

品牌X設計 導入設計動能的品牌爆發力

BrandingXDesign Branding exposure with design incentive

雄獅旅遊自1990年導入資訊以及1999年走向internet的虛擬網路平台，兩件事徹底改變了該企業的體質與規模，也成就企業的兩次擴張。2007年，設計師胡碩峰所設計的Lion Square24，獲得第一屆TID商業空間類金獎，也開啟了他參與雄獅旅遊從internet虛擬通路再跨到實體通路變革的開端，截至目前為止，三年多的時間，雄獅旅遊這一連串變革的歷程可以分成四個階段。Lion Square24是跨到實體通路的領頭羊，而南京複合店是開始邁入企業轉型的第二階段。到了台中形象店植入店中店與結盟店之概念(Club Med)則是第三階段，正在規劃搬遷中的雄獅總部則屬於第四階段。

胡碩峰指出，這是一個很有趣的合作過程，也充滿著挑戰，期間歷經幾個階段性的產業變化，使設計不是輕鬆的用一個概念就可以打發。每一個據點處都有著因應產業不同階段發展，在設計上的挑戰仰賴著雙方嚴謹而緊密的不斷溝通對話後，所激盪出的跨界共鳴和火花。企畫、執行」周巽莉 人物攝影」Yvonne

Lion Travel has since 1990 introduced a web site and gradually moved from the physical to a virtual store and then back again to a physical store again. There were two important steps that gave the company incentive to make changes; in the year of 2007, Lion Square 24, designed by Shry Fong Hu, was inaugurated and it immediately won a TID Award in the commercial space category. This award compelled the manager's team to put money into a physical store again.

Recent developments can be marked in four stages; the first is Lion Square 24, the second the Nan-Gien Store, the third the Taichung store, then most recently, the Lion headquarters.

Mr. Hu said his cooperation with Lion Travel has been quite interesting and full of challenges as well. Each one encountered difficulties requiring a shifting turn of marketing strategy. The success of their cooperation relied on mutual trust and a close link between design and the managerial team; he believes that a full scale dialogue between them assured that every difficulty could be coped with and solved. Translated by Ray S.C.Chu & David Mark Riz



1. 騎樓天花板以大小方向不等的白色折面造成雲朵般的光影變化。
1. Ceiling panels folded into various sections resemble moving clouds and their shadows.

Part 1

台中概念店「Lion Design」

設計者」胡碩峰

參與者」李昭賢 楊之儀

攝影者」鄒昌銘

空間性質」商業空間

坐落位置」台中市

主要材料」鐵件噴漆、清玻璃、回收木料、木作噴漆、拋光石英磚

面積」48 坪

設計時間」2010 年 1 月至 3 月

施工時間」2010 年 4 月至 5 月

Lion Design /Da-Dun Concept Store in Taichung, Lion Travel

Designer」Shyr-Fong Hu

Participants」Chao-Hsien Lee、Chi-Yi Yang

Photographer」Benjamin Tzou

Location」Taichung

Material」metal members, paint, glass, recycled wood board, woodwork, polished granite tile

Size」158m²

Design period」January - March 2010

Construction period」April - May 2010



雄獅的蛻變

快速轉型的企業發展策略下所催生的空間型態

Project 1：台中概念店／Lion Design

雄獅旅遊的概念門市系列，是在一個轉型快速的企業發展策略下所催生的空間型態。各階段的門市設計都依循著一個主軸，配合階段性策略而演化出新的設計概念。

台中店設計，面對更多內容的植入，也擴大了雄獅異業結盟，複合店面的發展策略。室內空間中《雄獅旅遊》及《Club-Med渡假村》兩個獨立次空間的相互關係，形成如旅行途中所經驗到，在原野或山林中，渡假小屋各自獨立卻又聚集成落的意象。在不同的角度與開口之間相互牽引，形成視覺的張力與互動；藉此相互強化旅遊與度假的概念與影響力。

整體設計上不斷在study實與虛的關係，像是牆面與鏤空之間的安排配置，以便造成視覺上的溝通效果。其中有一折面延伸至天花板，在空間之盒中去創造一種動態感。材料部分維持雄獅一貫的白色牆面/地磚，搭配此次特有之染紅回收舊貨櫃棧板。方盒小屋內則以木地板帶出度假的休閒質感。顏色上，以紅色、水藍色被白色框住，顏色上的豐富度夠，又被框在一個一致性的色彩表層，使互不相干擾。在其中穿梭、遊走，視覺上的穿透讓空間具有多樣性表現。

開口的框景形成引介旅遊人潮與主題介紹的互動媒介，室內與室外、空間與空間之間亦藉此彼此放大並趣味化。展開的圖面是嚴謹的對話後所創造的韻律感，立面有一些英文文字的訊息，帶出全球各地的城市。由於基地為兩階段搭建過程，形塑出兩種高度不等的空間尺度，Club Med部分將天花板高度伸展到最高，並丟入一些既有品牌的影像，整體宛如現代的教堂空間般。騎樓天花以大小方向不等的白色折面造成雲朵般的光影變化，隱喻原野山林上方的天空雲彩，偶然飄過聚落的上方。

2. 開口的框景形成引介旅遊人潮與主題介紹的互動媒介。3. 3D空間透視圖。4. 整體設計上不斷在study實與虛的關係。5. 開口讓室內與室外、空間與空間之間亦藉此彼此放大並趣味化。
2. Framed screen delivers travel information in an interactive way 3. 3D modeling perspective view 4. Solid weaves with the void 5. Opening introduces a mutual dialogue among spatial blocks



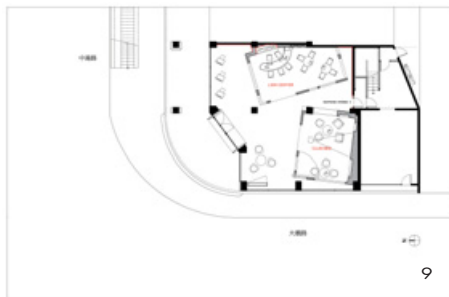




Transformation of Lion Travel

A commercial type geared to Lion's quick response to market tendencies

Project 1 :Taichung Store - Lion Design



6. 方盒小屋內則以木地板帶出度假的休閒質感。7. 在不同的角度與開口之間相互牽引，形成視覺的張力與互動。8. Club Med部分將天花板高度伸展到最高。9. 平面配置圖。

6. Box pavilion gives an impression of leisure relaxation 7. Opening directs visual wandering among spaces 8. Club Med and its ceiling panel position 9. Plan

This store is Lion Travel 's most recent conceptual store; its program is active and can quickly respond to changes of management style.

