

A small step for you, a giant step for the office world. That's how easy it is with DOCKLANDS, the furniture that screens you acoustically and visually. It offers quality design and a high level of working comfort, right in the

middle of a busy office. One minute you are part of lively communication in the open space. Then you take one step, and everything changes: a protected individual workspace is waiting for you. A screened-off space that

offers you peace and quiet and perhaps even a little warmth. DOCKLANDS is perfect for focussed work, managing the spontaneous change between interaction and privacy without any loss. It is based on an innova-

tive concept that begins with the details and ends with the office layoutor the other way around. The British designers PearsonLloyd have developed organic shapes and various types of Dock-In Bays for one, two or

several people. They are delicate, light individual pieces, which enable versatile options in room planning. They provide room-shaping functions without affecting the structure of the building. The DOCKLANDS product family is completed by the Service Dock, as well as the Coat Rack and the Phone Booth.

Islands in

The development of the new DOCKLANDS furniture typology is characterised by the picture of an urban harbour and the flowing change between communicative discussion and concentrated privacy. Dock in, work a bit, move on. The space is determined by the rhythm of modern office work.

space, for a short, concentrated moment or for the rest of the afternoon.

Creative Processes have their own Dynamics

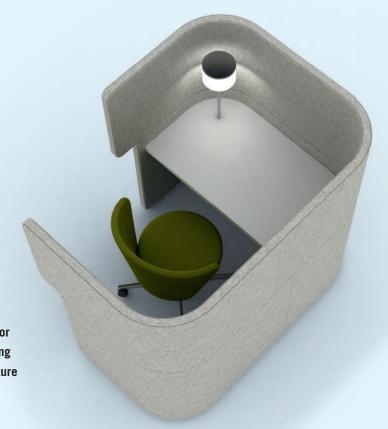
This is the segment that the DOCKLANDS family targets, a »Me-Place« in the open space. A completely new type of furniture developed just for them. It focuses around the Dock-In Bays: high quality pieces for individual »retreats«. They provide a place in the office for employees who need an isolated screened off workstation for focussed and concentrated activities. A place to retreat from the open space. Or an »anchor point« for employees who only spend a short time in the office. The Service Dock, a Coat Rack and the

Phone Booth complete the DOCKLANDS product family. Creative processes have their own dynamics, special workphases their own rhythm. If you have the kind offreedom that DOCKLANDS offers, focusing best when there are no distracting noises, it's best to go straight to a Dock-In Bay. Up until now, Think Tanks and libraries have been available for this purpose, but only in limited numbers due to the expense. DOCK-LANDS is a »protected« space that consciously breaks with this tradition, offering an innovative alternative. It lets you organise the workflow for the entire layout more flexibly. Prior reservation, the prerequisite for using traditional Think Tanks, doesn't apply. DOCK-LANDS creates a spatial exclusivity in which you can retreat for the short or medium term, spontaneously.

A fleeting moment of eye contact, a chance meeting, fragments of a conversation in the room, a sudden clever idea. That is how elementary communication and interaction can be in modern office work. They happen in many places, both planned and spontaneously, in recreation, meeting or communication zones, at traditional workplaces. Yet sometimes we also long for time by ourselves. For a screened individual workplace where we can bury ourselves in concentrated and focussed activities. Simply put: for a private place in an open office that wraps itself protectively around our specific task. Around the people who need this



Best of neighbours:
Dock-In Bays can be
seamlessly integrated
into existing office
environments and openplan space concepts.
While ideas and
explanations are being
exchanged right next
door, it is completely
peaceful inside the
Dock-In Bay. Perfect for
focussed work.



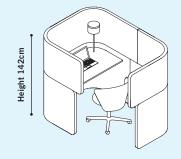


DOCKLANDS are exclusive individual modules that offer versatile options for room planning, providing room-shaping functions without affecting the structure of the building.



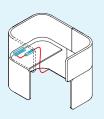
THOUGHT THROUGH DOWN TO THE **SMALLEST DETAIL**

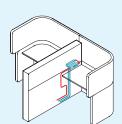
Visually and acoustically screened off, the Dock-In Bays offer the working comfort of a modern workplace.



