



外滩源： 修复历史， 绽放奢华

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Waitanyuan: A luxurious restoration of history

外滩源位于苏州河与黄浦江的交汇处，一座座典雅的建筑在悠悠水边见证着岁月更迭。过去十年，坐落于此的 14 座历史建筑得到了细致的修复。如今这个地区正立志成为上海的最新地标，一个汇聚外滩金融、商业、文化的活力之地。

顾名思义，“外滩源”即外滩的源头，该地区拥有外滩区域最早建成的一批历史建筑。1849 年，英国人最早在“外滩源”建造驻沪领事馆、商务和传教机构，继而沿黄浦滩向南扩张，建设货运和游船码头，以及成片的滨水仓栈，逐渐形成了外滩风景线，并且带动了浦江西侧腹地的纵深发展，使得“老城厢”的郊野在上世纪 20 年代成为繁华的新城区中心。从某种意义上说，“外滩”是近现代上海城市发展的摇篮，



The buildings of Waitanyuan appear almost like relics re-emerging from the waters where the Suzhou Creek flows into the Huangpu River. Over the past decade, the 14 historic buildings located there have undergone meticulous restoration and the area now aspires to become Shanghai's newest hotspot, the junction where art, style and luxury meet.

Tightly linked to the city's history, the Waitanyuan area in many ways represents the starting point of modern Shanghai. Due to its geographic characteristics, it was initially developed by British settlers who chose to locate their docks there after the Opium Wars. The harbour quickly became an important gateway for commerce, launching Shanghai's reputation as a modern centre for innovation and business.

Although it might at first seem as though Waitanyuan's buildings were plucked from London's Westminster neighbourhood, a closer look reveals the area's special characteristics. General Manager Shengyi Fu believes that the way different architectural styles and cultural elements have been integrated is one of Waitanyuan's most important

and unique attributes. "All the major styles of European architecture, including Renaissance and Baroque, can be found in these historic buildings. Every building has its own history," he says. "We have also integrated new cultural elements, such as modern Chinese artworks. Cultural diversity is everywhere." The buildings are a great example of what has been called Shanghai's Art Deco style – a harmonious blend of European styles and Chinese elements that defined the city's architecture at the beginning of the 20th century.

Its historic essence has been seamlessly combined with all the modern conveniences of a contemporary city: hotels, restaurants, retail stores, office buildings, residential buildings, green space and recreational areas. "You can hardly find another area in Shanghai with so many buildings and functionalities," Fu boasts. Waitanyuan also assumes an important role on the Bund belt. It not only provides logistics support to financial institutions there, it is also attracting new and emerging financial institutions to the area.

The development at ROCKBUND and Yifeng Galleria, two of the four

projects that comprise Waitanyuan's Phase 1, is being guided by a team, spanning numerous companies and industries, which includes two CEIBS EMBA 2013 students.

The ROCKBUND Project

Made up of 11 breath-taking historic buildings and five newly-built ones, ROCKBUND is the most ambitious project within Waitanyuan's Phase 1. ROCKBUND Vice President Chris Zou (CEIBS EMBA 2013) is in charge of the project's restoration and remodelling work, as well as its commercial development. A co-investment by the Rockefeller Group and the Bund Investment Group, ROCKBUND features both historic structures and newly constructed ones. Many of its buildings have already opened to the public; the entire project is expected to be fully operational within three to four years.

A trained architect, Zou says that ROCKBUND's unique historic characteristics are what attracted him to the project. "When I first came here in 2005, this place looked nothing like it does now. Many of the buildings were



外滩源一期工程

规模宏大的外滩源一期工程包括四大项目：

- 外滩源 33 号：以原英国领事馆为核心，加上北侧的原教会公寓、原新天安堂、原划船俱乐部以及公共绿地、地下空间等
- 洛克·外滩源：包括亚洲文会大楼、真光大楼、光陆大戏院等 11 座历史建筑与 5 座新建筑
- 半岛酒店
- 益丰·外滩源

Waitanyuan Phase 1

The ambitious development consists of 4 smaller projects:

- Waitanyuan 33 – a former UK consulate building and surrounding areas
- ROCKBUND – 11 historic buildings & 5 newly constructed ones
- Peninsula Hotel
- Yifeng Galleria

