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new working spirit

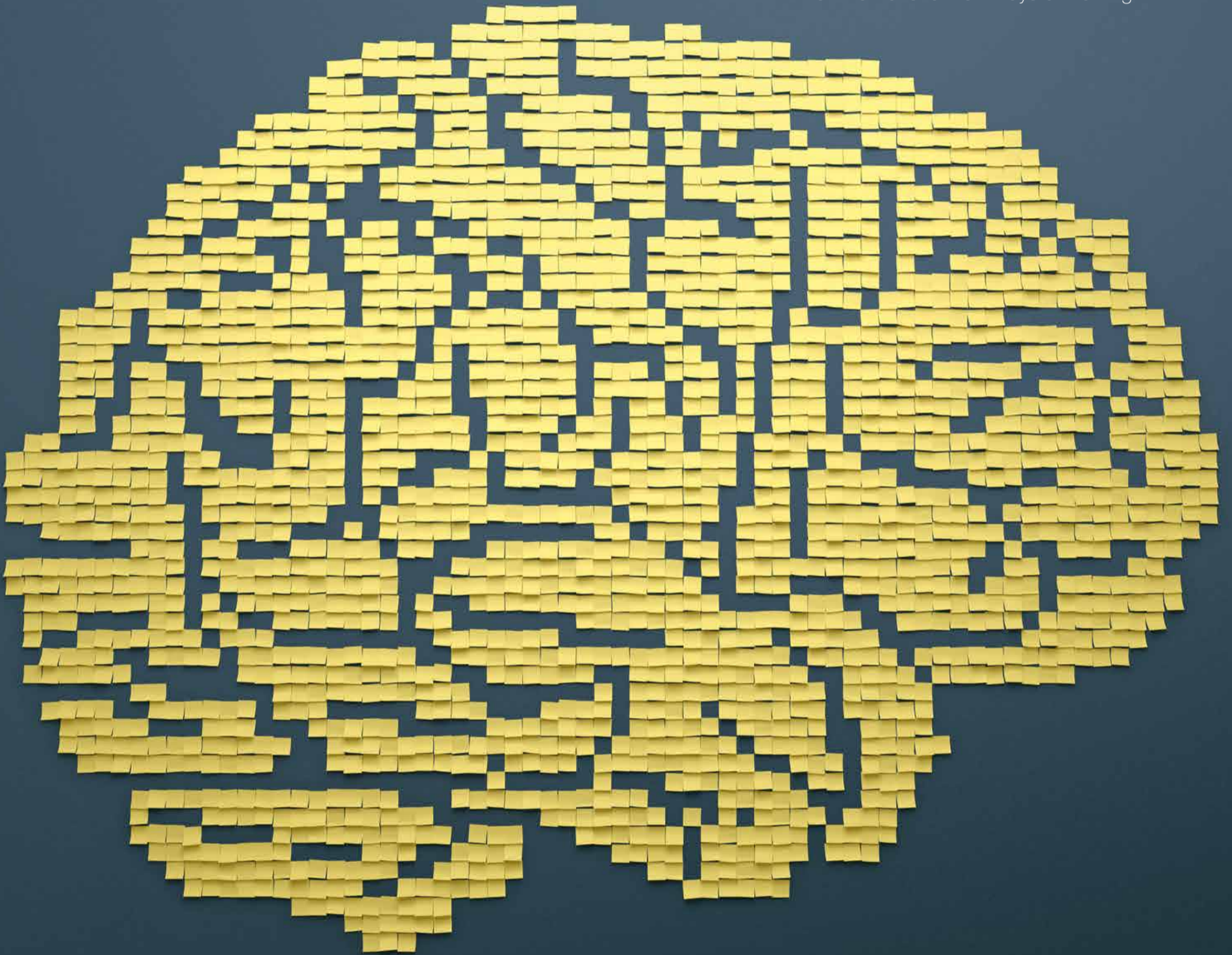


In conversation with the guru of design thinking.

All about Kanban, Scrum and co.

A mobility concept for even greater agility.

New horizons for new ways of working.



BE AGILE

3

EDITORIAL

New Work pioneer Michael O. Schmutzer makes a plea for increased agility.

4-7

INTERVIEW

Professor Weinberg of the Hasso Plattner Institute explains how design thinking is already changing the world of work.

8-9

SYSTEM COMPARISON

Design thinking, Scrum and Kanban – the major approaches to agile working.

10-11

ESSAY

Where artificial intelligence is yet to take us.

12-13

DIFFERING OPINIONS

Two different views on employee management.

14-17

CORPORATE COWORKING

The open spaces that companies need today.

18-19

DIGITAL TRANSFER

The founders of SHIFTSCHOOL reveal the secrets of successful transition into the digital environment.

20-23

THE FLEET PROGRAMME

A new mobility concept makes new workers even more agile – also in their breaks.

24-25

TOTAL SOLUTIONS

Design Offices work lofts ready companies for any challenges that may come along.

26-28

MÜNCHEN NOVE

The elite of the new work crowd will find a 5 star atmosphere at our 4th location in Bavaria's state capital.

29

OUR NETWORK

The favourite meeting places for ambitious networkers, coworkers and companies.

30-31

GET-TOGETHER

Trend-setting Design Offices events over the last few months.

LEGAL NOTICE

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EFFIZIENZ

NATÜRLICH

Why all of us need to be more agile now.

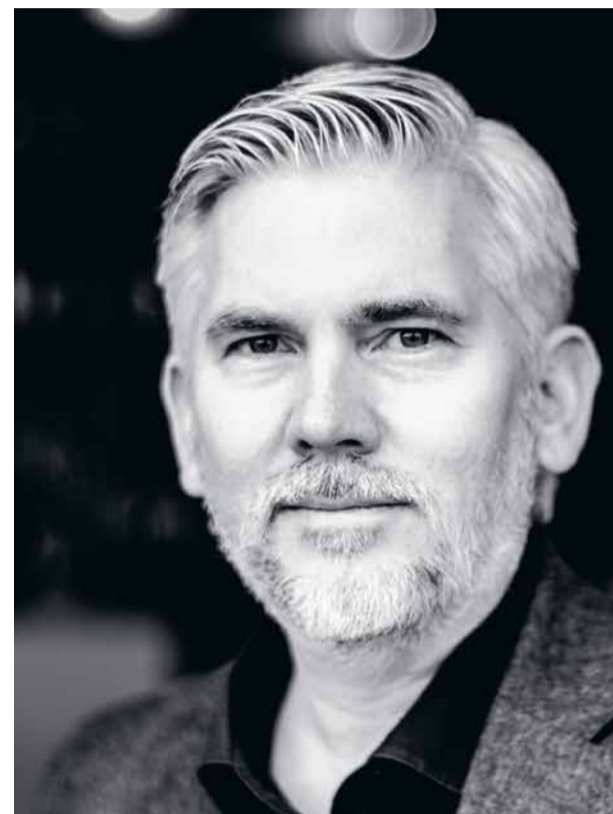
The outlook for the economy and the employment market could hardly be more dazzling – hundreds of thousands of additional jobs are predicted for 2018. Growth is unabated – in spite of Brexit and America First. So why change anything when business is humming along? Whoever thinks that way hasn't realised that our world of work is about to undergo what is probably the greatest upheaval in its history. Experts are still heatedly debating the consequences that digitalisation will actually incur. Just a few years from now, will many millions of people have no prospect of employment because countless jobs will be performed more cheaply and reliably by algorithms? Or will millions of new jobs appear that we can not even imagine from where we stand now? At any rate, many employees are concerned: According to one study (source: IDG), just 20% see their jobs as safe in future. The Greek statesman Pericles once said: "Ours is not the task of predicting the future, but of being well prepared for it." And we need one thing above all else if we want to achieve this: plenty of brilliant ideas. These are becoming a vital resource for the new world of work, and are the deciding factor for corporate development and success – the era of constant disruption has long been well under way. But where do the ideas come from? The best method of creating them is through agile processes. Employers can implement these processes to draw on the full potential of their employees, identifying and fostering new talent at the same time. This is reason enough for us to devote the latest issue of our DO magazine to the subject of agile working.