The size of the desk determines the dimensions of the Dock-In Bay. Two models are available: 110×60 and $140 \times 70 \, \text{cm}$.

THE DOCKLANDS SOFT WALL, a padded, upholstered wall element. Acoustic elements in the substructure prevent interfering echoes in the furniture and increase the acoustic effectiveness in the space.





CABLE MANAGEMENT. The cables run through the straight wall element to the integrated connection plug board. In the Soft Wall, the cables run through the cable chain to the connection plug board or plug box

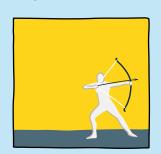
Metamorphosis of Urban Spaces

The implementation of the DOCKLANDS family also follows this philosophy, offering versatile options in room planning, while providing room-shaping functions without affecting the structure of the building. DOCKLANDS conjures up other images, echoes of faraway lands, new ideas, broad horizons. A downto-earth remnant of bustling docks and interesting encounters. Today, these water channels represent an $\,$ exciting metamorphosis of urban spaces. In Shanghai, Melbourne, London, Hamburg-museums, concert halls and office buildings have long since transformed traditional ports into pulsating zones, docking between busy rivers and targeted concentration. $\label{eq:DOCKLANDS} DOCKLANDS consciously replicates this idea.$

»A STORY ABOUT WORK« by PearsonLloyd



Once upon a time a very long time ago ..



The idea of 'work' revolved around men and women hunting to feed



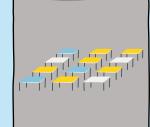
Then came the Industrial Revolution and as time went by, people left the fields to work in factories and offices and live in cities.



Offices were where people did clerical stuff and write things down in big books called ledgers.

