

# vitra.



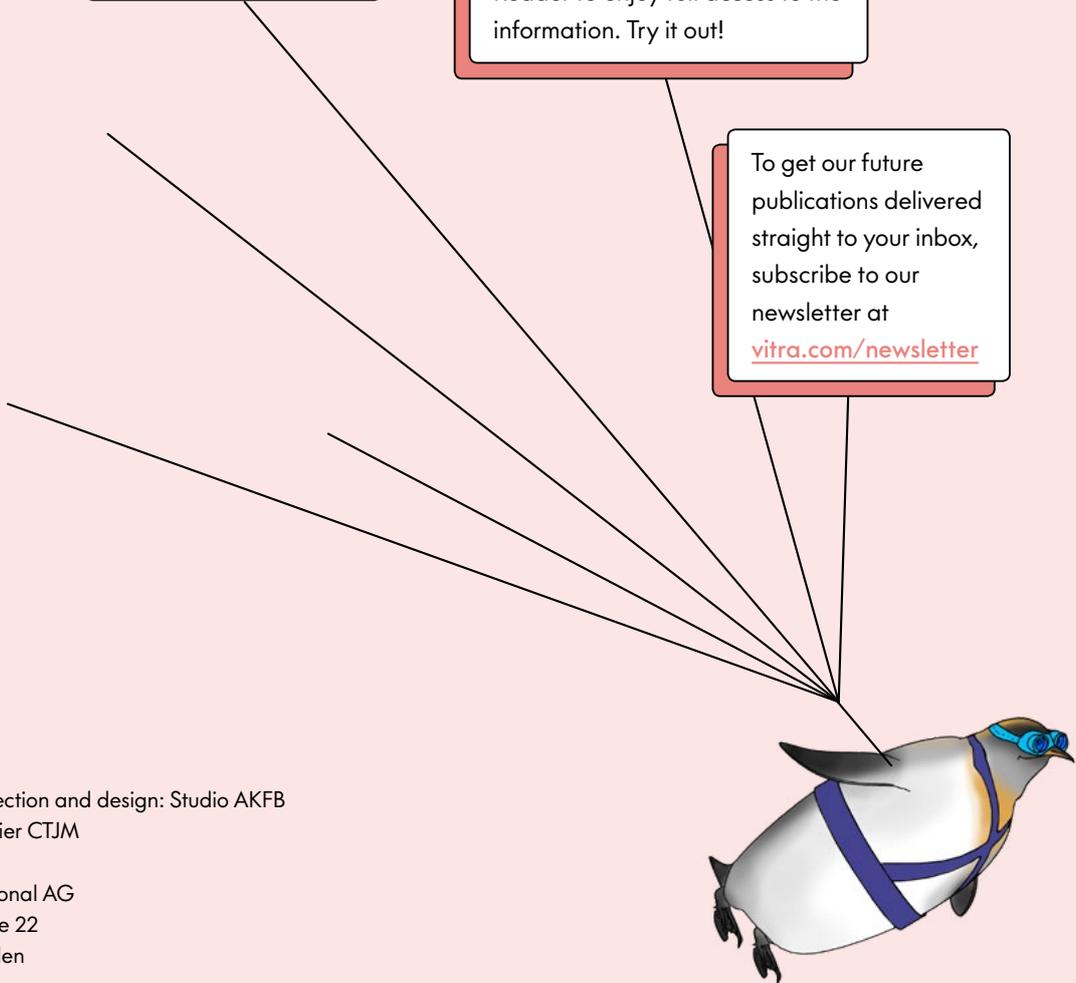
As where and how we work changes, it is Vitra's intention to provide you with the latest insights and learnings to help guide you through this process. We draw on the knowledge of our network of thought leaders, experts, scientists, designers, architects and customers – and on our own findings gained from the implementation of projects with our partners and clients, in our showrooms and workplaces and on the Vitra Campus. The permanent impact on our work patterns is still unknown, but we learn more every day. Our papers about the future of shared spaces present the most recent findings. You can find all issues at [vitra.com/professionals](https://vitra.com/professionals).

Status June 2021

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Concept, art direction and design: Studio AKFB  
Illustrations: Atelier CTJM

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Klünenfeldstrasse 22  
CH-4127 Birsfelden

In many countries, home office regulations are now being lifted. As companies and their teams prepare for a return to the office, certain questions are becoming increasingly urgent: How do we use our office? Is the existing work environment still suitable? What does it now have to offer? Our answer to these questions is the 'Club Office'.

As its name suggests, the Club Office has been inspired by the many groups that people establish all around the world, whether chess societies, sewing circles, football squads or debate teams. These are clubs formed by like-minded people who get together on their own terms, collaborating, sharing ideas and building energy for a larger goal. The Club Office shares this same spirit. It is the home of the organisation, and a unique representation of its purpose and values. It is the simplest, and often only, physical manifestation of a company's identity, and so becomes a place of belonging. In the Club, the company can host its community: members, customers and partners. Their rituals are linked to this place, and their memories and experiences are rooted here. The Club embodies the culture that a company is looking to build: it is the home of a winning team that both existing and future members want to be a part of. And, of course, just as no two companies are alike, so too will every Club Office look and feel different.

Using our own spaces – and our Research & Design team – as a testing ground, Vitra's Consulting & Planning team has built the first Club Office at our headquarters in Birsfelden, near Basel, Switzerland. For decades, we have responded to transformations in the workplace by developing products for changing work conditions. As a result, many of the products used in the new Club Office already existed in the Vitra portfolio, while others were specially conceived to meet the new requirements. All featured product solutions are currently in production and available at the time we release this e-paper. The new developments all satisfy the demand for flexibility and high quality, which allows the post-Covid office to adapt to shifting needs while signalling value and appreciation to its users.

As you plan for your team's return to the office, first consider what was good in your existing workspace: for some members of your team, the return to this place will restore balance in their lives. Then think about what did not work or what is no longer required – do you still need those rows of desks and chairs, which did not always enable collaboration? Perhaps you are not looking for a workspace revolution, in which case you can pilot an idea or a new concept, and then adapt accordingly. By making even a small change to your workspace, you are sending a signal to everyone as they return. You are letting them know that even though things may have changed, they will be okay.

Nora Fehlbaum  
CEO, Vitra

# Contents



06	Executive summary	32	ID Chair Concept
08	'The workspace challenge' Bringing employees back to the office	36	Tyde 2
<b>10</b>	<b>Welcome to the Club Office</b>	38	'Introducing Chap' The everywhere stool
12	Space typologies in the Club Office	40	A Club for AI
<b>16</b>	<b>Product solutions for hybrid workspaces</b>	44	A day in the Club Office
18	Alcove	46	The Club Office in eight questions
24	Soft Work	48	Planning Files
28	Dancing Wall		

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**Alcove**  
Ronan & Erwan  
Bouroullec  
2006/2021

# Executive summary

**1** The remote working experiment of the last fifteen months has led to a series of insights about the workplaces that now serve us:

- The physical act of going back to the workplace will become a conscious daily choice for many. One that is guided by the tasks that lie ahead, the required level of interaction and the need for direct access to human and physical resources. The workspaces that we now build should complement the home office and provide added value for both the company and users.
- The social component, the cohesion between colleagues often sparks new ideas. Problems can suddenly be solved by an unplanned encounter with just the right person.
- Without easy, informal interaction with colleagues in the safe surroundings of an office, we have observed close up that companies – including our own – have had more trouble retaining new employees during the pandemic, as the newcomers have not been able to find their feet, don't understand the culture and haven't fully become a part of it.

**2** Vitra's response to these insights is the Club Office, which has been piloted by the company's Research & Design team at Vitra's headquarters in Switzerland in June 2021:

- The Club Office is an approach to office design that emphasises the importance of social interaction: prioritising communal spaces that capture the identity of a company and provide a sense of belonging and common purpose. Employees will return to their offices to meet their colleagues, and because they seek new knowledge and experiences.
- Acknowledging the hybrid nature of contemporary work, the Club is divided into three areas – public, semi-public and private. These zones work in concert, supplying different environments for different tasks. The public and semi-public areas are analogue-first spaces, where personal encounters trump virtual ones.
- The Club Office is a flexible, adaptive space. To achieve this, more rigid typologies such as desks and task chairs have given way to dynamic products such as Alcove, Dancing Wall and Soft Work – office furniture that is as agile as the teams it supports. No two companies are alike, and so every Club is different too, responding to the specific needs of the company to which it provides a home.

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**Introducing ID Cloud**  
Antonio Citterio  
2021

# The workspace challenge

Bringing employees back to the office

Christian Grosen joined Vitra as Chief Design Officer in the middle of the pandemic. During the lockdown he was confronted with the challenges that remote working posed for his staff. In the autumn of 2020, Christian Grosen commissioned Vitra's Consulting & Planning Studio to create a new workspace for his team. Here, Christian shares his analysis of how a new work environment was needed to drive change.



Christian Grosen at the Joyn communal desk in the Vitra Club Office.

I started at Vitra less than a year ago, in the middle of a lockdown with most of my team working from home. When joining the company, I was tasked with accelerating the product development process, a mission that requires a highly collaborative mindset and a passion for innovation.

However, the workspace I found upon arrival was not really conducive to driving innovation and improving productivity. It was organised by function rather than by project team. Product managers sat with other product managers and did not spontaneously interact with the engineers or easily collaborate with the workshop teams in charge of prototyping.

