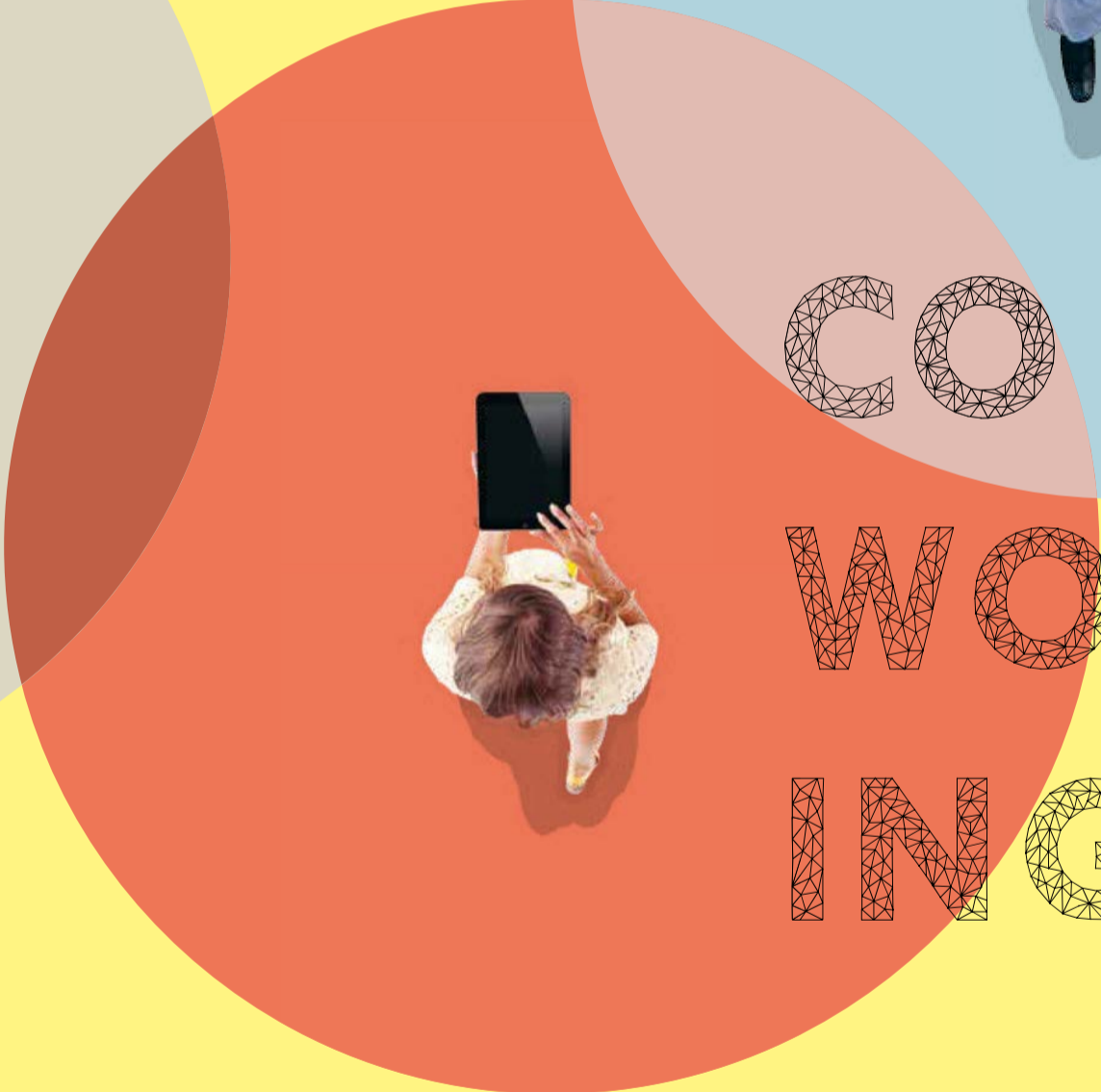


DO

new working spirit



CO WORK ING

Microsoft's new work culture

The spirit of coworking

Design for thinking

Hamburg, our crown jewel

3

EDITORIAL

Design Offices mastermind Michael O. Schmutzer on the changing rules of engagement in the world of work.

4 – 7

INTERVIEW

HR Director Markus Köhler explains Microsoft's new approach to work.

8 – 9

THE ESSAY

Identifying the most important resources in the digital age.

10 – 11

CONTRASTING OPINIONS

Two viewpoints on: How much change is necessary in the workplace?

12 – 15

OUR TOP STORY

How coworking is proving a breath of fresh air across multiple sectors.

16 – 17

COWORKING MANIFESTO

Principles for a freer, more creative and efficient world of work.

18 – 21

DESIGN THINKING

New schools of thought aimed at maximising talent.

22 – 25

MODERN TRAINING ACADEMY

Inspiring environments which enthuse speakers and seminar participants in equal measure.

26 – 28

WORKING IN HAMBURG

Where Hamburg's creative elite come to work and network.

29

OUR NETWORK

Top locations for networkers, coworkers and people who want to move things forward.

30 – 31

GET TOGETHER

A brief look-back on a couple of fantastic events at Design Offices locations.

