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Deloitte Touche Tohmatsu's new office in Shanghai

简明创佳境 妙笔绘超值  
Clean Lines, Sharp Pencil

"We optimise the design and the budget to create value for our clients."

— Dick Mak, Group Director - China



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**M** Moser's design for Deloitte Touche Tohmatsu's new office in Shanghai illustrates that time travel and good design are not necessarily expensive.

Resourceful design is good design. That's the premise behind M Moser Associates' solution for the recently completed Shanghai office of global professional services organization Deloitte Touche Tohmatsu (Deloitte) in the Bund Centre, right at the heart of Shanghai. Deloitte approached M Moser with a challenging project brief. In terms of design, the new premises had to be special and reflect the organization's identity; in terms of cost, a sensible line was required. The challenge for M Moser was to reconcile the two.

Brian Pilley, M Moser's Head of Office in Shanghai recalls the client's perspective at the start. "Shanghai is teeming with activity these days. Multinational companies are seeking to reflect this excitement in their offices to attract and inspire staff, and also to project their own involvement in the city's dynamic development." In fact, few professional services firms are as well established in Shanghai as Deloitte. A player in China since 1917, Deloitte Touche Tohmatsu was seeking to reflect that heritage and long-standing commitment in their new offices. At the same time, they wanted to project a contemporary image that marries the established Deloitte brand with a fresh vision for the future.

Special and sensible? "Sure, why not", says Kate Fricker, the Design Director.



“Creative solutions always emerge from limits. Making the most of what’s available, whether its space, time, cost or materials – that’s what makes design interesting. Designers are never working in a vacuum.” In this case, the keenest challenge was cost. The budget was practical... which did not subdue expectations for an exceptional design solution. M Moser proposed a time-tested recipe – good ideas and resourcefulness.

Offices need to be functional. They consist of various elements such as receptions, meetings rooms, pantries, libraries and general work areas. As a strategy, Fricker proposed to develop the transitional spaces and conceptual interstices that relate these independent elements and, ultimately, evoke a sense of cohesion.



“Hotspots”, areas that have the most influence on the activities of the most people, were identified for special treatment. Investing proportionally substantial resources in the design of these high-impact areas was seen as a way to optimize the budget. Likewise, a clear way-finding system connecting the hot spots was proposed to establish orientation and a special sense of place.

So the reception, meeting areas and ‘flow’ space were tackled as priorities. “We sit at workstations most of the day. While workstations are important to respective individuals, it’s the shared areas and passages that influence the group and galvanize people”, remarks Pilley.

“First impressions count, so the reception is ample, bright and comfortable – a way of saying, you’ve come to the right place”, adds Fricker. This message is for clients and staff alike. A perforated metal drop ceiling and white terrazzo floor originate in the reception and trace parallel paths throughout the entire office. Both elements substitute for more expensive, common and arguably less attractive options, such as composite ceiling tiles or office carpets. In combination, the metal and terrazzo surfaces form a durable envelope that is easily and affordably maintained.

The office contains five meeting rooms. The design of each room is inspired by one of Deloitte’s five core values – client focus, people, teamwork, celebration and mindset. Intrinsic to the organization, these values serve as ready-made design themes to which the staff can naturally respond and that serve as communication devices for clients visiting the office space. Functionally,

these rooms are the loci of important interactions and decision-making; conceptually, layered internal and external views merge Deloitte Touche Tohmatsu’s energetic corporate identity with Shanghai’s vibrant skyline. And the views of the Bund are fantastic!

