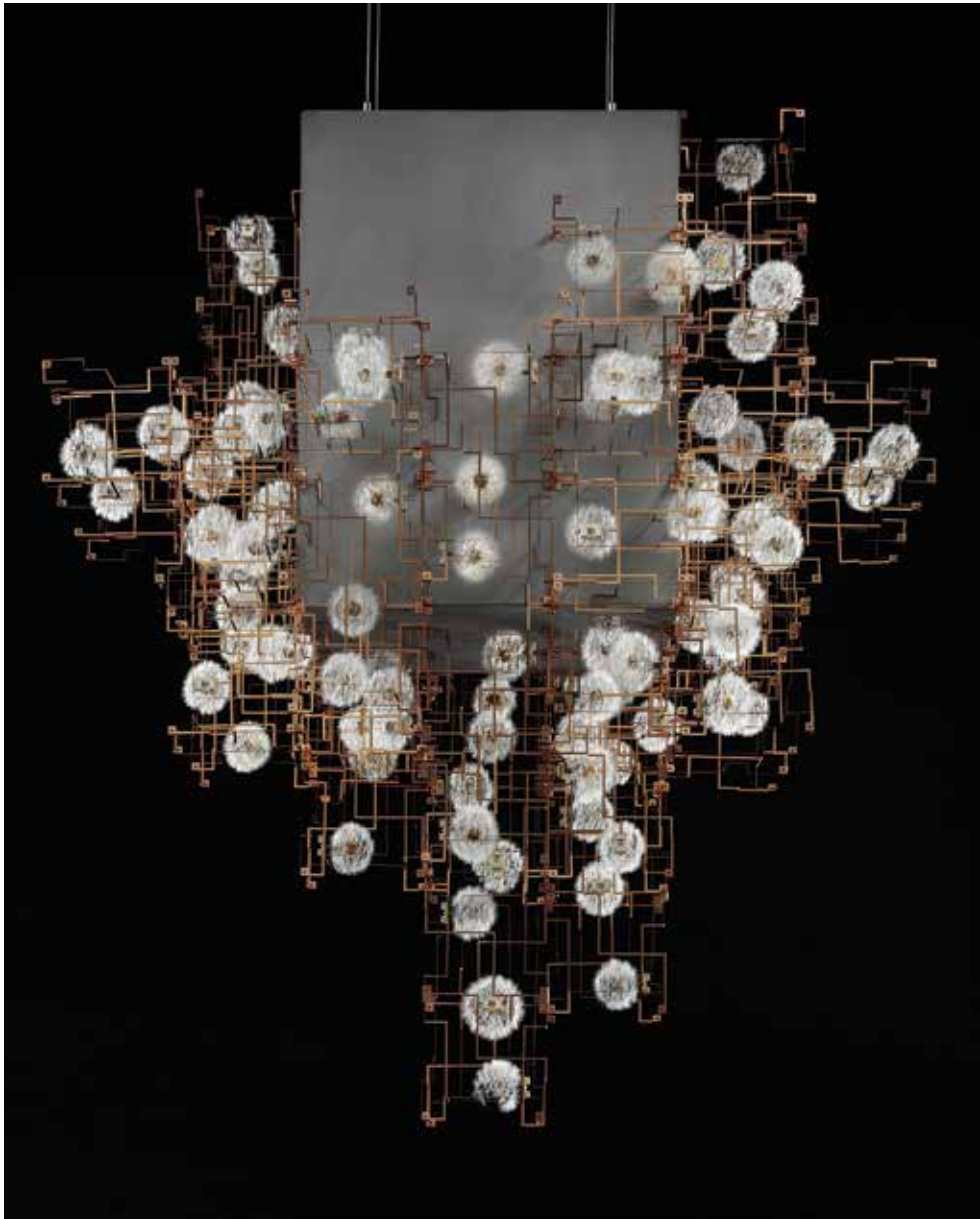
塑料梳 Parkesine comb, 1870 ©Victoria and Albert Museum, London

设计进程由价值观驱使，而这些价值观也将影响设计。

V&A展馆，主要展示具有历史意义和全球背景的物品。V&A展馆的展品，主要来自伦敦V&A博物馆的永久馆藏，这些藏品丰富多样且跨越多个领域；与此同时，策展团队还深度调研深圳与珠三角的创意实践，购买了全新藏品。

V&A展馆的开幕展“设计的价值”探讨了两个主要话题：我们如何评判设计的价值，以及这又如何反过来影响设计。作为V&A迄今为止规模最大的国际项目，“设计的价值”为重新批判性地认识设计提供了独特框架。

在当代中国，“设计”一词拥有多重价值：在政策层面，它是经济发展的工具；在商业领域，它是打造成功产品的方式；对新兴中等收入人



“脆弱的未来”枝型吊灯, Studio Drift, 2011 'Fragile Future', Chandelier, Studio Drift, 2011 ©Studio Drift

群而言，它可以用来彰显和定义他们的生活方式；而对学生和从业者来说，它是自我表达和解决棘手问题的工具。

我们着重探讨了过去两百年来推动国际设计进程的关键价值观：性能，解决问题，材料，身份，沟通，成本与奇观。250件展品或支持、或挑战了这些价值观，由此引发人们反思他们本身尊重设计的方式。



木制仿塑料椅, 马腾·巴斯, 2008
Plastic Chair in Wood Maarten Baas, 2008
©Victoria and Albert Museum, London

If values drive the design process, what we value will ultimately affect the way we design.



“设计的价值”展陈设计 Values of Design exhibition design ©Sam Jacob Studio

Adjacent to the Main Gallery is the V&A Gallery, a space that will strengthen Design Society's discussions on the contemporary by framing a debate on values of design through objects that offer historical and global context. The V&A Gallery presents a diverse cross section of objects from the V&A's own permanent collection. Carefully selected for and inspired by Shenzhen, the exhibition also presents new acquisitions to the V&A collection, sourced from Shenzhen itself.

The inaugural V&A exhibition 'Values of Design', designed by Sam Jacob Studio, is an exploration of our values, and how our values are reflected in the objects we choose to surround ourselves with. The largest international project the V&A has ever worked on, it provides a framework for a new and critical look at design.

In the context of contemporary China, the term 'design' has taken on many different values. From personal expression and problem solving to economic development.

By identifying several key values that have been driving design processes all over the world throughout the past two centuries, the objects in the exhibition either support or question these value claims, triggering the audience to reflect on how they value design themselves.

The V&A collection aims to contribute to the evolving design culture of China and Shenzhen in a meaningful way. Including regionally sourced objects, it reflects the dynamism and uniqueness of Shenzhen's design scene, making connections between what is happening in the region today, and the extensive historical collection of the V&A.

园景展馆 Park View Gallery

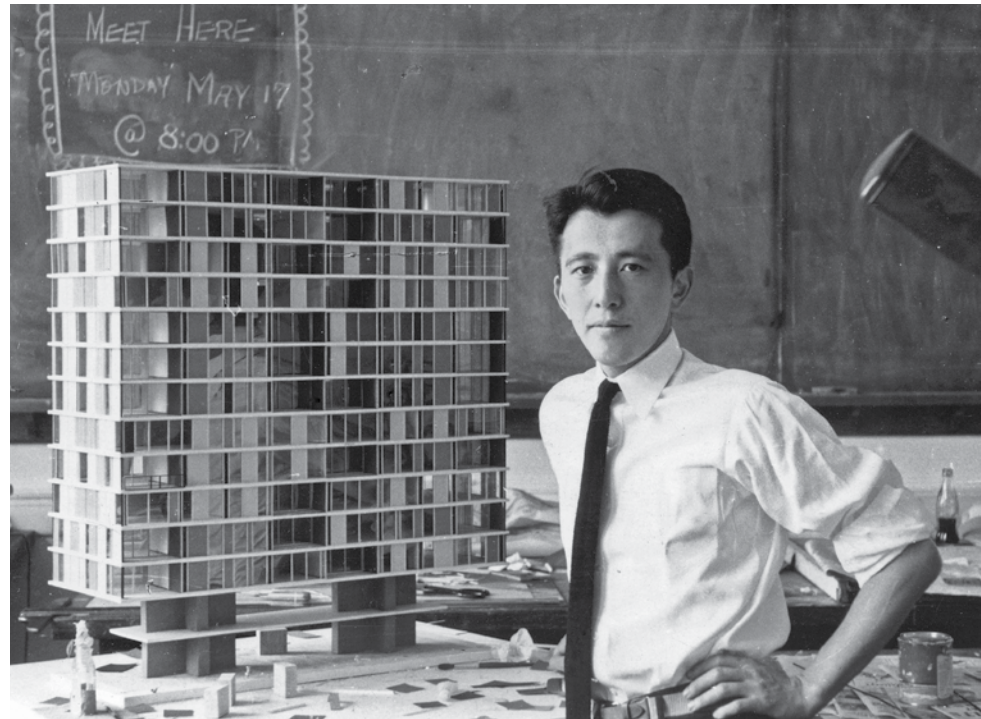
园景展馆是一个视野开阔、光线明亮的小型展馆，可以从这里看到公园绿地的景色，是一个灵活机动的项目空间，适于举办中小型展览和讲座活动。



©Maki and Associates



©Maki and Associates



横文彦在自己的哈佛毕业设计模型前，1953 Maki with model at Harvard University Graduate School of Design, 1953
©Maki and Associates

克建筑奖等重要奖项的肯定。

海上世界文化艺术中心是一件融汇横文彦毕生建筑实践精华的作品，贯彻着其历年作品的设计理念与准则。通过语录、草图、视觉理念（如组团/集合形态、空间社会化和视线建构）等综合形式，多维度展示横综合计画事务所52年的建筑设计实践。



©Maki and Associates



阿迦汗博物馆, 横综合计画事务所, 横综合计画事务所
Aga Khan Museum, Maki and Associates, 2014
©Shinkenchiku-sha

The Park View Gallery presents the responsive program of Design Society



©Maki and Associates

A well-lit space by the entrance hall of the building, the Park View Gallery is designed to present topical and smaller-scale projects and guest presentations. Design Society's first guest curator is none other than the architect of the building himself: Fumihiko Maki. In the gallery, he takes the visitor on an imaginary tour through his oeuvre, arriving at his latest creation, the Sea World Culture and Arts Center, house of Design Society.

Fumihiko Maki is an architectural giant. With a career spanning more than 50 years, he has helped build key moments in history, from the rebuilding of post-war Japan, to the reconstruction of Ground Zero in New York. Maki's work represents an international and award-winning architectural practice.

A Pritzker prize laureate and celebrated scholar, he has been an important contributor to discourses in the field of architecture throughout the span of his more than fifty-year career.

Though a unique project within the repertoire of Maki and Associates, the Sea World Culture and Arts Center was designed according to a culmination of Maki's design principles, developed over half a century of architectural practice. The exhibition introduces these principles through past projects, including a feature presentation about the SWCAC. An enrichment to visitors' understanding and experience of the building itself.

蛇口改革开放博物馆

Shekou Museum of Reform and Opening



蛇口改革开放博物馆的《开山炮》场景 Shekou Museum of Reform and Opening "First Blast" gallery view ©蛇口改革开放博物馆

改革开放四十载，说不尽的动人故事。



80年代建设中的蛇口港 Construction of Shekou Harbour in the 80s ©罗沛

蛇口改革开放博物馆旨在透过改革开放这一重大时刻下的多重历史镜头，呈献蛇口巨变的历程。蛇口是改革开放的真正桥头堡。1979年，作为中国第一个向世界开放的经济特区，蛇口率先实施了一系列经济、工业和政治改革。改革开放40年后，我们今天依然从蛇口居民那里了解到众多鼓舞人心的故事。

在招商局历史博物馆的慷慨资助下，我们将以照片、影像、文件和私人物品等形式来述说这些故事，人们将更深入地了解蛇口的特殊历史，重温蛇口人民走过的那些激动人心的岁月。

蛇口改革开放博物馆还将举行关于袁庚一生的专题发布会。袁庚曾任招商局集团领导人，他极富远见，是中国改革开放的先驱，带领改革开放渡过关键时期走向成功。蛇口人将他视作英雄，如今他留下的改革开放遗产将在蛇口改革开放博物馆长存下去。

Forty years of pioneering history has left behind a rich collection of inspiring stories



1978年，袁庚 (1917-2016) Yuan Geng in 1978 (1917-2016) ©招商局历史博物馆

This museum gallery is dedicated to the history of Shekou through the lens of its pivotal moment in history. Shekou is a true pioneering zone. The first Special Economic Zone in China to open up to the rest of the world in 1979, the area was the test-ground for many economic, industrial and political reforms. After forty years of innovation, a rich collection of inspiring stories can be gathered from its inhabitants.

Supported by generous contributions from the collections of the China Merchants Museum and Archive, these stories are told through photographs,

videos, documents and personal items. The museum brings us closer to the unique history of Shekou, and allows us to relive the experiences of Shekou residents during these energetic years.

The museum also includes a feature presentation of the life of Yuan Geng, a former leader of China Merchants Group, and the visionary who initiated the Reform and Opening Up and guided it through its formative years. Still considered an important local hero, his legacy lives on in Shekou today in the Shekou Museum of Reform and Opening.



80年代蛇口提出《时间就是金钱，效率就是生命》口号 Famous Shekou slogan coined in the 80s: "time is money, efficiency is life" ©招商局历史博物馆



1979年，袁庚讨论蛇口工业区早期的开发建设者在施工现场。 Yuan Geng discussing early development of the Shekou Industrial Zone ©招商局历史博物馆

设计互联， 响应社会 Design Society Social Response

设计互联是一家以服务社会为己任的公共机构。在公共教育项目的设计上，务求兼顾学术性与普及性。通过举办丰富多样、别出心裁的教育活动，激发公众的参与感与创造力。

对我们来说，促进公众参与，这并不是一个空洞的标语，而是整座建筑的生命力所在。唯有丰富多彩的活动与积极的公众参与，方能成就一座不朽的建筑。因此，设计互联将把海上世界文化艺术中心打造成市民的生活舞台，人们可以在此休闲、观展并参与其中。

与此同时，设计互联将全面参与到培养创意人才与构建创意社会的进程之中。高标准的学术研究、活动策划与出版物，皆是这一原则的体现。除了在海上世界文化艺术中心举办活动，我们的公共教育活动也将进入中小学和大学校园，依托机构丰富的设计资源，助力培养新一代设计师与创客。愿我们的文化项目与公共活动能触及人们的生活，促进这座城市创意产业的发展。

Design Society is not here to serve itself, but to serve society. To become a true house of ideas, that is academically rigorous yet fully accessible, we have developed a multifaceted and innovative public learning program that stimulates creative thinking and that engages with the world around us.

This engagement is not a matter of theory, but will have immediate impact on the building itself. Multiple events will animate the building, and prove time and again how architecture thrives when it frames daily life and helps it to unfold. The building will serve the events, and the events will justify the building. This way, Sea World Culture and Arts Center will be a podium for civic life, allowing people to enjoy, watch and participate in Design Society's public programs.

On another level, Design Society will help foster a creative spirit and a creative society, not by just talking about it, but by demonstrating this principle through our choice of subject matter, by the reach of our critical research and by the design of our events and publications. We hope both content and form will trigger creative thinking and action among our visitors. And besides the activities at Design Society itself, we strive to be a relevant contributor in both social and educational fields, through external activities that transform educational modules at schools and universities into real activators for the next generation of designers and makers. Let the beauty and magic of the exhibitions as well as our stand-alone initiatives be translated into programs that reach out to the lives of real people, and become useful for the city's creative industries.