I hope you will enjoy an exciting and inspiring read!

Best wishes,



Michael O. Schmutzer



Michael O. Schmutzer

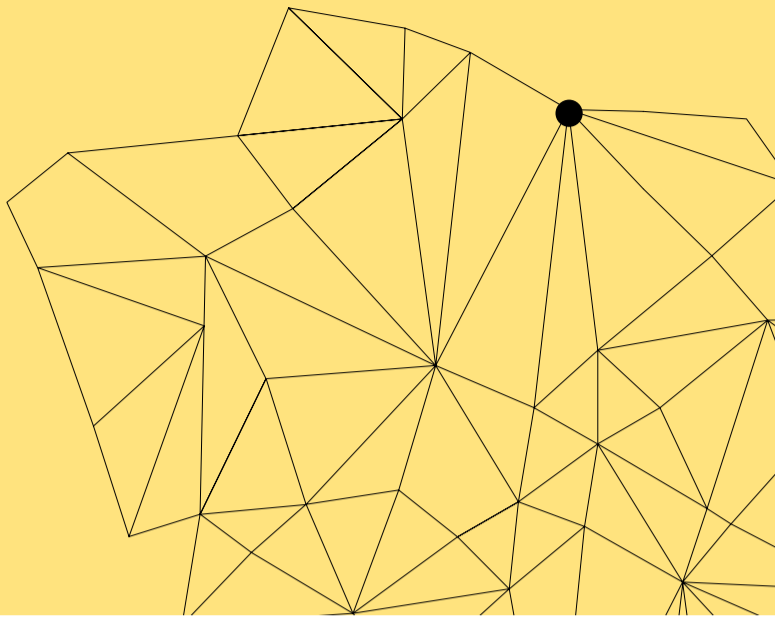
The founder and CEO of Design Offices is a pioneer of the new world of work and agile working methods.



In many companies, action is urgently called for with regard to agile working methods. According to an IDG study in 2017, conference calls are still the best collaboration tool.



PROFESSOR ULRICH WEINBERG,
HPI SCHOOL OF DESIGN THINKING



HOW TO KEEP PRODUCING LOTS OF GREAT IDEAS

A conversation with the guru of design thinking

There are a lot of definitions of design thinking encountered these days – what's yours?

Contrary to what you often read, it's not just a method-based approach. For me, design thinking is the interplay of three elements. Method does have a role to play – albeit a non-linear one – in a people-focused approach that is greatly reliant upon intensive research and continuous prototyping. The second element is the focus on small teams that engage in this iterative way of working. They collaborate in a mixed group, which in turn works alongside other small groups to come up with solutions. And the third is the physical space, for which we have been developing our own furniture for the last ten years, as we had not found anything suitable anywhere else. All the learning, work, experience and development with regard to design thinking is supported by this dynamic trio. As we see it, when practised radically, these three elements will create the change in the workplace culture that is more and more urgently needed in the 21st century.

How does this differ from other working methods?

You move beyond the purely technical sphere and draw on social factors as well. We need to take the step that I described in my book "Network Thinking – Beyond Brockhaus Thinking": away from traditional analogue ways of thinking and working and towards networked, digital and agile ways of working – not just in terms of but also in the way we think. In an increasingly complex world, we can

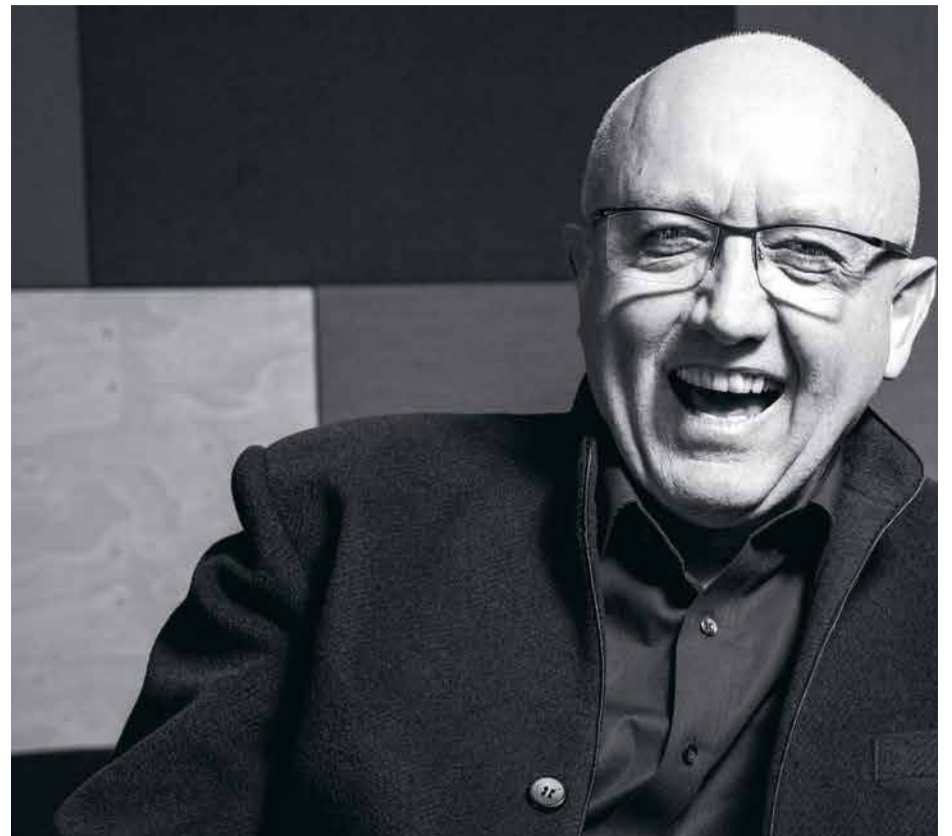
no longer allow ourselves to continue solving multi-faceted problems as competing individuals. It makes much more sense to combine the expertise of individuals into something far more complex, in order to boost our solution finding competence. In this manner, it is far more likely that I will arrive at a sensible and sustainable solution than if I just looked at it from a single expert's point of view.

Many industrial companies are finding the new ways of thinking hard to deal with ...

Yes, it's certainly a lot easier to introduce new technology than new ways of thinking. We just ran a management workshop for executives from an automobile group, and there was a lot of debate about what digitalisation actually means. As things stand now: a car consists of a metal body and an engine, a great deal of hardware and electronics and a little bit of software. The electric car of the future will be a piece of software first and foremost, with hardware assembled around it – that's obviously a totally new way for thinking for a traditional automobile manufacturer .

What's the difference between design thinking, Scrum, Kanban and other methods?

One difference is that we're not just looking at the process but that we are considering the physical and virtual environments in which a process takes place to be just as important. And that we rely heavily on mixed teams – a mode that we call a team of teams mode. So not



“Rabbit hutch offices – we need to say goodbye to all that and head for the world of agility.”

Professor Weinberg on design thinking

a swarm mode, but a mode that enables us to transfer the pressure of competition from a single pair of shoulders to the shoulders of a whole team. Teams work alongside each other to manage the development process.

Let’s switch to industry: Who is in charge of forging ahead with new ways of thinking in any given company?