LEGAL NOTICE

PUBLISHER: Design Offices GmbH | Königstorgraben 11 | 90402 Nuremberg | Tel: +49 911 323950 | info@designoffices.de | www.designoffices.de
PROJECT MANAGEMENT: Michael O. Schmutzer | Sabine Sauber **CONCEPT / TEXT / LAYOUT:** brand.david Kommunikation GmbH | www.brand-david.de
PHOTOGRAPHY: Markus Heinbach | Philipp Ledényi | Uwe Mühlhüsser | Klaas Stürenburg

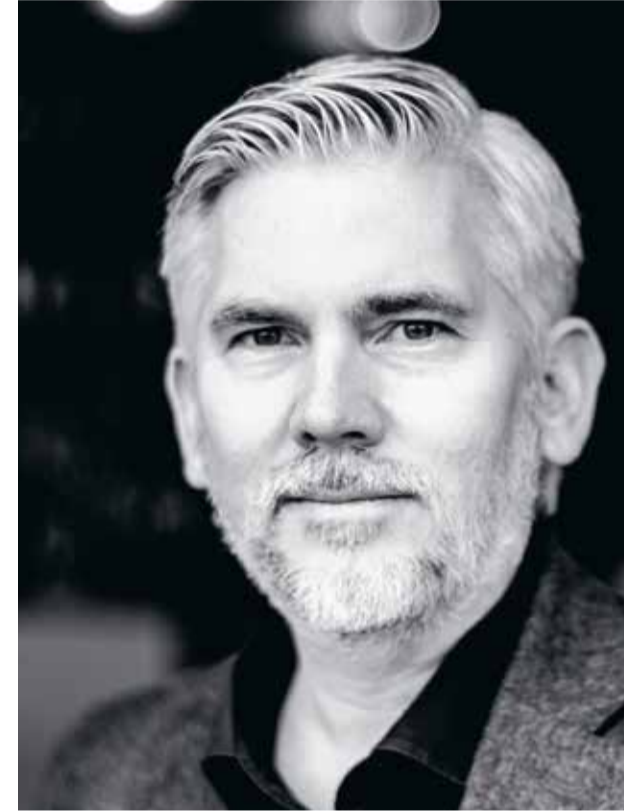
The future of work is self-determination.

“New work” has long since progressed from being the reserve of nerds from the IT industry and other unconventional thinkers. The demand for self-determined work has well and truly become commonplace. Nowadays, as the war for talent is constantly raging between HR departments, even traditional and long-established companies are having to rapidly rethink their approaches. Hardly a day goes by without someone contacting us urgently and asking for creative workspaces that “look as little like work as possible”. An increasing number of companies have recognised that it is precisely these kinds of environments that foster the ideas and concepts leading to success – irrespective of sector or industry. “Coworking” is the first word on everyone’s lips when discussions turn to self-determined work – a concept that we at Design Offices recognised at an early juncture, and a fact that has helped us become number one in Germany in this field. However, to shape the future, new ways of thinking are required – and “design thinking” is a prime example. Find out more on the following pages. I would be delighted to discuss these and other exciting topics revolving around the new work culture personally at one of our networking events. I look forward to seeing you there!

Yours sincerely,



Michael O. Schmutzer

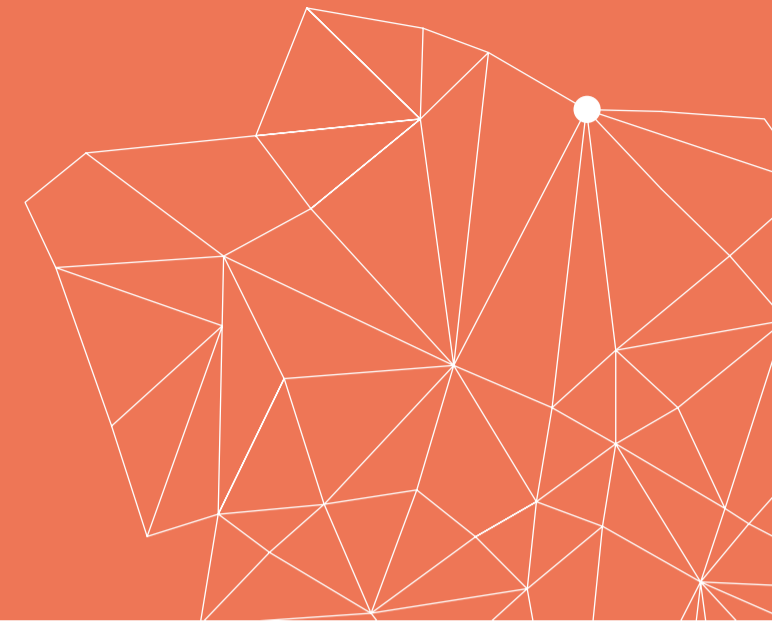


Michael O. Schmutzer
 Founder and CEO of Design Offices and visionary driving force behind all the developments revolving around new working environments.



Thinking needs workspaces which offer room for expansion in all directions. After all, achieving new goals is impossible if you keep to the well-trodden paths.

MARKUS KÖHLER, SR. HR DIRECTOR,
MICROSOFT GERMANY



AGILITY IS EVERYTHING IN OUR BUSINESS.

A conversation with the head of HR at Microsoft Germany.

