

# DESIGN 360°

2018年02月 / 第73期

## n.73

2018.02

Concept and  
Design Magazine  
觀念與設計雜誌

RMB¥ 45.00  
HK\$ 55.00  
US\$ 25.00  
NT\$ 350.00

設計 ×  
理想城市

Design x  
Ideal City

construction

築造

mirage

願景



Infection Created by Peter Judson  
由Peter Judson所設計創作的影響捕獲

I Wander Created by Peter Judson  
由Peter Judson所設計創作的我的願想系列捕獲

ISSN 1815-9222



9 771815 922009

73

An Interview  
with  
People's  
Architecture  
Office

「我們很需要預製系  
統這種能容納一定  
靈活度的城市建設  
方法。」

Beijing-based People's Architecture Office (PAO) / People's Industrial Design Office (PIDO) was founded by He Zhe, James Shen and Zang Feng in 2010. With the belief that "design is for the masses", the studio focuses on social impact through design. PAO / PIDO is the first architecture

practice in Asia certified as a B-Corporation and serves as a model for social entrepreneurship. The studio's works have been honored with multiple Architizer A+ Awards and Red Dot Awards and the World Architecture Festival Award.

眾建築/眾產品由何哲、沈海恩和臧鋒於2010年在北京創立，以「設計為大眾」為原則，在城市、建築、產品等多個領域中通過設計產生影響力。眾建築/眾產品是亞洲首家獲得B Corp認證的建築設計機構，成為社會創新的一個範本。作品屢獲Architizer A+獎、德國紅點獎和世界建築節大獎。

"We are still in urgent need of a flexible urban construction way, like the prefabricated system."



Photography:  
Zhu Rui

攝影：  
朱銳

1  
360° — 能否簡單介紹一下最近的新項目“眾空間”？  
眾 — “眾空間”是一個在煙台老城區裡快速出現的建築。這個老城區歷史悠久，但在多年的發展過程中稍微失控了，出租和物業管理沒有一個總體方案的控制，後來漸漸演變成會所和高檔餐館這一類的區域，一般老百姓是挺難進入到這些空間裡。業主希望用眾空間來測試一下這個區域怎麼用才更合適。“眾空間”能適應各種各樣的功能。首先，它能快速出現，施工歷時三個月；第二，裡面的空間劃分了各種各樣的功能體系，有大的展廳、論壇空間、咖啡廳、二層的書吧、三層的放映間，還配置了活動的房屋，比如眾行頂、三輪房車等能到處移動，能把建築物裡面的各種活動和信息帶到其他地方。這個建築物更像是一個活動的、激發性的東西。

2  
360° — 眾建築的設計用了一個叫做“預製系統”的概念，可以具體跟我們講解下什麼是預製建築嗎？  
眾 — “眾空間”能這麼快呈現是因為它是一個系統化的設計，比如結構系統、材料系統，不管叫系統還是方法，都是在這個空間里架構的。我們能夠很快的根據業主的需要施配相應的空間，根據地形施配房屋的各種朝向和排布，根據城市空間的情況施配外觀。我們經常說它是一個系統，因為在庫裡面都是有接口的、配對好的，可以根據不同情況來調配組合。我們推薦這套方法的原因是，現在的建築方法帶來的社會問題太大了，例如不具有靈動性。用系統的方法能夠很快地施配成形，在使用過程中可作調整，建築物本身也跟著調整起來，大家不用被迫接受各種不好用的東西或者一直待在某個房子裡。所以預製系統給社會和家庭都帶來好處。



3

360° — “預製系統”會適合南方那些多雨潮濕的地區嗎？是否會受到天氣的影響？

眾 — 北方考慮的東西更多，如防雨、防潮、防寒、晝夜溫差等不利的情況，所以相對來說南方就容易一點。比如預製系統推薦的架空，目的是讓城市生活更流暢，讓自然地貌或建築物的原有的形態都能夠延續，新的人能夠更往上，用上空來發展。這種情況在北方都很難，因為南方本來採用架空的方法，有通風、防潮，比較推崇這種適應化的社會。

4

360° — 近幾十年來，城市化使得舊文化、古建築一直面臨著嚴峻的現狀，面對新舊文化衝擊、舊城改造、更新等話題，如何通過設計更好地融合新舊文化，讓城市更和諧發展？