The main workspace was dominated by 'focus work'. This means that most people adhered to an unspoken codex of silence to avoid disturbing others, which made even the slightest noise seem very loud. All collaborative work was invisible, forced to migrate outside of the shared workspace, to smaller meeting rooms. This makes no sense today, when people mainly come to the office for the purpose of collaboration and creative teamwork. This is particularly true of our team. The past year taught us in R&D that while we can get some work done remotely, we need to gather round a product and discuss it in person: we're a creative team, driven by the look and feel of products and materials.

Employees also mentioned how the consecutive lockdowns made them especially value the spirit of belonging and community in their team. They missed the spontaneous chats, the enriching exchanges, the informal interactions that allow them to share knowledge and perform their jobs better. With its emphasis on individual focus work, our previous

office did not offer the right spaces for them to interact, exchange and live the corporate culture.

Also, bringing successful innovations to life in a timely manner requires customer insights, feedback rounds with the different markets and collaboration with other departments. Yet our team had been locked away behind closed doors, inaccessible to the rest of the company, not to mention external partners and our designers. A change was necessary: I wanted to be visible to my team, and easily approachable for quick, informal exchanges – enabling team members to continue working rather than waiting and scheduling a formal meeting with me.

All this is what prompted us to join with Vitra's own Consulting & Planning Studio to design our Club Office. My intention was to create a shared working environment with the overriding goal of increased collaboration and accelerated processes that ultimately lead to true innovation.



The Vitra Club Office in Birsfelden, near Basel

# Welcome to the Club Office

The physical act of going back to the workplace will become a conscious choice for many – one that is guided by the tasks that lie ahead, the required level of interaction, and the need for direct access to human and physical resources. The physical workspaces that we now build should complement the home office and provide added value for both the company and users. At Vitra, we have always utilised our own offices as a field for experimentation, a place in which we test concepts and products and then translate the resulting experiences into improvements and new ideas, sharing the results with you. Built over the last months at our headquarters in Basel, Switzerland, the Club Office was created by Vitra as a response to the needs of post-pandemic workspaces.

## PUBLIC

(1) Alcove meet & retreat (2) Soft Work huddle (3) Joyn communal desk  
(4) Dancing technology (5) A rooftop lounge, library, bar and garden offer further opportunities for personal exchange.

## SEMI-PUBLIC

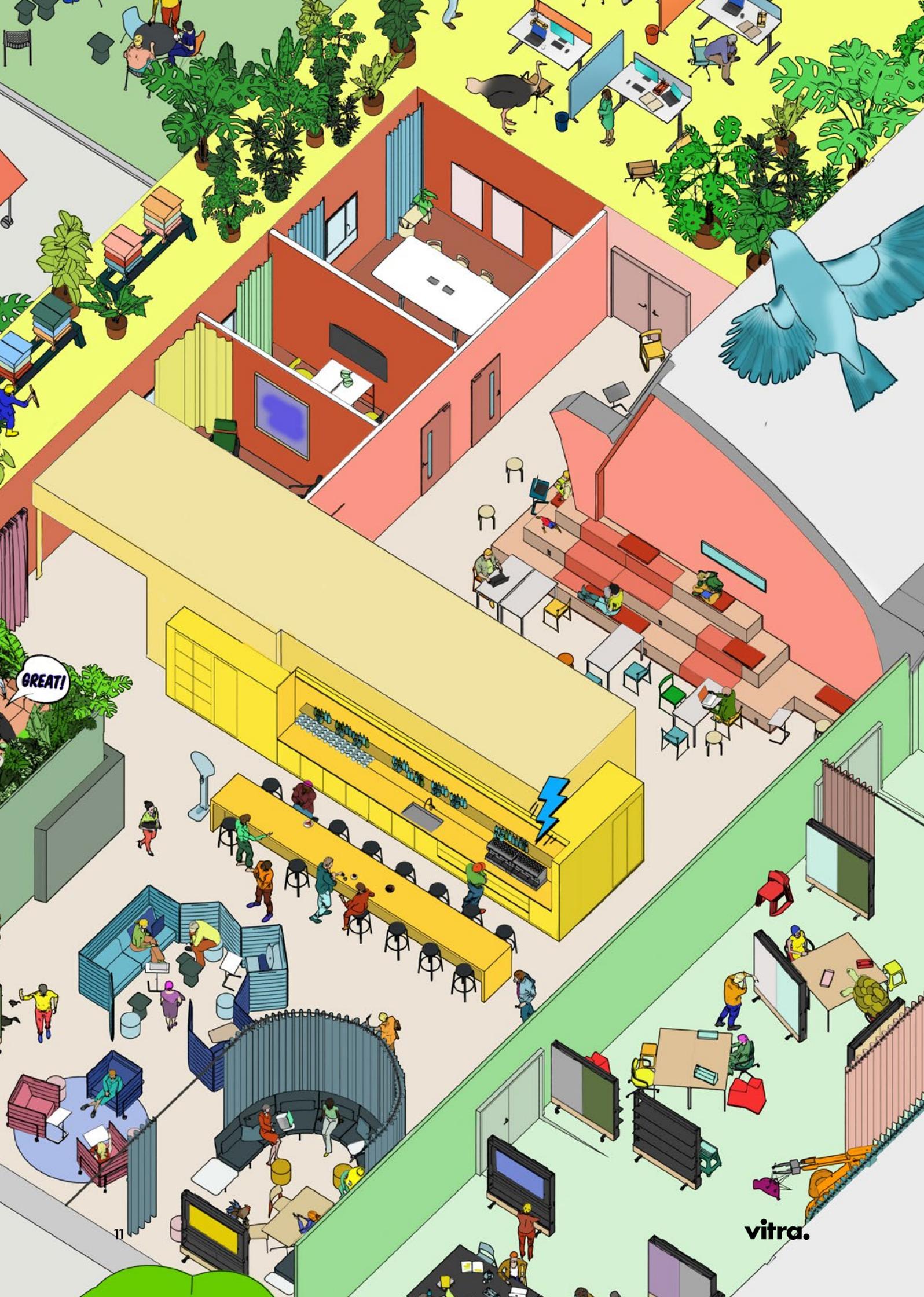
(6) Classroom (7) Creative meeting (8) Standing meeting  
(9) Virtual meeting (10) Plug & Play office

## PRIVATE

(11) Individual workstations for residents (12) Home office

## ADDITIONAL SPACES

(13) A nursery for the children of employees is adjacent to the Club Office.



GREAT!

# Space typologies in the Club Office

## Public area

The public space is open to members and guests or external collaborators and partners. It is designed to encourage spontaneous encounters and easy informal collaboration.



## 1 Alcove meet & retreat

Alcove meet & retreat provides employees with a 'room in room' solution to meet and retreat while still being connected to what happens in the public area of the Club Office. The sofa's panels come in different heights and can be configured for increased levels of privacy with visual and acoustic shielding. The upholstery options offer both a relaxing place to sit while providing sufficient support to work in a comfortable upright posture. Users ideally spend up to two hours in this space and utilise it in between meetings to complete individual tasks and to hold a call or short face-to-face conversation. The standard duration of use can be extended with configurations that offer electrification and upholstery options suited for longer periods of sitting.

→ [More on Alcove](#)

→ [Discover planning files](#)





## 2 Soft Work huddle

As an alternative to concentrated work performed at desks with task chairs, Soft Work creates a space within the office environment for teams and individuals to come together for huddles, conversations side-by-side, and solo projects. It combines the features of a sofa with the functionality and ergonomics required in work environments; equipped with practical table surfaces, power outlets and charging stations, it provides all the necessary technical functions for work activities, while promoting correct seating postures. Soft Work signals comfort and accessibility, making it a popular yet highly productive setting for casual interactions, focused individual tasks and informal meetings in any office landscape.

→ [More on Soft Work](#)

→ [Discover planning files](#)



## 3 Joyn communal desk

Communal tables build a community, not through verbal interaction but by establishing a place to work alongside like-minded people while everyone focuses on their own task. As a communal desk with integrated electrification, Joyn creates an inviting environment in the Club Office's public space, allowing users to work there for longer periods of time. As a central element of the public space, it can be used by managers to signal their availability for informal interactions and spontaneous meetings with team members, thereby allowing everyone to instinctively take a seat at the table with a natural flow of people in changing constellations all day long.

→ [Discover planning files](#)

## 4 Dancing technology

The public and semi-public areas of the Club Office feature flexible furniture with integrated electrification – such as the Dancing Wall – which can be used anywhere in the room, enabling teams to deploy screens spontaneously and flexibly and to connect with other members via videoconferencing. Dancing technology enables hybrid working, yet allows the Club to be an analogue-first space, where personal encounters trump virtual ones.

→ [More on Dancing Wall](#)

→ [Discover planning files](#)

## 5 Further retreats

A rooftop lounge, library, bar and garden offer further opportunities for personal exchange.

## Semi-public area

The semi-public area is designed to support scheduled meetings, allowing for deeper collaboration, workshops and more formal knowledge exchange.



## 6 Classroom

The classroom is conceived for townhall meetings, informal training sessions and festivities. Ideal for group workshops, the space is designed for knowledge transfer where learnings and best-practices can be shared with a group or on an individual level. The furniture in the room is stackable and freely positionable, allowing users to easily adapt the space to their needs.

→ [Discover planning files](#)



## 7 Creative meeting

As a height-adjustable sit-stand meeting table, Tyde 2 offers a dynamic setting for group workshops, training sessions and creative collaboration. The only permanently installed videoconference screen in the Club is located here, enabling remote participation and virtual collaboration. This meeting area is suited for concentrated group work and sprints as it provides a sheltered space within the Club Office that reduces distractions.

