

Maag Holdings AG, stock corporation based in Zurich, Mobimo Holding  
CHF, Swiss Prime Site, largest real estate company in Switzerland, assets  
erland, turnover 24 Mio. CHF, Wincasa, leading integral real estate service  
Asses + Perform AG, executive consultant, Bouygues E&S FM Schweiz  
Citibank (Switzerland) AG, business of a universal bank, Clouds Gastro  
(Schweiz AG), largest credit institution in Germany, assets 69 Mrd. CHF,  
turnover 34,8 Mrd. \$, Galerie Eva Presenhuber, galery for contemporary  
ionally active wealth management company, assets 135.7 Mrd. CHF, Guido  
Homburger AG, leading Law firm in Switzerland, Humanis AG, leading  
one of the best cocktailbars in Zurich, Jones Lang LaSalle AG, worldwide  
international, largest executive search firm in the world, turnover 1.9 Mrd.\$,  
xiot AG, spin-off from ETH Zürich for tracking devices, Oracle Software  
international  
Involved in  
architectural practice in Switzerland  
ten, leading architectural practice in Switzerland, **Subsidiaries:** Bouygues  
Mrd. €, Bouygues E&S FM Schweiz AG, building technology, building  
development company in France, Bouygues Telecom, third largest mobile  
n, Losinger Merazzi leading construction contractor in Switzerland, turnover  
turnover  
nter Bar, Hotel Bül, Clouds Gastro AG, La Cibo, Hirchen Am  
afe, Rapido, Schiller, Sora Sushi, The Lion, Vis-à-Vis, Zum Braunen  
line, Citibank (Switzerland) AG, Metalmark Capital, Coop, Alvi-Shop,  
y, Coop Mineraloel AG, Fust, Interdiscount, Selgro, The Body Shop,  
hur Group, Swiss Prime Site, Immooveris AG, Jelmoli, Maag Property  
PS Beteiligungen Gamma AG, SPS Immobilien Ltd., Tertianum AG,  
d. CHF, WGDM Papillon AG, Firma raumzuerich, Cafe Lang, Campo,  
lier for mining / cement industry, FLSmith Maag Gear, global leader in  
e Holding, Maag Group, leader in heavy-duty gear units, Maag Zahnrad  
ttaz Senior SA, Knecht Holding, active in passenger and freight transport,  
eukran, Regionalbus Lenzburg, Welti Furrer, leader for removals and  
largest executive search firm in the world, turnover 1.9 Mrd. \$, Hay Group  
real estate holdings in Switzerland, assets 3 Mrd. CHF, CC Management  
AG, Immobiliengesellschaft Fadmatt, JJM Holding SA, LO Holding  
state holdings in Switzerland, assets 3 Mrd CHF, Real Estate Holding AG





NETWORK EQUALS NET WORTH

book

Milena Buchwalder, Samira Lenzin, Meghan Rolvien, Edoardo Signori  
- CHF (on request)



The **value** of an economic object is considered differently depending on the theoretical perspective. In classic economics the main determinants are its subjective utility (John Law, John Locke), production costs (Adam Smith), working time (David Ricardo, Karl Marx), or supply and demand (Jean Baptiste Say). In recent capitalism additional strategies for the creation of value have been developed. The following is a collection of methods of passive value creation in the sense of producing value by being unproductive.

# *LIMITATION*

Limitation means restricting something to a certain number by setting a limit. A limited edition forms a special form of product line extension.

A limited editions is an additional, limited offer in the same product category under the same brand name. Differentiation from existing products is achieved through a moderately atypical variation in product characteristics, such as variety, shape, colour, size or composition. Limited Editions thus occupy a special position within the product line. Two basic characteristics can be identified from the definition, in which limited editions differ from classic product line extensions. One is the limited availability. The limitation is indicated by notes such as „Limited Edition“, „Only for a Short Time“ or „Limited Edition“. On the other hand, a moderate atypicality is characteristic for Limited Editions.

This shoe was designed by Nike and Laika studios for “weird kids”. All shoes were given away at a contest for the most weird childhood photo via Twitter. After that, 80 pairs of this shoe were auctioned and 70% of proceeds were given to the Lady Gaga Born This Way foundation. The series was inspired by the movie “ParaNorman” by Laika studios”. Visual effects from the movie of zombies escaping their graves gave the shoe the smoke print on the shell. You can find “weird wins” embroidered on the heel. Bright green glowing soles give the shoe a real mystique look.



NIKE  
'Air Foamposite One Paranorman' Sneakers  
€ 7.702

# *ENVELOPE*

Envelope is a general term that covers objects that form a space by creating a flat and complete or extensive boundary between inside and outside. For example, the atmosphere forms a shell around the earth or the skin forms a shell around the human body. Examples of envelopes are containers, clothing, architecture, packaging, membranes.

An envelope can be completely separated from the content it surrounds. It chooses to either reflect or camouflage its interior. The design of an envelope affects the worth of the content.

In the field of packaging of goods, there are certain colours, shapes and materials that have an impact on the experienced quality of the substance. A uniform and minimal font often implies a strong significance of quality whereas bright neon colours and oblique lettering might suggest a lower price.





PRIX GARANTIE  
Müesli  
CHF 3,30 / kg



MIGROS SELECTION  
Granola  
CHF 14 / kg

# *NECESSITY*

Something is called necessary if one believes that it is needed or must be present in order to achieve a certain state or result. Sometimes also the superlative most necessary or urgently necessary etc. is used to indicate the priority of an action.

SARS-CoV-2 is the name of a corona virus newly identified in January 2020 in the Chinese city of Wuhan, Hubei province. The virus causes the disease called COVID-19 (or Covid-19, for Corona virus disease 2019) and is the cause of the coronavirus epidemic 2019/2020, which has been classified by the WHO as a „health emergency of international concern“.

There are companies that benefit from the virus because they manufacture products that are now in extreme demand. For example Alpha Pro Tech: the US company produces mouthguards and breathing masks. The shares rose up to 25 percent/7.46 euros per share., and thus reached its highest level since October 2014.



3M AURA VIA AMAZON

Face Mask

€ 78,90

# *M Y T H*

A myth in its original meaning is a narrative. In religious myths, the existence of human beings is linked to the world of gods or spirits.

Myths claim validity for the truth they assert. Criticism of this claim the truth has been voiced by the Presocratics since the Greek Enlightenment. For the Sophists, myth stands in contrast to logos, which attempts to substantiate the truth of its assertions by means of rational evidence.

In a broader sense, myth also refers to persons, things or events of high symbolic significance or simply a false idea or lie.

The bust of Nefertiti is one of the most famous art treasures of ancient Egypt and is considered a masterpiece of the sculptural art of the Amarna period. It was made during the reign of King (Pharaoh) Akhenaton during the 18th Dynasty between 1353 and 1336 BC.

It was discovered during excavations led by the German Oriental Society under the direction of Ludwig Borchardt in Tell el-Amarna in house P 47,2, the workshop of the chief sculptor Thutmose III on December 6, 1912. In January 1913, it was brought to Germany within the framework of the division of the finds with the permission of the Egyptian antiquities administration. In 1920 James Simon donated the bust of Nefertiti to the Prussian state.



PRUSSIAN CULTURAL HERITAGE  
Head of Nefretete 1336 v. Chr.  
prize on application

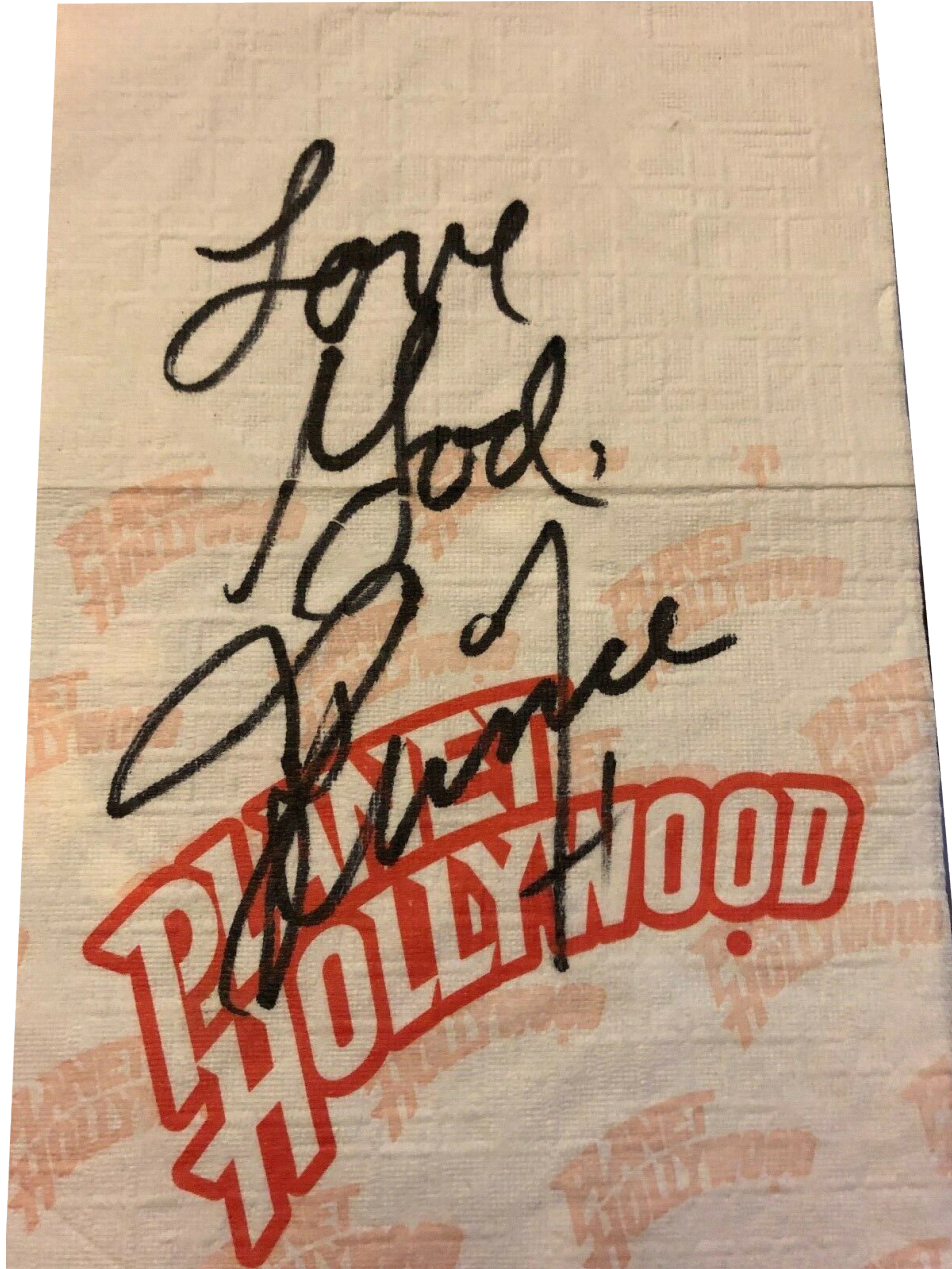
# *F A M E*

Fame is high and lasting prestige of a person within a community or the public. Fame is achieved by outstanding achievements or exceptional (even death-defying) deeds, especially in the artistic, religious, political, economic, martial, scientific or sporting fields. Another characteristic of fame is that it outshines these measurable achievements, and therefore always carries a non-rational component. Fame is always lasting. Fashions, hypes and many media celebrities are only known to the public for a very short time and are quickly forgotten.