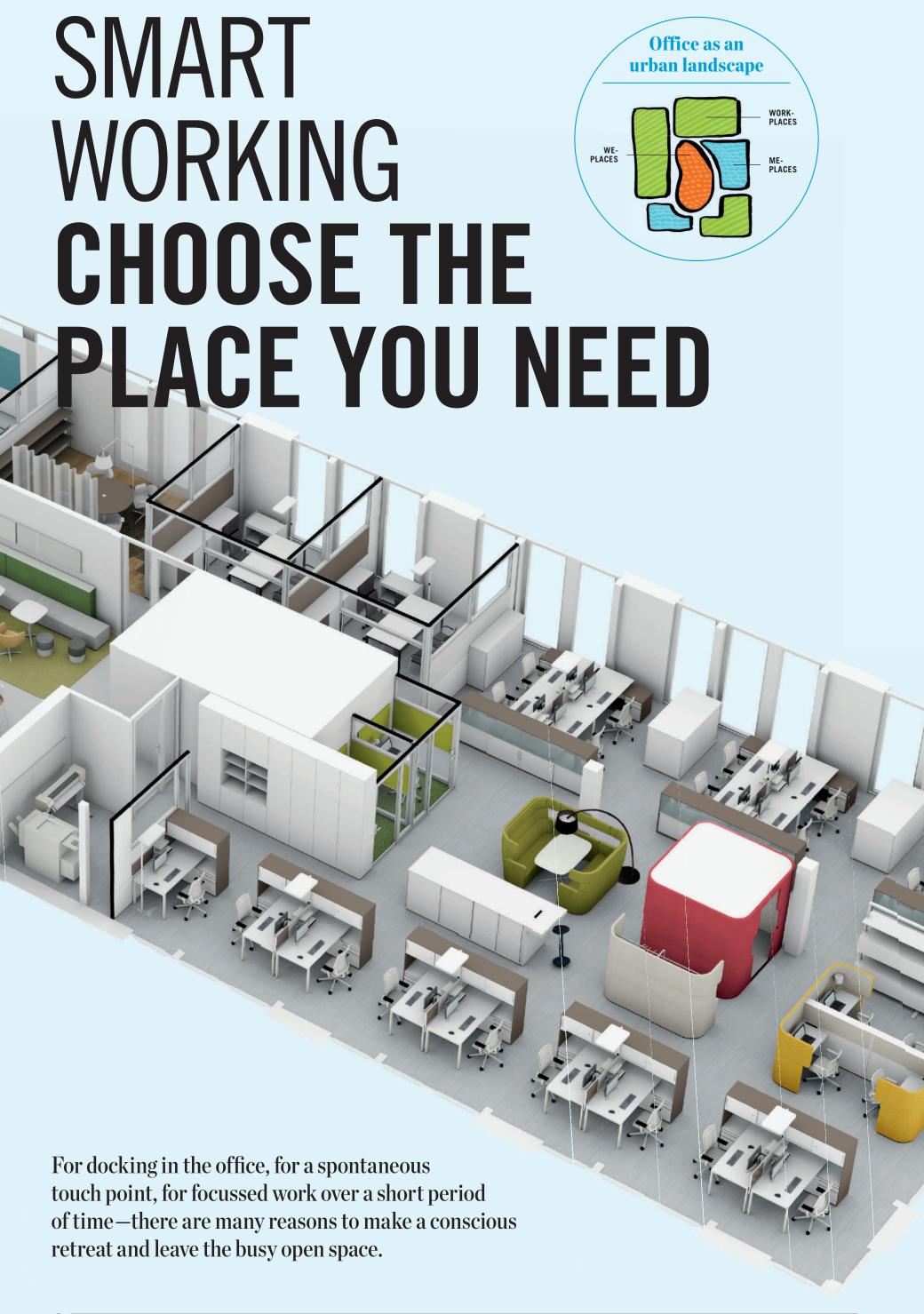


But in these offices, workers did the same thing every day and it was boring and they soon became



Cont'd on page 9

A clever man called Mr Taylor then decided to line everyone into rows of 'desks' so they could control the workers and make things more efficient.







Solution Workers, War of Talents, Corporate Culture and Facility Management. These are the most important factors influencing the new Smart Working office concept, which Bene has reacted to with the latest trends in the modern working environment. New technologies and communications media, flexibility and mobility are setting new standards. Globalisation and digital networking are changing working conditions and processes from the ground up. The Smart Working office concept is the optimum response to the trend towards greater communication, cooperative work and the increasing importance of knowledge work in the office. The focus is on differentiated office space solutions. Many office areas characterised by knowledge work already have these new requirements in place.

Areas for Focussed Work

The exchange and assessment of information play a central role. Solution Workers need a working environment that is state of the art in terms of information and communication technology while at the same time promotes connecting and exchange. A work environment that not only supports the routine workflow but also gives creativity the space that innovation has always needed. The prerequisite for all this is a differentiated spatial solution with various zones and areas. Contemporary offices create them by offering, in addition to the traditional communications requirements, attractive and easily accessible areas for concentrated work where people can withdraw. With the individual work places provided by DOCKLANDS that fulfil exactly these functions Bene closes the gap in the framework of existing open space solutions.

Choose the Place you need

Solution Workers benefit from this most of all. Being able to choose between various kinds of places is a

key factor for them: They choose the place they need. Knowledge workers can select the area to work in that best suits them, depending on the tasks they need to accomplish. They can use various zones alone or together with others, occupy the workplaces and rooms temporarily or in a stationary manner.

The Infrastructure becomes the Workplace

Today, the office is a vibrant living space—much like an urban landscape with many different zones and areas that accommodate the different activities of its users. Organised as individually as the forms of work and culture of the companies—using open structures, spatial flexibility and a highly efficient use of space. For this reason, good office design must enable both concentration and cooperation, promote presentation and communication, as well as recreation and inspiration.

Expression of Company Culture

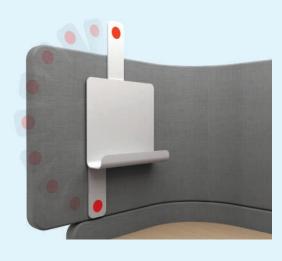
The office environments become tangible evidence of the corporate culture. Internally, they support identification with the company and externally they communicate a message to the outside world. The office design and furnishings make it possible—for both employees and clients—to see and feel the corporate culture, and are considered a crucial element for employee retention. The office landscape is a key factor influencing work satisfaction, job appeal, productivity and identification. By creating an office environment in which employees enjoy working, meeting and interacting, companies strengthen affiliation, motivation and loyalty. Modern office design enhances not only the potential of the employees, it also improves the company's position in the »war of talents«, and increases its chances of recruiting and retaining highly qualified employees.

