

NOROO



Space of
Integration & Convergence

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NOROO

Dynamic NOROO! Nomadic NOROO!

Greeting NOROO family! The year of Gyeongja (庚子年) has begun. I would like to wish you and your family health and happiness in the new year, and I also would also like to express my gratitude to all the employees overseas who are striving to enhance the competitiveness of NOROO around the world.

Last year, we worked hard together under the slogan "NOROO's nomadic leap! From crisis to opportunity!" I would like to express my sincere appreciation for the hard work of each affiliate's employees who have steadily progressed toward our set goals. Particularly, despite the many challenges of last year including Japan's regulation on export that greatly affected the Korean industry, the differentiated sales expansion and profit and liquidity improvements in our chemical business were particularly encouraging. Nevertheless, as we have stagnated in some areas, we will have to make further progress with accurate situational awareness and agile response.

The NOROO family!

This year's business environment is filled with uncertainty, as it is every year. In the face of the continuous international race for supremacy and security issues around the Korean Peninsula, the domestic recession is predicted to linger. In addition, our business, which is highly dependent on raw materials and B2B systems, has always been exposed to risk. In this environment, we must establish a firm status as a leader in the chemical business market while also achieving business stabilization and breaking even by expanding sales in the agricultural and bio sectors.

Today, I declare this year's group management slogan as "Dynamic NOROO! Nomadic NOROO!" to accomplish better performance and implement future management in these internal and external conditions.

This slogan suggests to young NOROO how to think and act and what to pursue. More specifically...

First, we must discover new business and continue to create profit models.

While we have led the Korean paint industry, we must now discover new growth engines. For this, we have made new attempts focused on a few

businesses, but they have not yet yielded great results. We should, however, continue to challenge ourselves in the new year. For a bigger future, we must break the mindset of being “a big fish in a small pond” and exert ourselves to develop new technologies and new kinds of foods with a dynamic and broad perspective.

Second, the "nomadic" strategies must be pursued consistently.

We need to balance the creation of new demands in the domestic market and expansion into overseas markets, which requires us to have a nomadic spirit. In the domestic market, we should solidify our leading status in all sectors, while seeking to be a company that is attractive to our customers, growing together with our shareholders, and creating dreams and happiness for ourselves. A nomadic way of thinking is indispensable in overseas markets. We need the strength and ability to compete with multinational companies as well as the expansion into the ASEAN market. In a relatively complex global market, we must enhance our organizational power, systems, and performance to a global level. This is indeed the only way to create a “path that has never existed, new path made by NOROO.”

Third, we must develop a creative corporate culture.

Creative entrepreneurship and strong organizational power are essential to a quick adaptation to the era of the Fourth Industrial Revolution. Leaders' initiative and the enthusiasm of our followers are the basis for these capabilities. Through collaboration within the organization and the use of diverse networks, we need to accommodate a wide range of information.

Members of the NOROO family! We have no limit. Even in the face of severe hardships, let's concentrate on our job of exerting strong organizational power and make this year more dynamic than ever before. Lastly, in celebration of the new year, I would like to express my deepest gratitude to the heads, executives, and members of the labor unions of NOROO Paint & Coatings and all affiliates who always accompany us, sharing with us a win-win philosophy.

With best wishes for a prosperous new year,

January 2, 2020
Chairman **Han Young-jae**

充满活力的NOROO! 游牧主义NOROO!

NOROO家族的各位成员！

2020年(庚子年)新年伊始。值此新春之际，祝大家身体健康，阖家幸福，同时向奋斗在世界各地的NOROO全体海外员工致以诚挚的问候和谢意！

过去的一年，是奋力拼搏的一年。在“凭借游牧主义精神翱翔的NOROO!化危机为机遇!”的经营方针指导下，全体NOROO人为实现目标一往无前，在大家的共同努力下，2019年圆满结束，在此向大家表示衷心的感谢！去年，韩国的产业经济整体受到日本出口管制等因素的影响，但是我们的化工部门仍然实现了差异化经营扩张，收益性和流动性均得到不同程度的改善，成绩令人鼓舞。但同时部分领域在准确把握大局和机敏应对方面，尚存在不足，表现不尽如人意。

NOROO家族的各位成员！

和往年一样，2020年的经营环境也充满了不确定性。受持续的世界霸权争夺和韩半岛的安全局势的影响，预计国内经济将继续维持停滞状态。我们集团的业务对原料依赖度高，而且B2B比重也较高，因此面临的困难重重。这种大环境下，我们的化工事业必须确保业界的领先地位，而农业生命科学事业也要通过提高销售额迅速实现收支平衡，快速步入稳定发展的轨道。

面对当前的国内外局势，为了取得更好的成果，实现未来发展，我宣布将2020年的经营方针定为“充满活力的NOROO!游牧主义NOROO!”。这一经营方针反映了青年NOROO应该追求的行动方式和目标，具体内容包括：

第一，持续开创新事业，创造盈利模式。

作为我国涂料产业发展的引领者，如今我们需要发掘新的生长动力。尽管我们正在尝试几个新业务，但是到目前为止尚未取得好的成果。新的一年，我们需要再接再厉，继续挑战。为了实现更远大的目标，我们不能做“井底之蛙”，应该积极地用

宽广的眼光更加努力地开发新技术，寻找新出路。

第二，持续实行游牧主义战略。

我们需要保持均衡发展，在国内市场创造新需求，同时拓宽海外市场，这是实行游牧主义战略的起点。在国内市场的每个领域都要巩固我们在业界的领先地位，成为客户心目中充满魅力的NOROO，成为与股东共同成长的NOROO，成为大家创造梦想和幸福的NOROO。

在海外市场必须运用游牧主义思考方式。不仅要扩大东盟市场，还要具备与跨国企业相抗衡的体力和实力。在相对复杂的全球市场，所有的组织力、体系和成果都必须提升到国际水平，真正实现“世上原本没有的路，由NOROO来开拓!”。

第三，发展创新性企业文化。

为快速适应第四次工业革命时代，需要具有创新性企业家精神和强大的凝聚力。以领导者的身先士卒和追随者的热情为基础，通过组织内部的协作和多种人际关系的灵活运用广泛地收集各种信息。

NOROO家族的各位成员！

NOROO无极限！即使面临艰巨的困难，我们也会凭借强大的凝聚力，团结起来创造出更加辉煌的一年。

最后，值此新年之际，向为构建和谐相生的劳资关系辛勤付出的NOROO涂料工会主席、各子公司工会主席和执行部门，以及全体工会成员表示衷心的感谢！

祝大家新春快乐！

2020年 1月 2日
会长 韩荣宰



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Space of Integration and Convergence

Nowadays, everything seems to happen online. Yet, a lot of changes are also happening in the world outside the monitor. A prime example of this are the spaces that contain properties of the offline world. Like the online world where a countless number of actions occur, a space also serves as a place where histories and people from all kinds of backgrounds meet, playing various roles and creating an exotic atmosphere. Recently, such places are called 'chamelezone.'

融合复合空间

在万物都集中于线上的当下，显示器外的世界也在发生着翻天覆地的变化。最具代表性的就是承载线下物质的“空间”。如同万物共存的线上世界一样，空间不仅能承载一个地区的历史，还能供人们聚会，履行多种功能，并展现独特氛围。最近，这类空间被称为“变色龙区(Chamelezone)”。



The advancement of space along with a shift in generations

In modern life, ‘space’ is the most important element of lifestyle. This is because it defines and determines the entire aspect of life. As Millennials rise as the center of consumption, space is also undergoing an active change.

Written by Lee Joo-young(subeditor at the men's fashion magazine <Arena Homme +>)

时代变迁下的空间发展

对于现代人的生活来说,“空间”在所有生活方式中至关重要,因为它规定并决定了所有生活形态。随着千禧一代成为消费主流,空间也在发生着巨大变化。

文_李朱暎(男性时尚杂志《Arena Homme+》的副主编)



These days, many spaces are undergoing changes and modifications, attracting people with unfamiliarity within familiarity. For example, a building that used to be an inn transformed itself into a cultural space while large-scale industrial spaces such as factories, warehouses and shipyards are used as cafes and restaurants. Such changes are largely driven by the global trend around ‘Newtro.’ One may say the return of old trends, so-called ‘retro,’ commonly occurs every two to three decades. However, this time, ‘Newtro’ is something different from that trend. First of all, there is a big epistemological change brought by a shift in generations. That is, there is a change in the way Millennials, which include late teens to those in their late 30s, and Generation Z, which refer to younger Millennials up to the early 20s, see the past. Retro means calling for old and familiar things and bringing them back to re-familiarize with them. In comparison, Newtro is a trend that was created from the complete freshness of things that people did not know existed in the past. One should read the changes that spaces are experiencing and the trends in such a broader context of generational shift.