策展历程 Exhibition Practice

设计互联自主策展，探讨设计前沿。
Design Society curates exhibitions to investigate the frontlines of design



设计互联与时尚、媒体行业代表举行专题会议
Focus meeting Design Society team with key players in the fashion and media industry



高级策展人陈嘉莉，设计互联馆长奥雷·伯曼与设计师张周捷
Senior Curator Carrie Chan, Ole Bouman and Zhang Zhoujie



策展助理唐司韵与设计师林欣杰
Assistant Curator Siyun Tang with Keith Lam



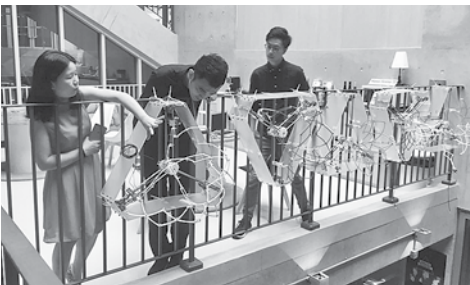
高级策展人陈嘉莉与“放制”的创始人Ian Bennink在开会
Senior Curator Carrie Chan and founder of Openmake Ian Bennink

设计互联努力寻找当下设计界最值得探讨的展览主题。不论源自本土还是国际，普罗大众还是创意社群，每一个展览在内容选择上都应引发最广泛的观众共鸣，切合人们的日常生活。为此，设计互联策展团队广泛研究创意领域的前沿动态，并与学界、业界专家紧密合作，务求为各个年龄层与教育背景的观众提供兼顾学术价值与参与体验的高水平展览。

策展团队进行展览研究时，始终坚持立足本土、关注国际的视角。首先从当前的社会议题中挑选出值得关注的议题，再与相关领域的机构和专家共同探讨，最终选定最具代表性的展览主题。展览的研究过程，亦是构建行业关系网的过程，设计互联由此与最杰出的人才与学者建立联系。

“数字之维”便是这样诞生的。作为主展馆的开幕展，其灵感源自数字化设计领域的最新发展动态，随后通过大量研究，最终敲定展览的叙事主线。即探讨当前的数字化浪潮是如何影响我们的思维方式、人际关系以及社会。

设计互联策展团队与设计事务所MVRDV、创意设计团队Thonik紧密合作，共同打造出一个沉浸式的数字设计空间。参观者还可以在特设的互动区域亲自动手参与创作。



天之丰与Sticklyline在柴火创客空间
Designers Sky Yutaka and Sticklyline with Violet at Chaihuo Maker Space

In the creation of new exhibitions, it is important to find topics that resonate broadly with the wider audience. Through research that critically explores current developments in the creative fields and collaboration with experts in academia and practice, the curatorial program aims to be an interface with which to engage Design Society's audience on multiple levels.

Design Society strives to identify exhibition topics that demand urgent discussion, presenting the audience with subjects that have a far-reaching presence and influence in their lives. From local to global, from the general public to creative communities, each exhibition topic aims to provide a current, relevant, critical and enjoyable experience for all.

The curatorial team undertakes extensive research, covering both local and international perspectives. Important topics are first identified by following developments in society, then investigated by collaborating with institutions and individuals conducting research in related fields, and by identifying the most representative and critical design practices that reflect these developments. This research process is also a network-building process, helping Design Society identify and connect with talents and leading scholars.



高级策展人陈嘉莉与设计师迈克尔·杨
Senior Curator Carrie Chan and designer Michael Young

This all comes together in Minding the Digital, the opening show in the Main Gallery. Inspired by current developments within the field of digital design, extensive research was undertaken to investigate how the current digital phenomenon has an impact on our ways of thinking, our relationships and our society.

The exhibition, designed by MVRDV in collaboration with Thonik and the curatorial team, was converted into a site for the public, stimulating their thoughts with everyday design objects, soliciting their interaction with empathetic interfaces and promoting their involvement in participatory spaces.

响应式研究 Responsive Research

设计互联追求高质量的学术研究，引领当代设计创作，审视设计对社会的广泛影响。当下性，这是设计互联项目的关键词，唯此方能实现以设计链接产业，以设计启发生活的机构愿景。在展览、出版、公众项目和教育活动中，设计互联时刻保持与外界的紧密合作，以获取最新的行业成果与发展方向。



采访大芬村画家赵北“不为人知的设计画家赵北”
Interview with Zhao Bei, painter in Dafen village, for Unidentified Acts of Design, October 2015

从组织焦点小组访谈、受众调查、外访和调研，到与本地院校建立紧密合作，我们携手业界、学界和创作实践领域的重要人物，务求建立丰富多元的展览与公共项目，以设计联接大众。

受众研究与焦点小组访谈

设计互联过去几年进行的受众研究表明，深圳居民受教育程度高，年轻人居多，有大量年轻家庭。深圳也有众多设计和其他创意产业的从业者。设计互联的项目策划均以此为基础，根据不同受众群体，策划相应的活动内容，希望家庭、创意人士、学生和普通参观者均能从中获得启发和灵感。



Cpak事务所、柯鹿鸣、孟露夏在大芬村调研“不为人知的设计行为”
Cpak studio, Brendan Cormier, Luisa E. Mengoni at Dafen village. Unidentified Acts of Design

我们还组织了多次焦点小组访谈，以此进一步调整、测试与优化项目内容。这些研究活动为设计互联积累了宝贵的合作经验与工作伙伴。

“不为人知的设计行为”

2015年V&A设计互联团队策划了“不为人知的设计行为”，该项目以探讨深圳当代的生产和制造业为出发点，向我们展示了许多尚不为人知的创意场景，挑战了我们对设计的分类，将新的设计行为和本地企业家精神加入到设计话语中。此项目的研究成果已先后在2015年的深港城市\建筑双城双年展，以及2016年的伦敦设计周展出，同时也在设计互联旗下的V&A展馆中予以呈现，使展馆进一步融入本地语境。



采访玫瑰绣工厂负责人李健森，“不为人知的设计行为”
Interview with Sam Li, Project Manager at Rose Knitting Factory, for Unidentified Acts of Design, September 2015

Design Society stands for quality research. It acts on the frontline of contemporary design practice, and investigates the wider implications of design on society and industry. This enables Design Society to create a program that is relevant to now, and makes Design Society a powerful industry connector. It also insures that the program meets the needs of our audiences. For exhibitions, publications as well as our public program and learning activities, Design Society relies on collaborative and responsive research to inform content and direction.

From focus groups, to audience surveys, interviews and research trips, we work with key voices in industry, academics and creative practices, as well as with local audiences and schools. This allows us to create a diverse exhibition and public program that connects to all our potential audiences.



采访玫瑰绣工厂，“不为人知的设计行为”
Cpak team filming at RONE Design Studio for Unidentified Acts of Design, October 2015



孟露夏带领国际学校教师参观，2015年12月
Luisa E. Mengoni giving a tour to international school teachers, December 2015

Audience research and focus groups

Audience research that Design Society has conducted over the past few years shows that the population of Shenzhen is highly educated and young, with a high density of families with young children. It is also home to a large number of people working in design and other creative sectors. Design Society's programs respond to this, creating a rich and diverse offering that aims to inspire families, creative professionals, students, school children, and more casual visitors alike. Through focus groups, elements of our program are developed, tested and calibrated with representatives from different audience groups. This process brings us into contact with many players and prompts diverse ways to collaborate with others.



葛林主持的创意从业者讨论小组，2016年2月
Discussion group with creative professionals led by Sarah Green, February 2016

Unidentified Acts of Design

Another example of the value of critical investigation can be found in 'Unidentified Acts of Design'. In 2015, the V&A conducted this project as part of the collaboration with Design Society, exploring contemporary production and manufacturing in Shenzhen. The research succeeded in bringing less known creative scenes to light, but also challenged our categorizations of design, adding new disciplines and local entrepreneurship into the discourse. Some items featured in this project, which was presented at the Shenzhen Biennale 2015, will be part of the exhibition in the V&A Gallery at Design Society, adding to the local embedding and local relevance of the gallery content.

公共教育， 共同学习 Learning and Public Programs



设计互联在伦敦设计周举办活动，2016年9月 Design Society presentation at London Design Festival, September 2016

我们的公共教育项目不仅承担着社会教育的责任，还扮演着推动市民生活的重要角色

我们的公共教育项目不仅承担着社会教育的责任，还扮演着推动市民生活的重要角色。海上世界文化艺术中心拥有开阔联通的公共空间，从建筑设计上就充分体现其作为公共机构服务社区的职能。

近年来，中国的设计教育发展迅速，以满足日益增长的行业需求。设计互联作为首个专注设计领域的大型文化平台，应担当起推动设计教育的重任，成为行业的权威领袖，不断追求卓越和创新。

海上世界文化艺术中心是开展公共教育项目的理想之地。充足的公共空间适合各类活动，包括展览、表演、研讨会、装置艺术展、儿童活动和时尚展等。

在设计互联开馆前夕，我们组织了多次观众调研。公共教育团队主动联系深圳学校与社区，举办了多次与本地社会议题相关且聚焦于年轻一代的试点活动。



小小创客工坊 Mini Maker Faire workshop

设计互联已在北京设计周、伦敦设计节、上海西岸艺术设计博览会和上海设计周举办过专题论坛；并在深圳设计周与当地创意人才举办展览与对谈；还在多地举办工作坊以及本地社区节。这些形式多样的外部活动，均展示了设计互联与各地区观众积极互动的意愿与能力。

设计互联依托本地资源，与目标群体和潜在合作伙伴建立持续的对话，运用博物馆与设计领域的专业知识，在为深圳打造专属内容方面，已经形成了一套创新模式，由此呼应设计互联成为开放包容平台的定位。



“去！设计社区节”，2016年11月 'Go! Design Community Festival', November 2016

Our public program is not only a means to transfer knowledge, but a generator for civic life.

The Sea World Culture and Arts Center (SWCAC) was created to fulfil a civic role, a role that was incorporated in its very design, making it a venue with ample public space for the community.

Design education is rapidly expanding in order to meet the needs of China's growing global design industry. Design Society, as the first major cultural platform for design in the country, occupies a unique position to become a leader and 'go to' resource for excellence and innovation in design education and learning.

The SWCAC is the perfect location for such programs, with plenty of public space for a diverse program of activities, ranging from exhibitions, performances, workshops, installations, children's activities, to fashion shows.

Design Society programs have been designed in collaboration with different audience groups through audience research, relationship building and testing. Leading up to the opening of Design Society, various aspects of future learning programs have

already been explored. Pilot events and activities matched real issues in Shenzhen society, reaching out to younger generations and connecting with schools and community life around Shenzhen.

With panels already held during Beijing Design Week and London Design Festival, panels in Shanghai during the West Bund and Shanghai Design Week, displays and talks with local creatives during the Shenzhen Design Week, workshops in various locations and a very own Community Festival, Design Society has already demonstrated how it can actively engage with and connect to audiences outside of the SWCAC on a national and international level.

Through combining local knowledge, ongoing consultation with target audience groups and potential partners, along with the V&A's expertise in museum learning, an innovative model has been devised for the specific context of Shenzhen that supports Design Society's mission to be an open and collaborative platform. We are looking forward for hosting and meeting our future learning audiences!



设计互联在深圳设计周组织活动，2017年4月 Design Society at the Shenzhen Design Week, April 2017



上海西岸对谈，2016年11月 Panel at Westbund Shanghai, November 2016



“去！设计社区节”，2016年11月 'Go! Design Community Festival', November 2016



北京设计周期间的讨论会 Panel during Beijing Design Week 2016

设计互联平台 Design Society Platform

设计互联是一个综合创新文化平台，以设计启迪生活，以设计链接产业，文化与商业在这里融合。本机构致力于聚合政府、学界、投资界、产业界等一切有创意思想和设计热情的人士与团体，为推动中国创意产业的迅猛发展做出贡献。

槿文彦设计的建筑本身，就是最直接的驱动力。以构建一个功能多元的“迷你城市”为设计原点，海上世界文化艺术中心集展馆、商店、办公空间、餐厅和广阔的公共空间为一体，营造出整个共生繁荣的生态圈，参观者既可是游客，消费者，参与者，也可以是创客或者创作者。

设计互联成长于一片创新沃土之上——地处“设计之都”深圳，依托经济蓬勃的珠三角地区——本身就蕴含着巨大的创意网络。为了充分发挥平台功能，为本地区数百万的创意从业者提供展示与交流的空间，设计互联特此推出会员制度。人们不仅可以在设此享受乐趣，有所获益，还能够收获归属感。

最后，我们希望成为国际设计师的合作伙伴，一齐在深圳及周边地区发掘优秀创意、技能专长、以及创新制造设施。在设计互联，共同设计现在，创意未来。

Our dynamic logo mark represents our spirit best: Design Society is a platform, where design is connected to the public and various industries in the most inclusive manner, and where culture and enterprise mutually inspire. As we aim to become an institution which enjoys discovering, experimenting and contributing to the future of Chinese creativity and beyond, Design Society is a place to connect and to spark new collaborations between design and people, institutions, industry, commerce, and daily life.

The most obvious ‘synergizer’ will be the Maki-designed building itself, strongly rooted in a philosophy of designing encounters as the essence of the architecture. Its collection of galleries, shops, workspaces and restaurants, as well as its generous public space, will provide the eco-system in which mutuality will thrive and where visitors may transform from visitor, to consumer, to participant, to maker and creator.

We are also positioned to play a role in supporting the vibrant Shenzhen and Pearl River Delta design eco-system that permeates the lives of millions. We represent a broad network of creatives and will give the floor to multiple voices, providing opportunities to present their achievements and points of view. To galvanize these efforts to create and connect, we offer an innovative membership program, allowing people not only to enjoy and benefit from Design Society, but a sense of belonging to it as well.

Finally, we hope to become a partner for international designers in their efforts to tap into the wealth of ideas, expertise and production facilities in Shenzhen and beyond. Design Society is a place where we can shape the future of design together, by presenting, debating, incubating and connecting.

培育行业网络 Building Networks



设计互联参观蛇口基金会，深圳 Design Society visits TAS, Shenzhen



蛇口基金会庆祝袁庚诞辰日，2015年4月 Shekou Foundation celebrating Yuan Geng's birthday, April 2015 ©Luisa E. Mengoni



侯瀚如参观建筑现场 Site visit by Hou Hanru



与同济大学签订合作协议 Signing with Tongji University

设计互联作为行业平台，连接着国内外合作伙伴、支持者与赞助者，构成了强大的行业网络。随着设计互联的发展，越来越多设计界关键人物将加入其中，持续扩大我们的关系网，设计互联的未来展望和战略视野正是建立在此基础之上。

设计互联一直重视构建本地、全国及全球的行业网络。自项目伊始，即与设计、建筑、政府、学术和教育界、企业单位建立联系。与各大博物馆、驻地项目、档案馆、行业协会、学校企业的合作关系也在不断发展，目前已与多家机构签订合作协议。

强大的行业网络将帮助设计互联获得各行各业的信息和专业意见，由此建立起横跨创意产业、社会和商业行业的平台，同时丰富我们的公共项目内容。



伊东丰雄参观建筑现场，2017年09月 Site visit by Toyo Ito, September 2017

通过建立多元的合作网络，设计互联致力于成为世界观众了解中国设计的重要窗口，以及国际设计进入中国的平台。依托强大的本土资源以及高质量的国际合作，本机构将围绕设计展开多元对话，催生跨领域合作，以设计驱动社会。



与飞利浦工作签订合作协议 Signing with Philips

Design Society, as a creative industry platform, is already building up extensive national and international network of partners, contributors and supporters, and its continued development lies at the core of Design Society's vision and ambition.

Design Society connected early on with figures in the fields of design and architecture, government, academia and education, as well as entrepreneurs and companies. Dialogues with major museums, residence programs, archives, professional associations, companies and schools are well underway, some of them already materialized by signed agreements. This helps to establish Design Society as a platform that crosses creative practices, society, and industry, and gives Design Society access to inside knowledge and expert advice, while fueling Design Society's public program.



V&A团队与故宫博物院公共教育部门，2016年04月 V&A team with colleagues of Palace Museum's Learning Department, April 2016

With strong and relevant connections at the local level, embedded in the wider national program, and resonant with an international scene that is increasingly looking to China as the next big global player in design and innovation, Design Society's network will be a truly innovative resource for many.

Design Society will further facilitate network building by setting up an extensive membership program, the benefits of which will go beyond the usual museum membership, giving participants access to industry opportunities, think tanks, b2b activities and career acceleration programs.



