

**Map your  
Future**



**Wie alles begann –  
vor zehn Jahren**





Sacramento

San Francisco

San José

Point Reyes National Seashore

Gulf of the Farallones

Henry W. Coe State Park

Santa Rosa

Yountville

Napa

Sonoma

Novato

San Rafael

Richmond

Berkeley

Daly City

Pacifica

San Mateo

Redwood City

Palo Alto

Mountain View

Los Gatos

Scotts Valley

Santa Cruz

Yuba City

Vallejo

Martinez

Concord

Walnut Creek

Brentwood

San Ramon

Hayward

Fremont

Milpitas

Mountain View

Los Gatos

Scotts Valley

Santa Cruz

Aptos

Fairfield

Vacaville

Antioch

Concord

Walnut Creek

Brentwood

San Ramon

Hayward

Fremont

Milpitas

Mountain View

Los Gatos

Scotts Valley

Santa Cruz

Aptos

Dixon

Elk Grove

Galt

Lodi

Stockton

Manteca

Ripon

Salida

Modesto

Ceres

Patterson

Crows Landing

Newman

Gustine

Santa Nella

Lockeford

Lodi

Stockton

Manteca

Ripon

Salida

Modesto

Ceres

Patterson

Crows Landing

Newman

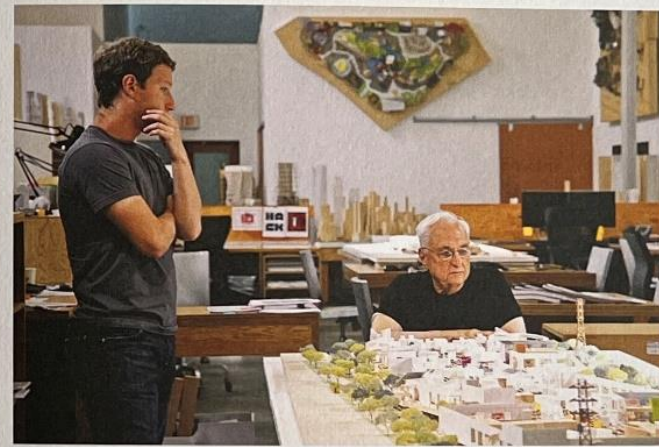
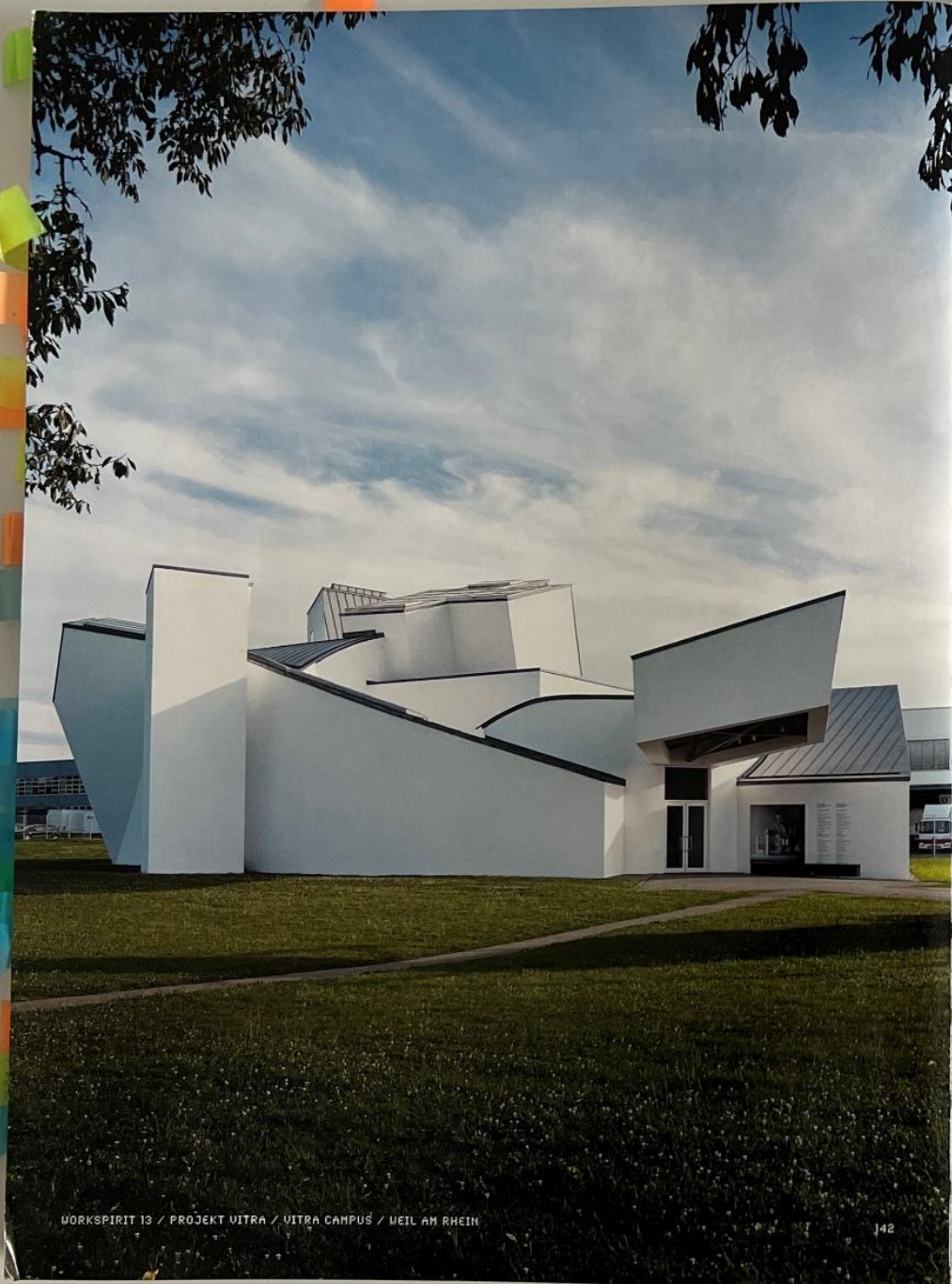
Gustine

Santa Nella

Lo

Lo





2

### 2010er

Zurzeit sind zwei neue Firmenzentralen die grossen Projekte der näheren Zukunft. In den Entwürfen von Norman Foster für Apple und Frank Gehry für Facebook spiegeln sich Selbstverständnis und Arbeitsphilosophie der beiden Weltmarken. Der wie ein im Urwald gelandetes Ufo anmutende Ring, den Foster in einem grünen Quadrat aus Natur plant, ist eine Reflexion der perfekten Formensprache des Konzerns: hermetisch glatte Technik wird eingebettet in das organische System eines Waldes. Mit Frank Gehrys gigantischem Campuspark für Facebook erfüllt sich Mark Zuckerberg den Traum von einer eigenen Universität. Das grösste Gebäude fasst mehr als 10.000 Menschen unter einem Dach zusammen, es gibt vollbepflanzte Dachgärten, eine ebenerdige Parkgarage und Arbeitsplätze unter Bäumen.

<sup>1</sup> Ein Architekturmodell des facebook Campus. <sup>2</sup> Im Studio von Frank Gehry (rechts) wächst der facebook-Campus unter dem konzentrierten Blick von Bauherr Mark Zuckerberg (links).



# DER ANHALTENDE TRAUM





Rhein

Sports Field

5

5

5

5

Krebsbach

Blockhaus

Vitra Design Museum

Vitra Slide Tower

Vitra Fire Station  
by Zaha Hadid

Vitra Schaudapot

Kindergarten  
Kleine Stühle II

Grenzübergang  
Weil am Rhein

Zollamt Basel  
Weil am Rhein

Hauptzollamt Lorrach  
Zollamt Weil am Rhein...

Wunderfitz  
Familienzentrum Weil...

Zahnarztpraxis  
Weil am Rhein | Dr.

Humboldt-Halle

Markgrafen-Sporthalle

Sports Field

Krebsbach

maire  
agnol



PROJECT VITRA.

PROJECT VITRA

1957-1997

# PROJECT VITRA.



→ Vitro Campus, Weil am Rhein, p. 16-17



→ Jean Prouvé, p. 104



→ Ermas and Fahlboom, p. 10



→ Hang it all, p. 68



→ Antonio Cattini, p. 108

Birkhäuser



## Birkhäuser

This is the first comprehensive, illustrated volume about Vitra's pioneering work with designers and architects from around the globe. It traces the company's evolution, from its early collaboration with George Nelson and Charles & Ray James in the 1950s right through to the latest renovation of the Vitro Campus in Weil am Rhein by Hering & de Meuron and SANAA.



## THE LASTING DREAM

Project Vitra commenced in Basel and Weil am Rhein in the year 1957, when the company's founders, Willi and Erika Fehlbaum, began to produce furniture by Charles & Ray Eames and George Nelson. Today we continue to manufacture these furniture classics, and we are still at home in the metropolitan region of Basel. Yet over the years the Vitra project has come to embrace many more things.

The reason we call it a project is because everyone involved regards it as much more than just a matter of business. Obviously economic success was, and will remain, the foundation of the Vitra company. However, the direction of our work is guided by the project. It is based on the conviction that everyday life holds great potential for inspiration and aesthetic enjoyment, and that design can discover and develop this potential. The Vitra project serves this purpose. It manifests itself on different levels: in the company's products and interior concepts, in its architecture, collections, museum, methods of communication and, finally, in its approach to both designers and users. These tangible manifestations are the subject of this book.

Charles Eames had the most enduring influence on the Vitra project. He viewed the primary condition of design as the 'recognition of need' and warned against stylistic excesses: the designer should practice self-restraint and devote himself completely to the task of problem

solving. Yet design is still, ultimately, a matter of individual authorship – of creative people developing unmistakably distinctive solutions based on their analysis of a problem's criteria and parameters. The designer couple Charles and Ray Eames serves as an ideal example.

For this reason, Vitra always works with designers who possess the capability of authorship – that is to say, who not only have creative skills, but who invest their work with a personal world view. Their designs bear a message that goes far beyond the impulse of merely trying to please.

The diversity of the Vitra project can seem almost confusing at times. That has never bothered us. The architectural park on the Vitra Campus in Weil am Rhein defines us as readily as the chairs and office furniture that we produce; the Vitra Design Museum with its collections, archives and miniatures belongs as much to the project as the twentieth-century classics and collages for interior living that we have developed during the past years. We are convinced that the design and arrangement, development and modification of the spaces in which we live and work is best achieved with as few boundaries as possible.

Consequently, we do not regard homes, offices and public venues as strictly separate spaces, but as related environments. Depending on the need, we create products that are as inexpensive as our plastic chairs, or as luxurious as the Eames Lounge Chair. We also move backwards and forwards, simultaneously, on the continuum of time. While we are committed to the heritage of classics in the form of re-editions, exhibitions and publications, we promote contemporary



# Vitra Design Museum Office

Vitra Campus, Weil am Rhein



The Vitra Design Museum office was designed in 2016 as a 'transparent' workplace for the museum team. The museum pursues a public mission as a foundation operating in the cultural sector. Visitors have a view of the office and the restoration workshop from the adjacent Depot Deli restaurant, and all meeting rooms have glass walls that connect the outside and inside.





# **Die Learning Journey: Eine Idee wurde Realität**

BOSTON SEATTLE SAN FRANCISCO LOS ANGELES

**vitra.**  
**LEARNING  
JOURNEY**  
**01 15**

**05OCT15 BOSTON**

9.00-11am  
11.00-12.30am  
12.30-2.pm  
2.30-3.00pm  
3.30-5pm

**MIT Department of Architecture**  
**MIT Mobile Experience Lab**  
Lunch **Legal Sea Foods- Kendall Square**  
**Cambridge Innovation Center**  
**MassChallenge**  
**IdeaPaint**

**BOS—DEN—SEA**

**06OCT15 SEATTLE**

9-10.30am  
10.30-11am  
11.15-12.10  
12.15-1pm  
1-2pm  
2-4.30pm

**NBBJ**  
**Amazon Construction Site**  
**Bill & Melinda Gates Foundation**  
Lunch  
**Seattle Central Library/OMA**  
**Microsoft Campus/Redmond**

**SEA—SFO**

**07OCT15 SAN FRANCISCO**

8-10am  
10.30-12am  
12-1pm  
2.30-3.30pm  
5-6.15pm  
6.45-7.30pm  
7.30-8.45pm  
9-11pm

**Heroku**  
**Trulia**  
**Rapt Studio**  
**Samsung Semiconductor Inc /San Jose**  
**Singularity University/Palo Alto**  
**Autodesk**  
**Swissnex Pier 17**  
Dinner **Coqueta 5**

**08OCT15 SAN FRANCISCO**

8.30-10am  
10.30-12am  
12.30-1.30pm  
2-5.30pm

**Studio O+A**  
**Cisco**  
Lunch **Stem Kitchen**  
**Gensler / Wired, Visa, Salesforce**

**SFO—LAX**

**09OCT15 LOS ANGELES**

8.30-10am  
11-12am  
12-2pm  
  
2.30-3.30pm

**Gensler LA**  
**Clive Wilkinson architects**  
**Walt Disney Concert Hall/Frank Gehry**  
**The Broad Museum/Diller Scofidio**  
**Cunningham Group**







NEW YORK SAN FRANCISCO  
LOS ALTOS REDWOOD CITY  
MOUNTAIN VIEW PALO ALTO STANFORD

# LEARNING JOURNEY 03 - 2017 REPORT



vitra.

# **Wie das Panorama Gestalt annahm**



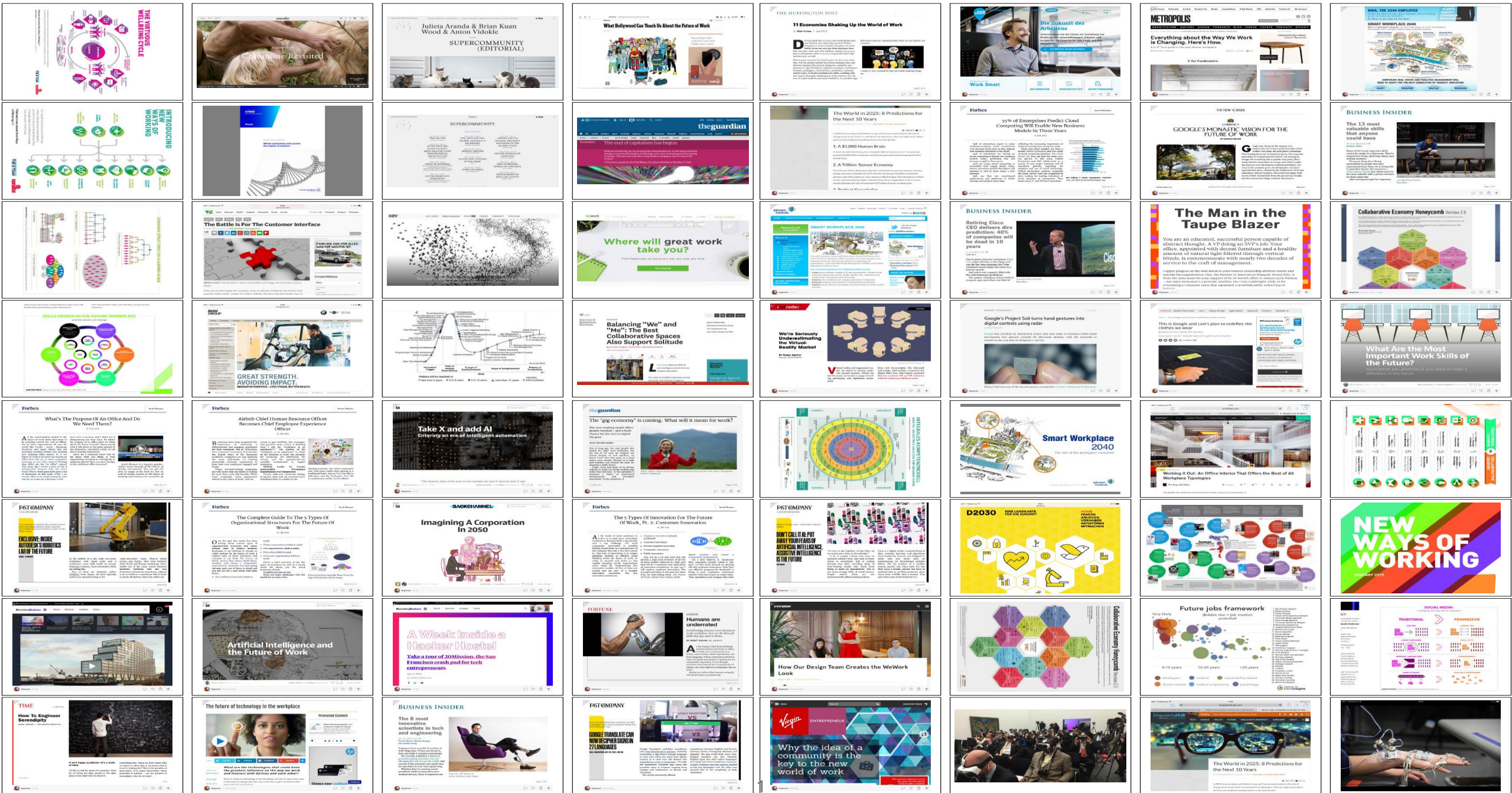


**2015 VITRA**

**THE OFFICE—  
FORESIGHT**



**WHAT WE BELIEVE  
HOW YOU DO  
BUSINESS IN THE  
AGE OF  
UNCERTAINTY**





**FROM 01 2015 TO NOW**

**WE HAVE RESEARCHED, ANALYSED, AND DISCUSSED  
THE FUTURE OF THE OFFICE WITH EXPERTS FROM DIFFERENT  
INDUSTRIES AND REGIONS**

**ADIDAS, AMAZON, AUTODESK, BETA HAUS,  
BIG, BMW, CAMENZIND, CBRE, CISCO, ETH,  
FHN, FRAUNHOFER, FUTURE CITY LAB,  
GENSLER, GOOGLE, HASSEL, HENN, HSG,  
HSLU, IMPACT HUB, KINZO, LMU, MAKER  
SPACE, MASS CHALLENGE, MICROSOFT, MIT,  
MMOSER, NBBJ, O+A, PDM, RAPT STUDIO,  
SAMSUNG, SWISSNEX, UBS, WEWORK  
—TO BE CONTINUED**

**INDIVIDUALISATION**

**DIVERSITY**

**URBANISATION**

**GLOBALISATION**

**MOBILITY**

**CREATIVE ECONOMY**

**DIGITALISATION**

**HEALTH  
GENDER**

**DEMOGRAPHIC CHANGE  
GENERATIONS**

**POPULATION GROWTH  
DENSITY  
RESOURCE SCARCITY  
MEGACITIES**

**GLOCALISATION**

**CONNECTIVITY**

**INFORMATION SOCIETY  
NEW BUSINESS**

**ADAPTIVE TECHNOLOGY  
ARTIFICIAL INTELLIGENCE**

**HUMAN CORE**

**INDIVIDUAL AUTHENTICITY**

**NEW CORPORATIVISM**

**TALENT FRONT**

**INNOVATIVE OUTLOOK**

**FAST AND FLEXIBLE**

**COLLABORATIVE  
ECONOMY**

**CAMPUS COMMUNITY**

**SEAMLESS TRANSVERSALITY**

**DRIVEN DIGITIZATION**



**WAS IST DAS BÜRO — EIN AUSBLICK**

**WAS IST DER ZWECK DES MENSCHEN NACH DER ZEIT UND WILCHE MENSCH WIRD ER SICH ARBEIT**

**WIE SIEHT DIE ARCHITEKTUR DER ARBEIT IN ZEITEN DER UNSICHERHEIT AUS**

**WAS VON DER ANALOGEN WELT ÜBRIGBLEIBT**

**WAS IST DIE NEUE ARBEITSSITUATION**



**WAS IST DIE NEUE ARBEITSSITUATION**

**FOKUS MENSCH**  
Im Fokus steht der einzelne Mensch und eine emotionale, angenehme wie komfortable Umgebung, die seine Leistung und das Wohlbefinden fördert...  
**Kontext / Wall-Labing / Emotion / Biophysics / Gesundheit / Kognition / Aktivität**

**PERSÖNLICHE AUTHENTIZITÄT**  
Das eigene Selbstverständnis und Motivation, Kreativität und Wissen sind das Potenzial und die treibende Kraft der persönlichen Lebens- wie Arbeitsentwicklung und deren weiteren kontinuierlichen Entwicklung.  
**Self / Identity / Friends / Erfahrung / Lifestyle / Diversität / Verantwortung / Selbstschärheit / Zusammenhalt / "Prosumer"**

**NEUER KORPORATIVISMUS**  
Eine umfassende Unternehmenskultur der hier! sowohl in der Arbeit und -haltung, als in einer flexiblen und in Beziehung stehenden Gemeinschaft und Identität, die attraktiv für Mitarbeiter mit hoher Qualität ist und Potenzial.  
**Stemmer / Team / Netzwerk / Projekts / Erfahrung / Talent / Entrepreneurship**

**TALENT FRONT**  
Das innovative Talent als eine Mischung aus Neugier und Kreativität, die über das reine Fachwissen und -erkenntnis hinausgeht, bringt ein neues Fertigkeiten sowie in langfristige Unternehmensleistungen wie in zusätzlich begrenzten Projektschritten ein...  
**Wart / Self / Friends / Zusammenarbeit / Work-Life Balance / Herausforderung / Erfahrung / Entwicklung / Know-Why / Kollaboration / Teamwork**

**GRENZENLOSE INNOVATION**  
Innovation entsteht durch Neugierde, Kreativität und Zusammenarbeit, Kommunikation, Expertise und Transparenz, und fördert entsprechend Räume und Produkte, die funktional und flexibel agieren können.  
**Baustell / Innovation / Wissen / Herausforderung / Know-Why / Kollaboration / Transparenz / Inkubator / Akzelerator / Entrepreneur / Startup Kultur**

**KOLLABORATIVE WIRTSCHAFT**  
Neue Teams, nicht nur der bester, binden in ein "phygisches" statisches Netzwerk aus Produktion und Ressourcen ein...  
**WebWork / Überarbeiten / Arbeit / Home / Peer-to-Peer (P2P) / Access / Membership / Kollaboration / Transparenz / Business Ecosystem**

**AGIL UND FLEXIBEL**  
Neuere Informationsstrategien...  
**Innovation / New Work / Agilität / Access / Holocracy / Cowork / Sense / Diversity / Internet of (Every) Thing / Usability**

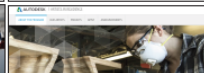
**CAMPUS GEMEINSCHAFT**  
Die Vernetzungen und Definitionen von Individuen, Organisationen und Institutionen...  
**Unterstützung / Dehnt / Ort / Geschäfte / Centre of Gravity / Individualisierung / Kollaboration / Identifikation / Erfahrung / Services / Lab-Forschung**

**KONSTANTE TRANSVERSALITÄT**  
Die verschiedenen und Definitionen von Individuen, Organisationen und Institutionen...  
**Relate-Sense-Private / Space / Mobility / Transfer / Hybrid / Sharing Economy / Open-Source Membership**

**FORTSCHRITTE DIGITALISIERUNG**  
Die digitale Innovationskraft verändert und strebt in ihrer unvergleichbar neuen Qualität und Dynamik...  
**Internet of Things / Big Data / Cloud / Device / Connectivity / Access / Collaboration / VR/AR / Human Machine / Robotics / AI / Automation / Ubiquity / Convergence / Holocracy / Sense / Agile**

**HYPOTHESIS#1—FUTURE CAMPUS**  
The Office of tomorrow becomes an autonomous space and community in itself, where every desire, need and engagement of staff and organization is created and catered for...  
**HYPOTHESIS#2—GARAGE SPIRIT**  
Established corporations are challenged by dynamic startups. They react by setting up "garages", far from their headquarters, creating collaborative workspaces...  
**HYPOTHESIS#3—SMART PRODUCTS**  
5 billion products are already wirelessly connected, 21 billion will be in 2020. Sensors embedded in products will monitor and measure their environment, location, usage, condition...

