

Luca Molinari

Architetto, critico e professore associato di Storia e Teoria dell'Architettura Contemporanea presso Università degli Studi della Campania "Luigi Vanvitelli".

Nel 1993 è stato *Promuendus* presso il Corso di Ph.D. coordinato da Alexander Tzonis presso la Facoltà di Architettura TU Delft, con un lavoro di ricerca su Ernesto Nathan Rogers e la cultura del dopoguerra italiano.

Collabora come autore indipendente con quotidiani e riviste, italiani e stranieri, tra i quali: *Corriere della Sera*, *La Stampa*, *L'Espresso*, *AD*, *Platform*, *Domus*, *Lotus*, *Abitare*, *Ottagono*, *Il progetto*, *Archis*, *L'architecture d'aujourd'hui* e *A+U*.

Dal 1995 è responsabile editoriale per il settore Architettura e Design della casa editrice Skira.

Dal 2005 al 2006 dirige la Facoltà di Design e il master di Interior Design (2010-2011) presso NABA, Nuova Accademia di Belle Arti.

Nel 2006 riceve il Premio Ernesto Nathan Rogers Award Rogers per la critica e la comunicazione d'architettura nell'ambito della X Mostra Internazionale di Architettura, Biennale di Venezia.

Tra il 2001 e il 2004 è responsabile scientifico per l'architettura e l'urbanistica della Triennale di Milano e membro del comitato scientifico per cui ha ideato e curato la prima edizione della *Medaglia d'Oro all'Architettura Italiana* (2003), la prima edizione della *Festa per l'Architettura* (2004) e la serie di conferenze "Cantieri aperti" (2004-05).

Tra il 2000 e il 2003 si occupa della direzione scientifica del "Progetto Portaluppi" per conto della Fondazione Portaluppi, Milano.

Tra il 2007 e il 2008 è consigliere culturale alla presidenza italiana per il 23° Congresso Internazionale di Architettura, UIA, Torino

Negli ultimi anni si è dedicato all'ideazione, al coordinamento scientifico e allo sviluppo di bandi di concorso, mostre ed eventi per committenti pubblici e privati tra cui: coordinamento dei progetti di allestimento e grafici delle nove mostre *Clusters*, Expo Milano 2015; *Noi. Storie di comunità, idee, prodotti e terre reggiane* (Palazzo dei Musei, Reggio Emilia, 2015-1016); *Brera, città aperta! Dialoghi, progetti e visioni del contemporaneo* (con Sandrina Bandera, Pinacoteca di Brera, 2014); *Environments and Counter Environments. Italy. The New Domestic Landscape, MoMA, 1972* (con Mark Wasuiuta e Peter T. Lang, The Graham Foundation for Advanced Studies in the Fine Arts, Chicago, 2013; The Swedish Museum of Architecture, Stoccolma, 2011; Disseny Hub Barcelona, 2010-2011; Swiss Architecture Museum, Basilea, 2010; The Arthur Ross Gallery, New York, 2009); *GOING PUBLIC. Gli spazi pubblici per la città del futuro* (Villa Panza, Varese, 2013); Concorso internazionale a inviti per l'ampliamento del Centro Internazionale Loris Malaguzzi (Reggio Emilia, 2012); Concorso Internazionale di Idee per le Architetture di Servizio - EXPO 2015 (2011); *Premio Lissone Design 2011 - Street Furniture; Dreaming Milano. Progetti, sogni e visioni per una metropoli che cambia* (Ex Fondazione Mazzotta, Milano, 2009); *Le forme del cibo* (Opos, Milano, 1996); *Stalker* (Opos, Milano, 1996) e *I sentimenti del 2000. Arte e fotografia dal 1960 ad oggi* (Triennale di Milano, 1999); *Santiago Calatrava. Work in Progress* (Triennale di Milano, 1998-99), *Effetti Collaterali* (Triennale di Milano, 2002); *Medaglia d'oro per l'architettura italiana* (Triennale di Milano, Napoli, Roma, Singapore e Guang-Zhou, 2004-05); *Piero Portaluppi* (Triennale di Milano, 2004); *Antinapoli* (con Cherubino Gambardella, Vincenzo Trione, Francesco Jodice e Fabrizia Ippolito, 2005); *20.06. Annali dell'architettura* (Palazzo Reale, Napoli, 2006).

Dal 2007 è responsabile scientifico e curatore del programma espositivo annuale della galleria milanese SpazioFMG per l'Architettura Contemporanea, Via Bergognone 27, Milano.

Tra il 2009 e il 2014, ha diretto insieme all'arch. Anna Barbara lo studio multidisciplinare di curatela, servizi editoriali, consulenza e design strategico, viapiranesi.

Nel 2010 è stato curatore del Padiglione Italiano alla XII Mostra Internazionale di Architettura, Biennale di Venezia, 2010 dove presenta, *Ailati. Riflessi dal futuro* (26 agosto - 21 novembre 2010)

Tra le sue pubblicazioni:

Le case che siamo (nottetempo, 2016); *Padiglione Italia. Expo 2015* (Skira, 2015); *Milano Porta Nuova. Italy rises* (Skira, 2015); *Sergei Tchoban. Architecture Drawings* (Skira, 2015); *Lamborghini. 100 years of innovation in half the time* (Skira, Milan, 2014), *Tre piazze per Sondrio. Identità, progetto, visioni per una città che cambia* (Skira, 2012); *Patrizia Pozzi. Contemporary Landscape* (Skira, 2011); *Ailati. Reflections from the Future* (Skira, 2010); *Tadao Ando. Museums* (Skira, 2009); *Barcellona: architetture e spazi urbani 1975-1992* (Milano, 1993); (con Mario Fosso) *Il grande libro di Laus* (Lodi, 1995); *Santiago Calatrava* (Milano-Ginevra, 1998, edizioni italiano, inglese, spagnolo e francese); *Atlante. Tendenze dell'architettura americana contemporanea. 1990-2000* (Milano-Ginevra, 2001, italiano, francese e inglese), *Massimiliano Fuksas. 1970-2005* (Milano-Ginevra, 2005, edizioni italiano, francese e inglese).

Ha inoltre curato la ristampa dei libri di Ernesto Nathan Rogers, *Esperienza dell'architettura* (Skira, Milano, Ginevra, 1996) e *Lettere di Ernesto ad Ernesto e viceversa* (Archinto, Milano, 2000); *Archis* n.7 (con Mirko Zardini, 1999) dedicato all'architettura italiana contemporanea; n.15 di *2G, Architettura Italiana del posguerra / Post war Italian architecture* (con Paolo Scrivano, Barcellona 2000); *Effetti collaterali* (Silvana Editoriale, Milano, 2002), *La medaglia d'oro per l'architettura italiana* (Bologna, 2003), *Piero Portaluppi. Linea errante nell'architettura moderna* (con Fondazione Portaluppi, Skira, Milano, Ginevra 2003), *A+U* n. 420, *Italian metamorph* (editor invitato, 2005), *The Italian Legacy in Washington DC* (Skira, Milano, Ginevra, 2007); *Sustainab.Italy. An overview of Contemporary Italian architecture* (con Alessandro D'Onofrio, Gangemi Editore, Roma, 2008); *Piuarch. Works and projects* (con Simona Galateo, Skira, Milano, 2010); *Gio Ponti e il Corriere della Sera. 1930-1963* (con Cecilia Rostagni, Fondazione Corriere della Sera, Milano, 2011).