Prince Roger Nelson remains one of the most popular and influential musical acts of all time. Known for his style and range, Prince's prolific music career included an ever-evolving sound that blended pop, R&B, hip-hop, jazz, and soul. Prince sold more than 100 million albums worldwide, making him one of the bestselling artists of all time. He tragically passed away at his Paisley Park home on April 21, 2016. His legacy lives on through the timeless messages of love in his music and the countless ways his work has touched lives.

The autographed Napkin by Prince, inscribed „Love God, Prince“, was purchased from a dealer in the music business that met Prince in the 80's. It is now on Sale on amazon.com.





PRINCE  
signed Planet Hollywood napkin  
\$ 1.000

# *P A R O D Y*

A parody is a distorting, exaggerated or mocking imitation of a work, genre or person in their recognizable style. A parody doesn't necessarily need to have a pejorative character, because it confirms the meaning of the original. Often it can even be a homage to the parodied object.

The Vetements Group AG is a fashion company based in Zurich. It was founded in 2014 by the Georgian-German brothers Demna and Guram Gvasalia in Paris. Vetements' approach is to design wearable everyday clothes. The firm has become known for designing eccentric-avant-garde fashion in the upper price segment.

A yellow Vetements T-shirt with a slightly modified DHL logo generated media interest in 2016. The only other difference to the original was a stripe on the back. Gvasalia had designed a number of garments with the DHL logo, including T-shirts in consultation with Deutsche Post. The DHL cooperation was renewed for 2018. In an ironic response to the growing number of fake Vetements items, the company, in collaboration with the British retailer Matchesfashion, sold reissued versions of the best-selling Vetements products to date in late 2016 in Seoul. The design collective had worked on the products to make them look like fakes themselves. In the same year, a man from Stuttgart, who was wearing a Vetements raincoat with the words „Polizei“ on the back, was stopped on the street by patrolmen who confronted him with the criminal abuse of titles, job titles and badges according to §§ 132a para. 1 no. 4, para. 2, 74 StGB (German Criminal Code) and confiscated the coat.



VETEMENTS  
DHL baseball cap  
CHF 290

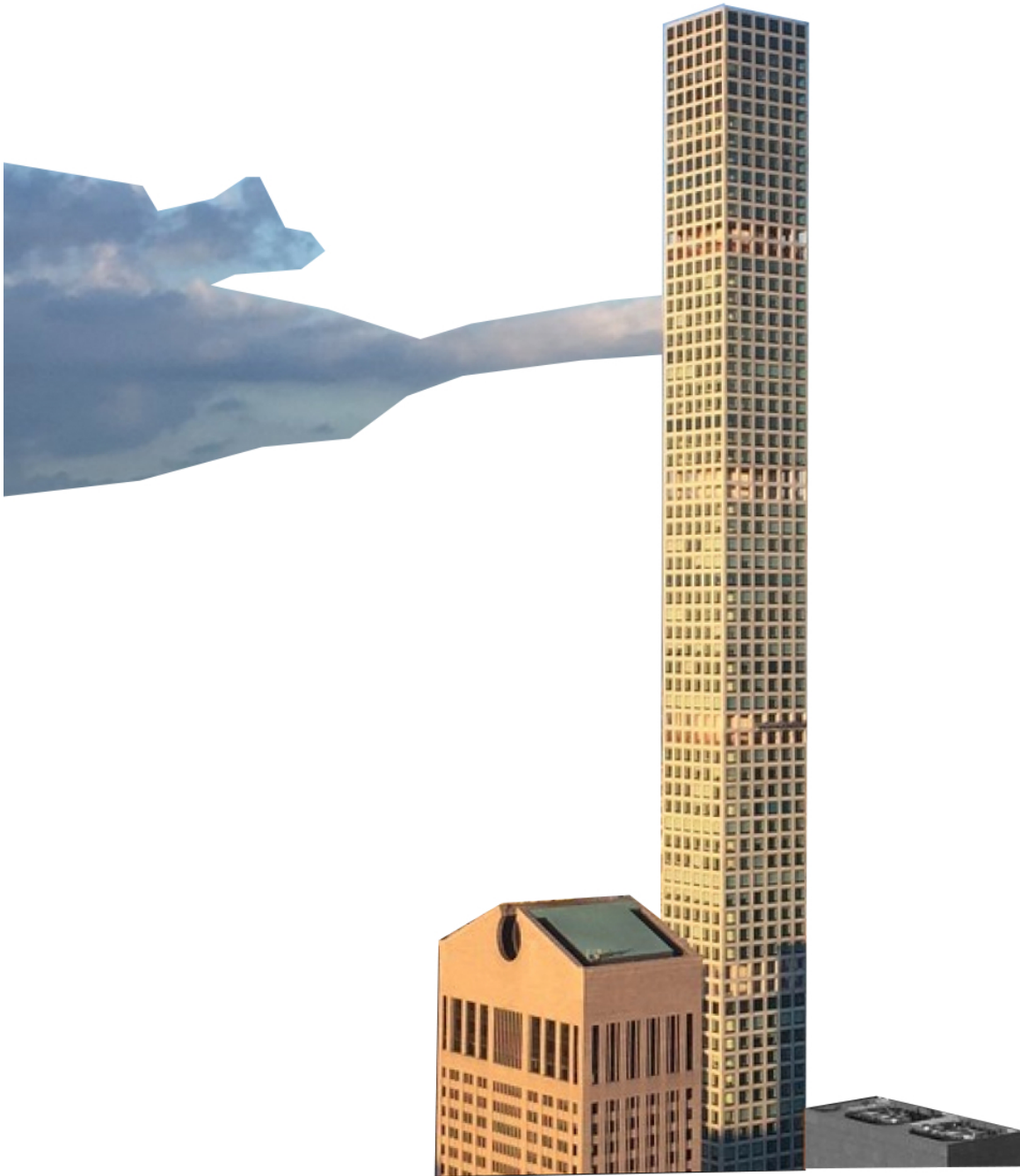
# *H E I G H T*

Height is the distance of an object point from a reference line or surface. It is a one-dimensional quantity and one of three spatial dimensions, which are specified in units of length.

The building height is generally a specific design value of the cubature of a building or similar structure. With rising land prices and therefore land shortages, the height of a building can produce value. The higher a building, the more complicated is its construction. Simultaneously, height enables a wide view and solar radiation. A combination of these factors leads to the increasement of apartment prices in highrises. As the horizontal size of a plot is always defined, its height is unlimited. Property rights defined by points on the ground were once believed to extend indefinitely upward. This notion remained unchallenged before air travel became popular in the early 20th century. To promote air transport, legislators established a public easement for transit at high altitudes, regardless of real estate ownership.

432 Park Avenue is a skyscraper in New York City. Construction of the building began in 2012 and was completed in 2015. With a height of 426 meters, it is the tallest residential building worldwide. The high-rise is to be used almost exclusively for residential purposes. A total of 104 apartments are accommodated on 89 floors.





CIM GROUP, MCGRAW HUDSON CONSTRUCTION CORPORATION

Penthouse at 432 Park Avenue

\$ 95.000.000

# *MARKETING*

The term marketing describes, on the one hand the business unit which task it is to market products and services (offer them for sale in such a way that buyers perceive this offer as desirable); on the other hand this term describes a concept of holistic, market-oriented corporate management to satisfy the needs and expectations of customers and other interest groups (stakeholders). Thus, the understanding of marketing is evolving from an operational technique for influencing purchase decisions (marketing mix instruments) to a management concept that includes other functions such as procurement, production, administration and human resources.

Apple Inc. is a US hardware and software developer and a technology company that designs and distributes computers, smartphones and consumer electronics as well as operating systems and application software. Apple was founded in 1976 by Steve Wozniak, Steve Jobs and Ron Wayne as a garage company and represented one of the first manufacturers of personal computers. Apple's product design is characterized by its simplicity. In recent years, the iPhone has become Apple's most important product, accounting for more than fifty percent of the group's total sales. Apple's marketing strategies include product placement in popular environments, unique value propositions, simple philosophy and emotional advertisement.





APPLE  
iPhone 11 pro  
from CHF 946

# *SPECULATION*

In economics, speculation is the risky exploitation of exchange rate, interest or price differences within a certain period of time for the purpose of profit making. As a rule, people buy a certain speculative object and sell it at a later date. They speculate on a price increase of the object during the speculation period. In order for the object to be a speculation object it needs to be certified or rated. Furthermore, there needs to be a common consensus within a smaller market, that a value of an object would be higher than before, after a situation has changed.

On Brighton Beach in Melbourne Australia, one finds the famous colorful bathing boxes. Even though the beach houses are just simple wooden huts in which you are not even allowed to stay overnight, they cost a fortune. The market has built up a situation, where a bathing box could be auctioned off for 330'000 Australian Dollars. The price has to do with the popularity of the houses on Brighton Beach. Economists argue that the houses are a risk free investment. Their demand increases yearly and therefore the price.