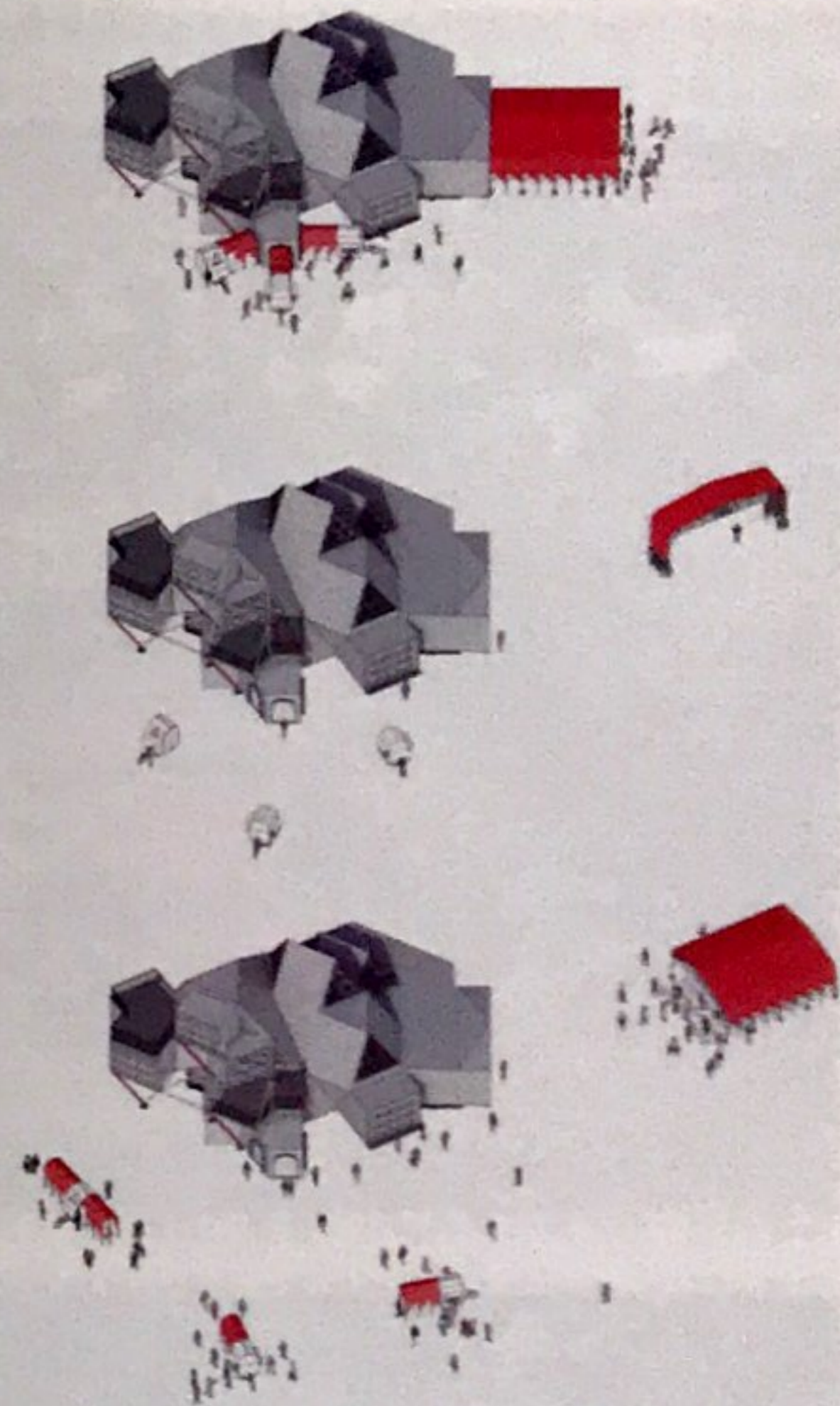
眾 — 不能否認現在存在著的社會現象就是老房屋不太

會被尊重，大家都喜歡新的房屋，老的東西就不要了，這確實是挺大的問題。在中國另外一個很大的問題就是處於存在一些不太對的、推崇新東西的狀態，因為它推崇的新不是真正的新，不是全新、創新，或那種有技術含量、有價值的新，而僅僅是一些外觀之類的新。現在的人都不太重視對歷史信息或歷史價值的保護，都是比較簡單粗暴地拆掉舊建築。我們應該推崇一個更新的角度和方式，仔細深入分析研究老的東西，提出新的方式和角度來看待原來的，用新的東西來改變舊的，這個方法很難做到。簡單粗暴的拆掉或者簡單粗暴的讓新的東西模仿舊的東西，這是兩個極端。真正的情況就是你要尊重歷史、尊重文化，但要從中提出新的東西，也不能被歷史文化牽著走或淹沒，畢竟未來還是新的，我覺得這個是很關鍵的。所以我們做的不管是預製系統裡面的插件塔、插件家、眾空間，還是其他的設計，都要嚴格按照這個要求。坦白來說，我們不希望依賴現有的東西，而是以一種獨立、客觀的方式來做事情。

5

360° — 預製系統在未來的城市規劃上能扮演什麼的角色？

眾 — 可能性還是非常的大的，現在的城市規劃很大的一個弊端是不夠靈活，所謂“五年一計劃”，可能兩年就不合適了。儘管現在大家還在追逐新的設計理念和規劃潮流，其實過不了幾年，事情就變了。我們還是很需要這種容納一定靈活度的城市建設方法，而不是花很多錢、投入很多資本就能改變很多人的生活，所以一些更靈活、更輕巧的方式應該被重視起來，比如用一些簡單、低成本、臨時的方式去測試城市空間，而不是一上來就把它拆了。預製化的系統能夠容納多種靈活性，調整很方便，而且這種預製系統很多都是架空的，架空也能夠讓稀缺的城市土地不影響它原有發展軌跡的情況下加入一些新的使用方式，這也是新與舊的結合。預製系統自身是靈活的，有很大的張力，可以容納很多事情，能讓自家老舊的東西延續，使用者也能對空間和物品進行調度。如果把造價和使用成本控制得很好，這就是一個相當完美的情況。



2.3.  
4.

1-4.  
The People's Station

