

GREATSPACES | 2019

FALL
WINTER

A publication by
Continental Office

207 MILLION AND COUNTING

ONE GOAL.
ONE HQ.

Continental Office is proud to be a founding sponsor of The Ohio State University's esports arena. Since 1939, we've created intentional spaces so our clients are inspired to change the way they work and think. Whether it's furniture, floors, interior construction, or branding, we love to create the right solution to bring your space to life, because inside your walls, anything is possible.



CONTENTS

Fall/Winter 2019 | Great Spaces



06



11



24



29

WHY WE RIDE

From countless training hours to inspiring the next generation of riders, hear how Pelotonia continues to inspire our team.

A GREAT CAUSE NEEDS A GREAT SPACE

Discover how we helped create a space that inspires the team at Pelotonia live out their mission to create lasting memories along the way.

THE CHAIR WITH PERFECT HARMONY

Meet the new Herman Miller masterpiece that is redefining office chairs everywhere.

Q+A: FRAMERY

As one of the hottest items in modern office spaces, learn how Framery isn't just making work more productive, they're making it a happier place too.

FEATURES

18. EXAMINING CLEANER HEALTHCARE CONSTRUCTION

Why going lean and reducing waste is improving the patient experience.

33. YOUR WORKSPACE. YOUR TIME TO SHINE.

How your space can send a powerful message—not only to your customers, but your employees too.

35. YOUR HOLIDAY GIFT GUIDE

Take the guesswork out of your holiday shopping list.

A BRIEF INTRODUCTION



A LETTER FROM OUR CEO

2019 is coming to a close and what a year it's been! We celebrated our 80th year in business and our 11th Pelotonia ride. I'm so proud of our team for riding 23,000+ miles and raising more than \$700K to help fund cancer research over the last 11 years. I'm also honored to say we were a part of furnishing the new Pelotonia headquarters as their Official Workplace Partner.

In this issue you'll learn how our industry is continually evolving as we head into 2020. You'll read about leaders using technology to drive people, analytics, and the associate experience in modern office environments. More than ever, it's about building environments that create happy people. Hear how Samu Hällfors, founder of Framery, created a product to do just that when he decided to be an entrepreneur that creates happiness in the workplace.

Beyond overall happiness, these modern advancements are having a major positive impact on the physical space. Technology is supporting and changing the construction industry to be faster, less risky, and simply easier. Interior designers are also starting to embrace

artificial intelligence tools, while the healthcare industry is taking efficiency cues from the manufacturing industry.

In 2020 we're also going to see more successful organizations realizing that whether you're in an office environment, healthcare facility, or an educational building, telling your story is important. The way your physical environment looks and feels drives your culture. You'll see how that helps children to learn and creates great ambassadors for your brand. I hope you enjoy this issue, and hope it continues to inspire new ideas for your space in the new year.

Wishing you and yours a very happy holiday season and wonderful New Year!

IRA SHARFIN, CEO
Continental Office

why we ride.

SINCE THE INAUGURAL YEAR, WE'VE BEEN SUPPORTERS, VOLUNTEERS AND RIDERS IN PELOTONIA. TO DATE, WE'VE PROUDLY RAISED OVER \$700,000 FOR CANCER RESEARCH.

OUR partnership with Pelotonia is growing even stronger, and we are excited to now be the Official Workplace Partner of this life-changing organization. We were honored to outfit their new headquarters in the uber hip Gravity Building in Franklinton, and we couldn't be more more pleased with how it turned out (you can see photos of their new HQ later in this issue). But beyond our corporate relationship, it's much deeper for many of us. That's why we wanted to take a more personal look into why we ride. We ride as a partner and to help our community, but what about our associates' reasons for riding? Read on to hear what a couple of our long-term riders say about why they ride.

WHAT DO YOU DO AT CONTINENTAL OFFICE?

Shawn Mattingly, Lead Installer:

I oversee DIRT prefabricated interior construction systems.

Kurt Weidner, EVP, Finance:

I oversee the accounting and finance functions.

HOW MANY YEARS HAVE YOU RIDDEN?

S: I first rode in 2012, and have ridden the last 8 consecutive years.

K: I first rode in 2012, and have ridden the last 8 consecutive years.

WHAT DO YOU LIKE ABOUT RIDING?

S: Riding is simply something you learn as a child and it gives you a sense of freedom to explore. It's an

excellent way to relieve stress, too. It's therapeutic. I get on the bike and if stuff is bothering me, I can work through it in my head and figure it out. Or, I just don't think about anything at all. I also dislike running, so riding is a great, low-impact alternative. It's an aerobic exercise that's much easier on your joints and bones. I feel better after a good ride — physically and mentally.

K: I like the physical challenge and how the ride helps clear my mind when I ride alone. If my mind goes from topic to topic to topic, I know I'm in a good place mentally. If I get stuck on a particular topic, the ride helps me work through that issue. It's very therapeutic. If I ride with others, it's more about the comradery. My mind doesn't wander like it does when I ride solo.

Shawn and son, Henry, walk together at the 100 mile finish line.



SHAWN MATTINGLY



RIDING IS SIMPLY SOMETHING YOU LEARN AS A CHILD AND IT GIVES YOU A SENSE OF FREEDOM TO EXPLORE. IT'S AN EXCELLENT WAY TO RELIEVE STRESS, TOO. IT'S THERAPEUTIC.

HOW DO YOU PREPARE/TRAIN?

S: For me, training has become a lifestyle. In the winter months, I hit the gym at the Dublin Rec Center. I'll lift some weights and do some cardio machines. Then, when the weather starts to break in March, I go out on the bike. I typically ride 10 to 15 miles around Dublin/Muirfield two to three times per week. Then as the weather gets even better, my rides get longer like my endurance, my fitness, and my stamina. It all increases, and I get more comfortable on the bike to be able to do longer distances like 20 to 30 miles. By that time, I'm hitting country roads out in Union County and Delaware County. I also try to watch what I eat, which helps when I'm doing longer rides. Cutting the weight down is less weight you have to carry.

K: I stay in shape by mountain biking all year round. Winter riding is a lot of fun as long as the temperatures are above 25 degrees and there isn't snow on the ground. I also go to the gym on a regular basis.

While I like to ride in Pelotonia, I'm not really into road riding. I try to get in 3 to 5 short road rides leading up to the event, to get used to the geometry of the road bike, but I'd much prefer to train on the mountain bike.

WHY DO YOU RIDE?

S: I ride simply to fund research that will end cancer. This past year was the 20th year since my mother lost her battle with cancer. Her name was Evelyn. It's one of those things that has lasting effects that will be with me the rest of my life. I know a lot of other people in similar situations feel the same way. I fear cancer and don't want anybody to suffer such a

I also like the thrill-seeking aspect of bombing hills on my mountain bike and the grinding challenge to get up the next hill. You learn that your mind has a huge impact on your physical performance.