The main retail store space is used by Lion Travel and the Club-Med Vacation Group and both are linked in order to develop new types of service that are not common for a travel agency. Hu's design makes each independent while mutually attached as if there is was an invisible traction that pulls them close. This ambiguous link implicates their dynamic relationship and unique service product is recognized by customers.

The plan and its spatial quality moves between a solid box and voided nothingness, while a linkage panel dominates as one moves everywhere in the space. The material used in this store keeps Lion's definite color system - pure white panels and granite tiles with distinct color displayed by recycled wood board dyed in red.

A small cube "pavilion "built in wood" gives the impression of leisure relaxation; its color is more rich in red, navy blue and white. The color system is in fact a dominating factor in building a total atmosphere; colors are used in both coherent and contrast qualities. This dynamic energy injects customers with a full imagination to build up their vacation dreams and wonderment.

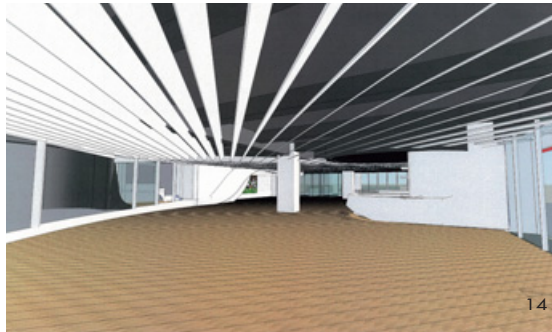
There are many framed panels where travel messages are broadcast as an interactive media; when the message is retrieved, the panel displays very realistic pictures of world cities on screens.

Club Med section is situated on a higher platform; ceiling panels move in a dynamic energy like clouds levitating; folding panels and their lighting patches are impacted by lighting controls which seem to offer a view of a endless horizon.





Project 2：雄獅集團總部Lion Plaza III



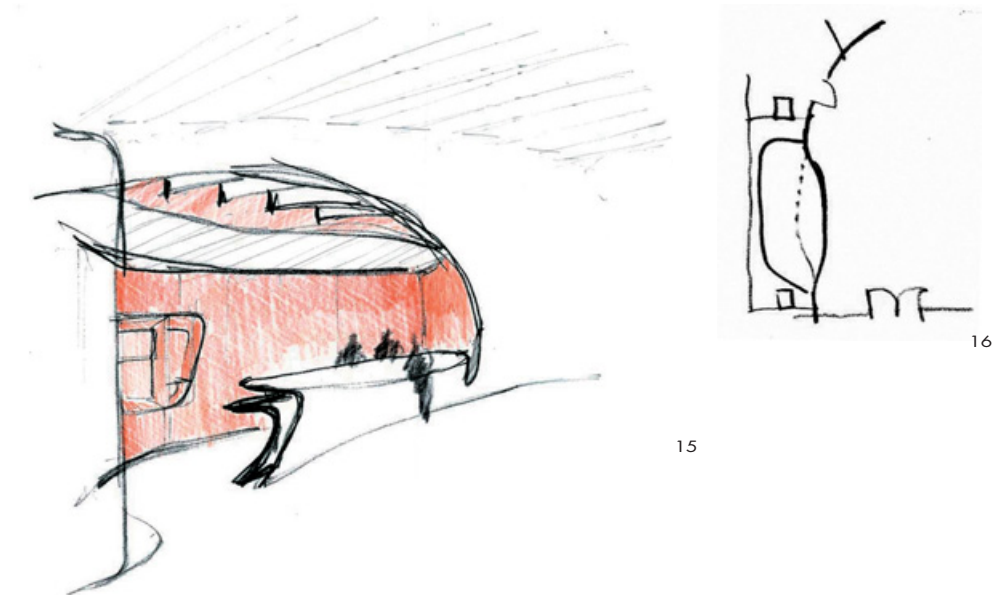
「Lion Plaza III」位於內湖陽光街及瑞湖街交口辦公大樓之一樓，屬於「雄獅集團」總部幾個不同領域之第一期開發。具備綜合性、前瞻性及多功能之空間，舉凡記者會、達人講座、「event」主題空間、錄影及攝影棚、錄音室、舉辦party及旅行社業務等不同機能均整合於此162坪之基地內。

在早期概念的演進過程，平面的提案不下十數次，從原始的功能區分的區塊演進到最後定案的配置。設計概念試圖以一道三度空間大曲線（由牆→天花板→牆→柱面→櫃體...）在翻轉中不斷變換其空間上之「定義」的同時，又肩負整合整體空間的主導元素。

當這道曲面經過天花板、牆面折到天花板，折下來變成吧檯同時再去整合樑柱，讓不需要的元素都消隱，而需要的則轉化為變成造型元素和主題元素的一部分。這道曲面在遊走整合之際亦塑造各個組合元素之差異與個性，如此，一種具有如迴轉下之獨舞與群舞的空間拼貼畫面於是出現，有如孔雅（Konya）「蘇菲舞」在凝注冥想中舞出時間與空間之張力，亦神似雲門舞集之東方長袖凌空飛揚捲舞。材料系統以可彎曲木作夾板為主，搭配交錯搭接之「美絲板」天花格柵和淺色耐磨型木地坪。