**Der Arbeitsplatz im Büro muss menschlicher werden**



**Das Hobby geht in die Arbeit über, das Spielereiche in das Newworde...**



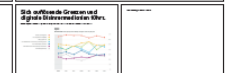
**Man geht einfach zur Arbeit und irgendwie läuft alles zusammen.**



**Gesucht wird die Starbucks-Lösung, ohne tatsächlich bei Starbucks zu sitzen.**

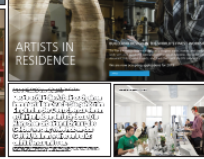


**Was ist das Design, das viel stärker als Schilder an der Wand oder Slogans in Broschüren ein Statement zu Stil und Haltung des Unternehmens abgibt.**



**Wenn wird das alles geschafft sein? Wir lernen, zu akzeptieren, dass die Antwort für Softwareprojekte „niemals“ heißt.**

**...alle diese inhumanen Fortschritte machen den Begriff "human" umso wichtiger.**



**Das Ja steht nur als Verbindung von Leidenschaft und Arbeit, sondern auch als grundlegender Charakterzug.**

**Das ist eine echte Herausforderung — unsere Frage ist doch, was hast du für mich? Das ist der klassische Ansatz der Arbeitsmarktanpassung.**

**Die Assoziation, die das Office work — der Ort, wohin wir zur Arbeit gehen.**

**Es ist es das Design, das viel stärker als Schilder an der Wand oder Slogans in Broschüren ein Statement zu Stil und Haltung des Unternehmens abgibt.**



**Merkmale werden nicht programmiert, sie müssen lernen.**



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**Im Mittelpunkt aller Trends mehr der Mensch als Mitarbeiter, Geschäftspartner oder Kunde.**

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VITRA.

**THE OFFICE—  
FORESIGHT**  
2016

**WHAT WE BELIEVE  
HOW YOU DO  
BUSINESS IN THE  
AGE OF  
UNCERTAINTY** —K-HOLE

**WHATS THE  
PURPOSE OF AN  
OFFICE AND DO  
WE NEED THEM** —JACOB MORGAN

**WHAT FINALLY  
COUNTS IS WHAT  
REMAINS OF THE  
ANALOGUE  
WORLD** —VITRA



# **Die kreativen Köpfe hinter dem WORK PANORAMA**





please don't touch

Studio



NAME	THREAT	WEAPON	STATUS	HAIR
LEWIS	SMITH	SMITH	SMITH	SMITH
SMITH	SMITH	SMITH	SMITH	SMITH
SMITH	SMITH	SMITH	SMITH	SMITH

SAMSUNG

LET'S MAKE THE ☹️FFICE GREAT AGAIN!

ACTION.

TOOL.

ITEM.

STYLE.

LMT USA

HEY THERE! JOIN THE MOVEMENT AND HELP THE WORKERS TO EXPLORE, MESS UP (OR EVEN DESTROY) THE WORKSTATION INSIDE THE LAB! IT'S A PLAYGROUND AND IT'S YOUR CALL. THERE IS NO WINNING OR LOSING!

YOU CAN BUILD TASKS OUT OF A RANGE OF ACTIONS, TOOLS, AND ITEMS... EVEN CHOOSING BETWEEN STYLES. TO DEFINE HOW THE WORKERS SHOULD PERFORM. GO AHEAD. TALK TO OUR MEMBERS AND BE A PART OF LMT-USA!

Fuck  
ful. slow!  
accelerate

Make  
mistakes.

Thin  
the



Business

Business







Work has  
be nice  
have

More  
re.

Slow is beautiful. slow!  
Let's accept  
Things

Sex sells.  
everything!

CONSUME  
PRODUCE  
FORGET

Time to ~~start~~ go  
something new

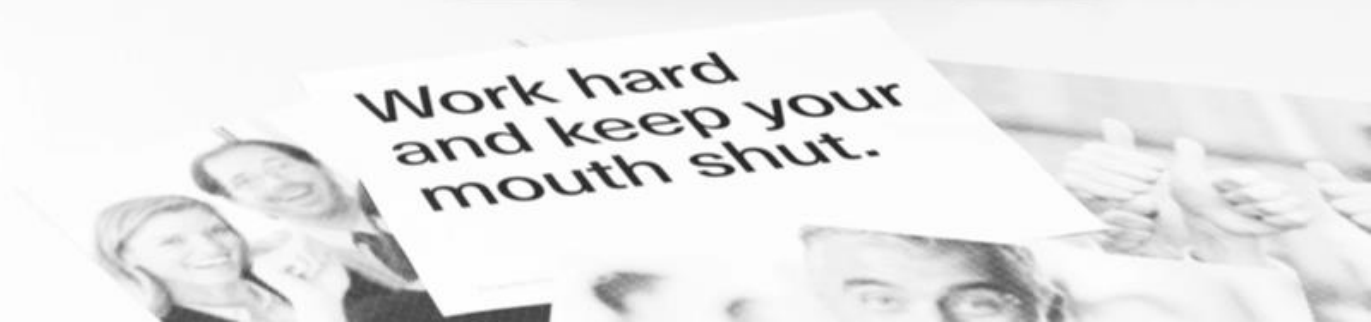
Think ~~outside~~ inside  
the box.

stop  
start making  
sense. bullshit!

No  
workout  
after  
work

How  
labo

**The office  
will never die.**



**Work hard  
and keep your  
mouth shut.**





# ENTRIC DESIGN

...in our society and markets, instead of focusing on specific tasks we focus on...  
...The rise of new forms of connectivity and not out of city districts or above...  
...the holy grail of modern design.



...ers are willing to pay more for a...  
...d to be reused or recycled, making...  
...the holy grail of modern design."



...ndly...  
...will...  
...alent."

...Mikaela Adnan, Raccourneur...  
...The production of steel or concrete...  
...ever before in...  
...mental space w...

...Jan Viscusi, Forbes...  
...The production of steel or concrete...  
...ever before in...  
...mental space w...

# ANYWHERE ECOSYS

Learning will be an essential part of our daily...  
...of becoming better. Connectivity in the long as...  
...the corporate environment. It will include employees and...  
...the way building capabilities while training employees engage...



"We invest...  
...of home...  
...creating...  
...d col...  
...the n..."

...Virtual...  
...Connecti...

...not just financial...  
...the source of ac...  
...leverer firms to...  
...full speed"

...100...  
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# COMMUNITY

...The digital environment...  
...These factors are an opportunity...  
...building capabilities while training employees engage...



...Virtual...  
...Connecti...

...not just financial...  
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# VIRTUA

...The digital environment...  
...These factors are an opportunity...  
...building capabilities while training employees engage...



...Virtual...  
...Connecti...

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# PERMANENT BETA

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...These factors are an opportunity...  
...building capabilities while training employees engage...



...Virtual...  
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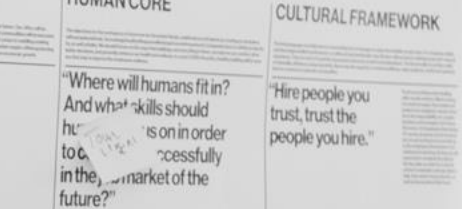
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# TRANSFER

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# HUMAN CORE

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**Der Status Quo war  
keine Option –  
Die Ära der Hackathons  
begann**



# Between Physical and Digital Worlds

Wednesday,  
September 27th 2017  
9 am–10 pm

7F, Kioi Tower,  
1–3 Kioicho,  
Chiyoda-ku,  
Tokyo, 102-8282,  
Japan

Vitra invites you to be part of the first of 10 Work Hackathon events worldwide. You are challenged to submit an idea of the future work agenda that approaches current problems in the collaborative and social space. As the world is in a seamless stage of changes, conceptual solutions that question the status quo and react to our technological, economical, societal and urban conditions are required.

The Work Hackathons are open to anyone working at the intersection of engineering, technology, architecture, design, software developing, art and science. You are encouraged to be innovative beyond your area of expertise and create new tools for future collaborations and reflect the common understanding of creativity and space.

To be a part of the Work Hackathon event in Tokyo, submit your ideas either individually or in teams of two up to six people. The submission deadline is September 1st 2017. The selected finalists will be contacted before September 8th 2017.

For further information visit  
[www.workhackathon.com](http://www.workhackathon.com)



# Your Facilitators



Raphael Gielgen  
(Head of Research & Trendscouting Vitra)



Christos Chantzaras  
(TUM Department of Architecture)



Prof. Laurent Lacour  
(Hochschule Düsseldorf, HauserLacour)



Ryo Kataigi  
(Vitra Japan & Korea)





ハッカソン

Co-CREATE GYM

フィッシュボール

グループワーク

CONNECT TOWN HALL

ワークショップ

セミナー

相談

フリースペース

会議室

Whiteboard with diagrams and text, including the year 2026.

Whiteboard with diagrams and text, including the year 2026.

Whiteboard with diagrams and text.

Whiteboard with diagrams and text.

Whiteboard with diagrams and text.

Whiteboard with diagrams and text.

Whiteboard with diagrams and text.

Table with a laptop, water bottle, and other items.

**Meine Aufgabe bei Vitra ist  
es die Bewegungen einer neuen  
Zeit zu finden**



**GAME OVER!**





New York  
March 19th



# STYLEPARK



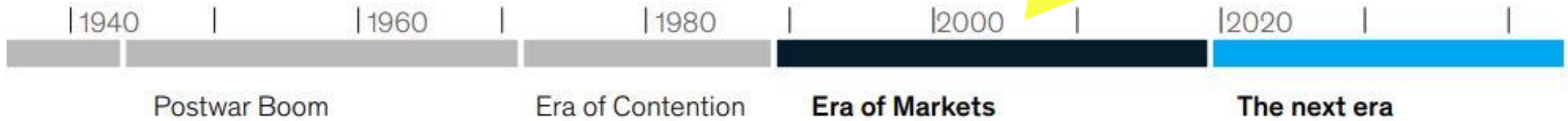
Video: Stylepark

**The desk is dead**  
**The office is dead**  
**The city is the office**




# The world may be transitioning to the next era.

The recent global landscape and open questions for the next era



<b>World order</b>	Globally interconnected world built on factor-cost arbitrage and cooperative economic rules
<b>Technology platforms</b>	Digital emanation: connected and enabled
<b>Demographic forces</b>	Global convergence to small, urban family with better health and education
<b>Resource and energy systems</b>	Fossil fuel-abundant world with global access but climate damage
<b>Capitalization</b>	Massive debt expansion with low inflation, supply-demand shock as billions enter global market economy



**„Das Berufsleben der meisten meiner Zuhörer spielt sich in einer klaren und überschaubaren globalen Landschaft ab. Einer Landschaft in der viele implizite Annahmen und Überzeugungen darüber, wie die Welt funktioniert, verankert sind. Diese werden nun in Frage gestellt und wir stellen fest die Welt ist eine andere.“**

**– Raphael Gielgen**

# »Wir werden uns verabreden, wenn wir zur Arbeit gehen«

Man kann mit Raphael Gielgen, 51, darüber reden, wie man sich das virtuelle Büro einrichtet, über das Büro als Bühne, als Campus oder als Atelier. Auch darüber, was eigentlich verloren geht, wenn uns die zufällige Begegnung fehlt. Und überhaupt, wie sehen unsere Arbeitsplätze in der Zukunft aus? Was wird aus den Büros und Bürotürmen? Als »Future-of-Work-Trendscout« für den Möbelhersteller Vitra reist Gielgen normalerweise rund um die Welt, besucht Hunderte Unternehmen, 180 Tage im Jahr ist er unterwegs. Jetzt hat er sich ein eigenes Webcast-Studio zu Hause eingerichtet. Von hier aus ist er nun mit gutem Sound, gutem Licht und guter Kamera im Austausch mit seinem globalen Netzwerk, von hier aus blickt er auf die Welt.

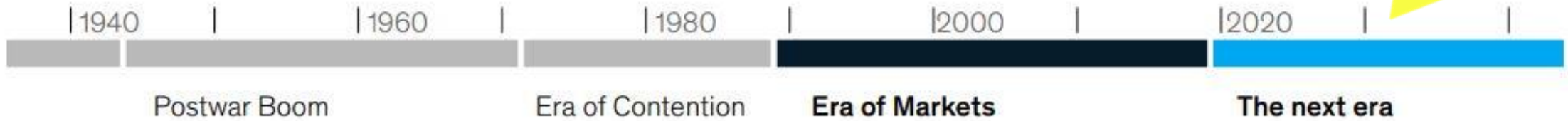


Raphael Gielgen hat eine Ausbildung als Schreiner und arbeitete als Kaufmann für Möbelhäuser, die Bars oder Büros einrichten, bevor er seine Karriere bei Vitra als Trendscout begann



# The world may be transitioning to the next era.

## The recent global landscape and open questions for the next era



<b>World order</b>		<b>Multipolar world with global connectedness coexisting with increased polarization?</b>
<b>Technology platforms</b>		<b>Postdigital world where transversal technologies take off?</b>
<b>Demographic forces</b>		<b>Aging gracefully as health improves and social inequalities are reduced?</b>
<b>Resource and energy systems</b>		<b>Affordable and feasible transition to low-carbon energy amid growing resource competition?</b>
<b>Capitalization</b>		<b>Outgrowing debt enables orderly stabilization of the large global balance sheet?</b>