汕头大学讲座，奥雷·伯曼、孟露夏与葛林 Talk at Shantou University with Ole Bouman, Luisa E. Mengoni and Sarah Green

设计师驻地 Designer Residencies

这是一个设计“发生”的地方
A place where design happens



第一个“你好深圳”2017年03月 First edition Hello Shenzhen, March 2017



“你好深圳”活动期间，驻地设计师 Ross Atkins 与学生们在一起 Designer in residence Ross Atkins with students during Hello Shenzhen

设计互联的驻地项目不仅着眼于创作本身，更着眼于在社会创作的整个过程。设计互联为设计师、艺术家、表演者和研究人员提供驻场创作的空间，机构内的藏品、展览以及其他活动项目将激发驻地人员的灵感作。对于参观者来说，驻地项目提供了一个直接接触设计创作过程的宝贵机会，设计从业者也能借此机会和参观者交流互动。

“你好深圳”创客交流项目



“第二个好深圳”活动期间的工作坊，2017年10月 Workshop during second edition Hello Shenzhen, October 2017

2017年，设计互联作为驻地机构，参与英国领事馆文化教育处主办的“你好，深圳！”“创客活动”。英国设计师及工程师Ross Atkin受邀参与活动，与学生们一起互动，通过动手创造来解决



Ross Atkins主持工作坊 Workshop with Ross Atkins first edition Hello Shenzhen, March 2017

Design Society's Residency program aims to not just create, but to create with society in mind. Our program presents spaces for designers, artists, performers and researchers to create within the building itself, while our collection-based and temporary exhibitions, as well as our many events and programs, will inspire and stimulate our residents to create and refine their practice. The program is also a unique opportunity for visitors to come into contact with the actual creative process and a unique opportunity for creative professionals to engage with audiences. The residency also functions as a matchmaker, where design professionals are connected with others, to create designs always greater than the sum of their parts.

Hello Shenzhen

In 2017, Design Society hosted its first 'maker in residence' as part of the British Council's 'Hello Shenzhen' maker exchange. UK-based designer and engineer Ross Atkin was invited to engage students with problem-solving tasks through making. At the end of the project the students worked with Atkin to showcase their work and deliver a crafty robot workshop for forty children and parents at Wan Xia Community Centre in Shekou.



第一个“你好深圳”2017年03月 First edition Hello Shenzhen, March 2017



圖片說明 Lorem ipsum dolor sit amet,

圖片說明 Lorem ipsum dolor sit amet,

设计互联会员 Membership

设计互联不仅是一个公共文化机构，还是一个连接互通的平台。

Design Society is not just an institution, but a growing inclusive network of members and participants

会员制让每个人都有机会成为设计互联的一部分。设计互联不仅是一个公共文化机构，还是一个连接互通的平台：与他人连接，与设计行业连接。无论你是业余爱好者还是设计从业者，我们欢迎所有观众加入设计互联会员。

会员制度的支持对我们来说至关重要，在可持续举办展览与公共项目方面，推动行业创新方面，推广顶尖人才作品方面，都将扮演重要角色。

选择加入设计互联，你将有机会接触世界各地热爱设计的同伴，与全球的行业领导者和知名学者交流，创造协同效应和鼓励创新，共同筹划展览和活动，丰富公司业务组合及扩大品牌影响力。

每一个会员都是参与者。加入我们，一起见证设计改变未来。

学生会员

设计互联专为年轻一代设立了学生会会员制，以此培育年轻一代的创新思维，以及他们对设计领域的兴趣。



我们还将提供设计领域的教育咨询服务，为这座城市的设计未来贡献力量。

如何加入会员？

请关注设计互联微信公众号，或咨询海上世界文化艺术中心服务前台。

Membership is an opportunity to become a part of Design Society's network. Design Society is not only an institution, but a platform where people can connect: with each other, or with the design industry. The Design Society Membership Programme welcomes a wide range of audiences: from members of the public to design-minded companies.

Membership support is essential for us to sustain our exhibitions and public programs, promoting innovation and the work of top talents in the field. But Design Society Members don't only help us realize our programs, they play an active role in co-creating our program.

Joining Design Society presents unique opportunities to connect with fellow design enthusiasts from around the world: to converse with industry leaders and respected scholars worldwide; to create synergy and stimulate innovative opportunities; to co-curate exhibitions and events; and to raise company profiles and amplify brand impact.

Each member is a participant. Join us to witness today how design will change the future.

Student Membership

Design Society has also launched a student membership with the intention of encouraging creative thinking for young people, to expand their horizons as well as to inspire them to take part in the design world.

By providing professional consultancy and training about future learning and careers in design, we will fuel the city's creative future.



How to become a member?

Go to the Design Society WeChat page, or website, or visit our service center in the Sea World Culture and Arts Center.

消费者体验 Consumer Experiences

来设计互联商店，把设计互联带回家。
Take a piece of Design Society home with you



春满园 Chunmanyuan restaurant

设计互联商店

设计互联商店不仅是一间购物精品店，它更是近距离体验展览及公共项目，发现设计师品牌，以及购买设计互联与V&A衍生品的地方。

不论是国际设计师品牌，还是新兴本土设计师，这里是设计师群体与参观者相遇的平台。

商店内还将策划限时商铺与研究实验室，让参观者有机会参与本地设计项目，了解作品的设计背景。参观者在这里不仅能获得创新的消费体验，更能踏上一场发现之旅。

设计互联商铺

我们精选了一系列融合市场与创意的特色商铺，包括精品购物商店、餐馆与咖啡馆，力图展现当前最完整的创意生态。设计不仅关乎视觉，更是能够满足嗅、味、听、触觉的完整体验。参观者在这里可以欣赏设计、参与设计、购买甚至品尝设计，感受设计如何让这个社会变得更美好。首期入驻商户包括补时、海上画廊、衡韵雅序、小燕|巢、爱森龙艺术空间、春满园、中国国家芭蕾舞团艺术教育中心、紫苑等。由设计互联运营的海上世界文化艺术中心期待与更多优质机构与个人开展合作。

The Museum Shop

Design Society's museum shop is more than just a shop. Presenting a curated shopping experience, it is an opportunity to come into direct contact with elements from the exhibitions and public programs, designer brands and products as well as Design Society and V&A merchandising.

The Design Society museum shop is also a platform for the design community to connect with our visitors, and for visitors to come into contact with international designer brands and products, as well as up-and-coming designers from China.

Collaborative pop-up stores and a study lab provide opportunities to connect with local design initiatives and learn more about a featured item's background, creating not just a dynamic consumer experience, but a journey of discovery.



补时 EXTRA TIME

Retail at Design Society

Design Society features shops, restaurants and café's where commerce and creation are brought together in a hybrid program, presenting the full eco-system of design. It presents a landscape of variety, showing the fullest breadth of creativity. It gives consumers an opportunity to explore and participate, showing that design is not only about the eye, but also about smell, touch, taste and sound. Combined with the cultural program, we offer a platform to show, discuss, test and prove how design can make a better society. At the moment of opening Design Society can offer its first partners such as EXTRA TIME Café, Haishang Gallery, HAMIN REMIX, Xiaoyan|NEXT, Epsilon Art Gallery, Chunmanyuan Resturant, Art Education Center of the National Ballet of China, The Purple, etc. We are open to proposals to complement our opening offering.



紫苑 The Purple

设计互联，历史 与未来在此交汇

**Design Society,
at the intersection
of historical
achievements and
future endeavours**

1984年1月26日，邓小平和中央领导在全景模型前听取袁庚介绍蛇口工业区发展概况
Deng Xiaoping and party leaders in front of a model of the Shekou Industrial Zone in 26 January
1984, listening to Yuan Geng explain future plans ©招商局历史博物馆

运营



设计互联的平台运营 How to run a platform

作为蛇口的新地标，设计互联将致力于实现永续运营。作为设计之都深圳的一座灯塔，设计互联将引领设计成为中国社会、生态和经济革新的关键推动力，驱动创新力量。

创新不仅体现在设计互联丰富多彩的展览与活动内容，也体现在其运营模式。设计互联的战略目标是打造“文化企业”，通过多样化的收入来源和文化项目，将文化和商业的力量两相融合，打造可持续运营的复合体。

设计互联基金会将成为中国首个通过内容生产和平台建设来推广设计和文化交流的组织。招商蛇口的商业团队将为其注入源源不断的市场活力，由此获得多样化的营收以供给多样化的文化体验。设计互联文化商业复合性的定位，正是其创新内核的体现，并使其得以灵活应对并把握新生机遇。

Design Society will be a major attraction for Shekou, for a long time to come, and a beacon for Shenzhen in its efforts to position itself as a Design City. At the same time, it will take a leadership role in positioning design as a key factor for societal, ecological and economic renewal in China, providing a powerful innovation agenda.

This agenda does not only translate into the program of Design Society, but also its operating model. The strategic aim of Design Society is to establish a niche of 'cultural enterprise' that sustains itself through varied sources of income and initiatives, combining cultural and commercial prowess to establish a sustainable complex and entity.

The Design Society Foundation will be the first of its kind in China to promote design communication and cultural exchange through both content production and platform building. The commercial arm will develop a financial dynamism that seeks to sustain its income and diversify the cultural experience with commercial activities. Such a positioning will serve as the best embodiment of an innovative spirit, as it is itself a flexible force that can be responsive and resourceful to emerging opportunities.

3

可持续模式 Sustainable Model

设计互联是一个综合创新文化平台，其可持续运营仰赖设计互联基金会以及商业运作

Design Society offers and innovative and inclusive cultural platform, comprising Design Society Foundation and a commercial arm to ensure a sustainable operating model

设计互联独特的“文化企业”定位将文化与商业的力量相融合，打造一个可持续运营的复合体。我们通过提供一个创新和包容的文化平台，包括设计互联基金会和商业团队，以确保可持续的运营模式。作为一家非营利机构，我们认为保证设计互联长期自给自足运营的能力是至关重要的。

设计互联致力于建立稳定的组合收入，即结合海上世界文化艺术中心的文化和商业项目的收入，并不断探索其他的发展模式。

设计互联基金会将成为中国首个通过内容生产和平台建设来推广设计与文化交流的组织。招商蛇口强大的商业团队将令这个项目充满商业活力，通过商业活动支持项目收入，并使文化体验更多样化。

我们面向未来的长期构想是将设计互联打造成一个不断成长与演变的机构。商业代表了设计互联的务实精神。在政府、商贸、工业等诸多领域，重视设计且有文化抱负的有识之士越来越多，我们的项目定位是联结各方，为未来的发展提供无限可能性。为此，我们计划发展广泛的收益渠道，包括捐赠、扶持资金、赞助、会员、票务、场地租赁、广告销售、停车、设计互联商店、伙伴关系、顾问咨询、培训项目和受委托的研究项目等。我们亦对其他创新发展模式持开放欢迎的态度。

Design Society is uniquely positioned as a cultural enterprise that combines cultural and commercial prowess to establish a sustainable complex and entity. It does so by offering an innovative and inclusive cultural platform comprising Design Society Foundation and a commercial arm to ensure a sustainable operating model. As a not-for-profit institution, we think it is important to ensure Design Society is a cultural endeavor that will thrive in the long term with a self-sustainable performance.

Hence Design Society is dedicated to establishing a stable income portfolio, one that is diversified by a combination of cultural and business endeavors in the Sea World Culture and Arts Center (SWCAC) and beyond.

The Design Society Foundation will be the first of its kind in China to promote design communication and cultural exchange through both content production and platform building. The commercial arm at CMSK represents a financial dynamism that seeks to sustain its income and diversify the cultural experience with commercial activities.

With a future-oriented plan that envisions Design Society as a growing and changing institution, this business represents Design Society's pragmatism and further exemplifies its position to connect to increasingly design-forward and culturally ambitious partners in commerce, business, industry and government, providing numerous possibilities for development and prosperity. To do so, we plan to develop a wide range of revenue channels, including donations, grants, sponsorships, membership fees, admission fees, venue hires, ad sales, unit leasing, parking, the Design Society store, partnerships, consultancy, training programs and commissioned research. From Day 1 we are open to good propositions that can strengthen our identity as an engine for new creative endeavors.

专业培训 Improving Ourselves

发展专业技能与职业培训。

Developing expertise and professional training



孟露夏正在培训设计互联的工作人员 Luisa E. Mengoni giving a training to Design Society staff



槇综合计画事务所在伦敦V&A接受培训 Training for Maki and Associates at the V&A galleries in London



在伦敦V&A培训 Training at the V&A in London

V&A与我们的合作是全面且深入的，除了给予我们展览研究、建立行业关系与观众培养等方面的专业支持，V&A也向我们提供咨询建议和培训课程，旨在为设计互联打造博物馆运营的最高专业水准。

双方在专业上的交流自项目规划之初就已开始。来自V&A不同部门的多位资深同事参与制定了建筑的建设与设备方案，以期整体建筑能够匹配机构运营的最高水准。

近30名V&A的同事们为我们量身定制了全面的培训课程，内容包括展览策划、展品诠释、艺术品借展与保管、数字媒体的运用、参观体验、宣传与会员发展策略等。这些培训采用了多样化的授课形式，例如现场培训、远程教学和实地体验等，让设计互联的团队成员们充分了解机构运营和管理的专业知识。设计互联开幕筹备的过程也是团队成员们实践学习的过程。这些具体的经验与标准在设计互联与V&A团队的共同工作的过程中不断被重新检验并加以完善，双方由此建立起了极富建设性的对话机制，务求最大化地满足项目运营的需要。



在设计互联本部进行V&A培训 V&A training at Design Society

Alongside research, network-building and audience development, the collaboration with the V&A has also included the provision of professional advice and training sessions which aimed at developing the highest professional standards in museum practice across Design Society.

This professional exchange began with consultation about the architecture of the building itself. Several V&A colleagues from across departments weighed in early on, on how best to equip the Sea World Culture and Arts Center so that it would meet the highest standards in institutional operations.

The expertise of around thirty colleagues from the V&A has also informed a comprehensive program of training in institutional operations and management.



在设计互联本部进行V&A培训 V&A training at Design Society

Subjects covered ranged from exhibition development and management, learning and interpretation, loans procedures and conservation, to digital strategies, visitor experience, press and membership. Trainings were arranged through on-site sessions, remote learning, and shadowing opportunities. Learning 'through practice' has also taken place while developing activities and programs. These components have been developed in collaboration with China Merchants Shekou and Design Society, trying to build a constructive dialogue and respond to specific needs as much as possible.

建筑



设计互联的建筑 Where we work

由设计互联运营的海上世界文化艺术中心（SWCAC）位于深圳蛇口的海上世界片区，由著名建筑师槇文彦领衔的槇综合计画事务所设计。典雅的白色石造外墙，平台与楼阁的建筑形态，勾勒出面向山、海、城的三重开阔视野，象征着设计互联作为连接中国与世界的文化枢纽，及其致力于开拓设计新前沿的愿景。

这座建筑将可灵活运用的场地与宽敞的公共空间融于一体，旨在创造开放联通的空间体验以及人与人的交流。建筑总占地面积约2.6万平方米，建筑面积约7.1万平方米，地上四层，地下两层，拥有多个展馆，一个阶梯式、可容纳328人的境山剧场、一个坐拥无敌海景、用以举办各种活动的视界厅，主营文化创意产品的设计互联商店，和多个咖啡厅与餐厅，这些区域也都可以举办各种类型的文化主题活动。室内空间与室外的屋顶花园及建筑周边的景观区域，共同使整座建筑成为一座独一无二的城市地标。

Design Society is housed in the Sea World Culture and Arts Center (SWCAC), and oversees its cultural operations. Located in the Sea World coastal city complex in Shekou, Shenzhen: it is designed by renowned architectural studio Maki and Associates, led by Fumihiko Maki. The elegant white stone building features three cantilevered volumes, opening up horizons to the surrounding mountain, sea and city, symbolizing Design Society's role to become an important cultural interface between China and the world, and its ambition to explore new frontiers for design.