是上海开埠的起点。

乍看之下，外滩源的建筑像是从伦敦的西敏（Westminster）社区搬过来的，但仔细品味就能发现它的独特之处。外滩源项目的总指挥傅胜毅先生相信，外滩源最重要、最独一无二的特质就是对于不同建筑风格和文化元素的融合。“所有欧洲主要的建筑风格，包括文艺复兴和巴洛克风格，都可以在这些悠久的建筑中反映出来。每座建筑都有自己的历史。”他说，“我们还融合了新的文化元素，比如现代中国的艺术品，文化的多样性俯拾皆是。”这些建筑正是“海派艺术装饰风格”的绝佳写照——这种和谐地融汇了欧洲风格与中国元素的装饰风格，在 20 世纪初为上海的建筑定下了基调。

外滩源的历史底蕴已经与现代化城市所需的一切便利设施完美地融合在一起，这里有酒店、餐馆、零售商店、办公楼、居民楼、绿地、娱乐场所等。“你很难再在上海找到一个拥有如此多的建筑和功能的地方了。”傅胜毅自豪地说。外滩源在外滩区域也扮演着重要角色，不仅为那里的金融机构提供后勤支持，还吸引着新的金融机构入驻这里。

外滩源一期工程共有四个项目，其中洛克·外滩源和益丰·外滩源项目是由一个横跨多个行业、包含多个公司的团队来负责的。而中欧 2013 级 EMBA 学员邹松先生和张琳女士都是该团队中的成员。

洛克·外滩源项目

洛克·外滩源项目为“圆明园路 – 南苏州路 – 虎丘路 – 北京东路”围合，占地面积 1.69 万平方米，是外滩源一期中最宏大的工程。洛克·外滩源的副总裁邹松先生（EMBA 2013）负责该项目的修复、改造及商业开发工作。该项目由洛克菲勒集团和外滩投资集团共同投资，以融合历史建筑和现代建筑为特征，其中许多建筑已向公众开放；而项目整体有望在未来三至四年内投入运营。

邹松是一位专业的建筑师，他说洛克·外滩源独特的历史特质是吸引他投身于此的原因。“2005 年我第一次来到这里时，这个地方和现在完全不同，许多建筑物都受损严重，”他说，“但是我依然觉得这是整个中国独一无二的地方，甚至可能是全世界绝无仅有的。”

要确保这项工程的整体观感与该地区的宏观历史有着明显的关联，这并非易事；邹松说，这需要花费比一般项目多十倍的时间。他带领团队开展了广泛的研究，探寻这些历史建筑在上世纪 20 年代的原貌。而通过与英国的大卫·奇珀菲尔德建筑设计事务所紧密合作，邹松确信这些建筑已经最大限度地恢复了当初的外观。

为何要选择修复而非重建，邹松解释道：“欧洲设计师

badly damaged,” he says. “Still, I thought there is no place like this in the whole of China, maybe not even in the world.”

Making sure that the overall look and feel of the project has a clear connection to the history of the location has not been easy; Zou says it requires about ten times the effort of a normal development. He and his team began by conducting extensive research to find out what the historic buildings had originally looked like in the 1920s. Working closely with David Chipperfield Architects (UK), Zou has ensured that, as much as possible, the buildings are being restored back to their original appearance.

He explains why restoration was chosen over replacement. “The mind-set of European designers is very different from the mind-set of Chinese designers. For instance, if there is a wall where most of the bricks are okay, Europeans will restore the original bricks. Chinese would build an entirely new wall, which is much easier,” Zou says.

They encountered many unforeseen

difficulties in finding exactly the same bricks that had been used in the past. In some cases, the traditional way of producing them is no longer permitted, as they were not made with environmentally friendly material. In other cases, the companies that produced them are no longer in business. “Sometimes, you even need to ask for customized materials. And that involves a lot of effort and cost,” Zou says.

Although retaining the historic features of ROCKBUND – and Waitanyuan in general – is a clear priority, the new functionalities of the buildings and the overall branding of the project are also important factors. “I emphasize the historic factors, but this is, after all, a commercial project, and the objective of the restoration is to have the buildings be operational for many years. We have to think about the development from a commercial perspective; how to run this place and consider the rapidly changing needs of consumers,” Zou says.