10. 設計概念試圖以一道三度空間曲線整合所有功能區域。11. 入口服務櫃台。12. 這道曲面在遊走整合之際，亦塑造各個組合元素之差異與個性。13. 手稿：曲線翻轉中模擬與空間機能結合的概念之二。14. .3D空間透視圖。15. 手稿：入口區服務櫃台之空間發想。16. 手稿：入口區服務櫃台之配置關係。

10. Concept diagram showing a curving line dominating the space 11. Reception table 12. Curving partition defines and redefines spaces according to where it appears 13. Hand-drawing shows the curving line in space - concept II 14. 3D perspective 15. Hand-drawing shows initial layout of reception table and entrance 16. Hand-drawing shows final layout of reception table and entrance



Project2:Lion Plaza III / the Ground Floor of Headquarters of Lion Travel Group

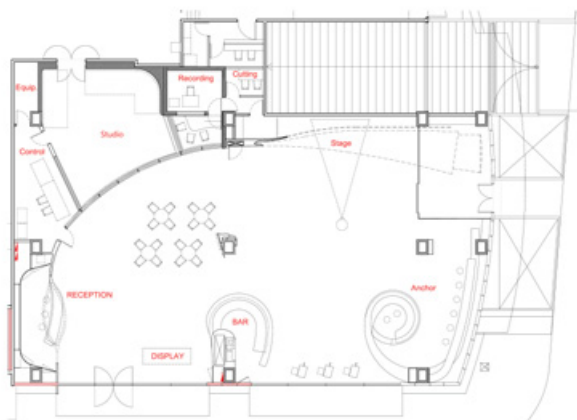
「Lion Plaza III」is located on the first floor of an office building, inside the Nei-Hu High-Tech Industry Park. It is headquarters of the Lion Travel Group, where houses many branches of its management team, and even includes a lecture hall, "event rooms", film and recording studios, party lounge, travel agency space and so on. The total size of this headquarters is about 162 ping.

Hu's plan proposals evolved at least ten times; the first proposal had a precise spatial layout while the final one moved from fixed to a more liquid spatial layout. There is a curving partition that moves freely from the wall, ceiling, and eventually wraps over a shelf. This ever-changing partition gives space a precise enclosure while constantly redefining the spaces.

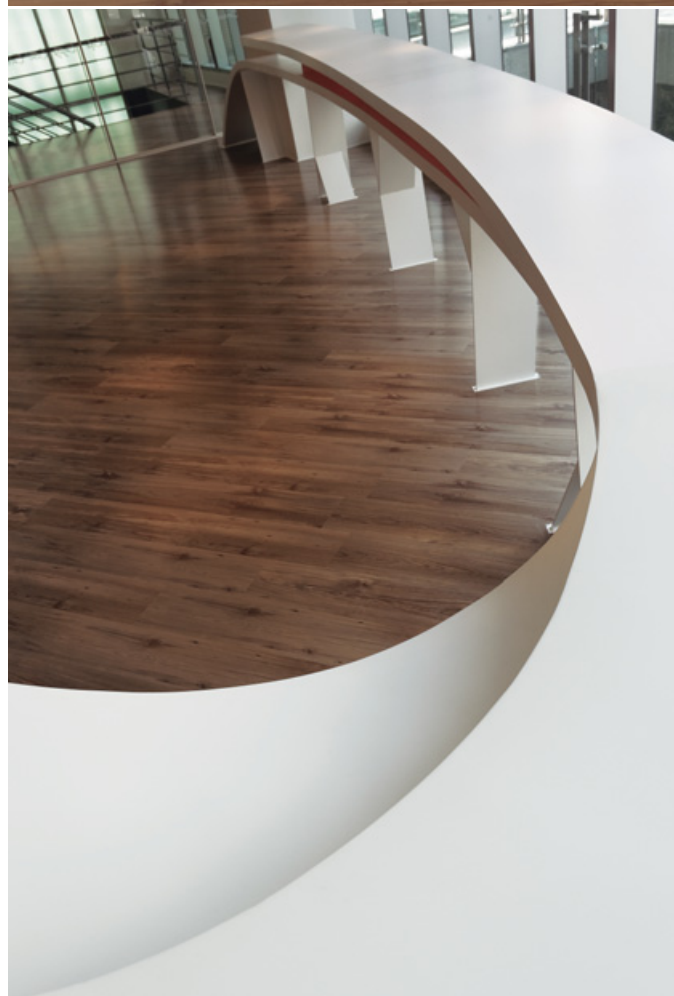
This key element is a partial vertical and horizontal body that even forms a functional element such as a bar table. Like a whirling body in a Konya dance, the panel twists and is transformed by changes of the positions. Elastic plywood was used to form the curving surface while the surface is clad with synthetic materials.

17. 平面配置圖。18. 當這道曲面經自牆面折到天花板後，成為旅遊達人的講座舞台。19. 材料以可彎曲木作夾板為主，搭配交錯搭接之「美絲板」天花格柵。20. 可眺望綠蔭公園的吧檯座位區。21. 空間內不需要的元素則消隱，需要的則轉化為變成造型元素和主題元素的一部分。

17. Plan 18. Curving partition folds down from ceiling and forms the backdrop of a podium 19. Elastic plywood used to form the curving partition; the panels meet with a grating ceiling panel 20. Bar seating is in a position that can cast views to a garden 21. Curving partition and its spatial meaning



17



20



18



19



21



總部大樓一樓「Lion Plaza III」

設計者」胡碩峰

參與者」李昭賢 張耀文 楊之儀

攝影者」岑修賢

空間性質」商業空間

坐落位置」台北市

主要材料」鐵件噴漆、清玻璃、木作噴漆、美絲板、耐磨木地板

面積」162 坪

設計時間」2010 年 5 月至 7 月

施工時間」2010 年 7 月至 9 月

Lion Plaza III / the Ground Floor of Headquarters of Lion Travel Group

Designer」 Shyr-Fong Hu

Participants」 Chao-Hsien Lee、 Yao-Wen Chang、 Chi-yi Yang

Photographer」 Sam

Category」 commercial space

Location」 Taipei city

Material」 metal member, paint, glass, woodwork, Formica board, scratch-resistant wood board