Combining programmable venues with ample public spaces within and without, the building is built to enable cultural conversations and dialogue. It has a footprint of 26,000 square meters with 71,000 square meters of floor space. With four floors above ground and two below, numerous galleries, the 328-seat theatre, a large, sea-view hall to host activities, as well as retail spaces hosting design and culture-minded shops and restaurants, the building offers many culturally-oriented forms of activity. These can be continued in the park landscape both on the roof and immediate surroundings of the building, profiling the building itself as a magnificent urban landmark.

4

海上世界文化艺术中心

The Sea World Culture and Arts Center

无数精彩故事即将在此上演



2011年，槿综合计画事务所受邀设计海上世界文化艺术中心，这也是槿综合计画事务所在中国的首个项目。建筑的每个细节都经过仔细推敲，以展现其作为公共机构的建筑特性，以及连接海上世界、女娲公园和滨海步道的桥梁作用。

建筑位于深圳蛇口的海上世界片区。建筑的主体空间分别面向山、海、城市三重视野，引发文化的对话和人与人的交流。开放联通的空间设计可举办不同的文化活动，同时将蛇口多样的地貌及交通便捷的地理位置呈现在观者眼前。

沿着建筑主轴线依序排开的三大广场，连接着文化与商业空间。以红色砂岩为主题墙的文化广场，引导参观者前往文化展馆。以白色大理石为主题墙的中央广场，参观者能从这里观赏

三层中央庭院的景色。滨海广场位于建筑的滨海入口，面朝海湾，在这里，质地细腻的蓝色花岗岩主题墙与户外的海景互相映衬。这些广场连通着不同楼层的多个空间，供参观者自由穿行。

整座建筑与周围的公园和海滨景色融为一体，参观者能够在其中自由漫步，欣赏美景。建筑两端设有直通屋顶花园的大台阶，以丰富观景路线。人们既可顺着直线参观，沿楼梯上下，也可穿过整座建筑，还可从屋顶尽收周边景色。这是一片适合悠闲漫步，驻足观赏与探索发现的文化天地



A building that unifies, while allowing many stories to be told

The Sea World Culture and Arts Center is the first building by Maki and Associates in China. Designed in 2011, every aspect of the building was crafted to reflect its function as a premiere public institution, as well as to make a connection between Sea World, Nü Wa Coastal Park and the coastline.

The building is located within Sea World's coastal city complex in Shekou, Nanshan District, Shenzhen. The urban placement of the building is symbolized by three large volumes on the roof which face in three different directions, each representing a different local context: the sea, the mountains, and the city. The result is a shape that symbolizes an opening up to different horizons and SWCAC's mission to disseminate culture and information to Shenzhen and beyond.

The fusion of the building's cultural and commercial program may be observed in the three main plazas positioned along the main axis of the building. The cultural plaza, featuring red sandstone, gives access to the different galleries in the building. The central plaza, is situated in the middle of the building, with views of the third floor courtyard.

The waterfront plaza is located at the southern entrance of the museum, facing the bay. Blue granite detailing complements the views over the water outside. From these plazas, visitors can move freely between different floors.

The building has also been designed to integrate with the surrounding park and waterfront, allowing visitors to walk around and explore freely. Two large staircases on each end give free access to the roof garden, inviting visitors to enjoy views over the ocean and surrounding landscape. You can walk in straight lines, or follow the many curves and stairs. You can walk through, or even over the building. The SWCAC is a place to wander, linger and discover.

建筑亮点

Building Highlights



视界厅

Horizon Hall

视界厅，面积800平方米，透过落地窗可将深圳湾和香港的美景尽收眼底。视界厅主要用于举办展示和发布活动，配备了多块屏幕、吊点和灯轨，可满足多种使用场景。蓝色的树脂地板和波浪形结构的天花板与窗外的海面 and 波浪相互映衬。

The Horizon Hall is a large 800-square-meter space with views over Shenzhen Bay and Hong Kong. Made for hosting presentations and events, it is equipped with screens, hanging points and lighting tracks for flexible use. The blue resin floor and a ceiling composed of curved wave-like structures refer to the waves and the sea visible through the wall-to-wall windows.

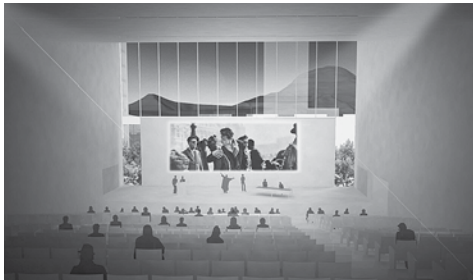


展览空间

Gallery Spaces

设计互联拥有两个可用于大型临时展览的空间：主展馆和V&A展馆。此外，一层还有一个较小型的园景展馆。所有展馆均按最高水准设计，以满足多样化的展览需求。展馆内尽量减少立柱，以最大限度地利用展陈空间，保证策展时拥有充分的自由度。

Design Society has two main galleries for large-scale temporary exhibitions: the V&A Gallery and the Main Gallery. The ground floor also features the Park View Gallery with large windows to the park outside. All gallery spaces have been designed and fitted to the highest quality to accommodate many different exhibition possibilities. A minimal number of columns allows for maximum use of the exhibition space and free exhibition planning.



境山剧场

Mountain View Theater

可容纳328人的境山剧场可谓整座建筑的点睛之笔。剧场三楼门厅可一览南山美景，四楼门厅与屋顶花园相连。剧场可用于举办讲座和演出。

A 328-seat auditorium marks the crown of the Culture Plaza. With views overlooking Nanshan mountain, a third-floor foyer opening up into a terrace, and a fourth-floor foyer overlooking the roof garden, the theatre will be a place to host lectures, give space to performances and shared experiences.



广场

The Plazas

三个广场位于主建筑中轴线上。文化广场位于主入口前，可以通向多个展馆。中央广场以餐饮和购物为特色。滨海广场面向深圳湾。每个广场都是静心休闲的好去处。

There are three main plazas, located along the main axis of the building. The Cultural Plaza located at the front entrance gives access to the different gallery spaces. The Central Plaza features shops and dining, and the Waterfront Plaza opens up to the bay. Each of the plazas present different opportunities to relax and interact.

设计互联商店

Design Society Store

设计互联商店位于一楼的文化广场，为参观者提供创意消费体验，为国内外设计品牌以及馆内活动提供展示空间。

Located on the ground floor in the Cultural Plaza, the museum shop provides creative consumer experiences and a place to connect with international and local design brands, as well as exhibition- and program-related content.



公园

Park

屋顶花园是地面公园向高处的延伸，属于整体建筑景观的一部分。人们既可从建筑内部进入，也可经由建筑两侧的外部阶梯进入，整个花园完全向公众免费开放。参观者除了可以欣赏园中的花草植被，还可利用屋顶的广阔视野，俯瞰周围的山海景观。

The park around the building was also designed by Toru Mitani. Tilted plateaus of different types of plants and grass are crossed by pathways extending towards the different urban axes.

The park merges into the Nüwa coastal park, featuring the iconic Nüwa statue and the coastal boulevard. Fully opened in summer 2017, the boulevard connects the building with Shenzhen Bay Park, which follows the coastline of the bay.



公共教育空间

Learning Spaces

公共教育空间位于二层，面向家庭和各年龄段的孩子举办文化活动。

The building features an educational space on the second floor, which hosts activities for families, and children of all ages.

屋顶花园

Roof garden

主体建筑四周的绿色景观斜坡上种满了各色植物和草坪，多条小径贯穿其中，通往不同的方向，将建筑中心延伸至周边的城市轴线。

该绿地景观与女娲公园融为一体，延伸至女娲补天雕像和滨海长廊西段起点。沿深圳湾修建的滨海长廊已于2017年7月全面开放，以此座建筑为起点，直通深圳湾公园。

An elevated extension of the park below, the roof garden was developed as part of the whole landscaping plan. It can be freely accessed from the main exterior stairs leading up the front and back of the building or from the inside. The rooftop presents different types of vegetation, grassy spaces and trees, and views over the surrounding mountain, bay and park.

The rooftop presents different types of vegetation, grassy spaces and trees, and views over the surrounding mountain, bay and park.

驻地工作室

Residency Spaces

为艺术家和设计师提供的两个驻地工作室位于二层教公空间对面，为参观者提供直接接触创作过程的宝贵机会。58

The building has two workspaces for artists- and designers-in-residence. Located on the second floor opposite the educational spaces, these workspaces give audiences a chance to come face-to-face with creative practices.



建筑师槇文彦

The Architect: Fumihiko Maki

槇文彦是一位国际知名的建筑大师。他1928年出生于日本东京，曾先后在日本和美国求学，并在美国执教。他于1965年返回日本，在东京成立了国际建筑事务所：槇综合计画事务所。

从业五十余载，槇文彦的建筑风格几经成长革新，却始终保持现代主义的核心精神，并以极强的适应性满足时代变迁的要求。他的建筑作品，不论规模大小，均体现出因地制宜、以人为本的设计理念。

槇综合计画事务所在全球各地完成了多个大型项目，包括博物馆、文化艺术机构、学院。近期代表作如纽约世贸中心4号楼，新加坡传媒集团以及东京电机大学等。

槇文彦一直积极地探索建筑学理念，并通过教学、讲座和书籍出版，不断传播自己对建筑和社会发展的思考他一生获奖无数，包括国际建筑师协会金奖、沃尔夫奖、威尔士亲王城市设计奖、美国建筑师学会金奖等。1993年，他荣



槇文彦的设计初稿@槇综合计画事务所 Original sketch of SWCAC by Fumihiko Maki ©Maki and Associates



槇文彦参观海上世界文化艺术中心工地，2016年9月 Fumihiko Maki visits the SWCAC construction site, September 2016



槇文彦 Fumihiko Maki ©Maki and Associates

获建筑界的“诺贝尔奖”——普里兹克建筑奖。

槇文彦的话

“2011年9月，我收到了一个电话，对方问我们是否有兴趣设计一个位于深圳的文化项目。项目的地理位置与客户本身都引发了我的兴趣。于是在2011年下旬，我们拜访了招商局集团并考察了项目选址。

当时我对深圳的了解还不多，但在第一次勘察现场时，我就被这个地方打动了。正如招商局描述的那样，项目选址风水天成，依山傍海，与香港隔海相望，东侧毗邻女娲公园。而深圳的发展有目共睹，在过去十年间，深圳人口增长到1200万，我可以感受到这座城市的活力。我认为，我们应该为深圳创造一座具有纪念意义的建筑，不仅满足招商局对我们的期待，而更能在匹配怡静优美的环境同时，为蛇口乃至深圳创造一个值得留恋的重要地标。”



招商蛇口的许总与孙总在东京与槇文彦会面 CMSK Mr. Xu and Mr. Sun with Fumihiko Maki in Tokyo, 2016



槇综合计画事务所与设计互联团队 Maki and Associates with Design Society and CMSK



槇文彦在动工仪式上为海上世界文化艺术中心模型签字 Fumihiko Maki signs a model of the SWCAC during the groundbreaking ceremony

Fumihiko Maki is a prolific and celebrated architect with a diverse body of work. Born in Tokyo in 1928, he completed his education in both Japan and the United States. He studied and taught at the University of Tokyo and the Harvard Graduate School of Design before returning to Japan in 1965 to found Maki and Associates, an international architecture firm based in Tokyo.

With a career spanning more than 50 years, Maki's practice continues to create buildings that remain relevant to the needs of their time. Each of his projects builds upon the local context, and are made with careful consideration for their future users.

Maki and Associates have realised many large-scale projects throughout the world, including museums, culture and art centers, university buildings and large office developments. Some of their recent works include 4 World Trade Center in New York, Singapore Mediacorp and Tokyo Denki University.

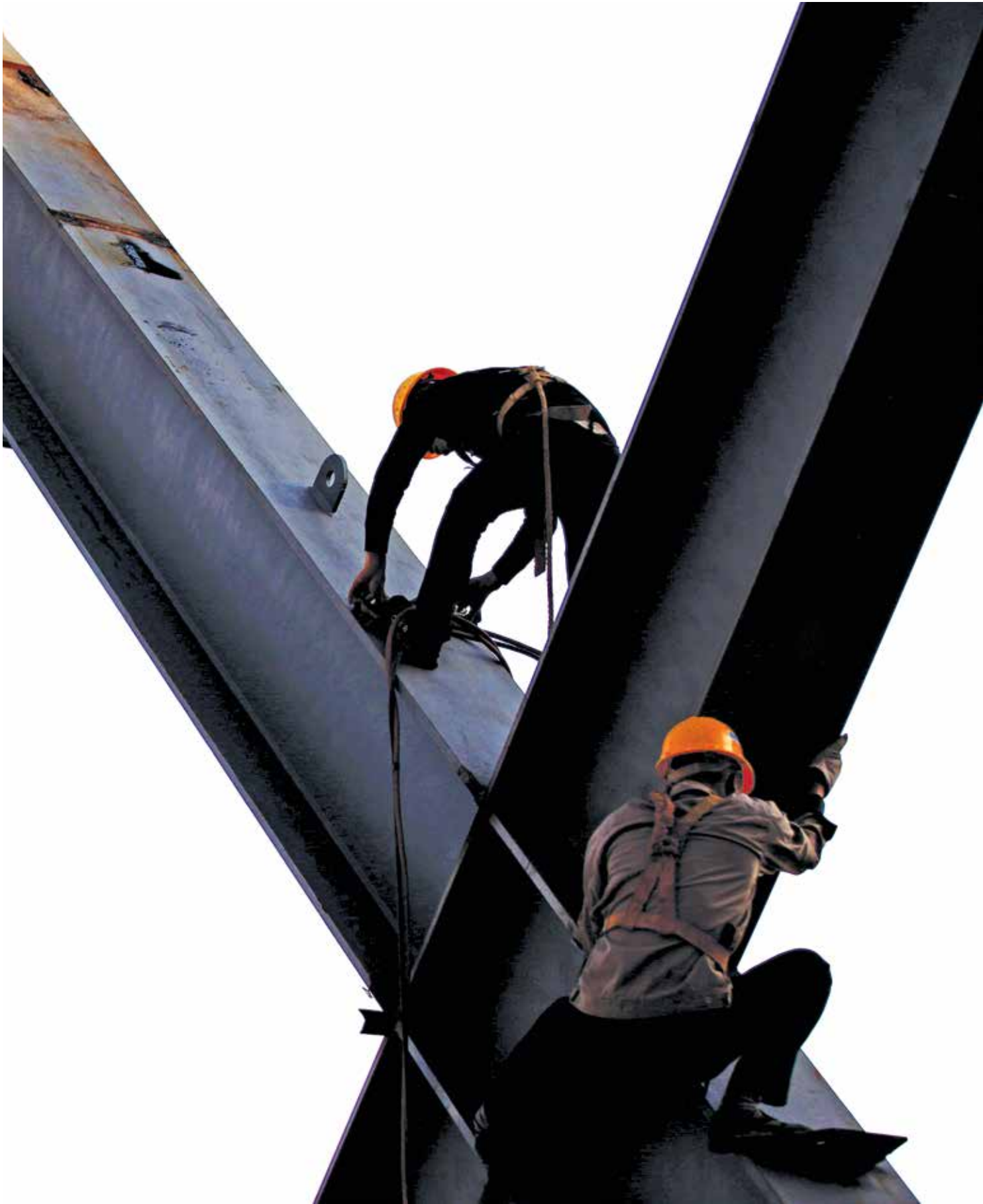
Maki has been an avid contributor to architectural thinking throughout his career, promoting his views on architecture and society through teaching, lectures and publications. He has been recognized by some of the profession's highest

honors, including the Union of International Architects Gold Medal, the Wolf Prize, the Prince of Wales Prize in Urban Design and the AIA Gold Medal. Foremost among Maki's many distinctions is the Pritzker Prize - often regarded as the 'Nobel Prize for 'Architecture', awarded to Maki in 1993.

Maki in his own words

“In September of 2011, I received a call asking us if we were interested in doing a project in Shenzhen. The program location and the client of the project, drew my interest. Later that year, we visited CMSK and the site.