→ [Discover planning files](#)

## 8 Standing meeting

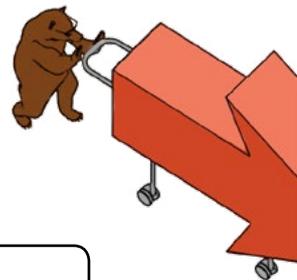
Ideal for face-to-face meetings at a standing-height table, the standing meeting room allows users to alternate between sitting and standing postures naturally. The space is suited for one-to-one conversations or other intimate meeting sessions like employee onboarding.

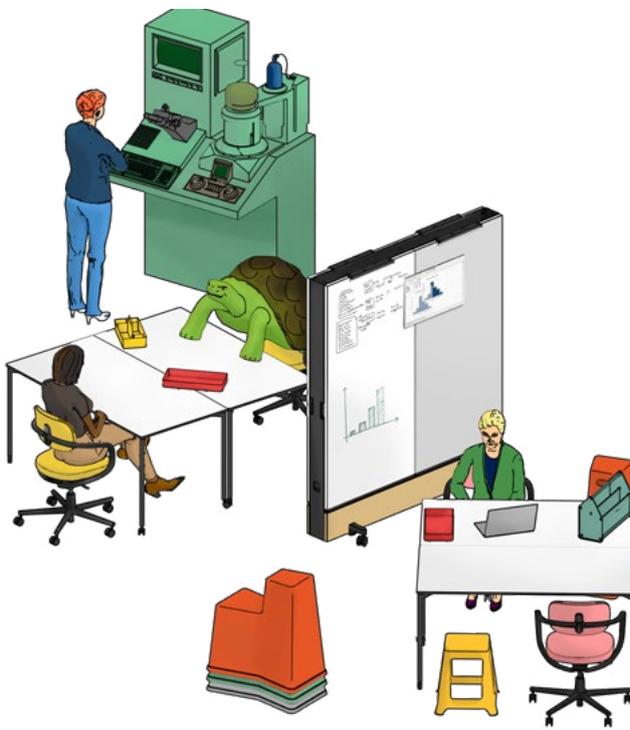
→ [Discover planning files](#)

## 9 Virtual meeting

Suited for more confidential remote meetings, this space provides an inviting analogue setting that combines privacy with high levels of comfort. This environment is designed for short phone calls or video conferences, with cosy lounge chairs for added discretion.

→ [Discover planning files](#)





## 10 Plug & Play office

Plug & Play is a space for project sprints and workshops, fostering collaboration, creativity and innovation for highly productive project teams, who can easily rearrange the space to fit their needs. Dancing Walls, Rookie, Allstar, Stool-Tool, Tip Ton and assorted office accessories make it possible to create different-sized settings for a myriad of uses in just a few seconds. The space can be frequently reconfigured while keeping its character. It signals the adaptability, empowerment and openness to change required for high levels of productivity.

→ [Discover planning files](#)



## Private area

The third area is a private space, suited to focused work, both for individuals and permanent teams whose constellation and needs vary little over time.

## 11 Individual workstations for residents

Some employees work permanently from the office due to the nature of their work or because their personal situation is not conducive to working from home. At Vitra, we call this group 'workspace residents'. They require sheltered workstations for focused work.

→ [More on ID Cloud](#)

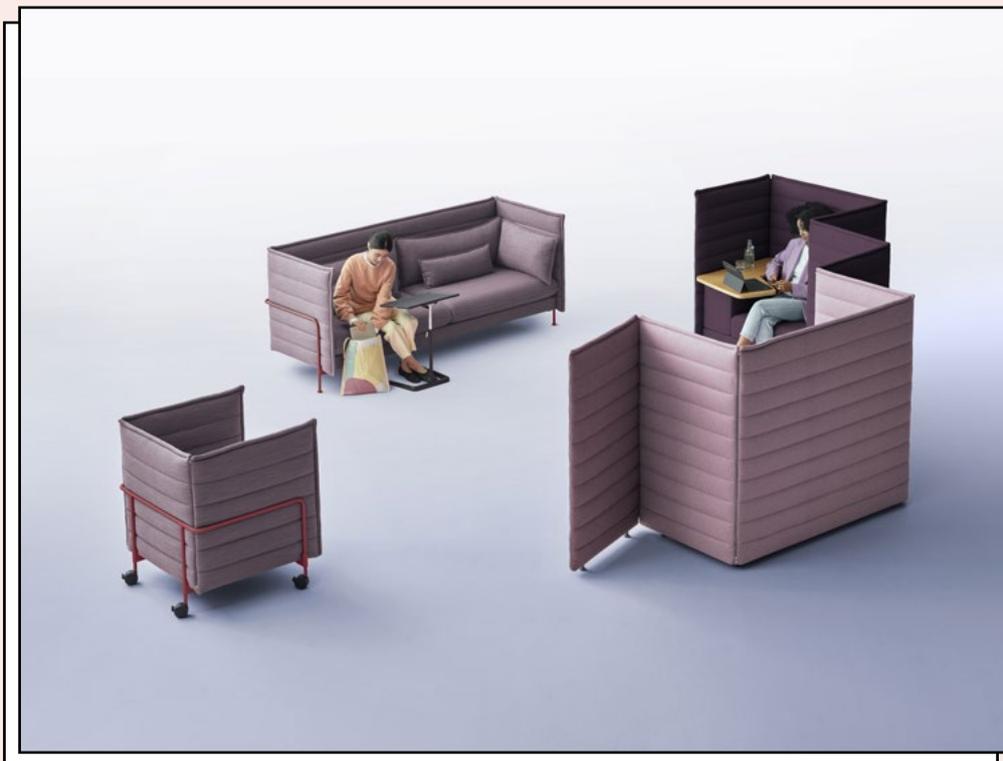


## 12 Home office

The private area of the Club Office also extends to the team members' homes, which have proven particularly suitable for concentrated individual tasks. A well-equipped home office is therefore an integral part of the Club Office concept.

# Product solutions for hybrid workspaces

For decades, Vitra has responded to transformations in the workplace by developing products for changing work conditions – guided by its own research in this field. As a result, many of the products used in the new Club Office already existed in the Vitra portfolio, while others were specially conceived to meet the new requirements. The product innovations all satisfy the demand for flexibility and high quality, allowing the post-Covid office to adapt to shifting needs while signalling value and appreciation to its users. The further refinement and enhancement of products is a central pillar of Vitra’s sustainable product strategy, which avoids trends and instead seeks to build on and continually improve the tried-and-tested. While the products have been developed and revised in the context of the Club, they are applicable to all workplaces seeking a smooth transition to hybrid work.



**Alcove** p.18

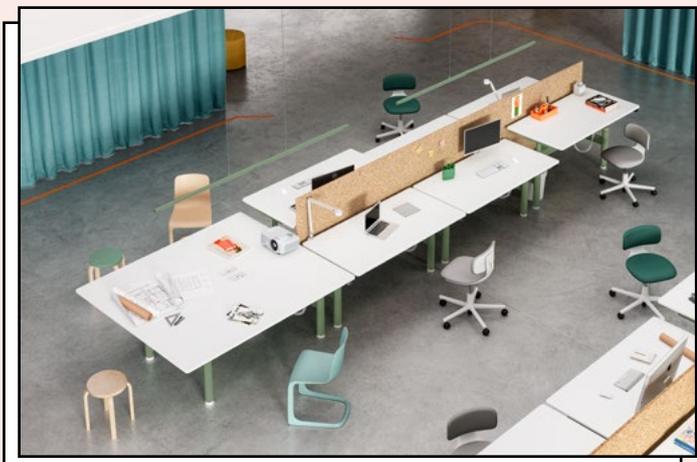




**Soft Work** p.24



**ID Chair Concept** p.32



**Tyde 2** p.36



**Dancing Wall** p.28



**Chap** p.38

# Alcove

Ronan & Erwan Bouroullec, 2006/2021



## Room-in-room solution to meet & retreat

Alcove's product features extend beyond the properties of a simple piece of furniture: with side and back panels in two heights, Alcove units form rooms within a room, creating ideal spaces for concentrated work or for small meetings.

Developed by Vitra with Ronan and Erwan Bouroullec, the archetypal Alcove Sofa with its high back and side panels has been synonymous with modern and inviting office environments since its introduction in 2006. Often copied but never equalled in terms of style and enduring quality, Alcove was one of the first examples of micro-architectural sofas to provide secluded niches or meeting spaces within open-plan offices. Now Vitra and the Bouroullec brothers have teamed up to further develop and expand the Alcove programme.

The new Alcove range offers flexible, quality micro-architecture in open interiors, making it possible to create exceptional office environments quickly and easily without having to interfere with the building structure.



#### Sound absorbing

The quilted panels of Alcove are a distinguishing characteristic of the various sofas in the Alcove family, helping to shield sitters both visually and acoustically, and making efficient use of space. The soft upholstery invites users to lean back against the panels, which convey a sense of shelter, calm and seclusion. Thanks to the new Alcove Plus Panels and the castors for the existing Alcove elements, the configuration can be spontaneously transformed in minutes, going from individual tasks to collaborative teamwork – and vice versa. Users can employ Alcove Plus to signal openness to outside interaction or a desire for solitude and concentration.



#### Alcove Fauteuil for individual shelter

The update of the Alcove family includes a new fauteuil that comes in a highback and lowback version. While the highback version is designed as a retreat for video or phone calls, Alcove Fauteuil with lowback is a communicative team player.