Microsoft Germany has proved highly flexible for many years now with regard to working conditions. The company was one of the very first to discard rigid work models. This summer, Microsoft is taking things one step further. With its move to the new Microsoft headquarters in Munich, the company is once again underlining its status as a pioneer in the field of new work. We talked to Markus Köhler, Senior Director Human Resources at Microsoft Germany, to get the inside track on the new office location.

Mr Köhler, do you know where your desk is right now?

Absolutely! It's right here in front of me on the table. The laptop I work on is effectively my desk. The great thing about it is that I can take it everywhere I go. In fact, it has been a long time since I had a desk in the conventional sense that you probably meant.

Your new office in Schwabing has been called a "smart workspace". What is so smart about it?

The employees and their range of needs and requirements are at the heart of the smart workspace concept. Every employee can decide for themselves where, how and with whom they want to work. This opens up a whole new range of options for exchanging views and information. Various workspaces are available for different tasks throughout the building, from places of retreat for quiet activities requiring a great deal of concentration through to office spaces which are specially designed for team work and collaboration.

There is only space for 50% of the workforce in your new office. What happens if 60% of your employees turn up for work in the morning?

Due to the works agreement on trust-based working hours and trust-based workplaces, today around 90% of our employees already make use of the option to work flexibly and are not in the office everyday. On top of that, lots of our employees regularly work at our customers' sites. Today, many workspaces in Unterschleißheim have already been deserted. The exact requirements for workspaces for our new HQ were calculated based on a very precise analysis of the actual current department-specific attendance on site. Overall, there are 1,100 workplaces for around 1,900 employees. On top of that, there are many additional spaces like meeting and conference rooms, quiet areas for making calls and lounges.

What motivates managers to completely give up the reins?

Our positive experience left us in no doubt. It is a process which has gradually evolved from trust-based working hours to a trust-based workplace. Our approach facilitates a better balance between family and working life, and gives our employees the individual freedom to decide for themselves where and how they want to work. This has a direct positive impact on motivation and performance. On top of that, we have also been able to substantially increase employee loyalty.

And what do employees do with their new-found freedom?

It varies greatly from employee to employee. The flexibility paves the way for many different work models. Some use the time for their children in the afternoon, others like a change of scene and take up the option of working at home. Some drive to the mountains on a Friday, while others haven't changed a thing because they didn't want to alter their routine. The options available mirror the diversity of our workforce.

“The office is increasingly becoming the social supply line of a company.”

A conversation with Markus Köhler, Microsoft Germany.

Spaces are always also like a home. Are your employees now homeless in a sense?

I don't think I would anyone to call an office home. If the office is your home, something is decidedly not right. If you mean that an office provides a kind of orientation and sense of community, I completely agree with you. That's why every department is assigned to a specific zone within the building – so-called “anchor areas”. These provide orientation within the building and make it easier to bring teams together. The connectedness of employees cannot be achieved with specific workspaces, but with the people who work there and their team spirit. The office is increasingly becoming the social supply line of a company. It is where personal contacts are maintained and the venue for discussions, collaboration and networking. We create the perfect framework conditions for this with our new office.

But if employees don't come into the office every day, doesn't their identification with company fall by the wayside at some point?

I don't think that going to the same office every day necessarily increases how you identify with a company per se. The shared time, colleagues, superiors and work satisfaction are much more important identification factors and these have to be right.

How can employee alienation be prevented and identification with the company fostered within the new work culture?

The flexible work culture requires a more conscious form of communication. This demands more of managers in particular. For instance, feedback has to be far more specific, while personal contact takes on more importance. Many of our colleagues primarily come into the office to talk to one another. Work which requires quiet surroundings is increasingly being done at home. There are regular status meetings within all teams, both by telephone and in person.

Some critics have claimed that companies are only enthusiastic about new work models because they have discovered the huge savings potential.

I believe that companies implementing flexible work models due to savings

are doomed to fail. A tremendous amount of work in advance on the company's side is required for flexible work models to be effective. In addition to the technical requirements, the corporate culture and processes like target agreements also have to be adjusted. Managers need training, while employees need clarity. This is a long process which has to be constantly monitored and not simply implemented overnight.

Which developments in the field of new work are you hoping to see, and which developments are you sceptical of?

I assume that flexible work models will continue to increasingly prevail and that this will facilitate project work. Topics are becoming more and more difficult to delimit and networking within a company is therefore vital to remaining successful. We have found that a more flexible working structure also helps to break down “silo mentalities”. This new approach also requires fundamental changes to management: away from a controlling instance with superior knowledge, and towards the role of a team manager and coach.

I am sceptical of companies that want to introduce flexible working environments in double quick time. A works agreement alone is not enough. Above all, the company and management culture within the company have to be adjusted, too. Implementation can only be successful if the concept is well orchestrated.

Mr Köhler, has the emergence of new work changed your personal approach to work?

Most definitely. I use my time more effectively because I have learnt to listen to my instincts. What do I need to do right now to achieve my best performance?

Design Offices is primarily synonymous with flexible working environments. Can you imagine making use of the Design Offices offerings?

Personally, I could well imagine that, because there are a lot of similarities with our approach to work. From the company point of view, we have – so to speak – now already created our very own “Design Offices” for our employees worldwide.