BUILDING THE FUTURE

On architecture
curatorship and consulting
by Luca Molinari Office



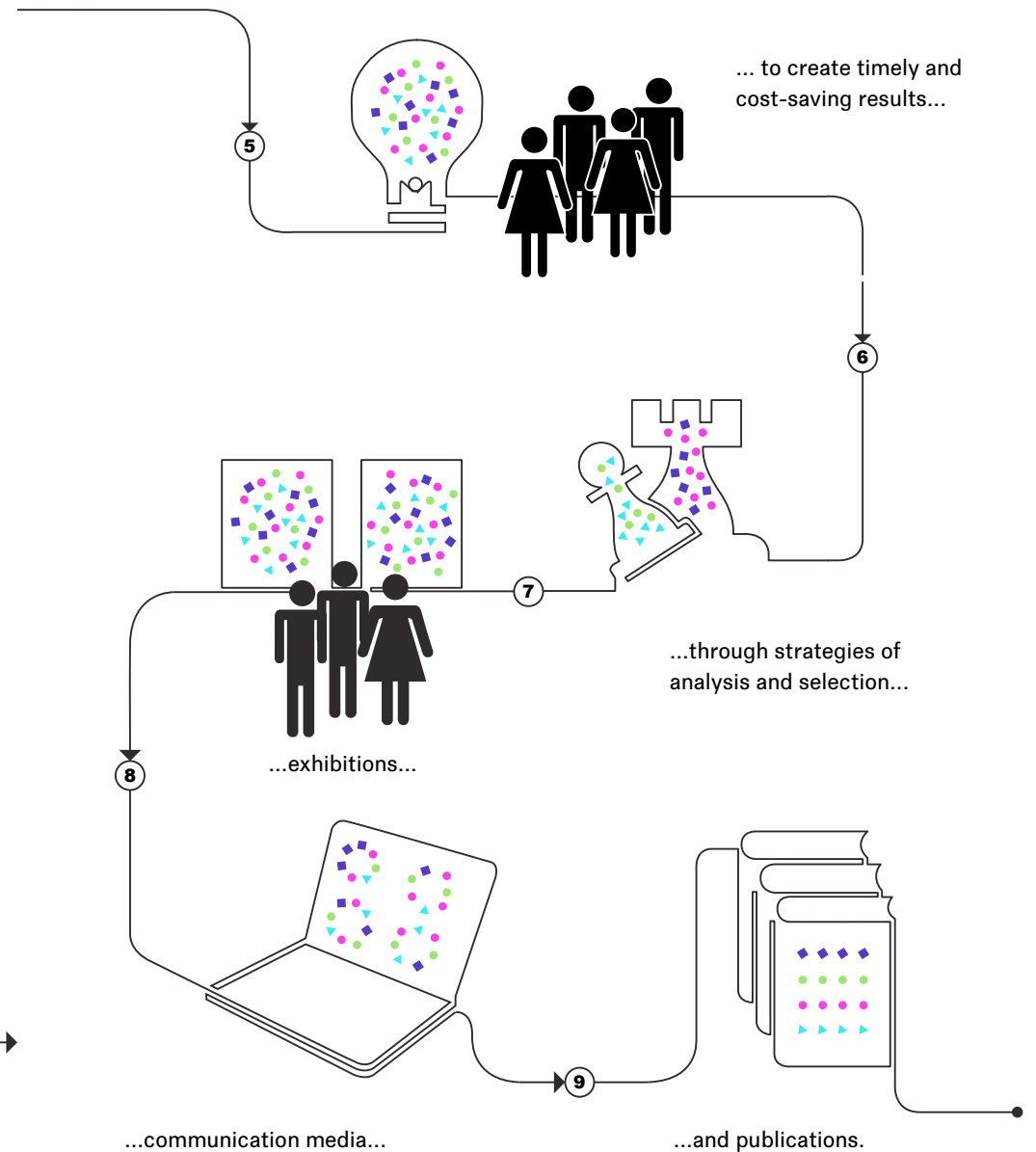
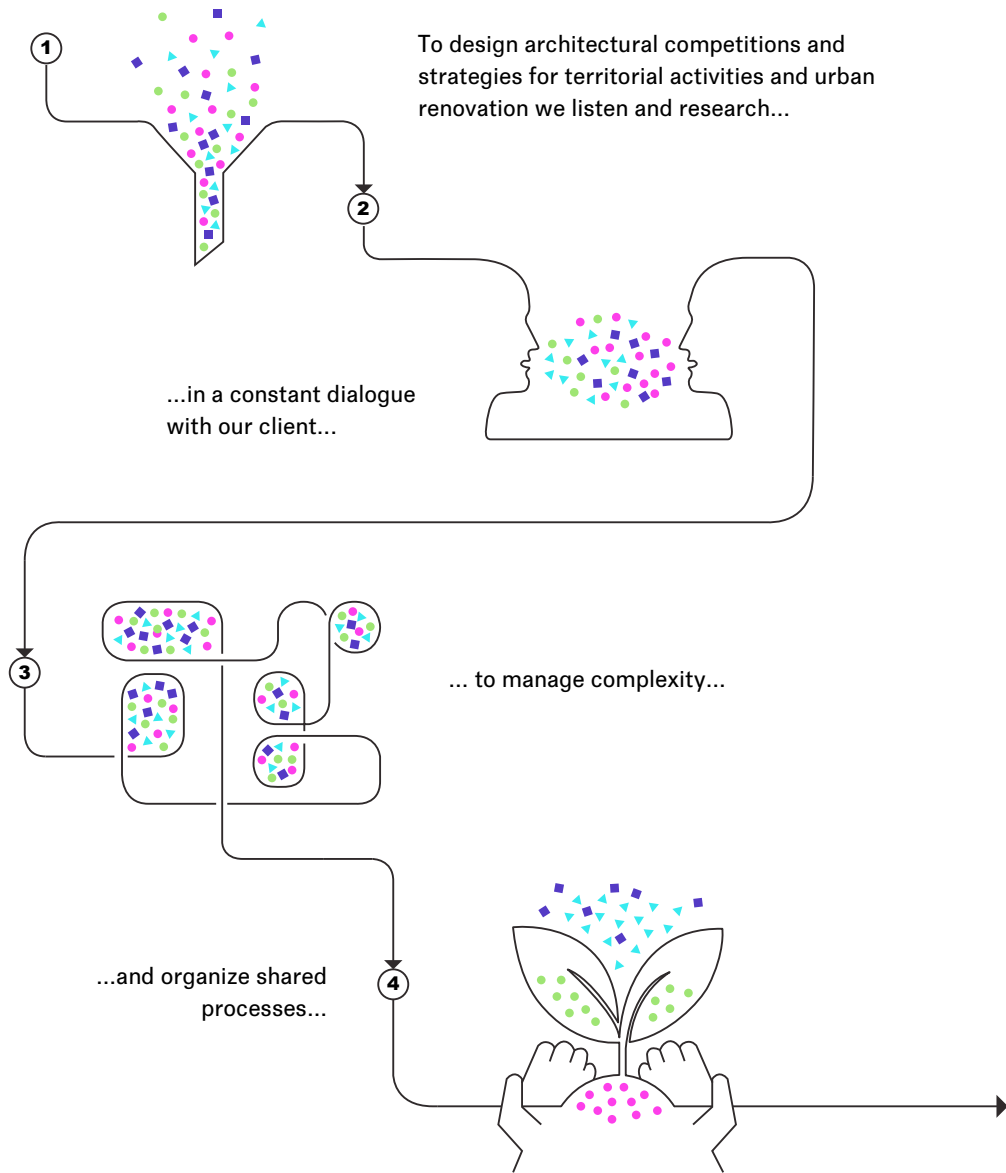
“This publication is a brief account of my professional experience and research in the realm of architecture consulting and curatorship. In the last fifteen years I’ve grown a work which still hasn’t been named in the world of architecture. The job includes strategical consulting and operational services that support clients and investors to choose the best designers and strategies related to their plot and building necessities, and eventually inhabit possible better futures.”

Luca Molinari

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HOW WE WORK



“I see myself as a tailor, an Italian artisan able to produce the perfect made-to-measure dress for a specific body, taste and needs. I have a long-term experience as architecture curator that has taught me to manage complex events and difficult audiences. My activities rely on a profound comprehension of the client’s mission and identity, the context features and the capability to organize and communicate specialized contents in a comprehensible and effective way.”

LUCA MOLINARI APPROACH & METHODOLOGIES

With an extensive experience that spans more than 30 years, including university education and assignments in the fields of architectural research, curatorship and publishing, Luca Molinari Office supplies international consulting for the design of architectural competitions and strategies for territorial activities and urban renovation.

We manage any competition and consulting project as a multifaceted and **co-generative process** to be carried out in constant dialogue with the client and involved players. **Listening, in-depth study and dialogue** are the cornerstones on which we start and supply strategic consulting and operational services, ones that aim at utilizing the architectural practice fully as an active medium to help shape better futures.

We believe that a well-developed architecture project has the power to transform private and institutional identities into concrete realities, to (re)organize and optimize business and communication according to new or renewed goals, and to modify human environments to successfully **confront and accomplish the great transformative challenges** we are faced with today.

We look at architecture as one of the strongest tools for working on the future, as it stages, shelters and eventually acts as “home”¹ to our desires, fears and daily activities. The global urbanization rate confirms that architecture and infrastructures are a crucial ground for development. Architecture can shape new ways of living, producing and working together. If well-conceived and well-managed, architecture can be a drive for new communities - at the civil, cultural, commercial, administrative or productive level.