I did not know so much about Shenzhen at the time, but upon my first visit, I thought the site was, as CMSK also mentioned, excellent – yielding a view to the ocean and the silhouette of Hong Kong to the south. To the north was the city and mountains, and to the east was a public park. Also, as we know, the city of Shenzhen has grown to a population of 12,000,000 within the past ten years, and I could feel the energy of this place. We thought we should answer to CMSK's expectations as well as this environment by making something significant or memorable for the site and the city at large.”



Design Society,
matching
creative talent
with societal
challenges

设计互联，
汇聚创意人才，
直面社会挑战

众建筑的作品“众行顶”在深圳的“
去+设计社区节”，2016年11月
The People's Canopy by PAO (People's
Architecture Office) at Qul Community
Festival, November 2016

我们



关于我们 Who we are

念念不忘，必有回响。

一个全新的文化机构的诞生，通常源自完善的机制、政府的决策、利益考量或有识之士的捐款。

但这次与众不同。设计互联始于一个共同的直觉。一家对中国工业发展有着145年贡献的杰出企业，委托一位有着60年执业经验的世界级建筑大师，并与一家有着165年历史的全球顶级博物馆展开合作。

三方一拍即合，在地球上最具活力的地区之一创立一家全新的文化机构。

因为足够新，所以有风险，尚未有规划好的成功之道。唯有信任，方可托付。事实证明，他们做到了。

The longer you think of it, the more remarkable it becomes.

Usually, a new cultural institution emerges from well-known mechanisms: a government decision; a professional lobby of vested interests; an endowment waiting to be spent.

This time it was different. This project began with a shared intuition. A company with a 145-year industrious history of contributing to China, commissioning a famous architect with a six-decade global career, seeking collaboration with a 165 year-old museum in London.

Together they intuit something. To start a new cultural institution in one of the most vibrant places on earth.

The risk was substantial, because the way to succeed was yet unknown. There were no guarantees. But there was trust that the way would be found. There was trust in one another. And there was trust they would find the people to actually do it. They did.

5

招商蛇口 China Merchants Shekou



招商蛇口太子湾游轮母港 CMSK Prince Bay Cruise Terminal

先锋改革，造福社会

设计互联由招商局蛇口工业区控股股份有限公司（以下简称“招商蛇口”）创办，这是一家城市综合开发与运营商。早在17年前，招商蛇口就有了在蛇口创办博物馆的念想。设计互联与海上世界文化艺术中心的诞生，旨在为本地的居民生活增添活力，为居民们提供文化体验与休闲活动的场所；这里也将成为一个开放的平台，让设计直接惠及公众与产业，并刺激创新与创造力的未来发展。

招商局集团（以下简称“招商局”）是招商蛇口的母公司。1872年，招商局由清政府成立，至今已有一百四十多年的历史，作为中国最早的现代商业组织，无愧为民族工业精神的化身。招商局以社会利益为先导，长久位居行业先锋地位，发起了许多具有革新意义的创举，持续为中国的经济和社会发展做出重要贡献。1979

年，招商局成立了蛇口工业区，这是中国改革开放的第一个经济特区。2015年，招商蛇口成立，这是蛇口工业区与招商地产的重组再生。招商血脉，蛇口基因，必将不断引领创新与城市未来的升级发展。

招商蛇口始终践行蛇口的先锋精神，在致力于城区发展的同时，抱有极强的社会责任感，旨在不断增强城市生长的力量。基于对文化的价值和重要性的深刻了解，招商蛇口在海上世界片区的早期规划就已包括了文化设施。作为招商蛇口发展文化创意产业的关键平台，设计互联将不断丰富本地文化生活，为所在城区的未来持续发展贡献力量。



海上世界文化艺术中心旁的招商局大厦 China Merchants Shekou Tower next to the construction site of the SWCAC



蛇口港 Shekou Harbor



1878年，开平矿务局中国近代第一家大型煤矿企业成立，图为1881年李鸿章乘坐火车视察开平矿务局建成的中国第一条铁路——唐胥铁路 China Merchants invested in the construction of China's first dedicated railway - Tangxu Railway

Pioneering developments for the benefit of society.

Design Society was founded by China Merchants Shekou Holdings (CMSK), a flagship company engaged in comprehensive urban development. An important city developer and service provider, CMSK first explored ideas for establishing a museum in Shekou nearly 17 years ago. Design Society and the Sea World Culture and Arts Center were born out of the wish to activate civic life in the area, bringing culture and leisure to its citizens, as well as a way to provide an open platform where design could directly benefit society and industry and stimulate future developments of innovation and creativity.

CMSK is a subsidiary of the China Merchant Group (CMG). For the past one hundred and forty years, CMG has embodied the spirit of the national industry. Founded in 1872 by the Qing dynasty government, CMG was the earliest modern commercial organization in China. With a long history of pioneering developments for the benefit of society, CMG has initiated many new endeavors, playing a substantial role in modern China's economic and social development. In 1979 CMG established the Shekou Industrial Zone, the first special economic zone

during China's Reform and Opening Up. China Merchants Shekou Holdings (CMSK), established in 2015, is the reincarnation of the Shekou Industrial Zone and has upheld its promise to lead innovation and encourage future development.

CMSK has stayed true to the pioneering spirit of Shekou, supporting not only urban development, but also the development of society in order to generate abundance, happiness and vitality. Understanding the value and importance of culture, they implemented a cultural facility in the Sea World area in early parts of the planning stage. As the cultural arm of CMSK, Design Society is positioned to offer many opportunities to the cultural enrichment of the Shekou area and to assure its continued development towards the future.

英国国立维多利亚与艾伯特博物馆

The Victoria and Albert Museum

英国国立维多利亚与艾伯特博物馆（以下简称V&A）是非盈利机构设计互联基金会的创立合作伙伴。V&A与招商蛇口的先锋合作是英国国立博物馆与中国重要企业之间建立的首次同类合作。



V&A蛇口团队 The V&A Gallery team in the Paper Conservation studio at the V&A, London, June 2016



V&A家庭教育项目，Imagination Station Arup 组织的工程教育活动 V&A Family Learning, Imagination Station Arup Engineering Activity 2016 ©Victoria and Albert Museum, London

V&A是一座世界的艺术、设计与表演博物馆，拥有不可比拟的丰富馆藏。其创立旨在展示全球最佳的艺术与设计创作典范，并为英国的设计师与制造商提供灵感。V&A的馆藏包含了五千年人类创造史，并持续不断地启迪它的观众。

V&A拥有公元前3000年至今最重要、最完整的中国设计与艺术收藏，同时关注中国当代创作，积极地继续扩大收藏范围。2005年，V&A呈现英国首个大型中国当代摄影及电影展“过去与未来之间”。2008年，V&A举办了中国当代设计与建筑的调研展“创意中国”。V&A已在中国不同地区成功举办过多次展览，包括2010年在北京中央美术学院举办的先锋数码设计展“解码”。

V&A乐于分享专业知识与技能，推动中英两国间的思想交流，并开展广泛研究，与深圳设计业、制造业与创意社群进行深入对话。

V&A与设计互联携手同行，推动中国与国际设计发展的讨论，提供学习、娱乐与启发的空间，鼓励大众交流与参与，以此启发并促进深圳当地设计与制造业的发展。



V&A 的 Susan Weber 展厅的落成 Installation View of the Dr Susan Weber Gallery at the V&A ©Victoria and Albert Museum, London



V&A位于伦敦南肯辛顿的馆址已有165年的历史，馆内包括145个展厅，致力于举办全球最具创新性、最受欢迎的展览与活动，每年都会吸引四百万的观众前往参观。The V&A's home in South Kensington includes 145 galleries, hosts one of the world's most innovative and popular exhibition and events programmes, and is visited by 4 million visitors each year in London.

The Victoria and Albert Museum (V&A) is founding partner of the not-for-profit Design Society Foundation. This pioneering collaboration with CMSK is the first of its kind between a UK museum and a Chinese partner.

The V&A, established in 1852, is the world's leading museum of art and design with collections of extraordinary diversity, now numbering some 3 million objects, telling a story of human culture, creativity and ingenuity from 3,000 BC to the latest in contemporary practice and thinking. The founding principle of the museum was to make the best examples of international art and design available to all, providing a rich source of inspiration to manufacturers and designers, and ensuring that 'good design' and manufacturing prowess went hand in hand at a time of transition in the British industrial story. Today the V&A's collections continue to intrigue, inspire and inform. The V&A's ongoing ambition is to increase access to its collections, to foster creativity and encourage people to care about the impact design has on our lives.

The V&A has a long history of working with China and holds one of the most important and comprehensive collections of Chinese art and design. It was the first museum in the UK to present a major exhibition of contemporary Chinese photography and film (2005) and contemporary Chinese design and architecture (2008). The V&A has also shown

exhibitions in China including Decode, an exhibition of the latest developments in digital design at the Central Academy of Fine Arts (CAFA) in 2010.

Motivated by a desire to share knowledge and expertise and encourage an exchange of new ideas between China and the UK, the V&A has undertaken extensive research to develop a dialogue with Shenzhen's design, manufacturing and creative communities.

Together with Design Society, the V&A aims to contribute to the national and global design debate in China, provide a space for learning, enjoyment and inspiration, foster exchange and participation, as well as be an inspiration and activator for the local design and manufacturing scene in Shenzhen.

团队精神 The Spirit of a Team

奥雷·伯曼
馆长
OLE BOUMAN
Director

建立团队是管理一家新机构最富价值的工作之一。打造品牌、创建管理体系、建立合作关系，这些工作固然富有挑战性，然而落实一个如此野心勃勃的项目，还需要许多有才华、勇敢和坚持不懈的人才。我们很庆幸能找到这些人才，正是每一个人的持久信念和辛勤工作，才有了设计互联今天的成果。我们的团队成员来自中国各地，其中不少人曾在海外深造。每个人都拥有不同的技能和专长，对艺术、设计与文化充满热情，富有创新精神且乐于自我提升。每一位团队成员都将在这里讲述他们的心路历程。他们用理想塑造设计互联，而设计互联也成就了每一个怀揣梦想的人。

One of the most rewarding aspects of establishing a new institution, is building its team. Being commissioned to carve out a mission, to develop a brand, and to develop a comprehensive strategy is great. I'm grateful for that opportunity. But to implement and materialize these things in a real program, requires many talented, courageous and persevering people. We are blessed to have found them, and actually, to test the vision of Design Society through the prolonged faith and the hard work of the team. All members share this common ground, meanwhile representing a wide array of skills, expertise and background. They come from all over China, many of them also having spent years pursuing foreign education. They combine a strong love for the arts, design and culture, while showing a keen interest in innovation and self-sustained operations. To celebrate their contribution, here we present their motivations in their own words.



赵蓉
项目总监
RONG ZHAO
Programme Director

招商蛇口以企业扶植创意产业及城市文化生长的远景，包容孕育了设计互联发展的核心愿景。设计互联团队将以开放创新的心态和敬业态度，不断培养发展文化产业的敏锐能力，挖掘并传播文化超越社会政治经济所存续的能量和价值

With the vision of fostering creative industries and urban culture, China Merchants Shekou nurtured Design Society's core mission. With an open-minded, innovative and dedicated attitude, the Design Society team will continue to cultivate sensitivities in creative industry development, and explore and disseminate values exceeding those prescribed by society, politics and economy.

黎潇楠
展览负责人
XIAONAN LI
Exhibition Manager

建筑、工程、暖通、法务、财务、设计、押运、海关、策展、采购……各门类、各式各样的合作者在会议室的对面纷繁流转。策展、公教、媒体、商业、会员、赞助、票务……因此相知相处的同仁们依旧耕耘努力、各司其职。面对种种未知、变数、担忧与困境。几年的漫长筹备，从谏言献策到拜访请教，从理论辩驳到现场拆搭，我、我们，从心怀不甘到信念使然，我们相信工作的难度也代表着它的价值。你们能顺利开馆吗？不仅你在问我们，我们也在问自己，问自己能不能满足你的期待。设计互联从零到壹，欢迎你的到来。

From architecture, exhibition design engineering and HVAC, to to legal and financial issues, courier and customs procedures, curatorial work and procurement, we are initiating various and different collaborations in different sectors. Teams of curatorial, learning and events, media, commercial, membership, fund-raising, tickets, all of us are gathered here for a common goal, we work hard and try our best to do our job perfectly and properly. Facing various known and unknown challenges and difficulties, spending years for long preparation, we have been establishing our working agenda from giving advices to seeking suggestions, and from working theoretically to doing on-site constructions and installations. Though sometimes we feel challenged, we never lose our own faith, but always believe these difficult tasks have their own unparalleled values. "Did you expect Design Society would be able to open its doors to the public smoothly and on time?"—you are not the only person to have asked this question. We sincerely hope we will fulfil your expectations. Starting from start to finish, Design Society always welcomes your visit.

周辰琛
展览助理
CHENCHEN ZHOU
Exhibition Assistant

艺术是让人有着艺术感的感觉，它让我们把自己的想法通过载体呈现出来，设计互联从零到有，从设想到即将的呈现，它正如一件艺术品将呈现与世人。在这儿的一年多时间的里，我经历了它许多的“创作”过程，从公教到展览、从社区节到展览执行，在这些的“创作”的过程中，它给了我快乐！感恩！感谢！

Art gives people an aesthetic awareness, and a way to express our ideas. From conceptual to physical, from idea to reality, Design Society itself can be regarded as a great work of art, finally ready to open its doors to the public. I have been here for more than one year. During this time, I have experienced many moments of creation, from planning learning events to constructing exhibitions. These moments have given me great happiness! Thank you so much Design Society.

黄韵菁
展览助理
YUNJING HUANG
Exhibition Assistant

两年前，在我即将远赴英国留学之际，有关设计互联成立的报道引起了我的注意。V&A画廊落户深圳蛇口是中国文化产业的重磅消息。那时的我已下定决心，学成归国后一定要成为这个机构的一份子。从V&A的小小实习生到设计互联的小小助理，现在，作为这个机构的一员，我将不忘初心，继续奋斗。

Two years ago, I was about to start my postgraduate course in London. At that time, news about the establishment of Design Society (The Shekou Design Museum) caught my attention. For the cultural industry in China, having a V&A gallery in Shenzhen was very exciting news. And I decided that I had to become one of the staff members in Design Society once I finished my studies. From an intern at the V&A in London to an Exhibition assistant at Design Society, I am proud of being part of this team and I will stay true to our mission.

陈嘉莉
高级策展人
CARRIE CHAN
Senior Curator

能够参与一个全新文化机构的建设，以及策划开幕展览，对我来说是一段难忘的旅程。这个充满活力的团队，在如此短暂的一段时间里已经通过各种不同渠道引起对设计的广泛讨论。能够成为这个团队的一份子，我感到非常骄傲。凭借我们团队的合作精神，我相信设计互联将通过其丰富多彩的展览与项目，在珠江三角洲的创意舞台上扮演举足轻重的角色。

It has been a memorable journey to take part in building a completely new cultural institution as well as curating its inaugural show. Within such a short time, I feel proud to be part of this energetic team which has already activated wide-ranging discussion on design through various channels. With our team's collaborative spirit, I believe Design Society will play a pivotal role in the creative scene of Pearl River Delta through its programmes and exhibitions.

潘爱心
策展人
AZINTA PLANTENGA
Curator

当我第一次听说深圳这家新的设计博物馆时，我感觉我好像早已为此等待多年。乘着信念的翅膀，我从地球的另一端来到了设计互联，每天我都为能够成为这个令人激动人心的项目的一份子而感到自豪。设计互联成立的意义、目的及其发展潜力都并非夸夸其谈，我坚信我们能够一起做出一些伟大的事情。为设计，为社会，为中国。能够在这里与一群辛勤付出、富有才华、个性突出甚至有些疯狂的人们共同见证这个项目的开始，对我来说是个改变一生的经历，也是至上的荣幸。

When I first heard about the new design museum in Shenzhen it felt like I had been waiting for this to happen for many years. I took a leap of faith and traveled from the other side of the world to join Design Society, and every day I feel proud to be a part of this exciting project. The significance, intentions and potential of Design Society are very real, and I believe we truly have a chance to do something great together. For design, for society and for China. To have been here to witness the beginning together with this team of dedicated, talented, wonderful and sometimes crazy people is a life changing experience and a true privilege.