TOTAL MILES RIDDEN: **785**

TOTAL AMOUNT RAISED: **\$16,250**

TYPE OF BIKE: **CANNONDALE SYNAPSE ROAD BIKE**

AVG ANNUAL TRAINING MILES: **1,200**

KURT WEIDNER



painful loss of life as I have. As I get older, I hope to inspire younger people—the next generation of of riders so they can continue to join the Pelotonia movement until a cure for all cancer is found. My son, Henry, asks me when he can do it. He turns 12 this year, so he has a couple more years to go, but he's always asking me questions about the ride and when he can participate.

K: I want to do my part to cure cancer. I like the comradery it generates here at work. It's great that Continental is so supportive.

WHAT DO YOU THINK THE IMPACT OF PELOTONIA IS IN OUR COMMUNITY?

S: I think Pelotonia is a great example of how a community of people from all different backgrounds can unite to make a difference for those living with and suffering from cancer. It's very inspirational when you are riding through the different towns to see the people cheering with their cowbells and signs along the side of the road to show how much they care and support us. It's a great way for a community to bond together.

K: I think Pelotonia has a huge impact on the community. Besides raising money for cancer research it brings awareness to the devastating disease. I know the organization has opened my eyes to how widespread this disease is and the efforts doctors and researchers are taking to combat it.

I ALSO LIKE THE THRILL SEEKING ASPECT OF BOMBING HILLS ON MY MOUNTAIN BIKE AND THE GRINDING CHALLENGE TO GET UP THE NEXT HILL. YOU LEARN THAT YOUR MIND HAS A HUGE IMPACT ON YOUR PHYSICAL PERFORMANCE.

ANY TIPS FOR FUTURE/NEW RIDERS?

If you're on the fence about riding, a great way to learn more is to see it in person and serve as a volunteer for the Pelotonia ride. The rest stops, opening ceremony, and all of the finishes are great way to experience it first-hand without fully committing. But if you want to fully commit and raise money, asking friends and family to

TOTAL MILES RIDDEN: **735**

TOTAL AMOUNT RAISED: **\$12,272**

TYPE OF BIKE: **ROCKY MOUNTAIN OXYGEN**

AVG ANNUAL TRAINING MILES: **100 ON ROAD BIKE,
500 ON MOUNTAIN BIKE**



contribute is a great place to start. In 2012, I told my friends and family that I was thinking about riding in Pelotonia. I explained what it was about, and asked if they would be open to sponsoring me. That gave me a good gauge as to who was in and who would really support my ride. I was really fortunate to have a lot of family members who supported me and who continue to do so year after year. Without them, I wouldn't be able to do this. Also, the Continental Office Peloton is very strong and our fundraisers help riders reach their financial goals. I would suggest checking in with your employer to see if they'd support similar programs. My sister's company matches dollar for dollar whatever she donates up to a certain amount. See if you can find similar companies out there that have a matching program.

K: It's an awesome experience! The ride itself is the celebration of the fundraising efforts. The hills can be challenging, but the energy and excitement from the other riders, the volunteers, and all the folks that come out to cheer you on is awesome. The fundraising is not as hard as it seems. The trick is to start early and be creative. You should certainly reach out to your friends and family for their support, but there are other ways to raise money. I've had to buy a few cars since I started riding in the Pelotonia. After negotiating the price, I ask for a donation. It's worked every time.

A GREAT CAUSE NEEDS A GREAT SPACE.

Keep reading to see how we worked with Pelotonia to create a dynamic space that helps them achieve their goals.

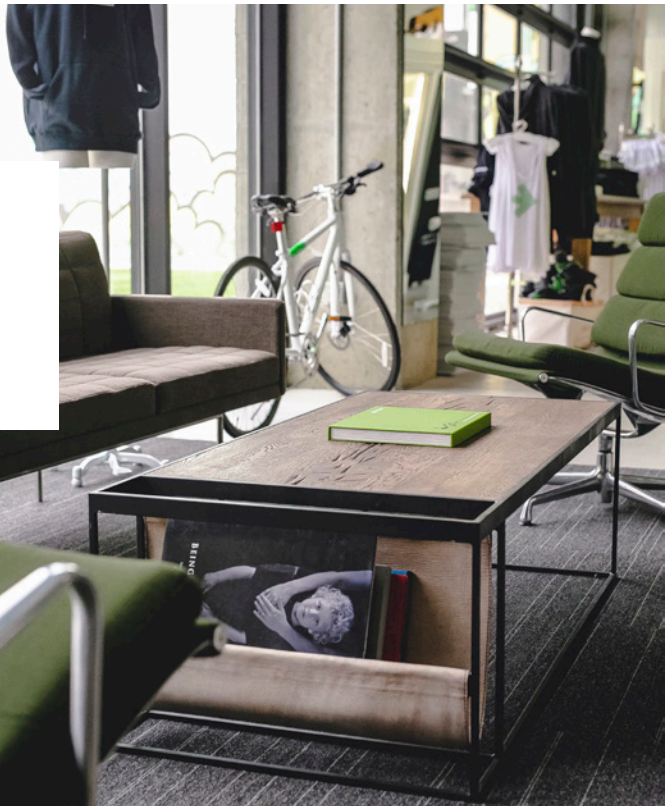
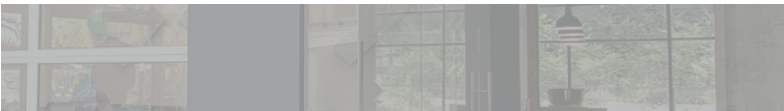


space represents the world you live in, and we want to live in a world without cancer. So when Pelotonia realized they were outgrowing their old office, we knew we had to be a part of creating a great space where their team could continue to do great things.

As one of the founding corporate members of the first Pelotonia ride in 2009, we've ridden over 23,000 miles and raised more than \$700K in the fight to end cancer. And just as we've done over the past eleven years, we worked closely with their team to make their new space as functional and inspiring as they continue to be.

With a team-driven mentality and a desire for more collaborative environments, we knew their new space, located inside the Gravity project in Franklinton, needed more flexibility. However, their growing team of 20 was torn between traditional or standing desks. We combined individual desks with community standing work stations, giving each team member the ability to choose what works best for them at any given moment.

"Continental Office's partnership with Pelotonia has impacted our culture in such a positive way. The spaces created throughout our office for collaboration have changed the way our team works. We have an amazing office space filled with the best office furniture. We're so grateful for Continental."