The new Microsoft headquarters is full of innovations. These include an interior design concept that creates the ideal framework for mobile work. The office equipment is provided by our partner designfunktion.

THE REAL COMPANY HQ: THE MINDS OF EMPLOYEES.

The age of digital transformation.

No matter in which sectors or at which locations companies operate nowadays, their most valuable assets are no longer kept behind steel doors or in high-security compounds. Instead, they are stored in the grey matter between their best employees' ears. Information is the material that will shape the future. Knowledge is both the most important product and key commodity for setting a company apart from the competition. No wonder that a fierce war for talent is currently raging – the digital revolution is courting its children. As a result, it is important to create a new culture of work in which everything revolves around information and the minds that generate it. Knowledge can also certainly be a perishable commodity which has to be rapidly transferred and precisely distributed. And this is only possible with perfect networking: across all departments, throughout the entire company, across all time zones, and naturally over and above all political and cultural boundaries. Companies are being faced with the major challenge of enabling optimal conditions for networked working. Today, three quarters of all companies are already confirming that communication is becoming an increasingly important element of office work. Its share in daily tasks is currently nudging towards the 50% mark. In other words, employees spend almost half of their working hours passing on knowledge, and the trend is on the rise.

This shift in the workload is a key prerequisite for entirely new work models which are less and less linked to a fixed place of work. By the same token, rigid working hours are also becoming increasingly obsolete. This certainly accommodates the needs of young entry-level employees and staff with high potential. According to a study by Johnson Controls, 66% of

25 to 34-year-olds favour a flexible work model. This opens up new opportunities for companies, and not just in the competition to recruit top talents. The new world of work enables an unprecedented level of flexibility, from which both companies and their employees can benefit in equal measure. It also gives our cities the chance of a breather in future, significantly unburdening roads from the typical commuter gridlock every morning and evening. However, we shouldn't forget that there are still questions that every company has to answer for itself: How do you ensure that employees identify with an employer which they only mainly experience via digital channels, from the home office or a coworking space? The conventional identity factor, i.e. the company sign on the entrance to the works or office, is now of little relevance if employees only rarely work on site. Instead, the social structure is much more responsible for the sense of belonging. The meetings with colleagues as well as the conversations by the coffee machine – everything which makes employees feel part of a company has to be translated into this new age.

And this is far from an impossible task. Not least because a young generation that has grown up in this networked society will be the driving force behind upcoming changes. As a result, they already know all about the relevant rules that govern this type of communication. The flexible and self-determined work particularly demanded by ambitious young professionals and the resultant new corporate culture will definitely pay off for companies that adopt it. Not only thanks to the subsequent cost savings, but also primarily due to the new innovative solutions which only emerge within an environment liberated of rigid rules.

NEVER CHANGE A RUNNING SYSTEM?

More courage to change.



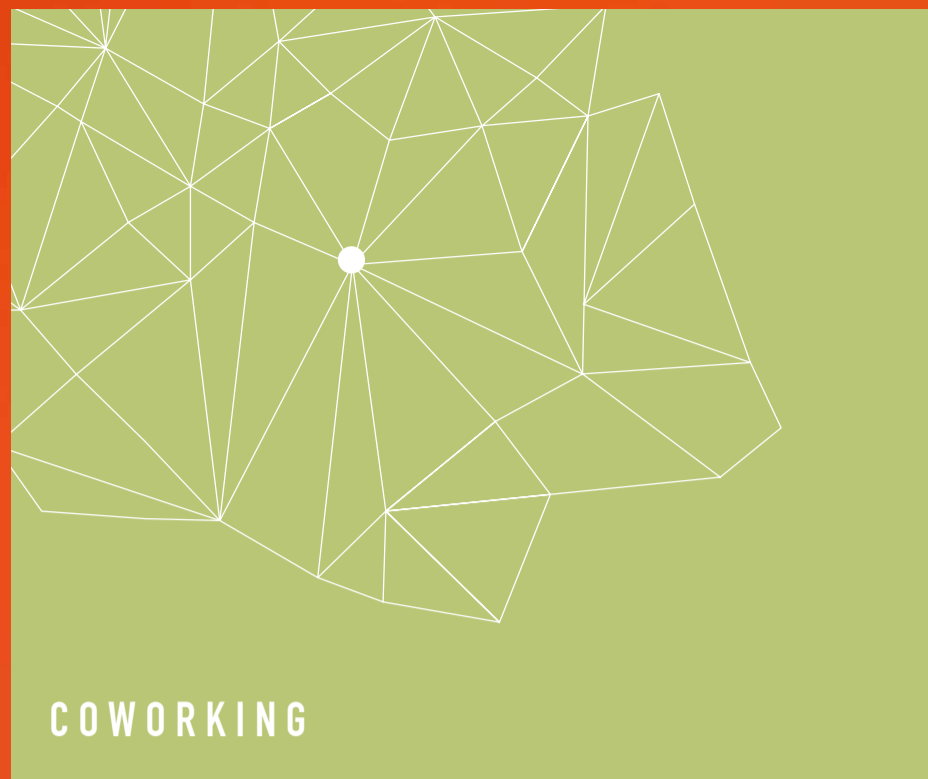
THE TRADITIONALIST

Change? If you do one thing today and another tomorrow, you probably won't have much of a business left in two days' time. The secret shared by successful business owners is continuity. After all, customers expect reliability. As does the workforce. And processes cannot simply be changed overnight. They have to be gradually bedded in, otherwise the entire "complex machine" would simply fall apart. It goes without saying that you should be open to new concepts, there's no doubt about that, but just not for every crackpot idea that comes along. Just like social networking, vegan food in the canteen or team building measures. Flexible working hours are fine, as long as they remain within reason. If everyone would think a little more about work and a little less about free time, then we wouldn't have anything to fear from international competitors.