Companies are lucky if this happens at C-Level. Let’s talk about the bigger companies, that have been going for umpteen years. Most of them have management echelons that have evolved in analogue, hierarchical cultures and are also nurturing them as well. At the same time, there is this pronounced awareness that huge changes are happening. People go on chauffeured innovation safaris in Silicon Valley and can see what’s happening but they still have blockades about taking the necessary steps themselves. Where we can often get started is with middle management, where people are already introducing innovations into companies. They see that certain steps are not being taken and that they will have to leave their jobs because they are working for a company that’s invariably heading over the edge. So they are often driving innovation forward – with backing from senior management if they’re lucky. These little germ cells are highly contagious – in a good way. They get people questioning the status quo: Is our old conference room still fit for purpose? Is the

way we run projects still in line with the times? Is the way we treat employees still the right way? This requires support from management – otherwise you’re just wasting your time. But when you get the backing, cultural change can be quick to bring about.

Do companies have to tear down their existing structure if they want to implement design thinking?

You don’t always need a totally new company building but you need to get rid of a lot of the walls. Here in our new agile world, we need to say goodbye to rabbit hutch-style offices that were also all about hierarchies. Any company planning a new building shouldn’t just bring in architects and interior designers but involve employees from the outset, too, and design a building that allows plenty of variations.

What do you need in a work environment for supporting a new way of working?

We are thinking in terms of four interconnected areas. The first is a collaboration area with bar-style tables for five or six people to work at – surrounded by big white boards for visualizing things quickly. The second is the Share Space – an area with bleacher-style seating for 50 to 60 people. This is where teams present what they are working on at the end of the day and invite feedback. The third is for relaxing – a lounge area – that’s important, too. And the fourth is the so-



Professor Ulrich Weinberg

Ulrich Weinberg has been involved in innovation for 30 years, initially in the fields of film, 3D computer animation and computer games. He founded several companies and spent 13 years as a Professor teaching at the Film Academy in Babelsberg. After such a long and successful career, he decided to take a sabbatical and travel to China. But he was asked to set up the HPI School of Design Thinking there in 2007 – a challenge he couldn't resist – luckily for graduates of nearly all disciplines who have learned to work as networked multi-disciplinary teams there. Alongside his teaching and research activity, Weinberg also wrote books that are now standard works to be recommended to anyone wanting to study the subject in more detail. Titles include "Design Thinking live" and "Network Thinking – Beyond Brockhaus Thinking".

called Make Space, with a work bench and the necessary tools – plus a 3D printer and laser cutter for building detailed prototypes. We call the four areas our We-Space. The training spaces at HPI in Potsdam have been set up solely as We-Spaces. But you also need I-spaces in a work context – places where people can be on their own.

In our experience, it takes a while for agile processes to be taken on board.

Certainly, it isn't easy to let go of old ways of thinking and behaving. You can't just introduce new software and change offices into one big open-plan office. You need to provide plenty of support for the transformation processes and employees need to be part of the change processes. In protected areas – "spaces of failure" as I call them – people can forge new experiences of agile ways of working – positive team experiences that will then feed into their daily work. When you experience the flow of ideas that arises here, you understand why it's so important to not only work with words and numbers but to use drawings, objects and materials as well, and tap into team creativity. The space available for this has a major role to play. There is a big difference between being able to put a couple of bullet points up on a flipchart or having a whole wall to write on for visualising ideas together. And you need the flexibility for setting up your working environment as you want it and stating individual requirements. The furniture

we have developed is on wheels and even the sofas have wheels at the HPI. All the furniture is in a corner at the start of term. After that, it's down to the students: create the space you need! Work spaces change as the weeks go by and every term is different. Teamwork needs spaces that can breathe. Design Offices provides the same kind of dynamic working environment for companies. This made a very positive impact on me when I visited the Highlight Towers. There are various areas that I can use for the different phases of my process. This working landscape also offers new components, tools and accessories that I might not have come across before but which soon become part of everyday working life – this is valuable and provides flexibility at the same time.

Should design thinking be taught as a basic subject at schools and universities?

A series of workshops that we ran with schoolchildren showed that design thinking can already start in schools. In Potsdam we focus on training students and professionals, but one of the major tasks that we have set ourselves this year is to have a stronger presence in education – in teacher training and in schools. We have to be more agile here, too: away from the static, competitive Brockhaus world and towards a networked way of thinking and working based on collaboration and teamwork.



NEW IDEAS FOR NEW IDEAS

The key agile working methods

In the era of Industry 4.0 and the IoT, we have to ask ourselves: what's left for us humans to do? Wirtschaftswoche magazine discussed this in Oxford with Carl Frey, a famous researcher into the subject of the future of work. His answer was: "Creativity and social interaction are highly digitalisable". He summed up as follows: "People have to learn to use their brains." This offers fascinating potential indeed, considering that if all nerve pathways in the human brain were arranged end to end, they would measure a total of 5.8 million km – a whole lot of space for developing new ideas. But the question is – how do you come up with ideas most efficiently? The rules of the game for our current world of work arose in the era of industrialisation. The overwhelming majority of jobs were all about repeating and perfecting the same work processes – and

this applied both to production and management. Creativity was only required of a tiny percentage of employees. Today, the aspect of creativity still plays a merely subordinate role in schools and further education. And now it's up to employees to unleash their staff's creativity. But excellent ideas come about in a very different manner than top class industrial products, for example – so completely new processes and environments are required if they are to be brought about. The software industry is – and has always been – the driving force of changes in the world of work. It is also responsible for the new agile thought processes that produce better ideas at a faster rate. And they are currently needed across all sectors.

Design Thinking

Probably the most popular agile way of working: Design thinking is all about unleashing the maximum amount of creativity from all project participants for the systematic resolution of complex problems. The principles of design thinking involve an emphasis on visual ways of working, allowing crazy ideas in and holding back on criticism. Participants are encouraged to build on the ideas of others. Right from the outset, everything revolves around end users. They are closely involved in the process, also by being presented and familiarised with solutions at an early stage so that the final result is perfectly tailored to their wishes and needs.

Kanban

Kanban comes from the Japanese for card. Originally, Kanban was a process for controlling and steering production. Today, the term stands for working in small increments. This agile working method is based around visualising processes on a Kanban board. Bits of paper showing tasks for completion, the current state of progress and any problems arising are posted on it. This achieves the highest level of transparency possible across the entire working process. The individual notes help generate flow. Anything holding up the flow is analysed and optimised. In this way, Kanban enables the process of continuous improvement.

Scrum

The basic idea behind Scrum is not to plan a project from A to Z but to conduct it iteratively i.e. step by step in what we call sprints. This allows input at any stage of the process as required. Scrum gives participants a chance to respond to new problems at short notice. The so-called Scrum Master has a crucial part to play with this agile working method. He or she is responsible for creating ideal working conditions and ensuring compliance with the rules. The Product Owner is responsible for the project's economic success, which he or she also achieves through close contact with the customer and the project team.



CURTAIN UP: HERE COMES ALEXA!

Artificial intelligence is changing the world

"Hey Siri, what's artificial intelligence?"