WE HAVE WAY BETTER INTEROFFICE RELATIONSHIPS AND MORE ORGANIC SOCIAL OUTINGS THAT AFFECT THE CULTURE. THE SPACE HAS HELPED US BECOME MORE OF A TEAM.

But what made the most impact was that every workstation, standing or sitting, can easily move. In their previous space, they could go days without talking to other team members. Since moving into their new space, their team has changed the layout of the office twice, creating new opportunities for employees to connect and collaborate.

"The space allows us to get more stuff done since we can collaborate with each other better," Apgar said. "We have way better interoffice relationships and more organic social outings that affect the culture. The space has helped us become more of a team."

And just as a football team wears their jerseys with pride, we knew we had to create something special in their space to inspire team mentality. So with the help of Herman Miller, we created the first ever custom Aeron chair sporting the Pelotonia logo.

However, even with an emphasis on teamwork and collaboration, it was just as important we added quiet spaces throughout their open concept office where

employees could take calls or focus without distractions. That's why we placed havens and hives intentionally throughout the office. It was important to create comfortable spaces where their team could clock-in some needed quiet time.

"Our team works hard and we spend a lot of time working in our office. We've worked hard to create a space that people are energized and excited about walking into every day. We rely so much on people's generosity and we wouldn't have the office environment that we have without the support from Continental Office."



TWENTY—TWENTY WORKPLACE TRENDS

Keeping up with the modern office shouldn't feel like a chore. And more importantly—shouldn't break the bank. With an emphasis on flexible and collaborative office environments, Continental Office offers creative solutions that work for any place and any trend. From cutting-edge technology to engaging environments, we've ranked the top workplace trends to follow in 2020 so you can stay hip:

5. People Analytics

Modern office environments are taking a data driven approach to human resources to help streamline the workplace. By predicting retention rates, recruiting employees, tracking engagement and performance, and pin-pointing skill gaps, companies can create strategic programs custom built for their employees.



4. Continual Learning

Gone are the days of one-size-fits-all training. In 2020, companies are putting a larger emphasis on continual learning and mentorship programs—all while providing flexible, non-traditional training programs tailored to each employee.



3. Artificial Intelligence

Work smarter not harder. Office spaces are transforming into more tech centered environments by utilizing chatbot and robots to tackle more mundane tasks so employees can focus on what they do best.

2. Flexible Work Environments

Less about titles, more about the outcomes. Creating collaborative work environments isn't a luxury. It's a necessity in today's modern office. With more companies turning to team-based projects, creating flexible spaces where employees can easily collaborate is crucial.

1. Employee Experience

It shouldn't come as a shock that employee experience is topping our list of top workplace trends in 2020. With an emphasis on reducing turnover and recruiting talent, companies are creating engaging environments for their employees through flexible work schedules and office spaces, quiet break rooms, contemporary office design, and increased social engagements in and outside the workplace.



TODAY'S COMMERCIAL CONSTRUCTION INDUSTRY



From modern trends to construction mainstays, the commercial construction industry is transforming the way we think about construction for good. With a shortage of skilled labor and high levels of inefficiency prevalent in the industry, more companies are turning to technological advancements and prefabricated construction as permanent practices instead of temporary solutions.

What trends are shaping the future of commercial construction? You may be surprised to find some already implemented in your space! From sustainable construction to artificial intelligence, here are four of our favorite commercial construction trends to look for in 2020 and beyond.

RIISING MODULAR CONSTRUCTION

Advancements in modular construction have not only led to decreases in construction time, but also increases in height and overall scope of these types of buildings. With a lack of both skilled labor and affordable real estate across the country, modular construction is inspiring companies to dream bigger than ever.

Once topping out at a height of just five stories and about 60,000 sq. ft., furthered technology in this type of construction now allows buildings to grow to 18 stories tall and around 200,000 sq. ft. With an expected growth of 6.9% over the next three years, modular construction is being embraced as a way to address the labor shortage and rising material costs.

TECHNOLOGY SUPPLEMENTING HUMAN WORKFORCE

Overall, robots aren't taking away jobs—they're making them easier and more productive. With levels of inefficiency and productivity reported second-to-last among all US sectors, advancements in construction technology are helping to increase production speed and take away mundane tasks, leaving more room for expertise and creativity. By using artificial intelligence on the job site, companies are saving time, money, and most importantly, improving worker safety. As a new player to the traditional construction sector, this trend is the largest draw to a new generation of industry leaders and innovative thinkers.

PREFABRICATED CONSTRUCTION

From design to build in three-quarters of the time, prefabricated construction solutions are a no-brainer when it comes to trends that will stick around far beyond 2019. Not only can prefab cost less overall than traditional construction, it can be used on any project, regardless of size or scope. It also provides precise fit and quality while minimizing complexities and risks. With companies like DIRT

(Doing It Right This Time) leading the charge, prefabricated construction projects are expected to rise by 18% over the next three years!

But being environmentally conscious isn't the only reason construction companies are cutting back. From excess materials to overlapping

WITH THE HELP OF PREFAB, COMPANIES ARE SEEING AN 84% INCREASE IN PROJECT QUALITY AND A 77% INCREASE IN PRODUCTIVITY AND JOBSITE SAFETY.

ELIMINATING WASTE WITH CLEANER CONSTRUCTION

Going green has never been more important, especially in the construction industry. By incorporating prefabricated construction solutions, companies are drastically reducing the amount of excess materials and post-project waste on job sites.

tasks in workflow, companies are putting an emphasis on eliminating waste to also improve efficiency and productivity levels. With the help of prefabricated construction solutions, companies are seeing an 84% increase in project quality and a 77% increase in productivity and jobsite safety.



Currently, the estimated cost of global healthcare construction is about \$400 billion. In 2020, the industry is expected to grow more than 4%. This includes projects from cutting edge hospitals to groundbreaking research campuses and even small specialty clinics. Make no mistake though, while the dollar figure is growing, these new facilities are building leaner and cleaner than ever before.

As patients continue to develop a consumer mindset, healthcare facilities are under constant pressure to reduce costs and improve quality all while creating better patient experiences to remain competitive. To do this, we're seeing many healthcare facilities, especially hospitals, make the shift to lean practices.

Lean processes were created and developed for manufacturers. For instance, there are seven types of waste in manufacturing:



USELESS MOTION



WASTE FROM OVERPRODUCTION



SCRAPS AND DEFECTS



WASTE FROM TRANSPORTATION AND HANDLING



WASTE FROM WAITING TIMES



EXCESS PROCESSING



WASTE RELATED TO EXCESS INVENTORIES



What industry leaders are finding is that these correlate directly back to the healthcare industry. For instance, equipment and supplies stored in hard-to-reach places that cause back injuries or fatigue is useless motion. Ordering unnecessary diagnostics tests or medication is waste from overproduction. Even waste from transportation and handling can be related to constantly moving patients and supplies, and excess processing happens when staff creates more work for the patients by asking to see their insurance cards multiple times during the same visit. And, pretty much everyone can relate to waste from waiting times while we wait to see a doctor who's running behind.