¹ Luca Molinari, *Le case che siamo*, nottetempo, Roma 2016

PREPARATORY PHASE. Who, What & Where

We start any competition and consulting path by first promoting **mutual understanding**. We do this through by organizing meetings and workshop sessions where the main priority is to identify and acquire all information, materials and critical issues concerning the client's identity, history, mission, CSR policies and identifying traits. While attentive to the fundamental and often delicate features of any building operation, we study the plot and experience its context, surroundings and values. We collect all orographic, geographical, historical, social, urban and cultural features that make a place. We place great importance on both **measurable and uncountable data** and support the client in focusing on the right questions and strategies to be carried out in order to fulfil its mission. Any future project or design must be able to **interpret the client's vision** and the place where it is to be realized.

THE PROCESS. How & When

After the investigation and auditing

phase, Luca Molinari Office shares different scenarios for intervening, widening or carrying out the client's mission.

All procedures are conceived, debated and customized in order to answer the issues and considerations raised during the preparatory phase.

We offer processes and professional services, utilizing the most innovative tools of architecture and design to answer the client's demands and needs. An a priori path is hardly relevant. The process can vary a great deal and can be arranged according to different outputs and strategies: from an open call for ideas and submissions, to an international/national competition upon invitation, from a private consultation, to a progressive selection through specific evaluation parameters, through to workshops, interactive meetings, surveys and much more. We act starting from the opposite point of view and **draw ad hoc criteria** with the aim of allowing the client to make the best, integrated choices within a shared development pattern and time schedule, without wasting time and money. Every working phase is meant to zoom in and out of the project goals and to progressively build consciousness, and consequently better management, up to the building stage.

“Our work plays with the creation of an original awareness in the clients and, at the same time, allows the production of unexpected visions for the future. Quality first is our favourite obsession.”

“In recent years too many important operations have relied on the presence of the so-called “stararchitects” as immediate “visiting cards” to brand new buildings. In most cases the presence of the designer overshadowed that of the developer, and too often the relationship between the architect and the client became difficult, influencing the final definition of the project, its completion and costs.”

PROJECT DEVELOPMENT

Once an **operational model** is decided upon, we select relevant designers best suited for the working process of creating a unique vision for a specific project. We guide and help the client in the perusal of all information, in forming the right questions, and in understanding issues that **go beyond aesthetics and personal taste**.

Luca Molinari’s background as an architecture critic and theoretician has helped him to gain first-hand knowledge of, and direct contact to, well-known and emerging designers. But Luca is neither agent nor representative of any one designer. All our selections of architectural firms are made in relation to the necessities of the client. The goal is to share a strategic development plan through specific outputs and to eventually draw a **project brief** that supplies the concept, criteria and technical data (plans, sections, 3D modelling, etc.) for outlining all conditions (such as space distribution, workstations, environmental sustainability, public spaces, landscape details, LEED Certification, etc..) in accordance with the client’s instructions, code of ethics, aesthetics, objectives,

brand, media communication, vision, values and allocated budget.

The **presentation and discussion** of the character of any selected designer is an important phase during which the client can focus on their vision and mission. We believe that it is important that our project promoters understand the working philosophy, team organization and professional liability of any selected designers. Since the architect and his/her studio are likely to work with the client for a long period of time, we support the client in creating **an efficient relationship** aimed at obtaining the best final results.

Last but not least, our services can help **raise awareness** within the client’s team for the future management of the building, its renovation and/or any territorial actions. After delivering the design brief, we provide a phase called the **scientific secretariat** to the competition or consultation project we specifically conceived. This time-window is organized to answer any further questions or doubts on the project specifications and to support the client’s evaluation. During the scientific secretariat phase the Client is informed and questioned on a regular basis.

To carry out the best choices and guarantee an informed perspective, we support the client to summon a **technical committee and jury** to make sure that the client can count on international technicians, experts and professionals capable of adding independent and original perspectives to the assessment process. The management of the jury is another important step in supporting the client's internal decision-making process to have a wider and richer vision of the project and promote the required multidisciplinary approach.

STRATEGIC COMMUNICATION

We supply timely reports and analysis throughout the process and can provide curatorial and editorial services to return the efforts and virtuousness of the process to a wider audience. An appropriate communication can involve the client's stakeholders, the project's future users and the city to ground all future relations and present the results of a reasoned path. We are committed to strengthening collaboration among all involved parties and to promoting **high documentation standards, research and communication on a variety of media** throughout the project process.

Luca Molinari Office can provide:

- exhibition curatorship and design;
- publication;
- content development through different media (website video, public events, conferences, classes, etc.).

“...there's nothing worst than a deaf architecture that doesn't fully integrate its scope, natural context, future inhabitants' needs and budget matters. We propose an integrated, professional tool to help clients and investors to choose the best strategies related to their necessities. Our services are customized to fully integrate the project scope, context, users' desires and budget matters.”

CASE HISTORY 1

BANQUE LIBANO-FRANÇAISE NEW HEADQUARTERS

CLIENT

Banque Libano-Française

LOCATION

Beirut, Lebanon

PROJECT TIMESCHEDULE

May 2015 - September 2016

SERVICES BY LUCA MOLINARI OFFICE

Curatorship and scientific coordination of an international competition on invitation for BLF New Headquarters; progressive support to the selection of designers; jury coordination; events and workshops' curatorship; competition website and design brief; advisorship to BLF board of directors and training of client's team

INVITED STUDIOS

Barozzi Veiga, BIG, Snøhetta, Nabil Gholam, Farshid Moussavi, YTAA-Youssef Tohme, Piuarch, Kengo Kuma

STATE

In progress



“I was called by an important banking group based in Beirut to supervise the strategies, approach and process of designing their new headquarters. The Client didn’t want to address the “usual” big names since most well-known international architects haven’t built their most brilliant works in Lebanon. At the same time, BLF wanted to formulate a choice that was nourished by a more specific, shared and conscious process, one that could help realize their exact requests and needs while involving their team and giving something back to the city.”

BLF New Headquarters International Competition has been a professional and human adventure, one that we have built and shared together with the same passion and enthusiasm of the Client. From our first meetings, we decided that any selection process was not only to start and manage a competition towards the design of Banque Libano-Française New Headquarters, but was also meant to tackle the challenges of a mature organization capable of seizing architecture as an opportunity.

Luca Molinari and BLF thoroughly studied and contemplated the approaches and ways to make the competition address the Bank’s future as an active social player within the unique urban context of Beirut. Meetings and dialogues at different levels were accurately organized in Beirut to establish closer relations, to appreciate the plot, the city context and BLF’s present offices. We started working together on a process that could suit both BLF’s brand and its desires. LM Office worked on three possible scenarios, combining open and on-invitation selection phases punctuated by public and private moments of evaluation, as well as public communication activities that would

produce increasingly clear results and maximise the path.

A range of 60 “Pritzker-to-be” designers were first selected in order to get the client acquainted with different architectural languages, methodologies and contemporary trends. Upon first selection, we reached a number of 43, and subsequently of 24 architectural firms based mostly in Europe. Following Luca Molinari’s suggestions, the bank CEO asked to visit the firms in their offices to get a better understanding of their working procedures and organization. In less than two months Luca Molinari Office and BLF met with all of them and collected a wider amount of essential information in view of the steps ahead. After this phase, 8 designers were eventually invited to take part in the competition: BIG (Denmark, U.S), Farshid Moussavi (UK), Snøhetta (Norway), Piuarch (Italy), Barozzi Veiga (Spain), Nabil Gholam (Lebanon), YTAA-Youssef Tohme (Lebanon) and Kengo Kuma (France and Japan).

The finalists were invited to work with us in Beirut for a two-day workshop and a more direct appreciation of the plot and the urban context through a programme

of classes and experiential **activities designed by LM Studio and the BLF team.**

On this occasion a Project Dossier was handed to all participants and the competition's official website was launched. Luca Molinari Office supported Banque Libano-Française in designing, editing and updating the contents of the competition through an official online platform. The website was conceived not only as a communication medium but also as a functional tool with a backend area where participants could upload requested competition materials. LM supplied both the website structure and two graphic interface solutions that were in harmony with BLF corporate image and from which BLF could choose.

After reaching the final version of Banque Libano-Française New Headquarters International Competition website, LM Office continued to supervise, edit and update the website according to competition procedures and up to the announcement of the winner.