The People's Station is an accumulation of the most exemplary projects created by People's Architecture Office over the past seven years including the People's Canopy, the Plugin Prefabricated System, and the Tricycle House. The complex is designed to be a vibrant addition to the larger social fabric of the city of Yantai, actively engaging with citizens.

Design Directors:  
He Zhe, James Shen,  
Zang Feng

Consultant:  
Yu Fengbo

眾空間

“眾空間”集眾建築過去七年來各種代表作於一身，包括單行頂、外掛程式家系統和三輪房車等等。這座綜合體的設計初衷，是為煙臺市增添與市民切實相關的新活力，促進當地更廣泛的社會聯結。

設計主持：  
何哲、沈海恩、臧鋒

結構諮詢：  
于風波





5.  
6.

5-6.  
People's Canopy

The design references expandable street food canopies popular in Southern China. The two-story high expandable roof structure on bicycle wheels can seat up to 10 cyclists. It is designed to collapse to the size of a double-decker bus so that it can be pedaled from one location to another. When parked, a canopy can open like an accordion to 12 meters in length at a span of 10 meters to cover entire streets.

Principal:  
He Zhe, James Shen,  
Zang Feng

眾行頂

“眾行頂”參考了中國南方常見的大排檔頂，重新設計為由自行車輪支撐、兩層高的拉伸結構，可容納10人並排騎行。為方便騎行，它可以折疊成雙層巴士大小，停靠時，可以像手風琴一樣展開至12米的長度，覆蓋整個街道。