## Introducing Alcove Plus for even more privacy

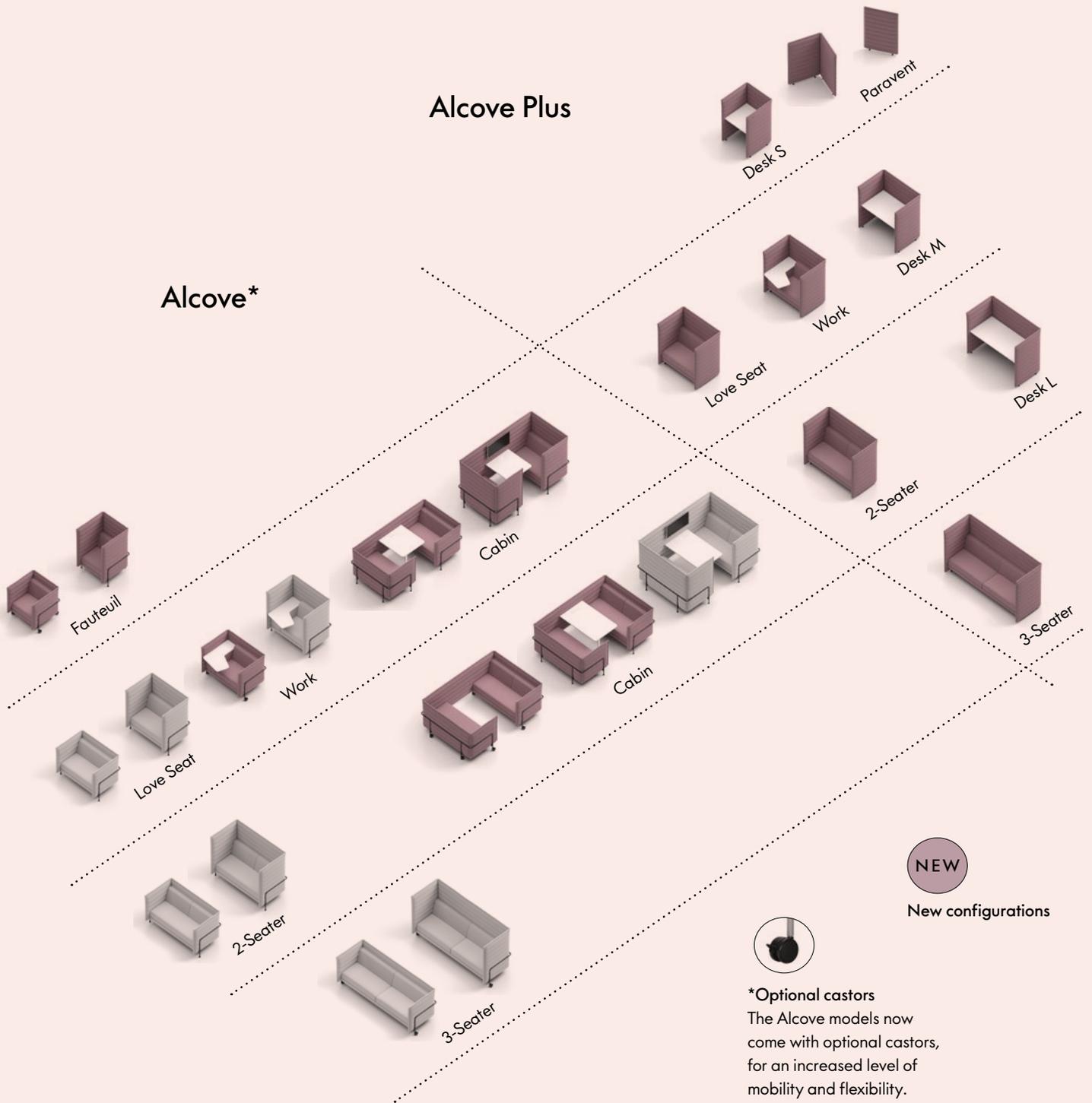


The new Alcove Plus Paravents are panels that can be easily attached by the user with a zip fastener to connect Alcove units, creating enclosed spaces or providing a screening function. This connection option can be used to create entire room structures - or to add more privacy to individual elements.

Alcove Plus Sofa differs from Alcove Sofa due to its panels, which extend almost to the floor and also conceal the frame. Paravents can be attached to the high side panels with zip fasteners. They also serve to establish traffic patterns within the office, create additional niches or form larger structures.

## Alcove Plus

## Alcove\*



NEW

New configurations



### \*Optional castors

The Alcove models now come with optional castors, for an increased level of mobility and flexibility.

Building on the sofa's ability to create a room-within-a-room, the new Alcove Plus system takes this idea a step further: the furnishing becomes a partition element with numerous configuration options. Alcove and Alcove Plus are also ideal for mixed configurations that bring structure to open layouts and their work processes. And thanks to the flexible design of these elements, they can be quickly and easily adapted to new requirements. The quilted fabric-covered panels create a feeling of casual comfort and security, while effectively absorbing ambient noise.

## Alcove Plus Desk & Alcove Work for concentration and focused tasks



**Alcove Plus Desk for focus**  
Ideally suited for focused tasks, this touchdown workstation shields users both visually and acoustically. Alcove Plus Desk comes in three sizes and can be fitted with the Alcove Paravent panels.

**Alcove Work for interaction and concentration**  
For more interaction, the Alcove Work Lowback model shields the user slightly less and therefore invites communicative interaction with the surroundings. By grouping several Alcove Work Lowback together, the individual workstations are transformed into a meeting configuration, without any need for a conference table. Equipped with castors, the Alcove Work offers the perfect setting for a flexible workshop. For more focused work, the Alcove Work Highback, creates a space in which the user is scarcely visible or audible to the outer environment. The integrated writing tablet with power and data options makes this version a flexible retreat for concentrated individual tasks in any workspace.





The designers Ronan and Erwan Bouroullec have reinvented the Alcove family to bring in increased flexibility, smart add-ons and new components underlining the fundamental idea behind the concept – providing places of shelter and seclusion – and adapt the classic piece to suit today’s ever-changing requirements.

→ [Watch the interview with the designers](#)

Alcove has also been rethought from a sustainability perspective. A number of even more durable fabrics have been added to the selection and the modularity of the design has been enhanced to facilitate the replacement of Alcove parts. The sturdy inner core of Alcove panels is now made of organic fibreboard, which contains no synthetic resins.

# Soft Work

Edward Barber & Jay Osgerby, 2018



With Soft Work, Edward Barber and Jay Osgerby translate the reality of the 'work from anywhere' culture into a modular sofa system for the workplace. It combines the features of a sofa with the functionality and ergonomics required in work environments; with practical table surfaces, power outlets and charging stations, it provides all the necessary technical functions for work activities, while promoting correct seating postures. Soft Work signals comfort and accessibility, making it a popular yet highly productive setting for casual interactions, focused individual tasks and informal meetings in any work environment. Instead of a work environment consisting of office desks with sofas positioned on the periphery, Soft Work creates a central soft seating landscape with work surfaces arranged around it.

Partition screens can be used to divide up zones and create quiet sheltered spaces and visual shielding.

Arm-mounted desks that are movable and enable diverse seating and working positions.

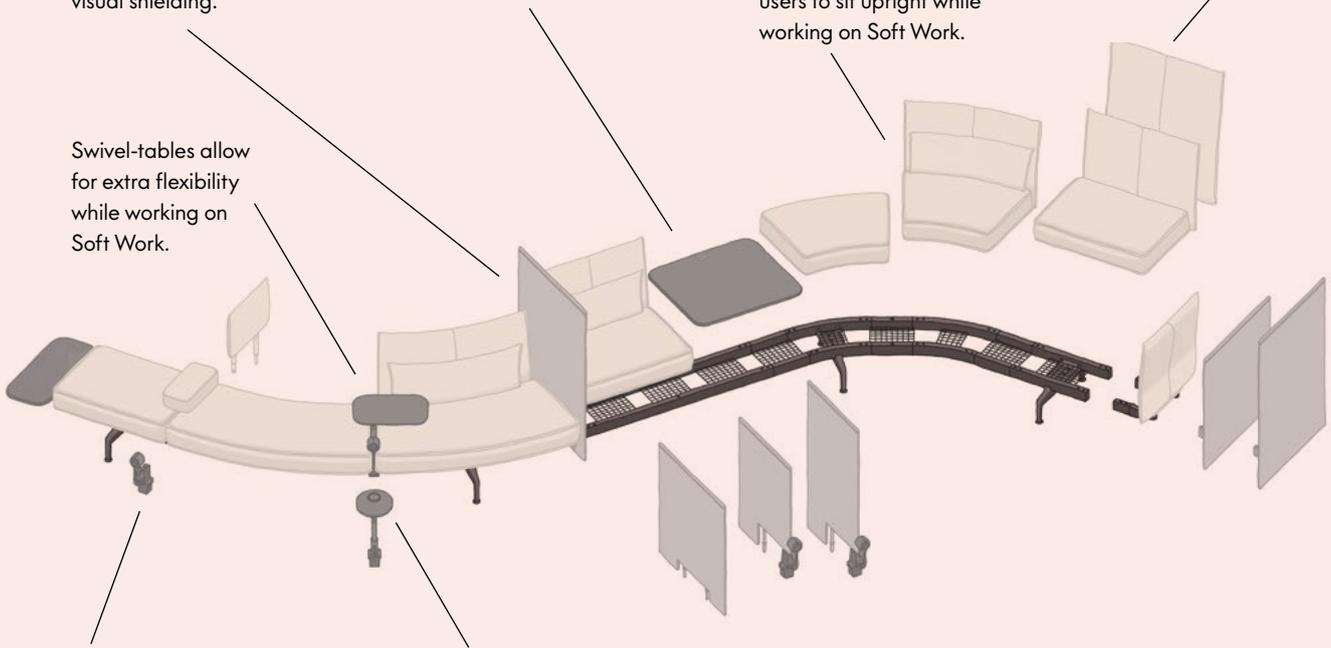
Generously padded seat cushions offer high levels of comfort and allow users to sit upright while working on Soft Work.