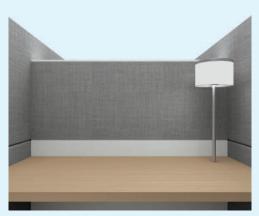
Accessories help to organise smaller spaces





The red dot means: no green light! Because the Dock-In Bay is occupied. The other accessories are just as plain and simple as the stop sign and the storage tray (left): The Table lamp (middle) developed together with Nimbus—and the Clothes hanger (right).







Accessories available from March 2013

The London designer duo PearsonLloyd talk about the attraction of their new furniture typology and why it can reduce rigid structures in the office of the future.

Pearson

What were your most important considerations when you began to develop DOCKLANDS?

We began with an analysis in which the activities in and around the workplace were deconstructed and then, in a way, re-constructed. At the same time, we realised that people had really grown attached to PARCS. There was the feeling: »If only we could use one of these by ourselves to work in.« DOCKLANDS was then a logical next step in this process.

Your research is also based on a study prepared by the Helen Hamlyn Research Centre at the Royal College of Art.

The research centre at the RCA examined the characteristics of worker typologies. They found four basic types: the Navigator, the Connector, the Gatherer and the Anchor. They reflect the different needs of the different types of people within a company. It became distinctly clear that the office market segment is not geared to meet these needs. There are still the traditional rows of desks, a shared intermediate zone, and then a formal area for meetings and discussions. This doesn't really meet the requirements of today's working reality, where people frequently come and go

The PearsonLloyd design studio in London has insider knowledge of different areas in the design scene. This is evident in their furniture and product designs, but also in implementation in the areas of transportation and public design. The studio was founded by Tom Lloyd and Luke Pearson in 1997 after completing their studies at the Royal College of Art. The beginning of their cooperation was marked by a common interest: the desire to join the frequently separated subdisciplines of furniture and product design.

at different times, focus on different activities and require different forms of interaction. All this intensified our feeling that we must respond to these needs with more care. We integrated both of these observations into DOCKLANDS: the handling of PARCS, and the research results from the RCA.

What sets DOCKLANDS apart from the rest?

DOCKLANDS takes into account that teamwork areas are often loud and full of activity, and that when you need to really concentrate, you need a suitable place where this is possible. DOCKLANDS is not a replacement for the traditional desk. It was designed as an alternative setting for individual, focussed work.

At the same time, however, DOCKLANDS is also an interface which is frequented by very different users. How was this incorporated in the development process?

I think the most important thing about DOCK-LANDS is that it is all about a shared arrangement, a resource for a group of people. This makes an essential difference. It changes the way in which you structure the modules, what you require inside and how much time you spend there. At the same time, these considerations are crucial to the reason why DOCKLANDS will not replace the cubicles. It cannot take the place of large, closed areas.

Can you briefly say why?

DOCKLANDS elements are smaller than a cubicle, and they are lighter, more sensitive. This also applies to interaction with corridor areas. There are the rounded corners, the manner in which you enter them, the height, and the type of wall thickness. Everything is far more oriented on the temporary worker, to visitors and shared space-in contrast to the aspect of separation in the case of the personal cubicle. It forms an entirely different unit.

But at the same time, details-for example the DUCKLANDS acoustics -innuence the overall situation in the office.

Yes. DOCKLANDS was designed to enable customers to put furnishing elements together themselves, in the knowledge that it influences not only their own acoustics, but also that of the entire space. The pieces are excellent at absorbing outside noise. Instead of installing acoustic panels in the office, you can use them to define the acoustics of these hard, machine-like office rooms with their melamine, glass and drywall surfaces.

What are the spatial requirements of a furniture system such as DOCKLANDS?

Closed, private space at the workplace is normally achieved using room divider systems or architectonic solutions. Both PARCS and DOCKLANDS offer flexibility in both the short and long term because the layouts can be adapted relatively easily to suit any office space, without necessitating further purchases and the related costs. There is enormous potential here for a company to adapt its surroundings very, very quickly, almost microscopically to its everyday needs.