That's why healthcare facilities have turned to and begun practicing lean processes. The idea of maximizing the patient value while minimizing waste is especially attractive to hospital administrators, because an estimated 30 to 60% of hospital costs are due to unnecessary processes and inefficiencies.

But what does this have to do with the construction of these spaces and the space planning process?

A lot. A lean environment must be adaptive, or purposefully designed to accommodate change. While the facility changes alone won't result in a lean operation, the physical environment is a tool to support the journey to a lean organization. Healthcare organizations that aspire to change processes and even culture are more successful when they use facility design to support and reinforce those changes.

THE IDEA OF MAXIMIZING THE PATIENT VALUE WHILE MINIMIZING WASTE IS ESPECIALLY ATTRACTIVE TO HOSPITAL ADMINISTRATORS

For instance, adaptive spaces are particularly important in healthcare where things can change at any moment, and will change almost certainly between the time the facility is planned and when it's actually constructed and occupied. By making a transition to reconfigurable spaces as opposed to fixed solutions, healthcare facilities have seen savings in terms of cost and energy both financially and in terms of people's happiness. Building the spaces with quality solutions, like Herman Miller healthcare products, allows organizations to adapt. If the products are cohesive

and adaptive, this change doesn't have to be as financially burdensome and it can result in quicker, more efficient changes. Planning and buying furniture that comes in kits of parts, or that are reconfigurable, means organizations can adapt on a dime. Herman Miller products are also designed to be accommodating for all. For instance, practitioners can easily change or manage their specific needs by simply swapping out a drawer or a shelf. Products that are designed with multiple end-users in mind make it easier to adapt as needed.

There are also quality products like DIRT that not only provide adaptability, but they also provide clean building. Because manufacturing takes place off site, it reduces dust and other debris that can cost time and negatively impact the patient experience. This clean building process is even taken to the next level by concealing unsightly gas lines with their Flex Gas options. The antimicrobial surfaces are also

a cleaner way to build, and you can even write on the surfaces so medical staff can communicate effectively, without having to put up additional whiteboards. It all equates to one clean surface and a cleaner way to build.

The facilities construction and planning process is a big step in the journey to committing to a lean environment. Throughout the journey, organizations have resources like Herman Miller and DIRT that they can turn to for solutions and guidance as they move into the future of healthcare.



OVERCOMING PROBLEMS WITH OPEN WORKSPACES



are varying opinions by today's workers about the open office environment. In fact, recent surveys of people in open workspaces found noise, distractions, and lack of privacy and personal space consistently cited as the biggest complaints in this new norm. As a result, those who work in open environments say they often feel less productive. A 2017 anonymous poll of 700 "high-performance" employees across a range of industries found that 54% of respondents felt their office environment was too distracting, and 58% said they needed more private spaces for "problem solving."

That said, we did our own research of more than 260 current workers in Ohio and Pennsylvania in 2018. We wanted to find out how important the physical environment really is to overall happiness—not to mention attraction and retention. Turns out, it's extremely important. When asked how much the physical work environment affects

people's overall happiness, on average they ranked it an 8 out of 10 with 10 being the most important. What we found is nearly ¼ of today's workforce said the physical space within which they work affects their decision to stay with or leave an organization.

What was even more striking is that 87% of people want choice and flexibility within their space. Moreover, 71% want choices in where they sit throughout the day. Perhaps it's not the open environment that's the problem, but the lack of choices and flexibility within how the open environment was originally planned. "The truth is the workplace has changed. We don't push open environments, rather we strive to show people how to think in terms of choice and flexibility," said Ira Sharfin, CEO of Continental Office. "Open environments happen to be a predominant choice by facility and interior design planners today, but they can achieve a better work experience as long as they are created with purposeful design intent."

TIPS FOR A SUCCESSFUL AND EFFECTIVE OPEN SPACE



MINIMIZE DISTRACTIONS

Make sure workstations, shared benches, and other individual work areas have design elements people can adjust to their desired level of privacy. Moveable desktop organizers, mobile storage units, and partitions can imply personal space, but can be adjusted when you need more connection with colleagues.



DEFINE SPACE AND COMMUNICATE OWNERSHIP

A variety of elements can help define your space. Utilize flooring materials, lighting, and paths defined by furniture to distinguish activity zones or improve alertness with bright lights. Once you've defined your space, you'll want to determine whether it's owned by a specific team or open for anyone to use.



IMPROVE WAYFINDING

Define your pathways by varying materials on three planes: ground, vertical, and overhead. Colors help to direct traffic, and branding your space can help communicate your message while helping people to navigate within your space.

For most organizations, the cost of creating more distinction in open offices for privacy and collaboration can be daunting and a bit prohibitive. Many end up cobbling together their own solutions like using noise cancelling headphones or putting up their own dividers. While this may temporarily solve the problem, it contributes to more chaos in the overall work experience.

For instance, using precise combinations of design elements like furnishings, lighting, and even color can bring organization and reason to an open environment. According to Herman Miller's whitepaper, Turn Your Open Office into a Productive Space, contextual clues, such as lines, patterns, and even forms, can be arranged to convey design principles like

WHAT WE FOUND IS NEARLY ¼ OF TODAY'S WORKFORCE SAID THE PHYSICAL SPACE WITHIN WHICH THEY WORK AFFECTS THEIR DECISION TO STAY WITH OR LEAVE AN ORGANIZATION.

But, if we design and plan our spaces with intent, we can help people find comfort and make sense of the choice and flexibility in their open areas. Designing purposely helps to transform an open environment into intuitive, productive workplaces — without boxing yourself in with permanent, non-moveable walls and high walled cubicles.

proportion, rhythm, and contrast to encourage a person to infer meaning. Providing privacy options and heads-down quiet spaces can alleviate some of the distractions. For instance, products like Framery provide a convenient way to incorporate privacy into an open space, while creating smaller meeting rooms with technology allows for heads-down productivity.



IN THE NICK OF TIME



BY: NICK MAGOTO, EVP DESIGN
Continental Office



A great interior space considers both physical and human elements. To achieve this, a great designer will use their creative eye to evoke physical emotions and harmonize elements within a space to tell a story—inspiring both employees and external customers to be advocates and brand ambassadors of their own environment.

This all sounds like it could only be done with a human touch, right? Although interior design is widely considered to be a more creative process than a technical process, people are starting to see the benefits of Artificial Intelligence (AI) when it comes to design. AI software applications are expected to grow to \$60 billion by the year 2025.