Flexible backrests for extra comfort and even more privacy.

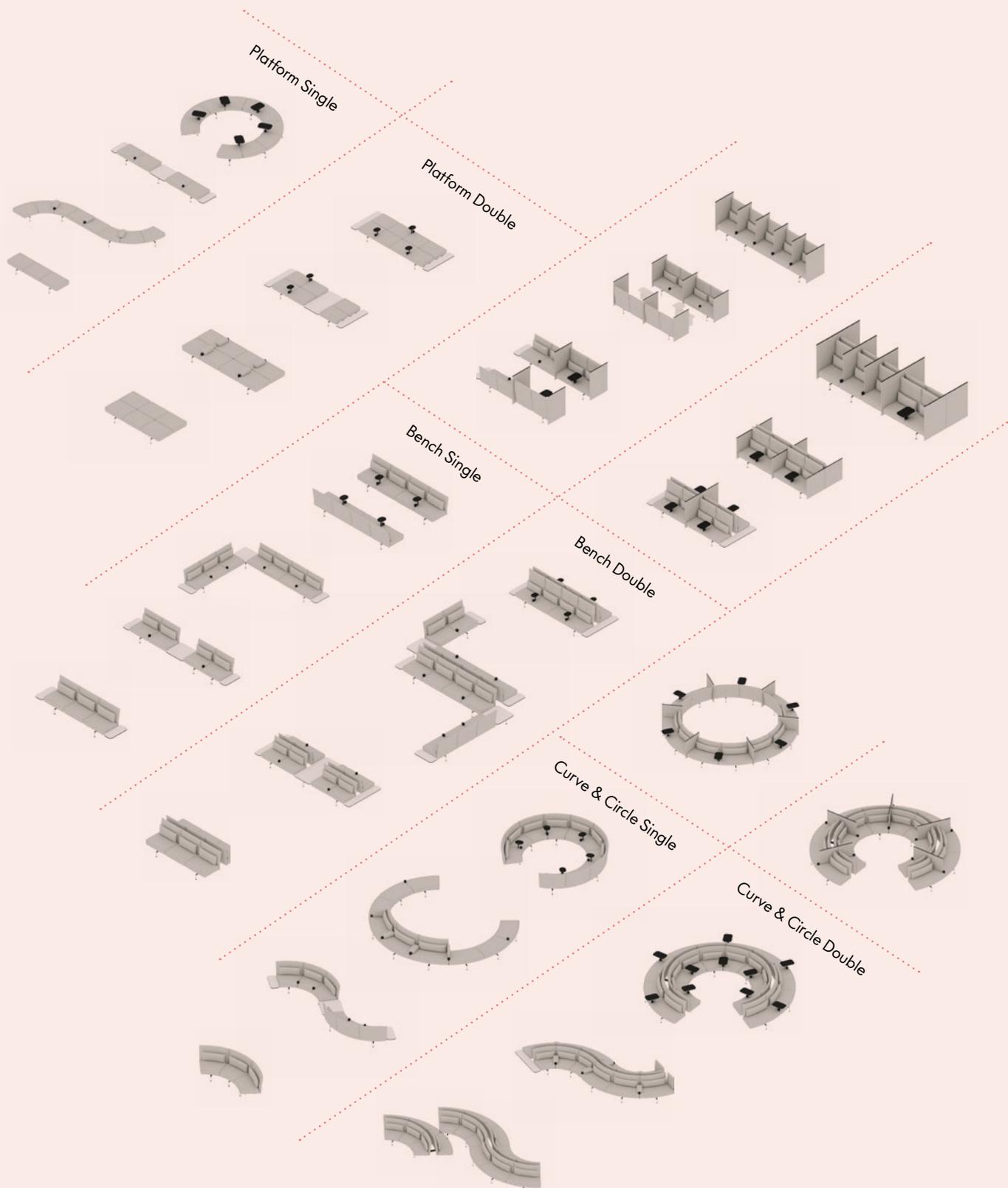
Swivel-tables allow for extra flexibility while working on Soft Work.

Flip-up power sockets are located between the seat cushions and can simply be pivoted upwards for comfortable use.

Fixed trays with USB wireless charger enable users to work seamlessly on Soft Work for longer periods of time.



Now Soft Work is also available with a durable water-based artificial leather cover, free of solvents and PVC.



Thanks to its modular concept, Soft Work can be easily assembled into diverse arrangements based on specific needs for increased privacy – with partition screens and high back seat cushions – or high levels of interaction – with swivel tables, arm-mounted desk and trays for wireless charging, enabling architects to structure the internal spaces of a building, create specific focal points, or define flexible public areas.



As work is no longer tied to a specific location, new behavioural patterns have developed, which are finding their way into the office. For example, the sofa has become a place on which to work – even though it is not necessarily suited to this task from an ergonomic viewpoint. With this in mind, Vitra and the designers Edward Barber and Jay Osgerby have devised and developed the seating system Soft Work, uniting expertise from the home, office and public sectors. Instead of creating a working environment centred around desks with peripheral sofas, Soft Work was designed as a system in which table workstations are focused around a seating landscape. → [Watch the interview with the designers](#)



### Introducing Soft Work Table

Soft Work Table is not just a sofa side table – it is also specifically designed for team work. The slender X-shaped base, which is optionally equipped with castors and glides, allows users to sit in varied positions.

Soft Work offers a versatile platform for both individuals and teams. Besides ergonomic seating options, users also find practical table surfaces, power outlets and charging stations. Mobile tables and chairs can be pulled up as needed and put away again, and the addition of panels creates spaces for quiet, concentrated work.

# Dancing Wall

Stephan Hürlemann, 2018



The basic function of Dancing Wall is that of a mobile partition that can be used to flexibly divide offices into zones, while providing vertical work space. It consists of a metal frame, which can be equipped in various configurations: as a bookshelf, TV unit, cloakroom, plant wall, or as a room divider with removable whiteboards and pinboards.

Dancing Wall is Vitra's answer to the needs of flexible working environments. Wherever a team requires the autonomy to shape the space according to its requirements, Dancing Wall is the solution. It can be easily moved around by just one person, and new options introduced in 2021 increase the utility of the mobile partition even further.



**Dancing Wall can be easily reconfigured with individual elements**

The modular base frame is identical for each version. If the function of the wall is to be modified, the necessary elements can be ordered and fitted in the frame. A Dancing Wall unit, therefore, can be transformed into every possible variant when equipped with the respective components. This unique flexibility saves costs and space.



**Videoconferencing**

Screens with discreet cable management allow users to hold online meetings in any space.



Despite its short lateral castor extensions, the Dancing Wall with its base covered in solid wood exhibits the perfect weight to both stand firmly and still be easy to move.