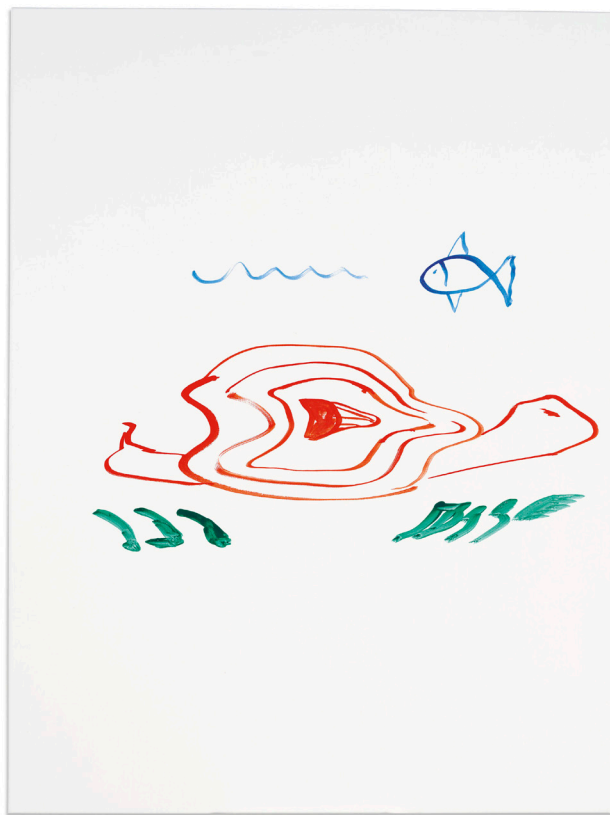


BRIGHTON BEACH, AUSTRALIA  
bathing boxes  
AUS\$ 330'000

# *H U M O U R*

Humour is the gift of a human being to face everyday difficulties and misfortunes with serene composure.

A practice conceived as a joke work also resists the idea of progress. Michael Krebber said early on that there is no need for change as long as the jokes are still good. The embarrassing embarrassment that is characteristic of Michael Krebber is more difficult to grasp, since it is precisely the relationship to parody and its potential as a productive tool that is at stake. With Krebber, the embarrassment is not because he somehow goes too far, but because he doesn't go far enough.



MICHEAL KREBBER

MK.314

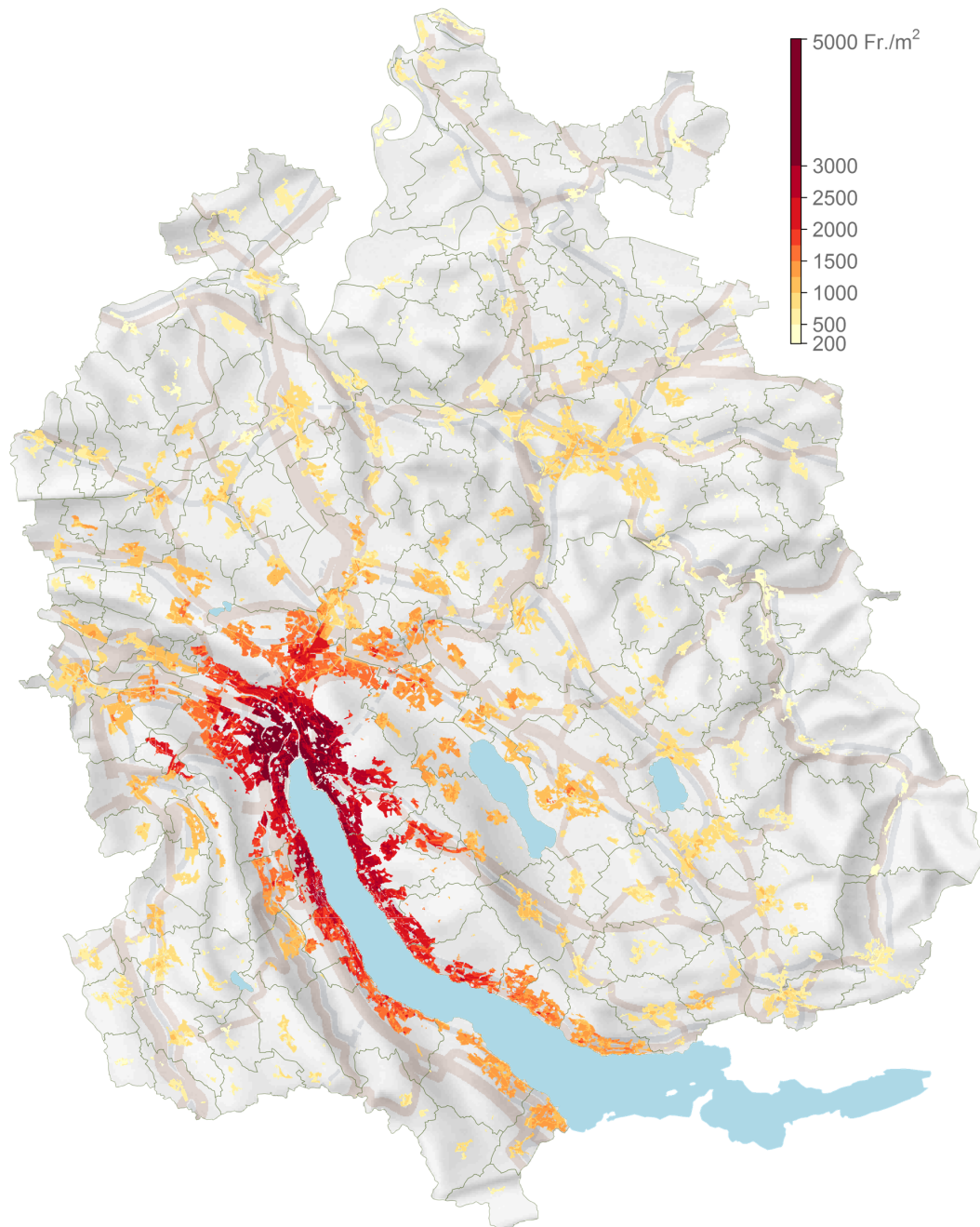
ca. \$ 38.232 - \$ 63.721

# *LOCATION*

In the real estate industry, location is understood as the exact geographical position of land or land rights, taking into account its use. The effect of the location on the monetary value of a piece of land can be described by the city-countryside-model. The model explains how different variables change according to their relative distance to the city center. This can determine the value of a property. The system does not apply one dimensionally on a city or a region. Within a city there could be multiple, specific hubs, which act as centers for different social scenes.

Like any other city, Zurich has a range of land values depending on the location of the land. The highest land values are reached at the lakesides, in the old city centre as well as in Maag-Areal. Additional to centrality, the factors of view, infrastructure and solar radiation play important roles for the location.





CITY OF ZURICH  
parcel of land in Zurich  
from CHF 200/m<sup>2</sup> to CHF 5.000/m<sup>2</sup>

# *BRANDING*

Branding is the activity of giving a particular name and image to goods and services so that people will be attracted to them. Branding also describes the development of a brand into a strong figurehead of a company. The main goal of branding is to differentiate one's own services and products from those of competitors and to associate them with concrete messages and emotions. This economic process can lead, when done successfully, to a rise in value of a certain product, without a definable difference in quality of the product.

Luxottica S.p.A. is an Italian company based in Milan. It is the world's largest manufacturer of spectacles. Main products are sunglasses and corrective frames. Luxottica operates in the business fields of design, manufacturing, wholesale and retail and is active in 130 countries worldwide. The company's own brands include Alain Mikli, Oakley, Oliver Peoples, Persol and Ray-Ban. Licensed brands include Armani, Brooks Brothers, Bulgari, Burberry, Chanel, Club Monaco, Dolce & Gabbana, DKNY, Donna Karan eyewear, Emporio Armani, Michael Kors, Ferragamo, Miu Miu, Polo Ralph Lauren, Prada and Versace. On March 24 2014, Luxottica announced that the company will produce the new version of Google Glass within a strategic partnership with Google.



CHANEL  
sunglasses  
€ 500

# *TRADITION*

Tradition is interrelated with history and stands for a cumulation of values which are transported over time. From an economical point of view, traditions can be used as a value driver for a company, a strategy called „history marketing“. It describes a branch of public relations that has been used increasingly by companies since the mid-1990s. The company's own past in the form of its corporate history is understood as a marketing resource and used as a distinguishing feature against other companies as profitably as possible. The current products, services and resources are presented in the context of the company's long history and should thus release a positive emotional potential. At the same time, the reference to the long tradition is used as proof of competence. Ultimately, history marketing can strengthen the brand identity, creates trust and releases positive emotions.

The Swiss watch market has been through many ups and downs over the past centuries. At some point in the late 20th century, it was believed to be doomed, outperformed by its foreign competitors. However, Swiss watches have remained as one of the iconic symbols associated with the country due to its longlasting tradition, craftsmanship and innovation.

The value of the watch moves beyond its monetary worth, as it is also an object of great sentimental value, often passed on from one generation to another within families.



ROLEX DAY DATE 40  
watch  
CHF 34.800

# *I C O N*

An icon, apart from its religious meaning, is a person or thing as the embodiment of certain values, ideas or a certain attitude towards life. The symbolic power of an icon can increase its value due to recognition factor and cultural meaning.

The Barcelona chair (also known as MR90) is an armchair designed by the architect Ludwig Mies van der Rohe with Lilly Reich for the German pavilion at the 1929 World Fair in Barcelona. The piece measuring approximately 75 × 75 × 75 cm, is one of his most famous and successful furniture designs and is considered an icon of modernism. The construction of the intersecting steel profiles is reminiscent of antique seating furniture such as the Kurul chair. This is particularly noticeable in the stool that was also designed for the pavilion.

The first series of the armchair was manufactured from 1930 under the designation MR90 by the company Berliner Metallgewerbe Josef Müller and from 1931 by its successor company, the Bamberg Metallwerkstätten until 1934. After the war, the chair was commissioned by Mies van der Rohe and made as individual copies by Gerry Griffin in Chicago. In 1948, Mies van der Rohe was able to win over the furniture manufacturers Florence and Hans Knoll for the production by the Knoll company. Knoll did not produce the chairs themselves, but had them manufactured by medium-sized companies in various countries. The armchair in its original version was produced until 1950.