Spaces that are gaining popularity these days have four common characteristics. The first characteristic is ‘regeneration.’ Regeneration is a big topic in contemporary modern society. If we insist solely on new buildings, the entire city would be covered with construction sites within one year. That is why mankind maintains and repairs the habitat, and preserves the city by painting it with freshness. That is regeneration. After the reunification process, Germany transformed a number of buildings in East Berlin into living spaces. The same process took place in Beijing and Shanghai in

近期,许多空间都在谋求改变,通过在熟知的空间中展现陌生感吸引大众的视线。“旅馆”这一类建筑成为了综合文化空间,而工厂、仓库、造船厂等大型工业空间则化身为咖啡厅或餐厅。在这一系列变化中,有一股世界潮流,那就是“新复古(Newtro)”。昔日流行的回归通常被称为“复古”,虽然每隔二三十年就会以“怀旧(Retro)”之名重新上演,但新复古多少有别于此。首先,时代变迁导致在认识论上产生了巨大差异。这主要是指当今十多岁至三十多岁的千禧一代,以及其中特别限定在二十出头的Z世代看待过去的方式。复古是指曾经熟悉的事物重新进入大众的视野,再次被大家接受。而新复古则是指完全陌生的昔日事物以全新形态出现后引领的风潮。在这种世代交替的背景中,解读空间的变化和流行是一件理所当然的事情。

目前流行的空间特性大致可概括为四点。第一点是再生。再生在现代社会是一个极其重要的话题。如果只是一味地建造新楼,那么一年365天,整座城市都会成为施工现场。所以人们选择在维持地基的基础上,进行修缮、创新,从而保留城市,而这就是再生。东西德统一后,德国将东柏林的众多建筑改建为生活空间。处于急速发展之中的北京和

China, which went through a rapid process of industrialization. Such space regeneration is actively taking place in Korea as well. The area of Seongsu-dong in Seoul is a good example of this. Regenerated spaces can be found in Busan, Sokcho, and the outskirts of Gyeonggi-do Province as well as in Seoul. These kinds of spaces, which have been transformed into cafes and restaurants, are perceived as places where visitors can come for various purposes in addition to enjoying coffee. For example, they can discover new insights from the traces of the past.

The second characteristic of the space trend is ‘collaboration.’ This may be referred as functional collaboration or convergence. Spaces that serve only primary functions can no longer satisfy consumers. For this reason, spaces are given multiple functions. Conventionally, shopping malls were places where people simply bought food and various items. However, consumers now want more than simple consumption. They now want to enjoy things. What becomes more important in this process is ‘lifestyle.’ For example, large-scale bookstores move into shopping malls, becoming a place of relaxation and leisure. Places that people go to play games start selling food that are simple, but delicious. A must-visit tourist attraction in Tokyo, Tsutaya Books Daikanyama, has now created apartments that can accommodate life beyond the business of simply selling books. The third characteristic is ‘various changes as an activity space.’ Pop-up stores were conventionally launched in spaces with a lot of foot traffic such as in the center of Garosu-gil or the 1st floor of department stores, and so on. However, with an increased number of regeneration and collaboration based spaces, pop-up stores have been relocated to new type of spaces within the category of convergence. Recently, pop-up stores are being launched in odd and unexpected locales such as a small alleyway in Seongsu-dong, or a bizarre building in Hapjeong-dong. What is significant in this trend is that pop-up store trends are now more focused on introducing products to the general masses, and facilitating them to have direct, hands-on experience with the products instead of the conventional focus on a particular group of people (the press, media, celebrities, influencers, etc.). Nowadays, the goal of providers is not to make huge sales through pop-up stores. Rather, the purpose of a pop-up store is to widen the experience of consumers and imprint the brand in their minds.

The last characteristic of space diversification is ‘co-existence of online and offline worlds.’ The millennials that I previously mentioned are actually more familiar with the online lifestyle. Most aspects of their life such as consumption, experience, and relationship take place through online channels. We are living in an era when we can engage in late-night online grocery shopping, and have the goods delivered the next morning right to our doorsteps. The rapid advancement of technology has allowed us to solve just about everything through smartphones. To a generation like this, the offline world is a place of unfamiliarity. In spite of this, the offline world is an important platform. Going to a mart to buy groceries is a fun activity. However, carrying heavy shopping bags home with you is not fun. Recently, retail businesses have been collaborating with spaces to offer the experience of shopping, but offer consumers the option of making online payments. In other words, consumers can pick quality products themselves from the offline space, but enjoy online shopping by using electronic tags attached to individual products.

Space is transforming along with a shift in generations and ages. That is why space is still the most importance place of experience even in a smart world. Spaces that highlight openness and experience are penetrating deep into daily life. A space created by merging more than two spaces enable multi-tasking, and get consumers excited. In the spaces, providers and consumers form bonds, and produce new experiences by connecting a virtual world with the real world. This trend of space diversification is referred as ‘Chamelezone’ (a compound word from chameleon and zone). The fact that Millennials who are familiar with the smartness of mobile phones value direct experience more than older generations is the driving force behind the changes that spaces are going through. It is such good news to see the emergence of new and more diverse spaces beyond what is familiar to us. It is evident that this will widen the range of lifestyles as well. Even today, we are stepping out for a new space.

上海也不例外。韩国也在积极实施空间再生工程,其中最典型的案例当属首尔的圣水洞地区。不仅是首尔,釜山、束草、京畿道外城也随处可见再生空间。改建为咖啡厅或餐厅的空间深受大众欢迎,因为人们已经意识到,在这种地方并不是单纯地喝咖啡,而是身处过往痕迹之中,发现全新见解、激发复合思维。

空间发展的第二个特点就是“合作(Collaboration)”,也被称为功能性合作或融合。只拥有最基本功能的空间已经无法满足消费者的需求。正因如此,空间被赋予了多种功能。过去,购物中心只是单纯用来购物、吃饭的地方。然而如今的消费者已不再满足于此,而是希望获得超越购物的享受。在这一背景下,“生活方式”变得越发重要。例如,大型书店入驻大型购物中心,使其成为了休闲空间;原本仅提供游戏的地方,如今也开始零星销售一些美食。代官山茑屋书店是东京旅游的打卡胜地,现在这里已不再单纯提供图书,而是加入了兼具生活功能的公寓。

第三个特点是作为体验空间的多元变化。从很早以前就存在的快闪店曾主要以流动人口较多的林荫街为中心,多设立于百货商店一层等地。但是,随着再生、合作空间的逐渐增多,快闪店也开始进入其他融合范围之内。近期就有快闪店在圣水洞胡同一侧、以及合并洞一幅出乎意料的建筑中开门营业。通过与再生空间进行合作,正在逐渐转换为“为非特殊群体(媒体、名人、网红等)的普通大众提供接触商品、亲自体体验商品”的形式,这一点非常重要。如今,比起在快闪店提升销量,供应商更偏向为消费者提供更加广泛的体验,致力于让品牌给消费者留下更加深刻的印象。

空间多元化的最后一个特点就是线上线下共存。不可否认,前面所说的千禧一代更熟悉线上生活方式。这一代人的消费、体验、关系等大部分生活都形成于线上。近期,就连食材都可以晚上订购,第二天凌晨便可送货上门,这就是这个时代的现状!技术的飞速发展使得一部小小的手机就能解决一切问题。对于这一代人来说,线下是一个陌生的存在。即使是这样,线下仍然是一个极其重要的平台。人们喜欢逛超市,只是不愿意提着重重的购物篮游走在超市之中。所以近期的流通便通过与空间结合提供体验,而结算则在线上完成。即在线下空间亲自挑选满意的物品,通过粘贴在产品之上的电子标签进行线上购物。

空间正在根据时代和新一代人的变化不断进化。正因如此,即使是在智能世界,空间仍然是举足轻重的体验场。强调开放和体验的空间正在深入渗透我们的日常生活。融合所有功能的空间可以同时处理多重任务,同时满足消费者的需求。供应商和消费者在空间内形成纽带,通过连接虚拟和现实生成全新体验。这种空间的多元化趋势被称为“变色龙区(变色龙和区域(zone)的合成词)”。与上一代人相比,熟悉手机智能的千禧一代更注重直观体验,这是一个不争的事实。这一点也成为了引领空间变化的原动力。凌驾于熟悉感之上的新空间、多元化空间陆续登场是一件再好不过的事情,生活方式的范围必然会因此扩大。今天,我们依然在向全新空间前进。

The power of community changing space together

The architecture firm, BLANK

There are special spaces throughout Sangdo-dong. These special spaces are <Cheongchun Platform>, which used to be used as a shared kitchen, an exhibition hall, and a late-night cafe, and is now a children's library, co-working space <Cheongchun Camp>, shared flat <Cheongchun Park>, and community bar <Gongjibhap>. These spaces which can serve multiple functions are the kind of spaces that 'widen the range of daily life' as envisioned by Kim Yo-han, the president of the architecture firm BLANK.

集体的力量改变空间

BLANK建筑师事务所

上道洞有很多独特空间。例如, 自2013年起接连被用作共享厨房、展厅、深夜咖啡厅, 如今又成为了儿童图书馆的“青春平台”、共享住宅“青春公园”和社群吧“空集合”。正如BLANK建筑师事务所代表Kim Yo-han期望的一般, 这里用途多变, 是“拓展日常范围的”空间。

Q. IT SEEMS THAT SPACES THAT ARE CREATED BY BLANK SERVE DIFFERENT PURPOSES DEPENDING ON THE USER, FOR EXAMPLE, ONE SPACE IS USED AS A KITCHEN, PERFORMANCE STAGE, AND STORES ON PARTICULAR DAYS OF THE WEEK. HOW DID YOU COME TO CREATE THE FIRST SPACE OF THIS KIND <CHEONGCHUN PLATFORM>?

A. I applied for the <Village Design Contest for Students> held by the Seoul city government, and it all started with the idea of utilizing empty spaces in the village together with the villagers. I targeted the use of unused spaces instead of constructing a new building to reduce costs, and also to appreciate what we have already and to make use of it. This is because we now live in an era when excessive development and premature growth are no longer considered to be valid.