THE RADICAL

A lot of companies remind me of the band on the Titanic: The water has risen chin high and yet they still continue to play those same old tunes. And that despite the fact that the next big thing is already here, and the thing after that, for that matter. If you want to get something done today, you have to be incredibly agile, like a wild cat that can easily change direction in mid-air. You have to go through the world with your eyes wide open, recognising good ideas when they present themselves. You should then have the courage to blaze new trails and run with these ideas. And no matter what you do, you have to do it passionately. Only those who enjoy their work are capable of innovative thinking and finding excellent solutions – and in doing so perhaps making the world a little better and more beautiful for all of us.



COWORKING

THE BEST MINDS UNDER ONE ROOF.

The world of coworkers.

In the USA, the number of freelancers is continually on the rise and forecasts predict that within a few years over 40% of all workers will no longer work in conventional salaried employee positions. The age of project workers and freelancers is dawning in which new teams are constantly formed to tackle the tasks at hand. On top of that, there are also plenty of highly dynamic start-up founders who establish their own company from day one. It is no coincidence that coworking was invented in America. In fact, companies and their salaried employees also discovered the merits of this forward-looking concept long ago. It all started when an increasing number of employees and managers realised how efficiently they can work when they take care of specific jobs at their home instead of at the company office. As some people are unable to work from home, the next best alternative to the normal workplace was provided by coffee shops. In fact, Starbucks called their branches “third places” in response to this very development. Coworking Spaces, however, were the first truly professional alternative to the regular office. These spaces not only provide the quiet atmosphere required to do the job, they also offer all the equipment needed to work as efficiently as possible, and much more besides. The coworking motto? “People come for the space and stay for the community.”

What makes Coworking Spaces so attractive is the fact that they are often home to the best minds from a very wide range of different sectors. This allows for plenty of inspiration coupled with completely new thinking and solutions. To achieve this, professionals who use Coworking Spaces connect in loose-knit networks which serve their members well throughout their careers. Naturally, some will wonder whether the exciting new surroundings don't distract too easily from the work. Dedicated studies on the topic, however, rebut all objections with astounding results – particularly when it comes to the efficiency of coworking. In a comprehensive survey, more than two thirds of those questioned stated that they can concentrate better in a coworking environment and feel healthier than in a normal office routine. A total of 90% even believed that they are more in control of their job in this environment.





Maximum flexibility.

No one should have to adapt their working approach to suit their environment. Coworking means always having the space to perfectly execute the tasks at hand.

A HABITAT FOR NEW IDEAS.

More flexibility for the world of work.

Design Offices is number one in Germany in the ground-breaking field of coworking. In ten locations at eight cities, the most creative minds can find the flexibility that they need to turn ambitious plans and projects into reality. You are always in stimulating company in the Design Offices' Coworking Lounges. This is where creatives, sales specialists, developers and designers come together – and from almost all industries and widely diverging hierarchy levels. Some individuals are there just once a week, while others are daily visitors. Whether you check in for a couple of hours or for a longer period of time is entirely up to you. No matter how long you stay, an array of options is available for performing your work in the most pleasant way possible – either alone or in a team, in peace and quiet or in lively interactions with like-minded people. If you need a fixed workplace, then a Coworking Desk is the best option. This is available to you around the clock and can be equipped with everything you need to get the job done: The S version is available for just €290 a month. In the M version, you get additional storage space, trolley, presentation space and your own business address for €390 a month. And the L version, for €490 a month, also includes all extras as well as free use of all sites. This means Coworking Spaces in Hamburg, Berlin and Düsseldorf, as well as in Frankfurt, Stuttgart, Nuremberg, Cologne and Munich. No matter which solution you opt for, thanks to the “plug & play” concept you can get straight down to work without losing any valuable time. It goes without saying that expert support staff is also available to help coworkers wherever they can, including with a good cup of coffee or a healthy snack.



Coworkers in dialogue.

If interaction with others is what you are looking for, this is the place. You can select a workspace that suits you and enjoy working in ideal company.



THE COWORKING MANIFESTO.

New rules for a new world of work.

1. WORK HAS TO BE SELF-DETERMINED!
2. FLEXIBILITY IS A MUST!
3. ALL POWER TO THE GO-GETTERS!
4. NETWORKERS OF ALL NATIONS UNITE!
5. INSPIRING DESIGN IS A HUMAN RIGHT!
6. OFFICES HAVE TO ADAPT TO WORK!
7. TRY SOMETHING NEW EVERY DAY!
8. IF YOU GIVE EVERYTHING, YOU SHOULD HAVE EVERYTHING!
9. KNOWLEDGE IS THE NEW CURRENCY!
10. WORK SEPARATELY, PARTY TOGETHER!