設計主持：  
何哲、沈海恩、臧鋒



6

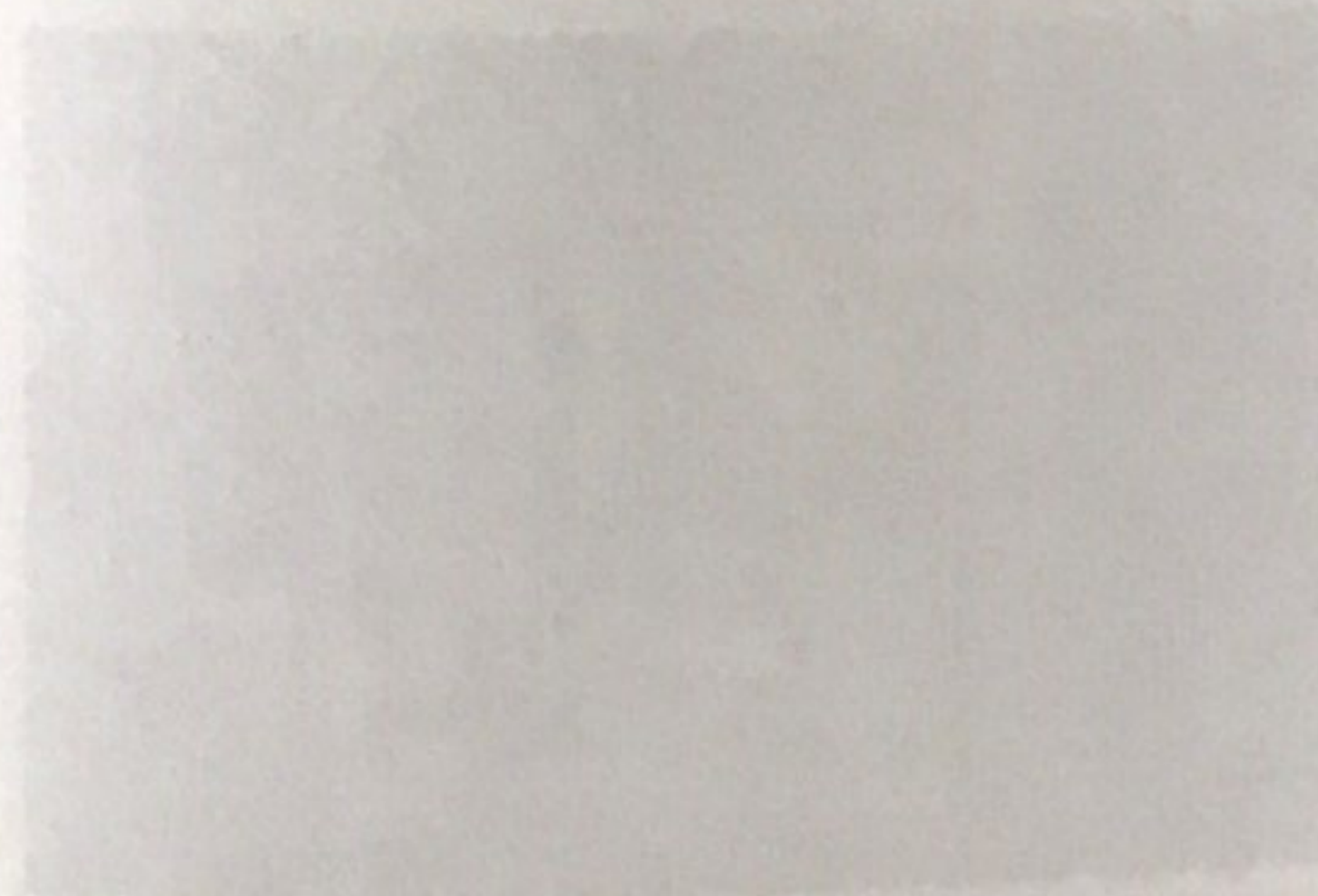
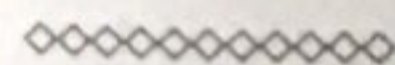
360° — “內盒院”和“插件家”都很成功，但是還沒有大區域的蔓延開來，是因為這種建造的形式和概念太新嗎？

眾 — 這的確需要一個適應的過程，“插件家”“內盒院”之間的競爭對手不是新的房屋，也不是新的產品，而是拿磚蓋房子。這個建築材料、建築工藝還是會持續在之前的某個時間段，不是那麼開放，所以，當有新的建築材料、建築工具出現，背後的理念和整個社會的看法和角度，就需要時間來改變。這幾年來，眾建築慢慢變得越來越好，越來越多人感興趣，更多的人希望能夠嘗試，這些都是在改變。

7

360° — 可以看到眾建築的設計其中一個出發點是讓社區更好地連接，那未來有沒有可能按照眾建築的設計理念和方式對一整片區域進行改造和規劃？

眾 — 當然，這是我們的目標。我們一直希望自己的想法能夠在一城市群裡發生，而不是一個小型的建築體。我們所設想的事情無論是系統、產品，還是建築，都是在想方設法地討論人和人應該以何種方式生活在一起，空間怎麼參與這些關係，甚至包括交通、基礎設