Shanghai already has many places

that have successfully combined history with commerce. Xintiandi is one well known example. When it was conceived, the Xintiandi project’s main goal was to protect the quarter’s historical buildings. The business aspects were then developed and it soon became one of the city’s most thriving commercial areas.

Certain factors, however, set the Waitanyuan and Xintiandi projects apart. Zou points out that the two areas had very different functions in the past; Waitanyuan was mostly a high-end institutional area with chambers of commerce, a Christian church and a high-end theatre, while Xintiandi was a residential area. Waitanyuan has also set a new benchmark for the protection of historic buildings in Shanghai. Zou says that the Waitanyuan area is undergoing the most intensive restoration process that has ever been carried out in the city.

He is also responsible for deciding on the kinds of companies and customers that ROCKBUND should attract. While his architecture training gave him the



的思路和中国设计师非常不一样。比如，如果一面墙上大部分砖都还可以，欧洲人会选择修复这面墙，而中国人则会重砌一面新墙，这样容易得多。”

要寻找到过去使用过的那种砖，他们遇到了许多不可预知的困难。有时那种传统的制砖技术已经被禁止使用了，因为所用的材料不够环保；有时生产这种砖的公司已经停业了。“甚至有时要定制材料，这就需要投入大量的人力和财力。”邹松说。

虽然保存洛克·外滩源乃至整个外滩源的历史特色是明确的首要任务，但实现建筑的新功能和打造项目的整体品牌也是重要的目标。“我强调历史因素，但无论如何，这还是一个商业工程，修复的目的是让这些建筑重获新生，能够持续运营多年。我们必须从商业的角度来思考这次开发，要考虑如何经营这个地方，以及消费者日新月异的需求。”邹松说。

上海有许多地方已经成功实现了历史与商业的融合，新天地就是一个著名的例子。在构思之初，新天地的首要目标就是保护该地区的历史建筑，然后再赋予其商业功能，很快那里就成了上海最繁华的商业区之一。

然而，还是有特殊的因素将外滩源和新天地区分开来。邹松指出，这两个区域在旧时的功能就大不相同：外滩源是商会、教会、高级剧院等顶级经济文化机构的聚集地，而新天地则是居住区。外滩源也为上海的历史建筑保护工作树立了新标杆。邹松说，外滩源地区正经历着上海历史上最高强度的建筑修复。

邹松也负责确定洛克·外滩源项目准备招揽的目标公司和顾客。虽然他有着建筑师的专业技能，能够从结构的视角执行项目，但工作中还需要管理等方面的许多其他技能。为了增强自己在组织行为、市场营销、领导力、绩效管理、财务和其他相关领域的知识，邹松决定来中欧攻读EMBA。“我每天都要跟咨询顾问打交道，还要管理两个不同的国际团队，这些技能对于我的工作都至关重要，”他解释道。“我想，在中欧学到的知识和同学们给我的绝佳建议，在管理等方面对我帮助极大。”

益丰·外滩源项目

张琳是中欧2013级EMBA上海5班的学员，也是益丰大楼市场部 and VIP 服务中心总监兼集团办公室主任。益丰·外滩源前身为益丰洋行，1911年建成，是外滩源最非凡的建筑之一。在修复和开发的过程中，项目小组决定把原建筑的规模加倍，令它既有历史感，又能引领潮流，而一条镶嵌在地板上的金“腰带”向游客昭示了“新楼”和“旧楼”的交界之处。

“这是我们团队接手的最高端的项目，”张琳说。这座



高端购物中心旨在创立上海奢侈品牌消费的新标杆。益丰大楼有近30个顶级品牌入驻，其中约有半数在营销方面有所创新。

“尽管有些品牌已经在中国开展业务，但他们在益丰大楼的商店从理念到陈设对于中国市场来说都是全新的。”她解释说。比如，许多店铺不仅提供定制产品和个性化服务，还将商店转变为真正的品牌博物馆，重塑了购物体验。奢侈品公司正在加大力度推广他们品牌的历史与文化，以增强对于中国顾客的吸引力。