However, there are mixed feelings about AI within the design community. Experts have expressed caution at diving headfirst into this technology for fear of it eclipsing the artistry of the work. However, others are embracing it as simply another tool at the designer's disposal.

For instance, it can help with research and understanding global cultural trends in design. Recently, AI helped a team of researchers analyze about a million images of living rooms on Airbnb.com all over the world to better understand how different cultures decorate their homes.

They used what's called transfer learning to pick out wall colors, wall art, books and other techniques to see how people personalized about 50,000 living rooms.

Additionally, AI is able to manage scheduling overruns and safety concerns, increasing efficiency in planning, ideations, and project management. It's also helping connect designers and their clients through virtual reality (VR) and augmented reality (AR). This software factors design aspects such as the average square foot taken up by a single person and the standard width of things like doors and windows. It can also consider design preferences like the proximity of desks to meeting rooms and the placement of artificial and natural lighting sources.

It's important to remember that AI isn't intended to replace the interior designer's job. Rather, it creates a greater synergy between designers and clients, helping designers communicate and execute projects more effectively. We still need to make time to see our clients, understand them, and be an advocate for them. These are things an AI program cannot do. However, AI can be an important tool and helping hand for the future of interior design.

THE CHAIR WITH PERFECT HARMONY



For Berlin-based designers at Studio 7.5, their latest chair for Herman Miller represents something of a holy grail. It's a design that creates a new reference point for instant, personalized comfort. Cosm's new Auto-Harmonic Tilt is a goal they've worked toward for years. And, if that's not enough, it looks pretty amazing too!

What exactly is auto-harmonic tilt? It's the secret sauce. While other popular task chairs do provide comfort and prompt good posture that help us work in an environment that supports our well-being, they don't self-adjust. "You should have a chair that allows you to change postures as easily as possible," says Roland Zwick of Studio 7.5. "You can only do that with a chair that is correctly adjusted, so we wanted to build a chair that does that part for you."

For comparison, think of your car. A tilt is to a chair what a transmission is to a car. Like transmissions, some are manual, and others like Cosm are automatic. But, what about these other automatic self-adjusting chairs? They exist, but there's a caveat. With other automatic models, the chair decides how you should sit by forcing your body to conform to the tilt's movement. Cosm's Auto-Harmonic Tilt puts you first and responds to you – no matter your posture. This gives you a personalized and balanced recline and comfort.

How is it possible this chair adjusts to your style so perfectly? Studio 7.5 and Herman Miller perfected the self-adjusting tilt by inventing a complex, finely tuned mechanism. Accounting for the sitter's vertical force, which is always in flux, the gears within the tilt move the fulcrum along a leaf spring to automatically adjust the chair's tension.

Cosm's ergonomic design is only further heightened by its Leaf Arms, the first of their kind. It actually began as an unsightly piece of foam wrapped over wood, but over time, it shifted shape and size. It even had a multitude of nicknames: motorcycle seat, half-pipe for arms, and even Dumbo ears. The finished

arms, however, complete the functional and aesthetic intent of the chair by providing a simple and super slim visual appearance with ultimate comfort. Designed to keep in mind how we work today, the arm was designed to provide comfort for a variety of applications. The Leaf Arms make holding a phone or book natural and comfortable, and the angle of the arms means they don't get in the way of a desk when you want to get back online.



While Cosm solves many technical and engineering challenges, it also looks great! Studio 7.5 was no less dedicated to its aesthetic appearance than they were to the functional design. With its continuous suspension and sculptural form, the chair appears as a single unified object rather than a collection of pieces and parts. Cosm represents a sense of unity from the monochrome color, which dematerializes it to the overall silhouette of the design.

To date, Cosm has won 9 awards and counting from innovation to ergonomics and even best office chair design. Its forward thinking design just may be one of Herman Miller's most sophisticated designs yet.

THE POWER OF Ambient Learning

The benefits of experiential graphics in schools, especially K-12, go well beyond promoting school spirit and pride. That's important and a given, but the opportunities to keep young minds engaged over the course of their academic career exists.

Educational buildings are more than learning spaces. They are a space in which to spark imagination, inquiry, and creativity. That's why the physical space can play such a critical role in learning and development by encouraging curiosity. In fact, many academics and researchers say supporting more questioning by young minds is more imperative than ever.

Warren Berger, acclaimed author of *A More Beautiful Question*, writes that the most creative, successful people tend to be expert questioners who were encouraged to question at a very young age. His book notes that when kids stop questioning, they become less engaged in school, which in turn affects dropout rates, test scores, and impacts their future success.

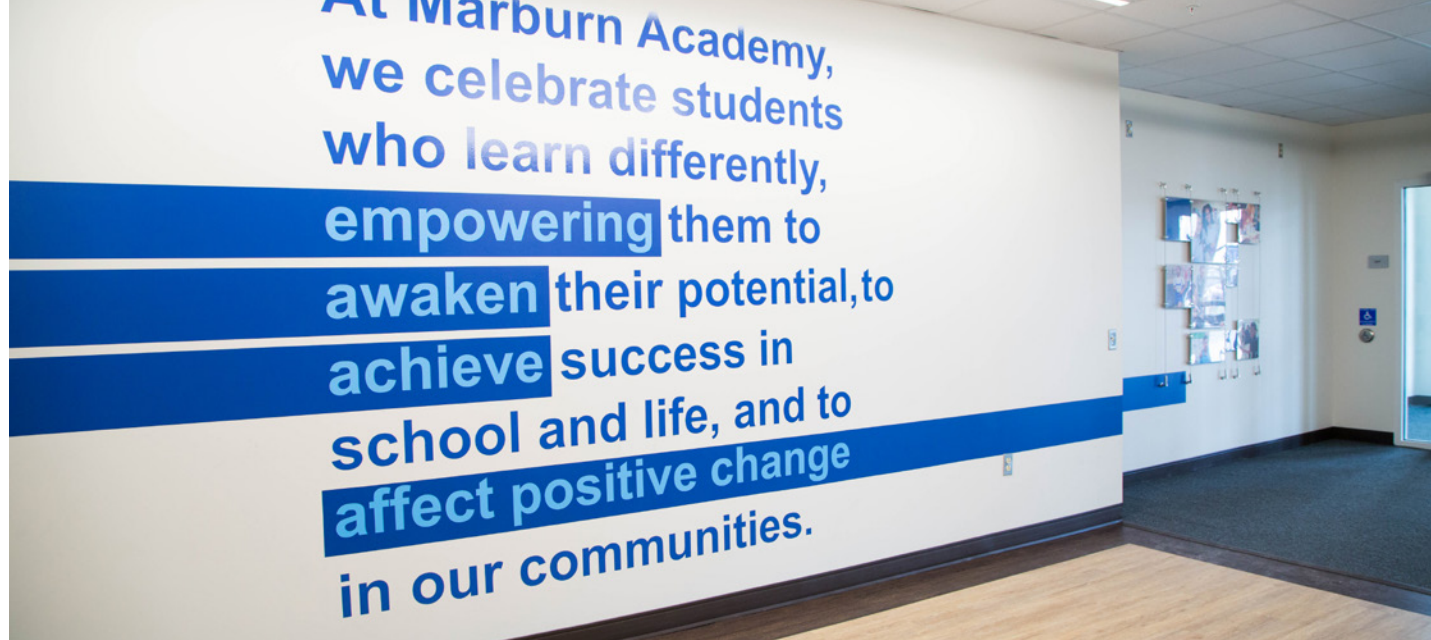
But why do we need to actively support this at such a young age? Can't we always learn how to better question and increase our creative talents? Yes, but studies are indicating it's much more effective and sets children up for better life success, if supported from their formative years. The reality is children already think in terms of questions while very young. According to Paul Harris, renowned Harvard child psychologist and author, a child asks about forty-thousand questions between the ages of two and five. In fact, preschool children on average, ask their parents about 100 questions a day. Their minds are full of wonder and "why?" At this age, children are building up