**MAP YOUR FUTURE**





**HEUTE**

**MORGEN**

**ÜBERMORGEN**



**2025**

**Treibende Kräfte**

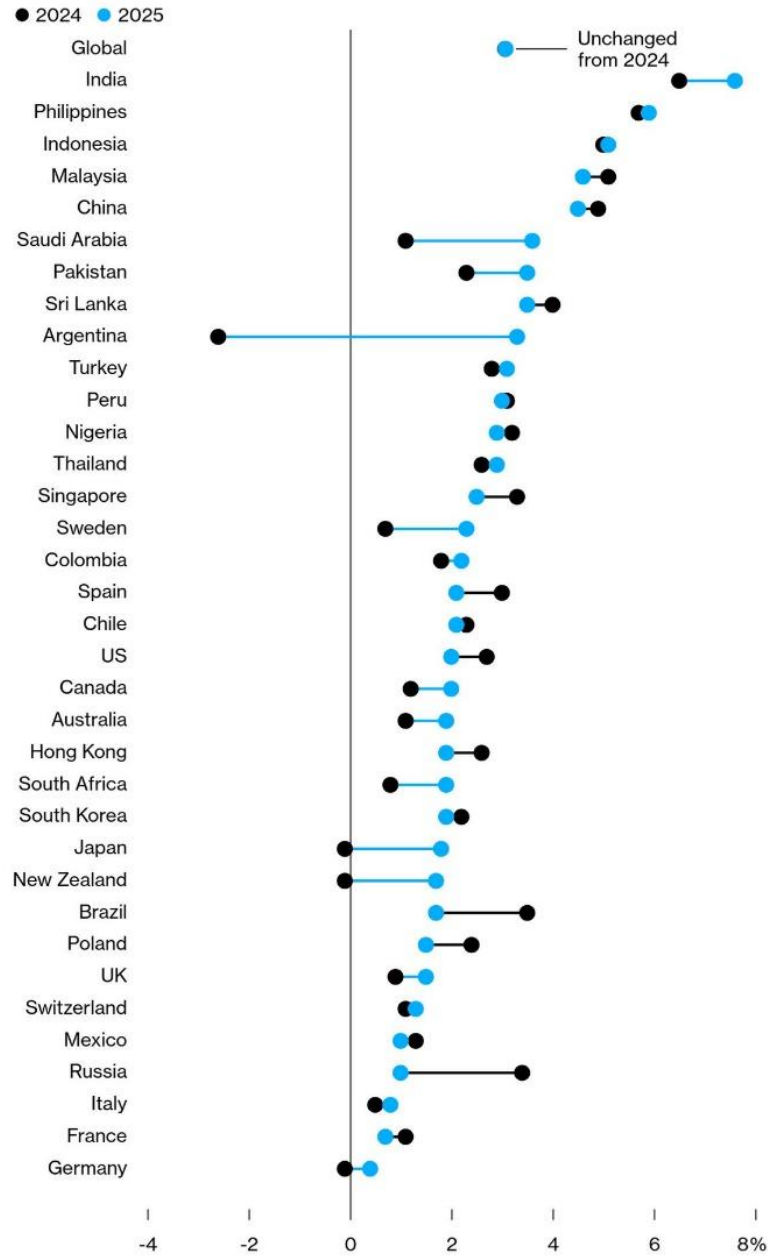
**Technologien**

**Normen der**

**Zusammenarbeit**

# The World Economy's Turtles and Hares

Year-over-year change in real GDP, Bloomberg Economics estimates

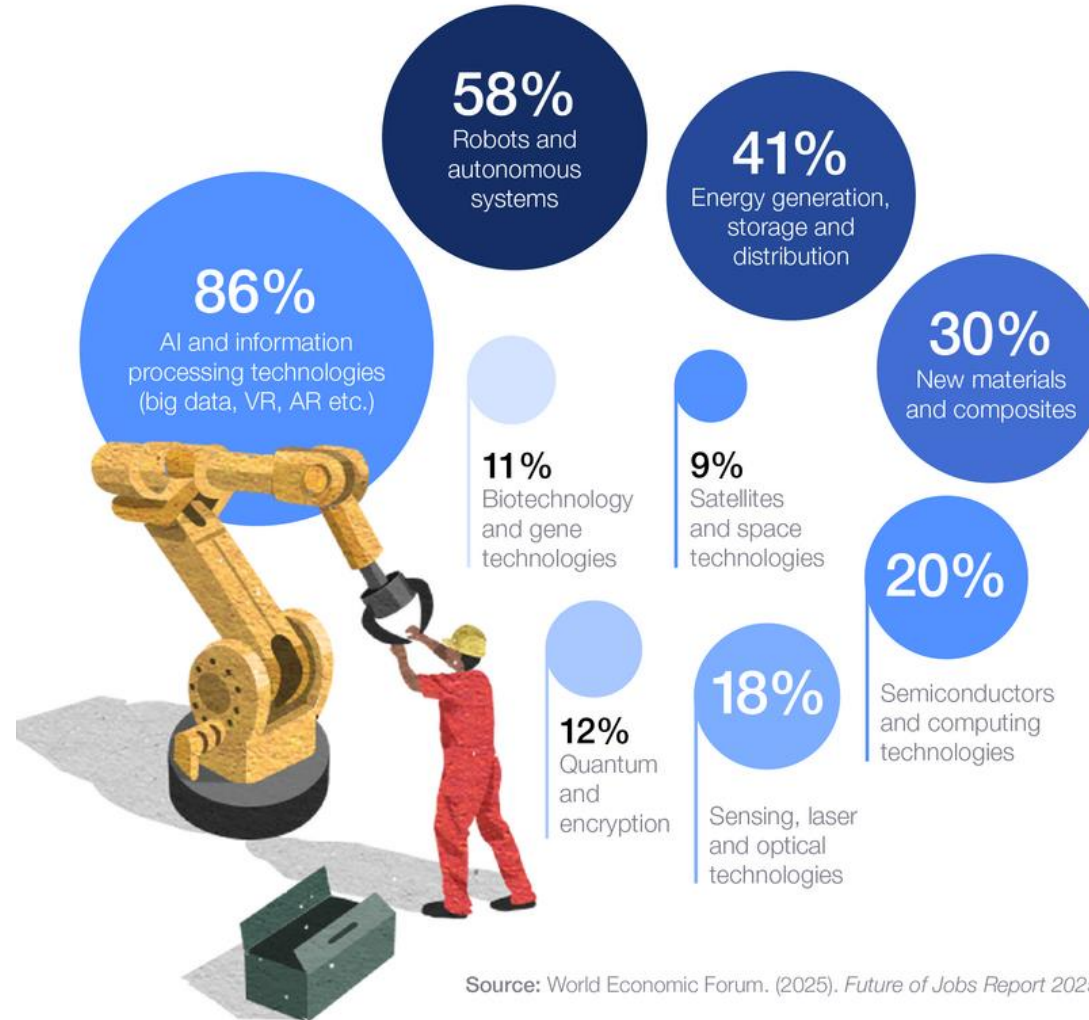


Source: Bloomberg Economics  
Note: As of Dec. 4, 2024



# Trends in AI, robotics and energy technologies are most likely to drive business transformation

Share of employers expecting the technology to transform their organization



# Five key labour-market drivers



Technological  
change



Green transition



Demographic shifts



Geoeconomic  
fragmentation

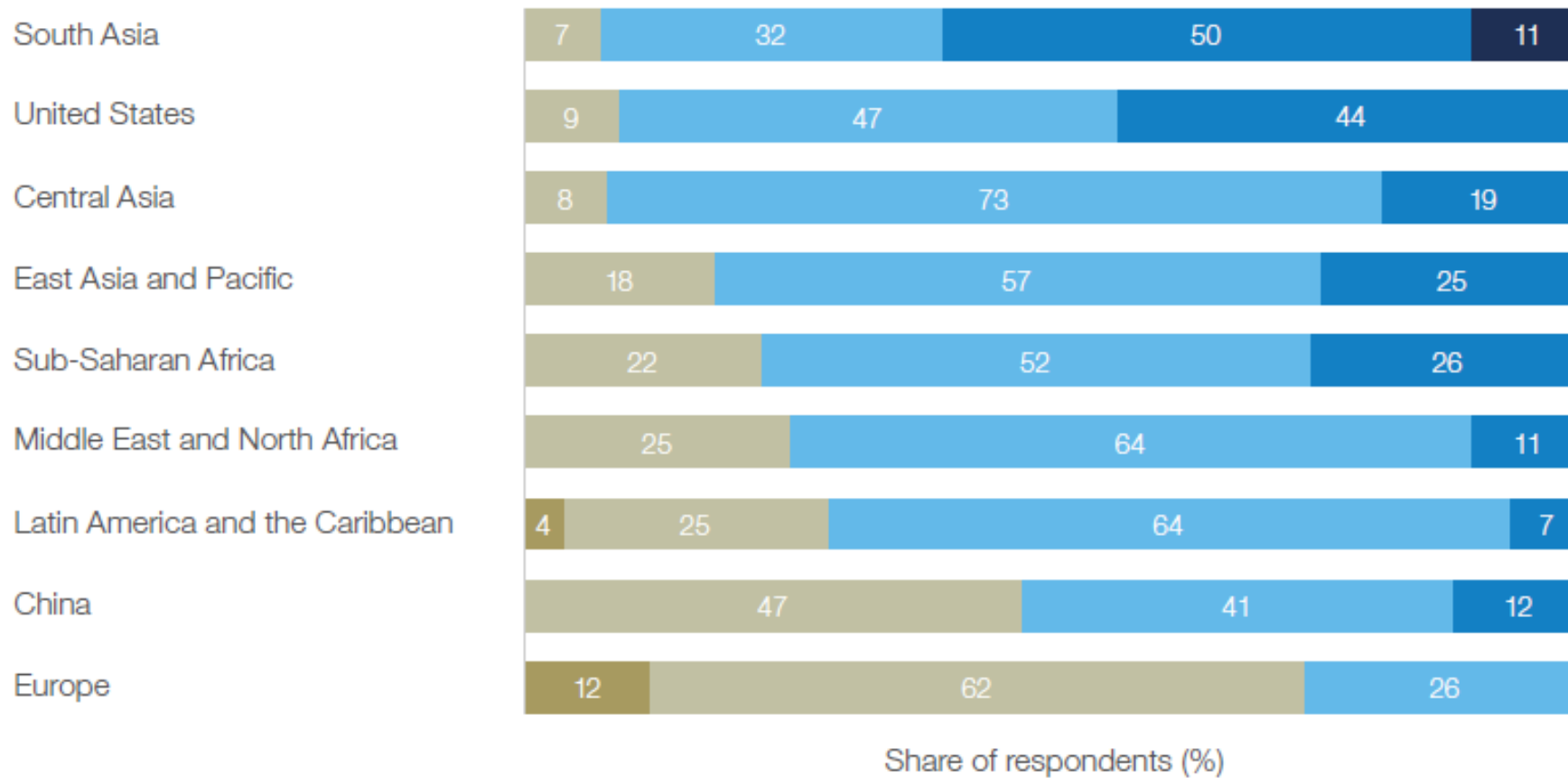


Economic  
uncertainty

## Figure 2. Growth expectations

What is your expectation for economic growth in the following geographies in 2025?

Very weak Weak Moderate Strong Very strong



Source: Chief Economists Survey. (2024, November).



**2030**

**Treibende Kräfte**

**Technologien**

**Normen der**

**Zusammenarbeit**

**2035**

**Treibende Kräfte**

**Technologien**

**Normen der**

**Zusammenarbeit**

**Wie schnell wird aus  
Zukunft Gegenwart?**



# Die Zukunftsformel

# Engaging the Ecosystem



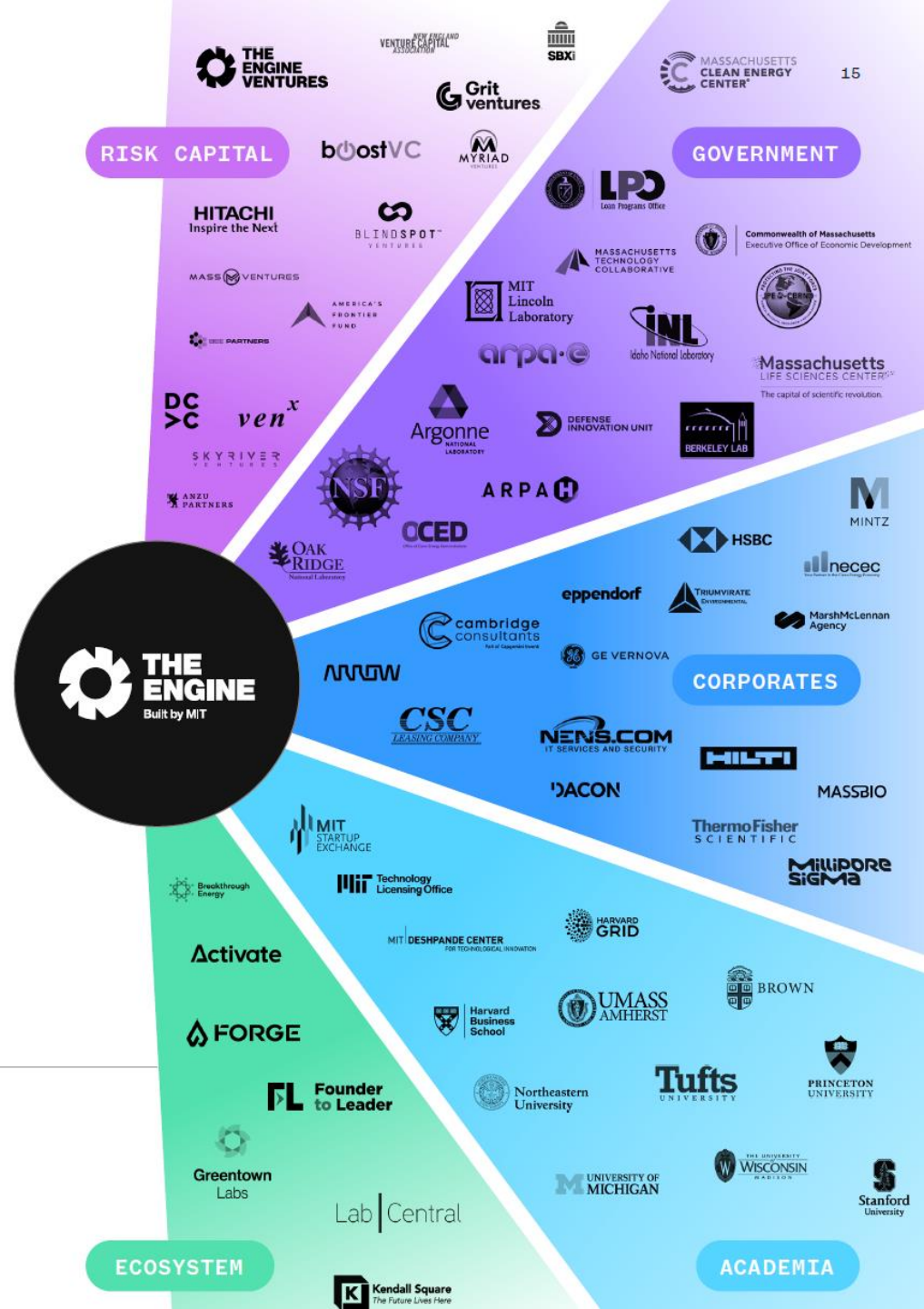
## Our Role as a Convener

At The Engine, we host thousands of visitors each year—from investors and policymakers to corporate executives and beyond. They come from the local Tough Tech ecosystem as well as far-flung locations worldwide to understand the edges of Tough Tech innovation, invest in our companies, and attend events and programs. Although we have an increasing number of virtual offerings, the atmosphere at 750 Main St and our other facilities is unrivaled. This is the place where Tough Tech is built.

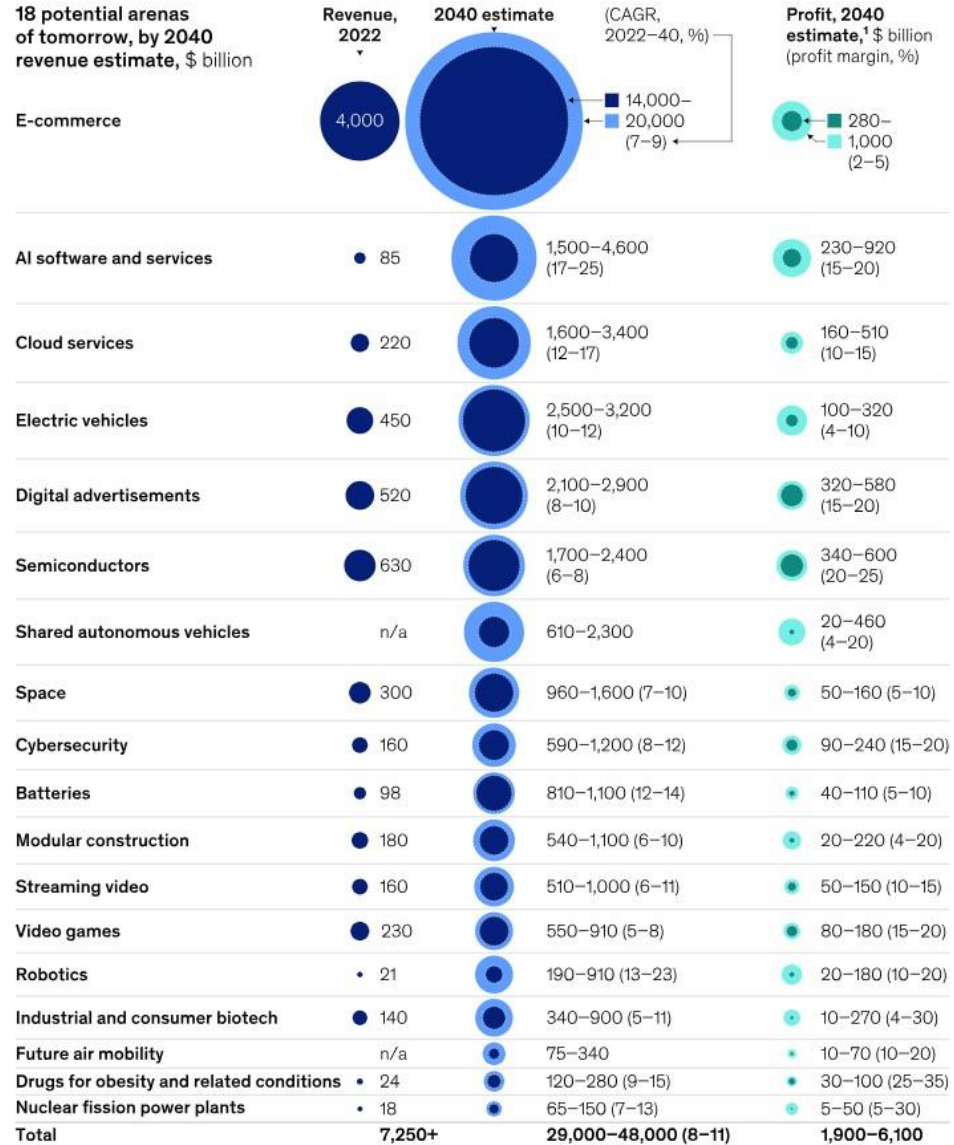
In 2024, we deepened our relationships across the broader Tough Tech ecosystem—including risk capital, academia, government, corporations, and entrepreneurial support organizations whose missions overlap with ours. By fostering these partnerships, we ensured our resident companies have access to the knowledge, resources, and networks essential for overcoming complex challenges.

**7,302**  
Number of unique visitors in 2024

**98**  
Number of externally hosted events in 2024



The 18 potential arenas of tomorrow could generate \$29 trillion to \$48 trillion in revenues and \$2 trillion to \$6 trillion in profits.

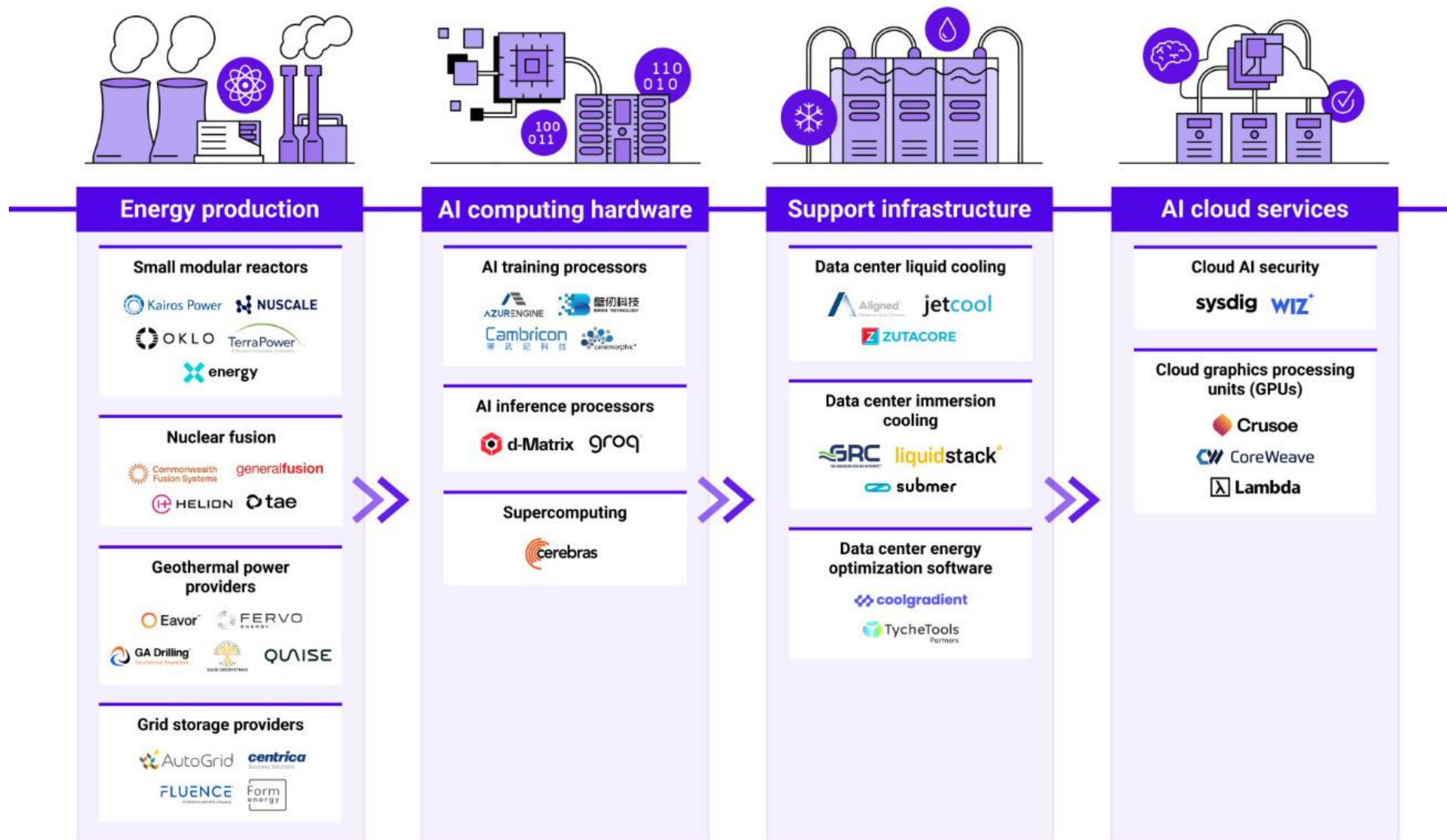


<sup>1</sup>Defined as net operating profit less adjusted taxes (NOPLAT). NOPLAT share based on most closely mappable industries from our database of 3,000 companies. Source: Company annual reports; McKinsey Value Intelligence; McKinsey Global Institute analysis





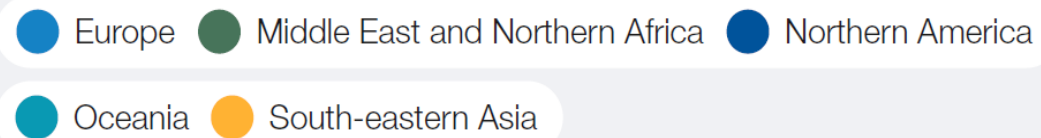
# The AI data center value chain



Select startups and recently exited companies visualized. Categories are not mutually exclusive, and the featured companies are not exhaustive of activity in the space.

**Figure 4.1** Top 10 economies by use of AI among local businesses to enhance productivity

1	Norway
2	USA
3	Finland
4	Indonesia
5	Israel
6	Philippines
7	United Arab Emirates
8	Australia
9	Switzerland
10	New Zealand







**Figure 4.2** Top 10 sectors to generate AI opportunities

1	Information and technology services
2	Financial services and capital markets
3	Energy technology and utilities
4	Telecommunications
5	Accommodation, food and leisure services
6	Advanced manufacturing
7	Education and training
8	Media and publishing
9	Engineering and construction
10	Medical and healthcare services

# Top 10 fastest growing skills by 2030

-  1. AI and big data
-  2. Networks and cybersecurity
-  3. Technological literacy
-  4. Creative thinking
-  5. Resilience, flexibility and agility
-  6. Curiosity and lifelong learning
-  7. Leadership and social influence
-  8. Talent management
-  9. Analytical thinking
-  10. Environmental stewardship

 Cognitive skills  Self-efficacy  Working with others  Management skills  Technology skills  Ethics

Note: The skills selected by surveyed organizations to be increasing most rapidly in importance by 2030.

Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.



# THE GEEK

The Radical Mindset That

Drives Extraordinary Results

# WAY



"A handbook  
for disrupters."  
—Eric Schmidt,  
former CEO of  
Google

NEW YORK TIMES BESTSELLING AUTHOR

## ANDREW MCAFEE

FOREWORD BY REID HOFFMAN



Raphael Gielgen • Sie

Trendscout Future of Work Life & Learn bei Vitra

11 Std. • 🌐



Wir leben in einer Zeit erstaunlicher Innovationen, aber wir schenken einer der wichtigsten von allen zu wenig Aufmerksamkeit: der Innovation für das Unternehmen selbst. **Andrew McAfee** war jüngst im **McKinsey & Company Forward Thinking Podcast**: <https://lnkd.in/dzmdw5VY>

McAfee beschreibt, wie Geeks eine neue Kultur geschaffen haben, die auf vier Normen beruht: Wissenschaft, Eigenverantwortung, Schnelligkeit und Offenheit. Wenn alle vier Normen erfüllt sind, entsteht eine Kultur, die frei, schnell, egalitär, evidenzbasiert, argumentativ und autonom ist. Unter den falschen Bedingungen hingegen schaffen wir Bürokratie, chronische Verzögerungen, eine Kultur des Schweigens und andere klassische Dysfunktionen des Industriezeitalters.