Size」 162 ping

Design period」 May - June 2010

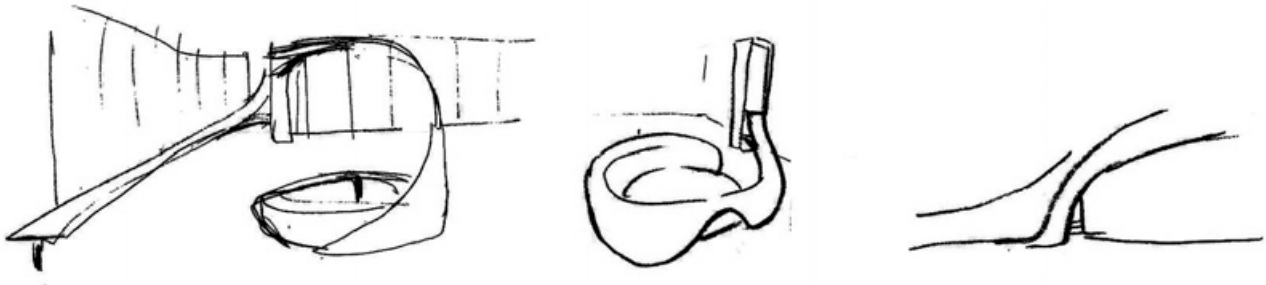
Construction period」 June - September 2010



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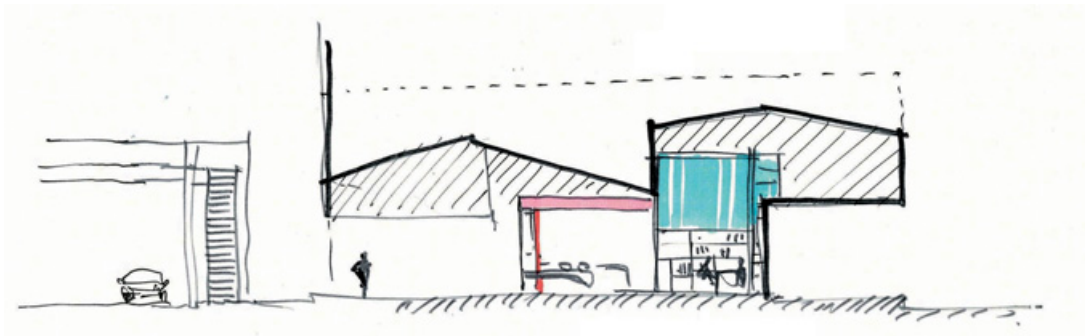


23



24

22. 在翻轉中不斷變換其空間上之「定義」。23. 曲線肩負著整合整體空間的主導元素。24. 手稿：曲線翻轉中模擬與空間機能結合的概念之一。
22. Folding panel and its spatial interest 23. Curving partition is a key member of the space 24. Hand-drawing shows the curving line in space - concept I



設計解碼 Decoding Design



雄獅旅遊台中概念店

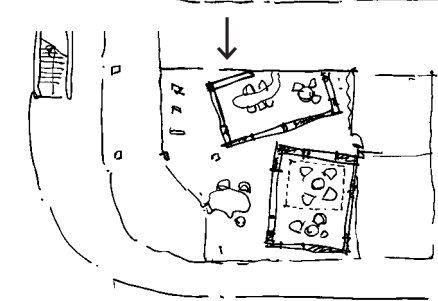
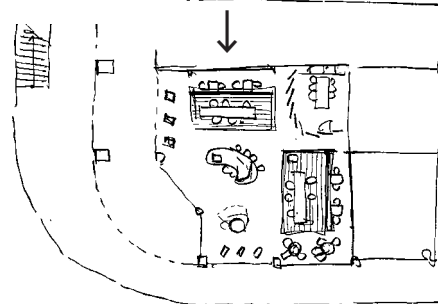
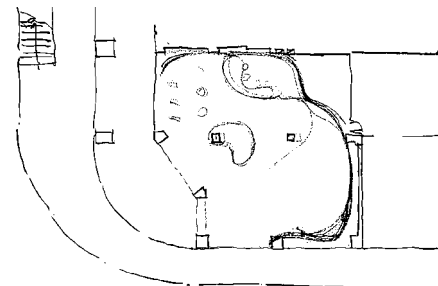
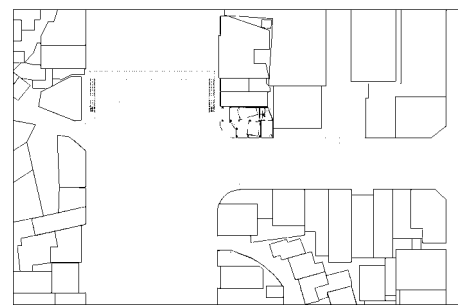
概念發想平面規劃演進圖