In 1950 Mies van der Rohe revised the design of the chair, the frame of which was now made of one piece of metal instead of several soldered pieces. In addition to this change, there was a switch from goatskin to cowhide. Production of this new armchair began in 1950 by the Knoll company.



MIES VAN DER ROHE, SOLD BY KNOLL WOHNBEDARF  
Barcelona Chair  
CHF 7.419



# GREENWASHING

Greenwashing is a critical term for public relations methods that aim to give a company an environmentally friendly and responsible image in the public eye, without there being a sufficient basis for this. The term alludes to green as a symbol of nature and environmental protection and laundering in the sense of money laundering or laundering oneself clean.

Possible methods and techniques of greenwashing are: Promoting a product as environmentally friendly because of a single characteristic, even though other product characteristics are environmentally harmful, making statements that cannot be verified by independent bodies or even vague statements. Companies may also promote environmentally harmful products, by suggesting donations to charitable or eco-activist groups. Of course, certain companies can go beyond marketing strategies to influence politicians and lawmakers, a practice which is called “deep greenwashing”.

Obviously, companies such as British Petroleum and Mc Donald’s published misleading or symbolic labels to hide the fact that they are largely contributing to global carbon dioxide emissions and climate change. Especially in the case of Mc Donald’s, the company changed their signature M-logo’s background from a red to a green background, after pressure grew on the company due to its large cattle farming and production of packaging etc. The new label should, by being green, make consumers subconsciously think, that the company would make business in a eco-friendly manner although there is practically no informative value and practically nothing has changed in the way they run their business. Of course, greenwashing has positive effects on the value of a brand.



MC DONALD'S  
logo 1968-2009 / 2009-now  
marked value \$58.69 to \$69.11

# COLLABORATION

Collaboration is the cooperation between persons or groups of persons. The term collaboration is used, inter alia, in economics and other applied sciences. In this value-free sense, the term collaboration is also common in English and French. Collaboration here generally refers to a form of cooperation.

The letter „x“ has commonly become a synonym for the term, replacing the „&“ or „feat.“ and marking the type of temporary co-working of two brands or people. It is the ultimate abbreviation of an economic strategy, popularly used by many in the past years. The most common (economic) reason for people/brands to collaborate is the opportunity to tap into otherwise unreachable markets and interest groups, as well as create brand awareness.

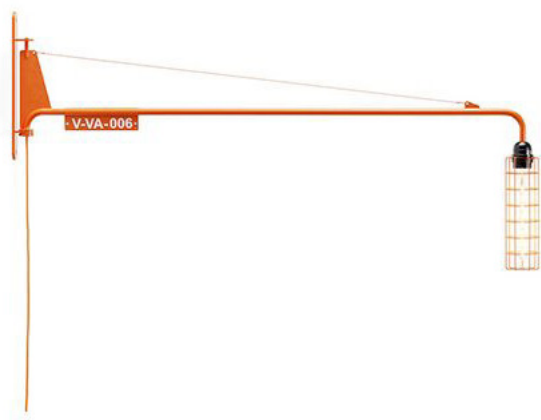
Besides the product industry, other sectors also immensely profit from collaborations. A good example is the Susan G. Komen breast cancer foundation which has entered hundreds of such collaborative cooperations. Some of them are quite striking such as the one with KFC (Kentucky Fried Chicken). Many companies have understood that by associating their product with a good cause, they are likely to achieve higher sales.

At ArtBasel 2019 Vitra presented the exhibition TWENTYTHIRTYFIVE in collaboration with fashion designer Virgil Abloh, which took place on Vitra Campus in Weil am Rhein.

Abloh is the founder of fashion house and luxury fashion brand Off-White. The brand's success earned him the job as head designer of Louis Vuitton menswear.

Off-White is known for doing a lot of collaborations that also reach outside of fashion, such as IKEA or Evian.

Out of the Vitra collaboration, Abloh created three limited spin-offs consisting of two objects by Jean Prouvé and a new one.



VITRA X VIRGIL ABLOH  
furniture collection

Petite Potence € 1.489 - Anthony Chair € 2.489 - The Ceramic Blocks € 149

# *QUANTITY*

Quantity refers to the quantity or number of substances or objects or the frequency of events. The term is expressed in numerical values or the specification of dimensions.

To understand how quantity can have an effect on value, one has to take a closer look at our current food industry. In America, studies were carried out to analyze the purchasing behavior of fresh produce, especially with fruit and vegetables. For this purpose, almost empty racks were analyzed in markets and supermarkets. It was found out, that if there were very few products in a box, customers would not buy them. However, if you filled the crate just before closing time, a lot more products were sold. Psychologists explain this phenomenon by the fact that customers may think that there is something wrong with leftover food. They were tempted to buy more when crates were completely full. This phenomenon increases turnover for the company but also enhances the possibility of food waste.



SCARBOROUGH MARKED

Apples

5.99\$/per kg

# *NETWORK*

Networking means the establishment and maintenance of personal and professional contacts. A network illustrates a group of people who are cooperating with each other privately, but especially professionally, without any relevant services or benefits for third parties (such as customers, companies, society or the state). Being part of a network has multiple effects on the value of a company.

If one wants to frame the architectural representation of network one has to consider the term of the Central Business District (CBD). In Zurich one could identify the Maag Areal as a possible central business district, locating multiple international firms. They profit from a proximity to each other, which also explains the high land prices and rents.

The Kappa Beta Phi club is a secret society of former and current business CEOs working on Wallstreet. Famous members are former New York mayor Michael Bloomberg and US secretary of commerce, Wilbour Ross. The red neckband carrying a golden pendant, engraved with the logo, functions as a recognition feature of the club.





EBAY  
ΚΒΦ-fob, 14 k gold  
€ 478,31

# *INNOVATION*

Innovation means novelty or renewal. In colloquial language, the term is used in the sense of new ideas and inventions contributing to their economic implementation. In the narrower sense, innovations only result from ideas when they are transformed into new products, services or processes that are actually successfully applied and sold on the market (diffusion). This term must be distinguished from the term novelty, which means the quality of being new, without necessarily having a benefit. Innovations mark decisive moments in a brand's history and can therefore be exactly traced by the seismic power they have on markets and the company's net worth.

The most successful innovation of the company Dyson was their vacuum cleaner DC01. The dirt particles in this particular cleaner move outwards by centrifugal force and are collected in a separate container. DC01 does not need bags and therefore cannot clog. Products like DC01 are oftentimes very expensive because of nonexistent or poorly developed sales markets for such innovative products. In recent times, Dyson published products, selling them as innovative. Forced to bring new products onto the market again and again, the company thinks up only marginal changes for their products, which tend to make a device harder to use or less practical. Dyson's vacuum cleaners are rechargeable since a few years, however often criticized for their extremely limited running time. Latest products are sold even more expensive because of a micro-filtering-technology. However, professionals doubt the effectiveness of such novelties.



DYSON  
vacuum V11 absolute  
\$ 699.99

# *R A T I N G*

In finance, rating is the ordinally scaled classification of the creditworthiness of an economic entity (company, state) or financial instrument. However, through internet platforms products, services and real estate can be rated. The rating can be carried out by the platform or third parties. Results of a product search are listed according to their rating, of course from highest to lowest rating. Ratings, which use a scale (eg. Google Rating 1 to 5) do not necessary represent qualities you associate with a product or service. They often reveal the average opinion of a wider public or even the global entity. Ratings can be easily manipulated.

The fictional restaurant „The Shed at Dulwich“, made it to number one of roughly 18.900 London restaurants on Trip Advisor although it did not exist. It went past Michelin awarded restaurants on the ranking, only by faking. People where faking reviews and therefore generated a nearly perfect rating. Posts of food, that appeared on the Trip Advisor page where constructed using everyday objects and cleaning products.



THE SHED AT DULWICH  
restaurant  
rated #1 restaurant in London on Trip Advisor (2017)

# *NARRATIVE*

A narrative is a meaningful story that influences the way the environment is perceived. It transports values and emotions, is usually related to a nation state, a specific cultural area or even a product and is subject to change over time. In this sense, narratives are not arbitrary stories, but established stories that are endowed with legitimacy. Narratives can also obscure, highlight or invent the past or backstory of a company or a product. In today's capitalist society underdog-stories of genius men represent values, however, it is important to focus on the fact that a narrative can make products or services relatable. By breaking down the global scale to a very personal interaction with the customer and by imposing the product or the company with a familiarity, an authenticity or even an ideal, customers tend to see more than just the simple product. Narratives can also relate a product to a tradition and heavily influence the way we see it.

Coca Cola's illustrator Haddon Sundblom created the Santa Claus we know today. By relating the story of a jolly old man who wears a red coat to the brand Coca Cola, a strong image was created. Studies show that Coca Cola had a large influence on how we perceive Christmas and the colors we associate with it. That in reverse supports the company's Christmas advertising campaign.



HADDON SUNDBLOM  
coca cola ad  
coke and santa clause (1931)





Considering the digital economy, companies could be anywhere in the world. However, some still need a central location in order to run their business successfully. For years now, there seems to be a mantra in economics called **network equals net worth** describing the immensely valuable network found in global cities, at places such as the Maag-Areal. The aim of the network is to maintain personal and professional contacts among specialized professionals.