唐司韵
助理策展人
SIYUN TANG
Assistant Curator

害虫研究、审施工图、采访、报销、审灯光系统、设计问卷、写报告、写合作协议、巡查工地、翻译、洽谈赞助、无数的会议、出差、培训……策展的工作能够给你全方位措手不及的挑战与锻炼。

...researching pest control, checking construction drawings, lighting designs, and designing questionnaires; writing reports, MoUs, and reimbursements; translating, fund raising, endless meetings, trips to the construction site, interviews, travels, research and training... curatorial work truly presents many unexpected challenges, experiences, and learning opportunities.



张潇予
助理策展人
XIAOYU ZHANG
Assistant Curator

从设计互联开始一段不断完善自我的全新旅程。一路走来，收获满满，相信与设计互联同心，一定可以合力断金。

Starting with Design Society, I embark on a journey of self development; Working with Design Society, I embrace new experiences; Being a part of Design Society, We rock things out!

沈海兵
公共教育与活动经理
HAIBING SHEN
Event Manager

虽然开拓之路颇为不易，但衷心期盼设计互联的公共教育和活动能和它的建筑和展览一样熠熠生辉。为此努力！

Although the road to development is not easy, I sincerely hope that Design Society's Public Program and Learning Activities will be as bright as its building and exhibitions. I will strive for this!



叶秋怡
公共活动助理
BONNIE YE
Events Assistant

2014年，无意瞥见招商与英国V&A博物馆合作的新闻报道，从此心心念念，将这里视为最期待的工作地点。3年后，我的梦想成为了现实，与一群优秀的伙伴共事，共同为机构的筹开倾尽全力，并将见证场馆的建成与开幕。但这都将是我们的起点，因为我们满怀希望，希望这一切不仅能够实现我们个人的梦想，也能实现生活在这个美好的城市中的每一个人对生活，对创造，对美，对爱的梦想。

It was another normal day in 2014, but I knew things were about to change when I caught a glimpse of the news, announcing the cooperation between China Merchant Group and V&A in the UK. I wasn't able to forget it and continued to dream of working in such an excellent place. Three years later, my dream has come true. Here I work with the most excellent people, we devote ourselves together to the growth of the institution, and we will witness the opening moment with honour. But this will only be the start. We are full of bright hope. Not only because it bears the weight of our ambitions, but also hoping we can help people fulfil their dreams for life, for creation, for beauty and for love.

潘璇
公共教育助理
SHERRYL PAN
Learning Assistant

加入设计互联之后，每天的工作都充满了酸甜苦辣喜怒哀乐。学习了许多新的知识，收获了一群共同前行的伙伴，发现了自己新的天赋技能，对设计互联的未来充满了无限憧憬。并且很荣幸自己能成为这个未来中的一份子。

Since joining Design Society, my daily work is full of ups and downs, bitter and sweet. I've learned many new things, gained helpful and hardworking colleagues, discovered new talents in myself, and have great hope for the future of Design Society, which I am so honoured to be a part of.

顾灵
传播主管
LING GU
Head of Communication

在乎微小细节，在乎人本感受，在乎共同未来……只有在乎，才能用心设计，并让设计焕发恒久价值。

Care about details, care about heartfelt sentiments, care about a shared future... Care, and design with heart; only in this way, can design maintain permanent values.

曾文琪
传播经理
WENQI ZENG
Communication Manager

人们都说我们这个时代“原创已死”，设计互联却始终坚持自主内容生产：在日常工作中，我们相信耐心、创造力和奉献精神

People keep saying that originality is dead in our time, but Design Society insists in generating original content as a cultural institution: we believe in patience, devotion and creativity through our daily practice.

张舒
会员经理
SHU ZHANG
Membership Manager

期待与充满才华和追求的设计互联团队共同开启新的征程。

The grand opening of Design Society marks the beginning of an exciting new phase. I Look forward to starting the journey together with our brilliant team.

巫思超
品牌专员
SICHAO WU
Branding Officer

设计推动改变，设计互联

Design to change, design society.

成晟
设计师
ANDIE CHENG
Designer

在设计互联见证了中国首家设计博物馆与商业综合体的孵化与诞生，我感到无比荣幸。希望设计互联真正成为引领设计的先锋机构。

It's my great honor to witness and help conceive China's first design museum and business complex. I hope Design Society truly becomes a pioneering design institution.



郭宇
人力资源经理
GLORIA GUO
HR Manager

加入招商蛇口大家庭后，我有幸成为设计互联的HRBP，见证了设计互联团队由最初的两三个人不断的发展壮大到现在的三十余人。为了开启设计互联的美好明天，大家一起努力着、拼搏着，我为成为其中的一员而感到自豪。

Since I joined CMSK and became the HR manager of Design Society, I witnessed the Design Society team growing from a few team members to more than thirty. I am proud to be a part of this team, all of which work hard and diligently for a splendid future of Design Society

曹伟
运营经理
WEI CAO
Operation Manager

海上世界文化艺术中心作是深圳市文创事业迈入国际化发展的又一力作，也是招商蛇口打造的第一个文化建筑项目，同时也是国际建筑大师横文彦在国内设计的第一个大型项目。该项目已与世界顶级的V&A博物馆开展合作，将在深圳蛇口为市民带来极具国际视野的大型文化盛宴。我非常荣幸能够在筹备期间加入这个充满亮点和无限可能的大型文化综合项目，希望通过我们的努力能够为深圳市的文化事业迎来新的发展。

The Sea World Cultural and Art Center is a masterpiece of cultural and creative industry internationalization: the first cultural project developed by CMSK, as well as the first project by Fumihiko Maki in China. The project has been implemented cooperating with the world-class Victoria and Albert Museum, which will present a large-scale cultural feast with great international vision for the public. It is my great honor to be able to join this large-scale cultural project, which is full of highlights and limitless possibilities, during the preparation period. I hope that our efforts will usher in new developments for Shenzhen's cultural undertakings.

何雪婷
项目助理
ELLIE HE
Project Assistant

我很荣幸能成为设计互联的一份子。设计互联对我的影响，是一种对全新领域的大开眼界，我对设计的认知是从单一门技能到艺术欣赏甚至文化精神领域的升华，而设计互联更让我对艺术有了新的认识：设计交融在不停的影响各行各业，无时无刻在改变着世界

It's a great honor to be part of Design Society. Design Society has influenced me by opening my eyes to new experiences. My understanding of design has risen to art appreciation and even cultural spirit. And Design Society has given me a different understanding of art: that art and design can blend in all walks of life and change the world.



石亮洲
副总经理
JACKSON SHI
Deputy General Manager Previous
设计要通过商业才能落地；文化要借助氛围才能传承；设计互联，联通世界。

Design can only be realized through business; culture must be passed on with the help of surrounding atmosphere; Design Society, Connect the World.

蔡一莹
运营总监
VICTOR CAI
Operation Director

每个人的童年，都是一段欢乐时光，无忧无虑。时光恍然若流水，不经意间悄然流逝。而我们也跟随着时间的脚步慢慢的长大、成长、成家立业，开始为了工作四处奔波，早出晚归...
设计互联 理想之光
致青春
致设计互联

One's childhood is a happy time, a carefree time. But like water, inadvertently and quietly passing, we also follow the trail of time. We grow up, build families, settle down, rush around working from early till late...
Let Design Society be a light
To Youth
To Design Society

尹雪冬
商业总监
XUEDONG YIN
Business Director

2016年，我遇到了设计互联，踏入了我一直心向往而未能达的工作领域，经历了太多浮躁及功利的商业后，在设计互联可以静下心来，与一群年轻人一起为了做好文化而精雕细琢。37岁的深圳，快速发展的城市，需要倾听自己的内心，需要梳理37年的激情故事，需要将自己的与众不同展示给世人，设计互联承载了这样的使命。我们遇到了设计互联，我们用理想塑造他，而设计互联也成就了每一个怀揣梦想的人。
致青春
致设计互联

In 2016, I became a part of Design Society. After many years of working in commercial and utilitarian companies, in Design Society I finally found what I had been searching for, working with a group of young people in culture and design. Shenzhen, a 37 year old and fast-developing city, needs to listen to its own heart, needs to tell its own passionate stories, and needs to show the world who it is. Design Society will carry out this mission. Since we joined Design Society, we have been shaping it with our ideals. And in return Design Society has been shaping all of our dreams.

林巧
高级招商经理
REBECCA LIN

Senior Business Manager
有近十年购物中心招商运营管理经验的，很荣幸能加入设计互联文化艺术中心团队；在这个国内独一无二，在文化上占领了制高点的项目里，非常期待传统商业与文化、艺术、设计能碰撞出不一样的火花。

With nearly ten years of retail business operation and management experience, I am honoured to join the Design Society Culture and Art Center team; the one and only in this country, commanding great heights in the cultural field. I am really looking forward to how our combination of traditional business, culture, art and design will create sparks.

余涛
招商经理
TAO YU
Business Manager

加入设计互联团队时间不长，但能深切的感受到团队的合作、创新精神，在工作中从完善到创新，是证明自己的价值，是自己进步的过程，是说明自己有信心，有能力迎接挑战的勇

I have not been at Design Society for long, but the spirit of cooperation and innovation can be felt deeply in the team. We prove our value, through perfection and innovation in our work. It is the way we progress, and it demonstrates our confidence in our abilities to meet our challenges with courage.

管鹏
场馆运营主管
BOB GUAN
Business Development Manager

虽然进入公司时间很短，却被公司厚重的历史底蕴所震撼，同时部门的活力又时刻提醒着我加入的是一个年轻的团队。传统与创新能够在这里完美的融合，稳重和灵动又能够同时在同事身上发挥积极的影响。我非常庆幸能够融入团队中，为设计互联的发展贡献微薄的一份力。

Although I have only been with this company for a short time, I am very impressed by the company's rich historical background, combined with the vitality of our young team. Tradition and innovation, combining steadiness with inspiration, has a positive effect on my colleagues and I. I am very grateful to be a part of the team and to make a contribution to Design Society.



李晓阳
项目总监，蛇口改革开放博物馆
SARA LEE
Head of Shekou Museum of Reform and Opening

互联首先意味着包容和接纳，一切自以为是都显得幼稚可笑。接触不同的领域就像经历多彩的旅程，欣赏不一样的景致，领略不一样的人情，始终用好奇的眼睛和开放的心态看世界。

'Society' is about tolerance and acceptance, making the egoistic seem naive and ridiculous. 'Society' is like a journey of many colours, enjoying different scenery, enjoying different kinds of feelings, always with curious eyes and an open mind to see the world.

卢杨丽
展览经理，蛇口改革开放博物馆
JENO LU
Exhibition Manager,
Shekou Museum of Reform and Opening

我爱设计互联，设计互联爱我。

I love Design Society, Design Society Loves me.

杜量
展览副经理，蛇口改革开放博物馆
ALICE DU
Exhibition Deputy Manager,
Shekou Museum of Reform and Opening
祝愿设计互联在未来的日子里，带给越来越多的人，越来越多的好设计，互联的圈子越来越大！

I hope that the future of Design Society will bring more and more good design to more and more people, and that our Society will grow larger and larger!



熊一蔚
媒体主管，蛇口改革开放博物馆
YIWEI XIONG
Communication manager,

Shekou Museum of Reform and Opening
很高兴遇见你，2017年的设计互联。愿你成为蛇口未来发展的新文化力量。

It is my pleasure to work with Design Society. I believe it will absolutely become a new inspiring place of culture in Shenzhen.

周方
展览讲解主管，蛇口改革开放博物馆
EVA ZHOU
Exhibition Guide Officer,
Shekou Museum of Reform and Opening

我的祝福语是：十分有幸见证设计互联的成长，期待这个传播文化艺术的新地标能够精彩绽放。

I am very lucky to witness the growth of Design Society, and I hope this new landmark of culture and art will blossom.

孔维伊
教育与活动主管，蛇口改革开放博物馆
WEIYI KONG
Event Manager,
Shekou Museum of Reform and Opening

设计互联一定会是一个有趣、有爱、有灵感的地方。在这里，我们一起用对设计和创新的热情造未来。

Design Society will be a place full of fun, love, and inspiration. Here we co-create the future with our passion for design and innovation.

安娜丝·阿盖尔
V&A展馆项目总监
ANAÏS AGUERRE
V&A Gallery Project Director

回到2012年8月，那时我还在“梦想”着V&A与招商局合作项目该如何规划。不久后，我就被委任为“V&A蛇口团队”的负责人，这无疑是我职业生涯中最富挑战性的时刻。带着开辟V&A国际发展战略新篇章的信念，我与整个团队一起踏上实现梦想的旅程。这是一场难忘的合作之旅，跨越文化的差异，以灵活应变的方式，建立起互信互利的双边关系。这只是一个开始。设计互联将成为连接中英两国创意群体的桥梁，促进未来更为丰富多元的跨文化合作。

Having been asked back in August 2012 to 'dream' what the collaboration with CMG could look like and, subsequently, to have been tasked on behalf of the V&A to make that dream come through and lead the dedicated 'V&A Shekou team' was one of the most rewarding challenges in my career and, I hope, a great legacy to the Museum's international strategy. It was a fantastic human adventure where two-way relationship, flexibility, agility and cross-cultural understanding enabled us to keep on moving this dream forward. I feel immensely proud of what we have achieved collectively despite the complexities and really honoured to have been part of this pioneering collaboration. This is just a beginning. Design Society now offers an unprecedented bridge between creative communities in China and the UK which I hope will lead to many more successful cross-cultural creative collaborations.

孟露夏
V&A展馆主管
LUISA E. MENGONI
Head of the V&A Gallery

我很荣幸在过去三年间参与了V&A深圳项目，这是一次难忘的工作经历。我们建立了跨文化的交流对话，与不同专业背景的团队与机构合作，扩展当地的关系网络等等，每一位参与者都从从中受益匪浅。经过三年悉心筹备，设计互联万事俱备，即将在国际设计舞台上展翅高飞。

Joining this project and being seconded in Shenzhen for more than three years to oversee our collaboration in China has been a privilege and an exceptionally enriching experience. The process of building up a cross-cultural dialogue, connecting partners and teams with different backgrounds, expertise and institutional settings, expanding local networks, and working closely together and through the inevitable challenges has made this project a unique adventure and learning ground for everybody involved. After three years of intense preparation by a wonderful team of talented, enthusiastic and dedicated people, Design Society is now ready to fly and grow even stronger in the global design scene.



韦丽
V&A展馆项目经理
ALEX WILLETT
V&A Gallery Project Manager

我有幸能与设计互联团队一起工作，并参与这个意义非凡的项目。开幕之后，这座建筑将充满活力，成为蛇口与深圳居民的文化休闲胜地，我由衷为此感到高兴。

Design Society has an incredibly dedicated and hard-working team, it has been a privilege to work with them and to see their ambitions for Design Society come to light. I am excited to see the building become an live space and to see the community of Shekou and Shenzhen participate in and enjoy everything it will have to offer.

柯鹿鸣
V&A展馆策展人
BRENDAN CORMIER
V&A Gallery Curator

能有机会从零开始参与一个全新文化平台的构建，我倍感荣幸。过去几年间，我们一起工作，学习和成长。然而，这一切只是一个开始，我期待看到设计互联未来的成长与蜕变

It's a special privilege to be a part of a project where you are building an entire cultural platform from scratch. Over three years we've been able to work, learn and grow together with an amazing group of people. This phase has been just the planting of a seed, and I look forward to see how Design Society transforms over the coming years.