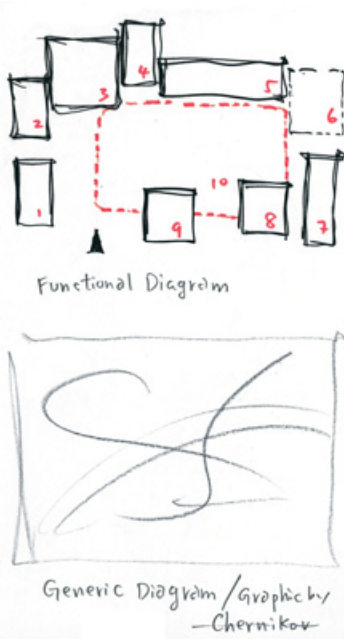
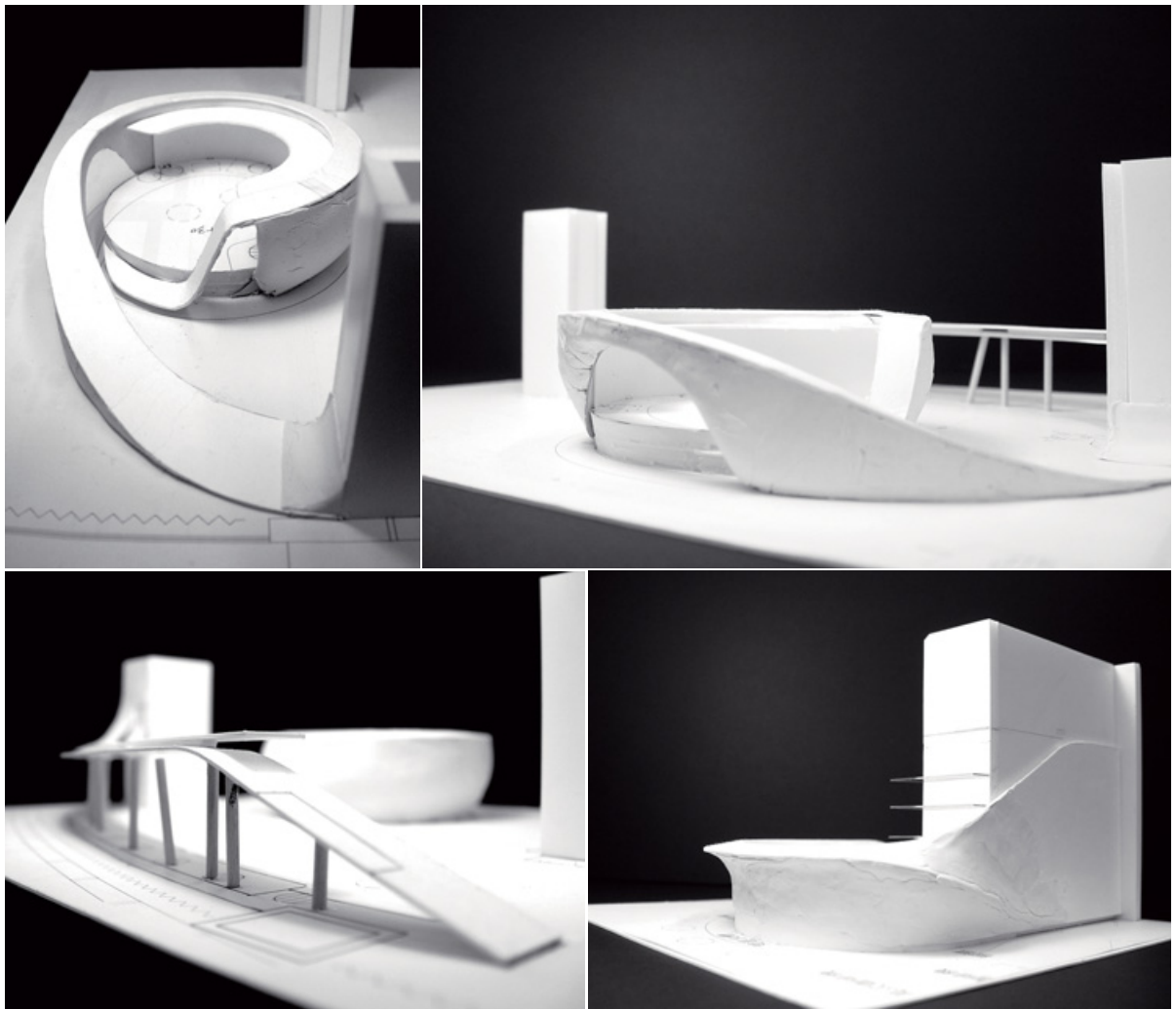
概念：將兩個box嵌入一個大的空間中，運用類似大自然中幾個隨環境錯置的渡假小屋cottage概念。店中店的規劃，讓兩個單位合而為一，機能上又獨立分離。



Taichung Store -Lion Design:Evolving diagram of plan

Concept: Two boxes inserted into a single space. One box symbolizes the Pacific Ocean, the other the African Continent. They face back to back. The type of these two boxes is similar to a cottage house; each unit enjoys an independent space yet both are mutually related.



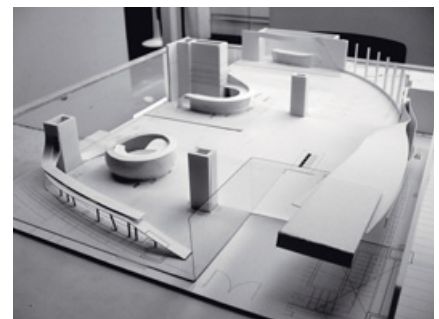


1. Reception
2. Control
3. Studio
4. Recording
5. Stage
6. Entrance Restaurant
7. Bar Counter
8. Console
9. Bar
10. Events Plaza

雄獅集團總部Lion Plaza III

概念發想平面過程演進圖

概念：位於雄獅總部一樓的複合式空間，整體空間的概念為了容納涵蓋講座、派對、展示、活動等功能，置入的設備包括錄影攝影室、中控區、吧台等。它同時是一個對內也是對外的整合中心。在早期概念的演進過程，平面的提案不下十數次，從初始的功能區分的區塊演進到最後定案的概念，運用曲線不著痕跡地整合在一起，呈現很圓融且具張力的開放式空間。



Lion Plaza III - Evolving diagram of plan

Concept: The program includes a lecture hall, party space, exhibition space, film studio, control room and bar space. The initial plan was rejected more than ten times; the final solution shows a liquid spatial layout dominated by a curving panel.