After the first workshop in Beirut, the 8 offices were given two-and-a-half months to work on 1:500/200 proposals and 19 days for questions regarding

the Competition dossier. We received proposals by mid-April. The quality of the projects proved so high that the jury decided to stage a second phase of the competition with 3 shortlisted offices: Barozzi Veiga, BIG and Snøhetta.

During both competition stages we organized public events – a round table at Sursock Museum and TED-like conferences at the American University of Beirut - to exploit the presence of great designers in Beirut and to communicate the client's operation to both stakeholders and a wider audience. In a few months BLF reached its objective of selecting a proper designer capable of producing an original project for their future and the city of Beirut. This strong awareness and method has built a path that will simplify subsequent relationships in the design process, saving time and money. Our work of continuous mediation and dialogue has generated a relaxed and strong relationship between involved parties and, at the same time, provides a trustful, fully integrated point of view throughout the entire process. The winner will be announced by July 2016.

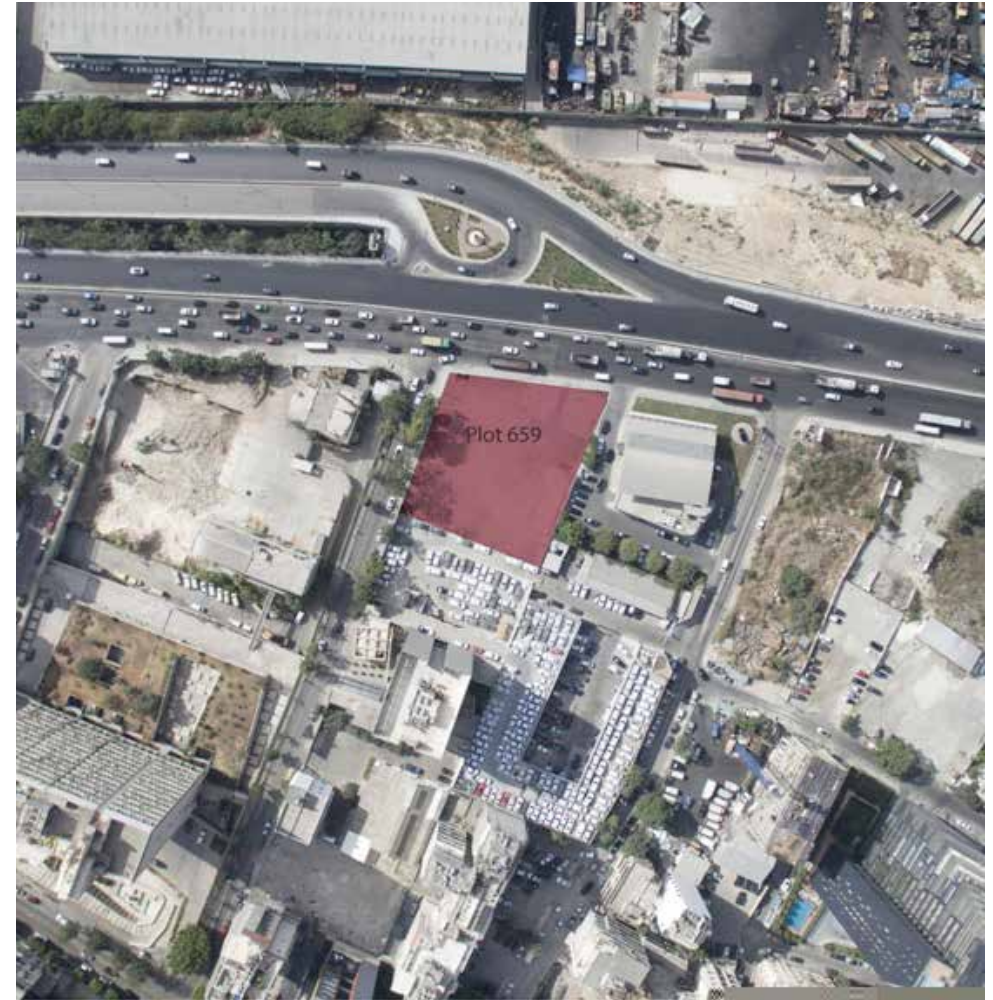
www.blfheadquarters.com



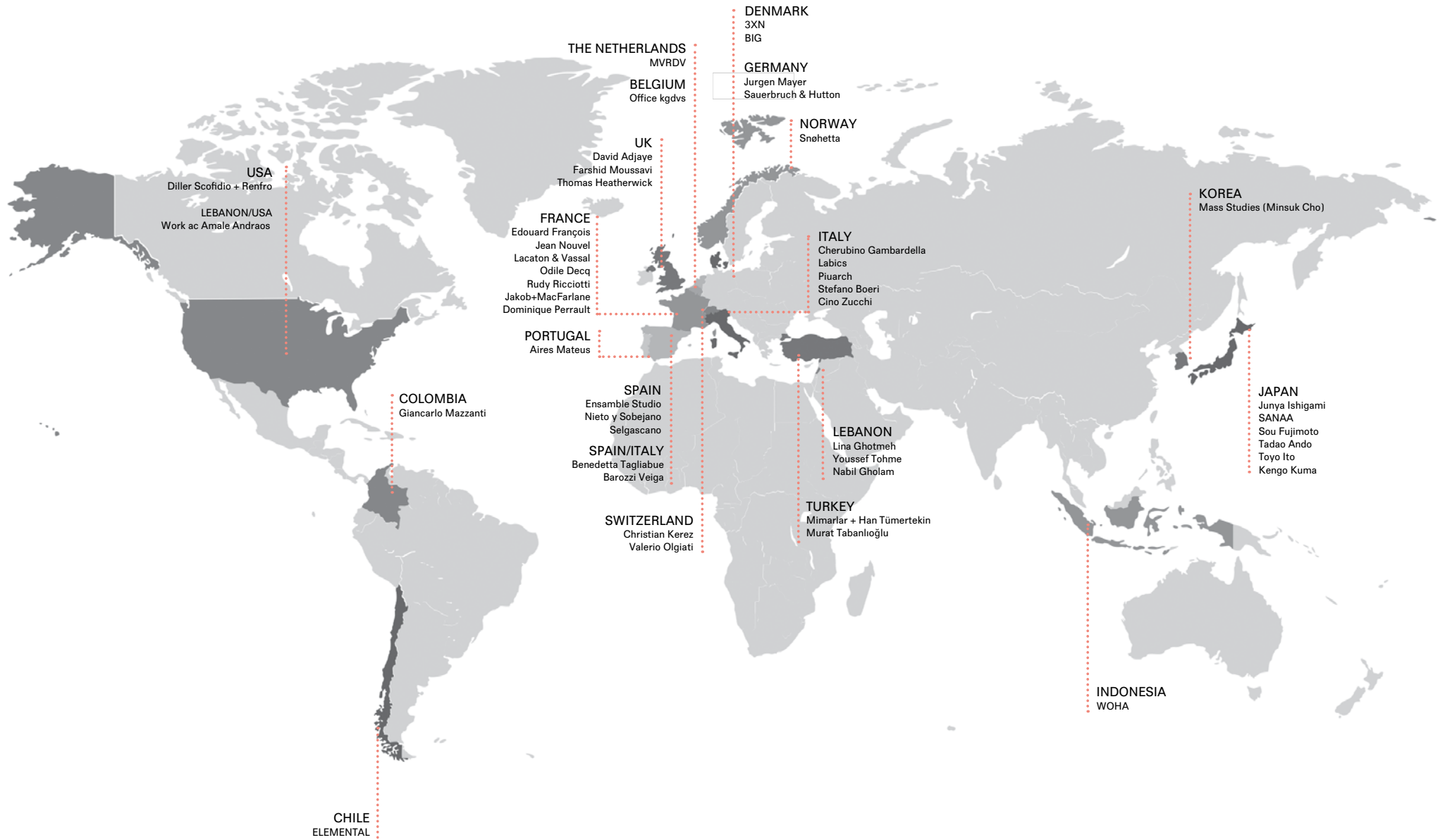
THE SITE

Plot 659 is located in the District of Medawar overlooking on north the coastal running thoroughfare and main entrance to Beirut Charles Helou Avenue, that divides the site from the very sparsely populated littoral Quarantine district to the Medawar district. The plot faces to the west the modernist landmark Electricité du Liban Headquarters, designed in the 1966 by Pierre Neema, while on the east the plot is