Q. 同一个空间, 可用作厨房、剧场, 甚至是一日商店, 并可供多人共享。BLANK建造的空间似乎可以根据使用者的需求改变用途。作为首个独特空间, “青春平台”的建造灵感是什么?

A. 在申请首尔市“打造社区, 学生大奖赛”的过程中, 发现了上道洞的一个闲置空间, 因此打算将此建造成为可供社区所有人一起使用的地方。之所以选择闲置空间代替新建, 费用是一方面, 另一方面原因是希望借此回顾并充分利用现有建筑。我认为在这个时代, 过度开发或者过速发展已经行不通了。

Q. <CHEONGCHUN PLATFORM> WAS A SHARED KITCHEN IN THE BEGINNING. YOUTH AND KITCHEN. IT'S AN INTERESTING COMBINATION.

A. Sangdo-dong is a village that has a strong sense of community. Places like the library, village school, and woodworking shop are run independently. However, the community is mostly made up of elderly and older generations. There is only a small number of young people. So I thought to myself, "What would I need if I were to live here?"

Most young people who tend to live in studios do not have a kitchen or living room where they can cook and share food with friends. I thought it would be great if we could create this space that has diminished in size and eventually disappeared through the process of individualization, in an external space. A space that makes you feel comfortable like you are sitting in your own kitchen and living room. This is something that you cannot feel from commercial spaces like bars, cafes and PC rooms.

Since the opening of <Cheongchun Platform>, people started to have a social gathering where they eat food together. As people start to meet, networks were formed and the space started to be used for new purposes. During the day, housewives gathered to perform their leisure activities. After the office hours, young company workers came to the space to do what they want to do. Someone who is a good cook started a cooking class here. A newly married couple who likes board games enjoyed playing games that require multiple players with fellow villagers. Someone who participated in a book reading club here also ended up purchasing a local book store. There was also a situation where a person later opened up an actual restaurant through the experience of launching a pop-up store in <Cheongchun Platform>. Through such processes, new spaces started to appear in the surrounding area.

Q. “青春平台”最开始被用作共享厨房。青春和厨房, 是一个非常有趣的结合。

A. 上道洞这一地区的凝聚力非常强。本身运营有图书馆、社区学校和木工厂。不过在社区内几乎都是老人和父母一代, 鲜有青年。所以我就换位思考, 想自己如果生活在此, 最需要的是什麼。青年人主要生活于单身公寓, 缺少能够和朋友一起做饭、吃饭的厨房或客厅。针对这一逐渐缩小且趋于个人化、甚至消失的空间, 我认为可以在外部建造一个共享厨房, 供大家一起使用。在这里可以感受到私人厨房或客厅具备的舒适感, 这是酒屋、咖啡厅、网吧等商业空间无法满足的。





COMMUNITY BAR <GONGJIBHAP>

SHARED FLAT <CHEONGCHUN PARK>

CO-WORKING SPACE <CHEONGCHUN CAMP>

“青春平台”开放后, 通过聚餐, 大众开始在这里聚会, 从而建立了关系网络, 也进一步赋予了空间全新功能。白天, 家庭主妇在这里享受业余爱好带来的乐趣。下班后, 上班族可以在这里度过属于自己的时光。擅长料理的人办起了料理班, 喜欢桌游的新婚夫妇在这里和社区居民一起玩多人桌游。读书会的举办者还收购了社区书店。每周在“青春平台”举办一次快闪店活动, 还有人在这里以餐厅创业。在这个过程中, 周边也陆续出现了新的空间。

Q. FOR PEOPLE WHO NEEDED A WORKSPACE, YOU CREATED THE CO-WORKING SPACE <CHEONGCHUN CAMP> WHILE CREATING THE SHARED FLAT <CHEONGCHUN PARK> FOR PEOPLE WHO HAD HOUSING PROBLEMS. YOU EVEN CREATED THE COMMUNITY BAR <GONGJIBHAP> WHERE ANYONE CAN FREELY COME AND ENJOY. AS I SEE IT, ALL OF THESE SPACES PUT ‘PEOPLE’ AT THE HEART. WHY DO YOU THINK PEOPLE WANT TO GATHER TOGETHER, AND WHAT KIND OF ROLE DOES SPACE PLAY IN SUCH A PROCESS?

A. I think everyone has a desire to form a community as well as a desire to have their privacy respected. I also think there is a desire for informal relationships through which they can share topics of interest. It is possible to maintain such relationships through the Internet. However, I think offline spaces can hold the relationship tighter so that it is no longer prone to facing many ups and downs over time. Unexpected synergy effects and ideas are created, too. If a person starts to build a network within a particular region, it is easy for the person to grow affection and interest in that region. This creates the power of community. Creating a cycle of production and consumption within this village is also something that we are promoting. That is, producers in the village become consumers, and the consumers in the village become producers. However, there are some people who find the concept of free or low-cost community spaces difficult as they are familiar with the concept of ‘consumers’. So we have made the bar <Gongjib-

hap> to be a more commercial space. There are people who use the space more comfortably when they pay for it. This place can also be run in individual styles through the program called ‘Host Night’.

Q. 为需要工作空间的人, 您打造了合作空间“青春营地”。考虑到居住空间问题, 您又建造了共享住宅“青春公园”。此外, 还建造了所有人都可以自由出入并乐享其中的社群吧“空集合”。这些空间好像都是以“人”为中心。您为什么想要让人们聚在一起呢? 在聚会的过程中, 空间起到了何种作用?

A. 每个人都希望别人能够尊重自己的私生活, 同时又希望能够与他人交流, 甚至渴望建立一种不必很深入的轻松关系, 能够分享自己感兴趣的事情就好。虽然线上能够建立这种关系, 但线下空间仿佛有一种力量可以令这段关系更加稳定、牢固, 不会轻易被破坏。而且还会收获意料之外的协同效应和创意。在特定区域内, 网络一旦建立, 便很容易激发对地区和社区的关注和喜爱之情。换句话说, 这可以创造共同体的力量。在社区内发生的生产和消费循环也是我们追求的目标。在社区内, 生产者成为消费者, 消费者也会成为生产者。不过, 因为大家更熟悉“消费者”这一角色, 很多人一时还很难接受免费或是价格低廉的社区空间。为此, 我们特意建造了酒屋“空集合”, 这里多少带有一些商业特征。就是因为有些人只有花了钱, 才会心安理得享受这一切。这里还开展了“东道主之夜”活动, 当天的负责人可按照个人喜好组织一天的活动。

Q. IT SEEMS THAT MORE AND MORE MULTI-PURPOSE SPACES AND SHARED SPACES ARE BEING CREATED THESE DAYS. YOU STARTED DESIGNING SHARED SPACES EARLIER ON. WHAT DO YOU THINK ABOUT THE RECENT CHANGE?

A. When we started our work in 2013, shared economy was a new concept. Now,

there is a wider range of shared spaces, and people are more experienced with it, too. I think more diverse spaces are being created as people’s personal tastes are becoming more diverse and detailed.

Q. 最近, 多功能空间和共享空间逐渐增多。您从很早起便开始经营共享空间, 对近期的变化有何看法?

A. 我们从2013年开始活动, 那时“共享经济”还是一个极其陌生的概念。现在, 共享空间的范围不断扩大, 大众对此的经验也越来越多。空间变得越来越多样化, 且随着使用者倾向的细分, 出现了多种多样的空间。

Q. WHAT KIND OF SPACE DO YOU EXPECT TO SEE IN THE FUTURE?

A. I wish to see more spaces that widen the range of daily life in each village. I wish each village had unique and special spaces instead of the same convenience stores, marts and bakeries that you can see everywhere. We are going to utilize empty spaces that are increasing more and more to create spaces that bind the community together, places that people can freely come and go.

Q. 今后您希望出现怎样的空间?

A. 我希望每个社区都可以多一些拓展日常生活范围的空间。希望社区可以多一些特殊空间, 而不是走到哪里都是千篇一律的便利店、小超市或面包店。我们计划利用越来越多的闲置空间, 打造可供地区居民聚聚散散、并成为共同体凝聚媒介的空间。

“Space is the basis and background of life. At the center of space, you can find people.” These are the words of BLANK in another interview. BLANK contemplates on the life zone and region beyond a simple space. Their questions and ideas create a community through space, and the community builds a strong bond through the space. From a space of emptiness to a space of togetherness. We are looking forward to seeing the next space that BLANK will fill out.

BLANK在接受其他采访时曾说过, “空间既是生活的基础, 又是生活的背景, 但人是空间的核心。”BLANK的思考对象不单独局限于一个空间, 而是整个生活圈和地区。他们思考的结果便是以空间为媒介, 建立共同体, 而共同体又会通过空间紧密结合。闲置空间成为了大众聚会场所, 由BLANK重新诠释的下一个空间也十分令人期待。



BLANK

It operates and manages community spaces in the village while designing shared spaces and planning development of the community. The firm’s catch-phrase is ‘People who create spaces for change and better days.’ It has designed Seoul Housing Lab, and Daebang-dong Village Vitality Center in addition to <Cheongchun Camp>, <Cheongchun Park>, and <Gongjibhap>. <http://blankin.net/>

以“变化的空间, 创造更美好日常生活的人们”为宣传口号, 设计共享空间、策划社群, 并运营社区空间。除“青春营地”“青春公园”“空集合”以外, 还设计过首尔房屋实验室、大方洞社区活力所等空间。<http://blankin.net/>

Space created by people through time

In the past, spaces were created and used according to particular purposes given to them. A library was there for studying, a restaurant was used for eating food, and a hotel was a place for sleeping. How about now? People study in cafes, restaurants are turned into performance venues, and hotels serve as a function of a small community. Let's take a closer look at spaces that are undergoing diverse changes.