Geeks sind Pioniere eines neuen Modells, einer radikalen neuen Denkweise, die das Paradigma dessen, was ein Unternehmen sein kann - und sein sollte - völlig verändert hat. Sie folgen nicht den Regeln des Industriezeitalters mit seinen Hierarchien und bürokratischen Denkweisen. Sie folgen nicht den Prinzipien, die seit Menschengedenken an den Business Schools gepredigt werden. Der Zeitpunkt könnte nicht besser sein, es gibt das Buch: **THE GEEK WAY**

[#mindest](#) [#geek](#) [#futureofwork](#) [#mcafee](#)

# Future Literacy

# What if?

## WORK PANORAMA 2025

## Was wäre, wenn... Fragen

### No. 1

Was wäre, wenn Bildung so flexibel wird, dass jeder jederzeit und überall neue Fähigkeiten erlernen kann, die direkt auf seine beruflichen Herausforderungen abgestimmt sind?

### No. 2

Was wäre, wenn Organisationen vollständig flache Hierarchien einführen und stabilere dynamische Teams bilden, die allein auf Basis von Fähigkeiten und aktuellen Projektanforderungen zusammengestellt werden?

### No. 3

Was wäre, wenn Arbeitsorte nicht nur Orte der Produktivität, sondern voll integrierte Lernumgebungen werden, in denen kontinuierliche Entwicklung ein zentraler Bestandteil der Unternehmenskultur ist?

### No. 4

Was wäre, wenn Organisationen als kontinuierlich lernende, sich entwickelnde Ökosysteme funktionieren würden, in denen Strategien, Prozesse und Kulturen ständig adaptiert werden, um auf neue Herausforderungen und Chancen zu reagieren?

### No. 5

Was wäre, wenn Arbeitsorte als dynamische, flexible Umgebungen gestaltet wären, die nahtlos zwischen Kollektiven, Konzentration und hybriden Arbeitsmodellen wechseln könnten, um dem sich wandelnden Anforderungen gerecht zu werden?

### No. 6

Was wäre, wenn Anpassungsfähigkeit und Innovation zu den wichtigsten Erfolgsfaktoren würden und nicht nur die Art und Weise, wie wir arbeiten, sondern auch, wie wir Produktivität und den Wert von Organisationen definieren, grundlegend verändert werden?

### No. 7

Was wäre, wenn globale Netzwerke von Experten entstehen würden, die sich unabhängig von kulturellen und geografischen Grenzen selbst organisieren und innovative Lösungen zu entwickeln?

### No. 8

Was wäre, wenn traditionelle Büros durch kompakte Unternehmenszentren und ein dezentrales Netzwerk aus dynamischen Hubs ersetzt würden, um Flexibilität und Vielfalt zu fördern?

### No. 9

Was wäre, wenn Unternehmen verstärkt in digitale Skills investieren, um Wissen rasch zu teilen und schneller auf neue Herausforderungen und Chancen zu reagieren?

### No. 10

Was wäre, wenn dezentrale Arbeitsmodelle die Mobilitätsfähigkeit von Unternehmen steigern und gleichzeitig eine agile, kollaborative und kreative Arbeitskultur fördern würden?

### No. 11

Was wäre, wenn dezentrale Strukturen nicht nur die Effizienz steigern, sondern auch die Zusammenarbeit zwischen globalen und lokalen Teams so verbessern würden, dass kulturelle und geografische Grenzen keine Rolle mehr spielen?

### No. 12

Was wäre, wenn Unternehmen durch dezentrale Modelle schneller auf lokale Marktvorteile reagieren könnten und dadurch eine neue Ära der kundenzentrierten Innovation einläuten würden?

### No. 13

Was wäre, wenn Unternehmen weltweit vernetzte Teams schaffen würden, die rasch über Zeitzonen hinweg in Echtzeit zusammenarbeiten, um maximale Agilität und Effizienz zu erreichen?

### No. 14

Was wäre, wenn globale Arbeitsplätze nicht nur die Produktivität, sondern auch die Zufriedenheit der Mitarbeitenden durch flexible, hybride Modelle und dezentrale Entscheidungsstrukturen steigern könnten?

### No. 15

Was wäre, wenn Arbeitsorte zu hoch-komplexen, spezialisierten Hubs werden könnten, ähnlich der ESS, die alle notwendigen Funktionen für Zusammenarbeit, Innovation und Produktivität in einem flexiblen, grenzüberschreitenden Umfeld vereint?

### No. 16

Was wäre, wenn Unternehmen Karrierewege so flexibel gestalten könnten, dass Mitarbeiter\*innen ihre Rollen und Ziele kontinuierlich an ihre persönlichen Werte und Interessen anpassen können?

### No. 17

Was wäre, wenn Individualisierung nicht nur die Produktivität, sondern auch die Bindung an Unternehmen stärkt, indem sie Arbeitsplätze schafft, die Flexibilität, Nachhaltigkeit und persönliche Freiheit beinhalten?

### No. 18

Was wäre, wenn Technologie es ermöglichte, Arbeitsumgebungen in Echtzeit an die emotionalen und kognitiven Bedürfnisse jedes Einzelnen anzupassen, um maximale Kreativität und Wohlbefinden zu fördern?

### No. 19

Was wäre, wenn Unternehmen gezielt Programme zur Verbesserung der Work-Life-Balance einführen würden, um kulturelle Medienrollen und langfristige Resilienz ihrer Mitarbeitenden zu stärken?

### No. 20

Was wäre, wenn Führungskräfte sich darauf konzentrieren würden, psychologische Sicherheit und Wohlbefinden als Schlüssel zur Förderung von Kreativität und Innovation zu etablieren und zu fördern?

### No. 21

Was wäre, wenn Arbeitsumgebungen so gestaltet wären, dass sie kontinuierlich detaillierte Daten analysieren und in Echtzeit personalisierte Anpassungen vornehmen könnten, um Stress abzubauen und Wohlbefinden zu maximieren?

### No. 22

Was wäre, wenn Arbeitsorte so gestaltet wären, dass sie sportliche Bewegungen und andere zwischenmenschliche Verbindungen fördern, um Zusammenarbeit und Innovation auf ein neues Niveau zu heben?

### No. 23

Was wäre, wenn persönliche Begründungen in einer digitalen Welt nicht nur eine Erklärung, sondern der zentrale Treiber für Vertrauen, Teambesonnenheit und langfristigen Erfolg wären?

### No. 24

Was wäre, wenn Unternehmen Arbeitsplätze und Flüsse so gestalten würden, dass sie eine grundlegende menschliche Bedürfnisse wie Anerkennung, Zugehörigkeit und Autonomie adressieren können, um den Mittelpunkt stellen und dadurch die Flexibilität und die Kreativität der Mitarbeitenden nachhaltig fördern?

### No. 25

Was wäre, wenn Unternehmensziele so gestaltet wären, dass sie als zentrale Plattformen für generationenübergreifenden Austausch dienen, mit spezialisierten Räumlichkeiten und Technologien, die Wissensaustausch, Innovation und soziale Interaktion fördern?

### No. 26

Was wäre, wenn Arbeitsorte als abgrenzte, aber vernetzte Ökosysteme entstehen könnten, die nicht nur die Ressourcen von morgen vereinen, sondern auch die Fähigkeiten von morgen vorbereiten?

### No. 27

Was wäre, wenn Unternehmensziele so gestaltet wären, dass sie als zentrale Plattformen für generationenübergreifenden Austausch dienen, um den Teamzusammenhalt und die Innovationskraft zu stärken?

### No. 28

Was wäre, wenn KI repetitive Aufgaben vollständig automatisieren könnte, so dass Mitarbeiter\*innen sich stattdessen auf kreative und strategische Tätigkeiten konzentrieren könnten?

### No. 29

Was wäre, wenn KI als augmentiertes Werkzeug Mitarbeiter\*innen dabei helfen könnte, komplexe Entscheidungen schneller und präziser zu treffen, indem sie Echtzeitanalysen und intuitive, verständliche Vorschläge liefert?

### No. 30

Was wäre, wenn KI-Agenten als virtuelle Teammitglieder fungieren könnten, die Projekte autonom vorantreiben, Informationen kategorisieren und Teams mit spezifischen Fachwissen in Echtzeit unterstützen?

### No. 31

Was wäre, wenn Unternehmen virtuelle Zwillinge ihrer physischen Arbeitsumgebungen in Metaverse oder Omniverse schaffen würden, um globale Zusammenarbeit, virtuelles Meeting und innovative Schulungen zu ermöglichen?

### No. 32

Was wäre, wenn erweiterte Realität uns ermöglichen würde, Arbeitsplätze vollständig digital zu gestalten, sodass Standorte in einem einzigen, immersiven Umgebung integrieren könnten?

### No. 33

Was wäre, wenn VR AR es ermöglichen würde, die Grenzen der Realität aufzulösen und dabei völlig neue Anreize, Lern- und Innovationsumgebung zu erschaffen, die unsere Vorstellungskraft revolutionieren?

### No. 34

Was wäre, wenn Vorschriften nicht nur gesetzliche Anforderungen erfüllen müssten, sondern aktiv Innovationen vorantreiben würden, indem sie nachhaltige und soziale Ziele priorisieren?

### No. 35

Was wäre, wenn globale Standards es Unternehmen ermöglichten, einheitliche ethische und nachhaltige Praktiken unabhängig von ihrem Standort zu implementieren?

### No. 36

Was wäre, wenn Standards und Vorschriften so flexibel wären, dass sie sich dynamisch an neue Technologien und Arbeitsmodelle anpassen könnten, um Innovationen zu beschleunigen?

### No. 37

Was wäre, wenn der Zugang zu begrenzten Ressourcen wie Energie oder Rohstoffen vollständig durch technologische Innovationen und künstliche Intelligenz optimiert werden?

### No. 38

Was wäre, wenn Gebäude und Arbeitsräume so adaptiv und dynamisch wären, die nicht nur ihre eigenen Ressourcenbedarf decken, sondern auch aktiv zur Regenerierung von Energie, Wasser und biologischer Vielfalt beitragen könnten?

### No. 39

Was wäre, wenn innovative Technologien und intelligente Planungsinstrumente Arbeitsräume optimieren könnten, die nicht nur ressourcenschonend, sondern auch flexibel auf die wechselnde Nachfrage nach Flexibilität reagieren?

### No. 40

Was wäre, wenn Unternehmen ihre Gebäude vollständig auf nachhaltige Praktiken umstellen würden, indem sie erneuerbare Energie, Kreislaufwirtschaft und faire Arbeitsbedingungen priorisieren?

### No. 41

Was wäre, wenn zukunftsgehe Gebäude so gestaltet wären, dass sie die Umwelt nicht nur schützen, sondern aktiv regenerieren, indem sie beispielsweise CO<sub>2</sub>-neutral sind und Biodiversität fördern?

### No. 42

Was wäre, wenn Nachhaltigkeit nicht nur eine Option, sondern eine persönliche Verpflichtung für alle Unternehmen wäre und sich in allen Entscheidungen, von Design, Betrieb und Kultur von Arbeitsplätzen?

### No. 43

Was wäre, wenn Roboter in jedem Aspekt unserer Leben eingesetzt werden würden, von der Kadererziehung bis hin zur Pflege alter Menschen - was würde sich das auf menschliche Beziehungen und den Alltag auswirken?

### No. 44

Was wäre, wenn zukünftige Generationen Roboter als selbstverständliche Begleiter und Assistenten erleben würden, was könnte sicherstellen, dass diese Technologien in Einklang mit ethischen und sozialen Werten stehen?

### No. 45

Was wäre, wenn die Automatisierung aller beweglichen Dinge zu einer radikalen Umgestaltung von Arbeit, Mobilität und Freizeit führen würde - wie könnte sich unsere Gesellschaft in einem Welt mit selbstbewussten, autonomen KI entwickeln?

### No. 46

Was wäre, wenn die Zufriedenheit von morgen durch KI, Nachhaltigkeit und autonome Technologien geprägt sind - wie könnten Unternehmen heute bereits innovative Geschäftsmodelle entwickeln, die langfristig tragfähig sind?

### No. 47

Was wäre, wenn autonome Mäxchen in Afrika, Asien und dem virtuellen Raum (z.B. Metaverse) das Wirtschaftswachstum vorantreiben könnten, während Menschen in der realen Welt neue Chancen nutzen, um global erfolgreich zu sein?

### No. 48

Was wäre, wenn Nachhaltigkeit und soziale Verantwortung die wichtigsten Faktoren für Investitionsentscheidungen in den Märkten von morgen wären - wie müssen Unternehmen ihre Geschäftsmodelle ändern, um Vertrauen und Loyalität zu gewinnen?

### No. 49

Was wäre, wenn KI es ermöglichen würde, Produkte und Dienstleistungen so präzise auf individuelle Bedürfnisse abzustimmen, dass traditionelle Zielgruppenansprache überflüssig wird? Wie würde das die Geschäftsmodelle und Marketingstrategien von Unternehmen verändern?

### No. 50

Was wäre, wenn Unternehmen die Macht der "guten Messer" nutzen könnten, um vollständig personalisierte Erlebnisse zu schaffen, ohne die Skalierbarkeit und Effizienz der Massenproduktion zu verlieren? Welche Auswirkungen hätte dies auf die Wirtschaft?

### No. 51

Was wäre, wenn KI Unternehmen ermöglichen würde, nicht nur individuelle Produkte und Dienstleistungen anzubieten, sondern auch dynamisch auf die sich wandelnden Bedürfnisse ihrer Kunden in Echtzeit zu reagieren? Welche neuen Risiken und Erwartungen wären dadurch der Markt erwarten?

### No. 52

Was wäre, wenn Unternehmen nur noch kurzfristige und anpassungsfähige Dienstleistungen nach Bedarf bieten könnten, anstatt langfristige Mietverträge einzugehen? Wie würde das die Immobilienbranche und Bürogestaltung verändern?

### No. 53

Was wäre, wenn Büro so multifunktional und modular gestaltet wäre, dass sie innerhalb weniger Stunden auf völlig neue Anforderungen umgestellt werden könnten? Welche Innovationen wären dafür nötig?

### No. 54

Was wäre, wenn Büro so multifunktional und modular gestaltet wäre, dass sie innerhalb weniger Stunden auf völlig neue Anforderungen umgestellt werden könnten? Welche Innovationen wären dafür nötig?

### No. 55

Was wäre, wenn Unternehmen flexibel zwischen physischen Büroflächen und virtuellen Arbeitsräumen wechseln könnten? Wie würde das die Anforderungen an Design und Technologie beeinflussen?

### No. 55

Was wäre, wenn die erfolgreichsten Immobilienprojekte der Zukunft weniger auf traditionelle Büroflächen basieren und stattdessen hybride, digitale und physische Räume integrieren würden, um eine neue Art von Arbeitsumgebung zu schaffen?

### No. 56

Was wäre, wenn die größten Unternehmen der Zukunft durch die Integration von physischen und digitalen Infrastrukturen nicht nur ihre Büros optimieren, sondern auch völlig neue Modelle für die Wertschöpfung und die Interaktion mit ihren Kunden entwickeln würden?

### No. 57

Was wäre, wenn Unternehmen zunehmend auf lokale, adaptive Büroadressen setzen würden, die den Übergang von physischen zu digitalen Vermögenswerten unterstützen und so den Zusammenhang zwischen realer Raum und virtueller Wertschöpfung neu definieren?

### No. 58

Was wäre, wenn AI-gestützte Lernwerkzeuge wie NoCode/LLM die Grenze zwischen einer hoch- und niedrig-spezifischen Oberfläche und einer tiefgehenden Ausgestaltung mit komplexen Themen verwischen und wir können vor sicherstellen, dass wir das nötige Maß an langfristigen Engagement beibehalten?

### No. 59

Was wäre, wenn AI-gestützte Lernwerkzeuge als eine Unterstützung nutzen würden, aber gleichzeitig die Identifizierung von Unternehmen, um sie bestmöglich zu unterstützen und ihre einzigartigen Lernprozesse zu ermöglichen?

### No. 60

Was wäre, wenn AI-generierte Inhalte als ersten Schritt betrachtet würden, die als MIP, um Ideen zu generieren, aber uns bewusst daran erinnern, dass Verständnis durch eigenes Nachdenken und kritische Auseinandersetzung zu vertiefen?

### No. 61

Was wäre, wenn die Revitalisierung bestehender Bürogebäude zu einem globalen Standard für nachhaltiges, multifunktionale Räume werden würde, die nicht nur Arbeitsplätze bieten, sondern auch Freizeit, Kultur und Bildung integrieren?

### No. 62

Was wäre, wenn die Umgestaltung von Gebäuden wie in Canal Square dazu anstößt langfristige Mietverträge in flexible, nutzungsflexible Verträge zu ändern? Wie würde das die Immobilienbranche und Bürogestaltung verändern?

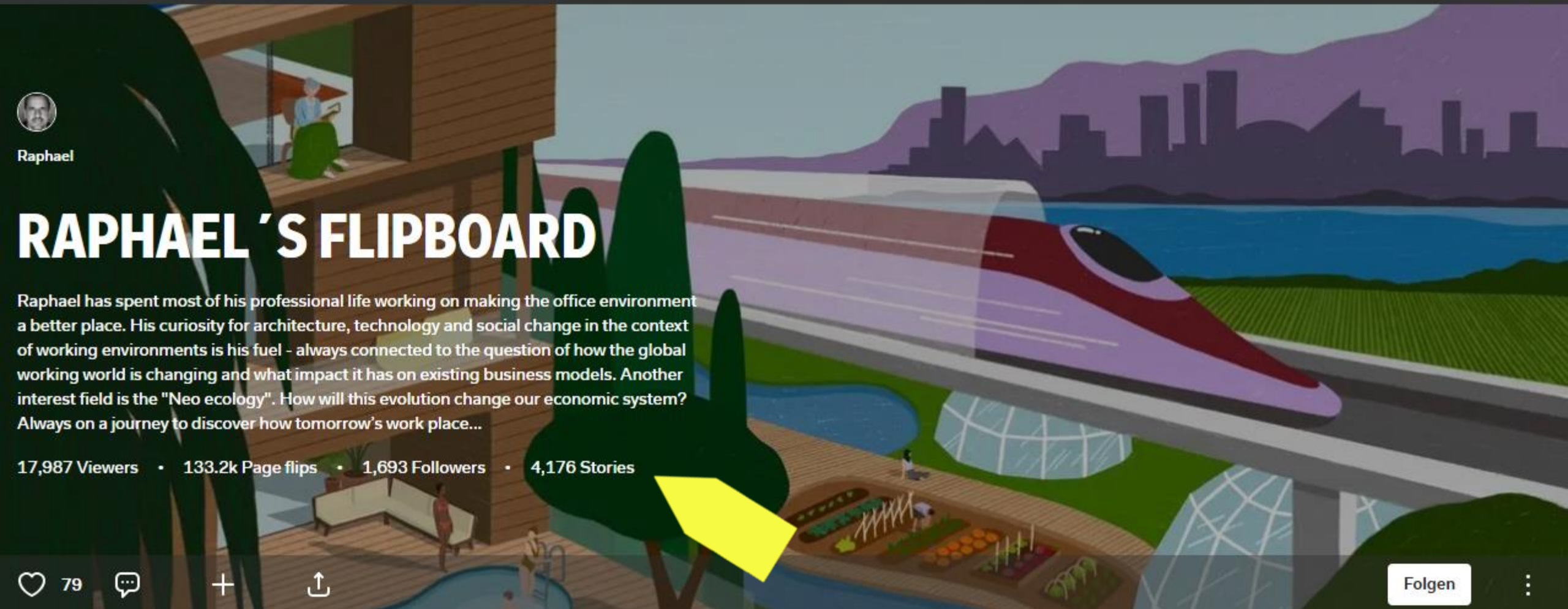
### No. 63

Was wäre, wenn Unternehmen ihre Bürogebäude nicht nur als Arbeitsräume, sondern als integrierte Bestandteile ihrer nachhaltigen und lebendigen Nachbarschaften sehen würden, die den Übergang zu gerecht genutzten urbanen Zentren fördern?

### No. 64

Die Was wäre, wenn Fragen sind nicht nur Datenreize, sondern auch kulturelle Werkzeuge, um eine wachsende, selbstbestimmte und lebendige Zukunft zu gestalten. Sie fordern uns heraus, über die Bekannte hinauszugehen, neue Perspektiven zu entdecken und innovative Lösungen zu finden. Lassen Sie uns diese Energie nutzen und gemeinsam eine Zukunft zu gestalten, die nicht nur den Herausforderungen gerecht wird, sondern die Chancen verstanden ist - für Unternehmen, die Städte, für Gesellschaften und für uns alle.





Raphael

# RAPHAEL'S FLIPBOARD

Raphael has spent most of his professional life working on making the office environment a better place. His curiosity for architecture, technology and social change in the context of working environments is his fuel - always connected to the question of how the global working world is changing and what impact it has on existing business models. Another interest field is the "Neo ecology". How will this evolution change our economic system? Always on a journey to discover how tomorrow's work place...