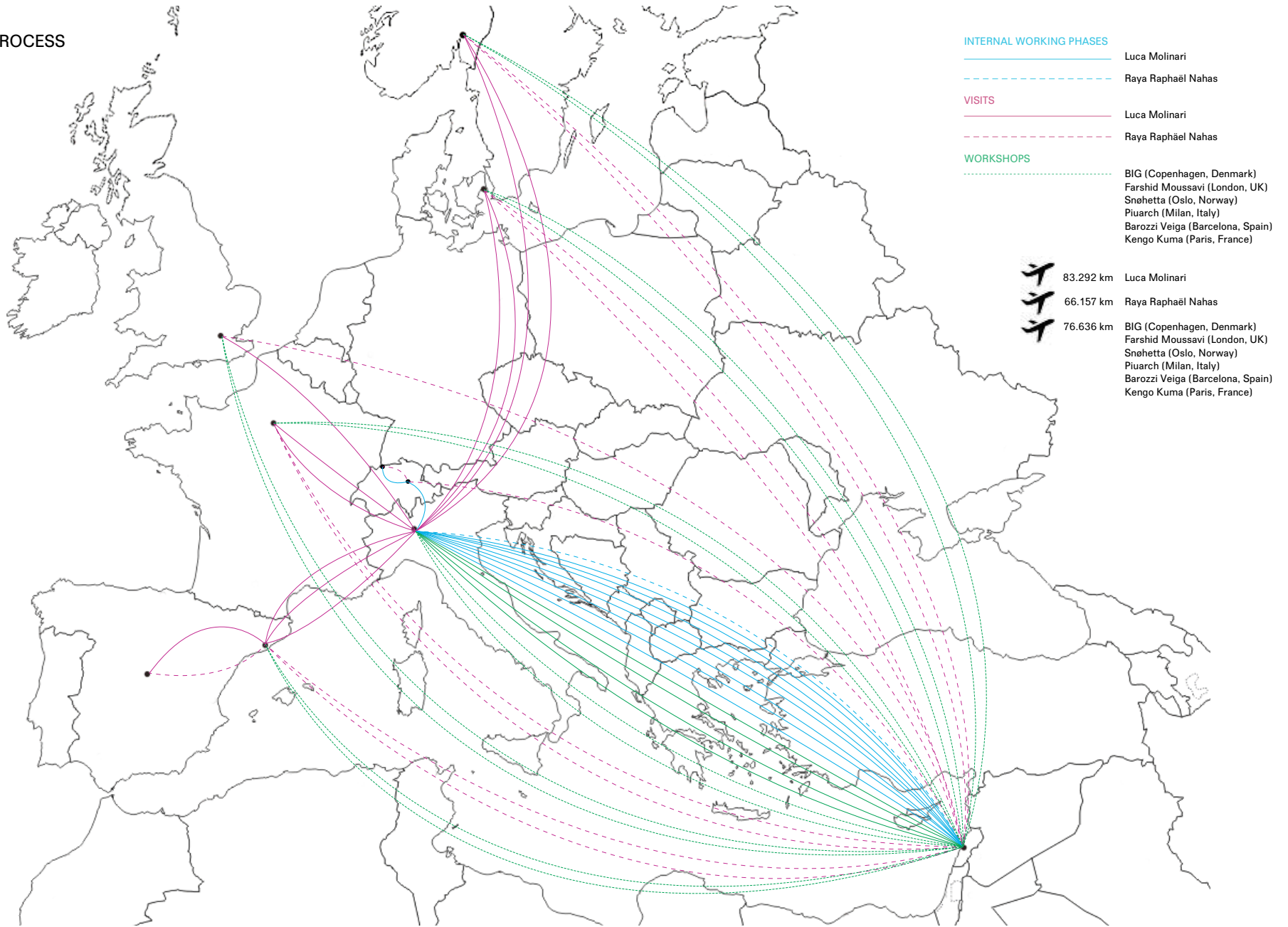
adjacent to Plot 159 where a new project is under planning. The district developed residentially during the late 19th century with a strong traditional architectural character, nowadays presents itself as an art incubator neighbourhood with plenty of important art galleries, design firms and graphic offices as well as restaurants, pubs and coffee shops.



THE SELECTED OFFICES' WORLD MAP



TRACKING THE PROCESS



BANQUE LIBANO-FRANÇAISE NEW HEADQUARTERS COMPETITION IN 30 STEPS

INTERNAL WORKING PHASES VISITS WORKSHOPS



PROGRESSIVE SELECTION OF ARCHITECTURAL FIRMS

FIRST SELECTION BY LM	SECOND SELECTION	THIRD SELECTION	FINAL SHORT-LIST
3XN, Denmark	3XN, Denmark	3XN, Denmark	
Aires Mateus, Portugal	Aires Mateus, Portugal		
Barozzi Veiga, Spain/Italy	Barozzi Veiga, Spain/Italy	Barozzi Veiga, Spain/Italy	BAROZZI VEIGA, SPAIN/ITALY
Benedetta Tagliabue, Spain/Italy	Benedetta Tagliabue, Spain/Italy		
BIG, Denmark	BIG, Denmark	BIG, Denmark	BIG, DENMARK
Cherubino Gambardella, Italy	Cherubino Gambardella, Italy	Cherubino Gambardella, Italy	
Christian Kerez, Switzerland	Christian Kerez, Switzerland	Christian Kerez, Switzerland	
Cino Zucchi, Italy	Cino Zucchi, Italy		
David Adjaye, UK			
Diller Scofidio + Renfro, USA	Diller Scofidio + Renfro, USA		
Edouard François, France	Edouard François, France	Edouard François, France	
ELEMENTAL (Alejandro Aravena), Chile	ELEMENTAL (Alejandro Aravena), Chile		
Ensamble Studio (Garcia Abril), Spain	Ensamble Studio (Garcia Abril), Spain	Ensamble Studio (Garcia Abril), Spain	
Farshid Moussavi, UK	Farshid Moussavi, UK	Farshid Moussavi, UK	FARSHID MOUSSAVI, UK
Giancarlo Mazzanti, Colombia	Giancarlo Mazzanti, Colombia		
Jean Nouvel, France			
Junya Ishigami, Japan	Junya Ishigami, Japan		
Jurgen Mayer, Germany			
Kengo Kuma, Japan	Kengo Kuma, Japan	Kengo Kuma, Japan	KENGO KUMA, JAPAN
Labics, Italy			
Lacaton & Vassal, France			
Lina Ghotmeh, Lebanon	Lina Ghotmeh, Lebanon		
Mass Studies (Minsuk Cho), Korea			
Mimarlar + Han Tümertekin, Turkey	Mimarlar + Han Tümertekin, Turkey		
Murat Tabanlıoğlu, Turkey			
MVRDV, The Netherlands			
Nabil Gholam Office, Lebanon	Nabil Gholam Office, Lebanon	Nabil Gholam Office, Lebanon	NABIL GHOLAM OFFICE, LEBANON
Nieto y Sobejano, Spain	Nieto y Sobejano, Spain		
Odile Decq, France			
Office kgdvs, Belgium			
Piuarch, Italy	Piuarch, Italy	Piuarch, Italy	PIUARCH, ITALY
Rudy Ricciotti, France			
SANAA, Japan	SANAA, Japan		
Sauerbruch & Hutton, Germany	Sauerbruch & Hutton, Germany	Sauerbruch & Hutton, Germany	
Selgascano, Spain			
Snøhetta, Norway	Snøhetta, Norway	Snøhetta, Norway	SNØHETTA, NORWAY
Sou Fujimoto, Japan	Sou Fujimoto, Japan		
Stefano Boeri, Italy	Stefano Boeri, Italy	Stefano Boeri, Italy	
Tadao Ando, Japan	Tadao Ando, Japan		
Thomas Heatherwick, UK	Thomas Heatherwick, UK		
Toyo Ito, Japan	Toyo Ito, Japan		
Valerio Olgiati, Switzerland			
WOHA, Indonesia			
Work ac Amale Andraos, Lebanon/USA	Work ac Amale Andraos, Lebanon/USA		
Youssef Tohme, Lebanon	Youssef Tohme, Lebanon	Youssef Tohme, Lebanon	YOUSSEF TOHME, LEBANON

INTRODUCTORY WORKSHOP IN BEIRUT
29-22 JANUARY 2016



COMPETITION RELATED EVENTS
BEIRUT URBAN LAB round table at
Sursock Museum and Gala Dinner
18 APRIL 2016



PROJECT PRESENTATIONS
19 APRIL 2016



THE TECHNICAL COMMITTEE
15-17 APRIL 2016

Due to the remarkable quality of the projects assessed by the technical committee and the jury in April 2016, three projects out of the 8 finalists were selected to stage a second phase of the competition. The chosen proposals are:

- "The White Tower" by Barozzi Veiga;
- "The vine" by BIG;
- "The Magic Box" by Snøhetta.