**Owners of the Maag Areal:**

Coop Holdings, *Coop real estate holdings*  
Maag Holdings AG, *stockcorporation based in Zurich*  
Mobimo Holding AG, *one of the five largest real estate holdings in Switzerland, assets 3 Mrd. CHF*  
Swiss Prime Site, *largest real estate company in Switzerland, assets 11 Mrd. CHF*  
Welti Furrer, *leader for removals and transports in Switzerland, turnover 24 Mio. CHF*  
Wincasa, *leading integral real estate service provider, investment assets 66 Mrd. CHF*

**Tenants of the Maag Areal:**

Asses + Perform AG, *executive consultant*  
Bouygues E&S FM Schweiz AG, *building technology & management, turnover 1,3 Mrd. CHF*  
Citibank (Switzerland) AG, *business of a universal bank*  
Clouds Gastro AG, *chic european restaurant with panoramic city views*  
Deutsche Bank (Schweiz AG), *largest credit institution in Germany, assets 69 Mrd. CHF*  
Ernst & Young AG, *largest private financial service provider in the world, turnover 34,8 Mrd. \$*  
Galerie Eva Presenhuber, *gallery for contemporary art*  
Galerie Peter Kilchmann, *gallery for contemporary art*  
GAM, *internationally active wealth management company, assets 135.7 Mrd. CHF*  
Guido Schilling Partners AG, *leading executive search company in Switzerland*  
Homburger AG, *leading Law firm in Switzerland*  
Humanis AG, *leading executive search company in Switzerland*  
Hotel Rivington and Sons, *one of the best cocktailbars in Zurich*  
Jones Lang LaSalle AG, *worldwide leading company in real estate consulting, assets 60 Mrd. \$*  
Korn Ferry International, *largest executive search firm in the world, turnover 1.9 Mrd. \$*  
Netcentric AG, *digital service provider for the world's greatest brands*  
Nexxiot AG, *spin-off from ETH Zurich for tracking devices*  
Oracle Software (Schweiz) GmbH, *cloud structures for corporate processes*  
Repower AG, *international energy supply company, 2.09 Mrd. CHF*  
Swiss Prime Site, *largest real estate company in Switzerland, assets 11 Mrd. CHF*

**Firms Involved in the Maag Areal:**

Diener Diener Architekten, *leading architectural practice in Switzerland*  
Gigon Guyer Architekten, *leading architectural practice in Switzerland*  
Losinger Marazzi, *leading construction contractor in Switzerland, turnover 800 Mio. CHF*  
Meili Peter Architekten, *leading architectural practice in Switzerland*

**Subsidiaries:**

Bouygues Construction, *Europe's fifth largest construction company, turnover 35,5Mrd. €*  
Bouygues E&S FM Schweiz AG, *building technology, building management, turnover 1,3 Mrd. CHF*  
Bouygues Immobilier, *real estate development company in France*  
Bouygues Telecom, *third largest mobile operator in France*  
Colas, *World leader in transport infrastructure construction*  
Losinger Marazzi, *leading construction contractor in Switzerland, turnover 800 Mio. CHF*  
TF1 Group, *largest private television broadcaster in Europe, turnover 2.3 Mrd €*

**Citigroup**

Aéreo Mexico, *largest Mexican Airline*  
Citibank (Switzerland) AG  
Metalmark Capital

**Coop**

Alvi-Shop  
Bell Food  
Betty Bossi  
Christ  
Coop Holdings  
Coop Bau + Hobby  
Coop Mineraloel AG  
Fust, Interdiscount  
Selerno

**Owners of the Maag Areal:**

Coop Holdings, *Coop real estate holdings*  
Maag Holdings AG, *stockcorporation based in Zurich*  
Mobimo Holding AG, *one of the five largest real estate holdings in Switzerland, assets 3 Mrd. CHF*  
Swiss Prime Site, *largest real estate company in Switzerland, assets 11 Mrd. CHF*  
Welti Furrer, *leader for removals and transports in Switzerland, turnover 24 Mio. CHF*  
Wincasa, *leading integral real estate service provider, investment assets 66 Mrd. CHF*

**Tenants of the Maag Areal:**

Asses + Perform AG, *executive consultant*  
Bouygues E&S FM Schweiz AG, *building technology & management, turnover 1,3 Mrd. CHF*  
Citibank (Switzerland) AG, *business of a universal bank*  
Clouds Gastro AG, *chic european restaurant with panoramic city views*  
Deutsche Bank (Schweiz AG), *largest credit institution in Germany, assets 69 Mrd. CHF*  
Ernst & Young AG, *largest private financial service provider in the world, turnover 34,8 Mrd. \$*  
Galerie Eva Presenhuber, *gallery for contemporary art*  
Galerie Peter Kilchmann, *gallery for contemporary art*  
GAM, *internationally active wealth management company, assets 135.7 Mrd. CHF*  
Guido Schilling Partners AG, *leading executive search company in Switzerland*  
Homburger AG, *leading Law firm in Switzerland*  
Humanis AG, *leading executive search company in Switzerland*  
Hotel Rivington and Sons, *one of the best cocktailbars in Zurich*  
Jones Lang LaSalle AG, *worldwide leading company in real estate consulting, assets 60 Mrd. \$*  
Korn Ferry International, *largest executive search firm in the world, turnover 1.9 Mrd. \$*  
Netcentric AG, *digital service provider for the world's greatest brands*  
Nexxiot AG, *spin-off from ETH Zurich for tracking devices*  
Oracle Software (Schweiz) GmbH, *cloud structures for corporate processes*  
Repower AG, *international energy supply company, 2.09 Mrd. CHF*  
Swiss Prime Site, *largest real estate company in Switzerland, assets 11 Mrd. CHF*

**Firms Involved in the Maag Areal:**

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**Subsidiaries:**

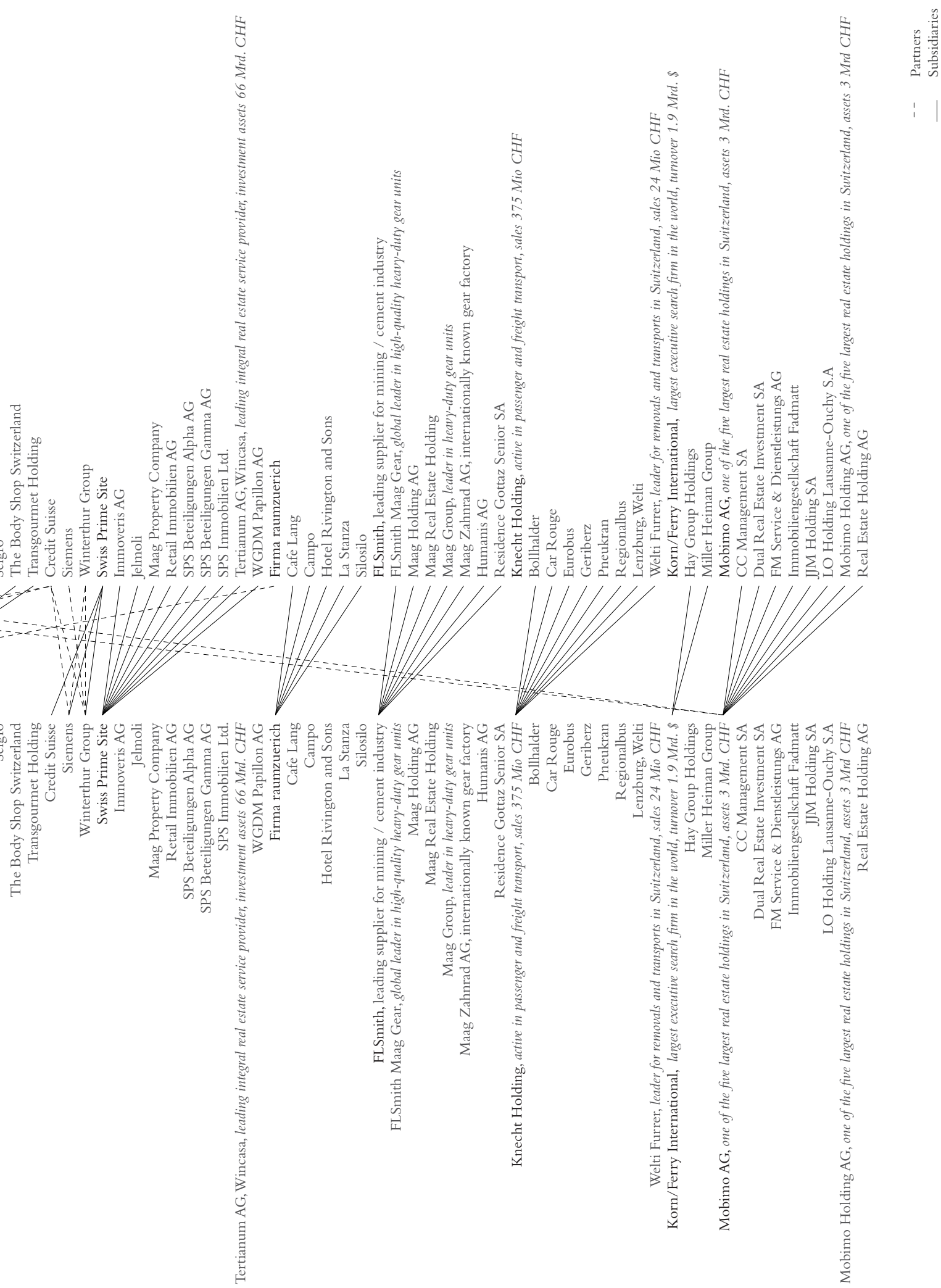
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**Citigroup**