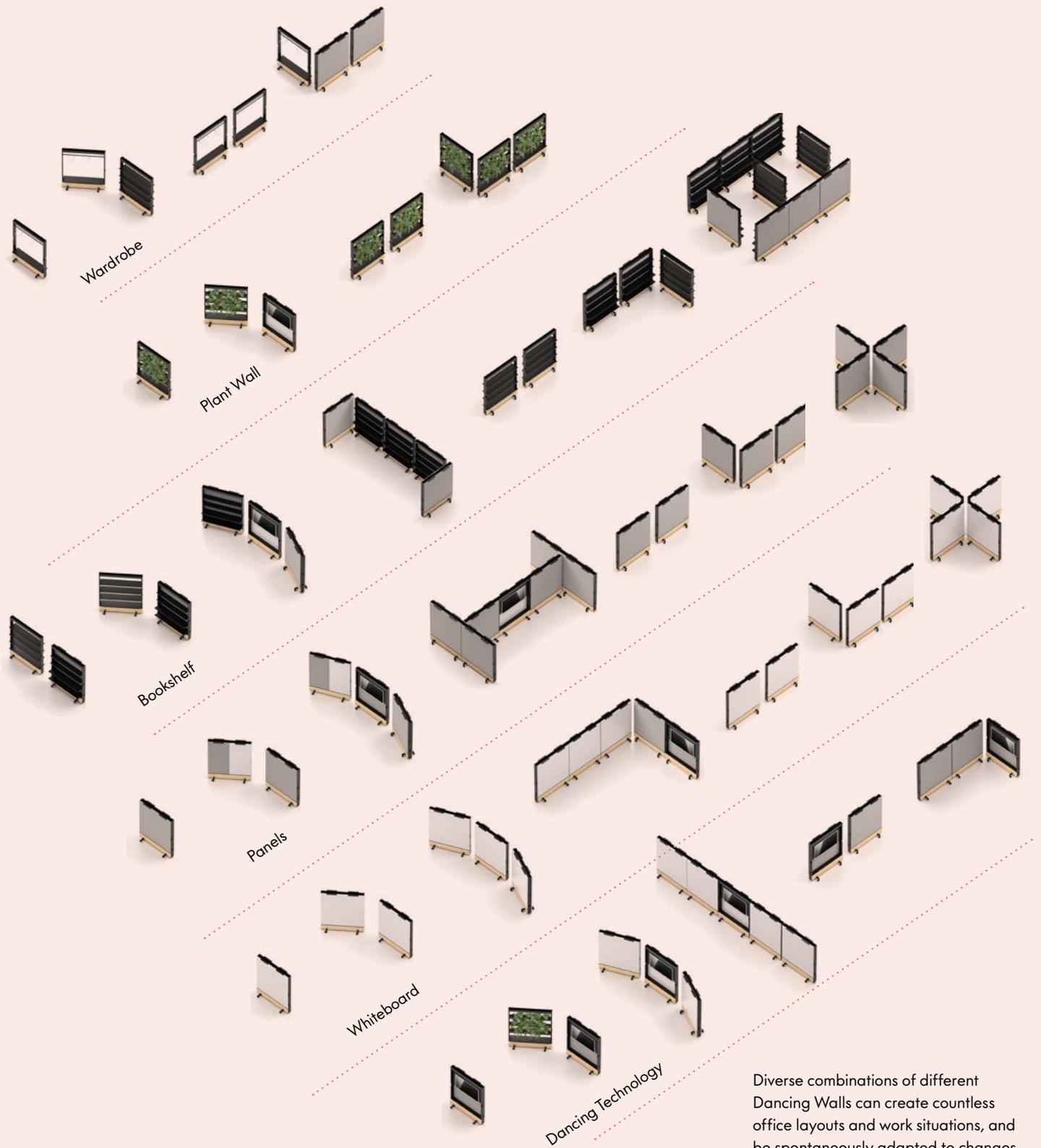


Flipchart holders have been added to the existing range of whiteboards, bookshelves, coat racks and vertical gardens – the latter newly equipped with a low-maintenance irrigation system.



A real-life test for Dancing Wall: Swiss designer and architect Stephan Hürlemann has adapted his studio to the new normal – with the aid of the Dancing Wall. He developed this system of mobile multi-functional wall elements together with Vitra as a tool for agile working.

→ [Watch the interview with the designer in his Dancing Office](#)



Diverse combinations of different Dancing Walls can create countless office layouts and work situations, and be spontaneously adapted to changes in team size or room function – without renovations, without a fitter.

Thanks to this modularity, Dancing Wall is perfectly in tune with the changing requirements of the modern working world.

# ID Chair Concept

Antonio Citterio, 2010/2021



## A chair that prevents health problems

A study by the Institute for Biomechanics at ETH Zurich – one of the most renowned universities worldwide – showed that the ID Chair’s range of movement is fully utilised. EMG measurements (electromyography) confirmed that intuitive use of the weight-dependent forward tilt mechanism activates core muscles in the abdomen and back. This boosts the metabolism and stabilises the lumbar column. MRI/MRT measurements (magnetic resonance imaging) proved that the forward tilt function triggers movement in all segments of the lower spine. This relieves pressure and enhances the diffusion of nutrients to the intervertebral discs. These dynamic sitting features actively prevent health problems.

Introduced by Vitra in 2010, the ID Chair Concept developed with Antonio Citterio is unique in its diversity and individual configurability, giving interior designers and office planners the freedom to choose from countless variants. The ID Chair Concept offers countless customisation options to suit individual users. Different variations of the FlowMotion mechanism, a selection of backrests, armrests, seats and bases, along with a broad array of colours and fabrics, enable every user and company to find the perfect ID Chair – whether for an open-plan setting, individual or team offices, conference areas or management offices. The ID Chair Concept consists of the models ID Cloud, ID Air, ID Mesh, ID Soft, ID Soft L, ID Trim and ID Trim L, each with a different backrest.



**100% recyclable**

As part of an extensive update and upgrade, not least in terms of the sustainability of individual product elements, the ID Chair system has now been expanded with a new and highly breathable PU-foam-free seat – the first of its kind manufactured from 100% recyclable polyester fibres that are also used in mattresses.



**New colours and materials**

The ID Chair Concept is now available in two new colour variants: soft grey and basic dark, and an even wider range of fabrics supplemented with Reflect, a material made of recycled polyester, allows customers to create configurations that are 100% recyclable.

The new armrests are exceptionally comfortable and have a contemporary design. And because they are PU-foam-free, certain models of the ID Chair are 100% recyclable.



## Introducing ID Cloud and ID Visitor



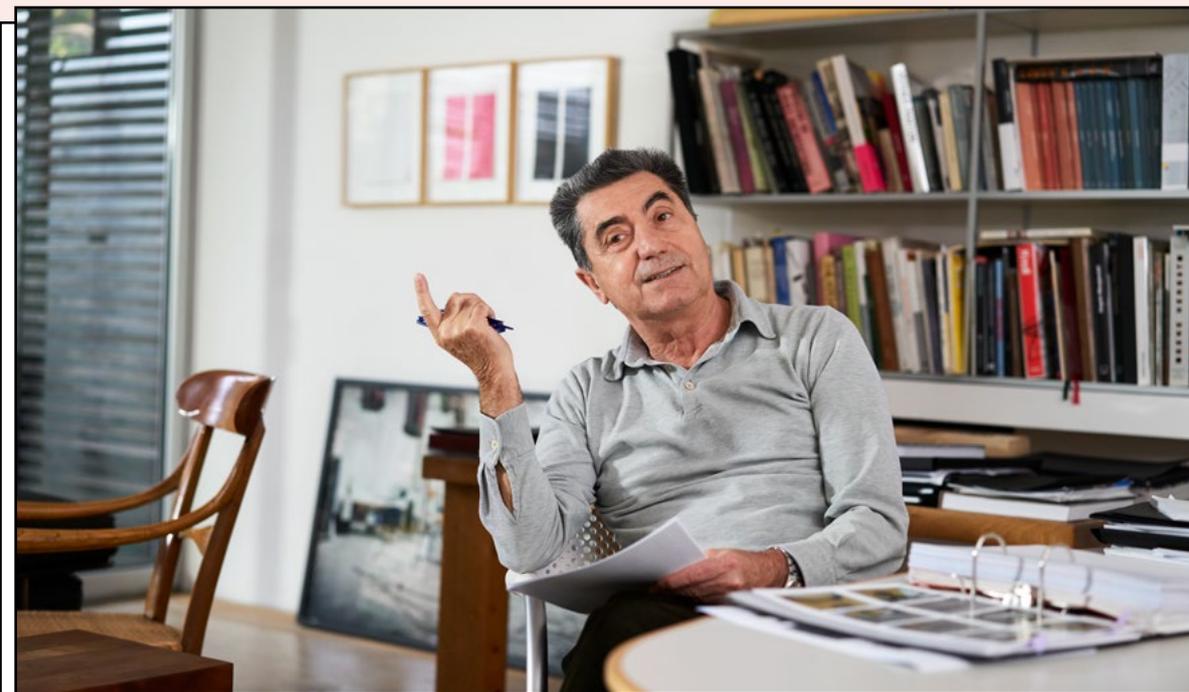
### ID Cloud

The newest member of the product family is the ID Cloud. Its innovative backrest design combines a flexible membrane with a stable frame to enable a novel floating sensation for the sitter with exceptional freedom of movement.

### ID Visitor

Thanks to its understated functional design, ID Visitor can be combined with almost any office chair and integrated in a wide variety of work environments. The backrest can be selected from a choice of four versions to match those of the other ID Chairs. The base follows the same construction as the legendary Visavis visitor chair from Vitra, but the new backrests and powder-coated materials give it fresh contemporary appearance.





The ID Chair Concept offers countless customisation options to suit individual users. Different variations of the FlowMotion mechanism, a selection of backrests, armrests, seats and bases, along with a broad array of colours and fabrics, enable every user and company to find the perfect ID Chair – whether for an open-plan setting, individual or team offices, conference areas or management offices. Despite the many possible variations, it always remains essentially the same chair in look and construction – with benefits for companies in terms of aesthetics, maintenance and service.

→ [Watch the interview with the designer](#)

**New highly breathable PU-foam-free seat made from 100% recyclable polyester fibres**

In addition to the existing seat versions – standard seat and contour seat with cushions made of polyurethane foam – there is a new variant with a breathable upholstery padding made of PU-free material: Formfit F seat. Several models of the ID Chair group are therefore 100% recyclable.



# Tyde 2

Ronan & Erwan Bouroullec, 2021



The versatility of this sit-stand system has been expanded to include meeting tables, which facilitate spontaneous collaborations and discussions and provide touchdown workspaces for project teams.

Nine years after the launch of the height-adjustable Tyde desk, we are introducing Tyde 2, an enhanced version incorporating the innovations and insights of the past decade, which can be used to work from home or in the office. On one hand, the appearance of Tyde 2 is even further removed from the machine-like look of many conventional desks; on the other, the updated system is even more functional, sturdy and user-friendly.

**Seamless addition of desk accessories**

A new bracket construction makes it possible to attach desk lamps, monitor arms and other accessories anywhere along the edge of the tabletop, enabling versatile configurations.