"Artificial intelligence (AI) is an area that addresses the automation of intelligent behaviour – shall I go on?" Thanks Siri, but we can all read a Wikipedia article for ourselves. Siri, Alexa, Watson et al. may be the forerunners of the much-quoted AI, but they are still far from representing all of human understanding. And yet they have already had an immense impact on the world of work. The fact that countless low-qualified jobs will disappear in future is no surprise to any of us. Contactless payment makes retail checkout staff obsolete, while driverless cars will replace taxi drivers. But even much better qualified professions are far from future proof. Students need to think long and hard about whether to opt for law or not. As far back as November 2014, the UK firm Jomati Consultants predicted that bots would replace lawyers by 2030. And IBM is heading for success with Watson in the USA. A legal system based heavily on precedents is all about research. And a computer can do this not only faster but much more reliably than a real person ever could. Ten years ago, Constellation Energy in the USA was still spending around 4,000 working hours a month on legal research – it's now done by software in a matter of minutes. McKinsey predicts that the work of ten million lawyers and finance experts will be performed by computers by 2025. Online banking and cash machines replaced bank teller jobs long ago – and now investment professionals are in the firing line due to the digitalisation of share trading. Even the demi-gods in white aren't safe. Already in terms of diagnostics, AI is way ahead of human physicians. AI simply has so much more information available than even the most experienced medical professional. The digital doctor knows the medical history so much better than its human colleague and can therefore provide the right diagnosis and

recommend the appropriate treatment with greater reliability. And that's not all – not by a wide measure: today, robots are already carrying out individual procedures in the operating theatre. And it looks like it's only a matter of time before they will be in charge here, too. So naturally the question arises: What will be left for us humans to do in future? But there is one area where computers still don't do very well – and are not likely to for a long time yet: performing all the tasks that require creativity. A salient example of this is the failed attempt at using an algorithm to write a sequel to Harry Potter. Botnik – a collective made up of authors, artists and developers – came up with a programme called "The Predictive Keyboard". After they gave it all of the books by J. K. Rowling to read, it came up with a novel with the following title: "Harry Potter and the portrait of something that looked like a big heap of ash." The text is full of surprising twists, with Ron doing something really outrageous: "He saw Harry and immediately started eating Hermione's family." A course of events that Harry Potter fans would like nearly so much as the author's original version. Again, this just goes to prove: great ideas aren't so easy to achieve with an algorithm.

HOW DO WE SET THE WORKFORCE ON COURSE FOR SUCCESS?

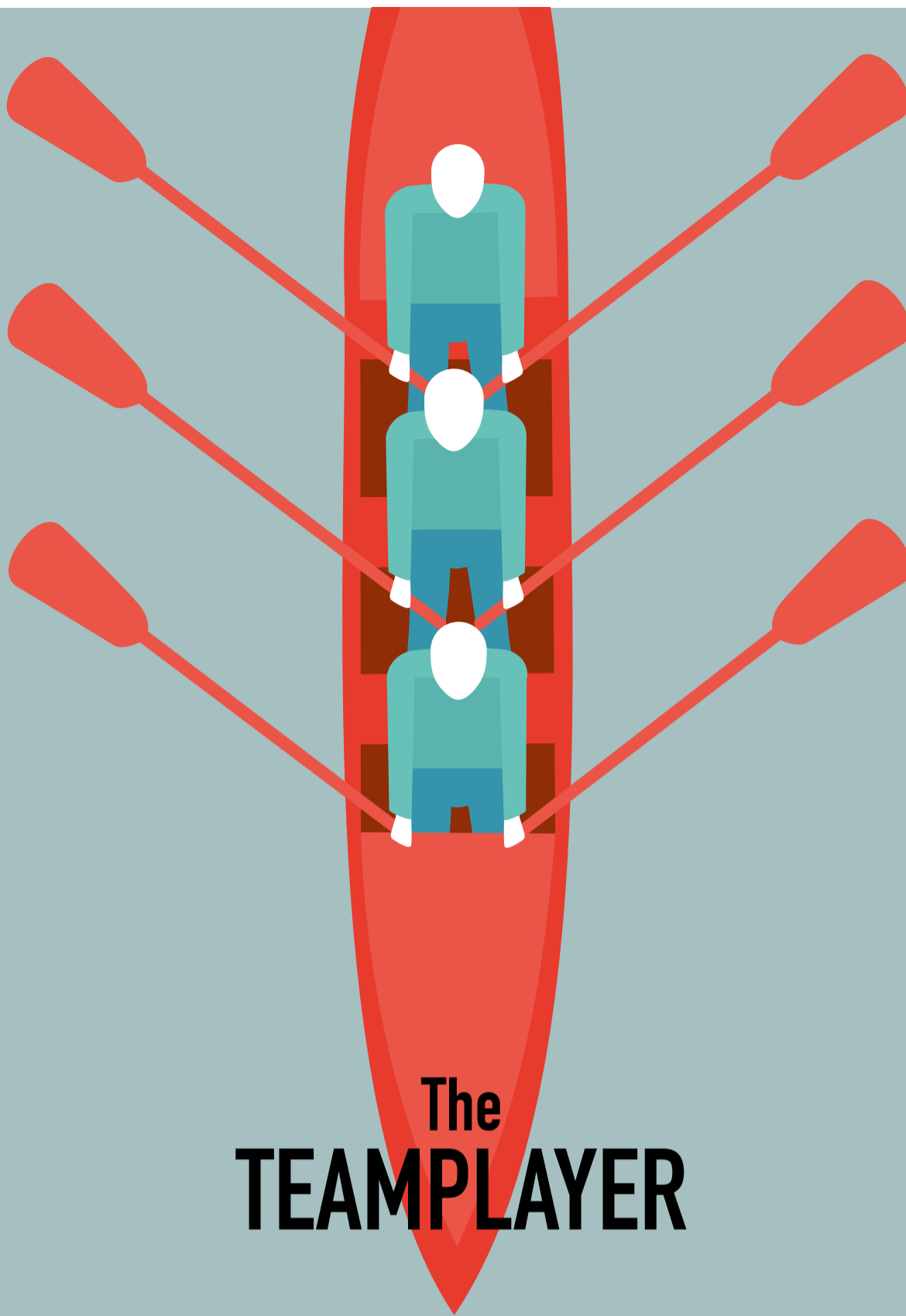
Different takes on how to do your job



The HIERARCHIST

Employees need to know, who is above and below them.

Every company needs a smoothly operating chain of command – especially in a time of rapid change. This is the only way a business can be put on a new course in the shortest time. Companies where employees discuss everything in the smallest detail lose momentum – and have the moment of inertia of an oil tanker. Managers acquire their authority through total commitment and by providing the perfect example. The same applies to their appearance. If you turn up to work without a tie then you shouldn't be surprised if people start being familiar with you. You lose respect if you allow subordinates to be too familiar with you. Employees will only acknowledge a person who commands respect. Praise expressed in the words: "Well done", is so much more elevating than: "Hey, well done there." Even though many people say otherwise, people actually appreciate authority.



You can't force excellent solutions.

Powerful hierarchies within companies are old school – it's time for a completely new management structure. Only one thing that counts for success these days: ideas. And they can't be structured or simply ordered. We need to create biotopes where tender plants can grow into strong structures for the future. It's important to know that it isn't always the employees who shout the loudest who have the best ideas. Everyone needs to have their say and be listened to. Let's not deceive ourselves – talented young employees are an extremely rare species. Anyone wanting to spark the enthusiasm of employees who truly merit the label of high potentials must give them as much every scope for action and support as possible. Teams that actually drive themselves ultimately have a lot more commitment and produce much better solutions than if they were driven by someone from the old school cracking the whip.

CORPORATE COWORKING



Inspiring environments.
A dull environment is not going to generate sparkling new ideas. Intellect and creativity require stimulation.

READY FOR ACTION

New open spaces with corporate coworking

“But we’ve always done it that way” – the famous last words of a failing company. The increasingly complex tasks of our digitalised global world can no longer be addressed by time-honoured standard procedures. Now more than ever, companies and their employees need to be more agile in their ways of thinking and acting. But – to achieve this – a new culture and intelligent new concepts of space are required, and neither is present in most companies at the current time.





FREEING UP CREATIVITY

Fostering innovation through corporate coworking

One major factor is paramount in the modern working world: creativity. It's the decisive element in our era of disruption. Not so long ago, even globally successful companies managed with just a few ingenious masterminds, whose brilliant ideas shaped the entire company. But the breath-taking pace of current developments means that even the best minds can't think ahead quickly enough to cope with increasingly complex challenges. Ideas need to come from all employees now. But most of them aren't yet up to this challenge. Because creativity is

still being accorded a subordinate role in our education system, it's down to employers to encourage this in their employees – day after day. And this is where we come up against even more significant deficits. According to a Forester study, 61% of managers surveyed said that their companies weren't creative. And the picture their staff painted was even more discouraging: a total of 69% said that their creative potential was not being used. The significance of this has long been apparent. So

how can companies lay the foundations for desperately needed change? Creativity can't be ordered up – you have to create a culture where ideas thrive and employees can flourish as they go about their daily tasks. And this starts with a working environment that's inspiring and where you can really focus on your work because everything else has been thought of. This is precisely the idea behind corporate coworking.