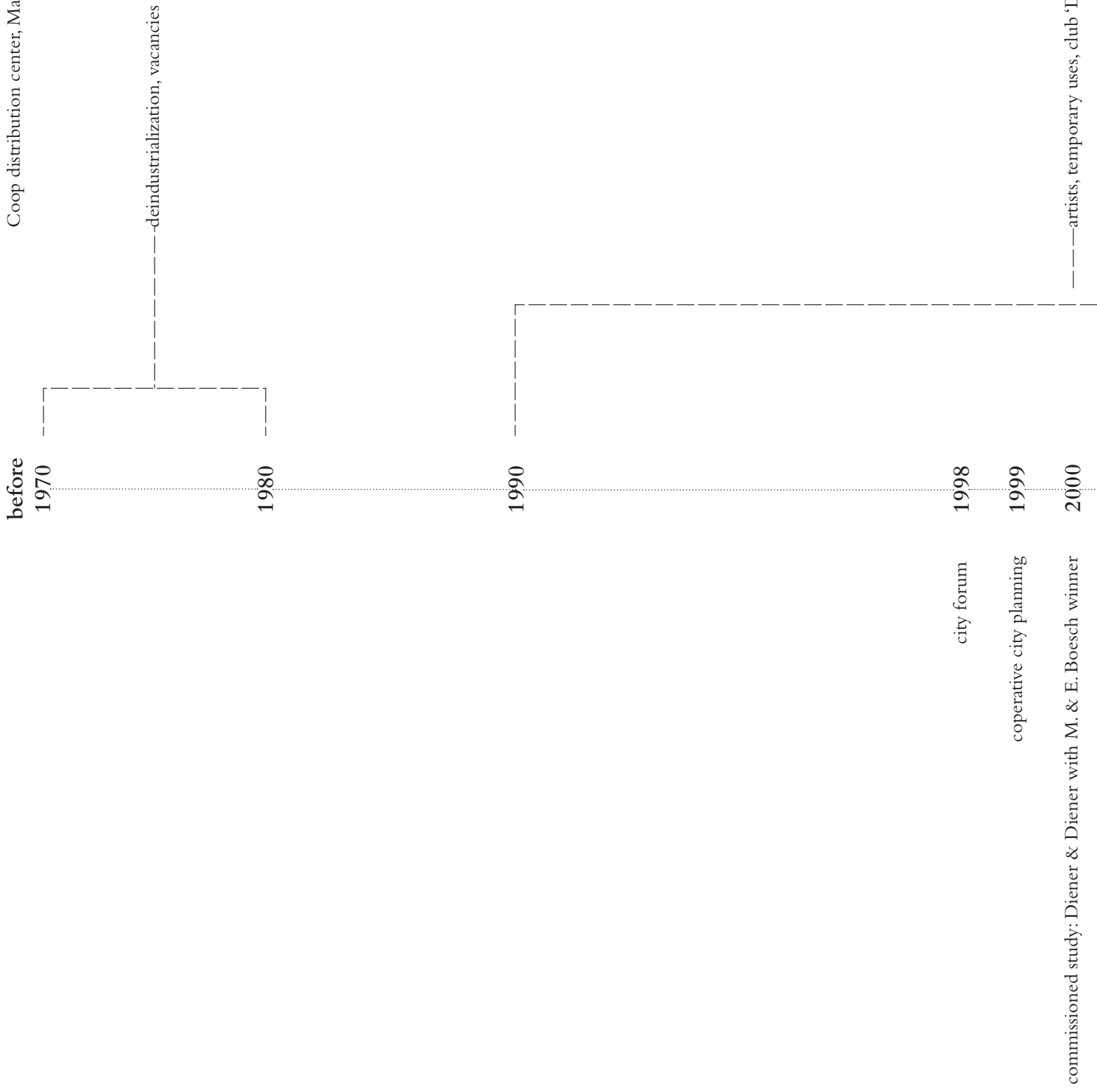
Aéreo Mexico, *largest Mexican Airline*  
Citibank (Switzerland) AG  
Metalmark Capital

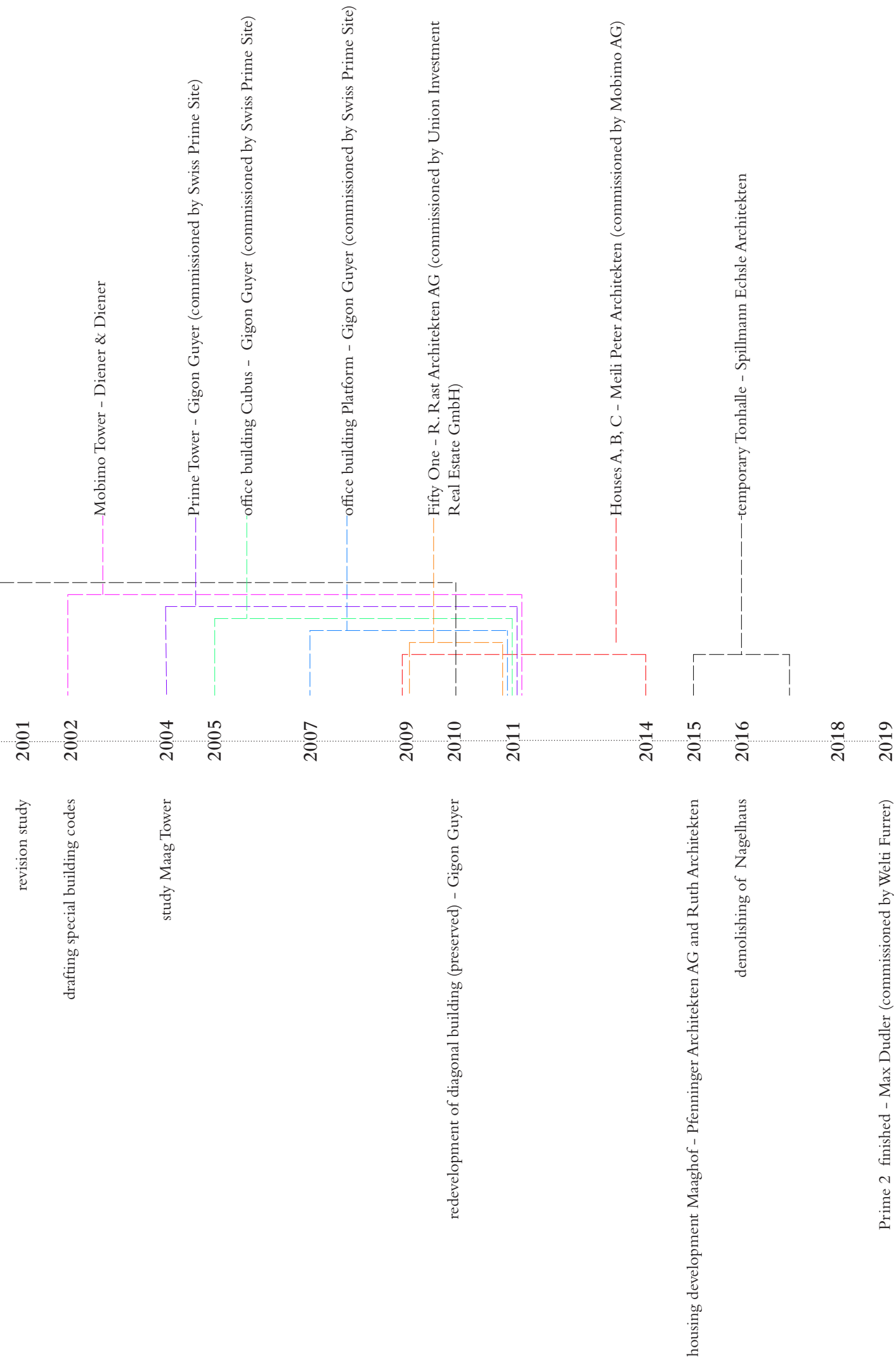
**Coop**

Alvi-Shop  
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Coop Holdings  
Coop Bau + Hobby  
Coop Mineraloel AG  
Fust, Interdiscount  
Selerno



Coop distribution center, Maag Factory, Private Owners, City















































**KANDIL®**

Sportphysiotherapie & Medizinisches Rehatraining

Fortbildung · Sportspezifisches Training · Massage



**Deutsche Bank**

Warenannahme/Lieferanten

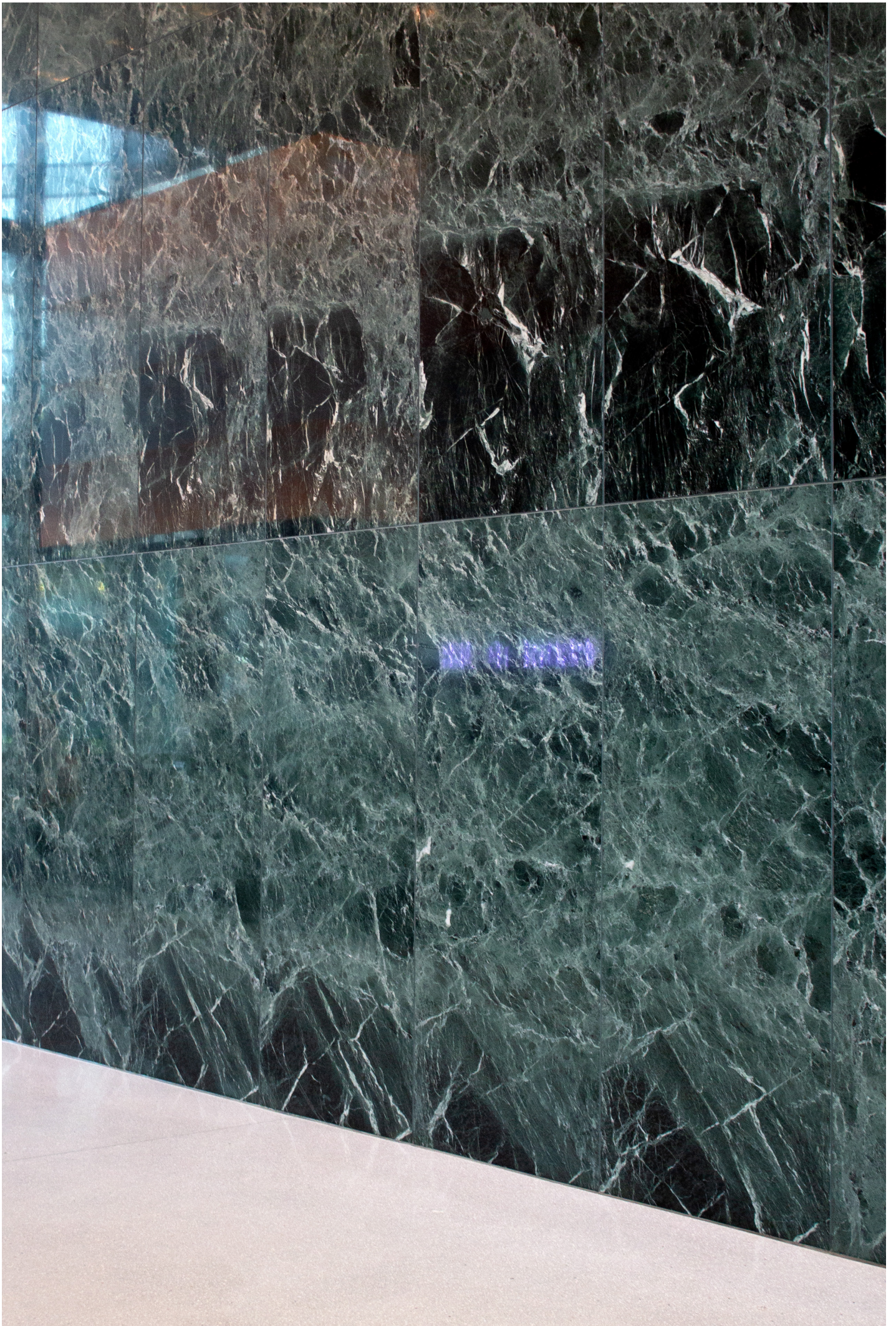
BAR























**Packages** are envelopes. They are part of a conflict between true reflection and deliberate deception of content. A wrapper is always a projection surface for a certain ideology of value. Packaging is part of a value system which usually places external appearances at the beginning of any quality assignment.