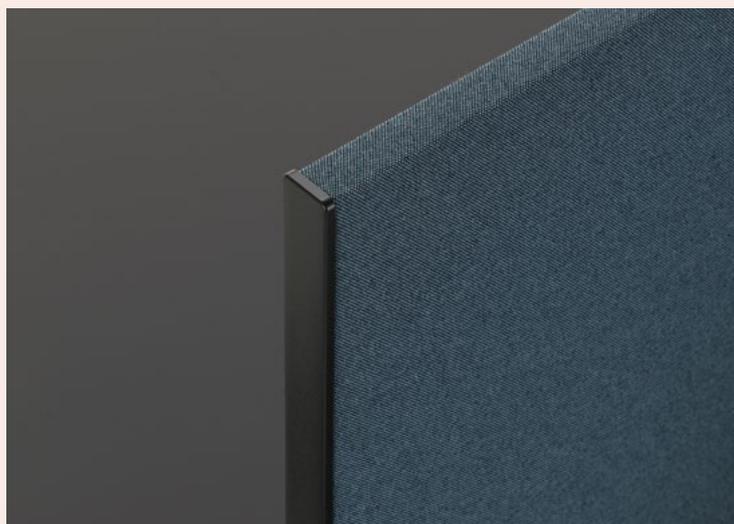


**Ergonomic sit-stand working**

Users can alternate between sitting and standing while they are working. This prevents health problems caused by monotonous strains, increases blood circulation and improves concentration and performance.

**Sound-absorbing screens**

are offered in a wide spectrum of colours, and the technical components underneath the top can be concealed with different covers or cable trays made of moulded polyester fleece, which are also acoustically effective.



# Introducing Chap

The universal stool, Konstantin Grcic, 2021



Conceived as a flexible piece of furniture, Chap is designed to fit in and be functional no matter where it is used. Chap and Chap Tray are manufactured from recycled German household waste and are 100% recyclable themselves. Designer Konstantin Grcic talks us through the idea behind his design.

Chap comes across as instantly familiar: a small four-legged stool or a side table. We know this object – if not this particular one, then the genus or species to which it belongs. The quality of such designs lies in their generic appearance, which makes Chap especially adaptable, flexible and universal. Chap cannot and should not be restricted to a specific function. In a home setting, it serves as a practical footstool, as a side table or as a seating option when there are extra guests. Chap is lightweight and stackable, which allows it to be taken along to workshops, meetings and other types of gatherings in the office and stowed away again just as quickly. Its stable leg construction provides a sturdy holder for the high-lipped Chap Tray. One or more of these trays can be stacked in the open space under the seat of the stool to store the user's telephone, cables, papers and other utensils. Chap is the latest in a line of affordable functional helpers. Fully recyclable, yet built to last, Chap takes its lineage into a future where longevity and quality triumph over waste and excess.

**vitra.**



**Rookie**  
Konstantin Grcic  
2018



# A Club for AI

The first Club Office outside of Vitra, AI Campus Berlin provides a cutting-edge home for Europe's technology community.



Merantix CEO Adrian Locher and Janette Wiget, CFO.

Merantix is a company that is already working in the future. A Berlin-based venture studio, Merantix nurtures startups working in the field of artificial intelligence, supporting the rapid development of technologies that may soon change our lives. But as a company that is firmly forward-looking in its outlook, it quickly became clear that Merantix needed an equally progressive workplace to support its mission – these were the beginnings of the first Club Office external to Vitra.

‘AI today is a bit like the internet in 2000,’ says Merantix’s co-founder Adrian Locher. ‘Everybody was talking about it, but it wasn’t really useful yet. But 20 years from now, machine learning will be a part of practically everything we do all day, all night.’ The studio’s expertise lies in turning AI research into

real-world products – since its launch in 2016, Merantix has already built five startups in this field and has ambitious plans to launch ten more over the next five years. The challenge to accomplishing this, however, is not necessarily technological, but rather spatial. ‘You need to bring together a vast array of different fields,’

explains Locher. 'Different perspectives, disciplines, skills and people.'

To fulfil its aims, Merantix realised that it needed to establish a pioneering workplace: a collaborative space in which industry/corporate partners, governance, politics, regulators and – crucially – investors could physically coexist. Their solution was the AI Campus Berlin, a not-for-profit, 5200m<sup>2</sup> powerhouse in Berlin's Mitte district. Opened in April 2021, the campus isn't just for Merantix, but is also open to anyone in the AI community with an idea to share. Companies can rent affordable space on a per desk basis, as well as access facilities on the wider campus. Most important amongst these is the Connection Space – Merantix's version of the Club Office. Designed with Vitra, this fluid 800m<sup>2</sup> space is envisioned to function like a town square, providing a site where people can gather, socialise and work flexibly. There's a choice of public and semi-public places depending on people's style of work and needs, while meetings can happen in fixed rooms or spaces that can be closed off by acoustic curtains in an instant. Those creative sparks might fly on planted terraces, in lounge areas, at the café which turns into a bar at night, or in the makerspace and workshops, where ideas can be tested out quickly.



'This is the first brief we received on the project,' recalls Christian Necker, a Vitra interior architect who worked on the space's design: 'Make it so that people want to come into the office.' The environment is intended to fuel the kind of collaboration that AI thrives on. Merantix wants the innovations it fosters to benefit

society, and the best ideas happen when people get together. 'Beyond the formal way of working, there's the informal,' explains Locher, 'where these serendipitous encounters happen at the coffee bar, in the cafeteria. People bump into each other, and all of a sudden, they realise there are things they want to explore together. It's this informal part of work that adds so much value.'

The AI Campus was constructed across two vast floors of a new building, giving Merantix the opportunity to design its vision from scratch. It all began in 2019 with a chance conversation with Vitra, who was conducting research on the future of work. A serendipitous moment in itself, this meeting drew the companies together through a personal connection. For Vitra, Merantix's ambitious plans matched the ideas the furniture company already had about the future workplace: one defined by collaboration, community and identity. These ideas would come to be codified as the Club Office concept, with the AI Campus being the first example of the model to be implemented outside of Vitra's own headquarters. 'Each Club Office derives from the different needs of a specific company,' says Necker, 'but it's always about socialisation.'

The collaboration kicked off with a workshop to pin down the feeling and function of Merantix's Club. 'We defined the usual work day of different personas, and tried to map them out on a floor plan,' recounts Merantix CFO Janette Wiget. 'Engineers are usually very close to the research department and like a quiet workspace. And each company needs space to develop their own culture. The design allows for this, but also promotes spontaneous interaction too.' Wiget says that Vitra encouraged an open view about the use of spaces, making the most of the irregular plan's angles and niches. According to Necker, the most important aspect of the Merantix Club was to make it a comfortable and appealing place to hang out. He describes it as 'a magnet to attract people', with 'no office furniture' in sight. The challenge was to create a design where a wide range of companies could feel at home, and which could express the shared goals of the AI community. 'It needed to be space for connecting all these people and all these companies,' says Necker. 'So the question was how could the DNA of Merantix come to life in a physical



space?’ Here, close discussion between Vitra and Merantix helped reach a solution. ‘We didn’t want to have the Merantix colours all over the space, so we used the symbol of a tree to show we are growing something,’ says Wiget. An island of trees at the centre of the space makes a natural point around which to gather for talks and events, and a visible focus in the linear floorplan. Necker says it’s also a nod to the fact that ancient villages were often planned around a central sheltering tree: ‘It was quite clear that the tree itself should be the centre of the Club.’ Plans for the campus were in full swing when the pandemic hit in March 2020, however, putting an abrupt end to the social work culture that Merantix had envisioned. ‘Great timing, right?’ laughs Locher. ‘To be honest, we were already quite certain that the old-style office was not something people need anymore, especially not in our field.’ But after a long year of working from home, many have missed the benefits of working face-to-face, and Locher is adamant that a venture studio’s work needs to happen in person. ‘When building new ventures, it’s about

establishing trust,’ he explains. ‘You can manage trustworthy relationships. You can nurture them. But it’s very hard to build them in a digital world.’ The AI Campus is now beginning to welcome back its first members, who are currently working in accordance with the safety measures in place. While no degree of foresight could have predicted the full effects of the pandemic, the principles of the Club Office – which encourage people to think carefully about how they can work better and how their spaces can best support them – are turning out to be exactly what is needed. ‘People are much more conscious about the right kind of environment needed to best perform a task,’ observes Locher. It will be a while before the Merantix Club is at full capacity, but excitement is already starting to grow. ‘It’s very inspiring to be around people who share the same values,’ says Wiget, who has begun working at the campus, ‘and to have a physical hub that allows you to group together and speak as one.’

**vitra.**

**Soft Work**  
Edward Barber  
& Jay Osgerby  
2018



# A day in the Club Office

As Vitra's Creative Director of Scenography, Till Weber splits his time between the Vitra Campus, his home office and now, the newly opened Club Office. From a short morning huddle seated on Soft Work to a creative group workshop with his colleagues, we will follow Till during a typical day at the Club Office.



## Soft Work huddle

At the start of my day, I always check my agenda. I like to have a proper idea of what my day looks like, what I'm trying to achieve, and who I need to see. Today, my first meeting is here in the public area of the Club with my project team. We sit on the Soft Work system, which pairs the informality of a sofa with an ideal seating position for working.

## Bar

The Club's bar is a place where I can come to make myself a coffee and get a Danish pastry – how comforting is that? It's also a great, central location to connect with colleagues, and so much better than pouring yourself a coffee in a meeting room hidden away from everyone. Here at the bar, you might bump into someone you hadn't planned on seeing that day.

### Alcove meet & retreat



Even in the public area of the Club, there are a few areas that support ad hoc individual work – hiding behind the paravent screens of Alcove Plus for example.

### Classroom



Before heading into the semi-public area of the Club for my scheduled meetings, I'm curious to see who else is around today. I particularly like the steps because it's a space that changes throughout the day – in the morning it tends to be a hangout for the team, but in the afternoons workshops and presentations are held here.

### Tyde meeting



Working creatively, my colleagues and I need to see and touch the materials and colours we are using for our designs. It's very important that we work together in person, so we schedule some time in a meeting room. If we're going over on new interior concepts, we need to be able to spread all of our materials out, without bothering anybody with our mess!