71%

rely on creativity.
Employees regard creativity as an essential skill for the future.

“Spontaneous exchange and collaboration within the team are greatly enhanced.”

Andrea Weinberger, Head of Change, Culture & Communication Mercedes-Benz Finance

Flexible scope for companies. Whether 1,000 employees need to be trained for a new task, several project teams have to develop new solutions overnight or high-potential creatives need to give it their all: corporate coworking makes this and much more possible – without any delays. The spaces required for agile thinking and seamless knowledge transfer, for teams, working groups and lone wolves are already there for the asking. They are equipped with whatever new work requires. First class services and plug & play facilities get people going right away with no loss of momentum – for achieving the desired results via the fastest route.

Number one in Germany. Now at more than 20 different locations, Design Offices is the undisputed market leader in corporate co-

working. Our offerings are based on years of meticulous research and studies, thereby meeting all the demands of the modern working world. We provide companies with coworking spaces that are perfectly suited to different team sizes and their various tasks. The inspiring start-up atmosphere and

54%

without a plan:

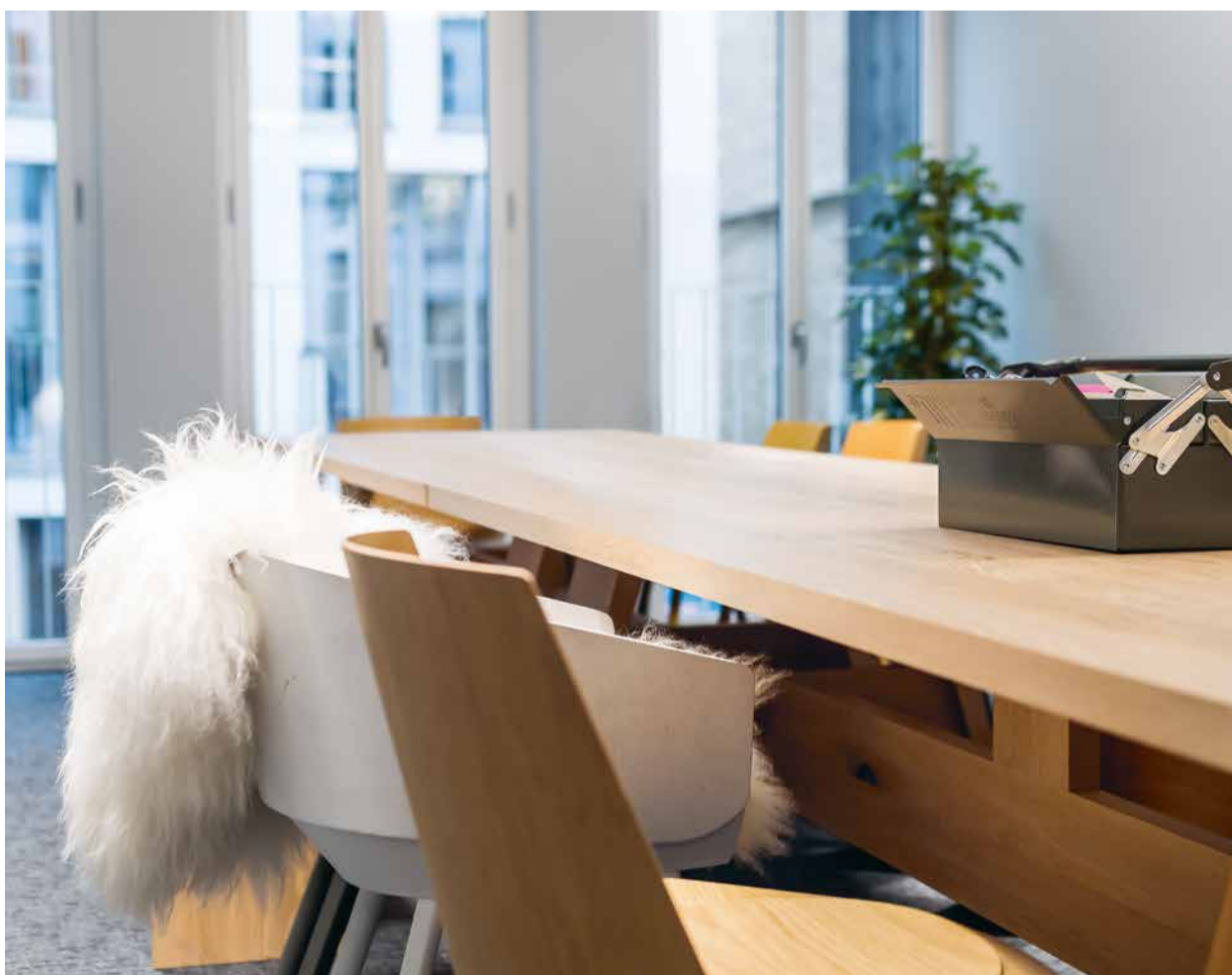
Most companies haven't established any culture for creative processes (Staufen).

support from our highly professional team get them started on creating the future. Just like the office spaces where teams and project members can work away, undisturbed and on their own.

Conference spaces are available for the exchange of ideas and transfer of knowledge. Event spaces are at hand for celebrations and networking. Deloitte, Deutsche Bahn, Innogy, Jomoo and Mercedes-Benz are among the many customers that have made Design Offices number one throughout Germany.

Separate thinking, shared progress.

Working in lots of little teams gets you to a shared goal in short increments. Everything you need to be productive is directly at hand.



Short paths.

If you want to arrive at the best solutions quickly, you need to be able to confer on a regular basis – flat hierarchies speed up all the processes.

DISRUPTION STARTS IN YOUR HEAD

Interview with the founders of SHIFTSCHOOL, the first academy for digital change





SHIFTSCHOOL students are trained as Digital Transformation Managers on an 18-month work-study programme. The academy's contents, curriculum and methods differ greatly from traditional approaches and the current offerings on the training and education markets. Their programme is focused on providing students with the necessary skills, the right mind-set and a powerful network – enabling their success in a changing digital world.



Business is humming – do we really need change?

Everyone's shouting about change but nothing's happening because we're still doing well. But the future never arrives by appointment. We need to get started now, or we may well be in for a surprise. We are all in the dark about how things will look in five or ten years from now. But what we do know is that we will be needing organisations that can handle the extremely rapid pace of change. And this is where we have the most urgent need to catch up.



Who are the drivers for change?

You will find them in just about every company. But the question is: will they get the chance to actually change anything? Only if the top levels of management consistently put their weight behind change will anything change.

Many companies are lagging in terms of change – but why?

Companies fall behind when they do not seriously want to change anything. Many of them evade the truth, launching short-lived digital initiatives that distract from the actual problems and hide their lack of leadership. These bottom-up initiatives might appear attractive, but sustainable transformation only really happens when all of the management team back it to the hilt.

What kind of investment does digital transformation require from companies?

It's not a question of how much it costs, but what the alternative is. There are basically two options: You either run with the established model until it doesn't generate any more profits and the business fails or you make a meaningful investment in the future.

It's predicted that progress will result in the loss of millions of jobs – is that correct?