But the real magic is in the ‘flow’ space, a winding super-graphics laden corridor chronicling Deloitte’s distinguished involvement in 20th century Shanghai. As this linear element weaves throughout the office, it not only binds the functional spaces by naturalizing transitions between activities, it literally integrates staff in the Deloitte-Shanghai story. Imagine concluding a discussion in the meeting room designated, “client focus”, and then accompanying a client to the exit lift through this corridor-cum-time capsule. The interaction is enhanced by the physical setting, which reinforces both the company’s values and its Shanghai roots. So the super-graphics are far from decorative; they embody Deloitte Touche Tohmatsu’s identity and facilitate its business. Black and white historical images are juxtaposed with shades of blue, orange and yellow, sometimes presented as painted walls, sometimes as reflective color-back glass. An inexpensive track lighting system actually buoys the impression of an illustrious exhibition hall. In terms of cost, super-graphics are a technically simple, inexpensive means of creating a memorable and positive impact.

The concept for Deloitte’s new Shanghai office is singular. “The art is improvising cost-effective variations that support one concept”, says Fricker. By leveraging ideas, M Moser achieves good designs that respect their client’s bottom line.





### Clean Lines, Sharp Pencil

M Moser為 Deloitte Touche Tohmatsu (DTT) 所設計的上​​海新辦公室說明了好設計與不遜潮流的空間規劃，其實無須花費大筆預算。

「充滿豐富變化的設計即是好設計。」M Moser 近期為跨國企業 DTT 在上海的核心區域 Bund Centre 所設計的辦公室，便是依此為前提規劃。DTT 提出幾項要求：設計方面，需具有獨特的原創性；預算方面，希望在合理的範圍內執行個案。而 M Moser 的挑戰，則是在兩者之間取得平衡。

上海 M Moser 的執行長 Brian Pilley 回憶起設計初始：「近來，上海引領了各種活動的風潮，跨國企業紛紛藉由辦公空間的轉變反映這股熱潮，吸引並鼓舞員工士氣，同時更能讓企業在這個充滿活力與蓬勃發展的城市中，佔有一席之地。」事實上，自 20 世紀初期起，上海 DTT 已建立的專業服務口碑，除了希望能夠在新的辦公室反應這股傳統，同時也期望擁有現代的形象，賦予原有的 DTT 品牌一個邁向未來的新視野。

特別且預算合理？「當然，有何不可呢？」M Moser 設計總監 Kate Fricker 如此表示。「在現實情況中，常會遇到許多限制，但這些限制卻也總是激發出最有創意的解決辦法。不論是空間、時間、預算或材質，將可行的方案發揮到淋漓盡致，這就是設計有趣的地方。設計並不是天馬行空的狂想，某種程度的現實考量，反而能將設計概念導向更深刻的思考。」本家中，最戰戰兢兢的挑戰便是價格。M Moser 提出了經得起時間檢驗的絕佳概念，預算的運用極為實際，在預期之內完成特別的設計規劃。

辦公環境需具備充分的功能性，包括各種空間元素如接待處、會議室、茶水間、圖書室與一般的辦公區域。以設計的角度來看，Kate Fricker 策略性地運用「過渡空間」及「瑣碎區域」，串聯這些功能性的基本空間元素，並凝聚整體的視覺感受。

設計特別關注在對於大多數人活動影響最深的「Hotspots」— 公共空間。這些重點區域分配到可觀的預算與設計資源，並考量設計表現的可視性以有效發揮預算；同時，藉由設計導引出明確的

動線，除了連結各個公共區域，並營造空間的整體感與特殊氣氛。優先著手操作的是接待處、會議室與過渡空間。Brian Pilley 如此述說：「當員工大多數的時間都待在各自己的工作站時，公共環境和走道空間提供團隊互動的機會，並激勵人心。」

Kate Fricker 更補充說明：「入口的首要印象是寬敞明亮到舒適的接待處，彷彿說道：你來對地方了，以迎接訪客與員工。」天花板的金屬孔板與白色地磚從接待處開始，沿著行進動線深入空間，佈滿整個辦公室；辦公空間的設計中，這兩種較為昂貴的元素甚少受到注意，一般僅運用桁架天花板或地毯，在設計者的創新手法組合之下，藉由天花板與地面材質成就一個易於維護且經久使用的空間。