随着时间的积累由人形成的空间

过去的空间在设计和使用方面均以单一目的为主。读书室是学习的地方，餐厅则用来吃饭，去酒店就是为了睡觉。如今还是这样吗？许多人在咖啡厅学习，餐厅化身为演出场地，就连酒店也成为了小小的社区。下面就让我们一起来了解一下这些产生全新变化或是更加多元化的空间。



CULTURE STATION SEOUL 284

文化站首尔284

FROM A TRAIN STATION TO A CULTURAL STATION

A representative example of a regeneration space can be found from a space that is very familiar to us, that is, the former Seoul Station. The former Seoul Station which was the main stage of Korean modern history and the gateway of transportation and exchange was reopened as the complex cultural space 'Cultural Station Seoul 284' in 2011. It has since become a platform for cultural and artistic creation and exchange.

The former Seoul Station has almost 100 years' history starting as Gyeongseong Station. Established in 1925, the Renaissance style exterior and the floor made of granite and birch were quite sensational at the time. The first Western food restaurant located on the second floor of the station building decorated its grill with silver plates and candlesticks, making the jaws of Seoul residents drop. Gyeongseong Station itself represented Seoul's modernism and was at the heart of it. The station that continuously witnessed joys and sorrows of Korea through its high-speed growth after changing its name to Seoul Station in 1947 finally saw an end to its long service in 2004 as the new Seoul Station building was completed. The station building was later restored to the original shape of Gyeongseong Station in preparation for its relaunch as Culture Station Seoul 284. The number 284 was named after the station's historical site registration number, 284. It is currently being used as a complex cultural space where performances, plays and exhibitions are held. This historical space has endured a steady flow of time like the red brick walls laid one by one. Experiencing new artworks in such a place makes one reflect back on the past, and explore the future. Recently, exhibitions like <The 9th Seoul Record Fair> and <Electric Universe> were held here.

Culture Station Seoul 284 www.seoul284.org

从火车站到文化站

再生空间最具代表性的就是韩国人最熟悉的地方——旧首尔火车站。旧首尔火车站是韩国近现代史的主要舞台，亦是交通和交流的关口。2011年，这里以综合文化空间“文化站首尔284”这一全新形象正式对外开放，成为了文化艺术创作和交流的平台。

旧首尔火车站前身为京城站，始建于1925年，距今已有近百年历史。在兴建当时，文艺复兴式外观和以花岗岩、檀木铺设的地面等都使其成为了社会热议话题。位于二层的首家西餐厅GRILL以银碗、银烛台作为装饰，同样吸引了大众的目光。京城站既是首尔现代主义本身，亦是其中心地。1947年，京城站改名为首尔站，在韩国高度发展的过程中，这里承载了无数悲欢。2004年，新首尔站竣工，从此结束了这里长久以来担负的使命。此后，这里便计划以“文化站首尔284”之名再次对外开放，“284”是旧首尔火车站楼的史迹编号。在对京城站原貌进行复原后，便将其打造成可以进行话剧、演出、展览等内容的综合文化汇集空间。正如空间外红色砖墙展现的一般，走进这座时间缔造的历史空间，邂逅全新技术，在回顾过去的同时，探索未来。近期这里还举办包括“第九届首尔唱片博览会”和“电气宇宙”等活动。

文化站首尔284：www.seoul284.org



COSMO40

COSMO40

FACTORY RERUN BY AN INSPIRATION

A large-scale chemical manufacturing complex in Seo-gu, Incheon, where 45 factory buildings were operating once decided to relocate. After that, an area as big as 20,000 pyeong became available for other purposes. The conventional steps would be to bulldoze over the factories, and build commercial complexes, apartment buildings, offices and recreational space. However, the companies based in the region and the local residents did not think that way. While buildings and structures that have historical values are being abolished throughout Incheon based on the logic of capitalism, they considered various ways of regenerating the places while preserving the factories. As a result, factory No.40, which was used as a distillation plant, was chosen to remain among the 45 factory buildings to tell the historical context of the space. This is the story of complex cultural space Cosmo40 which is equipped with a hall and cafe. The place is being used for multiple purposes such as exhibitions, performances, markets, events, and photoshoots.

The interior space of the factory which was designed with a completely practical point of view was cleaned by removing tanks, reactors, and pipes. The space revealed a large space that can be used for anything. The crane which was used in the factory helps with the installation of artworks and becomes a part of artwork as well. The new section of the building which was added outside the old building supports the function of cultural space, bridging the old and the new. With performances that start during the day and continues until late night with photo exhibitions, and skateboarders riding the boards between artworks, Cosmo40 aspires to become 'a space of boundless inspiration.' It demonstrates regeneration of space and coexistence with the community at the same time.

Cosmo40 www.cosmo40.com

工厂，以灵感重新启动

在仁川西区有一片大型化学园区，曾经有45栋大型工厂在这里运营。但随着园区的迁址，这里留下了2万余坪(约66000多平方米)闲置用地。大部分情况下，政府会将工厂拆除，建造全新的商铺、公寓、商住两用楼。但这里的公司和居民却有着不一样的想法。曾经的仁川，到处都是具有历史价值的建筑和设施，然而在资本逻辑的冲击下，大部分都已被拆除。这些人开始思考如何才能保留这座工厂，并以多元化形式赋予其新的价值。最终45栋工厂中，曾经作为提炼车间的40栋建筑得以保存，继续传承空间的命脉。这里不仅设置有可用于展览、演出、集市、活动和拍摄等多种用途的大厅，还入驻有咖啡厅等休息室，综合文化空间COSMO40就此诞生。

以工厂运营为目的建设的建筑内部设置有水槽、反应器和水管等各种设施。在进行彻底清理后，这里的巨大空间可以满足所有需求。现有的起重机不仅可以帮助安放作品，还可以成为作品的一部分。加盖于旧楼之外的新楼可以提升文化空间的功能，令访客穿梭于新旧之间。从白天到凌晨，人们不仅可以欣赏在这里举办的摄影展和演出，还可以看到滑板爱好者在作品间穿梭。追求“无界限灵感空间”的COSMO40综合体现了空间的再生和地区的共存。

COSMO40：www.cosmo40.com

PLAYCE CAMP

普雷斯营地

PLAY + PLACE

In the morning during your trip to Jeju, start your day refreshingly with yoga at the activity lounge located on the 1st floor. You can eat a lovely breakfast at the cafe, and go for a surfing class. You don't even have to go outside if you don't want to. The front plaza of the accommodation building sometimes is utilized as a flea market run by local small businesses. It then turns into a beer festival in the evening. It is also a popular idea to take a cocktail class inside the bar and play board games with other guests staying at the place. This is the story of Playce Camp Jeju, a space literally full of things to play with. Playce Camp Jeju is a compound word from play and place. It refers to a place to play in. Although the place is based on the concept of hotel, it is referred to as a 'camp' since it is a place where people can not only find accommodation, but also meet new people while enjoying cultural activities. Playce Camp Jeju was created with the goal of creating 'A real cultural complex that is open and free, and accumulates traces of its guests.' Through various activities and programs designed to help guests appreciate the beautiful environment of Jeju including bike riding, trekking, and scuba diving as well as cultural events such as film screening and live concerts, travelers can become friends, guests and staff members can hang out together, and outsiders and local residents can meet together. The unique atmosphere of Playce Camp where guests can laugh happily, eat deliciously, walk joyfully, and enjoy the music while making new friends has helped to create a lot of fans, having 3,000 returning guests in just 2 years. Playce Camp www.playcegroup.com



play + place

济州之旅的清晨，在一层活力休息室练习瑜伽，以此开启清爽的一天。在咖啡厅享用一份甜蜜的早餐后，便可参加冲浪课程。不出酒店，同样有好的选择。酒店前院就是地区小工商业者们经营的跳蚤市场，晚上还会在这里举办啤酒节。也可在酒店内的酒吧体验鸡尾酒课程，或是与其他房客来一局桌游。这正是充满娱乐空间的济州普雷斯营地的故事。“playce”是play和place的合成词，意为可以玩耍的空间。虽是酒店，却可以享受超越住宿的文化，因可以结识新朋友，故被称为“营地”。济州普雷斯营地以“自由开放，集聚来往之人情趣的真正综合文化空间”为目标扬帆起航。为了确保房客可以享受济州的美丽环境，这里准备有自行车、徒步旅游和斯库巴潜水等活动。同时，通过播放电影、现场演出等多种文化内容，使陌生游客们彼此成为朋友，拉近与员工之间的距离，并与地区居民见面。在这里，所有人可以尽情欢笑、享用美食、悠闲地散步、欣赏音乐，以及结识新的朋友。普雷斯营地的独特氛围形成了粉丝文化，短短两年的时间，这里的回访客就超过了3000人次。普雷斯营地：www.playcegroup.com