their own catalogs of information — supported by an environment where it's okay to question and not have all of the right answers.

Sadly, by the time middle school arrives, they've pretty much stopped asking, because many say they no longer feel "safe" and "supported" to ask questions. Instead, students feel they're required to know the answers already and get high test scores. They are still learning by memorizing and increasing reading and writing skills among others, but at what cost? Are we setting them up to be problem solvers and creative thinkers? Many like Berger and Harris think we could do better.

However, it's not just the lack of questioning that raises cause for concern. Innovators in education have long suggested there may be a very real relationship between students asking questions and being engaged in learning. A 2015 Gallup survey found that only half of adolescents reported feeling engaged in school, and a fifth are actively disengaged. About 10% of students are also classified as both disengaged and discouraged. As questioning drops over time, sadly so does engagement. It's referred to as the "school cliff" in some education circles.

So how can we adjust our environment, including physical space, to encourage questioning and



engagement from today's students—especially those in K-12? In psychology, there's a concept called "priming," which refers to how our unconscious mind is affected by sensory input like words, color, and touch. This is where experiential graphics (also known as environmental graphics) can really help keep minds questioning and imagining. Obviously there are many more things to explore, but graphics are an easy way to positively impact everyone who walks through the space.

A part of experiential graphics is the architectural signage that's needed so people know how to navigate through buildings and campuses. This is what people are really familiar with and it's typically called wayfinding by the design community. That's important, but experiential graphics can accomplish something so much more than that. These types of graphics have been shown to influence mood and behavior, increase student engagement, reinforce school spirit and pride, and even create a sense of community.

Graphics become branded experiences from visual stimuli in the form of large-scale printed vinyl wall coverings, etched images, dimensional letters, digital messaging and branding, educational displays, and so much more. These branded experiences have long been a favorite in athletics from school logos to mascots and gymnasium banners, but with the increasing concern about a lack of student engagement, we're seeing it become more popular on the academic side.

Not only can it strengthen the school community, but it can provide engaging teachable moments. For instance, it can be used to explain the sustainable features of the building, energy efficiency, and the importance of recycling. In classrooms, you can use the physical environment to display scale or even make history come to life. In fact, Gensler published a study in which they found significant opportunity to implement 5 specific design solutions to assist schools that are struggling to keep students engaged:



Show measurement at the student scale:
Use the physical environment to communicate measurement relative to other subjects or students' own experience.



Connect language to physical objects:
Install words onto objects themselves, using multiple languages to provide short lessons in translation.



Make history personal: Display historical individuals or items in a way that invites interaction and students placing themselves into the situation.



Let structure communicate structure:
Use school buildings to highlight architectural engineering, and sustainability concepts, processes, and ideas.



Integrate learning and playing:
Involve students in the creation and application of graphics, and make them interactive or changeable to keep the process going. Outdoor surfaces and playgrounds are an opportunity too.

The benefits of experiential graphics in schools, especially K-12, go well beyond promoting school spirit and pride. That's important and a given, but the opportunities to keep young minds engaged over the course of their academic career exists. We, as leaders in the educational spaces, need to question what else we can do to encourage students to ask more questions and remain engaged. With experiential graphics, it seems like our own imagination is the limit. It's time we start asking the question.



SAMU HÄLLFORS:
Founder of Framery

WHAT PROMPTED YOU TO COME UP WITH THE IDEA FOR FRAMERY PRODUCTS?

It was 2010 and there were around a hundred employees working in the same open office space. I and a colleague of mine had enough of listening to our boss speaking constantly on his phone with a headset. It was basically impossible to concentrate on anything. We soon came up with a less than polite proposal, that the boss go elsewhere to make his calls. He was quick with a response: "Well, buy me a phone booth". The problem being that there wasn't one on the market—so the only alternative was to make one. That day, we gave up working for that software company and started to become experts on acoustics—and as a result, Framery was born.

HOW WERE YOU ABLE TO TAKE IT FROM A DREAM TO REALITY?

In the early days it was more about finding ways not to make acoustic soundproof phone booth than finding ways to do it. With trial and error, a lot of scientific research and numerous feedback discussions with customers, it finally came together. The success demanded radical innovation and use of higher mathematics to develop the divine alliance of sound insulation and ventilation in a beautiful form.



WAS THERE A LOT OF TRIAL AND ERROR?

Yes. Framery's first years were nothing but struggle and survival – there were several times when we could count the days to bankruptcy with only one hand. Being the first company to pursue this product category also meant that, for almost four years, Framery was laughed at. "Building phone booths, what a stupid idea!". I can't count how many times I've heard that statement during the first years.

CAN YOU TELL US A LITTLE BIT ABOUT THE RESEARCH AND WHAT YOU FOUND?

Studies show that unhappiness at work is a real phenomenon. Think what could be achieved if, instead of drifting in unhappiness your whole working life, you would instead be happy and motivated to do your best every day at work. This would

have a tremendous positive effect on global economy and performance. Framery is affecting more than 1 million knowledge work professionals directly or indirectly around the globe. The vision is to make three million people happier at work by the year 2022, because they can use Framery's products. Enabling people to be happy at work contributes to global economy, as people are more effective and perform better.

WHAT DO YOUR CUSTOMERS SAY ABOUT FRAMERY?