個案包括了 5 間會議室與訓練室，每個空間都代表著企業的 5 種核心價值：關心客戶、員工、團隊合作、讚美與決心、對於架構組織而言，這些服務的價值觀就如同既定的設計概念主題讓員工遵從；功能性方面，這些空間則是重要的溝通與決策場所；至於設計概念上，樓層的內外景觀融合了 DTT 充滿活力的形象與上海活躍的天際線，更將 Bund Centre 的絕佳景觀導入室內。

但真正令人驚艷是流暢的空間主軸— 一道充斥著視覺影像的走廊，記錄著 20 世紀 DTT 跨入上海的年代史。這條穿梭於辦公室中的線性元素，不僅在活動的轉折之間劃分出功能性空間，也編輯出 DTT 的上海故事。想想看，在完成與客戶的溝通會議之後，隨著客戶走過有如時間膠囊的甬道，增加雙方的互動與融洽感之外，更加強企業根植上海的價值觀。巨幅的視覺影像傳達了企業的形象與事業，黑白歷史圖像搭配藍色、黃色與橙色，有時像是塗裝的牆面，有時又像是反射各種顏色的玻璃，價格合理的軌道照明系統，映射出大廳的意象，在費用的控管之下，巨幅的視覺影像牆而是最簡單、經濟的操作手法。

DTT 上海新辦公室以單一概念呈現，Fricker 表示「藝術作品是有效成本的掌控支持下的概念」，藉由這樣的想法，M Moser 達成一個讓業主激賞的好設計。



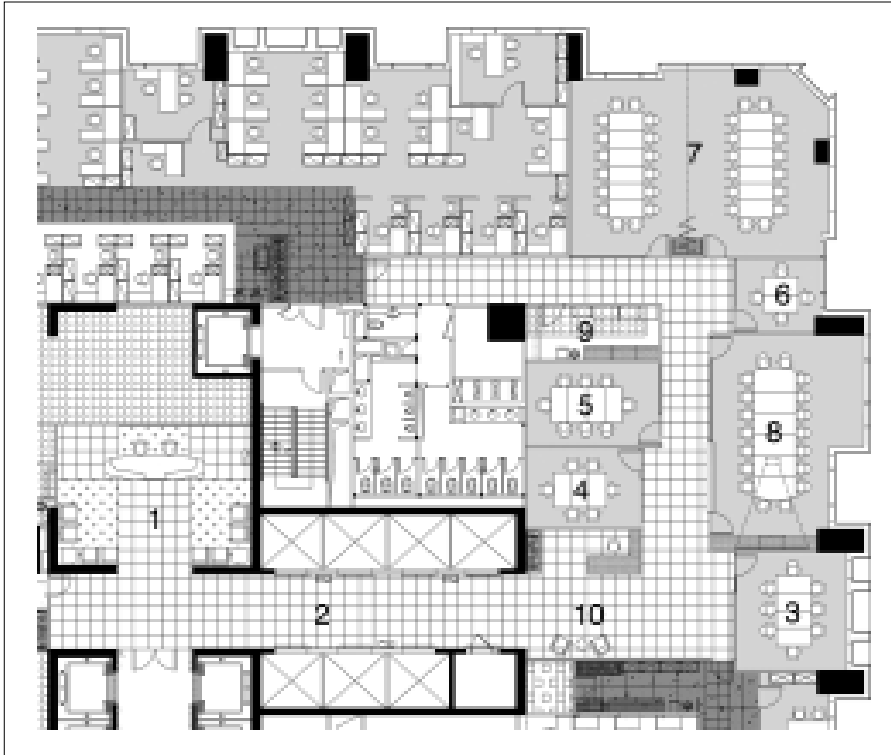


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Local Expertise  
全国性市场  
丰富本地化经验



1. Reception
2. Exhibition hall
3. "Client Star" meeting room
4. "Celebration Star" meeting room
5. "Mind Set Star" meeting room
6. "People Star" meeting room
7. "Teamwork Star" training rooms
8. Conference room
9. Pantry
10. Concierge



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