“在工作之中，我会借助我的VIP关系去强化顶级品牌在中国的影响力。”张琳说。她负责所有VIP服务工作，并为这些顾客组织特殊活动，包括独家产品推介会。“我希望益丰大楼能够成为VIP之家，在这里他们能够相互沟通。我信任身临其境的、面对面的交流，即使是在购物之中。”她说。

当被问及益丰大楼与其他高端购物中心有何不同时，张琳的答案很明确：服务。她说：“我们提供私人管家服务。客户可以游览整个大厦，享受我们的管家顾问服务。每到一家商铺，就有出色的服务人员帮助客户做出最佳选择，”而吸引新的顾客也是她的职责之一。正如她所说的，只有上佳的产品和一流的服务是不够的，“我的工作就是吸引人们来此游览，只有亲身经历了你才能真正感受到这里的品质。”

在中欧学习运营管理之类的课程，对于张琳很好地完成工作职责非常有益。“我在中欧学到的知识与我的日常工作紧密相连，”她说，“如今我能够更好地发现问题、优化程序，并将成本最小化。”在学习之余，中欧还拓展了她的人际关系网。“我找到了许多朋友，他们和我有着相同的追求。中欧对我来说就像是一个大家庭。进入中欧，你就成为了庞大家族中的一员，大家紧密地团结在一起。”



skills needed to execute the project from a structural perspective, there are many managerial aspects to his job that require a different skill set. In order to enhance his knowledge of organizational behaviour, marketing, leadership, performance management, accounting, and other related topics, Zou decided to pursue an EMBA at CEIBS. “On a daily basis I deal with consultants and manage two separate international teams. All these skills are essential for my job,” he explains. “I think my study at CEIBS and my classmates there have given me very good ideas and have been a tremendous help to me in these areas.”

The Yifeng Galleria Project

Rainy Zhang (EMBA 2013 SH 5) is also a student of the CEIBS EMBA programme. She is Director & Group Office Manager of the Marketing Department and VIP Service Centre at Yifeng Galleria, which is located in one of the most remarkable buildings in Waitanyuan. During the restoration and development process, it was decided to double the size of the original building,

making it now both historic and modern in equal measure. A golden belt embedded in the floor reminds the visitor where the copy and the copied unite.

“This is the most high-end project my team and I have undertaken,” Zhang says.

The exclusive shopping centre aims to set the bar for luxury brands in Shanghai. Yifeng Galleria hosts nearly 30 prestige brands, and many of them – around 50% – have introduced innovations in the way they sell their products. “Although some of the brands have already had a presence in China, their store concepts and displays in Yifeng are completely new to the Chinese market,” she explains. For instance, many of the shops not only offer bespoke products and personalized services; they also reinvent the shopping experience by transforming their stores into real museums. Luxury firms are increasing



efforts to promote the history and culture of their brands, which helps make them more appealing to Chinese consumers.

“In my job, I take advantage of my VIP relationships to reinforce the presence of prestige brands in China,” Zhang says. She is responsible for all VIP services and organizes special activities for these customers, including exclusive product presentations. “I would like Yifeng Galleria to become a home for VIPs, where they can communicate. I believe in personal, face-to-face relationships, even when it comes to shopping,” she says.

When asked what makes Yifeng Galleria stand apart from other upscale shopping centres, Zhang has a clear answer: the service. “We have a personal butler service. Clients can get a tour around the gallery and enjoy consultancy services from our butler. In every shop, there are also excellent service people

who can help clients make the best choice,” she says. Attracting new visitors is also one of her many roles. As she says, having very good products and first-class service is not enough. “My job is to draw people to visit. Only when you visit can you really feel the quality here,” Zhang says.

CEIBS courses such as Operations Management have been a great help to Zhang in performing her duties on the job. “What I learn at CEIBS is closely linked to my practical day-to-day work,” she says. “Now I can better identify problems, optimize procedures and minimize costs.” Beyond academics, CEIBS has also widened her network. “I’ve found many friends who have the same pursuits as I do. CEIBS has been like a friend-finder for me. Being a part of CEIBS you become a member of a very big, tightly united family,” she explains.