施。我理解多數建築師並不會從這種自下而上的角度來討論這類事情，大部分建築師都是自上而下地看待建築，所以這也是我們的特色之處。當然，我們的方式如果能在一個城市被應用，或者在某種程度上被採納，這是非常了不起的成果。

8

360° — “插件家”的介紹說到，這是交織的社會力量在諸多實際限制中催生出來的新城市景象：“管·住”“移動房車”等等都在於探索未來居住空間。按照眾建築的理念，未來城市居住地會發展成哪種樣貌？

眾 — 希望人對空間的要求在未來能變得更輕鬆、相對更容易一些。在中國這個情況比較誇張，一生都要跟住宅相關，買房把大家壓得不行了，一個小空間可能要住很多年，它不是很靈活，想換了也幹不了什麼，要不然就是再選另外一處。希望以後人對空間的要求實踐起來會更容易，比如我現在需要什麼樣的空間，希望它離什麼地方更近，如果家庭成長了我需要變大或變小，或者說今天我要搬到什麼地方過兩天再回來等等。這些想法都能更輕鬆地實現，或者說代價不那麼大，而現在的代價有點太重，這是一個很大的社會問題。

“無論是系統、產品，還是建築，我們都在想方設法地討論人和人應該以何種方式生活在一起，空間怎麼參與這些關係。”

“Be it system, products, or architecture, what we try to discuss is how people should live together, and how space participates in this relation.”

1

360° — Could you introduce your latest project the People’s Station to us?

P — The People’s Station is an architecture that quickly appeared in the old district of Yantai. The development of this historic district has lost control a little bit in the recent years. There was no overall planning and control of leasing and property management, and the district later gradually became a high-end area with fine dining and clubs that are not approachable for ordinary people. The owner wished to use the People’s Station to test the most suitable development way for this district. The People’s Station can be adapted to various kinds of functions. First of all, it can be quickly set up, which only takes three months; secondly, the space inside can be divided into diversified function systems, including large exhibition hall, discussion room, café, the book bar on the second floor, and the projection room on the third floor. It is also equipped with a flexible rooftop; for instance, the People’s Canopy and the Tricycle House can move around, bringing activities and information inside the building to other places. This building is more like a moving and inspiring thing.

2

360° — The design of PAO is based on a concept called prefabricated system. Could you elaborate this concept to us?

P — The People’s Station’s fast set-up speed owes to its systematic design, such as the structure system and material system. No matter it is called system or method, it is built within this space. We can quickly built up the space according to the need of the owner, the orientation and arrangement of the rooms according to the space’s layout, and the appearance of the building according to the city’s condition. We always call it a system, because all the parts have joggles that can be matched and combined in light with a certain situation. Why we recommend this method is because, the current construction methods bring too many social problems, such as its inflexibility. A systematic way can help a building be matched and established in a short time, and adjusted when it is used. The building itself can be adjusted, too. People do not have to be forced to accept the things that are not good enough or stay in a certain house for a long time. Thus the prefabricated system can benefit the society and families.

9

7. 8. 10.



7-10. Courtyard House Plugin

The Courtyard House Plugin is an award-winning prefabricated modular system for urban regeneration. Using a house-within-a-house approach, the system offers a inexpensive alternative to tearing things down. It is a main feature for the Dashilar Project, an initiative aimed at upgrading an important neighborhood in the historic core of Beijing.

Principal:  
He Zhe, James Shen,  
Zang Feng

內盒院

內盒院本質就是“房中房”，是一個應用於舊城更新的預製化模組建造系統，提供一種既避免全拆重建，又相對低造價的方法，來提升人們的生活居住品質。內盒院是“大柵欄更新計畫”的一個重要項目，旨在對這片距離天安門最近的歷史街區進行有效的保護和更新。