葛林
V&A展馆教育经理
SARAH GREEN
V&A Gallery Learning and Interpretation Manager

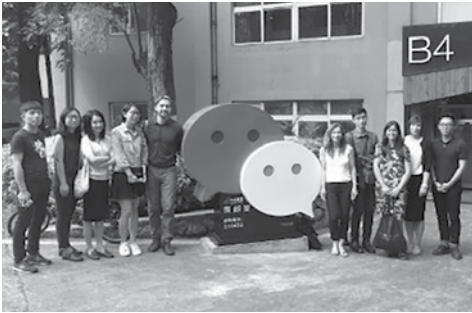
我有幸与设计互联团队一起策划公共教育项目。设计互联拥有极大的资源优势，应成为中国博物馆公共教育发展的领军者。我衷心希望所有项目能顺利落实，整个文化艺术中心将变成一个设计不断发生的地方。

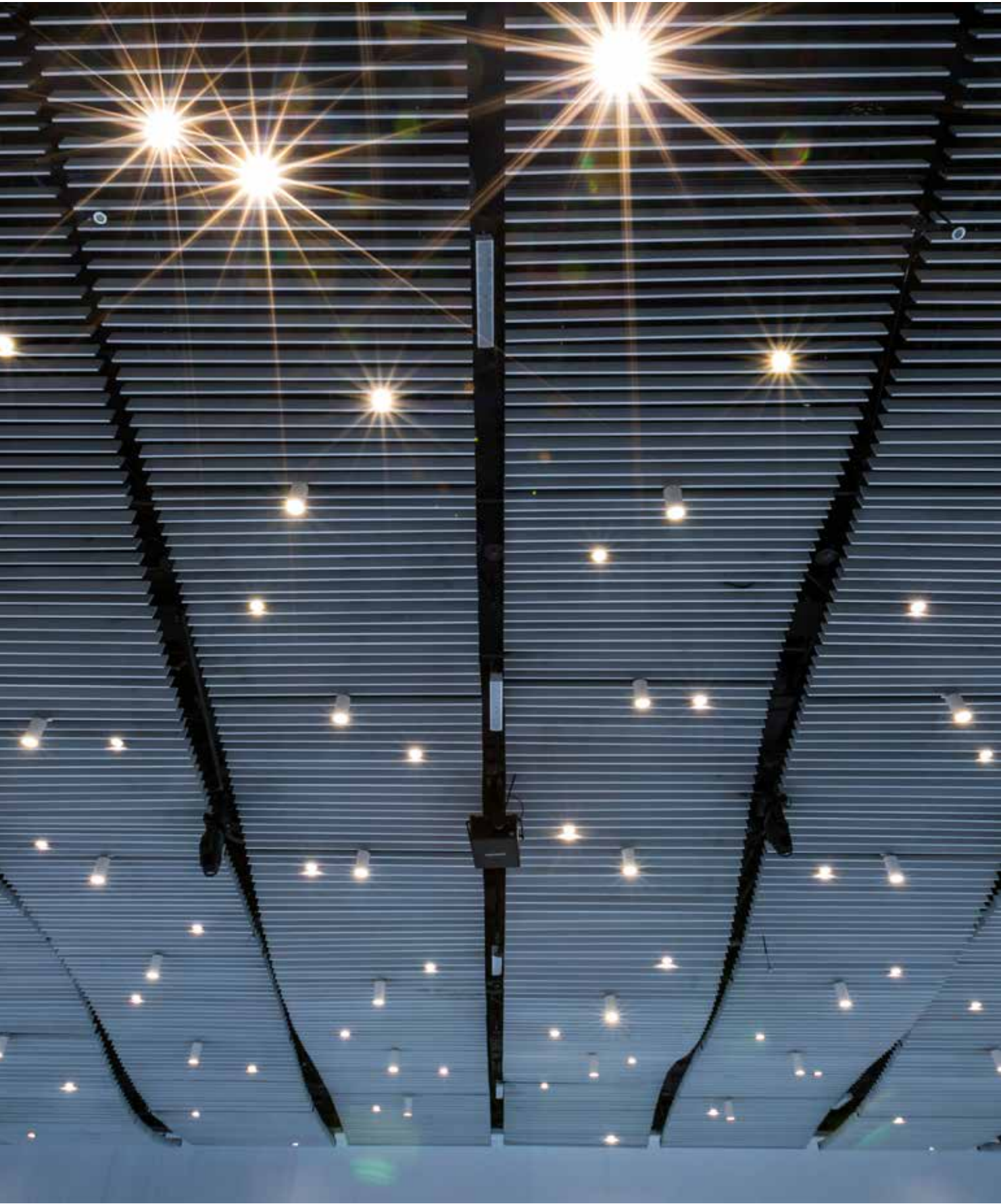
Working in collaboration with Design Society to design and deliver the learning programme has been a great privilege and adventure. Design Society occupies a unique position to become a leader in museum learning and the 'go to' resource for excellence in design education in China. I look forward to seeing the programmes in action, transforming the museum into a place where design happens.

埃斯米·霍斯
V&A展馆策展助理
ESME HAWES
V&A Gallery Assistant Curator

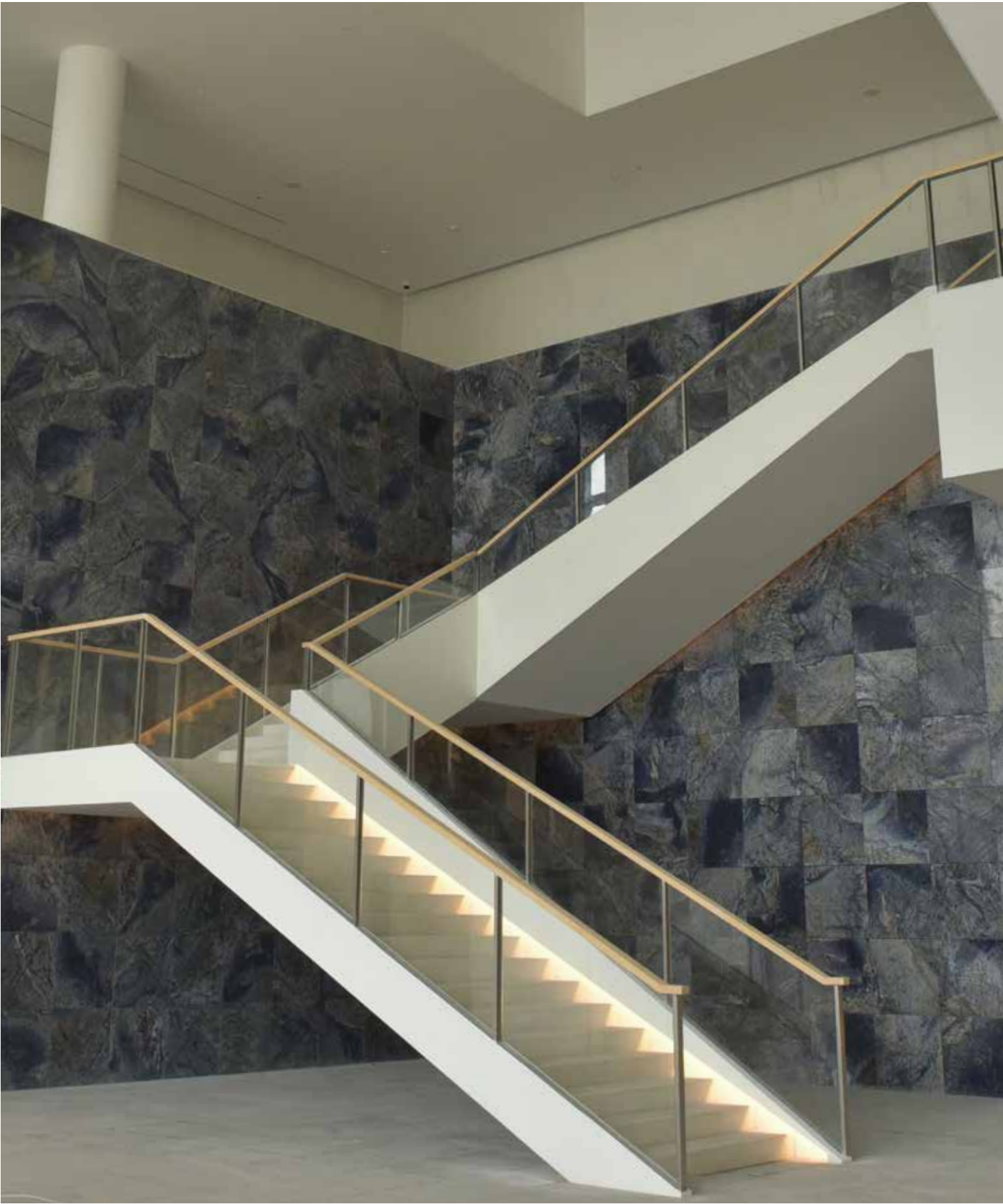
自从我加入这个项目以来，见证了整个设计互联团队的热情与投入。这是一个人才济济的工作团队，我们在工作中互相学习，共同进步。我为能参与一个如此独特的项目而倍感荣幸。祝愿设计互联未来一帆风顺，大展宏图。

Since joining the project it has been inspiring to see the enthusiasm and dedication of the teams involved. The collaboration has brought together many talented individuals and created an exciting environment in which to work and learn from one another. It is a rare experience to have been part of such a unique project and I am excited to see what the future holds for Design Society.





视界厅的天花板 Ceiling of the Horizon Hall



滨海广场内的楼梯 Stairs at the Waterfront Plaza

设计互联，
有你参与

**You can
Design Society,
as visitor and as
participant**

附录

附录：项目背景 Appendix



6

天时地利 Why here, why now?

设计互联：享天时，占地利

深圳，中国首座联合国教科文组织授予的“设计之都”，是在国际语境下探讨中国设计的过去、当下与未来的关键之地。

毗邻蛇口客运码头和深圳湾大桥，独占粤港澳大湾区核心位置，使其成为珠三角地区得天独厚的目的地。

蛇口是中国改革开放的实验地，如今在泛珠三角地区的发展进程中，承担着链接国际的关键作用。作为南中国国际化的窗口，蛇口的发展前景不可限量，它不仅将成为国际设计进入中国的一扇大门，同时也是世界了解中国设计的重要窗口。

Why is this the right place and the right time to establish Design Society?

Design Society is located in Shekou, in the Nanshan district of Shenzhen. As one of Asia’s UNESCO Cities of Design, Shenzhen is an important place to discuss the past, present and future of Chinese design within the context of an international institution.

Close to the Shekou ferry terminal and Shenzhen Bay bridge, the location has unique easy access to Hong Kong, Macau and Zhuhai, and is located an hour’s train ride from Guangzhou, making it a major tourist destination in the Pearl River Delta Region.

Shekou is not only a historically pioneering zone and the birthplace of China’s reform movement. It currently holds a key position within national and international plans to develop the area within the greater Pearl River Delta area. Located on the border of China, Shekou has the potential to become the portal for international design to arrive to China, and the window for Chinese design to go global.

中国 China



设计互联创立之时，恰中国社会发展的关键转型期。中国将引领世界未来的创新发展，并扮演越来越重要的角色。

2015年度发表的《中国文化科技创新发展报告》，重新检视了中国文化领域的发展现状，集中探讨了可持续及创意产业的发展战略。政府大力呼吁提升中国的创造力，并出台强有力的支持政策，在文化领域已初见成效。与此同时，设计逐渐成为城市化、创意产业、通讯和生产等领域的重要推动力。随着国家不断提高对创造力的重视，全力推动以服务业为主、可持续发展的创新型经济，越来越多的资金被投入到设计教育及实践相关的领域之中。

The current establishment of Design Society and the Sea World Culture and Arts Center comes at yet another turning point in modern Chinese history, with China emerging as a major player on the world stage of innovation and future development.

In its 2015 Annual Report of Culture and Technology Innovative Development, China's cultural sector was re-examined, to find ways to develop sustainable and creative products and services. The government's call for enhancing China's creativity has increased the productivity of its cultural sectors. Meanwhile, design is emerging as one of the driving creative initiatives in urbanization, creative industries, communication, and manufacturing. With the country seeking to exploit creativity in order to develop a service-oriented, sustainable and innovative economy, immense investments have been made in design education and practices on a local and national level.

深圳 Shenzhen

深圳乃设计之都，地处珠江流域东海岸，毗邻香港，是世界上发展最快的城市之一，最大的制造基地之一，同时位列中国五大经济最繁荣的城市。如今，深圳-香港地区已超越硅谷，成为全球第一的创新聚落。

深圳的快速发展全球瞩目。在这里，人们享受着高品质的生活，受益于前瞻思维与创新实践，使深圳成为快速城市化的榜样典范，也是城市规划空前的成功案例。

深圳的创新实践造就了其充满生机与创意的城市景象。2008年，深圳荣获联合国教科文组织颁发的“设计之都”称号。如今，深圳拥有六千家设计公司，超过十万名设计从业人员。过去的低质批量生产基地，如今已是国内外市场高新技术和数字化生产的孵化器，同时也是腾讯、中兴、华为、大疆和比亚迪等众多发源深圳的跨国企业总部所在地。

为响应中国政府推进自主创新、建设创新型国家以推动经济社会持续健康发展的积极决策，深圳也将发展创造力正式列入城市发展日程之中。深圳本地极具开放性与实验性的制造业文化，结合集体精神和企业家精神，不断驱动着这座城市的创新进程。

Shenzhen is a city of design. Located on the Eastern shore of the Pearl River Delta, neighboring Hong Kong, it is one of the world's fastest growing cities, the largest manufacturing base in the world as well as one of China's five wealthiest and largest cities. The Shenzhen-Hong Kong region is currently ranked as one of the world's top innovation clusters, surpassing Silicon Valley.

Shenzhen's rapid development has captured the world's attention. Enjoying a high quality of life, and benefiting from forward thinking and innovative practices, it is seen by many as a success model for rapid urban development and an unparalleled case study for city planning.

Innovative practices have helped foster a vibrant, creative scene. In 2008, Shenzhen was awarded the status of UNESCO City of Design. It is now home to 6,000 design companies employing more than 100,000 people. Once the base of low-quality mass production, it is now a hotbed for high-tech and digital production for domestic and international markets and is also the headquarters of numerous home-grown multinational companies such as Tencent, ZTE, Huawei, DJI and BYD, leading China's high-tech developments.

Creativity is officially incorporated in the urban agenda, in line with the Chinese government's enthusiastic embrace of innovation and creativity as the strategy for the nation's continued development. Combined with communality and entrepreneurialism, Shenzhen's open and experimental local manufacturing culture is driving the city's creative progress.



“闯”——纪念深圳改革开放精神的雕塑，1993
Chuang - Statue celebrating the reform spirit of Shenzhen, 1993



深圳电子工业的核心区：华强北电子市场 The heart of Shenzhen's electronic industry: Huaqiangbei market.



深圳湾公路大桥，可直达香港 Shenzhen bay bridge, providing direct access to Hong Kong

蛇口 Shekou

蛇口有着灿烂辉煌的开拓史。四十年前，一座小渔村摇身一变，成为中国最前沿阵地。1979年，由招商局全资开发的蛇口工业区，成为了中国第一个外向型经济开发区。蛇口地理位置优越，作为南中国连接国际的窗口，是理想的改革试验田。

被称为“蛇口之父”的袁庚，是一位真正的改革闯将。在他的带领之下，蛇口工业区 从无到有，在经济、工业和政治方面展开了大胆探索，为中国改革开放事业探索提供了诸多宝贵经验。

招商局集团不断完善蛇口的基础设施，旨在提升该片区居民的生活质量，创造工作机会，引进银行、保险和医疗保健体系。这些改革，为蛇口居民带来了当时中国其他城市不可比拟的生活质量。蛇口模式随后作为城市发展的成功典范，推广到了全中国各地。

近年来，蛇口的不断进行产业转型与升级的改革，从以小型低附加值制造业为主的经济模式，逐渐发展成为拥有超过两百家高科技企业的片区，重点发展技术服务、文化创意产业、高端旅游业和创新型金融咨询服务。

经过多年的悉心规划，蛇口发展成为今日宜业宜居的滨海新型城区，城市气氛自由开放，已成为深圳最具创新力的片区之一。

蛇口再定位打造世界级新湾区，将为当地的经济带来全新的动力。中国近年来实施创新驱动发展战略的成效显著，创意经济对整个社会的可持续发展发挥着越来越显著的支撑作用，蛇口正是最佳案例。与改革开放共同成长的蛇口工业区，将以国际滨海新城的面貌，不断引领与探索中国未来的发展之道。



蛇口傍晚景象 Shekou at nightfall



1985年的蛇口 Shekou in 1985



Shekou has a proud pioneering history. What as little as 40 years ago was no more than a fishing village, has come to be known as the birthplace of China's modernization. In 1979 Shekou became the location of China's very first Special Economic Zone: the Shekou Industrial Zone, established by China Merchants Group. Located far away from the capital, Shekou was an ideal experimental zone, testing new ways to boost the quality of life through numerous reforms.