ZERO GRAVITY ZONE

无重力地带

ESCAPING THE GRAVITY OF SOCIETY

There are many kinds of space throughout the city. You can go to a 24-hour cafe to study, and participate in a job search study group with your friends at a specialized place. However, it costs to use such places, and fresh graduates or young adults who are planning their way into society now have a lack of funds. To help young people, Seoul city government created a space called 'Zero Gravity Zone'. Created to support free and self-motivated activities of young adults, Zero Gravity Zone was first opened in G Valley in Gasan Digital Complex in 2015. So far, 8 branches have been launched including Daebang-dong, Yangcheon, Dobong, Seongbuk, Seodaemun, Gangnam, and Yeongdeungpo. Here, young adults can freely use meeting rooms, seminar rooms, lounges, resting places and so on. They can even cook in a shared kitchen, and share food together. Some Zero Gravity Zones support facilities that can edit or record videos. Most Zero Gravity Zones are free to use, or charge only small fees in comparison to commercial facilities. Zero Gravity Zones also host various workshops for young adults. Young adults can develop their hobbies or interests through such programs, or understand the general trends. In November last year, a youth space community forum was also held to share the know-how accumulated through the operation so far. A space where young people gather, plan, and execute. A space that can serve various purposes of individual users and a space where individual chairs can become a social ground. This is Zero Gravity Zone in Seoul. Zero Gravity Zone www.youthzone.kr

摆脱社会的重力

城市中有无数空间。可以在24小时营业的咖啡厅学习，也可以在聚会专用空间和朋友一起开展就业学习小组。但使用这些空间都需要花钱，初入社会或是正准备步入社会的青年无力承担这份支出。对此，首尔市准备了“无重力地带”这一空间。无重力地带旨在帮助青年自主、自由地开展活动。2015年，从加山数码园区的G谷开始，依次在大方洞、阳川、道峰、城北、西大门、江南和永登浦八个地区建成了“无重力地带”并对外开放。在这里，青年可自由使用会议室、讨论室、大厅和休息空间等，还可以在共享厨房一起做饭、吃饭，进行交流。有些无重力地带甚至提供影像编辑或录音设备。此类空间大部分为免费，即使收费，价格也要远低于内部商业设施。这里还为青年提供丰富多彩的研讨会，通过这里的活动可以发展爱好，同时掌握潮流趋势。2018年11月，这里还举办了分享经验的青年空间交流论坛。这里是青年进行聚会、规划、实践的空间。可根据使用者的需求灵活使用，在这里，个人的书桌也可以成为社会的广场。这里就是首尔的无重力地带。无重力地带：www.youthzone.kr





2020 NOROO INTERNATIONAL COLOR TREND SHOW



“NARCISSUS”

2020 NOROO INTERNATIONAL COLOR TREND SHOW

On December 5, 2019, the Dongdaemun Design Plaza Art Hall 1, the venue of the NCTS 2020, was filled with music and videos evoking the sense of swimming in water. With all the commotion, expectations were clearly raised for the show. In the frenzied atmosphere, the NCTS 2020, Asia's largest color show that offers insights into the latest trends across culture, art and design, was held.

2020 NOROO国际流行色彩发布会

2019年12月5日，“NCTS 2020”在东大门设计广场艺术1馆举办。活动当天，场馆内的音乐和视频仿佛在水中荡漾，泛起了阵阵涟漪，观众的脉搏也在期待中随之加快。NCTS 2020，一场整体介绍文化、艺术和设计的最新流行趋势的亚洲最大规模色彩秀就此拉开帷幕。

EVERY COLOR IS A MELODY

All of those expectations were perfectly met from the start: artworks on the screen featuring a strong impact and the impressive speech of the artist who has addressed serious social issues in a local, friendly manner using the power of characters and colors. Street artist Seth Globepainter, who works under a pseudonym, as most street artists do, has traveled around the world creating murals and expanding his work through books, exhibitions and festivals. To him, who creates paintings that locals can relate to using multiple colors, every color is a "melody" that expresses feelings and emotions as language does. Emphasizing the need to embrace a variety of colors in our community to stop the global phenomenon of the disappearance of cultural diversity, he introduced his works and videos featuring the active borrowing of local culture.

Flower artist Nicolai Bergmann, who came on stage as the second speaker, captivated the attention of all audiences with his spectacular performance. All while talking about what led him to flower art and his current activities, he expertly transformed a pile of flowers on the table into a huge bouquet in about 20 minutes. Bergmann, who prefers colors such as dusty purple and pink, said, "I like flowers and colors that are difficult to standardize." He hopes that people will start communicating

with each other mediated by his flower artworks made with unique materials. The speech of the artist, who has long worked on checking the color changes of the flowers in the process of cutting, disassembling and drying them, provided a new perspective on the possibilities in the different colors and designs of flowers.

色彩是旋律

“NCTS 2020”从一开始便折服了所有观众。大屏幕上的作品展现出了强烈的冲击力，作者将沉重的社会话题通过能够代表地区亲和力的形象和色彩体现出来。街头艺术家朱里安·麦尔兰德(Seth Globepainter)率先进行了演讲。

和其他街头艺术家一样，他也使用了艺名。朱里安·麦尔兰德(Seth Globepainter)一边世界旅行一边绘制壁画，并通过书籍、展览和庆典进行宣传。他善于使用五彩斑斓的色彩引发地区居民的共鸣，对他来说，色彩是代替语言传达感情和心情的“旋律”。在全世界，文化多样性正逐渐消失，朱里安·麦尔兰德认为要解决这一问题多元化的色彩必不可少。同时，他还介绍了积极借用地区文化创作的作品和视频，给观众留下了深深的感动。

第二位演讲人是花艺师尼克莱·伯格曼(Nicolai Bergmann)，他通过华丽的表演吸引了大众的视线。他一边介绍自己接触花艺的经过，一边双手熟练的上下飞舞，只短短20分钟左右，散落在桌子上的鲜花就成为了一大捧美丽的花束。喜欢粉紫色和粉色等色彩的尼克莱·伯格曼称自己“喜欢难以定型的花和色彩”，他还表示希望能够通过独特素材的花艺与大众交流，

给大众留下深刻印象。此外，在他的演讲过程中还通过裁剪、拆分和干燥鲜花等过程观察色彩的变化，向观众展示了鲜花所具有的多样色彩和设计可能性。

NARCISSUS: SELF-CONSCIOUSNESS AND SELF-LOVE

The audience remained undistracted throughout all subsequent lectures after a short break. Hyun Jung-o, a senior researcher at NOROO-PANTONE Color Institute (NPCI) and a color trend planning expert at NOROO, presented "Narcissus" as the fourth theme of the NCTS 2020 held under the subject of "COVER ALL." He focused on "self-consciousness" and "self-love" as people today are becoming increasingly absorbed in revealing themselves via online media and conscious of what others think of them.

As the keywords of a narcissistic design, he enumerated "Perspective Shifting", "Legacies" (reproduction and embracement of tradition), "Infinity" (creation of psychological effects through reflection, refraction, and infinite repetition), and the "Other World" (a virtual space for the defamiliarization of the self), and expounded recent changes in eight color groups, including red and brown, green and blue, purple, white, black, and pastel colors. Of the color groups, he encouraged the audience to focus on serious, sensual brown, blue with a unique presence, and black with humane qualities.

Following his lecture, Kim Seung-hyun, a senior researcher at NPCI, presented four



directions for effective CMF utilization. Under the four major directions of "technology toward nature", "pursuit of inner rest", "harmony between classic and modern", and "passion for hobby", biological materials, handicraft works, and nature reproduced by technology were exhibited on the screen in various colors and media. Kim opened a door to imagination and limitless possibilities for the audience, stressing, "There are infinite numbers of cases for the combination of colors, materials and textures."

自我觉醒, 爱上自我。Narcissus

短暂休息后, 演讲继续, 每一名观众依旧热情高涨。NOROO的色彩趋势策划专家, NPCI首席研究员玄正午(Hyun Jung-o)宣布了本届NCTS的主题, 暨《COVER ALL》的第四期主题“纳西索斯(Narcissus)”。在通过各种网络媒体展现自我并在意他人想法的当今社会, 旨在强调“自我觉醒, 爱上自我”的重要性。玄正午研究员提出了视角转换(Perspective Shifting)、重现并充分利用旧物的传承(Legacies), 通过反射、折射和无限反复引发心理效果的无穷(Infinity)、使自我陌生的虚拟空间(Other World) 等设计趋势, 并详细说明了由此产生的红色、棕色、绿色、蓝色、紫色、白色、黑色和柔和色彩等八个色群的变化。他建议大家密切关注稳重又性感的棕色、独一无二存在感的蓝色, 以及充满人性的黑色。

随后, NPCI首席研究员金升贤(Kim Seung-hyun)又展示了有效利用CMF的四个方向。在亲近自然的技术、追求内心平静、古典和现代的融合, 以及充满热情的兴趣等四大方向下, 通过多种多样的色彩和材质展示了生物学素材、手工艺作品和再现技术的自然等内容。他用“色彩、素材和质感的组合是无穷无尽的。”这句话概括了没有边界的可能性。

NEVER-ENDING CREATION OF NEW LEGENDS

Photographer Oliviero Toscani, who contributed to the worldwide recognition of the fashion brand Benetton with his works breaking taboos and prejudices impressed the audience even without uttering a word, by presenting his fascinating works of over 50 years on the screen. He lectured on creativity in an excited tone as if reading a declaration, standing against the screen showing his works. Stressing that excessive intelligence and emotions lead to creativity, he encouraged the audience to "express creativity, rather than be content just with surviving" and "exist with the diversity of colors beyond races."