17,987 Viewers • 133.2k Page flips • 1,693 Followers • 4,176 Stories

 79   

Folgen 



Raphael



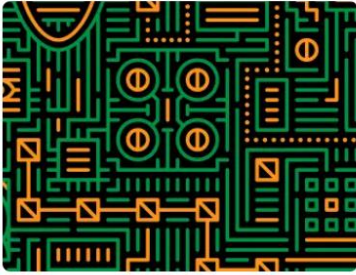
### What to expect from Neuralink in 2025

MIT Technology Review - Antonio Regalado

More volunteers will get Elon Musk's brain implant, but don't expect a product soon. MIT Technology Review's What's Next series looks across ...



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### The 10 Defense Tech Startups to Watch in 2025

Bloomberg - Lizette Chapman

Company Anduril CEO Brian Schimpf Valuation \$14 billion INDUSTRY Drones, weapons, software Headquarters Costa Mesa, California Anduril may be the tech ...



Raphael



### How to Make New York City More Affordable: 40 Big Ideas

The New York Times - Eliza Shapiro

40 Big Ideas to Make New York City More Affordable 40 Big Ideas to Make New York City More Affordable Is New York City running out of ideas to solve its once-in-a-generation affordability crisis? Bleak new superlatives about the cost of...



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### NVIDIA's Vision: AI for Everyone, Everywhere - TWICE

twice.com - Grant Morgan

Over 6000 CES attendees were treated to a cascade of exciting announcements as NVIDIA founder and CEO Jensen Huang kicked off CES 2025 with his ...



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### Moon - Bartosz Ciechanowski

ciechanow.ski - Bartosz Ciechanowski

Let's take a look at the Moon as seen from space in all its sunlit glory. You can drag it around to change your point of view, and you can also use ...



Raphael



### Stem-cell therapies that work: 10 Breakthrough Technologies 2025

MIT Technology Review - Antonio Regalado

After years of controversy, stem cells are on the cusp of cures for conditions like epilepsy and type 1 diabetes. California Institute for ...



Raphael



### Giant Commercial-Property Firm Goes All In on Co-Working With New Deal

The Wall Street Journal - Peter Grant

CBRE is purchasing the rest of Industrious as more employees return to the office Real estate-services firm CBRE Group is taking control of the co-working firm Industrious, a sign of the property market's renewed interest in shared workspace as more...



Raphael



### Singapore is turning to AI to care for its rapidly aging population

restofworld.org - Reeta Raman

Twice a week at a senior care facility in Singapore, a few dozen elderly men and women with dementia gather in a large sunlit room with Dexie, a ...



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### Fast-learning robots: 10 Breakthrough Technologies 2025

MIT Technology Review - James O'Donnell

AI advances are rapidly speeding up the process of training robots, and helping them do new tasks almost instantly. Agility, Amazon, Covariant, ...



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### Crea Madrid Nuevo Norte

creamadridnuevonorte.com - Madrid Nuevo Norte

All of Madrid Nuevo Norte, just a click away Discover all of the details of Madrid Nuevo Norte by immersing yourself in an interactive experience that ...



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### Sam Altman on ChatGPT's First Two Years, Elon Musk and AI Under Trump

Bloomberg - Josh J Tyrangiel

Businessweek | The Big Take An interview with the OpenAI co-founder. By Josh Tyrangiel January 5, 2025, Updated on January 6, 2025 Share this article On ...



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### Technology Will Make the Pace of Change Even Faster

Bloomberg Opinion - By Tyler Cowen

Advances in AI will continue at breakneck speed in 2025, but it's unclear how much of a difference they'll make. One of the most reliable observations any opinion writer can make, myself included, is that the pace of change has accelerated. But in the last...









OE-FAT

OE-FAT

Garmin instrument panel with three analog gauges: Airspeed Indicator (0-300 knots), Vertical Speed Indicator (0-2000 ft/min), and Turn Coordinator. Includes 'BOTTLE ARMED PUSH' indicators on either side.

TEST selector knob with positions: SPARE, OFF, FIRE, CABIN ALT, STALL, ANTI SKID, OVER SPEED, and FLAPS.

Garmin G5000 Primary Flight Display (PFD) showing attitude, airspeed, altitude, heading, and engine parameters. Includes COM, RANGE, and FMS controls.

Garmin G5000 Multi-Function Display (MFD) showing a navigation map with terrain, waypoints, and engine/battery status. Includes 'MAP - NAVIGATION MAP' and 'DCLTR SHW CRT' options.

Garmin G5000 Secondary Flight Display (SFD) showing engine gauges, fuel gauges, and a heading scale.

UNSPED LIGHTS  
 700 KIAS  
 0.83M  
 100 KIAS  
 100 KIAS  
 100 KIAS  
 250 KIAS  
 82 KIAS  
 71 KIAS  
 74 KIAS

OPERATIONAL LIMITS  
 THE PLACARDS INSTALLED IN THIS AIRPLANE  
 CONTAIN OPERATING LIMITATIONS WHICH MUST  
 BE CHECKED WITH WHEN OPERATING THIS  
 AIRPLANE IN THE NORMAL CATEGORY. REFER TO  
 THE AIRPLANE FLIGHT MANUAL FOR ADDITIONAL  
 LIMITATIONS AND REQUIRED OPERATING  
 PROCEDURES.  
 NO AEROBIC MANEUVERS, INCLUDING SPIN,  
 ARE APPROVED.  
 LANDING WITH CABIN PRESSURIZED  
 IS PROHIBITED.

Instrument panel below the displays containing various system controls: Fuel Boost, Fuel Transfer, Fuel Gauge, Headset, Windshield Antice, Pitot Static, Landing Gear (Up/Down), Parking Brake Pull, Horn Silence, Anti Ice, External Lighting, Panel Cockpit Displays, Cockpit Temp, Cabin Temp, Air Source Select, Pressurization, Cabin Dump, and Headset.



# GENERATIVE AGE



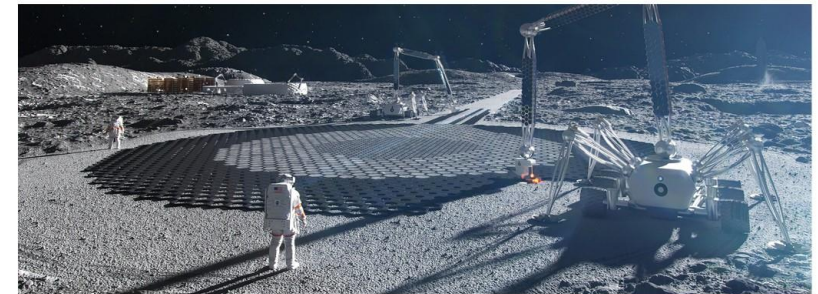
# EXTENDED REALITIES



# ROBOT NATIVES



# SHORTAGE OF RESOURCES



# NEXT WORK SKILLS



# BETA WORK



# DISTRIBUTION



# HUMAN TO HUMAN





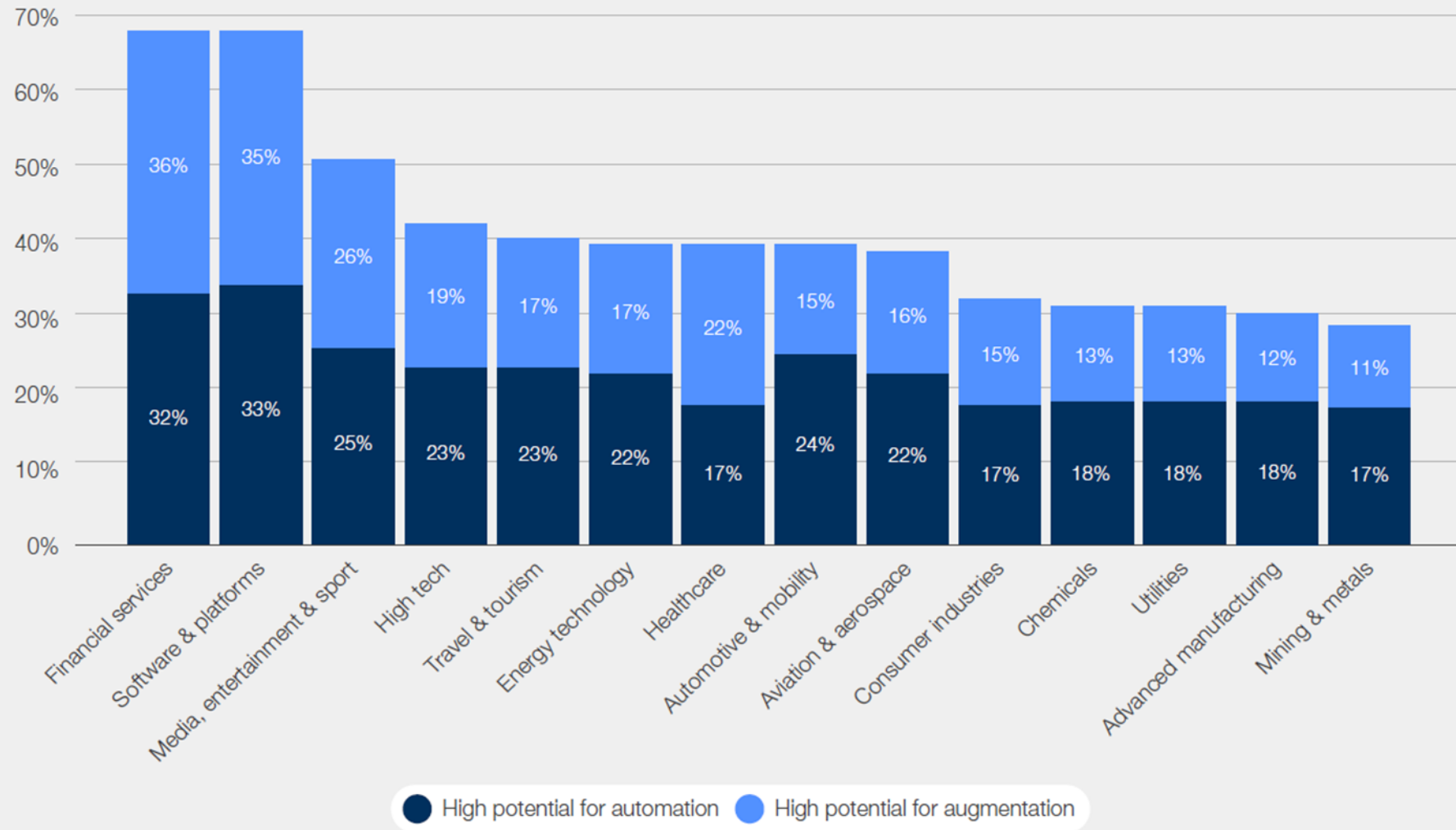
# GENERATIVE AGE



**Google Quantum Computer Lab**

## Work time exposure (automation and augmentation) to genAI, by industry

Percentage of time dedicated to tasks exposed to automation and augmentation potential



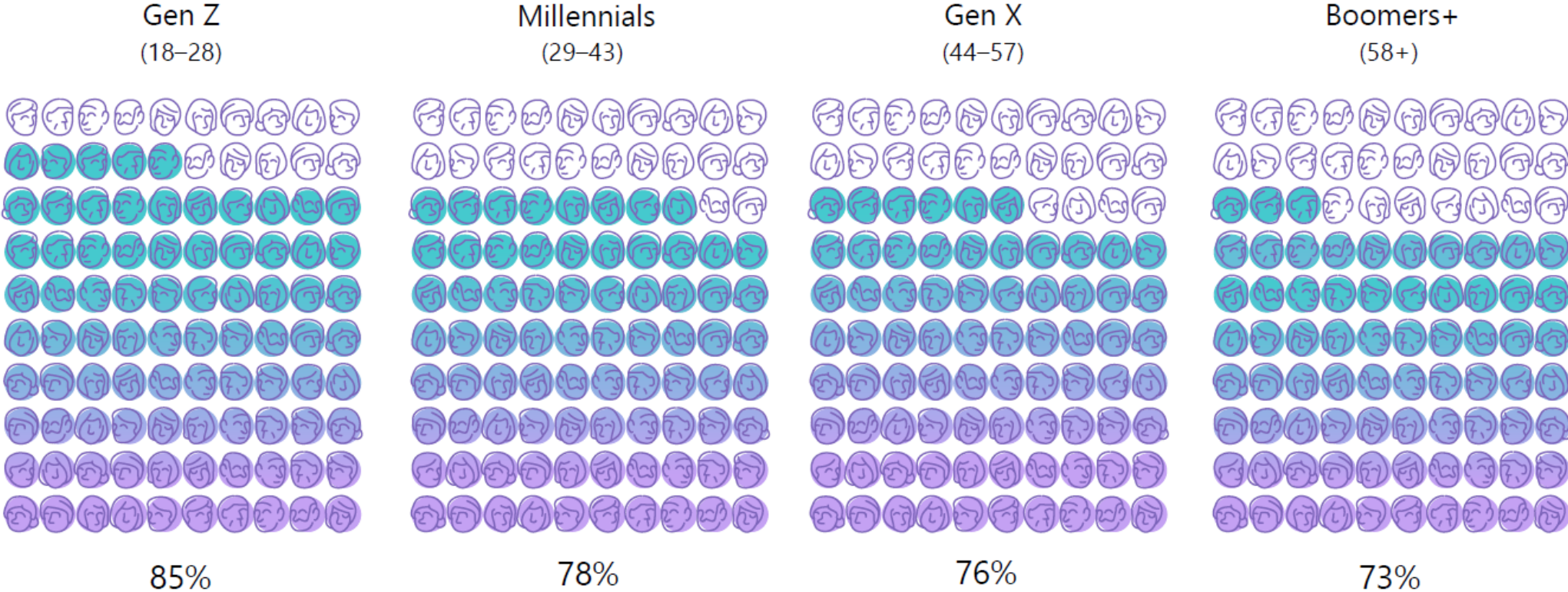
**Note:** Analysis of over 19,000 individual tasks across 867 occupations and 22 countries, assessing the potential exposure of each task to LLM adoption, classifying them as tasks that have high potential for automation (shown), high potential for augmentation (also shown), low potential for either or are unaffected (non-language tasks).

**Source:** Accenture.



# BYOAI Is Not Just for Gen Z

Employees across every age group are bringing their own AI tools to work.



Share of survey respondents who are using AI tools at work not provided by their organization



# AI Agents Market Landscape - Ecosystem

Source: AIAgentsDirectory.com | December 2024 | Total Agents: 633

Fine Agents  Open Source  Featured

Show Names

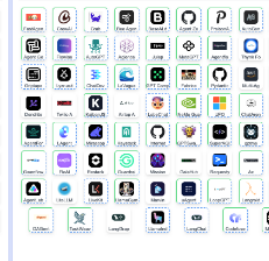
## AI Agents Platform (30)

Platforms that allow users to create, customize, and deploy their own AI agents for specific needs.



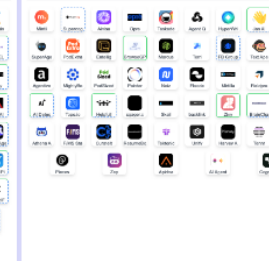
## AI Agents Frameworks (70)

Development frameworks that help to build and deploy AI agents.



## Productivity (50)

AI assistants that help you get more done by automating repetitive tasks.



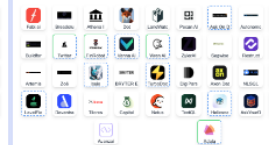
## Voice AI Agents (35)

AI assistants that can understand and respond to voice commands and conduct natural conversations.



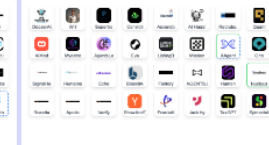
## Data Analysis (38)

AI solutions that process and interpret large datasets to uncover insights and patterns.



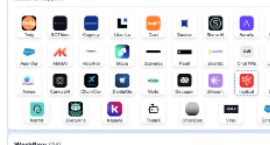
## Digital Workers (34)

AI agents that function as virtual employees, performing specific tasks autonomously.



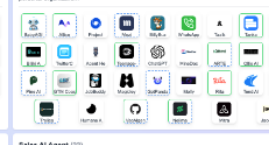
## Customer Service (34)

Virtual assistants that handle customer inquiries, support tickets, and service requests to provide 24/7 customer support.



## Personal Assistant (33)

AI companions that help you manage your daily life by handling tasks like scheduling, reminders, and personal organization.



## Coding Assistant (28)

AI-powered coding companions that help developers write better code through suggestions and automatic documentation.



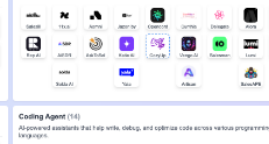
## Workflow (34)

AI systems that automate and optimize business processes by connecting different tools and managing task execution.



## Sales AI Agent (22)

AI solutions that help with sales tasks like lead qualification, follow-ups, and pipeline management.



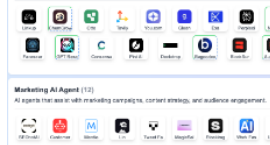
## Content Creation (21)

AI-powered solutions that help create, edit, and optimize various types of content.



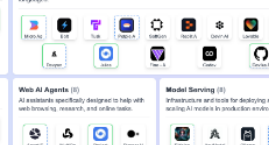
## Research (17)

AI solutions that help gather, analyze, summarize, and organize information from various sources.



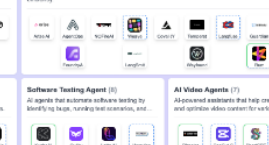
## Coding Agent (14)

AI-powered assistants that help with code editing, optimization, and solving various programming challenges.



## Observability (13)

AI-powered tools that track and analyze AI agent performance to ensure they're working effectively and efficiently.



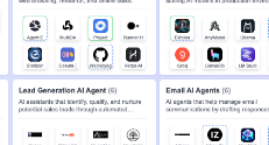
## Marketing AI Agent (12)

AI agents that assist with marketing campaigns, content creation, and audience engagement.



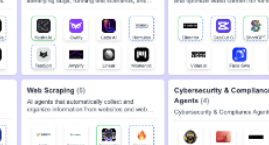
## Web AI Agents (8)

AI assistants specifically designed to help with web browsing, research, and online tasks.



## Model Serving (8)

Infrastructure and tools for deploying and serving AI models in production environments.



## Software Testing Agent (8)

AI agents that automate software testing by identifying bugs, running test scenarios, and generating reports.



## AI Video Agents (7)

AI-powered solutions that help create, edit, and optimize video content for various uses.



## Coding Library (7)

Collections of AI-powered code components and functions that developers can use in their projects.



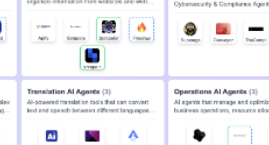
## WEB 3 (7)

AI agents that assist with blockchain, cryptocurrency, and decentralized application tasks.



## Lead Generation AI Agent (5)

AI solutions that identify, qualify, and nurture potential sales leads through digital channels.



## Email AI Agents (5)

AI agents that help manage email communication, such as drafting responses and organizing inboxes.



## Web Scraping (5)

AI agents that automatically collect and organize information from websites and web pages.



## Cybersecurity & Compliance Agents (5)

Cybersecurity & Compliance Agents



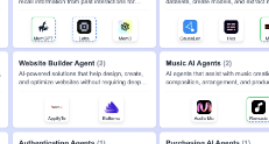
## Agentic IDE (5)

Intelligent development environments that integrate AI agents to enhance the coding process.



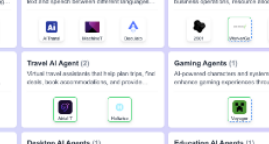
## AI Avatars (3)

AI-powered virtual representations that can interact with users and perform tasks on their behalf.



## AI Agent Memory (3)

Systems that enable AI agents to retain and recall information from past interactions for better performance.



## Data Science (3)

AI-powered solutions that help analyze large and complex datasets, create models, and extract meaningful insights.



## Translation AI Agents (3)

AI-powered tools that can convert text and speech between different languages.



## Operations AI Agents (3)

AI agents that manage and optimize day-to-day business operations, resource allocation, and workflow.



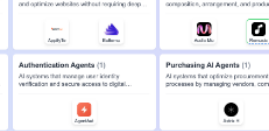
## Recruiting AI Agents (3)

AI assistants that streamline the hiring process by screening candidates, scheduling interviews, and managing recruitment workflows.



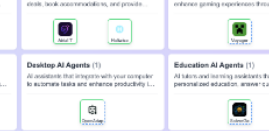
## AI DevOps Agents (3)

AI-powered solutions that help create, integrate, and manage software development and deployment workflows.



## Websites Builder Agent (2)

AI-powered solutions that help design, create, and optimize websites with no programming background.



## Music AI Agents (2)

AI agents that create music compositions, generate soundtracks, and assist with music production.



## Travel AI Agent (2)

Virtual travel assistants that help plan trips, book flights, and provide travel recommendations and itineraries.



## Gaming Agents (1)

AI-powered characters and systems that enhance gaming experiences through intelligent behavior and decision-making.



## Ads AI Agents (1)

AI-powered tools that allow for optimized advertising campaigns by targeting audiences, managing budgets, and analyzing performance.



## AI Shopping Agents (1)

Virtual shopping assistants that help find products, compare prices, and make purchase decisions.



## Authentication Agents (1)

AI-powered solutions that manage user identity verification and secure access to digital services.