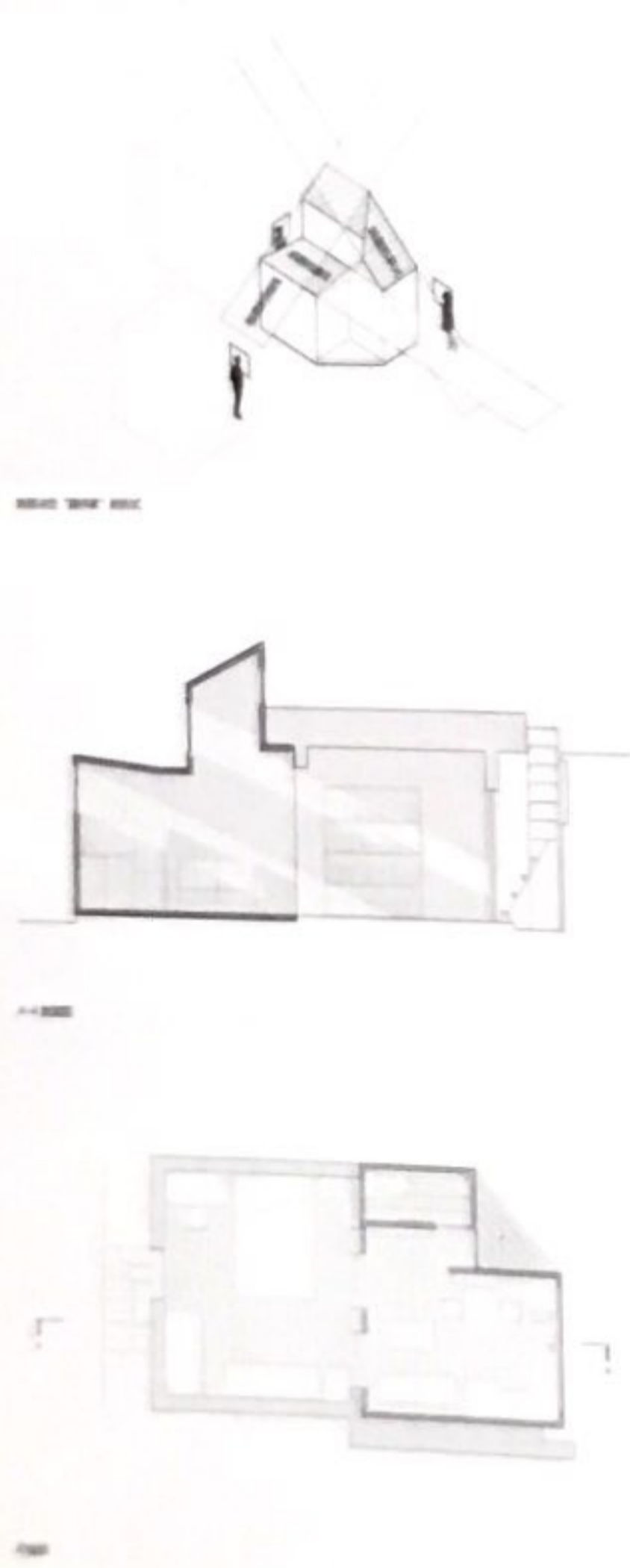
設計主持：  
何哲、沈海恩、臧鋒





「尊重歷史、尊重文化，從中提出新的東西，不能被歷史文化牽著走或淹沒，畢竟未來還是新的。」

11  
12, 13.



3  
360° — Does prefabricated system suit for the humid areas like the south China? Will it be affected by weather condition?

P — Actually, the north needs to consider more factors like rain, humidity, cold, sharp temperature difference between day and night, while the south is much easier. For instance, the setting of stilt floor that is recommended by prefabricate system is to facilitate the city life and allow the original feature of the land and architecture to evolve naturally. In this way, the new comers can live in the upper space and use it for further development. This application will be more difficult for the north, because the south has accustomed to the stilt floor for the purpose of ventilation and damp proofing. I adore this adaptable society more.

4  
360° — In the recent decade, urbanization puts the ancient culture and architecture in a difficult situation. In your opinion, how can design help integrate the old and new culture, and contribute to the harmony of city?

P — Undeniably, the old houses in the current society receive little respect. People prefer the new houses to the old, which is a serious problem. There is another problem in China. That is, the newness that people adore is not the type with technological innovation or genuine value, but just the type that is new outside and does not pay attention to the preservation of historical information. We should come up with a new way to study and change the old things after a thorough analysis. It is too extreme to tear down the old buildings or simply simulate the old ones with new ones.

11-13.  
Mrs. Fan's Plugin House

PAO's proprietary prefabricated Plugin Panels makes the Plugin House very affordable. Originally developed for the Courtyard House Plugin for "house in house" renovations, the new Plugin

House System is waterproof and can be used outside as an existing structure. These prefabricated modules incorporate insulation, interior and exterior finish into one molded part. Plugin Panels attach to each other with an integrated lock making construction a task simple enough

to be completed by a couple of unskilled people and one tool in one day. Wiring and plumbing are integrated into the molded composite panels.