DOCKLANDS represents a new furniture typology. What effects do you think such innovations are capable of?

Compared with conventional workplace solutions, DOCKLANDS endeavours to create a highly different visual and constructive culture. We think it will change the feel of office surroundings quite radically, softening them and perhaps making them more humane.

True to the often-quoted wisdom »Happy workers make productive workers«?

Over a period of more than twenty years, office planners pursued a very pragmatic approach. The focus was on using the available space in the best possible way. Today, we know that efficiency is just one factor to be considered. Other issues are more important: How do I increase productivity, how do I motivate workers? If you take a closer look, you recognise how these things are mutually dependent and supportive: efficient spatial organisation, the need for employee motivation, leading to greater productivity. This relationship was our main priority.

Introducing a furniture range such as DOCK-LANDS goes far beyond a conventional change of furniture. How should companies approach this?

DOCKLANDS and PARCS are management tools which make things change, and they communicate an unmistakable message to the employees of a company. This message is: We are enabling you to work in very different ways, fulfilling the various requirements in your individual way. This can be a very strong statement.

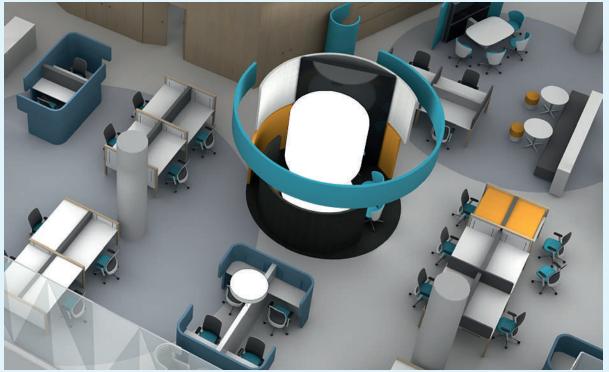
bene **DOCKLANDS** PAPER What do the trading floor of the Vienna Stock Exchange and open-plan offices in London have in common? The spatial requirements of the new worker typologies. With the common critical question being "How do I get the office to work?"



Large and global acting companies are turning to modern office solutions and discovering DOCKLANDS.

The term »Right on track« can also apply to project development, and in the case of Network Rail, the owner and operator of Britain's railway infrastructure, this is applied literally for the 3,500 workstations in their new 400,000 sq ft national centre in Milton Keynes. Due to the modification of DOCKLANDS, which was selected to organise the office space with more flexibility, they achieved what is regarded in the world of Corporate Identity as »The Exemplary Implementation of Detail«. The modules were built slightly higher, the furniture parts at floor level were raised to provide good ventilation and the Dock-In Bays were set on track-like runners. Make way for a new office!

This wasn't the only surprise that Peter Handlgruber, Head of Product Management at Bene came up with, being already familiar with the detail and the complex processes connected with overall office solutions. The image of the tracks »pointing in the right direction« is a great metaphor for Network Rail. Perfect timing when the product manager refers to the parallels and mutual enhancement that provide the newly developed furniture typology DOCKLANDS.



Perfect time for a change

Or perhaps the large Australian bank that, in preparation for a major project, sent its Design Director on a research trip to study projects such as Credit Suisse, already furnished by Bene. In their preparatory stage, they defined exactly the typologies of work that Bene, two continents away, had formulated as part of its new Smart Working office concept. »They were using different names«, says Handlgruber. »But the approach was really exactly the same. From a project point of

view it's very exciting to search for the concept together. To ask yourselves the question, >are we on the right track?< and fine tune the individual detailed features as a team.«

Great news for the Head of Product Management. Instead of having to convince and persuade these new ideas, he has encountered a conscious need for a system just like DOCKLANDS. Perfect timing for the optimum market launch, opening up greater possibilities.