Martin Gran, the last speaker of the NCTS 2020, is the general director of the Norwegian artistic group Snøhetta, who have created legends with their revolutionary and innovative works. Introducing themselves as "conceptual contextualists" who create architectural and design concepts under one context, they consider ways to

solve social problems and increase sustainability in their work: they have sent female engineers to countries with severe gender discrimination and enabled hotels to produce energy that they need on their own. Internally, they have constantly changed their positions within the team to gain new insights. Their thoughtful work style also stands out in their underwater restaurant project "Under." The inner textile, delicately reproducing subtle color changes on the surface of seawater, maximizes the mysterious sense of being underwater. Gran, offering his own interpretation of Snøhetta's works and introducing his team's work style and philosophy, provided a direction for his contemporaries.

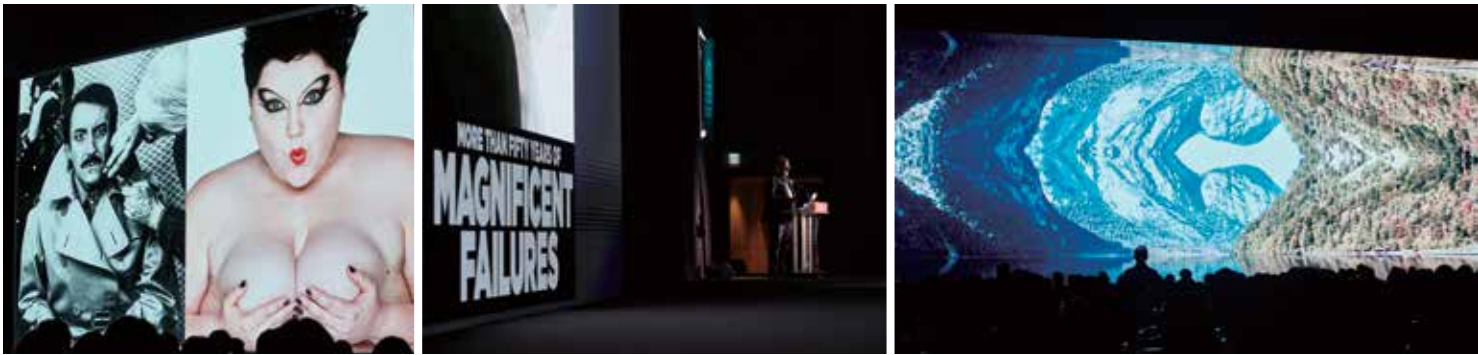
The five hours at the NCTS 2020, which featured six speakers, Q & A sessions and a raffle, seemingly flew by in an instant. The insights into colors provided by the NCTS 2020 invited the audience to experience the trends of their times, look to the future and to face their selves. As Toscani said, the show gave them the opportunity to realize that "every individual is a color."

继续创造神话

摄影师奥利维耶罗·托斯卡尼(Oliviero Toscani)以打破禁忌和偏见的广告照片使得贝纳通声名鹊起, 他的演讲单是展示本人50多年来的作品便给观众留下了深刻的印象。他以作品为背景, 如宣读宣言般强调了创意性。他主张创意性产生于知性和感性的过剩。同时, 他还强调称:“不要满足于生存, 要发现创意性。要超越人种, 与色彩的多元化共存。”

最后登上舞台的是马丁·格兰(Martin Gran), 挪威“Snøhetta(斯诺赫塔)”集团的总监。这家集团同样凭借打破常规和创新缔造了神话。在同一理论下创造建筑和设计理念, 自称“概念语境主义者(conceptual contextualist)”的斯诺赫塔在工作过程中, 同样会考虑可以解决社会问题并提高可持续性的方案。例如, 向男女不平等为题较为严重的国家派遣女性工程师、让酒店自行生产能量, 或是通过更换团队内部定位的方式促进生成全新洞察力。水下餐厅“Under”便充分体现了他们深思熟虑的工作方式。内部纺织物细腻地还原了海水表面微妙的色彩变化, 极大程度地扩大了身处大海深处的神秘体验。马丁·格兰用自己的声音解读了斯诺赫塔的作品和工作方式, 似乎为当今时代的前进指明了方向。

当天的“NCTS 2020”除了六位专业人士的演讲和Q&A外, 还进行了幸运抽奖活动。虽然整场活动进行了整整5个小时, 但还是让人感觉时间过得飞快, 意犹未尽。“NCTS 2020”展示的色彩让我们在感受时代的同时展望了未来, 最重要的是面对了自我。因为就如奥利维耶罗·托斯卡尼所说, 它引导我们认识到了“我们每一个人都是色彩”。



The insights into colors provided by the NCTS 2020 invited the audience to experience the trends of their times, look to the future and to face their selves. As Toscani said, the show gave them the opportunity to realize that "every individual is a color."

Let’s Chat about Paint, All about Paint!

An interview with Dr. Cho and Sugarmon

“Paintitsuda! Learn all about paint with real paint company professionals! Hi, everyone!!” Last September, a new YouTube channel called “Paintitsuda” posted its first video. In the video, two paint professionals showed us their ambition to spread knowledge about paint and help people resolve their problems with paint. Their friendly, honest chat about paint gained over 160,000 views in a short period, earning their channel attention from people both inside and outside the paint industry.

涂料的故事, 尽在“纳路~”

《涂料聊聊》咕叽博士和糖糖采访记

“涂料公司员工给您讲述真实的涂料故事!涂料聊聊~!大家好!”这是今年9月, 在Youtube新频道《涂料聊聊》的首次问候。在职员工为了帮助人们了解涂料、解决涂料相关问题而录制的直率、活泼的视频使得播放量迅速突破16万次, 引发行业内外的关注。

**PAINTITSUDA: PAINT COMPANY PROFESSIONALS
99% VOLUNTARILY OPERATED CHANNEL**

Paintitsuda explores a variety of topics about paint and DIY interior design in an easy way, from how to open a can of paint to tips for how to choose between subtly different hues of white. The two channel Youtubers, Dr. Cho and Sugarmon, are Assistant Managers Cho Hyun-jung and Lee Jin-sook from the Marketing Team of Noroo Paint. After starting their channel, they have often been asked about what made them start the channel. Was it really their own decision, as they say in their videos? How do they create content and what kinds of reactions do they get from the public? Of the many questions I had prepared for them, my first one was “Was starting the Youtube channel really something you did on your own?” “Yeah, of course! We started it because we wanted to!” Cho and Lee joyously laughed, as they often do in their videos. “We thought there should be a YouTube channel to conveniently share the information that consumers need. Sometimes other similar channels share incorrect information and we thought we, people working at a paint company, could deliver more precise and professional information and so we decided to start this channel. We could create content in collaboration with celebrities and influencers. But, by creating videos ourselves, we were able to deal with more diverse topics and try different formats.” Cho is responsible for brand marketing and Lee is in charge of online PR activities. To launch their channel, they started by setting up a content plan. “Actually, this is the hardest part of all. First, we list questions most frequently asked online and offline and based on this list, we select topics that we will deal. Next, we create an entire story line. Once that is completed, we repeatedly rehearse and review the content, making sure that we use simple terms that even beginners can understand and or we don’t miss any important information.” The shooting and editing are done with the help of the Deputy General Manager, Ji Nam-choul, from their team. In the

beginning, there wasn’t even proper lighting for shoots, but the place where they shoot is steadily becoming a studio equipped with several lighting units, backdrops, and other props and equipment. They paint the backdrops themselves, in a new color for each shoot, to show off the beautiful colors of paint produced by Noroo Paint. They might be busy fulfilling their other duties, but they don’t forget to check each and every detail such as fun effects and subtitles. After they uploaded their first videos, their channel gained a lot of attention from various circles, even getting into the papers. “This is the industry’s first YouTube channel run by paint company professionals. So, many people in and out of the company asked us how we started it.” The answer can be found in their first video: it was their passion for paint, for communicating with customers, and their love for their company that made them open their channel on their own!

99%自发参与!真实员工的《涂料聊聊》

从如何轻松打开涂料桶盖到如何在只有细微差别的“白色”系列中挑选心仪的色彩等等,《涂料聊聊》讲述各种与涂料和DIY装修有关的故事。节目的两位主人公咕叽博士和糖糖, 分别是来自纳路涂料股份有限公司营销部的曹贤贞代理和李珍淑代理。自从节目上线以来, 周围不少人好奇“视频是怎么开始的”, 是真的如视频中所说自发录制的吗?制作视频的过程是怎样的?反响又如何? 为此我们采访了他们, “真的是自发的吗?”