We're having a tough time with these predictions. While some people say that progress will cost jobs, others are maintaining that robots will create plenty of jobs in turn. We stopped reading these studies long ago. It's far more important to ask the right questions. If machines can take over more and more jobs and routine activities are being automated, what jobs will be left for human beings? And what qualifications will be needed to do them? If the half-life of knowledge is de-

creasing dramatically, is it really sensible for people to spend years specialising in a particular area? In future, professional skills will be taking a back seat. We are convinced, that people who solve problems in a creative way, want to question the status quo and who are able to interact and communicate with people and machines to an equal degree will be more successful. This is what we aim to convey to participants.

How does your school differ from traditional training establishments?

We deliberately avoid perceiving ourselves as either a traditional academic institute or a professional academy. We are highly specialised vocational trainers with a teaching concept consistently focused on the needs of our digital age. This is the only way we can respond quickly and flexibly to external demands. We regard ourselves as a springboard for anyone wanting to have a career in one of the emerging jobs of the future and committed to providing the momentum for companies to take established business models forward into the digital era. Our programme is aimed at people who are already experienced in life and work and want to shape their own future. We're looking for pioneers who have the motivation and desire to do something terrific – also in addition to their jobs.

How stimulating do you find the Design Offices corporate coworking offerings?

With Design Offices, we've found the perfect partner for achieving excellent results. This applies both to our professional training programme as well as to the strategic work with customers. And we don't just mean the inspiring atmosphere and flexible approach to space, but the people – the ones who really get what we're about. The team headed by Michael Schmutzer does not only create beautiful spaces – they live and breathe the new mind-set, too.

Christina and Tobias Burkhardt, the founders of SHIFTSCHOOL. Christina Burkhardt is a passionate builder of bridges between the digital and analogue world. She and her husband Tobias Burkhardt, an experienced change manager, trainer and critical observer of the world, founded SHIFTSCHOOL together – the first digital transformation academy in Germany and based at Design Offices in Nuremberg.

200–425

billion euros
is the estimated growth potential of Industry 4.0 by 2025.

50%

of the 500 best performing companies in the USA have fallen victim to change since 2000.

55%

of managers questioned say that simple activities will be increasingly outsourced in future.



MOBILITY SERVICE



A stylized, high-contrast graphic of a bicycle in shades of orange and yellow, serving as a background for the text. The bicycle is shown from a side-on perspective, with the front wheel, handlebars, and frame clearly visible. The background is a solid yellow color.

No stops. Just go.

The modern approach to work champions sustainability, and this includes a commitment to the sharing economy. The philosopher Richard David Precht predicts that – in only a few years – over 80% of the present vehicles could disappear from our streets because more and more people are sharing them instead of owning one. But we don't want to wait around – we want to act now. While all of our locations have perfect transport connections, but it's getting a bit crowded in metropolitan areas. And not just at the usual peak times. In introducing our mobility service, we are giving our office customers and employees the chance to get about more quickly during the day – for both business and pleasure. You can get anywhere by bike, you don't need to find a parking spot and it's really good for your health, too.

TIME FOR A NEW WORKING MOTION

The Design Offices mobility service



We give everybody a work station tailored precisely to their needs – so why should it be any different with a bike? We've chosen the bikes for our mobility service with the same care as our facilities and technical equipment. Knowing full well that new workers operate fast and have a weakness for excellent design. Our fleet offers five bikes from three of the best manufacturers in Europe. Three of the models come from Schindelhauer in Berlin – a company with high standards for beauty and perfection similar to our own. With their stylish design and clever functionality, Schindelhauer's bikes are winners of the "Best of the Best" Red Dot Award. For people who don't want to tire themselves out too

much, we have e-bikes from Coboc in Heidelberg. A powerful Bosch motor zips you along from A to B – and naturally, the design is impressive too. If you have a bit more to carry than the usual luggage rack can accommodate, we have a special treat in store: a cargo bike that carries up to 100 kg – made by Butchers & Bicycles in Copenhagen. It also has a Bosch motor to go easy on your legs when you have a big load. So office customers can get where they're going exactly how they want. The bikes can be borrowed from reception at Design Offices. And you can also reserve your bike in advance by email. Every location has a bike expert answering any questions you might have.



"I've got no time for traffic jams."

Michael O. Schmutzer, CEO Design Offices

So what does our new work pioneer like about this 200 year-old mode of transport?

Waiting is one of the few things I hate doing. I always need to be on the move – with the feeling that I'm getting somewhere. That's why the bike has always been the perfect mode of transport in the city. And I also have some of my best ideas out in the fresh air – including the one for our mobility service.

Hand on your heart – don't we already have enough rental bikes in our cities?

The truth is that there have been way too many for a long time now. The problem is that all of the bikes lying and standing around on our streets are just not acceptable. Don't even talk to me about their design. But the worst thing is their lack of functionality. End of discussion.

What was your first bike and what's your favourite model now?

My first bike was an orange Bonanza – a dream on two wheels. Me and my ONE Soho from Coboc are inseparable at the moment – you can borrow one from any of our locations free of charge.

What will yours be?



Siegfried: Aluminium frame, single-speed/fixed-gear, dual pivot brakes, total weight 8.6 kg



Ludwig: Aluminium frame, 8-speed hub, dual pivot brakes, total weight 10.5 kg



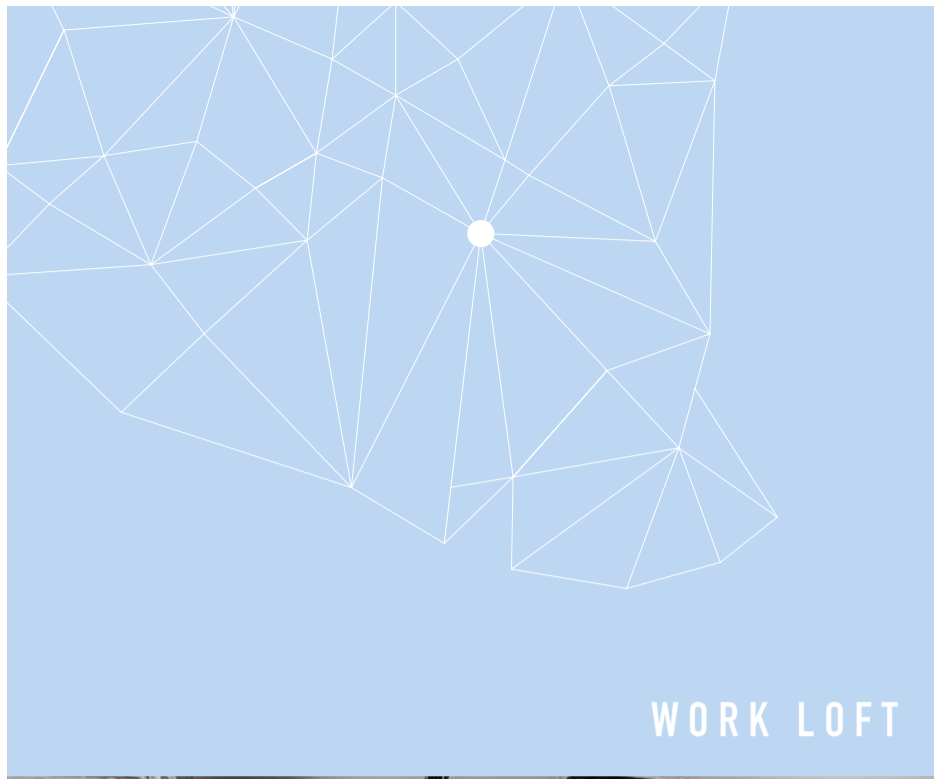
Lotte: Aluminium frame 8-speed hub, dual pivot brakes, total weight 10.6 kg