## Purchasing AI Agents (1)

AI-powered tools that optimize procurement processes by managing vendors, comparing prices, and automating purchase orders.



## Desktop AI Agents (1)

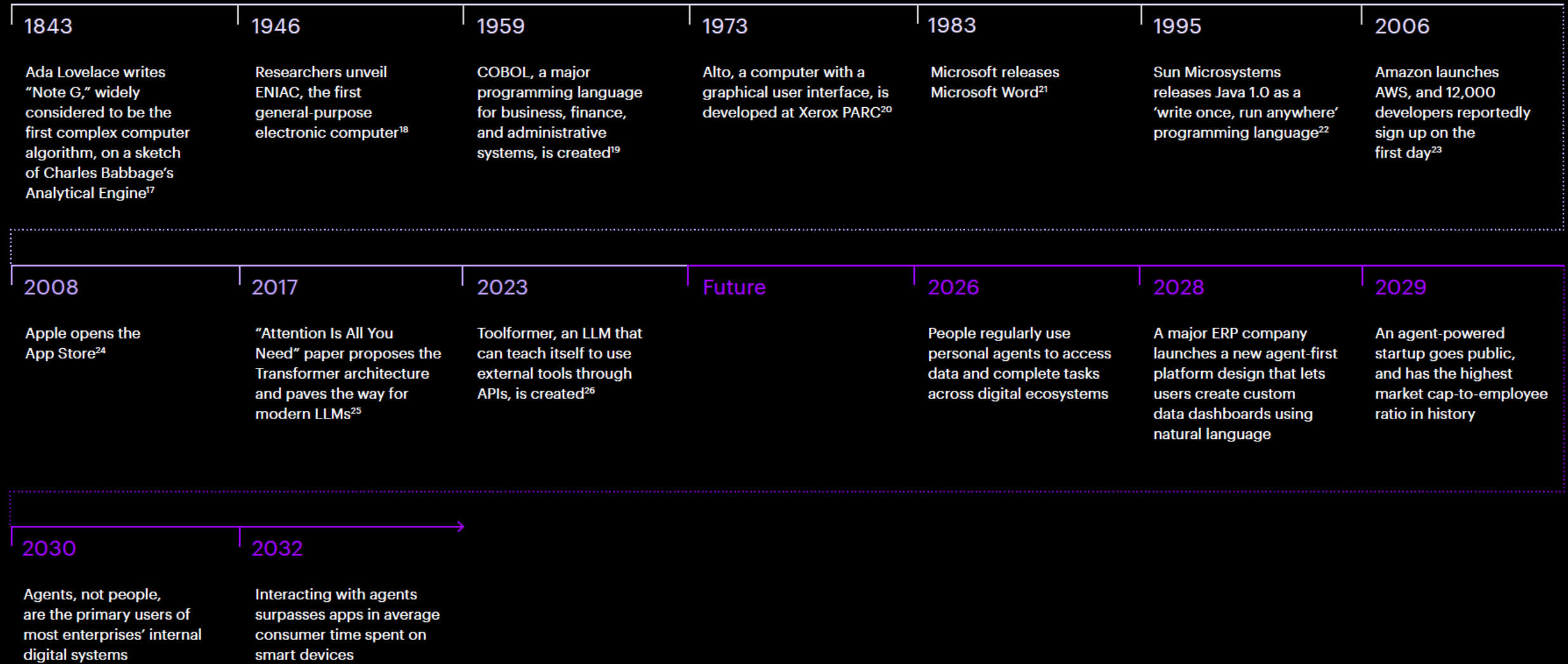
AI assistants that integrate with your computer to automate tasks and enhance productivity in various applications.



## Education AI Agents (1)

AI tutors and learning assistants that provide personalized education, answer questions, and track student progress.





# Finding Ourselves in AI

What happens when AI begins to know ourselves better than we do?

AI-powered VR/AR headsets, wearables and neural implants with almost telepathic qualities could soon surpass phones as core communication tools. These devices would unlock AI's potential to understand consumer desires more intimately, revealing new insight into what we want most, directing us toward manifesting our desires in real time—and introducing privacy invasions along the way.

---

No

Simplistic algorithms that act as glorified flow charts

Yes

Immersive, precise predictions that holistically shape our worldview



“Imagine an AI suggesting a career change, a breakup or a relocation based on your habits, conversations or health data. The convenience could be extraordinary, but the psychological impact of an algorithm ‘knowing’ you better than you know yourself? Potentially unnerving.”

Kyle Struthers  
Associate Consultant,  
CX Transformation, frog London

## What we're seeing

Marketing has now reached a critical juncture where it must avoid becoming overly familiar to prevent being perceived as intrusive or creepy.<sup>46</sup>

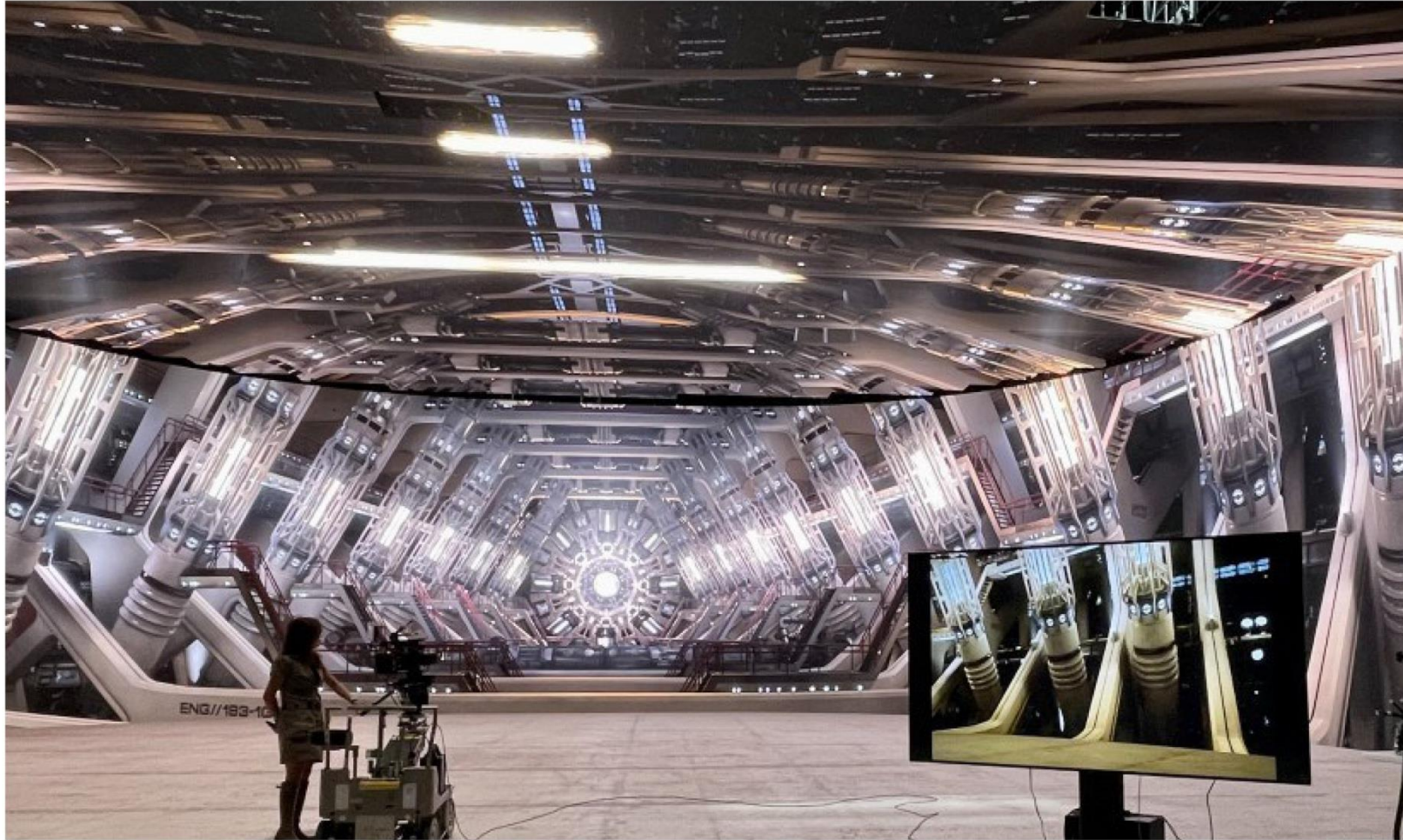
An early attempt to make phones obsolete, the Rabbit r1 from Teenage Engineering has so far received mixed reception.<sup>47</sup>

Scientists at the GrapheneX-UTS Human-centric Artificial Intelligence Centre created a portable, non-invasive device capable of translating silent thoughts into written text.<sup>48</sup>





# EXTENDED REALITIES



Canadian Motion Park, Star Trek





Zaha Hadid Architects



McCANN WORLDGROUP

CONDÉ NAST

VOGUE BUSINESS



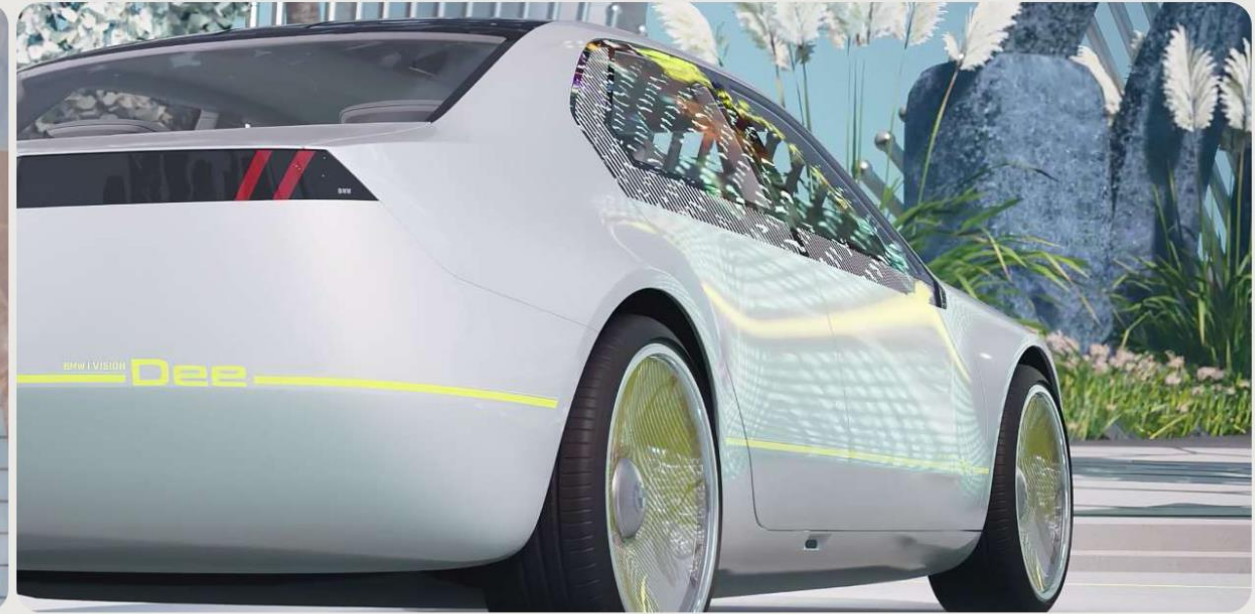
CLINIQUE

SHISEIDO

clé de peau BEAUTE

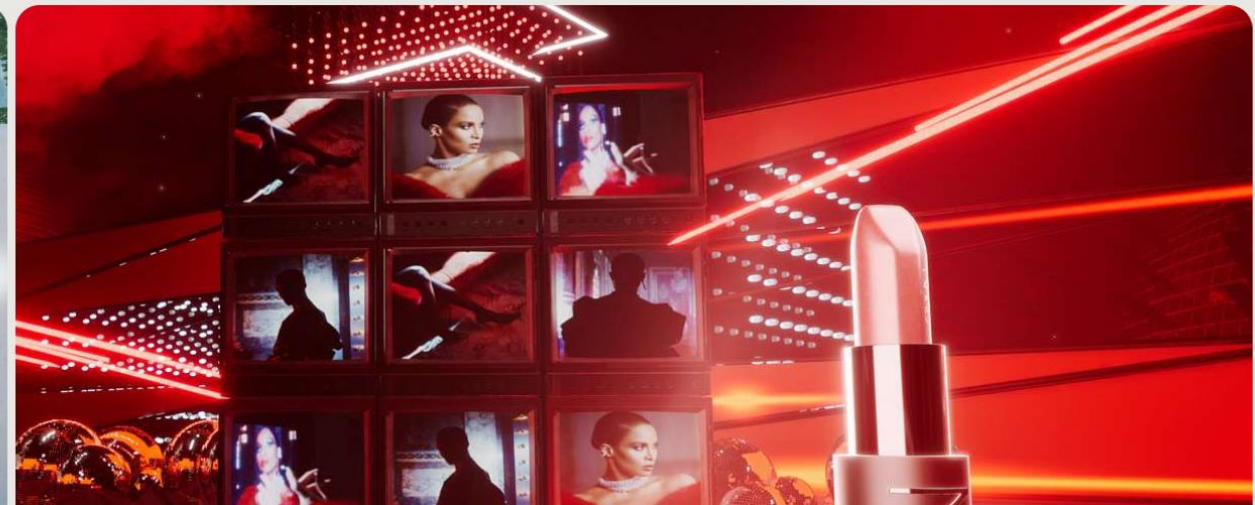
yahoo!

NARS



H&M - Virtual Showroom

BMW - i Vision Dee Launch





Who is Journeye?



**Das Tempo des Wandels wird so schnell sein, dass die Menschen mit Hilfe neuer Technologien wie Augmented Reality und Virtual Reality „im Augenblick“ lernen werden. Die Fähigkeit, neues Wissen zu erwerben, wird wertvoller sein als das Wissen selbst.**

**– Dell Technologies und Institute For The Future (IFTF)**

“This is about bringing together diverse industry players with their unique strengths – be it computing power, AI, cloud and edge capabilities, spatial content creation, software, or specialized domain knowledge.”

Peter Körte, Chief Technology and Strategy Officer, Siemens

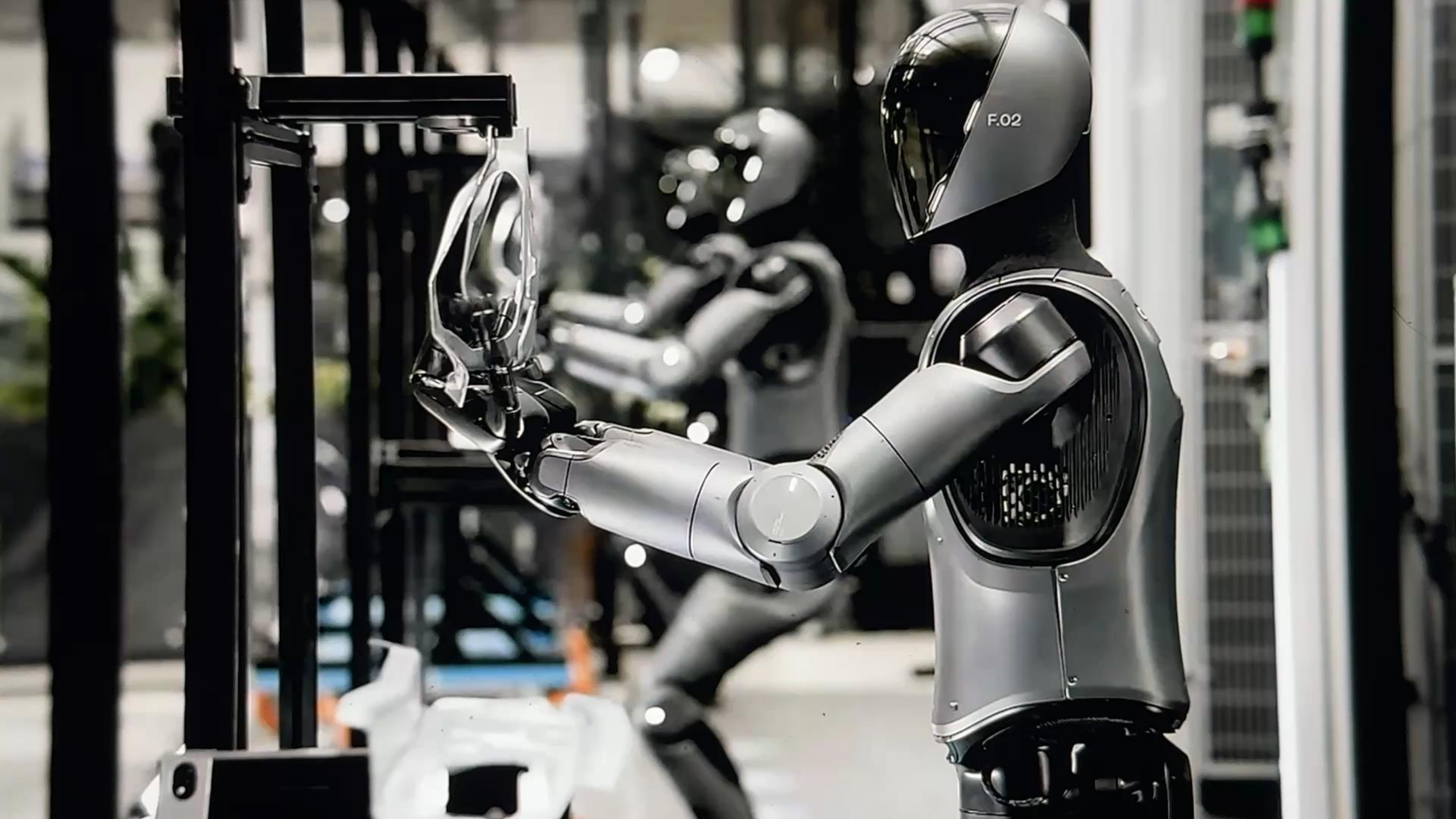


# ROBOT NATIVES



**Bmw Spartanburg**





F.02



THE POTENTIAL OF  
OUR FUTURE LIES  
IN THE HUMAN FORM.







HUMAN  
輕 1.8 M

# THE MOST NOTABLE HUMANOID ROBOTS IN 2024 - Ver 1.1

"Disclaimer: I am not an expert. The information presented here is based on public information and is subject to change. I am not responsible for any errors or omissions. The information presented here is for informational purposes only and should not be used as a basis for any investment decisions. The information presented here is for informational purposes only and should not be used as a basis for any investment decisions." <https://www.merphi.ai/>

## About the creators

Merphi is a research-backed startup and AI-powered intelligence in robotics with a mission to create the most advanced humanoid robots and AI-powered intelligence. We are currently working on the development of our first humanoid robot, Merphi-1, which is expected to be released in 2024. Merphi-1 is a humanoid robot that is designed to be a general-purpose robot that can perform a wide range of tasks. Merphi-1 is powered by a custom-built AI system that is designed to be a general-purpose AI system that can perform a wide range of tasks. Merphi-1 is designed to be a general-purpose robot that can perform a wide range of tasks. Merphi-1 is designed to be a general-purpose robot that can perform a wide range of tasks.

140, 537 · Aug 2024 · Boston, MA · [www.merphi.ai](https://www.merphi.ai/)  
MERPHI 

## Icon Guide

-  Robot's height (meter)
-  Robot's weight (kilogram)
-  Hand payload (kilogram)
-  Degree of freedom (Dof)



Atlas 2024.

175 175 N/A 175 N/A

Atlas is a fully-actuated humanoid robot. Unlike previous generations of the robot, this version doesn't have any hydraulic actuators and is lighter and more compact, while also being stronger and more dexterous. Capable of dynamic balancing, the robot can walk on uneven terrain with ease.



Digit 2019.

175 175 45 175 25

Digit is a humanoid robot designed to move in a more dynamic fashion than regular robots. It has a more agile and a more robust design than other robots. It can move in a more dynamic fashion than regular robots. It can move in a more dynamic fashion than regular robots.



Phoenix 2024.

175 175 45 175 25

Phoenix is the world's first general-purpose humanoid powered by Calsonic's powertrain. It can move in a more dynamic fashion than regular robots. It can move in a more dynamic fashion than regular robots.



Figure-02 2024.

168 168 40 168 20

Figure-02 is an advanced version of Figure-01 with more advanced AI and a more robust design. It can move in a more dynamic fashion than regular robots. It can move in a more dynamic fashion than regular robots.



Optimus Ge2 2023.

178 178 40 178 20

Optimus Ge2 is a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.



Apollo 2023.

175 175 40 175 20

Apollo is designed to transform the industrial workforce and beyond. It is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.



G1 2024.

13 13 35 13 13

G1 is a small, agile and cost-effective humanoid robot. It has a more compact design and is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.



GR-1 2023.

168 168 55 168 30

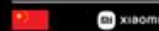
GR-1 is a small humanoid robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.



Menteebot 2024.

168 168 70 168 25

Menteebot is designed for both industrial and consumer use. It has a more compact design and is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.



CyberOne 2022.

177 177 60 177 21

CyberOne is a humanoid robot designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.



4NE-1 2024.

178 178 40 178 20

4NE-1 is a humanoid robot designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.