Principal:  
He Zhe, James Shen,  
Zang Feng

小獎的“插件家”  
“插件家”發展自眾建築的“內合院”。預製的“插件板”系統具有很好的防水性能，可用在室外；建造無需其他結構，板材自身即為結構。插件預製模塊板集結構、防潮、保溫、設備、室內

外飾面於一體，整體厚度只有50mm，板材之間用鎖鉤連接，幾個非專業人員用簡單的工具即可在一天內完成搭建。

主持設計：  
何哲、沈海恩、臧峰

The right way is to truly respect the history and culture — not being utterly led or drowned by history, but to extract new ideas from it. I believe that is the key. Therefore, be it the Plug-in Tower, Plug-in House, the People's Station of refabricated system or other design, all should strictly follow this requirement. Frankly speaking, we do not hope to rely on the existing resources, but to accomplish things in an independent and objective way.

5  
360° — What is the role of prefabricated system in the future urban planning?

P — It will very possibly exert important influence. Currently, the urban planning has an apparent disadvantage, i.e. inflexibility. Those that are planned for five years may lose effectiveness in two years. We are still in urgent need of a flexible urban construction way instead of a costly investment to change people's lives. As a result, those more flexible and economic methods should gain more priority, such as a simple, low-cost, and temporary way to test the urban space rather than immediately tearing it down. Prefabricated system allows more flexibility and is easily adapted. Moreover, this type of prefabricated system has many stilt floors, which allows those cities with rare land resource to apply new methods without affecting their original development path. It is also a combination between the old and the new, as the prefabricated system extends many old things' life. Meanwhile, the users can adjust the space and other things. If the price and the cost is well controlled, it will be a perfect case.

360° — The Courtyard House Plug-in and Plug-in House are very successful, but not popularized in a larger scale. Is it because of the brand new concept? What do you think about it?

P — It indeed took a period of time for people to get used to them. The competitors of The Courtyard House Plug-in and Plug-in House are not new houses or products, but brick houses. People's perception of construction materials and skills tend to be conservative. Thus, when there are new materials and skills, it will take some time to change people's stereotype. In the recent years, People's Architecture Office's situation betters, with more and more people interested in us. More people are willing to try the new things.

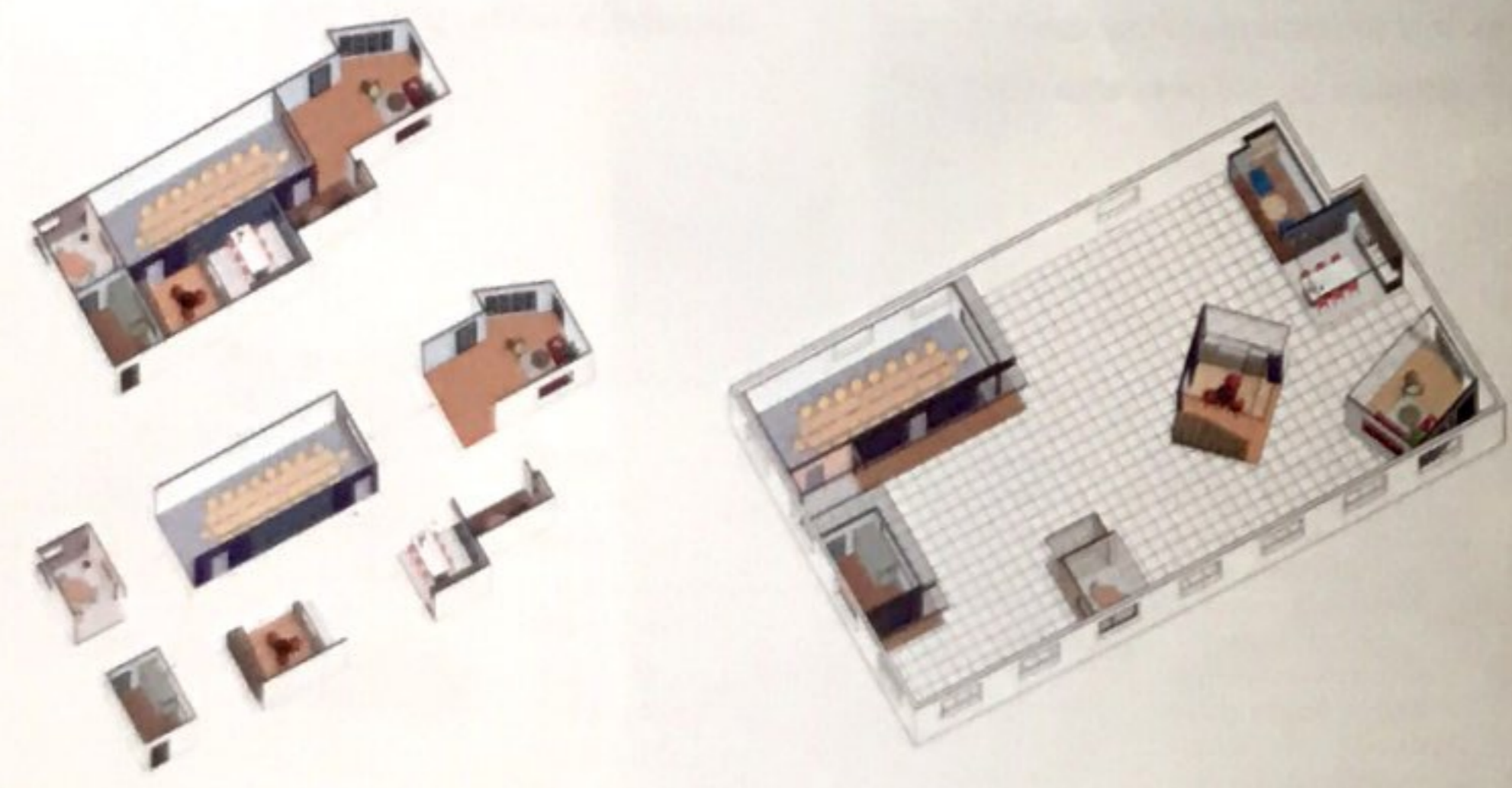
360° — One of the purposes of PAO's design is to make the community connect better. Is there any possibility for PAO to plan and transform a whole area according to your design philosophy?