### Dancing Wall

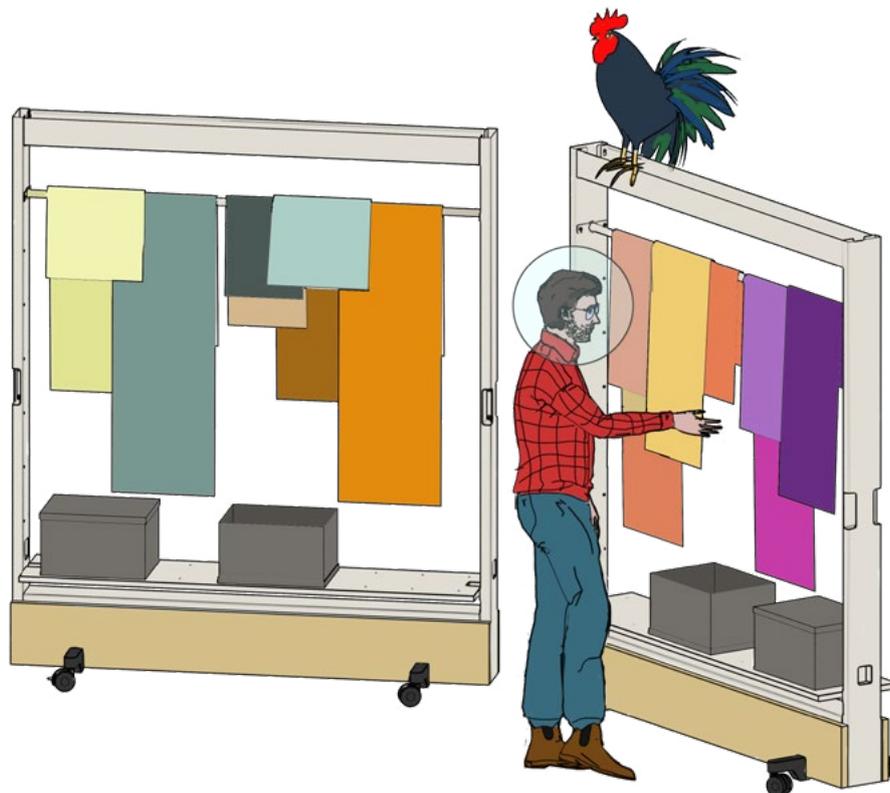


One of the most useful tools for my team is the Dancing Wall, which we use to present new textiles. Because the Dancing Wall is mounted on castors, it means we can hold presentations wherever we want, pushing it from one space to the next. We also use videoconference screens on Dancing Walls to let people join the conversation from outside the office. It's such a flexible product: you can use it as a library, a pinboard, a space for plants, and so much more. And then, when you don't need it anymore, you just wheel it away.

### Plug & Play



To finish my day, I stop by the Plug & Play office, which is the perfect setting for agile workshops. Coming here gives me so much energy, because the flow of ideas never stops at Vitra – we're forever working on new products and projects.



# The Club Office in eight questions

Pirjo Kiefer and Tim Reusch of Vitra's Consulting & Planning Studio provide answers.



**1 What is new about the Club Office concept?** The Club redefines the purpose of the physical office – it shifts it away from being a place of individual head-down work to a place of collaboration, exchange and belonging. It's like a magnet, drawing people into the office to start their work journey for the day.

**2 Is the Club Office an office for every company?** There are probably as many Clubs as there are companies, because each company has its own culture and identity, which is what we are trying to express with this concept. Not every Club is for every company, but it is possible to design an effective Club for every company.

**3 Can you have private conversations where you do not disturb others in the Club Office?** You can have private conversations in Alcove, whose quilted panels help to absorb ambient noise. The library is fitted with sound-absorbing curtains and the virtual room offers a dedicated analogue space for private phone calls and videoconferencing. If you plan to spend extended amounts of time engaged in confidential conversations on a certain day, then we would suggest you to look for a space in the private area of the Club on that day or work from home.

**4 Are you already planning Clubs outside of Vitra?** Yes, we are. Our customers are realising – just as we did – that what's really important now is to restore that social layer by bringing people together and giving them an attractive reason to leave their home office and come back to the company premises.

**5 How flexible is the Club Office?** Very. In the public and semi-public areas of the Club, there are no individual offices and no desks. In addition there are very few permanent installations or fixed videoconference screens – with one exception. All furniture objects are mobile, fitted on wheels. The Club space is all about flexibility, so you can rearrange everything as you like.

**6 How does connectivity work in the Club?** The Club merges two important employee needs: first and foremost, the Club is a space for productive face-to-face interaction. It also actively enables the digital interactions required in a distributed work model, where employees working from elsewhere need to connect with their peers at the Club. Instead of being overpowering, however, this technological infrastructure is flexible and in the background. In smaller meetings, people are mostly asked to use their own devices. With the Dancing Walls, we can just pull the technology in wherever we need it.

**7 What are the main benefits of the Club Office concept?** The Club Office responds to emerging requirements: it combines a diverse set of collaborative options within a very small footprint. The Club is scalable and flexible, adapting to uncertain times. The individual planning approach allows a company to visibly manifest its identity and values in a physical space, sending signals of appreciation to its team. And it also gives companies the option of opening up to the public. This differentiates it from other business clubs in an important way. We have seen companies building public 'cafés' or 'lounges', hoping that interaction would take place there, but rarely were these regarded as workspaces by the employees.

**8 Can you describe the Club Office in one sentence?** The Club Office is all about community and collaboration.

**vitra.**

**Work from home**  
ID Soft  
Antonio Citterio



## Alcove meet & retreat planning files



Alcove Fauteuil on castors,  
NesTable, Cork Family,  
Visiona Stool



Alcove Plus Desk, Alcove Plus  
Sofa, East River Chair, HAL Ply  
Studio, Visiona Stool, Tabouret  
Solvay, Herringbone Pillows



Alcove Plus Sofa 2-Seater,  
Alcove Plus Paravent, Alcove Plus  
Love Seat, Citizen Lowback,  
NesTable, Plate Table, Akari 14 A,  
Herringbone Pillows  
Artek: Tea Trolley 900, Stool E60



Alcove Plus Sofa, Alcove Plus  
Love Seat, Alcove Plus Paravent,  
NesTable, Visiona Stool,  
Wooden Side Tables, Nuage

## Soft Work huddle planning files



Soft Work, Soft Work Table 71,  
Dancing Wall, Standard SP,  
Visiona Stool



Soft Work, Dancing Wall,  
Metal Side Tables, NesTable,  
Herringbone Vessels  
Artek: Domus Lounge Chair,  
Kiila Coat Rack



Soft Work, Soft Work Table 45,  
Soft Work Table 71, Dancing Wall,  
Fauteuil de Salon, Moca, NesTable,  
Happy Bin, Herringbone Pillows  
Artek: Kiila Coat Rack



Soft Work, Super Fold Table,  
NesTable, Resting Cat,  
Toolbox, Herringbone Vessels  
Artek: Atelier Chair, Stool E60,  
Mademoiselle Lounge Chair

## Communal desk planning files



CDS, Dancing Wall,  
ID Trim, APC, Cork Bowl  
Artek: Stool E 60



Joyn, Dancing Wall,  
EVO-C, Physix, Toolbox  
Artek: Stool E60



Joyn, Dancing Wall,  
Rookie, EVO-C, Cork Family,  
Visiona Stool, O-Tidy



Table Solvay, Kado Office  
Standard, Rookie, Toolbox,  
Eames House Bird,  
Artek: Stool E60

## Classroom & Virtual meeting planning files



Dancing Wall, NesTable, Toolbox  
Artek: Atelier Chair, L-Leg Table,  
Kiulu Bench



Dancng Wall, Stool-Tool,  
Visiona Stool, Cork Family,  
Toolbox  
Artek: Stool E60



Dancing Wall, Soft Work,  
Caddy, Occasional Low Table,  
Tabouret Solvay, Toolbox,  
Herringbone Pillows, Eames  
House Bird



Dancing Wall,  
Tyde, Tip Ton

## Standing meeting & Creative meeting planning files



Tyde 2, Dancing Wall Panel,  
Resting Bird, Cork Bowl, Toolbox  
Artek: Kiulu Bench, High Chair K65



WorKit High, Rookie High,  
Caddy, Happy Bin,  
Lampe de Bureau  
Artek: Kiila Coat Rack



CDS, Dancing Wall,  
Rookie, Rookie High, EVO-C,  
Caddy, Toolbox, O-Tidy,  
Eames House Bird, Happy Bin



Dancing Wall, WorKit, EVO-C,  
Elephant Stool, Kiila Coat Rack

## Plug & Play planning files



Map Table, Dancing Wall,  
Dancing Wall Panel, Tip Ton RE,  
Toolbox  
Artek: Stool E60



Dancing Wall, Stool-Tool,  
Alcove Love Seat on castors,  
Caddy, NesTable, Uten.Silo,  
Toolbox  
Artek: Stool E60



Tyde 2, Dancing Wall, ID Cloud,  
Tip Ton RE, Follow Me 1, Toolbox,  
O-Tidy, Happy Bin  
Artek: Kiila Coat Rack, Stool E60



Map Table on castors, Dancing  
Wall, Dancing Wall Panel,  
Tip Ton RE, Stool Tool, Toolbox,  
Uten.Silo II  
Artek: Stool E60

**vitra.**



**Tip Ton RE**  
Edward Barber & Jay Osgerby  
2020