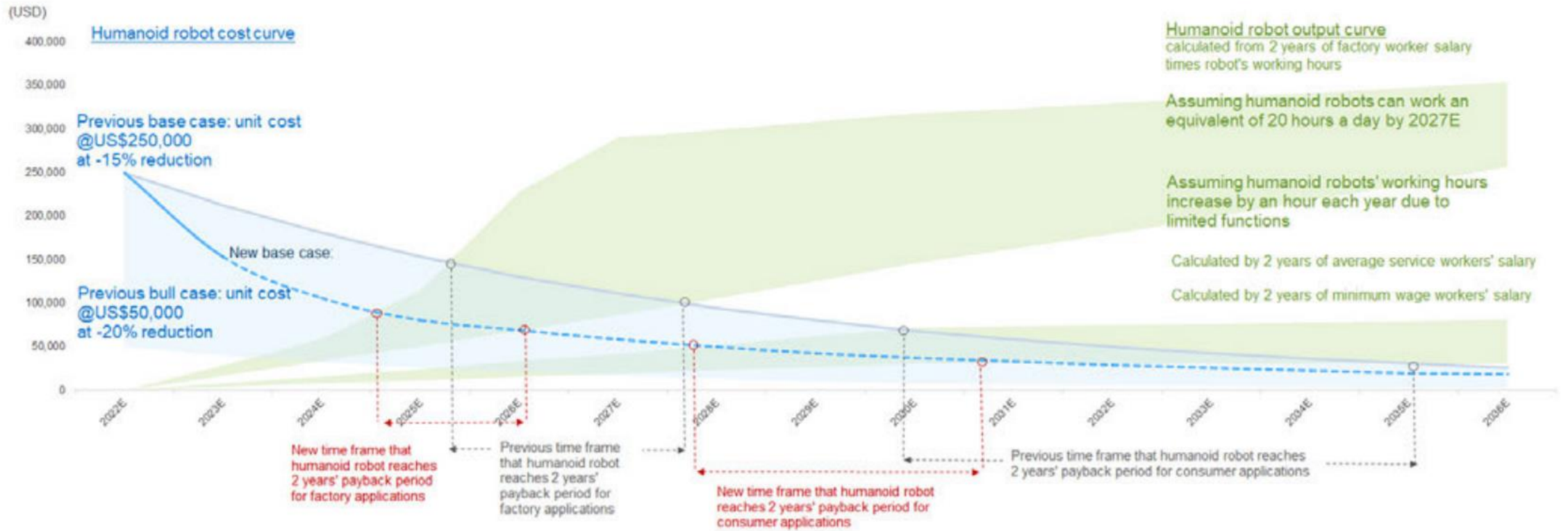


NEO 2024.

168 168 30 168 20

NEO is a humanoid robot designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks. It is designed to be a general-purpose robot that can perform a wide range of tasks.

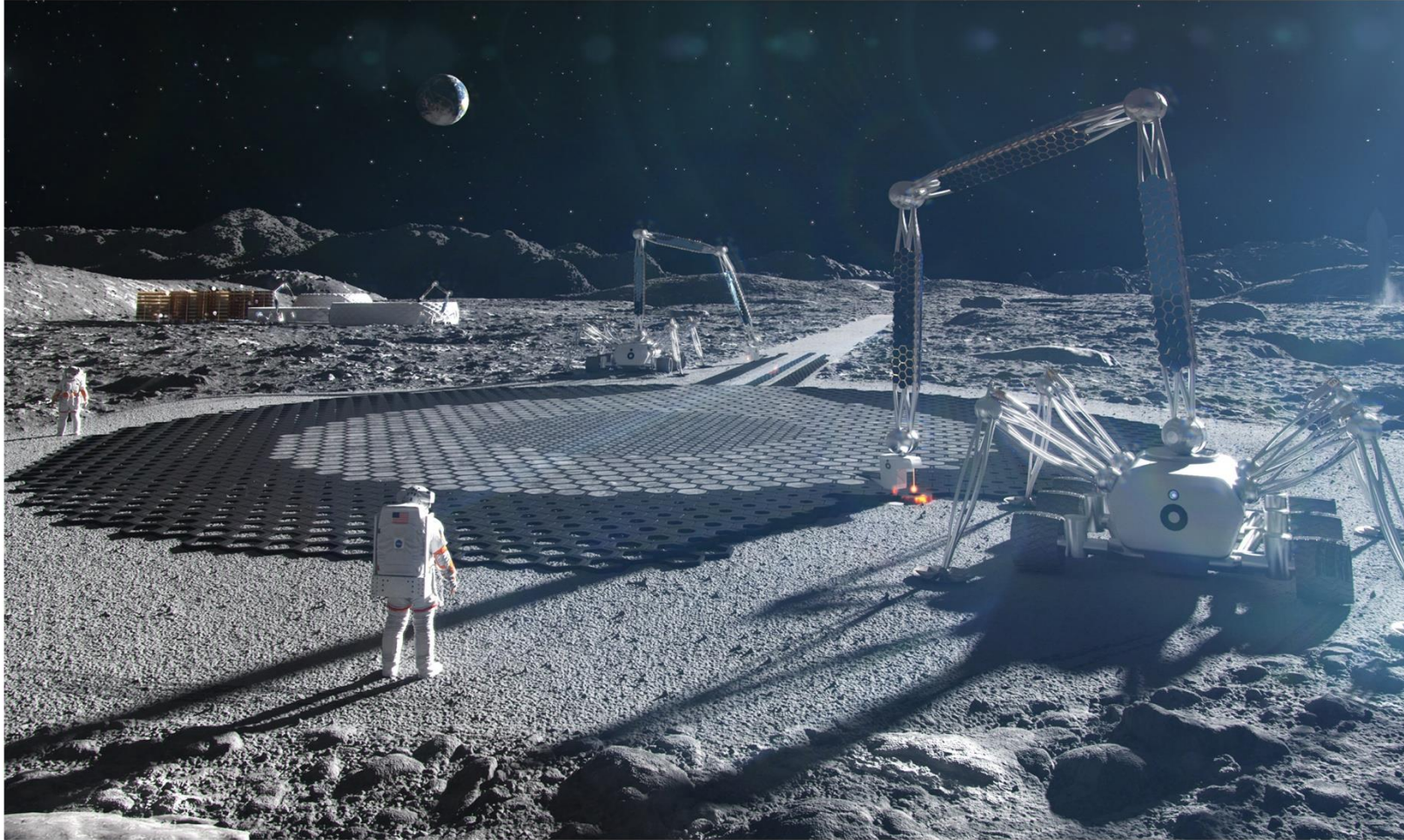
**Exhibit 2: Meanwhile, cost reduction also trended much faster than our prior expectation, implying factory application viability timeline could be one year earlier (2024E-27E vs. 2025E-28E previously) and consumer applications 2-4 years earlier (2028E-2031E vs. 2030E-2035E)**  
 Humanoid robot payback period analysis (new vs. prior expectations)



Note: Blue shaded area represents the possible range of humanoid robot ASP cost reduction and the green shaded area represents the possible range of humanoid robot productivity output assuming the robot's efficiency is twice a human worker; the crossing points represent the payback point for humanoid robot.

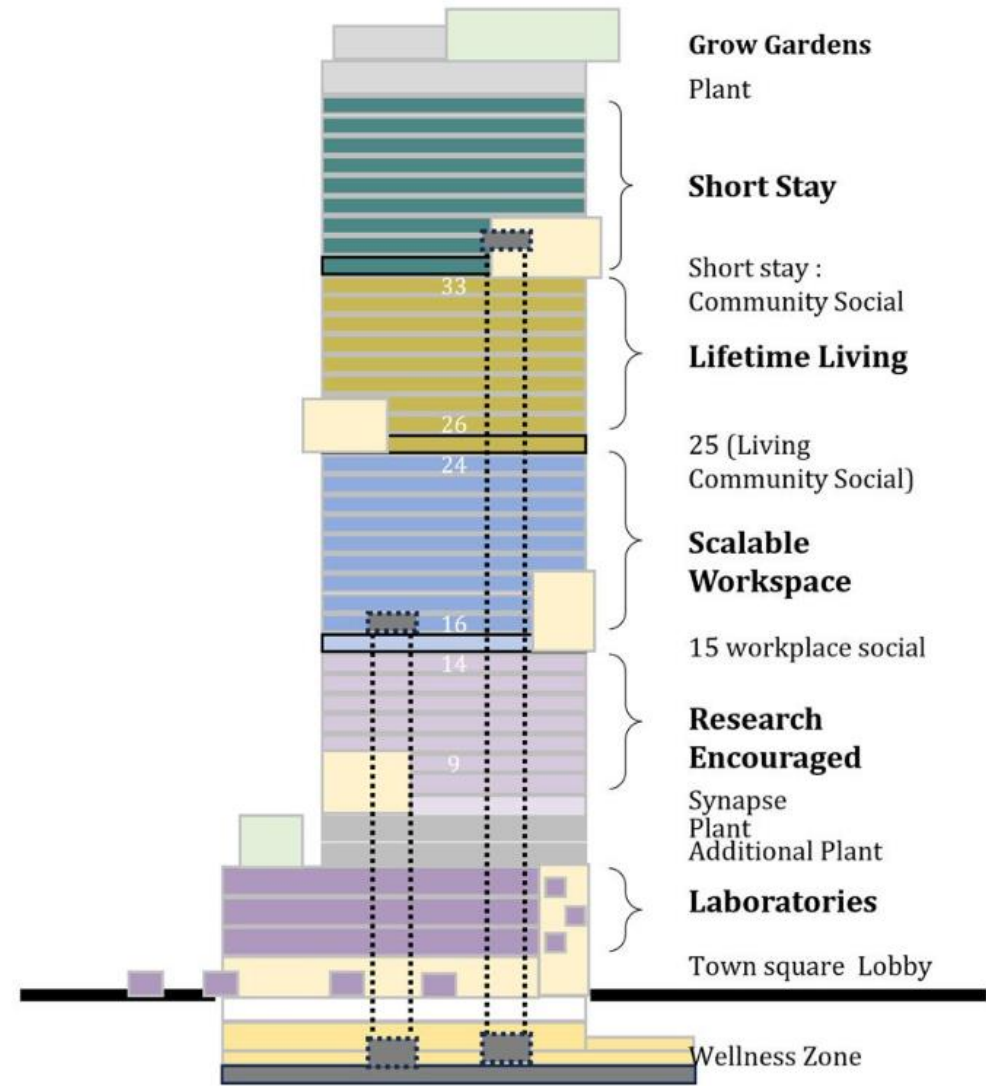
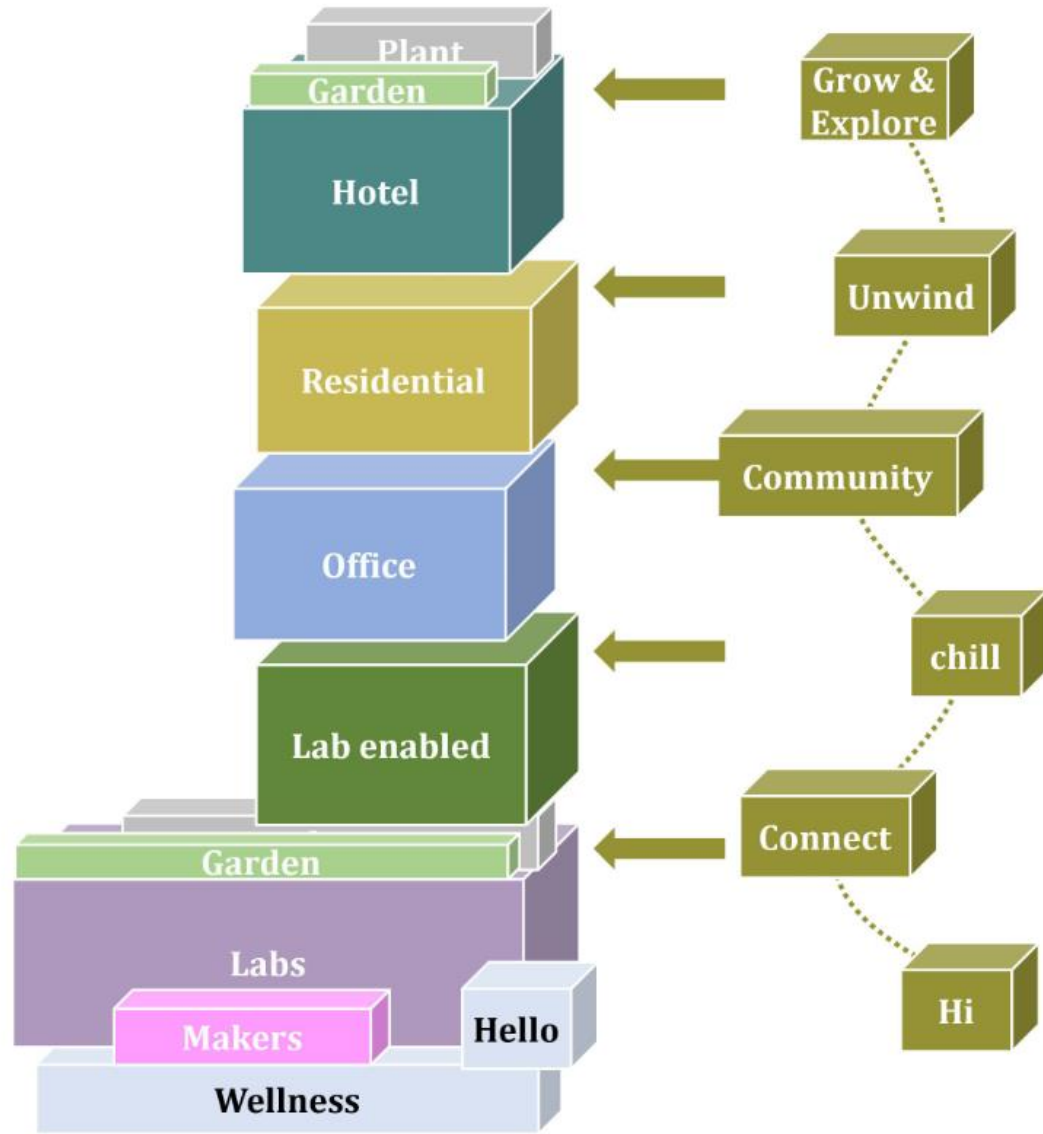


# SHORTAGE OF RESOURCES



**Lunar Construction System**







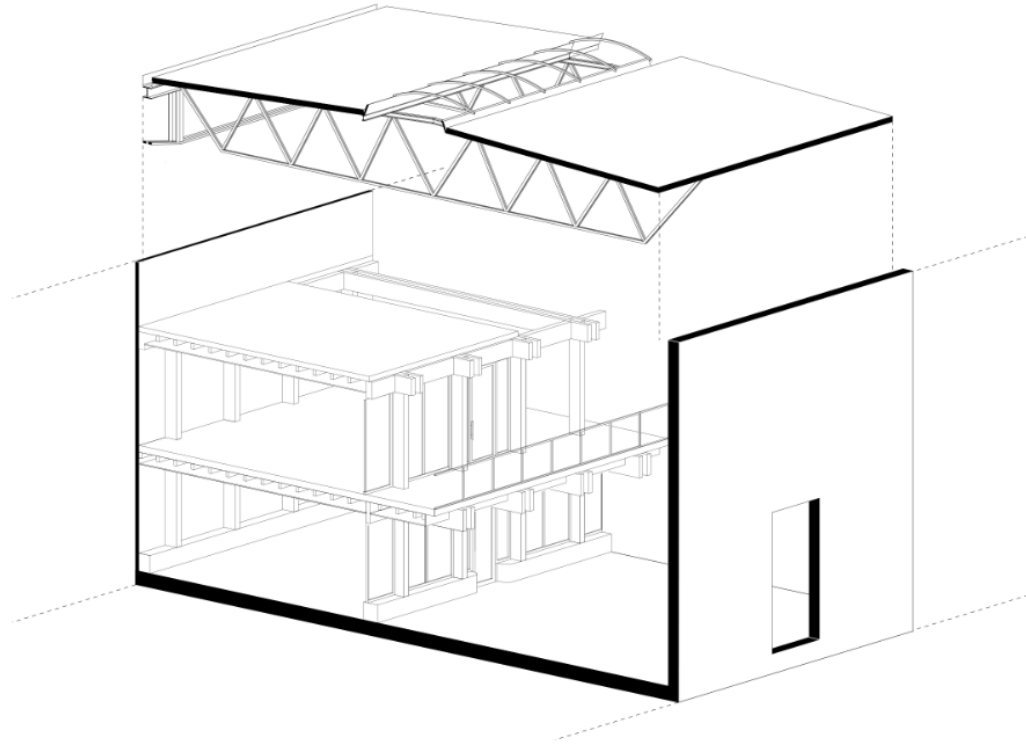






Umnutzung der Fabrikhalle von Álvaro Siza  
Duale Hochschule für Architektur, DHBW

Ein flexibel, demontierbarer und minimalintensiver Einbau  
in die bestehende Siza Halle.



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DHBW  
Duale Hochschule  
Baden-Württemberg  
Lösslich





# Rockefeller Center Reinvention Aims to Buck Midtown Malaise

Complex lures new shops and restaurants as it strives to be a bigger draw for New Yorkers



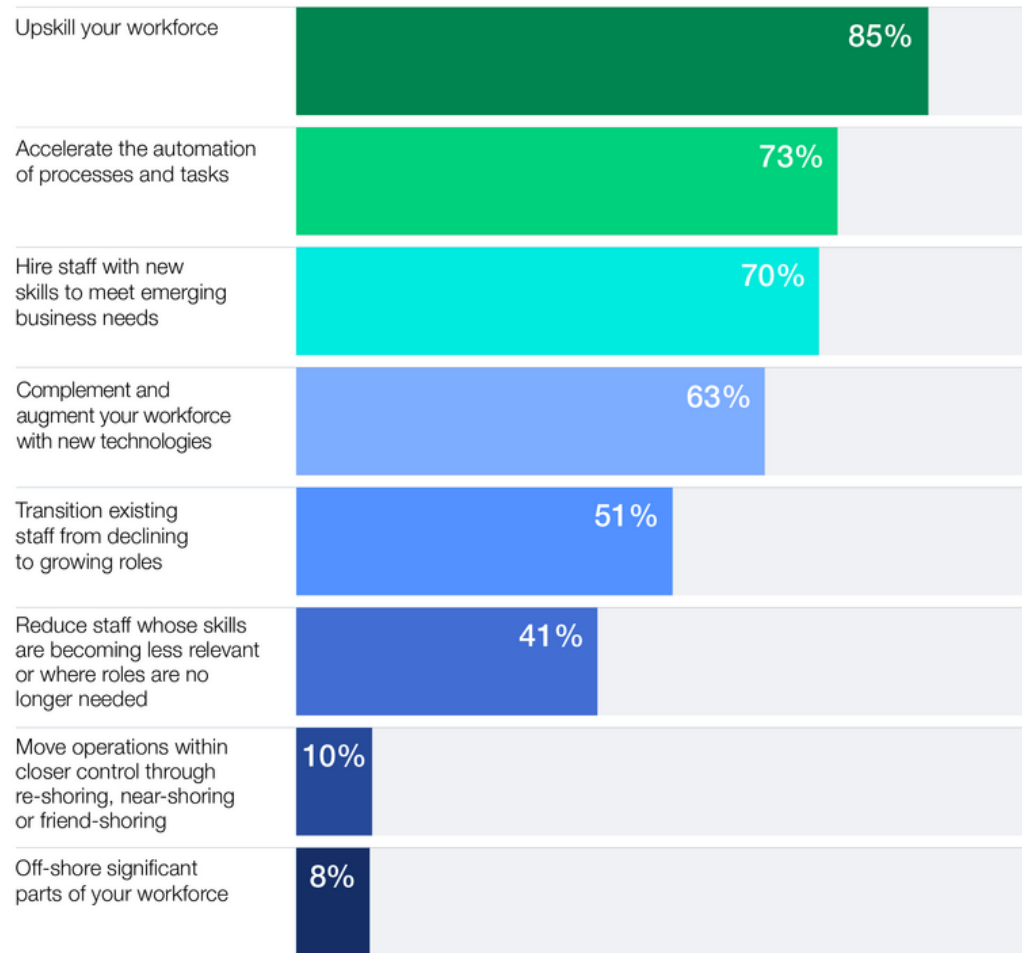
# NEXT WORK SKILLS



**Eller & Eller Architekten, Global Innovation Center Siemens Healthineers**











# Upskilling is the top workforce strategy for employers by 2030

Share of employers planning to adopt these workforce strategies















## Core skills in 2025

1.  Analytical thinking
  2.  Resilience, flexibility and agility
  3.  Leadership and social influence
  4.  Creative thinking
  5.  Motivation and self-awareness
  6.  Technological literacy
  7.  Empathy and active listening
  8.  Curiosity and lifelong learning
  9.  Talent management
  10.  Service orientation and customer service
- Cognitive skills 
 ● Self-efficacy 
 ● Working with others 
 ● Management skills 
 ● Technology skills 
 ● Engagement skills

**Note:** The skills selected by surveyed organizations to be of greatest importance to workers at the time of the survey.  
**Source:** World Economic Forum. (2025). *Future of Jobs Report 2025*.