品牌X設計 頂尖對決

王文傑「雄獅集團董事長」X胡碩峰「大牆演繹負責人」

Q 從「Lion Square24」到台中形象店及「雄獅旅遊」總部一樓，意味著「雄獅旅遊」經歷了那些蛻變階段？

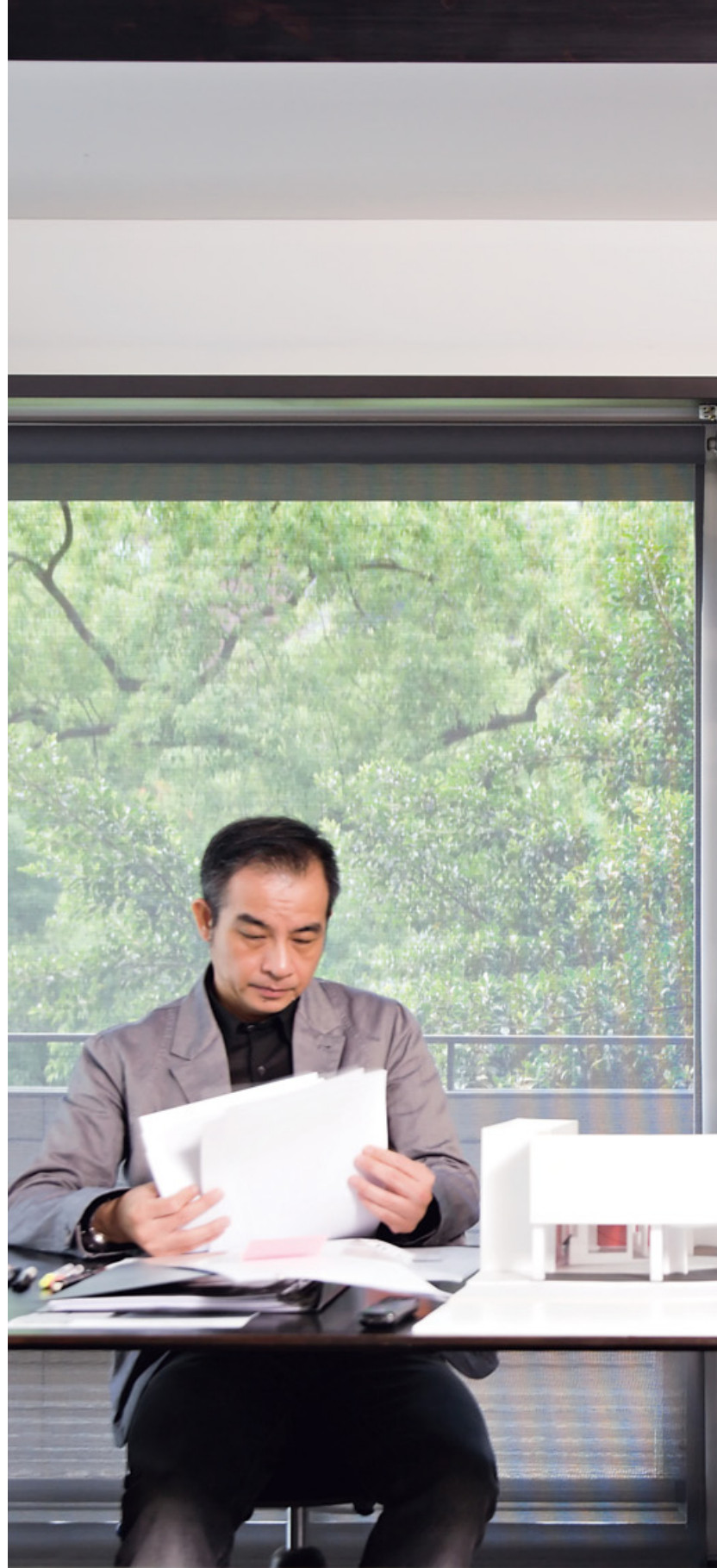
胡碩峰：在「Lion Square24」之中，「旅行的載具」是很主要設計概念，包括機艙、飛行器在形體上與空間的融合，還有企業識別中logo元素的植入等，很精準地呈現企業品牌的精神與特質。而這些精神也延續到其他門市的規劃裡。

王文傑：從internet虛擬通路再跨到實體通路，一連串變革的歷程可以分成四個階段。Lion Square24仍屬於旅行社商品銷售的階段，但背後傳遞的是旅遊風尚的引領。透過具象化的空間設計導引內部從業人員走向轉型、變革。

南京店則是首次突破50坪的空間規模。它背後的營運成本很高，甚至是一級品牌不能負擔的成本，但雄獅旅遊卻進去。WHY？因為，我們導入的不僅僅是一個門市，而是從retail shops到展示demo station，涵蓋了presentation、marketing，也就是包括推廣、傳遞訊息、告知、行銷等功能。這個從銷售到推廣的軸線發展是非常明確的。南京店同時也是在實驗著從旅遊供給端supply site（包括酒店、遊樂場、航空公司、景點、區域的推廣），到需求端Consumer之間，一個實體上載具的運用，簡而言之，它是忠實地傳遞出我們作為demo side與supply site，也就是消費者需求與產業需求供給鏈之間一個有效的整合平台。

Q 台中形象店中引進了Club Med在台首間實體通路，有何意義？

王文傑：在產業平台的概念出來後，台中店則結合了Club Med，產業供應鏈的某一個區隔性商品的提供者或元素的提供者。Club Med是歐洲一種休閒旅遊度假的一種方式，他們找到我們的台中店，背後看中的是我們貼近七期重劃區的門口，又與台中港路交通樞紐進出口之一的三角窗。Club Med，這個supply site供應端的很重要旅遊、休閒方式的供應商，看中了我們從業務銷售到推廣的觀念，希望透過我們的設計案去整合而詮釋的一個成功的案例。