The good old nine-to-five job is on its way out for good. Gone are the times in which people dragged themselves to the time clock day in, day out in an effort to motivate themselves to get their daily work done in the office. Today, a whole new exciting world of work is emerging. But no new order can work without rules and principles. We from Design Offices, as a pioneer in the development of innovative workspaces, have therefore formulated a new set of ethics for work so that all the fantastic new possibilities can be exploited and everyone can find their favoured approach – companies just as much as their employees.

You can order your very own free copy of our coworking manifesto "Free your mind" right here: manifest@designoffices.de

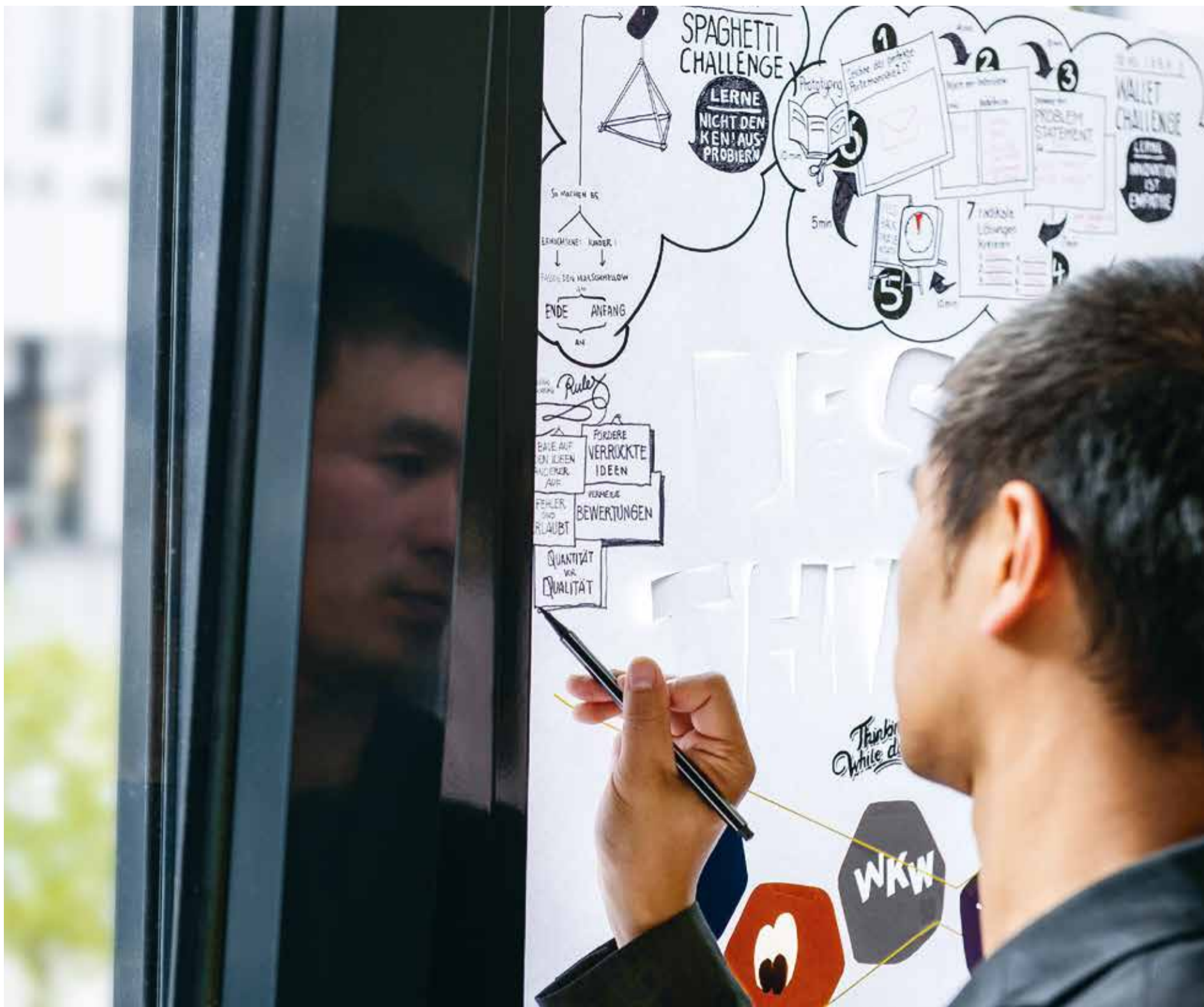
DESIGN THINKING

SMART SOLUTIONS FOR COMPLEX TASKS.

The basics of design thinking.

Stanford University, not far from Palo Alto, is where the brightest minds come to teach and learn. No wonder then that the campus regularly gives birth to ground-breaking new ideas. One of these ideas is currently turning the modern world of work on its head: design thinking. Originally developed as an innovative method for considering services and products, it quickly became clear that its application also offers up other possibilities and opportunities. Design thinking is re-defining work processes and at the same time enabling the development of a new consciousness. According to surveys, more than two thirds of participants praised the design thinking measures which substantially increased efficiency and stated that the new method significantly improved work culture. Everything starts with creating an environment in which teams can join forces and surpass themselves. In these environments, the requirements of participants are not reduced down to the lowest common denominator. Moreover, every individual is given the scope to develop in their very own way. For this reason alone, there are no uniform seating arrangements, but lots of different options for sitting together or alone. Every individual detail in the environment is designed to spark new ideas in participants and encourages all ideas to be retained and developed – until the best solution can be found together.