“没错!真的是自发的。”曹贤贞代理和李珍淑代理带着视频中熟悉的笑声回答我们。“我们觉得想要快速传递消费者需要的信息, 就需要创建一个Youtube频道。偶尔在其他相关的频道上也会看到一些错误的信息。我们就想如果由我们这些涂料公司的员工来传达的话, 可以更准确和专业, 所以决定亲自来做。当然也可以采取和艺人或知名主播合作的方式制作视频内容, 但如果由我们自己亲自制作的话, 可以涉及更多的主题和形式。”

负责品牌营销的曹贤贞代理和负责数字宣传的李珍淑代理就这样开始





着手准备企划内容。“事实上，这是最难的部分。首先要把线上线下咨询的问题和内容整理成一个列表，然后在此基础上选定主题，再构思整体的故事线。故事线串联起来后，反复进行排练。在这个过程中，再次检查内容，确认有没有新手听不懂的术语、有没有遗漏等等。”拍摄和编辑由同部门的池南哲次长协助。刚开始的时候，连最简单的照明也没有。多期下来，才逐渐添加照明、背景板等类似工作室的设施。每次涂刷背景板的也是他们，希望通过视频把漂亮的涂料色彩传递给消费者的意志由此可见一斑。尽管还要负责其他业务，但大到视频内容的效果，小到每条字幕，他们都要认真真地确认过才行。

视频上传后，吸引了不少新闻报纸和其他行业的关注。“由涂料公司的员工亲自打造Youtube频道在行业内也是首次，公司内外也有很多人好奇是如何做到的”，但答案在第一期节目中就已揭晓，是“对涂料和消费者的热爱还有自发的爱公司之心”！

CONTENT FOR SUBSCRIBERS AND CONSUMERS

It wasn't easy for them to establish the current concept, tone, and manner. "Before we uploaded our first video, we tried shooting using our smart phones and kept monitoring and practicing in the meeting room of our office. We shot the first video in an outside studio but we only got reactions like "this isn't fun," "This is boring." or "They are really awkward." So, we changed the concept of the channel with the help of our colleagues from the Marketing Team who had many brilliant ideas. We try to show us as we are, office workers, so that people can relate to us and have some confidence. We wore our employee ID cards around our necks and shot

the video in the meeting room of our office, the place where we work. Then we got much better responses. We had a hard time rehearsing dozens of times, but we learned so much from it." The videos that they create with much effort have garnered a lot of views in just a short period of time thanks to promotional events and their friendly, relatable appearance as ordinary employees. Their channel was introduced on the home page of a portal site several times. Few corporate YouTube channels have been on the portal site's home page.

"We create our videos with a focus on the information that consumers need, rather than just promoting the products of Noroo Paint. We believe as our channel, Paintitsuda, becomes more popular as a useful and reliable channel, the brand name of Noroo Paint will naturally become better known to the people who watch our videos."

In running the channel, one of the most difficult aspects is the outfits and makeup for shooting. "Because we represent our company and its brand image in our videos, we care a lot about them. So, before every shoot, we have discussions about the concept of our makeup and outfits and how that will pair with the topics of the video and the backdrop colors. Honestly, we feel some pressure, because how we look can influence the image of our brand." Despite that pressure, they still enjoy creating videos and sharing with others. "We feel happy and well rewarded because we can freely put our ideas into action, instead of following directions or orders. We are grateful that Mr. Baek Seung-chan who heads the Marketing Team had confidence in us and lets us operate our channel in the way we want."

以订阅者和消费者为中心的内容

把频道的主题和风格打造成今天的样子，制作团队走了很多弯路。“为了制作第一期视频，大概花了一个月的时间每天在会议室用手机拍摄视频、检查不足和练习。其实第一期走的是外景，大部分反馈都是‘乏味、僵硬、不自然’之类的，所以他们 and 创意很多的营销部同事重新讨论了主题，最后定下来走更容易让人亲近和信赖的职场风格。挂着员工证，在我们熟悉的会议室拍摄视频，感觉也就自然多了。虽然反复排练数十次很累，但这是必不可少的过程。”就这样上传的视频在宣传活动的推动下，播放量骤增，也让更多人看到了真正职场人的魅力，甚至几度登上门户网站的首页。企业频道能够登上首页是非常罕见的事情。

“我们把视频的重点放在提供消费者所需的信息上，而不是硬性灌输纳路涂料公司宣传的内容，因为等到《涂料聊聊》成为让观众获益和信任的频道，品牌或者公司名气自然就会随之得到扩散。”

在运营方面，与内容企划同样存在难度的是服装和妆容等外在形象部分。“因为品牌的形象也会通过视频传递出去，所以难免更慎重些。为此，我们在拍摄之前还要开一个会议，确定和视频内容或背景相符的服装风格。一想到我们的外在可能影响品牌形象，确实有些负担。”但他们也表示负担有多大，从中感受到的快乐就有多大。“没有任何指示和审批流程，能够自由表达我们的想法是让我们觉得最快乐、最有成就感的部分，这也归功于营销部的白承赞本部长全力地信任和支持我们。”

FRIENDLY, NEW IMAGE OF NOROO PAINT

Noroo Paint is the most famous paint brand in Korea and everyone, even those not interested in paint, know the name. This means that the brand could also be considered "outdated." Paintitsuda is refreshing the brand image. "We want to share fun and fresh paint-related content with consumers and show them that even an old company with a 74 year history still keeps trying new things."

Their goal is to create and upload 60 videos before 2020, one a week. "People sometimes ask, 'Are there still more topics to talk about with paint?' But, we still have a plenty of content to share. Please keep watching our future videos that are sure to make you feel happy!" Visit the YouTube channel, Paintitsuda, and join in on the merry chatting about paint. Don't forget to subscribe and hit that like button!

以亲切而又新颖的方式

纳路涂料对于不了解涂料的人也非常熟悉，所以给人一种亲切、熟悉的感觉，而《涂料聊聊》带来的，是一份新鲜。“我们希望通过《涂料聊聊》这个平台，把涂料相关的趣味和年轻的认知传递给大家，还有走过74年岁月的企业也在时刻发起新的挑战的事实。”制作团队的目标是每周上传一篇、截至2020年上传20篇视频。“周围很多人担心涂料有什么好说的，但我们想介绍的内容真的很多。以后我们也将继续上传更多精彩的内容，传递积极的能量！”那就让我们一起在Youtube《涂料聊聊》期待更多充满能量的“聊聊”吧，当然不要忘记“订阅”和“点赞”哦。





NOROO GROUP HOLDS A NEW YEAR KICK-OFF MEETING

NOROO Holdings Co., Ltd.
纳路控股股份有限公司

NOROO GROUP HOLDS
A NEW YEAR KICK-OFF MEETING

On January 2, 2020, NOROO Group celebrated the start of “Gyeongja” (the 37th year of the 60-year Chinese zodiac cycle), holding a new year kick-off ceremony at the Welfare Center at the Head Office in Anyang. During the ceremony, current Senior Executive Vice President, Cho Sung-kug, was appointed the new CEO of NOROO Paint & Coatings Co., Ltd. Along with this, new executives were selected as follows: Cho Yong-rae, as the Senior Executive Director of NOROO Holdings Co., Ltd.; Kim In-su, Kim Bong-jae, and Cho Sung-soo, as the Executive Directors of NOROO Paint & Coatings; Baek Seung-chan, Kim Sung-tae, and Kim Sung-soo as Associate Executive Directors; Choi Myung-Hee as the Executive Director of NOROO R & C Co., Ltd.; and Lee Myung-hee and Kim Young-wook as the Executive Director and Associate Executive Director of NOROO Coil Coatings Co., Ltd., respectively. All the newly appointed were given a cer-

tificate of appointment. NOROO Group Chairman Han Young-jae gave his new year’s statement; he offered his appreciation for how every employee worked tirelessly together last year under the slogan “NOROO leaps with the spirit of a nomad! Turning crisis to opportunity,” he thanked for the hard work of each affiliate’s employees who steadily progressed toward the set goals. In particular, he mentioned that the increased sales and improvement of profit and liquidity in the chemical business were particularly encouraging, despite many challenges including Japan’s regulations on Korean exports. CEO Han declared this year’s group management slogan “Dynamic NOROO! Nomadic NOROO” to accomplish better performance and implement future-oriented management, even though the domestic recession is predicted to linger due to the continued international struggle to remain competitive and security issues around the Korean Peninsula in 2020 as well. According to him, the slogan represents what young NOROO people need to pursue in their thinking and actions and it encourages them to continue to discover new businesses and create models for more profit; consistently pursue “nomadic”

strategies; and develop a creative corporate culture. Elaborating on the management slogan, he emphasized that all employees need to break away from the mindset of “a big frog in a small pond” and keep challenging themselves for a bigger future, developing new technologies with a dynamic and broader viewpoint. Also, noting that the creation of new demand in the domestic market and expansion to overseas markets requires the group to have a nomadic spirit, he stressed that all employees, for expansion into global markets, including the ASEAN market, should have the strength and ability to compete with multinational companies based on the nomadic spirit of the company. Lastly, he emphasized that creative entrepreneurship and strong organizational power are essential to quickly adapting to the Fourth Industrial Revolution Era. After CEO’s address, all employees and executives sang the company song together, kicking off the new year with a boost of energy.