Q 「雄獅旅遊」總部一樓，結合了複合式活動與即時動態網路連結，有何意義？

胡碩峰：雄獅總部的搬遷，除了強化原有空間機能之外，也為了探討引領產業的新興部門。它不是單純的「moving」，而是藉機「transforming」，是一種與時俱進的，依公司未來策略來整合新興空間所需截然不同的空間規劃。一樓的複合式空間，空間的概念發展方案不下十數次。為了容納涵蓋講座、派對、展示、活動等功能，必須有置入的設備包括錄影攝影室、中控區、吧台等。它是一個對內也對外的整合中心。而這些需求如何能夠在一致而簡練的設計美學下被涵蓋，同時解決相關機能問題。

王文傑：過去我們是在底層，提供銷售或推薦介紹吃喝玩樂遊，或學習推廣這些。過去，台灣產業一直是製造業導向的代工思維。但08年金融風暴後，政府開始發現產業主軸的政策不對，開始朝向生活產業，也給予我們很大的機會與空間。大約四、五年前，不是刻意的，而是隨著軸線發展，我意識到我們應該是一個「lifestyle產業」而非僅僅叫做一個旅行社。

我們賣的就是感受，提供方法路徑，使人們能夠透過旅遊在生活體驗上更好更深刻的感受，屬於「體驗經濟」的一種。因此，我們的總部就是一棟lifestyle實驗大樓。以lifestylee為核心的Internet Media，加上屬於文字及圖像等media的出版、平面的力道。產業別已經是lifestyle多元營運模式，以「生活產業」為核心的集團企業總部。

Q 經營與設計的連結？

胡碩峰：這是一個很有趣的合作過程，2007年拿到TID室內設計大獎的「Lion Square24」，當初沒想到它僅是一個開端。更沒料到，空間設計計劃書的演化跟產業的演變是這麼快速的，每一個據點都有很強烈的機能需求來因應時空背景不同的企業策略。對我們而言，每一個據點都是no easy task，可以像7-11依樣不斷複製。在整個互動過程之中，我們也慢慢了解到一個企業成長的戰略點，所以設計之語彙與設計能量之展現在每一據點上。這件事仍持續進行挑戰中…

王文傑：胡老師剛所提及剛好表達了我相同的感覺。首先，分享幾個觀點。我們對於需求端，產業有產業營運需求，表達方式有個規定，有需求、有目的，希望透過怎樣的方法來達到怎樣的目的，所以我們極需要透過那個縝密、綿密、精準的要有時間、對話，把我們的意念表達出來。而在設計師端就必須要能夠傾聽我們在傳遞的想法，透過專業方式表達在設計之中。每個過程，我也在學習這些建築設計創意的展現。然而，我認為雙方的契合很重要，因彼此都在學習對方丟出來的專業表達方式，其中有互信的養成，還有跨業之間所展生的共鳴，以及成就一項作品之後的喜悅。

Q 設計跟品牌的關係？

王文傑：我們身為一個服務業，其實在行銷上是非常需要透過許多工具去傳達。除了圖像、文字，甚至是一些網站媒介等，例如文字很強的文案可以將我們的不具象的旅遊商品具象化。而設計更是一個非常強而有力的表達工具，品牌所要傳輸的東西，設計就把它具象了，使消費者可以看到很強的張力跟主題表達出來。甚至是企業的內涵，品牌的定位，包含所有消費者可以接觸到的所有介面：雜誌、文宣稿、網站等虛擬的頁面……所有的都是展現我們的品牌精神與品牌塑造的想法，甚至到門市都不斷地延續這些存在。我們不希望品牌精神或說品牌所延伸的訊息讓人感到模糊。所有跟消費者接觸的每一個介面，都需要被嚴密的控制著。

胡碩峰：我們初始是一個專注在實體空間上的創作者。但在雄獅旅遊這品牌的建構過程裡，卻逐步理解虛擬空間那部分的能量傳遞，事實上一位朋友因為在街上看到雄獅的實體店面然後進入消費的例子，我認為是虛擬與實體結合所開展出的另一個部分。那些消費者不是接觸虛擬店面，而是在那實體店面裡頭蘊含跨界概念與設計的質感，激起對品牌的認同與旅遊的慾望，就是在虛擬網路之外，以一個空間店面，重新去定義新的消費平台。不僅如此，這還可擴充談到企業形象與品牌延伸這部分。如PRADA在日本東京表參道的旗艦店，引發一連串的品牌設置旗艦店，甚至是後來CHANEL的移動式的臨時空間，這些空間與品牌有甚麼關係呢？我相信它們是在企圖佔據產業平台的「引領風騷」之制高點，未來無論在任何產業裡，搶奪制高點與發言權這點非常重要，這是我以一個消費者和都市空間經驗所綜合得到的一個觀察。



Q 旅遊在21世紀的定義？

胡碩峰：在台灣，旅遊的定義是與社會之演化相符相扣的，不管在國內或國外，解嚴之前，能出國這件事本身就是令人興奮的，而80年代前後的國外旅遊也多半是制式化的行程，日本一定要怎樣怎樣，義大利一定要怎樣怎樣…，80年代之後，西方城市紛紛展開找尋自我的重新定位，如巴塞隆納、畢爾包、柏林及日本的瀨戶內海等等，而島內在90年代之後的不同地區也逐步開發自己的特色與文化、節慶等定位，如宜蘭、墾丁等等。而這些變革，大體上都是環繞在都市更新與創意產業上來做主軸的，也因此，旅遊的定義與內容也必須因應，實質上旅遊也成為廣義的一種「體驗經濟」的一部分，「創意」與「主題」正快速地挑戰旅遊產業的再定位。這也是我們看出「雄獅集團」正不斷扣緊這個變化的戰略軸線。

王文傑：過去的旅遊是「遊」、「玩」，人和遊本身就已經是個成品了。不過展望未來，我卻是樂觀以對。過去標準的套裝行程，在資訊通透與生活改善下，人們開始從對物品的依戀轉為注重感受。從追求物品到開始追求感受，所以體驗經濟這件事，就是在賣興趣、主題，賣好奇。只要這個東西愈強烈，就不可能在虛擬的環境或是紙張上呈現，它終究要實際去產生那個感受。21世紀可說是體驗經濟的時代來了，但它必須得跟生活、體驗結合在一起，包括旅遊的方式、旅遊的內涵、旅遊的設計…。如果說人生就是一趟旅程，而旅遊說穿了，也就是在關注我們如何生活這件事，不是嗎？！

Branding X Design-dual

W.J. Wang "President of Lion Group" X Shyr-Fong Hu "Shyr-Fong Hu Design Studio"

Q1: What's evolving process from Lion Square 24 to Lion Headquarters?