Design Offices provides the perfect environment for this revolutionary approach from Silicon Valley at all of its ten sites: You can achieve amazing things together in the Meet & Move Rooms, which were designed precisely for this purpose.



“These creative spaces are giving birth to completely new ways of thinking.”

Tobias Ködel, Daimler AG

DESIGNED FOR THINKING.

Design thinking in practice.

Our partner Brainbirds Academy has made it its mission to promote and shape the digital elite – with more than 350 events and over 4,000 participants a year. Across Germany and at six of our office locations, these innovative specialists are providing a wide range of seminars, training offerings and workshops – sharing invaluable knowledge for the digital world. Design thinking is among the top concepts addressed. Customers who benefit from these offerings include Allianz, ProSiebenSat1, Media-Saturn and Axel Springer.

The Daimler Group has also rented a creative space at Design Offices in Stuttgart. Here, employees are developing a new management culture as part of the Leadership-2020 initiative. Design thinking is a tool employed in this process. After all, the developments in the automobile industry always call for highly complex solutions which in turn demand new mindsets and management approaches. True to its motto “the best or nothing”, the car manufacturer is entirely focused on the working methods of tomorrow.



Space for creative thinkers.

Our Meet & Move Room was designed to deliver on the requirements of design thinking: Writeable walls, perfect equipment and countless creative tools deliver the best possible framework for vertical work and innovative thinking concepts.



**THE MORE
YOU LEARN,
THE MORE
YOU EARN.**

FITNESS FOR GREY MATTER.

Our smartest Training Rooms.



The new training approach.

Your effectiveness in exchanging and communicating knowledge is decisively linked to your surroundings. We offer spaces which can be flexibly set up to suit every subject matter and floor plan.



EVERY TRAINING ROOM IS A CLASS OF ITS OWN.

Space for learning.

Leaving your usual environment often goes a long way towards breaking down antiquated structures in the minds of employees. We have the perfect spaces for communicating and exchanging knowledge. The modern design of the environment alone acts like a motivational programme. In an atmosphere flooded with light and fresh air, every participant can maximise their receptiveness. The space also creates the best conditions for communication which is truly productive, not least thanks to the outstanding acoustics. Electrify employees at a kick-off meeting, teach the sales team about the new product, explain a new corporate culture to the workforce – in inspiring surroundings, new thinking emerges by itself. Nowadays, no topic is as important as constantly communicating knowledge throughout all areas of a company: We offer suitable Training Rooms for all disciplines within the modern working world.



Here, you can reach everyone.

No matter whether you are planning a conventional seminar, intensive training course or creative discussion: In the exclusive, smartly equipped rooms, the speaker enjoys the undivided attention of all participants.

TRUE NORTH.

Design Offices Hamburg Domplatz.



The city of Hamburg is one of the most important and exciting locations in Germany. It has long been known as a gateway to the world. Hamburg has also made a name for itself as the main hub of the media industry. Here, the leading international newspaper and magazine editorial teams are just as much at home as leading TV channels and the nation's most creative advertising agencies.

At the heart of this pulsating metropolis, between the Binnenalster and Speicherstadt areas, the inspiring working environment of Design Offices is spread across four floors. Top creative individuals particularly enjoy working here: The perfect Coworking Spaces for open interaction are generously spread over 2,257 m² of floor space in these loft-style offices. It goes without saying that there are more than enough separate areas where you can work alone or with colleagues. A favourite among regulars is the roof terrace on the seventh floor with a breath-taking view over the centre of Hamburg. It is also the perfect spot for eye-catching events in combination with the DO Eatery. From exclusive receptions and high-class degustations through to employee events and networking parties that become the talk of the town: Anything is possible here. The Domplatz is easy to reach no matter which direction you are travelling from. Why not come and see for yourself?



Networking at its best.

Hamburg locals forge their most valuable contacts here. At the stylish bar, the city's most interesting individuals come together regularly for inspiring events.



Design that fosters productivity.

You will find everything you need here to do an outstanding job. And as the locals are well known for being a little finicky at times, the exquisite design of this inspiring space is a most welcome feature.



NEW WORKING ENVIRONMENTS.

HAMBURG – Domplatz

This four-storey premium location is topped by a breath-taking roof-top event space with spectacular 360 degree views.

DÜSSELDORF – Kaiserteich

Located in the heart of the city, a short distance from the world-famous Königsallee. The Central Station is just a few minutes away. The location also boasts an impressive roof terrace.

BERLIN – Am Zirkus

The location at Friedrichstraße Station is perfect for access. Generous Coworking Spaces as well as Conference Spaces for up to 120 people. Fantastic panoramic view of the River Spree to the Reichstag.

COLOGNE – Gereon

Thinkers and decision-makers in Cologne's media scene are looking forward to our new opening: The Gereon Carrée is an architectural marvel in a very central location. Our office with floor space of over 2,000 m² is opening its doors in autumn.

NUREMBERG – City

Located right by the Central Station in heart of the City area. Enjoy views of the Nuremberg Kaiserburg from the biggest roof terrace in the city.