纳路集团举行2020新年开业典礼
在纳路集团迎来创立74周年之际, 各子公司代表、管理人2020年1月2日, 纳路集团在安养总公司福利馆举行新年开



NOROO PAINT & COATINGS AWARDED AS A COMPANY WITH HIGH-QUALITY COMPETITIVENESS AT THE 45TH NATIONAL QUALITY MANAGEMENT CONVENTION

业典礼, 迎接庚子年。新年开业典礼上, 赵成国副社长被任命为(株)纳路涂料新任代表理事。其他管理层人事调动包括任命赵龍來为纳路控股股份专务; 金仁洙、金奉濟、赵诚守为纳路涂料常务; 白承赞、金胜泰、李星坤、金圣修为常务助理; 崔明姬为(株)纳路特种树脂专务; 李明嬉为(株)纳路卷材涂料常务, 金永旭为常务助理。发布人事调令的同时颁发了委任状。随后, 纳路集团董事长韩荣宰通过新年贺词对2019年一年进行了总结, 评价2019年是集团上下在“以游牧精神腾飞的纳路! 化危机为机会”这一经营指标的激励下全力奋进的一年。与此同时, 韩荣宰会长对各子公司全体员工为实现目标不断前进的辛劳予以了称赞, 并特别提到, 在面临日本出口受限等困难的情况下, 化学事业的销售得到了拓展, 收益得到了增加, 流动性得到了改善, 这是尤其令人鼓舞的成果。韩荣宰会长表示, 可以预见, 2020年全球霸权角逐仍会继续, 在围绕韩半岛的安全局势下, 韩国国内经济将持续低迷。在这一大环境下, 为了追求更好的成绩和未来经营, 决定将2020年的集团经营目标定为“蓬勃纳路! 游牧精神纳路!”。这一目标包含了青年纳路须追求的行为样式和目标, 意味着必须持续发掘新事业与收益模型, 继续追求游牧精神战略, 发展创新性企业文化。韩荣宰会长对经营目标进行了具体说明, 强调要摒弃井底之蛙思维, 凭借积极且高瞻远瞩的判断力开发新技术, 借此不断挑战更加广阔的未来。

他还表示, 创造韩国国内市场需求和扩大海外市场是游牧精神的起始点, 特别是在海外市场, 应通过游牧精神拓展东盟市场, 构建可与跨国企业抗衡的体力和实力。他同时强调, 为了快速适应第四次工业革命时代, 充满创造性的企业家精神和强大的组织能力是必不可少的。在对经营指标进行说明的新年贺词结束后, 全体员工元气满满地齐唱社歌, 以此开启了纳路充满活力的2020庚子年。

NOROO Paint & Coatings Co., Ltd.
纳路涂料股份有限公司

NOROO PAINT & COATINGS AWARDED AS A COMPANY WITH HIGH-QUALITY COMPETITIVENESS AT THE 45TH NATIONAL QUALITY MANAGEMENT CONVENTION
NOROO Paint & Coatings was selected as a company with high-quality competitiveness at the 45th National Quality Management Convention hosted by the Korean Agency for Technology and Standards under the Ministry

of Trade, Industry and Energy and organized by the Korean Standards Association. The government is implementing a system to select companies that have consistently satisfied their customers and achieved solid management performance with excellence in product quality improvement, cost reduction, productivity enhancement, and provision of quality services, in order to support them in ongoing quality management activities. The system works for companies in the manufacturing, construction, and public service sectors. An evaluation team composed of industry-academia cooperative experts visits candidate companies to verify the performance evaluation conducted by the companies and publicly re-evaluate them to select excellent ones. The government shares the list of the selected companies at home and abroad to support their promotional and market pioneering activities. NOROO Paint & Coatings has been selected as a company with high-quality competitiveness for the fifth time this year. A total of 61 companies were selected this year including NOROO Paint & Coatings, Samsung Electronics, Hyundai Steel, POSCO Engineering & Construction. and Daelim Trading.



NOROO PAINT & COATINGS COMPLETES AN RTC AT POSEUNG PLANT



NOROO PAINT & COATINGS OPENS THE INDUSTRY'S FIRST YOUTUBE CHANNEL "PAINTITSUDA"

纳路涂料, 在第45届国家质量经营大会中荣获质量竞争力优秀企业称号

纳路涂料在由产业通商资源部国家技术标准院主办、韩国标准协会主管的第45届国家质量经营大会上荣获质量竞争力优秀企业称号。政府通过质量竞争力优秀企业评选制度评选在提升质量、降低原价、提高生产力和服务质量等方面表现突出, 且能够持续满足顾客需求并获得经营成果的企业, 并为这些企业的持续质量经营活动提供支援。该制度适用于制造业、建筑业和公共服务业, 由产学研专家集团构成的评估团对企业现场进行调研, 对企业自主评估内容进行确认, 并在重新公开评估后, 评选出成绩优秀的企业。政府则在韩国国内外公布获选企业名单, 并为其宣传和拓展销路提供积极支持。此次获选的纳路涂料股份有限公司已经是第15次荣获质量竞争力优秀企业这一殊荣。除纳路涂料外, 2019年的质量竞争力优秀企业还包括三星电子、现代制铁、浦项建设、大林通商等61家公司。

NOROO PAINT & COATINGS COMPLETES AN RTC AT POSEUNG PLANT

On November 20, 2019, NOROO Paint & Coatings established a refinish technical center (RTC) at Poseung Plant to drive their growth in the market of eco-friendly water-based paint

for automobile refinishing. The center opened in line with the Ministry of Environment's strengthening of air quality standards. It had announced the implementation of an amendment to the Enforcement Decree of the Clean Air Conservation Act, tightening the regulations on the content of volatile organic compounds (VOCs) in paint. As a result, paint produced after January 1, 2021 are limited to water-based paint and as the type of paint is fully settled in the market, it is expected that vehicle repair shops using paint for automotive refinishing will be most affected by the reinforcement of VOC content regulations, since many shops still use oil-based products. Accordingly, NOROO Paint & Coatings will operate advanced facilities for training related to automotive refinish paint at the RTC at Poseung Plant. The training begins from January 2020 and the more spacious facilities and increased spraying booths are expected to allow for more efficient training. If the market is restructured around eco-friendly water-based paint, the water-based automotive refinish paint market is expected to rapidly grow from 2021. NOROO Paint & Coatings had launched WaterQ, a water-based automotive refinish paint brand to cope with changes in the market. The company is planning to develop its brand

by expanding water-based paint lines and related training in its production plants.

纳路涂料, 浦升工厂RTC竣工

为了巩固汽车环保水性修补漆市场, 纳路涂料于11月20日在浦升工厂成立了RTC(Refinish Technical Center)。这一举措旨在响应环境部的加强大气环境标准政策。此前, 环境部公布实施《大气环境保护法实施规则》修订案, 强化了涂料中挥发性有机化合物(VOCs)的含量标准。自2021年1月1日起, 将全面实施生产水性涂料这项规定。目前, 建筑用水性涂料的市场已趋于稳定, 据预测, 受此次VOCs含量标准强化政策影响最大的领域当属使用汽车修补漆的各类汽车修配厂。目前尚有汽车修配厂仍然在使用油性汽车修补漆。为此, 纳路涂料特在浦升工厂成立了RTC, 汽车修补漆培训所需的最新设施一应俱全, 并于2020年1月起实施培训。培训场所变得更加宽敞, 同时还增设了喷房, 可望能够实现效率更高的培训。据推测, 市场一旦以环保水性涂料进行重组, 水性汽车修补漆市场将以2021年为起点迅速增长。在水性汽车修补漆方面, 纳路涂料运营有“WATERQ”这一品牌, 已经做好了应对市场变化的准备, 公司计划通过扩大工厂的水性化生产线和培训进一步进行强化。

NOROO PAINT & COATINGS OPENS THE INDUSTRY'S FIRST YOUTUBE CHANNEL "PAINTITSUDA"

NOROO Paint & Coatings is drawing attention with its YouTube channel to share information on paint and interior design and provide help to consumers' paint problems in an entertaining way, which is a first in the industry. The channel 'Paintitsuda', which was created based on some employees' ideas to share information on paint in a new way, is gaining popularity with accumulative hits of over 160,000. The channel features two employees from the marketing team at NOROO Painting & Coatings who talk about their experiences as paint company employees in a friendly mood as if chatting with friends. Paintitsuda provides a wide range of contents from professional contents for those interested in DIY interior design, informative con-

tents for beginners, general knowledge in colors, useful information on paint and art street using paint. In particular, the videos titled "The Best Five White-Toned Colors for DIY Interior Design" and "All About Gesso" have attracted many visits as they provide solutions to color choice problems and tips for painting work for those planning DIY interior design in an easy and detailed way. The Paintitsuda team, led by the two marketing experts with 7-8 years of experience, freely shares their ideas and works in groups for each field to plan and create contents, scenarios and videos. The contents of the channel will continue to be produced by the employees to answer the questions and needs of consumers and spread the joy of painting.

纳路涂料于业内率先开通YouTube频道“paintitsuda”
纳路涂料在业内率先开通了涂料YouTube频道, 综合消

费者对涂料和装潢的相关问题后, 生动有趣地进行解答, 首播后备受瞩目。有员工提议以独特的方法宣传涂料信息, 纳路涂料由此获取灵感, 开通了YouTube频道“paintitsuda”。如今视频累积播放量已突破16万次, 一直维持着较高的点击量。“paintitsuda”由纳路涂料营销组员工亲自出演, 以涂料公司员工工公开自身经验的方式, 边聊天边自然而然地传达信息。频道内的主题十分多元化, 有专为关注DIY和装潢的顾客提供的专业内容、有为刚接触涂料的顾客提供信息性内容, 以及由色彩知识、实用涂料信息和涂装构成的艺术街等。特别是“自助装潢白色最佳色彩5”“丙烯酸涂料的一切”篇简单详细地介绍了自助装潢中会遇到的色彩问题和粉刷小窍门, 反响热烈。“paintitsuda”以拥有七八年营销经验的资深员工为中心, 让其自由提出创意, 再由各部门组成团队策划内容、剧本和视频。今后, “paintitsuda”将继续由公司内部员工亲自制作, 为消费者答疑解惑, 同时普及涂装的乐趣。