P — Of course. We always hope to materialize our vision in a group of cities rather than a cluster of buildings. Be it system, products, or architecture, what we try to discuss is how people should live together, and how space, traffic and infrastructure participates in this relation. I understand

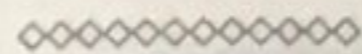
that not many architects consider things from down to top, which is also one of our distinctive characteristics. For sure, it will be amazing if our methods can be applied, or to a certain extent be adopted in one city.

360° — Projects like Tubular Living and Moving Recreational Vehicle are all exploring the future place of residence. According to PAO's concepts, how will the place of residence evolve in the future?

P — We hope people's requirement of space can become younger and more casual. The current residential situation in China is severe; a person's whole life is tightly tied to a house, the cost of which puts him in undue pressure. He has to live in a tiny space for many years, and it cannot be flexibly traded for other things. We hope in the future, people's wishes of a space can be realized more easily, such as what place it is nearby, making it larger or smaller according the change of family members, and moving it to another place for a few days. I wish the realization of those thoughts could become easier or at least cost less. It is a severe social problem.



14. 15. 14. 16.



*“The right way is to truly respect the history and culture — not being utterly led or drowned by history, but to extract new ideas from it.”*



14-16. Xiao Zhu's House Parts Office

Xiaozhu (literally 'small pig' but homophonous with 'short stay') is a peer-to-peer housing rental website. PAO's design features spaces and furniture that easily combine and separate, mobile meeting rooms, and power outlets that swing to desired locations. Like Xiao Zhu's online business, the office interior consists of a collage of various domestic spaces.

The design inserts the casual comfort of home life into the workplace, reflecting the company's open spirit.

Principal: He Zhe, James Shen, Zang Feng

“分享家”——小豬北京辦公總部

“小豬”諧音為“小住”，是一個提供點對點短租住宿資訊的互聯網平臺。眾建築為小豬設計了能夠輕鬆拆分組合的空間與家具，包

括可分可合的凹凸桌、可旋轉移位元的紅傘插座杆、以及三輪移動會議室等。小豬主營家庭空間短租業務，因此我們在辦公空間裡拼貼了各種各樣“家”的場景，“家”的舒適和隨意被植入到辦公空間，表達了公司開放和自由的精神。

設計主持：何哲、沈海恩、臧峰