FRANKFURT – Westend

Occupying a premium location, close to the Alte Oper. Fantastic view of the glittering skyline of the banking metropolis. City centre and Central Station easily accessible on foot.

MUNICH – Highlight Towers

Designed by leading architect Helmut Jahn, the Highlight Towers offer you the best way to become a landmark in your own right. Up on the 19th floor, you can enjoy sweeping views as far as the Zugspitze from the highest event location in the city.

STUTTGART – Mitte

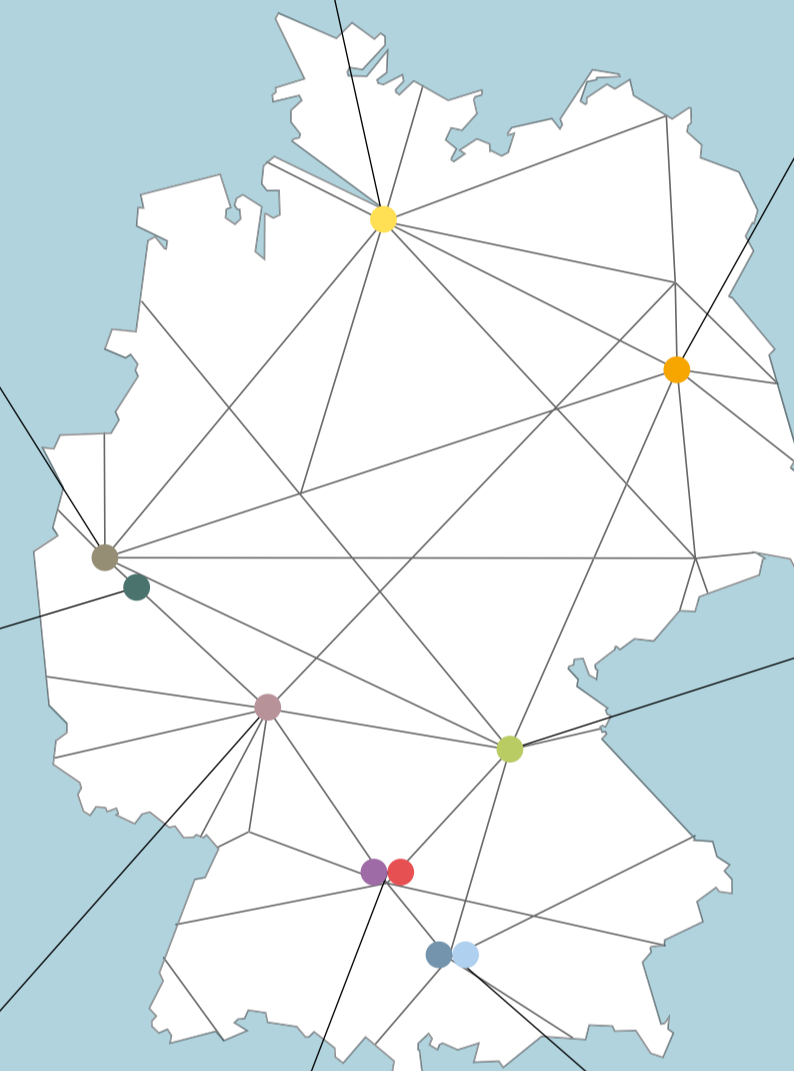
Located right in the centre of the Swabian capital and just a few minutes from the station. The Conference Space accommodates up to 200 people.

Tower

This is Stuttgart's work environment from its most impressive side: Spread over five floors and floor space of 4,000 m², you can work and network in this generously-sized loft-style space. And that in an ideal location, in direct vicinity of the Fasanenhof.

Arnulfpark

Our Arnulfpark location: Situated in the heart of Munich, within walking distance of the Central Station. Some 40,000 m² of green space are directly at the door step.



NETWORKING LIVE.

Some of our most engaging events from 2016.



Designed in Bavaria, Munich Arnulfpark.
Can you imagine a better place to hold an event on design topics? In the DO workspace, participants came together as part of the Munich Creative Business Week (MCBW) to marvel at the multifaceted Bavarian design scene. bayern design forum e.V. and the VDID were duly impressed.



Start-up Night in Nuremberg.
This event provided the opportunity for ten exceptional start-ups to present themselves and their ideas to an inspiring audience. At the subsequent get-together, the young entrepreneurs received valuable feedback on their ideas.



Emotion Talks in Hamburg.
More than just input for small talk: This series of talks address topics that affect us all. Top-notch speakers present ideas for new ways of thinking and acting.



Xing New Work Sessions in Stuttgart Mitte.
Inspiring talks and discussions on the issue of what can make companies even more successful. And plenty of great opportunities to network with smart individuals.



Dolce Vita in Munich.
The wonderful lightness of the Italian way of life: In addition to deep insights into the Mediterranean soul, there were also culinary delights from the region – matched by perfect weather.

Photography: Frank Eppler | Michael Wimmer | Andreas Schebesta | Christoph Hellhake | Stefan Effner | Oliver Eisner

DESIGN OFFICES

Design Offices GmbH

Königstorgraben 11
D-90402 Nuremberg
Germany

T: +49 911 323950
info@designoffices.de

www.designoffices.de



BERLIN DUSSELDORF FRANKFURT HAMBURG MUNICH NUREMBERG STUTTGART