As China's first SEZ, solely developed by CMG under the lead of helmsman Yuan Geng, still considered a local hero, Shekou piloted many economic, industrial and political reforms.

China Merchants Group used the area of Shekou in order to boost the quality of life of its residents, creating jobs and introducing banks, insurance, and healthcare. These reforms granted the population a freedom and openness not yet seen in the rest of the country. The success of Shekou was seen as an example for the rest of the country as successful reforms were eventually implemented on a national scale.

In recent years a gradual transformation has taken place, from small-scale low-value manufacturing to more than 200 high-tech enterprises, focusing on technology services, cultural creative industries, high-end tourism, and innovative financial consulting services.

Years of careful planning have turned Shekou into one of the most innovative areas in Shenzhen, with a high quality of life and a free, open and cosmopolitan ambience.

This repositioning of Shekou is meant to set a new agenda, in which new middle-income earners find new sources of inspiration, while the economy pursues new sources of prosperity. Shekou exemplifies China's recent efforts to rely on its ingenuity and creativity to develop a service-oriented, sustainable and innovative economy, focusing on quality rather than quantity. In every way, Shekou continues to be the true embodiment of China's reform, constantly finding new ways to regenerate its pioneering spirit.

海上世界 Sea World



海上世界夜景 Night scene of Sea World ©罗康林, 招商局集团员工

设计互联与海上世界文化艺术中心坐落于海上世界滨海城市综合体。招商局对海上世界的开发规划可追溯至80年代，这里一直是深受当地居民和游客喜爱的休闲娱乐中心。

Design Society and the SWCAC are located in the Sea World coastal city complex. Developed by China Merchant as a part of the Shekou Industrial Zone in the 1980s, the area has remained an important leisure destination for local residents and tourists alike.



80年代的海上世界 Sea World in the 1980s ©罗沛

明华轮是海上世界的一颗明珠。它曾作为法国前总统戴高乐的专用豪华游轮，出入过全球100多个国家的港口，1973年，这艘游轮被我国购买，命名为“明华轮”。1983年起，“明华轮”永久停泊在风景秀丽的蛇口六湾，改造为酒店、娱乐等旅游项目，成为中国第一座海上旅游中心。

1984年1月26日，邓小平参观了蛇口工业区，后到明华轮参观，表彰了蛇口改革试验初期成效，并即席挥毫题词，写下“海上世界”四个苍劲的大字。明华轮曾是蛇口的骄傲，如今依然是海上世界的重要一景，见证着整个地区的历史沿革，成为蛇口先锋改革和创新实验的永恒标志。

千禧年来临之际，招商局开始重新审视蛇口工业区的开发和规划，组织了一系列的国际咨询与设计竞赛，召集来自全球的城市规划师，为蛇口片区的未来发展建言献策。当局希望吸取国际滨海城市规划设计的先进经验，发挥地块所具有的依山面海的环境优势，全力打造一座属于未来的滨海新城。经过多年悉心研究，这些规划终于在2010年开始实施，明华轮周边区域重新进行改造，逐渐形成今日风貌。

如今，海上世界已成为深圳独一无二的、充满活力的休闲中心，给人们以一流的购物及用餐体验。设计互联的成立，对海上世界来说更是锦上添花，将使其成为世界一流的文化目的地及其他滨海城区的发展楷模。

The crown jewel of Sea World is the Mingwah (Ming Hua) liner. Once the private cruise ship of former French President Charles de Gaulle, it was sailed to Shekou in 1983 and beached in the Liu Wan Bay, where it was conceived as a high end hotel with luxury amenities. It remains there to this day, a silent witness to the different identities of the Sea World area as it underwent its many transformations and an enduring symbol of Shekou's pioneering vision and creative experiment.

Sea World was named in 1984, when Deng Xiaoping graced the area with an official state visit to confirm the success of the first few years of reform experimentation in Shekou. Over the years, the Sea World area has undergone many transformations, in its journey to become an ideal leisure destination for Shekou and beyond.

At the beginning of the millennium, China Merchants Group elicited the help of urban planners from around the world, organizing numerous competitions for visions and ideas for the area. Years of careful study were undertaken to develop the best plan for the area's future development. In 2010, these plans were finally implemented, redeveloping the area around the Mingwah liner to its current form.

Sea World is now a vibrant leisure center, unique to Shenzhen, hosting world-class shopping and dining experiences. With the addition of Design Society, the area will become a world-class cultural destination and a model for other coastal city developments.

设计互联 筹开大事记 The Making of Design Society

幕后纪实

一个文化机构的落成需要许多人的努力，设计互联也不例外。从项目之初几位创始人的信念，到今日整个团队的协作努力，这段征途硕果累累：决定创立设计互联；选址于海上世界综合滨海新区，招商局改革开放先锋精神的凝聚地；委托国际建筑大师槇文彦，建立一个引发文化对话和人与人交流的全新空间；与英国国立维多利亚与艾伯特博物馆携手合作，为世界顶级的博物馆运营和国际项目建立标杆；任命馆长，把握机构的创新发展方向；确立机构使命，并确立与之相符合的机构名称与品牌形象；建立专业团队，以展览、活动、出版物、商店和宣传计划等形式诠释我们的使命；在预开幕时期对这些项目进行测试，务求以最完美的状态在开幕日呈现；建立新的合作关系，发展可信赖的国际关系网；携手合作伙伴规划长期运营项目，以保证开幕后的运营质量；实行会员制度，让更多博物馆的支持者参与进来；最后，悉心筹备的开幕活动，是对整个团队数年工作成果的全面呈现与精彩庆祝。以下这些图片，记录了我们筹备工作中值得铭记的珍贵时刻。

Establishing a cultural institution is always a work of many, and so is Design Society. What begins as a leap of faith of a few, deciding to embark on such a project, is followed by a journey with many milestones. Many steps have been taken to reach this point: the opening of the doors of a new design institution; China Merchants' choice of the Sea World reclaimed land seaside location, with its high symbolic value of reforming China; the choice of Fumihiko Maki, famous for his people centered architecture, to design a cultural place for civic interaction; the collaboration with the Victoria and Albert Museum to set the bar for world class museum operations and international programs; the appointment of a director to bring this all together into an innovative cultural program with an inner logic; the setting of a mission of this institution, crystallized by the name Design Society; the design of a brand to unmistakably symbolize this mission; the building-up of a team to translate this mission into exhibitions, events, publications, shops, an entire campaign; the testing of these formats in pre-opening activities; the design of these programs to be ready for a great start; the development of new partnerships to foster a credible international network; with those partners, the planning of a long-term program to ensure a high quality follow up of the opening program; the launch of a membership program to engage with our future constituency in an engaged way. Finally, the preparation of a grand opening to celebrate all of the above. What follows are some pictures of moments in what truly can be called a great adventure.

2011
2011年，深圳蛇口为建立文化机构进行的最初规划。
In 2011 the first plans are made to establish a cultural institution in Shekou, Shenzhen.



建筑师隈文彦受邀设计海上世界文化艺术中心
Architect Fumihiko Maki is invited to design the Sea World Culture and Arts Center

2012
2012年01月03日
招商蛇口副总经理张林一行赴英国伦敦首次访问V&A，参观了V&A的丰富馆藏，并与当时新上任的马丁·罗斯馆长会面，双方交流了创立文化机构的诸多共识，极富合作热情。

03 January 2012
The deputy general manager of China Merchants Shekou and his entourage visit the V&A in London for the first time, to see the collection and meet with the former V&A director Martin Roth to exchange views on establishing a new cultural institution.



2012年02月21日
V&A与招商蛇口首次会面，招商蛇口副总经理与V&A前馆长马丁·罗斯

21 Feb 2012
First meetings between the V&A and China Merchant Shekou, with the deputy general manager of China Merchants Shekou and former V&A director Martin Roth

2012年6月24日
V&A馆长马丁·罗斯一行赴深圳首次访问招商蛇口，招商蛇口副总经理张林给予其热情接待，双方就进一步推进合作深入交换了意见。

24 June 2012
Former V&A director Martin Roth visits Shenzhen for the first time, to meet with China Merchants Shekou and discuss the future collaboration.

2012年09月07日
招商蛇口与V&A签订了“合作意向书”，双方公布将在海上世界合作创立一座博物馆。

07 September 2012
China Merchants Shekou and V&A sign a Letter of Intent, announcing that they will jointly create a museum at Sea World.



2013
2013年12月02日
招商蛇口与V&A在北京签署了合作谅解备忘录。

02 December 2013
China Merchants Shekou and the V&A sign a Memorandum of Understanding (MOU) in Beijing.



2014
2014年06月17日
在李克强总理上任后首次访问英国期间，招商蛇口与V&A在伦敦英国联邦外交事务部正式签署了合作协议。李克强总理和英国首相大卫·卡梅伦在签字仪式上开场致辞。

17 June 2014
During the first visit to Britain after Premier Li Keqiang took office, China Merchants Shekou and the V&A officially signed a cooperation agreement with the British Federal Foreign Office in London. Premier Li Keqiang and British Prime Minister David Cameron delivered the opening address at the signing ceremony.



2014年08月19日
海上世界文化艺术中心举办奠基仪式，著名建筑设计大师隈文彦先生、V&A馆长马丁·罗斯先生等嘉宾出席了奠基仪式。

19 August 2014
The groundbreaking ceremony of the Sea World Culture and Art Center. Attended by former V&A director Martin Roth and the architect Fumihiko Maki.

2015
2015年01月
奥雷·伯曼被任命为设计互联馆长

January 2015
Ole Bouman appointed director of Design Society.



2015年10月21日
应中英两国外交部的邀请，招商局集团与V&A合作的文化项目参加了在兰开斯特宫举办的“中英创意展示”活动。该活动是习近平主席访问英国的官方行程中的重要组成部分。

21 October 2015
At the invitation of the Chinese and British Foreign Ministries, the cultural cooperation between China Merchants Shekou and the V&A was featured during the “Sino-British Creative Exhibition” held in Lancaster Palace. The event was an important part of President Xi Jinping’s official visit to the United Kingdom and presented eight creative cultural projects between China and Britain.

2016
2016年1月20日
海上世界文化艺术中心封顶仪式

20 January 2016
The highest point of the SWCAC’s construction is reached, celebrated with a roof topping ceremony.



2016年03月09日
招商蛇口创建海上世界文化艺术中心，并联合V&A公布新型文化综合机构品牌“设计互联”。

09 March 2016
The official Brand Launch of Design Society. China Merchants Shekou and the V&A jointly announce the new creative platform Design Society and the Sea World Culture and Arts Center in Shekou, Shenzhen.



2017年03月22日
设计互联在香港巴塞尔艺博会期间宣布开幕展览内容。

22 March 2016
Announcement of Design Society’s inaugural exhibitions during Art Basel Hong Kong



2017年04月
深圳设计周期间，设计互联举行了关于深圳创意产业的活动。

April 2017
Design Society presents a feature program about creative industries in Shenzhen at Shenzhen Design Week



2017年12月01日
设计互联开幕

01 December 2017
Opening Design Society



2016年11月20日
招商蛇口创建海上世界文化艺术中心，并联合V&A公布新型文化综合机构品牌“设计互联”。

20 November 2016
Design Society’s first public event: ‘Go! Design Community Festival’, held in Shekou Shenzhen.



2017
2017年 03月
设计互联首次参与英领馆举办的驻地设计活动“你好深圳”。

March 2017
Design Society’s first designer in residency program ‘Hello Shenzhen’, organised with the British Council.



设计互联，
让生活
更美好

Design
Society,
for you,
with you,
by you

致谢

Acknowledgments

谨以此书纪念设计互联于2017年12月1日盛大开幕
This book is published to mark the opening of Design Society on 1 December 2017

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建立一个城市地标，发展运行一个公共机构，背后是无数人的辛勤付出。在此书出版之际，招商蛇口与设计互联向所有长期以来支持我们的机构和个人致以由衷谢意。

除了设计互联团队之外，招商蛇口的其他部门，包括工程、搭建、金融、人力、法务以及商业部门的工作人员也为我们提供了大力协助，正是大家的团结协作，让招商局首个文化项目的实现成为可能。

首先，我们必须向设计互联基金会的创立伙伴，英国国立维多利亚与艾伯特博物馆（V&A）对展览策划与机构管理的不懈高质追求表示由衷感谢。自项目之初，V&A就在伦敦成立了专门团队，其中包括一位借调往中国工作三年的资深策展人。除此之外，博物馆的各个部门，从策展、教育、宣传推广、藏品保管、技术支持、项目运营到观众服务，都为该项目提供了专业的建议与支持。

我们也要诚挚感谢慎综合计画事务所团队细致入微的工作，你们不辞辛劳，频繁往返深圳、东京两地，只为确保为每一个建筑理念能得到完美落实。

所有参与项目的设计师、建筑公司、展览设计师以及研究学者，没有你们的专业知识，就没有此次开幕项目的精彩呈现。所有为设计互联提供资金、技术、设备方面慷慨支持的赞助机构，承蒙你们对这个新生机构的信任，我们在此表示由衷的谢意。

在最后，我们想要诚挚感谢所有的幕后工作人员，正是你们的辛勤付出与职业素养，才有了设计互联今天的美好成果。

To build an urban landmark such as Sea World Culture and Arts Center, and to develop an institution to program and operate it, is the work of countless many. On behalf of China Merchants Shekou, Design Society wishes to express its sincere thanks to the many institutions and individuals who have supported us from the start and who have dedicated their time and expertise to the realization of this project.

Not only the members of Design Society team, who speak in this book in their own words, but also many others from different departments of China Merchants Innovation, including engineering, construction, financial, human resource, legal and marketing specialists, have given their best to make it happen, and accommodate the sometimes entirely new demands that come with starting a cultural institution.

We thank co-founder of Design Society Foundation Victoria and Albert Museum (V&A) for its relentless pursuit of the highest quality in curation and institutional management. Right from the moment of signing an agreement, the V&A set up a dedicated team in London and one of its most senior curators on a three-year secondment in Shenzhen to oversee the project. They worked with the contributions of several other colleagues across the museum, from curatorial departments, Learning, Communication and Marketing, Conservation, Technical Services, Projects and Operation, Development and Visitor Services to fully realise the ambition of this project.

We thank the meticulously working team of Maki & Associates, traveling to Shenzhen many times to translate vision into details as well as the amazing team of Bruce Mau Design, responsible for the brand development right up to the date of opening.

We thank all contributing designers, construction companies and exhibition designers and contributing researchers, for their work to facilitate the comprehensive opening program. We thank the sponsors who right from the start trusted Design Society to partner with, by supplying funding, technical support, equipment and loans.

Last, but not least, we thank the many behind and around all of the aforementioned, whose personal commitment complemented the profound professional commitment of all involved, nurturing the talent that has been put into this project.



通过促进人们对设计的认识、理解与享受，更新生活方式，提升生活品质。

以设计互联，激发创意与设计行业从业者灵感，催生创新机遇，助推行业变革。

To transform lifestyle and elevate quality of life by promoting acknowledgement, comprehension, and enjoyment of design to the public; to inspire and upgrade industry through cultivating Design Society, creating synergy, and stimulating innovative opportunities.