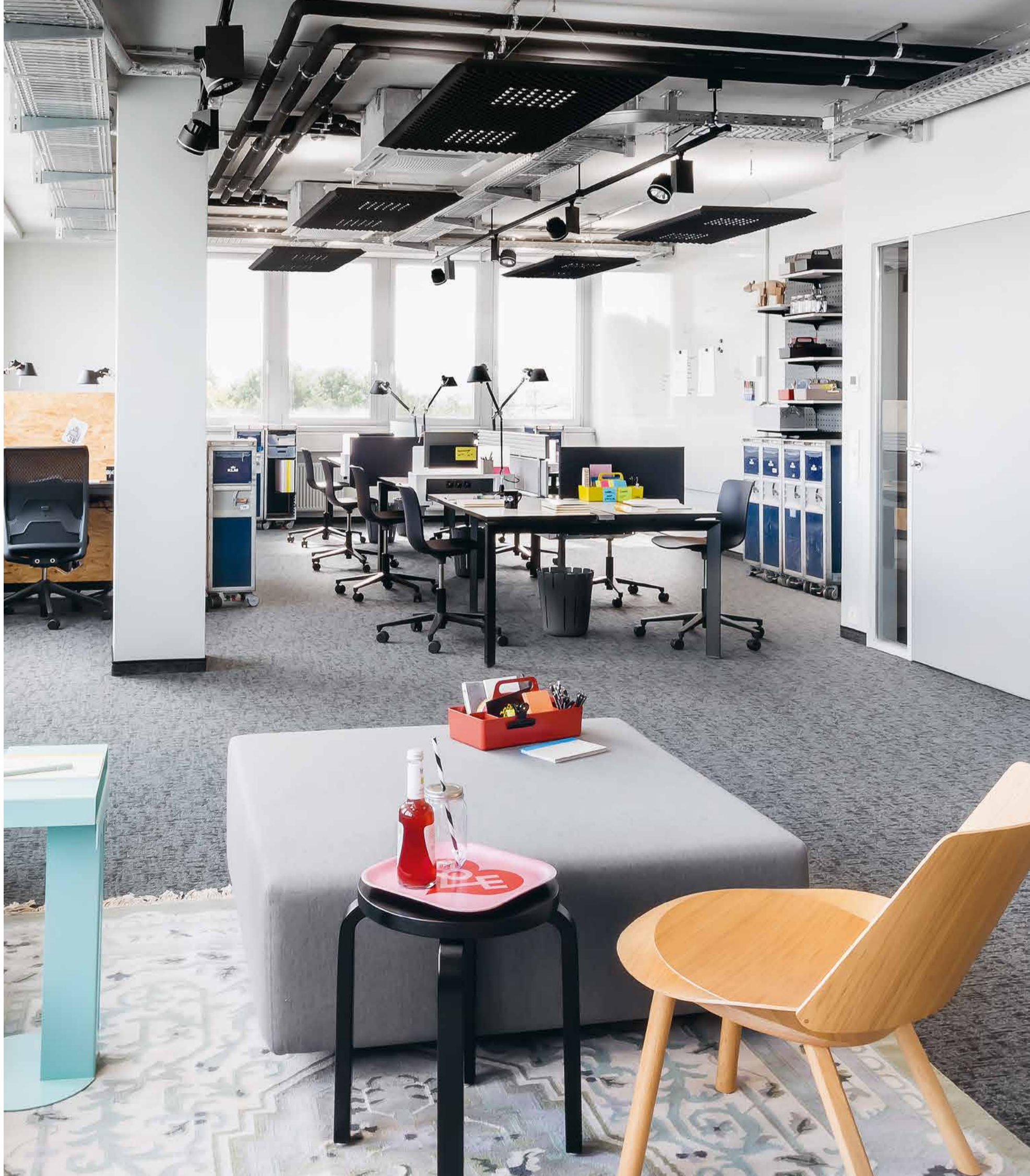
ONE Soho: Aluminium frame, single-speed chain, Bosch motor, range 80 km, 2-hours charging time



MK1-E: Aluminium frame, hub gears, Bosch motor, max. load 100 kg, range up to 110 km



WORK LOFT



Progress in Work.

No more schlepping between different work spaces – the work loft offers the right space for every kind of task.



NEW WORK AT ITS BEST

Design Offices work lofts

Agile work demands agile working environments. Smaller teams quietly come up with ideas, while bigger groups make a bit more noise. And individuals need somewhere they can go to talk on the phone undisturbed or complete tasks that require the utmost concentration. That's why Design Offices created its work lofts – the signature product for agile working. It's a completely separate working landscape, with separate access for your own team, community table and work area for efficient working, focus boxes and work bays for creative activity, sofa areas and a pantry for re-charging the batteries. A multitude of different working environments and layout options. The space can be divided up into different areas to suit your needs. Customers choose the set-up: office, coworking, conference or loft style. No wonder so many customers are clamouring after such a versatile landscape to work in.

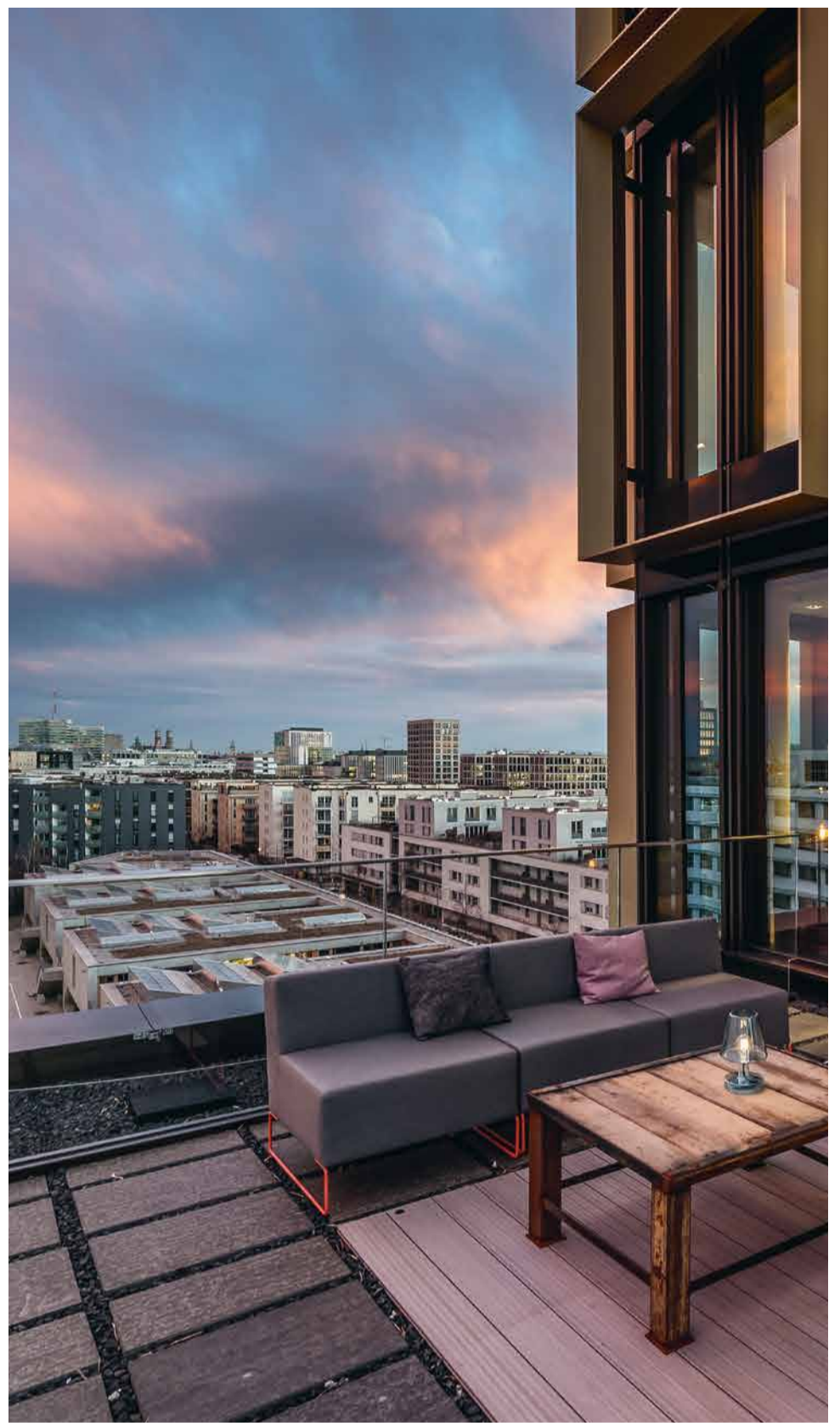
NEW WORK DELUXE

München Nove – exclusive new office landscapes



Heaven of Bavaria.