»Large, global companies are hungrier for such innovations than you might think«, confirms Handlgruber. This is illustrated by working with American Express and other project partners which are all moving in the same direction: »Primarily, successful international clients are realising that they want a modern office solution, and a change. Banks, insurance companies, large corporations, media enterprises—we are reaching those who already know that they have a high level of knowledge workers and that this is exactly where the greatest creation value lies. Large corporations like Deutsche Bank realised this long ago.«

By meeting the specific needs of the knowledge worker a new type of furniture such as DOCKLANDS operates at a unique crossroad. »We are frequently regarded as specialists for focussed locations and privacy areas«, Handlgruber says, understanding the reality behind the project development. »The question is-How do I get the office to work? Creating a bridge between privacy and openness is the solution.«

The »We« experience is important

DOCKLANDS was »on track« to create this bridge in London before the product was even launched, and also to help communicate the notion of space density internally. An essential aspect. »Why do you go to the office?«, asks Handlgruber. »You go for the company, the >We< experience. But you need areas such as DOCKLANDS where you can retreat. When the employees see a benefit that works for them-its the perfect solution.«



»We wanted to offer our employees a superior working environment where they would find ideal surroundings for working and communicating.«

– Uli Müller –

LINKIT CONSULTING GMBH, COLOGNE

ONE PIECE FOR ALL

Ninety per cent of Linkit employees are mobile workers. This is just one reason why the company chose the new furniture typology DOCKLANDS.

Mr. Müller. You are the Managing Director of Linkit. Could you say a few words about your corporate culture?

We are a young company, founded in 2008. We currently have thirty employees who have a very personal style of interaction, including the managers. As a company that is decidedly project-oriented, we continually encounter new tasks and challenges. Our consultancy services mean that we focus on working with our customers at their offices. This means that ninety per cent of our employees are mobile workers who meet every Friday for a fixed team day. All employees meet at the company, exchanging information on current projects and communicating to each other.

When you chose DOCKLANDS you were one of the first companies to integrate these new temporary workstations. How did you incorporate DOCKLANDS into your company, and how did you introduce your employees to this new kind of working?

Previously, Linkit was housed at a rented office in the same building, but was divided up into several separate rooms. This had a negative effect on communication and team building. Our goal was therefore to offer the employees a superior working environment in new rooms where they would find ideal surroundings for working and communicating.

Which employees use DOCKLANDS?

All of them. Consultants who drop by the office just briefly, as well as employees who have to work on something quickly and need concentration.

What was the response to the new furniture?

Very positive. It is generally considered a fantastic place to find privacy in an open office for a short amount of time. We've recieved feedback such as »outstanding design, compact workstation, very good use of space, very versatile«.

Sounds good. Have you ever worked in DOCK-LANDS yourself? What do you personally think of it?

It's a pleasant place to work: you feel protected, but not separated. I'm able to follow conversations while also communicating to colleagues that I need to concentrate on my work.

To what type of company would you recommend **DOCKLANDS** in particular?

Companies with a high proportion of employees in areas such as sales or consultation, as well as companies that wish to provide their employees with alternative places for privacy and concentration in an open office structure.



With Linkit being a young company, and DOCKLANDS a very recent new product, after the first trial phase it was already clear that the two are excellently matched.

Cont'd on page 11

»A STORY ABOUT WORK« by PearsonLloyd



This really made everyone tired



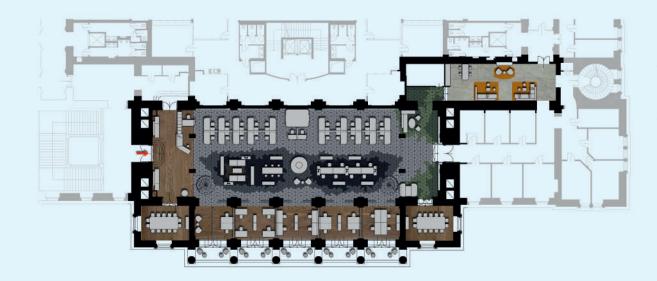
a 'type' writer to make it faster to record the things on paper, but this didn't really help the workers be happy.



If they had to talk to each other, workers would 'meet' in a 'meeting' room and sit around a long table to listen and speak







A room with a history, a furniture system with a future: the fantastic ambience of the Vienna Stock Exchange requires very careful spatial intervention. Here, too, the DOCKLANDS system proves that it has the necessary sensitivity.