THE JURY
20 APRIL 2016



RAYA RAPHAËL NAHAS

Member of the Board of Directors since April 2010, she serves as General Manager of the Bank since September 2014.



WALID RAPHAËL

Chairman of the Board of Directors since September 2014, General Manager of the Bank since March 2010, Chairman and General Manager of Libano-Française Finance and Member of the Board of Banque SBA and LF Finance (Suisse).



LUCA MOLINARI

Luca Molinari is an architect, critic and associate professor of History and Theory of Contemporary Architecture at Seconda Università degli Studi in Naples and at Cornell University College of Architecture, Art, and Planning in Rome.



HASHIM SARKIS

Hashim Sarkis is Dean of the School of Architecture and Planning at MIT. Prior to that he was at Harvard University Graduate School of Design (GSD) as the The Aga Khan Professor of Landscape Architecture and Urbanism.



JEAN-CHRISTOPHE FROMANTIN

Jean-Christophe Fromantin is the Mayor of Neuilly-sur-Seine and a Member of the French parliament and vice-president in charge of economy for the district of Paris-Ouest-La Défense.



LI BRIAN ZHANG

Zhang Li is a Professor of Architecture, Chair of the Architecture Department in the School of Architecture at Tsinghua University in China.

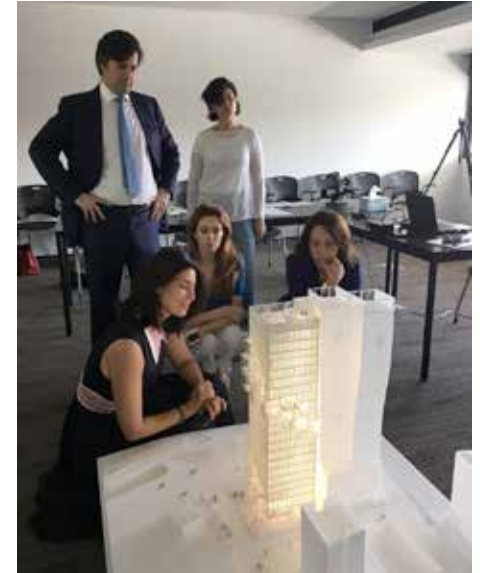
**THE MID-TERM WORKSHOPS
WITH COMPETITION FINALISTS
22-24 MAY 2016**

A mid-term workshop followed the first presentation, in which Raya Raphaël Nahas and Luca Molinari visited Barozzi Veiga, BIG and Snøhetta in Barcelona, Copenhagen and Oslo.



**THE 2ND ROUND PRESENTATIONS
14-15 JUNE 2016**

Following specific functional and formal notes supplied by the competition coordinator and BLF to each candidate during mid-term workshops, the three finalists widened and improved their project proposals and presented them in Beirut on June 14th-15th.



COMPETITION PUBLIC EVENT

14 JUNE 2016

“THE FUTURE OF ARCHITECTURE THROUGH THREE KEYWORDS BY BAROZZI VEIGA, BIG & SNØHETTA”

“In your opinion, which keyword defines the future of architecture and why?”

David Zahle for BIG - Bjarke Ingels Group, Fabrizio Barozzi and Alberto Veiga for Barozzi Veiga and Kjetil Thorsen for Snøhetta have been invited to a conference about the future of architecture, chaired by Luca Molinari, on June 14th, 2016, at 6:30 pm at the American University of Beirut (AUB), Issam Fares Hall. On the basis of three manifesto keywords the panelists explained their vision of future design approaches:

- Social infrastructure (BIG);
- Humanism (Barozzi Veiga);
- Collaborative working (Snøhetta).

Moreover, BLF launched a competition among students to answer the same question. The future architects who gave the ten best answers had the chance to join a special dinner and meet the finalists.



THE WINNER ANNOUNCEMENT
SEPTEMBER 2016

After the final presentation of the project in the end of June, the jury announced that the winning project of BLF Headquarters International Competition is "The Magic Box" by Snøhetta.



CASE HISTORY 2

S.PELLEGRINO

FLAGSHIP FACTORY

CLIENT
Sanpellegrino Group

LOCATION
San Pellegrino Terme, Bergamo, Italy

PROJECT TIMESCHEDULE
February-December 2016

SERVICES BY LUCA MOLINARI
Curatorship and scientific coordination of an international competition on invitation for S.Pellegrino factory renovation and new S.Pellegrino Experience Lab; functional program and building budget; progressive support to the selection of designers, jury coordination; introductory workshop, support to S.Pellegrino Marketing strategies and communication events; competition web pages and design brief

INVITED STUDIOS
MVRDV, Michele De Lucchi, BIG, Snøhetta

STATE
In progress



S.PELLEGRINO FLAGSHIP FACTORY. THE STARRED INTERNATIONAL ARCHITECTURE COMPETITION

Sanpellegrino company has called Luca Molinari Office to support them in turning its most important plant in the province of Bergamo into a place providing an outstanding experience, one that tells of its almost century-long history and above all of its future and the vision of Sanpellegrino across the globe.

S.Pellegrino brand is part of Sanpellegrino Group, a leading company in the mineral water and soft drinks industry, and one of the most important in Italy as well as worldwide. Exports account for 52% of the total turnover of the company and its future challenges require a solution for the profound contrast between its brand image and its factory, conceived in the 1960s for production purposes only.

The plant, squeezed between a provincial road and the river Brembo, presents a

strong and negative visual impact on the surrounding environment. The buildings, where nearly one and a half billion bottles are filled every year, lack the facilities for accommodating international stakeholders and those visitors intent on experiencing the famous mineral water enterprise, which is ever more focused on positioning itself among the fine industries of Made in Italy.

The project combines **different design scales** and must answer precise needs concerning production, logistics, widespread quality of experience, work and landscape. The projects will confront with the building and renovation of the factory's flows, connections, perimeter and wayfinding, new offices, landmark bridge, flagship hybrid spaces and company archive.

Following the organization of several focus groups with Sanpellegrino divisions, which were aimed at understanding and mediating the client's most crucial demands, Luca Molinari supports the company in organizing an international competition upon invitation and following a first selection of architects proposed by our studio.

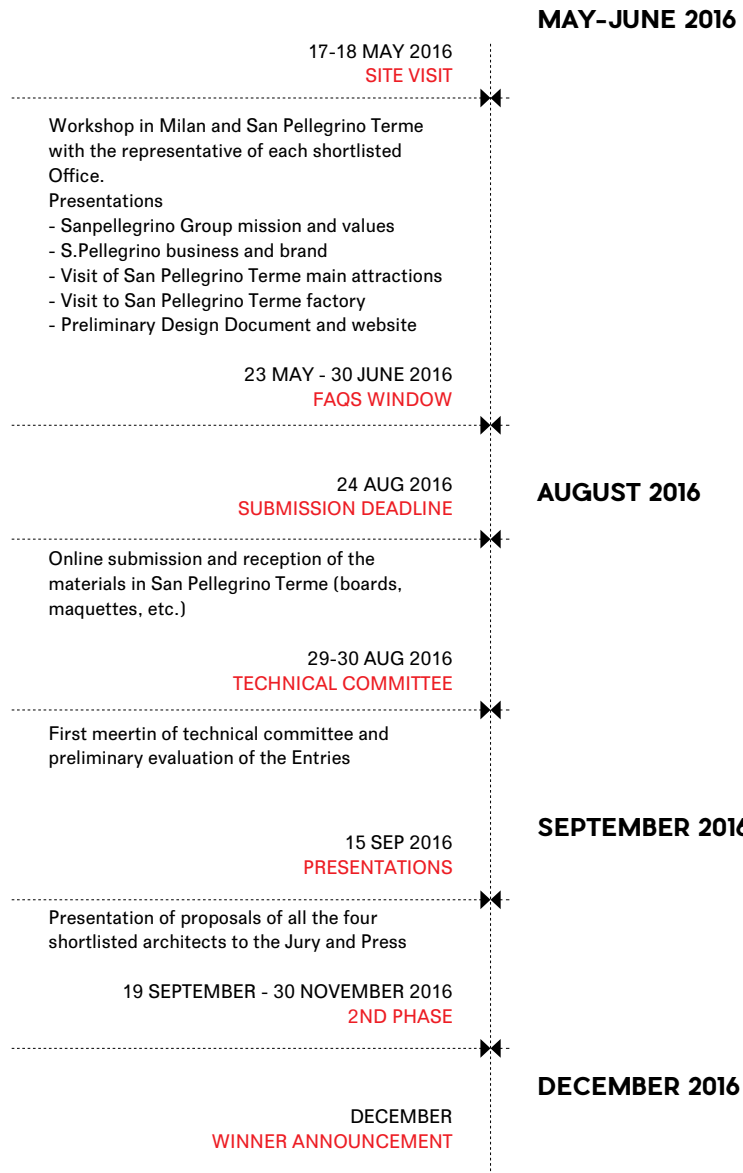
While drawing the preliminary project

brief, Luca Molinari Office supports the client to complete a **renovated functional programme** and a full survey of the factory's present conditions and territorial constraints.