Is it an office block or already a palace? Ever since the time of King Ludwig, Bavarians have had a taste for luxury – and the new Design Offices location has no lack of it.



Some of the most gorgeous buildings in the Bavarian state capital are influenced by Italian style. And not just the palaces with which King Ludwig lined the streets that now bear his name. And the latest architectural marvel in the heart of the city was designed by one of Italy's greatest designer-architects: Antonio Citterio has created a fascinating office complex on the site of the former freight depot – just a stone's throw from the central station and the city centre. Here on Luise-Ullrich-Straße is the location of Design Offices München Nove, our third Arnulfpark site. New workers go about their business and do their networking on 3,000 m² of space – and in a 5-star luxury setting. No fewer than 127 work stations are available for the needs of companies and project workers. There's also 1,100 m² of conference space for high-level encounters. The rooftop lounge with an adjoining terrace is the perfect venue for the elite of the new world of work to socialise at glitzy prestigious events.



Networkers' Delight.
Enjoy a nice cup of coffee during the day – a chance to make new contacts while you take a break. Exciting events are staged there in the evenings.

WHEN HAVE YOU EVER FELT SO GOOD AT WORK?



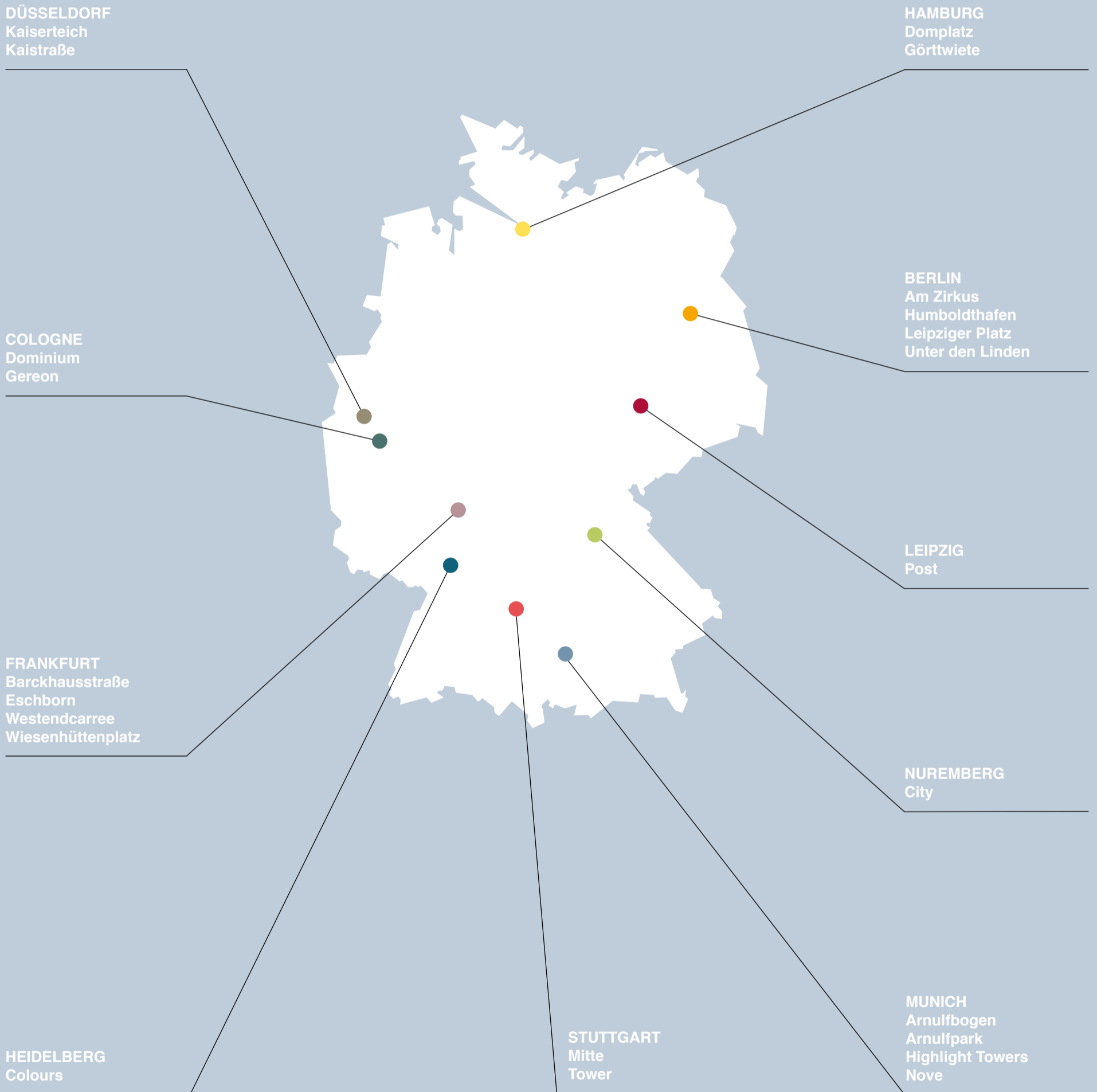
The select surroundings of Design Offices München Nove are the envy of executives all around. Being located here and inviting customers and guests to events naturally has a very positive impact on any company's corporate image. Employees who get to work in this elegant setting feel more than appreciated.



Inspiring environments.

The roof terrace has views of the rather classy neighbourhood: Google, Salesforce, PwC and Citrix are all here.

YOUR OFFICE NETWORK





NETWORKING LIVE

Fantastic networking events

**New work at the top:
München Highlight Towers.**

All the major new workers came together at Munich's most spectacular venue – the 32nd floor of Highlight Towers. A series of ten exciting stations had been set up to introduce the corporate coworking world. Additional inspiration was served up in the form of talks by Michael O. Schmutzer and Professor Weinberg from the Hasso Plattner Institute and artworks from the BLESS design duo.

A night to remember!



**Frankfurt is flourishing:
Anja Conrad's closing night.**

Petra Becker from International Art Bridge spent a memorable evening with Frankfurt's art cognoscenti. At our Westendcarree location, visitors enjoyed an exhibition by art photographer Anja Conrad entitled: "Weeds Make the Heart Jump." The inspiring exhibits had the same effect.

Wonderful experience of space: "Effective offices" Berlin Unter den Linden.

How to use space efficiently and create an attractive working environment for young talent was the topic of a brilliant conference showcased by the company designfunktion, Berlin, and other top-notch partners.



PunchOut.Tech #1 and #2.

Compared to these events, a visit to the lion's den is a mere outing to the petting zoo! The Founders Fight Club crew gave participants challenges from actual companies. Business founders, start-ups, movers and shakers, new workers – all creating an amazingly inspirational atmosphere .



The XING 2018 New Work Award.

Already on its fifth outing, this award is the Oscar of the new world of work. Michael O. Schmutzer emerged as a winner in the top "New Worker" category. This is a wonderful recognition of the pioneering work, the all-round expertise and vision of the founder of Design Offices. The award was handed out at the largest German-speaking conference on the future of work – New Work Experience, organised by XING at a most appropriate venue: the Elbe Philharmonic Hall in Hamburg.