Working amidst historical ambience is a big deal. Although it's not the only thing Regus can offer its clients. The redesigning of the Vienna Stockmarkets »Grosse Borsesaal« opened the doors to optimal organisational opportunities: greater flexibility and multiple workplace-solutions being the key elements.

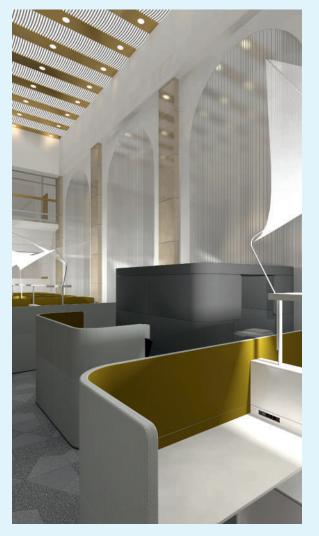
When Theophil Hansen presented the architectural design of Vienna's historic »Wiener Borse« venue, it was clear that today's methods of communication are very different. Back in 1877, when the horse and carriages were the main method of delivery along Vienna's Ringstrasse, the famous architect Hansen shaped this important ring-road in multiple ways. The Vienna Stockmarket is one of his key successes, as is the nearby Parliament Building.

Since then the »Wiener Borse« has experience many key events. In 1956, the historic »Borse Saal« was destroyed by fire, and was rebuilt and brought into modernity by another famous architect Erich Boltenstern. His purist 50's appeal was later diminished with the integration of large parquet raised flooring which contained ventilation, heating as well as electricity.

Since 1999, the Borse Saal has been leased to Regus—world leaders when it comes to flexible working solutions, with Business Centres in no less than 100 countries worldwide. Regus's target audiences are diverse, including Start-Up Businesses as well as Global Players, and covering half of the Fortune Global 500 enterprises. Needless to say that a company like Regus is very much aware of new developments and innovations in office landscapes.

Flexible Working in the Open Space

When Regus were confronted with the planned redesign of the Great Hall of the Stock Exchange their goal was a delicate one: To create a working environment within a historical ambience, while focusing on newly



emerging organisational needs and realities such as Open Space or flexible workplace solutions. Regus's highly-differentiated list of references called for equally differentiated options: from basic workplaces for start-ups, to advanced, convenient and even executive workplaces for top management clients.

Zoning in three Areas

As a leading specialist in office planning, Bene were asked to find a solution. Bene's »Interior Concepts International« division focussed on creating three distinct zones within the Great Hall. Near the entrance, a central space consists of a generously proportioned Welcome Desk with an annexed Business Lounge. Containing an elegant waiting-area, including a multimedia wall this area allows users to gather daily news. A stand-up meeting area with touch-down options is part of the central space, while Bene's cylindrical and free-standing office-furniture »Toguna« acts as an iconic centre-piece, providing private space for confidential discussions or brainstorming activities. The entrance area then leads to an open, aligned basic working space, which is similar to a library—perfectly suitable for short-term activities without any particular need for screening.

RM Room Modules, positioned on both sides of the central space, help screen off this area, and are flanked by convenient permanent workstations on the façade side, plus various advanced workplaces on the opposite side. Here Bene's new DOCKLANDS Dock-In Bays are perfectly placed. Flexible, temporary use is a mandatory feature, as is the demand for a working space that meets the needs for visual and acoustic segregation, providing a perfect environment for concentrated and focussed work.

»A STORY ABOUT WORK« by PearsonLloyd ______ Cont'd on page 12



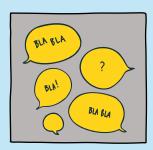
For over a hundred years, 'desks' and 'meeting' rooms were made without anyone really wondering if they were good for the workers. Even the chairs were called 'task' chairs, which was a bit depressing.



One day some more clever people invented computers and the workers were promised that there would be less paper in the offices and that they would be liberated in their work. But still they had to sit at their desks ...



And still they were tired.



As time went by it became clear that to do a good job. workers might actually need to talk to each other as well as write stuff down. But there was no place to go to talk and share their ideas ...