## Top 10 fastest growing skills by 2030

1.  AI and big data
  2.  Networks and cybersecurity
  3.  Technological literacy
  4.  Creative thinking
  5.  Resilience, flexibility and agility
  6.  Curiosity and lifelong learning
  7.  Leadership and social influence
  8.  Talent management
  9.  Analytical thinking
  10.  Environmental stewardship
- Cognitive skills 
 ● Self-efficacy 
 ● Working with others 
 ● Management skills 
 ● Technology skills 
 ● Ethics

**Note:** The skills selected by surveyed organizations to be increasing most rapidly in importance by 2030.  
**Source:** World Economic Forum. (2025). *Future of Jobs Report 2025*.

**[Die Arbeitgeber] überlegen nun, wie sie sich in einer Welt, in der Talente kein festes Gut sind, in der Fähigkeiten erlernt werden können, in der Arbeitsplätze fließend sind und in der sich Prioritäten ständig ändern, verändern können.**

**– Beamery**





# Social Learning Is a Human Superpower. AI Can Make It Better.

FEBRUARY 07, 2024

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By Charikleia Kaffe, Martin Reeves, and Adam Job

READING TIME: 12 MIN

## Key Takeaways

In a dynamic environment, companies must compete on their rate of learning. New technologies such as AI can unlock learning advantages—but only if they are embedded in well-designed, holistically conceived learning systems.

- The true superpower of humans lies in our sociality and aptitude for social learning. It can also drive competitive advantage.
- Most companies have great potential to better leverage social learning by applying some optimizations to their social learning cycle and supporting elements, like incentive structure and culture.
- Digital technologies such as AI can supercharge each step of the social learning process. However, this will not happen automatically—it requires a deliberate, strategic approach.

**Die eigentliche Superkraft des Menschen liegt jedoch in seiner Sozialität und seiner Fähigkeit zum sozialen Lernen. Menschliches Wissen ist nicht nur individuell, sondern auch in einen breiteren sozialen Kontext eingebettet. Unsere Fähigkeit, von anderen zu lernen und mit anderen zusammenzuarbeiten, zeichnet uns als Spezies aus. Sie ist es auch, was großartige Unternehmen vom Rest der Masse abhebt.**

**– Charikleia Kaffe, Martin Reeves, Adam Job  
BCG Henderson Institute**





# On, Zurich

wo das Team der Schweizer Sportmarke ON Joyn 2 im neuen  
siebzehnstöckigen Hauptsitz einsetzt.



# BETA WORK



**RCA Battersea, Eduardo Perez**



# Sparring partners make the best leaders.

The C-suite shouldn't always agree. Each officer comes to the table with their own perspective and area of expertise. No individual view offers objective truth. Rather, it's the full picture they paint together that helps CEOs decide which direction the organization should take.

**“If a senior management team completely excludes the exchange and collision of views and opinions, the team is not creative.”**

Chairperson, Industrial Manufacturing, China

Just as sparring strengthens fighting skills, emphatic discussion leads to better decisions, especially in times of uncertainty. But CEOs need to set clear ground rules to keep these conversations constructive. If leaders believe no holds are barred, debates can devolve into all-out brawls. These melees tend to be counter-productive, with nearly half of top leaders saying competition among their C-suite execs impedes collaboration from time to time.

However, conflict can also increase creativity, as clashes help leaders find common ground. When leaders learn to speak each other's languages—and co-create shared strategies—they find inspired solutions to interconnected business challenges. This will be crucial as technology transforms the business landscape, with nearly two-thirds (65%) of CEOs saying their organization's success is directly tied to the quality of collaboration between finance and technology functions (see Figure 5).

Over the next three years, CEOs will lean on COOs, CFOs, and CTOs to make pivotal decisions. Technology leaders will need to set the bar for tech capabilities across the business, COOs must advise where technology can make the biggest day-to-day impact, and CFOs will need to advise where finite budgets should be spent. To make sure the organization benefits from the expertise of all its leaders, not just the ones who shout the loudest, CEOs will need to set clear cultural parameters around how decisions are made.

When leaders learn to speak each other's languages, they find inspired solutions to interconnected business challenges.

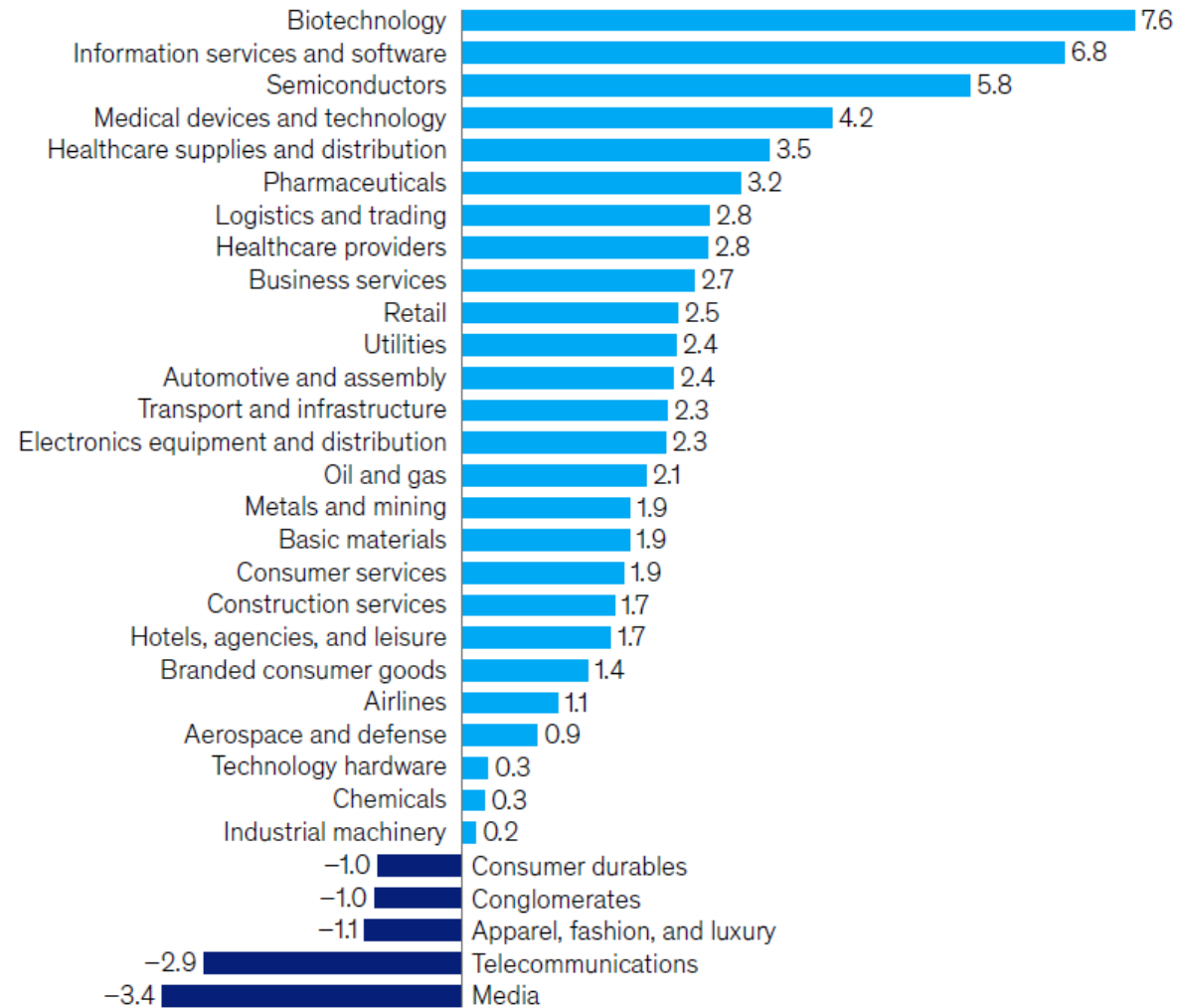


**Wir sind davon überzeugt, dass die Führungskräfte von morgen viel Zeit und Energie darauf verwenden werden, sich mit den ständig neu auftretenden Krisen und Spannungen auseinanderzusetzen. Dies wird keine vorübergehende Ära sein, sondern eine neue „Normalität“ mit all ihren Einladungen und Frustrationen.**

**– Implement Consulting Group**

## More innovative industries have higher rates of long-term revenue growth.

Industry median 5-year revenue growth rate, by industry, 2018–23,<sup>1</sup> % CAGR



Note: The level of industry innovation is based on dates of patents for top 10 offerings and the rate of business model innovation.

<sup>1</sup>Volatile growth by industry for US, Canada, and EU companies above \$1 billion in revenue (inflation adjusted at any point in time from 1994 to 2023).

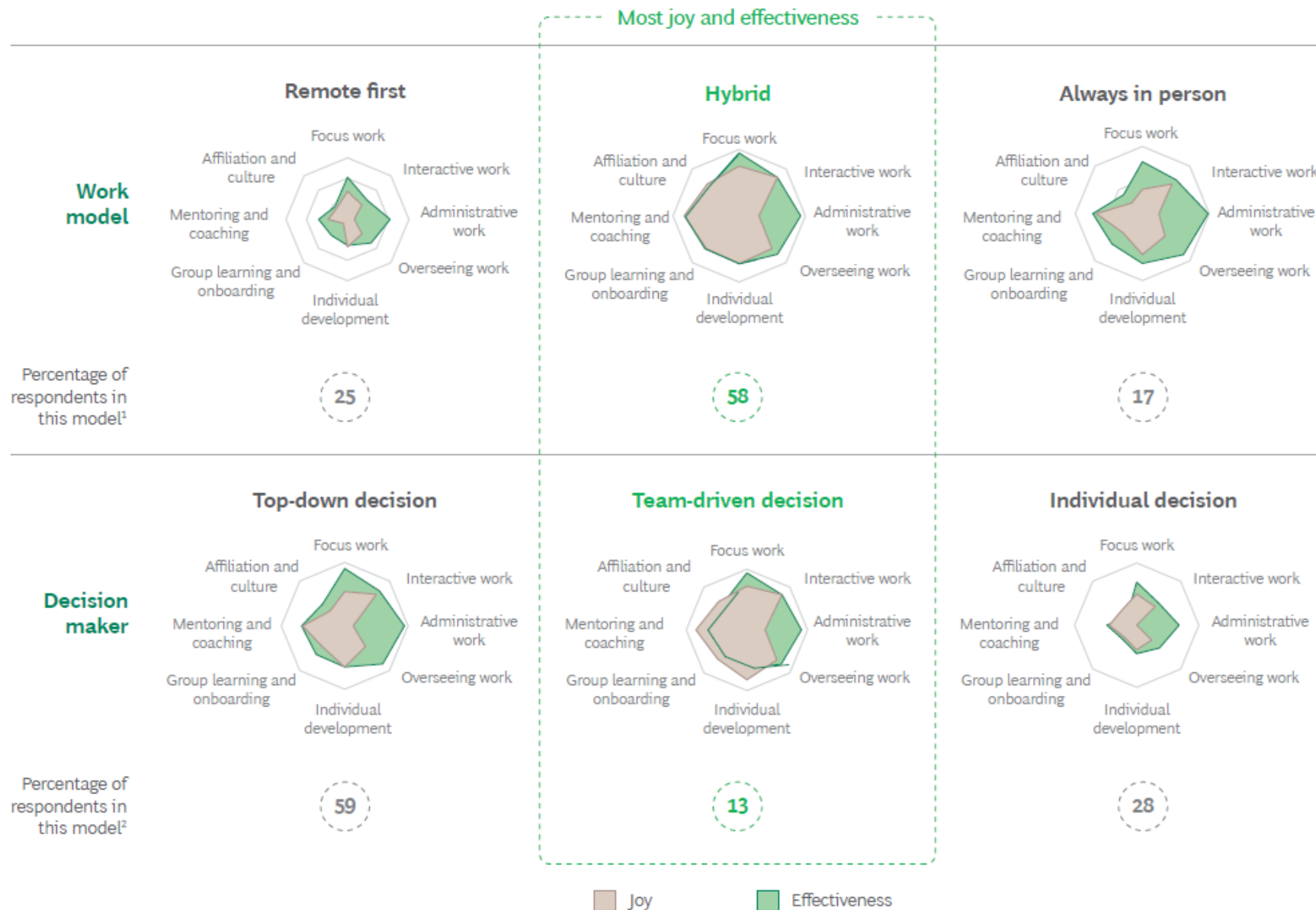
Source: Corporate Performance Analytics by McKinsey







# Team-driven hybrid work models solve for both joy and effectiveness



Sources: The BCG Henderson Institute’s “Making Work Work” survey, conducted in the fall of 2023 (n = 1,008); BCG analysis.



# HUMAN TO HUMAN



**The Strand, London**

# Strategy Services

To respond to economic volatility and demographic shifts, many organizations have undergone major real estate realignments and the implementation of new workplace strategies. Today's office is home to multiple generations with different priorities and preferences, as well as diverse needs. Organizations are navigating a period of reaction and recalibration, balancing cost concerns with the need to attract and retain talent through thoughtful workplace design and planning.

## What's Next

**How people use space, not days in the office, informs workplace design strategies.**

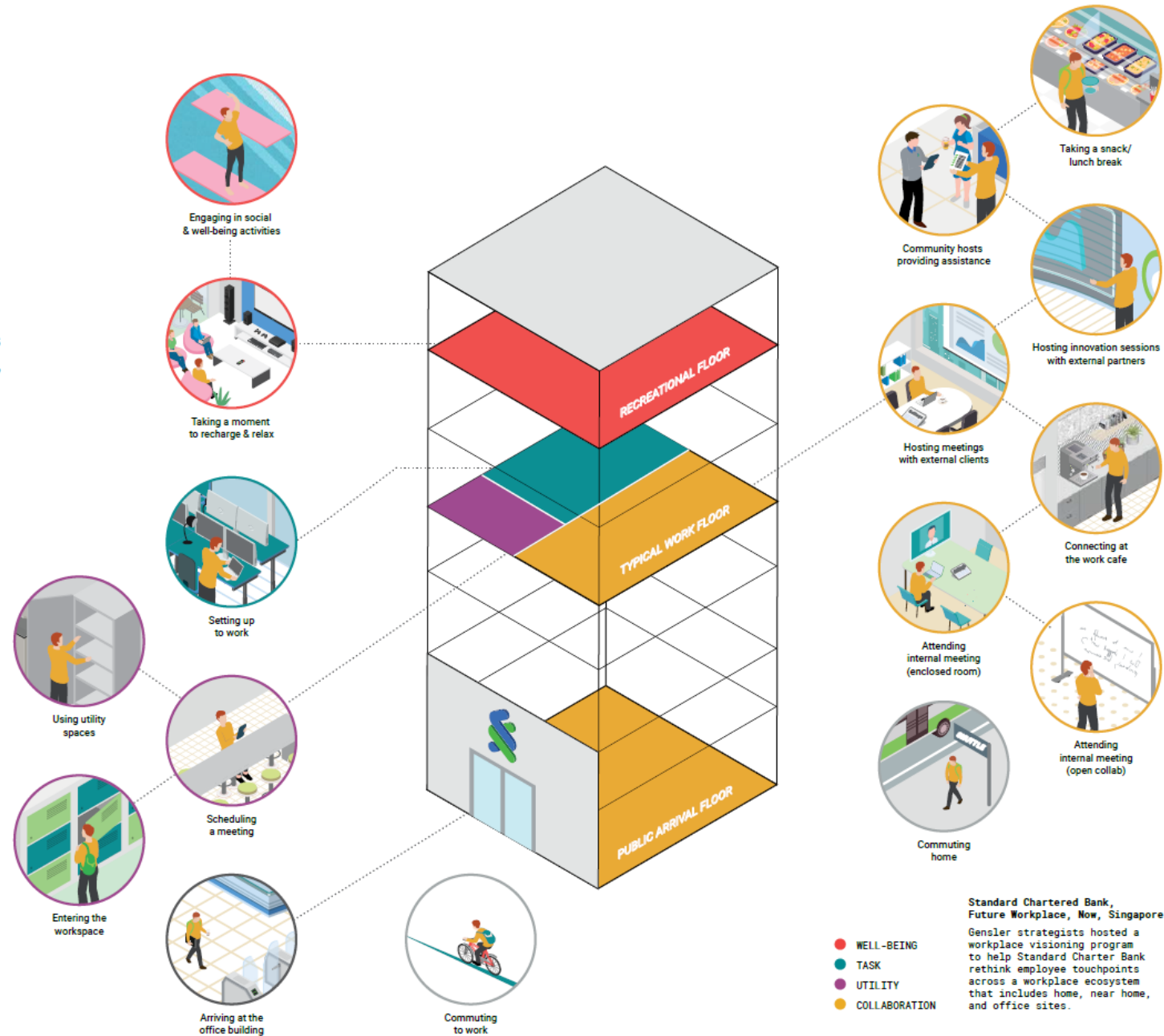
The success of an office design will be based on dwell times for different types of work settings, meeting spaces, and gathering areas — analyzing data around how many people use a space and for how long.

**Generational shifts reshape workplace strategy, design, and experience.**

For the first time in history, workplaces will soon host up to six distinct generations concurrently. Differences in workplace preferences between younger and older workers will drive design decisions around everything from space type and amenities to technology integration and policies.

**Computational modeling provides fresh insights about space and new ideas for strategy.**

Advanced data analytics and computational models help companies think through workplace and real estate strategy questions, such as how policies and models can accommodate seasonal and weekly ebbs and flows in attendance and space usage.







# People hate progress.

Generative AI promises to bring opportunities that were once pure fantasy into the realm of possibility. But moving beyond productivity gains to business model innovation will require buy-in at all levels of the organization—and many employees see generative AI as something that’s happening TO them, not a tool that works FOR them.

**“Process automation is not about replacing an individual. It’s about enhancing the value of individuals—making human work more human.”**

Javier Tamargo  
CEO, 407 ETR

**“You have to take the entire organization with you on the journey. Give teams the resources to run a pilot and see the advantages it can deliver. Then they’ll fight for it.”**

Dirk Adelman  
CEO, smart Europe GmbH

CEOs see the people problem that generative AI is creating. Nearly two-thirds (64%) say their organization must take advantage of technologies that are changing faster than employees can adapt—and 61% say they’re pushing their organization to adopt generative AI more quickly than some people are comfortable with.

Part of the issue is that many people think they’re training their replacement. Despite the fact that business leaders consistently say this technology will support human employees—not replace them—employees remain skeptical. Until they’re convinced, they won’t take the initiative to rethink how work is done.

To get people on board, organizations will have to invest in training that will help them see generative AI in a new light. If they understand how this technology can make their jobs easier—and more rewarding—organizations could see a major uptick in adoption. Most CEOs know that making the most of generative AI will require developing technology and people in equal portion, with nearly two-thirds saying success will depend more on people’s adoption than the technology itself (see Figure 6).

CEOs also need to help people connect the dots between strategy, governance, and security as transformation continues to accelerate. They’ll need to create thoughtful guardrails—not processes and policies alone, but requirements built into AI solutions themselves that free people to innovate within a safe framework. In fact, 68% of CEOs agree that governance for generative AI must be established as solutions are designed, rather than after they are deployed.

**Die Organisationen, die nicht nur technologische, sondern auch menschliche Durchbrüche erzielen können, sind in der Regel diejenigen, die schneller vorankommen.**

**– Kate Smaje**



**Ravensburg.** Bei Ravensburger ist alles unter einem Dach: Einkauf, Entwicklung, Vertrieb und Produktion in einem Gebäude. Direkt über seiner Puzzle-Fabrik hat Vorstandschef Clemens Maier am Stammsitz in Ravensburg für 20 Millionen Euro moderne Büroflächen und Besprechungsräume errichten lassen.

Dass sich Kaufleute und Arbeiter jetzt täglich auf dem Flur begegnen, ist offenbar für beide Seiten ein Gewinn. Denn das Familienunternehmen aus Oberschwaben lässt die Spielwarenbranche in Zahlen weit hinter sich. Während die Industrie dieses Jahr vermutlich erneut leicht schrumpfen wird, rechnet Maier wie schon 2023 mit einem zweistelligen Plus.







**ENGAGIEREN SIE SICH  
FÜR DIE ZUKUNFT**

**WHAT WOULD  
YOU DO IF  
YOU WEREN'T  
AFRAID?**

POSTER BROUGHT TO YOU BY YOUR FRIENDS AT THE FREDERICK ANGLIN RESEARCH LABORATORY

EAT MORE  
CARBS!

DRIVE  
FASTER

SING IN  
PUBLIC

GETT





# NEW HORIZONS

What challenges will we need to overcome to stay ahead?

Together, we seek new horizons to anticipate and explore—to harness moments of creativity and innovation in hopes of driving change that benefits people and planet. As we look for guidance on how to prepare for the next quarter-century, let's take a pause to reflect on what could be if we dare seek it.

Of course, with all new thrilling opportunities are hazards to brave and lessons to learn. Looking forward often means contemplating on learnings from the past in new light, as well as feeling free to look beyond the limitations of today to realize worlds not yet imagined.

**Der Aufbau der „Märkte von morgen“ ist die Grundlage für unser Wirtschaftswachstum bei gleichzeitiger Erfüllung der Bedürfnisse von Gesellschaft und Umwelt.**



ZOOM OUT  
ZOOM OUT  
ZOOM OUT  
ZOOM OUT  
ZOOM OUT

**Ihr wollt meine Charts?**

**Schreibt mir eine Mail!**

**[raphael.gielgen@vitra.com](mailto:raphael.gielgen@vitra.com)**