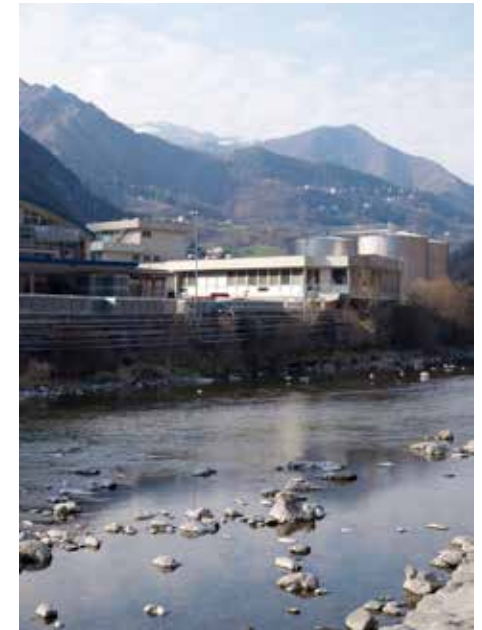
All designers – MVRDV, Michele De Lucchi, BIG and Snøhetta – are invited to workshop with the Sanpellegrino team, as well as to visit the plant and get a thorough understanding, via direct experience, of the project context and features. The project proposals will go through the assessment of a two-day technical jury, involving representatives of Sanpellegrino's main departments, supported by two project managers from Luca Molinari Studio. In mid-September the architects will present their work to the Jury – including Nestlé Waters, Sanpellegrino executives and three international experts on lifestyle, architecture and sustainability – supported by Luca Molinari. On the occasion of the final presentation the architects will give a lecture in San Pellegrino Terme.



THE COMPETITION TIMESCHEDULE



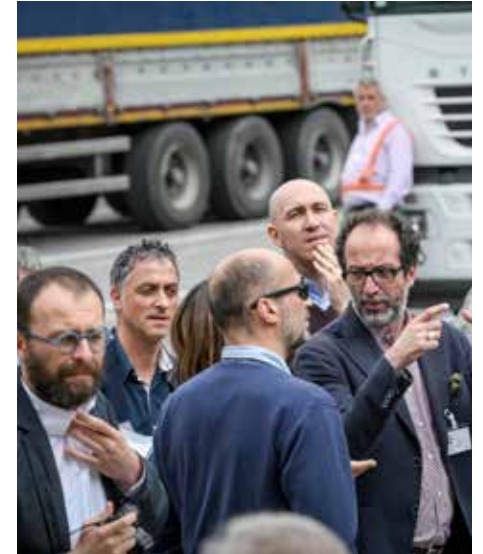
THE PROJECT AREA



INTRODUCTORY WORKSHOP
IN SAN PELLEGRINO TERME
16-18 MAY 2016



SITE VISIT



THE PROJECTS
aMDL



BIG



MVRDV



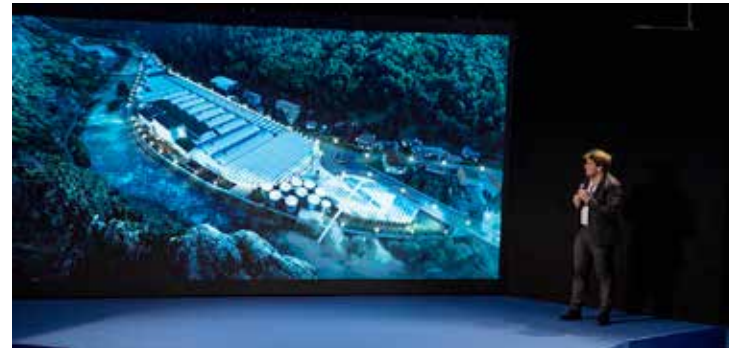
SNØHETTA



PRESENTATION TO THE JURY
15 SEPTEMBER 2016



PRESENTATION TO THE PRESS
15 SEPTEMBER 2016



MORE
CONSULTING
PROJECTS BY
LUCA MOLINARI
OFFICE

KFAS NEW HEADQUARTERS AND CONFERENCE CENTER



CLIENT
Kuwait Foundation for the Advancement of Sciences

LOCATION
Madinat al-Kuwait, Kuwait

PROJECT TIMESCHEDULE
June 2016 - ongoing

SERVICES BY LUCA MOLINARI OFFICE
Luca Molinari is a member of the Higher Supervisory Committee for the Design Competition, consulting for the international competition strategies.

STATE
In progress

CASTELLO DI AMA PER L'ARTE CONTEMPORANEA



CLIENT
Castello di Ama

LOCATION
Gaiole in Chianti, Siena, Italy

PROJECT TIMESCHEDULE
May 2015 - ongoing

SERVICES BY LUCA MOLINARI OFFICE
Strategic analysis of present conditions, consultancy for the selection of two architects to renovate the ancient farmhouse and build a new welcoming building inside the winery grounds

which also host an open air museum of contemporary arts; support the development of all data, surveys and presentations meant for European funds' procedures, local authorities and communication

STATE
In progress

EXPO MILANO 2015 - CLUSTERS



CLIENT
ExpoMilano and Triennale di Milano

LOCATION
Milan, Italy

PROJECT TIMESCHEDULE
2014 - 2015

SERVICES BY LUCA MOLINARI OFFICE
Consulting for the general programme and strategies of the International Workshop Design Project; coordination of the 18 exhibitions and graphical projects within

the Clusters' common areas; editorial coordination and editing of all exhibit texts, iconographic research, copyright and sources verification

STATE
Completed

HALIÇ RENOVATION



CLIENT
SEMBOL Construction

LOCATION
Istanbul, Turkey

PROJECT TIMESCHEDULE
2014 - ongoing

SERVICES BY LUCA MOLINARI OFFICE
Luca Molinari is a member of the strategic planning and design committee for the renovation of an area of Istanbul dockyards on the Golden Horn

STATE
In progress

FONDAZIONE GIANGIACOMO FELTRINELLI



CLIENT
Fondazione Giangiacomo Feltrinelli

LOCATION
Milan, Italy

PROJECT TIMESCHEDULE
2013 - ongoing

SERVICES BY LUCA MOLINARI OFFICE
Curatorship, exhibit design and graphics of the exhibition *Feltrinelli + Herzog & de Meuron: a new urban project for Milan* (2013 Milan Design Week);

multidisciplinary lectures on the contents/ container relationship carried out by the project via Feltrinelli bookshops in Italy; curatorship and scientific coordination of a monographic publication on the Feltrinelli Foundation's new headquarters and activities

STATE
Exhibit and lectures completed, book forthcoming

FONDAZIONE REGGIO CHILDREN



CLIENT
Fondazione Reggio Children – Centro Internazionale Loris Malaguzzi

LOCATION
Reggio Emilia, Italy

PROJECT TIMESCHEDULE
2012

SERVICES BY LUCA MOLINARI OFFICE
Curatorship of the competition process for the extension of the School at Loris Malaguzzi International Centre, workshop with selected architects and pedagogists, president of the jury, public conference

INVITED OFFICES
70°N arkitektur (Norway), Francesco Librizzi (Italy), Giancarlo Mazzanti (Colombia), Carlo Ratti Associati (Italy-USA), Ecosistema Urbano (Spain), Raumlabor (Germany), ZPZ Partners (Italy)

STATE
Ecosistema Urbano won the competition; the design has been developed, the school extension is currently under construction