Losinger Marazzi is one of the leading construction companies in Switzerland. After successfully realizing several large urban developments they became the main responsible contractor for Maag Areal Plus in 2002. The intention of the developers was to attract major high-profile companies due to the ideal location and the prestigious tower in order to activate the area. A new law came into force the same year: the free movement of persons. Since then, companies from the EU no longer needed a work permit if they stayed in Switzerland for less than three months. As a consequence, new construction companies were founded, which were hired by Swiss companies as subcontractors offering cheap labor. During the construction of Prime Tower, Losinger Marazzi was accused of applying wage dumping by using cheap subcontractors. An investigation was initiated by Markus Stalder, the responsible labor market inspector of Canton Zurich. He visited the building site and interviewed construction workers. The case was discussed widely in media, but in the end Losinger Marazzi wasn't legally charged.



Sent by **Pascal Bärtschi**, CEO Losinger Marazzi to **Markus Stalder**, June 13, 2011

Salami Milanese on wooden board with knife

In December 2000 the architect Mike Guyer was one of the jury members for the urban planning competition of Maag Areal. One year later, it was announced that Roger Diener (Diener & Diener Architekten) won the competition together with M&E Boesch for a total investment volume of approximately 900 million francs. In 2004, an invited competition for the Maag Tower, which constitutes a central building on Maag Areal, was initiated. Roger Diener refused to be part of the jury because of conflict of interests. The jury decided for the project of Gigon Guyer, claiming that the concept of their office would fit best into the urban planning, which was selected by themselves three years earlier. The career of Gigon & Guyer took a big step that day. Maag Tower, today known as Prime Tower, would become the tallest building of Switzerland and therefore an important landmark of Zurich. Five years later, Annette Gigon and Mike Guyer were announced professors at ETH Zurich, one of the world's most prestigious universities.





Sent by **Mike Guyer** to **Roger Diener** December 7, 2004

Clouds Gin by CLOUDS at Prime Tower Zurich



On January 31, 2020 French construction firm Bouygues noticed an IT-bug that had spread from their Montréal branch to all other firms in ninety-two countries. Maag-Areal based daughter firms Bouygues Energies & Services and Losinger Marazzi AG were also affected by the ransomware attack, bringing all their IT-systems to a standstill for a full week. The hacker-group called 'Maze' managed to steal 700 TB of data which they threatened to release in Russian hacker forums, if the ransom of 10 billion euros wouldn't be followed up by Bouygues. The release of the data could have had serious consequences such as lawsuits against the company. In order to secure their data and prevent a legal aftermath, Bouygues Switzerland hired neighboring IT firm Oracle Software GmbH. Understanding the pressing matter, Oracle immediately put together a team of their cyber security task force to track down the encryption trojan. They successfully managed to put all IT-systems back to work, secured all data and updated the firm's digital firewall.



Sent by Bouygues Services & Energies to Oracle Software GmbH (CH) February 12, 2020

Nespresso Box "Limited Edition", Bio Suisse

When UBS AG announced the employment of Iqbal Khan, a former Credit Suisse employee, on August 29, 2019, the Chief Operating Officer (COO) of Credit Suisse, Pierre-Olivier Bouée, commissioned a Credit Suisse employee to initiate a surveillance of Iqbal Khan. No other employees were involved. Bouée stated that he alone had decided to have Iqbal Khan monitored and that he had not discussed this decision with the CEO, other members of the Executive Board or members of the Board of Directors of Credit Suisse. He was concerned that Iqbal Khan posed a risk to the economic and legal interests of Credit Suisse. After UBS AG had announced the appointment of Iqbal Khan, the COO considered that the previously only hypothetical risks for Credit Suisse had materialized. The fact that Iqbal Khan continued to be in contact with key employees of Credit Suisse would have contributed to the Bouée's concerns. Bouée was dismissed without notice. On September 24 2019, the lawyer's office Homburger, located at Prime Tower Zurich, was commissioned to conduct an independent investigation into the monitoring of Iqbal Khan at short notice.





Sent by **Pierre-Olivier Bouée** to **Homburger AG** on November 3, 2019

Four pralines with gold leaf-covered hazelnut send to lawyers involved in the case

Nexxiot AG, headquartered at Prime Tower Zurich, is a pioneer and industry leader in the development and delivery of digital supply chain management solutions. It is a spin-off of ETH Zurich, founded in 2015. Since the 1990s, ETH Zurich has been supporting the establishment of companies based on research results in order to promote the translation of such results into market-ready products and thus the creation of new jobs. Nexxiot can rely on more than ten years of research in the areas of complex systems, big data algorithms and ultra-low power embedded technology. Three successful investment rounds enabled the company to pursue global expansion plans. In addition to its headquarters in Switzerland, the company has offices in Germany and the USA.



Sent by ZKB to Nexxiot AG May 4, 2015

Ten pieces of Pionierbier Start-Up-Gift

The 'Masterplan Science City', released in 2007 and led by ETH Prof. em. Kees Christiaanse's office KCAP, proposed a development of ETH Hönggerberg that went beyond the university's research and educational facilities. One of the main goals of the program was to include housing units, making ETH Hönggerberg a livelier campus. In 2016 the housing and office compound 'Living Science' was completed by construction firm Losinger Marazzi, a partner of ETH. The housing estate consists of two parallelly placed buildings, each made up of two dwellings that are connected by an external access infrastructure. In total, the compound is comprised of 204 student apartments, that range from 2.5 to 7.5 bedrooms, as well as workshops on the ground floor, used for commercial reasons. The maintenance of the 9000 square meters rental space is part of an operational concept between Losinger Marazzi and sister company Bouygues Energies & Services.





Sent by **ETH Zürich** to **Bouygues Energies & Services** December 21, 2017

Seven boxes of honey produced at Hönegg for all employees involved in the project at ETH Höneggerberg

Guido Schilling Ag is an executive search firm located in Prime Tower Zurich. The company is especially known for promoting women in leading positions. In 2019, three women working in high positions, left the company Schilling & Partner simultaneously. Two of them claimed absent co-decision procedures as a reason for quitting. The third woman, Daniela Beyrouti, stayed silent when being asked for a statement. After the incident, many insiders complained about Schilling's strategy of giving women leadership positions in order to fulfill the quota system requirements.





Sent by **Guido Schilling AG** to **Daniela Beyrouti** June 13, 2019

Stoll Coffee Hausmischung by Guido Schilling

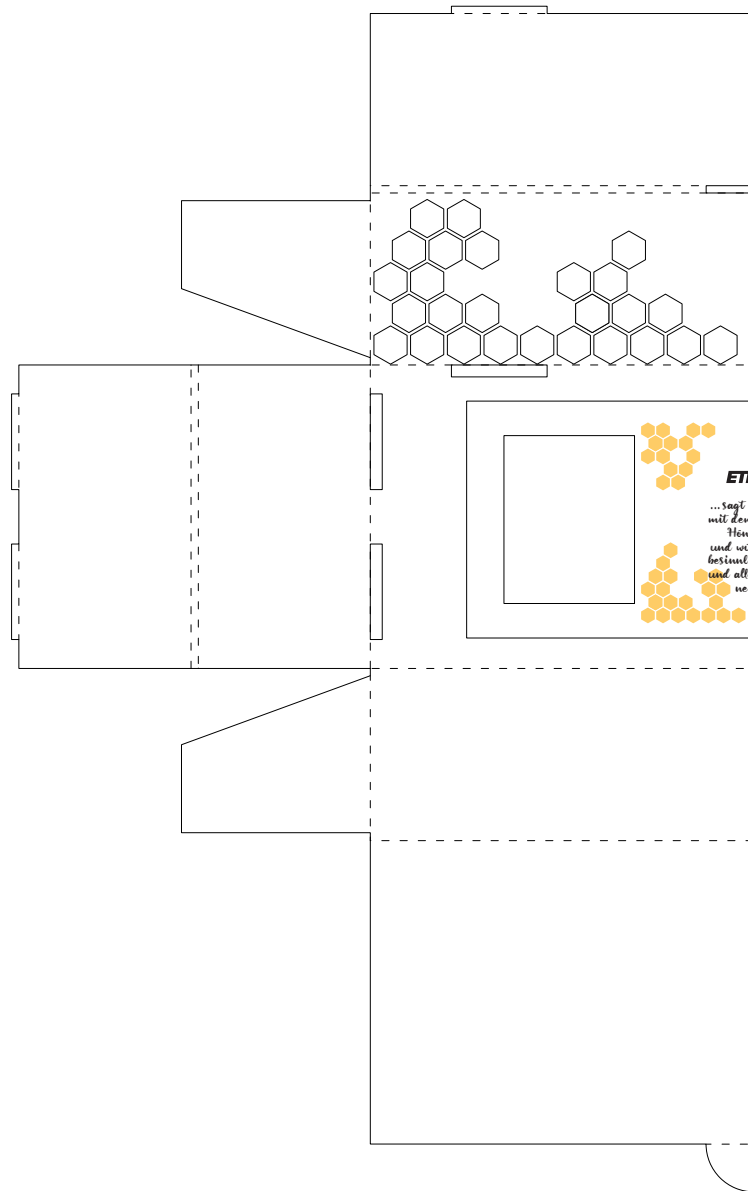
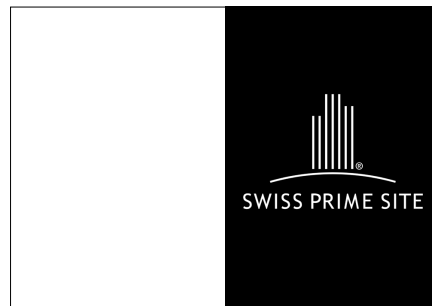
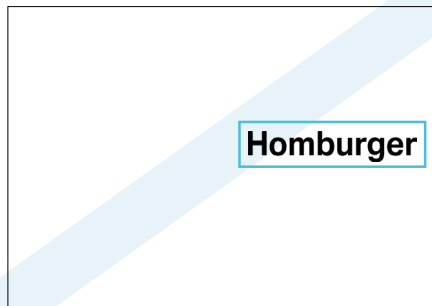
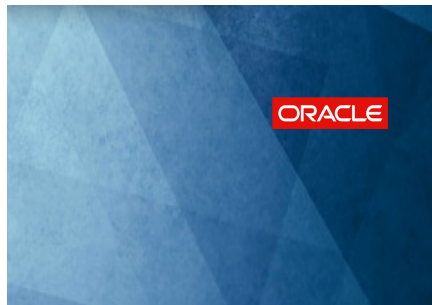
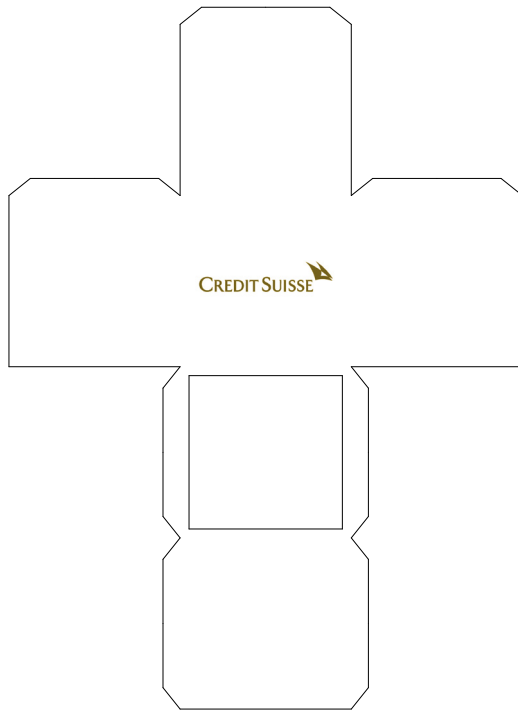
In 2004, real estate firm Maag Holding AG sold the site of Maag Areal to the real estate firm Swiss Prime Site, which had been founded five years earlier created out of the Credit Suisse pension fund. Credit Suisse enabled Swiss Prime Site to achieve insured returns through optimised interest rates and a ninety-three percent share of outside capital, thus enabling it to make a risk-free purchase. The projected Maag Tower was renamed Prime Tower and lost all conditions set by the city including a planned residential share. Credit Suisse remains the highest shareholder and the primary credit institution of Swiss Prime Site AG. Several companies on Maag Areal own shares of Swiss Prime Site.