They love it! It has been amazing to follow all the customer experience and how they have found the essence of our products. To hear that the employees feel less distracted and can focus more on the work is the best feedback we can get. Overall, our customers appreciate the quality and design combined with acoustic effectiveness. Often after buying their first pod they soon come back

for more—and that means we've succeeded in creating value to the customer.

DID ANYTHING SURPRISE YOU ABOUT THE DEVELOPMENT PROCESS OR HOW PEOPLE REACTED TO THE PRODUCTS?

We knew quite early that this solution was going to be big—and the need is global. What we didn't know when we started, was how fast the development would need to be after the market adoption started. In 2013 at the Stockholm Furniture Fair we spent a week answering to questions like "what are these, what do you use it for?" Only two years later we were hands down the hottest thing in that fair.

WHAT HAVE YOU LEARNED, AND IS THERE ANYTHING YOU'D DO DIFFERENTLY?

Today I feel that Framery, building the company and the market have taught me everything I know today. It's been a life-changing journey. We have been successful all because of our world class team and I wouldn't do anything

differently. In general, I don't see value in looking back with hindsight.

SUSTAINABILITY SEEMS TO BE AN IMPORTANT VALUE AT FRAMERY. WHAT ARE YOU DOING TO MAKE YOUR PRODUCTS MORE SUSTAINABLE?

The starting point is to understand the complete life cycle environmental impacts of the product. We've conducted Life Cycle Assessments (LCAs) for our products. These results are actually available online at International EPD system (<https://www.environdec.com/Detail/?Epd=16359>). The main realization is that the greatest environmental impacts occur during the upstream processes, basically during the material acquisition and processing. That is why our goal in R&D is to prioritize long-lasting, renewable, recyclable and non-toxic materials. Our products are mainly constructed of birch plywood that is a renewable material, helping to bind CO2 from the atmosphere. All plywood used in our products is produced either in Finland or neighboring countries, while all suppliers are required to have FSC or PEFC certification. The acoustic

foam and the interior felt used in the products are up to 80% recycled PET that is made from recycled plastic bottles, helping to keep plastic away from landfills and oceans. In addition, all Framery pods and booths are highly energy-efficient. For example, when the Framery O is in use, the standard power consumption is 13 W. As a comparison, your iPhone charger consumes the same amount.

IT SEEMS FRAMERY IS GROWING EXPONENTIALLY. DO YOU THINK PART OF THAT HAS TO DO WITH YOUR CULTURE? IF SO, WHY DO YOU THINK THAT IS?

Definitely, while there are great cultures in many companies, our unique culture makes Framery a one-of-a-kind place to work. Our mission is to create a career experience that allows each individual to work at the intersection of happiness, passion and purpose to support Framery's growth. It's a mission that requires constant work but we are committed to putting people and culture first. That's what it's all about.

YOUR DECISION MAKING APP PROMOTES FAIR, INVOLVED DECISION MAKING. WHAT EXACTLY DOES THE APP ALLOW FOR AND HOW DOES IT WORK?

We wanted to create a tool that really makes decision making smarter and without the constraints of time or place. Framery's Decision App makes decision making 100% transparent and truly engaging. Employees can see the arguments, why each decision is being made and if they have a good idea to make Framery happier, the idea will be adopted. The questions proposed can vary from big strategic options to team lunch restaurant options and it's all visible to everyone.

WHAT IS HAPPINESS INSURANCE?

We have created the world's first happiness insurance. It works in a simple way: if a Framarian feels that something at work strongly decreases their general happiness, as a company we will do everything we can to fix it. If we don't succeed the person will receive 5000 euros compensation.



A NEW ERA FOR VINYL FLOORING

Vintage and vinyl floors are synonymous to some, but in reality, vinyl flooring changed drastically over the past decade.

In fact, it's estimated to grow nearly \$50 billion within the next five years, making it a top flooring choice for many designers. But what has caused the growth from grandma's kitchen to a go-to finish for some of the most beautiful spaces?

With improved design possibilities and installation technology, the emergence of luxury vinyl tile (LVT) has completely transformed the way we think of vinyl flooring. Expected to grow annually at a rate of 14.1%, LVT products maintain a high level of water resistance, durability and lower costs than traditional flooring.

Additionally, LVT products are no longer limited by design, allowing users to go above and beyond what was once possible. Architects, designers and owners can now mimic their traditional counterparts, like wood, ceramic and marble, to the exact detail. But many are choosing to make a statement by using woven textile LVT or by adding pops of color to traditional flooring looks.

But the advancements in aesthetics aren't the only thing making LVT rise in popularity. With an industry-wide labor shortage, LVT manufacturers are focusing on creating more products that are easier to install and require less continual maintenance.



LVT finishes are now more stain-, scuff- and dirt-resistant than ever—improving the long-term performance and durability of the flooring. Most manufacturers also offer products with adhesive backings resulting in faster installation. This quicker install means less money spent on labor and less downtime so you can start enjoying your new floors sooner.

LVT IS ESTIMATED TO GROW NEARLY \$50 BILLION WITHIN THE NEXT FIVE YEARS, MAKING IT A TOP FLOORING CHOICE FOR MANY DESIGNERS.

Although these advancements have made LVT more desirable, one specific LVT product stands above the rest. Multilayer Flooring is a new subset of LVT that is distinguished by superior performance and strength.

Unlike standard LVT, Multilayer Flooring maintains a rigid core instead of a flexible one. Multilayer Flooring is more dimensionally stable while keeping your floors looking professional because it doesn't expand or contract like flexible LVT. It is also quicker to install because you can simply click panels into place.

Once completed, you can still expect Multilayer Flooring to have the same benefits as LVT. Evidently, these benefits combined with additional performance and strength are why Multilayer Flooring is the fastest growing category of vinyl flooring, especially for commercial use.

So next time you're thinking about what flooring option is right for you, don't downplay the power of Luxury Vinyl Tile. With recent advancements, LVT looks just as good as their traditional counterparts, all while championing water resistance, durability and superior acoustic performance. Gone are the days of retro kitchen floors—Luxury Vinyl Tile is a trend ready to take great spaces by storm.

YOUR WORKPLACE

Your Time to Shine.



The way your office looks and feels sends a powerful message. It's your billboard in Times Square. It's your Super Bowl commercial, and it broadcasts your story to everyone who walks through your door, especially your employees.

IT

includes everything from the layout, to the furniture and floors and the overall branded environment that includes signage, messaging, artwork, and more.

Because your workplace announces who you are through meaningful design elements, it gives people an immediate sense of your purpose – your “why.”

When done right, your workplace reflects who you are and what you do. It will build a stronger connection between your people and the purpose of their work. When your environment is welcoming and inspiring, it tells potential employees and customers that you take your relationships with them seriously.