Colour and Material Concept

Bene's recommendation for the colour concept is also multifunctional: The design of the textile floor tiles echoes the historical ceiling details, while the selected hue emphasises the central area of the midzone. In parallel, the colours of the furniture are more discreet: dark for the executive offices on the mezzanine floor, warmer wood tones for the convenience workstations. The DOCKLANDS modules in the advanced workplaces are in yet another colour, perfectly fitting for this kind of anchor station with future potential: busy grey for the exterior and soothing green for the interior where concentration is required.

HACKNEY HOUSE HEROES



DOCKLANDS pre-launch in the temporary living room of East London's avantgarde creative industries: DOCKLANDS has got off to a great start.





Faster, higher, stronger. Nothing and nobody $could\,steal\,the\,show\,from$ the London Olympics this summer. But that wasn't the aim. Pearson-Lloyd, who developed the interior design for the showcase »Tech City«, were in a discipline of their own. A trendsetting networking space for the creative industries protagonists of the surrounding vibrant district of Shoreditch took shape there: Hackney House, a fine example of temporary architecture, served as the media centre and business expo during the day, and in the evening became an event space. No gold medals were handed out there. But a prizewinning jewel of innovative office furniture

The Hackney House in the east of London (top), the perfect partners for innovative office design. Luke Pearson and Tom Lloyd (middle) at the pre-launch event (bottom).

design hit the limelight: PARCS—the range of office furniture developed by PearsonLloyd for Bene. Also on show for the first time was its congenial partner: DOCKLANDS.





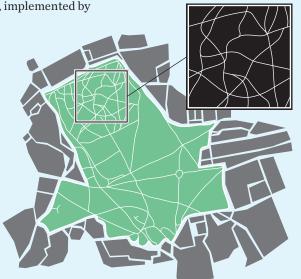
Dieses Produkt entspricht dem Österreichischen Umweltzeichen für schadstoffarme Druckprodukte (UZ 24), UW-Nr. 715. Grasl FairPrint, Bad Vöslau, www.grasl.eu This product conforms to the standards of the Austrian Environmental Seal of Approval for environmentally friendly printing products (UZ 24), UW-Nr. 715. Grasl FairPrint, Bad Vöslau, www.grasl.eu

Network of Paths

PearsonLloyd weave together urbanity, green space, textiles. How a legendary London park livens up office worlds.

It's only a few steps from the DOCKLANDS to »Greenwich«, thanks to PearsonLloyd. The British designer duo was inspired by Greenwich Park when they created the exclusive fabric collection »Greenwich«, which also characterises the look of the DOCK-LANDS module. To be more exact: inspired by the network of paths in the iconic London green space, whose curves and straight lines now sweep across the office furniture in abstract shapes. What the large pattern repeat, implemented by

the Danish manufacturer Kvadrat, achieves with this is immediately visible. The large, vertical spaces are subtly broken up, and the logical dimensions of the curves of the park fields have been transferred to the pattern. The principle of the cityto-go also encourages a touch of colour dynamics. Cyan for London's sky, reflected in the glass façades, grass green for the urban quiet zones, and soft tones of city grey for concentrated quiet on the job.







Office furniture enjoys this stroll as well: the »Greenwich« collection was derived from the network of paths in the park of the same name.

kvadrat

»A STORY ABOUT WORK« by PearsonLloyd



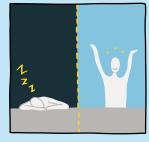
And they were still tired



Then some very clever people realised that work does not always need to be done sitting in rows of desks. This became possible because the clever people cut the cables off the computers and the phones so they became 'mobile'.



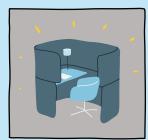
Some really really clever people then made some new work places that were not a desk or a meeting room. This they called the PARCS. PARCS was a happy place full of life and energy and even colour. Which was kind of novel.



Workers went to the PARCS to talk together and share ideas and they were inspired and productive and happy.



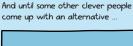
It then became clear that people could actually have a choice of work place depending on the work they did and their needs each day, and because they had a choice they were happier.



Sometimes though, workers needed to sit on their own and concentrate on a difficult subject to help do the work that needed concentration, the clever people who made PARCS created a new place to work called DOCKLANDS.



The DOCKLANDS is the place where the bright creative types go to work on projects and set up social enterprises and run tech start ups and look really happy.





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