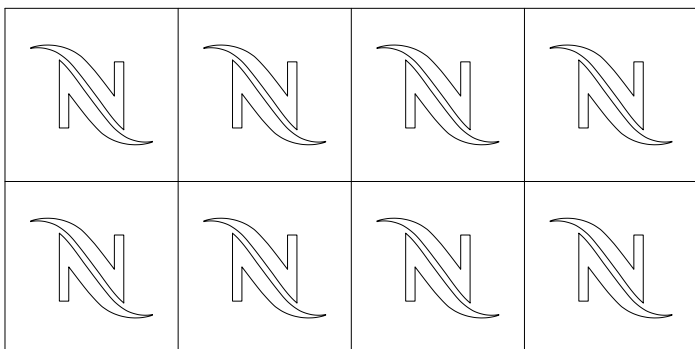
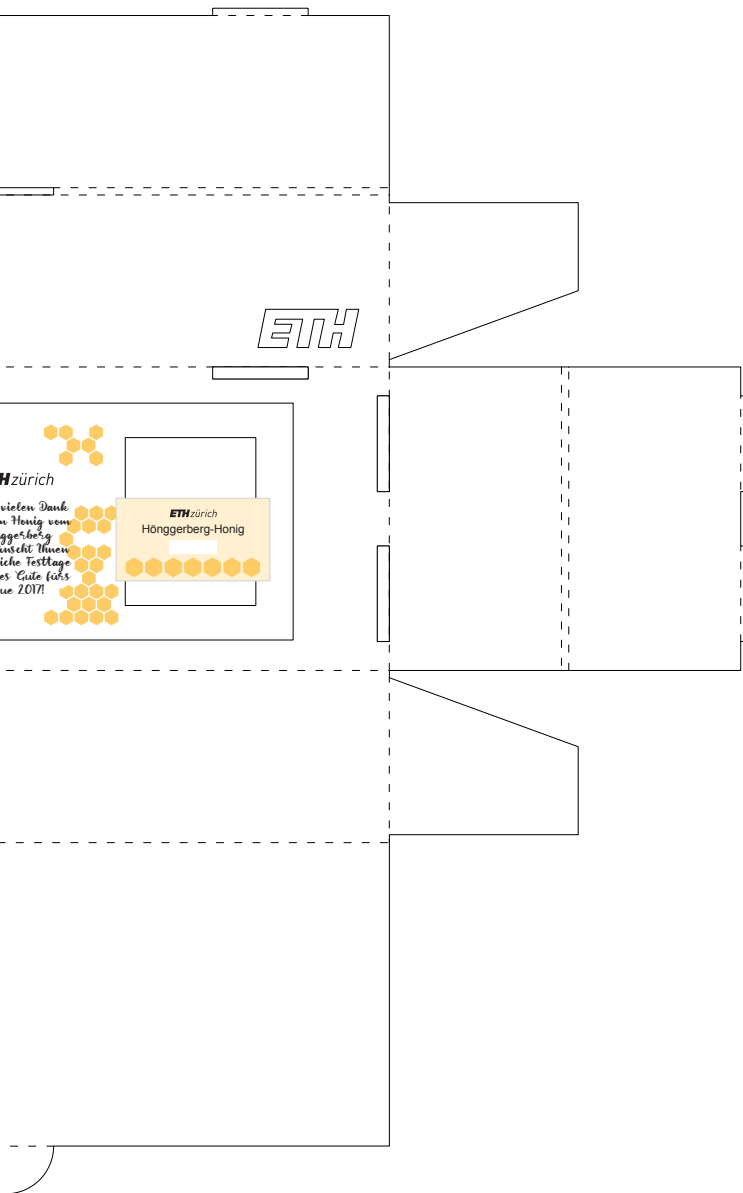


Sent by **René Zahnd**, CEO Swiss Prime Site, to **André Helfenstein**, CEO Credit Suisse AG February 20, 2020

Anniversary present, wooden board with cheese (handed over personally)







**Uf ä gueti Zämearbeit!**

Bouygues E&S InTec AG dankt Ihnen für Ihr aussergewöhnliches Engagement und die gute Zusammenarbeit!

Merci!  
Ihr Bouygues-Team

**BOUYGUES**  
ENERGIES & SERVICES





Classical economists like Marks or Smith argued that value could be linked to objective, measurable parameters. By that, they meant the industry and its products. Today, value has become an elusive term. Its definition is obscured by different companies regarding themselves as value producers. Price determines value. **Worth** is to be understood as monetary or economical value, whereas **value** seems to be more subjective. Thus, scholars like Mariana Mazzucato argue that now, more than ever we should contest the meaning of value and who produces it.







**Owners of the Maag Areal:** Coop Holdings, Coop real estate holdings, AG, one of the five largest real estate holdings in Switzerland, assets 3 Mrd. 11 Mrd. CHF, Welti Furrer, leader for removals and transports in Switzerland, provider, investment assets 66 Mrd. CHF, **Tenants of the Maag Areal:** AG, building technology, building management, turnover 1,3 Mrd. CHF, C AG, chic european restaurant with panoramic city views, Deutsche Bank (Ernst & Young AG, largest private financial service provider in the world, art, Galerie Peter Kilchmann, galery for contemporary art, GAM, international Schilling Partners AG, leading executive search company in Switzerland, executive search company in Switzerland, Hotel Rivington and Sons, one of the leading companies in real estate consulting, assets 60 Mrd.\$, Korn Ferry International, Netcentric AG, digital service provider for the world's greatest brands, Nex (Schweiz) GmbH, cloud structures for corporate processes, Repower AG, largest real estate company in Switzerland, assets 11 Mrd. CHF, **Firms** architectural practice in Switzerland, Gigon Guyer Architekten, leading contractor in Switzerland, turnover 800 Mio. CHF, Meili Peter Architektur Construction, Europe's fifth largest construction company, turnover 35,5 management, turnover 1,3 Mrd. CHF, Bouygues Immobilier, real estate operator in France, Colas, World leader in transport infrastructure construction, 800 Mio. CHF, TF1 Group, largest private television broadcaster in Europe, company, turnover 114 Mio. CHF, Au Premier, Bar 45, Bauschänzli, Cerny See, Hotel Josef, Il baretto, Kunsthalle Restaurant, Le Café, Oscar C. Mut, Zum Vorbahnhof, Citigroup, Aéreo Mexico, largest Mexican Airline, Bell Food, Betty Bossi, Christ, Coop Holdings, Coop Bau + Hobby Switzerland, Transgourmet Holding, Credit Suisse, Siemens, Wintertal Company, Retail Immobilien AG, SPS Beteiligungen Alpha AG, SPS Wincasa, leading integral real estate service provider, investment assets 66 Mrd. Hotel Rivington and Sons, La Stanza, Silosilo, FLSmith, leading supplier of high-quality heavy-duty gear units, Maag Holding AG, Maag Real Estate AG, internationally known gear factory, Humanis AG, Residence Gosau, sales 375 Mio CHF, Bollhalder, Car Rouge, Eurobus, Geriberz, Pn transports in Switzerland, sales 24 Mio CHF, Korn/Ferry International, Holdings, Miller Heiman Group, Mobimo AG, one of the five largest real estate SA, Dual Real Estate Investment SA, FM Service & Dienstleistungen Lausanne-Ouchy S.A, Mobimo Holding AG, one of the five largest real estate