In fact, Herman Miller recently did a survey of Living Office research partners before and after their

workplace design. What they found was incredible. On average, people had a 40% increase in positive feelings towards their companies after their workplaces were redesigned to express their brands.

If this sounds good to you, there are a couple of ways you can achieve the same results. First, look to proven methods like Herman Miller's Living Office placemaking approach to building your brand awareness through your environment. This approach can help you identify what's right for your story. For instance, is it creating a workplace that expresses your creative character? Is it important to have settings for quiet conversations? It begins with a discovery process in which you go through a workshop and identify your character, activities, and purpose – who you are, what you do, and why you do it. You can also do on-site research with observation and in-depth surveys among leadership and staff to gauge how well your workplace supports your work and brand.

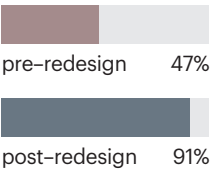


When your environment is welcoming and inspiring, it tells potential employees and customers that you take your relationships with them seriously.

Second, it's important not to lose sight of experiential graphic design (also known as environmental graphic design) during this process. Today, it's more critical than ever that architects, interior designers, product designers, and graphic designers realize that the playing field has been leveled and everyone is working toward the same goal of connecting people to places and to each other. When everyone works together, you can develop an integrated and unified experience that improves life, productivity, and inspires people. This holistic experience is best for all and then you can build out your space in a way that works for you and represents your culture.

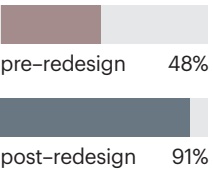
**MY WORKSPACE
PRESENTS A GOOD
CORPORATE IMAGE.**

44% increase



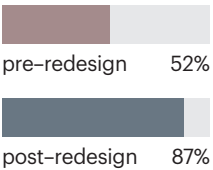
**I'M PROUD TO
BRING VISITORS TO
OUR WORKSPACE.**

43% increase



**MY WORKSPACE'S
DESIGN INFLUENCES
COMPANY CULTURE.**

35% increase



YOUR HOLIDAY GIFT GUIDE



THE ESSENTIAL HOLIDAY GIFT GIVING GUIDE FOR 2019

Looking for the perfect gift this holiday season for a client, associate or even yourself? From laptop stands to the coolest coffee tins, we've got you covered with our favorite additions to any great space.

LAPTOP STAND

We love this laptop stand because it raises it to the correct height to be eye level when you use a keyboard and mouse. What's even better is it's so convenient and lightweight that it folds flat for easy storage and you can carry it wherever you go. It can even be used to make double monitors if you place it adjacent to another monitor. There's so much to love about this stand!

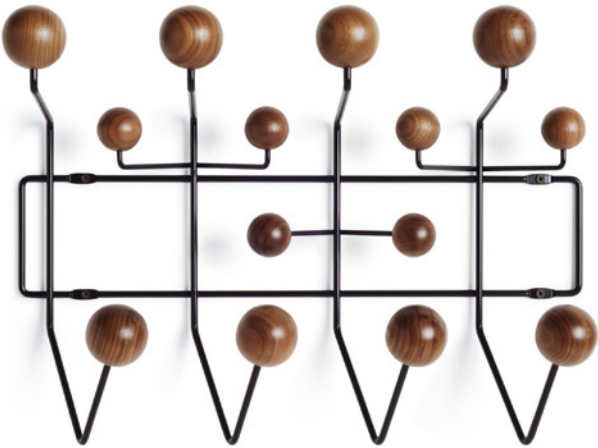
Starting at \$104
[colebrookbossonsaunders.com/accessories/laptop-stand/](https://www.colebrookbossonsaunders.com/accessories/laptop-stand/)



EAMES HANG IT ALL

This stylish organizer is great for kids and adults! Whether you choose the colorful spheres or an elegant dark blue maple, this hang-it-all is a classic and sure to add style to any room.

Starting at \$195
[dwr.com/accessories-entryway/eames-hang-it-all/6676.html?lang=en_US](https://www.dwr.com/accessories-entryway/eames-hang-it-all/6676.html?lang=en_US)



TEXTILES AND OBJECTS POSTER

Herman Miller's Textiles and Objects shop opened its doors in Manhattan in 1961. Alexander Girard designed this advertisement, which is screen printed and also available framed. In Girard's hands, advertising is certainly rising to the level of art, and we love the retro-chic look!

Starting at \$119
[hermanmiller.com/products/accessories/decor/textiles-and-objects-poster/](https://www.hermanmiller.com/products/accessories/decor/textiles-and-objects-poster/)



GEIGER TEXTILE PILLOWS

It's easy to add an accent color or a simple touch of comfort with these versatile textiles. More than 30 patterns are available each in multiple colors. These duck feather-filled beauties add a touch of class and style to your living space.

Starting at \$171
[geigerfurniture.com/products/accessories/geiger-textiles-pillows/](https://www.geigerfurniture.com/products/accessories/geiger-textiles-pillows/)



RILEY TABLE

Comfortably work from anywhere with this sleek, functional table that can be added to any environment. Available in solid oak or walnut, it's built to slide easily over benches, sofas and more.

Starting at \$1,163
[naughtone.com/us/products/riley/](https://www.naughtone.com/us/products/riley/)



HAY SOWDEN COFFEE TINS, SET OF 4

Designed by George Sowden, these coffee tins are a colorful addition to any kitchen. The tinplate container has an airtight lid that works well with coffee and other dry goods. They can even be used to hide your holiday cookies, but we can't guarantee you still won't eat them!

\$32
us.hay.com/accessories/by-room/kitchen/sowden-tin%2C-set-of-4/100152007.html?lang=en_US



MAHARAM MEMORY GAME

This family-friendly memory game is the perfect gift to cozy up to the fire with and have some fun. These beautifully designed images come with two sets of 36 cards.

\$32
maharam.com/products/memory-three/colors/001



TIME HOURGLASS, LARGE – 30 MIN.

Designed by Hay, this lustrous hour glass is available in multiple colors. This hourglass is a modern twist on a centuries-old invention of the sand glass clock. It's as useful today as it was when it was first designed because of its simple design.

\$30
dwr.com/accessories-art-objects/time-hourglass%2C-large-30-minutes/2515079.html



MAGIS PUPPY

Whether this pup is a functional seat or a playful sculpture, this loveable addition is sure to make anyone smile! Available in orange and white, this puppy is looking for a new home for the holidays this season.

Starting at \$95
store.hermanmiller.com/accessories/accents/magis-puppy/2197757.html



WE BELIEVE **GREAT SPACES** ONLY MATTER IF THEY WORK. TO US, IT'S MORE THAN JUST A SPACE, IT'S LIFE.



Proud Partner



**Continental
Office**

The Official Workplace Partner of Pelotonia