BARILLA NEW HEADQUARTERS IN PEDRIGNANO



CLIENT
Barilla G. e R. Fratelli SpA

LOCATION
Pedrignano, Parma, Italy

PROJECT TIMESCHEDULE
2012

SERVICES BY LUCA MOLINARI OFFICE
Consulting on the headquarters renovation, competition curatorship and scientific coordination of the architectural proposals, selection of the architectural firms and of the jury members

INVITED ARCHITECTS
David Chipperfield (UK), Nieto & Sobejano (Spain), Matteo Thun (Italy), Cino Zucchi Architetti (Italy) upon competition first scenario (new offices), Park Associati, Piuarch and DAP studio (Italy) upon competition second scenario (re-organization of existing headquarters)

STATE
The competition was won by Park Associati

VISITOR SERVICE AREAS EXPO 2015



CLIENT
ExpoMilano

LOCATION
Milan, Italy

PROJECT TIMESCHEDULE
2011

SERVICES BY LUCA MOLINARI OFFICE
Support to EXPO 2015 Piano to design and develop an open international competition for the Exposition service areas

STATE
Onsitestudio (Italy) won the competition out of 89 received proposals, project completed

BARILLA AMERICA HEADQUARTERS RENOVATION



CLIENT
Barilla America Inc.

LOCATION
Chicago, Illinois, USA

PROJECT TIMESCHEDULE
2011

SERVICES BY LUCA MOLINARI OFFICE
Strategic analysis for possible re-location of Barilla America headquarters; drawing up and management of a call for tenders to present preliminary scenarios and possible project solutions, selection of local

architecture offices. In cooperation with Deloitte Consulting

INVITED ARCHITECTS
Gensler, HOK, OWP/P/Cannon Design, Perkins+Will

STATE
The competition was won by Perkins+Will

SANTA CESAREA TERME



CLIENT
Gruppo Brioschi Sviluppo Immobiliare

LOCATION
Santa Cesarea Terme, Lecce, Italy

PROJECT TIMESCHEDULE
2007

SERVICES BY LUCA MOLINARI OFFICE
Curatorship and scientific coordination of the competition for Santa Cesarea new generation holiday village; selection of architecture offices and jury members

INVITED STUDIOS
5+1aa and Rudy Ricciotti with ILEX Paysage & urbanisme (Italy/France), BIG

with SLA Architects (Denmark), C+S associati with Atelier Girot (Italy/France), Collovà with João Gomes da Silva (Italy/Portugal), Cherubino Gambardella with João Ferreira Nunes (Italy/Portugal), Bernard Khoury with Duncan Lewis (Lebanon/UK), Lacaton & Vassal with Teresa Gali Izard (France), Ludens with Juurlink+Geluk (Italy/Germany), NL architects with B+B (NL), Beniamino Servino (Italy)

STATE
The competition was won by Gambardella + Servino + Collovà. The project was developed up to the executive design

MONTELUCE GENERAL HOSPITAL REGENERATION



CLIENT
BNP Fondi Immobiliari SGR S.p.A

LOCATION
Perugia, Italy

PROJECT TIMESCHEDULE
2006

SERVICES BY LUCA MOLINARI OFFICE
Curatorship and scientific coordination of the competition for Monteluce masterplan and architectural renovation; selection of designers and jury members

INVITED STUDIOS
Abalos & Herreros (Spain), Massimiliano Fuksas (Italy), Lacaton & Vassal (France), MVRDV (NL), Dominique Perrault (France), Italo Rota (Italy), Bolles & Wilson (Germany)

STATE
The competition was won by Bolles+Wilson. First stage of Nuova Monteluce was inaugurated in 2015

NEW SERVICE CENTRE IN CONEGLIANO VENETO



CLIENT
Europa Risorse Srl

LOCATION
Conegliano Veneto, Treviso, Italy

PROJECT TIMESCHEDULE
2004

SERVICES BY LUCA MOLINARI OFFICE
Curatorship and scientific coordination of the competition; selection of Italian designers and jury members

INVITED STUDIOS
Paolo Vocialta, Luca Cuzzolin, Massimo Barbierato, Ivan Mazzero, Pierantonio Val

STATE
The competition was won by Massimo Barbierato

MILANOFIORI NORD



CLIENT
Gruppo Brioschi Sviluppo Immobiliare

LOCATION
Milan, Italy

PROJECT TIMESCHEDULE
2003

SERVICES BY LUCA MOLINARI OFFICE
Curatorship and scientific coordination of the national competition for a new residential complex in Milanofiori Nord area; selection of architects and jury

members; curatorship and scientific coordination of a monographic publication on the Milanofiori Nord area renovation

STATE
The competition was won by OBR.
The building was opened in 2009

MACIACHINI BUSINESS PARK



CLIENT
Europa Risorse Srl

LOCATION
Milan, Italy

PROJECT TIMESCHEDULE
2000

SERVICES BY LUCA MOLINARI OFFICE
Scientific consulting and selection of Italian architects for the urban and architectural renovation of the former industrial area in the north of Milan.

INVOLVED DESIGNERS
Sauerbruch&Hutton (Germany), Italo Rota (Italy), Alessandro Scandurra (Italy), Paolo Pasquini (Italy)

STATE
All projects completed in 2005



LUCA MOLINARI was born in the province of Lodi and graduated from Politecnico di Milano in 1992, after a period of work and study at the Faculty of Architecture of Delft University of Technology (The Netherlands) and ETSAB, Barcelona School of Architecture. He holds a PhD in Theory of Architecture with a doctoral thesis on Ernesto Nathan Rogers and Post-War Italian architectural culture from the Faculty of Architecture, TU Delft (NL). Since the nineties he has been siding his curatorial activities with academic work, research and writing. He teaches History of Contemporary

Architecture at SUN, Seconda Università degli Studi di Napoli since 2007 and he is now visiting professor at Cornell University of Architecture, Art, and Planning in Rome and Fondazione Fotografia Modena. He has been director of the School of Industrial Design at NABA, Nuova Accademia di Belle Arti (2005-06), director of NABA Interior Design Master program (2007-2011) and advisor for Sevilla "Proyecto de Arquitectura e Realidad Contemporanea" PhD Program. He has been guest professor at the Academy of Fine Arts of Guangzhou (2006) and visiting Professor of History and Theory of Contemporary Architecture at Università di Camerino-Ascoli (2000-2004). He writes as independent critic for Italian and international newspapers, magazines and media such as: Corriere della Sera, La Stampa, AD, Platform, Domus, Lotus, Abitare, Ottagono, Il progetto, Archis, L'architecture d'aujourd'hui, A+U and IIPost. Since 2015 he has a weekly column on contemporary architecture for L'Espresso. Since 1995 he is editor

of the architecture and design series of Skira Publisher, long renowned editor for visual and applied arts, architecture and design. Between 2001 and 2004 he has been scientific director of Triennale di Milano architecture and town planning sections and a member of Triennale scientific board. Within Triennale he also curated the first re-edition of the Gold Medal for Italian Architecture (2003); Festa per l'Architettura (2004), first Italian festival of architecture ever produced in Italy, and the conference series, "Cantieri aperti" (Open Sites, 2004-5). Between 2000 and 2006 he is the scientific director of Piero Portaluppi Foundation. During his commitment he started and supported the institution organization, archive and public events and curated the first comprehensive exhibition on the Italian architect at Triennale di Milano and catalogue, "Piero Portaluppi. Linea errante nell'architettura italiana" (2003). Between 2007 and 2008 he is cultural advisor for Italy at XXIII UIA World Congress Torino 2008, Transmitting

Architecture. Since 2007 he is main curator of Milan architecture gallery, SpazioFMG per l'Architettura. Between 2009 and 2014, he runs together with architect Anna Barbara and Frigoriferi Milanesi, viapiranesi, multidisciplinary studio for curatorship, consulting, strategic design, editorial services and project development within contemporary architecture and design. In 2010 he has been appointed curator of the Italian Pavilion at XII International Architecture Exhibition in Venice where he presented, "AILATI. Reflections from the Future". Since 2012 he is a member of Member of "Consiglio Superiore dei Beni Culturali e Paesaggistici", advisory board of the Italian Ministry of Culture. Among acknowledgements for his activities, research and critique: 2006 Ernesto N. Rogers Award by the 10th International Architecture Exhibition, Jean Tschumi Prize within 2008 UIA Congress and "Academic of Merit" by Perugia Academy of Arts (2016).