Mr. Hu: The design of Lion Square 24 started from the air and plants; I intended to insert a plant cabin and CIS logo into the space. I believe these elements represent the running idea of the Lion Group and hopefully they will be used in other stores.

Mr. Wang: From Internet marketing to a physical store, I would say, Lion Travel has been developed in four phases; Lion Square 24 is a physical store like any traditional agency yet it intended to provide new services that are not just sale tickets but offer comprehensive travel services as well. The

Nan-Gien branch is our first branch with more than 50 ping in area. This scale is too expensive for a traditional retail store, but why can we afford it? Because we try to build up a new type of travel agency; it is a retail shop, a place for demonstrating information, marketing new products and so on. We offer every travel related service such as booking hotels, reserving theme parks, promoting scenery sites and developing a personal travel schedule layout. We tried to develop Nan-Cien store as an experimental store to check how possible this model is working. This store is a platform between supply and demand, a place that coordinates every possible resource for our potential clients.

Q2. Why did the Lion Taichung Store introduce Club Med into the space?

Mr. Wang: When we initiated the new business model for our group, the Taichung store was the first store to join with another store, which is Club Med. Club Med is a mode of travel popular in Europe. The brand manager believes our advantage is our location and marketing power; he proposed this joint venture and we accepted and hopefully the venture will benefit both.

Q3 Lion Group Headquarters is unique in design particularly that you infused interactive media on the first floor. Why did you do that?

Mr. Hu: The Headquarter store not just fulfilled functional demand, it also indicates a business philosophy as well. It is not a simple office space rather it is a space that can be adjusted when necessary. My design was altered at least ten times to meet the precise demand of the company. Now it accommodates a lecture hall, party room, exhibition space, film studio, bar space and central control room. I hope my design is a precise solution that meets the needs of Lion Traveler's every branch.

Mr. Wang: In the past, a travel agency was an industry situated at the bottom; its only service was to sell tickets and promote travel activity. Our profit margin was very low. After the Economic Crisis in late 2008, we began to realize that our model would not work in the future and certain drastic change needed to be considered. We now believe that we are not a travel agency but a life-style business and promoter.

We sell a feeling, an experience to feel space and life style. It belongs to a branch of a new industry. Our headquarters is an experiment lab for lifestyle. Lifestyle is our central business where media, publishing, and marketing sectors surround. Lion Travel Group is a lifestyle pursuer and builder.

Q4. How do you link design and management?

Mr. Hu: There is an interesting chemistry between them. In 2007, Lion Square 24 won a TID award; this may be a start; and what shocked me is that since then this business has encountered unimagined market change. Each Lion's new commission has its own unique conditions, and no one is an easy task, and no one can be replicated by following the previous work. Actually I learn a lot from this cooperation, and this experience pushes myself at a pace following the evolution of the Group.

Mr. Wang: Mr. Hu has said what I expected to say. Because we run the business, it needs to be managed in a precise order and rhythm. I believe the mutual trust between client and designer is too crucial to be neglected. I have also learned a lot from the designers, and learned how a designer tries to communicate and what they say. I am pleased that we did well and appreciate the success from design to actual use.

Q5. Could you share your ideas on the relationship between design and branding?

Mr. Wang: Lion Travel is in the service industry so we do need multiple tools to promote our services and products. Graphics, literature, web-site design and

other media are all important, but what puts them together is what we call design. Design makes invisible or intangible things that can be possibly to be pictured by customers. Good design extends imagination to an endless horizon and extends value of our service. I am very particular to understand the media and design that we adopted and even make careful monitoring in case a wrong message was delivered.

Mr. Hu: I only designed physical space so I have nothing to say on its virtual or media design; but someone told me that he was attracted by the store then decided to come in and bought its service. This is a good example of what we see as successful joint between its physical and virtual design. I also believe both physical and virtual is mutually depended; a real spatial experience can ignite true passion. As we observe a chain reaction in Tokyo; the Prada headquarters in Omotesando ignited a series of follower on this famous street; occupying a strategy position was a key issue for these brand-names; the real physical store was definitely a key visual experience for everybody to define the brand name.

Q6. What is the new meaning of travelling in 21st century?

Mr. Hu: The idea of traveling constantly follows changes in social rhythms. Before lifting martial law, Taiwanese had little chance to travel abroad. In the 1980s' they travelled abroad to see the countries they already knew them in their minds. After 1990 many countries found their way to portray their unique culture. Cities such as Barcelona, Bilbao, Berlin, and those scattered around the Seto Sea in Japan became popular travel destinations for certain reasons. In Taiwan, after 1990 many cities or regions like I-Lan, and Kenting developed their local culture and festivals to attract tourists. Therefore I believe travel is not a fixed content but rather it evolves from changes in cultural geography. It is only experience and creativity that can truly define the meaning of travel. Lion Travel knows the true meaning of travel and always keeps the client on the right path.

Mr. Wang: Transitional travelling is for sight-seeing, but changes are inevitable. I am very optimistic for this industry and I think new services will be invented and this business will expand. In the past, people indulged in "things", yet now people are more interest in "feeling" and experience. I don't think virtual reality will invade or corrode this industry.

In the 21st century, "experience" is the basis of our industry; a new way of travelling, a value of travelling, a new content of travelling yet to be explored. This is the future of this industry.

